



CITY OF BOULDER CITY, NEVADA STRATEGIC PLAN

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City Council

Robert S. Ferraro, Mayor
Bryan Nix, Assistant Mayor
Dr. Joe Hard, Councilman
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Bill Smith, Councilman

Strategic Plan Committee

Arn McLean, Chair
Pam Adams
Goldie Begley
Earl Burris
Doug Broadbent
Dib Campbell
John Wiles
Robert Herr, Planning Commission
Liaison

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All questions regarding this document should be directed to:

Brok Armantrout
Director
Community Development Department
City of Boulder City, Nevada

Physical Address:
401 California Avenue
Boulder City, NV 89005

Mailing Address:
P.O. Box 61350
Boulder City, NV 89006-1350

Telephone:
(voice) 702-293-9261
(fax) 702-293-9392

Email:
barmantrout@bcnv.org

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City of Boulder City, Nevada Strategic Plan

BACKGROUND

Over the past several years, the City of Boulder City has initiated processes that have it looking to the future and planning for services, programs and facilities to meet the needs of the residents of the community. The most current budget process addressed both revenues and expenditures for its operating programs for an extended five year period. The capital improvement program established a continuing five year look at facility and equipment needs. These are necessary and good financial planning steps, but are done without a comprehensive community/City sense of what it wants and expects to achieve in that same five years. In many respects it reflects a planning for a continuation of the status quo – a condition that may or may not meet the expectations of the community or City leaders for the future.

Strategic planning is essentially a process which assesses the future to the extent possible and determines what the picture of the community, from many different perspectives, should look like in the future years. The Mayor and City Council have recognized the need for this type of planning effort which will in turn; provide the roadmap for future budgeting and capital planning efforts. They have recognized the need for a broad range of community input in developing the plan for the future. In short, the City Council has determined that it truly can plan what the City will be five or more years into the future. Such a plan will give guidance not only to the legislative and administrative arms of the city government, but will provide a guideline for residents of the community to act upon in the development of private programs and services.

STRATEGIC PLAN CONCEPTS:

Generally, cities complete comprehensive plan processes which are grounded in land use and/or requirements of regional and state regulations for consistent and orderly use of lands. These processes result in zoning, development regulations and standards for the development and redevelopment of properties – a “coloring” of land use maps to designate use and other related conditions. These plans are important in assuring that residents and potential residents have specific processes and regulations to be followed in completing development and building plans. They do not, however, address many of the intangibles that make up the current community or the desires of the future community.

Strategic planning calls for the community to assess the future and make decisions related to what it wants to be, what it want to achieve. It starts with a visualizing the “total” community from big picture point of view and then making decisions regarding types and levels of services, the use of lands, and, to some extent, the social and physical interactions within the community. This part of the process becomes the Vision Statement or a very general, high level blueprint for community expectations of itself five years into the future.

Once this general statement is prepared, the values that are seen to make up the community as it currently exists and wants to be in the future are developed. The Value Statements are the beginning points for determining the standards to be addressed to ensure the total community measures up to the expectations of its inhabitants for the future. They will be used to assess the current strengths, weaknesses, opportunities and threats to maintaining or achieving the desired

standards.

Flowing from the values are the primary, broad based Goals for achieving the desired results of activities of the City and its residents. Each broad based goal will have several Strategic Objectives that will facilitate success in achieving the goal. Once the objectives have been formulated, City staff must fill in the specific Strategic Activities that are required to achieve the objectives. These activities can then be translated into the annual spending program of the City and given some sense of priority based on the availability of resources necessary to successfully accomplish the objectives. It should not be expected that each objective and activity will be pursued immediately due to resource constraints.

The Strategic Plan should not be considered to be a blueprint that cannot be changed when conditions surrounding it change. While setting forth the roadmap of where the City is going, it should remain dynamic and responsive to unforeseen conditions. The basic vision should be maintained. Goals should be relatively consistent. The objectives, and the attendant activities designed to achieve the objectives will be subject to the annual budget process. That budgeting process, however, should be more understandable to every resident as it will focus on the accomplishment of goals set forth in the Strategic Plan. In the end, the plan provides some accountability on the part of the City Council, City staff and community for meeting the expectations laid out in that plan. If there are changes in the direction set forth in the plan, they should be well thought out, considering the inter-relationships of goals and objectives.

THE BOULDER CITY PROCESS

The Mayor and City Council made the decision to not create a strategic plan without significant input from the community. The method chosen was to select a representative sample of the community to develop the draft plan for critical analysis by the community and the City Council. Nine members of the community were selected from a pool of applicants indicating an interest in developing the draft plan. The Strategic Plan Advisory Committee met five times to complete its draft of the plan for review by the City Council and the Community. The draft plan was a consensus of the majority of the participants of the Committee.

Following the review and comment process with the City Council and community, a final plan was prepared for consideration by the City Council. The final plan was approved by the City Council on November 28, 2000.

The Strategic Plan that follows contains:

- Vision Statement – a brief statement of what the City of Boulder City is to be in five years
- Values of the Community – an unprioritized set of succinct statements of what are the significant positive aspects of the city
- Goals and Objectives – a statement regarding a desired result in specific subject category followed by program and policy statements designed to bring about the realization of the desired goal
- Strategic Activities – detailed activities by the City departments designed to accomplish the objectives developed to achieve the categorical goals

The Strategic Plan Advisory Committee specifically discussed the principal that the plan resulting from its efforts should be designed to be a guideline for the entire population of the community – not just those charged with the delivery of municipal services. As such, private enterprise, civic organizations, neighborhood associations and other groups and individual residents would become participants in making the plan a reality.

BOULDER CITY VISION AND VALUE STATEMENTS

VISION STATEMENT

The community of Boulder City is committed to preserving its status as a small town, with a small town charm, historic heritage, and unique identity, while proactively addressing our needs and enhancing our quality of life.

