

City of Billings 2020 Strategic Planning Priorities

Following are the rank-order priorities as voted on by 9 council members. The top 40 are highlighted which will be the ones that will be considered during strategic planning. Each council member will have the opportunity to select one item from the list (#41 to #79) to add to the list of 40 for final consideration during the planning process.

1. Public Safety - Mill Levy (2019 High priority)
2. Public Safety - Facility Space Needs
3. Public Safety - Impact Fees
4. Public Safety - Transients
5. Public Safety - Safe Routes to school
6. Public Works - West End Reservoir/Treatment Plant (2019 high Priority)
7. Public Safety - Mental Health and Addiction Services
8. Public Safety - Court/Legal Staff
9. City Hall - New Facility
10. Public Safety - Fire
11. Parks - Park's Development Fund
12. Project Re:Code (2019 High Priority)
13. Communication - Public Information Officer
14. Communication - Grant Writing
15. Public Safety - Supplementary Funding
16. Public Safety - Traffic Patrol
17. Public Safety - Domestic Violence/Aggravated Assault
18. Public Safety - Clean/Safe City
19. Parks - South Billings Recreation Center (2019 Medium priority)
20. Communication - City Website (2019 Medium Priority)
21. Parks - Coulson (2019 Medium priority)
22. Public Safety - Code enforcement Director
23. Public Works - Heights Water
24. Intergovernmental Collaboration - Intergovernmental Meetings
25. Public Safety - Traffic Calming Technology
26. Parks - Centennial (2019 Medium Priority)
27. Inner Belt Loop (2019 Medium Priority)
28. Parks - Castle Rock
29. Cost of Services Study
30. Revenue Sources - Alternative Sources of Revenue
31. Parks - Poly Vista
32. Airport - Expansion
33. Public Safety - Yellowstone County Jail
34. Public Safety - Process Issues
35. Lead Pipes
36. Public Safety - Public Safety District/Levy/Staffing
37. Public Works - Creation of a Storm Water Utility
38. Downtown Revitalization - One Big Sky District (2019 High Priority)
39. Trails - Marathon Loop (2019 Medium Priority)
40. Downtown Revitalization - Transportation (Downtown)

41. Park Usage
42. Downtown Revitalization - Legislative Tools
43. Public Safety - Animal Control
44. Parks - South Park
45. Downtown Revitalization - Downtown Redevelopment "TIF
46. Public Works - Arterial Light District
47. Public Works - Facilities Master Plan
48. Revenue Sources - Water/Sewer/Solid Waste
49. TEDD
50. Public Works - Safe Neighborhood Infrastructure
51. Contract Negotiations
52. Revenue Sources - Increase Park Taxes/Fees (2019 Medium Priority)
53. Communication - Calendar
54. Property Tax Relief - State Legislators
55. Downtown Revitalization - Downtown Redevelopment " Small Projects
56. Public Works - Fire Station Condition Analysis
57. Walkability - Crosswalks
58. Revenue Sources - Property Tax Transparency on Bills
59. Trails - Trails
60. Budget Process - Budget Review
61. Housing - Study Affordable Housing in General
62. Council Attorney
63. City Government Academy - Citizen Classes
64. Roads - Molt Road/Highway 3 Connector (2019 Medium Priority)
65. Parks & Trails - Parks & Trails
66. Traffic Light - N. 27/Montana Ave.
67. Roads - Billings Bypass Interchange (2019 Medium Priority)
68. Roads - Repair/Paving
69. City Services - Use of City Services
70. West Billings Master Plan - Revitalize Plan
71. City Land Trust - Affordable Housing
72. Grand Avenue Redevelopment - Grand Ave TIF District
73. Strategic Planning - Strategic Planning
74. Roads - 3rd way off connecting Rims to Valley
75. General Fund
76. Code Violation Solutions - Community Solutions for Residential & Commercial Code issues
77. Roads - Heights Connectivity
78. Housing - Study Affordable Housing; Renters Rights
79. Council Policy - City Documents

2020 Billings City Council Priority Goals

PUBLIC SAFETY

Mill Levy: Cole, Yakawich, Boyett, Neese, Ronning, Brown, Shaw, Purinton, Joy, (2019 High Priority)

