

# FY 2015-19 City Council Strategic Plan--DRAFT

4/19/14

## Vision

**The Magic City: A diverse, welcoming community where people prosper and business succeeds.**

## Values

**We, the City Council and staff of the City of Billings, affirm that we perform all of our duties embracing the following values:**

**Integrity:** Through diversity and transparency, we earn the trust of the community to which we are responsible.

**Collaboration:** We commit to provide opportunities to achieve common goals through positive communications with individuals and public and private organizations.

**Stewardship:** We plan and manage resources effectively, responsibly and efficiently.

**Service:** We deliver services with courtesy and respect while meeting our customers' needs.

## **Strategy 1: Honest Responsive Government**

**Goal 1: A value-centered organization with policies and procedures that promote responsibility, accountability and trust.**

Objective 1: Strengthen/ensure the public trust by governing effectively.

Action 1: Ensure regulatory conformity for federally funded programs and projects (HUD, FTA and FHWA) by establishing comprehensive compliance procedures and dedicating staff resources to carry out program implementation, risk assessment, compliance planning and monitoring activities. *Planning, Community Development, Aviation and Transit, Public Works, Legal & Finance. Ongoing.*

Action 2. Develop a more accountable standardized city-wide complaint/inquiry procedure.

a) Post a copy of summary report of complaints monthly to Council members. *Administration. Ongoing.*

Action 3: Distribute City of Billings' Vision/Values/Goals Statement to all employees and the public.

a) Dialog with employees and institutionalize the Values.

## **Strategy 1: Honest, Responsive Government (Cont.)**

Values and Strategic Plan will be distributed to employees, such as with paychecks. City Administrator and Dept. Directors will schedule meetings at employees' workplaces to present and discuss the material and respond to questions. *All departments. FY 15.*

- b) Provide feedback to City Council when presentations are completed. *Administration. FY 15.*
- c) Post in prominent city government locations, including the website, council chambers, etc. (upon Council approval). *All departments. FY 15.*

Action 3: Revise Employee Recognition Program

- a) Recommend ways of standardizing rewards and levels of recognition across the organization. *All departments. FY 16.*

Action 4: Initiate ethics training that incorporates vision/values and goals. *Administration. FY 15.*

Objective 2: Support decision-making with timely and accurate short-term and long-range analysis.

Action 1: Dedicate resources and engage a professional firm to conduct a Facility Needs Study to include a detailed assessment of current conditions, projected future growth, and other facility needs. *Administration, Facilities & Municipal Court. FY 15.*

Action 2: Complete a Priority Based Budgeting review based on the revised Strategic Plan, to determine the order in which programs will be funded if resources are limited or new programs are desired. *All departments. FY 15.*

Objective 3: Improve public engagement in City decision making.

Action 1: Investigate the feasibility and benefits of broadening the City's use of social media. *All departments. FY 16.*

Action 2: Continue transitioning to new Innoprise and Public Safety computer software (which will provide the information needed for improved public communication/information). *All departments. Ongoing.*

## **Strategy 1: Honest, Responsive Government (Cont.)**

- Action 3: Update the City's website as needed to improve citizen access to City news and information and to expand and support business transactions on the internet.  
*IT. Ongoing.*
- Action 4: Support City Council and City Department initiatives that require Information Technology's assistance. *IT. Ongoing.*

