

City of Missoula

Strategic Plan FY25-26



MAYORAL MESSAGE

It is my pleasure to introduce this updated Strategic Plan for the City of Missoula that highlights actions and initiatives we are undertaking to ensure a healthy and prosperous future for all Missoulians.

As your Mayor, I am excited to lead alongside an incredibly dedicated team of professionals at the City to deliver high quality services while balancing constituents' diverse interests with the city's available resources. We are asked to address the growing needs of residents and we meet that challenge with enthusiasm, engagement, and innovation.

Missoulians consistently demonstrate care, commitment and compassion to one another, and those virtues are reflected in your city government. Residents affirmatively support public safety, health and well-being and with the passage of the fire levy, our core levels of service are strengthened to meet growing demands. The City continues to move bold initiatives forward that will envision how our community grows using tools such as a modern development code that takes into account affordability, equity and climate change. We strive to sharpen our focus and support of arts, culture and heritage to further the vibrancy of our community. Through innovative partnerships and collaboration, we work together to create places of belonging.

All of these efforts aim at the goal of creating a stronger community where all Missoulians can thrive now, and for future generations.

~Mayor Andrea Davis



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

Missoula is 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.

Lenses

The City of Missoula uses three decision lenses to guide the implementation of its strategic goals. City leaders and staff apply these lenses to make sure the City's values and goals are considered in every decision: Housing, Equity, and Climate & Resilience.

Equity: The City addresses holistic, interconnected factors that help build resilient futures for all residents while also building an inclusive work environment.

Climate & Resilience: the City considers climate and resiliency impacts in all its decisions specifically guided by these adopted plans:

- 100% Clean Electricity by 2030
- Carbon Neutral in City Operations by 2025
- Carbon Neutral in Community by 2050
- Zero Waste by 2050
- Building a Resilient Community

Housing: the City considers opportunities to further its housing goals in all its decisions as articulated in the city's housing policy "A Place to Call Home".

Guiding Principles

- **Trust:** We honor the concept of open government, and we value participation, accountability, and innovation.
- **Opportunity:** We act to ensure that all people have full and equal access to opportunities, power, and resources.
- **Inclusion:** We act to foster a sense of belonging in the community and in the workplace.
Environment: We recognize that human health and wellness are intrinsically linked to a healthy natural environment.
- **Economy:** We promote economic growth and sustainability through advocacy of diverse and fair revenue streams, fostering job creation, supporting small businesses, and ensuring wage parity to help residents thrive.



Core Services

The goals and action items in this plan illustrate initiatives that further the mission and vision of the City while keeping core services our top priority.

Public Works & Mobility Streets are well-maintained, wastewater and sewage are treated and discharged safely

Police & Fire Emergency services respond when they're needed

Parks & Recreation Parks are maintained and welcoming

Administration Professional organization that is fiscally responsible, ensures a positive work environment, and provides transparent government

STRATEGIC GOALS FY 2025 – 2026

The Strategic Goals of this plan are organized in four strategic pillars that encompass all aspects of City operations. The strategic goals included in the plan help maintain the City's core services or are new initiatives that enhance City services without compromising the core levels of service. They also help to prioritize budgeting and cross-departmental work planning.

Pillars:

Community Safety, Health, & Well-being
Community Design & Livability
Economic Health
Organizational Excellence & Resilience



Pillar One: Community Safety, Health, and Well-being

The City of Missoula focuses its efforts in public safety, health and well-being by ensuring that our core levels of service are maintained, our programs are innovative and efficient and outcomes are clear and measurable.

Strategic Goals

- Partner to provide support services for people in crisis.
 - Establish permanent funding for management of the Missoula Crisis Intervention Team.
 - Evaluate Mobile Support Team's service delivery against national behavioral health trends and continue collaboration with community partners.
 - Develop and implement the next phase of the City's approach to addressing houselessness with participation from residents and community partners.
 - Continue to lead the Missoula Coordinated entry system and expand leadership capacity as the system grows and gains sophistication.
 - Work with community partners to determine a long-term, sustainable plan for emergency shelter.
 - Implement regulations governing camping on City right-of-way and other City property to help mitigate impacts of urban crisis camping and partner with the community to create programs that help support people living unsheltered.
- Implement the City's Master Fire Plan to provide a new engine company and new fire station.
 - Ensure our current firefighter compensation is competitive in our region.
 - Add a new fire company comprising 20 firefighters to meet calls for service demands.
 - Determine location for new Station #6 and move to construction.
 - Provide update to 2019 Master Fire Plan.
 - Evaluate emergency medical service (EMS) study and develop an implementation strategy.

