

RESOLUTION NO. 3857

A RESOLUTION OF INTENTION

**OF THE CITY COUNCIL OF THE CITY OF MILES CITY, MONTANA TO ADOPT THE CITY
OF MILES CITY GROWTH POLICY UPDATE**

WHEREAS, on April 22, 2008, the City of Miles City City Council adopted the City of Miles City-Custer County Growth Policy and guidance for the general policy and pattern of development of the City of Miles City pursuant to Montana Code Annotated Title 76, Chapter 1, Part 601 *et seq*; and

WHEREAS, the City of Miles City Planning Board worked to update the City's Growth Policy to address current and projected challenges for the betterment of the City's future; and

WHEREAS, on August 26, 2015 the City of Miles City Planning Board held a properly noticed public hearing on the proposed City of Miles City Growth Policy Update; and

WHEREAS, after considering the recommendations and suggestions elicited at the public hearing, the City of Miles City Planning Board recommended the City Council of Miles City, Montana to adopt the Miles City Growth Policy Update and to pursue the goals, objectives, and policies therein; and

NOW THEREFORE, BE IT RESOLVED by the City of Miles City City Council, after considering the recommendations of the City of Miles City Planning Board and public testimony, to adopt a Resolution of Intention to adopt the Miles City Growth Policy Update, and to pursue the goals, objectives, and policies therein.

PASSED, APPROVED AND ADOPTED this 13 day of October, 2015 with the City of Miles City City Council voting as follows:

AYES: Susanne Galbraith, Ken Gardner, Mark Ahner, John Hollowell, Roxanna Brush, Dwayne Andrews

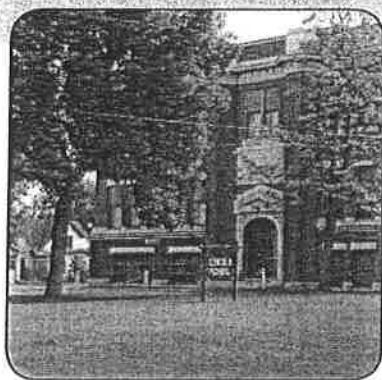
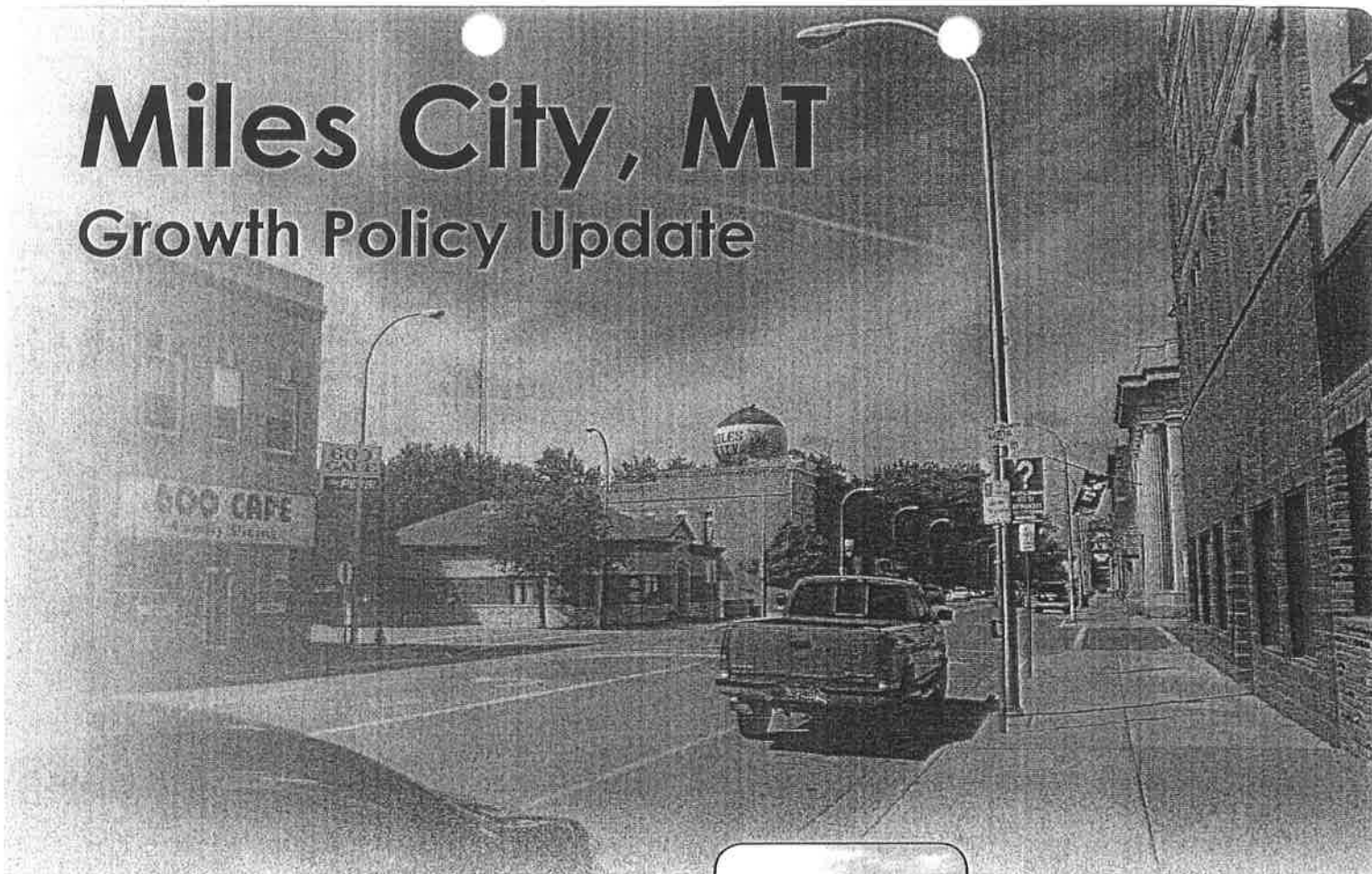
NOES: Jerry Partridge

ABSENT: 1 vacant seat

C.A. Guss Mayor Loire Peace Attested by City Clerk

Miles City, MT

Growth Policy Update



LAND
SOLUTIONS, LLC

October 2015



**City Council
Resolution Number**

Date

Contents

Introduction	1
Population	6
Land Use	9
Economy	22
Housing	32
Public Facilities and Local Services	35
Parks and Trails	46
Intergovernmental Coordination	52
Subdivision Review	57
Wildland-Urban Interface	63
Natural Resources	67
Public Process	70
Implementation Strategy	72

Goals:

Broad statements describing a desired future condition.

Objectives:

General description of the steps needed to be taken to meet the goal. They should be obtainable and measurable. The City should be able to look at objectives and determine if they have been met, are in process of being met, or if they have not been met.

Actions:

Specific steps needed to be taken to obtain the objectives. Actions can be implemented by the City, individuals or civic groups. If actions are implemented, the City is working towards meeting its objectives, and thus reaching its goals.

plans are created. For each action, the implementation strategy identifies the parties who will be responsible for implementing that action, a brief description on how to implement each action, and a timeframe for which each action should be implemented. The City Council can use the implementation strategy to set yearly work plans for departments, direct funding and manage their own agenda. Departments can use the implementation strategy to set work priorities. While the goals and objectives are often used to make decisions, the implementation strategy is what drives the plan. The timing of implementation actions are organized in the following manner:

- Short-term: Generally within 1 to 2 years of adoption of the plan
- Mid-term: Generally within 2 to 5 years of adoption of the plan
- Long-term: Generally 5 years or longer after adoption of the plan
- On-Going: Occurring continually

Why A Growth Policy for Miles City?

The recent growth in Miles City has resulted in a need for more housing and space for commercial and industrial development. However, the floodplains of the Yellowstone and Tongue Rivers covers a significant portion of Miles City, constraining the City's ability to grow within its boundaries – see Figure 1. Currently roughly 3,600 parcels and 79% of structures in Miles City are impacted by the floodplain. Much of the available land within the City's boundaries located outside of the floodplain is already developed with commercial and residential uses. In order for Miles City to accommodate new development, the City needs to look beyond its boundaries, which may mean annexation and extending city services. In addition to the floodplain Miles City is bordered by federal land to the southwest, which further constrains the City's ability to grow. As a result the only areas Miles City can realistically grow are to the east and south.

Floodplain

Miles City is located at the confluence of the Yellowstone and Tongue Rivers. A levy along the banks of the rivers has served the City well for decades, but this levy does not meet federal standards, resulting in residents and business owners being required to carry flood insurance and severely impacting the cost



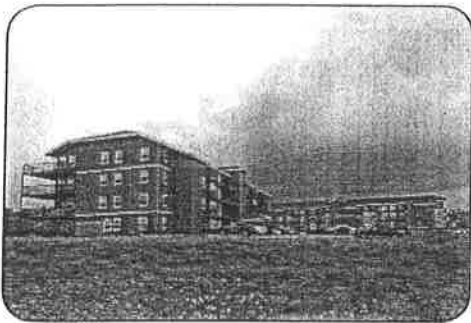
and location of development. Recognizing this fact, Miles City recently completed a Flood Assessment Study, which analyzed five alternatives for mitigating flood risks and reducing the regulatory burden on the City. The alternatives with the highest or best cost/benefit ratio (in regard to reduced insurance premiums and largest decrease in flood risk) involve reconstructing the existing levee system, to either a 100-year or 500-year flood standard, on the right banks of the Yellowstone and Tongue Rivers.

To reconstruct the levee to a 100-year standard would cost an estimated \$37 million while the 500-year standard would cost an estimated \$39 million. The reconstructed levee would need to be offset from its current location resulting in roughly 60 parcels being impacted, which would require a significant number of easements needing to be acquired.

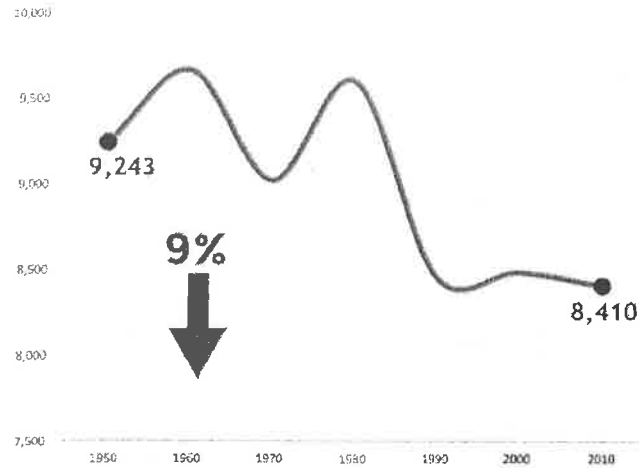
Of the alternatives analyzed in the study, only the two levee reconstruction alternatives provide certified flood protection. The flood assessment study recommends reconstructing the levee to a 500-year standard as it will provide a higher level of protection than the 100-year option at marginal increase in cost, when the total cost of the project is taken into consideration.

Miles City has a tough choice ahead. The high cost of reconstructing the levee makes financing the project difficult. One option would be for the City to seek funding through the Army Corps of Engineers with a 35% local match required. However, this option would literally take an act of congress and would likely push the project out a decade or more. The other option is to finance the project locally through grants, loans, and bonds. While this option might stretch the financial capacity of the City, it would likely result in the project being completed in a shorter timeframe. As a result it may be in the best interest of the City to move forward with the local funding option.

Currently development in the floodplain would require flood proofing (as high as eight feet above ground in certain areas), which is cost prohibitive for many development projects. With a reconstructed levee the majority of residents in Miles City would not be required to carry flood insurance, resulting in a significant cost savings over time. The reconstruction of the levee would also provide needed development and infill opportunities within Miles City, making use of existing infrastructure and helping to meet other planning goals.



