

SIDNEY IMPLEMENTATION

IMPLEMENTATION STRATEGY

“Creating a strategic plan is not enough.”

(Strategic Planning for Public and Nonprofit Organizations, John M. Bryson)

“Let no one be deluded that a knowledge of the path can substitute for putting one foot in front of the other.”

(Mary Caroline Richards, poet)

Planning is a continuous process. It involves implementation (the action steps to get things done), monitoring (regular review of progress), and evaluation (how are we doing, what is working and what is not, and how can we better achieve goals), and then as needed, revision to update goals and objectives. Adaptive learning is important as new information becomes available and circumstances change. Such learning leads to more effective implementation. Actual *realized* strategies and effective actions are a blend of what is *intended* (through planning) and what *emerges* in practice.

Timeframe

The Growth Policy is intended to be a long-term document. It may take 10 or more years to accomplish some of the goals. Goals may be added or changed. Specific objectives will likely be accomplished in a shorter period of time.

The specific timetable for implementing actions identified in this Growth Policy is included in the section entitled “Implementation Measures-Action Plan.” The action plan identifies timeframes for each specific objective.

Strategic Approach to Implementation

The Growth Policy is an ambitious long-term plan.

How will all of the actions in this plan be accomplished? Implementing the Growth Policy will take the actions of county government, municipal governments of Sidney, and Fairview, civic and non-profit organizations, educational and research facilities, private sector businesses, and private citizens.

The local governing bodies (Richland County Commission, Sidney City Council, and Fairview Town Council) formally adopt the Growth Policy. These jurisdictions can take responsibility for specific government-oriented action items, such as the proposed capital improvements plans. They can also serve to encourage the successful implementation by other groups.

There were a number of ideas and projects that surfaced from the public meetings held in August and September of 2006 for this Growth Policy. Some of these were ideas at

the beginning stages, and others were farther along. Some groups, organizations, and governmental entities already have detailed long-term plans of their own, with action steps that dove-tail with the goals and objectives of this Growth Policy.

At the public hearings held for the Growth Policy, some participants wanted to know how they could initiate projects in their community. Individuals or groups wanting to get a project started can call the Richland County Planning Office for initial assistance in identifying what is needed and potential resources.

To facilitate the Growth Policy as a living, usable plan for the future, the Planning Board proposes to host an annual workshop. Intended as a get-together for the diverse interests involved in implementing various elements, it would provide an opportunity update each other and the public on actions relevant to the Growth Policy, and discuss new issues and changes.

Following the conference, the Planning Board will prepare their annual report, which evaluates progress on the Growth Policy, assesses need for revisions, and includes an annual work plan prioritizing projects for the following year.

The ongoing Communities in Action project, coordinated in part by the County Health Department, offers considerable potential for assisting in the implementation, monitoring, and evaluation of the Growth Policy. Communities in Action is about to begin the second phase of their multi-year planning effort. Much of what Communities in Action does overlaps with goals and objectives of the Growth Policy. Communities in Action has many resources, including VISTA volunteers and staff who are experienced in community involvement and other actions needed to implement the Growth Policy.

Schedule for Review

Annually: The Planning Board will submit an annual report and work plan to the mayor and city council. The report will also identify any revisions proposed for the Growth Policy.

Revisions:

Conditions that might trigger changes and revisions to the Growth Policy include:

- Issues that come up during implementation phase that may not have been anticipated during the drafting of the plan.
- New development proposals not provided for in the plan.
- Modifications needed to comply with changes in state legislation, judicial decisions or state programs.
- Priorities that need to be reassessed to take advantage of new opportunities such as grants, partnerships, and State and Federal program.
- Planning Board evaluation of implementation measures and progress, and determination that modifications would enhance the effectiveness of the Comprehensive Development Plan.
- Changes affecting information assumptions, needs or legal framework
- Additional public input suggest the need for changes
- New data and/or changed circumstances and issues

STRATEGY FOR PUBLIC INFRASTRUCTURE

The adoption of a CIP [Capital Improvements Plan] is simply good business for local governments.

(Montana's Growth Policy Resource Book, Montana Department of Commerce)

Infrastructure can be a powerful tool in managing or guiding growth. Development is more likely to occur where infrastructure, such as roads, and water and sewer facilities are already in place.

The Growth Policy by law must include a strategy for development, maintenance, and replacement of public infrastructure, including drinking water systems, wastewater treatment facilities, sewer systems, solid waste facilities, fire protection facilities, roads, and bridges.