## **Strategy 2: Comprehensive, Orderly Growth**

### **Goal 1: Comprehensive, cost-effective, and orderly growth.**

- Objective 1: Manage growth in a way that protects the existing community.
- Action 1: Prepare a comprehensive Growth Policy focused on existing service gaps in City Growth areas (Growth Plan). *All departments. FY 15.*
- Action 2: Revise Zoning Code to bring into conformance with new Growth Plan and updating zoning districts to align with new development types. *Planning & Legal. FY 17.*
- Action 3: Identify areas that are favored for future growth through the Annexation Policy. *Planning/PRPL/Public Works/Fire/Police/MET/Administration. Ongoing.*
- Objective 2: Identify, assess, and establish a level of service for City Departments and determine funding needs to achieve those levels.
- Action 1. Determine acceptable level of city services and analyze service costs to better evaluate where growth should occur in the most efficient way. *All departments. FY 16.*
- Action 2: Investigate funding strategies, such as:
- a) Fee adjustments that accurately reflect the cost of providing service. *All departments. FY 17.*
  - b) Voted, general obligation bonds for funded capital improvement projects. *All departments. FY 17.*
- Action 3. Compile annual cost increases for City services to determine the total impact on the average homeowner/user and compare against other cities before final increases are adopted. *Finance & Administration. FY 17.*
- Objective 3: Develop, preserve and revitalize residential neighborhoods that are safe, attractive and provide diverse, affordable housing.
- Action 1: Dedicate resources to rehabilitate substandard housing via the provision of loan financing to lower income household in order to preserve and revitalize neighborhoods city-wide. *Community Development & Legal. Ongoing.*

## **Strategy 2: Comprehensive, Orderly Growth (Cont.)**

Action 2: Dedicate resources to develop new affordable housing in all neighborhoods to promote inclusion, diversity, equal opportunity and access. *Community Development. Ongoing.*

Action 3: Dedicate resources to acquire and rehabilitate vacant and/or foreclosed properties in order to promote infill, stabilize neighborhoods, and prevent decline. *Community Development & Planning. Ongoing.*

### **Goal 2: A customer-friendly development process.**

Objective 1: Enhance service quality.

Action 1: Assess the current development review process to identify strengths and weaknesses, using methods such as:

- a) Conduct independent review of the staff and process.
- b) Evaluate review findings.
- c) Develop strategies to address findings.
- d) Implement strategies to address customer needs and improve internal process.

*Planning, Public Works, Fire, Administration, Development Process Advisory Review Board (DPARB) & PRPL. Sequential reviews through FY 20.*

### **Strategy 3: Transportation**

**Goal 1: A comprehensive, multi-modal transportation system that supports the Growth Policy to accommodate the future needs of our residents and business community.**

Objective 1: Improve transportation in Billings.

Action 1: Explore partnerships with Downtown Billings Alliance, MSU-B, Billings Clinic and St. Vincent Hospital to fund and operate a downtown circulator (bus). *Planning. FY 19.*

Action 2: Continue adding to the City's network of trails and sidewalks to improve pedestrian access. *Planning, Public Works, & PRPL. Ongoing.*

Action 3: Encourage use of city bus system combining bikes and buses. *MET. Ongoing.*

Action 4: Investigate bicycle parking facilities (bike corrals) to encourage bicycle use. *Planning & Public Works. FY 16.*

Action 5: Encourage the state to fund and complete the Inner Belt Loop in the Heights. *Council/Public Works/Administration & Planning. FY 21.*

Objective 2: Improve perceptions and operations of downtown parking so that it supports and enhances a balanced transportation system and Growth Policy objectives

Action 1: Prepare and adopt a downtown parking strategic plan. *Administration. FY 15.*

Action 2: Complete parking ramp repairs that are recommended by a condition audit in order to maintain public safety and retain infrastructure value. *Parking Division. FY 16.*

Action 3: Prioritize and implement strategic plan recommendations as permitted by budget and operational limits. *Administration. Ongoing.*

## **Strategy 4: Sustainable Economic Development**

**Goal 1: Further economic vitality of Billings and the greater region by fostering community partnerships, and maintaining a strong and efficient infrastructure.**

Objective 1            Continue formal collaborative relationships with Big Sky Economic Development Authority (BSEDA), the Chamber of Commerce and other economic entities to ensure a united, coordinated approach to helping business grow and thrive.

Action 1:            Identify and support projects (Such as Billings Livability Partnership and Think Billings) that promote a competitive and sustainable community.  
*Administration, Planning, PRPL, & MET. Ongoing.*

Objective 2:            Coordinate economic development activities to ensure the City is working cooperatively toward a common goal.

Action 1:            Continue to hold annual strategic planning review meetings with the Chamber of Commerce, Big Sky Economic Development, School District #2, Yellowstone County, the Downtown Billings Partnership and others. *Administration. Ongoing.*

Action 2:            At the next annual meeting, discuss ideas for further cooperation, including creation of a leaders coordinating council or creation of a citywide economic summit. *Council & Administration. FY 14.*

Objective 3:            Work with organizations to publicize historic aspects and cultural advantages of Billings.

