

****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 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.comm7tv.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 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.
 - 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.
 - **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 [Zoom Meeting IDs and Passcodes](#)
- Click Here for [Zoom Meeting Instructions for Attendees \(as guests\)](#)

Please contact Denise Bohlman, City Clerk, at bohlmand@billingsmt.gov, or at 406.657.8210, with any questions.



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

**WORK SESSION AGENDA
FEBRUARY 6, 2023**

COUNCIL CHAMBERS

5:30 P.M.

CALL TO ORDER: Mayor Cole

PUBLIC COMMENT ON ALL ITEMS. This is the time to comment on any matter (Agenda or Non-Agenda) falling within the scope of the Billings City Council. There will also be time in conjunction with each agenda item for public comment relating to that item. You may only speak once for each item during the meeting.

Please note, the City Council cannot take action on any item of significant interest to the public that does not appear on the agenda. Comments are limited to three (3) minutes during each public comment period or as set by the Mayor. **Speaker sign-in required.** Please sign the roster at the cart located at the back of the Council chambers or at the podium.

1. **Energy and Conservation Commission - LEED.**
(Presented by: Louis Engels, Utility Engineer)
-Public Comment
2. **Grand Avenue System Change Request.**
(Presented by: Scott Walker, Transportation Planner)
-Public Comment
3. **Transportation and Parks Capital Improvement Plan.**
(Presented by: Andy Zoeller, Finance Director)
-Public Comment
4. **Council and Leadership Team Retreat.**
(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, 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: 02/06/2023
Title: Energy and Conservation Commission - LEED for Cities
Presented by: Louis Engels, Water Quality Superintendent
Department: Public Works
Presentation: Yes
Legal Review Not Applicable

RECOMMENDATION

No action is required of City Council at this time.

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

The Energy and Conservation Commission (ECC) is made up of 7 commission members and 2 staff liaisons with experience in the fields of energy and conservation. The purpose of the ECC is to consider ways to conserve energy and water, and reduce waste and pollution. This includes making recommendations where the City can reduce the amount of money it spends on resources and ways to limit the City's impact on the environment.

Billings was recently awarded LEED for Cities Gold after completing a resource inventory and certification led by the ECC. This presentation will highlight the results of the LEED for Cities certification scorecard and identify opportunities for improvement. The presentation will also discuss the next steps and focus of the ECC.

ALTERNATIVES

No alternatives are presented as no action is required for this item at this meeting.

FISCAL EFFECTS

There are no fiscal effects as a result of this council item as there is no action being taken.

City Council Work Session

Date: 02/06/2023
Title: Grand Avenue Urban System Change Request
Presented by: Scott Walker
Department: Planning & Community Services
Presentation: Yes
Legal Review Not Applicable

RECOMMENDATION

Staff recommends approval of the letter to the Montana Department of Transportation (MDT) asking for review of a request to initiate a system change on Grand Avenue and 62nd Street West in Billings, MT. The change would bring a portion of Grand Avenue and 62nd Street West onto the Urban Highway System per MDT requirements.

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

At the request of the Billings Technical Advisory Committee (TAC), the Billings Metropolitan Planning Organization (MPO) would like to request a System Modification on Grand Avenue from 41st Street West to 62nd Street West and then from 62nd Street West North to Rimrock Road in Billings. This request would be to add these portions of Grand Avenue and 62nd Street West to the Urban System and complete system connectivity to Rimrock Road.

The reasons for this request for modification include:

- The City of Billings is and has experienced an overall growth rate of 1.2% a year.
- Much of the anticipated residential and commercial growth is occurring in the west end of Billings.
- Current data shows 24 Commercial and 519 Residential Permits have been issued along Grand Avenue in the last 10 years. This data accounts for development approximately ½ mile on either side of the corridor. This information as well as anticipated additional residential and employment development identified in the drafting of the 2023 Long Range Transportation Plan indicate growth from 10,700 ADT to 17,000 by 2040 on this portion of Grand Avenue.
- There are three schools along the Grand Avenue Corridor - Billings Christian, Grace Montessori and Ben Steele Middle School with a combined student population of approximately 1,300. This equates to a trip generation of 3,900 trips per day. In conversations with these schools, both the Billings Christian and Grace Montessori expect additional enrollment in the upcoming years.
- There are no curb, gutter or sidewalks throughout most of the corridor and the roadway is mostly built to a county standard and is not serving this area of high growth of both residential and commercial land use. Due to extraordinary urban and county growth along this corridor, the Billings Metropolitan Planning Organization (MPO) is requesting that this section be added to the MDT Urban System.