Sidney proposes to develop a Capital Improvements Plan as the strategy for addressing public infrastructure.

Capital improvements are major, high cost public facilities or public works with a lifespan of two years or more. A Capital Improvements Plan helps communities identify their public facility needs, establish project priorities, and create a long-range program for scheduling and funding construction, repair, or other major projects. A Capital Improvements Plan can address "Life cycle costs," the long-term range of projects needed to keep infrastructure functioning well into the future. For buildings, life cycle costs include scheduling and budgeting for those parts of the building with a defined "life expectancy," such as a roof or a boiler (or other component of a heating and cooling system).

The CIP includes planning, setting priorities, effective public works management, financial management, and community decision process. A CIP consists of five basic elements:

- 1) inventory and evaluation of existing conditions for each facility (needs assessment);
- 2) prioritization of improvement needs for each public facility and prioritization of the needs for the entire infrastructure;
- 3) identification of monetary options that can be used to meet the needs;
- 4) establishment of a time schedule that matches available funds to the improvements required to meet the system needs; and
- 5) a brief written document (the CIP which is formally adopted by the governing body by resolution or by ordinance."

(Source: Montana Department of Commerce, The Mini Capital Improvements Plan for Small Towns"

City-owned Facilities

Sidney owns and maintains the following facilities:

- City and Fire Hall
- City Shops (public works maintenance equipment etc.)
- Parks, Trails, and Swimming Pool
- City Water and Sewer Facilities
- City Streets (including storm water drainage, street lighting, sidewalks)
- Solid waste collection equipment



Sidney City Fire Department and City Hall

Factors identified to date for city facilities include:

- Upgrades to the water and sewer systems, some of which were identified in the comprehensive plan from the mid 1980s
- Changes for location of city law enforcement – which could change with plans for a county justice center (housing sheriff, jail, and court offices)
- Need for more space for city offices
- Issues with maintaining 40 acres of parks
- Recently constructed improvements to city pool

The City is also looking ahead to other identified major construction projects such as a public community center. Currently there is no location in the county to house major events. No private sector development has filled the gap and there is interest in having a public facility. The desire for a public convention/community center was also identified as a need in the 1983 County Comprehensive Plan.

The Horizons Community Development Project conducted a survey in 2006 that indicated several different potential components or needs for a community center including convention reception hall, meeting space-classrooms, kitchen facilities, and performance space.

A Capital Improvements Plan, with community involvement, would provide opportunities for assessing needs and identifying long-term solutions. A Capital Improvements Plan assessing all of the various infrastructure elements, including buildings, has not been done for at least 20 years or more.

INTERGOVERNMENTAL COOPERATION

State law requires that a Growth Policy include a statement explaining how the city's governing body will coordinate with the county on matters related to the Growth Policy.

From the start, the process to develop this Growth Policy demonstrated considerable cooperation among the city of Sidney, town of Fairview, and Richland County. There was a joint understanding that the three jurisdictions would stand to gain individually and collectively by pooling their efforts to develop growth policies.

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Looking ahead to growth of Sidney, it made sense to both the city and county to establish a jurisdictional area that extends beyond the city limits. Standing committees on the City-County Planning Board represent the city of Sidney and the Sidney Jurisdictional Planning Area.

The city of Sidney proposes to coordinate with the county as follows:

- Coordinate county planning issues within each city-county planning area with the standing committees on the city-county Planning Board
- Include the goals and objectives for the Sidney City-County Planning area in a single document that includes goals and objectives for the county, and also for Sidney
- Coordinate planning for capital improvements and annexation
- Share information and data bases related to planning and Growth Policy implementation
- Share the results of the city-county Planning Board's annual process of evaluating work to date on the Growth Policy and establishing a work plan for the upcoming year

SUBDIVISION REVIEW POLICIES

This section provides information on how the city will review subdivisions. It explains:

1. how the city defines the state's review criteria,
2. how those criteria will be used to evaluate and make decisions on subdivisions, and
3. how public hearings will be conducted.

Since 1974, every county, city, and town has been required by state law to “adopt and provide for the enforcement and administration of subdivision regulations.” The governing bodies have also had the authority to review subdivisions for their compliance with the Growth Policy. House Bill 543, passed by the 2001 state legislature and signed into law by the governor, now requires that subdivision regulations be revised to conform to a Growth Policy within one year after a Growth Policy is adopted. The **Action Plan** in Section V of this report outlines how the subdivision regulations will be revised to conform to the Growth Policy and clarifies that a public hearing is required prior to their adoption.

