

# **STRATEGIC PLAN**

**2003 → 2008**

## **EXECUTIVE SUMMARY**

**Mayor and City Council**

*Lake Havasu City, Arizona*

*March 2003*



Lyle Sumek Associates, Inc.  
1514 St. Edmunds Place  
Heathrow, FL 32746

Phone (407) 771-4195  
Fax (407) 771-4197  
E-mail: [sumekassoc@aol.com](mailto:sumekassoc@aol.com)

# Table of Contents

## EXECUTIVE SUMMARY

<b>Strategic Planning for Lake Havasu City</b>	<b>2</b>
<b>Lake Havasu City: Vision 2013</b>	<b>3</b>
<b>Lake Havasu City: Goals 2008</b>	<b>8</b>
<b>City Government: Core Businesses</b>	<b>15</b>
<b>Action Agenda 2003</b>	<b>17</b>

**This report and all related materials are copyrighted. This report may be duplicated for distribution to appropriate parties as needed. No unauthorized duplication is allowed, including for use in training within your organization or for consulting purposes outside your organization.**

# Strategic Planning for Lake Havasu City

## VISION 2013:

Principles to Describe Our Future,  
to Guide Policies, Decisions, Actions

### GOALS 2008:

- Objectives –  
Achievable Outcomes
- Meaning to Citizens
- Gap Analysis: Challenges and  
Opportunities
- Actions

### Policy Agenda 2003 - 2004

- Issue Target
- Policy Questions
- Actions
- Responsibility
- Time Frame

### Management Agenda 2003 - 2004

- ◆ Major Projects
- ◆ Service Improvements
- ◆ Management Processes
- ◆ Plan: Implementation

**CORE BUSINESSES –**  
Service Responsibilities of City Government

**RESULTS**

# **Lake Havasu City: Vision 2013**

## **Lake Havasu City Vision 2013**

---



### **A Residential and Resort Community . . .**

- *Beautiful Lake and Mountains*
- *Active Lifestyle*
- *Opportunities to Make a Living*
- *A Great Place to Live and Work*

# **Lake Havasu City Vision 2013: Principles to Guide the Future**

**1<sup>st</sup> Class Resort Destination: Strong Tourism, Repeat Guests**

**People Feeling Safe and Secure**

**Strong Partnership between City Government and the Community**

**Quality of Lake: Clean, Accessible**

**Financially Healthy City Government Supporting Sustainable  
City Services**

**Diverse Local Economy: Tourism, Retail, Industrial**

**Quality City Infrastructure and Facilities: Well Built, Well  
Maintained**

**Quality Retail Opportunities Serving the Colorado River Regional Basin**

**Range of Recreational Opportunities and Choices**

**PRINCIPLE 1:**

**1<sup>ST</sup> CLASS RESORT DESTINATION: STRONG  
TOURISM, REPEAT GUESTS**

► **Means**

1. Capacity to Host Conventions
2. Island Developed as a “Resort” Area
3. 1<sup>st</sup> Class Resort Hotel Development(s): Guests and Residents
4. Tourism Beyond the Lake – Diverse Events and Activities
5. Year-Round Tourism
6. More Golf Course Development

**PRINCIPLE 2:**

**PEOPLE FEELING SAFE AND SECURE**

► **Means**

1. Walking the Community
2. Quick Response to an Emergency
3. Feeling of Well Being
4. Prepared for Potential Disasters
5. Confidence in City’s Response

**PRINCIPLE 3:**

**STRONG PARTNERSHIP BETWEEN CITY  
GOVERNMENT AND THE COMMUNITY**

► **Means**

1. Appropriate Methods: Seeking Citizen Input and Involved in Governance Process
2. Broader Base Involvement in City Government
3. Active City Involvement in the Community
4. Well Informed Citizens: Better Understanding of City – Services, Programs, Issues
5. Open City Government: Reputation
6. Effective Use of Boards, Commissions and Task Forces

