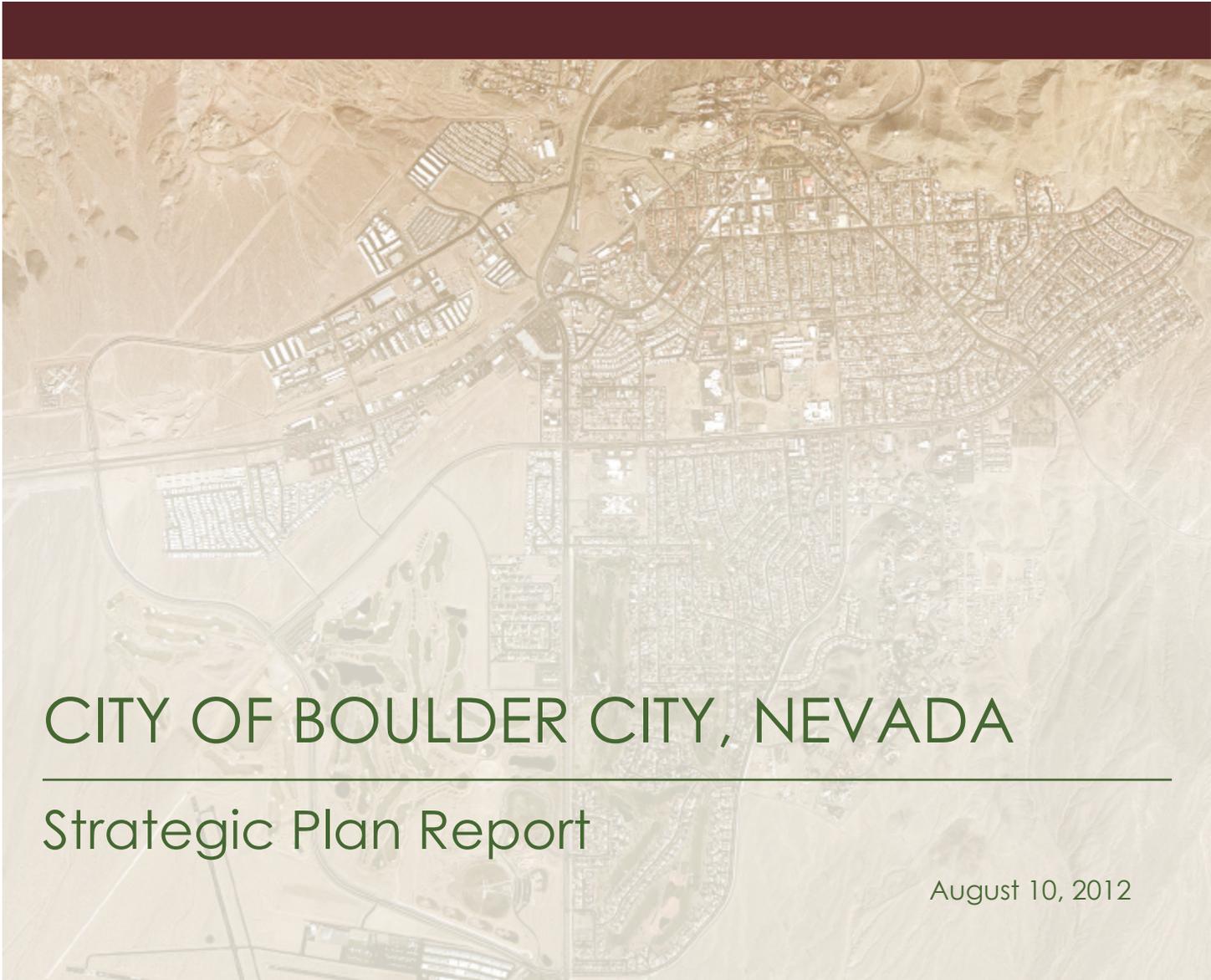


ENVISION
2020
Boulder City, Nevada



CITY OF BOULDER CITY, NEVADA

Strategic Plan Report

August 10, 2012



- TAB 1 Executive Summary**
 - Goals of the Plan
 - Acknowledgements
 - Process
 - SWOT
 - Connection to Community Involvement

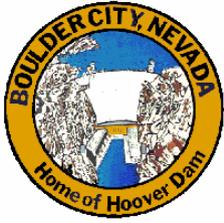
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Tab 1

Executive Summary

- Goals of the Plan
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Connection to Community Involvement



TAB 1 Executive Summary

City of Boulder City - Strategic Plan Report

INTRODUCTION

zimmerray**studios** and its consulting team of LGA and Strategic Solutions were contracted by the City of Boulder City to facilitate the City's Envision 2020 Strategic Planning Process. The last Strategic Plan was prepared in 2000. The team's work was focused on three distinct areas; Community Assessment, SWOT Analysis, and Goal and Strategy Development.

This Strategic Plan Report contains summaries of the Strategic Planning Process, Boulder City's Vision and Values, the SWOT Analysis, and Prioritized Goals, Strategies, and Action Steps. The Findings Report containing the summary of the Community Assessment is included in the Appendix A of the report.

GOALS OF THE PLAN

The consultants were charged to facilitate a Strategic Plan Update Process for the City of Boulder City that engages City staff, identified stakeholders, and Boulder City residents in accordance with the following:

- The plan shall create a future focused, forward thinking guidance strategy for the City.
- The plan will identify actionable steps to guide its implementation.
- The plan will include measurable methods of evaluation to allow staff and citizens to understand the progress toward the goals of the plan.

ACKNOWLEDGEMENTS

City of Boulder City Council

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Duncan McCoy
Peggy Leavitt
Cam Walker
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PROCESS

Community Assessment

The community involvement process was robust. In February of 2012, a Community Survey was implemented that included a sample size of 400 respondents. The Random Digit Dial (RDD) and cell phone sample was generalized to the Boulder City population as a whole with a maximum margin of error of +/- 5%. The purpose of the survey was to gauge residents opinions regarding quality of life, prioritization and performance of core government services, and public communications.

During the month of February 2012, the consultant conducted twelve stakeholder interviews with identified stakeholder groups that had a vested interest in the future of Boulder City. The purpose of the interviews was to gain direct input into the Envision 2020 process and help shape the content of the subsequent neighborhood and community meetings.

During the months of February and March 2012, four distinct neighborhood meetings and two community-wide meetings were conducted. The purpose of the neighborhood meetings was to understand Boulder City residents' vision of the future and their desired future state during the planning timeframe. The community meetings were used to understand potential conflicts between items identified as high priorities in the survey, but not touched upon in the neighborhood meetings or visa versa. The community meetings were also used to color apparent emerging themes.

Further definition of the community assessment process can be found in the Findings Report included as Appendix A of this report.

SWOT Analysis

A SWOT Analysis was conducted in two separate half-day workshops with the City of Boulder City staff in March and April of 2012. The SWOT (strengths, weaknesses, opportunities, and threats) was developed utilizing both the staff's input and opinions as well as the themes that emerged from the Community Assessment process. Many items were identified in the SWOT that could be categorized across more than one area. After much dialogue, the top priorities were identified that could be utilized to develop the City's goals.

Goal and Strategy Development

Over the months of May, June, and July, the consultant facilitated several workshops and discussions regarding the goals for the Envision 2020 Strategic Plan Update. The goals were vetted extensively to ensure that they were SMART goals. SMART goals are those that are specific, measurable, action-oriented, relevant, and time-based. After much back and forth, nine goals emerged as the top priorities for the City.

SWOT

The SWOT process was a thorough discussion of many issues and items of importance to City staff and the community involvement process. After much deliberation, the following priorities emerged:

S Strengths <ul style="list-style-type: none">•City owns land•City controls utilities•Quality of Life•Solar Leases	W Weaknesses <ul style="list-style-type: none">•Aging City Infrastructure/Bldgs.•City technology•Community technology infrastructure
O Opportunities <ul style="list-style-type: none">•Renewable energy & branding•renewable energy•Proactive economic development (not just solar)•Special events	T Threats <ul style="list-style-type: none">•Aging City infrastructure•State legislature•Bypass

GOALS AND STRATEGIES

On the following pages is a graphic depiction of the eight strategic plan goals, strategies, and action items.

