

DRAFT 2022/2023 City Council Strategies and Priorities

4-15-22

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

Core Values:

- ❖ Collaboration: We commit to provide opportunities to achieve common goals through positive communications and interaction with individuals, and with public and private organizations.
- ❖ Integrity: Through accessibility and transparency, we earn the trust of the community to which we are responsible.
- ❖ Service: We deliver services with courtesy and respect while meeting our customers' needs.
- ❖ Stewardship: We plan and manage resources effectively, responsibly, and efficiently.

Mission: To deliver cost effective public services that enhance our community's quality of life.

Improve the safety of Billings

- Complete implementation of the Center for Public Safety Management (CPSM) police and fire operations analysis recommendations. 2022.
- Implement code enforcement, legal, municipal court, mental health and substance abuse strategies as described during the 2021 public safety levy. 2022/2023.
- Report data measuring the effectiveness of the 2021 public safety mill levy and the criminal justice system at the city, county, and state levels. 2022/2023
- **Collect data and pursue legislation and local regulations to limit the number, and improve the effectiveness of, sober living housing and their impacts on neighborhoods. (Green - council approved initiatives) 2022/2023**
- **Collect data and pursue legislation and work with the Department of Corrections (DOC) to limit the number of probationers, parolees released into Billings and the number of inmates held in the jail. 2022/2023**

Invest in core infrastructure

- Complete airport terminal reconstruction project, building Montana's greatest airport. 2023
- Complete City Hall/Law and Justice Center project to include a COVID 19 memorial. 2023
- Break ground and complete construction of inner-belt loop and Skyline trail projects. 2022/2023
- Break ground on water treatment plant and reservoir projects and determine funding for the park components of the reservoir. 2022/2024
- Analyze and determine land use and infrastructure policies to serve the inner beltloop and new interchange areas. 2022 (funding does not exist beyond the corridor studies ~\$100k)
- **Determine 21st Street underpass upgrades to improve downtown transportation system. 2023**
- ~~Charge 20% premium to out-of-city limits solid waste customers for future capital improvements to the landfill. The 20% charge would start in FY23 and continue until changed by future councils.~~

Improve the built environment through quality design

- Develop strategies to stimulate infill and redevelopment throughout the city's business and residential districts. 2022/2023
- Implement the downtown transportation plan/one way street conversions and road diets. 2022/2023

- Develop a housing strategy in partnership with HomeFront and facilitate 1,000 housing units being added to the city's core. 2022/2023
- Complete a review of the 2016 growth policy. 2022
- Update 1 neighborhood plan annually updating all 8 plans over the next decade.
- Update subdivision regulations. 2023

Increase parks, trails, recreation, and cultural investments

- Determine level of capital investment to be proposed to voters in 2023 for the multi-generational recreation center and a corresponding strategy for executing on those capital investments.
- Determine level of capital investment to be proposed to voters in 2023 for additional park and trail development and a corresponding strategy for executing on those capital investments.
- Determine level of maintenance and operation expenses for parks, trails, and recreation facilities to be proposed to voters in 2023 to meet the needs of our community through 2035.

Build a high-performance organization (HPO) principled in our core values

- Complete organizational review of the city's vision, mission, and core values. 2022
- Complete staff analysis of how to determine the scope and cost to conduct cost of services studies to better understand cost of delivering police, fire, parks, recreation, trails, storm water, water, wastewater and transportation services and infrastructure to make more informed decisions. 2022
- Adopt legislative priorities for the 2023 session focused on improving the safety and economic stability of Billings.
- Create Council sub-committees to focus attention on state legislation and improve collaboration with Yellowstone County. 2022
- Improve the effectiveness of council work sessions, policy implementation and communications. 2022
- Digitize all essential records for proper storage and access by citizens and staff. 2022/2023
- Improve public engagement.
- Systematize a regular review of all ordinances by each department, on a schedule to be determined by administration. 2022
- Establish a City Charter Review Committee in 2022.

Priorities as grouped by COB retreat on 3.12.22 (Karen Created)

C-council member's top priority

S-staff member's top priority

C-council member's lowest priority

S-staff member's lowest priority

✚ Improve the safety of Billings

- Implement Center for Public Safety Management (CPSM) law enforcement analysis recommendations.
- Collaborate with inter-government partners to improve timeliness and detail of crime data, including weekly reporting on Rule of 60 and jail capacity/utilization to implement public safety plans (CC, SS)
- Resolve criminal justice facility space deficiencies.
- Implement CPSM fire department analysis recommendations.
- Implement Code Enforcement, Legal and Municipal Court strategies as described during the 2020 and 2021 public safety levy.
- Analyze funding options and determine the best methods to improve the safety of Billings.
- Adopt massage and spa facilities business license ordinance.
- Support critical partnerships w/Substance Abuse Connect, Yellowstone County, and Continuum of Care partnerships and determine options for addressing substance abuse and mental health needs.
- Continue improving sidewalk and trails network improving safe routes to schools.
- Buy Land for Fire Station 8 (CCCC, S)

✚ Continue investing in core infrastructure

- Break ground on west side water treatment plant and visionary reservoir project.
- Continue airport terminal reconstruction project, building Montana's greatest airport.
- Continue progress to break ground on the inner-belt loop and Skyline trail projects.
- Resolve conflicts with Heights Water District to improve development and redevelopment opportunities within the Billings Heights area.
- BBWA: Focus on and address potential danger posed (C, S)
- Continue to monitor and revisit building code and processes, including project Re-code, and revamp Board of Appeals ordinance (SS)

✚ Improve the built environment through quality design

- Complete cost of services studies to help fund police, fire, parks and trails, storm water and transportation infrastructure in partnership with Yellowstone County. (C, CC, SSSSS)
- Stimulate redevelopment and promote infill within downtown and other business districts including policies, regulations and strategies for housing growth, recode implementation and cost of services. (CCCC, SS, CC, SSS)
- Update growth policy 2023

- Update all neighborhood plans within the next 5 years (S)
- Update subdivision regulations within the next 5 years
- Determine direction and next steps on Billings Bypass corridor and IBL corridor studies in preparation for utility extensions (CC, SS)
- Update public transportation policy to increase ridership, improve image and shift more transportation funds into Active Transportation infrastructure by focusing on use of CMCO dollars for non-arterial trails (CC, SSS)

✚ Increase parks, trails, recreation, and cultural investments

- Create a park and trail development, maintenance, funding and planning program and analyze all park and trail funding options to build excellent parks and trails throughout the City. (CC, SSSSS, C)
...with a recreation center (CC, S)
- Focus on environmentally sensitive areas rims and river cm processes improvements (C, SSSS)

✚ Build a high-performance organization (HPO) principled in our core values

- Participate in the 2023 legislative process to support adopted legislative priorities and pass legislation to improve the safety of Billings. Increase council and department engagement with legislative process leveraging our relationships and strengths. (C, S, CCC, SS)
- Create more effective Council process, work sessions, communication, etc.
- Review Council Initiatives/Projects/Priorities
- Review policies for Project Re-Code, Marijuana, Spa, etc.
- Improve community relationships including a completed vision update with city in general and particular with BPD and Yellowstone Courts (C)
- Document imaging for critical data (C, S)
- Establish a City Charter Review Committee (CC)
- Increase the city's capacity to apply for grants by considering potential new hire and/or alternative revenue to property taxes. (CC)
- Improve public engagement (CC, S)
- Council Initiative: Update City Manager Annual Review and process form (CC, S)
- Review problem ordinances as they occur (2016) (CCC, SSSSSS)

Robust Public Education and Outreach (see HPO Strategy above)

- Improve public engagement (CC, S)