



To: Mr. Alfonso Noyola, City Manager, City of Boulder City

From: Amy Paul, Corporate Vice President, Project Manager
Jacquelyn McCray, Senior Manager
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Subject: Community Survey Summary and Employee Survey Summary

Date: October 18, 2018

Introduction

Boulder City leaders have begun a strategic planning project to update Envision 2020, the strategic plan from several years ago. The new plan will reflect the current priorities of the Mayor and Councilmembers with input from community stakeholders and city staff through the year 2025. We are assisting with the strategic planning effort.

An initial activity included surveying community members and city employees to solicit input for the strategic plan. The surveys were used to gather opinions about Boulder City's quality of life, priorities, and vision. We have compiled the results and identified aggregate themes. A summary of the results and themes from the two surveys are presented in this memorandum and will be reviewed with Councilmembers during a strategic planning workshop scheduled for November 7.

Community Survey Results

The community survey was distributed using the Boulder City website. It was advertised using social media and its availability was shared with local organizations such as the Chamber of Commerce and Senior Center. To allow a comparison with results from the 2012 community survey that was distributed as part of the Envision 2020 strategic plan, most of the same questions were asked. The survey was available from September 10 to September 30, 2018.

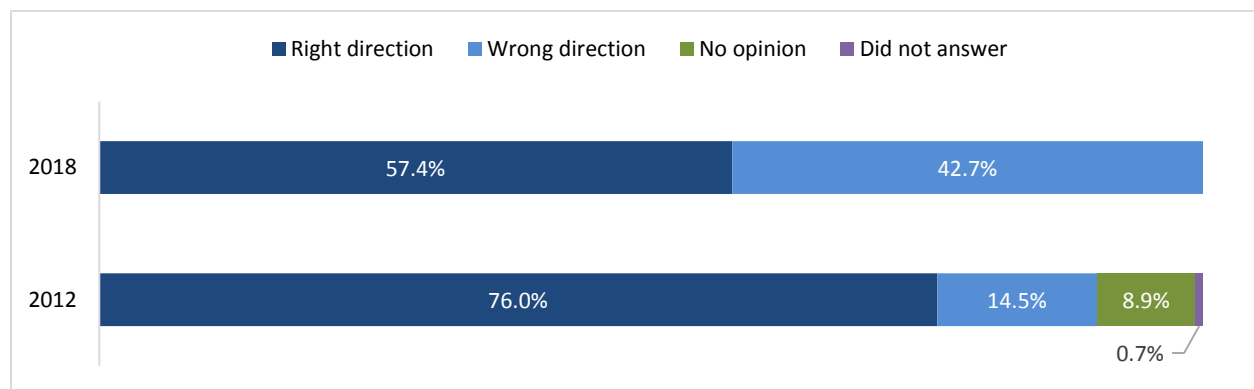
The survey asked participants to provide their opinions and comments to questions in the following categories:

- Overall Perception of the City,
- Priority Programs and Services,
- Boulder City Vision of the Future, and
- Demographic Information.

Overall Community Perceptions of the City

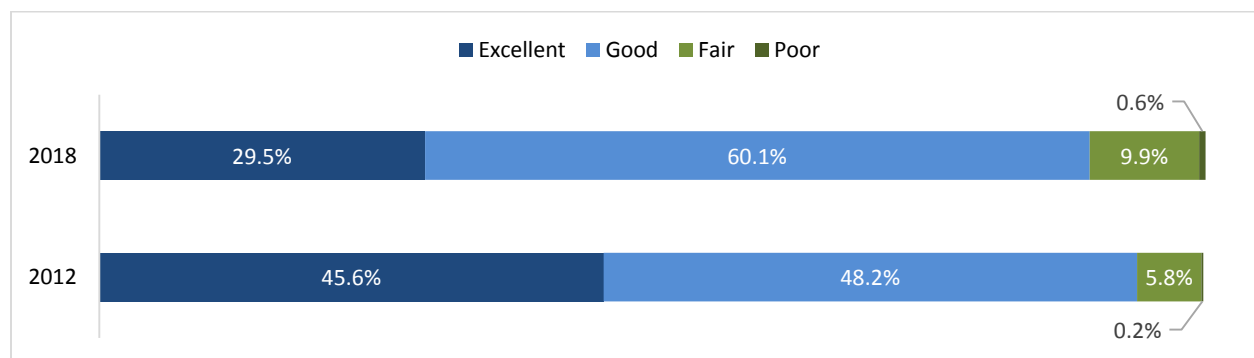
Survey participants were asked three questions about their overall perceptions of the City as illustrated in the figures below. In the first question, participants were asked, “Generally speaking, do you feel that things in Boulder City are headed in the right direction or the wrong direction?” Figure 1 shows that 57.4% of the participants responded that the City is heading in the right direction, which represents a decrease from the way survey respondents answered five years ago. In the 2012 survey 76.0% of respondents thought the City was heading in the right direction.

Figure 1. Direction of Boulder City (community response)



In the second question, participants were asked, “All things considered, would you rate the overall quality of life in Boulder City as excellent, good, fair, or poor?” The majority of respondents rated the quality of life in Boulder City as good or excellent, with 29.5% of the participants rating the quality of life as excellent and 60.1% rating it as good. In comparison to 2012, those rating the quality of life in Boulder City as excellent decreased 16%, good increased by 12% and fair increased by 4 percentage points. The combined excellent and good rankings for Boulder City quality of life decreased slightly from 93.8% in 2012 to 89.6% in 2018. Figure 2 shows participant responses.

Figure 2. Rating of Overall Quality of Life in Boulder City (community response)

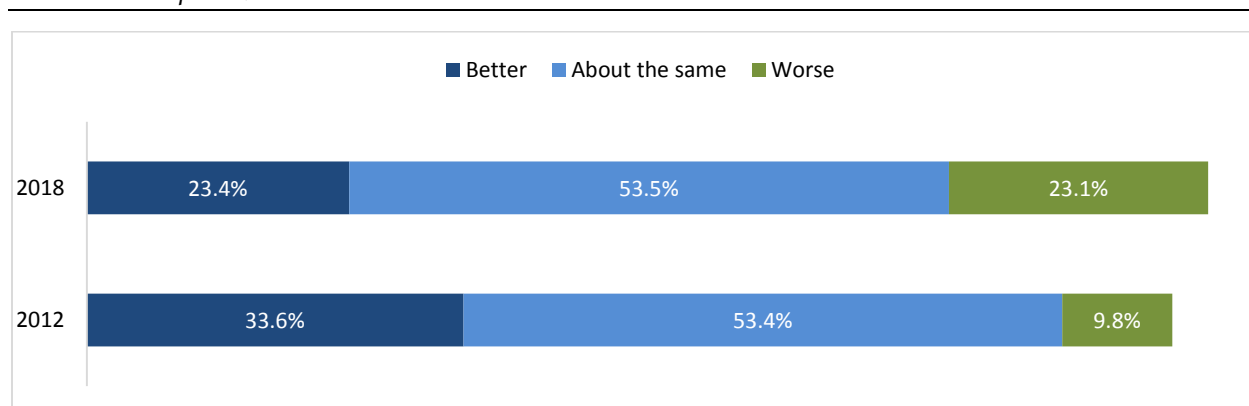


Note: In 2012, 0.2% of respondents did not answer.



Next, participants were asked, “In thinking ahead five years from now, do you believe the overall quality of life in Boulder City will be better, about the same, or worse?” The majority of respondents (53.4%) thought the overall quality of life in Boulder City five years in the future would be about the same. Almost one in four residents (23.4%) thought the quality of life would be better, and about one in four residents (23.1%) thought it would be worse. In comparison to 2012, respondents indicating the quality of life will be better decreased by 10.2 percentage points, and those who thought the quality of life will be worse increased by 13.3 percentage points. Figure 3 shows the responses.

Figure 3. Perception of Overall Quality of Life in Boulder City Five Years in The Future (community response)



Note: In 2012, 3.2% of respondents did not answer.

Community Priority Local Government Programs and Services

Community respondents were asked to prioritize programs and services on a scale of one to ten where a one indicated very low priority and a ten indicated very high priority. Table 1 shows the average of all responses for each program or service. The closer the average is to ten, the higher the priority respondents assigned to that service or program.