Action 1:            Continue work as liaisons to the Cultural Partners, the Yellowstone Historic Preservation Board and the Convention and Visitors' Bureau.  
*Council/Library/Planning/PRPL & Administration. Ongoing.*

Action 2:            Continue work on relationships with Moss Mansion, the Alberta Bair Theatre, the Depot Montana Avenue and Zoo Montana.  
*Council/Library/Planning/PRPL/Public Works & Administration. Ongoing.*

Action 3:            Identify future uses/management of the Babcock Theater, scheduled to be turned over to City in 2017. *Council/Legal/Administration & PRPL. FY 16.*

Action 4:            Investigate the feasibility of a public recreation center. *PRPL & Finance. FY 18.*

## **Strategy 4: Sustainable Economic Development (Cont.)**

- Objective 4: Provide a safe, healthy and attractive place to live and work; offer quality housing choices, accessible amenities and an environment that provides a desirable quality of life.
- Action 1: Dedicate resources to support homeownership opportunities through loan financing to low income households. *Community Development & Finance. Ongoing.*
- Action 2: Determine the feasibility of creating a housing center to support potential and existing residents in their quest to obtain, retain and maintain stable housing. If feasible, create a strategic plan for implementation. *Community Development. FY 15.*
- Action 3: Support initiatives to alleviate poverty and promote economic opportunity through Welcome Home Billings, the city's ten-year plan to impact homelessness and the AmeriCorps Volunteers in Service to America (VISTA) program. (The City must support an anti-poverty strategy to receive CDBG and HOME funding). *Community Development. Ongoing.*
- Objective 5: Enhance economic growth by ensuring infrastructure availability.
- Action 1: Promote the expansion of passenger and freight air service to Billings Airport through expansion of parking facilities and terminal improvements. *Airport. Ongoing.*
- Action 2: Continue expanding the City's water and wastewater treatment and infrastructure to ensure the community can support growth and meet State & Federal regulations.
- a) Long-term plan the community's utilities to ensure utilities are available to support new and existing businesses and housing. *Public Works. Ongoing.*
- Action 3: Ensure adequate funding is available to maintain and repair existing City infrastructure. *Finance/Legal/ Administration/Public Works, PRPL & Airport. Ongoing.*
- Action 4: Continue to develop the transportation system to accommodate both commercial and commuter needs. *Public Works/Airport/PRPL & Planning. Ongoing.*

## **Strategy 5: Involved, United Community**

### **Goal 1: Support the community-wide visioning process.**

- Objective 1      Create common ground with other community organizations and their strategic planning/visioning processes.
- Action 1:*      Develop communication strategies to inform community organizations of City initiatives (mill levy increases, growth planning, capital improvement planning). *All Departments. Ongoing.*
- Action 2:*      Discuss the future of Neighborhood Task Forces. *Council & All Departments. FY 16.*
- Objective 2:      Review citizen participation in advisory boards, commissions and other volunteer capacities to improve public understanding of and involvement in government functions.
- Action 1:*      Re-examine City ordinances on board appointments to ensure that the process is cost- and time-effective, and to resolve long-standing vacancies. *Council, Legal and Administration. FY 17.*
- Action 2:*      Provide periodic training on City-related issues and procedures for new advisory board and commission members. *Administration/Legal. Ongoing.*
- Action 3:*      Provide volunteer opportunities. *Planning/Police/ Library & PRPL. Ongoing.*
- Objective 3      Conduct a citizen survey every 3 to 5 years to determine public understanding of and satisfaction with City services.
- Action 1:*      Invest in a web-based public engagement program that allows monitored responses to city surveys, questions and initiatives. *Administration. FY 16.*
- Action 2:*      Use survey results to plan for more efficient future government services. *All City departments. FY 17.*
- Objective 4:      Consider expanding current nondiscrimination language in City ordinances and policies to include sexual orientation or gender identity expression.

