

2035 Our Missoula Growth Policy

5-YEAR REVIEW

CITY OF MISSOULA, COMMUNITY PLANNING, DEVELOPMENT AND
INNOVATION



Our Missoula Growth Policy: 5-Year Review

MCA 76-1-601(3)(f):

(A growth policy must include) an implementation strategy that includes:

MCA 76-1-601(3)(f)(ii):

a list of conditions that will lead to a revision of the growth policy; and

MCA 76-1-601(3)(f)(iii):

a timetable for reviewing the growth policy at least once every 5 years and revising the policy if necessary

Contents

Introduction and Purpose	2
Review Process Summary	3
Review Criteria	3
Revision Process.....	3
Code Reform	4
Review Criteria Analysis	5
Changes in the legal framework regarding Growth Policy or its implementation;	5
Significant changes in existing conditions and projected trends;.....	5
Changes in the circumstances upon which the goals and objectives are based;	6
Changes in community goals;	6
Degree to which meeting goals and objectives have been met;.....	7
Completion of implementation strategies;.....	8
Deviation from implementation timetable;.....	9
Public input suggesting the need to make changes;.....	10
Knowledge of specific and identifiable amendments that would improve the Growth Policy's usefulness, so that it better serves the public.	11
Review Determination	12
List of Appendices	12



Our Missoula Growth Policy: 5-Year Review

Introduction and Purpose

In 2015, the Missoula City Council adopted the 2035 Our Missoula City Growth Policy, setting guidelines for future urban growth over the next 20 years. The Plan expresses ways to achieve the community's vision through potential policies and actions. The Growth Policy is also the basis from which the city makes decisions on development, addresses challenges, and prepares for potential change.

The Growth Policy has been in place for 5+ years, and Missoula has experienced significant challenges and pressing issues within that amount of time. The city has seen a steady and continued rise in development, yet not enough development to counter persistently steep increases in housing costs. Development in the city has become increasingly contentious, exacerbated by the shortage in new housing supply, coupled with the need to honor our current quality of life and the needs of all residents in our community. Climate change continues to drive extreme weather and fire events in the region, posing serious implications for community health and safety. Additionally, and significantly, a once-in-a-century pandemic has exposed vulnerabilities in community resiliency.

Amidst to these external events and trends, the city has responded in various ways, including the creation of the new affordable housing trust fund, adopting new policies for annexation and equity, and investments in parks and open space. Additionally, a variety of new important city plans and policies have been adopted, including those for [housing](#) and [climate resiliency](#), as well as updates to the [Long Range Transportation Plan](#) and [Missoula Area Open Space Plan](#), to name a few. (A full list of plans and policies adopted since the Growth Policy was initially created are contained in Appendix B.) Since ownership of the city water utility was transferred back to the public, the city has also been proceeding with long-range utility planning as well.

This review evaluates whether the growth policy continues to function as the basis for a quality community that is livable, urbanizing, and sustainable, and whether it continues to reflect the needs and values of our residents as voiced in the original Our Missoula Growth Policy. It concludes with a determination on whether additional work is warranted in a future growth policy updating process and provides guidance and direction on which aspects of the Growth Policy would be deserving of modification. Additional supplemental information to the report is contained in the related appendices.



Our Missoula Growth Policy: 5-Year Review

Review Process Summary

The Growth Policy dictates that at least once every five years after adoption, the city will review the Growth Policy and determine whether revisions are necessary. This assessment is initially conducted by planning staff within the city, and the review is based on the factors specified in the review criteria, listed below. The results of the assessment, after opportunity for input from the community, are used to determine whether revisions to the Growth Policy are warranted. This report concludes with staff's determination on whether revisions are necessary along with the aspects to focus on in an update.

Appendix G contains the specific Amendment Procedures contained in the Growth Policy.

Review Criteria

The Growth Policy lists the following criteria to be considered when evaluating for whether it is still relevant, applicable, and reflective of community goals and whether updates are needed:

1. Changes in the legal framework regarding Growth Policy or its implementation;
2. Significant changes in existing conditions and projected trends;
3. Changes in the circumstances upon which the goals and objectives are based;
4. Changes in community goals;
5. Degree to which meeting goals and objectives have been met;
6. Completion of implementation strategies;
7. Deviation from implementation timetable;
8. Public input suggesting the need to make changes; and,
9. Knowledge of specific and identifiable amendments that would improve the Growth Policy's usefulness, so that it better serves the public.

The body of this report addresses each of these criteria specifically.

Revision Process

In the conclusion section of this review, city planning staff, with guidance from a city-county functional working group, determines that revisions are warranted. Revisions to the Growth Policy follow a standard Resolution procedure, and could be done comprehensively or phased over time. Revisions of the Growth Policy will be considered carefully in the context of its interface with the comprehensive code reform initiative that the city will soon embark upon (see Code Reform below).

The list of recommended updates to the Growth Policy that were generated during this review are listed in Appendix A.



Our Missoula Growth Policy: 5-Year Review

Code Reform

While this review project is required by State law, it also coincides with the need for a larger, more comprehensive approach to land use regulation that will address pressing issues, align regulations with policy and community values, consider equity in land use, and produce code reform. This Growth Policy review and future update is foundational to, and interfaces with, the comprehensive code reform project since work on land use regulations must be in accordance with the Growth Policy. Information and recommendations from the proposed audit that will be part of the code reform project will factor into a growth policy update. The auditing process will include an evaluation of equity related to land uses in our community. This will be another key lens to inform potential updates to the Growth Policy, and will build off of what comes out of this review. An updated Growth Policy will likely need to be in place in order to implement some aspects of the comprehensive code reform.

Recommendations from the recently completed City Subdivision and TED (Townhome Exemption Development) [Recommendations Report](#) also highlight the need to review land use policy and regulation for increased alignment and the importance of improving the consistency between various city development regulations. Among the report's findings was a recommendation to create a unified development ordinance (UDO - combining land use and development regulations) to increase consistency and stream-line development review processes. This recommendation will be implemented through code reform in the development of a Unified Development Ordinance (UDO).

Review of current land use regulations for opportunities to address housing challenges, designing programs and spaces that promote equity, and climate change resiliency are also recommended in the City's Strategic Plan. Already ongoing are Justice, Equity, Diversion and Inclusion ([JEDI](#)), and Listening, Engaging, Action, Reflection Network ([LEARN](#)) studies that will explore ways to address equity in general aspects of city operations, policy, plans and programs.

The city anticipates embarking on a comprehensive code reform project approximately when this Growth Policy Review is complete. The analysis and recommendations that come out of this review will help to inform the code reform process.



Our Missoula Growth Policy: 5-Year Review

Review Criteria Analysis

Changes in the legal framework regarding Growth Policy or its implementation;

No changes to federal, state, or local legislation have been enacted which would alter the current extent to which the community is empowered to engage in community planning, or that would specifically require amending the Growth Policy or how it is implemented.

Significant changes in existing conditions and projected trends;

The 2010 census data used to inform the community's vision in the Growth Policy is more than five years old, and ready to be updated by the most recent decennial 2020 Census. An updated community profile will provide the value of having an up to date understanding of demographic, health and economic conditions over the last half a decade and setting a new baseline for understanding our community's needs and challenges.

Other planning efforts within the last five years, such as the creation of the City's [Housing Policy](#), and the most recent update to the [Long Range Transportation Plan](#), indicate that trends in population growth, development rate, and subsequent lack of housing supply and affordability, are producing significant challenges within the community. Many of these projects included recalibration of projected trends and refinement of existing conditions, and in some cases elucidate patterns that should be used to inform a growth policy update.

Exacerbating the affordability and accessibility challenges to the Missoula community even more over recent years was the advent of an unprecedented global pandemic caused by the Covid-19 coronavirus and subsequent variant strains. Better understanding the impacts from the pandemic, and the vulnerabilities that it exposed, is an added example of why updated census data is needed.

Impacts related to climate change that are affecting the community have accelerated, and the Growth Policy should be recalibrated accordingly. A large part of this should be to coordinate the Growth Policy with more recent information and data about impacts from climate change in the Missoula area. This could include the recent International Panel on Climate Change (IPCCC) report, as well as more local planning efforts such as the [Climate Ready Missoula Plan](#), which includes climate change scenarios and projections that could be



Our Missoula Growth Policy: 5-Year Review

addressed or incorporated more into the Growth Policy vision, and the County [Wildfire Community Preparedness Plan](#) (CWPP).

- A list of plans and policies that have been adopted (or are still pending) since the adoption of the Growth Policy are provided in Appendix B.
- A list of recommendations for updates to the Growth Policy, including updating the Community Profile, is provided in Appendix A.

Changes in the circumstances upon which the goals and objectives are based;

The circumstances that inform the Growth Policy goals are unchanged but more heightened than they were five years ago. The city continues to experience impacts and pressures from steady and consistent growth that is constrained by physical topography. The six elements that the Growth Policy is structured around continue to address the directions that these pressures come from, including Livability, Safety and Wellness, Economic Health, Housing, Community Design, and Environmental Quality. Since the adoption of the Growth Policy, the city has developed a near term Strategic Plan (see Appendix F: City Strategic Plan) that identifies priority work-planning and budgeting based on the growth policy elements. Pressures relating to several, if not all, of the Growth Policy elements have certainly been heightened recently, and exacerbated by the global pandemic. There is a critical need and more acute urgency towards focusing on how the Growth Policy can be implemented more fully in order to aid in managing a growing and changing community.

Changes in community goals;

The vision for Missoula in the Growth Policy, with supporting land use concepts, goals, objectives, and actions, is one of managed growth while meeting the needs of the community's residents. Conservation of the qualities and characteristics that Missoulians value are fundamental to reaching a shared vision of a sustainable, livable community with a diversified economy, improved infrastructure and environmental quality, and affordable housing options for all. Fundamentally, these goals have not changed since the adoption of the Growth Policy, and moreover, have been refined and pursued through the various new policies and plans that the city has adopted since the Growth Policy.



Our Missoula Growth Policy: 5-Year Review

This review does not find that changes in community goals have occurred since the Growth Policy's adoption. However, that should not be confused with changes to the context in which we live that have occurred, and a sense of urgency that has evolved over recent years with addressing pressing issues. This urgency has been driven primarily by the constant rise in housing costs in the community, and exacerbated by the global pandemic. A variety of new policies and plans have been adopted since the Growth Policy was established that seek to address the challenges that the community faces in more specific ways, and which further some specific goals that pertain to each plan. More recently, the city has committed to a comprehensive code reform initiative with a focus on implementation of city policies (see Code Reform section above).

- Refer to Appendix B for a list of plans and policies that have been adopted over the last 5 years.

Degree to which meeting goals and objectives have been met;

In 2015 the city of Missoula adopted the [Our Missoula Growth Policy](#), a comprehensive framework developed in collaboration with the community to guide responsive and sustainable growth, create economic prosperity, ensure vibrant neighborhoods, build on infrastructure that serves citizens at a reasonable cost, and maintain a high level of community engagement that is integral to our success. The Growth Policy includes goals, objectives and actions for each issue associated with each element. There are 83 goals, 296 objectives, and 269 actions all geared towards guiding the city toward its visions and stated needs. While these policy statements are well researched and balanced, they are also repetitive, difficult to track and overly layered. It is time to consider consolidating the number of goals and objectives in the Growth Policy, and even consider removing the layer of Objectives altogether, in an attempt to simplify the policy and make it more actionable.

To continue working towards the ambitious goals outlined in Our Missoula, the city of Missoula developed a three-year strategic plan that sets priorities for decision making and investment. As part of developing the City's Strategic Plan, an internal evaluation was conducted based on which city plans and policies are furthering the goals in the Growth Policy.

The goals and objectives are being met through implementation measures, especially in the form of prioritized actions. In 2019, staff provided a progress report indicating the extent of



Our Missoula Growth Policy: 5-Year Review

implementation and found that a majority of those actions were being acted on in some part or were ongoing. Very few actions are not being implemented to some degree. The next section describes this report in more detail.

Additionally, work towards Growth Policy goals is accomplished on a daily basis through recommendations given to private development reviews and scoping for public projects.

This demonstrates that consistent progress is being made in meeting our community goals and objectives. However, streamlining and reevaluating the layers of goals, objectives and actions is needed.