The schedule for recommendation of this letter of request is:

Planning Board - February 14
 Commissioners - January 31 (recommended approval)
 City Council - February 13
 Policy Coordinating Committee - February 21

ALTERNATIVES

The City Council may approve or disapprove of the request for system modification. There is no downside to making this request as this is the first step in a multi-step process with MDT and the MT Transportation Commission for this request to be considered and acted upon.

FISCAL EFFECTS

There are no fiscal effects from making this request for a system change. If the change were to be ultimately approved, it could make funds available for improvements to this corridor.

Attachments

Grand Ave. System Change
 Grand Ave. System Change



2825 3rd Ave. N
Billings, MT 59101
P 406.247.8676

billingsmt.gov

February 21, 2023



Carol Strizich, Supervisor
Statewide and Urban Planning Section
Montana Department of Transportation

Carol,

At the request of the Billings Technical Advisory Committee, (TAC), and the Billings Policy Coordinating Committee, (PCC), the Billings Metropolitan Planning Organization, (MPO), would like to request a System Modification on Grand Avenue from 41st Street West to 62nd Street West, and 62nd Street from Grand Avenue to Rimrock Road in Billings. This request is to add Grand Avenue and 62nd Street to the Urban Highway System. This motion was passed by the Billings PCC during the meeting occurrence on February 21, 2023.

Background:

The City of Billings is and has experienced an overall growth rate of 1.2% a year. Much of the residential and commercial growth has occurred in the west end of Billings, while the Urban Highway System is not currently serving the west end of town. Current data shows 24 Commercial and 519 Residential Permits have been issued along the Grand Avenue in the last 10 years. This data accounts for development approximately ½ mile on either side of the corridor. This unprecedented level of growth and development has exacerbated the need to provide those living along the corridor, and those traveling through the corridor to be served by the Urban Highway System in a continuous and safe manner.

