



## **Our CommUNITY:**

*A great place to live, work, & raise a family*

# CITY OF CHUBBUCK STRATEGIC PLAN

FY 2019 to FY 2024

**#choosechubbuck**

**#createchubbuck**

**#focusonchubbuck**

# INTRODUCTION

The FY 2019 – FY 2024 Strategic Plan is the City of Chubbuck’s first strategic plan. The Plan was created through gathering community input through questionnaires, obtaining input from all City Departments, and having discussions with the City’s elected officials. The result is a vision, key performance metrics to achieve by 2024, and identification of actionable opportunities to bring the Plan to fruition. While not a binding policy document, this Plan provides a roadmap to achieving the community’s goals in consideration of the City’s resource constraints.



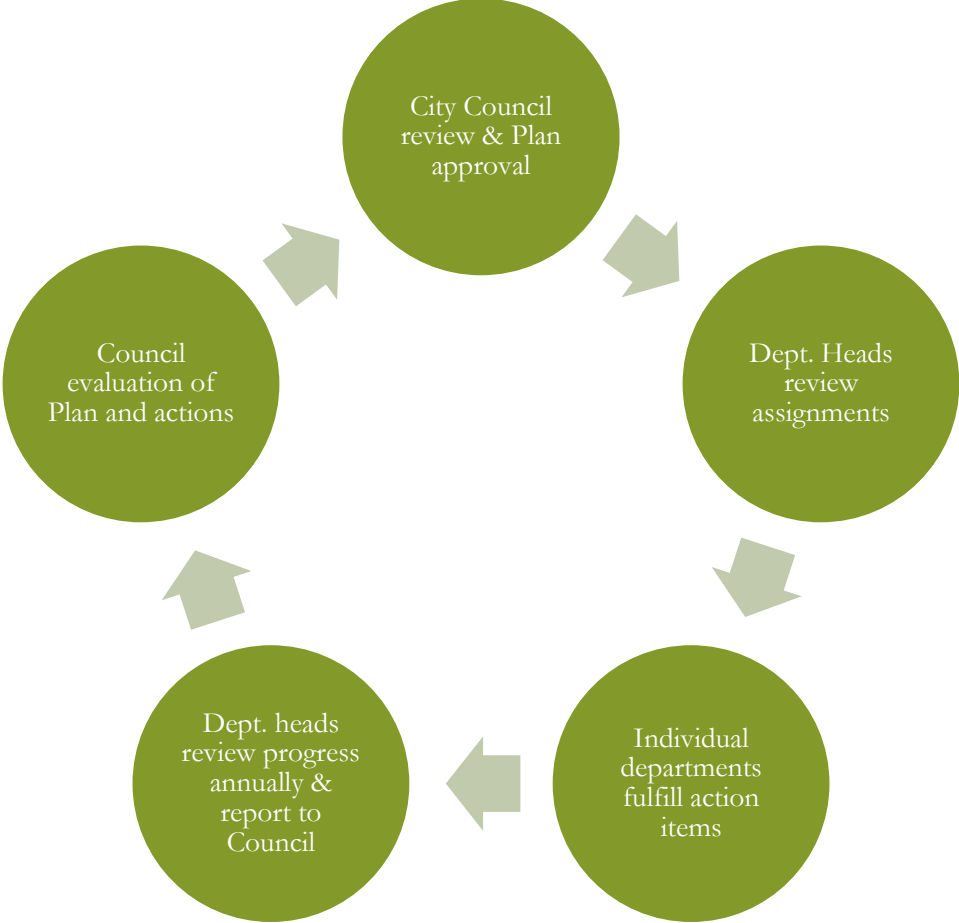
The Strategic Plan is intended to be a living document, reviewed annually by the City prior to budget presentations to identify emerging strengths, weaknesses, opportunities, and threats, and to have its action items amended as needed to add or remove projects crucial to accomplishing its key performance metrics. As part of the budgeting process and/or in other program shifts, City department heads should identify how their requests will further the goals and vision of this plan.