VALUE STATEMENTS

We value:

- Our safe community
- A diverse and balanced economy
- Our responsive City government and its services
- Our small town character and history
- A clean and green community
- Recreation and leisure opportunities
- Local Education, transportation and medical facilities
- Our natural resources including land and open space
- Controlled Growth
- Municipal financial stability
- Our non-gaming community

GOALS AND OBJECTIVES

The basic values of the community from the underlying principles for establishing the goals and objectives of the Strategic Plan. The resulting plan brings the values into focus for use in the formation of policies, programs, practices and procedures for everyone in the community to use in everyday activities and planning for the future. The goals and objectives provide a sense of direction to the future activities of the City. The following goal statements are arranged in matching order with the value statements of the preceding page and are not to be considered as being in any order of priority. The continuation of the city as one prohibiting any gaming is a policy requiring no further statement of intent.

Following each objective statement are the activities that will be pursued in achieving the objective. Each activity statement is followed by an indication of the City department(s) participating in the activity (shown in brackets). Following the responsible department for completion of the activity is the targeted completion date [*shown in squared brackets and italics*].

Goal No. 1: Community Safety

Continue the current level of community safety while assessing areas of possible improvement and implementing appropriate programs.

Strategic Objectives:

1. Continually evaluate demand for public safety services in relation to existing personnel and technical resources to maintain at least the current level of emergency response

Strategic Activities:

- a) Evaluate delivery of Fire and Police services to determine resources, identity changes, and address distribution of personnel to address those changes (Fire, Police) [*June 30, 2001*]
- b) Evaluate technological advances that enhance the delivery of services, provide for rapid response, and that furnish improved information when responding to calls for service (Fire, Police) [*June 30, 2002*]
- c) Assess alternatives for providing services for non-emergency calls (Police, Fire) [*June 30, 2002*]
- d) Evaluate calls for service employing the 9-1-1 lines and develop educational programs on the appropriate use of the system (Fire, Police) [*January 30, 2002*]
- e) Evaluate the impacts of traffic on emergency services due to improvements on Canamex route upon completion of those improvements (Fire, Police) [*one year after completion of improvements*]
- f) Implement a police bike patrol and evaluate effectiveness (Police) [*April 1, 2001*]

2. Evaluate methods of enhancing service levels and other traffic related issues

Strategic Activities:

- a) Evaluate traffic and accident data and make recommendations, as appropriate, to the city council for modifications to traffic control measures (Public Works, Police) [April 1, 2001]
 - b) Assess the traffic measurement locations of the Nevada Department of Transportation (NDOT) and resulting needs for the City to modify traffic policies, operations or controls (Public Works) [June 30, 2001]
 - c) Develop a city program of traffic measurement to assess locations not covered by the NDOT program (Public Works) [June 30, 2001]
 - d) Present the City Council appropriate recommendations for the modification of traffic policies, operations, or controls (Public Works, Police) [July 2, 2002]
3. Identify and address external influences on the community that will negatively impact the current level of community safety

Strategic Activities:

- a) Develop a records system for highlighting repeat offenders coming from outside the community to assist in developing targeted operations (Police) [January 1, 2002]
 - b) Establish a network with police departments in the valley and the State Police of Arizona and Nevada to identify known offenders and establish a means of tracking their activity (Police) [June 30, 2002]
 - c) Research a means of discouraging known offenders from coming to Boulder City (Police) [June 30, 2002]
 - d) Identify and access the shipments of hazardous materials (to include low and high level radioactive waste) through the community and ensure adequate response resources and procedures are in place (Fire) [June 30, 2002]
4. Continue programs and policies, with modifications as may be appropriate, that will focus awareness on drug issues that currently exist or threaten the community

Strategic Activities:

- a) Conduct a community survey to determine the effectiveness of current programs in deterring drug usage in the community (Parks and Recreation, Police) [July 1, 2001]
- b) Research programs utilized by other agencies for use in Boulder City (Police) [July 1, 2001]
- c) Establish a specific plan for a prioritized use of the community Police Officer(s) in providing focused education through the public schools, private nonprofit youth agencies and City recreation programs (Police, Parks and Recreation) [December 1, 2001]
- d) Establish conflict resolution and subsidized drug rehabilitation programs for youth (Police) [July 1, 2002]

5. Assess and modify programs, as appropriate, to educate and enhance participation of our youth in the values of a safe community

Strategic Activities:

- a) Complete an evaluation of current educational programs in schools and City recreational programs and non-profit agencies, including a survey of users for program effectiveness (Police, Fire, Parks and Recreation) [December 31, 2001]
- b) Complete an evaluation of programs in other agencies for effectiveness in developing awareness of the role youth can play in maintaining safe communities and understanding the negative side of vandalism and other crimes (Police, Parks and Recreation) [June 30, 2002]
- c) Develop a program of recognition for youth leadership and volunteerism in conjunction with the School District (Police, Fire, Parks and Recreation) [June 30, 2002]

Goal No. 2: Balanced Economy

Develop an array of policies and programs that will foster a balanced economy within the community.

Strategic Objectives:

1. Create a marketing plan for business development addressing a) existing businesses parks, b) vacant office and commercial properties, and c) attraction of appropriate enterprises

Strategic Activities:

- a) Develop a focus group of business and civic group representatives to refine a scope of work for hiring a consultant to develop a marketing plan for both publicly and privately available properties (Community Development) [March 1, 2001]
- b) Develop a liaison with Nevada Development Authority and local and valley brokerages to develop awareness of available properties in the City for appropriate enterprises (Community Development) [July 1, 2001]
- c) Retain a consultant to:
 - (1) Evaluate the appropriate balance of business growth in relation to the population growth numbers
 - (2) Prepare a marketing plan for business properties in the City
 - (3) Make recommendations for the appropriate market niche for Boulder City
 - (4) Assess development of an emphasis on specialty shops and restaurants
 - (5) Evaluate the establishment of a business development information and assistance program in the City
 - (6) Assess the airport's role in the development of the City's economy (Community Development) [July 1, 2001]
- d) Develop a policy for use of City owned land and present to the City Council (Finance, Community Development) [June 30, 2001]
- e) Explore modifications to the Boulder City codes regarding home offices (Community

Development) [January 1, 2002]

2. Maintain emphasis on the presence of other governmental agencies in the community and develop relationships which will foster expansion of existing or new agencies, thereby enhancing the business climate of the community.