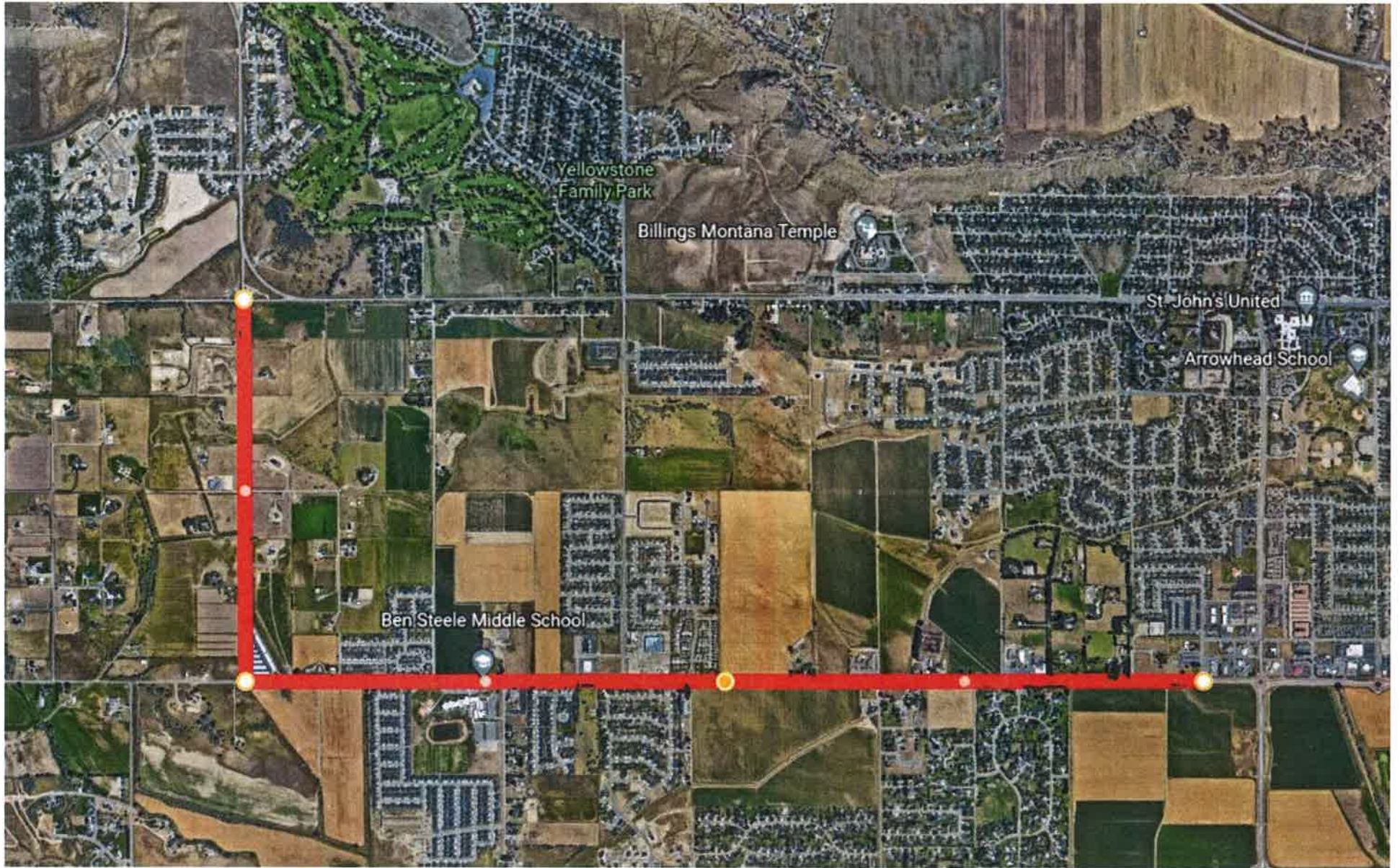
Signatures: Billings Metropolitan Planning Organization

Mayor, Billings City Council Date

Yellowstone County Board of County Commissioners Date

President, Yellowstone County Board of Planning Date

MDT Billings-District Office Date



City Council Work Session

Date: 02/06/2023
Title: Transportation and Parks Capital Improvement Plan
Presented by: Andy Zoeller, Finance Director
Department: Finance
Presentation: Yes
Legal Review No

RECOMMENDATION

Staff will present information on the Transportation and Parks portions of the FY24-28 Capital Improvement Plan.

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

Staff has presented the FY24-28 Capital Improvement Plan over multiple meetings in November and December 2022. At the 12/19/2022 regular City Council meeting, City Council adopted all portions of the CIP, except for the Transportation and Parks portions. Council requested additional information on each of these portions of the CIP.

Staff will present additional information on the Transportation and Parks and Rec portions of the FY24-28 CIP. Attached is the info for Parks & Rec, the transportation piece will be emailed asap from public works.

ALTERNATIVES

No decision will be made at the work session. Staff will present recommendations to Council for consideration at a future regular city council meeting.

FISCAL EFFECTS

Fiscal effects are dependent upon direction from City Council.

Attachments

PRPL CIP Presentation



FY24 – 28 Capital Improvement Plan Parks & Recreation

Tennis Court Facility Questions

- Can an indoor facility be added to the courts at Pioneer?
 - The location of the courts at Pioneer don't allow enough room for a structure to be installed.
- Why isn't a tennis facility located with the designed Rec. Center?
 - Space is a limiting factor, removal of soccer pitches would be required to accommodate the additional structure and parking.