Criteria Definition

State law requires that subdivisions be reviewed for their effects on six primary criteria: agriculture, agricultural water user facilities, natural environment, wildlife and wildlife habitat, local services and public health and safety. This section clarifies how the city defines those criteria.

AGRICULTURE: All aspects of farming or ranching including the cultivation or tilling of soil; dairying; the production, cultivation, growing, harvesting of agricultural or horticultural commodities; raising of livestock, bees, fur-bearing animals or poultry; and any practices including, forestry or lumbering operations, including preparation for market or delivery to storage, to market, or to carriers for transportation to market.

AGRICULTURAL WATER USER FACILITIES: Those facilities which provide water for irrigation or stock watering to agricultural lands for the production of agricultural products. These facilities include, but are not limited to, ditches, head gates, pipes, and other water conveying facilities.

LOCAL SERVICES: Local services are defined as any and all services that local governments, public or private utilities are authorized to provide for the benefit of their citizens.

NATURAL ENVIRONMENT: The natural environment is defined as the physical conditions which exist within a given area, including land, air, water, mineral, flora, fauna, sound, light and objects of historic and aesthetic significance.

WILDLIFE: Those animals that are not domesticated or tamed, or as may be defined in a Growth Policy.

WILDLIFE HABITAT: The place or area where wildlife naturally lives or travels through.

PUBLIC HEALTH AND SAFETY: The prevailing healthful, sanitary condition of well being for the community at large. Conditions that relate to public health and safety include but are not limited to: disease control and prevention; emergency services; environmental health; flooding, fire or wildfire hazards, rock falls or landslides, unstable soils, steep slopes, and other natural hazards; high voltage lines or high pressure gas lines; and air or vehicular traffic safety hazards.

Evaluation

Subdivisions will be evaluated for their material effect on the six criteria. The evaluation of the effect of the proposed subdivision on these six criteria determines if there are significant unmitigated adverse impacts. Unmitigated adverse impacts are potential grounds for denial of a proposed subdivision. Below are examples of items considered in evaluating the impact of a proposed subdivision on the six criteria. These examples do not reflect all potential items, but they do include a preponderance of the items under consideration. Depending on the proposed subdivision, some of these items included may not apply. In addition, some proposals may require evaluation of other topics not included in these examples to weigh the subdivision's effect on these criteria. It is the subdivider's responsibility to document proposed mitigation of any adverse impacts on these six criteria.

Effect on agriculture.

- Number of acres that would be removed from the production of crops or livestock
- Acres of prime farmland (as defined by the USDA) that would be removed
- Effect on use of remainder and adjoining properties as farm or ranch land
- Potential conflicts between the proposed subdivision and adjacent agricultural operations including:
 - Interference with movement of livestock or farm machinery
 - Maintenance of fences
 - Weed proliferation
 - Vandalism or theft
 - Harassment of livestock by pets or humans

Effect on agricultural water user facilities.

- Location and proximity to agricultural water user facilities
- Potential conflicts between facility users and subdivision residents including:
 - Seeps, flooding, washouts
 - Obstructions and interference
 - Unintended uses (recreation or landscaping)
- Water rights
- Vehicular access to facility

Effect on local services.

- Increased demand on services and need to expand services
- Ability to provide services to subdivision
 - Response times
 - Conditions of roads, bridges, and railroad crossings
 - Physical Barriers
- Provision of adequate local services and public facilities simultaneous with or prior to onset of impact

- Any special or rural improvement districts that would obligate local government involvement fiscally or administratively

Effect on natural environment.

- Noxious weeds
- Runoff reaching surface waters (e.g.: streams, rivers or riparian areas).
- Impacts on ground water supply, quantity, and quality
- Impacts on air quality
- Impacts on scenic resources
- Impacts on historic, pre-historic, and cultural resources
- Wetlands
- Cumulative impacts of multiple subdivisions on natural environment

Effect on wildlife and wildlife habitat.

- Loss of significant, important and critical habitat, as defined
- Impacts on significant, important and critical habitat including potential effects of
 - roads and traffic
 - closure of existing operations and/or potential to provide new access to public lands
 - effects of humans and pets on wildlife

Effect on public health and safety.