Population Change 1950 - 2010



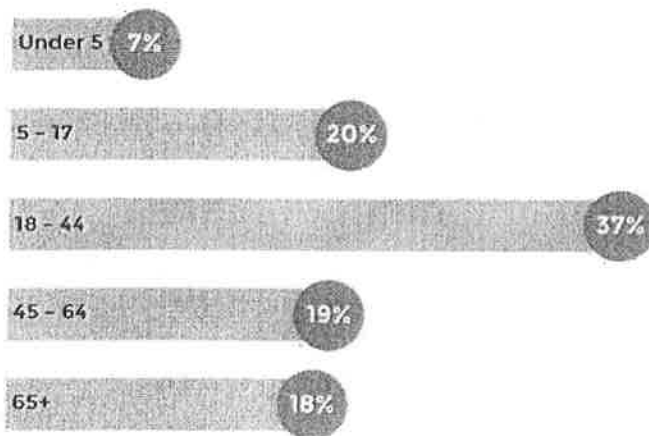
Population

Over the last 60 years population dynamics in Miles City have displayed a pattern of peaks and valleys. In comparison, the state of Montana has steadily increased in population since World War II. While the 1980's were a period of pronounced population decline for Miles City, that trend began to stabilize by 1990 and more recently Miles City is once again showing signs of growth. Recent estimates show Miles City's population has increased slightly from 2010 to 2013.

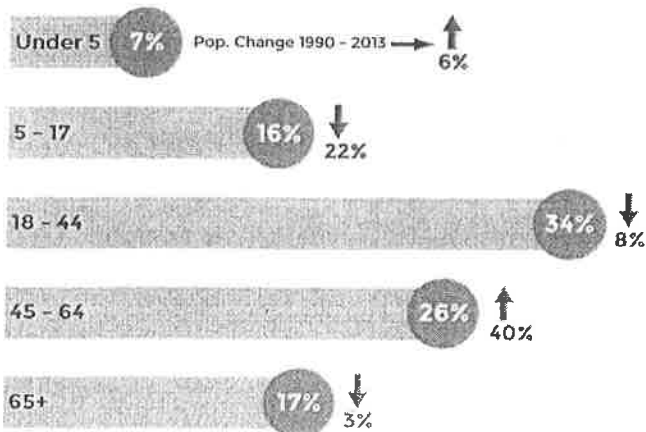
Population Characteristics

As of 2013, Miles City had an estimated population of 8,487. The median age in 2013 was 37.8, lower than both Custer County and the state of Montana, but an increase since 1990 when the median age in Miles City was 35.5. In 2013 the 18-44 age group made up the largest share of the population at 34%, followed by age 45-64 (26%) and age 65+ (17%). This represents a slight change since 1990, notably the increase in the share of individuals aged 45-64. This age group also increased in population by 40% during this time while the 5-17 age group decreased by 22%. The increase in individuals aged 45-64 is notable because in 20 years all of these individuals will be at or near retirement age and will likely have different needs in terms of housing, mobility, and healthcare. Taken together, these figures point to a population make up that is growing older with a decreasing share of school aged children and young adults.

Age Distribution - 1990



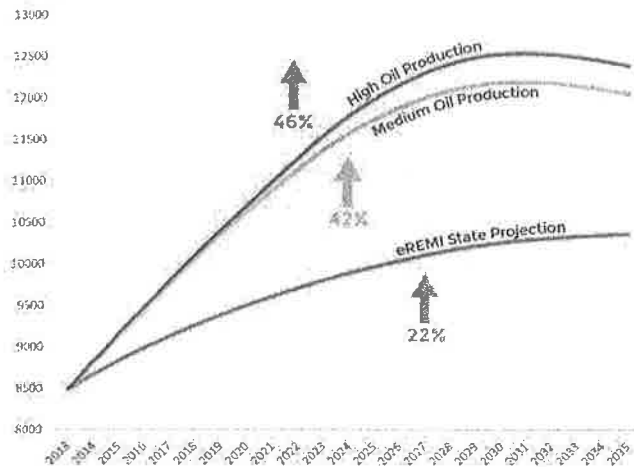
Age Distribution - 2013



Household Composition

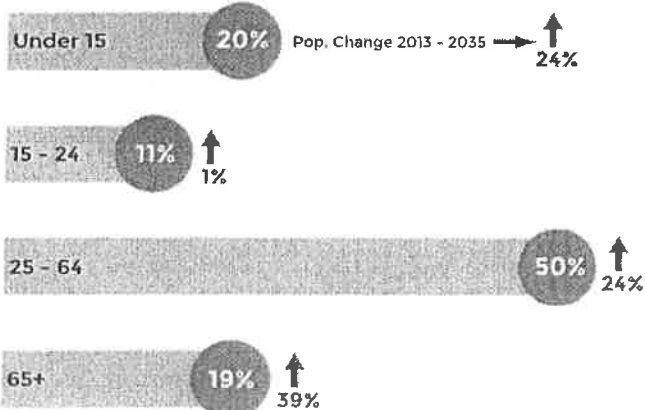
As of 2013 there were an estimated 3,564 households in Miles City, up 10% since 2000. During this time period household composition shifted slightly with the share of family households decreasing from 62% to 60% of all households. With the decrease in family households there has also been a corresponding decrease in average household size from 2.31 in 2000 to 2.29 in 2013. During this time period the share of one-person households also increased by 5%. It is difficult to say what

Population Projections 2013 - 2035



Source: Montana Census and Economic Information Center

Projected Age Distribution - 2035



Source: Montana Census and Economic Information Center

experienced increased economic activity in oil supportive industries, retail trade and services, resulting in moderate population growth in recent years.

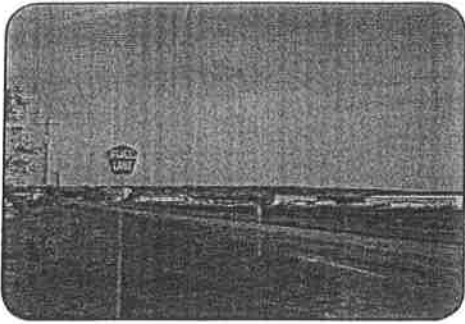
Population Projections

The state of Montana's Census and Economic Information Center (CEIC) provides county level population projections, produced by Regional Economic Models, Inc. (REMI). In addition, the CEIC has also used the REMI baseline to produce a series of projections based on different oil and gas production scenarios for the 16 county eastern Montana region, which includes Custer County. As it has in the past, future growth in Miles City will likely reflect that of Custer County. Therefore, in the absence of local level projections, Custer County growth rates were used as a proxy to develop three Miles City population projections. Growth projections broken down by age group were also produced.

Population and economic growth in eastern Montana and Miles City is, to an extent, contingent on oil development and activities supporting the oil industry. However, even without taking into account future oil production scenarios, Miles City's population is still projected to grow over the next 20 years. By 2035 Miles City is projected to grow by 22%. In the event of high oil production, Miles City's population is projected to grow by nearly 46%. The medium oil production scenario projects a slightly lower growth trend with Miles City's population increasing by 42%. All three projection scenarios show Miles City's population leveling off, or slightly decreasing around the year 2030.

In terms of growth within different age groups, Miles City's senior population (age 65+) is projected to see the largest increase by 2035 at 39%. Both the under 15 age group and the 25-64 age group are projected to grow by roughly 24%, while the 15-25 age group is only projected to grow by 1% by 2035.

It is important to note that there are many unknowns inherent in these growth projections. There could be a range of different future scenarios depending on growth in the oil and gas industry as well as impacts from other unforeseen factors. In all likelihood Miles City will not see the rate of growth displayed in these growth projections. Nevertheless, Miles City is projected to continue to grow and the City needs to plan and prepare for the possibility of future growth, even if it is not at the level indicated in the state's projections.



available. As stated in the introduction, the floodplain is one of the most limiting physical features directing growth and development in and around Miles City.

Ownership is another constraint that directs land use. Federal ownership of Fort Keogh land in the western part of the Planning Area currently precludes city expansion in that area. US Interstate Highway I-94 and the railroad can impact land uses by limiting access to adjacent private properties. Lands owned by the state and local government are generally not likely to be developed with typical residential, commercial, and industrial land uses.

Existing Land Use Patterns

The heart of Miles City is the historic downtown, located in the southwest portion of the city. The downtown area is comprised of a mixture of land uses, including commercial, government services, recreational, and various types of residential. Moving in every direction except southwest from downtown, residential neighborhoods comprise the majority of the city landscape surrounding downtown. To the southwest of downtown, recreational land uses, such as the city's Riverside Park and Denton Sports Complex, Custer County Fairgrounds, and the Spotted Eagle Recreational Area are found. Further west of these recreational areas, various government land uses are found, predominantly Fort Keogh, which is currently used as a United States Department of Agriculture research facility and is largely open space and in agricultural use.

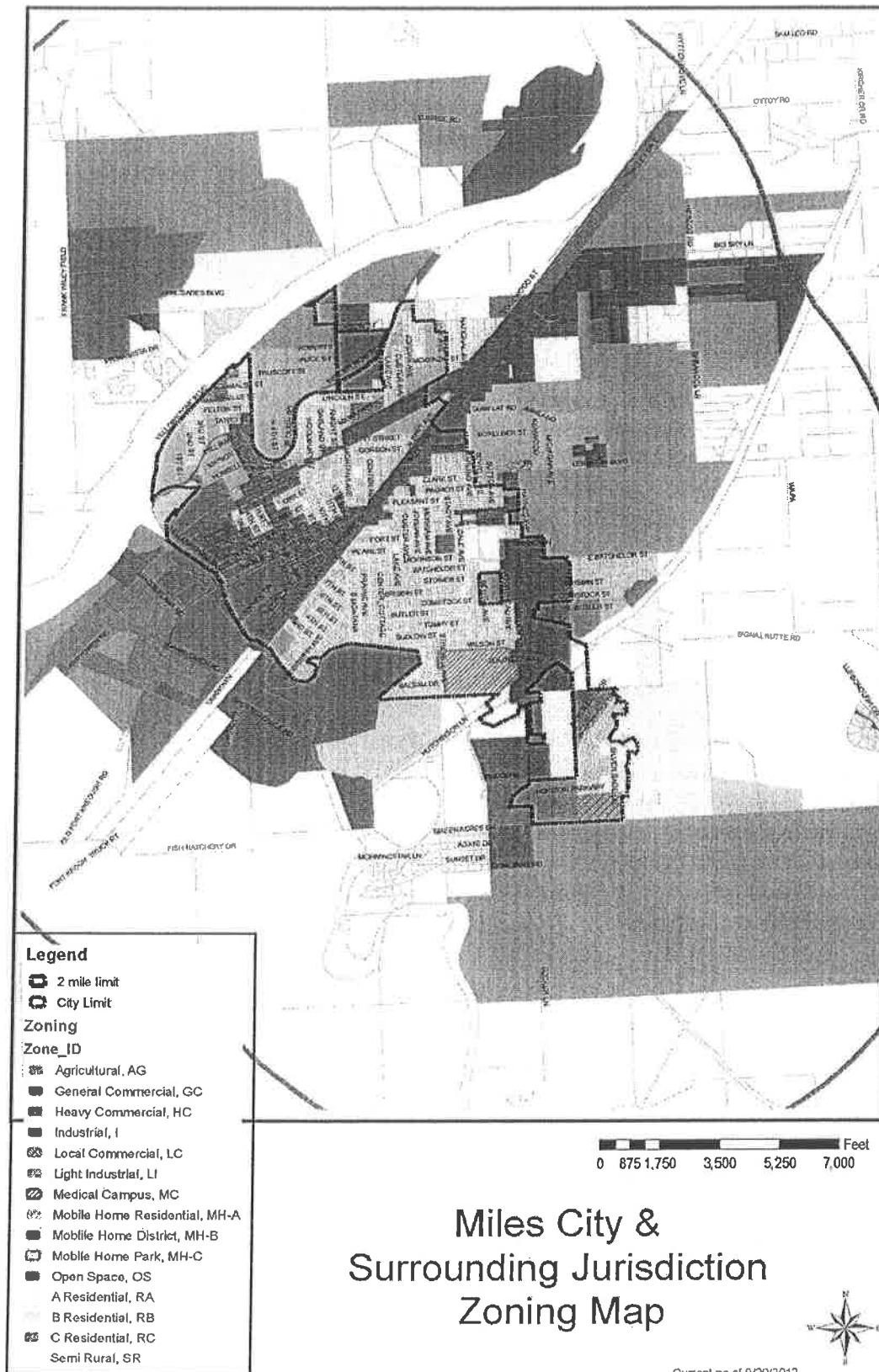
In general, the highest density residential uses are located in the city center. Farther from the city center, housing density decreases and transitions into larger residential acreage, mixed and agricultural uses.