The five highest priorities in 2018 were the same as the five highest in the 2012 survey. Based on Management Partners' interviews, the recent survey included two new services for ranking: promote growth and development and provide affordable housing. Both services were ranked lower than all the others.

Table 1. Ranking of Boulder City Programs and Services (community response)

Answer Choices	Community 2018 Average	Community 2012 Average
1. Provide responsible management of city finances	9.11	8.84
2. Manage reliable water, sanitary sewer and electrical services	9.06	8.75
3. Provide police protection services	8.89	8.22
4. Provide fire protection services	8.82	8.70



Answer Choices	Community 2018 Average	Community 2012 Average
5. Provide emergency medical services (ambulance, paramedics)	8.77	8.81
6. Maintain local streets and roads	8.26	8.07
7. Manage growth and development	8.07	7.92
8. Maintain appearance of landscapes and facilities	7.96	7.34
9. Manage trash and recycling collection and the landfill	7.95	8.01
10. Provide parks and recreation facilities	7.92	7.61
11. Attract visitors and tourists to the area	7.76	7.15
12. Attract business and jobs in the area	7.54	7.35
13. Inform the public about city activities and programs such as crime prevention, recreation, and other city-sponsored efforts	7.54	7.12
14. Enforce traffic laws	7.52	7.46
15. Provide pedestrian pathways (sidewalks, trails)	7.41	6.92
16. Provide code enforcement services (such as ensuring buildings are safe, landscapes are maintained, and outside areas are clean)	7.39	7.05
17. Provide effective city communication to residents (such as BCTV, monthly newsletter, and the city website)	7.35	6.56
18. Provide a variety of recreation programs	7.35	7.30
19. Prepare for natural or man-made disasters	7.17	7.24
20. Promote growth and development	5.61	N/A
21. Provide for affordable housing	5.48	N/A

Boulder City Community Vision of the Future

Survey respondents were asked to use one word to describe their vision for the future of Boulder City and could submit up to three responses. A total of 290 residents responded, and 776 words were submitted. Figure 4 is a word cloud of the most frequently submitted words. Words that were mentioned more frequently are largest in the word cloud.



Figure 4. Vision Words (community response)



Table 2 summarizes vision words that were submitted ten or more times and provides a count of the total number of submissions. Safe/safety was the top emerging theme for a vision for Boulder City, with other frequently mentioned words being small, clean, family and growth.

Table 2. Vision Words (with 10 or more mentions)

Word	Count
Safe	69
Small	57
Clean	33
Family	24
Growth	23
Quiet	21
Quaint	19
Historic	18
Friendly	18
Destination	16
Community	14



Word	Count
Peaceful	13
Tourism	13
Green	12
Home	10

Community Open-Ended Question about the Future of Boulder City

The final questions allowed respondents to state comments about the future of Boulder City. These are provided in Table 18 in the attachment.

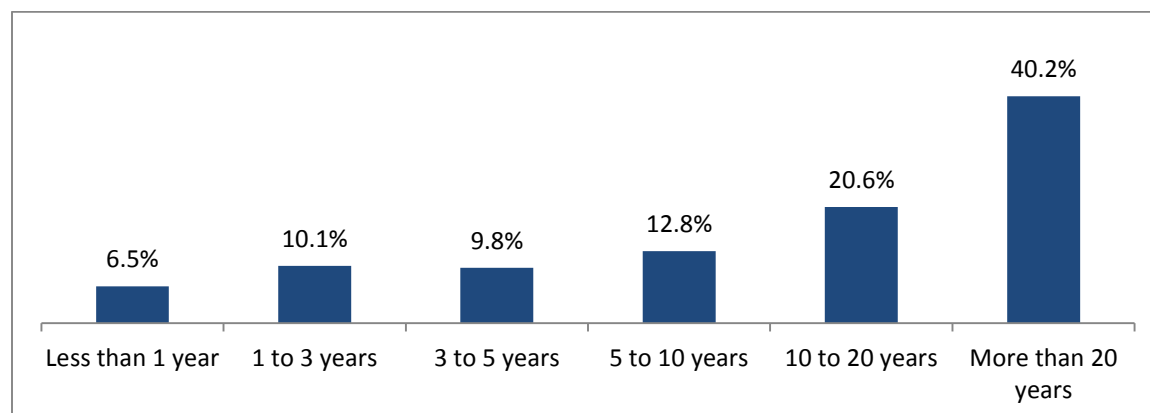
Over half of the respondents (202) provided comments and several themes emerged from them. A quarter of the comments submitted (52) related to growth. Of those, 36 comments mentioned restricting growth and development, while 16 mentioned fostering growth. In addition, seven respondents wrote comments about needing to be open to change, and five commented on keeping things the way they are.

Another theme related to economic development, with 29 comments relating to business development, job growth, and addressing blight in commercial areas. Respondents also wrote 14 comments related to developing tourism. Other themes related to local governance (21 comments), recreation (17 comments, 10 of which mention building a pool or aquatic center), safety (15 comments), and transportation (13 comments).

Demographic Information

Demographic information was also collected. Figure 5 shows how long respondents have lived in Boulder City. In comparison to 2012, there is an increase in the number of participants who have lived in Boulder City for less than 10 years.

Figure 5. Length of Residency (community response)



Note: In 2012, 2.2% of respondents did not answer the age question.



Table 3 shows respondents answers regarding children under the age of 18 living in their household. In comparison to 2012, a similar percentage of participants had children under the age of 18 in their household.

Table 3. Residents with Children under the Age of 18 Living in Their Household (community response)

Answer Choices	2018	2012 ¹
Yes	33.2%	31.9%
No	66.7%	67.3%

¹In 2012, 0.8% of respondents did not answer this question.

Respondents were also asked to indicate their age group (as shown in Table 4). In comparison to 2012, there was a decrease in the number of participants who are between the ages of 18 to 34 years old.

Table 4. Age Group (community response)

Answer Choices	2018	2012
18 to 24	0.9%	14.5%
25 to 34	7.2%	
35 to 44	20.6%	31.5%
45 to 54	20.3%	
55 to 64	27.5%	51.8%
65 or older	23.5%	

Table 5 shows the employment status of community survey respondents. In comparison to 2012, there is an increase in the percent of participants who reported either being employed full time or being self-employed. Both the percent of participants with retirement status, and percent of participants with unemployment status decreased.

Table 5. Employment Status (community response)

Answer Choices	2018	2012
Employed full-time	48.7%	33.1%
Employed part-time	6.5%	6.9%
Self-employed	13.4%	9.8%
Not employed outside the home (homemaker, etc.)	4.3%	4.8%
Retired	25.2%	34.9%
A full-time student – not working	0.3%	N/A
Unemployed	0.7%	7.3%
Other (specify)	0.9%	N/A

Note: In 2012, 1.9% of respondents did not answer this question.



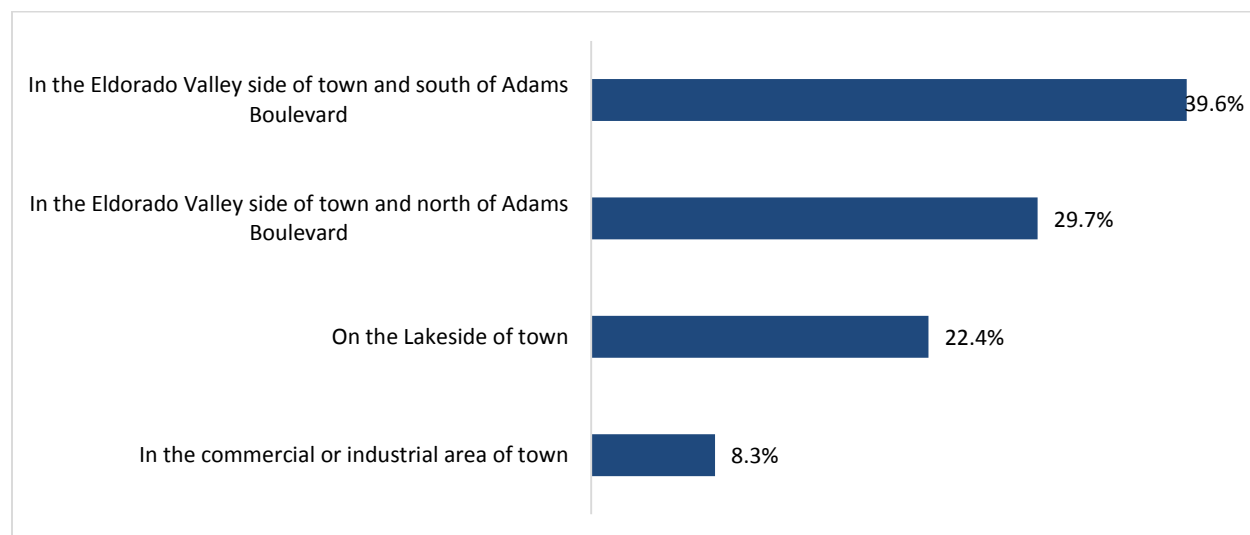
Survey participants were asked their annual household income before taxes in 2017 and responses are summarized in Table 6. In comparison to 2012, the percent of respondents earning less than \$30,000, and the percent making between \$30,000 and \$60,000 decreased, while those making \$100,000 or more increased significantly.

