



**CITY COUNCIL SPECIAL MEETING MINUTES**  
**COUNCIL CHAMBER, 401 CALIFORNIA AVENUE,**  
**BOULDER CITY NV 89005**

**APRIL 18, 2024 - 1:00 PM**

**CALL TO ORDER**

**ADMINISTRATION OF OATH OF OFFICE**

**CONFIRMATION OF POSTING AND ROLL CALL**

**Council members present:** Mayor Joe Hardy, Council member Cokie Booth, Council Member Sherri Jorgensen, Council member Steve Walton (4)

**Absent:** Council Member Matt Fox (1)

**Also present:** City Manager Taylour Tedder, City Attorney Brittany Walker, City Clerk Tami McKay

City Clerk McKay confirmed the agenda had been posted in accordance with Nevada Open Meeting Law and all members were present.

**PUBLIC COMMENT**

Mayor Hardy opened the public comment period.

No comments were offered and the public comment period was closed.

**SPECIAL AGENDA**

1. For possible action: City Council discussion and direction regarding the Boulder City 2025-2030 Strategic Plan Process

A staff report was submitted by Community Development Director Michael Mays and included in the April 18, 2024 Special City Council meeting agenda packet.

Robyn Stiles, Emergent Method, said she was part of the team working on the strategic plan for the City. She said the meeting was more of a facilitation than a presentation. She said it was an opportunity to provide comments and guidance on the next steps of the strategic plan effort. She said the agenda included in the packet

included a timeline, but they did not have to adhere to it. She said it was a guideline to ensure all the topics were discussed. She provided an overview of the agenda noting the discussion would include strategic priorities and what priority areas should be included in the plan. She suggested the Council focus on thinking big and more broadly because the plan will span multiple years. She said flip charts would be used to capture the feedback noting they would be situated so they are visible to the public.

Kaylee Jones, Emergent Method, said she would review the City's current mission statement. She said they received a total of 10 survey responses and 8 indicated the mission statement should be kept as is, one indicated fiscal responsibility should be included, and one believed public safety should be included. She asked Council if they had any changes to the mission statement.

Council member Booth said she agreed with most of the feedback and did not believe it needed to be changed.

Council member Walton said he agreed with the public about fiscal responsibility, but said it was clearly and comprehensively already included in the strategic plan.

Council member Jorgensen said she believed fiscal responsibility should be included in the statement so people recognize that the Council considers how to provide services to those they serve.

Mayor Hardy said he agreed they should be fiscally responsible, but it should be included in the vision statement and not in the mission statement.

Council member Walton said he and Council member Booth agreed the vision statement did not need to be changed. He said he believed fiscal responsibility should remain where it currently resides under strategies.

Mayor Hardy said you would typically have a vision before you adopted a plan, so he envisioned fiscal responsibility included in the mission. He asked for clarification about the difference between a vision and mission.

Ms. Stiles said a mission statement captures the holistic body of work that the organization was currently undertaking. She said the vision set the future direction the organization would like to achieve over time. She said they work together, but they are distinct statements that are meant to be guiding in different ways.

Ms. Jones went on to discuss the vision statement and said the public's overarching opinion was to keep the vision statement as is.

Council member Booth said she did not have changes to the vision statement, but she said it seemed like it was "fluffy and nice" in Boulder City. She said in her opinion it didn't say a whole lot. She said again she wouldn't want to change it because we

wanted a community that felt like Mayberry.

Council member Jorgensen said she felt the vision statement was a little broad and didn't include specifics. She said she believed "enhancing the quality of life" included the idea that recreation is available in the city. She said it didn't need to be pages long, but it should include what was special about Boulder City such as it's a small town, it has small town charm with a historic heritage. She said Boulder City has a unique identity. She said the City takes time to address the needs and to enhance quality of life. She said all of her talking points are in the statement, but they are not enumerated.

Mayor Hardy asked if anyone talked about Boulder City's proximity to their much larger neighbors including their relationships with Clark County and the other jurisdictions.

Ms. Jones said it wasn't discussed during the mission and vision statements, but it was addressed elsewhere in the survey.

Council member Jorgensen said she believed the topic about businesses in cooperation with organizations outside of Boulder City should be included in the plan and not in the statements.

Council member Walton said he heard a lot of comments about the ordinance and charter combined being what Boulder City calls "limited growth". He said he heard a fair amount of comments about limited growth and not no growth. He said there were a fair amount of comments about allowing some growth. He said neither the City Council or staff have stood in the way of any development. He said the City Charter and ordinance guides the process. He said if residents wanted growth, they would have to take the steps necessary to change them. He said the vision statement was good to him particularly the statement "we are committed to preserving the status as a small town with small town charm". He said with respect to proactive efforts to bring in some type of growth, how much is enough and when does it become too much which could result in losing the vision of the community. He said the number of allotments allowed per year helped retain the status of a small town with a small town charm. He said the growth control ordinance had worked well for years, and he had never heard anyone complain about it.