Action items in the Plan are assigned to specific department heads (or division managers). The intent of this plan is that the action items are effectuated by identified department personnel and/or through coordination boards/commissions which are administered by department heads (e.g., Public Works Director, as Executive Director of the Chubbuck Development Authority (CDA), works with the CDA to fulfill a specific action item; the Planning & Development Director works with the Land Use & Development Commission to fulfill a specific action item).

## KEY STEPS

- Every year, department heads report on how their departments are fulfilling action items and the vision of the Plan
- Action items are reviewed annually by staff and elected officials to determine if changes should be made
- Every 5 years, questionnaires are sent to the public to evaluate how the performance metrics were met; the Plan is revised as needed

# IMPLEMENTATION & ASSESSMENT CYCLE



# METHODOLOGY

From December 27, 2017 through February 20, 2018, the City of Chubbuck sought input from area residents on a questionnaire which would lead towards the creation of the City's Strategic Plan. The questions were drafted by City of Chubbuck Staff and reviewed by the City Council prior to seeking responses. The survey was not intended to be exclusive to City of Chubbuck residents as City Staff and the Council sought input from all residents within and near the City.

The questionnaire occurred in 2 formats, one being digital in which a Survey Monkey link was published on the City's social media accounts and Mayor's vlog, provided by the Highland High School Principal to students, and linked in the Mayor's December quarterly newsletter and the second form being paper surveys which were mailed to randomly selected households within the City of Chubbuck. Randomly selected households were determined using mailing info received on November 14, 2018 from the City of Chubbuck's utility billing database under the City Clerk. Responses were incentivized through a drawing for 5 \$25.00 gift cards to an area restaurant through the Pocatello-Chubbuck Chamber of Commerce.

The database contained 4,367 billing addresses and was converted from .txt format to Excel format. Duplicate names were removed from the database using the "Remove Duplicate" data tool in Excel leaving 4,047 unique names, and the list was randomized using the "RANDBETWEEN" function. With the list randomized, the first 600 names were selected. Finally, businesses were removed from the list to create a list of 543 random survey recipients. Paper surveys were distributed along with postage paid return envelopes via the Highland High School Honor Society and a local church youth group.

The Questionnaire for the Strategic Plan received 409 responses with 332 of the responses coming from respondents who indicated that they reside in the City of Chubbuck. At a 95% confidence level, using 2016 ACS 5-Year estimates that the City of Chubbuck has 14,644 residents, responses for those who so indicated that they reside in the City have a confidence interval of +/- 5.4%. Survey results for Chubbuck residents and non-Chubbuck residents are included as appendices to this Plan (malicious comments redacted).

# VISION

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In 2024, the City of Chubbuck is a family-oriented community by being\*:

- a city with vibrant and aesthetic neighborhoods (pg. 5);
- a city that is diverse, inclusive, and unified (pg. 6);
- a city that promotes participatory governance (pg. 7);
- a city that has a well-managed effective, efficient, and economical government (pg. 8);
- a city that is safe and prepared (pg. 9);
- a city with a strong economy (pg. 10);
- a city with healthy residents (pg. 11);
- a city that is accessible for multimodal transportation (pg. 12);
- a city with thriving youth and children (pg. 13); and
- a city with growing arts, cultural, and recreational opportunities (pg. 14).

*\* Unless otherwise indicated, no list within this document is intended to be in order of importance.*

# Vibrant and Aesthetic Neighborhoods

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In 2024, Chubbuck maintains its small town feel despite rapid growth and its neighborhoods have distinct characteristics that set them apart from other neighborhoods in the city and which set the city apart from other cities in the region. The City has ensured that development projects are compatible with, and enhance, the rest of Chubbuck, has ensured that development standards are implemented which facilitate excellent public spaces, and has taken proactive measures to address blighted or otherwise rundown properties and structures.