Three Types of Spray Ground Comparisons

- Spray to Drain
 - Least expensive to install
 - Least labor required
 - Highest water costs
 - Approximate install cost \$400,000 to \$700,000
- Recycle
 - Requires water storage facility, higher installation cost
 - Requires pump station increasing operating costs
 - Water costs are same for spray to drain except water is used twice
 - Approximate cost to install \$500,000 to \$900,000
- Recirculation
 - Requires pumps, control systems and chemical additives adding to utility and maintenance costs
 - Low water usage because water is reused
 - Approximate costs to install \$800,000 to \$1,000,000

Bonded Project Recommendations original

| GENERAL OBLIGATION BONDS | | | | | | | | | | |
|---|---------|-------------------|-------------------|------------------|------------------|-------------------|------------------|-------------------|-------------------|--------------------|
| Project Name | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | Total |
| Multi-Generational Community Recreational Center* | | 68,742,000 | | | | | | | | 68,742,000 |
| Pioneer Wading Pool Replacement | | | | 196,200 | 1,613,592 | | | | | 1,809,792 |
| South Park Pool Renovation | | 1,500,000 | 15,000,000 | | | | | | | 16,500,000 |
| Centennial Park | | | | 5,385,200 | | | | | | 5,385,200 |
| Stagecoach Trail | | | | | 3,500,000 | | | | | 3,500,000 |
| Indoor Tennis/Pickleball Court | | | 5,000,000 | | | | | | | 5,000,000 |
| Water - West End Reservoir/City Lakes | | 7,000,000 | | | | | | | | 6,000,000 |
| Terry Park Spray Ground Replacement | | | | | | 196,200 | 1,613,592 | | | 1,809,792 |
| Castle Rock Park | | | | | | 17,867,500 | | | | 17,867,500 |
| Poly Vista Park | | | | | | | 5,982,200 | | | 5,982,200 |
| Coulson Park | | | | | | | | 25,459,400 | | 25,459,400 |
| Cottonwood Park | | | | | | | | | 20,545,255 | 20,545,255 |
| Total General Obligation Bonds/Loan | - | 76,242,000 | 20,000,000 | 5,581,400 | 5,113,592 | 18,063,700 | 7,595,792 | 25,459,400 | 20,545,255 | 178,601,139 |

| | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 |
|--------------------------|---------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Cummulative Total | - | 76,242,000 | 96,242,000 | 101,823,400 | 106,936,992 | 125,000,692 | 132,596,484 | 158,055,884 | 178,601,139 |

Rec Center Project Cost Proposal subject to change (+\$16M)

Additional Projects total \$13,885,200 in FY24-28 CIP

Additional Projects total \$83,739,555 in total

Updated Bonded Projects Recommendation

| GENERAL OBLIGATION BONDS | | | | | | | | | | |
|---|---------|--------------------------|------------|-----------|----------------------|------------|----------------------|------------|------------|--------------------------|
| Project Name | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2029 | FY 2030 | FY 2031 | FY 2032 | Total |
| Multi-Generational Community Recreational Center* | | 68,742,000 82,657,000 | | | | | | | | 68,742,000 82,657,000 |
| Pioneer Wading Pool Replacement | | | | 196,200 | 1,613,592 803,800 | | | | | 1,809,792 1,000,000 |
| South Park Pool Renovation | | 1,500,000 | 15,000,000 | | | | | | | 16,500,000 |
| Centennial Park | | | | 5,385,200 | | | | | | 5,385,200 |
| Stagecoach Trail | - | - | - | - | 3,500,000 | - | - | - | - | 3,500,000 |
| Indoor Tennis/Pickleball Court | | | 5,000,000 | | | | | | | 5,000,000 |
| Water - West End Reservoir/City Lakes | | 7,000,000 | | | | | | | | 6,000,000 |
| Terry Park Spray Ground Replacement | | | | | | | 1,613,592 803,800 | | | 1,809,792 1,000,000 |
| Castle Rock Park | | | | | | 17,867,500 | | | | 17,867,500 |
| Poly Vista Park | | | | | | | 5,982,200 | | | 5,982,200 |
| Coulson Park | | | | | | | | 25,459,400 | | 25,459,400 |
| Cottonwood Park | | | | | | | | | 20,545,255 | 20,545,255 |
| Total General Obligation Bonds/Loan | - | 91,157,000 | 20,000,000 | 5,581,400 | 803,800 | 18,063,700 | 6,786,000 | 25,459,400 | 20,545,255 | 188,396,555 |

