

City Council Special Work Session

8:00 AM to 1:00 PM
Council Chambers
Saturday, February 1, 2020

ATTENDANCE:

Mayor/Council (please check) ✓ Cole, ✓ Shaw, ✓ Yakawich, ✓ Neese,
✓ Ewalt, ✓ Joy, ✓ Choriki, ✓ Purinton, ✓ Ronning, ✓ Boyett, ✓ Brown
CM excused: ALL COUNCIL MEMBERS PRESENT

ADJOURN TIME: 1:00 PM

Agenda

TOPIC #1	Progress Report – 2019 Adopted Goals and Council Initiatives
PRESENTER	Reg Gibbs, Facilitator
NOTES/OUTCOME	

- **Meeting called to order at 8:00 a.m.**
- **Mayor:** Opening comments and greetings. Urges everyone to be brief as there is a lot to get through today.
- **Reg Gibbs, Facilitator:** Overview of what will take place during the Special Work Session.
- **Public Comment:**
- **Kristi Drake, 2416 Avalon Road, Billings, Montana:** Expressed appreciation for Trails being in the Top 40. Requests that time be invested in trails, parks, and safe routes to school. Data: Multiday study by Billings Traffic Engineering in 2018 showed that pedestrians out number bicyclists by more than 2:1. Statistics from 2016 show that trails rank #1 in importance to households. Funds being raised for Billings Skyline Trail, and since 2017, \$160,000.00 has been raised for \$3,000,000.00 trail. The funds raised have been given to the City. Already paid \$186,000.00 for engineering. At this rate, (\$160,000.00 every two years) it will take 20 years to build the Billings Skyline Trail.
- **Scott Brown, Owner of The Base Camp, Billings, Montana:** Longtime supporter of trails not only for health but also for economic development of Billings. Trails provide convenient and safe place to recreate, but more important, great recruitment for doctors and nurses.
- **Mike Hornsby, 2930 Walden Place, Billings, Montana:** As a realtor, seeing families who view trails to be an important part of life. Data shows that there are one million users on trails per year.
- **Anna O'Donnell, 131 Avenue B, Billings, Montana:** Speaking on the importance of trails but specifically the Marathon Loop. While training for the Chicago Marathon, she was almost abducted. She is asking for an investment in Marathon Loop and public safety on trails.
- **Steve Arveschoug, Big Sky Economic Development:** Presented handout with six items to consider: 1) Requests that investment in our downtown be part of the

comprehensive plan to address public safety. Occupying vacant buildings is essential for comprehensive strategy; 2) Develop and execute Strategic Community Development Action Plan. Consider Skyline Trail, Castle Rock Park, Coulson Park, and other opportunities as ways to further continue strategic community development; 3) Continue with workforce initiatives; 4) Find creative way to partner with and encourage growth of our health care sector. Participate in February 27th Business of Health Care Summit. Learn about return on investment that health care infrastructure and focus makes to this community; 5) Continue to work with Montana Economic Developers Association and the Montana Chamber Foundation as they develop the next generation of economic and development tools; 6) Seek shared vision and common set of goals to partner with the community to find shared vision.

- **Katie Easton, CEO of Downtown Billings Alliance:** Focus is revitalization of downtown Billings. Downtown District bonded through 2038. Opportunity for the City of Billings to identify a new and appropriate project that could be bonded and serviced through the district increment allowing the Urban Renewal District and the City of Billings to capture the final seven years of the district lifespan and increment. Challenges Council to incentivize private investment in downtown Billings. Crucial that we optimize opportunity to extend this program. Spurs economic development, public safety initiatives, workforce development, and the ultimate goal of creating a vibrant downtown which will benefit our entire community. Respectfully requests that the council pursues the opportunity to fully realize the potential of this economic development tool. Looking for appropriate projects right now to present to the Council.
- **Yakawich:** Requests that Katie Easton, CEO of Downtown Billings Alliance, email her speech to him.
- **Kevin Odenthal, 344 Burlington Avenue, Billings, Montana:** Bicycle commuter. Appreciates the support the council has given trails. Asks for continued support of trails. Funding sources are available such as Land and Water Conservation fund which has been completely refunded.
- **Dale Anderson, 1240 Crawford Drive, Billings, Montana:** Speaking in favor of trails and specifically the Coulson Park Plan. Encourages Council to look at the Yellowstone River as a trail. Safety needs to be provided because it has the potential for danger. Coulson Park needs an approved and appropriate boat ramp which is in the master plan. He has a letter from the Fire Chief and from the Sherriff which both state they are in favor of having a ramp there for emergency purposes.
- **Chuck Barrett, 314 Calhoun Lane, Billings, Montana:** Presenting five things that he believes need to be done in Billings. 1) City Water Treatment Plant. Infrastructure is great but not if we do not have water for our residents; 2) Airport expansion which will bring in new business; 3) Safety Mill Levy should be high priority; 4) Fire Department needs to have another station; 5) South Billings Urban Rec Center in hopes of drawing new people and businesses.
- **Ralph Saunders:** Here to speak about importance of trails and the history associated areas around trails.