**PRINCIPLE 4:**

**QUALITY OF LAKE: CLEAN, ACCESSIBLE**

► **Means**

1. Lake Accessible for Variety of Uses: Boating, Fishing, Personal Water Craft, Parks and Paths
2. Clean Lake Water
3. Preserving the Shoreline
4. Boating: Marina, Use
5. Attractive, Clean Shoreline
6. “0” Tolerance for Nuisance or Inappropriate Behavior in Channel

**PRINCIPLE 5:**

**FINANCIALLY HEALTHY CITY GOVERNMENT  
SUPPORTING SUSTAINABLE CITY SERVICES**

► **Means**

1. Strong Bond Rating
2. Adequate Reserves
3. Service Provided in Most Cost-Effective Manner
4. Projects Supporting Growth are Self-Funded
5. City Functioning as a “Service Business”
6. Services Generating Revenues, More Self-Sustaining
7. City Services within Available City Resources

**PRINCIPLE 6:**

**DIVERSE LOCAL ECONOMY: TOURISM, RETAIL,  
INDUSTRIAL**

► **Means**

1. Quality Jobs with Reasonable Wages
2. Airport Business Park Development through Private and Public Partnering
3. Land Available for Industrial Development
4. Balanced Economy: Tourism; Retail; Light, Clean Manufacturing
5. City Incentives (Case by Case Basis)
6. More Diverse, Strong Tax Base

**PRINCIPLE 7:**

**QUALITY CITY INFRASTRUCTURE AND FACILITIES:  
WELL BUILT, WELL MAINTAINED**

► **Means**

1. Water Quality Supply and Distribution System
2. Effective Wastewater Collection and Treatment
3. Quality Streets and Roads
4. Well Maintained City Hall, Police Station and Fire Stations
5. Well Maintained Parks and Trails
6. Infrastructure Planned for Growth and Development

**PRINCIPLE 8:**

**QUALITY RETAIL OPPORTUNITIES SERVING THE  
COLORADO RIVER REGIONAL BASIN**

► **Means**

1. Minimum Retail Leakage – Keeping Sales Tax Home: Luxury Cars; Men’s and Women’s Clothing and Fine Jewelry
2. Major Retail Mall Development
3. Quality Choice of Restaurants
4. “Big Box” Type of Development – Full Service Retail
5. Attracting Retail Shoppers

**PRINCIPLE 9:**

**RANGE OF RECREATIONAL OPPORTUNITIES AND  
CHOICES**

► **Means**

1. Partnering with Community Organization for Recreation Programs
2. Development of More Parks – Increasing Acreage; Protect Mountain Preserves and Open Space
3. Maximum Use of Sara Park: Community Activities
4. Expanded Recreational Programming: All Ages
5. Quality Ball Fields: Leagues, Tournament
6. Places to Support Family Activities



# **Lake Havasu City: Goals 2008**

**Financially Sound City Government**

---

**Strong, Diversified Local Economy**

---

**Blue Lake, Beautiful Mountains**

---

**1<sup>st</sup> Class Resort Development**

---

**Effective Utility System**

---

**Safe and Clean Community**

**GOAL 1:**

**FINANCIALLY SOUND CITY GOVERNMENT**

► **Objectives**

**Objective 1:**

Maintained Strong Bond Rating

**Objective 2:**

Adequate Level of Financial Reserves

**Objective 3:**

Increased Sales Tax Revenues – Recapture 43% Sales Tax Leakage

**Objective 4:**

City Services Delivered in the Most Cost-Effective Manner

**Objective 5:**

Balanced Budget: Adequate Resources for Services and Service Levels;  
Capital Budget

► **Means to a Citizen**

1. Value for the Tax Dollars
2. Growth Paying for Growth
3. Resources for Future Capital Projects
4. Responsible Spending by Mayor and City Council
5. Affordable City Services
6. City is Running More Like a Business

