



2025-2030 STRATEGIC PLAN

Citizen
Safety

Infrastructure

Economic
Vibrancy

Amenities

High
Performing
Government



Goal #1: Improve the safety of Billings for all citizens

Objectives

- Reduce:**
- Violent crime
 - Escalation of domestic violence
 - Repeat victimization by the same or different offender
 - Property crime
 - Number of kids in juvenile justice system through legislative action
 - Gaps in mental health services for victims/children through legislative action

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- Reduce/
Eliminate:**
- Victim self-harm, suicide, and overdoses
 - Intimate partner homicide
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- Maintain:**
- Code enforcement compliance rate of 90% or higher
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- Enhance:**
- Downtown safety
 - Traffic safety, increase traffic law compliance, and reduce traffic accidents
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- Improve:**
- Quality and resilience of medical response services



Goal #2: Sustain and Upgrade Critical Infrastructure

Objectives

Expand:

- Capacity and improve resiliency of water system
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Increase:

- Number of airport passengers
 - BIL's air cargo nationwide position
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Optimize:

- Efficiency of the transportation system
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Build/ Upgrade:

- Effective storm sewer system



Goal #3: Foster Economic Vibrancy through Quality Designed Neighborhoods and Business Districts

Objectives

Stimulate: ■ Infill and redevelopment

Improve: ■ Multi-modal transportation system

Update: ■ Subdivision regulations
■ Neighborhood plans

Develop: ■ New land use plan and future land use map of Billings
■ Housing strategies to address strengthening and stabilizing neighborhoods

Determine: ■ Application of Cost of Service study findings
■ Econ. development, land use & infrastructure to serve Skyway Drive & Billings bypass



Goal #4: Provide Exceptional Educational, Recreational, and Cultural Services and Amenities

Objectives

- Activate:** ■ Parks and public spaces
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- Maximize:** ■ Useful life of parks, recreation, and trail assets
■ Neighborhood plans
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- Increase:** ■ Trail network
■ Recreation participation
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- Create:** ■ 5-year growth plan for Billings Public Library



Goal #5: Cultivate a High-Performance Organization

Objectives

Refine: ■ City's vision, mission, core values

Strengthen: ■ Citizen trust through effective communication and transparency

Digitize: ■ Essential records for proper storage, organization, and retrieval

Increase: ■ City general fund reserves to 33% of GF expenditures, less capital