

****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.)* Channel 7 or Channel 978 - TDS Fiber.
 - . 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.

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

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

**CLOSED EXECUTIVE SESSION
BEGINS AT 4:00 P.M.**

COUNCIL CHAMBERS

SEPTEMBER 3, 2024

**WORK SESSION
BEGINS AT 5:30 P.M.**

CALL TO ORDER: Mayor Cole

RECESS TO CLOSED EXECUTIVE SESSION* - City Administrator Performance Review

*Note: The Executive Session will be closed, as allowed in Section 2-3-203(3), MCA, as discussions relate to matters of individual privacy and wherein the demands of individual privacy exceed the merits of public disclosure.

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. Updating Resolution Setting Tax Rebatement Policies.**
- Public Comment
- 2. South Billings Urban Renewal Association - Sports Complex.**
- Public Comment
- 3. DRAFT Strategic Plan.**
-Public Comment

HIGHLIGHT UPCOMING AGENDA ITEMS OF COUNCIL INTEREST:

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: 09/03/2024
Title: Updating Resolution Setting Tax Rebatement Policies
Presented by: Chris Kukulski, City Administrator
Department: City Hall Administration
Presentation: Yes
Legal Review: Yes
Project Number: N/A

RECOMMENDATION

Approve repealing and replacing all previous City of Billings tax abatement policy resolutions and adopting the consolidation of those resolutions into one tax abatement policy resolution, as proposed.

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

In 1988, the State of Montana statutorily provided local government with the authority to implement tax abatement programs. Since then, Yellowstone County and the City of Billings have offered the discretionary tool as an incentive to existing business and recruit new business to our community. The abatement allows the businesses to add to their bottom line incentivizing them to grow and add to Yellowstone County's economy by creating good paying jobs, increase services, and contribute to the economy's overall economic health.

A reminder, tax relief received is only on the incremental increase in taxable valuation.

The City's current tax abatement program resolutions have been in place for more than 15 years. Billings City Council, Yellowstone County Commissioners, and staff initiated a review of the tax abatement programs and resolutions. The proposed resolution is consistent with what Yellowstone County adopted earlier this year. The department of revenue strongly encourages the city and county to be consistent with one another.

STAKEHOLDERS

City and County Administration, Finance and Legal collaborated to review and revise resolutions related to tax abatement programs within the City of Billings and Yellowstone County.

ALTERNATIVES

City Council may:

- Approve repealing and replacing the City's current tax abatement resolutions and updating and consolidating into one resolution as recommended by staff and Big Sky Economic Development (BSED); or,
- Not Approve repealing and replacing existing tax abatement resolution, in which case those will remain as the City's current policy.

FISCAL EFFECTS

There are no fiscal impacts to approving the resolution. Any future fiscal impact would be based on the approval or denial of each tax abatement request presented.

While tax abatements suspend immediate **new** incremental government revenue, they encourage investment through business expansion and new business development to stimulate economic growth and generate additional revenue in the long term. By providing incentives for investment in economic activities, tax abatements can attract businesses, create jobs, and spur economic development.

SUMMARY

Big Sky Economic Development (BSED) staff acts as the facilitator of requests for tax abatements in the City of Billings and Yellowstone County. Its staff oversees the application process to determine complete applications, needed information is supplied and property owner/ business owner signatures are on the applications. BSED provides the applicable jurisdictions (City and County, or County) Attorney and Finance offices with the applications for review and confirmation it meets the minimum requirements to move forward with a request. If so, BSED

collaborates with the applicant to guide the application through the jurisdiction's appropriate process for consideration. BSED requests and gathers information from the applicant, County, City, and the Department of Revenue. As economic development professionals, BSED gathers and analyzes data to show the estimated value of the proposed new private investment. BSED leans on its partners' expertise within local government and the Department of Revenue as its staff are neither attorneys, accountants, nor taxation specialists and obtains information from outside experts, publicly available information and property owner provided information.

Big Sky Economic Development worked with the City and County on revising the tax abatement resolutions to better align with current Council and Commissioner directives.

The combined resolution incorporates all resolutions into one document, improves the resolution language and clarifies the requirements of the programs.

The revised resolution raises the minimum investment needed to be eligible to apply for a tax abatement to \$500,000 or greater across each program.

The revised resolution adds additional requirements under job creation and payroll reporting by requiring notarized job creation and payroll reports each January on active abatements.

The proposed resolution will provide clear application and reporting requirements to applicants, Billings city staff, and BSED in navigating the tax abatement process. Additionally, the job retention, job creation, payroll reporting provides clarity to program results.

Attachments

proposed resolution
Current Resolution #1
Current Resolution #2
Current Resolution #3

**A RESOLUTION CREATING PROCEDURES FOR
TAX ABATEMENT APPLICATIONS**

WHEREAS, the City of Billings believes it is in the public interest for new industries to locate in Billings and for existing industries to expand in Billings.

WHEREAS, the Montana Legislature has approved, in Section 15-24-1402, MCA, a means for Montana cities to provide incentives for certain types of new or expanding industries in the form of property tax reductions over a period of ten (10) years.

WHEREAS, the City of Billings believes it is the public interest that the community's existing buildings or structures be remodeled, reconstructed, or expanded thereby improving the community's appearance, expanding employment, and increasing the tax base.

WHEREAS, the Montana Legislature has approved, in Sections 15-24-1501 and 15-24-1502, MCA, a means for Montana cities to provide tax incentives for certain remodeling, reconstruction or expansion of existing buildings.

WHEREAS, the City Council wishes to offer those property tax incentives to qualified industries and for qualified improvements or modernized processes as well as to property owners of existing buildings or structures that remodel, reconstruct, or expand their property.

WHEREAS, City Council previously approved Resolutions 05-18376, 05-18377 and 05-18378, which outline the City of Billings' application process for tax incentives pursuant to MCA 15-24-1402, 15-24-1501, and 15-24-1502.

WHEREAS, the City of Billings wishes to consolidate and update the application process for tax abatements in the City. In doing so, the city seeks to supersede and replace prior resolutions 05-18376, 05-18377 and 05-18378. The city further seeks to consolidate the process for seeking a tax abatement in the City of Billings pursuant to MCA 15-24-1402, 15-24-1501, and 15-24-1502 under this resolution and attached exhibits.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BILLINGS, MONTANA, that it is in the public interest to encourage economic development in the City of Billings using tax incentives for new and expanding industry and for the remodel, reconstruction, and expansion of certain buildings and structures. Business owners in the City of Billings are encouraged to apply to the City of Billings for these tax incentives through the application process described in Exhibits A and B.

BE IT FURTHER RESOLVED that this resolution supersedes and replaces City of Billings Resolutions 05-18376, 05-18377 and 05-18378.

PASSED AND APPROVED by the City Council this ____ day of _____ 2024.

CITY OF BILLINGS

By: _____
William A. Cole, Mayor

ATTEST:

By: _____
Denise R. Bohlman, City Clerk

Attachments: Exhibits A & B

EXHIBIT A

Procedures for Obtaining Property Tax Incentives Under MCA 15-24-1402

1. All Applicants for tax reductions must petition the City of Billings in writing and address the requirements and provisions outlined in this exhibit.
2. Qualifying applicants may, at the discretion of the City Council, receive property tax reductions according to the following schedule:

The default initial abatement amount for this application in the City of Billings shall be set at 50%. The City Council, at its discretion, can set the abatement to 75%. Starting in the 6th year of the abatement, the taxation rate will increase by equal percentages until full value is reached in the 10th year and thereafter:

1st through 5th year	50% of taxable value
6th year	60%
7th year	70%
8th year	80%
9th year	90%
10th year and subsequent years	100%

3. The definitions outlined below apply in the use of tax incentives approved by the City of Billings:
 - a. "Expansion" means that the industry has added or will add at least \$500,000 worth of qualifying improvements or modernized processes to its property in the City of Billings either in the first tax year in which the benefits provided for in MCA 15-24-1402 are to be received or in the preceding tax year.
 - b. "Industry" includes, but is not limited to, a firm that:
 - i. engages in the mechanical or chemical transformation of materials or substances into products in the manner defined as manufacturing in the North American Industry Classification System Manual prepared by the United States office of management and budget.
 - ii. engages in the extraction or harvesting of minerals, ore, or forestry products.
 - iii. engages in the processing of Montana raw materials such as minerals, ore, agricultural products, and forestry products.
 - iv. engages in the transportation, warehousing, or distribution of commercial products or materials if 50% or more of the industry's gross sales or receipts are earned from outside the state.

- v. earns 50% or more of its annual gross income from out-of-state sales.
 - vi. engages in the production of electrical energy in an amount of 1 megawatt or more by means of an alternative renewable energy source as defined in MCA 15-6-225;
 - vii. operates a qualified data center or dedicated communications infrastructure classified under MCA 15-6-162; or
 - viii. operates a green hydrogen facility, green hydrogen pipeline, or green hydrogen storage system as defined in MCA 15-6-163.
- c. "New" means that the firm is new to the City of Billings and has invested or will invest at least \$500,000 worth of qualifying improvements or modernized processes in the jurisdiction either in the first tax year in which the benefits provided for in MCA 15-24-1402 are to be received or in the preceding tax year.
- d. "Qualifying" means meeting all the terms, conditions, and requirements for a reduction in taxable value under MCA 15-24-1401 and 15-24-1402.
4. The City of Billings may approve an application by separate resolution for the tax treatment as provided herein, only after the applicant has completed the following:
- a. Receives a building permit or a "Certificate in Lieu of Building Permit";
 - b. Presents a completed application for tax treatment provided by the Department of Revenue (available from the County Assessor's Office) or which is attached to the City of Billings Application Form for Tax Reduction.
 - c. Provides proof of qualification as new or expanding industry as defined herein.
 - d. Provides proof from the Yellowstone County Treasurer's Office that all of the applicant's taxes have been paid in full or otherwise provided for to the City of Billings's satisfaction. Taxes paid under protest do not preclude approval.
 - e. At the time the application is submitted, the applicant must provide a notarized list of current full-time and part-time jobs, including job titles, description of duties, and current wage range. The applicant will provide an estimate of the number of new jobs that will be created by the new or expanded facility. This estimate must include the job titles, required job skills, salary ranges, hiring schedule, and a brief description of economic impact.
 - f. At the time the application is submitted, the applicant must provide an appraisal of the business and an estimate of an anticipated future appraisal following the construction.