Table 6. Annual Income (community response)

Answer Choices	2018	2012
Less than \$10,000	1.6%	13.7%
Between \$10,000 and \$19,999	1.6%	
Between \$20,000 and \$29,999	2.3%	
Between \$30,000 and \$39,999	2.0%	20.6%
Between \$40,000 and \$49,999	5.3%	
Between \$50,000 and \$59,999	4.6%	
Between \$60,000 and \$69,999	7.2%	25.5%
%Between \$70,000 and \$99,999	17.1%	
\$100,000 or more	41.1%	19.1%
I prefer not to answer	17.11%	21.2%

Survey participants were asked to indicate the area of Boulder City in which they lived, and were given four choices, with responses summarized in Figure 6. Participant responses were similar to those in 2012. The majority of participants live either south of Adams Boulevard, or north of Adams Boulevard.

Figure 6. Location of Residence (community response)



Survey participants were asked their gender and responses are summarized in Table 7. In comparison to 2012, the percent of female respondents increased.



Table 7. Gender (community response)

Answer Choices	2018	2012
Female	61.1%	52.1%
Male	38.9%	47.9%

Employee Survey Results

As a part of the strategic plan update, an employee survey was also distributed using the same questions as the 2012 survey and additional questions regarding the vision, mission, and value statements. The survey was open from September 10 to September 30, 2018.

The survey asked participants to give feedback to questions in the following categories:

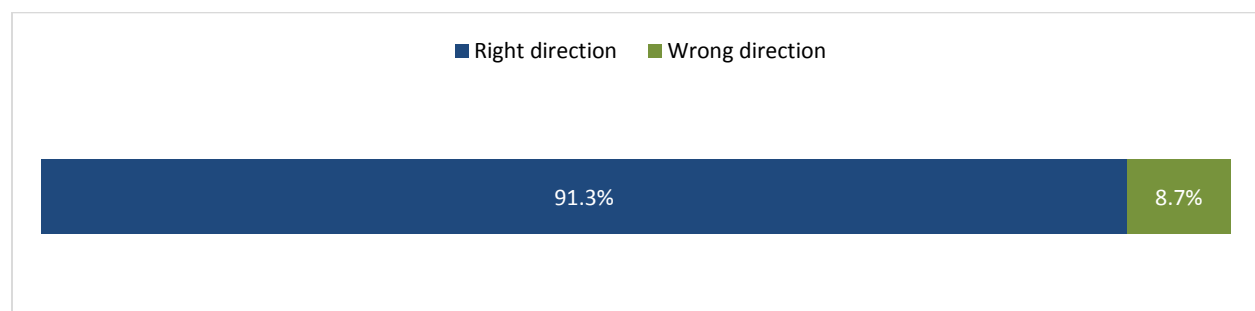
- Overall Perception of the City,
- Priority Programs and Services,
- Boulder City Vision of the Future, and
- Demographic Information.

Overall Employee Perception of the City

Boulder City employee participants were asked three questions about their overall perception of the City. In the first question, employee participants were asked, “Generally speaking, do you feel that things in Boulder City are headed in the right direction or the wrong direction?” Figure 7 provides a summary of the responses.

The majority of employees (91.3%) responded that Boulder City is heading in the right direction. This is a difference of 37 percentage points compared with the community survey respondents.

Figure 7. Direction of Boulder City (employee response)

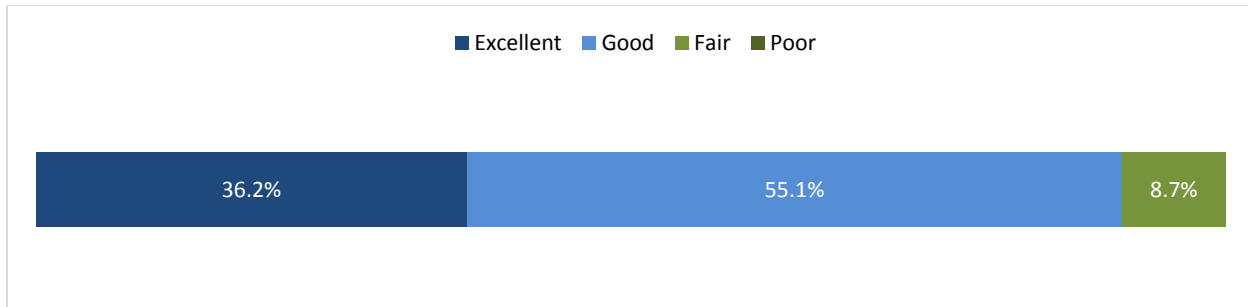


Next, employee survey participants were asked, “All things considered, would you rate the overall quality of life in Boulder City as excellent, good, fair, or poor?” As Figure 8 shows, the majority of employee respondents indicated the quality of life in Boulder City is good or excellent (91.3%). Overall, city employee and community respondents ranked the quality of life



in Boulder similarly, with combined excellent and good ranking of 91.3% and 89.6%, respectively.

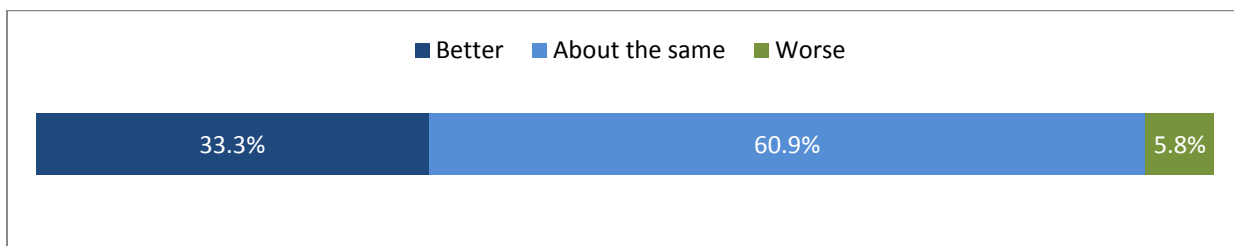
Figure 8. Rating of Overall Quality of life in Boulder City (employee response)



In the third question, participants were asked, “In thinking ahead five years from now, do you believe the overall quality of life in Boulder City will be better, about the same, or worse?”

Figure 9 shows that 60.9% of employee respondents believe the overall quality of life in Boulder City five years in the future will be about the same, one-third (33.3%) responded that the quality will be better, and 5.8% responded that the quality will be worse. In comparison, 53.5% of community respondents believe the overall quality of life in the future will be about the same, 23.4% of community respondents believe the overall quality of life will be better, and 23.1% believe the overall quality of life will be worse in the future. With a 17.3 percentage point difference, more community respondents believe the quality of life will be worse than employee respondents.

Figure 9. Perception of Overall Quality of Life in Boulder City Five Years in the Future (employee response)



Employee Priority Local Government Programs and Services

Employee survey respondents were asked to prioritize 21 local government programs and services. The average of all employee respondents for each statement, sorted in descending order, is shown in Table 8.

The five highest priorities of employee respondents were also the highest cited by respondents to the community survey.



