

City of Nampa Strategic Plan

Adopted December 19, 2011



Content

- City leadership used a planning tool known as a **S**trengths **W**eaknesses **O**pportunities & **T**hreats (SWOT) Analysis to assess City Government conditions, potentials, and factors which may threaten providing quality city services. The SWOT Analysis follows:

Strengths

- Workforce
 - Dedicated/Hardworking (have some citizen perception problem “govt worker”)
 - Creative
 - Proactive
 - Certified for position (knowledgeable)
 - Customer Service – congenial/concerned
- Improving service procedures consistency
- Strong wellness initiative
- Types of services and gathering places
- Strong concern for internal/external costs
- Safety
- Ethics to our stewardships
- Currently have good water supply

Content (continued)

Weaknesses

- Inadequate funding
- Reactionary decisions vs. long term planning (we never say “No”)
- Lack of recognition of true/full costs of operation and ownership
- Leadership development is lacking
- Lacking some fresh perspective/ cross cultural experience
- Communication
- Inadequate power supply for projected growth

Content (continued)

Opportunities

- Collaboration with education providers
 - College prep for jobs
 - Improve planning w/ school district
 - Partnerships for volunteerism in/from schools
- Economic Development
 - Emerging Industries
 - Low costs to locate here
 - Available land, sun, wind
- Sustainable Energy Efficiencies
- Slow growth gives chance to evaluate
- Low costs for building and land purchase
- Large selection of workforce (due to current high unemployment)
- Good water supply
- Auditorium district
- Additional revenue sources

Content (continued)

Threats

- Growing stereotype of government as inefficient (cut taxes/keep services)
- Economy
- Unfunded mandates (federal & state)
- Potential Legislation
 - Impact Fees
 - Urban Renewal
 - L.I.D.'s
- Revenue Sharing/Funding
- Other communities as competition
- Legal/Lawsuits
- Cost of employee benefits
- Citizen expectations/transplants have different expectations

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City Leadership considered the public input, the context, the stakeholders involved, and identified needs to develop a City Government **Mission, Vision, Core Values, Goals, Objectives, and Strategies**. City leadership prioritized at the objective level, selecting four priority objectives for resources and focus. Finally, four key measures were developed to assess success of the strategic plan.

Mission Statement – Why we exist...

- The City of Nampa will deliver inspired and progressive public services to enhance the quality of life for its diverse community by upholding the public trust with integrity, while embracing family values, rich cultural traditions, and community partners.

Inspired = Involved, engaged, to the best ability, new, better ways, creativity.

Progressive = Open minded, willing to change, doing better, seizing opportunities.

Diverse = Variety of ethnicities and businesses

Family Values = Nurture children, safety, healthy families, justice.

Community Partners = Volunteerism, collaboration.

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Vision – What we want to be...

- Nampa is a friendly, progressive city offering a full range of services. Building on our rich cultural heritage and emphasizing the city’s “can do” attitude, we will be a leading community to live, work and play. We will forge into the future with innovative ideas, technologies and services for business, industry and families.

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Core Values

- Integrity and accountability
- Well trained and professional employees
- Creativity and innovation
- Courtesy and respect
- Community partnerships

Content (continued)

Goals

1. **Quality of Life** – Nampa will support opportunities for educational, cultural, and recreational activities that promote a high quality of life for all ages.
2. **Connectivity** – Nampa will connect people physically, socially, and technologically in a well maintained, attractive environment.
3. **Sustainability** – Nampa will utilize resources and amenities to stimulate economic development while preserving our natural resources and protecting our environment.
4. **Operations** – The City will effectively and creatively manage resources and services to provide a foundation for a safe and productive community.