EXHIBIT B

Procedures for Obtaining Property Tax Incentives Under MCA 15-24-1501

1. All Applicants for tax reductions must petition the City of Billings in writing and address the requirements and provisions outlined in this exhibit.
2. Qualifying applicants may, at the discretion of the City Council, receive property tax reductions according to the following schedule:

Construction period	0%
1 st year following construction	20%
2 nd year following construction	40%
3 rd year following construction	60%
4 th year following construction	80%
5 th year following construction	100%
Following years	100%

3. The City Council may approve an application by separate resolution for the tax treatment as provided herein, only after the applicant has completed the following:
 - a. Presents a completed application for Tax Reduction-Building Remodel, Expansion or Reconstruction.
 - i. As part of the application, building site plans/drawings shall be completed and submitted to the City of Billings prior to construction beginning. Failure to submit prior to construction beginning may preclude approval.
 - ii. Project remodel/reconstruction/expansion must meet all applicable City zoning criteria, building codes, ordinances, resolutions, or statutory requirements.
 - b. Provides proof from the Yellowstone County Treasurer's Office that all of the applicant's taxes have been paid in full or otherwise provided for to the City Council's satisfaction. Taxes paid under protest do not preclude approval.
 - c. At the time the application is submitted, the applicant must provide a notarized list of current full-time and part-time jobs, including job titles, description of duties, and current wage range. The applicant will provide an estimate of the number of new jobs that will be created by the new or expanded facility. This estimate must include the job titles, required job skills, salary ranges, hiring schedule, and a brief description of economic impact.

- d. At the time the application is submitted, the applicant must provide an appraisal of the business and an estimate of an anticipated future appraisal following the construction.
 - i. Applications made pursuant to MCA 15-24-1501 must show an increase in taxable value by at least two and one half (2.5) percent and must have project construction costs of at least \$500,000.
 - e. The applicant must have a representative appear before the City Council at the public hearing on the application to answer any questions or address any concerns raised by the City Council.
9. The applicant agrees, following an approval of an application, to conduct the following activities:
- a. Within 90 days of the completion of construction, the applicant will provide an updated list of the positions created including the job titles, required job skills, salary ranges, hiring schedule, and a brief description of economic impact.
 - b. Within 90 days of the completion of construction, the applicant will provide a written statement affirming that the cost of the project exceeded \$500,000.
 - c. Within 90 days of the completion of construction, the applicant will offer a tour of the improvements to the City Council.
 - d. The Applicant agrees to submit an annual report, for the duration of the abatement, that shall be mailed or submitted to both the City Council and to Big Sky Economic Development by January 15 of each year. The report shall include the number of part-time and full-time employees, total annual payroll, and a notarized list of employees. Additional information may be required to confirm job and payroll reports.
10. Upon approval of the application, the City of Billings shall notify, by certified mail, all taxing jurisdictions affected by the tax benefits.
11. Upon receipt of the completed application form and the approving resolution from the City Council, the Assessor shall make the assessment change pursuant to 15-24-1501 and 15-24-1502, MCA.
12. In no case may the benefit described in 15-24-1501 and 15-24-1502, MCA apply to levies or assessments required under Title 15, Chapter 10, 20-9-331, 20-9-333, or otherwise required under State law.

RESOLUTION 05-18376

**A RESOLUTION CREATING A CITY OF BILLINGS
TAX INCENTIVE PROGRAM FOR NEW AND EXPANDING INDUSTRY**

WHEREAS, the City Council of the City of Billings believes that it is in the public interest for new industries to locate in Billings and for existing industries to expand in Billings; and

WHEREAS, the Montana Legislature has approved, in Sections 15-24-1401 and 15-24-1402, MCA, a means for Montana cities to provide incentives for certain types of new or expanding industries in the form of property tax reductions over a period of ten (10) years; and

WHEREAS, the City Council desires to offer those property tax incentives to qualified industries and for qualified improvements or modernized processes.

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BILLINGS,
MONTANA AS FOLLOWS:**

1. That it is in the public interest to encourage economic development in the city of Billings through property tax incentives for new and expanding industries.
2. A tax incentive program is hereby established that meets the requirements set forth in 15-24-1401 and 15-24-1402 MCA and applicable Administrative Rules of Montana.
3. Each applicant shall meet the following minimum criteria:
 - a. is an industry as defined in 15-24-1401 MCA;
 - b. if expanding, the industry has invested at least \$50,000 of qualifying improvements or modernized processes within this or the preceding tax year;
 - c. if new to the city, the industry has invested at least \$125,000 in qualifying improvements or modernized processes within this or the preceding tax year;
 - d. provide an estimate of the number of new jobs that will be created by the new or expanding industry, the hiring schedule and the salary ranges for the new employees;
 - e. provide proof from the Yellowstone County Treasurer's office that all of the applicant's taxes have been paid. Taxes paid under protest do not preclude application approval; and
 - f. the applicant has completed the application procedures outlined in attached Exhibit A.
4. Benefits conferred by Billings' new or expanding industry tax incentive program are as follows:
 - a. In the first five (5) years after a construction permit is issued, the qualifying improvements or modernized processes that represent a new or expanding industry must be taxed at fifty percent (50%) of their taxable value;

- b. Each year thereafter, the percentage will increase by equal percentages until the full taxable value is attained in the tenth (10th) year;
- 5. The tax incentive is limited to the number of mills levied and assessed by the local high school district, the local elementary school district and the City of Billings.
- 6. The City Council must authorize the granting of the tax incentive to any applicant by passing a resolution approving the application of the schedule of tax incentives set forth above in Paragraph 4 or some other schedule, for each existing building or structure as to which the tax incentive is granted.

BE IT FURTHER RESOLVED that property owners are hereby encouraged to apply to the City of Billings for consideration of tax incentives authorized pursuant to Section 15-24-1401 and Section 15-24-1402, M.C.A. for new industries or expanding existing industries or modernized processes.

PASSED AND APPROVED by the City Council this 12th day of December, 2005.

CITY OF BILLINGS

By: _____
Charles F. Tooley, Mayor

ATTEST:

By: _____
Marita Herold, CMC/AAE, City Clerk

EXHIBIT A

APPLICATION PROCEDURES FOR CITY OF BILLINGS, MONTANA TAX INCENTIVE PROGRAM FOR NEW AND EXPANDING INDUSTRIES

- Prospective clients contact Big Sky Economic Development Authority (BSEDA) who acts as the intermediary in the application process, and an initial meeting is scheduled.
- At the initial meeting, prospective client project is discussed to determine if the projects meets the tax incentive application criteria. If the project appears to qualify for an incentive, the client is given tax incentive applications, copies of the tax incentive program cited in the *Montana Code Annotated* and copies of the adopting resolutions.
- Clients then complete and return applications and supporting documentation and the applicable processing fee to BSEDA. BSEDA reviews the application for completeness.
- An appointment is then scheduled with the designated City staff to review the project documentation and perform a site visit if needed. This leads to either staff endorsement of the project or a determination that the project does not meet the program criteria.
- City staff will prepare and submit a staff report, accompanied by the application documentation, and schedule a public hearing with the City Council. The staff report will advise the Council why the application should be approved, conditionally approved, including recommended conditions, or denied.
- City staff will prepare a resolution for Council consideration that contains the elements required by state law and administrative rules.
- City staff shall notify by certified mail, all taxing jurisdictions that may be affected by the proposed tax benefit.
- The City Council will conduct a public hearing on the application at its next available regular meeting and will approve, conditionally approve or disapprove the application.
- BSEDA will send a letter to the applicant regarding the Council's decision, including any conditions of approval.
- When the construction reaches substantial completion, the client contacts BSEDA and schedules a final inspection to determine if the project meets tax incentive requirements and any conditions of approval.
- If the project meets all City and State requirements, BSEDA will work with City staff to prepare and submit a final approval letter and appropriate documentation to the Montana Department of Revenue.

The following definitions and terms apply to the new and expanding industry tax incentive program:

- "Expansion" means an industry that invests at least \$50,000 in qualifying improvements or modernized processes within this or the previous tax year
- "New" means an industry that is new to the city of Billings and has invested at least \$125,000 in qualifying improvements or modernized processes within this or the preceding tax year. New industry does not include property treated as new industrial property under Section 15-6-135 MCA (class 5 industrial property)

- “Industry” means, but is not limited to, a firm that a) engages in mechanical or chemical transformation of materials into products, b) engages in the extraction or harvesting of minerals, ore or forestry products, c) engages in processing Montana raw materials such as minerals, ore, agricultural products and forestry products, d) engages in transportation, warehousing or distribution of commercial products or materials if 50% or more of the industry’s gross sales are from outside the state, or e) earns 50% or more of its annual gross income from out of state sales
- “Qualifying” means meeting all of the terms, conditions and requirements for a reduction in taxable value under this program

RESOLUTION 05-18377

A RESOLUTION CREATING A CITY OF BILLINGS TAX INCENTIVE PROGRAM FOR REMODELING, RECONSTRUCTING OR EXPANDING BUILDINGS OR STRUCTURES AND REPEALING CITY RESOLUTION #89-16126

WHEREAS, the City Council of the City of Billings believes that it is in the public interest that the community's existing buildings and structures be remodeled, reconstructed or expanded, thereby improving the community's appearance, expanding employment and increasing the tax base; and

WHEREAS, the Montana Legislature has approved, in Section 15-24-1501, MCA, a means for Montana cities to provide tax incentives for certain remodeling, reconstruction or expansion of existing buildings; and

WHEREAS, the City Council desires to offer those property tax incentives to existing building owners that remodel, reconstruct or expand their buildings.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BILLINGS, MONTANA AS FOLLOWS:

1. That it is in the public interest to encourage existing building remodeling, reconstruction or expansion in the city of Billings through property tax incentives.
2. A tax incentive program is hereby established that meets the requirements set forth in Section 15-24-1501, MCA and applicable Administrative Rules of Montana.
3. The incentive applies only to the taxable value of the improvements made to the building due to the remodeling, reconstruction or expansion. The percentage of the increased taxable value that is subject to taxation during the construction period and for the five years following construction shall be as follows:

Construction period	0%
First year through the fourth year following construction	0%
Fifth year following construction	100%
Following years	100%
4. Each applicant shall meet the following minimum criteria:
 - a. the construction increases the property's value by at least 2.5% as determined by the Montana Department of Revenue;
 - b. the construction costs meet or exceed \$500,000;
 - c. provide documentation that all property taxes on the property have been paid, except that taxes paid under protest do not preclude application approval;
 - d. provide information on the number and pay ranges of jobs that are created or retained by the construction project; and
 - e. the applicant has completed the application procedures outlined in attached Exhibit A.
5. The tax incentive is limited to the number of mills levied by the local high school district, the local elementary school district and the City of Billings.
6. The City Council must authorize the granting of the tax incentive to any applicant by passing a resolution approving the application of the schedule of tax incentives set forth above in Paragraph or some other schedule, for each existing building or structure as to which the tax



