



CITY OF MISSOULA STRATEGIC PLAN 2020 -2023

Introduction

In 2015, the City of Missoula adopted the Our Missoula City Growth Policy, a comprehensive framework developed in collaboration with the broader community to guide responsive and sustainable growth, create economic prosperity, ensure vibrant neighborhoods and build on infrastructure that serves residents at a reasonable cost. Our Missoula acts as the City's North Star for planning efforts and is the guide other planning processes follow. Five years after its adoption, the Our Missoula City Growth Policy is scheduled for an update in the upcoming fiscal year.

Under the guidance of Our Missoula, Mayor John Engen and the Missoula City Council worked with staff through annual strategic planning work sessions to create the following mission, vision, guiding principles and operating principles:

Mission

Reflecting the needs and values of our residents, 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 in a community offering unparalleled recreational, cultural and entrepreneurial opportunities.

Guiding Principles

- We believe that all people should have full and equal access to opportunities, power and resources and that it is our shared responsibility to engage in the work required to dismantle systems of privilege and oppression.
- We commit to engaging and seeking guidance from the Confederated Salish and Kootenai Tribes, the original First People of the Missoula Valley, in creating a community that respects and nourishes native people and culture.
- We believe in economic growth and sustainability based on diversity and fairness in revenue; a healthy environment for job creation; and wage parity so residents have an opportunity to thrive.
- We believe in providing safe and healthy homes that Missoulians can afford, improving both individual and community outcomes.
- We believe that a sustainable, green infrastructure promotes human health, preserves our natural environment and provides equitable mobility across transportation options.
- We believe in the concept of open government and value participation, accountability and technological innovation.

Operating Principles

- We share a commitment across departments to equity and social justice as an ongoing practice to measure effectiveness.
- We approach community engagement and inclusion as fundamental components to every aspect of our work.
- We encourage, support and value innovation, efficiency and continuous improvement.
- We strive to maintain a level of staffing that allows us to meet formalized levels of service, complete priority projects and support collaboration and innovation within and across departments.
- We effectively engage a professional staff and consultants.
- We use ambitious yet achievable planning documents to deploy resources and measure progress.
- We strive to use a consistent platform and set of tools to increase accessibility and communication with the community.
- We make data-driven decisions. We consider life-cycle costs in all our investments and expenditures to ensure sustainability and fiscal responsibility.
- We continually assess and enhance programs that support the wellness of our employees, especially our frontline workers and first responders.
- We provide an inclusive, collaborative and meaningful work environment for our employees.

How to Use This Plan

The 2020-2023 Strategic Plan outlines the specific areas that the City of Missoula will prioritize in work-planning and budgeting in the next three years to make meaningful progress toward our goals. We will prioritize and implement the strategic goals outlined below through the annual budget and departmental work plans that are available to the public. These work plans will outline the action items, the department responsible for implementation, a timeline for completion and a clear reporting framework.

Safety and Wellness

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

Supporting Plans and Initiatives: Our Missoula, A Place to Call Home, Reaching Home, Jail Diversion Master Plan, Fire Master Plan, Long Range Transportation Plan, Pedestrian Master Plan, Missoula Active Transportation Plan, Community Transportation Safety Plan, Bicycle Facilities Master Plan, Parks Recreation Open Space and Trails Plan, Climate Ready Missoula, Community Health Improvement Plan, Conservation and Climate Action Plan, all URD Plans, and the Missoula Downtown Master Plan.

Strategic Goals

1. Provide lifesaving services for Missoula's vulnerable populations.
 - Partner with community organizations to ensure adequate shelter for people without a home during the winter months.
 - Partner with community organizations to assess and make recommendations to improve Missoula's behavioral health crisis response system.
 - Make homelessness rare and brief through the continued implementation of Reaching Home: Missoula's 10-Year Plan to End Homelessness.

