

Billings Adopted Goals and Objectives 2025-2030 (Nov. 2024)
1st Quarter Update

April 25, 2025

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.

Goal #1: Improve the safety of Billings for all citizens

Objectives:

A. Reduce Violent Crime

- Continued to utilize data-based policing to disrupt and deter violent crime.
- Continued to utilize targeted policing to disrupt and deter violent crime and criminal activity.
- Maintained community collaboration and engagement.

B. Reduce escalation of domestic violence

- Continued support for Family Justice Center.
- Increased DV training for officers.
- This is a long-term objective, and we are working now with partner agencies to establish a baseline to measure from going forward. (BPD, YCSO, YCAO, YWCA, MBCC).

C. Reduce repeat victimization by the same or different offender

- This is a long-term objective, and we are working now with partner agencies to establish a baseline to measure from going forward. (BPD, YCSO, YCAO, YWCA, MBCC).

D. Reduce property crime

- Utilized data-based policing to support focused patrols and hot-spot policing.

- E. Reduce the number of kids in the juvenile justice system through legislative action
- HB 191 was signed by the governor April 7, 2025, and will go into effect October 1. This bill provides for a new criminal offense of endangering the welfare of a child when a person commits an assault against a partner or family member in the presence of a child less than 18 years of age.
 - Statistically, 25% of children today will witness domestic violence in their lifetime. Once we determine the general number of child witnesses in Billings, we should see a gradual decline in delinquency filings within about 5 years, according to the Family Justice Alliance.
- F. Reduce gaps in mental health services for victims/children through legislative action
- By creating a new class of victims through HB 191, child witnesses will now be eligible for crime victim services, including mental health counseling, which is funded by the state. This was one of the major secondary benefits of passing that legislation.
- G. Reduce/eliminate victim self-harm, suicide and overdoses
- Continued CIT (Crisis Intervention Training) for officers.
 - Continued partnership and information sharing with ODMAP (Overdose Map Program).
 - This is a long-term objective, and we are working now with partner agencies to establish a baseline to measure from going forward. (BPD, YCSO, YCAO, YWCA, MBCC, RIVERSTONE).
- H. Reduce/eliminate intimate partner homicide
- Maintained community collaboration on violence reduction strategies.
 - Continued to promote risk and protective factors at individual and community levels.
 - This is a long-term objective, and we are working now with partner agencies to establish a baseline to measure from going forward. (BPD, YCSO, YCAO, YWCA, MBCC, RIVERSTONE).
- I. Maintain code enforcement compliance rate of 90% or higher
- Continue to implement proactive nuisance property abatement procedures to efficiently increase neighborhood safety – Ongoing.
 - Continue progression of the multi-discipline, multi-jurisdictional nuisance property team to improve neighborhoods – Continuing to meet quarterly and addressing critical nuisance properties.
 - Implement graffiti reduction program – Started 2024 and shared report with City Council in early 2025. Planning both City property maintenance again in summer 2025 as well as continuing private property and other agency property (MDT) cleanups and murals.
 - Propose ordinance amendments – Ongoing with amendments already approved by Council in 2024 and 2025.

- Conduct 10 or more community outreach programs increasing community awareness of city codes – Staff has attended task force meetings on demand and presented at service clubs by invitation or outreach. These practices will continue with data reporting on this activity in the next quarterly report.
- Increase web, social media-based, neighborhood task force presence and information sharing on CE activities and seasonal concerns to improve compliance – Instituted a CE Blog post on the CE website in 2024 that is updated monthly with topics and information.
- Achieve division and individual staff development/training through AACE accreditations – Training process started in early 2025.

J. Enhance downtown safety

- Developed scope of work for the transportation master plan.
- Construction of ADA ramps and concrete work began for downtown 2-way restoration.
- Continued and enhanced officer presence.
- Maintained community and business engagement.