Council Comments

Cole	Define scope of needed public safety resources and cost, pass resolution authorizing mill levy election and educate public to assure passage.
Yakawich	Form "Blue Ribbon Committee as soon as possible and get their input"
Boyett	What should be in it
Neese	Focus on accurate relevant data that reflects the current needs and wants of the residents (survey). Simplify for short term sunset plan while working on data/needs over next two years for permanent mill levy or charter change.
Ronning	Move forward with a mill levy funding BPD, BFD, Fire Station 8, Mental Health/Substance Abuse Addiction Prevention/Education, and space for Municipal Court and City Legal – NOT an entire City Hall.
Brown	Identify how to develop and or find public safety advertising/marketing
Shaw	Narrow and finalize mill levy details ASAP to ensure time for public education. Continue educating the public with safety presentations to increase odds of levy passing. Discuss further PR strategies.
Purinton	Purchase of facility, e.g. city hall via bond; look forward to Lean 6 evaluation before proceeding with mill levy (which needs to be measurable); present relevant data; evaluate immediate needs; decide how to proceed
Joy	Work to calculate the needed funding to achieve the goals identified in surveys and public forums. Achieve a vision of safety for the Downtown and the City that is consistent with Downtown Master Plan, City Planning Higher Density Zoning and West End Master Plans.

Mental Health and Addiction Services: Cole, Ronning, Yakawich, Shaw, Boyett, Purinton

Council Comments

Cole	Work with community partners to define best prevention and treatment options, including possible sobering center, and city's role in funding and administration.
Ronning	Continue to work with community partners on systemic causes to find true prevention and assistance solutions. Research success other communities are experiencing with sober centers. Work with BPD on mobile crisis units. Invest in prevention and education.
Yakawich	Seeking ways to support those working on this. Work with legislators (work with city lobbyists to help bring city council and legislators together), nonprofits, local businesses. This is impacting downtown as well as the entire city.

Transients: Boyett, Yakawich, Brown, Shaw, Purinton

Council Comments

Boyett	Suggestions: (1) More foot/bike patrols by uniformed police officers; (2) Increase funding for social services to provide places for transients to spend their time; (3) Review/consider city ordinances regarding loitering, panhandling, etc. (4) Investigate solutions used in other cities.
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Transients – continued

Yakawich	Seeking ways to support those working on this. Work with legislators (work with city lobbyists to help bring city council and legislators together), nonprofits, local businesses. This is impacting downtown as well as the entire city.
Brown	Dust off efforts started by city and downtown to address transient issue in Billings (primarily downtown)
Shaw	Work with our downtown partners (substance abuse connect, continuum of care, DBA, etc.) to improve service accessibility in the city core and provide new non-police intervention for transience. [Examples: social worker at the library, mobile crisis unit, drop-in centers]
Purinton	How best to address Native issue impact on policing as well as Bozeman’s “Greyhound” policy. Collaborate with county, non-profits and established programs dealing with homelessness and mental health/addictions.

Safe Routes to School: Neese, Ewalt, Shaw, Purinton, Choriki

Council Comments

Neese	Medicine Crow - Provide a complete Safe Route to Medicine Crow School for our kids. Install traffic calming on roads where sidewalks are not present such as slow mph, stop signs, flashing lights, speed humps or other until sidewalks/paths are complete.
Ewalt	Sidewalks for students at Medicine Crow
Shaw	As road projects arise, advocate for public works to build multi-use trails and enhanced crosswalks on school routes.
Purinton	Barrett Road and Medicine Crow (others?)
Choriki	Come up with a list of problem areas and find the solutions and funding.

Impact Fees: Cole, Ronning, Choriki

Council Comments

Cole	Study procedure for enacting impact fee for future fire and police capital expenses; issue RFP for capital cost study; pass resolution authorizing impact fee.
Ronning	Move forward on impact fees to help pay for public safety needs
Choriki	Standardize developer contribution to growth. Ensure that all annexations are covering their additional costs to city. Incentives for infill.

