

TRANSLATING VISION TO ACTION - Tactics

(Note: Items marked with an asterisk (*) are discussed in considerably more detail in the *Making Boulder's Future Bright Master Plan*. The reader is encouraged to review this excellent document.)

(These are not in priority order. We may wish to prioritize them prior to presenting them to the public)

#1. Boulder should revitalize the downtown area while promoting and retaining its historical heritage and enhance its attractiveness and functionality for both citizens and visitors

Calendar Year 17

Tactic 1.17.1 The City of Boulder should begin updating its Growth Policy* (obtaining funding through appropriations and grants)

Note: A current Growth Policy* is not only good “policy”, but it is also a prerequisite to applying for Community Development Block Grant (CDBG) funding and to establishing an Urban Renewal and Tax Incentive Financing District* which all provide mechanism for downtown revitalization

Tactic 1.17.2 The City of Boulder should begin updating its Zoning Ordinance* (obtaining funding through appropriations and grants)

Note: A current Zoning Ordinance* is also a prerequisite for applying for CDBG funding, for establishing an Urban Renewal and Tax Incentive Financing District*.

Tactic 1.17.3 The City of Boulder should initiate the update of their Capital Improvement Plan* (obtaining funding through appropriations and grants)

Tactic 1.17.4 The City of Boulder should initiate discussions with the Boulder community about the creation of an Urban Renewal District with a Tax Increment Financing Provision* and should secure the services of a planning consultant to assist (obtaining funding through appropriations and grants).

Tactic 1.17.5 The BTAC, JLDC, Boulder Chamber of Commerce and the City of Boulder should identify a working group to determine the feasibility of proceeding with a Business Improvement District (BID)*

Note: A BID is a defined area within which property owners have petitioned to pay an additional tax (or levy) to fund activities and projects within the district's boundaries.

Tactic 1.17.6 Because of the complexity of discussions pertaining to zoning and planning, the City of Boulder and Jefferson County may wish to explore a City-County Planning Board and joint planning staff.

Tactic 1.17.7 JLDC should enlist the support of The Montana Main Street Program* (Boulder is an affiliate member) to provide their range of services and support

Tactic 1.17.8 [ADDRESSING HOUSING]

Calendar Year 18

Tactic 1.18.1 The City of Boulder should finalize the Growth Policy*

Tactic 1.18.2 The City of Boulder should finalize the Zoning Regulations*

Tactic 1.18.3 The City of Boulder should finalize the Capital Improvement Program*

Tactic 1.18.4 The City of Boulder should complete initiation of the Urban Renewal District with the TIF provision*

Tactic 1.18.5 The City of Boulder should initiate a comprehensive long range design, development and maintenance plan for the Downtown Boulder area.

[Additional Tactics]. Need to think through what happens when these things are in place, how do we get to downtown revitalization? What steps are necessary for CY 18 and 19?

Calendar Year 19

[See above – what additional tactics are needed]

#2. Boulder should diversify and enhance its economy and promote light, clean economic development with small firms (<50 employees each) that are compatible with the VISION

Calendar Year 17

Tactic 2.17.1 Jefferson County should begin updating its Growth Policy* (obtaining funding through appropriations and grants)

Note: A current Growth Policy* is not only good “policy”, but it is also a prerequisite to applying for Community Development Block Grant (CDBG) and other funding.

Tactic 2.17.2 Jefferson County should begin updating its Zoning Ordinance* (obtaining funding through appropriations and grants)

Note: A current Zoning Ordinance is also a prerequisite for applying for CDBG funding, for TED Districts and for other funding.

Tactic 2.17.3 Jefferson County should initiate the update of their Capital Improvement Plan* (obtaining funding through appropriations and grants)

Tactic 2.17.4 Jefferson County, in coordination with the City of Boulder, should continue pursuing the establishment of a Rest Area West* of Boulder

*Note: The Rest Area is conducive to economic development throughout the area including to tourism and an improved downtown area. [An argument could be made that this could be located under other strategies]

Tactic 2.17.5 As part of the Capital Improvement Projects*, municipal water and sewer connections will be made to the Rest Area (appropriation). [Not sure what year this would happen – appropriation would be in year 1, but expenditure might be in years 2 or 3?]