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Goal #1: Quality of Life	
Nampa will support opportunities for educational, cultural, and recreational activities that promote a high quality of life for all ages.	
<p>*Objective A: To provide ample recreational opportunities, preserve open space, and create new parks, facilities, pathways and trails. (Parks and Rec., P&Z, Public Works)</p>	Strategy #1: Identify funding sources that will support parks, open space & recreation needs in the Nampa Community.
	Strategy #2: Provide parks, recreation & open space opportunities that will help attract & retain businesses & support economic development.
	Strategy #3: Offer parks & recreational facilities in convenient locations throughout the City.
	Strategy #4: Develop open space standards for new development.
	Strategy #5: Offer parks, recreational, & cultural opportunities for youth which help lower crime & misbehavior and that will improve the physical & mental health of citizens.
	Strategy #6: Maintain future & existing park & recreational facilities to appropriate standards.

Four priority objectives are marked by an asterisk (*).

Content (continued)

Goal #1: Quality of Life	
Nampa will support opportunities for educational, cultural, and recreational activities that promote a high quality of life for all ages.	
Objective B: To provide activities and opportunities for families to be healthy, learn, and be involved in the community. To value youth and engage them in the civic process. (Mayor's Office , Parks and Rec, Library, Police)	Strategy #1: Continue to develop relationships between Nampa Parks and Recreation Department and the College of Western Idaho and the Nampa School District to provide community education programs that each provide unique education opportunities.
	Strategy #2: Encourage high school students to participate in Nampa Mayor's Teen Council, participate as youth non-voting members on City Boards and Commissions, encourage participation in other civic committees (ie. Nampa Bicycle & Pedestrian Citizens Advisory Committee), and encourage youth participation in T.A.L.K. with the Nampa Public Library.

Four priority objectives are marked by an asterisk (*).

Content (continued)

Goal #1: Quality of Life	
Nampa will support opportunities for educational, cultural, and recreational activities that promote a high quality of life for all ages.	
<p>Objective C: To support a vibrant and active cultural and artistic community, ranging from local artists to world-class entertainment in a variety of venues, and support for public art throughout Nampa. (Econ Dev., Civic Center)</p>	Strategy #1: Establish and maintain a Nampa Arts Commission that includes various sectors of the artistic and cultural community.
	Strategy #2: Establish a comprehensive plan for art in public places that enrich the environment and enhance human experience, and develop a “percent for art” initiative for creation and maintenance.
	Strategy #3: Discover “art treasures” in the community to promote their public value toward cultural heritage and their ability to connect the community.
	Strategy #4: Develop a plan for facility access for cultural and artistic rehearsals and/or performances that are consistent to all local groups.
	Strategy #5: Develop partnerships with allied entities such as in design arts, tourism, and with parks and recreation toward a holistic and rich arts environment.
	Strategy #6: Encourage collaborations and partnerships among commercial and non-profit arts providers to expand the arts environments and experiential opportunities.
	Strategy #7: Collaborate with P-12 and higher education providers to complement art education opportunities involving local and professional arts organizations and expand life-long learning opportunities in the arts in presenting breadth and depth of art forms and experiences.
	Strategy #8: Establish a commitment to partner with the private sector to create studio and office space as well as exhibit space for rotating displays.

Four priority objectives are marked by an asterisk (*).

Content (continued)

Goal #1: Quality of Life	
Nampa will support opportunities for educational, cultural, and recreational activities that promote a high quality of life for all ages.	
<p>*Objective D: To provide education, information services and resources in a state-of-the-art public library system. (Library, IT)</p>	Strategy #1: Secure a serviceable site for a new library facility.
	Strategy #2: Develop a communication & marketing plan to engage the public.
	Strategy #3: Determine desired library services.
	Strategy #4: Create a diversified funding strategy in addition to and in cooperation with NDC funding.
	Strategy #5: Build partnerships with community stakeholders, e.g. Chamber of Commerce.
	Strategy #6: Develop a detailed building plan.
	Strategy #7: Build the Library

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Content (continued)

Goal #1: Quality of Life	
Nampa will support opportunities for educational, cultural, and recreational activities that promote a high quality of life for all ages.	
Objective E: To partner with parents, schools, and higher education institutions to support life-long learning. (Mayor's Office , Library, PD, P&Z, Fire)	Strategy #1: Continue to build relationships through Keeping the Promise Drop Out Prevention Coalition of Canyon County to encourage youth to complete their secondary education and to encourage post-secondary education.
	Strategy #2: Encourage partnerships to develop unique community education programs through partnerships with the Nampa Parks and Recreation, College of Western Idaho and the Nampa School District.