Brand and Image

GOAL

We value our small town character and history, safe streets and neighborhoods, our responsive local government and services, outdoor recreation and our leadership role in developing clean energy for the national infrastructure. **To further these values, the City will develop and implement a brand image to assist the city in all operations, to guide future development, to continue to promote our image as a family friendly community, a leader in clean energy, being the home of Hoover Dam and a center for outdoor recreation.**

Strategies	Define City Brand and Image	Protect Brand and Image	Align City Actions to Brand and Image
Actions	<ul style="list-style-type: none"> • Prepare formal brand/image document that clearly defines who Boulder City is and represents • All city communication venues (letterhead, website, newsletter, utility mailer, invoicing, vehicle markings, wayfinding signage, etc) are consistent and promote the brand and image • Develop standards for business operations (i.e., what our streets, parks, landscaping, buildings should look like) to reflect the brand/image 	<ul style="list-style-type: none"> • Master Plan to be amended to emphasize retention of historic elements of the community • Zoning Ordinance to be amended to protect historic elements of the community • City facility infrastructure (parks and street landscape) are kept in good to pristine condition • Review all city communication venues annually for compliance and protection of city brand and image • Zoning ordinance to be amended to incorporate design standards for new development that is consistent with the brand and image of the community. Includes building façade appearance, parking lot appearance and layout, landscaping, lighting, desired design elements, etc. 	<ul style="list-style-type: none"> • Annual department budgets support and defend the defined brand and image • Capital improvement plan reflects the priorities of the Strategic Plan • Redevelopment Agency projects reflects the priorities of the Strategic Plan • Recruitment of new businesses that are consistent with brand and image.

Financial Stewardship

GOAL

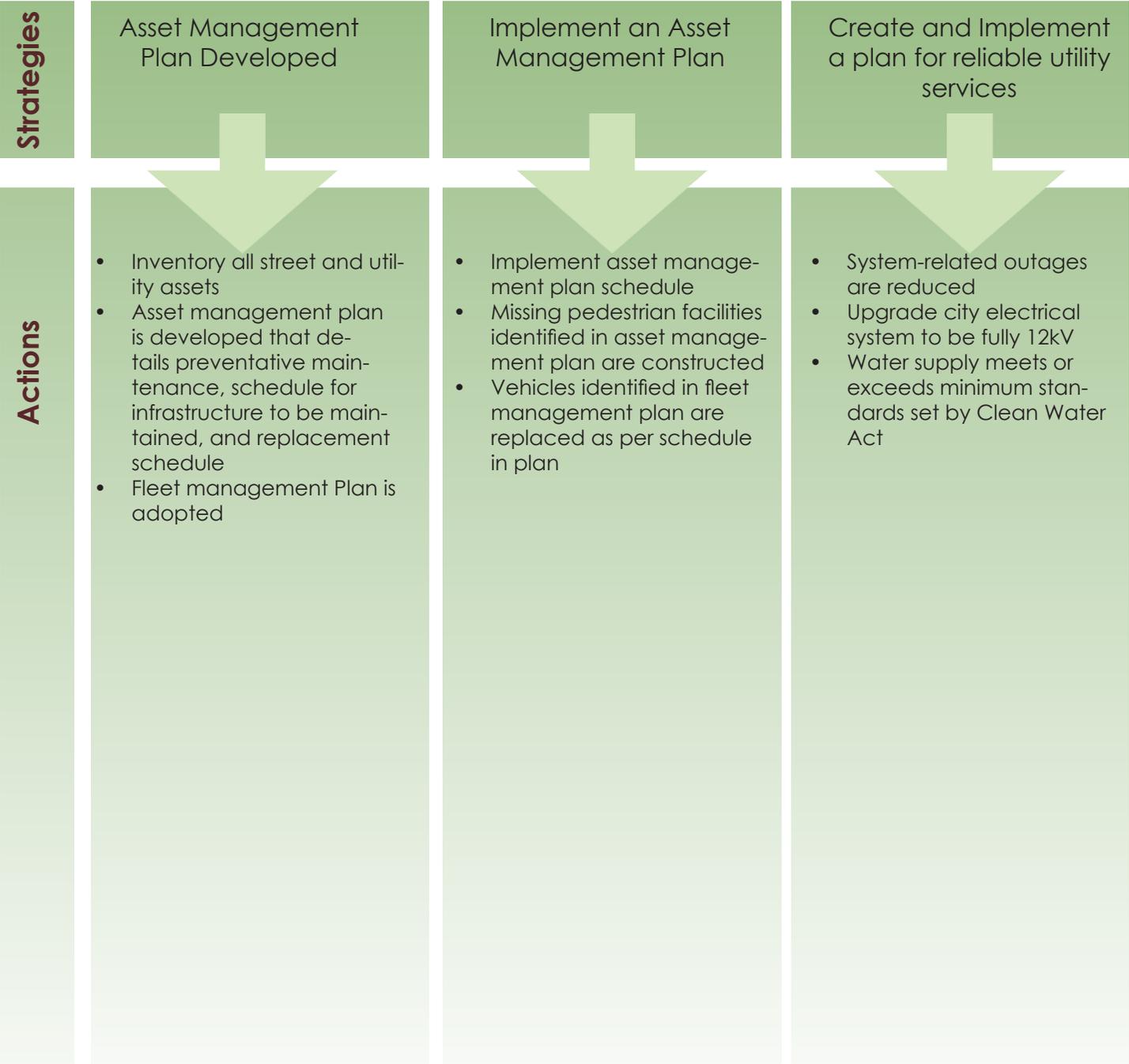
Although the City has been able to withstand the recent national and regional economic downturn, it remains vulnerable to outside influences impacting its financial sustainability. Our residents place a high value on transparency in local government, and this transparency extends to fiscal decisions as well. **The City will use taxpayer funds wisely through the development and implementation of long-term financial plans, sound budget and fiscal policies, long-term capital improvement plans and a continued emphasis on diversifying its revenue stream.**

Strategies	<p>Establish and implement long term financial planning</p>	<p>Implement Sustainable financial practices</p>	
Actions	<ul style="list-style-type: none"> Establish capital improvement priorities and incorporate them into capital improvement plan Establish budget policies for all Funds (general, utility, cemetery, airport, RDA) Annual budgets are consistent with the adopted debt management plan 	<ul style="list-style-type: none"> Develop a long term financial plan Review financial plan annually for necessary adjustments (positive or negative) due to changes in local revenue stream Diversify revenue stream City budget is prepared consistent with the Strategic Plan Create new revenue opportunities through marketing the City's image and brand to print, film and television industries The City will follow legislative changes to C-Tax and Property Tax formulas and recommend financial policies to the City Council to consider as those formulas are adjusted The City will monitor outside influences that may impact our financial sustainability and recommend actions to the City Council 	<ul style="list-style-type: none"> The City will monitor and review local economic indicators and recommend actions to the City Council The City will compensate city employees fairly and as the labor market requires, thus reducing turnover and reducing costs

Infrastructure

GOAL

The City considers its ability to provide critical utility services such as water, sewer and electricity an asset. The City has other assets such as a well developed street and pedestrian network and an effective storm water system. **To ensure and protect our investment in these assets, the City will develop and implement a comprehensive asset management plan for our utilities, streets, sidewalks, and flood control.**



Communication

GOAL

An efficient municipality provides a consistent and accurate information program that clearly conveys important and timely information to their residents. Boulder City residents place a high importance on timely and accurate information via multiple platforms such as the local newspaper, local access television, newsletters, the internet and mobile devices and direct mail. **The City will develop and implement a comprehensive communications plan that will ensure regular, consistent and accurate communication to our residents across all communication platforms.**

Strategies

Establish comprehensive communication plan

Implement communications plan

Actions

- Prepare communications plan that is consistent with brand and image
- Identify gaps in existing communications systems that will inhibit delivery of communications plan
- Review plan annually

- Train department liaisons as Public Information Officer's for their department
- City written materials (letterhead, forms, envelopes, permits, etc) are modified to have a consistent appearance that complies with communications plan
- City electronic communication (website, facebook, twitter, etc) are modified to have a consistent appearance that complies with communications plan
- Identified gaps in plan (i.e., technology issues, vendor issues, etc) are corrected, updated, purchased to minimize impedance in implementation