- **Julie Thomason, 265 Caravan, Billings, Montana:** Here representing Landon's Legacy Foundation. In 2017, master plan was created for Poly Vista Park. This plan includes an all-inclusive playground, a miracle league ball field, and a splash pad. Since October 2019, over \$330,000.00 has been raised. Now working with Land Design and City Parks on a development plan in order to put phases into fruition for the City. Restrooms which will need to be completely redone. Looking at restrooms that have lifts to help with changing. Billings has two "all-inclusive parks," but these are not at the level being proposed for Poly Vista Park. This will be a revenue generator for the City of Billings. 20% of our City qualifies for special needs.
- **Purinton:** Does the 20% include adults or is it just children?
- **Julie Thomason:** It includes everyone.
- **Dan Brooks, Billings Chamber of Commerce:** Recently started Smart Design Safer Spaces Program to make recommendations for upgrades to improve the security of properties. Identified changes that business can make. In partnership with Billings Police Department, identified hotspots. Focusing on smaller areas but there are often issues outside of those areas that is largely due to a lack of economic development. Community would benefit from Downtown Convention Center to drive private investment which would also help to properly activate those spaces and drive out negative activity that is negatively impacting our businesses. Please keep public safety as your #1 priority item. If economic development is neglected, the efforts to increase public safety in Billings will be negatively impacted.
- **Purinton:** Is this primarily for the downtown area or are you expanding it to other areas in Billings, the mall and some of these other shopping centers?
- **Dan Brooks:** We have a roster right now of 30 businesses that have asked that we come out and do security surveys, and we are open to add as many others that would like to be on the list. We have business properties in the Heights, the West End, and down by South Billings Boulevard so we will be covering businesses all over Billings.
- **Ross Waples, 4246 Marion Circle, Billings, Montana:** Advocating for trails specifically along the Yellowstone and the Marathon Loop.
- **Jennifer Owen, 906 Royal Avenue, Billings, Montana:** Chair of the Heights Task Force and Vice Chair of the Heights Business Association. On behalf of both of those organizations, appreciate seeing the Inner Belt Loop and Castle Rock Park retained as council priorities for this year. Thrilled to see that the Heights Water District has been added as well. Recognizes that public safety should be a priority except for the fact that we do not have a public safety problem in Billings as much we have a public health problem in Billings. Criminal behavior largely driven by substance abuse and mental health issues with roots in deep generational trauma. We experience early childhood trauma at rates greater than most states in the nation and among highest in our region. We lead the nation in adult suicide, we are consistently in the top five for teen suicide, and we consistently rate among the top five for children that are exposed to substance abuse and mental health issues in the home. As consider public safety issues, urge to consider public health factors that underlies them.

- **Ed Yuleg, 3515 10th Avenue North, Billings, Montana:** Transportation funding: Need good visible data on how we allocate our limited transportation budget funding. A lot of our money is being spent in areas of low density development or areas that do not pay their own way. Support efforts of higher density development that will pay its own way with more strategic allotment of transportation funds to support that.
- **John Brewer, Billings Chamber of Commerce:** One of first steps needed is to ensure that new revenue streams are available because whatever problem is chosen to tackle will require funding. Over past two years, strategy partners including City Council, Big Sky Economic Development, and the Chamber has adopted a downtown plan that would grow our tax base and help residents throughout the county.
- **Gerald Kessler, 237 Avenue B, Billings, Montana:** Advocating for Billings Trails System. People are using trails as it is a resource that anyone can use. It is a sound investment in our infrastructure and the quality of life of the city. Rims are one of the City of Billings most overlooked assets as they are very unique to the City making the Skyline Trail a wonderful attraction and selling point for Billings.
- **Public Comment is Closed.**
- **Mayor:** Compliments to everyone for being brief and giving excellent ideas. Now move onto specific items.
- **Reg Gibbs:** Now go through the Top 40 individually.
- **Mayor:** Suggest that item #1 be kept as item #1. Do we need further discussion from Council before we move to item #2? No. I think that shows the level of support for that item.
- **Gibbs:** #2: Public Safety: Facility Space Needs. Council members made this a priority.
- **Mayor:** As clarification, just because you only see four Council member names next to item really does not mean a lot. Often times, names are not added because they know it is already a high priority.
- **Ewalt:** #2 and #9 could be combined.
- **Gibbs:** #2 and #9 could be put together. #9 is City Hall New Facility. We did not alter information that came in from the Council members because that was your priority. We did some consolidation, but we did not want to do that on our own. So this is the place to do that. So if other council members do not object, I would say it is a good idea to combine those two.
- **Mayor:** Does anyone disagree that while these two are not equivalent and we may need space for public safety which is different from an entire new City Hall. To get to that determination, we will have to go through a lot of analysis.
- **Joy:** I would second with what the Mayor said. The entire City Hall idea and needs for the municipal court may not be the same thing, and I do not necessarily see them as equivalent.
- **Mayor:** So I think that needs to be understood, but it does not mean that we could not combine them.
- **Purinton:** In looking at some of the public safety needs regarding facility, I know one of the judges has said "Don't give me more people unless you give me more

space.” After touring the City Hall, there is a definite lack of space there so however that fits in.