Tactic 2.17.6 Jefferson County, the City of Boulder, JLDC and BTAC should meet with existing Internet providers about their future plans for broadband service in Boulder.

Tactic 2.17.7 Jefferson County, the City of Boulder, JLDC and BTAC should adopt a strategy for the provision of reliable high-speed internet/broadband in Boulder within one year. [Note: is there a specific \$\$ request to fund high-speed internet infrastructure?]

Note: High speed internet/broadband is an essential element to recruiting and retaining industry and business to Boulder.

Tactic 2.17.8 JLDC, on behalf of local governments, should continue efforts to establish an Industrial Park* for light, clean industry West of Interstate 15 at the Boulder Interchange including the preparation of a Preliminary Engineering Report for its infrastructure (appropriations, grant funding)

Note: As outlined in the Master Plan, an Industrial Park presents the "...opportunity to attract industrial business park companies which tend to pay higher wages and provide benefits, and to expand an underrepresented sector in the Boulder area [which] could have long-term economic advantages."

Tactic 2.17.9 JLDC, on behalf of local governments, should continue to pursue the establishment of a Targeted Economic Development District (TEDD)* in [specify area]

Note: [need very brief explanation of benefits and other justification]

Tactic 2.17.10 JLDC should continue to pursue other forms of economic development in the area including those potentially related to geothermal energy and organic meat processing.

Tactic 2.17.10 JLDC and Jefferson County should continue to pursue the utilization of the MDC South Campus* for business location including the preliminary architectural and/or engineering analyses for three buildings on the South Campus (appropriations and grant funding)

Tactic 2.17.11 The City of Boulder, Jefferson County and JLDC should initiate comprehensive long-range design, development, maintenance and marketing plans for the South Campus and for the area West of the I-15 Interchange.

Tactic 2.17.11 [Housing]

Calendar Year 18

Calendar Year 19

#3. Boulder should promote and recruit small businesses to the Boulder area (including Basin) that are consistent with the Vision and should assist existing businesses [may want to include this in the first strategy about revitalizing the downtown area...not sure]

Calendar Year 17

Tactic 3.17.1 The BTAC should convene a group of experts and interested persons to explore the potential of crowd-sourced funding, SBA loans, local investors groups and non-traditional methods of community collaboration to stimulate business development and growth.

Tactic 3.17.2 The BTAC "Attracting and Supporting Businesses Committee" should use the expertise of the Montana Economic Development Association to solicit input and advise from

Boulder businesses about future directions.

Tactic 3.17.3 Jefferson County, the City of Boulder, JLDC and BTAC should meet with existing Internet providers about their future plans for broadband service in Boulder.

Tactic 3.17.4 Jefferson County, the City of Boulder, JLDC and BTAC should adopt a strategy for the provision of reliable high-speed internet/broadband in Boulder within one year.

Note: High speed internet/broadband is an essential element to recruiting and retaining industry and business to Boulder.

Tactic 3.17.5 [addressing HOUSING]

Tactic 3.17.6 BTAC, the Chamber, the City and the business community should engage with Main Street Montana for technical assistance in recruiting and maintaining businesses.

Tactic 3.17.7

Calendar Year 18

Tactic 3.18.1 The City of Boulder, in collaboration with BTAC and JLDC, should obtain funding to do an inventory of downtown buildings, to collection historic information and to evaluate development potential (appropriations/grant funding)

Tactic 3.18.2 JLDC (Boulder staff person) should prepare “developer’s packets” to be distributed to potential investors including those who may be interested in using historic tax preservations tax credits and other urban renewal incentives to redevelop Boulder’s downtown buildings

Tactic 3.18.3 Establish a Loan Repayment Program – for new businesses or to assist existing businesses with improvement or expansion – either as a component of the Urban Renewal District and TIF District or through direct appropriation.