2. Design and create programs, facilities and spaces that promote equity.
 - Work with community partners to define disparities in our community and to identify the most promising solutions toward advancing social, economic and racial equity.
 - Create a pro-equity policy agenda that will advance racial and social equity in the areas of economic development and jobs, climate and the environment, housing, health and behavioral health, the justice system and mobility.
 - Create an equity and social justice strategic plan that will serve as a blueprint for integrating and implementing pro-equity practices in our major functions of government where we can effect change, including policy creation and decision-making.
 - Engage neighborhoods to identify and understand needs and promote pro-equity policies and programs.
 - Support the creation of permanent supportive housing to serve community members experiencing significant barriers.
 - Implement the 2019 Missoula Urban Area Open Space Plan and, per the Parks Master Plan, invest in parks, trails and open space opportunities in currently underserved areas.
 - Create a multi-purpose Missoula Community Center centrally located in McCormick Park that serves to provide access to a multi-generational, year-round, affordable public facility.
 - Partner with Missoula County Public Schools and Lowell School to create a Neighborhood Community Center at Lowell School and Westside Park as a model hub, providing multigenerational opportunities, programs and services that improve academic, social and health outcomes.
3. Design and implement transportation infrastructure to support a safe, healthy and active community.
 - Invest in transportation projects and create complete multi-modal networks that are comfortable, safe and accessible for people of all ages and all abilities.
 - Prioritize growth and development patterns that reduce household transportation and provide equitable access to parks, trails and recreation opportunities necessary for a healthy, active lifestyle.
 - Extend access to transportation networks in currently underserved neighborhoods.
4. Maintain public-safety services commensurate with city growth.
 - Finalize the police staffing study to enhance police services for a growing city.
 - Provide for a comprehensive police training strategy to ensure adequate ongoing professional development that includes additional training in areas such as crisis intervention, implicit bias, and use of force and de-escalation techniques.
 - Implement the Missoula Fire Department's Master Fire Plan and facilities plan to provide for equal delivery of service in all areas of the city, identify current and future risk within the response area and assess expansion needs based on recent annexations.
 - Enhance emergency medical response to an Advanced Life Support service level in all districts throughout the city, maintaining at least one paramedic on every engine 24/7.
 - Create an Alternative Response Unit within the Missoula Fire Department whose primary focus is to respond to lower acuity calls, keeping crews in-service to respond to emergency calls in their districts and improving response times.

5. Enhance collaboration to improve efficiency, increase preparedness and achieve better individual and community outcomes.
 - Grow the Crisis Intervention Team model by hiring a community-wide multi-jurisdictional program manager.
 - Pilot a Mobile Crisis Team to enhance the response to crisis incidents by using a multi-disciplinary team approach when there is not a public safety issue. Through a team approach, provide a better initial level of service and reduce the need for law enforcement response to these incidents.
 - Establish a COVID-19 review team to analyze weaknesses and create a plan for similar crises.

Community Design and Livability

The City of Missoula will create policy and support development that leads to equitable, responsive and adaptive growth that reflects our community values.

Supporting Plans and Initiatives: Our Missoula, A Place to Call Home, Long Range Transportation Plan, Pedestrian Master Plan, Missoula Active Transportation Plan, Community Transportation Safety Plan, Bicycle Facilities Master Plan, Parks Recreation Open Space and Trails Plan, Climate Ready Missoula, Community Health Improvement Plan, Wastewater Facilities Plan, Stormwater Facilities and Operations Plan, Conservation and Climate Action Plan, Zero by Fifty and 100% Clean Electricity Initiatives, all URD Plans, and the Missoula Downtown Master Plan.

Strategic Goals

1. Prioritize infrastructure development that promotes equitable growth and implements adopted policy.
 - Create a decision framework that aligns investment with integrated planning efforts in the following areas: parks and open space, utilities, multi-modal transportation systems and facilities.
 - Partner with the private sector to invest in infrastructure that will support the development of quality homes that Missoulians can afford in areas of high opportunity.
 - 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.
 - Engage residents in updating the Long Range Transportation Plan and implement the highest priority projects based on the agreed-upon goals.
 - Ensure pedestrian, bike and bus facilities connect residents to work, school, recreation, services and other amenities.
 - Update parking and right-of-way policies and code to allow for efficient, varying and place-based provisions.
2. Create understandable and reasonable regulation that supports sustainable and equitable development.
 - Analyze and amend urban subdivision and townhome exemption regulations.
 - Align development standards and regulations citywide to improve clarity and consistency.
 - Amend land-use code as recommended in our housing policy, “A Place to Call Home,” to support the development of homes that Missoulians can afford.
 - Conduct a zoning audit and assess how current zoning impacts affordable housing and its geographic distribution and prevents the development of inclusive, diverse and equitable housing in all neighborhoods.

3. Support sustainable growth initiatives.
 - Partner with community organizations to provide information and create incentives for green building practices.
 - Identify and incentivize adaptive reuse and the maintenance of existing resources.
 - Develop the tools, resources, programs and partnerships that will improve access and mobility through transportation systems like biking, walking and busing.
 - Incentivize development patterns that build on existing infrastructure, such as high-frequency bus routes, and provide access to affordable, reliable and efficient transportation options.
4. Reinforce the identity of the community through support of historic preservation and planning.
 - Develop a preservation planning toolbox, which will inform future planning endeavors.
 - Create an incentive program for the preservation of existing historic resources and culturally significant sites.
 - Develop a community-wide network of support through partnerships and education to expand historic preservation efforts and planning.

Environmental Quality

The City of Missoula will maintain and improve our natural environment to support individual and community health.

Supporting Plans and Initiatives: Our Missoula, Long Range Transportation Plan, Pedestrian Master Plan, Missoula Active Transportation Plan, Community Transportation Safety Plan, Bicycle Facilities Master Plan, Parks Recreation Open Space and Trails Plan, Community Health Improvement Plan, Wastewater Facilities Plan, Stormwater Enforcement Response Plan, Stormwater Facilities and Operations Plan, Conservation and Climate Action Plan, Climate Ready Missoula and the Zero by Fifty and 100% Clean Electricity Initiatives.