Strategic Activities:

- a) Establish more formalized relationships with governmental agencies working the Boulder City area including the National Park Service, Bureau of Reclamation, Bureau of Land Management and Western Area Power Association to ensure coordination of programs, project planning and discussions of staff relocation decisions (Community Development) [January 31, 2001]
 - b) Develop a legislative tracking program related to key Federal and State agencies for decisions related to potential assistance for business development in the City (City Clerk, Community Development) [July 1, 2001]
3. Maximize the use of Redevelopment Agency resources for improving properties within the designated project areas in conjunction with other public and privately funded projects and programs

Strategic Activities:

- a) Develop guidelines for processing applications for funding by private parties and suggested criteria for selecting projects to further the goal using focus groups from Objective 1 above (Community Development) [January 31, 2001]
- b) Present recommendations to the City Council for application guidelines for funding of projects and the criteria to be used in selecting projects for consideration of funding (Community Development) [February 28, 2001]

Goal No. 3: Tourism

Develop policies and programs to increase the volume of outside visitors to the community.

Strategic Objectives:

1. Develop a tourism marketing plan for Boulder City to attract a) people passing through/near the community, and b) visitors to neighboring Clark County communities

Strategic Activities:

- a) Establish a committee of representatives of business and civic groups to assist in the development of a specific focus for a scope of work for consulting assistance in writing a marketing plan for the City to include public and private facilities (Community Development, Parks and Recreation) [January 1, 2001]
- b) Retain consulting assistance to write a marketing plan including joint venture activities with private enterprise (Community Development) [March 31, 2001]
- c) Present a marketing plan to the City Council for approval (Community Development)

[September 15, 2001]

2. Assess a range of opportunities/possibilities to attract non-residents to the community including:
 - Golf activities
 - Space Center
 - Research Center
 - Light Rail
 - Conference Center
 - Railroad Museum

Strategic Activities:

- a) Use input from the committee established in the preceding objective and retain a consultant to refine the scope of interest for new and/or rehabilitated facilities (Community Development, Parks and Recreation) [January 1, 2002]
 - b) Explore the development of the City as an alternative to Las Vegas for entertainment and recreation activities (Community Development) [January 1, 2002]
 - c) Using the consulting services noted in the previous activity, perform feasibility and cost analysis for new and/or rehabilitated facilities with emphasis on convention center and hotel accommodations (Community Development) [December 1, 2002]
 - d) Present recommendations to the City Council for new facilities (Community Development) [January 1, 2003]
3. Assess public and private capabilities for expending special events and permanent cultural activities and facilities that will attract visitors to the community

Strategic Activities:

- a) Review current special event status in relation to staffing and volunteer needs (Parks and Recreation) [March 1, 2001]
 - b) Determine potential added special events to be included in an annual coordinated package using a broad range of community participants (Parks and Recreation) [March 1, 2001]
 - c) Retain either full time or contract staff to assume responsibility for special events and arts programs (see goal 7, Objective 6) (Parks and Recreation) [June 30, 2001]
 - d) Develop joint venture agreement(s) as appropriate with local civic organizations to establish responsibilities for maintenance and cleanup for special events (Public Works, Parks and Recreation) [June 30, 2001]
4. Encourage downtown improvements including building upgrades and facade treatments to attract visitors.

Strategic Activities:

- a) Refine the interests and ideas for the downtown corridor using a focus group of business owners and other business representatives (Community Development) [October 1, 2001]

- b) Use the focus group from the previous activity to develop recommendations for architectural and sign standards in the downtown corridor from Veterans Drive to Colorado (Community Development) [*January 1, 2002*]
 - c) Using the input developed by the focus group noted in Activity (a) above, retain a consultant to develop a master plan for the downtown corridor (Community Development) [*January 30, 2002*]
 - d) Present master plan recommendations to the City Council for approval (Community Development) [*June 30, 2002*]
 - e) Establish a permanent committee to review the implementation of architectural and sign standards in the downtown corridor (Community Development) [*September 1, 2002*]
 - f) Develop customer friendly educational materials regarding all codes applicable to improvement activities to improvement activities to facilitate construction by private contractors and developers (Community Development, Fire) [*December 31, 2002*]
5. Develop contingency plans to address impacts of highway corridor decisions to maximize visitors to the community.

Strategic Activities:

- a) Retain a consultant to develop an overview analysis of the land use and business impacts from each of the alternatives (Community Development, Public Works) [*June 30, 2001*]
- b) Present the City Council with an analyses of the business impacts for each of the alternatives being considered by the Nevada Department of Transportation (Public Works, Community Development) [*April 1, 2001*]
- c) Prepare and present the City Council with a basic framework of contingency plans to address the impacts on adjacent land uses of the each of the corridor alternatives (Community Development, Public Works) [*October 1, 2001*]

Goal No. 4: City Services and Programs

Maintain quality municipal services in all functional areas while continually investigating methods of improving those services within the constraints of available resources and technology.