CITY OF BILLINGS

By: Charles F. Tooley
Charles F. Tooley, Mayor

ATTEST:

By: Marita Herold
Marita Herold, CMC/AAE, City Clerk

EXHIBIT A

APPLICATION PROCEDURES FOR CITY OF BILLINGS, MONTANA TAX INCENTIVE PROGRAM FOR REMODELING, RECONSTRUCTING OR EXPANDING EXISTING BUILDINGS

- Prospective clients contact Big Sky Economic Development Authority (BSEDA) who acts as the intermediary in the application process, and an initial meeting is scheduled.
- At the initial meeting, prospective client project is discussed to determine if the project meets the tax incentive application criteria. If the project appears to qualify for an incentive, the client is given tax incentive applications, copies of the tax incentive program cited in the *Montana Code Annotated* and copies of the adopting resolutions.
- Clients then complete and return applications and supporting documentation and the applicable processing fee to BSEDA. BSEDA reviews the application for completeness.
- An appointment is then scheduled with the designated City staff to review the project documentation and perform a site visit if needed. This leads to either staff endorsement of the project or a determination that the project does not meet the program criteria.
- City staff will prepare and submit a staff report, accompanied by the application documentation, and schedule a public hearing with the City Council. The staff report will advise the Council why the application should be approved, conditionally approved, including recommended conditions, or denied.
- City staff will prepare a resolution for Council consideration that contains the elements required by state law and administrative rules.
- The City Council will conduct a public hearing on the application at its next available regular meeting and will approve, conditionally approve or disapprove the application.
- BSEDA will send a letter to the applicant regarding the Council's decision, including any conditions of approval.
- When the construction reaches substantial completion, the client contacts BSEDA and schedules a final inspection to determine if the project meets tax incentive requirements and any conditions of approval.
- If the project meets all City and State requirements, BSEDA will work with City staff to prepare and submit a final approval letter and appropriate documentation to the Montana Department of Revenue.

RESOLUTION 05-18378

**A RESOLUTION CREATING A CITY OF BILLINGS
TAX INCENTIVE PROGRAM FOR REMODELING, RECONSTRUCTING OR
EXPANDING CERTAIN COMMERCIAL PROPERTY**

WHEREAS, the City Council of the City of Billings believes that it is in the public interest that the community's existing, vacant commercial buildings or structures be remodeled, reconstructed or expanded, thereby improving the community's appearance, expanding employment and increasing the tax base; and

WHEREAS, the Montana Legislature has approved, in Section 15-24-1502 MCA, a means for Montana cities to provide tax incentives for remodeling, reconstructing or expanding certain commercial property; and

WHEREAS, the City Council desires to offer those property tax incentives to remodel, reconstruct or expand certain commercial property.

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BILLINGS,
MONTANA AS FOLLOWS:**

1. That it is in the public interest to encourage existing, vacant commercial building remodeling, reconstruction or expansion in the city of Billings through property tax incentives.
2. A tax incentive program is hereby established that meets the requirements set forth in Section 15-24-1502 MCA and applicable Administrative Rules of Montana.
3. Each applicant shall meet the following minimum criteria:
 - a. The commercial building or structure has not been used in a business for at least six (6) months immediately preceding the date of application to the City
 - b. the construction increases the property's taxable value by at least 5% as determined by the Montana Department of Revenue
 - c. provide documentation that all property taxes on the property have been paid, except that taxes paid under protest do not preclude application approval
 - d. provide information on the number and pay ranges of jobs that are created or retained by the construction project
 - e. the applicant has completed the application procedures outlined in attached Exhibit A.
4. The incentive is limited to the increase in taxable value of the building improvements due to the remodeling, reconstruction or expansion. The percentage of the increased taxable value that is subject to taxation during the construction period and for the ten years following construction shall be as follows:

Construction period up to 12 months and for 5 years following completion	Exempt
First year following exemption	20%
Second year following exemption	40%
Third year following exemption	60%
Fourth year following exemption	80%
Fifth year following exemption and all subsequent years	100%

5. The tax incentive is limited to the number of mills levied by the local high school district, the local elementary school district and the City of Billings.
6. The City Council must authorize the granting of the tax incentive to any applicant by passing a resolution approving the application of the schedule of tax incentives set forth above in Paragraph 4 or some other schedule, for each existing building or structure as to which the tax incentive is granted.

BE IT FURTHER RESOLVED that property owners are hereby encouraged to apply to the City of Billings for consideration of tax incentives authorized pursuant to Section 15-24-1502, M.C.A. for remodeling, reconstruction or expansion of vacant, existing commercial buildings where the remodeling, reconstruction or expansion will increase the property's taxable value by at least 5% as determined by the State of Montana Department of Revenue or its agents.

PASSED AND APPROVED by the City Council this 12th day of December, 2005.

CITY OF BILLINGS

By: _____
Charles F. Tooley, Mayor

ATTEST:

By: _____
Marita Herold, CMC/AAE, City Clerk

EXHIBIT A

APPLICATION PROCEDURES FOR CITY OF BILLINGS, MONTANA TAX INCENTIVE PROGRAM FOR REMODELING, RECONSTRUCTING OR EXPANDING EXISTING, VACANT COMMERCIAL BUILDINGS

- Prospective clients contact Big Sky Economic Development Authority (BSEDA) who acts as the intermediary in the application process, and an initial meeting is scheduled.
- At the initial meeting, prospective client project is discussed to determine if the project meets the tax incentive application criteria. If the project appears to qualify for an incentive, the client is given tax incentive applications, copies of the tax incentive program cited in the *Montana Code Annotated* and copies of the adopting resolutions.
- Clients then complete and return applications and supporting documentation and the applicable processing fee to BSEDA. BSEDA reviews the application for completeness.
- An appointment is then scheduled with the designated City staff to review the project documentation and perform a site visit if needed. This leads to either staff endorsement of the project or a determination that the project does not meet the program criteria.
- City staff will prepare and submit a staff report, accompanied by the application documentation, and schedule a public hearing with the City Council. The staff report will advise the Council why the application should be approved, conditionally approved, including recommended conditions, or denied.
- City staff will prepare a resolution for Council consideration that contains the elements required by state law and administrative rules.
- The City Council will conduct a public hearing on the application at its next available regular meeting and will approve, conditionally approve or disapprove the application.
- BSEDA will send a letter to the applicant regarding the Council's decision, including any conditions of approval.
- When the construction reaches substantial completion, the client contacts BSEDA and schedules a final inspection to determine if the project meets tax incentive requirements and any conditions of approval.
- If the project meets all City and State requirements, BSEDA will work with City staff to prepare and submit a final approval letter and appropriate documentation to the Montana Department of Revenue.

City Council Work Session

Date: 09/03/2024
Title: South Billings Urban Renewal Association - Sports Complex
Presented by: Andy Zoeller, Finance Director
Department: Finance
Presentation: Yes
Legal Review: No
Project Number: N/A

RECOMMENDATION

No recommendation is provided for the work session.

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

South Billings Urban Renewal Association (SBURA) will present information regarding a proposed recreation campus at Amend Park and will be looking for direction from Council on whether or not to proceed with next steps, which would include issuing an RFP for design services, and possibly an RFP for the development site pads.

The parks and recreation department have attached a memo and presentation including draft operational costs and revenues. Conservatively, we believe the facility will be fully operational within three fiscal years of opening.

ALTERNATIVES

No alternatives have been analyzed, as this is being presented during a work session, and no decisions will be made. If Council desires to proceed with an RFP for design services, a contract for these services would come back to council for approval at a future work session. However, if Council does not want staff to proceed with an RFP, clear direction is desired.

FISCAL EFFECTS

The information being provided was funded by the SBURA, from their annual administration fees. If Council directs staff to proceed with an RFP for design services, and later approves a contract with the selected consultant, those funds would be paid for from the City's South Billings Tax Increment Fund, not SBURA.

It should be expected that if the project moves forward beyond design, Tax Increment Revenue bonds will need to be issued for the project(s). The proposed concept envisions issuing ~\$30M in bonds. This is likely the maximum amount that could be bonded within the district, meaning future projects would be small and infrequent.

Attachments

Amend Park Recreation Presentation
Amend Park Sport Court
Amend Sport Court Presentation



Agenda

- SBURA Impact
- Amend Recreation Campus (ARC) Proposal
 - Renderings
 - Pro forma
 - SBURA TIF Projections
- Community Benefit
- Economic Impact
- Public Private Partnership Opportunities
- FAQ's
- Council Questions





Request for Council

Billings City Council Amend Recreation Campus

Billings Parks and Recreation to develop a request for proposal or request for qualifications to select a design team for the Amend Recreation Campus (ARC) to include the following:



1. 4 Indoor courts that will convert to 8 courts for younger participants.
2. Installation of a 2nd turf soccer field adjacent to the existing one, utilizing the installed light poles.
3. Site development and installation of the infrastructure for Amend Recreation Campus.
4. Create a pad site for hockey (Signal Peak Mine Non-Profit)
5. Create 2 other pad sites for future development, such as swimming and/or tennis.



