



Mayor's Key Priorities 2022

Strategic Plan 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.

Strategic Plan 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.

2022 Key Priorities

Project action step is completed	✓
Project is moving ahead as planned and no risks have been identified that could prevent or delay the project	⬆️
Project is moving forward, but there are risks that could prevent or delay the project	⚠️
Project is at significant risk of not moving forward	❗

Achieve Organizational Excellence

The City of Missoula is committed to fostering an organization of employees charged with providing high quality, accessible, responsive and innovative services efficiently and effectively.

Build a comprehensive plan to address systemic racism and inequality that may be embedded within City policies, procedures, and systems	✓
Create and hire for the JEDI Specialist position	✓
Complete LEARN audit	✓
Create JEDI Strategic Initiative Work Team	✓
Provide JEDI training for leadership and SIWT members	✓
Conduct internal culture survey	⬆️



Mayor's Key Priorities 2022

Implement new technology to improve collaboration, communication and project management	
Establish Project Blueprint whose mission is to ensure that the City's technology platforms support and operationalize the City's strategic goals and to build technology infrastructure and business culture around function/activity.	
Implement cloud-based email and communications as part of Project Blueprint (O365)	
Implement new Applicant Tracking System, NeoGov to allow for better collaboration and communication between job seekers, applicants, managers and Human Resources	
Implement an upgraded enterprise GIS system that consolidates disparate data sets and establishes a platform to build connectedness across all City data systems.	
Modernize our communications approach	
Create communications strategic plan	
Adopt MRA-specific Communications Plan and hire MRA communications specialist	
Plan for the City government's capacity and infrastructure needs through a facilities master plan	
Complete Public Works and Mobility facility master plan	
Finalize plans and mechanisms for the receipt of the former Federal Courthouse office building	
Enter into a contract for a Missoula Police Department facilities plan	
<h3>Access to Quality Housing</h3> <p>The City of Missoula is committed to ensuring that every person, regardless of economic status, has access to quality housing that is safe and affordable</p>	
Purchase land and partner with the private sector on innovative new development models	
Acquire the Bridge apartments to prevent displacement of tenants and to preserve permanent affordability	
Enter into a private/public partnership to develop the former White Pine Sash site, including a mix of neighborhood commercial opportunities, rental homes, and permanently affordable for-sale homes	
Adopt a program to incentivize the creation of affordable homes	
Missoula Redevelopment Agency investments – Villagio, Trinity, Casa Loma, Ravara CLT, Bridge apartments purchase (reimbursement to City).	



Mayor's Key Priorities 2022

Affordable Housing Trust Fund investments – Recommended funding for the 2022 program year exceeds \$1.5 million and includes funding for The Villagio and The Trinity developments, Homeword's Homeownership Center programs, and several projects facilitated by the North Missoula Community Development Center.

Complete housing incentives implementation strategy that aims to stimulate the creation of affordable homes through programming and regulation



Innovate and align the City's regulatory codes to better support our housing goals

Establish the team and kick off the comprehensive code reform project



Invest in Community 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.

Support policing practices that result in the best service and public safety to our community and that prioritize professionalism, accountability and efficiency

Complete 2022-2025 Police Department strategic plan



Move Crisis Intervention Team Program oversight to the Missoula Police Department



Significantly improve police training program – tripled the amount of training hours



Implement the Reserve Police Officer Program



Implement a new officer recruitment tool that provides nationwide reach



Invest in community services that support working families and provide a place for connection, including the expansion of our childcare programs and community centers

Participate in the National League of Cities Equity Cohort



Adopt an equity resolution that provides direction and funding toward community equity goals



Create the Community JEDI Network – will host JEDI summit



Expand services for youth through out of school programming



Increased accessibility to and use of scholarship funds for residents





Mayor's Key Priorities 2022

Invest in programs to serve our most vulnerable residents, including the creation of a homeless navigation center and the expansion of our Mobile Support Team

Create the navigation center operation plan and identify a service partner ✓

Expand the Mobile Support Team ✓

Expand Emergency Winter Shelter services ✓

Implement aspects of the Operation Shelter initiative including establishment of the Missoula Mobile Care Team and the Authorized Camping Site ✓

Provide shelter for the houseless population who were at risk of contracting or spreading COVID ✓

Invest in our Built and Natural Environment.

The City of Missoula will invest in projects that lead to equitable, responsive and adaptive growth, reflect our community values, and improve our natural environment.

Invest in projects that lead to equitable, responsive and adaptive growth, reflect our community values, and improve our natural environment

Create Climate and Community Design and Livability Strategic Initiative Works Teams who will work with County and community partners to achieve climate goals ✓

Invest in infrastructure in the Mullan Road area through the successful implementation of the BUILD grant

Break ground on the \$21 million BUILD project ✓

Secure nearly \$1 million in competitive American Recovery Plan Act Grants for Grant Creek stream restoration ✓

Submit \$10 million RAISE grant application for additional infrastructure funding ⚠

Complete the Rattlesnake Dam Restoration project

Substantially completed the riparian restoration project ✓



Create a Waterworks Hill Trailhead and invest in other universal access trail improvements

Break ground on the trailhead project ✓





Mayor's Key Priorities 2022

Support parks and trails infrastructure projects

Complete the master plan to inform the acquisition of Marshall Mountain



Implement the neighborhood traffic management program and prioritize investments in safety, accessibility and alternative modes of transportation

Implemented 18 "quick-build" traffic safety projects

