

**\*\*ATTENTION\*\***

The City Council meeting will be held in a hybrid format that may include both in-person AND virtual attendance via Zoom. Unless they have cause to appear virtually, Councilmembers will attend the meeting in person in Council Chambers, second floor of City Hall, 220 N. 27th Street. In order to honor the Right of Participation and the Right to Know in Article II, Sections 8 and 9, of the Montana Constitution, the City of Billings and City Council are making every effort to meet the requirements of the open meeting laws.

Citizens are invited to:

- . Review the Agenda Packet on the City's website at: [www.billingsmt.gov](http://www.billingsmt.gov) and click on "Your Government," "City Council," and "Agendas & Minutes".
- . View the meeting:
  - . On Community 7 TV - Channel 7 or Channel 507 -- Spectrum Cable. (*On evenings when there is a conflict with School District No. 2 Board meetings, the City Council meeting will be broadcast on Channel 8 - Spectrum Cable.*)
  - . Online at [www.com7tv.com](http://www.com7tv.com) and click on the "Watch Live" icon. Community 7 also has links to their Facebook page and YouTube channel.
  - . On the City's website at [www.billingsmt.gov](http://www.billingsmt.gov) and click on "Watch Meetings Online" on the homepage.
  - . In-Person.
  - . Virtually via Zoom (see the link below).

Citizens may submit public comment via the following methods:

- . Mail: City Clerk, P.O. Box 1178, Billings, MT 59103
- . Email: [Council@billingsmt.gov](mailto:Council@billingsmt.gov).
  - . Emails received after 3:00 PM on the day of the meeting, may be posted on the Council's webpage the following day for public viewing.
- . Attend the meeting in person.
- . Attend the meeting virtually through Zoom by entering the Webinar ID and Passcode indicated below. Click on *Zoom Meeting Instructions* and *Zoom Hybrid Meeting Details* below for more information. The link will allow you to attend, view and participate in the meeting on your computer, laptop or smart phone. (You must have the Zoom App on your device [Click Here to Download Zoom App](#)) To provide public comment at the appropriate time, click on the "raise hand" icon located at the bottom of the screen and the moderator will unmute your device.
  - o **Don't have a smart phone, computer or laptop?** That's okay -- you can attend a Zoom meeting using your **landline phone**. Call the Zoom phone number, **1.253.215.8782** to join the meeting and follow the operator's instructions. Want to give public comment? Simply "*raise your hand*" by pressing \*9 and the moderator will give you permission to speak when it is your turn. *\*Note this is a long distance toll number and charges may apply depending on your plan.*
- . Click Here for [City Council Zoom Hybrid Meeting Details and Schedule](#)
- . Click Here for [Zoom Meeting Instructions for Attendees \(as guests\)](#)

**Webinar ID: 893 5871 8049**

**Passcode: 027008**

**Or join by phone: US: +1-253-215-8782**

Please contact Denise Bohlman, City Clerk, at [bohlmand@billingsmt.gov](mailto:bohlmand@billingsmt.gov), or at 406.657.8205, with any questions.



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

## WORK SESSION AGENDA

COUNCIL CHAMBERS

APRIL 18, 2022

5:30 P.M.

CALL TO ORDER: Mayor Cole

1. **Montana Zoning Atlas Report.**  
(Presented by: Kendall Cotton, President and CEO of Frontier Institute and Mark Egge, Patti Webster, HomeFront)  
- Public Comment
2. **W.O. 22-12: Optimist Park Site Improvements.**  
(Presented by: Mike Whitaker, Parks and Recreation Director)  
-Public Comment
3. **Land Use and Development Process.**  
(Presented by: Wyeth Friday, Planning Director and Monica Plecker, Planning Division Manager)  
-Public Comment
4. **Council Priorities and Quad Discussion.**  
(Presented by: Chris Kukulski, City Administrator)  
-Public Comment
5. **Highlight Upcoming Agenda Items of Council Interest.**  
(Presented by: Chris Kukulski, City Administrator)  
-Public Comment

### COUNCIL DISCUSSION:

**PUBLIC COMMENT on "NON-AGENDA ITEMS". Speaker Sign-in required.** (Restricted to ONLY items not on this printed agenda. Comments are limited to 3 minutes or as set by the Mayor. Please sign the roster at the cart located at the back of the Council chambers or at the podium.)

### ADJOURN:

Note:

- This meeting is an "informal" meeting of the City Council. The content of the Agenda is subject to change at the meeting.
- In the event there is a Closed Executive Session at the end of a Work Session, the sole purpose is to discuss litigation strategy. The other parties to the case(s) discussed are not public bodies or associations as described in Section 2-3-203(1) and (2), MCA. The meeting is closed, as allowed by Section 2-3-203(4)(a), MCA, "to discuss a strategy to be followed with respect to litigation when an open meeting would have a detrimental effect on the litigating position" of the City of Billings.

## City Council Work Session

**Date:** 04/18/2022  
**Title:** Montana Zoning Atlas - Frontier Institute  
**Presented by:** Chris Kukulski, City Administrator  
**Department:** City Hall Administration  
**Presentation:** Yes  
**Legal Review** Not Applicable

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### RECOMMENDATION

The Frontier Institute recommends the City of Billings consider the following actions:

1. Allow Billings landowners' the right to build two-to-four family housing such as duplexes, triplexes and townhomes in zones which currently only permit single-family homes.
2. Eliminate minimum lot area requirements in residential zones. (Recode replaced a minimum lot area requirement with a minimum lot width.)

### BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)

Frontier Institute published the *Montana Zoning Atlas*, an interactive resource which demonstrates how strict local zoning regulations worsen Montana's housing shortage by making it difficult to build affordable homes.

Exclusionary zoning practices restrict the types of homes allowed in a particular neighborhood, often separating single-family homes from multi-family homes like duplexes and triplexes, which are [more affordable by design](#).

The *Montana Zoning Atlas* uses a parcel-level analysis to examine the use of Single Family Zoning and Minimum Lot Areas -- two common types of exclusionary zoning regulations -- within the city limits of Bozeman, Missoula, Kalispell, Whitefish, Billings and Helena.

#### *About Frontier Institute*

Frontier Institute is a Helena-based think tank dedicated to breaking down government barriers so all Montanans can thrive.

### STAKEHOLDERS

Authors:

Kendall Cotton is the President and CEO of the Frontier Institute. Kendall lives in Helena and is a graduate of Montana State University.

Mark Egge is a Bozeman-based advocate for affordable housing and for sustainable and safe transportation. Mark works professionally as a data scientist and is a former member of the Bozeman Planning Board.

### ALTERNATIVES

No alternatives identified. Informational presentation only.

### FISCAL EFFECTS

The report does not consider fiscal impacts to the city.

### SUMMARY

Key Findings:

- Over 70% of primary residential areas in Montana's most in-demand communities either outright prohibit or penalize affordable multi-family housing development.
- Multi-family housing is **prohibited in 57% of residential areas in Billings** due to a combination of Exclusionary Single-Family Zoning and Minimum Lot Areas.
- Missoula is overall **the least welcoming city** examined in the *Montana Zoning Atlas*. Multi-family housing is

prohibited in over 75% of residential areas in Missoula due to a combination of Exclusionary Single-Family Zoning and Minimum Lot Areas.

- The **most welcoming city** examined is Helena, which permits more affordable duplexes and townhomes in 100% of primary residential areas and does not impose Minimum Lot

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## Attachments

Montana Zoning Atlas PPT



Frontier Institute believes in solving problems with **more freedom not more government**. When government gets in the way of people pursuing their dreams, we elevate powerful stories and sound policy solutions to break down barriers **so all Montanans can thrive**.



**Is the private market solving this problem on its own?**

**If not, are there federal-level policies that stand in the way of a private market solution?**

**If not, are there state-level policies that stand in the way of a private market solution?**

**If not, what sort of government action will best promote a private market solution?**

# Montana Zoning Atlas

The *Montana Zoning Atlas* uses a parcel-level analysis to evaluate how Montana's most in-demand communities treat affordable types of housing.

## Cities evaluated:

Bozeman • Missoula • Kalispell • Whitefish • Billings • Helena

[WWW.FRONTIERINSTITUTE.ORG/ATLAS](http://WWW.FRONTIERINSTITUTE.ORG/ATLAS)

# KEY POINTS

- Over 70% of primary residential areas in Montana's most in-demand communities either outright prohibit or penalize affordable multi-family housing development.
- Among all the cities assessed in the Montana Zoning Atlas report, two-family housing is welcomed without Minimum Lot Area Penalties on just 29% of primary residential land, while 3+ housing is welcomed on only 8%.
- The Montana Zoning Atlas demonstrates the need for communities to reduce or eliminate Exclusionary Single-Family Zoning practices and Minimum Lot Area Requirements.
- Policymakers should enact Pro-Housing Reforms to make Montana cities a more welcoming place for low and middle-income residents.