SBURA Projects Completed

Impact championed by SBURA and realized by private business



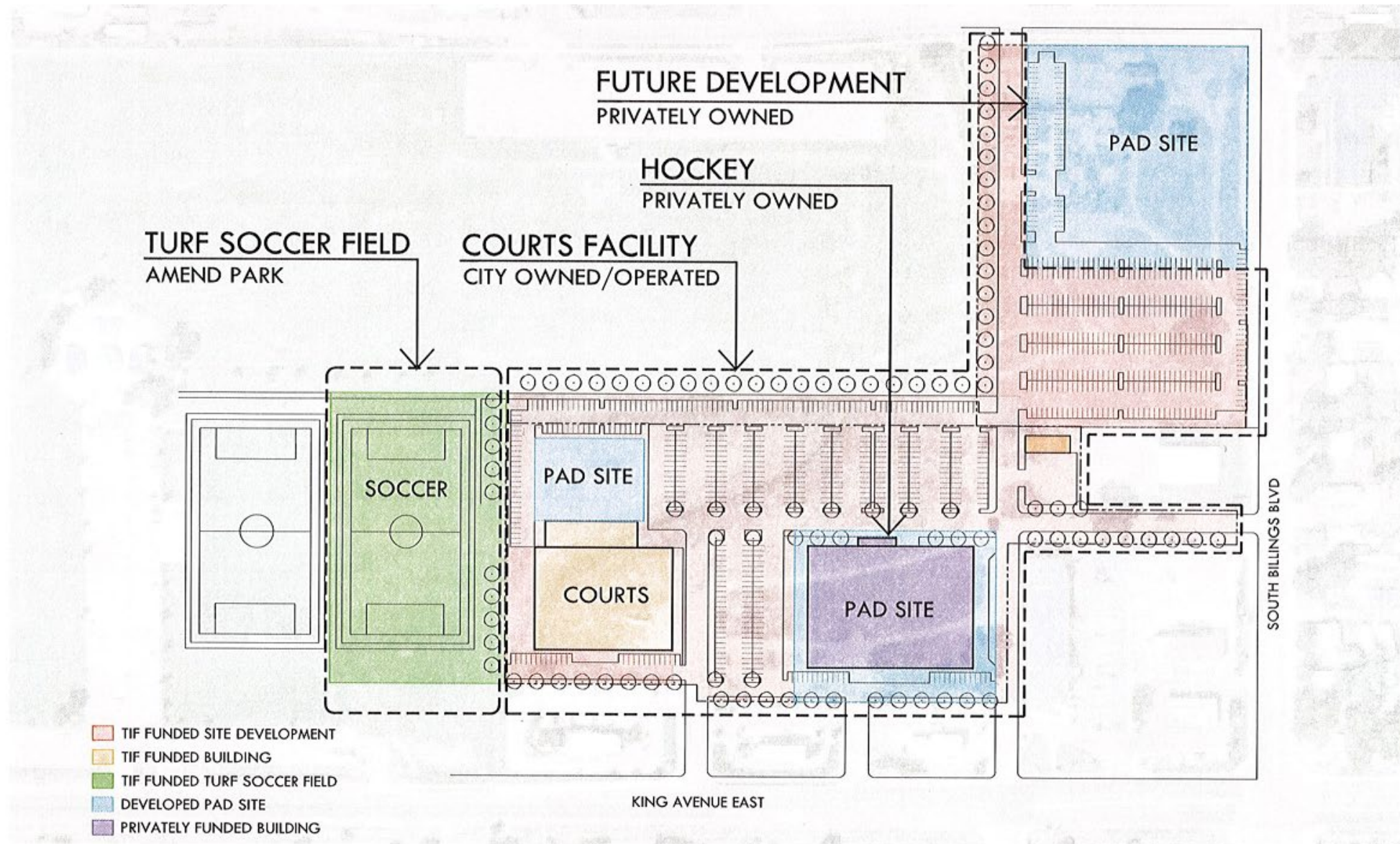
SBURA TIF School Impact Projects

Building and Improving Community through Business Growth



SBURA TIF Future Opportunities

Building and Improving Community through Business Growth



AMEND RECREATION CAMPUS

Rendering for Amend Recreation Campus (ARC)

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
South TIF Beginning Cash Balance 6/30/22	5,261,556	3,113,219	2,862,476	2,638,553	3,749,673	5,508,587	7,362,525	9,309,264
Revenue								
Tax Revenue	4,532,460	4,623,110	4,715,572	4,809,883	4,906,081	5,004,202	5,104,287	5,206,372
Intergovernmental	355,360	355,360	355,360	355,360	355,360	355,360	355,360	355,360
Interest	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Bond Proceeds (see project breakout below)	-	30,000,000	-	-	-	-	-	-
Total Revenue	5,037,820	35,128,470	5,220,932	5,315,243	5,411,441	5,509,563	5,609,647	5,711,732
Expenses								
SBURA Admin	176,000	179,520	183,110	186,773	190,508	194,318	198,205	202,169
City Cost Allocation	57,640	58,793	59,969	61,168	62,391	63,639	64,912	66,210
Planning Cost allocation	26,493	29,142	30,599	32,129	33,736	35,423	37,194	39,053
Debt Service - 2015	338,556	337,850	336,044	338,244	340,044	336,813	338,000	338,225
Debt Service - 2016	303,175	303,213	302,888	302,066	305,653	303,988	302,153	305,066
Debt Service - 2022 Road improvement	223,944	220,694	222,444	223,944	220,194	221,444	222,444	223,194
Debt Service (2024 Series) \$30m		2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Bond Issuance Costs/ Discount								
Transfer - PD Debt Service	2,247,000							
City Capital Projects								
Rec Center Design	1,000,000							
Bonding Projects								
Rec Center Construction		21,000,000						
Amend Park - All weather turf field	-	1,800,000						
South Park Pool		7,200,000						
Hallowell Lane	24-000610	90,000						
Unimproved Streets Phase I								
Unimproved Streets Phase II	24-000076	177,146	559,800	559,800				
Riverfront Trail	23-000553	80,000	-					
Optimist Park Lighting		150,000						
Development Incentives								
Unspecified Development Assistance		1,003,119	1,000,000	1,000,000				
Mitchell Courts		-	500,000					
Woodspring Suites		-						
Billings Hotel & Convention		463,085						
Montana Trailhead Demo (old Holiday Inn)		500,000						
Riverside school - Solar heating panels		100,000						
Residential & Community Enhancements		250,000	250,000	250,000	-	-	-	-
Total Cash Outlay	7,186,158	35,379,212	5,444,854	4,204,124	3,652,526	3,655,625	3,662,907	3,673,917
Less Retainage/ AP as pf 7.22.24	125,616							
Estimated Ending Cash Balance	3,113,219	2,862,476	2,638,553	3,749,673	5,508,587	7,362,525	9,309,264	11,347,079

Community Benefit



Safe Environments for Children:

Community recreation centers provide safe spaces for children, especially in areas where necessary facilities may be lacking. After-school programs offer refuge for at-risk youth, helping reduce crime rates and associated costs to the community¹.

Crime Reduction:

By engaging children in positive recreational activities, these centers contribute to crime prevention. When children have productive outlets, they are less likely to engage in risky behaviors or become involved in criminal activities.

Community Engagement:

Recreation centers serve as meeting spaces for community members. Discussions on important issues, such as crime prevention and disaster preparedness, can take place, fostering community cohesion and safety².

Health and Well-being:

Recreation centers offer programs like swimming lessons, fitness classes, and sports activities. These promote physical health, mental well-being, and overall community vitality.

Property Values and Tourism:

Well-maintained recreation centers enhance the appeal of a neighborhood, potentially increasing property values. Additionally, they attract visitors and tourists, contributing to local economies³.

Sources:
[The Impact of Community Recreation Centers | SFA SFM \(sportsfacilities.com\)](#)
[Why a Recreation Center? | Sports Facilities Advisory](#)
[Determining the Impacts of Recreational Amenities | Institute for Decision Making \(uni.edu\)](#)
[Recreation Centers Play an Important Role in Communities | Park Pulse | National Recreation and Park Association \(nrpa.org\)](#)

Potential Economic Impact

Basketball

- **Modest Event Projections:** \$2.5-\$3.3 mil. (Direct EI) / \$4.8-\$6.4 mil. (Total EI) - Based on 6 to 8 events per year
- **Large Event Projections:** \$1.4-\$2.1 mil. (Direct EI) / \$2.7-\$4.0 mil. (Total EI) - Based on 2 to 3 events per year

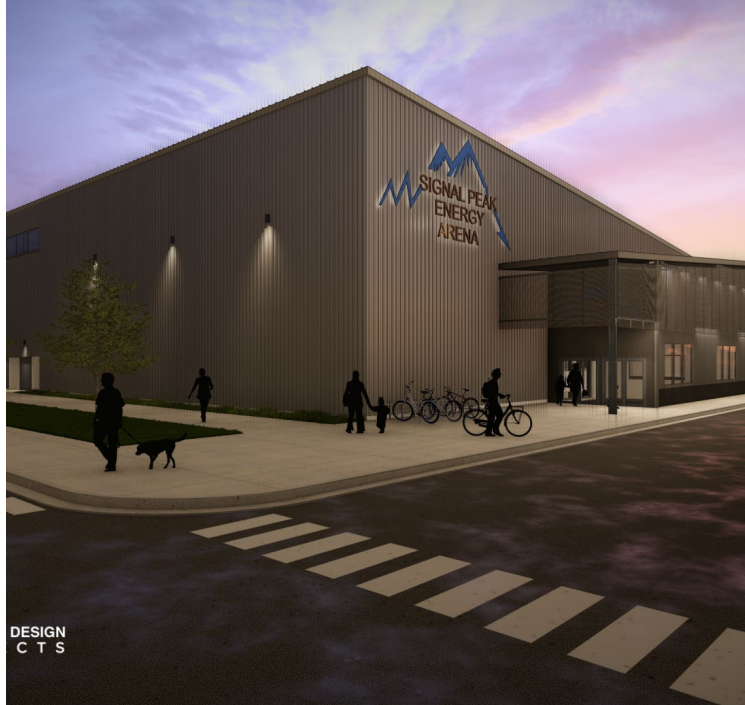
Volleyball

- **Modest Event Projections:** \$1.4-\$2.1 mil. (Direct EI) / \$2.8-\$4.1 mil. (Total EI) – Based on 4-6 events per year
- **Large Event Projections:** \$0.7-\$1.4 mil. (Direct EI) / \$1.3-2.6 mil. (Total EI) – Based on 1-2 events per year

Pickleball

- **Modest Event Projections:** \$0.5-\$0.6 mil. (Direct EI) / \$0.9-1.2 mil. (Total EI) – Based on 6-8 events per year
- **Large Event Projections:** \$0.3-\$0.6 mil. (Direct EI) / \$0.6-\$1.2 mil. (Total EI) – Based on 1-2 events per year





Potential Public Private Partnerships

Collaboration for Community Benefit

Frequently Asked Questions

- How will you ensure that at-risk and low-income residents can use the facility?
- What is the strategy if one of our private partners is no longer able to operate a facility?
- Is there a potential site for a competitive swimming pool?
- How did you decide to focus on the courts piece as the city's facility?
- Expanding the SBURA allows for improvements to the South Park Pool. How does this change the strategic plan of SBURA in the future?
- What will the expectation of the private partners be to have a site at the ARC?



Thank you & Council Questions

Dick Zier, SBURA

dzier2@bresnan.net

406-698-3153

Amend Park Sport Court Facility

“Community Focus”

Conceptual Operating Plan

Four (4) Full-sized Basketball Courts / Eight (8) Junior Sized Courts

Open Year-Round from 6am – 10pm

DRAFT



Billings

**PARKS
AND RECREATION**

An indoor recreational facility at Amend Park that includes four (4) full-sized gymnasiums and walking track is a tremendous opportunity for our community and a Game Changer for the Parks and Recreation Department.

The potential for programs and activities accessible to all community members exponentially increases with this type of indoor recreational space. Currently, the only indoor recreational space available for youth and adult programs are in School District #2 Middle Schools from 6-10pm during the week and some weekend game days.

Below is an example of what is possible during the school year (September through mid-June). This Sample Schedule can change seasonally and would be available Monday through Friday.