Economic Development

GOAL

Residents of our City enjoy a diverse and vibrant local economy, a stable property tax base and plentiful open space. These components are critical to maintaining the quality of life and small town atmosphere enjoyed by our residents. **The City will develop and implement redevelopment programs that will encourage existing businesses to remain in the City and will create opportunities for those new businesses that fit the City's small town atmosphere, reflect its commitment toward green energy and are consistent the City's brand and image to locate within the City.**

Strategies	<p>Develop and Implement Economic Development Plan</p>	<p>Maintain a viable business climate upon completion of US 93 by-pass</p>	<p>Improve US 93 appearance and business mix of the highway corridor</p>
Actions	<ul style="list-style-type: none"> • Develop an economic development plan that identifies target industries that are consistent with the Boulder City image and small town atmosphere. • Partner with local non-profits to market Boulder City to target industries • Promote Boulder City business environment at targeted trade shows at the Las Vegas Convention Center • Work with local non-city utility providers (telephone/cable) to improve internet connectivity and speeds in commercial core 	<ul style="list-style-type: none"> • Install signage along US 93/95 to identify the business route through town • Work with Chamber of Commerce and the Boulder City Tourism Commission to highlight local businesses to potential visitors • Dispose of land through lease or sale to targeted businesses which contribute to the City's brand/image • Re-evaluate Redevelopment Agency programs and grants and modify to reflect current business and community needs 	<ul style="list-style-type: none"> • Develop development and design guidelines consistent with the City's Brand/Image • Work with existing businesses to improve exterior appearance • Identify appropriate businesses to occupy vacant parcels

Programs / Services

GOAL

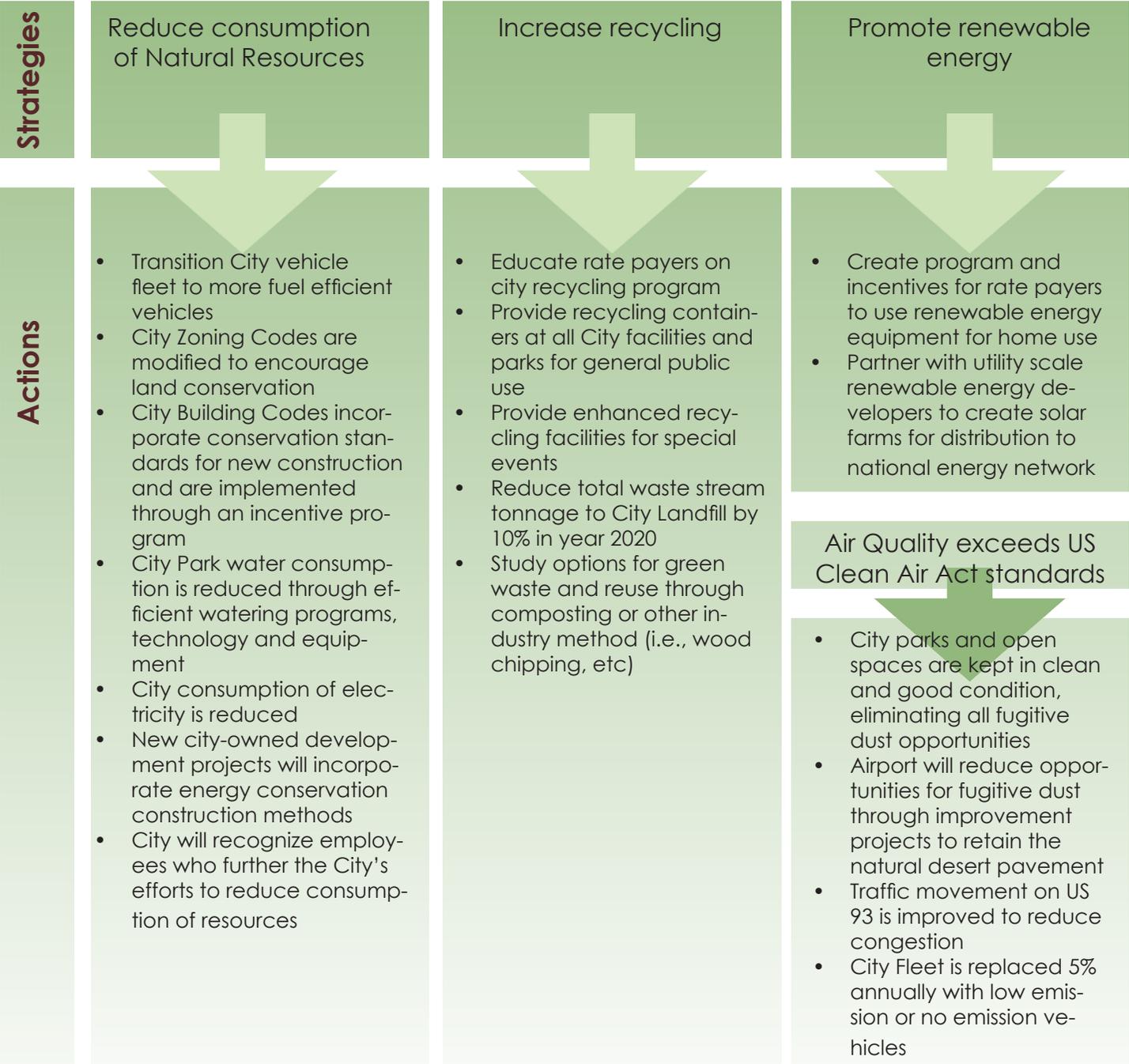
The City considers its employees, programs, facilities, buildings and fleet valuable assets. Although these are valuable assets, many are in need of renovation and repair, need to be replaced in their entirety or possibly discontinued and disposed of. **The City will develop and implement a comprehensive long-term capital improvement plan for all City facilities, buildings and replacement/maintenance plan for its fleet, all of which reflect the priorities of its residents.**

Strategies	Develop and implement a comprehensive Building, Facility and Fleet Asset Management Plan	Provide enhanced city services and facilities	Develop a plan for new multiuse recreation complex at current swimming pool site
Actions	<ul style="list-style-type: none"> • Asset management plan is created for all existing City buildings and facilities • Properties identified for upgrade or improvement are prioritized • Properties identified for demolition or disposal are identified and actions taken to eliminate them from City ownership • Asset Management Plan is reviewed annually and updated to reflect current conditions of City facilities • Fleet Asset management plan is developed and implemented for all existing and identified needed fleet vehicles 	<ul style="list-style-type: none"> • City survey taken to gauge citizen desires for enhanced or new city services and programs • Cost-benefit analysis performed to prioritize service enhancement or development • Personnel Asset Management Plan is developed and implemented 	<ul style="list-style-type: none"> • Conduct community survey to gauge desired elements of a replacement facility for the existing swimming pool facility • Conduct community meetings to refine the desired elements of a replacement facility for the existing swimming pool facility – to be done after survey is complete • Replacement complex is designed • Start construction of replacement facility

Sustainability

GOAL

The City places value on a sustainable community that embraces the protection of open space, clean air, efficient utilities, minimal solid waste stream, renewable energy production and our contribution to the national effort for a sustainable energy source. **To further the City's efforts, a sustainability plan will be developed and implemented that will reduce the consumption of natural resources, protect our clean air and open spaces, increase recycling and encourage the development of renewable energy sources.**



Transportation

GOAL	<p>The City values our multiple options for transportation such as our ample street system, pedestrian pathways, bicycle paths and routes, mass transit and parking opportunities. To further enhance these opportunities, the City will develop and then implement a formal mobility plan that addresses ways to maintain and enhance these multiple transportation opportunities.</p>
------	--

Strategies	<p>Develop and Maintain a Comprehensive Mobility Plan</p>	<p>Implement Mobility Plan</p>	
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Actions	<ul style="list-style-type: none"> Develop a comprehensive mobility plan that addresses the following transportation modes: streets, pedestrian and bicycle trails, mass transit (bus), safe school walking routes, tunnels, and bridges Update the Mobility Plan in odd-numbered years to account for changing conditions, completed projects and new challenges Conduct citizen survey in even numbered years to determine needs of the community City will encourage use of mass transit by its employees 	<ul style="list-style-type: none"> Construct or caused to be marked alternative mobility transportation opportunities as identified in Mobility Plan implementation schedule Improve safe school walking routes to meet or exceed RTC standards and NRS requirements Construct improvements identified in Mobility Plan 	
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CONNECTION TO COMMUNITY INVOLVEMENT