- Creation of potential man-made hazards (e.g.: unsafe road intersection, development in wildland residential interface fire areas)
- Natural hazards (e.g.: wildfire, flooding, steep slopes)
- Existing potential man-made hazards (e.g.: high pressure gas lines, lack of fire protection, cumulative impacts)
- Traffic safety
- Emergency vehicle access
- Emergency medical response time
- Cumulative impacts on groundwater from individual sewage disposal systems and/or individual wells
- Any other item that endangers public health and safety

Public Hearing Procedures

A fundamental component of the subdivision review process is the opportunity for members of the public and interested groups to offer comments on the proposal. The opportunity to make comments in public is provided by the public hearing process. The Planning Board will also accept written comment received outside of the public hearing, but may set deadlines for the receipt of such comment. Under state law, the requirement to hold a public hearing does not apply to the first minor subdivision from a tract of record. A minor subdivision is defined as containing five or fewer lots.

The steps for the public hearing, which is conducted by the Planning Board, are as follows:

- (a) President presents the procedures to be used for the hearing. The Subdivision Administrator (as defined in the subdivision regulations) or other designee of the respective jurisdiction presents a staff report that addresses the criteria for local government review of subdivisions as identified in state law.

The Subdivision Administrator or other designee of the respective jurisdiction also reviews options of approval, approval with conditions, and denial, proposes conditions for approval as relevant, and makes recommendations to the City/County Planning Board. The Planning Director and/or committee chairperson may add any related or background information. Board members are permitted to address any relevant questions relating to the application, to the president, jurisdictional committee chairperson or staff.

- (b) Public hearing opened by the President.
- (c) Proponents in audience including the applicant and his/her representatives will be given an opportunity to speak in favor of the application. Information submitted should be factual, relevant and not merely duplicative of previous presentations. A reasonable time will be allowed each speaker. Each person speaking must give name, address, and nature of interest in matter before presenting their information.
- (d) Opponents in audience will be given an opportunity to speak against the application. Information submitted should be factual, relevant and not merely duplicative of previous presentations. A reasonable time will be allowed each speaker. Each person speaking must give name, address and nature of interest in the matter before presenting their information.
- (e) Other interested parties will be allowed to comment briefly or make inquiries. A reasonable time will be allowed each speaker. Each person speaking must give name, address and nature of interest in the matter before presenting their information.
- (f) Public hearing closed by the President.
- (g) Board/Committee discussion. Members may raise potential special conditions for approval or other, significant considerations relevant to the petition. If necessary, members shall pose any relevant questions through the President, and the President interrogates proper parties for answers.
- (h) Motion to recommend approval, conditional approval, or denial of the subdivision application.

IMPLEMENTATION MEASURES – ACTION PLAN

This section identifies specific measures to implement the objectives of the Growth Policy. The first section provides a general description of types of implementation measures. The second section is the action plan that includes each goal and objective of the Growth Policy, lists implementation measures, and identifies general timeframe, costs, and outcomes.

OVERVIEW

Coordination

Coordination is listed as an implementation measure for objectives where there are already existing efforts or interest from other organizations (private or public), and/or from other local, state, federal agencies.

Support

Support is intended in its broadest sense, rather than a narrow definition of financial support. Support is a natural extension of existing agreements or plans that have been adopted by the city, or support for city-run programs.

Planning Studies and Data Gathering

There are areas and issues that require more detailed studies and special strategies. These issues can be identified as needing additional, more specific planning and implementation measures. Data gathering includes items such as housing needs assessments that would provide more specific information by community as to existing and projected future housing demand by type of housing. Planning studies would involve more community involvement to clarify community needs, perspectives, and strategies.

Education Programs and Public Outreach

Education and outreach efforts include disseminating information through publications, websites, brochures, news releases, service announcements, displays, and other public relations methods. It also means obtaining regular feedback through task forces, surveys, public meetings, and customer service questionnaires.

In addition to general education and outreach, it is important that elected officials and staff also are up to date on the latest techniques and approaches to dealing with the public, coordinating overlapping functions among departments, understanding roles related to regulatory responsibilities, and keeping an invigorated approach to community objectives.



Growth Policy Public Meeting in Sidney, Fall 2006

Community Involvement and Facilitation

Community involvement is essential throughout the planning-implementation-evaluation cycle. Resources for assisting in identifying best ways to involve the public and facilitate discussion include Communities in Action, and other existing programs.