► **Actions 2003**

1. “Big Box” Attraction Strategy
2. Mall Development
3. Meet and Confer Policy Direction
4. Service Plans: City and Departments – Development
5. CIP: Project Priority and Financial Strategy
6. State Lobbying: City Financial Issues
7. Retiree Health Insurance: Policy Direction on Cost Containment

**GOAL 2:**

**STRONG, DIVERSIFIED LOCAL ECONOMY**

► **Objectives**

**Objective 1:** Higher Wage Job Opportunities

**Objective 2:** Attraction of New Businesses – Particularly Light, Clean Manufacturing

**Objective 3:** Qualified, Trained Workforce

**Objective 4:** Development of Business Park(s): North

**Objective 5:** Sites “Ready to Go” for a New Business

► **Means to a Citizen**

1. More Jobs in Town – Ability to Work in Lake Havasu City
2. Opportunities to Develop and to Grow Your Own Business
3. Insulation from Economic Swings Due to Diversity of Businesses
4. Your Children Have a Choice to Return/Or to Stay Home
5. Higher Wage Jobs, Increased Personal Income

► **Actions 2003**

1. Airport Business Park: Development
2. PED: Evaluation and Direction
3. Business Attraction: Strategy with Action Plan
4. Support Higher Education Expansion: 4-Year Institution, 2 + 2, Vocational Training
5. Improved Air Service: Strategy
6. New Communication System Utilization

**GOAL 3:**

**BLUE LAKE, BEAUTIFUL MOUNTAINS**

► **Objectives**

- |                     |  |
|---------------------|--|
| <b>Objective 1:</b> | Public Access to Lake along Entire Shoreline         |
| <b>Objective 2:</b> | Protection: Mountain Preserve and Surrounding Desert |
| <b>Objective 3:</b> | Protection of Natural Areas along the Shoreline      |
| <b>Objective 4:</b> | Quality Water in Lake                                |
| <b>Objective 5:</b> | No Air Pollution                                     |

► **Means to a Citizen**

1. Free Public Access to Shoreline
2. Survival: Wildlife
3. Beautiful Vistas: Lake, Mountains
4. Safe, Clean Water
5. Recreational Use of Lake, Mountains, Desert

► **Actions 2003**

1. BLM/State Lands: Meetings
2. Shoreline Acquisition Program
3. North/South Traffic Flow: Arterials
4. Open Space and Land Acquisition: Policy, Action Plan
5. SARA Park Development: Master Plan
6. Stormwater Management: Policy, Plan
7. Mainland Marina Development

**GOAL 4:**

**1<sup>ST</sup> CLASS RESORT DEVELOPMENT**

► **Objectives**

- |                     |  |
|---------------------|--|
| <b>Objective 1:</b> | More Year-Round Tourism  |
| <b>Objective 2:</b> | Top Quality Resort Hotels  |
| <b>Objective 3:</b> | Convention Center Able to Host Regional Meetings (Linked to Hotel) |
| <b>Objective 4:</b> | Development of Island – Major Resort                               |
| <b>Objective 5:</b> | More Amenities for Tourists: Golf Courses, Spa, Parks              |

► **Means to a Citizen**

1. Support Strong Economy and Business Attraction
2. Business and Job Opportunities
3. Amenities for Residents to Enjoy in their Leisure Time
4. Community Pride
5. Supports Our Lifestyle

► **Actions 2003**

1. Resort Development: Recruitment Program
2. Convention Center: Evaluation and Direction
3. Golf Course(s) Development
4. Master Plan for Island
5. State Lands: Planning Relationship and Issues Direction

**GOAL 5:**

**EFFECTIVE UTILITY SYSTEM**

► **Objectives**

**Objective 1:**

Secured and Protection of Adequate Water Supply, Development of Reuse

**Objective 2:**

Workable Stormwater Management System Compliance with Federal Requirements

**Objective 3:**

Upgrade Water Treatment and Distribution System

**Objective 4:**

Development of Wastewater Collection and Treatment

**Objective 5:**

Utility System Developed Prior to Growth and Development

**Objective 6:**

Well Maintained Utility System

► **Means to a Citizen**

1. Reliable Water – Turn on Quality, Safe Water
2. Reliable Wastewater Treatment
3. Protection of Lake Havasu – Water Quality, Color
4. Reliable Utility Service