It is important to understand the connection of the community involvement process to the Envision 2020 Strategic Plan. The top items identified in the Community Survey and substantiated during the stakeholder interviews, neighborhood meetings, and community meetings were:

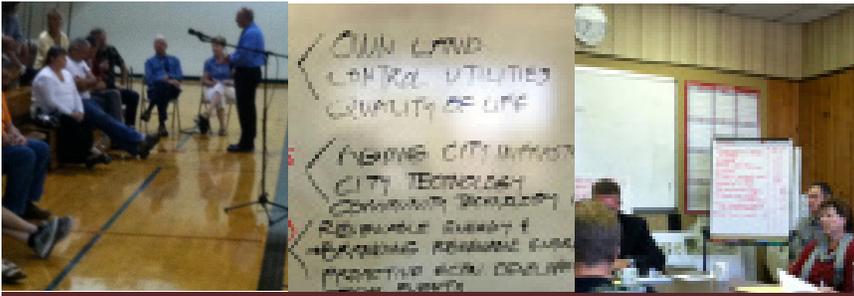
1. Responsible Management of City Finances
2. Communication from the City
3. Attraction of Business and Jobs to Boulder City
4. Maintenance of Local Streets and Roads
5. Preparedness for Natural and Man-Made Disasters
6. Technology
7. Sustainability

As the plan is implemented and performance is measured it is recommended that continuing dialogue between City officials and residents be used to help shape the implementation strategy. We recommend that a Community Survey update be conducted on a regularly scheduled interval of not more than every two years to gauge progress and updated public opinion.



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Tab 2
Strategic Planning Process
Assess Community Needs and Assets



TAB 2 Strategic Planning Process

City of Boulder City - Strategic Plan Report

Introduction

Over the past nine months, the Boulder City Development Department, along with the city's Executive Staff under the leadership of the City Manager have been preparing an update to the existing Boulder City Strategic Plan, otherwise known as Envision 2020.

The existing plan was last updated in 2000.

Planning is a critical component of good city management and governance. Planning helps assure that Boulder City remains relevant and responsive to the needs of its community, and contributes to the city's stability and future. Planning also provides a basis for monitoring progress, and assessing results and impact. It enables the city to look into the future in an orderly and systematic way.

The updated strategic plan will enable the City Council to set policy and goals to guide the city into the year 2020, and provide clear focus for executive staff to implement and manage the plan.

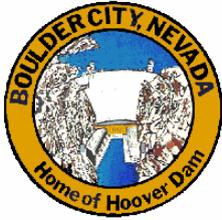
There are many different models for strategic planning. The process for gathering input to develop a baseline of community sentiments included both quantitative and qualitative research methods. Quantitative research such as a Random Digit Dial (RDD) survey is objective and statistical and can be generalized across the surveyed population. Qualitative research such as neighborhood meetings, community meetings, and stakeholder interviews are less structured and only represent the opinions of those in attendance. Agreement among those involved in the planning process felt utilizing both methods would realize the best results and a balanced process.

Assess Community Needs and Assets

First step in the process was to interview stakeholders to get a perspective from those individuals who are advocates for the City. The individuals chosen have relationships with public and private sources and were able to identify key issues, questions, and desires to be addressed as part of the strategic plan.

Next, the consultant conducted a statistically valid survey of Boulder City residents in support of Envision 2020. The survey informed the strategic planning process by providing community-level opinions and perceptions about the overall quality of life in Boulder City. The purpose of the survey was to identify data trends and themes that emerged in order to provide key insights that informed collaboration and decision making as the process moved forward.

The type of survey implemented was a random probability survey of 400 Boulder City residents using a Random Digit Dial (RDD) and cell phone sample design. The sample included only residents who live within the jurisdiction boundaries of Boulder City. A Computer-Assisted Telephone Interviewing (CATI) methodology was administered for data collection purposes. The survey was implemented from February 2nd to February 8th, 2012.



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Tab 3 Vision and Values

Tab 3 - Vision and Values



TAB 3 Vision and Values

City of Boulder City - Strategic Plan Report

Introduction

A vision is a view of the future. For a city, a strong vision can be used to inspire its residents and employees to achieve something greater than each can alone. A clear understanding of a vision is critically important when developing a strategic plan because all goals, strategies, and actions should be filtered through the vision. The vision sets the direction for the plan while the goals, strategies, and actions frame how to achieve the vision.

The City of Boulder City has identified its vision statement as follows:

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.

In beginning the strategic planning process for Boulder City, the vision was further colored by neighborhood dialogue. Residents were asked to describe their vision for the City through the following question:

What aspirations do you have for your community?

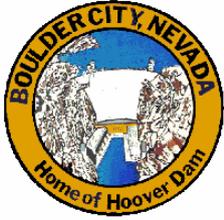
Through this community dialogue, we found that the community is very aligned with the City's vision. Mayberry RFD, family values, quiet and peaceful community, small town flair, art and culture, and authentic expression of the City's history were how many in attendance described their aspirations for Boulder City. This is important as City staff uses the vision to guide its strategic plan.

A city's values are also very important in that they guide everyday activities and serve as a filter for a city's strategic plan. While a city may evolve or change its vision, values are enduring. Values serve as the anchors for staff and residents alike and help guide behavior.

The City of Boulder City values:

- *Safe community*
- *Diverse and balanced economy*
- *Responsive City government and its services*
- *Small town character and history*
- *Clean and green community*
- *Recreation and leisure opportunities*
- *Local education, transportation and medical facilities*
- *Natural resources including land and space*
- *Controlled growth*
- *Municipal financial stability*
- *Non-gaming community*

The neighborhood and community meetings held in support of the strategic plan revealed that most attendees were aligned with the value statements as set forth by the City.



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Tab 4 SWOT Analysis



TAB 4 SWOT Analysis

City of Boulder City - Strategic Plan Report

Introduction

The acronym S.W.O.T. stands for strengths, weaknesses, opportunities and threats. This analysis structure is a particularly helpful exercise in the understanding of current conditions of an organization and as an information organizing tool for use in developing strategies to achieve a desired change.

This focus on open dialogue in a SWOT Analysis offers the opportunity to, not only identify each trait, but also to discuss the less recognized potentials not directly related to strengths, weaknesses, opportunities or threats. As an example, through this SWOT Analysis process it may be discovered that a strength or a weakness might be seen as an opportunity and a weakness might also be an opportunity.

To maximize the outcome of this process it is important to bare in mind the role of an open dialogue along with strong listening and collaboration skills. The usefulness of the outcomes will depend upon the clarity of communication, but moreover on the level at which all interested / effected parties share and buy into the outcomes.

An identification and analysis of the SWOT attributes of the City of Boulder City by the Planning Committee was facilitated in the month of March, 2012 with a follow up meeting in April of 2012. Information from the findings gathered prior to this point in the strategic planning process was accessed as a guide.