## Key Performance Metrics to Achieve by 2024

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- In 2024, 60% of Chubbuck residents feel that the city’s cleanliness is good or excellent. (Q8: 2018 = 50.5%)
- In 2024, 60% of Chubbuck residents feel that the overall appearance of the City is good or excellent. (Q8: 2018 = 49.7%)
- In 2024, maintain or increase the percentage of residents who feel that Chubbuck is a good to excellent place to live. (Q4: 2018 = 80.5%)
- In 2024, maintain or increase the percentage of residents who feel that their neighborhood is a good to excellent place to live. (Q4: 2018 = 84.8%)
- In 2024, maintain or increase the percentage of residents who feel that Chubbuck is a good to excellent place to raise children. (Q4: 2018 = 85.2%)
- In 2024, maintain or increase the percentage of residents who feel that “Home” best represents what Chubbuck means to them. (Q3: 2018 = 42.2%)

## Action Items (through FY 2020)

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- Increase code enforcement, code educational efforts, and promotion of city-wide cleanup day(s); review codes to ensure that they are enforceable
  - Lead: Police Chief, City Clerk
- The City will maintain public spaces to the same level (or higher) of expectation as private properties
  - Lead: Public Works Director, Parks & Recreation Superintendent, Streets Superintendent
- Review and update the Planned Unit Development section of code, particularly related to infill, fringe greenfield development, and land redevelopment
  - Lead: Planning & Development Director
- Review and update the Comprehensive Plan’s Future Land Use Map
  - Lead: Planning & Development Director
- Update City Code to better implement goals, objectives, and policies of the Comprehensive Plan
  - Lead: Planning & Development Director
- Use social media to promote property owner-led maintenance and beautification
  - Lead: City Clerk
- City facilities will serve as model for xeriscaped landscaping by developing a city facility plan
  - Lead: Public Works Director, Parks & Recreation Superintendent, Streets Superintendent
- Evaluate and create programs to incentivize property owners to beautify properties in targeted areas; evaluate potential funding mechanisms related to said programs
  - Lead: Mayor

# Diverse, Inclusive, and Unified City

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In 2024, Chubbuck is a caring, kind, compassionate, fair and equitable community that supports an affordable and livable community to all, regardless of age, sex, race, religious belief, ability, or otherwise.

## Key Performance Metrics to Achieve by 2024

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- In 2024, increase the number of residents who feel that the City treats all residents fairly to 50%. (Q14: 2018 = 44.9%)
- In 2024, decrease the percentage of residents who feel that transportation is the biggest challenge facing senior residents in Chubbuck. (Q28: 2018 = 11.3%)
- In 2024, decrease the percentage of residents who feel that a lack of activities and recreation is the biggest challenge facing youth in the city. (Q28: 2018 = 25.3%)
- In 2024, the number of residents who believe that openness and acceptance is very poor to poor is below 10%. (Q8: 2018 = 16%)

## Action Items (through FY 2020)

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- Implement an ADA Transition Plan for facilities and programs
  - Lead: ADA Coordinator, Each department head
- Support nonprofits that provide opportunities to disadvantaged populations such as those related to public health, children and seniors, and those with disabilities.
  - Lead: Mayor
- Create a downtown plan for all ages and abilities
  - Lead: Planning & Development Director, Public Works Director
- Make focused efforts on attracting and retaining affordable healthcare, childcare, adult education opportunities, and preventative health services
  - Lead: Planning & Development Director
- Make focused efforts to ensure that housing within Chubbuck meets all levels of affordability through use of mixed and planned unit development codes and incentives and other tools
  - Lead: Planning & Development Director

# Participatory Governance

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In 2024, the City of Chubbuck actively seeks opportunities for involvement of its residents in all aspects of governance and in City programs. Resident input is actively sought from all demographics within the community.

## Key Performance Metrics to Achieve by 2024

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- In 2024, the number of residents who feel that Chubbuck is doing a very poor or poor job of welcoming citizen involvement has decreased to 15%. (Q14: 2018 = 21.9%)
- In 2024, the number of residents who feel that opportunities to participate in community matters are good to excellent has increased to 40% (Q6: 2018 = 34.8%)

## Action Items (through FY 2020)

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- Consider appropriate advisory committees on issues as needs arise
  - Lead: Mayor
- To address current issues, encourage and support grassroots community groups
  - Lead: Mayor
- Departments will analyze all programs for ways in which public involvement can be better sought; when ways are identified, departments will implement programs to obtain public involvement
  - Lead: Each department head
- Continue to implement an application process for all appointed offices when vacancies arise
  - Lead: Mayor
- Evaluate opportunities to provide youth with more opportunities to participate in city affairs, such as establishing a youth advisory committee for the City of Chubbuck
  - Lead: Mayor



# Well-Managed Government

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In 2024, the City of Chubbuck provides effective, efficient, and economical services that are responsive to the community's needs. City government is fair and equitable while being accountable, transparent, and backed by quality and responsive staff.