Strategic Objectives

- 1. Maintain as a minimum the current level of services delivered by the City of Boulder City departments

Strategic Activities:

- a) Hold community meetings to inform the community of maintenance needs for various neighborhood areas with the intent of forming neighborhood maintenance efforts (Parks and Recreation, Public Works) [*June 30, 2001*]
- b) Develop a proactive plan to establish neighborhood areas with the intent of forming neighborhood maintenance efforts (Parks and Recreation, Public Works) [*December*]

- 31, 2001]
- c) Expand and formalize the current recognition from the City Council for work performed through individual and group volunteer activities that assist the City in delivering services (City Clerk, City Manager) [December 31, 2001]
 - d) Complete an upgrade and expand access to computerized budget/financial management and office support systems to all departments and activities (Finance) [June 30, 2002]
 - e) Complete an upgrade of utility and other billing systems to provide more information and access to citizens (Finance) [December 1, 2001]
 - f) Evaluate opportunities for use of technology to improve operations (Fire, Police, Parks and Recreation, Public Works, Finance, City Clerk) [June 30, 2001]
 - g) Provide citizen level reporting and community outreach programs regarding the City's finances and financial management (Finance) [June 30, 2002]
 - h) Develop long-term delivery contracts for electric power to supplement the City's existing contracts (Public Works) [January 1, 2002]
 - I) Complete negotiations with the federal agencies to secure a relocation of Hoover Dam power for the 2017-2037 time period (Public Works) [January 1, 2010]
 - j) Determine staffing and/or contracting levels in street maintenance to sustain current service levels due to additional roadways and alleys added to the system (Public Works) [June 30, 2002]
 - k) Determine staffing and or contracting levels in street maintenance to sustain current service levels due to added medians and turf areas and trees (Public Works) [June 30, 2002]
 - l) Develop an improved system for compiling and prioritizing the Capital Improvement Program to achieve better cost control and project monitoring and management (Public Works) [June 30, 2002]
 - m) Evaluate the implementation of ADA regulations in accordance with Federal law (Community Development) [Ongoing]
 - n) Complete a review of code enforcement activities regarding allowed uses in various zones and revise codes as necessary to ensure consistency with the intentions of each zone (Fire, Community Development) [July 1, 2001]
 - o) Evaluate the establishment of a "grants" committee to seek outside funding for specific needs (City Manager) [May 1, 2001]
2. Consider methods of increasing community/neighborhood involvement in the decision-making of the City government regarding new or existing services and service levels.

Strategic Activities:

- a) Initiate an update of the City's Comprehensive/Master Plan (see Goal No. 10), starting with community meetings to gain broad input on all elements of the Plan (Community Development) [January 1, 2002]
- b) Contract for the expansion and upgrade of the City web site functions to allow for more direct citizen input and access to City Council and staff, databases, calendars and meeting activities (Finance) [December 1, 2001]
- c) Provide envelope utility mailing with the ability to include "stuffers" for various City functions including periodic citizen surveys (Finance) [April 1, 2001]
- d) Investigate the feasibility of establishing a City local direct broadcast TV channel to

- be received directly without cable or dish network service (Finance) [June 30, 2002]
- e) Use BCTV in a more proactive manner to inform citizens of City-wide activities and issues (Public Information Office) [May 1, 2001]

3. Revise City Sign Code to meet current needs

Strategic Activities:

- a) Establish a committee of business and community representatives to gain input on sign code alternatives (Community Development) [July 1, 2001]
- b) Using input from the committee, retain a consultant to develop a coordinated sign program for consideration by the City Council (Community Development) [November 1, 2001]
- c) Present a draft sign ordinance to the City Council (Community Development) [December 1, 2002]

Goal No. 5: Small Town Character and History

As the City grows and experiences stimuli for change, its small town character and historical ties to the construction of Hoover Dam should be maintained.

Strategic Objectives

1. Promote the historic business district through programs to foster appropriate business development through private/public partnerships

Strategic Activities:

- a) Incorporate the historic business district concept in the process leading to a master plan for the downtown area (Goal 3, Objective 4) and the sign code ordinance development (Goal 4, Objective 3) (Community Development) [January 30, 2002]
- b) Present a comprehensive and coordinated master plan, including facades, street furniture, public and private informational signing, and business sign code revisions, for the downtown and historic business district as noted in Goals 3 and 4 to the City Council (Community Development) [June 30, 2002]
- c) Assess maintenance procedures and practices for historic streetscapes for cost effectiveness and opportunities for upgrading the results of the maintenance efforts (Public Works, Community Development) [June 30, 2002]

2. Ensure that future development within the City adheres to a design promoting the image of a small town

Strategic Activities:

- a) Use community and business focus group representatives noted in Goal 3 to develop concepts and desires for development standards to be used on new or rehabilitated business properties (Community Development) [*October 1, 2001*]
 - b) Using the recommendations from the downtown/historic district master plan, prepare consistent development standards and criteria for new or rehabilitated business properties (Community Development) [*January 30, 2002*]
 - c) Prepare and recommend a public/private partnership model for funding of improvements using Redevelopment funds as the City's participating in the program (Community Development) [*June 30, 2002*]
3. The community, consisting of both public and private entities, should continue a strong working relationship with Hoover Dam and the Lake Mead National Recreation area and their programs to maintain and strengthen the historical ties between those facilities and the City

Strategic Activities:

- a) Establish more formalized relationships with governmental agencies working the Boulder City area including the National Park Service, Bureau of Reclamation, etc. to ensure coordination of programmatic and project activities (Community Development) [*July 1, 2001*]
 - b) Develop a plan with the US Bureau of Reclamation and National Park Service to meet long-term goals for utility services and other needs (Public Works) [*January 30, 2002*]
4. Public and private entities within the community should maintain and expand their efforts to protect the historical and architectural resources in the community

Strategic Activities:

- a) Include recommendations for the protection of historical and architectural resources in the downtown/historic district master plan noted in Objective 2 above (Community Development) [*June 30, 2002*]
- b) In conjunction with Goal 4, Objective 1 addressing neighborhood maintenance needs, develop community input on specific historical and architectural resources to be considered for special attention (Community Development) [*December 31, 2002*]
- c) Present the City Council with recommendations regarding specific actions for historical or architectural protection and/or preservation (Community Development) [*June 30, 2002*]

Goal No. 6: "Clean and Green" Community

The City's image as a "Clean and Green" community should be continued and enhanced wherever possible.