On the east edge of Miles City, commercial enterprises abound along Haynes Avenue (North and South). The Haynes Avenue area is where most new businesses in Miles City can be found. The eastern portion of the city is also where other various land uses are located, such as Holy Rosary Hospital, Miles Community College, and Pine Hills Youth Correctional Facility.

Moving northeast from downtown along Valley Drive East older commercial and industrial land uses occur, which often back up to residential neighborhoods. Valley Drive East leads to its intersection with North Haynes Avenue, and the commercial and industrial land uses along these transportation corridors continue to the east.



Figure 2 - Miles City Zoning Map



constraints, the most suitable areas for new development are to the east and south of the City.

A key tool for Miles City to accommodate these expected projections will be to guide future land uses through the Miles City zoning codes. The zoning text must be revised to provide clear guidelines so that the zoning map and regulations can be a more effective tool to implement this growth policy. The zoning map must be revised to reflect current conditions and expected future trends. The zoning map will be revised as proponents of future development proposals and land uses approach the city with zone change requests, and the city will work to revise the zoning map to guide the planning area with land use designations in appropriate geographic, physical, and social settings.

Future Land Use Map

The future land use map, shown in Figure 3, is a general blueprint of what the community wants to become, and serves as a visual guide for future planning and development. As zone changes and development proposals are considered, each proposal's fit with the future land use map will be considered. The future land use map does not regulate land use proposals, but serves as a guide; thus the land use designations on the map are not as specific as zoning designations. Land use designations on the future land use map are generalized to allow flexibility when Miles City updates its zoning code and map. The following are definitions of each of the designations found on the future land use map:

Open Space

Land currently with little to no development and not expected to support future development, including parks, cemeteries, and golf courses. Open space land may be in public ownership. The open space designation also includes undeveloped land in the floodway.

Agriculture

Agriculture uses and very low density residential development intended to support agricultural uses. Residential development could include new farmsteads and housing for agricultural workers on larger working agricultural operations.

Rural Residential

Low density single-family residential development. Residential densities within the rural residential area should be considered for clustered development to attain lot sizes of less than

approximately two acres, with open space and agricultural uses preserved; or larger lot sizes should prevail in order to provide rural residential neighborhoods with amenities typical of country living.

Residential

Residential development typical of a more urban setting with the benefit of municipal services. Residential uses include single-family, multi-family and mobile homes.

Commercial

Commercial uses which are already established and are expected to continue. Based on the current zoning code, the most appropriate zoning districts for a commercial area are the three commercial districts, which include the "GC general commercial district," the "LC local commercial district," and in some locations the "HC heavy commercial district."

Commercial/Industrial

Similar to the commercial designation, a commercial/industrial designation indicates commercial *and* industrial uses have been established in the area and are expected to continue.

Institutional

Land under public ownership (local, state, and federal). This designation also includes land uses which serve public needs, including, the hospital, airport, educational institutions, and correctional facility.

Conceptual Development Patterns

As a supplement to the future land use map, the conceptual future development patterns map, shown in Figure 4, serves as an even more general map of land uses in and around Miles City. This map seeks to identify a general structure of Miles City by pointing to areas of the city that residential uses are to be preserved and promoted, the downtown area where infill and redevelopment is encouraged, and areas where Miles City seeks to facilitate key larger-scale commercial and industrial land uses in appropriate settings where services can be provided efficiently.

Annexation

With population growth and continued demand for residential and commercial development, Miles City faces a number of challenging questions. Where is growth expected to occur? What can Miles City do to make sure growth is compatible with existing development? How can the City mitigate negative impacts to current and future residents and business owners while accommodating growth?

Custer County Water & Sewer District No. 2

The growth constraints highlighted previously make accommodating future development a challenge. Another challenge is the location of the Custer County Water & Sewer District No. 2 along the City's eastern boundary.

The district and the City work together to provide water and sewer services to residents, business owners and their customers. The district and the City have a long history of collaboration and cost sharing, providing water and sewer services to their customers in a seamless manner. The reason the location of the district is a challenge is it impedes the logical expansion of the City's boundaries to the east and southwest. The City needs to grow in order to provide urban level services to residents, business owners and their customers. In the future, the City intends to pursue various options to address this situation including working with the district to ensure new commercial and urban scale development is annexed in accordance with the City's annexation plan and Montana state law, while not forcing annexation on rural landowners or where urban level services cannot be provided.

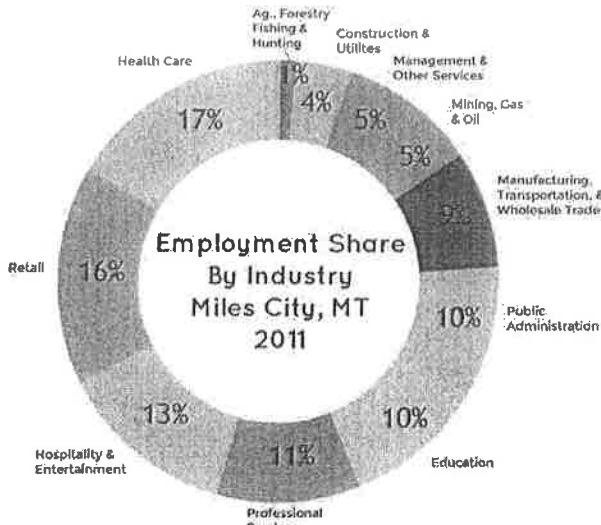
Where to Grow From Here

Miles City has developed an annexation plan to help guide growth in the coming years. The plan evaluates 10 possible areas for growth and recommends annexation and development, with certain limitations, to the south and east – see Figure 5. In these areas it will generally be the responsibility of developers and the future users to pay for the extension of municipal services. In this case, 'municipal services' means water, sewer, streets, sidewalks, storm drainage facilities and trails, as well as police, fire, and emergency medical services. However, in some cases the city may share the cost of service extensions, such as when an existing neighborhood is annexed or when the city chooses to oversize a water or sewer main and then seek reimbursement from users when they connect.

Miles City also intends to ensure that new development is compatible with existing development by:

- Adopting zoning that generally extends the existing pattern of development (i.e., more residential near existing residential areas and more commercial near existing commercial areas);
- Requiring buffering between incompatible land uses; and
- Planning and working with developers to extend water, sewer, street, sidewalk, parks and other services to development so the services are available when the demand occurs.

Employment Share by Industry - 2011



Source: US Census Longitudinal Employer-Household Dynamics, Home Area Profile Report, Miles City, Montana.

Economy

As the largest City in southeastern Montana, and the county seat of Custer County, Miles City serves as a retail, services, and healthcare hub for rural populations throughout the region. These industries, and Miles City's economy as a whole, are tied to agriculture activities in Custer County and southeastern Montana. While all these industries are (and will continue to be) important drivers for Miles City's economy, oil and gas extraction in the nearby Bakken region has resulted in an increase in oil supportive industries choosing to locate in Miles City. At the same time, the lure of high paying jobs in the Bakken has caused an increasing number of individuals in Miles City's labor force to travel outside the City in search of more lucrative employment.

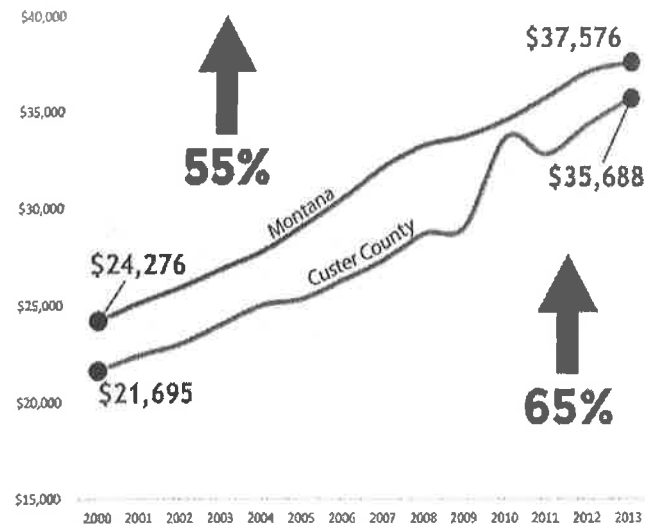
Employment

Between 2002 and 2011 the total number of jobs in Miles City increased by 3.5%. The two largest employment sectors of Miles City's economy in 2011 were healthcare and retail trade, accounting for 17% and 16%, respectively, of all jobs in the City. However, both of these industries experienced decreases in their respective percent share of employment between 2002 and 2011. This does not mean that employment is decreasing in retail and healthcare, only that the share of total employment is more distributed in 2011.

While the statistics highlighted above provide further indication that Miles City functions as a retail and health care hub for southeastern Montana, they also highlight that the share of employment in other industries is increasing. While the share of jobs for most industry sectors has remained relatively constant since 2002, professional service jobs are on the rise in Miles City, increasing from 9% of all jobs in 2002 to 11% in 2011. This sector includes employment in real estate, finance & insurance, scientific & technical services, and information. The biggest gain in employment share occurred in the mining, oil & gas industry, including supportive industries, which increased from 1% of all jobs in 2002 to 5% in 2011. This figure is likely higher given expansions in oil and gas supportive industries since 2011.