Award Excellence Programs

These are programs that provide awards or other public recognition of outstanding efforts that contribute to achieving Growth Policy goals and objectives. They function in several ways—reward outstanding achievements, acknowledge success, and enhance public awareness.

Program Funding Sources/Technical Assistance

Many of the projects identified in the Growth Policy will require funding and/or technical assistance, and other implementation resources.

Individuals or groups wanting to get a project started can call the Richland County Planning Office for initial assistance in identifying what is needed and potential resources.

The city can play a role in locating potential funding sources, and may also provide some assistance with applying for grants. There are a variety of private and public organizations, and state and federal government agencies that provide funding and technical assistance. Examples of government programs include: Community Development Block Grant program, Treasure State Endowment Program, State Historic Preservation Office, Montana Department of Transportation, and USDA Farm Service Agencies and Rural Development Programs.

Fiscal Impact Analysis and Cost-Benefit Analysis

This is an analysis of a development proposal to determine the cost-benefit to the public. Costs and benefits may include financial and non-financial benefits and costs, including effects to community character, and public health and safety.

Process and Criteria

Some of the efforts outlined in the Growth Policy will need to clarify the process for implementation. This includes identifying the “who, when, how” other parties will be involved. In some cases the process is clear, but decision-making could be clarified by defining criteria for project consideration and approval.

Capital Improvements Plan

An important tool for implementing Growth Policy goals and objectives is the use of a community capital improvements plan and corresponding capital budget. The purpose of a capital improvements plan is to match needed improvement projects with revenue and financing sources to ensure public facilities will be repaired, expanded, or constructed to support future growth, public health and safety, or other community needs.

Measures Specific to Land Use

Non-Regulatory Measures

Non-regulatory measures for land use projects include all of those already listed above (Coordination through Process and Criteria), as well as the following:

- ❖ Design Guidelines. Design guidelines describe and illustrate site plan and design techniques that promote good design and environmentally sound practices. Guidelines are mostly an education tool and compliance with the guidelines is voluntary. Guidelines could be used as part of cost-benefit impact analysis of specific projects.
- ❖ Conservation Easements. Conservation easements are voluntary legal agreements between a landowner and a public agency or qualified private tax-exempt organization. Easements set conservation parameters for the land for a specific period of time (typically long-term) or in perpetuity.

Regulatory Measures

The Growth Policy is a non-binding, non-regulatory document (Montana Department of Commerce). Any new regulation or any changes to existing regulations must go through a separate process and public review as outlined in state law before they can be adopted by the local governing body.

The Growth Policy provides broad direction in relation to proposed regulatory measures. Details, such as exact distances for setback requirements and how they would be applied, and specific zoning requirements, would be worked out as the regulations are drafted.

- ❖ Subdivision Regulations. Montana state law requires all units of local government to adopt and enforce subdivision regulations, and to review and decide on development proposals that would divide land into parcels of less than 160 acres.
- ❖ Zoning. Fairview and Sidney have zoning. Purposes of zoning are different from subdivision. Zoning deals with types of uses and compatibility of uses. Traditional zoning separates incompatible uses with zoning districts and sets requirements for standards to protect public health and safety.
- ❖ Development Permit Regulations. A more flexible alternative to traditional zoning. Development permit regulations focus primarily on the character or quality of new development with less concern regarding location of the development.

Floodplain Regulations. Required under state law.

ACTION PLAN

The action plan is a matrix that lists each objective, and identifies implementation measures, potential leads and partners, staffing, costs considerations, and timeframe parameters for each task. Following is a description of those parameters.

1. Lead Resources/Partners.

This column includes existing or potential key participants in implementing an objective. Other participants may also be identified in the future, the list is not meant to be exclusive.

2. Staffing

Refers to staffing needs for city government only, and includes staffing in all departments, not just Planning Dept.

In-house - Will be completed with existing staff.

Contract - Contract with outside firm to complete work.

Partner - Partner with other state/federal agency, non-profit, or other organization to complete work

Volunteer- Could be implemented at least in part with volunteer work from community

3. Cost

Refers to costs at city government level only.

High - Requires allocation of new funds that are not existing in budget.

Medium - Can be accomplished with existing budgeted funds.

Low - Zero or minimal costs.

4. Time Frame/Priority

Near Term - Immediate need. To be addressed within one year.

Mid Term - Defined need. May phase in implementation within 1 to 2 years.