Strategic Objectives

1. Continue and expand the "Clean and Green" program as much as possible

Strategic Activities:

- a) Establish liaisons with a variety of community organizations to develop a focus for the program (Community Development, Parks and Recreation) [March 1, 2001]
2. Develop educational programs using, as appropriate, private and government resources for the implementation of the "Clean and Green" program

Strategic Activities:

- a) Establish a formal liaison with community and civic groups and local educational institutions to develop educational materials and presentations in concert with the focus outlined in the prior objective (Community Development) [January 1, 2002]
 - b) Include guidelines for "clean and green" concepts in the development review for all new or rehabilitation projects processed by the City (Community Development) [July 1, 2002]
3. Encourage the continuation and expansion of volunteerism in conjunction with paid staff for the maintenance and image of a "Clean and Green" community

Strategic Activities:

- a) Develop neighborhood liaisons to promote the development of specific volunteers for maintaining "clean and green" concepts within specific neighborhood areas (Public Works) [June 30, 2001]
 - b) Prepare a recommendation to the City Council for a pilot community-wide cleanup day with City assistance in pickup and disposal of debris (Public Works, Fire) [June 30, 2001]
 - c) Assess alternatives to volunteers for the maintenance of projects, including supplementary paid staff as necessary (Public Works) [June 30, 2002]
4. Develop a plan for appearance standards for developed properties, new and existing, that emphasizes the need for a balance between private and community interests

Strategic Activities:

- a) In conjunction with Goal 4, Objective 1 addressing neighborhood maintenance needs, develop community input on desired standards to be applied to the maintenance of private properties (Community Development) [June 30, 2001]

- b) Retain a consultant to develop recommendations for City Council consideration for maintenance standards for private properties (Community Development) [January 1, 2002]
 - c) Present an ordinance regarding maintenance standards of private properties for City Council consideration (Community Development) [December 1, 2002]
5. Investigate the use of a recognition/reward approach for compliance with community standards for appearance of properties

Strategic Activities:

- a) Prepare for City Council consideration of program of incentives and disincentives related to the standards developed as a result of the preceding objective (Community Development) [January 30, 2002]
6. Create demonstration areas using desert landscape

Strategic Activities:

- a) Identify a community location for a demonstration model (Public Works, Community Development) [January 30, 2001]
 - b) Research funding and programmatic assistance from public and private organizations, including the Southern Nevada Water Authority (Public Works, Community Development) [July 1, 2001]
 - c) Prepare a program recommendation for City Council consideration to establish the demonstration project (Public Works, Community Development) [October 1, 2001]
 - d) Prepare educational materials to assist residents in installing desert landscape (Public Works, Community Development) [January 1, 2002]
7. Convey the image of a “Clean and Green” Boulder City, particularly on highway corridors

Strategic Activities:

- a) Establish a representative committee of residents to address appropriate methods of promoting “Clean and Green” concepts (Community Development) [June 30, 2001]
- b) Identify locations for proper promotion of “Clean and Green” in the community, with emphasis on highway corridors (Community Development) [June 30, 2002]
- c) Develop options for redesigning promotional materials, including freeway signing, for presentation to the City Council (to be coordinated with sign ordinance, historical and architectural preservation concepts, and downtown development standards) (Community Development) [December 1, 2002]

Goal No. 7: Recreation and Leisure

The City should continue its current level of recreational and leisure time services for participants of all ages while investigating either new or enhanced services in keeping with the available resources.

Strategic Objectives

1. Maintain the existing level of recreational programs for seniors, adults and children

Strategic Activities:

- a) Using the Parks and Recreation Commission, gain initial public input on recreation facility and programmatic needs for future (Parks and Recreation) [March 1, 2001]
- b) Retain a consultant to develop a demographic survey to project future leisure service needs in the community based on age projected age groupings (Parks and Recreation, Community Development) [July 1, 2001]
- c) As part of the consultant contract from the preceding activity, complete an assessment of facilities and programs operated by the public schools and the private sector, both profit and non-profit, to establish the capacity of the total city in relation to the results of the needs assessment from the two preceding activities (Parks and Recreation) [July 1, 2002]
- d) Evaluate the hours of operation for the City's pool in relation to current usage and needs expressed by users (Parks and Recreation) [January 1, 2002]
- e) As part of the review of service needs, assess the swimming pool to determine what additional facilities might be required or desirable (Parks and Recreation) [January 1, 2002]
- f) Using the Parks and Recreation Commission and the information from the consultant study (Activity b above) assess public input on recreation facility and program needs for the future (Parks and Recreation) [January 1, 2002]
- g) Present a comprehensive plan to the City Council for how community needs will be addressed for the foreseeable future (Parks and Recreation) [June 30, 2002]

2. Investigate the placement of a dog park within one of the City's park properties

Strategic Activities:

- a) Conduct a public review using the Parks and Recreation Commission regarding the desirability of designating a specific park for a dog park (Parks and Recreation) [February 1, 2001]
- b) Present a recommendation regarding any further action to be taken on establishing a specific park for dog use to the City Council (Parks and Recreation) [June 30, 2001]

3. Investigate the use of the River Mountain area for bike trails, general park use; consider the use of the current sand and gravel area for recreational purposes, including an amphitheater for community performances

Strategic Activities:

- a) Use the Parks and Recreation commission to obtain input from appropriate organizations and agencies to develop concepts for use in preparing a master plan for the River Mountain and gravel pit area (Parks and Recreation, Community Development) [February 1, 2001]
 - b) Retain a consultant to complete a master plan for the area with an emphasis on maintaining its sensitive habitat (Parks and Recreation) [June 30, 2001]
 - c) Develop a plan of activities to bring about the funding contributions from local, regional, state and federal agencies (Parks and Recreation) [January 1, 2002]
 - d) Establish time frames for completion of capital projects for the area (Parks and Recreation, Public Works) [June 30, 2002]
 - e) Develop a marketing plan, using consultant assistance as necessary, for attraction of users to the area (done in conjunction with the tourism marketing plan developed as part of goal number 3) (Parks and Recreation, Community Development) [December 31, 2002]
4. Consider the expansion of bike lanes on city streets