Through two facilitated processes the City representatives were able to identify several strengths, weaknesses, opportunities and threats. In the first meeting the Planning Committee was encouraged to offer all the strengths, weaknesses, opportunities and threats that that had been pre-prepared for this purpose as well as all that came to mind in the moment or were suggested by their respective departments. The results were 38 Strengths, 25 Weaknesses, 18 Opportunities and 12 Threats. This information was organized, documented and distributed back to the City for review as depicted in the diagram on the following page. In a second meeting a process of vetting and prioritization was facilitated that made clear the most important of the SWOT attributes that would become the guide for the following process of goal and strategy development. This final SWOT list is depicted in the following diagram:

Boulder City SWOT - Strategic Plan Update				
	Strength	Weaknesses	Opportunities	Threats
City owns the land	X	X	X	
Managed growth	X	X		
City owns the airport	X		X	
City owns the golf courses	X	X	X	
Non gaming	X	X		
Proximity to infrastructure (utilities, highway)	X			
Geographical separation	X			
Proximity to Las Vegas	X			
Clean air in Boulder City	X			
City employees	X			
Proximity to national recreation	X			
Low utility rates	X			
City Parks	X			
Recreation programs	X			
Recreation facilities	X	X		
City buildings (70)		X	X	X
Landfill	X	X	X	X
Community involvement	X			
Veteran's Cemetery	X			
City Cemetery	X			
Boulder City climate	X	X		
	Strength	Weaknesses	Opportunities	Threats
Boulder City Schools	X	X		
Low crime	X			
Quality of Life	X			
Internal mobility	X			
Identifiable historic district	X			
Central Business District	X			
Tourist traffic	X	X		
Single traffic entry		X		X
Bypass (only 2 points of access to Bypass)		X	X	
Renewable energy Hub (economic brand)	X		X	
ISO rating (perception)	X			
Quality Fire Department	X			
Federal neighbors (jobs)	X			
Ownership of our own utilities (control)	X			
Boulder City history	X			
Tourism	X			
Public art	X			
Special events	X		X	
City owned equipment (Fire/Police)	X	X		
BLM		X		X
City technology		X		
Community communication technology		X		
Aging City Infrastructure 'Distribution' *failure		X		X*
	Strength	Weaknesses	Opportunities	Threats
City Charter		X		
Old swimming pool		X		
*Dillon Rule State vs. Home Rule		X		X

In a second meeting a process of vetting and prioritization was facilitated that made clear the most important of the SWOT attributes that would become the guide for the following process of goal and strategy development. This final SWOT list is depicted in the diagram shown below.

With this process the City of Boulder City Planning Committee established the following SWOT attributes:

Strengths:

- City owns land
- City controls utilities
- Quality of life
- Solar leases

Weaknesses:

- Aging City infrastructure / buildings
- City technology
- Community technology infrastructure

Opportunities:

- Renewable energy & branding renewable energy
- Proactive economic development (not just solar)
- Special events

Threats:

- Aging City infrastructure
- State legislature
- Bypass

With this information in conjunction with the results contained in the Findings Report the Planning Committee was ready to identify and develop goal statements to be included in the updated strategic plan.

Why did these attributes become the most important?

Strengths

The four final strengths were chosen through this process as the most important for the following reasons:

The City ownership of land represents one of the greatest Boulder City assets. This is a position of great potential control in the desire to manage a sustainable and appropriate level of growth and development, while remaining economically viable as a city in the future.

Ownership of the major utilities provided for the residents and businesses of Boulder City allows for a level of control regarding the cost and quality of utility service within the city.

The quality of life is a major reason many choose to live in Boulder City. This is a strength that has been recognized, revered and nurtured by residents and city policy makers for many years.

The land leases that have been established for the recent solar industry located within Boulder City offer a great strength in both future economic stability, but also as a clean, future focused industry that Boulder City can develop for many years to come.

Boulder City - Strategic Plan Report

Weaknesses

The three weakness topics were deemed the most important were identified for the following reasons:

Many of the systems within the existing infrastructure of Boulder City are of substantial age and have served the city for many years. These systems such as the electrical grid, the sewer and water systems and also the City buildings are in need of substantial upgrade. This is a weakness in providing quality service to businesses and residents into the future.

The current condition of the City technology is of substantial age and not in step with current industry levels. This condition impacts the City's ability to provide businesses and residents a high level of quality services into the future.

Similar to the aforementioned utility infrastructure, the data technology serving the community is in need of upgrade. A lack of equitable distribution of technology infrastructure has been identified as a weakness in retaining and attracting Boulder City businesses and serving the community at large into the future.

Opportunities

The three topics of greatest opportunity cited for Boulder City heading into the future were identified for the following reasons:

Renewable energy represents a great opportunity for the city of Boulder City, not only as a substantial economic generator for the city, but also as a potential new green industry that could become the future brand platform of Boulder City. Just as Boulder City was once the leader of alternative energy in the hydro-electric power generation in the west, it can once again be known as the solar power generation leader in the west. This branding and economic opportunity could have a great, positive impact on the future of Boulder City.

A position of pro-active economic development, beyond the solar generation land leases, for the future of Boulder City represents the opportunity to become an economically diverse and viable city in 2020 and beyond. A pro-active position in the support of existing businesses in Boulder City and the attraction of new commerce can help ensure that the right mix is maintained that will support the future vision of Boulder City.

Special events have long been a part of the quality of life in Boulder City. Support of established and new special events in Boulder City represent continuing opportunities of quality of life enhancement as well as positive branding and economic generation.

Threats

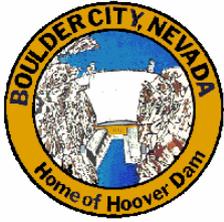
The three most significant threats were stated and included the following reasons:

The aging City infrastructure is thought of as a significant threat since it represents the potential of costly failure. The aging city utility infrastructure is a sizable replacement undertaking.

The State Legislature was identified as a threat due to the fact that the City of Boulder City has no control over some of the decision making.

The proposed US 93 bypass has been identified as a potential threat to Boulder City primarily due to the potential that it may have a negative impact on the tourism travel through Boulder City.

With this prioritized SWOT information in conjunction with the results contained in the Findings Report the Planning Committee was ready to identify and develop goal statements to be included in the updated strategic plan.



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Tab 5
Prioritized Goals, Strategies, and Action Steps
Goals 1 - 8



TAB 5 Prioritized Goals Strategies Action Steps

City of Boulder City - Strategic Plan Report

Introduction

Prioritized Goals, Strategies, and Action Steps

The City's goals are one of the main tools used in continually becoming a better city. Goals, however are only as good as their relevance to the City's future vision and then ultimately the ability to achieve them. One very useful method to select meaningful and appropriate goals is the S.M.A.R.T. goal method. The acronym SMART stands for Specific, Measurable, Attainable, and Time-based. Goals that meet these criteria stand a great chance of outlining a meaningful achievement. An expanded description of these criteria points is illustrated below:

S - specific, significant, stretching

M - measurable, meaningful, motivational

A - agreed upon, attainable, achievable, acceptable, action-oriented

R - realistic, relevant, reasonable, rewarding, results-oriented

T - time-based, timely, tangible, trackable

During the process of strategic planning the City Planning Committee requested and received an initial listing of goals from all relevant City departments. It was anticipated that the suggested goals were to be achieved on or before 2020. This first draft goal listing included 17 goal statements with a great variation of focus, importance and clarity. This was a critical first step since the information gathered represented a City-wide inclusive range of concerns and desires and suggested several future efforts that may need to be considered.

Immediately following the receipt of this initial draft list, the City, in collaboration with the consultant, initiated a process of vetting the statements into clear, prioritized goal statements consistent with the SMART goals method.

Through this process the City of Boulder City has established a final list of 8 goals to be included in the Envision 2020 Strategic Plan:

Goal 1:

We value our small town character and history, safe streets and neighborhoods, our responsive local government and services, outdoor recreation and our leadership role in developing clean energy for the national infrastructure. **To further these values, the City will develop and implement a brand image to assist the city in all operations, to guide future development, to continue to promote our image as a family friendly community, a leader in clean energy, being the home of Hoover Dam and a center for outdoor recreation**

Goal 2:

Although the City has been able to withstand the recent national and regional economic downturn, it remains vulnerable to outside influences impacting its financial sustainability. Our residents place a high value on transparency in local government, and this transparency extends to fiscal decisions as well. **The City will use taxpayer funds wisely through the development and implementation of long-term financial plans, sound budget and fiscal policies, long-term capital improvement plans and a continued emphasis on diversifying its revenue stream.**

Goal 3:

The City considers its ability to provide critical utility services such as water, sewer and electricity an asset. The City has other assets such as a well developed street and pedestrian network and an effective storm water system. **To ensure and protect our investment in these assets, the City will develop and implement a comprehensive asset management plan for our utilities, streets, sidewalks, and flood control.**

Goal 4:

An efficient municipality provides a consistent and accurate information program that clearly conveys important and timely information to their residents. Boulder City residents place a high importance on timely and accurate information via multiple platforms such as the local newspaper, local access television, newsletters, the internet and mobile devices and direct mail. **The City will develop and implement a comprehensive communications plan that will ensure regular, consistent and accurate communication to our residents across all communication platforms.**

Goal 5:

Residents of our City enjoy a diverse and vibrant local economy, a stable property tax base and plentiful open space. These components are critical to maintaining the quality of life and small town atmosphere enjoyed by our residents. **The City will develop and implement redevelopment programs that will encourage existing businesses to remain in the City and will create opportunities for those new businesses that fit the City's small town atmosphere, reflect its commitment toward green energy and are consistent the City's brand and image to locate within the City.**

Goal 6:

The City considers its employees, programs, facilities, buildings and fleet valuable assets. Although these are valuable assets, many are in need of renovation and repair, need to be replaced in their entirety or possibly discontinued and disposed of. **The City will develop and implement a comprehensive long-term capital improvement plan for all City facilities, buildings and replacement/maintenance plan for its fleet, all of which reflect the priorities of its residents.**

Goal 7:

The City places value on a sustainable community that embraces the protection of open space, clean air, efficient utilities, minimal solid waste stream, renewable energy production and our contribution to the national effort for a sustainable energy source. **To further the City's efforts, a sustainability plan will be developed and implemented that will reduce the consumption of natural resources, protect our clean air and open spaces, increase recycling and encourage the development of renewable energy sources.**

Goal 8:

The City values our multiple options for transportation such as our ample street system, pedestrian pathways, bicycle paths and routes, mass transit and parking opportunities. **To further enhance these opportunities, the City will develop and then implement a formal mobility plan that addresses ways to maintain and enhance these multiple transportation opportunities.**

This final list of goals was then organized into areas of focus, based upon the input from the Findings Report and the previous goal vetting process. The areas include:

Brand and Image
Financial Stewardship
Infrastructure
Communication
Economic Development
Programs and Services
Sustainability
Transportation

After a series of working sessions with City representatives that were facilitated by the consultant, the goal statements, complete with focus categories, priority, accomplishment strategies, action tasks, performance measures, responsible parties and proposed partners was developed as a draft to be considered for the final Envision 2020 Strategic Plan.

An expanded description of how each goal ties to the overall process follows:

Goal 1

Brand and Image

We value our small town character and history, safe streets and neighborhoods, our responsive local government and services, outdoor recreation and our leadership role in developing clean energy for the national infrastructure. **To further these values, the City will develop and implement a brand image to assist the city in all operations, to guide future development, to continue to promote our image as a family friendly community, a leader in clean energy, being the home of Hoover Dam and a center for outdoor recreation.**

This is an important goal since residents and business owners strongly feel that the local history, the natural setting and the family friendly community are trademarks of Boulder City. What is not in place is the outward expression of this self image in the form of a brand image that could be expressed to visitors and potential businesses.

The SWOT Analysis revealed a renewable energy branding opportunity for the City as well as the opportunity of enhanced economic development.

The public comments in both Neighborhood Meetings and the Community Meetings included statements expressing the desire for the attraction of additional businesses and jobs to Boulder City. Potentially may be tied to the brand image of Boulder City.

The responsible party for this goal is lead by Community Development, City Clerk. Support by all other City Departments

The Proposed Partners in this goal include the Arts Community, Boulder City businesses and Boulder City residents.

The strategies identified for this goal include:

1. *Define the brand and image*
2. *Protect brand and image*
3. *Align City actions to brand and image*

The proposed Action Steps include:

Strategy: Define City Brand and Image

Action Step	Deliverable	FY to be Completed
Prepare formal brand/image document that clearly defines who Boulder City is and represents	Brand/Image Statement	FY13
All city communication venues (letterhead, website, newsletter, utility mailer, invoicing, vehicle markings, wayfinding signage, etc) are consistent and promote the brand and image	Communication venues incorporate brand/image as defined in communications plan	FY14, ongoing
Develop standards for business operations (i.e., what our streets, parks, landscaping, buildings should look like) to reflect the brand/image	Development Standards adopted	FY13, updated as necessary

Strategy: Protect Brand and Image

Action Step	Deliverable	FY to be Completed
Master Plan to be amended to emphasize retention of historic elements of the community	MP amended	FY14
Zoning Ordinance to be amended to include guidance or regulations to protect historic elements of the community	ZO amended	FY14
City facility infrastructure (parks and street landscape) are kept in good to pristine condition	Parks and street landscaping are rated as "A" status	FY14, ongoing
Review all city communication venues annually for compliance and protection of city brand and image	Summary report on compliance	FY14, annually thereafter
Zoning ordinance to be amended to incorporate design standards for new development that is consistent with the brand and image of the community. Includes building façade appearance, parking lot appearance and layout, landscaping, lighting, desired design elements, etc.	ZO amended	FY14

Strategy: Align City Actions to Brand and Image

Action Step	Deliverable	FY to be Completed
Annual department budgets support and defend the defined brand and image	Annual budget department explanation and justification statement	Annually
Capital improvement plan reflects the priorities of the Strategic Plan	Capital Improvement Plan	Annually
Redevelopment Agency projects reflects the priorities of the Strategic Plan	RDA Annual Plan	Annually
Recruitment of new businesses that are consistent with brand and image.	New businesses consistent with Brand and Image	Ongoing

Goal 2

Financial Stewardship

Although the City has been able to withstand the recent national and regional economic downturn, it remains vulnerable to outside influences impacting its financial sustainability. Our residents place a high value on transparency in local government, and this transparency extends to fiscal decisions as well. **The City will use taxpayer funds wisely through the development and implementation of long-term financial plans, sound budget and fiscal policies, long-term capital improvement plans and a continued emphasis on diversifying its revenue stream.**

This is an important goal for two reasons. It addresses the clear desire to maximize the effectiveness of the taxpayers monies, while also creating the transparency of policy that will give the taxpayers and City officials the confidence that the funds are well managed.

The SWOT Analysis revealed several concerns in each category that will require good management of City finances.

The responsible party for this goal is lead by the Finance Department, supported by all City Departments

The Proposed Partners in this goal include Advisory Commissions.

The strategies identified for this goal include:

1. *Establish and implement long term financial planning*
2. *Implement Sustainable financial practices*

The proposed Action Steps include:

Strategy: Establish and implement long term financial planning

Action Step	Deliverable	FY to be Completed
Establish capital improvement priorities and incorporate them into capital improvement plan	Capital improvement plan adopted by City Council	FY14
Establish budget policies for all Funds (general, utility, cemetery, airport, RDA)	Budget policy document adopted by City Council	FY14
Annual budgets are consistent with the adopted debt management plan	Annual budget incorporates debt repayment as per schedule in debt management plan	FY14, annually thereafter

Strategy: Implement Sustainable financial practices

Action Step	Deliverable	FY to be Completed
Develop a long term financial plan	Financial plan adopted by City Council	FY14
Review financial plan annually for necessary adjustments (positive or negative) due to changes in local revenue stream	Annual review of Financial Plan by City Council	FY15, annually thereafter
Diversify revenue stream	Revenue mix is balanced	FY14, updated as necessary
City budget is prepared consistent with the Strategic Plan	Budget is consistent with Strategic Plan	FY14, annually
Create new revenue opportunities through marketing the City's image and brand to print, film and television industries	New revenue source developed	ongoing
The City will follow legislative changes to C-Tax and Property Tax formulas and recommend financial policies to the City Council to consider as those formulas are adjusted	Report prepared on efforts	Odd-numbered years
The City will monitor outside influences that may impact our financial sustainability and recommend actions to the City Council	Report prepared on monitoring efforts	ongoing
The City will monitor and review local economic indicators and recommend actions to the City Council	Report prepared and presented to Council	Annually
The City will compensate city employees fairly and as the labor market requires, thus reducing turn over and reducing costs	Employee turnover is reduced year over year	FY15, annually

Goal 3

Infrastructure

The City considers its ability to provide critical utility services such as water, sewer and electricity an asset. The City has other assets such as a well developed street and pedestrian network and an effective storm water system. **To ensure and protect our investment in these assets, the City will develop and implement a comprehensive asset management plan for our utilities, streets, sidewalks, and flood control.**

The development of a comprehensive Asset Management Plan will provide the guideline for an efficient and effective management of the City-owned and operated buildings and infrastructure. The City can utilize this plan as a tool to maximize the value of the assets that warrant maintenance or upgrade while assessing the value of retaining or relinquishing other assets.

The SWOT Analysis revealed the ownership of land as a strength, the aging infrastructure as a weakness and as a threat, economic development and special events as opportunities. An Asset Management Plan would

facilitate increased understanding and management of assets.