- 1.) Adjust Recreation Center to match amount presented on 1/17/23 Work Session
- 2.) Remove Stagecoach Trail. This project is recommended to be funded through Planning Grants and Contributions (CIP pages 18, 19, & 103)
- 3.) Adjust Spray Ground Amounts
- 4.) Total bonded projects \$188 million

- PRPL CIP as amended:

| Project Name | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total | Funding Source |
|--|-----------|-------------|------------|-----------|---------|--------------------|------------------------------|
| Amend Park Parking Lot Repairs | | 200,000 | | | | 200,000 | Amend Park Fund |
| Parks and Recreation Comprehensive Plan Update | | | | 163,500 | | 163,500 | Cash-in-lieu |
| Cemetery Area 15 Establishment | | 610,000 | | | | 610,000 | Cemetery Perpetual Fund |
| Cemetery Pump Station Replacement/Upgrade | 270,000 | | | | | 270,000 | Cemetery Perpetual Fund |
| Centennial Park Trail Development (Dog Park) | 65,662 | | | | | 65,662 | Centennial Park Construction |
| Dehler Park Ball Field Replacement | | 449,080 | | | | 449,080 | Dehler Park Fund |
| Poly Vista Park Playground Development | 1,000,000 | | | | | 1,000,000 | Donation |
| Centennial Park | | | | 5,385,200 | | 5,385,200 | GO Bond |
| Pioneer Wading Pool Replacement | | | | 196,200 | 803,800 | 1,000,000 | GO Bond |
| South Park Pool Renovation | | 1,500,000 | 15,000,000 | | | 16,500,000 | GO Bond |
| Tennis/Pickleball Court Facility | | | 5,000,000 | | | 5,000,000 | GO Bond |
| Westend Reservoir/City Lakes Parks Project | | 7,000,000 | | | | 7,000,000 | GO Bond |
| Multi-Generational Community Recreation Center | 6,500,000 | 106,157,000 | | | | 112,657,000 | GO Bond/TIF Rev. Bond |
| Aquatics Facilities Evaluation | 190,000 | | | | | 190,000 | Park District 1 |
| Burg Park Playground Replacement | | | | | 300,000 | 300,000 | Park District 1 |
| Castle Rock Park North Parking Lot & Restroom | 981,000 | | | | | 981,000 | Park District 1 |
| Edgerton Park Playground Replacement | | | | | 350,000 | 350,000 | Park District 1 |
| Hawthorne Park Wading Pool Replacement | | | 196,200 | 803,800 | | 1,000,000 | Park District 1 |
| Irrigation Automation at Boulder Park | | | 332,362 | | | 332,362 | Park District 1 |
| Irrigation Automation at Burlington Park | | 305,025 | | | | 305,025 | Park District 1 |
| Irrigation Automation Spring Creek and Evergreen Parks | 315,097 | | | | | 315,097 | Park District 1 |
| North Park Tennis/Basketball Courts Replacement | | | 650,000 | | | 650,000 | Park District 1 |
| Pioneer Park 6 Tennis Courts Replacements | 1,200,000 | | | | | 1,200,000 | Park District 1 |
| Poly Vista Ball Park Restroom | | | 300,000 | | | 300,000 | Park District 1 |
| Poly Vista Park Parking Lot Completion | 220,000 | | | | | 220,000 | Park District 1 |
| Rose Pool Spray Feature Upgrade | 147,000 | | | | | 147,000 | Park District 1 |
| Swords Park Road Replacement | | 250,000 | 250,000 | 250,000 | 250,000 | 1,000,000 | Park District 1 |
| Various Trail Repairs | | 100,000 | 100,000 | 100,000 | 100,000 | 400,000 | Park District 1 |
| Walsh Park Playground Replacement | | | | | 350,000 | 350,000 | Park District 1 |
| Stewart Park Parking Lot Repair/Repave | | 600,000 | | | | 600,000 | Stewart Park Fund |
| | | | | | | 158,940,926 | |