Long Term - Requires program development that necessitates a longer timeframe 3+ years

Ongoing - Ongoing activity.

As Needed - Monitor and take action when need arises

Notes

- Use of the term "Economic Development Organizations" in the action plan below is intended to include: Richland Economic Development Corporation, Eastern Plains RC&D, Sidney Area Chamber of Commerce, Fairview Chamber of Commerce, Savage Inc., and other organizations, formal and informal, working on economic development issues as relevant.

POPULATION GOAL A: Promote population growth to sustain new businesses and schools at a rate that can be supported with government services and infrastructure.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Coordinate with ongoing efforts to attract and retain businesses and young families	Coordination and support	Economic Development Organizations, Communities in Action	In-house	Ongoing	Low	Increase in new permanent residents
2. For planning purposes, set population growth targets based on best available information	Data Gathering Incorporate into Growth Policy Annual work plan, and into capital improvements planning and other planning efforts	Planning Board, Census Economic Information Center (State of Montana technical resource), Economic Development Organizations (information and coordination)	In-house	Near Term	Medium	Improved coordination of planning and infrastructure development
3. Identify areas in the city and city-county area that are desirable for growth and target capital improvements in these areas.	Coordination with county Planning studies Capital improvement plans	Planning Board, County	In-house and contract	Near Term Mid Term	Medium-High	Coordinated, cost-effective extension of capital improvements beyond existing municipal boundaries

HOUSING GOAL 1A: Expand housing stock in good condition to meet needs.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Assess and quantify demand for housing based on existing and projected future needs	Housing Needs Assessment	Richland Housing Authority, Planning Board, Montana Department of Commerce (grant funds and technical assistance)	Contract	Near Term	High	Quantification of existing and projected future housing needs by type of housing
2. Expand programs to rehabilitate housing units	Data gathering Public education and outreach Program funding sources/Technical Assistance	Richland Housing Authority, Planning Board, Montana Department of Commerce (grant funds and technical assistance)	In-house Contract Volunteer	Mid Term	High	Increase in numbers of existing housing units in fair or better condition
3. Identify and initiate programs to address decay and assist with demolition	Data gathering Public education and outreach Program funding sources/Technical Assistance Decay Ordinance	Richland Housing Authority, Planning Board, Montana Department of Commerce (grant funds and technical assistance)	In-house Contract Volunteer	Mid Term	High	Reduction in numbers of vacant, uninhabitable, unsafe structures; increase number of lots available for development

HOUSING- GOAL 1B: Continue historical trend of residential development growth.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Identify areas in city and city-county area desirable for residential growth and target capital improvements	Planning studies Program funding sources/Technical assistance	Planning Board, Public Works Department, County	In-house	Near Term Mid Term	Medium	Expansion for growth in cost-effective manner
2. Promote in-fill development and historical city housing densities	Public education and outreach Award Excellence Coordination of policies and land use regulations	Planning Board, Real Estate Businesses and Developers, County	In-house	Mid Term	Medium-High	Cost-effective provision of services; retention of historical community character Reduce potential "leap-frog" development

HOUSING-GOAL 2A: Improve capabilities of low-moderate income persons to purchase and maintain homes.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Expand the number of low-moderate persons assisted	Coordination and support	Richland Housing Authority, Planning Board	In-house	Near Term- Mid Term	Low-Medium	More low and moderate income persons own their homes. More homes in fair or better condition.
2. Encourage new development to include affordable housing options	Information to developers* Public education and outreach Award excellence	Richland Housing Authority, Real estate businesses, Developers, Planning Board	In-house	Near Term- Mid Term	Low-Medium	More home-ownership in traditional developments by those who wouldn't otherwise be able to afford it
3. Assess need for and develop a housing foundation fund.	Data gathering Planning (for long-term sustainability)	Richland Housing Authority, Planning Board	In-house	Mid Term	Medium-High	A sustainable fund that provides assistance to individual households to purchase, maintain, and/or rehabilitate existing homes.

