

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