- See Appendix A for a full list of recommended changes to the Growth Policy.
- See Appendix C for an Implementation Actions Update.
- See Appendix F for the City's Strategic Plan.

Completion of implementation strategies;

The Growth Policy summarizes its actions in several ways, including an Infrastructure Development Strategy, a list of Prioritized Actions, and additional actions sorted by action types. Prioritized Actions are grouped by Action Themes, and detail preferred partnering departments, agencies, and entities. The Growth Policy specifies that a biennial monitoring report will be provided to decision makers to assess the headway made towards the Growth Policy's vision. The last report was given to City Council's Land Use and Planning Committee on June 26th of 2019. The tables below are a summary of that biennial reporting effort, and updated from that to be current for this report.

Priority Action Status Type	# Priority Actions by Status	Additional Info
Ongoing (new actions have been completed)	42	
Ongoing (new actions not yet completed)	4	2.5, 3.2, 4.1, 7.4
Ongoing (no new actions)	4	2.4, 5.6, 5.8, 11.1
Not ongoing, no new actions	1	2.6



Our Missoula Growth Policy: 5-Year Review

Priority Action Theme	Ongoing (new actions have been completed)	Ongoing (new actions not yet completed)	Ongoing (no new actions)	Not ongoing, no new actions
Quality Community	7		1	
Resilient Community	4	2		1
Compact Community	8			
Sustainable Community	6		1	
Affordable Community	5	1	1	
Accessible Community	7			
Natural Community	5	1	1	

- Refer to Appendix C for a detailed update on action item implementation.

Deviation from implementation timetable;

The Growth Policy includes a detailed Implementation Action List of all suggested actions. The Action List is organized into eleven tables by method of implementation (infrastructure, regulatory, etc.) and also by reference to relevant Element chapter, and assigns an implementation timetable goal. The timetable designations are the following:

- Near Term (projects that can be initiated within a few years of the adoption of the growth policy)
- Mid Term (projects that should be initiated within five years of adoption of the growth policy)
- Long Term (projects that will be evaluated and assigned a timeframe as resources become available over a longer time frame)
- Ongoing (projects that are established and continuing.)

The table below lists the number of actions assigned by timetable, along with the number of priority actions that have been completed or ongoing within those timeframes.



Our Missoula Growth Policy: 5-Year Review

Priority Action Timetable Designation	Number of Actions Designated in this Category
Near Term	119
Mid Term	101
Long Term	39
Ongoing	21
Total	269*

*Some actions are marked as more than one timetable designation.

The Actions and Outcomes chapter in the Growth Policy is robust, possibly to a point of being unwieldy. The prioritized action list was established as a working subset of implementation that focuses action items in the near/mid term. Over the past 5+ years aspects of the highest priority actions have been addressed, while many other high priority actions are ongoing. However, the growth policy also raises aspirations and expectations that many other actions may be acted on that haven't. An outcome of this review and a suggestion as part of an update is to establish an ongoing implementation team that will help to prioritize actions and become team stewards of the plan.

This review, in its focus on useability and implementation, has identified ways in which consideration of consolidation and simplification of the Actions and Outcomes chapter, both in content and organization, may warrant consideration.

- For a more complete list of recommendations for updates to the Growth Policy, see Appendix A.

Public input suggesting the need to make changes;

The Our Missoula Growth Policy was founded upon extensive outreach and engagement with the Community, including use of a steering committee, individual focus groups, community listening sessions, asset mapping, community presentations and open houses, and a variety of media outreach and education efforts. Together these broad and varied efforts allowed staff to create a core set of ideas and visions from which to inform Missoula's citizens, encourage involvement, disseminate information, maintain communication, and ultimately adopt the eventual Growth Policy.

Since the Growth Policy's adoption in 2015, the city has engaged in various other planning efforts which also involved engagement with the community and the opportunity for public



Our Missoula Growth Policy: 5-Year Review

input and comment. Some of the more robust of these processes include Missoula's recent [Housing Policy](#) (A Place to Call Home: Meeting Missoula's Housing Needs, 2019), the joint City/County [Climate Ready Missoula Plan](#) (2020), the [Downtown Master Plan Update](#) (2019), and the recent update to the [Missoula Connect: 2050 Long Range Transportation Plan](#) (2021).

Recently, both the city and the County implemented separate resident surveys that help to inform us on what are seen as pressing problems facing the community. All of these, as well as an update to the Community Profile with more accurate and current demographic and economic information, will help to inform the Growth Policy, and warrant consideration of how to be referenced by, or incorporated into, the document.

As this report is presented to the public, there will be opportunities for public comment directly on what is provided here. This will be summarized and included with the final report in Appendix D.

- A complete list of plans and policies adopted or pending since the adoption of the Growth Policy can be found in Appendix B.

[Knowledge of specific and identifiable amendments that would improve the Growth Policy's usefulness, so that it better serves the public.](#)

Based on this review, there are three broad categories of the types of amendments that would improve the usefulness of the Growth Policy so that it better serves the public:

- 1) Technical fixes to the Growth Policy document
 - 2) Updating specific components of the policy itself
 - 3) Improving the useability and actionability of the policy.
- The full list of our recommendations for amendments and updates is contained in Appendix A.



Our Missoula Growth Policy: 5-Year Review

Review Determination

Based on the findings and issues that were identified in this review, planning staff, guided by a city/county functional working group, determines that the current Growth Policy warrants amendments and updates. The types of updates that were identified include:

- 1) technical fixes to the Growth Policy document
- 2) specific updates of the policy itself, and
- 3) ways to improve the useability and actionability of the policy

The full list of our recommendations for updates is contained in Appendix A.

List of Appendices

- A: General Recommendations for Updates to the Growth Policy
- B: List of Adopted Policy Documents Since 2015
- C: Implementation Timetable Review: Actions
- D: Public Comment Summary
- E: 2020 Memo to Planning Board
- F: City Strategic Plan
- G: Review Criteria



Our Missoula Growth Policy: 5-Year Review

APPENDIX A: List of Recommendations

APPENDIX A: Growth Policy Review List of Recommendations

Introduction

The 5-Year Review of the Our Missoula Growth Policy concludes with a determination that a future growth policy updating process is warranted. The following list provides guidance and direction on which aspects of the Growth Policy were identified through the review that are deserving of modification.

This list is in no way binding or definitive. It is meant to be used as a guide and a resource for if and when amendments to the Growth Policy proceed. It is not exhaustive or binding; if modifications to the Growth Policy are identified as being deserving at a later date that are not contained in this list, there is no reason that they may not be considered or pursued.

It is important to note the City of Missoula's upcoming code reform initiative. This code reform work, one of Missoula's largest planning projects to date, will be comprehensive, detailed, and directly connected to an updated Growth Policy. Future updates to the Growth Policy will need to be closely tied to the work and findings associated with the code reform initiative, and will likely be further informed by the code and policy alignment audit process that will be the kickoff for that project around the beginning of 2022.

Technical/Maintenance/Document

- Update the Community Profile when most recent Census data is available.
- Reevaluate status of neighborhood plans for functionality and relevance.
- Refine the neighborhood plan template process in the context of ongoing neighborhood engagement improvement efforts through the Office of Neighborhoods.
- Revise/update Evaluation of Subdivision section based on most recent state law amendments, as well as recent local studies and planning efforts.
- Refine actions and prioritized actions list to reflect updated timelines and implementation timetables; update organizations that are involved with actions implementation.
- Streamline/reorganize Growth Policy document to be more organized around Element categories, especially regarding the actions/prioritized actions sections, and the community profile, and remove or consolidate redundant strategies.
- Update coordination and cooperation section for new organizations and partners. Update document for new department names, values, and mission statements.

Policy

- Review, consolidate and clarify vision, goals, objectives, and actions for extent of implementation and consistency with new policies and implementation timetable, and update document accordingly. Clarify existing policy language that is confusing/vague.
- Update and expand the Our Missoula Development Guide (OMDG report), and evaluate for an enhanced role in supplementing data and projections in the community profile, and supplementing the interpretation of land use designations.
- Evaluate and Consider Updates/Changes to the Future Land Use Map (FLUM)



Our Missoula Growth Policy: 5-Year Review

APPENDIX A: List of Recommendations

- Assess amendments to the FLUM based on consideration of recent policy updates such as the annexation policy and County LUTAC, and known or identified discrepancies between the FLUM and existing zoning.
 - Pursue identifying an approach to mapping and identifying constrained lands, including hillsides, flood and channel migration zones, riparian areas, and areas of poor drainage.
 - Conduct an equity analysis of the FLUM – linked to the proposed audit as part of the comprehensive code reform project.
 - Consider conducting a fiscal Analysis for implications of the FLUM
 - Refine the Focus Inward concept in the context of regional growth, and in the context of neighborhood planning. Reevaluate in relation to more recent planning efforts by both the City and County, as well as the MPO.
- Evaluate and Consider Updates/Changes to Land Use Designations
 - Consider simplifying what is prescribed in land use designations in relation to what is implemented through zoning-linked to the proposed audit as part of the comprehensive code reform project.
 - Consider incorporating flexibility into land use designations that allow commercial/neighborhood services in residential areas.
 - Address concurrency issues in growth policy land use designations.
 - Create guidance on height in land use designations.
 - Update Land Use Recommendation section for new applicable zones and any clarification on use of the tables.
- Clarify how issue plans and other specific plans should be synced up with the Growth Policy, inform how it is interpreted, and when they are appropriate to be used to supplement understanding of the Growth Policy.
- Consider how emergent issues, such as equity or pandemic response, or existing issues that are heightened, such as housing and climate change, should be reflected in the Policy document, and also interface with the audit of community values and alignment between policy and regulations included in the upcoming comprehensive code reform project.

Implementation/Useability

- Consider/explore enhanced web presence, or conversion of document to website.
- Assist with education and Interpretation through development of a Growth Policy User Guide
- Increase focus on implementation of Growth Policy by better coordination and tracking of action items; establish an ongoing implementation team that will help to prioritize actions and become team stewards of the plan.
- Improve tracking related to the Growth Policy, including implementation of actions related to biennial reporting, and development of key performance indicators (KPI's) that are integrated into the Community Profile.
- Improve data availability and useability.



Our Missoula Growth Policy: 5-Year Review

APPENDIX A: List of Recommendations

- Increase the amount and frequency of public participation and engagement with education of and amendments to the Growth Policy; use the upcoming Code Reform project and associated audit to align policy with action.



Our Missoula Growth Policy: 5-Year Review

APPENDIX B: Policy List

APPENDIX B: Policies adopted since 2015

The following lists the plans and policies that have been adopted by the City and/or County of Missoula since the initial adoption of the 2035 Our Missoula Growth Policy. The list is organized by the agency or department that is responsible for the listed plan or policy.