Table 8. Ranking of Boulder City Programs and Services (employee response)

Answer Choices	Employee Average
Provide responsible management of city finances	9.38
Provide police protection services	9.38
Manage reliable water, sanitary sewer and electrical services	9.28
Provide fire protection services	9.20
Provide emergency medical services (ambulance, paramedics)	9.20
Maintain local streets and roads	8.52
Attract business and jobs in the area	8.31
Maintain appearance of landscapes and facilities	8.19
Enforce traffic laws	8.05
Attract visitors and tourists to the area	7.97
Provide code enforcement services (such as ensuring buildings are safe, landscapes are maintained, and outside areas are clean)	7.89
Provide parks and recreation facilities	7.68
Provide pedestrian pathways (sidewalks, trails)	7.57
Manage trash and recycling collection and the landfill	7.54
Prepare for natural or man-made disasters	7.48
Inform the public about city activities and programs such as crime prevention, recreation, and other city-sponsored efforts	7.46
Promote growth and development	7.44
Provide a variety of recreation programs	7.32
Manage growth and development	7.02
Provide effective city communication to residents (such as BCTV, monthly newsletter, and the city website)	7.00
Provide for affordable housing	5.92

Boulder City Employee Vision of the Future

Employees were asked if the vision, mission, and values are still applicable. In addition, they were given the opportunity to comment on each.

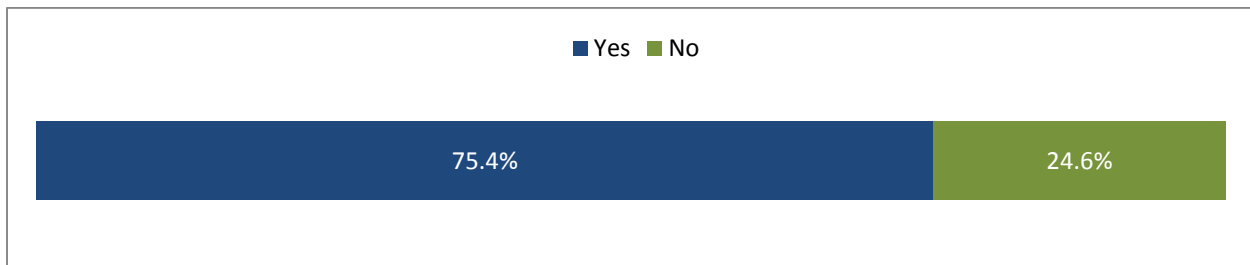
A **vision** describes where the City is headed in the future. The vision is an aspirational statement of a future desired state. Employees were asked if the vision is still applicable and had the option to comment. The current Boulder City vision is:

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



Figure 10 indicates that a majority of employees responding to the survey believe that the current vision statement is still applicable for the future.

Figure 10. Current vision still applicable (employee response)



Employees had the opportunity to suggest changes or revisions to the vision statement, and participants' comments are included in Table 9. There were many comments about the value of protecting the City's small-town feel and charm, as well as comments about the need for planned growth to maintain its vibrancy and sustainability.

Table 9. Suggestions for Changes to the Current Vision (employee response)

Responses about Vision Statement
I agree that the current vision is still applicable. However, what makes Boulder City unique is its support of the most important unit in society and that is family.
By 2025 the City of Boulder City will be a premiere bedroom community renowned for its small-town charm, history and vibrant quality of life.
Keeping the phrase "small-town charm" is still appropriate, but "status as a small town" is undefined. Politically most residents will insist on this, even if the results are detrimental in the long run.
I admire the small-town atmosphere, but believe growth needs to occur to provide better facilities to draw new families into town. I think this mission statement is outdated.
Allow for more growth and modernization.
I think the City needs to embrace its history but also needs to not resist economic development to ensure the future is prosperous for its residents.
Small town is good, but maintenance costs are the burden of the few that live here; more growth means more revenue for maintenance and lower rates. Growth control is needed; however, it should not be as low as it is.
Growth, while keeping small-town atmosphere.
Committing to preserving small-town status, I fear, will never allow for proper growth needed within the community.
Let old buildings be sold or destroyed.
You can keep the small-town charm in the downtown areas, but growth is inevitable. We must prepare and plan for it, allow other areas for businesses other than downtown and Boulder City Parkway. This will allow, for example, grocery stores and gas stations to open up in different parts of the community so that the entire town is not trying to cram into one area of the city to get gas or groceries. This also has the added bonus of jobs in our community.



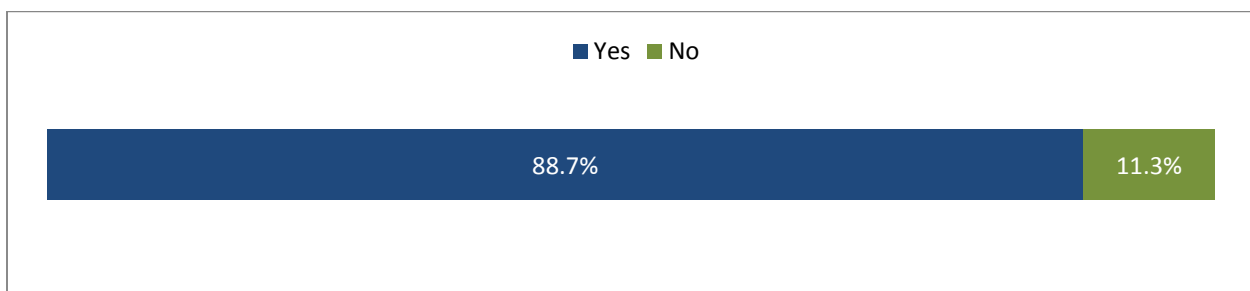
Mission

A mission statement defines what the organization stands for and what it will do. Employees were asked if the mission is still applicable and had the option to comment. The current Boulder City mission statement reads:

The City of Boulder City's mission is to deliver outstanding services to enhance the quality of life within our community, our economic vitality, and the safety of those who reside, work in, visit, or travel through our community.

Employee responses about the mission statement are shown in Figure 11.

Figure 11. Current Mission Statement Still Applicable (employee response)



Employees had the opportunity to comment to suggest changes or revisions to the mission statement, which are included in Table 10. Along with the revision suggestions, another comment was to create more awareness about the mission statement among employees.

Table 10. Suggestions for Changes to the Current Mission Statement (employee response)

Responses about Mission Statement
Create an atmosphere that draws people to Boulder City.
We are still far from business friendly. Emphasize growth and development. The process to obtain permits is still harder than surrounding cities.
The City of Boulder City's mission is to protect and enhance the quality of life for all.
The safety of the public is not being properly addressed. The fire department is extremely short staffed with equipment that is at least 10 years and outdated.
I believe it should be a mission to keep the City clean and keep the people safe. There are concerns with trash collection, crime (specifically related to drugs), and communication between police and the community.
This is a generic statement that any city could use. It doesn't mean anything special to Boulder City.
Services and reliability to enhance.
Each employee should have customer service training.



Values

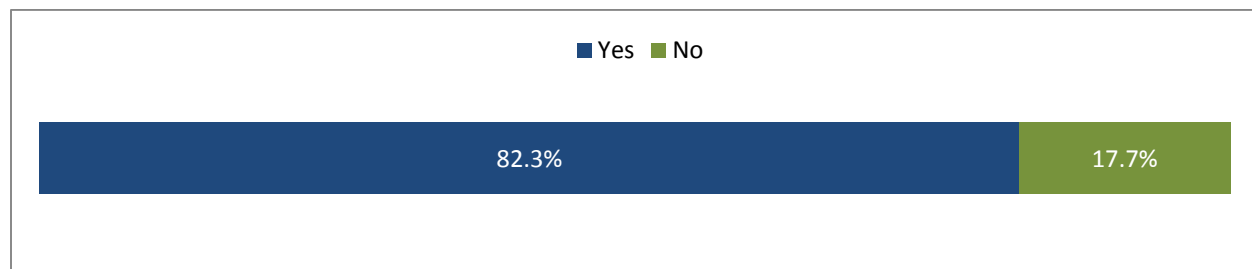
Values are statements about the core operating principles that guide the actions, behaviors and decisions of Boulder City leaders and employees. Employees were asked if the values are still applicable and had the option to comment. The current Boulder City values are:

- *Integrity*
- *Fiscal Responsibility*
- *Professional Excellence*
- *Caring Attitude*
- *Accessible and Responsive*

Figure 12 shows employee responses about the current values.

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Figure 12. Current Values Still Applicable (employee response)



Employees were able to suggest changes or revisions to the values, as shown in Table 11.