- PRPL CIP as amended:

| Funding Source | Project | Total |
|---|--|--------------------|
| Amend Park Fund | Amend Park Parking Lot Repairs | 200,000 |
| Amend Park Fund Total | | 200,000 |
| Cash-in-lieu | Parks and Recreation Comprehensive Plan Update | 163,500 |
| Cash-in-lieu Total | | 163,500 |
| Cemetery Perpetual Fund | Cemetery Area 15 Establishment | 610,000 |
| | Cemetery Pump Station Replacement/Upgrade | 270,000 |
| Cemetery Perpetual Fund Total | | 880,000 |
| Centennial Park Construction | Centennial Park Trail Development (Dog Park) | 65,662 |
| Centennial Park Construction Total | | 65,662 |
| Dehler Park Fund | Dehler Park Ball Field Replacement | 449,080 |
| Dehler Park Fund Total | | 449,080 |
| Donation | Poly Vista Park Playground Development | 1,000,000 |
| Donation Total | | 1,000,000 |
| GO Bond | Centennial Park | 5,385,200 |
| | Multi-Generational Community Recreation Center | 82,657,000 |
| | Pioneer Wading Pool Replacement | 1,000,000 |
| | South Park Pool Renovation | 16,500,000 |
| | Tennis/Pickleball Court Facility | 5,000,000 |
| | Westend Reservoir/City Lakes Parks Project | 7,000,000 |
| GO Bond Total | | 117,542,200 |
| TIF Rev. Bond | Multi-Generational Community Recreation Center | 30,000,000 |
| TIF Rev. Bond Total | | 30,000,000 |
| Park District 1 | Aquatics Facilities Evaluation | 190,000 |
| | Burg Park Playground Replacement | 300,000 |
| | Castle Rock Park North Parking Lot & Restroom | 981,000 |
| | Edgerton Park Playground Replacement | 350,000 |
| | Hawthorne Park Wading Pool Replacement | 1,000,000 |
| | Irrigation Automation at Boulder Park | 332,362 |
| | Irrigation Automation at Burlington Park | 305,025 |
| | Irrigation Automation Spring Creek and Evergreen Parks | 315,097 |
| | North Park Tennis/Basketball Courts Replacement | 650,000 |
| | Pioneer Park 6 Tennis Courts Replacements | 1,200,000 |
| | Poly Vista Ball Park Restroom | 300,000 |
| | Poly Vista Park Parking Lot Completion | 220,000 |
| | Rose Pool Spray Feature Upgrade | 147,000 |
| | Swords Park Road Replacement | 1,000,000 |
| | Various Trail Repairs | 400,000 |
| | Walsh Park Playground Replacement | 350,000 |
| Park District 1 Total | | 8,040,484 |
| Stewart Park Fund | Stewart Park Parking Lot Repair/Repave | 600,000 |
| Stewart Park Fund Total | | 600,000 |
| Grand Total | | 158,940,926 |

City Council Work Session

Date: 02/06/2023
Title: City Council and Leadership Team Retreat Discussion
Presented by: Chris Kukulski, City Administrator
Department: City Hall Administration
Presentation: Yes
Legal Review Not Applicable

RECOMMENDATION

Set the schedule for the City Council and Leadership Team Retreat.

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

As we worked to find a Friday and Saturday that as many council members and department directors as possible can attend, we have landed on either March 24 and 25 or March 31 and April 1. Please select between the two weekends. Karen Baumgart Miller will be facilitating our sessions. Once the date is selected we will find a location and set the specific times and agenda.

Our plan for the retreat is to drill deeper into two of the five strategies the council adopted after last year's retreat: Improve the safety of Billings and Increase parks, trails, recreation, and cultural investments. See enclosed adopted 2022/2023 City Council Strategies and Priorities.

STAKEHOLDERS

All 120,000 citizens of Billings

ALTERNATIVES

City Council may:

- Approve; or,
- Not Approve

FISCAL EFFECTS

NA

Attachments

Adopted 2022/2023 Council Priorities

Adopted 2022/2023 City Council Strategies and Priorities

May 9, 2022

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

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 long term.

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. 2022/2023

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. 2023
- Establish a City Charter Review Committee. 2022