## Key Performance Metrics to Achieve by 2024

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- In 2024, the number of residents who feel that the value of Chubbuck services provided for the taxes paid is very poor or poor has decreased to 15%. (Q14: 2018 = 24.5%)
- In 2024, the number of residents who feel that the quality of the city is average, good, and excellent with regards to the overall confidence in city's government and the overall direction that the city is taking has been maintained or increased. (Q14: 2018 = 91.4%)
- In 2024, the number of residents who feel that the competence and knowledge of city staff is very poor to poor has decreased to 5%. (Q14: 2018 = 8.2%)
- In 2024, the number of residents who feel that the overall communications of the City is very poor to poor has decreased to under 10%. (Q14: 2018 = 20.6%)

## Action Items (through FY 2020)

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- Develop a continued education plan for each full-time employee which contains training and certifications as appropriate to their job duties
  - Lead: Each department head
- Continue to grow the City's social media presence and use it to promote citizen involvement in major policy decisions
  - Lead: City Clerk
- Review employee job descriptions and make necessary changes to ensure that the description matches duties and needs; reassign employees where necessary
  - Lead: Human Resources Director, Each department head
- Develop 5 year capital plans
  - Lead: Each department head
- Preserve interdepartmental communications and cooperation
  - Lead: Mayor
- Adhere to established budgets while ensuring that current levels of service are maintained or increased
  - Lead: Each department
- Annual review of department priorities with the City Council
  - Lead: Each department head
- Continue to hire employees, and promote from within, based on technical competence and equal employment opportunity practices
  - Lead: Each department head, Human Resources Director

# Safe and Prepared Community

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In 2024, the City of Chubbuck's residents, visitors, and workers feel safe at all hours. Emergency responders are timely, well-trained, courteous, and professional. The City is resilient and prepared for emergencies and risks.

## Key Performance Metrics to Achieve by 2024

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- In 2024, maintain or increase the number of residents who feel that the quality of the following services provided in the city are average to excellent:
  - Crime prevention (Q13: 2018 = 89.7%)
  - Emergency preparation (Q13: 2018 = 91.24%)
  - Ambulance/medical/emergency services (Q13: 2018 = 92.6%)
  - Fire prevention/education (Q13: 2018 = 94.1%)
- In 2024, the number of residents who feel that the city's efforts to engage residents about environmental and sustainable practices is average, good, and excellent is 80%. (Q15: 2018 = 70.7%)

## Action Items (through FY 2020)

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- Research and implement best practice designs for water conservation in new and infill development
  - Lead: Public Works Director, Planning & Development Director, City Engineer
- Engage residents on social media about water conservation, the City's recycling program, and other efforts to increase sustainability
  - Lead: City Clerk
- Evaluate water meter rate program
  - Lead: Public Works Director
- Continue to engage the County Commissioners in discussions regarding enhancing emergency medical services within the City
  - Lead: Mayor
- Identify location for new fire and police facilities
  - Lead: Mayor, Fire Chief, Police Chief
- Maintain a city-wide emergency response plan, hold exercises, and publicize plans
  - Lead: Fire Chief, Police Chief, IT Director
- Lead the development of an anti-drug task force related to decreasing the presence and effects of hard drugs within the community
  - Lead: Police Chief, Mayor
- Research opportunities to increase citizen involvement in efforts to increase safety
  - Lead: Police Chief, Fire Chief

# Strong Economy

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In 2024, the City of Chubbuck is a business destination and center of innovation. New businesses are complimentary to the characteristics of the city and mixed use development is beginning to develop around arterial roads. The City is attractive to new workers as a live, work, play community.