Strategic Activities:

- a) Conduct community forums to determine the interest and the potential use and possible locations for dedicated bike lanes within the community (Parks and Recreation, Public Works) [July 1, 2001]
 - b) Evaluate the performance of existing bike lanes and separate bike paths in the City (Public Works) [January 30, 2002]
 - c) Determine desirability, safety and relative cost of expanded dedicated bike lanes using appropriate safety criteria (Public Works) [June 30, 2002]
5. Ensure that future uses of the airport are compatible with the leisure activities of residents and visitors

Strategic Activities:

- a) As part of the consultant assessment of the airport in maintaining a balanced City economy (Goal No. 2, Activity 1c), evaluate a balancing of business and leisure needs at the facility (Community Development) [July 1, 2001]
6. Expand programs focused on the arts

Strategic Activities:

- a) Assess the expansion of visual and performing arts programs and education including the concept of mentoring in conjunction with public and private entities, including the

- School District and Community College (Parks and Recreation) [*July 1, 2001*]
- b) Establish a liaison with the local Art Guild to develop educational programs related to the visual arts (Parks and Recreation) [*July 1, 2001*]
 - c) Based on the assessment of expansion opportunities, develop appropriate pilot programs for expansion of the arts within the community (Parks and Recreation) [*June 30, 2002*]
 - d) Determine the need for permanent or contract staffing to manage the pilot program (Parks and Recreation) [*June 30, 2002*]
 - e) Present the City Council with recommendations regarding continuation of the program and required staffing (Parks and Recreation) [*June 30, 2003*]

Goal No. 8: Inter-Agency/Business Support and Cooperation

The City should maintain an interest and role in privately operated enterprises that impact the quality of life in the City of Boulder City.

Strategic Objectives

1. Develop plans/policies for maintaining a viable community hospital, including an upgrading of services provided to community residents; recognize the hospital as a community asset.

Strategic Activities:

- a) Establish regular meetings between the City and hospital administrations to review common issues and concerns (City Manager) [*January 31, 2001*]
 - b) Establish a liaison with the management of the hospital to develop protocols and operating procedures for emergency responses (Fire, Police) [*December 31, 2001*]
 - c) Assist the hospital in developing responses to calls for non-emergency responses to minimize the impact on emergency personnel (Fire, Police) [*December 31, 2001*]
2. Develop programs to promote community health and wellness

Strategic Activities:

- a) Establish a formal system of communication among the City, health organizations and civic organizations in the community to develop promotional materials promoting health and wellness awareness (PIO, Fire) [*June 30, 2001*]
3. Promote plans and policies that will result in an expansion of services provided by the Community College

Strategic Activities:

- a) Establish a liaison with the College administration to develop instructional classes for Police and Fire Sciences (Fire, Police) [*June 30, 2001*]
- b) Establish a liaison with the College to develop in-service training for Police and Fire personnel (Fire, Police) [*June 30, 2001*]

4. Influence plans and policies that will ensure the continuation of a quality K-12 education in the City

Strategic Activities:

- a) Pursue an expanded program of joint use of facilities, including joint maintenance responsibilities between the City and the School District (Parks and Recreation, Public Works) [June 30, 2001]
 - b) Retain a consultant to develop demographic projections (using Census 2000 data) of school population ages to assist in development policies that will assure availability of maintaining a range of K-12 school facilities in the community (Community Development, Parks and Recreation, City Manager) [June 30, 2002]
 - c) Investigate the development of coordinated/joint programs of on-the-job training, mentoring, and specialized course work among the School District, City and private non-profit organizations to expand the opportunities for students from the community (Parks and Recreation) [June 30, 2002]
 - d) Develop options for local control of the schools, including the possibility of State legislation, for City Council consideration (City Manager) [June 30, 2002]
5. Assist the Veterans' Home and other care facilities, and the community hospital in addressing their emergency service needs

Strategic Activities:

- a) Establish a liaison with the management of the Veterans' Home to develop protocols and operating procedures for emergency responses (Fire, Police) [December 31, 2001]
 - b) Assist the Veterans' Home in developing responses to calls for non-emergency responses to minimize the impact on emergency personnel (Fire, Police) [December 31, 2001]
 - c) Assist the Veterans' Home and Hospital in determining the impacts of the new Home on the service levels of the Hospital (City Manager's Office, Fire) [December 31, 2001]
6. Recognize and encourage plans and policies which will address the range of senior living/care needs in the community

Strategic Activities:

- a) Complete a thorough evaluation of senior programs offered on a citywide basis to determine program content and desired alternatives that might better address senior needs and desires (Parks and Recreation) [June 30, 2001]
- b) Complete review of the results of the evaluation from the previous activity and present the results to the Park and Recreation Commission for public testimony regarding potential changes to publicly and privately sponsored senior programs (Parks and Recreation) [September 30, 2001]
- c) Develop recommendations for appropriate programmatic changes in City sponsored Senior programs for consideration by the City Council and to organizations for

- services provided by the private sector (Parks and Recreation) [December 31, 2001]
- d) Using data from the consultant retained as a result of objective 4 above, develop specific recommendations for the necessary amount and type of housing required to address the needs of senior living/care in the City (Community Development) [June 30, 2002]

7. Assess the needs for intra and inter-city transportation, particularly for disabled and senior populations

Strategic Activities:

- a) Complete an assessment of the community need for inter-city transportation (Public Works, Community Development) [January 30, 2002]
 - b) Determine the availability of services and funding through the Regional Transportation in relation to the identified needs (Public Works, Community Development) [June 30, 2002]
 - c) Review existing and potential programs provided by private non-profit agencies addressing transportation needs of seniors and disabled for possible increases in funding (Public Works, Community Development) [June 30, 2002]
8. Assess the possibilities for developing express park and ride opportunities to reduce single occupant vehicle impacts on the City.