- **Gibbs:** Part of this process is that we are trying to give direction to staff as to what is a priority of the Council. It probably would good to combine some of these, but there are different aspects to those two and there is a reason as to why we did not combine them early on because there is enough of a difference.
- **Mayor:** Does anybody object to combining those? I see broad consensus.
- **Gibbs:** Moving on to #3: Public Safety Impact Fees.
- **Choriki:** Tempted to expand it to a more general concept of revenue as opposed to just focusing on impact fees.
- **Gibbs:** Good point because we still have that as a priority coming up so we may have an opportunity to combine them.
- **Ewalt:** Feel that #1, #3, #15, and #30 all deal with the same thing, and it all has to do with funding public safety. That would eliminate three more positions.
- **Mayor:** The only thing I might suggest is that if we do get into the consolidation business, we keep #1 separate because that source of money is the voter whereas the other categories fall into the other funds. Logical division might be what we ask from voters versus what we ask from other groups or individuals.
- **Gibbs:** #4 Public Safety: Transients.
- **Joy:** I really like the comments from Jennifer Owens who talked about trauma that is part of our community. I see this not in any way as an issue of transients. I see this as an issue of our community struggling with issues of mental health, access to healthcare, and economic opportunities. I see these as the basis for this. I do not have a lot of support for the use of the word transients.
- **Gibbs:** What Ms. Owens said really resonated with us as the root.
- **Choriki:** Add that the phrase domestic violence to that list.
- **Gibbs:** #5: Public Safety: Safe Routes to School.
- **Shaw:** Add to this if other Council Members would support Safe Routes to School and also Trails where those intersect with multiuse trails for a broader sense of the conversation.
- **Neese:** Trails can be a safe route to school just as a sidewalk can be. There has been discussion about trying to get additional funding from the state. The county needs to be involved because some of the land is county, and we need to find a way to make a trail through that land.
- **Reg Gibbs:** #6 Public Works: West End Reservoir/Treatment Plant. This was a high priority from 2019.
- **Neese:** This needs to be labeled a high priority for 2020 as well.
- **Gibbs:** #7 Public Safety: Mental Health and Addiction Services.
- **Purinton:** We need to definitely work with the county because they get money for that out of the tax base as well as we need to partner with our healthcare system and the community.
- **Mayor:** We all recognize that this is core issue. I would not say that we should combine this with a public safety push because it is a separate item. We have never really devoted money there before or staff efforts so having it separate allows us to concentrate on it and remind the public that this is new territory for us.

- **Brown:** We do have resources for this, and it is not like we are not already doing something.
- **Neese:** Before any decisions are made as far as funding this, I would like to see how we can coordinate it and utilize funds from other sources because there are funds out there, and we maybe just need to reorganize how we are using the funds.
- **Brown:** There is talk that the county is starting to look at their mental health and how they are funding it. So we are really going to need to collaborate with the county.
- **Gibbs: #8: Public Safety: Court and Legal Staff.**
- **Boyett:** There is only one judge and there is no place in the jail. The system is unable to handle more so we need to increase the staff and the courts in order to reach our goal.
- **Choriki:** There has been some talk about doing a study to look at the whole county and judicial system and see what the bottlenecks are and where we can get the most bang for our buck.
- **Shaw:** Also make sure that domestic violence and prosecution is included in this. There are so many cases and just one prosecutor. 800 cases a year.
- **Mayor:** Although, it is 800 and he is grossly overcommitted, he has the light load. The average city attorney handling prosecution is 1200 cases so we have cut back drastically.
- **Gibbs: #9: City Hall: New Facility.** This is more specific to #2 which is more broad.
- **Neese:** This solves a lot of the other issues we have about space needs. We cannot hire judges and add courts if we do not have somewhere to put them. This needs to go first and get out even the Public Safety Mill Levy because the Public Safety Mill Levy can pass, but we will not have anywhere to put them so we need to have the space.
- **Gibbs: #10: Public Safety: Fire.**
- **Boyett:** At the very least, I think we need to look at buying land in the Heights now rather than waiting.
- **Choriki:** The Fire Department has stated that they also have ongoing maintenance needs and repair needs to existing buildings.
- **Gibbs: #11: Parks: Park's Development Fund.**
- **Purinton:** This needs permanent funding. It is one thing to develop, but we have to be able to maintain. We have seen a lack of maintenance in our parks.
- **Mayor:** I see this as sort of a proxy for some of the specific line items. It all comes back to dollars. We have the ability to find funding. I would like to see private donations in order to incentivize so citizens get a great bang for their buck when half the cost is being paid for by individuals or organizations.
- **Purinton:** There was discussion about how the money is spread out across the wards, and this was very telling because there are a few wards that have absolutely no funding and this does not mean that there is not a need there.
- **Neese:** The Council has to focus on priority parks throughout the city, and once those are finished and being maintained, we can add more.
- **Gibbs: #12: Project Re:Code.** 2019 high priority.