## **Strategy 5: Involved, United Community (Cont.)**

- Action 1: Respond to Human Relation Commission’s request to revise its duties in City ordinance. *Council, Human Resources, Administration & Legal. FY 15.*
- Action 2: Propose update to existing city policies on discrimination. *Council, Human Resources, Administration & Legal. FY 15.*
- Action 3: Consider approving an anti-discrimination ordinance. *Council. FY 15.*

## **Strategy 6: Public Safety**

### **Goal 1: Provide for a safe and secure community**

- Objective 1: Provide adequate readiness response capabilities throughout the city in order to respond to routine and emergency calls for service.
- Action 1: Review data regularly to ensure public safety personnel, facilities, vehicles and equipment are sufficient to meet existing service delivery needs. *Police, Fire, Human Resources, Finance & Administration. FY16 & Ongoing.*
- Action 2: Pass a Public Safety Levy or identify other sources to fund public safety programs, or enact reductions to match public safety personnel, facilities, vehicles and equipment with existing resources.
- a) Develop a communications/public relations plan that references the targeted public safety issues identified in order to inform educate and empower the citizens. *FY 16 & Ongoing.*
- Action 3: Identify the most critical public safety concerns in order to adjust prevention, enforcement, remediation and prosecution efforts to meet them. *Police, Fire, Legal, Municipal Court, Administration. FY 16 & Ongoing.*
- Action 4: Develop standard operating procedures between/among departments in order to provide uniform response and enforcement. *Police & Fire. FY16 & Ongoing.*
- Action 5: Engage in visible and proactive collaboration with the county, providers, schools, families, advocates and the business community to promote quality mental health services and safety for high risk children and adults. *Police & Fire. FY16 & Ongoing.*
- Objective 2: Prevent unsafe situations and criminal activities through community education in order to decrease community reliance on the public safety system.
- Action 1: Develop a multi-agency comprehensive community resource guide for internal and external use in order to centralize public safety resource information. *Police & Fire. Ongoing.*

## **Strategy 6: Public Safety (Cont.)**

### **Goal 2: Provide Public Safety services that meet the changing needs and expectations of the community.**

- Objective 1: Identify disparities between citizen expectations of public safety services and the city's capabilities.
- Action 1: Establish a baseline of population demographics to identify relevant population, community, and business indicators in order to better analyze trends and potential impacts on public safety service delivery. *Police, Fire & Planning. FY 16.*
- Action 2: Identify current and future gaps in public safety service delivery and prioritize service delivery needs in order to better serve and meet the changing needs of the community. *Police & Fire. FY 16.*
- Action 3: Prioritize service delivery needs based on identified gaps in order to ensure an effective delivery of public safety services. *Police & Fire. FY 16.*

### **Goal 3: Ensure effective emergency services are available in the event of natural or man-made disasters.**

- Objective 1: Ensure continuous emergency operations planning, coordination, and collaboration of all city agencies/departments in order to provide effective emergency services. *Police & Fire. FY16 & Ongoing.*
- Action 1: Conduct a comprehensive and collaborative review of the City and County “active shooter drills” in order to ensure all public safety components are coordinated in their emergency response efforts. *Police & Fire. FY16 & Ongoing.*
- Action 2: Coordinate public and private public safety providers (including volunteers) and resources, in order to be fully prepared for a natural or manmade disaster. *Police & Fire.*
- Objective 2: Ensure emergency services can be delivered effectively with a standardized approach in order to provide a consistent and efficient response across all disciplines.

## **Strategy 6: Public Safety (Cont.)**

- Action 1: Conduct and evaluate EOP exercises and drills in order to maintain and demonstrate proficiency in emergency response. *Fire. FY 16.*
- Action 2: Identify and acquire resources in order to meet compliance standards established by Federal, State, and local governments. *Police & Fire. FY 16.*

Objective 3: Provide pertinent public information in order to enhance emergency awareness, preparedness and individual response.