- Provide the facilities necessary for the Police Department to support its level of service.
 - Finalize site selection, complete estimate of cost, and develop funding plan for Police facilities that addresses identified space needs.
- Enhance public health services, in areas of both prevention and response, to address City growth.
 - Apply the Community Health Assessment and the Community Health Improvement Plan to improve health outcomes in priority areas identified by stakeholders and community members.
- Continue the City's efforts to ensure that all residents have equitable access to health and wellness.
 - Work with service partners to identify a sustainable funding source for youth program scholarships.
 - Work with partners to expand the school community center programs for school age children and to secure safe and appropriate indoor spaces for young families, adults, including aging adults.
 - Deploy survey tools and engagement opportunities to better understand the needs of the community.





Pillar Two: Community Design and Livability

The City of Missoula will create policy and support development that promotes economically and environmentally responsible growth that prioritizes equitable, responsive and adaptive outcomes that prioritize people and place.

Strategic Goals

- Effectively engage residents in community design and livability issues that matter to them and empower residents to have ownership in shared outcomes.
 - Implement the Executive Order directing staff to review boards and commissions to assess their purposes, necessity, and effectiveness.
- Provide for equitable growth while preserving our sense of place and creating reasonable expectations for change.
 - Create regulations and incentives that support sustainable and equitable development and a diversity of housing types, including housing that meets unique and basic needs.
 - Create regulations and urban design standards that promote compact land use and walkable neighborhoods.
 - Update the Parks, Recreation, Open Space, and Trails (PROST) Plan, applying an equity and climate lens to meet needs of the community and following the Growth Policy.
 - Develop and adopt a Unified Development Ordinance and citywide Land Use Plan in the Spring of 2025 to achieve the goals outlined in the Our Missoula Code Reform and Growth Policy Update project.
- Promote community-wide sustainability and resiliency to reduce negative impacts on the environment and offset the impacts of climate change on our infrastructure, public health and natural environment.
 - Work with statewide partners to establish a Green Power Program structure with Northwestern Energy.
 - Promote the use of existing infrastructure and adaptive reuse of existing buildings.
 - Encourage community-wide development of buildings that are energy-efficient, all-electric and powered by renewable energy.
 - Create incentives and regulations that reduce the demand for single occupancy vehicles based on recommendations from the Transportation Options Action Plan.
 - Promote regulations that increase urban tree canopy to combat urban heat desert effect.
 - Work in partnership with federal, state, tribal and nonprofit agencies to advance ecosystem resiliency and protect resources.

- Invest in public infrastructure that supports safe, vibrant and walkable neighborhoods; a variety of options for housing; a clean and healthy environment; and a sense of place and belonging.
 - Prioritize transportation infrastructure projects that promote safety, mobility and reduced climate impact to create healthier, more sustainable neighborhoods and improved equity.
 - Prioritize climate and environmental sustainability projects such as Clark Fork River access and restoration; West Broadway River Corridor project; reforestation of urban centers and addressing aging and failing urban forest; and rehabilitation of Fort Missoula Ponds to wildlife parkland and wetlands.
 - Prioritize maintenance and repair of existing infrastructure, particularly infrastructure that serves underserved areas or populations.
 - Clarify the City's relationship and role in supporting arts and culture; revise the public art ordinance to better reflect that vision; and develop a sustainable model to provide operational support for and integration of public arts and culture into City programs and projects.
- Ensure financial sustainability as the city grows and develops by making informed and intentional decisions with respect to cost of services, long-term liabilities, maintenance, tax base and return on mission.
 - Complete the cost of services study, a necessary precursor to a fiscal sustainability analysis of growth and development impacts.
 - Develop financial reserve policies for enterprise funds and districts.
 - Update street maintenance priorities based on use, equity, climate and legal responsibilities.
 - Develop parks and recreation acceptable levels of services and access by all residents, particularly in underserved and growing neighborhoods.
 - Create policy for acceptance of public infrastructure based on the ability to maintain financial sustainability.
 - Create tools to equitably distribute the cost of new infrastructure in growing areas.