- **Neese:** We need to take this slower. It is going to impact the city significantly, and we do need review these items thoroughly and not just pass it and revisit it later. This needs to be taken in chunks over longer periods of time.
- **Joy:** This is really important and thousands of hours have been spent by volunteers to move this forward.
- **Purinton:** Volunteers and staff have spent a lot of time. Council needs to spend a lot of time on it too before we pass it. Not something we want to read after it has passed. We need to know ahead of time and understand it.
- **Gibbs:** #13: Communication: Public Information Officer.
- **Choriki:** Does the City have a strategic communications plan?
- **Kevin Iffland:** No. Not in detail.
- **Gibbs:** At the end you see staff leadership team. Staff did forward several items that are a priority to them.
- **Mayor:** I have proposed that the budget do double duty so that this person is sort of a chief development officer for the City where that person would communicate with prior donors to help solicit contributions and act as sort of a liaison with those donors. The next item up is a grant writer, and in a perfect world I would combine this money. Would it be possible to combine #13 and #14, the POI position with the grant writing position or are those different skills?
- **Kevin Iffland:** We have looked at that. The Public Information Officer definitely could work with donors, but the grant writing might be too extensive. We would have to see how this would work as far as time management and to see if that skill set would fit with that position.
- **Purinton:** Adding grant writing to this is huge because grant writing takes a lot of time so it might be nice to partner with someone.
- **Brown:** My thought is that the grant writing would pretty much be a fulltime job because it also involves going out and looking for grants to apply to and not just writing grants that we are already doing.
- **Gibbs:** #15: Public Safety: Supplementary Funding.
- **Mayor:** This would be to potentially increase fines along with additional charges for false alarms. None of these will add millions of dollars, but might add tens to even hundreds of thousands of dollars.
- **Neese:** We have talked about combining #3, #15, and #30, but are we saying that by having priority of impact fees #3 and supplementary funding meaning that we as a Council believe the priority is less than that? I would think that would be just as important as far as finding alternative revenue sources, and I would like to see that moved up with #3 as far as us working on that. We could get impact fees done faster, but it is something we should be working on at the same time.
- **Shaw:** Just so I am clear, you would put impact fees as a subcategory?
- **Neese:** No. Impact fees are just one revenue source that we are looking for and should be combined with revenue sources that the City goes after.
- **Shaw:** So it would be on the list of alternative revenue sources. In my opinion, this should be put with #3.
- **Mayor:** Do we want to resolve to the combination of #3, #15, and #30? Is that the direction that we are heading? It seems that we have consensus on that.
- **Gibbs:** #16: Public Safety: Traffic Control.

- **Boyett:** We need aggressive enforcement.
- **Choriki:** I think this is general problem and we just make this a general category and this just one of the issues we look at.
- **Brown:** I am thinking that traffic control, domestic violence, and a couple of these fit into the Public Safety Mill Levy as bullet points.
- **Gibbs:** #17: Public Safety: Domestic Violence/Aggravated Assault.
- **Choriki:** One of the data points that really skyrocketed was aggravated assault because of domestic violence and that is why I put the focus on that specifically.
- **Gibbs:** #18: Public Safety: Clean/Safe City.
- **Neese:** If visitors see graffiti and trash, it gives the perception that this is not a good city and is not safe. Engage public in cleaning up city.
- **Choriki:** While graffiti are a problem, removal is not always the only solution. Some cities have found that engaging artists to actually tag the problem areas can have a similar result.
- **Neese:** We just need to make sure that those areas are designated for that and are maintained.
- **Purinton:** This goes back to funding. In years past, there were beautification grants. This is something that could be looked into again if available.
- **Ewalt:** When was the last time a ticket was written for littering?
- **Iffland:** Would have to check on that. Volunteers are actively part of the graffiti issue that is going on of cataloging and assisting law enforcement.
- **Yakawich:** Downtown clean up next week. Something as easy as touching up paint downtown such as curbing makes a big difference.
- **Gibbs:** #19: Parks: South Billings Recreation Center. This was a 2019 medium priority that receives broad support.
- **Joy:** The land is already bought. Form strong partnership to continue project forward.
- **Gibbs:** #20: Communication: City Website. 2019 medium priority. Broad support for this revamp.
- **Choriki:** The problem is content and keeping content fresh. The best example is our calendar which is currently not reliable. We need a process to make sure it is fresh and current.
- **Gibbs:** #21: Parks: Coulson Park.
- **Shaw:** Prioritized this under the Park Development fund because that seemed like the umbrella that is the only way that this is going to happen. We need some sort of permanent park funding. We have several parks projects on here that we prioritized, and they are all kind of part of the same conversation in terms of where we are going to get the funding from.
- **Gibbs:** You are saying that you would like to bring all that up under #11, Parks Development Fund.
- **Shaw:** Curious if other Council Members would agree with that.
- **Brown:** I would disagree with that. A lot of these park projects are underway. They have already gone out and done a lot of work to find private funding. See the Parks Development Fund as longer term. Some of these need to be standalone priorities.

- **Mayor:** I would second that. I am torn because we could group a lot of these things that are related to each other into a master group, but then there is a concern that details get lost. This is a huge opportunity to develop the river. It is also important on an urgency scale. There is a clock ticking for Exxon money to run out if we cannot match funds.
- **Purinton:** When does that run out?
- **Steve Arveshoug:** We have until May or June of this year. I will need to get back to you with the exact date. This means master plan is complete and starting development process.
- **Ewalt:** The Yellowstone River Parks Association does a really good job, and I think it would be wise to try to partner with them. They get a lot done for little cost.
- **Neese:** There are some benefits of the city developing some of the park, but the majority of the park may be better suited for them because they do much better job as far as what you can get for dollars.
- **Gibbs:** The consensus then is that we leave these separate.
- **Neese:** I would like to revisit this in the future as far as prioritizing parks.
- **Gibbs:** #22: Public Safety: Code Enforcement Director.
- **Yakawich:** Very critical and impacts the community. We need two positions for code enforcement and planning.
- **Iffland:** We need to have the money for budgeting.
- **Gibbs:** #23: Public Works: Heights Water.
- **Ewalt:** Contract with Heights Water is so open ended. The city does not have much control over what they use or how much they use. If they wanted to invest in running a line to Worden, there is no way we could stop them.
- **Neese:** Much of the Heights pay a higher amount for water than we do through the city. There is rate structure is not transparent. Asks city of focus on what we can do for the residents of the Heights. They do provide a tier for usage with lower rates for less usage. Asks the city to mirror that.
- **Choriki:** This opens up the issue that we need a longer term plan for how we are delivering and getting sewer up to and out of the Heights.
- **Gibbs:** #24: Intergovernmental Collaboration: Intergovernmental Meetings.
- **Neese:** Try to focus on relationship and what we are trying to accomplish in the city. Separate sessions to not bring too many things to the table.
- **Purinton:** Also include Metra Park as they serve many needs for the city.
- **Yakawich:** Hoping that lobbyists will help us come together more. We need to facilitate more dialog between specific groups like the county or the school board.
- **Brown:** Needs to be one of the biggest and highest priorities we have. Need to look at the all the things that are going on between the county and city where there are dual efforts. Able to pool resources if working together and get more done.
- **Mayor:** Before we make an ask of another organization, we need to know what that ask is.
- **Shaw:** Curious if Council would be interested in bringing back from the lower 40 is legislative lobbying tools. Would that be a better conversation to have under this category or to keep separate?