- Action 1: Maintain internal and external communications processes in order to provide accurate, timely and consistent information to the widest segment of the affected population. *Police & Fire. Ongoing.*
- Action 2: Maintain and enforce life-safety protection codes and hazard prevention plans (International Fire Code, Building and associated adopted codes, Nuisance codes and floodplain regulations, etc.) *Planning, Fire, Building & Code Enforcement. Ongoing.*

### **Goal 4: Ensure consistent and effective delivery of Public Safety communications.**

- Objective 1: Provide a coordinated Public Safety response system in order to maximize the ability of all departments to respond to incidents and work effectively together.
  - Action 1: Prioritize initiatives and identify required resources in order to implement the Public Safety Strategic Plan. *Police, Fire, Finance, Human Resources & Administration. FY 17.*
  - Action 2: Identify and recommend the elimination of duplicative functions in order to streamline public safety services. *Police, Fire, Finance, Human Resources & Administration. FY 17.*
- Objective 2: Maintain appropriate public safety equipment, facilities, and infrastructure in order to respond to the changing public safety needs of the city.
  - Action 1: Inventory existing equipment, facilities, and infrastructure in order to ensure resources are appropriate for the mission. *Police, Fire, Finance,*

## **Strategy 6: Public Safety (Cont.)**

*Human Resources, Purchasing, Fleet Services & Facilities. FY 16 & Ongoing.*

Action 2: Identify equipment for potential standardization in order to enhance equipment interoperability and organizational functionality. *Police, Fire & Fleet Services. FY 16 & Ongoing.*

Action 3: Identify opportunities for public safety joint procurement in order to maximize purchasing efficiency. *Police, Fire & Purchasing. FY 16 & Ongoing.*

Objective 3: Ensure a prepared and skilled career and volunteer workforce in order to best respond to current and future public safety needs.

Action 1: Focus on employee development and innovation in order to ensure staff is prepared to provide effective public safety services. *Police, Fire & Human Resources. FY 17.*

Action 2: Develop volunteer and career public safety employee recruitment strategies in order to ensure a skilled, competent workforce is available. *Fire, Police & Human Resources. FY 17.*

## **Strategy 7: Quality of Life**

### **Goal 1: Provide Library patrons with tools to become happy, informed, participating community members**

- Objective 1: Connect to the Online World: Patrons have free access to online services that expand and enhance their knowledge and provide resources and learning and leisure opportunities.
- Action 1: Increase number of computer workstations and electronic offerings at the library. *Library. Ongoing.*
- Action 2: Free online access to online services that meet patron needs and preferences provided through the City's website. *Library. Ongoing.*
- Action 3: Maintain a robust network infrastructure featuring redundancy to ensure uninterrupted services. *Library and IT. Ongoing.*
- Action 4: Provide internet access, resources and technical support for library and patron mobile devices. *Library and IT. FY16.*
- Action 5: Institute technology training that is relevant for user needs. *Library. FY15.*
- Action 6: Establish a media studio allowing for interface with, and production of, on-line compatible video, social media, and music. *Library. FY15.*
- Action 7: Be a leader in introducing and instructing patrons in new technology. *Library. FY16.*
- Action 8: Engage the business community, in particular, technology companies to provide prototypes and other experimental - testing lab information sources – to provoke curiosity in early adapters. *Library. FY15.*
- Objective 2: Know Your Community: Patrons have easy access to information about community resources, programs, services and activities in order to actively participate in the community.
- Action 1: Increase opportunities that link patrons with community information. *Library. FY15.*
- Action 2: Collaborate with partner agencies to enhance services to the community. *Library. FY15.*
- Action 3: Develop community dialogues and programs that permit residents to meet and know one another. *Library. FY15.*