K. Enhance traffic safety, increase traffic law compliance, and reduce traffic accidents

- Continuing design of Safe Routes to School projects for 2025, including pedestrian crossings.
- Preparing grant application for Transportation Alternatives funding for Safe Routes to School projects.
- Developed missing sidewalk project inventory and readying for bidding and construction.
- Requested proposals for design of Rimrock Road from 62nd Street to 54th Street West.
- Engineering is preparing a striping plan for Street/Traffic to improve safety on Babcock Boulevard.
- Preparing Division Street signal timing plan anticipating for implementation after downtown 2-way restoration is complete.
- Developed scope of work for Safe Streets for All 2025 design package.
- Improved public safety by adding stop signs along Custer Ave. between 19th & 17th St W and striping Gleneagles.
- Replaced over 100 stop signs, primarily due to our reflectivity program, ensuring visibility and high reflectivity.
- Currently replacing cracked, faded, and non-reflective engineering-grade signs on Broadwater — started at Division and are now past 10th St W.
- Upgrading faded signs with high prismatic paper printed in-house, covered with a UV anti-graffiti film that has a 15-year warranty against fading, extending the signs' lifespan.
- In full swing applying heat tape to improve the life and reflectivity of pavement markings.

- Airport Police issued 75 traffic and parking warnings and citations.
 - Utilized data-based policing to target problematic areas.
- L. Improve quality and resilience of medical response services
- Ongoing discussions with Riverstone Health to reimplement CRU.
 - Nearing Final Draft of AMR Agreement/Working with City Legal. Also working on a draft proposal to update a very dated city ordinance.
 - Discussions with Intermountain Health to help with county wide EMS.
 - Initial discussions with both hospitals to form a Community Paramedicine partnership to decrease call recidivism.
 - Added equipment to increase cardiac care capabilities.
 - Updated protocols to better meet state and national standards.
 - State influence at the Board of Medical Examiners (BOME).

Goal #2: Sustain and Upgrade Critical Infrastructure

Objectives:

- A. Expand capacity and improve resiliency of water system
- Completed construction of 36-inch water transmission main from King Avenue South toward new west end water plant.
 - Began construction of a 20-inch water main along 58th Street West to provide redundancy to the west end of Billings.
- B. Increase the number of airport passengers
- Participated in American Assn. of Airport Executives (AAAE) Aviation Issues Conference to help set our airport professional organization's legislative priorities for 2025.
 - Conducted Alaska Airlines network planning team on-line air service development meeting.
 - Approximately 60,000 seats have been added for 2025. United Airlines, Alaska, America, have added flights to Denver, Chicago, Portland and Seattle.
 - Opened construction bids on BIL Runway 7-25 Reconstruction and Extension project.
 - Participated in the Mead & Hunt Air Service Development Conference to meet with nine air carrier representatives.
- C. Increase BIL's air cargo nationwide position
- Participated in the 2025 ACI-NA Air Cargo Conference to meet with air cargo carriers.
 - BIL is now the 55th busiest cargo airport in US up from 63 in 2022.
- D. Optimize efficiency of the transportation system
- Grand Avenue from 43rd to 62nd – Added to Urban System in 2023. Adding project to Federal funding priority list with MDT/FHWA now, PCC action in April 2025.

- Complete transportation corridors analysis and outreach – Reporting to Council on progress at the April 21st Work Session.
- Implement safe routes to school, traffic calming, intersection capacity improvements, missing sidewalks and other projects to improve safety and quality of transportation network – Planning/MPO working with Public Works in multiple capacities – TPA Grants, SS4All Grant, SRTS programmed projects in CIP. Working through Council inaction of 2025 Pedestrian Bicycle Plan Update regarding future grant and funding opportunities for multi-modal projects to serve the community.

E. Build and upgrade effective storm sewer system

- Completed construction of 54-inch storm drain piping along Wicks Lane that improves existing drainage along Bitterroot Drive and serves future growth in that area. Water quality is improved through a new water quality unit prior to discharge to the Yellowstone River.
- Began construction of water Intake #2 at the Yellowstone River to improve water intake resiliency and ensure a reliable source of water during winter conditions and flood conditions.
- Completed installation of a pressure-reducing valve at Voelker Pump Station that will allow all properties east of the BBWA to be supplied by the Hesper Water Treatment Plant if needed. This includes the ability to serve the Heights from the Hesper Water Treatment Plant.
- Water Reclamation Facility Staff were recognized in Treatment Plant Operator Magazine for outstanding performance.
- Stormwater system maintenance efforts are ongoing including clearing drains, ponds, and ditches to remove debris and sediment from the system to improve its efficiency.
- Stormwater system repairs have been made to areas damaged by storm events, increasing system's capacity to handle more water.