- **Joy:** The legislature because of how they meet and on years and off years would necessitate a totally different kind of conversation then you would probably want with the school district or county.
- **Gibbs: #25:** Public Safety: Traffic Calming Technology.
- **Choriki:** There are some things that we are unable to with cameras because it is illegal with the state, but there are many other things like a radar sign that says how fast you are going. We need to take advantage of technology that is more passive.
- **Gibbs: #26:** Parks: Centennial. 2019 medium priority.
- **Mayor:** This is an ongoing legacy project. Dollars that are allocated will not complete the park. There are a lot needs such as playground equipment still. This is part of larger question of how we fund park improvement.
- **Gibbs: #27:** Inner Belt Loop. 2019 medium priority. This is an ongoing project.
- **Gibbs: #28:** Parks: Castle Rock.
- **Purinton:** This is part of the ongoing phases of the parks. Actually getting something done will help with public perception.
- **Ewalt:** Need to stop saying that Castle Rock is the last major park developed because it has never been developed.
- **Neese:** It means a lot to the Heights residents that this is standalone project in the Top 40.
- **Gibbs: #29:** Cost of Services: Cost of Services Study.
- **Joy:** Would like to see this as a much higher priority than some of the other needs. It costs a lot to put sewer and water pipes out. This is very important for our vision for the city in terms of what is strategic for how we develop as a city. Whether or not we choose to enlarge our annexation map, we need to see how that fits in our priority and our policy of infill within our city. We need to examine how we make this work. Our tax structure in Montana does not give us a lot flexibility, and it does not give us good sources for revenue to develop our city.
- **Iffland:** This has been talked about and tossed around for the last several years so staff is fully supportive of trying to implement that throughout all the departments to get that study done. This is one of those items that could take a significant amount of staff time if it is moved up to get this study completed.
- **Choriki:** We cannot make good decisions without good data, and this is what this is all about. If we want to run this city like a business, the first thing we have to do is start collecting good data so we can make good decisions.
- **Neese:** Isn't this part of Lean Six Sigma?
- **Iffland:** Yes. This would allow us to focus on what it would cost us to deliver x depending on what x is in this case. The Lean Six idea is that we are making that process efficient so we could affect how much it would cost us to deliver x. Because we do not know right now how much it would cost to deliver x, this study would show us that.
- **Neese:** We do know some of that for water and sewer because Public Works does a really good job of Cost of Services Studies. Is the plan to move this over into other services such as police and fire?
- **Iffland:** Correct. It would expand it to other departments.

- **Mayor:** Quick reminder that these are linked to the Impact Fee issue as well for public services. If we are going to put the Impact Fee on development, that has to be legally justified. There has to be data that supports those numbers. This is an expensive process to do right requiring multiple consultants.

Recess: 10:05 a.m.

Reconvened: 10:15 a.m.

- **Gibbs:** #30: Revenue Sources: Alternative Sources of Revenue.
- **Mayor:** Just to clarify, this will be combined with #3 and #15 in a more general category.
- **Gibbs:** #31: Parks: Poly Vista.
- **Purinton:** That would be part of that ongoing Park Development. Is this the matching fund one? There was some discussion about that before.
- **Iffland:** There are no matching funds coming for this. There is no city money for park development at this point. That is something that would have to be allocated.
- **Mayor:** We all recognize the importance of this project.
- **Gibbs:** #32: Airport: Airport Expansion. 2019 medium priority.
- **Gibbs:** #33: Public Safety: Yellowstone County Jail.
- **Boyett:** We need to look at alternatives whether that be ankle bracelets, counseling, drug help, or mental health help. The Sheriff says that half of the people there should not even be there to start with.
- **Mayor:** If we have someone in the jail on purely city charges and not arrested by the city on state charges, is it correct that we reimburse the county? Is it possible if we had more money from a Public Safety Mill Levy we could earmark some of those funds to buying more rooms at the “inn?” Could we outbid somebody since part of the jail is not currently open while they do some changes there, but we expect to get more than 100 beds in the near future so could we buy more beds if we had money to pay for those beds?
- **Iffland:** You are correct that strictly for any city infractions that people are arrested on and put in jail, the city does pay that fee and it is about \$100.00 a day for housing of an inmate there. If the beds are there, we can put people in. The problem is that there are no beds to take people that are under arrest so it becomes a priority of who is in and who is out. If they are not there strictly on a city charge, the State of Montana covers that and they have a different rate set up with the county for that.
- **Mayor:** The state pays less than we do too.
- **Purinton:** Going back to the airport expansion, they are already working on this, and it is in phases. If we took some of these out of priority because they are already being worked on a have funds, do we still have to put those on our priority list?
- **Gibbs:** This has been met about. We worry that if these are existing legacy priorities and we take them off, the public might think they are not important to the City of Billings and the Council. They are incorporated so they are not “forgotten.”
- **Purinton:** So because we have high, medium, and low priority, maybe we should add a fourth group and make legacy listing at the top so they know it is there.

