

April 27 DRAFT - 2023/2024 City Council Goals and Strategies

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.

- Work with Yellowstone County and the State of Montana to increase the capacity of incarceration, mental health and substance abuse facilities and services.
- Decrease family violence.
 - Analyze the impacts of a Family Justice Center
 - Select a Family Violence Elimination Coordinator
- Activate parks consistent with CPTED principles.
 - Expand access to recreation programs within neighborhoods throughout the city.
- Reduce Adverse Childhood Experiences (ACE Scores).
- Build trust with our Native American community.
- Continue implementing law enforcement, code enforcement, legal, and municipal court strategies improving the effectiveness of the criminal justice system. 2023/2024.
- Report data measuring the effectiveness of the criminal justice system. 2023/2024

+ Continue to Invest in core infrastructure.

- Complete airport terminal reconstruction project, building Montana's greatest airport. 2024
- Complete City Hall/Law and Justice Center project to include a COVID 19 memorial. 2024
- Complete Skyway Drive (inner-belt loop). 2024
- Complete Skyline trail projects. 2023
- Complete water plant and reservoir including conservation and park components. 2025
- Determine land use and infrastructure policies to serve the Skyway Drive and new bypass corridor areas. 2023
- Determine 21st Street underpass upgrades to improve downtown transportation system. 2024

+ Increase parks, trails, recreation, and cultural investments.

- Determine capital investments and educate community on the impacts of additional park and trail development. 2023
 - Determine specifically which projects will be bonded.
 - Determine the level of annual investment to be included in the parks, trails, recreation, and public lands budgets.
- Determine annual level of maintenance and operation expenses for parks, trails, recreation, and public lands.
 - Vet the impact of using a voter approved parks levy.
 - Vet the impact of using a portion of the City's 74 mill charter cap to fund M&O.

- 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.
 - **Appoint a task force of key stakeholders to analyze partnership opportunities and recommend the best path forward to build the multigenerational recreation center consistent with the adopted master plan - break ground as soon as possible.**

Improve the built environment through quality design.

- Develop strategies to stimulate infill and redevelopment throughout the city's business and residential districts. 2023/2024
- Implement downtown transportation plan/one way street conversions and road diets. 2023/2024
- Develop a housing strategy in partnership with HomeFront and facilitate 1,000 housing units being added to the city's core. 2023/2024
- Complete a review of the 2016 growth policy. 2024
- Update West End and Heights neighborhood plans -update all 8 plans over the next decade.
- Update subdivision regulations. 2023/2024

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

- Complete organizational review of the city's vision, mission, and core values. 2023
- Complete cost of services studies to better understand cost of delivering police, fire, parks, recreation, storm water, water, wastewater and transportation services and infrastructure. 2023
- Adopt legislative priorities for the 2025 session focused on improving the safety and economic vibrancy of Billings.
- Improve the effectiveness of council work sessions, policy implementation and communications. 2023
- Digitize all essential records for proper storage and access by citizens and staff. 2023/2024
- Improve public engagement.
- Systematize a regular review of all ordinances by each department, on a schedule to be determined by administration. 2023
- Establish a City Charter Review Committee. 2023