Average Annual Wage - 2000-2013

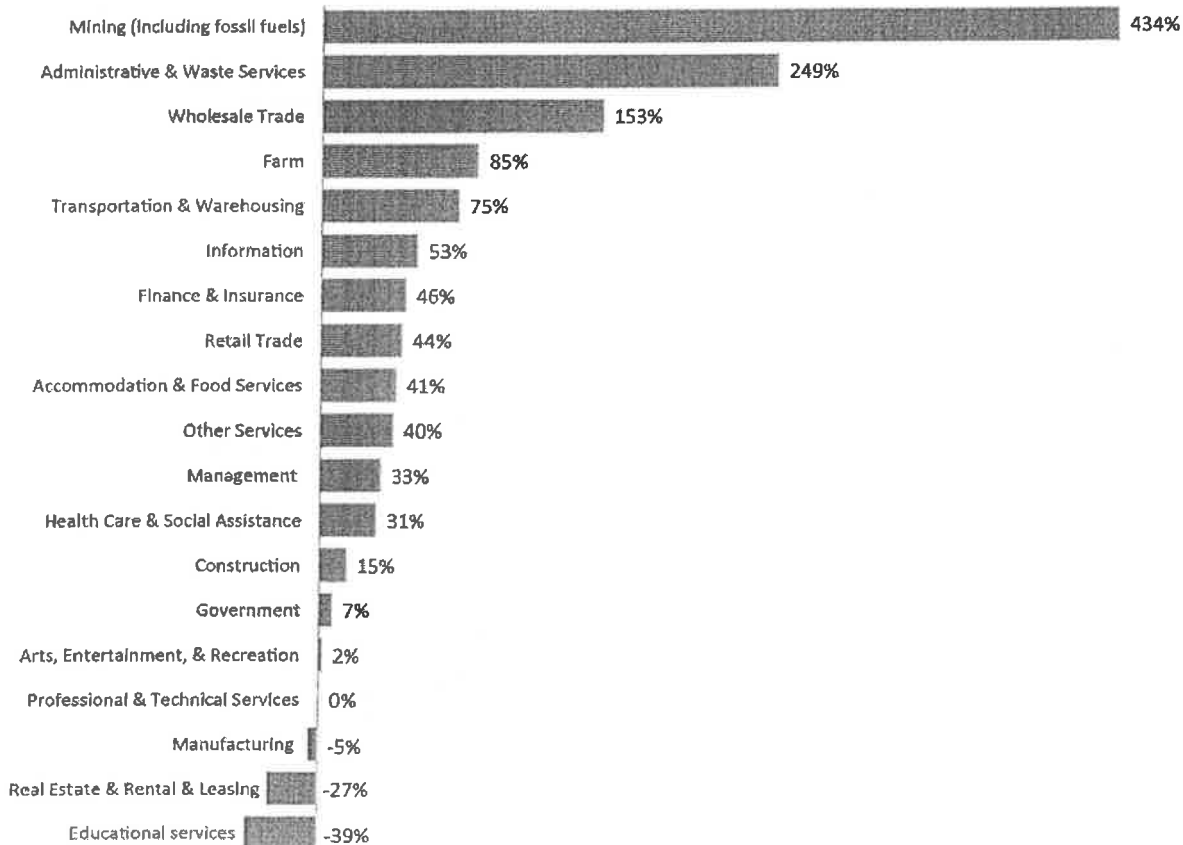


Source: Montana Department of Labor and Industry

wage in the state of Montana in 2013 was \$37,576, a 55% increase since 2000.

Breaking out labor earnings by industry provides a snapshot of where earnings are on the rise or decline. Figure 6 shows the percent change in earnings by industry for Custer County from 2001 to 2013. Between 2001 and 2013 total earnings in the mining industry (which includes oil support industries) increased by more than five times. Part of this is attributed to the increase in mining employment during this time, yet earnings increased at a greater rate than employment indicating that average earnings per job in the mining industry have increased as well. On the other end of the spectrum, between 2001 and 2013 total earnings in educational services decreased by 39%, which roughly corresponds with a 32% decrease in employment experienced during this time period. One notable point in these data is in the real estate industry which experienced a 48% increase in employment and a 27% decrease in earnings, which may indicate decreasing average earning per job in this industry.

Figure 6 - Custer County Change in Earnings by Industry: 2001-2013



Source: U.S. Bureau of Labor Statistics

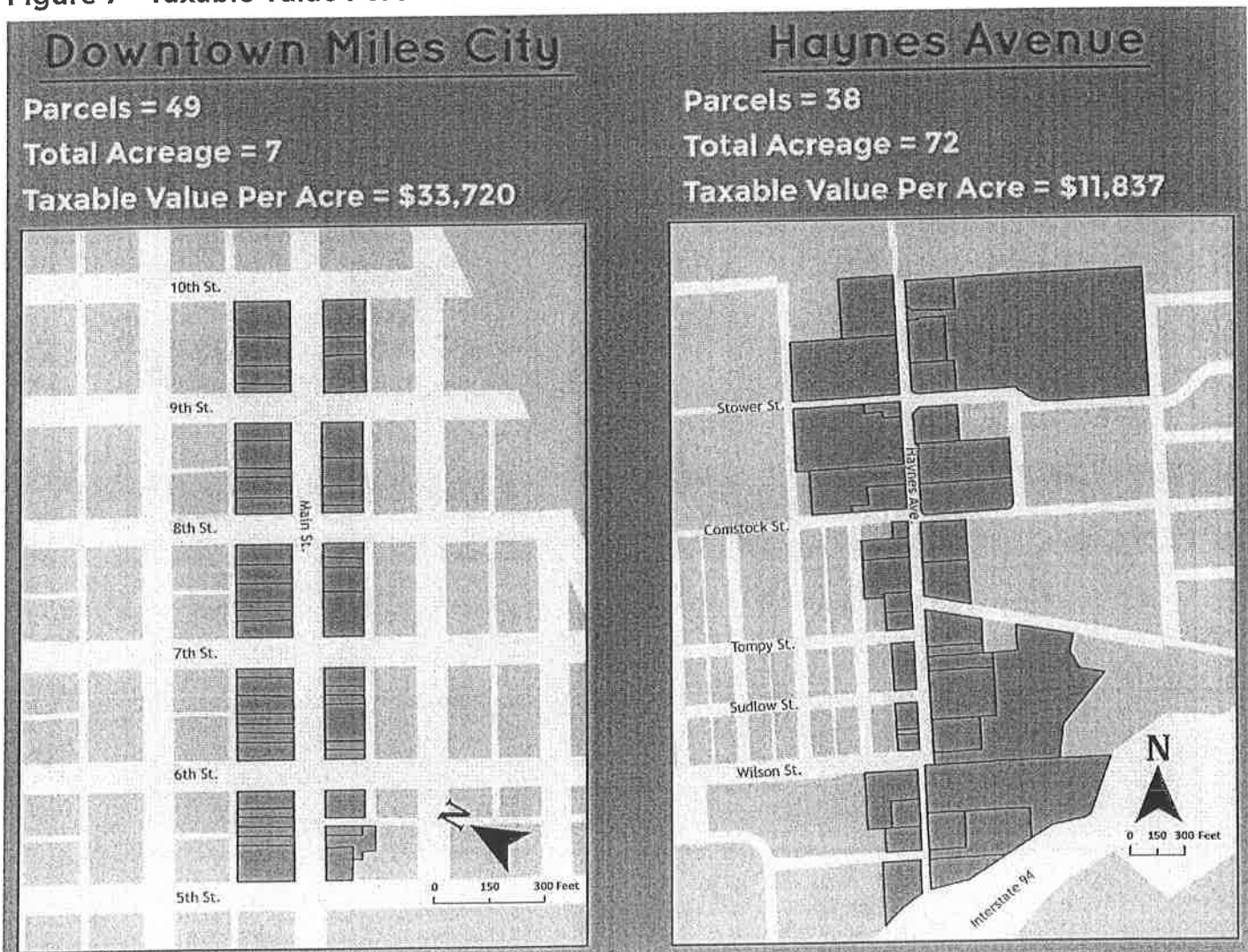
actions laid out in the Plan, will help downtown maintain its commercial and cultural importance in Miles City and the region. As the process of downtown revitalization moves forward, it will be important for the City to develop a strong partnership with the Miles City Area Economic Development Council to assist in revitalization efforts.

Economic Development

SEMDC

Every five years the Southeastern Montana Development Corporation (SEMDC) releases a Community Economic Development Strategy (CEDS) for the four county southeastern Montana region – Custer, Powder River, Rosebud, and Treasure

Figure 7 - Taxable Value Per Acre: 2014



Source: Montana Department of Revenue

Counties. The most recent CEDS covers 2011-2015, while SEMDC is currently working on 2016-2020 CEDS. The CEDS provides a robust analysis of demographic and economic indicators for each of the four counties in the region. In addition the CEDS lays out a series of goals, objectives, and strategies for the region, many of which pertain directly to economic development in Miles City. The current CEDS calls out:

- Continuing to work with Miles City on industrial park projects,
- Working with MCC on work force training
- Partnering with the Miles City Area Economic Development Council on funding opportunities for new businesses

Outlook

As the largest city in the region, Miles City will likely continue to serve as a retail, healthcare, and services hub for much of southeastern Montana, even as the size and strength of these individual industries fluctuates over time. It is likely that the healthcare industry in Miles City will grow over time as the City's and region's population ages and will have a greater need for healthcare services.

The recent decline in oil prices has raised uncertainty with regard to future oil and gas production in the Bakken. As oil supportive industries have contributed to Miles City's recent economic growth, this brings into question the longevity of these industries in the community. However, while oil rig counts have decreased in recent months, the U.S. Energy Information Administration projects rising crude oil prices by the middle of 2015, which should prevent further declines in production.

Employment Projections

The Montana Department of Labor and Industry (MDLI) provides economic projections out to the year 2022 for each of the five regions in Montana – see Figure 9. Miles City lies in the 16 county eastern Montana region. While not precise for Miles City these projections provide a general indication of the direction the regional economy is going in. The MDLI projections forecast a 17% increase in employment across the eastern Montana Region. While Miles City may not see growth in this range it can reasonably be expected that employment will grow in Miles City during this time with continued economic growth. The employment sectors projected to increase the most are mining (including oil & gas), construction and manufacturing.

1

Foster Sustained Economic Growth in Miles City

Objective 1.1

Sustain and grow existing businesses in Miles City.

Objective 1.2

Attract businesses providing living wage jobs.

Objective 1.3

Expand workforce development opportunities.

Objective 1.4

Support the development of MCC's agriculture advancement center.

2

Enhance the Economic Viability of Downtown Miles City

Objective 2.1

Implement recommendations from the Downtown Urban Renewal Plan.

Objective 2.2

Encourage infill development on vacant lots and in vacant buildings.

Objective 2.3

Preserve the historic character of downtown

Objective 2.4

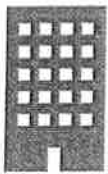
Conduct a parking study of downtown and revise parking requirements according to actual need.

Miles City Housing Snapshot

	2000	2013
Housing Units:	3,890	3,983
Owner Occupied:	63%	60%
Renter Occupied:	28%	29%
Vacant:	9%	11%
For-Sale Vacancy Rate	2.4%	4.3%
Rental Vacancy Rate	12.4%	5.2%

**-7.2%**

Change in Rental Vacancy Rate Since 2000

**73**Number of Single-Family Units
Constructed: 2000-2013**81**Number of Multi-Family Units
Constructed: 2000-2013Source: Decennial Census and American Community Survey
2013 5-year estimates

Housing

Recent population and economic growth has increased pressure on Miles City's housing market. Miles City residents have expressed concern over the affordability of both rental and owner housing in Miles City. Miles City needs a variety of additional housing options to accommodate growing demand. The challenge for housing developers is finding suitable land for new housing given the development constraints noted previously – floodplain, publicly owned land, and lack of city services. However, there are several areas to the east and south of Miles City which could support both single family and residential housing, as well as some locations in developed areas that can support additional housing.

Housing Availability

As of 2013 there were an estimated 3,983 housing units within the corporate limits of Miles City. The housing stock in Miles City is dominated by single family housing, while mobile homes made up 11% of the housing stock and multi-family units made up 14%. Out of the 3,983 housing units in Miles City, 60% were owner occupied, 29% were renter occupied, and 11% were vacant as of 2013.

Since 2000 the total number of housing units in Miles City has increased by 2%. During this same time period the proportion of renter occupied housing units has increased by 1% while the proportion of owner occupied housing units has decreased by 3%. The most substantial change since 2000 occurred with housing vacancy rates which decreased by 7.2 percentage points for rental housing and increased by nearly 2 percentage points for homeowner housing. This information coincides with anecdotal evidence suggesting there is growing pressure on the rental housing market in Miles City.

Housing Costs

As of 2013 the estimated median rent in Miles City was \$557, with 40% of renters paying less than \$500 in

1 Provide a Range of Housing Options for all Residents

Objective 1.1

Support the development of housing for all Miles City residents including affordable housing, senior housing, work-force housing, and low-income housing.

2 Improve the Condition of Existing Housing

Objective 2.1

Work with homeowners on rehabilitating residential housing.

Objective 2.2

Provide financial incentives for low-income households to fix up dilapidated housing.

3 Make Zoning Code More Flexible

Objective 3.1

Reduce minimum lot area in residential districts to encourage development on small lots.

Objective 3.2

Provide flexibility with minimum parking requirement for multi-family, special needs and senior housing.