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Content (continued)

Goal #1: Quality of Life	
Nampa will support opportunities for educational, cultural, and recreational activities that promote a high quality of life for all ages.	
Objective F: Provide services which promote a safe community for people to live, work and play. (PD, All)	Strategy #1: Ensure citizen access to safety services.
	Strategy #2: Provide public education around personal and community safety.
	Strategy #3: Ensure all city safety standards are tracked and in compliance.
	Strategy #4: Ensure appropriate staffing levels and training necessary to support a safe community.
	Strategy #5: Collaborate with city partners to ensure the effective and efficient use of public safety resources.
	Strategy #6: Ensure adequate financial resources are in place for safety services, equipment, and infrastructure.
	Strategy #7: Examine and implement appropriate technology solutions to keep the community safe.

Four priority objectives are marked by an asterisk (*).

Content (continued)

Goal #2: Connectivity	
Nampa will connect people physically, socially, and technologically in a well maintained, attractive environment.	
<p>Objective A: To foster community pride through well-maintained neighborhoods and attractive design. (Econ Dev, P&Z, Public Works, Council, Fire)</p>	Strategy #1: Work closely with residents, business owners, and community stakeholders to develop and maintain neighborhood plans for Specific Plan Areas indicated on the Future Land Use map
	Strategy #2: Support neighborhood organizations, residents, business owners, and community stakeholders to implement neighborhood plans
	Strategy #3: Explore alternative subdivision designs and incorporate designs which encourage connectivity and attractive appearance into the subdivision ordinance
	Strategy #4: Use the design review committee to enhance the appearance of new commercial development
	Strategy #5: Explore the opportunity to expand design review to residential and more commercial development
	Strategy #6: Enforce landscaping standards to beautify neighborhoods and roadways
	Strategy #7: Encourage mixed use developments which significantly connect to places where people live, work, and play
	Strategy #8: Support code enforcement activities to ensure neighborhoods are maintained and attractive
	Strategy #9: Develop sign ordinances supported by residents and business owners and strictly enforce those standards

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Content (continued)

Goal #2: Connectivity	
Nampa will connect people physically, socially, and technologically in a well maintained, attractive environment.	
<p>Objective B: To support a vibrant downtown core with a mix of uses and amenities for public gatherings. (Econ Dev, IT, P&Z, Bldg, PW)</p>	<p>Strategy #1: Continue to implement the projects outlined in the Central Nampa Revitalization Blueprint and the Nampa Economic Development/Redevelopment Plan, and undertake new revitalization projects consistent with the goals of these plans when opportunities present themselves.</p>
	<p>Strategy #2: Design and implement Phase 2 of the Lloyd Square project, building out public restrooms and additional amenities.</p>
	<p>Strategy #3: Expand Lloyd Square area along Front Street to develop Depot Festival area capable of hosting large public events and community gatherings.</p>
	<p>Strategy #4: Develop connected and integrated pathway system and green spaces downtown, including the development of an urban park.</p>
	<p>Strategy #5: Expand downtown wireless network and high-speed communications technologies.</p>
	<p>Strategy #6: In cooperation with local businesses and landowners, implement a phased strategy of streetscape replacement and enhancement.</p>
	<p>Strategy #7: Support the efforts of the Farmer’s Market, Downtown Nampa Association, the Nampa Chamber of Commerce and others to promote community events downtown.</p>
	<p>Strategy #8: Building on the success of the Façade Rehabilitation Program, develop additional incentives for business and property owners to invest in downtown improvements.</p>

Four priority objectives are marked by an asterisk (*)

Content (continued)