* Identify specific measures that could be taken by developers, such as options for low-income housing financing that could be provided to potential buyers

HOUSING GOAL 2B:**Encourage development to meet housing needs of seniors and those with disabilities.**

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Identify priority projects for Sidney area seniors.	Coordination-support existing efforts Data gathering Planning Program funding sources/Technical Assistance	Senior Coalition	In-house Contract	Mid Term	Medium-High	More housing for seniors that meets needs.
2. Continue to support Richland Opportunities, Inc. programs.	Coordination-support existing efforts Data gathering Planning Program funding sources/Technical Assistance	Richland Opportunities, Inc., Richland Housing Authority, Planning Board	In-house	Long Term	Medium-High	Housing for those with disabilities meets needs and is sustainable over long term

AGRICULTURE GOAL A: Promote value-added agriculture.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Continue to market Sidney as a place for agriculture-based business	Coordination-support existing efforts	Local Producers, Producer Groups, ARS, Economic Development Organizations	In-house	Ongoing	Low	New and expanded agriculture-based businesses in Sidney area
2. Develop and expand agricultural businesses and related income in the area	Coordination-support existing efforts	Local Producers, Producer Groups, ARS, Economic Development Organizations, Irrigation Facility Operators	In-house	Ongoing	Low	New agri-businesses. Expanded existing agri-businesses.
3. Increase resources for agricultural research that supports growth of agribusinesses and improves competitiveness of growers	Coordination-support existing efforts	Local Producers, Producer Groups, ARS, Economic Development Organizations, Irrigation Facility Operators	In-house	Ongoing	Low	New agri-businesses. Expanded existing agri-businesses.

ECONOMY GOAL A: Develop Sidney’s economy in ways that can build small town character and big town services.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Expand and diversify businesses.	Coordinate-support existing efforts	Economic Development Organizations, County	In-house	Ongoing	Low	More businesses. More diversity in economy.
2. Coordinate economic development with land use and capital infrastructure policies.	Design guidelines Development Permit Regulations	Planning Board, Economic Development Organizations, Communities in Action	In-house Contract	Mid Term Ongoing	Medium-High	Public acceptance of economic development projects and new businesses. New development situated with best management practices and location to reduce effects on natural environment.
3. Evaluate effect of specific development proposals on community character and health prior to committing public resources.	Process definition and criteria for review Fiscal impact analysis Cost-benefit analysis	Planning Board, Economic Development Organizations, Communities in Action	In-house	Mid Term	Low	Future commitment of public funds for specific projects prioritized toward those with net positive effect on community character, health, and strengthened economy.
4. Continue to support downtown renewal and beautification projects	Coordination Support Information sharing Community involvement and facilitation Planning	Economic Development Organizations, Public Works	In-house	Ongoing	Medium	Improved downtown appearance

PUBLIC SERVICES GOAL 1A: Make improvements to overall community health and safety a priority for Sidney's future.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Identify specific measures to address overall community health and safety.	Coordination Community involvement and facilitation Projects and Programs to implement	Communities in Action, Fire Departments, Law Enforcement, Medical Emergency Services, Senior Coalition, Youth Groups, Public Health Dept, Board of Health	In-House Contract	Near Term	High	Measurable outcomes for success Progress toward health and safety issues (as identified in Growth Policy and Communities in Action process)
2. Continue to have City of Sidney designate a representative to the county Board of Health.	Coordination	City of Sidney Board of Health	Volunteer	Ongoing	Low	Sidney health and safety issues a high priority
3. Implement actions for Sidney area in the County Pre-Disaster Mitigation Plan and Community Wildfire Protection Plan.	Measures are identified in the Pre-Disaster Mitigation plan, but coordination is needed to implement	Planning Board, Communities in Action, County DES, emergency service providers, Local Emergency Preparedness Committee, CERT	In-house Contract	Mid Term	Medium-High	Reduced exposure to costs from natural disaster Continued high standing for mitigation project funding and disaster assistance from FEMA

PUBLIC SERVICES GOAL 2A: Continue emergency medical coverage with local ambulance and EMTs.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Attract and retain volunteers, and provide training and funding for programs.	Program funding sources and technical assistance Award excellence programs Public Outreach and Education	Local Emergency Response Committee, DES Coordinator, Ambulance Services, Fire Departments, Communities in Action	In-house	Mid-Term	Medium-High	More persons staffing Emergency Medical Response and fire departments Continue to bring in new persons to replace aging volunteer staff

PUBLIC SERVICES GOAL 3A: Expand opportunities for life-long learning for adults and children beyond K-12 system.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Explore a variety of options to expand post-secondary opportunities.	Community involvement and facilitation Planning Data Gathering Program funding sources/technical assistance Consider role of library in these efforts and consider how library space needs could serve dual purpose of post-secondary education.	Communities in Action, County Library, public school system, Economic Development Groups	In-house	Near Term Mid Term	Medium-High	More persons with post-secondary training received locally through internet or other means
2. Support library in providing life-long learning opportunities	Coordination-Support existing efforts	Communities in Action, County Library, public school system, Economic Development Groups	In-house	Ongoing	Medium	a diversity of local resources for residents to live, learn and work in the 21 st century