► **Actions 2003**

1. Sewer Project Management and Treatment Plant Design
2. Reuse Plan: Funding
3. Water Allocations: Protect Current, New
4. Water System: Upgrade Projects, Rate Direction
5. Annexation Agreements: Policy, Use
6. CRRSCO: Participation and Lobbying
7. Electric Utilities Monitoring

**GOAL 6:**

**SAFE AND CLEAN COMMUNITY**

► **Objectives**

- Objective 1:** Maintain Timely Response to an Emergency
- Objective 2:** Clean Community: Streets, Public Spaces, Beach
- Objective 3:** Quality Emergency Medical Services
- Objective 4:** Attractive Commercial Development and Streetscapes
- Objective 5:** Maintain Low Crime Rate

► **Means to a Citizen**

1. Peace of Mind
2. Pride in Community Appearance
3. Confidence in Emergency Response by City
4. Community Looks Good
5. Families Feel Welcome

► **Actions 2003**

1. Sidewalk Policy: Review and Direction
2. Bridgewater Channel: Actions
3. North Corridor Fire Station: Site, Planning

## **City Government: Core Businesses**

**Protect Citizen Safety and Security**

---

**Operate Water and Sewer Systems**

---

**Manage Growth and Development**

---

**Provide Variety of Leisure Facilities  
and Programs for All Ages**

---

**Support Economic Expansion and Vitality**



## **Service Improvements**

- 1. E-Government: Action Plan**
- 2. Water Conservation Plan**
- 3. Fire Station (North)**
- 4. Stormwater Management**
- 5. Sewer Project Management and Treatment Plant**
- 6. North Park**

## **Action Agenda 2003**

### **POLICY AGENDA 2003**

#### **TOP PRIORITY**

- \*\*\* Mall Development**
- \*\*\* Water Allocation: Protect Current, New Direction**
- \*\*\* Airport Business Park: Development**
- \*\*\* PED: Evaluation and Direction**
- \*\*\* “Big Box” Attraction Strategy**
- \*\*\* Resort Development on Island: Recruitment Program**

#### **HIGH PRIORITY**

- \*\* Business Attraction: Strategy with Action Plan**
- \*\* North/South Traffic Flow: Direction**
- \*\* SARA Park Development: Master Plan**
- \*\* State Land(s): Relationship and Issues Direction**
- \*\* Golf Course(s) Development**
- \*\* Annexations Agreement: Policy, Use**

**Action Agenda 2003** (continued)

**POLICY AGENDA 2003** (continued)

**MODERATE PRIORITY**

- \* **CIP: Projects Priority and Financial Strategy**
- \* **Open Space and Land Acquisition: Policy, Action Plan**
- \* **Reuse Plan and Funding**

## **Management Agenda 2003**

- 1. Service Plans for City and Departments**
- 2. State Lobbying: City Financial Issues**
- 3. Improved Air Service**
- 4. New Communication System: Utilization**
- 5. BLM Partnership**
- 6. Stormwater Management: Policy, Plan**
- 7. Shoreline Access Protection and Acquisition**
- 8. Mainland Marina: Development**
- 9. Sewer Project Management and Treatment Plant Design**
- 10. Electric Utility: Monitoring**
- 11. Fire Station (North): Site, Planning**
- 12. Zoning Code: Update**
- 13. Water Conservation Plan**
- 14. North Park Site and Development**
- 15. Body Beach: Acquisition**
- 16. Campbell Cove Acquisition**
- 17. Water System: Upgrade Projects and Rate Policy**
- 18. Sidewalk Policy: Review and Direction (Core Area)**
- 19. Bridgewater Channel: CO; Behavioral Problems**
- 20. Development Service Enhancement**
- 21. E-Government: Action Plan**