Missoula County Community and Planning Services

- Amend 2016 Missoula County Growth Policy** ([Link](#)) 2019
- Missoula Area Land Use Element** ([Link](#)) 2019
- Missoula Food Policy Advisory Board* ([Link](#)) 2020

Climate Action

- Missoula Community Climate Smart Action Plan ([Link](#))* 2015
- Zero by Fifty ([Link](#)) 2018
- 100% Clean Electricity Plan* ([Link](#)) 2019
- Climate Ready Missoula Plan* ([Link](#)) 2020

Community Planning, Development and Innovation (CPDI):

CPDI: Community Development Division

- 2019-2023 Consolidated Plan for HUD-Funded Programs ([Link](#)) 2019
- A Place to Call Home: Meeting Missoula's Housing Needs ([Link](#)) 2019

CPDI: Community Planning Division

- Design Excellence Overlay ([Link](#)) 2018
- Our Missoula Development Guide (OMDG) ([Link](#)) 2018
- Annexation Policy ([Link](#)) 2019
- Missoula Downtown Heritage Interpretive Plan ([Link](#)) 2020
- Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan* ([Link](#)) 2020
- Sx^wtpqyen (S-wh-tip-KAYN) Form Based Code (Title 21) ([Link](#)) 2020

Missoula City-County Health Department:

- Justice, Equity, Diversity, and Inclusion (JEDI) Resolution** ([Link](#)) 2021
- Community Health Improvement Plan (CHIP)** ([Link](#)) 2018
- Missoula Valley Water Quality District - Enforcement Response Plan** ([Link](#)) 2018

* Indicates adopted jointly by the City and the County

** Indicates adopted only by the County



Our Missoula Growth Policy: 5-Year Review

APPENDIX B: Policy List

Missoula Fire Department

- Master Fire Plan ([Link](#)) 2019

Mountain Line

- Missoula Urban Transportation District (Mountain Line) 2018 Strategic Plan ([Link](#)) 2018
- Bus Stop Master Plan ([Link](#)) Pending

Missoula Redevelopment Agency

- North Reserve Scott Street Plan ([Link](#)) 2017
- 2019 Missoula Downtown Master Plan ([Link](#)) 2019
- West Broadway Corridor master Plan ([Link](#)) Pending

Office of Emergency Management

- Community Wildfire Protection Plan** ([Link](#)) 2018

Parks and Recreation

- Parks& Recreation Strategic Plan (2019-2021) ([Link](#)) 2019
- 2019 Missoula Urban Area Open Space Plan* ([Link](#)) 2019
- Parks, Recreation, Open Space, and Trails Plan* ([Link](#)) 2019
- North Riverside Parks & Trails Plan ([Link](#)) 2020

Public Works and Mobility (PWM)

PWM: Engineering, Storm Water, and Wastewater Divisions

- Stormwater Facility & Operations Plan ([Link](#)) 2018
- Wastewater Facilities Plan ([Link](#)) 2019
- City Public Works Standards and Specifications Manual ([Link](#)) 2020

PWM: Transportation and Mobility Divisions

- Activate Missoula 2045: Missoula Long Range Transportation Plan* ([Link](#)) 2017
- Bicycle Facilities Master Plan* ([Link](#)) 2017
- Missoula Area Community Transportation Safety Plan ([Link](#)) 2019
- Pedestrian Facilities Master Plan* ([Link](#)) 2019
- East Missoula Highway 200 Corridor Plan* ([Link](#)) 2019

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Our Missoula Growth Policy: 5-Year Review

APPENDIX B: Policy List

- Missoula Connect: 2050 Missoula Long Range Transportation Plan* ([Link](#)) 2021
- Reserve Street Community Input Project ([Link](#)) 2021
- Higgins Avenue Corridor Plan ([Link](#)) Pending

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Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

Prioritized Action Themes and Biennial Tracking

Several action themes stand out and should be considered priority for community implementation. These priorities are the results of reviewing the timetable ranking of action items alongside other feedback from the project process such as the dot exercise from the Focus Group open house, the vision statement, primary goals, and comments received throughout the engage and listening phase. The actions are listed according to the types of policies they implement and denote departments, agencies, and entities whose missions make them potential partners for implementation. Additional description of how action items can be implemented are included where possible and denoted in italics.

Biennial Monitoring Report: To monitor progress and effectiveness of the growth policy implementation, a biennial monitoring report will be prepared. It will be used by decision-makers and the public to assess headway made toward achieving the plan's goals and vision. The report will also be used to determine needs for adjusting priorities, strategies, and updating the plan during its 20-year life.

The Prioritized Action Themes are:

Quality Community: Support Missoula's strong sense of place that comes from its cultural heritage, setting, accepting attitude, appreciation for active and healthy lifestyle, and the desire to meet the basic needs for all people.

Action # Specific Action Called for by Growth Policy	Early Implementation Actions implemented prior to 2019	Recent Implementation Actions implemented between 2019 and 2021
2.1 Continue to maintain a fair, thorough and open community process for the residents to express ideas to the City. <i>Comply with open meeting laws; work with the office of neighborhoods on meaningful processes.</i>	<ul style="list-style-type: none">The City has incorporated many ongoing practices to provide open and fair community processes including: Legal ads, resident/owner mail/digital notification, posting of property, City web site updates, and Office of Neighborhoods publications (weekly digest) and meetings. Public comment is received in writing and in person.	<ul style="list-style-type: none">The City has incorporated many ongoing practices to provide open and fair community processes including:<ul style="list-style-type: none">➤ Completion of the Neighborhood Councils Assessment 2020➤ Creation and use of the Engage Missoula website➤ Expansion of City Council Public Hearings, keeping them open one full week prior to final decision➤ Expanded online meeting engagement and attendance options.
2.2 Partner with public health department and businesses to make active transportation a wellness issue. <i>Support initiatives through Missoula in Motion, the many programs in the Parks Department, and the Let's Move/Active Kids Coalition</i>	<ul style="list-style-type: none">The City approved the 2016 Long Range Transportation Plan (Activate Missoula) which includes emphasis on the benefits of active transportation as a wellness issue.	<ul style="list-style-type: none">The Pedestrian Facilities Plan and Long Range Transportation Plan (Connect Missoula) were updated and included an emphasis on equity in scoring pedestrian facilities projects.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	<ul style="list-style-type: none">• Missoula in Motion (MIM) continues to provide public information by monthly newsletter, administering the Way to Go club, hosting Sunday Streets and the Commuter Challenge, and partnering with Let's Move Missoula and the Missoula Public School District.• The ongoing Let's Move! Missoula program is part of the national Let's Move! campaign combating childhood obesity.• Missoula Parks and Recreation Department offers affordable recreation programs for youth, adults, and seniors.• Missoula Metropolitan Planning Organization (MPO) has completed the Pedestrian Facilities Master Plan, that will replace the Master Sidewalk Plan, and help to identify where and how to prioritize pedestrian improvement projects. The draft includes a greater emphasis on social equity when considering priority areas.• Missoula Invest Health, which was a Robert Wood Johnson Foundation initiative, brought together diverse leaders from mid-sized U.S. cities across the nation to develop new strategies for increasing and leveraging private and public investments to accelerate improvements in neighborhoods facing the biggest barriers to better health. The local effort has expanded to include coordination with the University of Montana Health Medicine Program along with the original team of City/County Health Department, United Way, Neighbor Works MT, and the City of Missoula.• In 2017, CDBG funds were used in conjunction with local city matching funds for new sidewalks in the Westside and Franklin to the Fort neighborhoods.	<ul style="list-style-type: none">• MRA continues to fund sidewalk improvement projects in URDs as needed.• Wildfire Smoke Ready Week addressed the intersection of active transportation and wellness by providing activity level recommendations and education during wildfire smoke episodes.
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Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>2.3 Work with partners to provide adequate training for staff and volunteers to address issues such as emergency response, sexual assault, public safety, suicide prevention, mental health care, and crisis response.</p>	<ul style="list-style-type: none">• The Missoula City-County Health Department updated the Community Health Assessment (CHA) and the Community Health Improvement Plan (CHIP), a public health work plan focused on improving the health of all residents in Missoula County.• The ongoing Just Response program connects members of the justice system and the community to solve problems, build relationships, share information, and provide training.• The Missoula City-County Health Department provides suicide prevention training on a reoccurring basis.• Missoula County adopted the 2017 Update to the Pre-Disaster Mitigation Plan.• Missoula County Public Schools (MCPS) adopted Student Instruction 2145, Suicide Awareness and Prevention, and has an annual training.• Office of emergency preparedness adopted the 2017 – Update of the Community Pre-Disaster Mitigation Plan, the 2018 Update to the Community Wild Fire Protection Plan, and updated the multi-year Training and Exercise Plan.• On-Going quarterly meetings of the local emergency Planning Committee are held to discuss various plans and response to emergencies, the committee includes public safety, transportation, and hazard mitigation agencies.	<ul style="list-style-type: none">• The Mobile Health Care Crisis Unit was created as a mobile support to assist emergency responders and community members with behavioral health emergencies.• Amongst various responses to the Covid pandemic, the City and County partnered to provide resources and guidance to the public through a virtual dashboard updated regularly to be responsive to changing conditions.• In the FY22 budget City Council approved a request to create a Mobile Care Team of health and housing professionals who will provide housing navigation and resources and health and mental health support to residents experiencing houselessness. That team should be formed in the next few months.• The Climate Ready Missoula plan identifies the mental health effects of climate change as a serious climate impact and works to expand mental health servicer capacity.
<p>2.4 Work with educational agencies and youth partners to encourage zero-tolerance bullying policies and acceptance of diversity.</p>	<ul style="list-style-type: none">• Missoula County Public Schools (MCPS) has a Violence Prevention and Threat Assessment document.	<ul style="list-style-type: none">•



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>3.I Conduct workshops and seminars on place making and creating a sense of place through new developments.</p>	<ul style="list-style-type: none"> • The Design Excellence Project sets new regulations for building design in Missoula's commercial corridors that are geared toward supporting place-based design. The regulations are the result of a 1 ½ year-long community engagement process with four workshops and many focus meetings. • Community workshops have also been conducted to discuss the Brooks Street corridor (MRA and Development Services), The North Reserve Scott Street area (MRA) and the County Fairgrounds (Missoula County). • The kickoff of the Downtown Master Planning Update process began with an open house/workshop. • Development Services conducted outreach efforts for parcels zoned Special District #2 (SD#2). This project rezoned parcels to existing base zoning districts to coordinate and work efficiently with the Design Excellence Overlay. 	<ul style="list-style-type: none"> • The following projects went through an extensive public outreach process including various forms of notification, and in person and virtual opportunities. Each project involved consideration of the specific location/place it was located and what would enhance that particular area of Missoula. <ul style="list-style-type: none"> ➤ Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020, and its associated form based code ➤ 2019 Downtown Master Plan ➤ North Riverside Parks and Trails ➤ W. Broadway Plan ➤ Scott St Planning Process ➤ Currents Community Center Planning ➤ E. Broadway Corridor Plan ➤ Downtown Heritage Interpretive Plan
<p>6.I Create new inviting and safe public spaces for downtown.</p> <p><i>Implement ideas from the Downtown Master Plan. Use “crime prevention through environmental design (CPTED)” techniques when designing public spaces.</i></p>	<ul style="list-style-type: none"> • The update to the Downtown Master plan is underway and it will likely include developing concepts for safe public spaces. • The Missoula Art Park, finished in 2017, was a joint project between the Missoula Art Museum, Adventure Cycling and the city of Missoula. 	<ul style="list-style-type: none"> • Adoption of the 2019 Missoula Downtown Master Plan. • Adoption of the Design Excellence Overlay provides guidance that can enhance the public realm and be sensitive to and integrated with abutting neighborhoods, and focuses on Downtown and a strategic selection of the City's commercial corridors. • Replacement of the Bear Tracks Bridge and redesign of the 3rd Street intersection created a safer more inviting area for the public.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

		<ul style="list-style-type: none">• The new Public Library Facility combines UofM Spectrum, MCAT, and Families First facilities. The large amounts of glass connect the uses to outside and the building provides several opportunities for the public to use its diverse spaces including socializing, learning, reading and meeting.• Currents Community Center Planning is in process with a vision to be a flexible, multi-use space, inclusive of recreational and social programs, connecting people of all backgrounds, and a safe year round environment.• Continued discussions regarding Front and Main Conversion from one-way streets back to two-way traffic operations.• Higgins Ave Corridor Plan is in progress and aims to design a street that meets the community's growing needs and fulfills the intention of the 2019 Downtown Master Plan.
<p>7.1 Develop and update neighborhood plans based on historic design patterns that unify neighborhoods and foster a sense of belonging and identifies opportunities for outdoor amenities and public gathering spaces.</p> <p><i>Use the Neighborhood Plan Template.</i></p>	<ul style="list-style-type: none">• Reviews to existing neighborhood plans and development of a plan template have not begun.	<ul style="list-style-type: none">• The Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020, and it's associated form based code were adopted and implemented with a "one community" approach planning vision.• Adoption of the 2019 Missoula Downtown Master Plan.• The City has completed a Neighborhood Council System Audit of the Neighborhoods Program with the intent to improve communication and inclusivity with the city's neighborhood councils as well as individual citizens.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>7.2 Update and implement Historic Preservation Plan and coordinate with Downtown Master Plan.</p> <p><i>Work through the Historic Preservation Commission in cooperation with many other entities.</i></p>	<ul style="list-style-type: none"> • The Downtown Master Plan is being updated and will consider heritage planning. • Update to the Historic Preservation general plan has not begun. 	<ul style="list-style-type: none"> • The City adopted the Missoula Downtown Heritage Interpretive Plan 2020
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Resilient Community: Improve the economic health of the community through a multi-faceted approach of nurturing partnerships and addressing business development, the infrastructure needed to remain competitive with outstanding living conditions for all.