The public comments in both Neighborhood Meetings and the Community Meetings as well as the Stakeholder Interviews included statements expressing the desire for upgrades to various existing assets owned, managed and maintained by the City. The ability to achieve this desire would be aided by the development of a comprehensive Asset Management Plan.

The strategies identified for this goal include:

1. *Asset Management Plan Developed*
2. *Implement an Asset Management Plan*
3. *Create and Implement a plan for reliable utility services*

The responsible party for this goal is lead by the Public Works Department with support of Finance, Community Development and Parks and Recreation

The Proposed Partners in this goal include the Consultant and the facility users.

The proposed Action Steps include:

Strategy: Asset Management Plan Developed

Action Step	Deliverable	FY to be Completed
Inventory all street and utility assets	Street and utility assets are mapped in GIS and in a database	FY15
Asset management plan is developed that details preventative maintenance, schedule for infrastructure to be maintained, and replacement schedule	Asset Management Plan is adopted	FY17
Fleet management Plan is adopted	Fleet management plan adopted as part of annual City Budget	FY14, annually thereafter

Strategy: Implement an Asset Management Plan

Action Step	Deliverable	FY to be Completed
Implement asset management plan schedule	Asset management plan schedule is maintained	Annually
Missing pedestrian facilities identified in asset management plan are constructed	Facilities are installed per schedule in Asset Management Plan	Annually until complete
Vehicles identified in fleet management plan are replaced as per schedule in plan	Vehicles replaced per plan	Annually

Strategy: Create and Implement a plan for reliable utility services

Action Step	Deliverable	FY to be Completed
System-related outages are reduced	Reduce the number of system related electrical outages to no more than 2 per year	FY17
Upgrade city electrical system to be fully 12kV	Entire system is 12kV	FY17
Water supply meets or exceeds minimum standards set by Clean Water Act	Annual report of water quality	FY14, annually thereafter

Goal 4

Communication

An efficient municipality provides a consistent and accurate information program that clearly conveys important and timely information to their residents. Boulder City residents place a high importance on timely and accurate information via multiple platforms such as the local newspaper, local access television, newsletters, the internet and mobile devices and direct mail. **The City will develop and implement a comprehensive communications plan that will ensure regular, consistent and accurate communication to our residents across all communication platforms.**

Boulder City residents and business owners clearly feel that the communication from the City could be better.

Underlying all of the SWOT Analysis topics is a need to effectively communicate actions, policies, plans and progress in an on-going effort to enhance community awareness.

The comments in both the public Neighborhood and Community Meetings as well as the Stakeholder Interviews consistently included statements expressing the desire for better communication from the City.

The strategies identified for this goal include:

1. *Establish comprehensive communication plan*
2. *Implement communications plan*

The responsible party for this goal is lead by Community Development and the City Clerk, supported by the IT Department

The Proposed Partners in this goal include Media, Chamber of Commerce, Consultants, other potential Las Vegas Valley Public Information Officers.

The proposed Action Steps include:

Strategy: Establish comprehensive communication plan

Action Step	Deliverable	FY to be Completed
Prepare communications plan that is consistent with brand and image	Plan presented to City Manager	FY14
Identify gaps in existing communications systems that will inhibit delivery of communications plan	Gap report prepared	FY14, annually thereafter
Review plan annually	Annual plan review report	FY15, annually thereafter

Strategy: Implement communications plan

Action Step	Deliverable	FY to be Completed
Train department liaisons as Public Information Officer's for their department	Training complete	FY14
City written materials (letterhead, forms, envelopes, permits, etc) are modified to have a consistent appearance that complies with communications plan	Materials comply with communications plan	FY15, ongoing
City electronic communication (website, facebook, twitter, etc) are modified to have a consistent appearance that complies with communications plan	Electronic communications are consistent with communications plan	FY14, annually thereafter
Identified gaps in plan (i.e., technology issues, vendor issues, etc) are corrected, updated, purchased to minimize impedance in implementation	Gaps are corrected in fiscal year following identification or as per schedule in gap report	FY15, annually thereafter

Goal 5

Economic Development

Residents of our City enjoy a diverse and vibrant local economy, a stable property tax base and plentiful open space. These components are critical to maintaining the quality of life and small town atmosphere enjoyed by our residents. **The City will develop and implement redevelopment programs that will encourage existing businesses to remain in the City and will create opportunities for those new businesses that fit the City’s small town atmosphere, reflect its commitment toward green energy and are consistent the City’s brand and image to locate within the City.**

This goal addresses the desire for Boulder City to maintain and enhance the quality of life while also assuring the City’s economic viability into the future.

The SWOT Analysis included the notion of proactive economic development as an opportunity while citing the proposed US 93 bypass as a threat. While these may seem at odds they both clearly indicate the value of a well defined brand image and the proactive effort to attract and maintain appropriate Boulder City businesses.

Several comments regarding attracting “the right” business to Boulder City, while at the same time maintaining the “small town” feel were heard in the public meetings.

The responsible party for this goal is lead by the Community Development Department and supported by the City Clerk

The Proposed Partners in this goal include UNLV, Chamber of Commerce, Existing Businesses, BC Residents, EBVD, Las Vegas Convention and Visitors Authority, Southern Nevada Redevelopment Authority

The strategies identified for this goal include:

1. *Develop and Implement Economic Development Plan*
2. *Maintain a viable business climate upon completion of US 93 by-pass*
3. *Improve US 93 appearance and business mix of the highway corridor*

The proposed Action Steps include:

Strategy: Develop and Implement Economic Development Plan

Action Step	Deliverable	FY to be Completed
Develop an economic development plan that identifies target industries that are consistent with the Boulder City image and small town atmosphere.	Economic Development Plan is prepared	FY14
Partner with local non-profits to market Boulder City to target industries	Partnership(s) developed	FY14, annually thereafter
Promote Boulder City business environment at targeted trade shows at the Las Vegas Convention Center	Have booth at trade shows	Annually
Work with local non-city utility providers (telephone/cable) to improve internet connectivity and speeds in commercial core	Internet becomes available to all commercial properties	

Strategy: Maintain a viable business climate upon completion of US 93 by-pass

Action Step	Deliverable	FY to be Completed
Install signage along US 93/95 to identify the business route through town	Signs installed	FY14
Work with Chamber of Commerce and the Boulder City Tourism Commission to highlight local businesses to potential visitors	Promotional materials created	FY14, annually thereafter
Dispose of land through lease or sale to targeted businesses which contribute to the City's brand/image	Land Management Plan amended and included in LMP action plan	FY15, annually thereafter
Re-evaluate Redevelopment Agency programs and grants and modify to reflect current business and community needs	RDA Program evaluation report prepared and presented to Board for action	FY15, annually thereafter

Strategy: Improve US 93 appearance and business mix of the highway corridor

Action Step	Deliverable	FY to be Completed
Develop development and design guidelines consistent with the City's Brand/Image	Zoning ordinance amended	FY14
Work with existing businesses to improve exterior appearance	Business exterior appearance consistent with design guidelines	FY17
Identify appropriate businesses to occupy vacant parcels	Marketing Plan developed	FY15, annually thereafter

Goal 6

Programs / Services

The City considers its employees, programs, facilities, buildings and fleet valuable assets. Although these are valuable assets, many are in need of renovation and repair, need to be replaced in their entirety or possibly discontinued and disposed of. **The City will develop and implement a comprehensive long-term capital improvement plan for all City facilities, buildings and replacement/maintenance plan for its fleet, all of which reflect the priorities of its residents.**

This goal reflects the community's desire to replace the existing swimming pool complex with a new facility.

The SWOT Analysis identified the quality of life in Boulder City as a strength. The community pool and recreation facility would clearly support the high quality of life aspirations for Boulder City.

The idea of a new pool and community center that would replace the existing facility was stated several times in both the public meetings and the Stakeholder

Interviews. The age of the existing facility was discussed as a long-term maintenance concern.