- **Gibbs:** Last page of your packet has many ideas revolving around how we go forward and make this process more efficient.
- **Brown:** Priorities are where we are saying we want staff to spend their time.
- **Gibbs:** So if we were to separate those all out and we still end up with 20 or 30 priorities, we will overload staff. It becomes an issue of capacity.
- **Iffland:** Keeping on the list lets public know that it is still being worked on and staff is allocated to it.
- **Ewalt:** Getting back to Yellowstone County Jail, we do not really have any control over the jail other than the fact that city taxes pay about 70% of the jail so we own quite a bit but still pay the same as Red Lodge or Columbus to have a prisoner there. This needs to be discussed with the county.
- **Neese:** Half of police work is on warrants. Something has to change for businesses to feel protected. Right now, there is no real deterrent to shoplifting because they just don't show up for court.
- **Gibbs:** #34 Public Safety: Process Issues.
- **Choriki:** Jail is full and courts are backed up. Need to identify the bottleneck. Consider outside consultants.
- **Brown:** Important to look at policies. Need public to buy in.
- **Iffland:** Prime example of Lean Six looking at process. If issues are found, we can bring in an expert to deal with the issue specifically.
- **Gibbs:** #35 Lead Pipes.
- **Yakawich:** In two years, all lead pipes will have been replaced in Billings.
- **Gibbs:** #36: Public Safety: Public Safety District/Levy/Staffing.
- **Choriki:** I would roll this into the general increase revenue conversation.
- **Gibbs:** #37: Public Works: Creation of Storm Water Utility.
- **Dave Mumford:** City currently has no storm water utility. There are 260 miles of pipe. Currently charge \$60.00 to connect to system, and they are not helping to pay for the system that needs to be expanded and brought up to standards. To make a 10-year storm, we would need 150 million dollars' worth of work. Needs to be a utility system similar to how water and wastewater works.
- **Mayor:** What is the process to get that fee? What studies need to be done?
- **Dave Mumford:** We need a full Cost of Service Study. There would also need to be some code changes. It would take a full year to bring through.
- **Neese:** How do you presently charge for storm water? Would areas that don't use storm water utilities be exempt?
- **Dave Mumford:** Assessment would be city-wide so everyone would benefit from storm water system. Right now, it is assessed by property size.
- **Neese:** But if it is not being used would I still be assessed if my neighborhood is not using it?
- **Dave Mumford:** It would be a city-wide assessment and not specifically for your home or neighborhood. There is a lower rate for vacant lots. Want to move to permeable and non-permeable property size so there would be assessment for what is running off and still has to be taken care of.
- **Neese:** How much do you envision the annual dollar amount would be collected from residents?

- **Dave Mumford:** We don't have that info right now. Need to know that this is something that will be a priority and supported by the city and Council so that we can move forward with the studies.
- **Choriki:** Is what you are really looking for now permission to create a division or department who would be responsible for storm water waste?
- **Dave Mumford:** It would be part of Public Works. There would not be a new division. It would be within the current department. We need ability to have codes that would be more aggressive about ensuring things are done to make sure those tying in are actually helping to pay for the system they are benefiting from.
- **Mayor:** Are we talking about city wide assessment on all properties created under the Special District Statute or are we talking about an impact fee like system development fees to new developments?
- **Dave Mumford:** It would be both. We need something that would be similar to the impact fee we already have for water and waste water for those that are connecting.
- **Gibbs:** #38: Downtown Revitalization: One Big Sky District. 2019 high priority.
- **Shaw:** Whatever people think about One Big Sky, the main point of this is Downtown Revitalization.
- **Mayor:** Envision this to be broader than just One Big Sky. Downtown Revitalization creates high tax revenue development and creates our identity. Our downtown is critical to the future of the city. This is not specific to One Big Sky.
- **Gibbs:** Would you like to combine #38 and #40?
- **Mayor:** Not stating that. Transportation is a key issue, but it is different in my mind. What I am saying is that this is not specific to One Big Sky. It is broader than that.
- **Gibbs:** Would you like to remove One Big Sky District and just call it Downtown Revitalization?
- **Mayor:** I would be okay with that, but I don't want to distance ourselves from One Big Sky District. It is just that it is broader than that.
- **Gibbs:** There is a fear that it could get lost in the process if it was removed.
- **Shaw:** I like the broader category of Downtown Revitalization with One Big Sky coming under it among other pieces that go along with it.
- **Mayor:** I am fine with One Big Sky District being the primary focus, but it does not have to carry that label.
- **Brown:** A broader category allows us to pull some of those that didn't make the list for Downtown Revitalization back up into that topic.
- **Choriki:** Second that. It is a larger topic that needs to include infill in general.
- **Yakawich:** Would like to see the two combined. Downtown needs to be a priority and there are fairly simple things that can be done such as cleaning and painting curbs as mentioned previously.
- **Neese:** As far as revitalizing downtown I agree with combining these two. One Big Sky is one tool or one vision, but there are other things like the streets. The broader scope would be Downtown Revitalization. I don't want to put off some of the things that could be done while waiting for One Big Sky. I like combining to form a broader category.