# EXCLUSIONARY ZONING

Exclusionary zoning practices restrict the types of homes allowed in a particular neighborhood, often separating single-family homes from multi-family homes like duplexes and triplexes, which are **more affordable by design.**



# TYPES OF EXCLUSIONARY ZONING EVALUATED

## **Single Family Zoning**

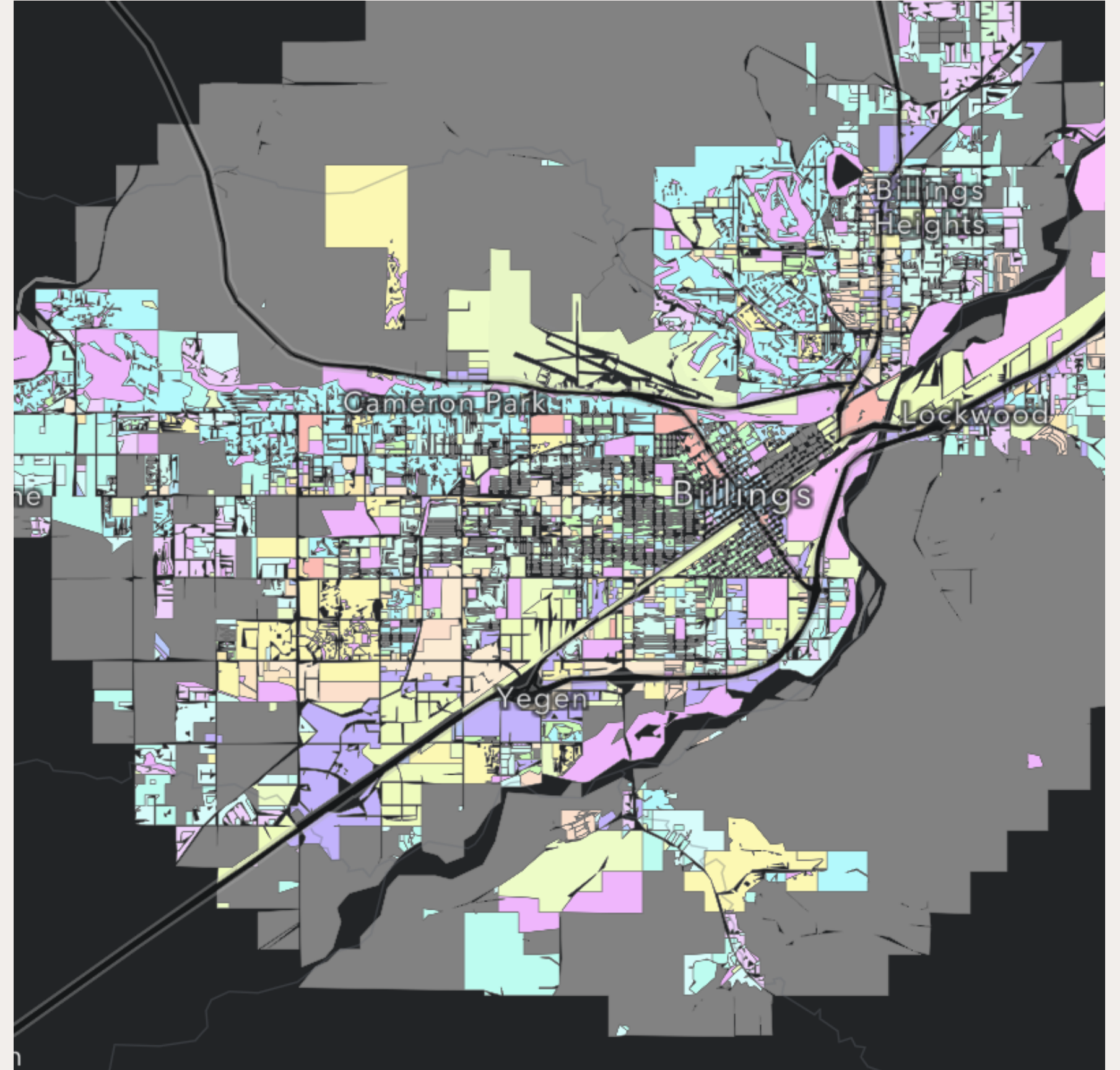
Exclusionary Single-Family Zoning can either outright prohibit multi-family homes or penalize them by conditioning approval on public hearings, special requirements or a long and costly discretionary permit process.

## **Minimum Lot Areas**

Minimum Lot Areas effectively prohibit multi-family development when the lot area required exceeds the dimensions of existing lots, creating de facto Single-Family Zoning. Minimum Lot Areas can also penalize multi-family housing by requiring larger and more expensive lots for each additional unit added to a building.

# HOW REGULATIONS EXCLUDE

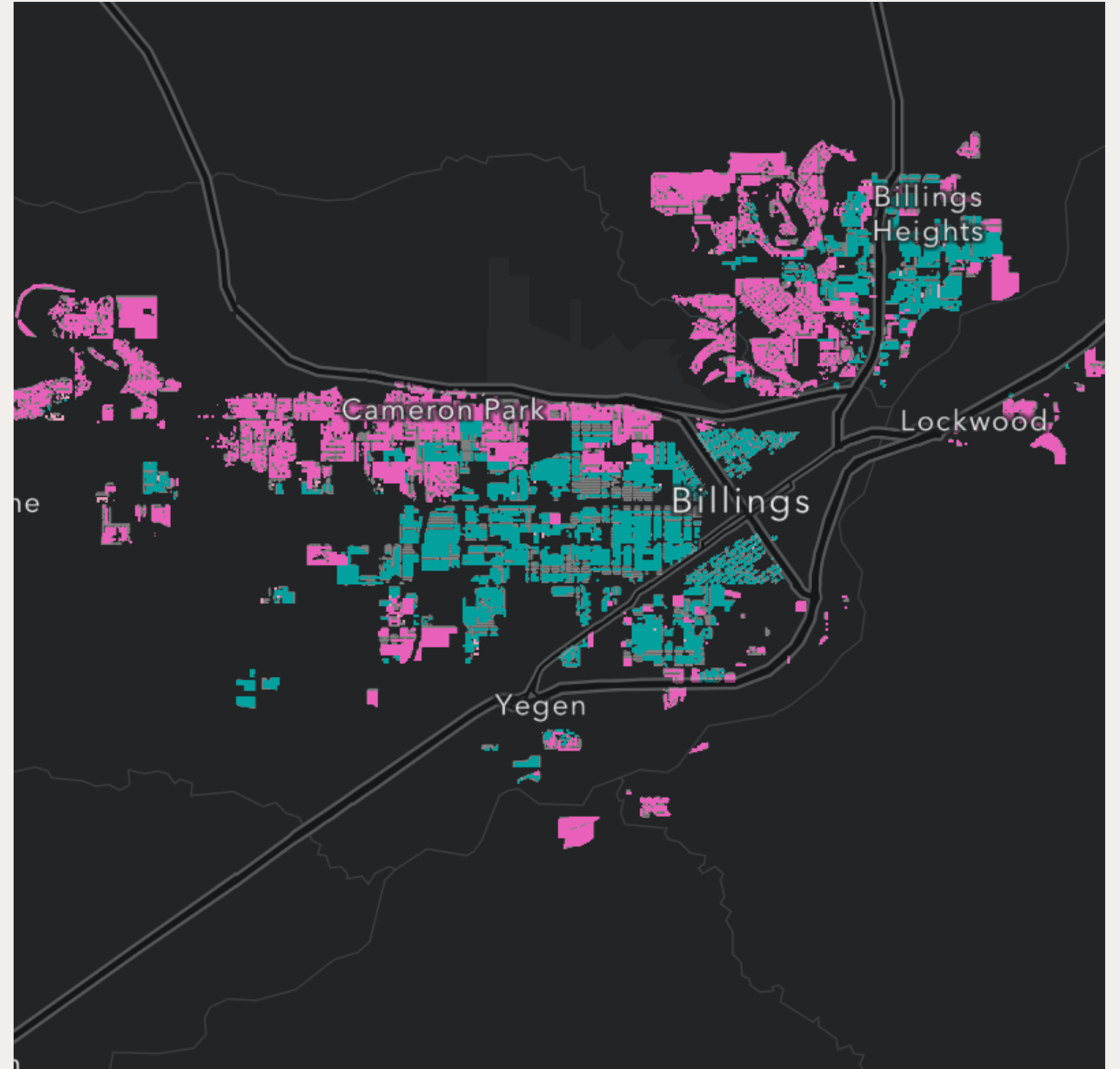
Strict local zoning regulations exclude low and middle-income residents and worsen Montana's housing shortage.