Table 11. Suggestions about Values (employee response)

Responses about Values
Progressive
Economic Development
Update terminology
Keep control on limited growth
Ethically driven
Integrity, Teamwork, Accountability, Leadership, Communication
Accountability, honesty
I believe the City has given (paid for improvements) that should have been the cost for the resident, just because they were the squeaky wheel, this seems to be confused with "Caring Attitude"
Vitality, Valuing of Employees, Safety, Growth
Accessibility is limited
Transparency and Efficiency (with money, employee time/knowledge, project management)
Customer service
We have a lot of locked doors, offices with no staff because they walked out for a short time, and no coverage when someone is on vacation and to tell someone sorry, come back later. It is not right.



Responses about Values
Employees have the typical government job attitude and need these values reinforced
Teamwork

Employee Vision for Boulder City

Employees were asked to use one word to describe the vision for the future of Boulder City and could submit up to three responses. A total of 41 employees responded, and 106 words were submitted. Figure 13 shows a word cloud of frequently mentioned words. Words that were mentioned more frequently are largest in the word cloud.

Figure 13. Vision Words (employee response)



Table 12 summarizes words that were submitted three or more times and also shows the count of the number of submissions. Similar to the community survey, safety is an emerging theme, as is clean, family, friendly, and welcoming.

Table 12. Vision Words (with three or more mentions)

Employee Vision Word	Count
Safe	10
Clean	7
Historic	4
Family	3
Friendly	3



Employee Vision Word	Count
Modernized	3
Small	3
Sustainable	3
Welcoming	3

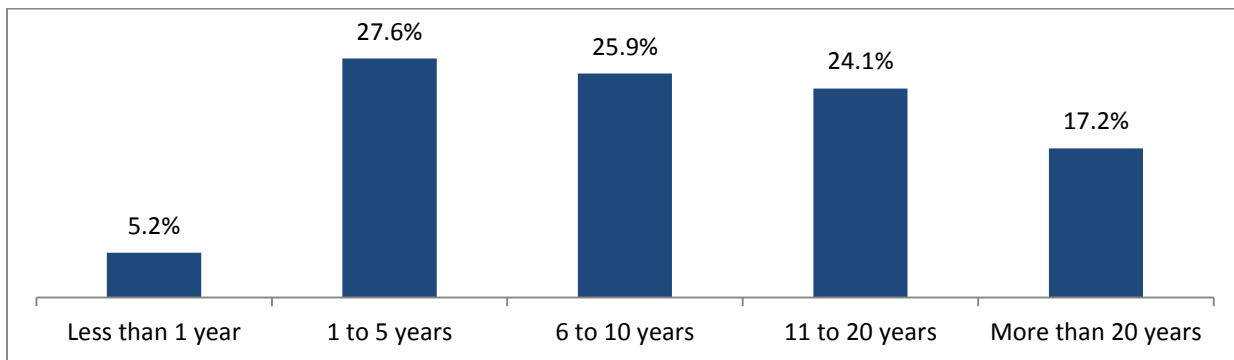
Employee Open-Ended Question about the Future of Boulder City

The final question of the employee survey gave the respondents an opportunity to leave any additional comments about the future of Boulder City. Comments are provided in Table 19 in the attachment. Themes that emerged from the comments included promoting growth and development, identifying ways to improve the quality of life, transportation, and an opportunity for city departments to improve internal and external communication and customer service.

Employee Demographics

Background information was collected to identify employee respondents. Figure 14 shows how long respondents have worked in Boulder City. About 41.3% have worked in Boulder City for 10 years or more, while almost one-third (32.8%) have worked in Boulder City five years or less.

Figure 14. Years of Employment in Boulder City (employee response)



Participants were also asked to indicate their age group. Table 15 shows the age group of the survey respondents. The majority of participants (75.5%) were between the ages of 35 to 64. Over half (51.0%) were over the age of 55.



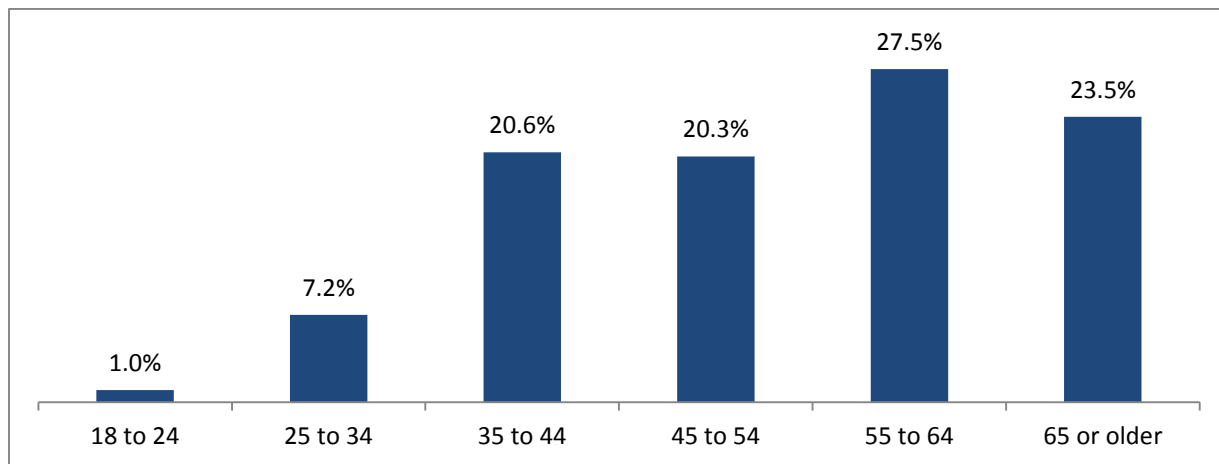
Figure 15. Age Group (employee response)

Table 13 shows employee respondents' employment status. The majority of employee participants had full-time employment status.

Table 13. Employment Status (employee response)

Answer Choices	Response
Full-time	84%
Part-time	16%
Seasonal/Temporary	0%

Table 14 shows the role of respondents in the City.

Table 14. Organization Role (employee response)

Answer Choices	Response
Department head	7%
Supervisor	18%
Middle Manager/Administrative/Technical	39%
Frontline/Crew	37%

Survey participants were asked if they are a member of a bargaining unit. As Table 15 shows, one-third of respondents are members of a bargaining unit.

Table 15. Bargaining Unit Member (employee response)

Answer Choices	Response
Yes	33%
No	67%



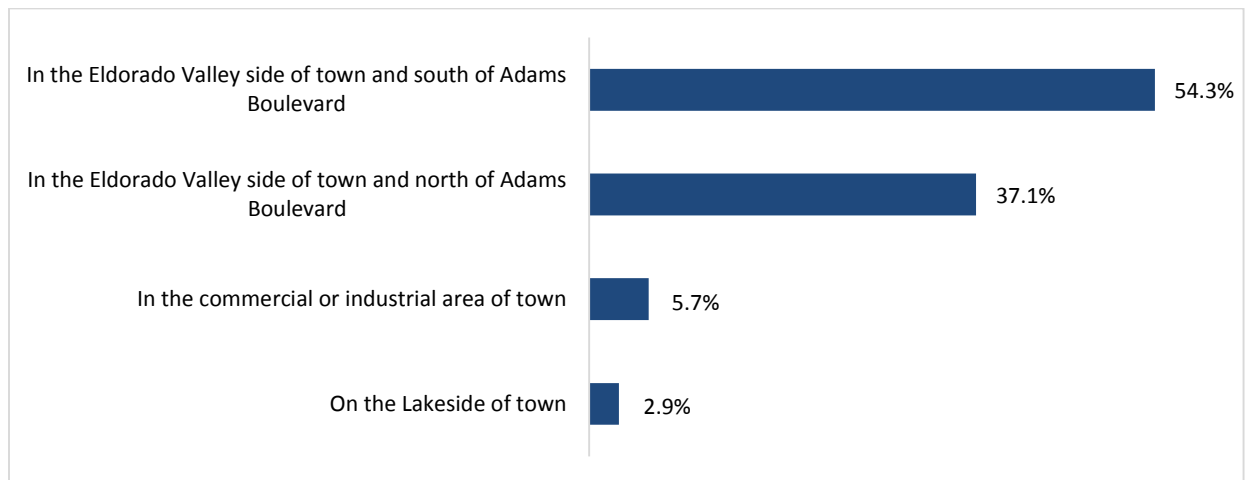
More than half of the employees responding to the survey are Boulder City residents, as shown in Table 16.