New and Expanded Programs Offered by the Parks and Recreation Department

Sample Daily Schedule

Indoor Track - Walking and Running Program (6am - 6pm)

Indoor Track - Speed / Agility Training (7-10pm)

<p>6-7am Zumba Kickboxing / Fitness Bootcamp Open Gym</p>	<p>2-3pm Boost Balance (Senior Wellness) Arthritic Exercise (Senior Wellness) Pickleball</p>
<p>7-8am Tia Chi (Senior Wellness) Yoga Chair Yoga (Senior Wellness) Open Gym</p>	<p>3-4pm Rec2U (after-school program) *New Youth Instructional Sports Team Court Rentals</p>
<p>8-9am Strong / Fit (Senior Wellness) Fitness by Design (Senior Wellness) Pickleball</p>	<p>4-5pm Rec2U (after-school program) *New Youth Instructional Sports Team Court Rentals</p>
<p>9-10am Rec2U (pre-school and home-school children) Pickleball</p>	<p>5-6pm Rec2U (after-school program) *New Youth Instructional Sports Team Court Rentals</p>
<p>10-11am Rec2U (pre-school and home-school children) Pickleball</p>	<p>6-7pm **New Adult Leagues Team Court Rentals</p>
<p>11-12pm Rec2U (pre-school and home-school children) Pickleball</p>	<p>7-8pm **New Adult Leagues Team Court Rentals</p>
<p>12-1pm Open Gym Pickleball</p>	<p>8-9pm **New Adult Leagues Team Court Rentals</p>
<p>1-2pm Open Gym Pickleball</p>	<p>9-10pm **New Adult Leagues Team Court Rentals</p>

*New Youth Instructional Sports (Indoor Soccer, Futsol, Kickball, Dodgeball, Wiffleball)

**New Adult Leagues (Indoor Soccer, Futsol, Kickball, Wiffleball, Cornhole, Table Tennis)

(Current use of youth and adult leagues for basketball and volleyball will stay in SD2 at Middle Schools)

Summer Schedule

During the summer the access to additional indoor recreation space will allow the Parks and Recreation Department to dramatically expand our ability to provide Summer Day Camps. Currently, all of our day camps are at or near capacity with the majority having a waiting list.

A new **Amend Park Playhouse Program**, operating Mon. through Fri. from 7:30am -5:30pm, would provide a summer camp experience to at least an additional 100 children throughout the entire summer and expand our current service locations from the core of the city further south.

In addition to the Amend Park Playhouse Camp, we would be able to host a Youth Sports Camp Series (basketball, volleyball, cheerleading, dance, and pickleball) and a variety of Specialty Camps (Rocket Camp, Martial Arts, American Red Cross Babysitters, Gametime, etc.).

The Senior Wellness and Exercise Programs would be available throughout the entire year.

Scheduled Programs and Activities

All programs, activities, camps, and leagues offered by the Parks and Recreation Department will be offered in the same format as our current programming, which are designed to cover all direct costs associated with each individual program, through registration fees. Direct costs include the wages, supplies and equipment needed to offer the program. The Recreation Staff currently sets registration fees and a minimum enrollment numbers for each program that cover all direct expenses. Enrollment numbers higher than the minimum provide additional revenue used to help offset indirect expenses (utilities, vehicles, computers, salaries, benefits, etc.).

Weekend Tournaments

Beginning on Friday evenings, the schedule would allow for youth sports tournaments to be played, continuing through Sunday evenings. It is anticipated that during the weekends in January through mid-May and October through December, a number of basketball, volleyball and wrestling tournaments would be held.

It is also possible that other sports related tournaments could be held including dodgeball, cornhole, martial arts, table tennis and indoor soccer during this timeframe.

If no tournament is scheduled and during the summer months, the facility would also be available for other community events, cultural festivals, music/dance performances, job fairs, craft bazaars, science fairs, and fundraising events.

Staffing

It is anticipated that this facility will require a minimum of four (4) full-time staff members and a large number of seasonal support staff to oversee the daily maintenance and operations.

The 4 full-time staff would include a Facility Supervisor who would manage the day-to-day operations, including the hiring and supervision of the seasonal support staff.

A Tournament Coordinator who would be scheduled to work Thursdays through Sundays to manage all weekend tournaments and community events. The Tournament Coordinator will work closely with Visit

Billings and the Tourism Business Improvement District to solicit, secure and support a variety of tournament directors and event hosts interested in utilizing the facility.

The Customer Service Coordinator would administer the master schedule, manage all reservations, and supervise program and activity registrations.

A Maintenance Supervisor would manage the day-to-day maintenance of the facility, parking lot, landscaped area and would include seasonal support staff for evening and weekend events. Park Maintenance Staff will provide assistance to the Maintenance Supervisor when needed.

Seasonal support staff would hold a variety of positions including administering the front desk, providing supervision of programs and activities, operating the concessions, and assisting with facility maintenance.

Annual Facility Operational Expenses (Projections based on Proforma – BallardKing)

1. Facility Manager	\$80,000
2. Tournament Coordinator	\$60,000
3. Customer Service Coordinator	\$50,000
4. Maintenance Supervisor	\$50,000
5. Utilities (\$2/sq. ft.)	\$100,000
6. Supplies/Equipment	\$100,000
7. Seasonal Support Staff	\$150,000
8. Capital Replace Fund	\$50,000
Total	\$640,000

Annual Facility Operational Revenue

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
1. Daily Admissions	\$33,000	\$66,000	\$100,000
2. Court Rentals	\$50,000	\$100,000	\$150,000
3. Tournaments	\$55,000	\$110,000	\$160,000
4. Concessions	<u>\$66,000</u>	<u>\$132,000</u>	<u>\$200,000</u>
Total	\$204,000	\$408,000	\$610,000

ASSUMPTIONS

1.) Daily Admissions - \$5 adults, \$4 seniors, \$3 children (non-city residents \$1 additional)
(open gym, pickleball, walking track, etc.)

2.) Court Rentals - \$100/hr. Full Court, \$50/hr. Jr. Court (Current Rates for SD#2)
(50/80 per week Oct.-May = 1500/2400 available over 30 weeks)

3.) Tournaments - Full Facility Rental \$4000/Day, \$8000/Weekend
(20/30 weekends Oct.-May)

4.) Rose Pool average \$100,000 per summer

(snacks, drinks, candy, etc.)

5.) Projected 2-4 years to reach full revenue potential

Game Changer

Based solely on the concept of four full-sized basketball courts, the Parks and Recreation Department is excited to consider the indoor recreation possibilities this would provide for our community. Our knowledgeable and dedicated staff are motivated by the potential expansion of many new quality programs and activities offered to our community.

DRAFT

Amend Park Sport Court Facility

COMMUNITY FOCUS

Game Changer

for the Community and the Parks and Recreation Department

New and Expanded Programs Offered by the Parks and Recreation Department

Sample Daily Schedule

Indoor Track - Walking and Running Program (6am - 6pm)

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6-7am Zumba
Kickboxing / Fitness Bootcamp
Open Gym

7-8am Tia Chi (Senior Wellness)
Yoga
Chair Yoga (Senior Wellness)
Open Gym

8-9am Strong / Fit (Senior Wellness)
Fitness by Design (Senior Wellness)
Pickleball

9-10am **Rec2U** (pre-school and home-school children)
Pickleball

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Pickleball

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Pickleball

1-2pm Open Gym
Pickleball

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Arthritic Exercise (Senior Wellness)
Pickleball

3-4pm **Rec2U** (after-school program)
*New Youth Instructional Sports
Team Court Rentals

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*New Youth Instructional Sports
Team Court Rentals

5-6pm **Rec2U** (after-school program)
*New Youth Instructional Sports
Team Court Rentals

6-7pm ****New Adult Leagues**
Team Court Rentals

7-8pm ****New Adult Leagues**
Team Court Rentals

8-9pm ****New Adult Leagues**
Team Court Rentals

9-10pm ****New Adult Leagues**
Team Court Rentals

New and Expanded Senior Wellness and Exercise Programming

Tia Chi

Yoga / Chair Yoga

Strong & Fit

Fitness by Design

Boost Your Balance

Arthritic Exercise

Pickleball



Rec2U – Preschool, Homeschool & After School

FREE Activities

Mommy and Me

Offered All Year



New and Expanded Youth Sports

Basketball

Volleyball

Indoor Soccer

Wrestling

Kickball

Wiffleball

Dodgeball

Martial Arts

Cheer/Dance



New and Expanded Adult Sports

Basketball

Volleyball

Indoor Soccer

Kickball

Cornhole

Dodgeball

Table Tennis



New and Expanded Summer Camps

Amend Park Playhouse

Sports Camp Series

Specialty Camps

Educational Camps



Variety of Indoor Recreational Opportunities

Walking Track

Open Gym – basketball / volleyball

Pickleball



Weekend Sports Tournaments

Basketball

Volleyball

Wrestling

Indoor Soccer

Martial Arts

Dodgeball

Pickleball



Weekend Event Venue

Dance/Music

Cultural Festivals

Job Fairs

Craft Bazaars

Science Fairs

Fundraisers



Projected Operations

Annual Facility Operational Expenses

(Projections based on Proforma – BallardKing)

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ASSUMPTIONS

- 1.) *Daily Admissions - \$5 adults, \$4 seniors, \$3 children (non-city residents \$1 additional) (open gym, pickleball, walking track, etc.)*
- 2.) *Court Rentals - \$100/hr Full Court, \$50/hr Jr. Court (Current Rates for SD#2) (50/80 per week Oct.-May = 1500/2400 available over 30 weeks)*
- 3.) *Tournaments - Full Facility Rental \$4000/Day, \$8000/Weekend (20/30 weekends Oct.-May)*
- 4.) *Rose Pool average \$100,000 per summer (snacks, drinks, candy, etc.)*
- 5.) *Projected 2-4 years to reach full revenue potential*

Questions?

COMMUNITY FOCUS

City Council Work Session

Date: 09/03/2024
Title: DRAFT Strategic Plan
Presented by: Chris Kukulski, City Administrator
Department: City Hall Administration
Presentation: Yes
Legal Review: Not Applicable
Project Number: N/A

RECOMMENDATION

The mayor and council determine if the DRAFT strategic plan is ready for adoption or requires changes. If changes are needed, we would like to discuss the changes and prepare the document for adoption on September 26, 2024.

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

There are four attachments:

- 1) The adopted goals and priorities from May 2022.
- 2) Notes from the March 15 and 16 retreat.
- 3) The DRAFT Strategic Plan for 2024-2026
- 4) The PowerPoint presentation for Tuesday's work session discussion.