Goal #3: Foster Economic Vibrancy through Quality Designed Neighborhoods and Business Districts

Objectives:

A. Stimulate infill and redevelopment

- Continue application of the 2021 Zoning Code – Completed last schedule set of amendments in February 2025 since adoption.
- Implement the 2023 Montana Land Use Planning Act – Contract executed with Orion Planning and Design in March and process moving forward. Statutory deadline is May 2026.
- Continue to implement Infill Policy and review policy strategies – Staff continues to use Policy in evaluating applications and projects but there is no staff capacity currently to review or update 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 – Launched listening session with development community in late 2024. Ongoing, but staff capacity and 2025 Legislative Session has limited activity in this area in Spring 2025.

B. Improve multi-modal transportation system

- In the first quarter of 2025, MET Transit ridership continued to see significant growth; total ridership for the quarter was 142,438 which constitutes a growth of 26.6% compared to the same quarter in 2024.
- MET staff continued to collaborate with other departments to improve multimodal connections including participating on various committees as well as taking direct action, including working with the MPO and planning to better integrate trails and bike system information into the MET Transit travel training program.
- Complete two-way street conversion – Construction 2025.
- Complete road diet on Montana Avenue – Coordinating with MDT on improvements, but no exact timeline determined.
- Complete multi-use path installation along 6th Avenue North to connect Heights and Downtown areas – Not started.
- Examine improvements to 4th Avenue North and 6th Avenue North to meet safety and redevelopment goals – Not started.
- Continue implementing Complete Streets Policy – 2025 Policy Report underway with ROI analysis on multi-modal infrastructure being added to effort.
- Safe Routes to Schools Phase I and Phase II – Projects underway in 2025 and 2026 per CIP, SS4All Grant, TAP Grant.
- Complete transportation corridors analysis and outreach.

C. Update subdivision regulations

- Completed late 2024.

D. Update neighborhood plans

- Neighborhood Planner will advance neighborhood plan updates – Position is currently being advertised with expectation to fill by May 2025.
- Completing West End and Heights in 2025.

E. Develop new land use plan and future land use map of Billings

- Contract executed with Orion Planning and Design in March and process moving forward. Statutory deadline is May 2026.

F. Develop housing strategies to address strengthening and stabilizing neighborhoods

- Support HomeFront’s development of a housing strategy – Schedule unknown.
- Ensure housing strategy aligns with the housing outcomes of Montana Land Use Planning Act and 2025 Consolidated Plan – Built into City Contract for this project.

- Include housing support programs in 2025-2029 Consolidated Plan for CDBG and HOME programs – Included in Con Plan draft that will be approved by Council in April 2025.
 - Support resource and program expansion to address housing needs and neighborhood stabilization – The PCSD Director recommends Council set aside Contingency funds in FY26 to research applicability of a city housing/community innovations team (field trips to other communities, research and gather information).
- G. Determine application of cost-of-service study findings
- City staff, Councilmembers and consultants met most recently in March and will meet in April to advance this.
- H. Determine economic development, land use and infrastructure to serve Skyway Drive and the Billings bypass
- Underway in conjunction with Montana Land Use Planning Act work, IBL5/Hwy 3 area plan. Property owner meetings concluded in early April, Council, BSED and staff meeting set for mid-April.

Goal #4: Provide Exceptional Educational, Recreational, and Cultural Services and Amenities

Objectives:

- A. Activate parks and public spaces
- Apply CPTED principles in parks – Using limited CDBG funds in eligible parks in FY25 and FY26.
 - Continue phased implementation of CPTED principles in South Park, Pioneer Park, other parks – Need Council FY26 Budget allocation as was done in FY24.
 - Build new pool and community center in South Park – Entering contract with consultant to support expansion of SBBURD in 2025 to help fund this effort.
 - Established Adopt-A-Park at Phipps and Swords Park.
 - Contracted to install ADA concrete sidewalks through Centennial dog park.
 - New Safe Routes to School sidewalks under contract for construction in Rose Park.
 - Coulson Park improvements at parking lot and boat ramp/launch areas, restrooms, shade structure, picnic tables, and fire pit.
 - Implemented CPTED with new solar lights at North Park.
- B. Maximize useful life of parks, recreation, and trail assets
- Lillis Park Trail under contract for repairs and new asphalt paving.
 - Coulson Park improvements at parking lot and boat ramp/launch areas.
 - Repaired and re-installed pump station at Castle Rock Park.
 - Demo and removal of old handball courts at North Park as advised in CPTED analysis.
 - Commenced replacement of Sacajawea playground.