# EXCLUSIONARY ZONING IN BILLINGS

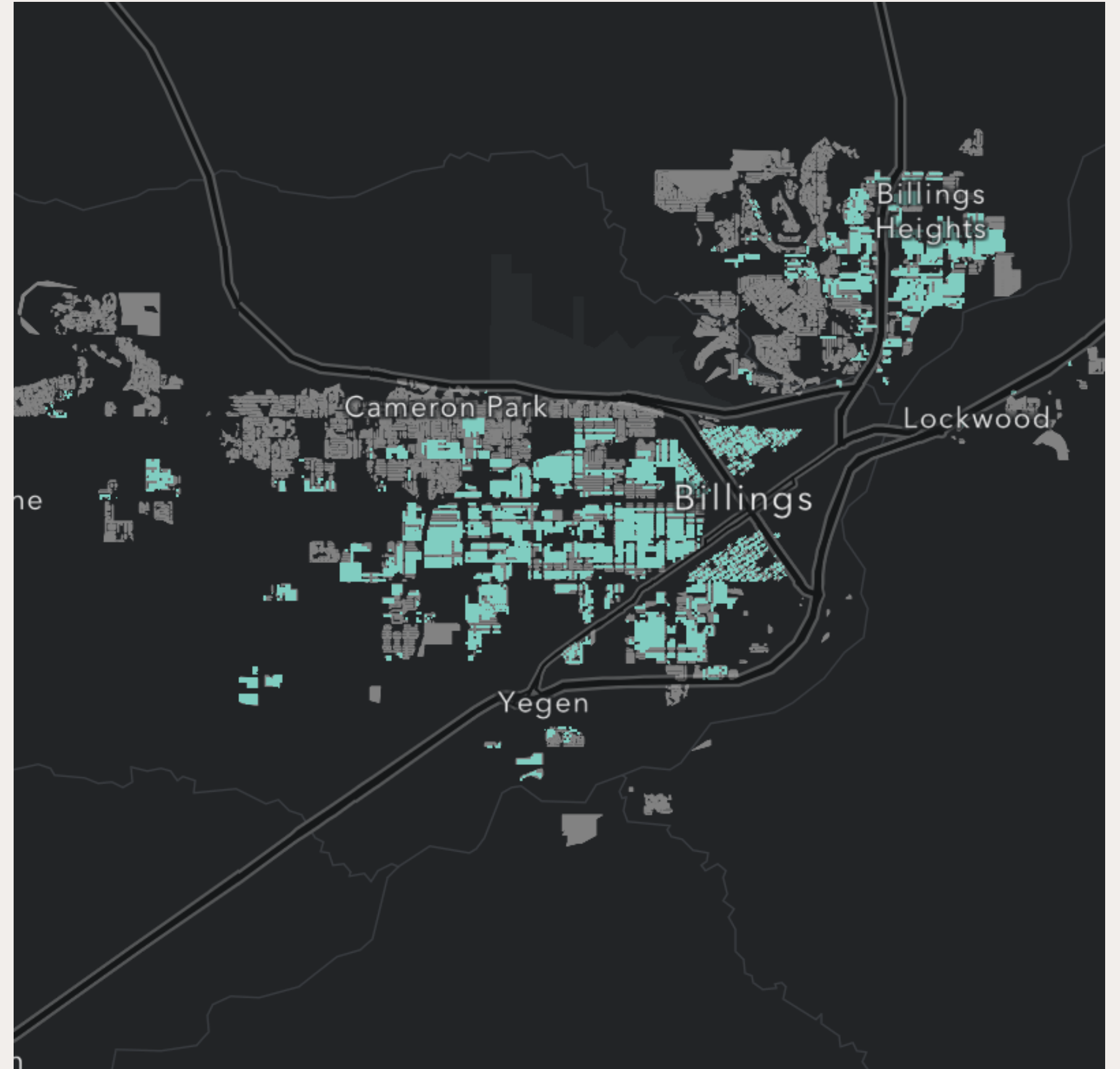
The pink areas indicate where 2+ family homes are prohibited in Billings due to Exclusionary Zoning.

**Over 57% of primary residential areas in the City.**



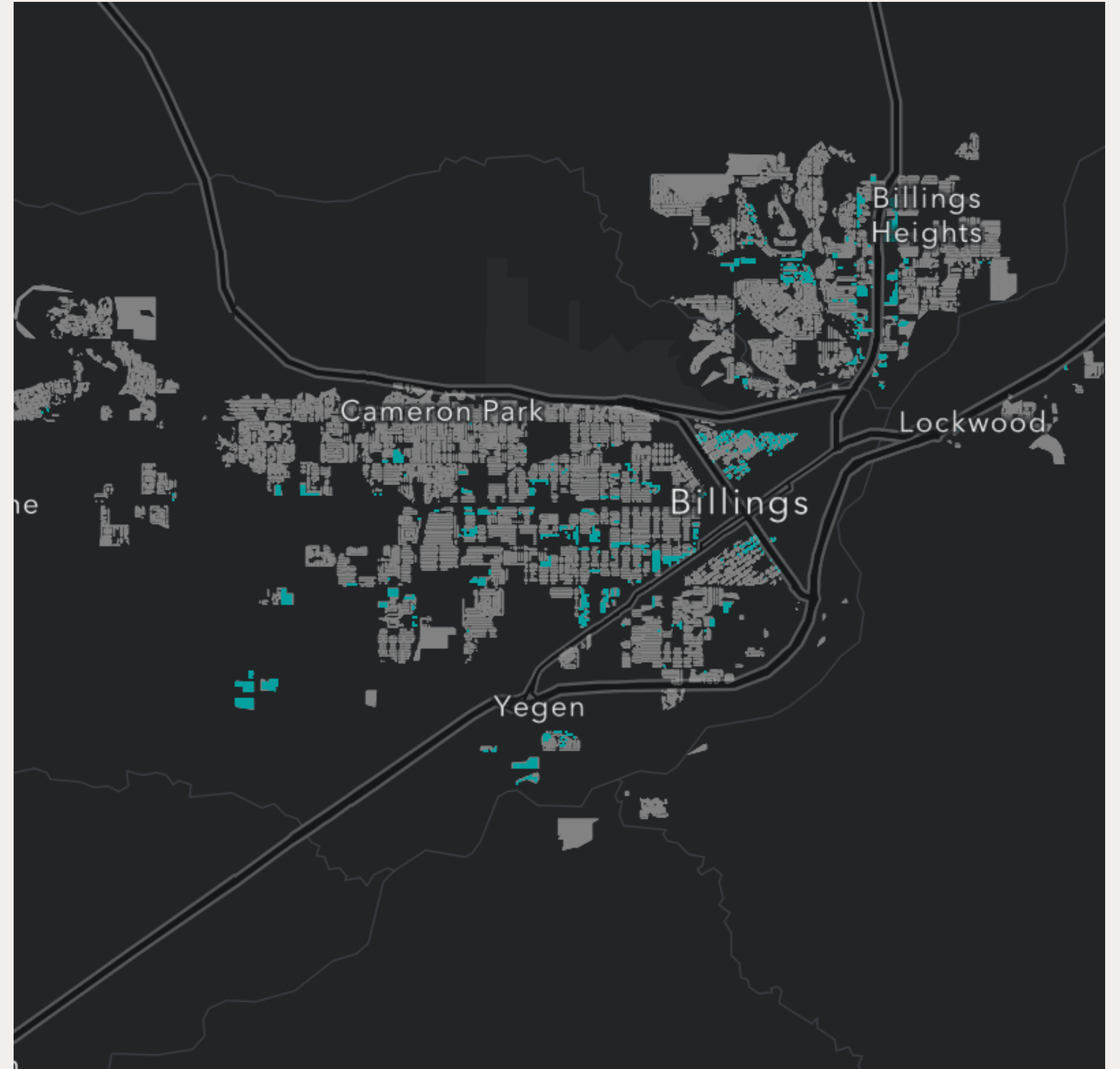
# SINGLE-FAMILY ZONING IN BILLINGS

Only 42% of residential zones in Billings welcome more affordable duplexes or townhomes via an explicit "by-right" zoning designation.