Strategic Activities:

- a) Complete an assessment of the interest and need for park and ride facilities in the community (Public Works, Community Development) [January 30, 2002]
 - b) Based on the survey of need, develop a plan for review by the Regional Transportation Commission funding for provision of the services (Public Works, Community Development) [June 30, 2002]
 - c) Based on the assessment of need and interest, present the City Council with options, if appropriate, for locating and funding facilities (Public Works, Community Development) [June 30, 2002]
9. Investigate the conversion of public vehicles to natural gas

Strategic Activities

- a) Complete an assessment of City vehicles for potential conversion to natural gas and other alternative fuels for impacts on the environment and cost (Public Works) [June 30, 2002]
- b) Complete an assessment of the feasibility of purchasing natural gas or other alternative fuel vehicles as replacement vehicles for all rolling stock in the City (Public Works) [June 30, 2002]
- c) Present the City Council with a report and recommendations for conversion of existing and purchase of new vehicles using natural gas or other alternative fuels (Public Works) [June 30, 2002]
- d) Complete a site assessment and cost estimate for establishing an alternate fuel facility

(Public Works) [June 30, 2002]

Goal No. 9: Environment and Natural Resources

The air, water and lands of the community should be managed in a manner that will protect the environment and conserve natural resources.

Strategic Objectives

1. Develop policies and practices to continually increase water conservation by public and private users

Strategic Activities:

- a) Develop a tiered rate program to encourage water conservation for City Council consideration (Finance, Public Works) [January 1, 2001]
 - b) Complete an evaluation of all irrigation equipment and practices for City turn and landscape areas to ensure compliance with conservation standards (Public Works) [June 30, 2001]
 - c) Present recommendations on modifications upgrades and refinements to irrigation equipment to the City Council (Public Works) [June 30, 2001]
 - d) Assess all non-active turn areas for conversion to lower water usage surfaces and present City Council with recommendations for appropriate changes (Public Works) [June 30, 2002]
2. Investigate technologies designed to expand the use of the City's effluent water resources and develop markets for the sale of these resources

Strategic Activities:

- a) Complete evaluations of effluent to develop correct data to be used in determining future proposed uses (Public Works) [June 30, 2001]
 - b) Complete evaluations of treatment alternatives to allow for expanded usage of effluent (Public Works) [January 30, 2002]
 - c) Present the City Council with appropriate recommendations for expanded use of effluent (Public Works) [June 30, 2002]
3. Promote policies and practices for greater recycling of solid waste to prolong landfill capacities and preserve the natural resources

Strategic Activities:

- a) Assess the current programs operated by volunteers for determining what assistance might be provided to improve the recycling efforts of the community (Public Works) [July 1, 2001]
- b) Assess other public and privately supported programs used by other agencies to increase recycling in the community (Public Works) [December 31, 2001]
- c) Develop a promotional program to encourage recycling and publicize local efforts in

- and availability of recycling (Public Works, PIO) [*June 30, 2001*]
 - d) Assess the development of special recognition or incentive programs for recycling efforts by the business community (Public Works) [*December 31, 2001*]
 - e) Evaluate establishment of a free recycling program for commercial enterprises (Public Works) [*December 31, 2001*]
 - f) Complete a careful assessment of landfill issues and provide a report to the City Council (Public Works) [*January 1, 2002*]
 - g) Provide the City Council with semi-annual reports of recycling in the City (Public Works) [*July 1, 2002*]
4. Assess those areas in which the total community can reasonably improve air quality; develop subsequent policies to achieve the improvements

Strategic Activities:

- a) Conduct community meetings and surveys to determine opportunities available for improvement in air quality (City Manager) [*June 30, 2001*]
 - b) Working with the Regional Transportation Commission, determine opportunities for reduction in vehicle travel and from the City (consistent with Goals 1 and 8) (Public Works) [*June 30, 2002*]
5. Develop educational programs to enhance awareness of our natural resources

Strategic Activities:

- a) Develop promotional materials for general distribution regarding specific natural resource issues related to water, air, open space, and endangered species (Parks and Recreation, Public Works, PIO) [*June 30, 2001*]
6. Develop enhanced policies and practices to preserve the open space resource of the community

Strategic Activities:

- a) As part of the completion of the City's Comprehensive/Master Plan, define the uses allowed in Open Space as part of the Plan (Community Development) [*December 1, 2003*]
- b) Develop enforcement ordinances, policies, and procedures consistent with the allowed uses (Community Development, Police) [*June 30, 2003*]

Goal No. 10: Growth Control

Maintain the control of our growth

Strategic Objectives

1. Develop a plan that limits the size of new commercial facilities

Strategic Activities:

- a) As part of the updating of the City's Comprehensive/Master Plan, investigate the methods of restricting the size of commercial facilities (Community Development) [June 30, 2002]
 - b) Present the City Council with alternatives for limiting the size of commercial facilities as part of recommendations for updating the City's Comprehensive/Master Plan (Community Development) [December 1, 2002]
2. Ensure compatible land uses through the implementation of appropriate zoning and other land use tools

Strategic Activities:

- a) Retain a consultant to complete an update of the City's Comprehensive/Master Plan (Community Development) [October 1, 2001]
 - b) Conduct community meetings to gain maximum input on the update of the City's Comprehensive/Master Plan (Community Development) [April 1, 2002]
 - c) Complete an update of the City's Comprehensive/Master Plan (Community Development) [December 1, 2002]
3. Develop policies and programs which will bring balance to new housing starts in the community including:
 - (a) Researching avenues that will result in providing greater opportunities for young families to purchase affordable homes
 - (b) Encourage a range of living accommodations for seniors, particularly those who currently reside in the community

Strategic Activities:

- a) Retain a consultant to develop demographic projections (see Goal 8 above) of population ages and schools to assist in developing policies that will assure availability of housing for the population (Community Development, City Manager) [June 30, 2002]
- b) Using data from the demographic consultant, develop specific recommendations for City Council consideration regarding housing in relation to senior needs in the City (Community Development) [June 30, 2002]
- c) Emphasize policy development to maintain and improve property values (Community