Fire: Neese, Boyett, Choriki

Council Comments

Neese	Work on location and bonding/building of new FS in the Heights
Boyett	Purchase of land for a future Fire Station
Choriki	Find the funding to build FS 8.

Facility Space Needs: Cole, Ronning, Choriki, Boyett

Council Comments

Cole	Continue negotiations to acquire and consolidate office space for police, city attorney, municipal court and other safety-related personnel.
Ronning	Identify space in downtown for consolidation of public safety related personnel (BPD, Municipal Court, City Legal)
Choriki	Fund the Court system

Supplementary Funding: Cole, Purinton

Council Comments

Cole If justified after appropriate study, increase or enact, as applicable, BUFSA fees, fines, reimbursements for services, and penalties.

Traffic Patrol: Boyett

Council Comments

Boyett Establish a true traffic division

Court/Legal Staff: Boyett

Council Comments

Boyett Increase both

Code Enforcement Director: Yakawich

Council Comments

Yakawich Now, Nicole Cromwell coordinates both code enforcement and planning. We need one Director for each department.

Clean/Safe City: Neese

Council Comments

Neese Step up Graffiti removal to prevent it from ruining the appearance of the city and letting the criminals think they control the city.

Traffic Calming Technology: Choriki, Boyett

Council Comments

Choriki Implement cameras and citations, radar signs, and other technologies to calm traffic

Domestic Violence/Aggravated Assault: Choriki

Council Comments

Choriki Fund domestic violence education or other programs aimed at increasing coping skills

Process Issues: Choriki

Council Comments

Choriki Fund a study of our state/county/ city process to find bottle necks and areas to focus on for improvements

Yellowstone County Jail: Choriki, Boyett

Council Comments

Choriki Find innovative ways to decrease pressure on the YC Jail, use of ankle bracelets? Funding treatment centers?

Public Safety District/Levy/Staffing: Choriki

Council Comments

Choriki How to fund city services through PSD, tax levy, staffing levels for a growing city.

PARKS

Park's Development Fund: Cole, Brown, Ronning, Shaw, Neese, Joy, Boyett, Purinton

Council Comments

Cole	Incentivize private donations by increasing Park District 1 assessment to establish 1:1 matching program.
Brown	Develop a means of funding parks development. Specifically, those that have private funding efforts that have resulted in funds raised already.
Ronning	Work with the Parks Board to create a Parks Development Fund
Shaw	Establish a park development fund. Create incentives for private groups who raise money (matching funds, etc.). Increase transparency in parks department and develop a standardized system for seeking public input on new projects.
Neese	Prioritized development funds for Castlerock Park, Coulson Park and Centennial Park.

Coulson: Cole, Ronning, *(2019 Medium Priority)*

Council Comments

Cole	Complete master plan and fund match to secure \$250,000 Exxon grant.
Ronning	Complete Master Plan and move forward with each phase

South Billings Recreation Center: Cole, Ronning, Shaw, Joy, *(2019 Medium Priority)*

Council Comments

Cole	Continue design and planning process and commence negotiations with local partners to determine commitments for private funding.
Ronning	Stay on pace with timeline; begin private fundraising strategy
Shaw	Support South Side Aquatic Center and explore opportunities for private funding to move this project along faster.
Joy	To form a strong partnership with the SBURA to realize the goal of a regionally Billings located facility for all ages. The wellness benefits for the city and the surrounding community integration of all socioeconomic classes. To support efforts to capture the essential private investment necessary to build this facility.

Centennial: Cole, Purinton, *(2019 Medium Priority)*

Council Comments

Cole	Complete Phase 1 construction
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Castle Rock: Purinton

Council Comments

Purinton	Finish those who have been waiting for years (Castlerock, example); spending should match the priority of maintenance and building; looks at fees; grants and matching community donations.
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Poly Vista: Ronning

Council Comments

Ronning	Stay on course with timeline for design; work with Landon's Legacy Foundation on in-kind donations established through the Foundation
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CITY HALL

New Facility: Yakawich, Ewalt, Purinton, Neese, Boyett

Council Comments

Yakawich	Move forward with the committee to do more research and negotiations.
Ewalt	The need for more and consolidated space to improve public safety
Purinton	Purchase of facility, e.g. city hall via bond
Neese	Acquire City Hall Building/Space (negotiation of Stillwater Building space) that provide adequate working space which will bring efficiency of operations for existing and the expanding public safety needs.
Boyett	Purchase of Stillwater Building