- **Mayor:** Exactly which two are being proposed for combination?
- **Gibbs:** #38 and #40.
- **Mayor:** Is #40 just the two-way street conversion? Could we jump ahead to #40?
- **Gibbs:** #40: Downtown Revitalization: Transportation (Downtown).
- **Yakowich:** A committee has been working on one-way streets. One-way streets have lost vitality compared to a two-way street like Broadway.
- **Dave Mumford:** Two-way streets provide better access and circulation. There are tradeoffs such as less parking. Planning Department has been doing studies. Going to be an issue of cost.
- **Purinton:** It seems like a broad term of Downtown Revitalization would be best and then figure out what the subcategories would be and the priority level of each.
- **Choriki:** Support dropping One Big Sky District from #38 and making it a general category, but I would keep #40 separate because it is a very different type of project with different people working on it.
- **Purinton:** Is 27th a city street?
- **Iffland:** 27th is a State Highway.
- **Purinton:** So that makes a difference on what we can do with 27th but not the other streets.
- **Mayor:** Second keeping them separate. Could take One Big Sky District out of #38 but not the subject matter or description because it is still important. Suggest adding Legislative Tool #42 because is it part and parcel with Downtown Revitalization. Streets and TIF expansion should be separate.
- **Gibbs:** Is there consensus that we drop One Big Sky District as a specific component of this and keep it the broad category of Downtown Revitalization?
- **Neese:** But not adding #40?
- **Gibbs:** No. #40 is going to be separate. We need to go back to #38 and drop One Big Sky District – just the name but not the concept to make it a broad category.
- **Purinton:** Where would #46 belong because it is also Downtown Transportation? You have Downtown Transportation as #40 and #46.
- **Gibbs:** As soon as we are done with this, we go to the next step and everyone gets to add one. Need to be careful to not start bringing up too many things and overloading staff.
- **Gibbs:** #39: Trails: Marathon Loop. 2019 medium priority. We have had public testimony on this today.
- **Joy:** Trails are a long-term trend that are not going to end.
- **Shaw:** Please clarify for the public how funding works for trails and why they don't always fall under the Parks Department.
- **Mike Whitaker:** Public Works builds and maintains trails and the Parks Department also builds trails and parks. The reason Parks has been able to build trails over the years is because planning has found funds to do so. Federal funds have dried up.
- **Purinton:** Skyline Trail is a portion of the Marathon Loop, and I think Kristi said that they have \$160,000.00 towards \$3 million so is the Skyline Trail itself \$3 million?

- **Mike Whitaker:** I believe that is the engineer's estimate.
- **Purinton:** Is there a cost estimate for the entire Marathon Loop?
- **Mike Whitaker:** There is not an estimate at this time.
- **Purinton:** Will it be done in sections?
- **Mike Whitaker:** Yes, but we do not have all the necessary properties to complete the Marathon Loop so we are working on that.
- **Mayor:** Should we expand the Marathon Loop to include Trail Development? Marathon Loop is very specific, and it should be a top priority, but there are other areas.
- **Gibbs:** That would bring us to the next step.
- **Neese:** I would like to go back to #40. If you look at #66, this is also Transportation (Downtown). I would ask that we move it up with #40.
- **Dave Mumford:** It is part of the state's plan to reconstruct 27th Street now. They know the City's priorities, and they will be modifying the signal cabinet to make the needed modifications.
- **Mayor:** So we are talking about Transportation Downtown with the two-way street conversion and the left turn lane on 27th?
- **Gibbs:** Yes.
- **Mayor:** Any objection while recognizing we don't necessarily have control, but we can maybe influence the 27th Street project by keeping pressure on it?
- **Gibbs:** Is there consensus?
- **Mayor:** Yes.
- **Gibbs:** I think we are done now. There are 39 other items that did not make it so we are allowing the Council Members to "blast" one of their ideas or priorities if it did not make originally. We will begin with Ward 1 and go around.
- **Shaw:** Wants to add #42 back in which is Legislative/Lobbying for Downtown Revitalization.
- **Mayor:** Would you like to have it as a separate item or are you interested in combining as there was some discussion about that?
- **Shaw:** Would like to keep it separate because there are Downtown-Revitalization-specific lobbying efforts that are important. Hope that saying that we have two priorities might allow more movement in this category.
- **Yakawich:** Going for #49, TED District. The Lockwood TED District and the idea of working with the county to negotiate something successfully.
- **Neese:** #60: Budget Review Process. Would like to have budget broken down by departments.
- **Ewalt:** Not interested in adding more to the list.
- **Joy:** #61: Affordable Housing. Affordable housing and homelessness among adults and children in this city must be addressed. Children should not be sleeping in cars and then trying to go to school the next day.
- **Boyett:** On City Housing Authority about a year ago, and there are over 3000 people in Billings waiting for housing.
- **Mayor:** #45: Downtown Revitalization: TIF Extension. TIF will expire when current bonding is paid off. Only developmental mechanism for downtown and deadline is approaching quickly. Opportunity to extends TIF expires this year.

