



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**