Calendar Year 19

#4. Boulder should become THE [outdoor?] recreation hub between Yellowstone and Glacier Parks

Calendar Year 17

Tactic 4.17.1 The Jefferson County Commissioners, in consultation with the Fair Board should conduct a comprehensive long-range design, development and maintenance plans for the area immediately surrounding the Boulder Fairgrounds with the concept of a major recreation center (with appropriations and grant funds)

Tactic 4.17. 2 The BTAC Recreation Committee shall “fine-tune” plans, including cost estimates and funding sources, for a children’s fishing pond at [specify]

Tactic 4.17.3 The BTAC Recreation Committee shall tentative strategies and cost, or resources

needed to develop a plan, for Boulder to become a hiking trails hub for the continental divide

Tactic 4.17.4 The BTAC, with the assistance of the Recreation Committee, should engage the community in a conversation of what is meant to be a “recreation hub” and what would be the advantages and disadvantages for Montana.

Tactic 4.17.4 [LODGING – how do we handle?]

Calendar Year 18

Calendar Year 19

#5. Boulder should become a tourist destination facility

Calendar Year 17

Tactic 5.17.1 The BTAC, the Chamber, the City, the Boulder businesses and others should jointly determine what features in the Boulder area would be most attractive to potential visitors and how the community could be promote those features.

Tactic 5.17.2 [HOUSING]

Tactic 5.17.3 The BTAC, the Chamber and others should avail themselves of the expertise of both Southwest Montana and Main Street Montana for methods of enhanced marketing of tourist attractions.

Tactic 5.17.4 The BTAC, the Chamber and others should closely coordinate marketing efforts and priorities including the BRANDING of Boulder

Tactic 5.17.5

Calendar Year 18

Calendar Year 19

#6. Boulder should position itself as an ideal commuter location for persons working in Helena or Butte.

Calendar Year 17

Tactic 6.17.1 The BTAC should engage the community in a conversation about the advantages and disadvantages of promoting itself as a commuter community.

Tactic 6.17.2 The BTAC should do some background research such as grants for commuter busses, lessons learned from other cities, what new services and industries could be tailored to the commuter population?

Tactic 6.17.3 [HOUSING]

Calendar Year 18

Calendar Year 19

#7. Boulder should become a model healthy and health-oriented community for all citizens emphasizing its natural health benefits as well as its health facilities

Calendar Year 17

Tactic 7.17.1 The BTAC should convene a Healthy Communities committee to review the health services and health status of the Boulder area – in conjunction with the Jefferson County Health Department.

Tactic 7.17.2 The Healthy Communities committees shall do a gap analysis of health services and health status in the Boulder area and present recommendations and strategies to address these gaps.

Tactic 7.17.3 The Jefferson County Commissioners should obtain a Vista Volunteer to work with the Healthy Communities Committee to assist with health and prevention activities.

Calendar Year 18

Calendar Year 19

#8. Boulder must commit to an aggressive, consistent and persistent marketing and advertising campaign.

Calendar Year 17

Tactic 8.17.1 The BTAC, through its Marketing Committee, and in consultation with citizens, businesses and with the assistance of the Montana Department of Commerce, should develop a Boulder brand that is consistent with this Strategy.

Tactic 8.17.2 Boulder must obtain (through grant and appropriations) full time marketing expertise and develop a comprehensive, dynamic marketing plan.

Tactic 8.17.3 Boulder establish a Facebook page

Calendar Year 18

Calendar Year 19

#9. Boulder should commit sufficient resources (personnel and funding) to implement the “Making Boulder’s Future Bright” strategic plan including efforts to obtain appropriate funding

Calendar Year 17

Tactic 9.17.1 Boulder should commit at least one qualified FTE and appropriate administrative support personnel to manage this extensive portfolio of projects and economic development with the staff hired by the JLDC, but jointly accountable to the Town of Boulder and housed full time in Boulder. [need budget for the FTEs, office expenses, travel costs, etc.]

Tactic 9.17.2

Calendar Year 18

Calendar Year 19

#10 Boulder should support the continuation of services for the developmentally disabled at MDC and at group homes

Calendar Year 17

Tactic 10.17.1 Boulder goes on record as supporting the continuation of services for the developmentally disabled at MDC and the establishment of state-operated group homes in Boulder with the proviso there be joint communications between the State and the community about the location of the Group Homes.

Tactic 10.17.2 Boulder should assist, if needed, with the construction and “lease back” of group homes to the state.

Calendar Year 18

Calendar Year 19