- South Park basketball courts (southern courts) resurfacing.
 - North Park basketball courts resurfacing.
 - North Park tennis courts repurposed for pickleball courts.
- C. Maximize neighborhood plans
- D. Increase trail network
- Plans are underway to connect missing trail segments across the city, making our trail system easier to use.
 - Contracted to install ADA concrete sidewalks through Centennial dog park.
 - New Safe Routes to School sidewalks under contract for construction in Rose Park.
 - Lillis Park trail under contract for repairs and new paving.
 - In design phase of Big Ditch Trail from Rim Rock West (1/5 mile).
- E. Increase recreation participation
- In partnership with School District #2, the Recreation Division assumed the organization and coordination of the Middle School instructional sports program (6-8 grade) for boys' basketball, girls' basketball, and girls' volleyball, providing activities for an additional 173 middle school students.
 - Expanded the Adult Coed Volleyball League from 24 to 28 teams to enroll teams on the waiting list.
 - Spring Break Camps are offered for youth during School District #2 spring break, March 3-7 focusing on the arts, gametime play and martial arts.
 - During the first 10 days of April, over 1,600 participants have registered for our summer camps, programs, and activities.
 - Successfully negotiated and secured public private partnership (PPP) of two sheet ice facility through signed MOU and Lease.
 - Completing design and beginning construction for critical infrastructure to serve the Amend Park Recreation Campus to add Ice and courts facilities.
- F. Create a 5-year growth plan for the Billings Public Library
- Demonstrate the Library's impact and value.
 - Inform the framework for long-term growth.
 - Engage stakeholders in shaping the Library's future.
 - Support transparency and accountability.

Goal #5: Cultivate a High-Performance Organization

Objectives:

- A. Refine the City's vision, mission, core values
- Team of 8 volunteers across the city are rewriting the core value descriptions. Their work will be presented to the HPO (~50 mid and upper-level managers across the city) this quarter.

- Launched HPO team meetings to improve communications, train and improve collaboration across the organization. The group will meet a minimum every other month.
- B. Strengthen citizen trust through effective communication and transparency
- Conducted public polling and confirmed community support for the residential plowing program.
 - Enhanced the snow plowing communication plan by increasing progress update frequency and ensuring residents stay informed on contractor locations and progress.
 - Implemented resident-driven changes to plowing operations, prioritizing school zones and hospitals.
 - Proactively communicated about flood risk due to drastic temperature increase shortly after major snowstorm.
 - Conducted the Billings Air Service Development Community meeting (more than 100 public participants) to keep the community informed on investments in air service development to increase commercial passenger flight opportunities at BIL.
 - Designed and implemented a new Parks and Recreation mobile app which became available for download on March 20th for both Apple and Android users.
 - In discussions with DBA to utilize one of their Placer AI licenses to gather park usage data. Among other benefits, it will aid us in justifying what projects we do and when.
 - Developing a Parks Sponsorship program.
- C. Digitize records for proper storage, organization and retrieval.
- Digitized, filed (into Questys) and disposed of a significant number of essential records including 124 boxes of work orders, 83 boxes of site plans, 87 boxes of SIDs (Special Improvement District), 74 boxes of RIDs (Rural Improvement District), and 268 administrative files.
- D. Increase city general fund reserves to 33% of GF expenditures, less capital.
- The City of Billings is projected to add to the reserves in Fiscal Year 2025, primarily through the sale of old City Hall. Much of this will be used to pay down the lease financing associated with New City Hall. But for the lease payment associated with this financing, the proposed FY2026 budget will include an addition to the General Fund Balance of \$100k-\$200k.