<p>1.1 Inventory community assets and promote them to attract businesses and top-notch employees.</p>	<ul style="list-style-type: none"> • Downtown Master Plan Update may address this issue. • Missoula Economic Partnership (MEP) developed a Competitive Realities Report and Targeted Industry Strategy for Missoula to assess current dynamics within the Missoula market and identify ways to strengthen the organization's economic development service delivery efforts. • In 2016 the Missoula Air Service Task Force continued to build a revenue guarantee and pool of funding that could be used to establish year-round airline service to certain markets served seasonally from Missoula, or to establish new routes to other U.S. hubs reducing the price of flights from Missoula. 	<ul style="list-style-type: none"> • MEP, Comprehensive Economic Development Plan (CEDS) is currently in process. • Missoula worked with the State of Montana and established an Opportunity Zone allowing Missoula to identify sites that could be redeveloped using tax incremental financing as an incentive to private investment. • Expansion of Missoula International Airport is underway and on schedule. • Adoption of the 2019 Missoula Downtown Master Plan. • Workforce housing is being created through the adoption/creation of the Villagio and Trinity housing projects. • The City Council adopted the Affordable Housing Trust Fund Ordinance and Funding Commitments Resolution
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Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>2.5 Work with U of M to commercialize research ideas and to promote start-up businesses for graduating students.</p> <p><i>Support U of M programs such as the John Ruffatto Business Start Up Challenge.</i></p>	<ul style="list-style-type: none">• Missoula Economic Partnership (MEP) Competitive Realities Report assesses opportunities for collaboration with the University of Montana.• The University of Montana hosted the ix5 (ix5: Innovative, Imaginative, Inspirational, Interdisciplinary, International) conference in April 2016. The week-long event showcased achievements, research and stories.• In February 2018, the University of Montana presented plans to implement an Innovation Corridor across Missoula. The corridor proposes to connect the Montana Technology Enterprise Center with a proposed Innovation Campus. The University has invited the City of Missoula to be a part of the process.• April 2018 InnovateUM held their annual gathering to “Envision Missoula’s Innovation Ecosystem.” Findings and recommendations that emerged were included in a guiding document that will inform UM and Missoula’s long-range planning efforts.• April 2018 completed the 29th annual John Ruffatto Business Startup Challenge, a Montana-wide event encouraging innovation and creative thinking.• The Blackstone LaunchPad at the University of Montana (BLP-UM) is a co-curricular, experiential, campus program designed to introduce entrepreneurship as a viable career path and develop entrepreneurial skills and mindsets.	<ul style="list-style-type: none">• Missoula worked with the State of Montana and established an Opportunity Zone allowing Missoula to identify sites that could be redeveloped using tax incremental financing as an incentive to private investment.
<p>2.6 Continue to explore public/private partnership options for next generation broadband deployment.</p>	<ul style="list-style-type: none">• MEP (Missoula Economic Partnership) launched a survey posing a number of questions and exploring the broadband needs of area businesses and whether the city’s current network is capable of	<ul style="list-style-type: none">• Adoption of the Downtown Master Plan 2019.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

Develop & Implement the Broadband Master Plan.	<p>meeting their internet demands. MEP also created the Competitive Realities report which assessed broadband availability.</p> <ul style="list-style-type: none"> The Downtown Master Plan Update may address this issue. 	
3.2 Continue to have City agencies conduct outreach and workshops with the development community.	<ul style="list-style-type: none"> Development Services projects include outreach to the development community seeking comment. Development Services hosts a monthly Friday afternoon Development Community Meeting involving developers, real estate members, building, Chamber of Commerce and economic representatives, and interested entities. Each meeting highlights larger current or upcoming projects Development Services staff are working on. The City will launch the 2019 Local Government Citizens' Academy, an eight-week citizen's academy sponsored by the Office of Neighborhoods, community Forum, and members of the City Council. Topics discussed will include how the branches of government work, how various city departments work, present and upcoming city development projects, the connections between the City and County governments, and city taxes. 	<ul style="list-style-type: none"> The Subdivision Recommendations Report has been completed and will provide guidance to City Council and planning staff regarding necessary updates of the City of Missoula Subdivision Regulations. The City and County of Missoula worked together to secure and use Build Grant funds to help implement the infrastructure of the Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020. CPDI encourages communication between the office and developers by hosting periodic meetings with the development community updating them on pending and active projects the planning office is working on.
5.1 Encourage carbon neutral industries to locate and grow in Missoula (i.e. small manufacturing using recycled materials.)		<ul style="list-style-type: none"> The Climate Ready Missoula plan was adopted, and identifies several strategies including: <ul style="list-style-type: none"> a) investing in and promoting new, sustainable-oriented opportunities, b) creating an economic innovation hub to identify new business opportunities given climate change,



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

		c) enhancing energy efficiency and weatherization workforce and business opportunities.
6.2 Nurture businesses & entrepreneurs with strategies such as incubator space, and other shared facilities and resources.	<ul style="list-style-type: none">• The University of Montana is planning a project known as Innovation Campus, Commons as part of a larger Tech, medical corridor. The Innovation Campus is proposed to become a hub of research for biotech and ecology fields with space devoted to businesses working in those fields.• The Hellgate Venture Network is collaborating with the Missoula Economic Partnership and The University of Montana Innovation and Entrepreneurship Program to develop an Innovation Initiative that provides physical and online environments for innovators and entrepreneurs in Missoula.• The University of Montana hosts Accelerate Montana which helps Montana businesses to increase their success. The organizations that comprise Accelerate Montana serve all stages of business, from startups to established businesses, and link to opportunities both within Montana and outside U.S. borders.	<ul style="list-style-type: none">• The City engaged in a community visioning project through the Reserve Street Community Input Project 2021.• Missoula worked with the State of Montana and established an Opportunity Zone allowing Missoula to identify sites that could be redeveloped using tax incremental financing as an incentive to private investment.
6.3 Support strategic redevelopment of blighted, vacant, underdeveloped and obsolete areas and buildings around the community and especially within the downtown. <i>Utilize Urban Renewal Districts as a tool.</i>	<ul style="list-style-type: none">• Urban Renewal Projects administered by the Missoula Redevelopment Agency (MRA) have included the following public projects; Russell St Corridor Design Study, Golden Spike Project, Montana Rail Link Park, Mary Avenue Road Improvements, California St Preliminary Design, Dakota St to South 3rd St W, Residential Sidewalk Projects, South Reserve Street Trail Crossing, two new urban renewal districts established, and support for many private redevelopment projects.• Development Services is creating an update to the UFDA project which will help focus on opportune vacant and developable areas for residential development potential.	<ul style="list-style-type: none">• Adoption of the 2019 Missoula Downtown Master Plan.• Title 20 amendments were adopted creating the Adaptive Re-use process encouraging the reuse of historic buildings instead of demolition.• The Design Excellence Overlay was adopted and will help keep our built environment distinct, original, and uniquely Missoula by implementing specific design criteria in specific areas of our community.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

		<ul style="list-style-type: none">Multiple development projects have been approved, or are in process to help redevelop underdeveloped areas in Missoula. Areas of development include: River Road, Schilling and Dearborn, and Toole Ave. As well as the development and annexation of a project along West Broadway.
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Compact Community: Support quality, compact, and connected urban development in areas with the necessary existing infrastructure and with consideration of the existing context.

<p>5.2 Incentivize mixed-use development so that residences are within walking distance to grocery stores and other basic necessities.</p> <p><i>Refer to the land use map, research best practices, and explore additional zoning tools.</i></p>	<ul style="list-style-type: none">The Land Use Map portrays areas supportive of mixed use that are close to basic necessities.Adoption of the B3 zoning district provided a standardized base zone that includes the ability to have cottage industry along with residential and commercial uses in neighborhood mixed use areas.2016 updates to the zoning ordinance expanded the zoning districts allowing the Residential Support Services use, by permitting the use in RM districts.The Design Excellence Overlay, approved in 2018, includes a set of incentives to promote development in the overlay area.Development Services is developing the UDFA Looking Forward project which includes creation of a suitability map to identify and encourage new development where existing infrastructure can support it.	<ul style="list-style-type: none">The Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020, and its associated form based code were adopted and implemented encouraging a mix of uses for the proposed neighborhoods.Adoption of the Design Excellence Overlay provides zoning standards for the applicable overlay subdistrict and corridor typology including types of uses allowed.Climate Ready Missoula has been adopted and includes a strategy statement supporting land use regulations and incentives that encourage densities and mixes of uses that allow for and support a wide range of sustainable transportation options.
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Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>5.3 Incentivize development that is close to existing infrastructure and that can utilize non-motorized and public transportation facilities.</p> <p><i>Refer to the land use map, research best practices, and explore zoning tools to support transit oriented development.</i></p>	<ul style="list-style-type: none">• The land Use Map portrays areas that could support intensified development close to existing infrastructure.• Design Excellence Overlay areas include incentives to offset parking requirements when development is close to non-motorized and transit facilities.• Adoption of the RM2 zoning district, a new medium-high density residential land use area permitting densities between 12 and 23 dwelling units per acre.• Adoption of the B3 zoning district providing a mid-range density in commercial districts, as well as providing the ability to have cottage industry that fits well with residential and commercial uses.• The current zoning code provides incentives like reduced parking and relief from density maximums in areas close to transit, trails and parks.• Development Services is developing the UDFA Looking Forward project which includes creation of a suitability map to identify and encourage new development where existing infrastructure can support it.	<ul style="list-style-type: none">• The 2019 Annexation Policy was adopted to provide orderly development of the city when evaluating voluntary annexation requests.• The City was able to obtain a BUILD Grant to help with the infrastructure in the Mullan Road area.• The city adopted several new programs and policies that facilitate and incentivize the focus inward strategy found in the Growth Policy that promote compact development, including:<ul style="list-style-type: none">➤ Design Excellence Overlay➤ A Place to Call Home: Meeting Missoula's Housing Needs 2019• Amendments to Title 20 made it easier to build an ADU by amending things like setbacks, and removing parking and requiring a landowner to be on-site. These changes help forward the City's adopted Housing Policy.• Work begun on the Housing Incentives Program.• Missoula Connect 2020 Long-Range Transportation Plan Update contains a list of projects that is informed by one of the Growth Policy's key goals: Maintain assets and invest strategically to boost economic vitality. This plan also contains programs and policies that will organize around improving safety for vulnerable roadway and public transit users.
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Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