Table 16. Boulder City Resident (employee response)

Answer Choices	Response
Yes	60%
No	40%

If the participant said they were a resident, the survey asked them to identify the area of town they reside in. Responses are summarized in Figure 16.

Figure 16. Location of Residence (employee response)



Survey participants were asked their gender, and responses are summarized in Table 17.

Table 17. Gender (employee response)

Answer Choices	Response
Female	44%
Male	56%



ATTACHMENT

Comments from the survey respondents are sorted into themes. They are reported as written, although any comments mentioning individuals have been removed.

Table 18. Comments about the Future of Boulder City (community response)

Comments about the Future of Boulder City (community response)
CHANGE
Stop listening to the “cave” (citizens against virtually everything) people. You can’t please everyone.
Need to stop the old ways of thinking.
We need to be a little more progressive.
Allow progress and knowledgeable city employees.
Get rid of the CAVE People, negativity has no place in our fabulous town.
Always look to adapt, which means change. Find ways to effectively do it.
Attracting the desire to build industry and community that cannot be matched by Las Vegas or Henderson. Hold on the Boulder City heritage as well as be a forward-thinking town in a recreation community, industry/technology, and elevating perception.
COMMUNITY VALUES
We need to acknowledge we are a family, retirement, and working commuter bedroom community that's still relatively safe, clean, and friendly.
It should continue to be a great family-friendly town.
ECONOMIC DEVELOPMENT
More jobs, more businesses, better restaurants.
Diversify retailers.
Diversify the economy to create better jobs. We need more housing for families.
For our uptown image, we need to actively incentivize and assist the boarded-up building owners to do something with their buildings.
Focus on making the culture and history of the downtown a draw to locals and people outside the city. For example, art galleries, free outdoor music festivals, 4th Friday, art walks, block parties. If there was something to draw people up here, like Boulder City is the chill get away from Vegas. Last 4th of July felt like half of Henderson came to Boulder because everyone knows the show here is better. If we can capture that same draw as we have for art in the park and 4th of July I think the businesses currently here can survive.
No downtown parking expansion.
Boulder City needs to focus on downtown opportunities and being a premier outdoor recreation destination.
Need to keep in filling empty properties; City should have grants for new business owners. Every historic structure, business or residential, should be given a plaque to put outside their home.
Open up closed buildings by "new updated" laws against owners or fine them monthly for ugly buildings in public. Way too many, with tourists viewing boarded buildings across from famous Hotel.
Add a place downtown, for people that are walking around and enjoying our town, to grab a drink, hot or cold, or ice cream and a shaded area to rest. Two Wheels Pub should consider putting something like a Shavee's in their building, walk-up, grab a drink, sit in the shade and take a rest, then continue walking around town.



Comments about the Future of Boulder City (community response)	
Give the buildings a theme in town.	
Near the light at Veteran's Memorial Drive, maybe we should consider adding places to keep young adults and children busy, safe and out of trouble. A water park, amusement park, bumper cars, theater, roller-skating rink, game-stop type of place, indoor park (with dome skylight) for kids to play in when there is bad weather or good weather. Never too hot, too cold, too windy, too dark, etc.	
Promote local business ownership and B-Corporations. Support new businesses that are community focused and socially responsible.	
It is important that a strategic plan is developed to enhance our town, providing an attractive place to live and do business. It is important that the entry to our Village is updated and we attract new business. Our safe community must continue to be the kind of location that people love to visit and live in.	
The City needs to do a better job attracting department heads. Build a viable succession plan.	
We need commercial and light industrial employers.	
I would like to see Boulder City have a lively business community in the current business areas.	
More grocery stores and businesses to come here, clothing stores example: Kohls, etc.	
Clean up the plaza on the southwest corner of Buchanan and Boulder City Parkway - it's an eyesore.	
Businesses that bring events and visitors to Boulder City need to be promoted and supported by the City.	
Love our town. Get rid of blighted businesses.	
We need another grocery choice, by that corner that used to be Mel's diner and put in a trendy coffee shop or visitor center. Get that eyesore off of Main Street.	
Better shopping.	
Boulder City needs to focus on City business and leave the marketing of the City to another entity who is familiar with marketing the businesses and the City like the Chamber of Commerce, or develop a "business council" who can do that more effectively.	
The "strip" motels need to be removed or revamped, would love to see something in the empty lot at Vets Drive and Boulder City Parkway as well as the corner of Buchanan and the Parkway.	
The Junk Shops in town are an eyesore.	
Moving businesses into the downtown boarded-up buildings should be a priority for improving the downtown, bringing in more jobs, commerce, and attracting tourists. Also, cracking down on code violations such as vehicles/RVs/boats parked in yards or on the streets for long periods would improve the overall appearances of the historic neighborhoods in Boulder City.	
The City needs to get rid of the ordinance that allows vehicles to be parked for extended amounts of time (stores) in "front" of the owners house. It lowers home values to see a streets full of stores' vehicles. It also looks trashy.	
Provide amenities for residents, clean up the businesses on Nev Way and abandoned motels, and give businesses new attractive monument signage. We need to keep our history and make Boulder City the quaint little town that people will want to come to.	
EDUCATION	
Splitting from Clark County School District is imperative if we ever want to promote Boulder City schools as a support for buying real estate here.	
St. Jude's growth on public school.	



Comments about the Future of Boulder City (community response)
ENERGY
Manage utilities. Promote rooftop grid intertie solar that City buys back excess from residents at peak rather than mega corporate entities (residents happily supply infrastructure for this opportunity).
Greenbelt along I-11 before sound pollution worsens.
Need solar field that will keep resident taxpayer rates low.
Solar plants, cheaper lease agreement with free electricity to Boulder City. That will keep our electrical rates down.
Electric costs need to be looked into.
Develop alternative methods of energy for our town.
Ability for residential solar.
Lower cost of power.
Lower the cost of electricity!
Boulder City needs inexpensive renewable electricity.
I wish utilities weren't so expensive. I also wish the "town hall" meetings we had voicing our concern over the rate hikes actually produced change, instead they made me feel like the City leadership doesn't actually care about us, the City's residents.
ENVIRONMENT
I think Boulder City could imitate Boulder CO on a small scale in its green efforts, such as composting services that then go to a school garden or a low-income garden for fresh food or something.
There will be no future without water.
Keep Boulder City green.
Need action on the asbestos problem.
Boulder City needs safe clean water.
GROCERY STORE
Please add another grocery store, because most of us shop at the Smiths down the street in Henderson, so we need another grocery store, either on the empty lot of land across the highway from Albertson's, or the lot for sale next to Auto Zone, across Canyon Road.
Get another supermarket.
Add another grocery store.
Add more business, fill the empty stores, another grocery store.
We need another grocery store.
Need another grocery store so I can shop local.
FOSTER GROWTH
Controlled development.
Small controlled growth with revitalized local business, tourism and tax dollars.
Slow growth.
Responsible growth is needed beyond the current no growth policy.
Don't let our town be so growth controlled that it's stagnant.



Comments about the Future of Boulder City (community response)
Have a sensible balance of growth and revenue.
I want to see us continue to support controlled growth. I would like to see us be responsible about code enforcement for new construction and not letting the builders do what they want. Overall, we just need to follow our own rules and not change them to appease builders.
Keep growth slow and steady. Smaller amounts of growth bring quality of life. Do more to bring tourists in and make it able for them to have fun and stay a weekend.
We need to grow a bit. As a local realtor, I see a need for the cards to be shuffled up a bit. I have people who have raised their kids in a 2-story girl named street who want to now "downsize" and there is just not anything out there. So, they are moving into Henderson or out of state. Same with the young couple that needs that 2-story home to raise their kids in but are stuck in the condo they purchased as newlyweds. We just need to have some options for affordable homes. This is a great place to live and work. I'm just fearful that my kids will not be able to afford to live here to raise their families.
Unlimited growth outside of the Old Town.
We need a little more growth; young families should be in line to live in Boulder City.
We need to have more housing also more business growth. For instance, the recent off-road vehicle proposal is a great idea. The City needs to realize that something like that can make Boulder more of a destination for off-road enthusiasts who happen to spend a lot of money where ever they go.
Controlled growth.
So many great places in Boulder City that seem to be falling apart. The focus should be renewing the city (maintenance of historic buildings; occupy downtown buildings; build new when needed (new pool) that will attract visitors to visit.
We need to have growth to keep our town healthy; no growth will eventually equal the death of our town. No one wants a Henderson or Las Vegas but we need to have some.
Boulder City is unique. We need growth to survive and prosper but not at the sacrifice of our uniqueness.
RESTRICT/LIMIT GROWTH
The charm of Boulder City is its rural, small-town quality. Grants for the hospital, fire department and other agencies now given through funds earmarked to keep and preserve small towns will be lost if growth continues and taxes will have to rise. Stop growth.
I am in favor of controlled growth (respecting the building codes and not providing constant variances) as per the current plan. I do not want unbridled business or residential growth.
I think one of the biggest issues will be limiting growth and keeping our town small. There's a large city for those who want it close by.
Please limit growth. I want a small town, not Las Vegas.
Slow down thoughts of development into the lower valley until we see the impact of I-11. Manage and help the present businesses before thinking of starting new ones south of BC.
Boulder City doesn't need to add population.
Be careful of the sector of people you open up your town to. They may not have the same values the town is striving for. And that mentality would not want to maintain the standards of the town as it is and would want the town to support them.
Maintain quiet safe community.
It should remain a small town.
Keep it quaint and clean.



