

Mayor's Key Priorities 2023



The following outlines the Mayor's key priorities for fiscal year 2023, based on the City's Strategic Plan

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.

2023 Key Priorities

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.

- Develop a plan that works to recruit and retain an engaged, innovative and diverse staff at all levels
 - Modernize the personnel pay plan to address market issues and implement an equitable and understandable system for all staff
- Take formal steps to ensure the long-term financial sustainability of the City's General Fund
- Build a comprehensive plan to address systemic racism and inequality that may be embedded within city policies, procedures and systems
 - Create and implement a workplan based on trainings, internal culture survey, LEARN Missoula audit, and information from peer cities
 - Create equity-based decision-making framework for operationalizing JEDI
- Implement and leverage new technology to improve collaboration, communication and project management
 - Develop a city-wide IT modernization and security strategy
 - Advance high-priority system upgrades including key enterprise resource planning systems for financial and HR management
 - Continue the move to cloud-based solutions to improve security, reliability, and cost
 - Continue implementation of Project Blueprint whose mission is to ensure that the City's technology platforms support and operationalize the City's strategic goals; to build technology infrastructure and business culture around function/activity; to develop policies and plans that guide the use of technology at the City, and to finance and maintain technology standards and future innovations
- Expand capacity and use of Results Management
 - Build a data inventory and connect disparate datasets such as asset inventories, GIS and permitting

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- Build library of performance and outcome measures
- Advance our communications approach
 - Implement strategies identified in the communications strategic plan, including improvements to website to enhance customer experience, social media outreach, and internal communications and information sharing
- Plan for the City government's capacity and infrastructure needs through a facilities master plan.
 - Update administrative space needs master plan
 - Acquire the former Federal Courthouse office building in partnership with Missoula County
 - Complete Police Department master plan (in progress)
 - Complete Fire Department cold storage facility
 - Determine site for relocation and to proper size Parks Operations, Planning, Projects, and Administration services

Access to Quality Housing

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.

- Purchase land and partner with the private sector on innovative new development models
 - Position the Sleepy Inn site for redevelopment either through a private development or a public/private partnership
 - Provide the tools necessary to develop the Riverfront Triangle
 - Plan for the development of the Payne Block (former public library site)
- Adopt a program to incentivize the creation of affordable homes
 - Develop policy and programs to guide the use of TIF funds for housing
 - Implement the recommendations of the Housing Incentives Strategy report
- Innovate and align the City's regulatory codes to better support our housing goals
 - Complete the first phase of the comprehensive code reform project, which includes the creation and adoption of a Uniform Development Ordinance

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
 - Expand the Crisis Intervention Team Program to increase capacity for alternative response for individuals in crisis
 - Finalize onboarding of Lexipol policies that represent nationwide industry standards
 - Increase command level oversight in the Patrol Division by adding a command level position
 - Develop a first-line supervisor course for all newly promoted supervisors
- Invest in community services that support working families and provide a place for connection, including the expansion of our child care programs and community centers

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- Create capacity and remove barriers to continue to meet community child care needs and provide respite for families and others in our community
- Host a JEDI summit through the Community JEDI network
- Continue to find opportunities and funding sources to support Missoula Promise, the community's program to fund 2-year higher education for Missoulians
- Invest in programs to serve our most vulnerable residents
 - Seek increased and permanent funding for critical services such as the Mobile Support Team, Homeless Navigation Center, Emergency Winter Shelter, and crisis intervention training
- Enhance Alternate Response Unit capacity to ensure the Fire Department maintains its response time targets as Missoula rapidly grows

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.

- Create a decision-making framework to consider climate and resiliency through the City's Climate Strategic Initiative Work Team
- Implement reforestation projected as funded by 2018 Open Space Bond and grants
- Continue investment in infrastructure in the Mullan Road area through the successful implementation of the Mullan BUILD Project and Sxwtpqyen Master Plan, including a system of parks and trails to meet residents' needs
- Invest in infrastructure planning and design development to support development in the North Reserve Scott Street URD
- Complete the Rattlesnake Dam Restoration project
 - Build east side trail network and install interpretation plan
 - Plan for moving toward restoration work on the upper dams
- Complete the Waterworks Hill Trailhead and invest in other universal access trail improvements
- Support parks and trails infrastructure projects
 - Design bike/pedestrian crossing at Bitterroot Branch trestle
 - Initiate completion of the missing trail sections of Ron's River Trail between the RR trestle and California Street Bridge as prioritized in the URD II 9 Year Strategic Exit Plan
 - Expand capacity, functionality, connectivity of commuter trail system (light, widen, repair paths and pedestrian bridges, acquire missing sections)
 - Start the Clark Fork river and river bank restoration projects
 - Complete Westside Park and begin design work on other WS/NS parks
 - Continue efforts toward providing safe, climate controlled, indoor spaces for all residents to meet goals related to wellness, creativity, and inclusivity.
 - Address failing infrastructure (roofs, restrooms, sport courts)
- Continue to implement the neighborhood traffic management program and prioritize investments in safety, accessibility and alternative modes of transportation
- Identify projects and prepare grant materials to take advantage of federal funding opportunities that will help the City achieve its goals

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- Complete solar installation at the Wastewater Resource Recovery Facility that will offset the demand of more than 20% of the main electrical feed to the plant, generating 560 KW of solar power and over 700,000 KW-HR on an annual basis. This will be the largest non-exporting solar installation in Montana.