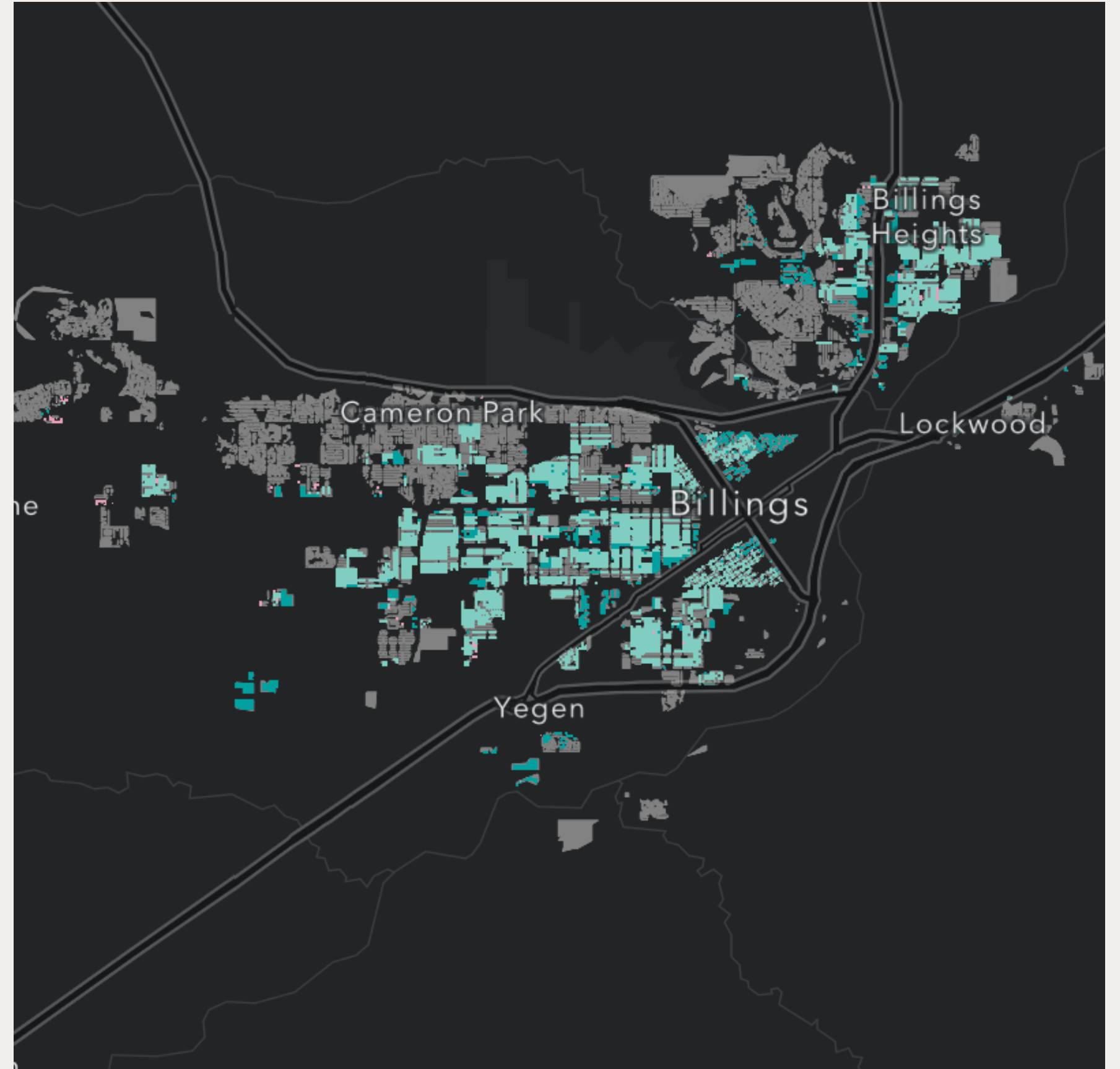
# SINGLE-FAMILY ZONING IN BILLINGS

Even less welcome 3+ unit  
development via an explicit "by-  
right" zoning designation.



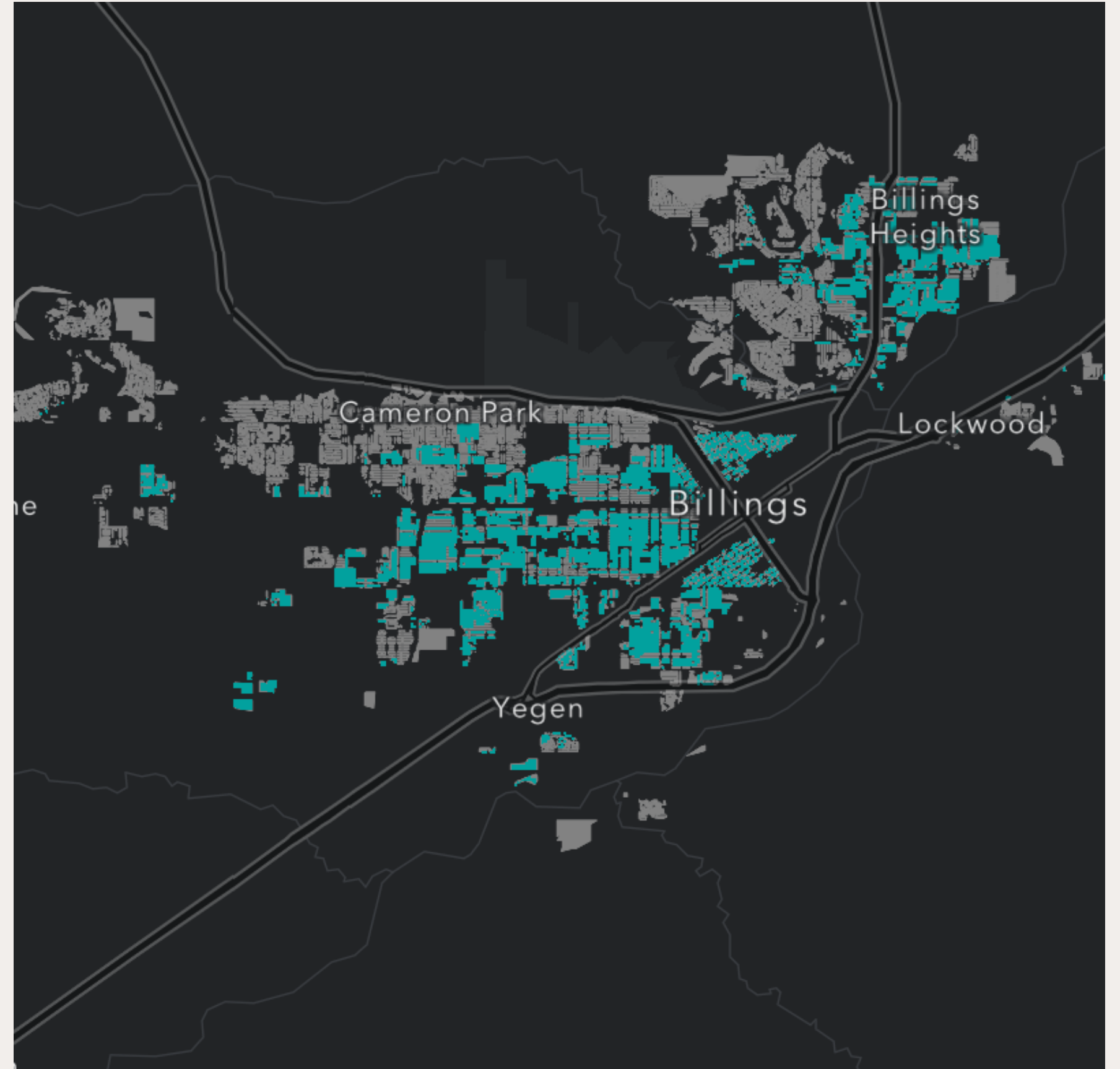
# MINIMUM LOT AREAS IN BILLINGS

Minimum Lot Areas effectively prohibit multi-family development when the lot size required exceeds the dimensions of existing lots. This creates **De-Facto Single-Family Zoning** (Pink Areas).