Goal #2: Connectivity	
Nampa will connect people physically, socially, and technologically in a well maintained, attractive environment.	
	Strategy #1: Identify and enforce appropriate zoning and land-use policy to support alternative transportation options, transportation focused development, and walkable neighborhoods.
	Strategy #2: Focus funding on sustainable asset management to maintain roadway or other transportation infrastructure.
	<p>Strategy #3: When making transportation decisions consider the following priorities</p> <ul style="list-style-type: none"> a) Safety b) Sustainability c) Connectivity <ul style="list-style-type: none"> 1. Commerce 2. All others
<p>Objective C: To enable the efficient movement of goods, services and people by providing safe, sustainable transportation options connecting places where people live, work and play. (PW, PD, P&Z)</p>	

Four priority objectives are marked by an asterisk (*)

Content (continued)

Goal #2: Connectivity	
Nampa will connect people physically, socially, and technologically in a well maintained, attractive environment.	
<p>Objective D: To provide ways for our community to stay connected via active civic groups, social gathering places, and access to state-of-the-art communication technologies. (IT, Econ Dev., Mayor)</p>	<p>Strategy #1: Expand the downtown wireless network to envelop the entire downtown geographical area, including access inside businesses that provide social gathering areas.</p>
	<p>Strategy #2: Expand the backbone fiber-optic network out to I-84 to provide last-mile connectivity to all major high-speed communications technology providers to provide enhanced connectivity to the new farmers market, downtown core, library and other participating partners.</p>
	<p>Strategy #3: Provide future infrastructure expandability through a policy to install empty fiber-optic conduit into any city project that entails trenching, boring or burying equipment, streets, water and sewer lines.</p>
	<p>Strategy #4: Promote a ‘fiber-to-the-home’ plan/project to incent developers and builders to install fiber-optic lines in all new building and development projects to provide for future high-speed connected community projects.</p>

Four priority objectives are marked by an asterisk (*)

Content (continued)

Goal #3: Sustainability	
Nampa will utilize resources and amenities to stimulate economic development while preserving our natural resources and protecting our environment.	
<p>*Objective A: To be the community of choice in Idaho for industry and businesses with resources to start, grow and locate business. (Econ Dev., P&Z, Public Works, Bldg, Council)</p>	Strategy #1: Ensure and/or plan for an ample supply of attractive properties for future business development with efficient transportation, communication, utilities, and amenities to support business growth.
	Strategy #2: Deliver the most expedient permitting, inspecting, and development services.
	Strategy #3: Develop innovative incentives for businesses to choose Nampa.
	Strategy # 4: Encourage the wise location of business & industry to best utilize our existing infrastructure and minimize future negative impact to the community.
	Strategy #5: Maintain & improve the aesthetics of our neighborhoods, commercial corridors and gateway entrances to enhance our image and spur private development.
	Strategy #6: Build a thriving downtown and vibrant commercial areas through strategic public investments which foster new business growth.
	Strategy #7: Form an Economic Development Council to advise the city on business development issues, formulate policy, support businesses and promote Nampa.

Four priority objectives are marked by an asterisk (*)

Content (continued)

Goal #3: Sustainability	
Nampa will utilize resources and amenities to stimulate economic development while preserving our natural resources and protecting our environment.	
<p>Objective B: To embrace energy conservation and renewable energy technologies in facilities and operations, while pursuing opportunities to develop renewable resources. (Building, P&Z, PW, Mayor's Office)</p>	<p>Strategy #1: Develop and gain approval from Nampa's elected officials for a city wide conservation plan that will capture savings through energy conservation and explore renewables.</p>
	<p>Strategy #2: Select an Energy Services Company that will assist the City in the development and implementation of conservation measures and future renewable energy resource projects.</p>
	<p>Strategy #3: Conduct city wide facilities audits to determine opportunities for implementation of energy conservation improvements and sustainable maintenance and operations plans.</p>
	<p>Strategy #4: Develop a long range plan for the development of renewable energy resources.</p>

Four priority objectives are marked by an asterisk (*).