Comments about the Future of Boulder City (community response)
Keep growth control.
Population increase means crime increase.
We retired here because it is a small town. We would love to see it stay that way.
This is a small town. We moved here because of that. We do not want to become Henderson, Vegas, and especially not California.
Keep Boulder City small. Stop building!
Enforcement of growth ordinance is no. 1 priority.
Please keep the growth ordinance in place! We do not want Boulder City growing at a fast rate. It would ruin our quaint, quiet, friendly, and safe town. Growth causes unwanted crime and trouble to move in.
End residential growth, sell no more land, except for extremely beneficial business, such as university, community college, amphitheater.
Keep the small-town community rather than big economic growth. We don't need more squeezed-in housing. Stick to the controlled growth policy.
Need to keep the controlled growth ordinance, and small-town feel of Boulder City.
Our greatest asset is our small size, don't ruin this for a few people's profit..
We live here for the small-town feel, let's keep it that way.
Would prefer to not seek additional growth beyond what the current Growth Ordinance allows and continue to prohibit gaming.
Maintain controlled growth restrictions.
Slow growth.
Let's keep Boulder City small.
Continue to control housing growth.
The attraction to Boulder City has always been the small-town feel with very reasonable utilities.
I would like it to remain a small quaint slow growth city in accordance with the Growth Control Ordinance and current 2003 Master Plan.
Slow the housing growth.
Please keep Boulder City small, maintain our current footprint. Do not develop anything in the Eldorado Valley other than the expansion of solar generation. Do not commercially develop the lands at the I-11 & US95 Junction.
The thing people love about Boulder City is its small-town historic charm, the tight-knit community, low crime, and small population.
Keep Boulder City small. No more Residential development. Increase in population means increase in crime. Prevent Boulder City from becoming like Las Vegas. No more residential development!
Keeps us small.
I do not believe that we need significant growth/development to fuel our future. I support the Growth Control Initiative.
Need controlled growth.
Strictly enforce the Slow Growth Ordinance.



Comments about the Future of Boulder City (community response)
HISTORY/HISTORIC PRESERVATION
Our history is part of our future.
Please save the historical buildings.
Preserve Boulder City's history and culture.
Beautification of the buildings in town. Clean them up and make the buildings attractive and inviting. Use extra City monies, grants, loans, to help compensate owners for the building beautification.
Preserve our historic attributes, landscape, and small-town charm.
Love the old-city feeling.
Protect our historic assets and slow growth.
Clean up the rundown areas of town.
We should be focusing on preservation of our historic buildings.
HOUSING
Clean up residential streets. Dumpy looking.
Need affordable housing for seniors and families not supported by government guidelines.
Development of housing has gotten ridiculous. Living in a small town is quickly ending.
Affordable housing is not \$300,000 apartments, condos or houses that you can literally look into your neighbor's house.
We do not need low-income housing.
Keep medium housing cost above county average.
Stop the ugly housing developments.
I think the housing costs need to be looked into.
No high-density housing where the old hospital was torn down. Single-family homes about the same size of what is in the area.
Stop building new homes.
No new housing developments please.
Get rid of Section 8 housing and St Jude's ranch.
No one wants to attract affordable housing recipients to Boulder City. However, we should have, - date lower income housing for current residents.
I believe low-income housing should be more for seniors rather than younger populations if any is built.
This city needs to be affordable to more people.
Affordable housing.
Increase the lot size for new developments.
More affordable renting options.
If we want to stay small, we need to rebuild. Homes and buildings are aging and too expensive.
Keep 3% housing growth.
No more cheating on growth control. Stop growing this city against our will.
Keep it small.



Comments about the Future of Boulder City (community response)
Keep it small and local. This is why we are raising kids here. The classrooms are oversized, and kids are bused in here from Henderson and so on. We have always maintained a local feel and kept stuff running. Work on keeping it that way.
Please keep it a small town! That's why everyone is attracted to Boulder City.
We need code enforcement to get people to keep their yards clean and trim.
Code enforcement needs to drastically improve. Many broken down vehicles, garbage, and unkept homes spreading around town. Negatively impacts property values and property tax revenues.
It needs to be a nice suburb, higher class, and keep the low-income housing out. If you continue to allow it, you will drive the good out.
Do not under any circumstances allow rampant mutant development.
Boulder City needs affordable housing.
At current status, it's difficult to support the home prices with current city amenities. I hope Boulder City will be preserved for its quaintness, community feel. Perhaps incentives to clean up blocks, refurbish homes, etc. would instill some pride in our older areas. Some growth is good, stagnation is problematic.
There's too much governmental infrastructure being created!
LOCAL GOVERNANCE
Honest, open and accessible government.
Government ethics should be a focus.
Want City management that is transparent and ethical. We need a new master plan.
Stop adding City employees and salaries to our budget. Freeze all City employee wages for at least 5 years and don't add any more debt to our City.
Too high of salaries for upper management compared to other areas of comparable and larger populations.
I would like to see new leadership.
Use lease income to stabilize utility costs.
Money isn't everything. Politicians please present positive and negative aspects of growth.
City and Chamber need to work together to not waste money and time.
Community involvement for disaster preparation.
I really wish many of the lights along Veteran's Memorial Drive would be removed. Having those lights on all night is a waste of money.
We should not waste resources trying to be all things to all people. We should not waste resources with assistance services for nonresidents.
Internet service should be among provided/regulated/offered city utilities, this alone will grow our desirability and business friendliness.
We have so much that is good but can be made stronger with some more creativity and unity between the government and the business community working together. I'd like to see our leaders have more courage to invest in ideas that can grow the economy while preserving what makes this town special. Together I think we can figure it out.
Honest and forthright councilmembers.
Transparency.
I'd like to see these projects finished as quickly as possible: Signage on I-11 pointing to Boulder City at every



Comments about the Future of Boulder City (community response)
turn off, Linear Park, Train Museum, Complete Streets project finished asap on Boulder City Pkwy, Rezone Tract 350 to include some townhomes. Plan for the next housing development expansion after Tract 350.
Fiber optics.
We need to have greater transparency from the government and adopt smart growth policies while finding ways to attract more visitors and businesses to the City.
We need free over-the-air TV service for all residences. Can't get ordinary TV channels; families should not have to pay \$50 plus per month to watch the news & free TV.
The City's focus should prioritize services for its residents above all else. Its role should be to make the quality of life for all residents the best it can be. Doing so will support all other sectors of Boulder City.
NO CHANGE
Stay the course.
Keep up the good work!
It's a wonderful city!
The generations here that are late 30s and 40s are wanting our kids to grow up like we did. Let's keep it that way.
It may not be perfect, but let's keep what we have!
POOL/AQUATIC CENTER
Build swimming pool for competition and for recreation by 2019.
We need to focus on updating programs and facilities that directly affect our community. Over the years we have updated multiple areas of town, the library, downtown, the entrance into town, our high school. There are buildings and services that are being overlooked. Our swimming pool needs improvement. There are continual problems causing the pool to shut down and cancel practices, it has not been updated in 50+ years, is falling apart, and has no appeal or ability to host swim meets. With a bigger, newer, more advanced pool we could host major swim meets that would attract hundreds if not thousands throughout the year.
Build a quality pool.
Need a new pool with good management.
We need an aquatic center.
I would like to see a new swimming pool complex that would accommodate everyone! It is very disappointing that we have to continue to be put on the back burner; each and every one; we have some amazing swimmers who have but a lot of time in the water and our current complex is continually failing causing them to either miss practice or making them travel in to Henderson!! We are not just a retirement community; it is supposed to be a family community too!
The pool needs to be replaced with an aquatic center. For example, like the one at Hollywood Aquatic Center 1550 S Hollywood Boulevard.
Get a new pool and avoid herbicides and pesticides on city facilities.
We need a new Aquatic Center & another food market.
We need a new aquatic center!
RECREATION
New pool and integrated recreation offerings that promote use by Boulder City school children.
Open the recreation center, open on the weekends!
Would like to see more recreational opportunities offered (aquatic center, OHV, etc.).