Pillar Three: Economic Health

The City of Missoula fosters an environment that creates partnerships that result in increased economic vitality for the community.

Strategic Goals

- Create housing and economic health through strong community partnerships.
 - Seek private-sector partners for the development of City-owned lands, including but not limited to the former public library, Russell & Broadway (the former Sleepy Inn) and the Johnson Street parcels adjacent to Montana rail link Park.
 - Identify opportunities to partner with property owners to better develop underused properties, such as the Montana Department of Transportation property on West Broadway and lots in urban renewal District (URD) III. Partner with the Missoula Midtown Association to optimize housing and job creation opportunities through the implementation of the Midtown Master Plan with a major focus on the transformation of the Brooks Street corridor through the addition of fixed-route transit and regulatory reform that supports transit-oriented development.
 - Identify and support efforts to encourage new investment in housing and employment centers in the North Reserve/Scott Street URD through partnerships with property owners who control large tracts of land.
 - Partner with local organizations to enhance economic prosperity through arts and culture.
 - Partner with businesses and organizations to maximize private and public grant funding to realize city priorities.

- Evaluate MRA's workforce housing pilot program to meet the needs for owner-occupied and rental housing.

- Work on statewide coalition-building to expand clean energy partnerships and participate in efforts to be proactive ahead of the 2025 legislative session on issues such as housing and tax reform.
- Participate in community- and state-wide coordination leading up to and during the legislative session to align policy priorities including tax reform, houselessness, Medicaid expansion, and tax increment financing.





Pillar Four: Organizational Excellence and Resilience

The City of Missoula fosters an inclusive, transparent and nimble organization that provides support and training for its employees and works collaboratively to provide high-quality, responsive and innovative services efficiently and effectively.

Strategic Goals

- Support and enhance a results-oriented management culture in all departments.
 - Establish mechanisms to formally incorporate strategic lenses into structured decision-making.
 - Share best practices for integrating measurable goals and objectives into work plans.
 - Invest in technology systems that support the collection, dissemination and use of relevant data to drive management decisions.
- Recruit and retain an engaged, innovative, diverse and competent work force at all levels.
 - Increase diversity of applicants in the hiring process to increase diversity of City staff members' lived, educational, and professional experiences.
 - Create and implement a formal system for developing and maintaining an inclusive workplace culture.
 - Reestablish and revise a formal system for staff development and recognition.
- Optimize the allocation, use, and financing of technology and space across the City to better serve the community.
 - Acquire and implement key system upgrades, including Human resources and Payroll, finance and asset management.
 - In partnership with Missoula County, effectively manage the rehabilitation of the John Engen Local Government Building and provide for a well-organized transition from City Hall to the Engen building.
 - Develop a city-wide facilities plan to enable the coordination and prioritization of strategic short- and long-term facilities improvement project across departments.

- Review and realign business processes to support staff capacity, collaboration, and innovation.
 - Utilize technology modernization projects, such as data migration, to redesign and streamline business processes, foster innovation, boost staff capacity, and support collaboration.
 - Seek opportunities to evaluate and revise business processes, technologies, and staffing levels to achieve greater efficiency and effectiveness.
 - Modernize information technology systems and practices.
- Assess, enhance and strengthen internal communication and collaboration.
 - Deploy technologies that provide opportunities and support for collaboration and information sharing within and among departments and work teams.
 - Increase the use of the City's intranet to enhance employee access to current procedures, practices, guidelines, business processes, news and information.
- Increase community engagement and understanding of City services, initiatives and resources.
 - Complete the national community survey, share the results, and incorporate the measures into City planning and reporting.
 - Drive consistency, effectiveness and excellence in City messaging.
 - Redesign website, implement social media plan, and explore other modalities to share timely information and engage our community.
- Create a workplace that values and supports employee safety and wellbeing.
 - Assess workplace safety and wellbeing and develop a plan to remedy areas of concern, support areas of success while increasing overall staff engagement in safety and wellbeing efforts.
 - Create short- and long-term actions and metrics and to make City operations environmentally sustainable.
 - Implement climate action policies to reduce greenhouse gas emissions through energy efficiency and electrification of City-owned buildings and fleet vehicles.
 - Invest in renewable energy opportunities.
 - Incorporate zero waste practices into all City operations.