Council member Booth said she heard comments about affordable housing to attract younger families to town. She said one of the ways to accomplish this would be townhouse development. She said there was currently no townhouse zoning in Boulder City and suggested adding it. She suggested the parcel of land where the former animal shelter was located could be used for townhome development.

Council member Walton said he shared some of the same concerns as Council member Booth, however, he stated the City was not in the business of development. He said it's up to a developer to determine if they want to purchase land for townhome

development. He said it would be driven by the private industry and not the City.

Council member Booth said she still believed the City should have zoning for townhomes to make it more desirable and provide options for development.

**Ms. Stiles said based on the feedback, it appeared the Council had no changes to the vision statement.**

Ms. Stiles said there was previous discussion about fiscal responsibility and asked if Council believed it needed to be added to the mission statement.

Mayor Hardy said he didn't believe it needed to be added.

Council member Walton said he agreed with Mayor Hardy indicating the first goal of the plan was to achieve financial stewardship.

No further comments were offered by Council.

**Ms. Stiles confirmed no changes would be made to the mission statement, but fiscal responsibility would be included in the plan.**

Council member Walton asked if core values and priorities were the same as shown on the slide titled "orienting our approach".

Ms. Stiles said core values were stand alone and goals were intended to be broader areas of focus. She said the next discussion should be focused on priorities and goals leading up to particular strategies.

In response to Council member Booth's earlier suggestion about including townhome zoning, Ms. Stiles said that would be considered a strategy or tactic.

Ms. Jones provided an overview of Council and staff responses regarding long-term potential areas of priority. She said Public Works received the highest priority with Financial Stewardship followed by Utility Administration, Public Safety, Maintenance of Public Space, Economic Development, Growth Management and Other (Enhance Volunteer Experiences).

Ms. Stiles said the Council could suggest their priorities, and she and her team would organize them.

Council member Jorgensen's priorities:

- Building a pool and facility that functions at a higher level
- Maintenance of roads
- Update city code to comply with state regulations
- Diversify revenue sources for financial stewardship

- Repurpose under utilized and unoccupied aging buildings
- Diversification of housing within the guidelines of ordinance/charter
- Measurable steps to support unhoused persons with service options and access to resources

Mayor Hardy's priorities:

- Theater
- Smith building
- Parking
- Traffic
- Paratransit
- Airport tower
- Skydivers
- Desert drainage
- Veterans Memorial Cemetery
- Health security (access/reliability)
- Education (maintain all 4 schools)
- Storage for recreational vehicles
- Landfill
- Gun club
- Promote small town charm

Council member Booth's priorities:

- Solar farm to reduce electric rates
- Street maintenance
- Revitalize downtown area to keep downtown viable for tourism

Council member Walton's priorities:

- Tourism and recreation
- Water use and conservation City use and city-wide
- Revisit strategies to achieve goals
- New up to date meeting space (update pavilion)
- Maintain and enhance utility infrastructure instead of "investment of"
- Cemetery and airport enterprise funds
- RC track amenity

Council member Walton said the previous Strategic Plan was really well done and he believed the heading and titles still remain current. He said new headings could result in additional goals to reach the vision. He suggested paratransit be included in multi modal.

Mayor Hardy noted all of the topics provided today were suggestions.

Council member Booth said it was important that it be known that all of the historic

buildings in town were not all City-owned.

Council member Jorgensen said historic preservation should be maintained and/or improved. She said public safety should be maintained and/or improved and should be a category.

Council member Walton said City-owned properties maintained such as gun club, rc track, etc. at highest efficiency and proper investment.

Mayor Hardy said maintaining the conservation area had not been mentioned which was unique and vital for southern Nevada.

Council member Jorgensen said there could be an opportunity to discuss transparency in Boulder City such as amenities and available services.

Council member Booth said she would be in favor of Boulder City amenities being advertised in a magazine instead of social media. She said a lot of residents were not aware of available services and said she didn't believe people paid attention to the information contained in the utility mailer.

Council member Jorgensen said some of the discussion taking place could fall under the topic of diversification of communication.

**Mayor Hardy called for a recess at 2:11 p.m.**

**Mayor Hardy called the meeting back to order at 2:25 p.m.**

Mayor Hardy said resident Barbara Paulsen had informed him there was an economic reality that should be considered because hiring staff could be challenging since Boulder City had an aging demographic. She suggested ways to attract younger people to live in Boulder City should be considered.

Council member Booth said she mentioned solar earlier, but she really meant sources to create or generate affordable energy during peak times.

Council member Walton expressed concern about creating power facilities that may not be a good return on investment. HE said research should be done on the feasibility to ensure construction costs, employee costs, etc. made financial sense and did not cost more than buying power on the open market.

Council member Jorgensen said it could be negotiated into future contracts if it didn't make financial sense for the City to own a power facility.