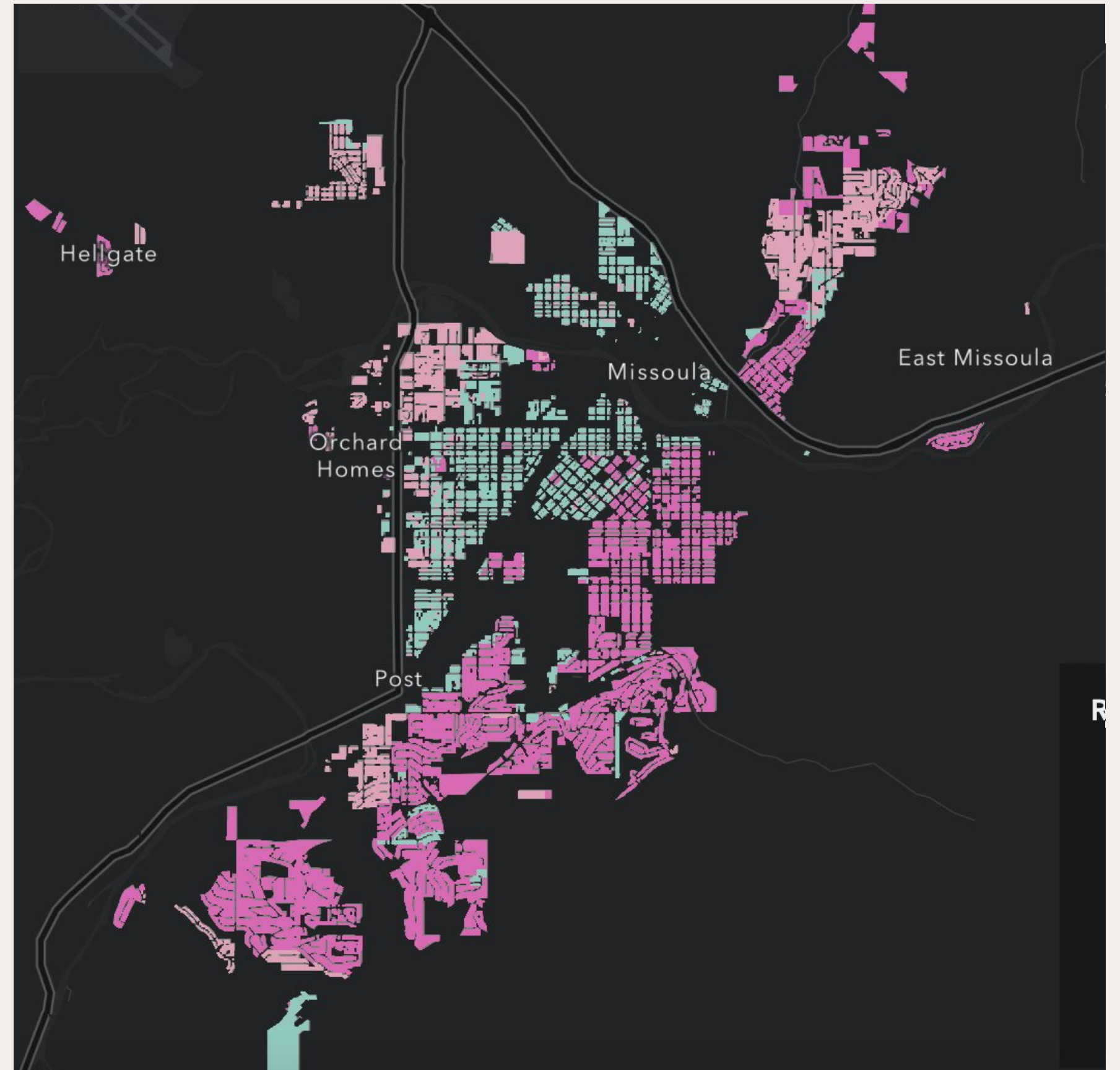
# MINIMUM LOT AREAS IN BILLINGS

When Minimum Lot Areas are added on top of Exclusionary Zoning practices, this leaves 42% of primary residential areas in Billings that permit affordable multi-family development.



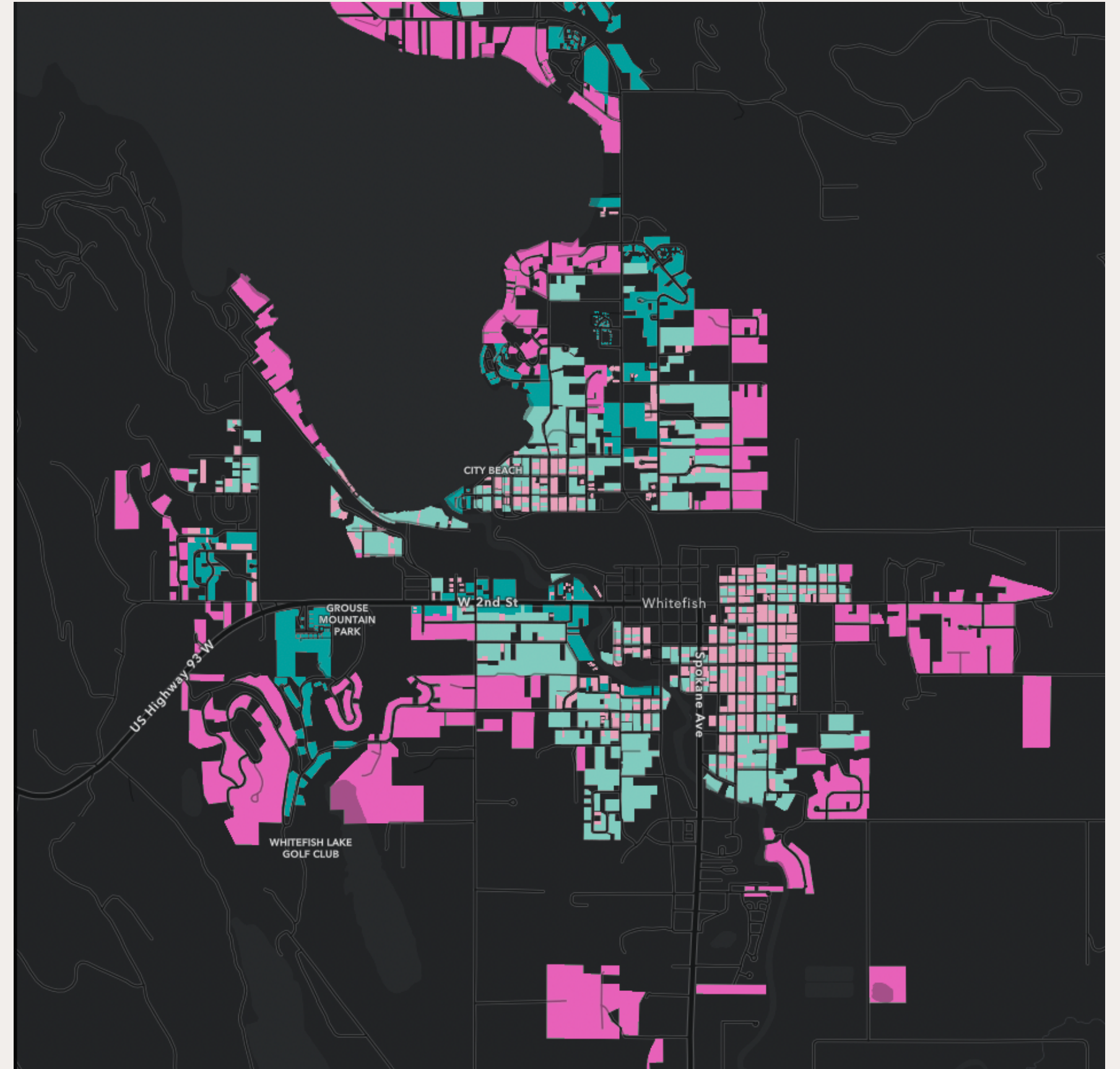
# MISSOULA

2+ family homes are **prohibited in over 75% of primary residential areas** due to Single Family Zoning and Minimum Lot Areas.