## **Strategy 7: Quality of Life (Cont.)**

- Action 4: Design a social media plan to permit conversations with residents. *Library. FY15.*
- Objective 3: Learn to Read and Write: Patrons of all ages can learn to read or improve their literacy skills to meet their personal educational and occupational goals.
- Action 1: Provide learning options for children, teens, adults in a variety of formats. *Library. FY15.*
- Action 2: Partner with schools and other community agencies to enhance literacy efforts available to all community members. *Library. FY15.*
- Action 3: Focus on early learning experiences to develop lifelong learners. *Library. Ongoing.*
- Action 4: Increase awareness and participation in Summer Reading Program. *Library & Community Services. FY15.*
- Objective 4: Satisfy Curiosity: Patrons in all stages of their lives have access to programs and material needed for personal enrichment.
- Action 1: Identify new programs and services to respond to changing community interests. *Library. FY15.*
- Action 2: Engage the public to determine where curiosity lies and create feedback mechanisms to improve effectiveness of programming efforts. *Library. FY15.*
- Action 3: Improve the Library's collection based on trends and patron requests and needs. *Library. Ongoing.*
- Action 4: Acquire digital holdings that enhance learning and leisure opportunities. *Library. FY15.*
- Objective 5: Stimulate Imagination: Patrons enjoy stimulating and inspiring programs and materials that make their leisure time more engaging and enjoyable.
- Action 1: Provide programs and materials that provide a creative outlet. *Library. FY15.*
- Action 2: Create and manage a community 'Makerspace,' an innovative spot that introduces library patrons to tools, like 3D printers and makerbots, not normally found in the library and offer patrons the opportunity to explore their interests, use new tools, and develop creative projects. *Library. FY16.*
- Action 3: Enhance the library user experience by providing complementary information sources and entertainment. *Library. FY15.*

## **Strategy 7: Quality of Life (Cont.)**

- Action 4: Spotlight collections through displays and programs. *Library. FY15.*
- Action 5: Establish a teen advisory board for better understanding of collection and programming needs for teens. *Library. FY15.*
- Action 6: Partner with K-16 and others to enhance grant opportunities. *Library. Ongoing.*

### **Goal 2: Continue to preserve and expand the City's recreational and library facilities for the benefit of residents.**

- Objective 1: Make the Library a comfortable place where patrons can conveniently pursue individual, group, or community interests or Interact socially at the main Library or Library branches in a safe, comfortable, appealing and welcoming environment.
  - Action 1: Minimize the Library's environmental impact including attainment of LEED Gold Certification. *Library. FY16.*
  - Action 2: Supportive work environment that enables staff to provide high quality, cost effective services to customers in a timely manner. *Library. Ongoing.*
  - Action 3: Establish a docent program and provide thorough orientation and ongoing. *Library. FY15.*
- Objective 2: Plan for adequate parks, open space and trails infrastructure city wide.
  - Action 1: Identify appropriate locations for future parks and trails through the update of The Comprehensive Billings Parks, Recreation and Open Space Master Plan. *PRPL. FY15.*
  - Action 2: Develop park acquisition and development guidelines. *PRPL & Planning. FY15.*
    - a) Coordinate with City/County Planning to identify appropriate size and location of parkland to provide adequate parks, open spaces and recreational opportunities throughout the City.
  - Action 3: Coordinate with City/County Planning and the Alternate Modes Coordinator to implement trail connectivity and access in and from parklands. *PRPL & Planning. Ongoing.*
  - Action 4: Continue the maintenance upgrade and replacement of existing park and trail infrastructure through the ongoing City Wide Park District #1. *PRPL. Ongoing.*

## **Strategy 7: Quality of Life (Cont.)**

Objective 3: Protect and enhance the Yellowstone River water quality within the urban area.

Action 1: Reduce non-storm water discharges and pollutants into the storm water collection system under the City's MS4 program. *Public Works. Ongoing.*

Action2: Design and construct on-site and CIP storm water management facilities to control storm water runoff. *Public Works. FY 19.*

Action3: Obtain easements and right-of-way for all outfalls discharging directly to the Yellowstone River . *Public Works. Ongoing.*

### **Goal 3: Ensure the Parks and Recreation Department has the facilities, equipment, staff and training to provide high quality services.**

Objective 1: Ensure that the Parks and Recreation Department meet all national standards of best practices.

Action 1: Complete agency accreditation process. *PRPL. FY17.*

Objective 2: Enhance Parks and Recreation services and encourage community involvement through the recruitment, retention, and engagement of volunteers.

Action 1: Recruitment/Engagement: Setup online volunteer registration, project selection and records management that is accessible and user friendly for citizens. *PRPL. FY15.*

Action 2: Engagement: Expand and diversify volunteerism by establish ongoing relationships and partnerships with community groups such as colleges and universities, clubs, and churches. *PRPL. Ongoing.*

Action 3: Recruitment: Promote and market volunteer programs and opportunities through tradition and social media outlets. *PRPL. Ongoing.*

Action 4: Retention: Develop a volunteer recognition program and provide volunteers with meaningful and engaging opportunities. *PRPL. Ongoing.*

Objective 3: Provide lifelong recreational opportunities for community residents.