ALTERNATIVES

City Council may:

- Confirm that the DRAFT is ready for adoption; or
- Make changes to get the document ready for adoption; or
- Provide other direction.

FISCAL EFFECTS

There is no direct fiscal effect to adopting the Strategic Plan. However, it greatly assists the organization to focus resources in alignment with the City Council's priorities.

Attachments

Adopted Goals & Priorities
2024 Retreat Notes
DRAFT Strategic Plan
Presentation

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

2024 City Council and Leadership Team Retreat (NOTES)

March 15 & 16, 2024

Timeline of process:

- Retreat → Staff Changes → Work Session → Staff Changes → Adoption at Regular Meeting

Public Comment:

- Mayor stated “focus on policy, not on policy implementation”
- Steve Arveschoug asked for the City strategic plan to be shared with BSED
- Steve Arveschoug: **ADD OBJECTIVE: beautify first impression corridors** (under infrastructure goal)
- Dan Brooks: **ADD OBJECTIVE: expand CPTED throughout city and not just downtown;** more money be allocated for CPTED training/implementation for businesses

CK – Vision

- CK asked for Council to dedicate time in 2024 to discuss creating a new vision statement for the City
- **Gulick and Shaw support this.**
- Councilman Kennedy would like to have the word SAFE in the new vision statement
- Councilman Neese would like a history of the vision statement to be presented/discussed at a work session
- Councilman Rupsis would like the vision statement to drive goals

City Council adopted Goals:

- Improve the health and safety of Billings for all citizens
- Sustain and upgrade critical infrastructure
- Foster economic vibrancy through quality designed neighborhoods and business districts
- Offer outstanding library, parks, recreation trails, and cultural amenities
- Cultivate a high-performance organization principled in our core values of integrity, service, stewardship, and collaboration

Strategic Goal: Sustain and upgrade critical infrastructure

- Councilwoman Shaw: “This goal should be aspirational.”
- Objective 1:
 - Add language that addresses removing/mitigating risk
 - What are the fees? Do they need to be adjusted?
 - What are the financial opportunities?
 - How are GIS maps being utilized?
 - Is there a list of recently updated infrastructure? If so, where can it be found?
- Objective 5 rewrite suggestion: Address major regulatory issues of the waste-water treatment plan.

- Objective 2 and 3 are considered “stretch goals”
 - Objective 2 needs a committee
- Councilman Neese: “Look at alternative and innovative ways to address storm water.”
- Councilman Rupsis: “Objectives are linked back to CA’s evaluation. Each of them should move [the city of Billings] beyond where we are today.”
- Councilman Rupsis: Objective 8 is not an infrastructure objective; MOVE to Goal #5
- Councilman Rupsis: “this goal is not very good”
- Councilman Rupsis: “need an ecosystem of small and large developers”
- Councilman Boyett: “need a committee to help create/explore incentives for builders”
- Councilman Aspenlieder: “have more measureable than aspirational objectives”
- Councilman Aspenlieder: “Council needs to see small, pre-approved plans”
- Mayor Cole: “Do we need to look at the in-fill policy?” Nicole Cromwell: “No. We need incentives.”
 - Fees reduced; green-fill prices for in-fill
 - Possibly revise in-fill policy
- Councilman Aspenlieder: “Tax abatements. Designate in-fill areas. Policy body needs to decide these areas.”
- Partner with MDT – public funding
- Councilman Gulick suggests a rewrite of Objective 6. (GJW emailed CG on 3/20/24)
- Councilman Aspenlieder: **ADD OBJECTIVE: solution/resolution for Heights Water District;**
Councilman Neese: merger plan
- Councilwoman Owen has asked that an economic development plan be part of Objective 7
 - City, County, and State need to partner
 - Concerns: private market/demand, need a plan for development of this land, resources need to be identified (staff, time, etc.), cash for utilities, more than land use and infrastructure; real estate analysis needed; SB382, City/County zoning differences
 - Mayor Cole: “Do we need to meet with the landowners? If so, how often?”
 - Councilwoman Owen: “Objective 7 needs to come back to Council.”
 - Mayor Cole: “Does the cost of public safety increase with this study?”
 - Andy: “The model does not address the type of development/housing.”
 - Mayor Cole: “Are there any other community examples that we should study?”
 - Councilman Neese: “What is the timeline to review plan?” (3 yr, 5 yr, etc.)

Strategic Goal: Foster economic vibrancy through quality-designed neighborhoods and business districts

- Council suggests: add “livability” or “quality of place” to language of goal.
- Councilwoman Owen: “The tone of the goal is too heavy-handed, too regulatory-sounding.”
- Councilman Tidswell: “Policy and vision [of this goal] need t be developed by Billings people.”
- Councilwoman Owen asks “What are the tradeoffs for first impression corridors?”

- Councilman Rupsis: “First impression corridors need to be prioritized.” Mayor Cole seconded sentiment.
 - Shiloh and Laurel Corridors; Airport Road
- Council suggests: add “that increase housing units” to the language of objective 5.
- Councilman Gulick suggest a rewrite of Objective 7. (GJW emailed CG on 3/20/24)
- Councilman Rupsis: “Complete sidewalks. Where is the funding? We need to think of ways to accomplish these goals.” (Objective 2)
- Mayor Cole: “What is the role of the private sector in funding pedal v. motor?” (Objective 2)

Strategic Goal: Offer Outstanding Library, Parks, Recreation, Trails, and Cultural Amenities for all citizens (underlined: proposed new language)

- CW Shaw: **ADD OBJECTIVE: Funding objective**
- Focus: make current parks better – according to what? Master Plan? Priority of maintenance versus new build
- Objectives 2, 3, 4: Mayor Cole and CM Rupsis would like to reword the objectives
- Objective 2: \$2M+ short to maintain current parks; parks are failing, not maximizing useful life; not deferred maintenance—regular maintenance; space being used not as designed (rugby, lacrosse, soccer, etc.)
- Objective 4: focus on Rec 2 You
- Numerous Councilmembers requested P&R funding options be discussed at a TBD work session
- CM Aspenlieder: “need for an alternate for the bathhouse” regarding both funding and construction
- CM Rupsis asks: “how are we investing in this goal?” “Focus on finishing projects rather than new projects.”
- Council asks: “what does activate mean?”
- CM Neese asks: “Can we explore increasing park fees/rates?” (proposed: 25%)
- CM Neese: “Make Parks an enterprise fund.”
- CM Neese: “Move Parks out of the General Fund.”
- CM Neese: “Does this goal pertain to all parks?” if not, “what parks?”
- CM Neese states: “Sell parkland to create funding source.”
- CM Kennedy: “Go back to the public/voters for funding.”
- CM Aspenlieder: “Give desired dollar amount to builder for South Park pool. What can we afford? What needs to be cut from the budget to make this work?”

Strategic Goal: Improve the health and safety of Billings for all citizens

- CW Owen: “both [health and safety] need to be included in the goal.”
- CM Neese requests for Objective 4: more electronic speed signs
 - Council Legislation subcommittee needs to take this on as a topic of interest
- DBA: “The city needs more proactive crime prevention.”
- Councilman Neese: “What is the timeframe for this goal?”
- Councilman Kennedy: “Is 10% [reduction] realistic for objectives 1 and 2?”
- Councilwoman Owen: “Objective 1 requires a partnership.”

- Councilwoman Owen: “Objective 1’s goal is bad...”
 - Dahl: Goal based on available resources
- CM Gulick, Shaw, and Aspenlieder: want to see updated CPSM report
- Councilwoman Owen: “Need to create an objective addressing criminal justice partners.”
- Councilwoman Owen: “Need to create an objective addressing public health partners.”
- Councilman Rupsis: “A dashboard needs to be created showing data.”
 - Watterson: “Define scope and outcomes.”
 - Mayor Cole: “Council needs to create a wish list of information they want showcased.”
- Councilwoman Owen: “Metrics for evaluation should be based on previous year and not a percentage.”
- Councilman Gulick: “Need to also focus on preventive measures [when addressing public safety].”
- Councilwoman Shaw: “What other traffic technology is available?”
- Council: “Bring EMS issue to a work session.”
- Family Justice Center:
 - Ask City and County to fund at \$250K/yr -OR-
 - Dedicate 2 mills/yr
- **ADD OBJECTIVE: increase domestic violence court filed cases by 25%**
- Council: Does staffing need to be an objective?
- Council: Traffic unit needs to utilize new strategies.
- **ADD OBJECTIVE: public safety communication plan**
- Nuisance property presentation at Council quarterly or twice yearly
- Legislative concerns THC levels and marijuana
- Mayor Cole: “What have been the negative impacts of the marijuana legislation?”

NEXT STEPS:

- **Incorporate these notes into plan**
 - **City Admin**
 - **Department Heads**
- **Present plan to Council at the Sept. 9 work session**

DRAFT City of Billings Strategic Plan for 2024 - 2026

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

Vision – The Magic City: A diverse welcoming community where people prosper, and businesses succeed.

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.

Strategic Goals

- 1) **Improve the health and safety of Billings for all citizens.**
- 2) **Sustain and upgrade critical infrastructure.**
- 3) **Foster economic vibrancy through quality designed neighborhoods and business districts.**
- 4) **Offer outstanding library, parks, recreation, trails, and cultural amenities.**
- 5) **Cultivate a high-performance organization principled in our core values of integrity, service, stewardship and collaboration.**

Strategic Goal #1- Improve the health and safety of Billings for all citizens.

Objective 1 – Reduce family violence by 10%.

Objective 2 – Reduce violent crime rates by 10%.

Objective 3 – Improve downtown safety through quality design, education, and enforcement.

Objective 4 – Enhance traffic safety by increasing traffic law compliance resulting in a reduction of accidents by 10%.

Objective 5 – Reduce property crime by 10%.

Objective 6 – Reduce emergency response times by 10%.

Objective 7 – Improve quality and resilience of medical response services.

Objective 8 – Maintain a high code enforcement compliance rate of 90% or better.

Objective 9 – Invest crime prevention dollars to catalyze evidence-based programs to improve opportunities for our children.

Objective 10 – Implement 2024 CPSM recommendations

Objective 11 – Implement 2024 CGL recommendations

1. Reduce family violence by 10%

Actions:

- Open a Family Justice Center (Phase 1)
- Establish a family violence investigation unit in the police department.
- Become a trauma informed city.

- Create opportunities to overcome the effects of ACEs, review CDC's mitigation ACE's resiliency list.
 - Create an Indigenous Grand Parents Council.
- Measurements:
- Increase domestic violence court filed cases by 25%

2. Reduce Violent Crime rates by 10%.

Actions:

- Continue to use enhanced data-based policing to disrupt, deter violent crime.
- Deploy targeted patrol (Hot spot).
- Conduct warrant roundups quarterly.
- Continue commitment to Project Safe Neighborhood (PSN).
- Establish a cross jurisdiction multi-discipline gang unit.