		<ul style="list-style-type: none"> Climate Ready Missoula includes the following strategy: "Support land use regulations and incentives that encourage densities and mixes of uses that allow for and support a wide range of sustainable transportation options."
<p>5.4 Adopt policies to incentivize protecting open space such as infill and cluster development.</p> <p><i>Refer to the land use map.</i></p>	<ul style="list-style-type: none"> Adoption of the land use map, including an urban agriculture layer encouraging cluster development. The Parks and Open Space Master Plan update is in process and includes City and County offices in the update process. Missoula County citizens approved an updated Open Space bond in 2018. 	<ul style="list-style-type: none"> The City Council adopted various plans helping to protect open space. These include: <ul style="list-style-type: none"> ➤ Missoula Urban Area Open Space Plan 2019 ➤ Parks & Recreation Strategic Plan (2019-2021) ➤ Parks, Recreation, open Space, and Trails Plan (2018) ➤ North Riverside Parks & Trails Plan 2020 Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020 and its associated form based code designate specific areas within the neighborhood plan where open space/park area is appropriate/required. Climate Ready Missoula has the following strategy: "Ensure that city and county land use plans adequately protect habitat, open space, and agricultural land."
<p>6.4 Prioritize funding for infrastructure capital improvements that supports land use and transportation patterns consistent with a more compactly-developed community in areas targeted for future growth.</p>	<ul style="list-style-type: none"> The 2016 Missoula Long Range Transportation Plan – Activate Missoula, prioritizes projects that utilize existing infrastructure and provide facilities for all modes of travel. Projects are further prioritized by their proximity to areas with high residential and employment densities and the connectivity that can be provided between the two. 	<ul style="list-style-type: none"> Missoula Connect: 2050 Missoula Long Range Transportation Plan is currently in process and will identify future priorities for projects and funding. Missoula Connect Long-Range plan project list selections were informed by growth and travel scenarios that emphasize dense development, the two development areas that contributed to the project list are Sx^wtpqyen and North Reserve/Scott Street Area.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	<ul style="list-style-type: none"> The Bicycle Facilities Master Plan (BFMP) was adopted in 2017, and provides recommendations for both on- and off-road bicycle facility improvements which would generate a more complete transportation network throughout the community. The Pedestrian Facilities Master Plan is currently in process to be adopted, and lays out various funding mechanisms. 	<ul style="list-style-type: none"> The 2019 Pedestrian Facilities Master Plan was adopted with a goal of developing a strategy for providing a connected, safe, and accessible pedestrian network.
<p>6.3I Reduce the number of septic systems in the Water Quality District over time by extending central sewer service to areas of compact development and encouraging new connections to the central sewer system/abandonment of on-site systems.</p>	<ul style="list-style-type: none"> Current Missoula City Sewer regulations, (13.04.020) require connection to public sanitary sewer upon property transfer, if the property is within 200 feet of a sewer main. The Missoula County Health Board's 2017 Strategic Goals for groundwater protection include a goal to ensure that connections to public sewer systems inside the Water Quality District occur at a rate such that the total number of septic systems in the District does not increase over time. 	<ul style="list-style-type: none"> The City adopted the adopted the following plans in support of reducing septic systems: <ul style="list-style-type: none"> ➤ Wastewater Facilities Plan 2019 ➤ Missoula Annexation Policy 2019 The Utility Service Review Committee (USRC) meets periodically to evaluate whether a property should be granted sewer service, with the goal to protect groundwater resources when annexation is not feasible or desired due to constraints like floodplains. The City adopted the Climate Ready Missoula Plan which includes the following strategy: "Create community-wide wastewater systems (rather than septic) in developed or developing areas."
<p>9.I Develop design standards for higher density in-fill projects (residential or mixed use) to be compatible with the character of the surrounding neighborhood and identify examples of exemplary projects to illustrate design concepts that create a sense of place.</p> <p><i>Research best practices and coordinate with neighborhoods.</i></p>	<ul style="list-style-type: none"> The Design Excellence Overlays, providing design standards and guidelines, were adopted for commercial corridors and downtown, areas that are likely to see residential and mixed-use projects. 	<ul style="list-style-type: none"> Sx"tpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020 and its associated form based code include design guidelines and proposed neighborhoods with higher densities. Design Excellence was adopted providing alternative design standards to designated areas of the City.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

		<ul style="list-style-type: none"> • TED Ordinance Updates 2019
<p>10.1 Identify areas in the city where it would be appropriate to rezone land for compact, small lot single-dwellings or townhomes.</p> <p><i>Refer to the land use map.</i></p>	<ul style="list-style-type: none"> • The Missoula Land Use map identifies areas where rezoning may be considered appropriate for this type of residential development. • Development Services is developing the UDFA Looking Forward project which includes creation of a suitability map to identify and encourage new development where existing infrastructure can support it. In addition the project will help inform future planning processes in regard to appropriate places for high density housing. 	<ul style="list-style-type: none"> • Amendments to Title 20 made it easier to build an ADU by amending things like setbacks, and removing parking and requiring a landowner to be on-site. These changes help forward the City's adopted Housing Policy. • The Annexation Policy 2019 helps to identify areas that are more or less appropriate for compact urban development. • The TED Ordinance Update, 2019, refocused the use of this subdivision exemption explicitly towards infill residential development. • The City has received the Subdivision Recommendations Report 2019 which will inform regulation updates.
<p>10.2 Develop an annexation policy that identifies growth areas in the urban fringe consistent with focus inward, and establishes recommended zoning and development standards.</p> <p><i>Refer to the land use map along with data and trends from the Urban Fringe Development Area information to help guide policy. Coordinate with County regarding development standards.</i></p>	<ul style="list-style-type: none"> • Development Services is in process of developing an annexation policy. • CAPS has revised some zoning regulations and is planning to revise more that will help to create consistency between county and city development. 	<ul style="list-style-type: none"> • The City has developed and adopted the Annexation Policy 2019 • CPDI staff evaluate annexation requests in light of the annexation policy on a regular basis.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

Sustainable Community: Mitigate and adapt to climate change with sustainable practices and development.

<p>1.2 Monitor the status of climate change by tracking available strategic indicators including, but not limited to, the following: temperature, precipitation, snowfall, days below freezing, fire energy, and installation of photovoltaic infrastructure.</p> <p><i>Develop community-wide greenhouse gas emissions inventory to include sustainability indicators including many of the metrics described with this action.</i></p>	<ul style="list-style-type: none">• Missoula’s community-wide efforts to be part of climate solutions have accelerated, a team of Missoulians has crafted the Community Climate Smart Action Plan, 2015, and Community Emissions Inventory, 2017.• Over the past three years Climate Smart has worked with the City to begin implementing the Community Climate Action Plan, and connect these efforts to the municipal climate action plan, and other local planning, development and health efforts.• Missoula City Municipal operations and Climate Smart Missoula, created a baseline greenhouse gas inventory in 2008 which was updated in 2015 and 2017, and is in process of being updated now with an estimated report completion in 2019.• The Climate Resiliency Plan is a joint effort between the City of Missoula, County of Missoula and Climate Smart Missoula and will be completed in late 2019. The document provides a primer of localized (regional/county) indicators as climate change projections and creates a coordinated plan to prepare our County for the changes.	<ul style="list-style-type: none">• Climate Smart will continue to implement the Missoula Community Climate Smart Action Plan.• Adopted the Climate Ready Missoula Plan in 2020, and created an implementation group.• The Montana Climate Office monitors this science and releases it in their Montana Climate Assessment.• Climate Ready Missoula (2020) has current and projected data for temperature and precipitation.
<p>1.3 Educate the public on best practices to promote community gardens, locally-produced foods, healthy food preparation, and ecologically-sound gardening practices that reduce water, synthetic fertilizer and pesticide use.</p>	<ul style="list-style-type: none">• Many programs currently exist to support this action including recycling and composting, Climate Smart Missoula; PEAS Farm and Youth Farm, Garden City Harvest; Youth Education Program, The Missoula Urban Demonstration Project (MUD); and Eat Smart, the Missoula City/County Health Department.	<ul style="list-style-type: none">• Climate Ready Missoula has identified the following strategies:<ul style="list-style-type: none">a) Increase support for locally sourced food through education and outreach, economic incentives and other programs.b) Identify and promote ecologically sound agricultural best practices in a I-stop shop, considering pests, pathogens, heat, drought, smoke.c) Promote regenerative soil building to revitalize soil quality.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>3.3 Conduct community outreach with schools, businesses, non-profits, and residents to increase awareness, explain benefits and promote voluntary efforts to address climate change, achieve a carbon neutral lifestyle, zero waste and other related sustainability objective topics.</p> <p><i>Utilize the Missoula Community Climate Smart Action Plan v1.0 to guide outreach.</i></p>	<ul style="list-style-type: none">• Each year Climate Smart Missoula and the city of Missoula work to keep the River City Roots Festival “green” by ensuring the festival is as climate and waste smart as possible.• The City of Missoula and NorthWestern Energy introduced two Level 2 electric vehicle charging stations at the City’s Park Place parking structure.• Climate Smart Missoula worked with community partners on the Solarize campaign to increase solar installations in Missoula.• The City Council adopted the “Zero by Fifty” program that aims to eliminate 90 percent of the city’s waste stream by 2050.• The City’s Energy Conservation Coordinator hosts a weekly “Sustainable Missoula” column on line in the Missoula Current.• Climate Smart Missoula received a Bloomberg Award for Partners for Places, a grant creating a program to help Missoulians be physically and mentally healthy and resilient amidst changing summer conditions.• The city of Missoula purchased 10 solar panels at Missoula Electric Coops 50-Kilowatt solar facility.• Mayor Engen signed a proclamation designating May 4th as “Straw Free Day” in Missoula April 2018.• Home Resource hosts the Zero Waste Ambassadors Program (ZWAP) which educates 5th grade students on topics like where does stuff come from, where does it go when we’re done with it, what actions can we	<ul style="list-style-type: none">• Plans adopted by the City to further this goal include:<ul style="list-style-type: none">➤ 100% Clean Electricity Policy 2019➤ Climate Ready Missoula Plan 2020➤ The Zero by Fifty Plan and Website helps people identify what they can do with their waste
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Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	choose to take to knock out waste in Missoula, how can we make a difference and create a healthier planet.	
3.4 Educate residents regarding mitigation techniques for fire-prone areas.	<ul style="list-style-type: none"> The Missoula City Fire Department provides ongoing free defensible space consultations and is involved with the Ready, Set, Go! (RSG) Program. The Community Wildfire Protection Plan was approved in 2018 by the County and includes recommended actions for education, among other things. 	<ul style="list-style-type: none"> Master Fire Plan 2019 Wildfire Ready Missoula focuses on reducing risk and catastrophic losses to resources and property on private land throughout Missoula County. Climate Ready Missoula identifies the following strategy related to this goal: Adopt regulations and programs to address the home ignition zone, such as neighborhood ambassadors, Wildland Urban Interface (WUI) building codes, WUI zoning codes, and WUI standards in building, zoning, and subdivision codes.
<p>5.5 Promote and incentivize green building infrastructure, energy conservation, recycling, renewable energy (solar/geothermal), zero waste, etc. Also consider disincentives such as fees and pollution pricing.</p> <p><i>Explore state laws and local policies and pricing structures to identify feasible incentives.</i></p>	<ul style="list-style-type: none"> The City of Missoula hosts the web page Going Solar which expresses a commitment to becoming a solar friendly community and a commitment to driving continual improvement in Missoula's solar market. The web page includes links to solar financing and incentives. The City Council adopted the "Zero by Fifty" program that aims to eliminate 90 percent of the city's waste stream by 2050. The gross floor area definition in Title 20 was revised to account for thicker wall construction models related to greater energy conservation. The city of Missoula and Climate Smart Missoula have teamed up with other entities in Montana to investigate the potential for powering electric vehicle charging infrastructure with solar power. 	<ul style="list-style-type: none"> The City adopted several plans and policies to address climate change, including: <ul style="list-style-type: none"> ➤ 100% Clean Electricity Policy 2019 ➤ Climate Ready Missoula Plan 2020 The City, County, and Climate Smart co-lead the Building(s) for the Future effort, which wants to ensure healthy, efficient, and affordable buildings for everyone.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	<ul style="list-style-type: none">• The MRA has established a Demolition Alternative Policy and Deconstruction Guide. In April 2016, the MRA Board directed staff to develop an Agency policy clearly stating the MRA's commitment to conservation, sustainability and reuse with respect to the removal of structures and the use of TIF funding. The policy is intended to not only reinforce the MRA commitment to reuse, but to cause any applicant for TIF funding for removal of a structure to give serious consideration to deconstruction through an analysis of salvageable materials. It also requires provision of a convincing rationale for the need to demolish.• The City Development Services Division has created a Deconstruction Resource Guide that the Building Department is using to encourage deconstruction. It not only guides the developer through steps for deconstruction, but also outlines benefits and provides a list of resources for deconstruction and recycling.	
<p>8.1 Institute programs and projects to address sustainability and climate change such as repair of aging water mains, recycling and reuse of materials to achieve zero waste, water metering, etc.</p> <p><i>Survey best practices in each identified sector.</i></p>	<ul style="list-style-type: none">• In 2018 Missoula Water replaced nearly 2 miles of leaking water mains and updated booster pumps.• Missoula Water's sustainability goals include: improving pump plant efficiency of existing well and booster pumping systems by replacing pumps and motors with high efficiency motors; a focus to replace 1% of the system's water mains each year; updating facilities with LED and sensor lights, and insulation; implementing the All-In-one Recycling Program; to replace irrigation systems with systems designed to be more efficient; water meters are rebuilt when possible instead of thrown out; and efforts continue to reduce system leakage.• Missoula's community-wide efforts to be part of climate solutions have accelerated, a team of Missoulians has crafted the Community Climate Smart Action Plan, 2015, and Community Emissions Inventory, 2017.	<ul style="list-style-type: none">• The City adopted several plans and policies to address climate change, including:<ul style="list-style-type: none">➤ 100% Clean Electricity Policy 2019➤ Climate Ready Missoula Plan 2020