Strategic Goals

1. Promote health and social equity through policy and decision-making.
 - Use the Parks Master Plan to identify and address park and recreation deficiencies in our community.
 - Partner to implement the 2019 Missoula Urban Area Open Space Plan, promoting health equity and providing opportunity for environmental learning and connection to the natural environment.
2. Implement adopted Energy Conversation and Climate Action initiatives.
 - Investigate feasibility of municipal curbside composting service.
 - Partner to implement Zero by Fifty: Missoula's Pathway to Zero Waste.
 - Partner to implement the 100% Clean Electricity initiative.
 - Reflect the goals of the Climate Action Plan and 100% Clean Electricity within zoning code and design standards for an effective pathway to implementation.
 - Complete removal and restoration of the lower Rattlesnake Intake Dam.
 - Partner with area organizations to plan and implement the Clark Fork River Restoration and Access and Reforestation Open Space Bond Projects.
 - Work to reduce, or when possible eliminate, the use of toxins when managing green spaces.
 - Increase street tree planting and prioritize street trees over other infrastructure elements in the boulevard.

Economic Health

The City of Missoula will maintain and grow a diverse economy through partnerships and innovation to support large and small business and entrepreneurs while providing employment opportunities for all residents.

Supporting Plans and Initiatives: A Place to Call Home, all URD Plans, Missoula Downtown Master Plan, and the 2020 MEP Work Plan.

Strategic Goals

1. Support economic growth through the implementation of “A Place to Call Home”.
 - 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.
 - Identify under-used private lands and incentivize redevelopment.
2. Provide leadership for tax reform in the Legislature.
 - Cooperate with partners across Montana to achieve tax reform, including a local-option tourist tax and tax fairness measures.
3. Partner with the Missoula Economic Partnership to engage in strategic business development, create pathways for people to realize their potential and foster a culture of diversity and innovation.
 - Help community businesses start, thrive and expand in the Missoula region.
 - Create opportunities for knowledge- sharing and community outreach in Missoula’s Opportunity Zone.
 - Attract new business to support the creation of living-wage jobs.
4. Partner with our learning institutions to deploy talent and labor to mutual benefit.
 - Create connections and continued partnership between business and educational partners at the University of Montana, Missoula College and Missoula County Public Schools to advance workforce development goals.
5. Support livable wages and workforce development.
 - Provide incentives to support labor unions through procurement and contracting policies.
 - Cultivate and attract a skilled workforce by creating intentional connections among underemployed workers, high-growth work opportunities, businesses, learning institutions, apprenticeship and training programs and other employment-focused organizations.

Organizational Excellence

The City of Missoula will foster a transparent, nimble organization of employees challenged to provide high quality, responsive and innovative services efficiently and effectively.

Supporting Plans and Initiatives: 2017 Space Needs Study.

Strategic Goals

1. Standardize a results-driven management model in all departments.
 - Clearly define outcomes for services, initiatives and programs using key performance indicators and standard metrics.
 - Identify and formalize levels of service to measure goals and deficiencies.
 - Complete an inventory of currently collected data points to enhance our ability to engage in data-driven decision-making.
 - Identify data-sharing and matching opportunities with Missoula County, the criminal justice system, health care systems and other community partners.
 - Implement or update departmental work-planning efforts to conform to results-driven management models.
 - Standardize the use of software to increase communication, efficiency, access and data-collection across departments.
2. Develop a plan that identifies future leaders of the organization and that works to recruit and retain an engaged, innovative and diverse staff at all levels.
 - Engage in recruitment and hiring practices aimed at creating diverse teams.
 - Identify and create internal career ladders by providing pathways for learning and mobility within and between departments.
 - Complete a pay study in all City of Missoula departments to address any existing inequities, utilizing data from comparable cities and employers.
 - Encourage employee growth and improvement by providing regular training opportunities suited to the department's and the employee's goals, in addition to institutionalizing training in basic systems.
 - Preserve and enhance a family-friendly workplace for employees at all stages of life through policy and practice.
 - Create systems that promote mentorship and the exchange of experience and knowledge.
3. Solve space needs across departments to better serve residents.
 - Work with federal partners to explore the acquisition of Missoula's Federal Building to meet current and future space needs.
 - Expand on the previous plans to address operations and maintenance functions.
 - Consider new ways to conduct work, such as formal work-from-home policies and flexible work space, and accommodate modern work spaces.
4. Review and realign organizational structure to support collaboration and effective delivery of service.
 - Create functional working teams within and among departments to increase collaboration on shared projects and in key areas.
 - Create more strategic alignment among departments with similar missions to improve collaboration and prioritization.
5. 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 state and federal partners on resources available to support workplace safety.
 - Maintain a robust and active safety committee focused on workplace safety.