## **Strategy 7: Quality of Life (Cont.)**

- Action 1: Investigate potential partnerships for program growth and development. *PRPL. Ongoing.*
- Action 2: Develop a marketing plan that includes a multitude of different delivery points, including social media, broadcast media, print media, internet/website, and outdoor display. *PRPL. Ongoing.*
- Objective 4: Plan for adequate parks, open space and trails infrastructure Citywide. *PRPL. Ongoing.*
- Objective 5: Plan for and promote more and proper use of Natural Area parklands throughout the community.
- Action 1: Develop and implement a Park Natural Area Management Plan. *PRPL. FY16.*
- Action 2: Develop and implement a Noxious Weed Management Plan. *PRPL. FY16.*
- Action 3: Inventory, develop and manage single track bike/hike trails in Natural Areas. *PRPL. FY17.*
- Objective 6: Promote, encourage and develop city wide landscaping and tree planting to make the community more attractive.
- Action 1: Develop and implement a city wide Urban Forestry Strategic Plan. *PRPL. FY15.*
- Action 2: Review, rewrite and implement city wide Landscaping Codes. *PRPL, Planning & PW. FY17.*
- Action 3: Develop and implement and city wide Noxious Weed Management Plan. *PRPL. FY17.*
- Objective 7: Continue to improve response to public safety issues in City parks.
- Action 1: Recruit and train citizens for the volunteer ranger program. *PRPL. Ongoing*
- Action 2: Develop communications and coordination strategies with public safety entities. *PRPL, Police & Fire. Ongoing.*
- Action 3: Focus on continuous employee development and innovation in order to ensure staff is prepared to recognize and respond to public safety issues. *PRPL, Fire & Human Resources. Ongoing.*

## **Strategy 7: Quality of Life (Cont.)**

Objective 8: Provide an aesthetically pleasing public cemetery and cost effective funeral services.

Action 1: Prepare section 15 for graves. *Cemetery. FY18.*

## **Strategy 8: City Infrastructure**

### **Goal 1: Provide Understandable Infrastructure Program**

- Objective 1: CIP Source of Infrastructure Program
- Action 1: Program infrastructure based on Long & Short Term Planning Documents. *Airport, Public Works, Planning, PRPL, Parking & Facilities. Ongoing.*
- Action 2: Prioritize programs based on:
- a) Maintaining existing infrastructure.
  - b) Improving existing infrastructure.
  - c) Planning new infrastructure
- Airport, Public Works, Planning, PRPL, Parking & Facilities. Ongoing.*

### **Goal 2: Provide Sustainable funding**

- Objective 1: Establish financial plan for infrastructure program
- Action 1: Develop Infrastructure Replacement Program. *Finance, PRPL, Airport & Public Works. Ongoing.*
- Action 2: Establish annual inflationary adjustments for infrastructure programs. *Finance, PRPL, Airport & Public Works. Ongoing.*
- Objective 2: Create a Storm Water Utility
- Action 1: Explore the feasibility and framework of creating a storm water utility to improve funding for CIP projects and the storm water management program. *Public Works. FY 15.*

### **Goal 3: Enhance Solid Waste Services to Billings Residents**

- Objective 1: Increase potential for recycling.

## **Strategy 8: City Infrastructure (Cont.)**

- Action 1: Develop construction debris recycling program to reduce landfill disposal and provide access to construction material for non-profits and residents. *Public Works. FY15.*
- Action 2: Develop private/public partnerships for recycling of plastics, glass, and other materials. *Public Works. FY 16.*
- Objective 2: Increase the useful life of the landfill benefits.
- Action 1: Permit the available land at the existing landfill to ensure continued use. *Public Works. FY15 and Ongoing.*
- Action 2: Acquire additional land for buffer and future landfill disposal. *Public Works. Ongoing.*
- Action 3: Investigate and develop natural regional recreational areas on reclaimed landfill cells. *Public Works. FY 17.*