Objective 3.3

Remove minimum open area requirements for multi-family housing units when adequate park and recreational facilities are available.



Currently there are no plans to replace existing city streets. A transportation plan for Miles City is in the early stages of development, which may include recommendations and plans for development of city streets.

Functional Classification

Functional Classification is a method of classifying roads based on the service they provide as part of the overall roadway system. Classifications include principal arterials, minor arterials, collectors and local roads. Functional classification is tied directly to the Federal Aid Highway System and to eligibility for federal and state transportation funding. Only roads classified as collector or above are part of the Federal Aid Highway system and are eligible for federal funding. Therefore local roads are not normally eligible for federal funding. As Miles City continues to grow and traffic patterns change, it will become increasingly important for the City to continually assess its roadway system to ensure roads are properly classified according to their function and level of service. Functional Classification change requests can be made to the Montana Department of Transportation when a change in operating characteristics occurs. See Figure 10 for a map of Miles City's Functional Classification System.

Non-Motorized Transportation

Miles City has a fairly robust network of sidewalks in existing residential and commercial areas. While there are several off-street paths in Miles City, the bicycle network by comparison is not as expansive in terms of dedicated infrastructure – e.g. bike lanes, off street paths, cycle tracks, etc. However, many of the residential streets in Miles City are low volume and low speed, making them ideal for safe bike travel. Going forward the City should identify designated bike routes on low volume streets to encourage increased bicycle travel. This can be done through simple street improvements and signage to direct people onto safe routes. As residential development expands to the east and south, Miles City will need to ensure adequate and safe bicycle and pedestrian options are available, which connect residential neighborhoods and commercial areas.

Airport

Miles City's Frank Wiley airport is located two miles north of the City on City owned land. The airport is administered by a joint city-county Airport Commission. The airport has two runways – one is 5,680 feet long, 75 feet wide, and rated at 24,000 pound double wheel gear; while the second is 5,628 feet long, 100 feet wide, and rated at 38,000 pounds single wheel gear. The airport



provides fueling as well as other services, and also has visual and radio navigational aids and lighting. The airport was recently awarded a \$2.5 million grant to upgrade its runway and improve its visual guidance system.

Rail

Miles City is served by the east-west Burlington Northern Santa Fe (BNSF) Railroad line. BNSF contracts with Transco for maintenance in a rail yard on the north end of the City. The rail line through the City is well utilized with up to 38 trains per day carrying coal, grain and oil. The number of trains and high speeds through the City present safety concerns. The City may seek to work with BNSF and rail officials to reduce train speeds and develop quiet zones. In recent years there has been an expressed need for a rail offloading site in the City.

Tongue River Railroad

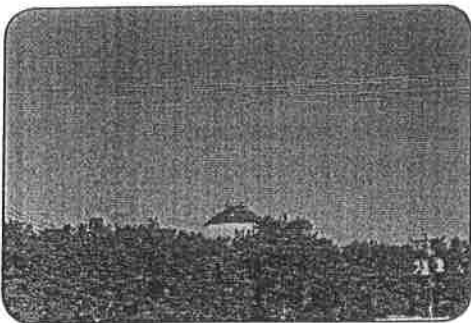
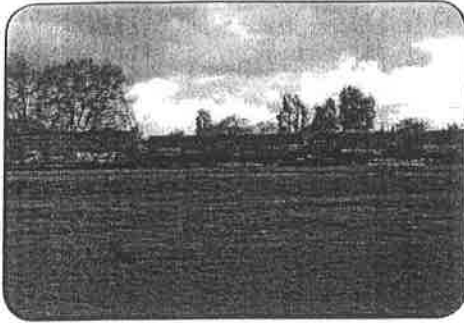
The proposed Tongue River Railroad, from Decker to Miles City, is intended to serve proposed coal mines near Ashland. While the process of coal development has begun the proposed Tongue River railroad has changed alignment through the years and has been stalled by legal challenges. A draft EIS was released on April 17, 2015, containing ten alternatives for the Tongue River Railroad including an alternative for bringing the rail line to the BNSF rail line in Miles City north of Spotted Eagle Recreation Area. The comment period for the draft EIS ends on June 23, 2015 at which point a final EIS will be prepared identifying a preferred alternative.

Water

The primary source of drinking water for Miles City is the Yellowstone River. Water system infrastructure includes distribution mains, a treatment plant and three storage tanks. The water distribution system is made up of approximately 63 miles of water lines serving 3,907 residential and commercial customers. Miles City's water treatment plant was built in 1973, and much of the other water storage and distribution infrastructure is over 100 years old.

There are three water storage tanks located throughout Miles City – the Riverside park storage tank (capacity 500,000 gallons), the Carbon Hill storage tank (capacity 1.5 million gallons) and the Southgate Storage Tank (capacity 250,000 gallons).

Miles City's water treatment plant has a design flow of 7 million gallons per day, where current maximum flows are around



RID # 1

A special sanitary sewer system serves a mostly-unincorporated area along North Sewell Street from Leighton Boulevard to Valley Drive - see Figure 11. Originally installed in the period from 1900 to 1960 this system was in serious need of replacement. Custer County secured financing through grants, bonds, and RID #1 reserve funds to replace the sewer system in 2014. Residents of the North Sewell neighborhood now have a safe and reliable sewer system.

Custer County Water and Sewer District No. 2

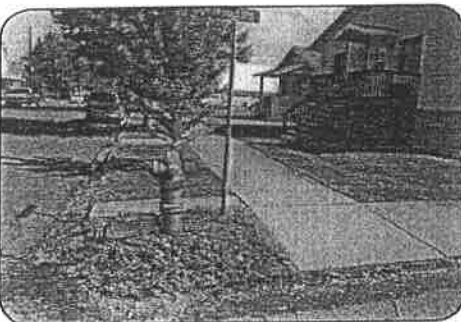
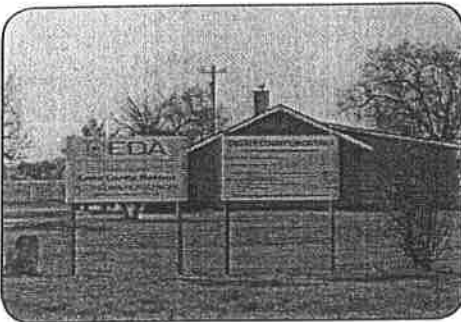
The Custer County Water and Sewer District No. 2 (CCWSD2) is a district that provides water and sewer, water-only, and sewer-only services to customers in the Aye-Dent Additions, South Haynes area, Michel's Addition, North Haynes area, Richland Addition, and Highway 12 area - see Figure 10. The City delivers water to the district and receives wastewater from the district under an interlocal agreement, which extends to June 2016, and it is then up for renegotiation. The district owns all infrastructure within its boundaries, while the City maintains district lines and is reimbursed for the work. According to the interlocal agreement the district maintains control of district lines even upon annexation until all district debt has been paid. The City and District have a long history of working together for the benefit of local residents and business owners and the City plans to continue working with the District in the best interest of the public.

Fire

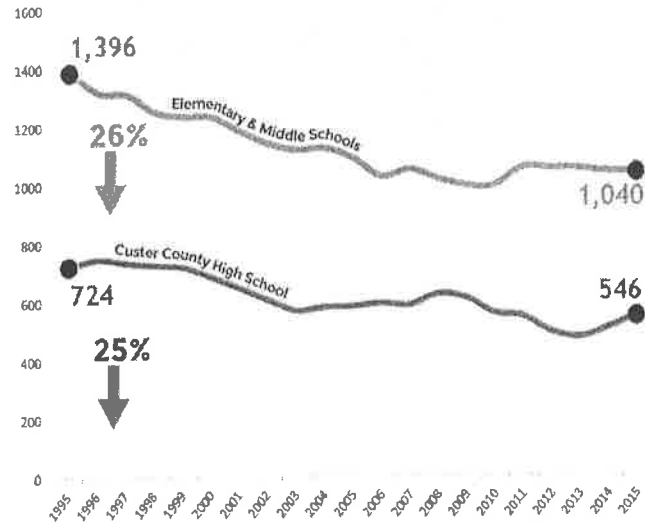
Miles City Fire and Rescue provides fire protection and emergency medical service within Miles City corporate limits. The department has 14 full time and 20 part time employees and has a mutual aid agreement with Custer County. With projected growth, the Miles City fire department will likely see more demand and may need to add resources including personnel and vehicles. Another issue that will need to be addressed is water pressure. As water service extends outward to support residential and commercial development, Miles City will need to ensure adequate water pressure is maintained for responding to structure fires.

Law Enforcement

The Miles City Police Department (MCPD) provides law enforcement within the corporate limits of Miles City as well as portions of Custer County through a mutual aid agreement. Staffing



School Enrollment 1995-2015



includes the police chief, assistant chief, three administrative persons, ten patrolmen, one School Resource Officer, and one Animal Control Officer. The MCPD also operates the dispatch center (with financial support from Custer County) which serves Miles City, Custer County, and Garfield County.

Public Schools

The Miles City Public School System includes Custer County High School, Washington Middle School and three elementary schools. As of 2015 enrollment in Custer County High School was at 546, which is down 20% from 2000. However, in recent years high school enrollment has been on the rise, increasing by roughly 11% since 2012. At the elementary and middle school level enrollment has steadily decreased since 1995. However, the rate of decrease began to level out around 2012. Because school districts operate, in a sense, as separate government entities under the State of Montana, they are not emphasized in this growth policy. However, the City intends to coordinate growth management efforts with the school district to ensure adequate capacity is available to support projected growth.

Community College

Miles Community College (MCC) is one of three community colleges in the state. MCC offers a wide variety of degree and certificate programs in nursing, animal sciences, education, natural resources, professional and technical skills, construction, automotive technology and computer technology. The workforce development program is particularly popular, offering certificates in heavy equipment operations and CDL classes.

Current enrollment at MCC is around 500 students. However, in recent years MCC enrollment has decreased, due in part to a lack of facilities to attract students but also because prospective students have chosen instead to seek employment in the oil industry in eastern Montana and North Dakota.

MCC is currently working on expanding its agriculture and equine studies program, which is home to 40% of MCC students. A large part of this work is centered on the development of MCC's agriculture advancement center. When completed the \$3.2 million

1 Maintain Existing Infrastructure

Objective 1.1

Continue with and expand pavement preservation program.

Objective 1.2

Develop a GIS based asset management program to track the condition and maintenance needs of public infrastructure.

Objective 1.3

Work on implementing the recommendations from the forthcoming water and sewer capacity study.

Objective 1.4

Maintain and update a capital improvements plan for all public infrastructure improvements.

Objective 1.5

Pursue planning, funding and construction of a dike to contain a 500-year flood event.

2 Coordinate Service Extensions and Expansions with Anticipated Growth and Future Land Use Patterns

Objective 2.1

Extend sewer and water infrastructure to areas where residential and commercial growth is occurring and expected to continue.

Objective 2.2

Create a redundant water supply system for existing developed areas to the south of I-94.

Objective 2.3

Extend streets to new residential development in a grid to maintain connectivity to Miles City's existing street network.

Parks and Trails



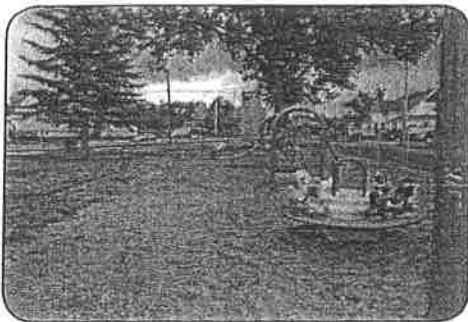
Parks and trails are an important quality of life component for cities of all sizes. However, parks and trails are more than simply recreational amenities, they are integral components of a city's infrastructure, helping to define the image of the city and directly contributing to the ability of a community to attract residents and new businesses. Additionally, parks and trails serve to increase the value of adjacent properties and provide valued green space in city environments.