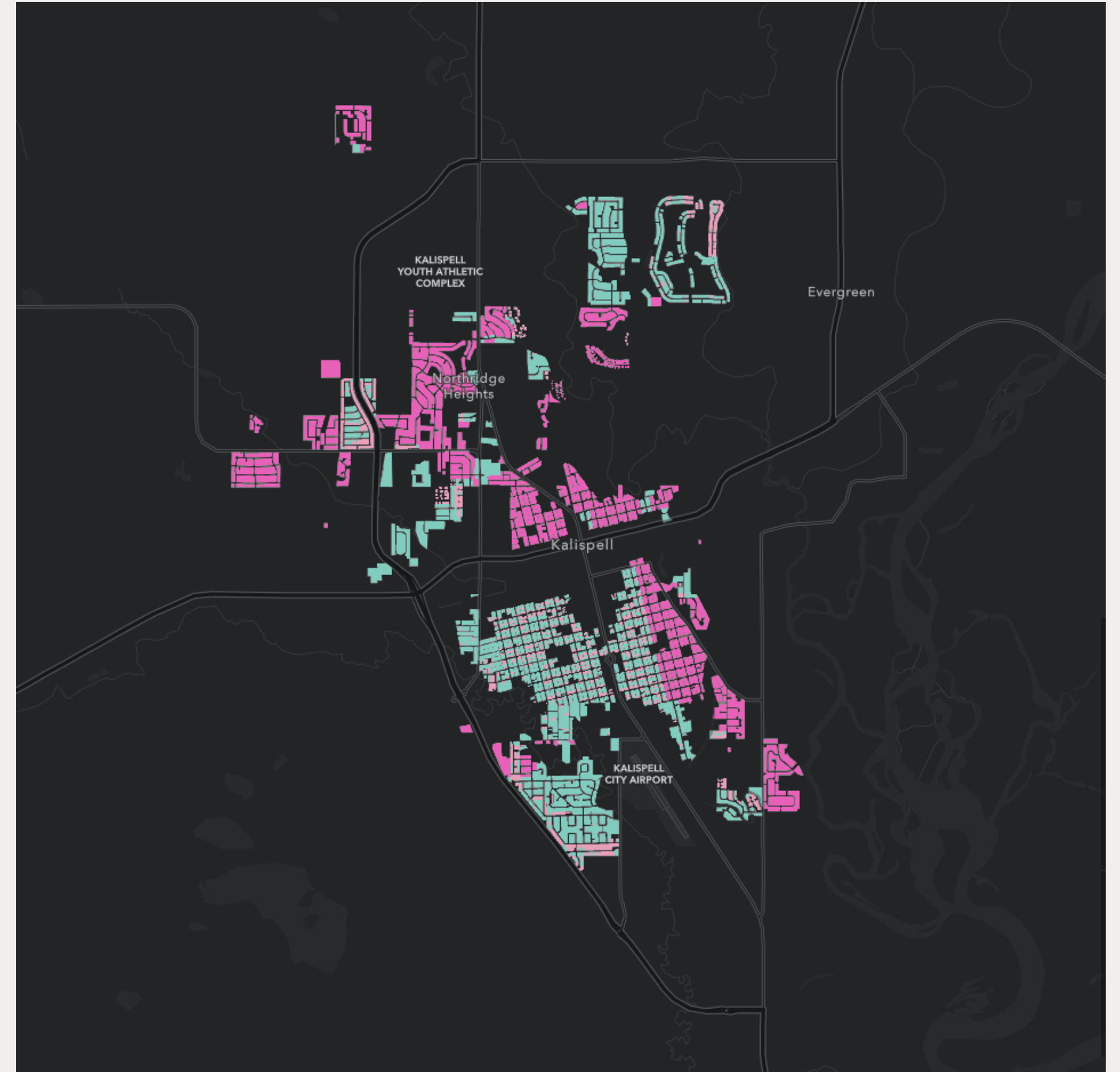
# WHITEFISH

2+ family homes are prohibited in  
63% of primary residential areas due  
to Single Family Zoning and  
Minimum Lot Areas.



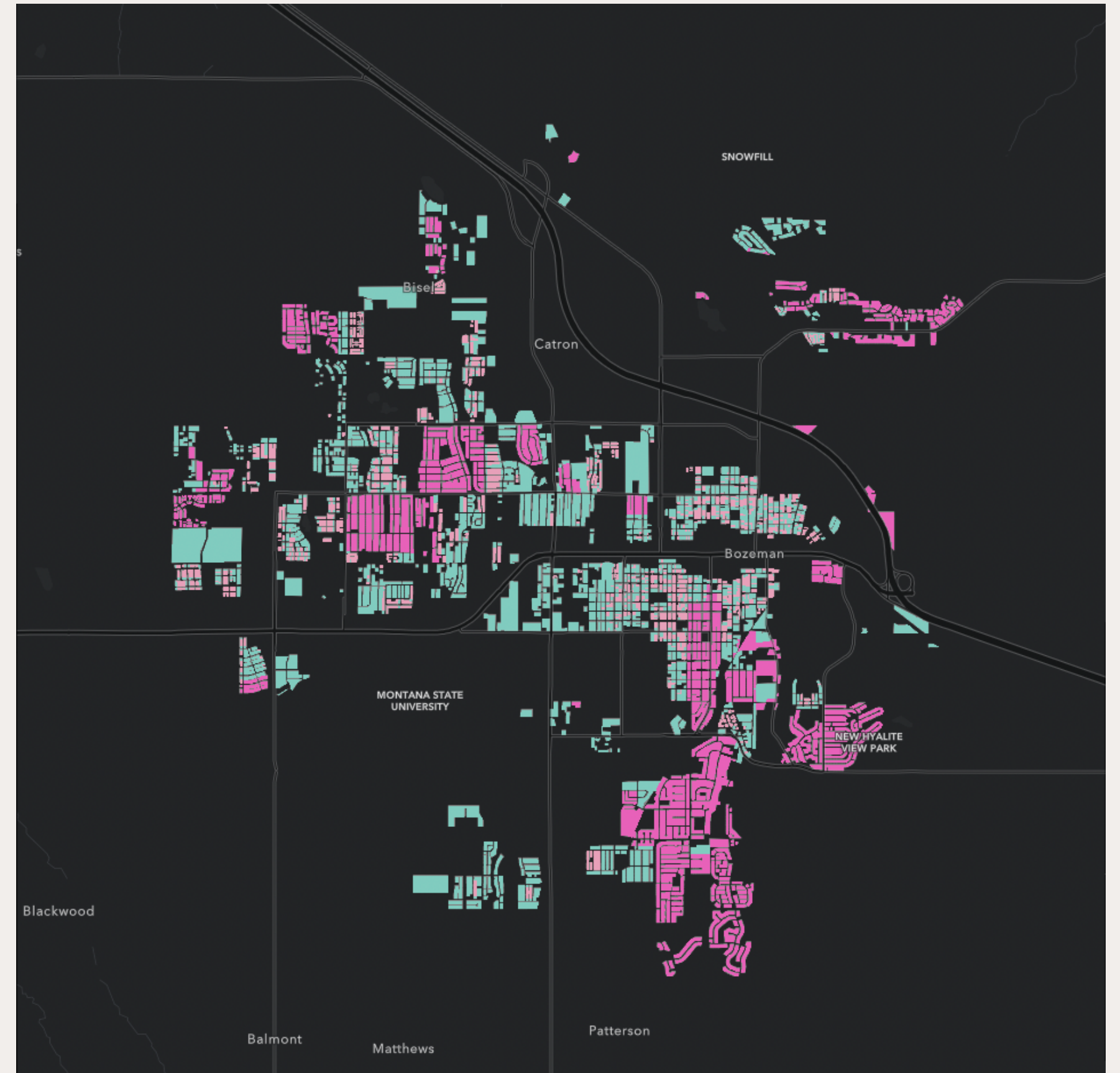
# KALISPELL

2+ family homes are **prohibited in over 54% of primary residential areas** due to Single Family Zoning and Minimum Lot Areas.