COMMUNICATION

Public Information Officer: Cole, Ronning, Shaw, Joy, Staff Leadership Team

Council Comments

Cole	Create public information officer position with additional responsibilities for fundraising and donor development (donor liaison, grant writing, etc.)
Ronning	Need for PIO with grant writing expertise
Shaw	Establish a public information officer. Explore whether this position could also serve as a grant writer for the city.
Joy	The need to have a consistent voice and available staff to field media demands for information and interviews. To coordinate efforts and consistency with social media. Setting a broader reach for Billings in the digital age.
Choriki	Add part time press officer, Review public information process. Fix the calendar. Refresh the website.
Staff	Hiring a Public Information Officer (PIO) – The leadership team fully supports the need for a PIO in the 2021 fiscal year budget. A consistently implemented communication strategy will benefit all aspects of the City. A PIO will improve the work being done by each individual department to be both be proactive and responsive to community requests as well as deal with unexpected situations (rock slides, MLB's proposal to eliminate the Billings Mustangs, etc.). The complexity of the City's challenges, along with the public's expectations for clear, consistent and accurate information at all times, is reasonable and critical to building trust throughout our City.

Grant Writing: Cole, Ronning, Brown, Shaw, Choriki, Boyett, Purinton

Council Comments

Cole	Create public information officer position with additional responsibilities for fundraising and donor development (donor liaison, grant writing, etc.)
Ronning	Need for PIO with grant writing expertise
Brown	Develop a means for city departments to identify and apply for grants and other means of funding projects.
Shaw	Establish a public information officer. Explore whether this position could also serve as a grant writer for the city.
Choriki	Create consulting budget or a position for grant writer.

City Website: Cole, Ronning, Shaw, Purinton, Choriki, *(2019 Medium Priority)*

Council Comments

Cole	Continue revamp of city website
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Ronning	Create a user-friendly city website with clear communication and regular updates
Shaw	Re-do city website
Purinton	Improve public perception; user-friendly website
Choriki	Refresh the website.

PROJECT RE:CODE

Project Re:Code: Cole, Ronning, Boyett, Neese, Purinton, Joy, Choriki (2019 High Priority)

Council Comments

Cole	Continue public comment and review process.
Ronning	Complete review, public comment, and adopt new code
Boyett	Complete in 2020
Neese	Extend the time frame to review and adoption/denial of the Recode sections over the next 1-2 years.
Purinton	Approve in phases; look at grandfather clause in each section; special review; comparison to old codes with examples; public input
Joy	To implement the goals and objectives set in updated zoning code. Continue to dedicate staff time and resources to have smooth effective transition into the new zoning.
Choriki	Develop reporting schedule for committees and educational plan for Council, develop quarterly feedback schedule. Educate Public. Pass changes. Process for future changes.

INNER BELT LOOP

Inner Belt Loop: Neese, Boyett, Ewalt, Purinton, (2019 Medium Priority)

Council Comments

Boyett	Continue the work
Ewalt	Start with available money and build north from round-about
Inner Belt Loop – continued	
Neese	Continue existing plan on using "new gas tax" funds to move the IBL forward and add Arterial fee funds to make up reduction from expect gas tax. Purchase the right-of-way in FY2021. Evaluate Hwy3 North development plan with existing funds for FY 2022.
Purinton	Complete another phase

PUBLIC WORKS

West End Reservoir/Treatment Plant: Cole, Ronning, Ewalt, Choriki, Purinton, (2019 High Priority)

Council Comments

Cole	Continue design process with goal of completing construction in 2023; initiate public education plan explaining need for reservoir and future treatment plant, recreational benefits, and rate increases.
Ronning	Stay on course with timeline and design
Ewalt	Don't slow down (present still only 8-12 hours)
Choriki	Keep project moving forward as fast as possible.