Currently Miles City has a wide variety of parks spread throughout the City. Miles City has over 200 acres of parks offering a range of activities valued by the community including, swimming, sports activities, wildlife viewing, frisbee golf, fishing, playgrounds, and general relaxation. Spotted Eagle Recreation Area is one the City's most popular parks offering areas for picnicking, wildlife viewing, swimming, and habitat for local wildlife. Denton Sports Complex on the west end of downtown is another valued park with a swimming pool, sports facilities, and walking paths. A full list of Miles City's parks can be found in Table 1.

Parks in Miles City are maintained by the City's Parks Department, which takes care of building maintenance, mowing, weed control, underground sprinkler care, garbage service, tree trimming, and where applicable, snow removal and sidewalk maintenance.

The highest current priority for parks is renovation of the Connors Stadium in the Denton Sports Complex. This historic area was developed during the Great Depression and is in need of several improvements. A tax deductible fund has been set up to help pay for improvements.

There are several vacant and underutilized lots in and around Miles City, which, with a little love and sweat equity, could become community assets. There are several options available for developing small pocket parks and/or community gardens. If implemented these locations could turn into spaces for residents and visitors to gather and enjoy Miles City neighborhoods. One way to implement this would be to reach out to the Master Gardner program (through the MSU Extension Office), or local garden clubs, to design, build, and maintain a community garden or pocket park. This approach is used by communities throughout Montana with great success.





There are two designated off-street trails in Miles City. The Spotted Eagle Recreation Area has 2.1 miles of walking paths and the Fairgrounds walking path is 1.5 miles, starting and ending at Riverside Park. The Dike Road on the existing levee, while not technically a trail, is used extensively by bicyclists and pedestrians in Miles City.

Outlook

While Miles City has a robust parks system in place, the trail system in town needs to be further developed to provide better connections between residential neighborhoods and points of interest in the City, including exiting parks, schools, and downtown. Currently Miles City's draft Trails Master Plan (which is not completed) calls for expanding trails in the following manner:

- North of Riverside Park along the banks of the Tongue and Yellowstone Rivers.
- North from the existing Fairgrounds trail to Pumping Plant Park
- North along Highway 59 across the Yellowstone River

Going forward Miles City will need to focus efforts on completing these planned trail segments as well as planning for additional trails that provide safe and seamless connections for trail users. In addition to building new trails Miles City will also need to develop accompanying bicycle and pedestrian infrastructure that will provide safe routes from residential neighborhoods to the City's trail system. While Miles City currently has an expansive sidewalk system in place, the bicycle network is currently not well developed. Fortunately, many of Miles City's residential streets are conducive to bicycling as they are low volume, low speed, and provide ample room for both cars and bicyclists to share the road safely. With a little paint and bike route signage Miles City can develop a bicycle network that will complement the City's trail system.

Figure 12 displays existing and planned trails in Miles City as well as a conceptual layout for future trails and a bicycle network. It is important to note that the conceptual layout is not intended to note exactly where future trails and bicycle facilities should be located. Rather it is intended to give Miles City an idea of the kind of connections that are needed to develop a robust trail and bicycle network.

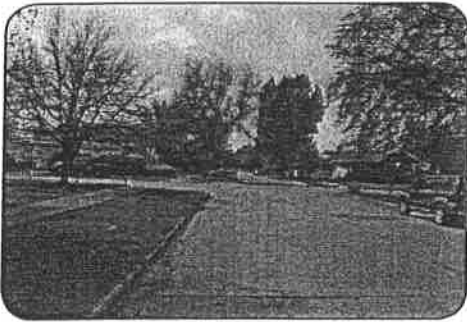
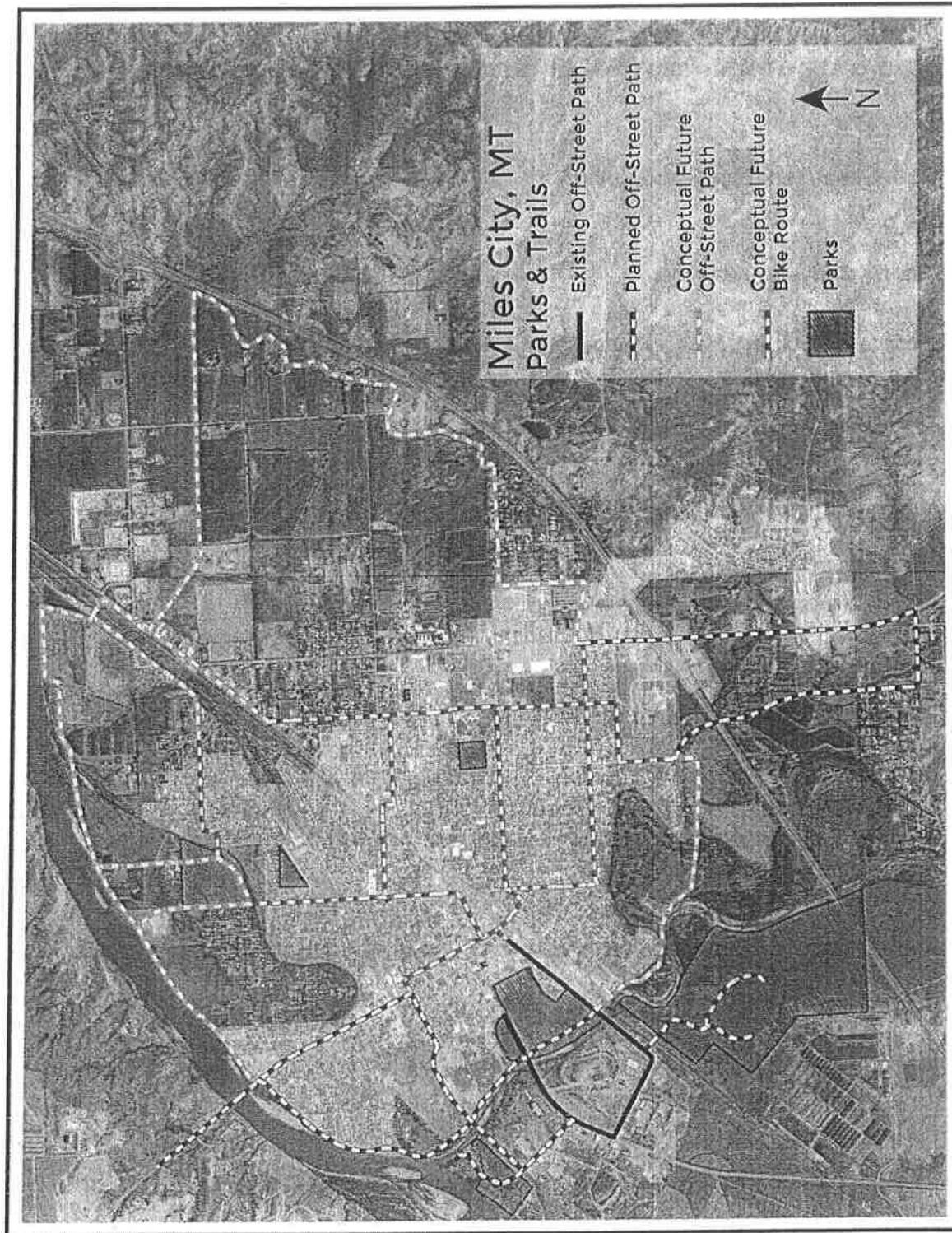


Figure 12 - Miles City Parks & Trails Map



Intergovernmental Coordination

Introduction

The Community of Miles City consists of the people who live and work within the City limits and also the surrounding area of Custer County. Compatible policies, coordinated services and regular communication between the City and County – as well as with federal and state agencies – are necessary for effective governance, to address issues of mutual interest and to provide efficient use of taxpayer dollars. This chapter describes how Miles City plans to coordinate and cooperate with other governments and agencies on matters related to the growth policy.

Custer County

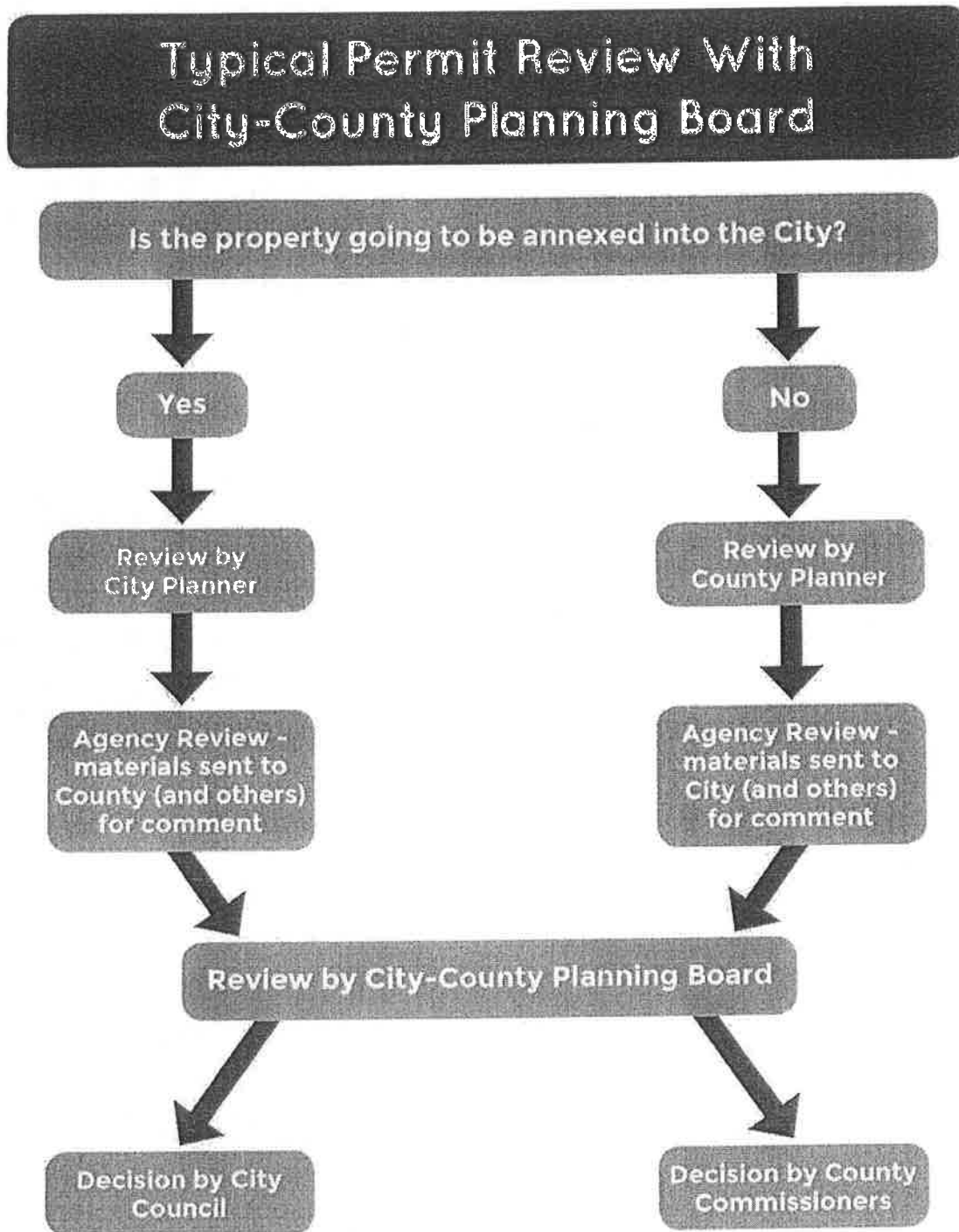
Although relations between the City and County have been strained at times in recent years, both City and County officials recognize there is value in coordinating services and working together for the good of the community. The City and County maintain a mutual aid agreement for fire protection and an interlocal agreement for public health services, as well as shared library, animal control and emergency operations dispatch services. The City intends to maintain and renew these agreements as appropriate in the coming years.