Measurements:

- 10% reduction in overall crime.
- 10% reduction in violent crime.
- 10% reduction in property crime.
- 20% reduction in gang membership

3. Improve downtown safety through quality design, education, and enforcement.

Actions:

- Enhance officer presence through officer deployment, foot patrol, and bike patrol by 5%.
- Targeted (Hot spot) policing.
- Improve community and business engagement.
- Support Downtown CPTED efforts.

Measurements:

- 10% reduction in calls for service (CFS) in the downtown area.
- Customer satisfaction survey.
- Monitor CPTED compliant businesses.
- Provide 6 CPTED trainings.

4. Enhance traffic safety by reducing traffic violations and accidents by 10%.

Actions:

- Tactical enforcement at problem areas.
- Targeted (Hot spot) policing.
- Increase public education to attain voluntary compliance with traffic regulations through PSA's and informational presentations.
- Analyze technology options to improve compliance and enforcement.

Measurements:

- 5% reduction of injury accidents.
- 5% reduction in non-injury accidents.
- Customer satisfaction survey.

5. Reduce property crime by 10%.

Actions:

- Hot spot policing.

- Targeted operations.
- Establish partnership with Montana Division of Criminal Investigations to deal with organized retail crime.

Measurements:

- 10% reduction a year for two years of all property crime. (Define)

6. Reduce emergency response times by 10%.

Actions:

- Conduct a system development charge analysis for fire services.
- Complete station 8 renovations.
- Sign an automatic aid agreement with Lockwood.
- Implementation of priority, proximity, and protocols for 911 dispatch
- Upgrade station alerting system reducing dispatch and response times.
- Improve documentation of all training activities.
- Update 2020 CPSM analysis.

7. Improve the quality and resilience of medical response services.

Actions:

- Educate the stakeholders on the impacts of the current EMS service system.
- Update the EMS ordinance to ensure a high level of care for our community.
- Determine the number of MRT's to maximize service efficiency and lower response times for all calls for service.
- Determine the number of CRU's to maximize service efficiency and lower response times for all calls for service.
- Design and implement a mobile integrated health and community paramedicine program.

8. Maintain a high code enforcement compliance rate of 90% or better.

Actions:

- Continue to implement and improve proactive nuisance property abatement procedures to efficiently increase neighborhood safety and stability.
- Continue progression of the multi-discipline, multi-jurisdictional nuisance property team to improve neighborhoods.
- Implement graffiti reduction program.
- Propose ordinance amendments to increase the efficiency of enforcement efforts to improve accountability.
- Conduct 10 or more community outreach programs increasing community awareness of city codes.
- Increase web, social media-based, neighborhood task force presence and information sharing on CE activities and seasonal concerns to improve compliance.
- Achieve division and individual staff development/training through AACE accreditations.

Measurements:

- Utilize case activity levels and resolution of complaints to monitor and report improvement in neighborhood safety and stability twice per year.
- Utilize GIS to manage graffiti cases and activity with multi-disciplinary Nuisance Property Team from CE, BPD, Fire, Parks, Legal, PW – Show graffiti mitigation success through case resolution, convictions, and mural projects community-wide.

9. Invest in crime prevention dollars to catalyze evidence-based programs to improve opportunities for our children.

- Substance Abuse Connect
- Continuum of Care

10. Implement 2024 CPSM recommendations

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11. Objective 11 – Implement 2024 CGL recommendations

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Strategic Goal #2 - Sustain and Upgrade Critical Infrastructure.

Objective 1 – Expand the capacity and improve resiliency of the water system.

Objective 2 – Increase the number of airport passengers using BIL by 15%

Objective 3 - Increase BIL's air cargo nationwide position by two places (to 61).

Objective 4 – Optimize the efficiency of the transportation system to strengthen the economy and livability of neighborhoods and business districts.

Objective 5 – Maximize the capacity of our waste-water treatment plant.

Objective 6 – Build and upgrade an effective storm sewer system.

Objective 7 – Analyze and determine land use and infrastructure policies to serve the Skyway Drive and Billings bypass (Mary Lane and 5 mile).

Objective 8 – Complete new city hall and sell the current city hall by November 2024

1. Expand capacity and improve resiliency of the water system.

Actions:

- Break ground on water treatment plant.
- Break ground on west end reservoir project.
- Continue to increase funding to support industry standards replacement for pipe replacements water rehabilitation.

1. Increase the number of airport passengers using BIL by 15% by the end of CY 2025

Actions:

- Increase the number of cities with direct air service/flights to BIL by two
- Update the airport master plan and receive FAA approval of the airport layout plan

1. Increase BIL's air cargo nationwide position by two places (to 53).

- Add one new air carrier providing service to BIL

- Expand BIL air cargo infrastructure and operations to move BIL up ten places on the national airport rankings to 53.

1. Optimize the efficiency of the transportation system to strengthen the economy and livability of neighborhoods and business districts.

Actions:

- Complete construction of Skyway Drive.
- Phase 1 of Rimrock Road (54th to 62nd)
- Wicks Lane Hawthorn to Bitterroot (design)
- Monad Road Daniel and to Moore Lane including multi-model crossing of Laurel Road
- Broadwater Vermillion to Shiloh (design)
- Grand Ave from 43rd to 62nd
- Rim Rock 62nd round a bout (state)
- Implement safe routes to school, traffic calming and intersection capacity improvements and missing sidewalks and other misc CIP projects to improve the safety and quality of our transportation network.
- Increase MET Transit ridership by 10% by 2026

1. Maximize the capacity of our water reclamation plant and collection system.

- Continue to increase funding to support industry standards replacement for pipe replacements water rehabilitation.

1. Build and upgrade an effective storm sewer system.

- Develop a sustainable stormwater program to meet the desired service level for our community and create a rate structure that supports that program.

1. Analyze and determine land use and infrastructure policies to serve the Skyway Drive and Billings bypass (Mary Lane and 5 mile). Analyze and determine land use and infrastructure policies to serve the Skyway Drive and Billings bypass (Mary Lane and 5 Mile Road).

Actions:

- Launch IBL/Hwy 3 Area Plan to evaluate residential and commercial development demand, economic drivers, land use types, and estimated population in the area.
- Coordinate with Public Works on utility information and develop a feasibility cost for extension of utilities to serve the study area.
- Complete land use and urban development service analysis of North Billings Bypass Corridor area as part of Heights Neighborhood Plan.
- Work with County to establish a City/county agreement on annexations along the corridors.

Measurements:

- Complete IBL/Hwy 3 Area Plan in 2025.
- Complete North Billings Bypass Corridor area as part of Heights Neighborhood Plan in 2024
- Determine infrastructure, service requirements and costs per population and development estimates for IBL/Hwy 3 area and North Billings Bypass Corridor area.
- Develop long term budget and funding plan to extend City services to support development in IBL/Hwy 3 and North Billings Bypass Corridor study areas.

1. Complete new city hall and sell the current city hall by November 2024

Actions:

- Complete construction
- Move from current city hall
- Complete COVID 19 memorial.

Strategic Goal #3 - Foster economic vibrancy through quality designed neighborhoods and business districts.

Objective 1 - Stimulate infill and redevelopment throughout the city’s business and residential districts.

Objective 2 - Improve multi-model transportation system to foster investment and redevelopment (auto, transit, bike, pedestrian)

Objective 3 - Update subdivision regulations in 2024.

Objective 4 - Update 2016 growth policy to comply with the MT Land Use Planning Act.

Objective 5 - Develop housing strategies to strengthen and stabilize neighborhoods.

Objective 6 - Update neighborhood plans over the next decade.

Objective 7 – Complete cost of services study and determine its impact on regulations and fee structures.

1. Stimulate infill and redevelopment throughout the city’s business and residential districts.

Actions:

- Continue implementation of the new zoning code that provides flexibility and options for mixed use development and multiple residential district neighborhoods.
- Implement the 2023 Montana Land Use Planning Act
- Continue to implement Infill Policy and review policy strategies
- In partnership with architects, builders, developers and private and public utility providers host education opportunities to make redevelopment in the downtown core less intimidating and more understandable.

Measurements:

- Complete implementation of the Montana Land Use Planning Act
- Host education opportunities to make redevelopment in the downtown core less intimidating and more understandable in 2024.

2. Improve multi-model transportation system to foster investment and redevelopment.

Actions:

- Complete two-way conversion project downtown.
- Complete road diet on Montana Avenue.
- Complete multi-use path installation along 6th Avenue North to connect Heights and Downtown areas.
- Examine transportation system to make improvements to 4th Avenue North and 6th Avenue North to meet safety and redevelopment goals.
- Continue implementing Complete Streets Policy.
- Implement Safe Routes to Schools.
- Improving design process for transportation corridors across the city.

3. Update Subdivision Regulations.

4. Update 2016 growth policy to comply with the MT Land Use Planning Act.

Actions:

- Complete housing analysis to inform needs for zoning and infrastructure.
- Update zoning regulation consistent with the new plan.

5. Develop housing strategies to strengthen and stabilize neighborhoods.

Actions:

- Support HomeFront’s development of a housing strategy.
- Ensure housing strategy alignments with the housing outcomes of MT Land Use Planning Act.
- Determine city’s role in implementing the adopted housing strategy.
- Support resource and program expansion to leverage HUD programs to address housing needs and neighborhood stabilization.

Measurements:

- 1,000 housing units to be created in city’s core.

6. Update neighborhood plans over the next decade.

Actions:

- Complete West- Billings Neighborhood Plan Update.
- Complete Heights Neighborhood Plan update.
- Financially support goal to complete one neighborhood plan update per year.

7. Complete cost of services study and determine its impact on regulations and fee structures.

Actions:

- Apply Cost of Service Study findings to development processes that ensure the City can financially support extension and provision of services as the City grows.
- Use cost of services data to incentivize infill and redevelopment where infrastructure already exist.

Measurements:

- Complete Cost of Service Study and determine implementation strategy for the information provided in the study.

Strategic Goal #4 - Offer Outstanding Library, Parks, Recreation, Trails, and Cultural Amenities accessible to all residents.

Objective 1 – Activate parks and public spaces to improve a sense of community, improve health and reduce crime.

Objective 2 - Maximize the useful life of parks, recreation, and trails assets.

Objective 3 – Increase trail network through complete streets implementation and recreational trails construction.

Objective 4 - Increase rec participation by 10%.

Objective 5 – Create opportunities for dual purpose public spaces for parks and PW (storm water, reservoir etc.)