Heights Water: Ewalt, Purinton

Council Comments

Ewalt A new contract needs to be signed with more city specific agenda

Creation of a Storm Water Utility: City Leadership Team

City Comments

The City currently does not have a storm water utility that is similar to our water and sanitary sewer utilities. The City does have a storm water fee that is assessed to all properties in the City, so there has been funding for the storm water system. By not having a formal utility, the storm water system has not been addressed adequately for many years in terms of deferred maintenance, capital improvements and planning for the future. By creating a storm water utility, the following benefits can be realized: formalized rules and regulations, a rate structure that is more equitable than the existing fee system, proactive management of the infrastructure, and concentrated city resources to support a critical function.

DOWNTOWN REVITALIZATION

One Big Sky District: Cole, Ronning, Shaw, (2019 High Priority)

Council Comments

Cole	Continue cooperation with downtown partners (including local developers, BSED, DBA, Chamber, etc.) to identify downtown redevelopment project(s) generally consistent with principles of adopted One Big Sky District Plan and develop strategy for enacting legislative tools as needed.
Ronning	Move forward with OBSD
Shaw	Review One Big Sky Development plan and identify council priorities for projects. Begin reaching out to local developers

Transportation (Downtown): Yakawich, Shaw, Choriki, Purinton

Council Comments

Yakawich	Keep working on ideas for one-way streets turning back to two way.
Shaw	Converting streets back to two-ways
Choriki	Implement asap; railroad crossing; pedestrian friendly 27th

INTERGOVERNMENTAL COLLABORATION

Intergovernmental Meetings: Ronning, Neese, Purinton

Council Comments

Ronning	Create quarterly meetings hosted by the City for State Legislators. Each quarter the City sets the agenda and invites Legislators to be present to learn. Goal is to build relationships and working Yellowstone County Caucus power in Helena before, during, and after each legislative session. SD2 already holds City/County/SD2 meetings each quarter and SD2 has been encouraged to include State Legislators to those meetings. Having quarterly meetings for City and State Legislators alone is what makes sense since the City is a stand-alone budget while the County and SD2 are both branches of the State’s budget.
Neese	Schedule quarterly work session meetings to work with our State Legislators, County Commissioners, and School Boards.

Purinton City/County/State Improve so as to collaborate better; set up conversations

COST OF SERVICES

Cost of Services Study: Cole, Ronning, Joy, City Leadership Team

Council Comments

Cole Draft plan for completion of study, develop timeline, issue RFP for consulting services if needed, and initiate study.

Ronning Support Planning and other departments on moving forward on next steps

Cost of Services Study – continued

Joy The city’s ability to deliver services is dependent on rational decisions about the use of limited resources. To make those decisions based on better understanding of the challenges of service delivery, reinvigorate the plans for a cost of service model.

City Staff See City Priorities Memo for further information.

REVENUE SOURCES

Alternative Sources of Revenue: Boyett, Neese, Purinton, Choriki

Council Comments

Boyett Can other areas be found

Neese Implement the several options the city can do to start generating revenue while progressing on the Six Sigma plan for cost cutting/efficiency. Work with State legislator to implement state law changes for longer term revenue generation options.

Purinton Assessment districts; PD1; businesses; grants; nonprofits

Yakawich For Fire and Police and other departments. Ways to get reimbursements for our services. Keep working on this.

Choriki Franchise fees: Determine policy/appropriate use

TRAILS

Marathon Loop: Cole, Shaw, Joy, (2019 Medium Priority)

Council Comments

Cole Develop funding mechanism for highest-priority Marathon Loop Trail segments (Skyline Trail, Coulson Park, and Clark's Crossing), including new BUILD grant application and utility bill check-off.

Shaw Continue the push to complete the marathon loop. Re-apply for the BUILD grant or other federal funding options. As road projects arise, advocate for public works to build multi-use trails and enhanced crosswalks on school routes.

AIRPORT

Airport Expansion: Cole, Ronning, (2019 Medium Priority)

Council Comments

Cole Continue airport expansion project and actively investigate additional funding sources.

Ronning Continue all phases of airport expansion; secure additional routes with existing airlines and continue to seek additional airline service

LEAD PIPES

Lead Pipes: Yakawich

Council Comments

Yakawich Continue great work in removal of all lead pipes in Billings.