In light of tight budgets there may be other areas where efficiencies can be found, such as floodplain permitting, planning and zoning or grants administration, and the City intends to keep an eye out for such mutually beneficial opportunities. Where services are combined or shared, interlocal agreements will typically be used to clearly identify duties, cost sharing, accountability and other elements that are critical to providing shared services.

City and County Planning Boards

Until recently the City and County shared a planning board. A shared planning board can be an effective way to provide for consistent policy and clear communication between City and County officials. However, there was concern with decisions

Figure 13 - Potential City-County Planning Board Review Process



1 Provide High Quality Service to the Public Through Improved Intergovernmental Communication and Coordination

Objective 1.1

Seek areas where consolidation of programs results in efficiencies to taxpayers and also provides effective representation and services.

Objective 1.2

Establish a regular, quarterly meeting with officials from City, County, state and federal agencies to discuss issues of mutual interest and concern.

Objective 1.3

Explore the possibility of re-forming a City-County Planning Board and establishing a permitting arrangement to provide effective communication and representation.

Objective 1.4

Send notice of, and request comment on, land use actions to the County such as zoning and annexation petitions.

Objective 1.5

Partner with City, County, state and federal agencies on an opportunistic basis in order to provide the community with better resources and services.

A subdivision proposal may have an unacceptable impact on agriculture if it permanently removes good and prime irrigated soils from agricultural production, does not include measures to control noxious weeds from proliferating to surrounding agricultural properties, does not fence livestock from entering subdivision lots, does not provide a sufficient buffer between residential developments and surrounding agricultural operations, does not take steps to prevent pets from harassing livestock, or does not notify future property owners of the right to farm by surrounding agricultural landowners. If a subdivision proposal in an agricultural area includes adequate measures to minimize the impacts on agricultural operations and resources, it is likely to be found to have little or no significant impact on agriculture.

Agricultural water user facilities

Agricultural water user facilities means those facilities which provide water for agricultural land or the production of agricultural crops or animals including, but not limited to, canals, ditches, pipes, water-control devices, springs, dams and dugouts with associated collection areas, and water-spreading systems.

A subdivision proposal may be found to have an unacceptable impact on agricultural water user facilities if it does not comply with the irrigation provisions of the Miles City Subdivision Regulations or fails to implement a reasonable mechanism for delivering irrigation water to lots that will be assessed for irrigation district operation and maintenance, does not include sufficient easements for ditch and system maintenance, or is likely to result in the disruption of service to other water users. If the proposal complies with the subdivision regulations, includes measures to limit the impacts to other users and meets the requirements of the Tongue & Yellowstone (T & Y) Irrigation District, the proposal is likely to be viewed as having no significant impact on agricultural water user facilities.

Local services

Local services means any and all services and facilities that local government entities are authorized to provide. Examples of local services include, but are not limited to, those related to water, sewer, storm water, solid waste, transportation, emergency services, law enforcement, education, recreation, and public utilities and telecommunications.

A subdivision proposal may be found to have an unacceptable impact on local services if it provides a substantial and unmitigated demand on local services, decreases the service provider's ability to provide timely services to the existing public, does not provide adequate facilities for service providers to serve the

Wildlife

Wildlife means living creatures (e.g. mammals, birds, reptiles, and fish) which are neither human nor domesticated.

A subdivision proposal may have an unacceptable effect on wildlife if it directly displaces or removes wildlife from an area or it does not include measures to prevent conflict between wildlife and subdivision inhabitants, including pets. Any such negative impacts may require mitigation efforts by the subdivider. Examples of wildlife mitigation measures include preserving vegetative cover along riparian and migration corridors, requiring building setbacks from water bodies, reducing development density in areas of important habitat, donating a monetary sum to an applicable wildlife or habitat preservation organization, and developing covenants that educate lot buyers and reduce the potential for human-wildlife conflict. If mitigation measures are properly implemented or a subdivision is not in a known wildlife area, the proposal is likely to have no significant impact on wildlife.

Wildlife habitat

Wildlife habitat geographic areas containing physical or biological features essential to wildlife for living, breeding, or nesting either permanently or seasonally, or essential to the conservation of listed endangered and threatened species under the Endangered Species Act.

A subdivision proposal may have an unacceptable effect on wildlife habitat if it destroys or otherwise removes important or critical wildlife habitat or concentrates human-related activities near important or critical wildlife habitat in a manner that has a significant negative impact on the wildlife the habitat supports. Any such negative impacts may require mitigation efforts by the subdivider. Examples of wildlife habitat mitigation measures include preserving vegetative cover along riparian and migration corridors, requiring building setbacks from water bodies, reducing development density in areas of important habitat, donating a monetary sum to an applicable wildlife or habitat preservation organization, and developing covenants that educate lot buyers and reduce the potential for human-wildlife conflict. If mitigation measures are properly implemented or a subdivision is not in the vicinity of important or critical wildlife habitat, the proposal is likely to have no significant impact on wildlife habitat.

10. All members of the public choosing to speak shall identify themselves prior to commenting and shall direct comments to the Board and not members of the audience or the subdivider.
11. After public comment has been received, the Chairman may then close the hearing to public comment.
12. The Planning Board shall deliberate and make a recommendation on the proposal to the City Council. During the Board's deliberation, any Board member may ask further questions of the subdivision administrator, the subdivider, and the public.
13. Any member of the Board may move to recommend approval, conditional approval, or denial of a proposal. Any motion requires a second prior to the Board voting on the motion. All Board members may vote on the motion or abstain from voting.
14. If unanswered questions persist, the Board may also ask the subdivider for an extension of the preliminary review period and if an extension is agreed upon, the Board may continue the public hearing to a date, time, and place announced during the hearing.
15. The Planning Board shall forward its recommendation to the City Council for a final decision prior to the mandatory review deadline.

Miles City as being the in the WUI there are portions of Miles City that border natural grass vegetation. With that being said, Miles City fits the description of the boundary WUI. The areas of Miles City where the boundary WUI is most evident are south of I-94. Other areas in Miles City abut the Tongue and Yellowstone Rivers or irrigated agriculture land with little capacity to carry fire.

Need to adopt WUI Regulations

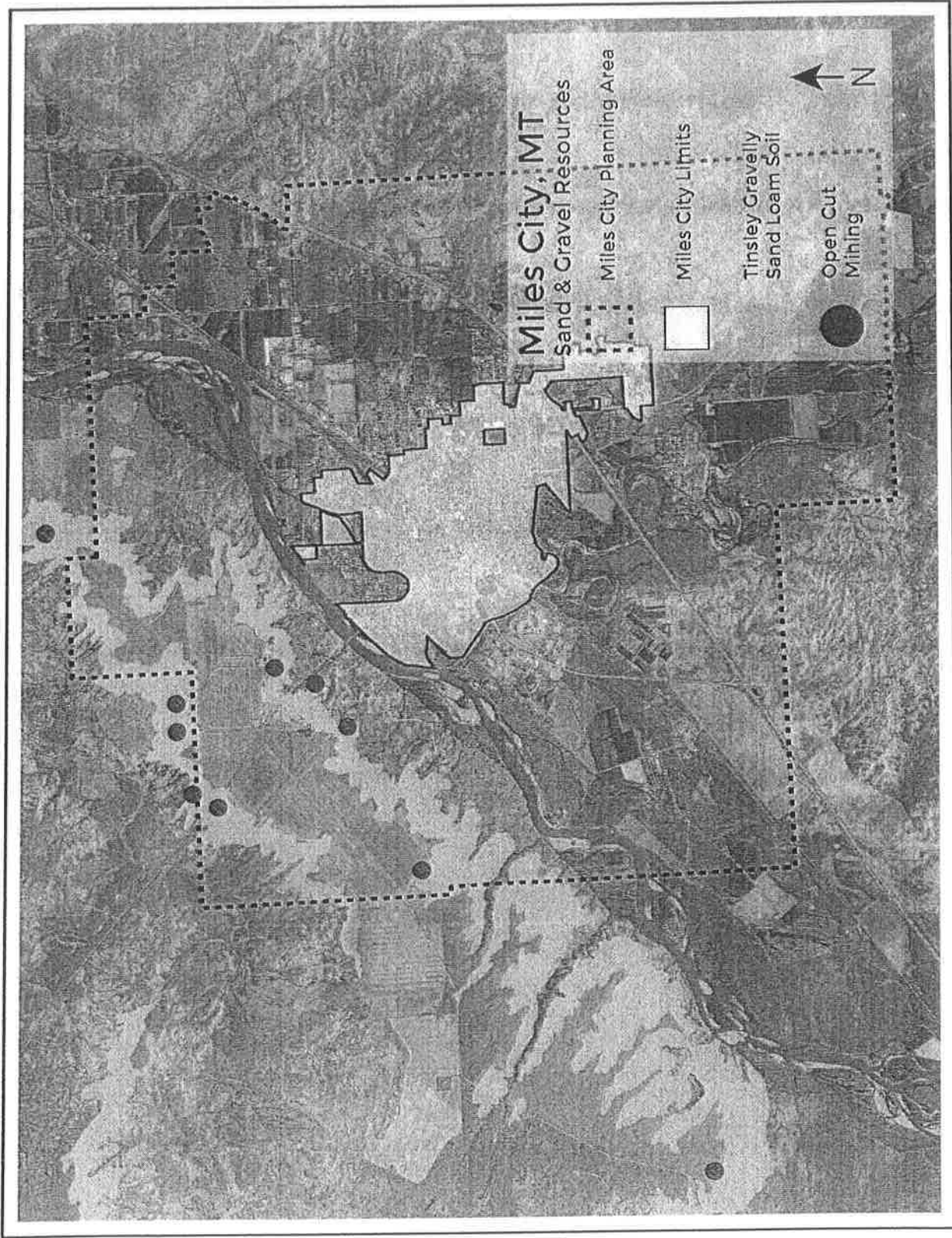
While there is a boundary WUI in Miles City there is not a need to adopt regulations for defensible space, access, or water supply. Miles City is largely surrounded by irrigated land and the Tongue and Yellowstone Rivers. Additionally, most structures in the Boundary WUI have lawns, which offer protection. Miles City is also served by Miles City Fire Rescue, with relatively short response times throughout the City. In addition, much of the City is served by public water.

1 Ensure New Development is Protected from Risks Associated with Wildland Fire

Objective 1.1

Work with Miles City Fire Rescue and Custer County Fire Department to ensure all new development has adequate water for fire protection and egress routes.

Figure 15 - Sand and Gravel Map



Public Process

The public process for the Miles City growth policy update was designed to gather input from a broad base of Miles City residents on the key issues facing the City. To achieve this a web-based community survey was developed, with advertising being done through a postcard mailed to residents and press releases in the Miles City Star. Additionally, previous public outreach work, done by the SEMDC through the Community Economic Development Strategy, was utilized to inform the development of Miles City's 2015 growth policy update.

Based on results from the community survey, Miles City residents identified the following topic areas as the three most important issues for the growth policy update. See Figure 15.

1. Floodplain
2. Attracting commercial and industrial development
3. Annexation

With regard to annexation, 50% of survey respondents were either supportive or very supportive of Miles City annexing portions of Custer County adjacent to the City, while 20% of respondents were either unsupportive or very unsupportive, with 30% of respondents indicating they had not thought about the subject. It should be noted that over 70% of survey respondents live in Miles City, which may be an indicator of the high level of support for annexation.

Miles City residents also voiced concern over the affordability of housing in Miles City, with over 85% of residents feeling that both rental and for-sale housing is unaffordable. In terms of what type of housing residents feel is needed, over 75% of survey respondents felt more single family housing is needed, followed by multi-family housing (47%), low-income housing (31%) and senior housing (29%).