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

- Over the past three years Climate Smart has worked with the City to begin implementing the Community Climate Action Plan, and connect these efforts to the municipal climate action plan, and other local planning, development and health efforts.
- Missoula City Municipal operations and Climate Smart Missoula, created a baseline greenhouse gas inventory in 2008 which was updated in 2015 and 2017, and is in process of being updated now with an estimated report completion in 2019.
- The Climate Resiliency Plan is a joint effort between the City of Missoula, County of Missoula and Climate Smart Missoula and will be completed in late 2019. The document provides a primer of localized (regional/county) indicators as climate change projections and creates a coordinated plan to prepare our County for the changes.
- The City of Missoula and NorthWestern Energy introduced two Level 2 electric vehicle charging stations at the City's Park Place parking structure.
- Climate Smart Missoula worked with community partners on the Solarize campaign to increase solar installations in Missoula.
- The City Council adopted the "Zero by Fifty" program that aims to eliminate 90 percent of the city's waste stream by 2050.
- The city of Missoula purchased 10 solar panels at Missoula Electric Coops 50-Kilowatt solar facility.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	<ul style="list-style-type: none"> Mayor Engen signed a proclamation designating May 4th as “Straw Free Day” in Missoula April 2018. Home Resource hosts the Zero Waste Ambassadors Program (ZWAP) which educates 5th grade students on topics like where does stuff come from, where does it go when we’re done with it, what actions can we choose to take to knock out waste in Missoula, how can we make a difference and create a healthier planet 	
11.1 Lobby the State to expand net metering opportunities to encourage local renewable energy production.	<ul style="list-style-type: none"> Climate Smart Missoula advocated for Net Metering and PACE (Property Assessed Clean Energy) at the 2017 State Legislature, and will engage for a third time in 2019 for Net Metering. 	<ul style="list-style-type: none">

Affordable Community: Address housing costs to make housing affordable and accessible for all.

3.5 Host roundtable discussions with housing developers to determine the barriers to developing housing in the downtown area.	<ul style="list-style-type: none"> As part of Making Missoula Home, stakeholder conversations occurred via one on one meetings and written survey tools to determine barriers to developing housing across Missoula. Housing and Community Development held several roundtable discussions with developers to determine barriers to developing infill housing. Through the Downtown Master Plan update, a group of local housing developers and advocates are meeting with the consultants to specifically discuss affordable housing in the downtown area. 	<ul style="list-style-type: none"> Adoption of the 2019 Missoula Downtown Master Plan. A Place to Call Home: Meeting Missoula's Housing Needs 2019 The Affordable Housing Incentives Program is currently being developed and will include this type of discussion. The Affordable Housing Resident Oversight Committee meets monthly and considers developer and other partner feedback.
4.1 Support financing tools to promote affordable housing such as financing bonds, tax increment financing, loans, and housing trust, etc.	<ul style="list-style-type: none"> Through the creation of a Housing Policy, Housing and Community Development is working with other city departments and community 	<ul style="list-style-type: none"> The definition of “affordable” was amended in Title 20 to help coordinate with the City’s Housing Policy.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p><i>Continue with the Mayor's Housing Initiative. Establish a clearing house of particular financing tools along with associated benefits and drawbacks for particular development types.</i></p>	<p>members to identify a host of financial tools aimed at promoting affordable housing.</p> <ul style="list-style-type: none"> The Missoula City Council approved 12 grants to local organizations and agencies funding everything from rental assistance and Meals on Wheels to sidewalks and tiny houses. 	<ul style="list-style-type: none"> Additional recourses developed for housing: <ul style="list-style-type: none"> ➤ A Place to Call Home: Meeting Missoula's Housing Needs 2019 ➤ 2019-2023 Consolidated Plan for HUD-Funded Programs ➤ Affordable Housing Trust Fund ➤ Housing Incentives Program, in progress ➤ Affordable Housing Resident Oversight Committee
<p>5.6 Continue rental assistance programs that move people quickly from homelessness into housing with support services that also include job training and employment assistance.</p>	<ul style="list-style-type: none"> Several programs are in place including: <p>The Emergency Solutions Grant Program which can pay for first month's rent, security deposit, and utility deposit for eligible participants to move into permanent housing; and</p> <p>Rapid Re-Housing which places a priority on moving homeless families into permanent housing as quickly as possible.</p> <p>Homeward provides affordable housing, housing counseling and education, teaches financial literacy, holds renter workshops, provides homebuyer education and counseling.</p> <p>Housing and Community Development supports Housing First programs to eliminate homelessness in our community through the allocation of CDBG funds to local non-profits engaged in this work.</p> <p>District XI Human Resource Council provides tenant-based rental assistance to low- and moderate-income households.</p> 	<ul style="list-style-type: none">
<p>6.5 Develop additional safe, affordable and permanent housing for low-income, homeless families and seniors such as small multi-dwelling housing with</p>	<ul style="list-style-type: none"> The Housing and Community Development office continues to create policy and manage grants that support this action. Between 2008 and 2017 eight major new affordable multi-dwelling projects were developed, 	<ul style="list-style-type: none"> A Place to Call Home: Meeting Missoula's Housing Needs.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>services/subsidy, transitional housing, housing cooperative, micro-apartments, graduated senior housing communities, etc.</p> <p><i>Continue to use grant programs to help support this type of development.</i></p>	<p>providing a total of 299 dwelling units, which is about 6% of the total new units in that same time frame within the UFDA area.</p> <ul style="list-style-type: none"> Recently, Housing and Community Development (HCD) awarded HOME Investment Partnership funds to support the creation of 200 units of deed restricted affordable rental housing and funded the creation of 6 small deed restricted homes to meet homebuyer needs. Through the creation of Housing Policy, HCD will create a suite of Affordable Housing Incentives that will promote the development of diverse affordable housing types. 	<ul style="list-style-type: none"> Several development projects have been approved or are in process: <ul style="list-style-type: none"> Villagio Housing Development Trinity Housing Development Scott Street Development (project planning) Russell St Hotel Purchase The Affordable Housing Trust Fund (2020) provides additional flexible funding to support housing preservation and construction, and is in the process of developing the Affordable Housing Incentives Program.
<p>7.3 Conduct a housing needs assessment to identify the demand for affordable housing, inventory developable land, market for downtown housing, and areas that can accommodate higher density multi-dwelling development, etc.</p> <p><i>Identify funding sources and partners for developing the housing needs assessment.</i></p>	<ul style="list-style-type: none"> In 2018 the City of Missoula supported the completion of Making Missoula Home, a housing gaps and needs analysis. The Downtown Master Plan update may address this. 	<ul style="list-style-type: none"> Adoption of the 2019 Missoula Downtown Master Plan. A Place to Call Home: Meeting Missoula's Housing Needs 2019 2019-2023 Consolidated Plan for HUD-Funded Programs 2019 Annually the City will complete a Housing Assessment Report to report on our outcomes of our funded programs and look at key indicators of the market; first report should be out by fall 2021.
<p>9.2 Consider zoning tools to address affordable housing or the high cost of housing such as reduce minimum lot size, density bonuses for affordable units, mobile homes, mixed use developments, cottage homes, etc.</p> <p><i>Utilize information from the housing needs assessment, roundtable discussions, housing initiative, and research of best practices to prioritize zoning tool development.</i></p>	<ul style="list-style-type: none"> Adoption of the RM2 zoning district, a new medium-high density residential land use area permitting densities between 12 and 23 dwelling units per acre. Adoption of the B3 zoning district providing a mid-range density in commercial districts, as well as providing the ability to have cottage industry that fits well with residential and commercial uses. 	<ul style="list-style-type: none"> Amendments to Title 20 made it easier to build an ADU by amending things like setbacks, and removing parking and requiring a landowner to be on-site. These changes help forward the City's adopted Housing Policy. The definition of "affordable" was amended in Title 20 to help coordinate with the City's Housing Policy.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	<ul style="list-style-type: none">• Amendments to Title 20 in 2017 relaxed the ADU process and removed the conditional use requirement allowing ADUs in every zoning district.• The Housing and Community Development office is working on a new housing policy and will explore recommending additional zoning tools as part of the City Housing Policy project.	<ul style="list-style-type: none">• Documents and ordinances adopted and further this goal include:<ul style="list-style-type: none">➤ Updating the TED Ordinance➤ A Place to Call Home: Meeting Missoula's Housing Needs 2019➤ 2019-2023 Consolidated Plan for HUD-Funded Programs 2019• The Housing Incentives Program is in process of being created.• CPDI has received the Subdivision Recommendations Report allowing staff to review and make appropriate changes to the City's Subdivision Regulations.
<p>10.3 Identify appropriate areas in the community to develop high density housing.</p> <p><i>Refer to the land use map.</i></p>	<ul style="list-style-type: none">• The Land Use Map portrays areas appropriate for high-density housing.• Development Services is working on the UFDA Reset project which will help inform future planning processes in regard to appropriate places for high density housing.• Through Housing and Community Development and the creation of Housing Policy, Technical Working Groups are using UFDA data as a resource and will be exploring areas in the city that are considered high opportunity due to proximity to transit, service hubs, and other amenities – thereby making them appropriate for high density housing.	<ul style="list-style-type: none">• The City adopted several plans and policies to identify and help facilitate development of high density housing:<ul style="list-style-type: none">➤ Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master 2021➤ A Place to Call Home: Meeting Missoula's Housing Needs 2019➤ Annexation Policy 2019➤ Design Excellence Overlay 2019



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

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Accessible Community: Develop a connected, safe, and accessible multi-modal transportation system that provides options for all and enhances the natural and built environment.

<p>I.4 Prioritize bicycle and pedestrian transportation system safety features with a goal of zero fatalities and severe injuries.</p> <p><i>Implement the Community Transportation Safety Plan</i></p>	<ul style="list-style-type: none">• The Metropolitan Planning Organization (MPO), along with its partners, are working to implement recommendations from the Community Transportation Safety Plan and are currently working on an update to the plan.• Additionally, the MPO reviews projects and designs on a continuous basis to ensure adequate protection for people biking and walking, and annually purchases and distributes bike lights and maps to the public.• In 2017 the City adopted the Bicycle Facilities Master Plan.	<ul style="list-style-type: none">• Development of a School Zone Policy is currently underway.• The Neighborhood Traffic Management Program 2021, as created with several goals including reducing the frequency and severity of crashes.• A goal to develop a strategy for providing a connected, safe, and accessible pedestrian network is included in the adopted Pedestrian Facilities Master Plan.• A citywide initiative to establish greenways is ongoing with some pilot projects applied in 2020.• The adopted Missoula Area Community Transportation Safety Plan, is a plan directed around pinpointing and addressing crash hotspots, addressing behavioral crash causes while prioritizing bicyclists and pedestrians• Missoula Connect 2020 Long-Range Transportation Plan Update: contains a list of projects that emphasize complete streets, and contains programs and policies that will organize around improving safety for vulnerable roadway.
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Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