## Key Performance Metrics to Achieve by 2024

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- In 2024, the number of residents who feel the quality of Chubbuck as a place to work is very poor to poor has decreased to 10%. (Q4: 2018 = 20.2%)
- In 2024, the number of residents who feel the quality of Chubbuck as a place to visit is very poor to poor has decreased to 15%. (Q4: 2018 = 24.8%)
- In 2024, the number of residents who feel that the overall opportunities for employment in the city is very poor to poor has decreased to 20%. (Q5: 2018 = 31.8%)
- In 2024, the number of residents who feel that the vibrancy of the city's downtown/commercial area is very poor to poor has decreased to 30%. (Q8: 2018 = 44.1%)

## Action Items (through FY 2020)

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- Continue to work to assist existing businesses in retention and expansion efforts
  - Lead: Planning & Development Director
- Evaluate and propose programs to improve the Yellowstone Highway corridor
  - Lead: Planning & Development Director, Public Works Director, City Engineer
- Focus economic development efforts on healthcare-related industries in conjunction with area landowners
  - Lead: Planning & Development Director
- Continue to promote the benefits of smart growth principles to developers
  - Lead: Planning & Development Director
- Continue to work closely with educational institutions serving Chubbuck residents and businesses
  - Lead: Planning & Development Director, Mayor
- Research and pursue options that would create a city-wide high speed Internet connectivity network, such as the Ammon model
  - Lead: Mayor, Public Works Director, Planning & Development Director
- Continue to make appropriate investments in sewer and water infrastructure to prepare for current and expected growth.
  - Lead: Public Works Director

# Healthy Residents

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In 2024, the City of Chubbuck has taken steps to ensure that residents have equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. The City has taken steps to draw more healthcare-oriented businesses to the area and has worked with Bannock County to address emergency medical services within the city.

## Key Performance Metrics to Achieve by 2024

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- In 2024, the number of residents who feel the quality of health and wellness opportunities in the City of Chubbuck is very poor to poor has decreased to under 15%. (Q5: 2018 = 20.5%)
- In 2024, the number of residents who feel that the fitness opportunities (exercise classes, paths, trails, etc.) in the City of Chubbuck is very poor to poor has decreased to under 20%. (Q9: 2018 = 29.3%)

## Action Items (through FY 2020)

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- Participate in the redesign of the Flying Wye interchange to ensure bicycle and pedestrian connectivity to the Wellness Complex from Chubbuck
  - Lead: Public Works Director
- Continue efforts to research a recreational center and develop a funding strategy
  - Lead: Mayor, Public Works Director
- Continue to expand league sports
  - Lead: Parks & Recreation Superintendent
- Take efforts to identify locations within and around the city that could accommodate bicycle and pedestrian facilities and identify and implement best practices for streetscapes which aid in increasing pedestrian and bicycle comfort levels
  - Lead: Planning & Development Director, City Engineer, Streets Superintendent, Public Works Director, Parks & Recreation Superintendent
- Promote outdoor activities within existing city limits
  - Lead: Parks & Recreation Superintendent

# Accessible by Multimodal Transportation

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In 2024, the City of Chubbuck ensures that all modes of transportation are considered as the City grows and as construction projects are planned. Walking and biking corridors have been established and have enhanced the ability for all residents to access shopping, employment, and recreation without needing to rely on a motor vehicle.

## Key Performance Metrics to Achieve by 2024

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- In 2024, the number of residents who feel that ease of travel by bicycle is very poor to poor has decreased to under 25%. (Q10: 2018 = 29.3%)
- In 2024, the number of residents who feel that availability of paths and walking paths is very poor to poor has decreased to under 35%. (Q10: 2018 = 41.4%)
- In 2024, the number of residents who walked or biked instead of driving over 2 times a month has increased to over 30%. (Q7: 2018 = 22.7%)