Objective 6 – Increase library services to meet the needs of the community.

1. Activate parks and public spaces to improve a sense of community, improve health and reduce crime.

Actions:

- Start Adopt a Park and Adopt a Trail program.
- Improve Park Maintenance working towards best practices.
- Adopt CPTED principles in all parks.

- Work with community groups to bring more events to parks.
- Increase volunteer opportunities.
- Using annual City CPTED budget allocation and other funding sources, continue phased implementation of CPTED principles in South Park, Skate Park, Pioneer Park, Dehler Park, and other parks
- Build new pool and community center in South Park in 2025.
- When should the community reconsider a portion of the 2023 PRT Bond?

2. Maximize the useful life of parks, recreation, and trails assets.

Actions:

- Use City Works/asset management system to manage and track maintenance of parks, recreation and trails assets.
- Determine and communicate the impacts of meeting “best practices” for ongoing maintenance standards.
- Work with partners to enhance maintenance of facilities managed by user groups.

3. Increase trail network through complete streets implementation and recreational trails construction.

Actions:

- Complete design and allocate City matching funds to break ground on the Stagecoach Trail.
- Secure property for future trails west of Zimmerman Park to Indian Cliffs.
- Rimrock Road 54th to 62nd.
- Pursue RAISE Grant to improve Monad Road from Daniel Street to Moore Lane, including multi-modal crossing of Railroad Tracks and Laurel Road, access to Amend Park and pedestrian facilities along the north side of Laurel Road connected to King Avenue West.
- Upgrade Grand Ave from 43rd to 62nd as urban road section for all travel modes.
- Broadwater Vermillion to Shiloh (design).
- Wicks lane (design).
- Complete Alkali Creek Trail Connection.
- Complete 25th Street Bridge pending grant award or other funding.
- Complete Downtown-Coulson Park Trail Connection.

4. Increase rec participation by 10%.

- Expand Rec2U program to 8 parks across the City. Include recreation programs for parents or care givers.
- Create a young adult Park Board to empower them in shaping new recreational opportunities.
- Find a partner for E-Gamming program.
- New teen recreation programs.
- 3-5 year recreational programs.
- Offer school break recreational opportunities.
- Partner with other groups to offer more recreational opportunities like Little League, YMCA, 4H, Tumbleweed.
- Offer family recreation programs.
- Offer more adult programs.

5. Create opportunities for dual purpose public spaces for parks and PW (storm water, reservoir etc.).

Actions:

- Identify partners and alternative funding opportunities to begin developing the west end reservoir project into a park.
- Propose amended regulations allowing certain storm water retention areas to serve the dual purpose of a park.

6. Increase library services to meet the needs of the community..

Actions:

- Innovate, expand, and implement phase 1 of Co+Lab.
- Maximize digital and physical services to patrons.
- Create five-year growth plan for construction of physical facilities.
- Promote environment stability through LEEDs recertification.
- Augment workforce and economic development opportunities, services, and resources.

Strategic Goal #5 - Cultivate a High-Performance Organization Principled in our Core Values of Integrity, Service, Stewardship & Collaboration.

Objective 1 - Refine the City’s vision, mission, and core values in 2024.

Objective 2 – Strengthen citizen trust through effective communication and transparency.

Objective 3 – Digitize all essential records for proper storage and access by citizens and staff.

Objective 4 - Adopt legislative priorities for the 2025 session focused on improving the safety and economic stability of Billings.

Objective 5 – Establish market based competitive compensation system to retain and recruit excellent workforce (pay and benefits).

Objective 6 - Increase City general fund reserves by approximately \$400,000 to 500,000/year.

1. Refine city’s vision, mission, and core values in 2024.

Actions

- Hold a series of community meetings to define a vision for our city that inspires our community and organization to exceed its “potential”.

2. Strengthen citizen trust through effective communication and transparency.

Actions:

- Develop a communication plan.
- Identify and implement successful public engagement methods.
- Educate the public through a mix of platforms.
- Generate opportunities for public feedback with department responsiveness.
- Make information easily accessible through public information hub.

Measurements:

- Number of input submissions.
- Number of project changes that resulted from public input.
- Citizen satisfaction survey results.

3. Digitize all essential records for proper storage and access by citizens and staff.

Actions:

- Create a scanning, loading, purging records digitization plan.

4. Adopt legislative priorities for the 2025 session focused on improving the safety and economic stability of Billings.

Actions:

Monitor interim subcommittee work to gauge what areas will be major topics of interest by legislature in 2025. More than likely property taxes will be a major area of focus, we will want to be in a leading position to ensure the Billings' interests are known and understood.

5. Establish market-based competitive compensation system to retain and recruit excellent workforce (pay and benefits).

Actions:

- You can update the Plan stating the market-based pay system was implemented July 22, 2024.
- Develop the City's future compensation strategy; what percentage of the market is the city willing and able to pay?
- Review the City's current compensation strategy.
- Conduct market studies to determine competitive pay.
 - Select a vendor to do a one-time market study; or
 - Select a compensation technology vendor that provides updated pay data continuously to the city.
- Set budget for compensation strategy implementation.
- Establish/negotiate pay grades, if needed.
- Communicate the City's compensation strategy to the public and employees.

Measurements:

- Determine employee turnover rate; has it improved?
- Exit interviews: Determine top 3 reasons employees left and address issues.

6. Increase City general fund reserves by approximately \$400,000 to 500,000/year.

Actions:

- Amend administrative order establishing reserve minimums.
- Limit dollars we reappropriate that were unspent in the prior year.



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

5 Strategies & objectives to accomplish this vision

September 3, 2024

Goals for tonight

- **Confirm that we have captured the voice of public comment, council, directors and administration in this document.**
- **If YES - Give the go ahead for adoption on September 23**
- **If NO - Make adjustments and give the go ahead for 23rd adoption**
 - **Gavin will help us work through adjustments**
 - **Changes to the strategic goals?**
 - **Changes to the objectives tied to each goal?**

Introduction

- **Adopted Strategies and Priorities – May 9, 2022**
- **March 15 & 16 retreat notes**
- **August 19 emailed DRAFT Strategic Plan**
- **August 23 Weekly included DRAFT Strategic Plan**
- **September 3 Work Session**

5 Strategic Goals

- 1) Improve the health and safety of Billings for all citizens.**
- 2) Sustain and upgrade critical infrastructure.**
- 3) Foster economic vibrancy through quality designed neighborhoods and business districts.**
- 4) Offer outstanding library, parks, recreation, trails, and cultural amenities.**
- 5) Cultivate a high-performance organization principled in our core values of integrity, service, stewardship and collaboration.**

Strategic Goal #1 - Improve the health and safety of Billings for all citizens.

Objective 1 – Reduce family violence by 10%.

Objective 2 – Reduce violent crime rates by 10%.

Objective 3 – Improve downtown safety through quality design, education, and enforcement.

Objective 4 – Enhance traffic safety by increasing traffic law compliance resulting in a reduction of accidents by 10%.

Objective 5 – Reduce property crime by 10%.

Objective 6 – Reduce emergency response times by 10%.

Strategic Goal #1 - Improve the health and safety of Billings for all citizens. (continued)

Objective 7 – Improve quality and resilience of medical response services.

Objective 8 – Maintain a high code enforcement compliance rate of 90% or better.

Objective 9 – Invest crime prevention dollars to catalyze evidence-based programs to improve opportunities for our children.

Objective 10 – Implement 2024 CPSM recommendations

Objective 11 – Implement 2024 CGL recommendations

Strategic Goal #2 - Sustain and Upgrade Critical Infrastructure.

- Objective 1 – Expand the capacity and improve resiliency of the water system.**
- Objective 2 – Increase the number of airport passengers using BIL by 15%**
- Objective 3 - Increase BIL’s air cargo nationwide position by ten places (to 61).**
- Objective 4 – Optimize the efficiency of the transportation system to strengthen the economy and livability of neighborhoods and business districts.**
- Objective 5 – Maximize the capacity of our waste-water treatment plant.**
- Objective 6 – Build and upgrade an effective storm sewer system.**
- Objective 7 – Analyze and determine land use and infrastructure policies to serve the Skyway Drive and Billings bypass (Mary Lane and 5 mile).**
- Objective 8 – Complete new city hall and sell the current city hall by November 2024**

Strategic Goal #3 - Foster economic vibrancy through quality designed neighborhoods and business districts.

- Objective 1 - Stimulate infill and redevelopment throughout the city's business and residential districts.**
- Objective 2 - Improve multi-model transportation system to foster investment and redevelopment (auto, transit, bike, pedestrian)**
- Objective 3 - Update subdivision regulations in 2024.**
- Objective 4 - Update 2016 growth policy - MT Land Use Planning Act.**
- Objective 5 - Develop housing strategies to strengthen and stabilize neighborhoods.**
- Objective 6 - Update neighborhood plans over the next decade.**
- Objective 7 - Complete cost of services study and determine its impact on regulations and fee structures.**

Strategic Goal #4 - Offer Outstanding Library, Parks, Recreation, Trails, and Cultural Amenities accessible to all residents.

Objective 1 – Activate parks and public spaces to improve a sense of community, improve health and reduce crime.

Objective 2 - Maximize the useful life of parks, recreation, and trails assets.

Objective 3 – Increase trail network through complete streets implementation and recreational trails construction.

Objective 4 - Increase rec participation by 10%.

Objective 5 – Create opportunities for dual purpose public spaces for parks and PW (storm water, reservoir etc.)

Objective 6 – Increase library services to meet the needs of the community.

Strategic Goal #5 - Cultivate a High-Performance Organization Principled in our Core Values of Integrity, Service, Stewardship & Collaboration.

Objective 1 - Refine the City's vision, mission, and core values in 2024.

Objective 2 – Strengthen citizen trust through effective communication and transparency.

Objective 3 – Digitize all essential records for proper storage and access by citizens and staff.

Objective 4 - Adopt legislative priorities for the 2025 session focused on improving the safety and economic stability of Billings.

Objective 5 – Establish market based competitive compensation system to retain and recruit excellent workforce (pay and benefits).

Objective 6 - Increase City general fund reserves by approximately \$400,000 to 500,000/year.

Goals for tonight

- **Confirm that we have captured the voice of public comment, council, directors and administration in this document.**
- **If YES - Give the go ahead for adoption on September 23**
- **If NO - Make adjustments and give the go ahead for 23rd adoption**
 - **Gavin will help us work through adjustments**
 - **Changes to the strategic goals?**
 - **Changes to the objectives tied to each goal?**

Implementation

- **Staff teams will focus their actions to meet the defined objectives and accomplish the strategic goals**
- **Quarterly updates will be provided to the Council**