		<ul style="list-style-type: none">• Climate Ready Missoula identifies the importance of complete streets.
<p>1.5 Identify best practices and implement policies that reduce automobile dependence.</p> <p><i>Refer to the Long Range Transportation Plan and Active Transportation Plan.</i></p>	<ul style="list-style-type: none">• The Bicycle and Pedestrian (Bike/PED) office of the City's Transportation Division is involved in several ongoing projects: Researching best practices in bicycle parking requirements with the idea of updating the City's zoning code, Title 20. Regularly reviews projects and development proposals submitted to the zoning office to ensure they meet best practices in site accessibility, bicycle parking, pedestrian facilities, and provide expertise. In 2016 revised the City of Missoula's Complete Streets Policy.• The Missoula In Motion (MIM) office of the City's Transportation Division has developed research and a white paper on trip reduction ordinances to start conversation about how Missoula addresses TDM through our codes and ordinances. The MIM Strategic Plan was created and will address best practices in transportation and shift the focus of MIM to be more effective at reducing single occupancy vehicle trips, and MIM collaborated with Ride Amigos providing an online tool for trip reporting, ride sharing, route identification, and providing other resources.• The Missoula Metropolitan Planning Organization (MPO) is in the process of developing a Pedestrian Facilities Master Plan (PFMP).• In March 2017 Activate Missoula 2045 set mode split goals that the MPO and its partners are working toward meeting.	<ul style="list-style-type: none">• Several policies and policy updates were adopted, including:<ul style="list-style-type: none">➤ Pedestrian Facilities Master Plan 2019➤ Missoula Connect: 2050 Missoula Long Range Transportation Plan• The City is currently in the process of development recommendations to create a more robust TDM program.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	<ul style="list-style-type: none"> The Mountain Line Strategic Plan was updated in 2018. 	
3.6 Educate people about traffic laws and enforce laws to improve safety for bicyclists, pedestrians, and vehicle traffic.	<ul style="list-style-type: none"> The Bicycle and Pedestrian Office (Bike/Ped) of the City's Transportation Division continues to fund bicycle ambassadors to promote active transportation, bicycle safety, and highlight biking in Missoula. The office also participates on the Traffic Services team to respond to changing traffic patterns and requests for additional traffic calming measures and traffic control. The Missoula In Motion (MIM) Office of the City's Transportation Division continues with radio and online marketing of bicycle and pedestrian options, safety, and awareness; continues to emphasize bicycle and pedestrian safety during events such as the annual Sunday Streets, and has developed videos to promote safe biking and walking which are available through the City's website on the Road Safety Channel. Missoula City Police Department participates in the MPO's annual distribution of bike lights. 	<ul style="list-style-type: none"> A School Zone Policy is currently in process. Neighborhood Traffic Management Program 2021 The Community Transportation Safety Plan is a plan directed around pinpointing and addressing crash hotspots, addressing behavioral crash causes while prioritizing bicyclists and pedestrians.
5.7 Incentivize new development and redevelopment that implements safe pedestrian design.	<ul style="list-style-type: none"> The new Design Excellence Overlay includes a variety of standards that are aimed at enhancing pedestrian accessibility on-site, and improvements to the interface between private development and the public realm. 	<ul style="list-style-type: none"> Adopted Design Excellence Overlay. Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020, and its associated form based code. Missoula Connect 2020 Long-Range Transportation Plan Update contains programs and policies that will organize around improving safety for vulnerable roadway users.
6.6 Focus limited transportation funding on creating complete streets, connected trails, and neighborhood greenways.	<ul style="list-style-type: none"> The MRA funds projects that support complete streets and non-motorized transportation within the Urban Renewal Districts. Recent 	<ul style="list-style-type: none"> Missoula Connect 2020 Long-Range Transportation Plan Update: contains a list of projects that emphasize complete streets projects, bicyclist and pedestrian oriented street and



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p><i>Refer to the Long Range Transportation Plan and Active Transportation Plan.</i></p>	<p>projects include the South Reserve Bitterroot Trail crossing, Golden Spike Project, and Montana Rail Link Park.</p> <ul style="list-style-type: none"> • The Transportation Division's Long Range Transportation Plan funding priorities & project ranking emphasize complete streets, creating connections, and multi-modal transportation. • The highest ranked non-motorized project is the Neighborhood Greenways Network. Implementation of this project is ongoing through grant applications. • The Missoula Metropolitan Planning Organization is actively seeking/applying for Transportation Alternatives grants to complete neighborhood greenways and complete streets. • The Pedestrian Facilities Master Plan (PFMP) will prioritize sidewalks and other pedestrian facilities in locations that address goals such as; improving health & equity, complete critical connections to schools/parks/transit, promote non-SOV travel and provide for improved safety through intersection/crossing projects. 	<p>off street projects including the Neighborhood Greenways Program (in process).</p> <ul style="list-style-type: none"> • Several adopted plans have a focus on furthering this goal: <ul style="list-style-type: none"> ➤ Missoula Area Community Transportation Safety Plan 2019 ➤ Reserve Street Community Input Project 2021 ➤ Higgins Avenue Corridor Plan (pending) ➤ East Missoula Highway 200 Corridor Plan 2021 ➤ Greenways Project, on-going
<p>8.2 Work with Mountain Line Transit to increase transit and para-transit options through more routes and expanded hours especially near affordable housing areas and health care facilities.</p>	<ul style="list-style-type: none"> • Mountain Line's recently approved Long Range Strategic Plan focuses on improving both frequency and length of service. Emphasis is placed on creating high functioning transit in the urban core and provide consistent service to places where additional affordable housing is expected. • There is an increased emphasis on transit funding in the 2016 Long Range Transportation Plan to support mode split goals. 	<ul style="list-style-type: none"> • Bus Stop Master Plan, updated 2020 • Missoula Connect 2020 Long-Range Transportation Plan Update contains a list of projects, programs, and policies that will organize around improving public transit operations.



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

<p>9.3 Consider revisions to Public Works standards and policies to address speed limits, travel lane width, truck routes, a roundabouts-first policy, and other improvements that promote safety, active transportation and implementation of the transportation plans.</p> <p><i>Coordinate with more specific information and direction provided through Long Range Transportation Planning process. Conduct additional research as needed.</i></p>	<ul style="list-style-type: none">Through the Metropolitan Planning Organization (MPO) the complete streets policy has been revised to better address bicycle and pedestrian facilities (safety, connectivity, design).	<ul style="list-style-type: none">Public Works Manual 2020Missoula Connect: 2050 Missoula Long Range Transportation Plan 2021 includes programs/policies around traffic calming and speed management, and residential slow streets.
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Natural Community: Protect, preserve and maintain the unique characteristics of Missoula's setting, especially the River corridors, the open space, and access to local foods.

<p>2.7 Work with partners to promote and expand the supplemental food programs that support local foods.</p>	<ul style="list-style-type: none">The Community Food and Agriculture Coalition (CFAC) of Missoula County received a grant in 2016 allowing SNAP participants to receive twice the amount of produce at local farmer's markets than in past years. (Double SNAP)The Western Montana Growers Cooperative (WMGC) continues to provide a Community Supported Agriculture program that delivers produce boxes for 16 weeks throughout the summer, and SNAP-eligible citizens were able get those at half price because of the grant received by CFAC.Missoula Aging Services continues to administer the Farmers Market coupon program, Meals on Wheels, Liquid Supplement program, Rural Nutrition program, and the Congregate Meals program.	<ul style="list-style-type: none">The City County Missoula Food Policy Advisory Board was created in 2020
<p>3.7 Conduct outreach on, and reduce impacts of, pesticides, fertilizers and other nutrients and toxins on water quality and to enhance understanding about the benefits of wetlands and floodplains.</p>	<ul style="list-style-type: none">In 2016 Missoula City created the City Storm Water Division. This department is involved in the Watershed Education Network and is	<ul style="list-style-type: none">Wastewater Facilities Plan 2019Parks & Recreation Strategic Plan 2019-2023



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	<p>working with the University of Montana to create the Central Clarkfork Restoration Program.</p> <ul style="list-style-type: none"> The Missoula Valley Water Quality District is in process of building a new Hazardous Waste Facility so hazardous waste can be collected continuously instead of only during the annual Hazardous Waste Days. In 2018 the Missoula Valley Water Quality District adopted the Watershed Restoration Plan, presented their new aquifer and surface water model to elementary students and at the Clark Fork Market, as well as continued to conduct 3-day in classroom Water Quality education for high school students. 	
<p>5.8 Incentivize the inclusion of garden space in new multi-dwelling development.</p> <p><i>Amend the open space requirements for multi-dwelling development.</i></p>	<ul style="list-style-type: none"> Title 20 currently allows garden areas to be counted toward required activity areas for multi-dwelling houses and multi-dwelling buildings that include ten or more dwelling units. 	<ul style="list-style-type: none">
<p>6.7 Acquire, restore and protect river and stream corridors and floodplains as open space whenever possible including corridors outside urban service areas.</p>	<ul style="list-style-type: none"> The City Parks department has acquired parcels along 3rd St W of Reserve and N of 3rd that are river coarse areas, some containing trails. After acquiring Missoula water, the City is in process of planning to remove the dam and restore the creek on Rattlesnake Creek. 	<ul style="list-style-type: none"> Rattlesnake Dam Removal Operation Shelter - Missoula relocated the homeless encampment along the Clark Fork River.
<p>7.4 Develop a river corridor plan to address land use, river access, open space, transportation, water quality, views and vistas and wildlife habitat.</p>	<ul style="list-style-type: none"> The Parks and Recreation Department has conducted a river use survey and count; is in process of partnering with others to develop a river access plan, and is reviewing commuter trails and restoring riparian habitat through town. The department received an American Rivers grant to install informational signage educating users on responsible river recreation, helped form the Three Rivers Collaborative, and will 	<ul style="list-style-type: none"> Parks, Recreation, Open Space, and Trails Plan 2018 Formation of the 3 Rivers Collaborative, which is considering a community River Planning Process



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Implementation Actions Update

	administer the newly approved open space bond and conservation stewardship mill levy.	
7.5 Integrate opportunities to connect parks, schools and open space through trails and green space in various city plans.	<ul style="list-style-type: none"> The Invest Health Initiative provides a new resource for consideration of ways to support connectivity and healthy environments in our low-wealth neighborhoods. Projects administered by the Missoula Redevelopment Agency (MRA) have included the South Reserve Bitterroot Trail crossing, Golden Spike Project, and Montana Rail Link Park. The City Parks department has acquired parcels along 3rd St W of Reserve and N of 3rd that are river coarse areas, some containing trails. These areas were acquired with bond money and open space funds. The City Parks department has acquired parcels along 3rd St W of Reserve and N of 3rd that are river coarse areas, some containing trails. 	<ul style="list-style-type: none"> Several plans have been adopted to forward this goal, including: <ul style="list-style-type: none"> ➤ 2019 Missoula Urban Area Open Space Plan 2019 ➤ Parks & Recreation Strategic Plan (2019-2021) ➤ Parks, Recreation, open Space, and Trails Plan (2018) ➤ North Riverside Parks & Trails Plan 2020 ➤ Greenways Project, on-going ➤ Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020 Missoula Connect 2020 Long-Range Transportation Plan Update contains several goals forwarding this GP goal as well as programs and policies that will organize around improving safety for vulnerable roadway users
10.4 Identify and protect appropriate locations for agricultural uses and value-added production.	<ul style="list-style-type: none"> City Council adopted the land use map which includes an urban agriculture layer encouraging cluster development. In 2018 Missoula voters approved a \$15 million county-wide general obligation open space bond and an open space and stewardship mill levy. 	<ul style="list-style-type: none"> Sx^wtpqyen (S-wh-tip-KAYN) Neighborhoods Master Plan 2020



Our Missoula Growth Policy: 5-Year Review

APPENDIX D: Public Comment Summary

APPENDIX D: Public Comment Summary

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Our Missoula Growth Policy: 5-Year Review

APPENDIX E: Memo to Planning Board

APPENDIX E: Memo to Planning Board

The following memo was delivered to Planning Board on December 8th, 2020, detailing reasons for delay of the 5-Year Review of the Growth Policy, due to the Covid-19 pandemic.

MEMORANDUM

TO: Missoula Consolidated Planning Board

FROM: Tom Zavitz, Senior Planner, Community Planning, Development, and Innovation

DATE: December 8, 2020

RE: Our Missoula City Growth Policy 2035, 5-Year Update

The timeline for the 5-year update of the Our Missoula City Growth Policy has been delayed due to the COVID-19 health emergency with public kickoff now projected to occur summer 2021 if circumstances allow. The project team will use the intervening time to focus on tasks associated with an administrative review, which will also include updating the data in the "Community Profile" report.

A goal of the Growth Policy update is to comply with a commitment for review, consistent with State Law and the current growth policy. The comprehensive update includes engagement and outreach with the community as a means of reflecting public response to changing conditions and emerging issues. During the pandemic, attempts by the City to actively engage and foster public participation have been innovative and varied, but ultimately the surging infection rates make it difficult to expect that a robust level of community-wide public engagement for a comprehensive Growth Policy review can be achieved.