- **Choriki: #70:** General Economic Development: West End Master Plan. Like to include Midtown and the Heights in this and make it Economic Revitalization Across the City.
- **Gibbs:** Ms. Purinton, can you explain what this originally was?
- **Purinton:** West End Task Force wants to come up with a new West End Master Plan. This has not been studied yet.
- **Gibbs:** Concern is that we are adding something new.
- **Choriki:** There is an existing plan for the Heights, and it has not been updated for 10-15 years. I am not aware if there is a plan for Midtown.
- **Friday:** Each neighborhood has a plan. The West End Neighborhood Plan is the oldest and has not been updated since 2001.
- **Choriki:** I believe the Heights was updated in 2008.
- **Neese:** Maybe we need to look at neighborhood plans and try to update every 15 years or so, but the start with the West End because it is the oldest and then move through them.
- **Purinton:** Is there some correlation with the Billings Growth Policy?
- **Friday:** The Billings Growth Policy gets looked at every five years. Sometimes there are significant changes and other times little changes are made.
- **Brown:** These are yearly priorities so we could do the West End this year and choose another next year.
- **Choriki:** Need to update neighborhood plans so anything that moves process forward is fine.
- **Mayor:** We could change title of #70 to Update Neighborhood Plans (Beginning with West End).
- **Kevin Iffland:** Keep in mind that we do not have staff for budget for this right now.
- **Purinton:** Not adding anything and supporting #70 too.
- **Brown:** Not adding anything and throwing all support behind TEDD.
- **Boyett:** Also supporting TEDD.

TOPIC #2	Discussion: Council Strategies, Priorities and Goals Setting
PRESENTER	Reg Gibbs and Aaron Mertes
NOTES/OUTCOME	

- **Mertes:** Everyone should have a link in their email with the list than can now be prioritized. Note previous priorities that have now been combined to form a new priority. The process is that we find the averages between their rankings.
- **Gibbs:** Individual results will be sent and you will receive the group results. Ms. Ronning submitted from DC so all 11 participated. The decision that now has to be made is how we divide for level by high, medium, and low. This could be a conversation for a business meeting.
- **Mayor:** To help with math, we have 43 so if we were go to try to make even categories it would be 14 each with one having 15. We could use this as a starting point. If they are all similar, such as Public Safety, we will start Monday night. Staff may also want to weigh in because it may be that they would like to

have their top priorities be as small as possible or it may be that it makes sense to expand that.

- **Gibbs:** There should be consistency with our legacy. Look at high priority as things that are urgent. Medium is definitely a priority but does not need to be done in the next month or two. Low would be if the budget is available and staff is available.
- **Kevin Iffland:** An example is the Neighborhood Plan. This will require significant staff time that we don't have right now and budget to go along with that.
- **Purinton:** Not being familiar with the budget process as well as how this fits in with the CIP makes high, medium, and low priority difficult. The airport expansion is in process and moving along and some of the Public Works things have a budget. So maybe things that are moving along are a bucket and things we need to see move along are another bucket.
- **Gibbs:** A struggle has been what to do with the legacy priorities. They could be separated out at a business meeting. This is a new process and we won't reach all of our goals. Planning should be happening year around so next year has some questions answered.
- **Neese:** We should use "in process" rather than legacy.
- **Choriki:** We need to find out what specific departments are able to take on. Not sure what high, medium, and low on this list accomplishes. If we want high, medium, and low, suggest that staff takes a look and says where they think they are at with it.
- **Gibbs:** One suggestion is that two or three Council Members and two or three staff members would meet before this comes to a business meeting and make some decisions.
- **Kevin Iffland:** Some of these will need to be added to the budget. Adding more staff is very dependent on staffing so six or more would have to be willing to carry that forward if it is a high priority.
- **Boyett:** Definitely need staff input so we have an idea as to how we move forward.
- **Brown:** There are many organizations that we need to have get on board to accomplish our goals.
- **Mayor:** Questioning the need for drawing these lines. It was essential in past years, but we have already been making cuts so it feels less important this year.
- **Gibbs:** Summary of priorities and their rankings.
- **Mayor:** The question for Council is how you would like to proceed with this.
- **Gibbs:** Might take some time to study this and allow staff to look at it.
- **Ewalt:** We all need time to look at it and think about it for a bit.
- **Neese:** Don't feel that we really need to rank these high, medium, and low.
- **Purinton:** Really need staff input. In the future, maybe rank by department.
- **Yakawich:** Advocate that we do this twice a year.

TOPIC #3	Public Comment on Items Not on the Agenda
PRESENTER	
NOTES/OUTCOME	

- **Mayor:** Ask that comments be two minutes or less.
- **Dennis Elbestadt, 3040 Central Avenue, Billings, Montana:** Concerned that Public Safety: Fire has dropped from #10 to #13 behind Transients.
- **Anna O'Donnell, 131 Avenue B, Billings, Montana:** It was a huge concern when Public Safety was at #9 and now it is #13. As chairperson of Pioneer Park Task Force, last meeting as well as neighbors have said that if new facility is on the Mill Levy, they will not vote to pass it. Fire should be in the top three.
- **Richard Clark, 1207 25th Street West, Billings, Montana:** Many comments about trails, but roads should not be forgotten.
- **Steve Arveschoug, Big Sky Economic Development:** Thankful for being allowed to participate. Wants public to know that we are not walking away from concept of One Big Sky District. Encourage to not lose sight of overall plan. Important to compare list with the lists that other organizations have. It looks like there are five categories and low, medium, and high might be sending the wrong message.
- **Carrie Boyter, 946 Yorkshire Court West, Billings, Montana:** We cannot arrest our way out public safety so would like to see prevention prioritized as much as enforcement. Thankful for solution-oriented dialogue. Important to look at root causes for many of our public safety issues.
- **Public Comment is Closed.**