Content (continued)

Goal #3: Sustainability	
Nampa will utilize resources and amenities to stimulate economic development while preserving our natural resources and protecting our environment.	
Objective C: To protect our natural resources through environmentally sustainable decisions and processes. (Parks and Rec, PW , P&Z, Fire)	Strategy #1: Ensure a positive working relationship with all regulatory agencies, EPA, DEQ, Etc.
	Strategy #2: Meet all environmental permit requirements
	Strategy #3: Consider environmental impacts with every project
	Strategy #4: Ensure clean, safe, reliable water service to all customers
	Strategy #5: Encourage the wise use of water both domestic and irrigation
	Strategy #6: Consider economic ramifications to environmental actions and encourage economically sustainable decision making.

Four priority objectives are marked by an asterisk (*).

Content (continued)

Goal #4: Operations	
The City will effectively and creatively manage resources and services to provide a foundation for a safe and productive community.	
<p>*Objective A: To vigilantly maintain public safety and guard the public trust through fiscally sound, responsive service to our community. (All Departments – Finance Lead)</p>	<p>Strategy #1: Sustainable budgeting practices will be applied to City resources, including identifying and publicizing the funding priorities in each budget cycle, as well as establishing and funding reserves for capital improvements. Decisions about funding will be made in the context of the strategic, long-term plan.</p>
	<p>Strategy #2: Partner with county and state elected officials to ensure collaboration of policies for effective long term strategy.</p>
	<p>Strategy #3: Using creativity and innovation, policies, processes, methods and systems will be reviewed regularly and analyzed in order to seek improvements in the management of resources and delivery of services with a view of comparing cost/benefit and return on investment.</p>
	<p>Strategy #4: Ensure adequate financial resources are in place for safety services, equipment and infrastructure.</p>
	<p>Strategy #5: Fee structures will be developed comprehensively and adopted so that those who receive services are the ones who pay for them. If services are underfunded by decision, then reserves will be established through the budgeting process that will identify the source of funding for the underfunded services.</p>
	<p>Strategy #6: Explore and implement alternative revenue sources to fund city services.</p>

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Content (continued)

Goal #4: Operations	
The City will effectively and creatively manage resources and services to provide a foundation for a safe and productive community.	
<p>Objective B: To provide a healthy, professional environment that empowers our employees to succeed. (HR, Risk Management, and Parks and Rec, IT)</p>	Strategy #1: To seek quality/excellence of services which meet the needs of the organization as a whole and of the diverse groups which comprise the City of Nampa.
	Strategy #2: To provide the benefits for maintaining a sound, healthy workforce.
	Strategy #3: To promote continuous learning and improvement to enhance the benefits of professional development.
	Strategy #4: To provide the atmosphere for initiating positive change and innovation.
	Strategy #5: Assess current perceptions of the workplace, identify areas for potential improvement, and work to address those improvement opportunities.
	Strategy #6: Ensure a safe, productive, and rewarding workplace by providing appropriate training and enrichment.

Four priority objectives are marked by an asterisk (*).

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Prioritized Objectives:

- **Goal 1: Quality of Life; Obj. A: To provide ample recreational opportunities, preserve open space, and create new parks, facilities, pathways and trails.**
- **Goal 1: Quality of Life; Obj. D: To provide education, information services and resources in a state-of-the-art public library system.**
- **Goal #3: Sustainability; Obj. A: To be the community of Choice in Idaho for industry and businesses with resources to start, grow and locate business.**
- **Goal #4: Operations; Obj. A: To vigilantly maintain public safety and guard the public trust through fiscally sound, responsive service to our community.**

Potential measures were developed for each of these priority objectives to assist the development of department strategic plans and measures.

Content (continued)

General Measures for City's Strategic Plan

- Do employees understand and buy into the Strategic Plan
- Determine Community Business Perception
 - Quality of life
 - Connectivity
 - Economic Development
 - Fiscally Sound Responsive Service
- Departments create strategic plans, determine Level of Service, & implement
- Communication to the public

Next Steps

Strategic Plan Next Steps