The Growth Policy has been in place for 4+ years during which time the City has seen a steady and continued rise in development accompanied by increasing housing affordability issues. City-wide plans and policies addressing housing, climate change, and transportation have also been adopted and work is underway to help focus on ways to address social equity issues in our community. Additionally, as you may remember, City staff conducted a review of the prioritized action items two years ago and we will update that review in this first phase as well.

This administrative review is a first phase that will eventually lead to the more comprehensive update of the Growth Policy itself within the next few years. Conducting this administrative review will help to determine the scope and extent of a more comprehensive update to the



Our Missoula Growth Policy: 5-Year Review

APPENDIX E: Memo to Planning Board

Growth Policy as public health conditions allow. We will update the City Council and Planning Board on our administrative review in the spring of 2021.

The following is a list of administrative tasks that we will focus on:

- Update Community Profile
- Technical Assessment of land uses
- Review of prioritized action items
- Develop Growth Policy User Guide
- Evaluate the role of the Our Missoula Development Guide within the Growth Policy
- Research viability of enhanced web presence for education and tracking of implementation

Thank you for your interest and patience, and please don't hesitate to contact me with questions or concerns.

Sincerely,

Tom Zavitz
Senior Planner
Missoula Community Planning, Development, and Innovation
City of Missoula



Our Missoula Growth Policy: 5-Year Review

APPENDIX F: City Strategic Plan

APPENDIX F: City Strategic Plan

CITY OF MISSOULA STRATEGIC PLAN 2020 -2023

Introduction

In 2015 the City of Missoula adopted Our Missoula, a comprehensive framework developed in collaboration with the broader community to guide responsive and sustainable growth, create economic prosperity, ensure vibrant neighborhoods, build on infrastructure that serves citizens at a reasonable cost, and maintain a high level of community engagement that is integral to our success. In an effort to continue working towards the ambitious goals outlined in Our Missoula, the City of Missoula developed a three-year strategic plan that will set priorities for decision making and investment. The City will maintain accountability through an annual action plan and transparency through regular progress reports.

Mission

Reflecting the needs and values of our citizens, the City of Missoula commits to enhancing opportunity and quality of life through effective delivery of City services and fiscal stewardship while maintaining and creating a harmonious natural and built environment.

Vision

We are an inclusive city where all people can live and celebrate meaningful, purposeful and fulfilling lives through the confluence of unparalleled recreational, cultural and entrepreneurial opportunities.

Guiding Principles

- We encourage, support, and value innovation, efficiency and continuous improvement.
- We believe in economic growth and sustainability based on diversity and fairness in revenue; a healthy environment for job creation; and wage parity so citizens have access to homes they can afford.
- We are intentional and inclusive and value equity in maintaining our core identity.
- We believe that sustainable, green infrastructure promotes human health while preserving our natural environment.
- We believe that making information public and readily accessible is fundamental to demonstrating value and promoting transparency.
- We use realistic planning documents to deploy resources and measure progress.
- We effectively engage a professional staff, consultants and community stakeholders.
- We work to ensure public safety and the safety of City staff members at work.

Strategic Priorities

The 2020-2023 Strategic Plan outlines the specific areas that the City of Missoula will prioritize



Our Missoula Growth Policy: 5-Year Review

APPENDIX F: City Strategic Plan

in work planning and budgeting in the next three years to make meaningful progress towards our goals.

Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.

Strategic Goals

1. Standardize a performance driven management model in all departments.
 - Clearly define outcomes using key performance indicators and standard metrics.
 - Identify and formalize levels of service to measure goals and deficiencies.
 - Create a consistent reporting style to increase transparency and communication with the community.
 - Complete an inventory of currently collected data points.
 - Identify data sharing and matching opportunities with Missoula County, the criminal justice system, and health care systems.
2. Develop a succession plan that identifies future leaders of the organization.
 - Identify internal career ladders within departments.
 - Complete a city-wide pay study to address any existing inequities.
 - Institutionalize training in basic systems and procedures.
 - Preserve a family-friendly workplace for employees at all stages of life.
3. Solve space needs across departments.
 - Work with the Government Services Administration to explore the acquisition of the Federal Building to meet current and future space needs.
 - Expand on the previously completed space master plan to address operations and maintenance functions.
4. Review and realign organizational structure to support collaboration and effective delivery of service.
 - Think holistically about physical and organizational structure.
 - Create functional working teams within and between departments to increase collaboration on shared projects and in key areas.
 - Create more strategic alignment between departments with similar missions to improve collaboration and prioritization.

Economic Health

Maintain and grow a diverse economy through partnerships and innovation to support large and small business and entrepreneurs, while providing employment opportunities for all citizens.

Strategic Goals

1. Provide leadership for tax reform in the Legislature.



Our Missoula Growth Policy: 5-Year Review

APPENDIX F: City Strategic Plan

- Cooperate with partners across Montana to achieve tax reform, including a local-option tourist tax and tax fairness measures.
- 2. Partner with the Missoula Economic Partnership to support economic growth.
 - Organically grow businesses locally and prioritize economic investments.
 - Identify opportunities in federally designated Opportunity Zones.
 - Support the creation of living-wage jobs.
- 3. Partner with the University of Montana to deploy talent and labor to mutual benefit.
 - Identify shared goals and opportunities to collaborate.
- 4. Support economic growth through the implementation of housing policy.
 - Establish a housing trust fund to support the construction of homes Missoulians can afford.
 - Create an affordable housing incentive program that encourages participation by the private sector.
 - Redevelop underused and dilapidated properties in city ownership to meet our current and future housing needs.
- 5. Support for strong labor unions.
 - Provide incentives to support labor unions through procurement and contracting policies.

Safety and Wellness

Working in partnership with the community, provide a high level of public safety that reflects a thriving community in which to live, work, and play.

Strategic Goals

1. Maintain public safety services commensurate with city growth.
 - Conduct a police staffing needs study that helps define an appropriate level of service for a growing city.
 - Assess expansion needs in the Missoula Fire Department based on recent annexations.
2. Increase collaboration to improve efficiency and increase preparedness.
 - Work in concert with other public safety, governmental, and non-governmental agencies to eliminate duplication and seek opportunities to work cooperatively to improve efficiency.
 - Enhance the Crisis Intervention Team model by hiring a community-wide multi-jurisdictional program manager.
3. Address workplace safety concerns.
 - Conduct a workplace safety study and work to implement recommendations in the areas of workplace design, communication, and training.
 - Coordinate with Homeland Security on resources available to support workplace



Our Missoula Growth Policy: 5-Year Review

APPENDIX F: City Strategic Plan

- safety.
- Maintain a robust and active Safety Committee focused on workplace safety.
- 4. Provide lifesaving services for Missoula's most vulnerable populations.
 - Partner with community organizations to ensure adequate shelter capacity during the winter months.
 - Partner with community organizations to assess and make recommendations to improve Missoula's behavioral health crisis response system.
- 5. Design and create facilities and spaces that promote social equity.
 - Create a dedicated space and learning opportunities for children of all ages through the construction of the "DNA Tornado" and a community living lab in the new public library.
 - Support the creation of Permanent Supportive Housing to serve community members experiencing significant barriers.

Community Design and Livability

Create policy and support development that leads to equitable, responsive, and adaptive growth that ensures that we maintain our identity.

Strategic Goals

1. Prioritize infrastructure investment.
 - Create a decision framework that aligns investment with integrated planning efforts in the following areas: parks and open space, water utilities, storm and wastewater, streets and sidewalks, IT systems, facilities and vehicles.
 - Engage in master planning to guide infrastructure investment.
 - Invest in infrastructure that will support the development of homes.
2. Collaborate on the implementation of infrastructure projects.
 - Create cross department functional working teams to ensure effective implementation of complex infrastructure projects.
 - Utilize project visibility software to increase communication, efficiency and transparency.
 - Track, measure and communicate outcomes related to city infrastructure and assets including up-front and life-cycle costs to the community.
3. Establish fiscal sustainability as a critical measure for intentional growth.
 - Complete a fiscal analysis to inform land use decisions and infrastructure investment.
4. Create understandable and reasonable regulation that supports good development.
 - Analyze and amend urban subdivision and Townhome Exemption regulations.
 - Amend land use code as recommended in A Place to Call Home to support the development of homes that Missoulians can afford.



Our Missoula Growth Policy: 5-Year Review

APPENDIX F: City Strategic Plan

5. Support sustainable growth initiatives.
 - Partner with community organizations to create a Green Building Summit to educate the development community on sustainable practices.
6. Implement adopted policy surrounding transportation systems and green infrastructure.
 - Create cross department functional working teams to aid in implementation and to increase collaboration.
 - Develop and implement policies that establish shared design standards for utilities, transportation and green infrastructure.
 - Build a planning framework that identifies missing pedestrian infrastructure and needed funding to connect all citizens to parks and trails.

Environmental Quality

Maintain and improve our natural environment to support individual and community health.

Strategic Goals

1. Promote health equity.
 - Utilize the Parks Master Plan to identify and address park deficient areas in our community.
2. Implement adopted Energy Conversation and Climate Action initiatives.
 - Adopt and implement a citywide plastic bag ordinance.
 - Investigate feasibility of a City run curbside composting service.
 - Partner with community organizations to support the implementation of the Zero by Fifty.
 - Partner with community organizations to support the implementation of the 100% Clean Electricity initiative.



Our Missoula Growth Policy: 5-Year Review

APPENDIX G: Review Criteria

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ATTACHMENTS & AMENDMENT PROCESS

conjunction with the goals, objectives and actions of the Growth Policy.

Over time the inclusion of specific detailed land use recommendations will be phased out of neighborhood plans and consideration of land uses will solely be based on the community-based Our Missoula City Growth Policy associated Future Land Use Map.

Adoption of zoning ordinances must be guided by and give consideration to the general policy and pattern of development set out in the Growth Policy. (MCA 76-1-605(1) and (1)(c)). As such, consideration should be given to the overarching City Growth Policy as a primary tool to guide zoning decisions. Neighborhood plans as attachments to the Growth Policy provide additional specific guidance and function as a secondary resource.

Beyond consideration of the Neighborhood and Issue Plans for development review, these plans are also meaningful expressions of specific neighborhood ideas and provide specific suggested solutions to specific issues in a given time frame. As such these plans help to strategically shape and improve the city's neighborhoods, infrastructure and community systems.

Amendment Procedures

This section addresses amendment procedures for revising the Growth Policy in its entirety (comprehensive) or in part (targeted) along with amendment procedures for updating, removing and developing new neighborhood plans.

Comprehensive Growth Policy Amendment and Revision

This section includes a timetable for general review of the Growth Policy and a list of conditions that will lead to its revision. (MCA 76-1-601(3)(f)(ii) and (iii)) Regular evaluation of the Growth Policy will help the community and governing bodies determine whether it is still relevant, applicable, and reflective of community goals.

At least once every five years after adoption, the City will review the Growth Policy and determine whether revisions are necessary. In order to

accomplish this sometime within the first four years after adoption, the City will conduct an assessment of the factors (review criteria) listed below. The results of that assessment will be used to determine whether revisions to the Growth Policy are needed.

Review Criteria

Issues to be considered in the evaluation include:

1. Changes in the legal framework regarding Growth Policy or its implementation;
2. Significant changes in existing conditions and projected trends;
3. Changes in the circumstances upon which the goals and objectives are based;
4. Changes in community goals;
5. Degree to which meeting goals and objectives have been met;
6. Completion of implementation strategies;
7. Deviation from implementation timetable;
8. Public input suggesting the need to make changes; and,
9. Knowledge of specific and identifiable amendments that would improve the Growth Policy's usefulness, so that it better serves the public.

Revision Process

Based on the above review criteria, the City may conclude that a Growth Policy revision is needed. As directed, staff will conduct research and prepare draft revisions. A report should include a description of proposed changes and rationales, and proposed revisions to Growth Policy goals, objectives and actions, and land use as necessary.

Growth Policy revision will be conducted in accordance with provisions of state law, including a public hearing before the Planning Board. The degree of public involvement will depend on the scope of the proposed revisions or amendments. After a public hearing, Planning Board will make recommendations to the governing bodies regarding amendments to the Growth Policy. The governing bodies may then act on adoption of revisions or amendments.