## Action Items (through FY 2020)

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- Work with Bannock Transportation Planning Organization and other stakeholders to evaluate bike/pedestrian system in Chubbuck and propose solutions which would increase alternative modes of transportation
  - Lead: Planning & Development Director, City Engineer, Streets Superintendent, Parks & Recreation Superintendent
- Establish a relationship and plan with the Portneuf Greenway Foundation for a system of multi-use paths and side paths in and around Chubbuck
  - Lead: Planning & Development Director
- Work with the Shoshone-Bannock Tribes and the Bureau of Indian Affairs and other stakeholders to determine the feasibility and plan for a canal bank greenway system; pursue the creation of a Blackfoot to Pocatello greenway along the Hilina Canal
  - Lead: Mayor; Planning & Development Director
- Continue to strengthen the City's relationship with the Idaho Transportation Department and seek to promote increased focus on multimodal transportation alternatives at the State and local levels
  - Lead: Public Works Director, Planning & Development Director, City Engineer
- Work with the Idaho Transportation Department to alleviate congestion at the Chubbuck Interchange
  - Lead: Public Works Director, Planning & Development Director, City Engineer
- Work with School District #25 to identify the location of future schools and to develop a walking/biking plan to said schools
  - Lead: Planning & Development Director, Mayor

# Thriving Children and Youth

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In 2024, the City of Chubbuck ensures that needs of emerging generations are met. The City works with School District #25 regularly and works with other stakeholders to promote after-school programs. Youth in Chubbuck feel welcome and are given opportunities to recreate in the community.

## Key Performance Metrics to Achieve by 2024

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- In 2024, the number of youth respondents under the age of 18 who reside within Chubbuck who feel that Chubbuck as a place to visit is very poor to poor has decreased to under 30%. (Q4: 2018 = 38.9%)
- In 2024 the number of youth respondents under the age of 18 who reside within Chubbuck who feel that opportunities to attend cultural, art, or musical activities within Chubbuck is very poor to poor has decreased to under 20%. (Q6: 2018 = 38.9%)

## Action Items (through FY 2020)

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- Continue efforts to research a recreational center and develop a funding strategy
  - Lead: Mayor, Public Works Director
- Establish a relationship and plan with the Portneuf Greenway Foundation for a system of multi-use paths and side paths in and around Chubbuck.
  - Lead: Planning & Development Director
- Develop a downtown plan to create an area in the city where youth will feel valued and have opportunities; ensure that youth have a seat at the planning stage table
  - Lead: Planning & Development Director; Mayor
- Meet regularly with groups such as the United Way, Boys and Girls Club, and YMCA to determine how Chubbuck can promote the creation of good programs and areas for youth
  - Lead: Planning & Development Director
- Develop a Chubbuck employees' mentorship program and permit employees paid time to volunteer with youth and to serve as community examples
  - Lead: Mayor, Human Resources Director, each department head

# Growing Arts and Cultural Opportunities

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In 2024, the City of Chubbuck has public places throughout the community with public art and that are programmable and programmed with performances, concerts, and activities. Art and cultural opportunities are accessible to residents of all ages and abilities.

## Key Performance Metrics to Achieve by 2024

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- In 2024, the number of residents who feel that opportunities to attend cultural art, or musical activities in Chubbuck is very poor to poor has decreased to under 30%. (Q6: 2018 = 42.9%)
- In 2024, the number of residents feel that the city has good or excellent public places where people want to spend time has increased to 30%. (Q8: 2018 = 17.9%)

## Action Items (through FY 2020)

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- Encourage public art in urban renewal areas through tax increment finance districts through coordination with property owners and the Chubbuck Development Authority
  - Lead: Public Works Director
- Work with residents and others to identify opportunities to increase art and cultural activities in the City of Chubbuck
  - Lead: Planning & Development Director, Mayor
- Develop a downtown plan with art and cultural opportunities throughout and with programmable and programmed space
  - Lead: Planning & Development Director, Public Works Director
- Increase the number of arts and music related activities within the City of Chubbuck
  - Lead: Mayor

# Appendix No. 1

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Questionnaire Responses: Chubbuck Residents Only



# Appendix No. 2

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Questionnaire Responses: Non-Chubbuck Residents Only