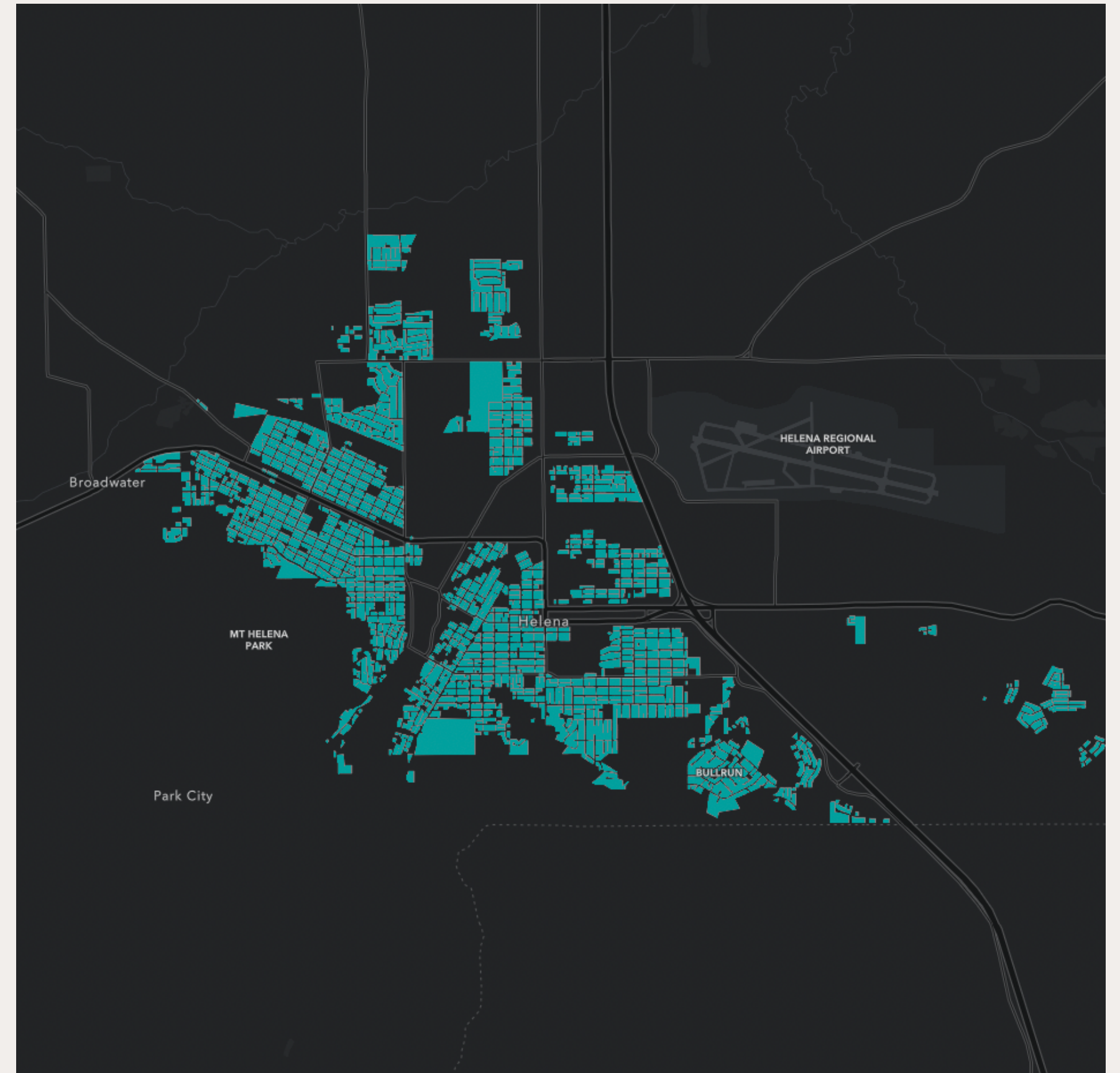
# BOZEMAN

2+ family homes are **prohibited in over 50% of primary residential areas** due to Single Family Zoning and Minimum Lot Areas.



# HELENA

2+ family homes are permitted in  
100% of primary residential areas  
and the City Helena does not impose  
Minimum Lot Areas.



# PRO-HOUSING REFORMS

## **#1: Restore the Right to Build Housing**

Our proposal: Expand areas in Montana's cities where multi-family housing is permitted by-right.

## **#2: Eliminate Minimum Lot Areas**

Our Proposal: Eliminate Minimum Lot Areas

**Expand areas in Montana's cities where multi-family housing is permitted by-right.**

**Local Officials Should:**

Reform city zoning codes to restore landowners' right to build two-to-four family housing in zones which currently only permit single-family.

# Eliminate Minimum Lot Areas

In 2019 Helena abolished nearly all minimum lot area requirements. Billings also recently moved from a lot area requirement to a simpler lot width requirement.

These changes may be one factor keeping average home prices in those cities relatively affordable compared to cities with minimum lot area requirements like Bozeman and Missoula.

## **Local Officials Should:**

Consider following the City of Helena's lead by eliminating Minimum Lot Areas entirely.

# Additional Considerations

## **#1: Permitting**

Permit approvals are often a barrier to development. Consider implementing a "self-certification" model, which has seen success in Phoenix.

## **#2: Parking Requirements**

Minimum parking requirements are frequently cited as driving up costs of development. Consider relaxing on-site parking requirements.

## **#3: Setbacks, Max Building Coverages**

Other lot geometry requirements can effectively impose a minimum on the size of a lot, which limits development potential.

# Montana Zoning Atlas In The News

## **Daily Inter Lake Editorial:**

"We challenge city and county officials to take a hard look at the study to see what can be done locally to encourage the medium-density housing that would produce the homes we need for the families who want to live here. Then work to rewrite zoning codes, as necessary, to make it easier for denser housing to be developed."

## **Bozeman Daily Chronicle Editorial:**

"Still the study raises points worth considering: that the cities' zoning policies mandate single-family dwellings on too much land area. Those policies cover 50% of all available land in Bozeman and 75% in Missoula. That means multiple-family dwellings – more affordable apartments, condos and townhouses – cannot be built on a lot of available land."

# Montana Zoning Atlas

**To see all the cities evaluated go to:**

**[WWW.FRONTIERINSTITUTE.ORG/ATLAS](http://WWW.FRONTIERINSTITUTE.ORG/ATLAS)**

**Contact:**  
**[kcotton@frontierinstitute.org](mailto:kcotton@frontierinstitute.org)**



**City Council Work Session**

**Date:** 04/18/2022  
**Title:** WO 22-12: Optimist Park Site Improvements  
**Presented by:** Mike Whitaker, Parks, Recreation & Public Lands Director  
**Department:** Parks/Rec/Public Lands  
**Presentation:** Yes  
**Legal Review** Not Applicable

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**RECOMMENDATION**

No action is requested at this time.

**BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)**

In FY 2022 City Council approved \$500,000 to design and construct 2 parking lots on the west side of Optimist Park utilizing SBURA funding. PRPL staff has been asked to find other ways to solve the parking issues instead of creating the parking lots within the park. One way of solving this issue is to provide on-street parking on Stephens Lane. Public Works has developed 2 concepts, see Attachments.

On April 13th the Parks, Recreation, and Cemetery Board met to consider this issue. They took action to recommend to City Council to extend Stephens Lane (without the mid-block crosswalk) with parking and to look into creating a smaller drop-off area with accessible parking closer to the shelter in the future instead of building 2 internal parking lots in the park.

**ALTERNATIVES**

No Alternatives are presented at this time.

**FISCAL EFFECTS**

No fiscal effects have been identified at this time.

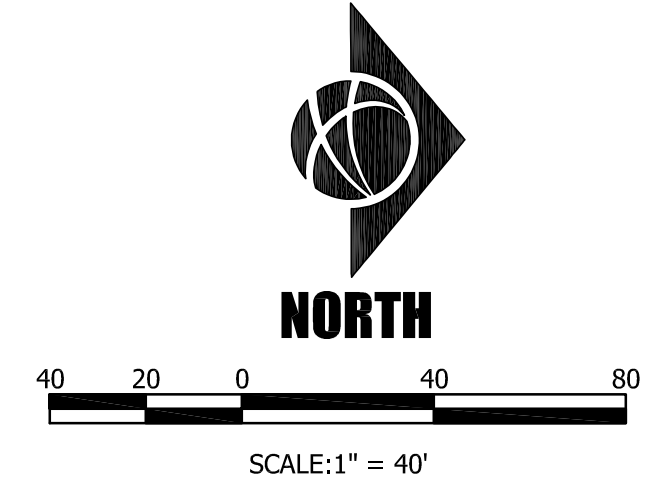
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**Attachments**

Exhibit A With Mid-block Crossing  
Exhibit A No Mid-block Crossing

# EXHIBIT A

## STEPHENS LANE EXTENSION CONCEPT WITH MID-BLOCK CROSSING



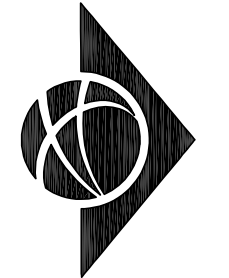
PREPARED FOR : CITY OF BILLINGS PUBLIC WORKS  
PREPARED BY : SANDERSON STEWART 

MARCH  
BILLINGS, MONTANA



# EXHIBIT A

## STEPHENS LANE EXTENSION CONCEPT



NORTH



SCALE: 1" = 40'

PREPARED FOR : CITY OF BILLINGS PUBLIC WORKS

MARCH

PREPARED BY : SANDERSON STEWART 

BILLINGS, MONTANA



**City Council Work Session**

**Date:** 04/18/2022  
**Title:** Land Use Application Process Series Discussion - Part I  
**Presented by:** Wyeth Friday  
**Department:** Planning & Community Services  
**Presentation:** Yes  
**Legal Review** Not Applicable

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**RECOMMENDATION**

This is an informational item and requires no action. Staff would like to the Council to leave this session with a better high-level understanding of the land use application process, but as important provide direction to staff on application processes or topic areas that it would like to spend more time on and receive more information about at future sessions in this series.

**BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)**

City Administrator Chris Kukulski has coordinated with the Planning and Community Services Department, Public Works Department and other Departments to participate in a series of Land Use Application Process sessions for City Council at upcoming Work Sessions or special meetings. This idea was generated after questions and discussion by Council during recent reviews and actions on land use applications indicated that more background and explanation of the land use application processes might help the Council on the context and background work that each application process requires. The sessions will be designed to further educate the Council on the processes, clarify why the land use processes are administered the way they are, and illicit from Council application process items or specific issues it would like to further review and discuss in upcoming sessions.

This first session will acknowledge the complexity and many aspects of the land use application and review process, help the Council further understand what goes into the processes before an application reaches the Council for action, and will provide a high level example of how a property moves through the review process for items like annexation, zone change and subdivision. Planning Division staff will provide this first session overview with the expectation that other Departments will participate in future sessions on more specific topic areas.

**ALTERNATIVES**

The only alternative for this non-action item is for the Council to listen to the material presented, engage in discussion, and provide guidance on topics for future sessions.

**FISCAL EFFECTS**

There is no significant financial impact to the PCSD budget in making this presentation at a Work Session.

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**Date:** 04/18/2022  
**Title:** Council Priorities and Quad Discussion Update  
**Presented by:** Chris Kukulski, City Administrator  
**Department:** City Hall Administration  
**Presentation:** No  
**Legal Review** Not Applicable

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**RECOMMENDATION**

Complete final draft of the Council's strategies and priorities for 2022 and 2023.

**BACKGROUND (Consistency with Adopted Plans and Policies, if applicable)**

Please review the attached draft council 2022/2023 strategies and priorities document. I reviewed the video from our April 4 work session and integrated your feedback. My goal is to leave this work session with a final draft ready for adoption May 9 . I also integrated the initiatives list into the draft priorities document.

**STAKEHOLDERS**

NA

**ALTERNATIVES**

City Council may:

- Approve; or,
- Not Approve

**FISCAL EFFECTS**

NA

**SUMMARY**

**Council Priorities and Quad Discussion.**  
*(Presented by: Chris Kukulski, City Administrator)*  
-Public Comment

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**Attachments**

Council Initiatives  
Draft 2022/2023 Strategies & Priorities

**COUNCIL INITIATIVES  
APPROVED SINCE JULY 2021**

Date	Sponsor/Initiative	Action	Resolved	Assigned To
02/08/16	COUNCILMEMBER SULLIVAN: Made a motion to review all ordinances over four years with the opportunity to fast track any ordinances to match citizen/council needs, seconded by Councilmember McFadden. APPROVED.	Departments are reviewing Municode comments, questions and recommendations and adding those of their own. Zoning Code was amended on 1/25/2021 by Ord. 21-5748. More work to be done on other sections of the Code.	In Progress	Gina Dahl Denise Bohlman
12/21/20	COUNCILMEMBER CHORIKI: Moved to direct staff to put the flowing issues on future work sessions. Staff will inform the council of any existing work on the issue and for the council to “brainstorm” possible solutions to these issues: 1) Staff and the Parks Board provide an informational presentation to council at their earliest convenience on their work identifying possible funding for the operations and maintenance of parks, including new capital projects, seconded by Councilmember Neese. APPROVED 2) Discussion of a policy and a funding source for completing the sidewalks and trails, including safe routes to schools; and 3) Staff provide a detailed cost of services report by March 15 <sup>th</sup> , seconded by Councilmember Neese. APPROVED.	1) City Administration and Parks presented funding options at the 3/15/21 City Council Work Session. 2) Presentation on Trail Funding was presented at the 4/19/21 Work Session. 3) This item has been pulled out and had separate discussion to determine next steps by the FY23 budget cycle.	1) Completed 2) Completed	
02/22/21	COUNCILMEMBER SHAW: Moved that the City Administrator direct staff to develop best-practice regulations and ordinance language to regulate (not prohibit) medical marijuana dispensaries and/or storefronts in Billings City limits; present proposed regulations to council at a works session to facilitate feedback and give notice of a public hearing and first reading for ordinance adoption, seconded by Choriki. APPROVED.	Since this initiative was launched a new law addressing regulation of recreational marijuana was made law by the MT Legislature and Governor. Multiple Council Work Sessions, a staff and Council Marijuana Working Group and hours of work and meetings resulted in Council passing new zoning regulations and business license regulations for marijuana businesses as well as taking a vote to	Completed Implementation in Progress	Gina Dahl Wyeth Friday

Date	Sponsor/Initiative	Action	Resolved	Assigned To
		Billings residents on recreational marijuana sales, prohibiting in the City.		
05/24/21	COUNCILMEMBER RONNING: Moved to direct CA Kukulski to form a committee made up of Citizen Police Advisory Board (CPAB) steering committee members, city councilmembers and appropriate City staff to develop resolution language that would be re-establish a CPAB for the four key objectives: 1) Recruitment, retention and workplace diversity; 2) Crime prevention and diversion; 3) Community support and engagement; and 4) Data collection and analysis. Committee to present proposed resolution to City Council at a work session to facilitate feedback and set a public hearing for resolution adoption, seconded by Councilmember Joy. APPROVED	Chris Kukulski is in the process of forming the committee and working on the resolution language. Resolution 21-11013 established 9/27/2021.	Complete	Chris Kukulski
09/13/21	COUNCILMEMBER NEESE: Moved to initiate an amendment to the Zoning Code to regulate Marijuana businesses, seconded by Councilmember Yakawich. APPROVED.	Multiple Council Work Sessions, a staff and Council Marijuana Working Group and hours of work and meetings resulted in Council passing new zoning regulations and business license regulations for marijuana businesses as well as taking a vote to Billings residents on recreational marijuana sales, prohibiting it in the city.	Completed Implementation in Progress	Wyeth Friday Gina Dahl
10/11/21	COUNCILMEMBER RONNING: Moved to direct staff to put establishing a City Charter Review Committee on a work session and invite Dan Clark, Local Government Center, to advise council of the process of reviewing the City Charter, seconded by Councilmember Neese. APPROVED.	Work session held in March 2022.	In Progress	Chris Kukulski
11/22/21	COUNCILMEMBER YAKAWICH: Moved to direct staff and the future council to design, implement and install a standalone COVID19 memorial within the first year the new law and justice center/city hall is used in honor of those whose lives were lost due to COVID in Yellowstone, seconded by Councilmember Choriki. APPROVED.	Mike Yakawich and Mayor Bill Cole have convened a committee to explore ideas.	In Progress	Kevin Iffland
11/22/21	COUNCILMEMBER YAKAWICH: Moved to direct staff to implement regulations for recovery residences also known as sober living housing to reduce the amount of disturbances and building and code enforcement issues, seconded by Councilmember Choriki. APPROVED.	To begin researching the issue in 2022.	In Progress	Chris Kukulski Rich St. John Wyeth Friday Gina Dahl

Date	Sponsor/Initiative	Action	Resolved	Assigned To
11/22/21	COUNCILMEMBER EWALT: Moved to direct staff to work with the Department of Corrections (DOC) and legislators to limit the number of probationers, parolees, and inmate releasees with a cap of how many can be released to Billings, seconded by Councilmember Purinton. APPROVED.	Merged with the 12-20-21 council initiative by Purinton.	Complete	
12/20/21	COUNCILMEMBER PURINTON: Directed the City Administrator to print on Council letterhead the drafted letter to Governor Gianforte concerning limiting the number of DOC releasees to Billings, to be signed by all councilmembers wishing to sign it, seconded by Councilmember Shaw. APPROVED.	Letter was mailed on December 27, 2021.	Complete	
12/20/21	COUNCILMEMBER EWALT: Directed the City Administrator to work with Public Works staff for a resolution that would charge 20% out-of-city limits customers to be set aside in a landfill fund to pay for future capital improvements at the landfill. The 20% charge would start in FY23 and continue until changed by future councils, seconded by Councilmember Yakawich. APPROVED.	Will include in annual rate setting resolution in June.	In Progress	Debi Meling

## 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 21<sup>st</sup> 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)