The responsible party for this goal is lead by Park and Recreation Department, and supported by Public Work and Community Development

The Proposed Partners in this goal include Consultant, Clark County School District, Boulder City High school, BC Community, U.S. Swimming Federation

The strategies identified for this goal include:

1. *Develop and implement a comprehensive Building, Facility and fleet Asset Management Plan*
2. *Provide enhanced city services and facilities*
3. *Develop a plan for a new multi-use recreation complex at current swimming pool site*

The proposed Action Steps include:

Strategy: Develop and Implement a comprehensive Building, Facility and Fleet Asset Management Plan

Action Step	Deliverable	FY to be Completed
Asset management plan is created for all existing City buildings and facilities	Asset Management Plan presented to City Council	FY15
Properties identified for upgrade or improvement are prioritized	Capital improvement priority list created	FY15, annually thereafter
Properties identified for demolition or disposal are identified and actions taken to eliminate them from City ownership	Properties are demolished or disposed	FY15, annually thereafter
Asset Management Plan is reviewed annually and updated to reflect current conditions of City facilities	Report on Asset Management Plan Update annually presented to City Council	FY16, ongoing annually
Fleet Asset management plan is developed and implemented for all existing and identified needed fleet vehicles	Fleet Asset Management Plan is developed	FY14

Strategy: Provide enhanced city services and facilities

Action Step	Deliverable	FY to be Completed
Bi-Annual City survey taken to gauge citizen desires for enhanced or new city services and programs	Citizen survey	FY14, FY16, FY18
Cost-benefit analysis performed to prioritize service enhancement or development	Cost-Benefit report prepared	FY15
Personnel Asset Management Plan is developed and implemented	Plan is adopted	FY14

Strategy: Develop a plan for a new multi-use recreation complex at current swimming pool site

Action Step	Deliverable	FY to be Completed
Conduct community survey to gauge desired elements of a replacement facility for the existing swimming pool facility	Survey is completed	FY14
Conduct community meetings to refine the desired elements of a replacement facility for the existing swimming pool facility – to be done after survey is complete	Community meetings are held	FY14
Replacement complex is designed	Architect plans and engineers cost estimate are provided	FY15
Start construction of replacement facility	Construction commenced	FY16

Goal 7

Sustainability

The City places value on a sustainable community that embraces the protection of open space, clean air, efficient utilities, minimal solid waste stream, renewable energy production and our contribution to the national effort for a sustainable energy source. **To further the City's efforts, a sustainability plan will be developed and implemented that will reduce the consumption of natural resources, protect our clean air and open spaces, increase recycling and encourage the development of renewable energy sources.**

The goal of increasing recycling in Boulder City relates to the quality of life cited as a strength in the SWOT Analysis. It can also be thought of as a branding opportunity of renewable energy.

The public comments in both Neighborhood Meetings and the Community Meetings included statements

expressing the desire to participate, but the stronger comments came from the business owners that cited the lack of access to the Boulder City recycling service.

The responsible party for this goal is lead by the Public Works Department, with participation by all other city departments

The Proposed Partners in this goal include Residents, Businesses, Clark County Health District, Clark county School District. Landfill operator, Recycle facility operator

The strategies identified for this goal include:

1. *Reduce consumption of Natural Resources*
2. *Increase recycling*
3. *Promote renewable energy*
4. *Air Quality exceeds US Clean Air Act standards*

The proposed Action Steps include:

Strategy: Reduce consumption of Natural Resources

Action Step	Deliverable	FY to be Completed
Transition City vehicle fleet to more fuel efficient vehicles	5% of fleet is converted annually	Begin FY14
City Zoning Codes are modified to encourage land conservation	Zoning ordinance is amended	FY14
City Building Codes incorporate conservation standards for new construction and are implemented through an incentive program	Building Codes are adopted that incorporate conservation standards	FY14
City Park water consumption is reduced through efficient watering programs, technology and equipment	City Park water consumption is reduced by 10% over FY2012 usage	FY2020
City consumption of electricity is reduced	City electric consumption is reduced year over year comparison	Begin FY14
New city-owned development projects will incorporate energy conservation construction methods	New construction of city buildings meet conservation standard	As sites are constructed
City will recognize employees who further the City's efforts to reduce consumption of resources	Recognition Program	FY13, ongoing

Strategy: Increase recycling

Action Step	Deliverable	FY to be Completed
Educate rate payers on city recycling program	Community meetings, newsletter, public service announcements, utility mailer inserts	Begin FY13, ongoing
Provide recycling containers at all City facilities and parks for general public use	Recycling containers are installed	FY14
Provide enhanced recycling facilities for special events	Recycling containers are on-hand	FY14
Reduce total waste stream tonnage to City Landfill by 10% in year 2020	Waste stream tonnage is reduced by 10%	FY20
Study options for green waste and reuse through composting or other industry method (i.e., wood chipping, etc)	Report is presented to City Council on options	FY15

Strategy: Promote renewable energy

Action Step	Deliverable	FY to be Completed
Create program and incentives for rate payers to use renewable energy equipment for home use	Incentive program annually reviewed	FY15
Partner with utility scale renewable energy developers to create solar farms for distribution to national energy network	Fully developed sites	FY17

Strategy: Air Quality exceeds US Clean Air Standards

Action Step	Deliverable	FY to be Completed
City parks and open spaces are kept in clean and good condition, eliminating all fugitive dust opportunities	Zero Violations	FY13, ongoing
Airport will reduce opportunities for fugitive dust through improvement projects to retain the natural desert pavement	Non-developed areas are treated with a dust inhibitor	FY15, ongoing
Traffic movement on US 93 is improved to reduce congestion	Congestion is reduced	NDOT schedule
City Fleet is replaced 5% annually with low emission or no emission vehicles	5% of fleet is replaced annually	FY14, ongoing annually

Goal 8

Transportation

The City values our multiple options for transportation such as our ample street system, pedestrian pathways, bicycle paths and routes, mass transit and parking opportunities. **To further enhance these opportunities, the City will develop and then implement a formal mobility plan that addresses ways to maintain and enhance these multiple transportation opportunities.**

This is a quality of life goal for the community of Boulder City. It will outline a plan to enhance the mobility of all age groups and transportation modes within the city.

Although not directly cited in the SWOT Analysis topics, it is clearly a part of the quality of life attribute that is stated as a strength.

The public comments in both Neighborhood Meetings and the Community Meetings included statements

expressing the desire for enhanced mobility in several forms. Bike and walking trails, as well as additional bus routes, and special event shuttles and parking improvements were mentioned as enhancements that would assist in the community's general mobility.

The responsible party for this goal is lead by Community Development with support from Public Works

The Proposed Partners in this goal include Nevada Department of Transportation, Consultant, Clark County School District, Regional Transportation Commission, Chamber of Commerce, Bicycle Group, Bootleg Canyon Users Group, Senior Citizens Group.

The strategies identified for this goal include:

1. *Develop and Maintain a comprehensive Mobility Plan*
2. *Implement Mobility Plan*

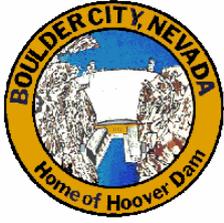
The proposed Action Steps include:

Strategy: Develop and maintain a comprehensive Mobility Plan

Action Step	Deliverable	FY to be Completed
Develop a comprehensive mobility plan that addresses the following transportation modes: streets, pedestrian and bicycle trails, mass transit (bus), safe school walking routes, tunnels, and bridges	City Council adoption of Mobility planning document	FY14, ongoing
Update the Mobility Plan in odd-numbered years to account for changing conditions, completed projects and new challenges	Provide report to City Council on changes to Mobility Plan	FY15, FY17, FY19
Conduct citizen survey in even numbered years to determine needs of the community	Citizen Survey	FY14, FY16, FY18, FY20
City will encourage use of mass transit by its employees	Ridership by employees increased year over year comparison	FY14, ongoing annually

Strategy: Implement Mobility Plan

Action Step	Deliverable	FY to be Completed
Construct or caused to be marked alternative mobility transportation opportunities as identified in Mobility Plan implementation schedule	New facilities are constructed or marked as per implementation schedule	FY15, ongoing
Improve safe school walking routes to meet or exceed RTC standards and NRS requirements	Safe school routes meet standard and map published to web	FY16, ongoing
Construct improvements identified in Mobility Plan	Improvements identified are constructed within the recommended time frame in the Mobility Plan	Begin FY15 until complete



ENVISION
2020
Boulder City, Nevada

Tab 6
Findings Report
(Under Separate Cover)

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