Implementation Strategy

The effectiveness of Miles City's growth policy relies on its ability to be implemented. With that in mind, the implementation strategy lays out a plan of action to help achieve the goals and objectives provided at the end of each chapter. The tables below list each goal and objective, implementation actions, a time-frame for completion, and partnering agencies and organization who will work on each action.

For each implementation action the following timelines for implementation are used:

- **Short-term:** These actions are initiated or completed generally within 1 to 2 years from the adoption of the plan
- **Mid-Term:** These actions are initiated or completed generally within 2 to 5 years from the adoption of the plan
- **Long-Term:** These actions are initiated or completed generally 5-10 years or longer after adoption of the plan
- **Ongoing:** These tasks occur continually

Montana Code Annotated 76-1-601(3)(f) requires growth policies to have an implementation strategy that includes a list of conditions that will lead to a revision of the growth policy. In addition to the conditions listed below, Miles City will review the growth policy at least once every 5 years to ensure the goals and objectives are still relevant and implementation is going according to schedule. Ideally, at least a cursory review should occur on an annual basis in order to set work plans and gauge progress. Updates to the growth policy are expected based on the findings of these periodic reviews. Other conditions that will lead to review and revision are:

- A dike being built that will accommodate additional development and redevelopment in the existing floodplain
- Significant changes in population characteristics, economic conditions, housing, public facilities and land use needs from those envisioned in this plan
- A change in growth policy law or the legal setting that mandates revision

Land Use Goal #3 - Balance Property Rights with the Common Interests of the Community

Objective	Action	Time Line	Partners
<p>Protect private property rights and respect property owners' wishes to enjoy and gain economic return from their properties and investments while ensuring that other public and private interests are not unreasonably compromised or impacted by land uses and development projects.</p> <p>3.1</p>	<p>While considering land use decisions, balance the rights of applicants with those of potentially impacted parties.</p> <p>a.</p>	Ongoing	City, planning board, zoning commission

Land Use Goal #4 - Provide for the Logical Expansion of the City's Boundaries that is Compatible with Existing Development and is Fiscally Responsible

Objective	Action	Time Line	Partners
<p>Plan for growth through the development of traffic, parks, sewer and water and other issue specific plans.</p> <p>4.1</p>	<p>Create and implement plans for coordinated development of necessary public services and infrastructure to accommodate growth.</p> <p>a.</p>	Ongoing	City, MDT, planning board
<p>Develop and implement zoning that guides future development but also protects existing development from unwanted impacts.</p> <p>4.2</p>	<p>Update the City's zoning.</p> <p>a.</p>	Short-term	City, zoning commission
<p>Generally require that developers and future users of municipal services pay the upfront costs of extending services.</p> <p>4.3</p>	<p>Maintain policies that require developers and users of municipal services to pay for the costs of serving development unless extraordinary circumstances exist.</p> <p>a.</p>	Ongoing	City, developers
<p>Work with the Custer County Water & Sewer District No. 2, landowners and developers to bring urban scale development into city limits.</p> <p>4.4</p>	<p>Annex developed areas on the outskirts of the City in accordance with state law.</p> <p>a.</p>	Ongoing	City, Custer County, landowners, water and sewer districts

Economy Goal #1 – Foster Sustained Economic Growth in Miles City

Objective	Action	Time Line	Partners
1.2 Attract businesses providing living wage jobs.	a. Employ the community business matching process to attract businesses that are compatible with Miles City's goals and long range vision.	Long-term	City, local business owners, SEMDC, MCEDC, Chamber of Commerce.
	b. Work with the SEMDC on providing small business development services in Miles City. Partnering organizations could work with the SEMDC on offering small business development courses in Miles City to inform potential business owners of the opportunities available to them.	Mid-term	City, SEMDC, MCEDC, Chamber of Commerce.
	c. Develop a pro-active targeted marketing campaign to attract established businesses and retailers to Miles City.	Long-term	City, SEMDC, MCEDC, Chamber of Commerce.
	d. Build and maintain a downtown property database to identify what businesses and vacant properties exist and what level of infrastructure/amenities they have in place. Maintain this list of available properties on Miles City's website.	Mid-term	City, local realtors, local property owners, Chamber of Commerce

Economy Goal #2 - Enhance the Economic Viability of Downtown Miles City

Objective	Action	Time Line	Partners
2.1 Implement recommendations from the Downtown Urban Renewal Plan.	Miles City's downtown urban renewal plan contains numerous strategies for downtown. To start Miles City will want to evaluate which strategies are the most appropriate in the near term.	Ongoing	City, downtown business & property owners, Chamber of Commerce
2.2 Encourage infill development on vacant lots and in vacant buildings.	a. Provide tax abatements for new businesses/development in downtown.	Ongoing	City
2.3 Preserve the historic character of downtown.	a. Establish a façade improvement program.	Mid-term	City, zoning commission, local architects
	b. Establishing historic design guidelines for downtown buildings, signage and other improvements.	Long-term	City, zoning commission, local architects
2.4 Conduct a parking study of downtown and revise parking requirements according to actual need.	a. Conduct a parking study and implement its recommendations.	Mid-term	City, downtown business owners, Chamber of Commerce, Montana Department of Transportation (MDT)

Housing

Housing Goal #1 - Provide a Range of Housing Options for all Residents

Objective	Action	Time Line	Partners
1.1 Support the development of housing for all Miles City residents including affordable housing, senior housing, work-force housing, and low-income housing.	a. Work with Miles City Housing Authority on identifying housing needs and opportunities for providing additional low-income and senior housing units.	Ongoing	City, Miles City Housing Authority, Montana Dept. of Commerce, and housing non-profits
	b. Provide incentives to developers who build affordable housing.	Ongoing	City, housing developers
	c. Work with housing agencies and lenders on applying for grants that provide assistance with down payments, closing costs and rehabilitation of older homes.	Ongoing	City, Miles City Housing Authority, Montana Dept. of Commerce, and housing non-profits
	d. Update the zoning code and map to provide adequate locations for all housing types.	Short term	City
	e. Maintain and expand public facilities to accommodate new housing.	Ongoing	City

Public Facilities and Local Services

Public Facilities and Local Services Goal #1 - Maintain Existing Infrastructure

Objective	Action	Time Line	Partners
1.1 Continue with and expand pavement preservation program.	a. Identify additional priority streets that could benefit from pavement preservation.	Ongoing	City, MDT
1.2 Develop a GIS based asset management program to track the condition and maintenance needs of public infrastructure.	a. Apply for a Montana Land Information Advisory grant to develop a GIS based asset management program.	Mid-term	City, Montana DEQ
1.3 Work on implementing the recommendations from the forthcoming water and sewer capacity study.	a. To be determined pending the outcome of the study.	Ongoing	City
1.4 Maintain and update a capital improvements plan for all public infrastructure improvements.	a. Expand and update the CIP to plan out longer range improvements.	Mid-term	City
	b. Consider the use of impact fees to help fund major infrastructure improvements.	Ongoing	City
1.5 Pursue planning, funding and construction of a dike to contain a 500-year flood event.	a. Implement the recommendations of the Flood Assessment Study	Ongoing	City, DNRC, Army Corp of Engineers, property owners, state and federal political leaders

Public Facilities and Local Services Goal #3 - Increase Mobility and Transportation Access for All

Objective	Action	Time Line	Partners
3.1 Develop a bicycle network connecting residential neighborhoods and retail centers.	a. Identify a preferred bicycle network as part of transportation plan.	Mid-term	City, MDT,
3.2 Work with human service agencies on increasing availability of ADA para-transit service.	a. Work with human service agencies on applying for rural transit assistance program grants through MDT.	Long-term	City, human service agencies, MDT
3.3 Extend sidewalk network to residential neighborhoods currently lacking sidewalks.	a. Identify and prioritize residential neighborhoods needing sidewalks.	Ongoing	City
3.4 Discourage Haynes Avenue traffic from diverting through residential neighborhoods.	a. Install traffic calming measures on residential streets off of Haynes Avenue.	Long-term	City, MDT
3.5 Work with MDT to address congestion on Haynes Avenue through transportation management and operational strategies – e.g. signal timing, access management, etc.	a. Identify operational and access management strategies for Haynes Avenue as part of Miles City's forthcoming transportation plan.	Short-term	City, MDT
3.6 Realign the existing truck route so as to provide a direct route that does not travel through residential neighborhoods.	a. Work with MDT and members of the freight industry on identifying a suitable truck route that does not cross through residential neighborhoods.	Mid-term	City, MDT, freight industry representative, Miles City Fire Rescue

Parks and Trails

Parks and Trails Goal #1 - Develop a Long-Term Vision for Parks and Trails in Miles City

Objective	Action	Time Line	Partners
1.1 Complete trails master plan	a. Apply for Recreational Trails program grant through the Montana State Parks Department.	Mid-term	City
1.2 Improve access to Yellowstone River	a. Identify and develop locations where river access points can be developed, including parking. One option is near the intersection of Wells Street and the Dike Road. Another is at the City's water intake site.	Long-term	City, local property owners, Montana FWP

Parks and Trails Goal #2 - Create Safe Pedestrian and Bicycle Connections Between Parks, Residential Neighborhoods, Schools, Downtown, and other Miles City Attractions

Objective	Action	Time Line	Partners
2.1 Build trails identified in Miles City's Trails Master Plan Map	a. Acquire property or secure easements where trails cross private property.	Long-term	City, local property owners
2.2 Build and off-street trail loop around Miles City.	a. Identify a preferred route for a Miles City loop trail.	Mid-term	City, MDT
	b. Acquire property or secure easements where loop trail crosses private property.	Long-term	City, local property owners,

Intergovernmental Coordination

Intergovernmental Coordination Goal #1 - Provide High Quality Service to the Public Through Improved Intergovernmental Communication and Coordination

Objective	Action	Time Line	Partners
1.1 Seek areas where consolidation of programs results in efficiencies to taxpayers and also provides effective representation and services.	a. Periodically monitor areas for increased coordination and effective services.	Mid-term	City
1.2 Establish a regular, quarterly meetings with officials from City, County, state and federal agencies to discuss issues of mutual interest and concern.	a. Establish and rotate meeting locations, work together on setting agenda.	Ongoing	City, Custer County, DNRC, DEQ, FWP, USDA, BLM
1.3 Explore the possibility of re-forming a City-County Planning Board and establishing a permitting arrangement to provide effective communication and representation.	a. Initiate discussions with Custer County to provide for consistent and effective planning and development review services.	Short-term	City, Custer County
1.4 Send notice of, and request comment on, land use actions to the County such as zoning and annexation petitions.	a. Consistently communicate on annexation and development proposals.	Ongoing	City, Custer County
1.5 Partner with City, County, state and federal agencies on an opportunistic basis in order to provide the community with better resources and services.	a. Keep an eye out for opportunities to collaborate.	Ongoing	City, Custer County, state and federal agencies

Natural Resources Goal #2 - Maintain and Protect Drinking Water Supplies

Objective	Action	Time Line	Partners
2.1 Work with Montana DEQ on monitoring point source and non-point source pollutants and clean up areas where spills or leaks have occurred.	a. Identify potential sources of pollution and work with regulatory and funding agencies to assist with clean up.	Ongoing	City, Montana DEQ
2.2 Educate the public on how to properly dispose of products which may negatively impact Miles City's water supply.	a. Provide mailers informing the public on how to properly dispose of household chemical products which can pollute water sources.	Mid-term	City

Natural Resources Goal #3 - Ensure Future Development does not Negatively Impact the Natural Environment

Objective	Action	Time Line	Partners
3.1 Work with developers on mitigating impacts to wetlands, wildlife habitat, and environmentally sensitive areas.	a. Identify and take advantage of opportunities for important resource protection when appropriate.	Ongoing	City, developers