Ms. Stiles said she heard the comments provided by Council and said additional categories could be included:

- Assets and Amenities
- Diversification of Communication
- Services
- Conservation Stewardship

Ms. Stiles said based on sticker allocation the order was as follows:

- Assets and Amenities
- Infrastructure
- Growth and Development
- Diversification of Communication
- Historic Preservation
- Public Safety
- Financial Stewardship

Council member Jorgensen said diversification of communication did not need to be a separate heading and could be included elsewhere. She said it could be included as a mini goal or included with something else.

Council member Booth suggested conservation be moved into financial stewardship.

Council member Jorgensen suggested utilities be divided because electricity would be included in infrastructure.

Council member Walton said conservation controlled by PWD. He said departments communicated about their individual department so it might be considered a strategy. Council is the legislative body, but Staff does this in their normal course of work. He explained his dots went on new categories because the other plans were being followed. He said he would like to hear from staff before it's finalized.

Council member Booth said she also added stickers on new categories.

Council member Jorgensen said she put stickers on existing categories she would like be continued. She said the last strategic plan was completed ahead of schedule, and it was due to staff and not Council.

Ms. Stiles said she would talk to Department Heads to get their feedback.

Mayor Hardy said one of the congregations in town would like a meeting place for youth that's compatible with the City's zoning.

Council member Booth said Bootleg Canyon was not called out and should be included to ensure it's maintained and to provide better communication about all that it has to offer.

Mayor Hardy said Lake Mead should be included in tourism and recreation.

Council member Walton said it could be considered a recreational amenity in a broader sense of tourism.

Council member Jorgensen said the airport also needed foresight.

Mayor Hardy said it was important to consider the Veterans Home and Veterans Cemetery with appreciation, gratitude and respect.

Council member Jorgensen said although the City doesn't own the Veterans Home or Veterans Cemetery, they resided in the city.

### **Infrastructure:**

Council member Walton said there may be value in breaking out specific strategies for electric, water and wastewater.

Mayor Hardy said trash/recycle pickup was three times per week and fewer days maybe considered to protect the roads from the big trucks driving on the roadways.

Council member Booth said she agreed about a reduced number of days for trash pickup and reiterated reduced utility costs were important to her. She asked that zoning be added that would allow townhome development.

Council member Jorgensen said she hears about the need for schools to be replenished and suggested finding ways to attract younger generations.

Mayor Hardy said one of the limitations of housing development was the cost of the land.

Council member Walton suggested considering what items in the current Strategic Plan could be rolled over to the new one.

Council member Jorgensen said if there were internet challenges in Boulder City, it could be included under connectivity.

City Manager Tedder said Luman is adding gigabyte fibers to help support Cox Communications. He said two cell towers were being installed to improve services.

### **Historic Preservation:**

Council member Booth said she would like to see the filtration plant repurposed. She said it would be great to seek public input on potential use.



Council member Walton suggested creating a task force to create a vision for all of the buildings including the old airport hangar. He said it had been talked about, but not set in motion to accomplish.

Council member Jorgensen said it was important to repurpose buildings so they could be utilized, and maintained or improved for the benefit of the city and continuity of historic preservation.

Council member Walton said opportunities to provide incentives to improve historic homes was important. He said although some of the homes may not be historic, they are in the historic district. He suggested finding ways to help support them and work closely with owner builders to help create a viable interest.

### **Public Safety:**

Council member Walton said additional homes will be built in Tracts 249 and 250, but the public safety has not been enhanced. He said it was important to acknowledge growth creates additional support for public safety and should be considered. He said ways to ensure best response times and capabilities, and to consider accreditation processes should also be considered.

Council member Booth said some sidewalks are old and unsafe. She said ADA should be considered.

In response to a topic brought up earlier by Mayor Hardy, Council member Walton suggested a topic of Public Health and Safety could be considered.

Mayor Hardy said public health was a moving target, and it could include the health of pets, mental health, transportation to outlying hospitals, vaccines, etc.

Council member Walton said the Community Response Liaison position funding should be considered because it's a temporarily funded position.

Council member Jorgensen said goals should be put in place for partnership with the National Park Service for dispatchers and perhaps a second response location.

### **Financial Stewardship:**

Council member Booth said should it was important to not spend more money than you have available.

Council member Jorgensen said diversification of funds was important to support nonprofit groups in the community. She said the transparency of finance should be continued and reserve funds maintained.

Council member Walton said everything should be moved over from the previous

strategic plan and a statement about transparency should be included.

Council member Jorgensen said transparency was a form of communication. She said the City has received numerous awards and it should be communicated.

Ms Stiles said the next step was to compile all of the feedback and put it into a more digestible form and work with Department Heads. She said a first draft would be provided at the end of May or beginning of June. She thanked everyone for the thoughtful feedback.

## **PUBLIC COMMENT**

Mayor Hardy opened the public comment period.

No comments were provided and the public comment period was considered closed.

Mayor Hardy adjourned the meeting at 3:41 p.m.

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Joe Hardy, Mayor

ATTEST:

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Tami McKay, City Clerk