Development) [ongoing]

Goal No. 11: Municipal Finance

The City of Boulder City should have financial policies in place which will ensure its ability to maintain current service levels with contingency plans to address possible reductions in current revenues or increased services in the future

Strategic Objectives

1. Develop policies to encourage sustainable development

Strategic Activities:

- a) Retain a consultant to assist in the develop options for methodologies for assessing financial impacts for all projects and developments (Finance, Public Works) [January 30, 2002]
- b) Present recommendations to the City Council for impact fees to provide for covering the costs of development and continuing maintenance resulting from projects and developments (Finance, Public Works, Parks and Recreation, Community Development) [June 30, 2002]
- c) Pursue legislation allowing greater flexibility in the way that the City conducts business and develops revenues to fund local services (City Clerk) [June 20, 2002]
- d) Evaluate a green power alternative as part of development in the City (Public Works, Community Development) [January 1, 2002]

2. Develop contingencies for increasing general fund revenues

Strategic Activities:

- a) Complete an evaluation of all fees to maximize revenues through activity based costing and setting of fees and charges to cover the full cost of services provided, including annual inflation (Finance, Fire, Parks and Recreation, Community Development, Police, City Clerk) [June 30, 2002]
- b) Promote land leases as a City business enterprise and planning tool (Finance) [June 1, 2001]
- c) Present the City Council with a plan to develop additional enterprises including golf courses and natural gas/residential utilities (Finance) [September 1, 2001]
- d) Present the City Council with a revenue options report outlining locally controlled resources to be considered for increased revenues including: 1) in-lieu franchise taxes on City owned utilities, 2) property taxes, 3) elimination of capital improvement restrictions on land leases/sales, 4) special event fees, and 4) enactment of new revenue sources such as a local option sales tax (Finance) [January 30, 2001]
- e) Develop a pricing program to reflect the true cost of electricity to customers, including peaking costs (Public Works) [January 30, 2002]
- f) Present the City Council with a plan to promote cost containment/reductions through automation (Finance) [June 30, 2001]
- g) Develop a strategic financial plan for protection of current allocations of “shared”

revenues (Finance) [April 1, 2001]

CONCLUSION

The strategic Plan contains a range of topics and goals, impacting virtually every corner of the community - and City operations. The activities that are part of each goal statement call for the public and private sectors to perform some very specific tasks. The strength of the Plan will be only as good as its follow through. There are three factors that must be part of that follow through as the community and City government move ahead with the Plan:

- Implementation requires programmatic and fiscal planning
- Modifications should occur as circumstances dictate
- Periodic and honest evaluation of goals and activities is a must

Planning

Implementation will, in most cases, required expanded activities. They must be carefully planned with either an increase in the funding or a shift of existing resources to facilitate achievement of the new goals. For the City this is a public process that ties to the annual operating and capital budgeting processes as well as the preparation of a revised Comprehensive/Master Plan. As each annual budget and capital project process is completed, there will be a need to ensure that the elements of the Strategic Plan are assessed in relation to the available resources and time frames for the accomplishments altered, as may be appropriate.

The activities contained in the Strategic Plan will become part of the funded work programs of the City departments as reflected in the expenditure plan for the coming fiscal year. The longer term capital program items should be properly planned as part of the 5-Year capital plan and budget with funding set aside for design and construction according to the time frames contained in the plan. The City must work with appropriate private sector agencies and other governmental agencies included in the Plan in a collaborative manner to realize the envisioned success. That collaboration should include assistance in the identification of resource opportunities that may be available for the accomplishment of the goals.

Modifications

The Strategic Plan is not designed to be unwavering. The document reflects a dynamic and responsive process with templates against which to gauge unforeseen stimuli and circumstances. The greatest number of changes should be seen in activities, not the broader goals that have been developed. Even goals, however, should not be set in concrete to the detriment of the community. It is very likely that some significant impacts on the Plan implementation may come from Federal, State or regional agency policies or regulations requiring either programmatic or financial changes to the activities and goals contained in the Plan. It is the responsibility of the City Council and staff to address these stimuli and the possible need to alter programs, budgets, goals and objectives and, then, keep the community informed of any changes that are being made.

Evaluation

Once the Plan is in place, it needs to be constantly and consistently evaluated - bot for effectiveness and the accomplishment of the activities attendant to its goals. The evaluation should also include a determination of the value received for the costs incurred in completing the tasks of the Plan. The city Council should establish a process for evaluation that will be easily understood by the community and provide regular public updates of accomplishment. If input from the community is needed to determine the success or qualify of the effort, a method of survey needs to be developed.

The preparation of the annual budget provides on logical time period for presentation of results from the past year for both operating and capital programs. This evaluation should be of results of the activities against specific goals, not just a statement of completion. The evaluation should also serve as a means of determining if there are desirable changes to be made to the Plan and its goals, objectives and activities. For programs or projects of high visibility and interest, a timely, formal reporting of activities citing progress against established milestones and criteria should be established. The City Council and staff should ensure that the reporting is clear, concise and readily available to the general public.

If the evaluation process results in modifications to the goals, objectives or activities called out in the Plan, the public should be made aware of these changes in a manner that ensures a proper dissemination of the information to entire community.

Final Overview

The Strategic Plan requires commitment on the part of the entire Boulder City community. There must be a continuing focus on the goals and objectives of the Plan if it is to be truly realized. Staff and community groups need to be given the opportunity to complete the work programs resulting from the process. In many instances patience will be required for tasks that cannot be accomplished in the near term due to competing demands for either the monetary or personnel resources. For many tasks, starts and stops will have to be accepted as part of the way of doing business.

The City Council has committed to a Strategic Plan. Very dedicated members of the community came together to develop the framework of issues that resulted in goals and objectives to better the City of Boulder City. The groundwork has been completed. No is the time to act through implementation of the concepts contained in the eleven goals of this plan.