Comments about the Future of Boulder City (community response)
The community really needs a modern, quality aquatic/fitness center. The state of the current facilities is outdated and falling apart.
Boulder City needs to improve its recreational facilities to draw new families to Boulder City. Our pool facility is substandard compared to Henderson and Las Vegas facilities. Put a new pool into the budget.
Invest in recreation, indoor soccer, new swimming pool, railroad museum, camping areas, golf course resort next to Boulder Creek, biking trails, walking trails, camping area.
Our recreation center has needed updating and new activities and groups. I have a young son who was unable to participate in any sports until he was 4, which required my husband to coach. And even now as a 5-year old, we only have a couple of options. I would love to see our resources put back into our community and programs that's serve our residents.
SAFETY
I am concerned about the crime.
Control of the crime rates.
Social disparities.
I am concerned about the homeless people that seem to have increased.
Maintain resident and visitor safety.
Maintain a small safe community with a vital downtown.
More attention to crime and crime patterns.
Increase resources to the Fire Department so they do not have to pay Henderson to come and assist on local fires.
We need the cops to help with the homeless.
Law enforcement related to drugs.
Cut back on policemen. We have way too many for our sized town.
Contract fire/EMS services to county or Henderson.
Ridding the City of drugs and crime in the center of the City.
Safe place for family.
Light up the Boulder City sign at the light by CVS. Make the crosswalk at McDonalds safer. Add overhead crossing lights that flash when a button is pushed. Same with crossings in town. Most of the palm trees and beautification trees hide the lights and signs.
TOURISM
If we want to limit new housing developments, which I believe is the right way to go yet still have a thriving economy, we must focus on tourism. With Lake Mead, hiking and biking trails, the Hoover Dam, and several other attractions, we have the ability to drive tourism. We need hotels and we need better food and beverage options in town to help support that type of tourism. If we could drive an outdoor-related company to station their headquarters in Boulder City, that would do a ton as well. Think Steamboat Springs, Colorado and other similar small-town destinations for outdoor enthusiasts. I would try to partner with the entity that manages Lake Mead to help drive more water sports traffic as well. Their permitting process can be a deterrent for event planners and race directors.
I think Boulder City needs to stay somewhat small and free of gambling. Otherwise, continue to be a friendly well-maintained community that welcomes tourists.
We need RV resorts.



Comments about the Future of Boulder City (community response)
Encourage overnight stays, encourage recreational opportunities.
Make an attraction visible from I-11 that you can see when driving past Boulder City, making you want to take the next exit and see what it is all about. Make it a draw for tourists and local families, something that will make people want to come to Boulder City to purchase something they can't get anywhere else. Like a local bakery, brewery or a type of food relating to the Dam, candy factory, amusement park.
Keep Boulder City a destination for tourism.
Maintain small-town atmosphere while appealing to visitors and tourists.
The City should be maintained and promoted as a destination for travelers and maintained for quality of life for residents.
Outdoor recreation, bicycle paths, and similar developments would help make our city relevant for travelers.
The Chamber is doing a great job attracting day visitors and we should build on that work.
We are a bedroom community to Henderson and Las Vegas, so our growth should be focused on tourism with premiere restaurants, hotels, hiking, biking, OHV trails, sporting events, concerts and such.
We need to let Vegas know the traffic jams are over and it's fun to come spend the day again.
I think we need to add more "attractions" to Boulder City that will not only attract the Las Vegas/Henderson citizens, but the tourists as well. There was a town in the Midwest (I saw the program on ABC's "Sunday Morning"), This town has the attractions like the biggest chair, the tallest mail box, etc. It drew people who in this day and age are all about "selfies" to this town that had fallen to the wayside due to a company leaving, I believe. I think that if we had some other attractions here to draw people in it would help our business which in turn helps us all.
The signage on the Highway needs improving; you don't know where to go to get to Boulder.
If you want to promote this town, how about utilizing the fact we are close to the Dam? I don't see anything in town interesting about the Dam or even artwork of the Dam or Lake that you can purchase anywhere in this town. Come and stay for the day and play? Lame. This town has only one thing it should be using to promote itself and that is the Dam, everything else is secondary. Most cities would love to be able to claim the Dam and use it in its branding. Here it seems everything else is more important than the Dam. This town also relies on working people to make the tourists happy, unfortunately they have to pay so much for housing they can't enjoy the town they live in or participate in anything here because of the costs.
I appreciate our historic resources, bicycle trails and proximity to Hoover Dam, Lake Mead and the River and believe we should use them to promote tourism and promote our community as a destination.
TRANSPORTATION
Open exit to I-11 on Buchanan.
UTV/Golf cart friendly.
Complete an exit to Boulder City from I-11.
Stop debating side-by-sides and open all the streets to side-by-sides and golf carts.
Fix the roads.
Fix the streets.
Close traffic to old downtown and make it walkable only.
OHVs is the direction the City needs to go.
OHV vehicles.
Allow UTV's on the roadway.



Comments about the Future of Boulder City (community response)
Don't allow OHVs on our streets.
Boulder City does not need ATVs as a health and noise nuisance to the community!
I would like to see more code enforcement regarding RVs on our streets. In some places, they are illegally parked and in other places they create blind spots and are hard to see around. Since so many of our narrow streets are used as storage spaces for RVs and the majority seems not to care, we should consider making the avenues and number streets one-way streets.

Table 19. Comments about the Future of Boulder City (employee response)

Comments about the Future of Boulder City (employee response)
COMMUNICATION
Need more City Council transparency.
I believe that the City knows all of our shortcomings but might suffer from the ability to adequately change them.
We need to step out of our silos and work together.
The City's divisions do not communicate efficiently with each other and the roles of staff and departments are not well described to other City departments – no one knows what other people are doing! Projects have to be revisited several times because of confusion in roles and duties. The technical advice from trade-specific staff is often not considered when capital improvement projects are planned and performed by engineering, which leads to more money and time spent to redo/revisit projects. Need more accountability. Residents, developers, and employees are inconvenienced by prolonged construction, utility outages, and delays to developers' projects. It hurts morale when this is a constant occurrence.
GROWTH AND DEVELOPMENT
I have visited Boulder City for over 50 years, and have enjoyed the small-town atmosphere, but the residents need to see what is needed for maintenance of the existing facilities. The City needs to take a stronger position to educate the residents of the costs involved and how the limited growth (residential and commercial) will cost them.
I believe that Boulder City is a really special place. I think that Boulder City needs to preserve its small-town feel but at the same time needs to embrace change to allow it to continue to prosper economically. Doing things such as making it as much of a weekend destination for people as possible will allow the City to maintain its small friendly atmosphere but allow the City to continue to thrive economically.
Need more 4-6-unit condo complexes.
To provide improvement in quality of life, then a new pool facility must be built.
TRANSPORTATION
The I-11 will undoubtedly affect the businesses and the citizens of Boulder City. It is hard to tell if this will be a good thing or a bad thing, and needs to continue to be monitored closely.
Please look into allowing UTV's on city streets. I think it will benefit the community both in quality of life and economically.
OHVs should be the way forward for Boulder City.
OTHER
Public safety is not properly staffed to protect its citizens.
Please don't raise taxes because of low expectations for what people can accomplish.



Comments about the Future of Boulder City (employee response)
Continue on the current path.
I look forward to the future here in Boulder City!
Thank you for allowing me to participate in this survey.