PUBLIC SERVICES GOAL 4A: Continue to expand recreational services to meet demand and projected long-term use.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Expand city trail system and consider extensions outside of the city	Community involvement and facilitation Planning Data Gathering Continue implementing existing plan	Public Works, Communities in Action, other groups	In-house Contract	Mid-Term	Medium-High	Increased use of trail system Increased satisfaction among users Identification of potential expansion routes
2. Continue support for non-profit recreation groups	Recreation funding as available	Park Board, local groups	In-house	Ongoing	Medium	Groups with continued strong support from volunteers and users are able to continue providing needed recreation resources

3. Identify recreation needs, assess proposed or desired new facilities, long-term projected use and cost-benefit, and integrate into a capital improvements plan as needed	Community involvement and facilitation Planning-Data Gathering Cost-Benefit and Fiscal Analysis Incorporate in Capital Improvements Plan as needed	recreationists, parks board, public works	In-house	Mid Term Long Term	Medium	New facilities have first clarified need, long-term support, and plan for long-term maintenance, operation, and replacement of major capital items
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PUBLIC FACILITIES GOAL 1A: Plan and design for long term public facilities development, maintenance, operation, and eventual upgrades or replacement over time.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Prepare an overall capital improvements plan.	Capital improvements plan	Public Works, City Council	In-house Contract	Near Term	High	Capital improvements plan used as part of long-term and annual budget cycles Anticipated major replacements (e.g., new roof, upgraded heating systems) are planned for well in advance Existing and future space needs of various city departments identified and planned for
2. Address railroad crossings	Coordination Planning-Data Gathering	Yellowstone Valley Railroad	In-house	Mid-term	Medium	Able to access both sides of railroad line with emergency vehicles as needed

PUBLIC FACILITIES GOAL 1B: Promote development with adequate services that does not add to tax burden of existing landowners.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Promote development in city limits and discourage inefficient land use patterns	Same as for Population objective 3, Housing Goal 1B (all objectives)	Same as for Population objective 3, Housing Goal 1B (all objectives)	In-house Contract	Mid Term	Medium	Cost effective provision of infrastructure and services

2. Include provisions for subdivisions to pay their portion of infrastructure and services	Review and rewrite subdivision regulations as needed	Planning Board	In-house	Near Term	Low	Equity in cost sharing for expanded infrastructure
3. Require subdividers to pay for subdivision's infrastructure and services.	Review and rewrite subdivision regulations as needed	Planning Board	In-house	Near Term	Low	Local government isn't left with burden of improvements if subdivider defaults

PUBLIC FACILITIES GOAL C: Maintain and improve safety on major routes.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Identify methods to make intersection at Holly and Central safer (e.g., traffic light).	Coordination Data gathering Community involvement and facilitation Program funding sources/technical assistance	Business community, citizens, Chamber of Commerce, Montana Department of Transportation, Planning Board	In-house	Near Term	Low-Medium	Intersection is safer for pedestrians and vehicles.
2. Assess by-pass route.	Coordination Planning-data gathering Fiscal and Cost Benefit Analysis	Montana Department of Transportation, city and county public works, Planning Board, economic development organizations	Contract	Mid Term	Medium-High	Truck traffic impacts reduced for downtown Sidney
3. Assess and address safety impacts of "strip development"	Data gathering Community involvement and facilitation Planning Regulations	community members, Business interests, Planning Board, public works department,	In-house	Mid – Long Term	Medium	Safer corridors for vehicles and pedestrians

NATURAL AND CULTURAL RESOURCES GOAL1A: Maintain and improve community character and beautification projects.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Maintain Sidney's designation as a Tree City USA	Education programs and outreach Program funding sources and technical assistance	City departments, Chamber of Commerce	In-house	Ongoing	Medium	Sidney retains tree-lined streets and adds more
2. Prioritize and implement historic building retention, preservation, and restoration	Coordination with existing programs Planning and community involvement Program funding sources/technical assistance	Mon Dak Heritage Center, historical societies, local neighborhoods	In-house	Mid Term	Medium	More historic buildings saved for the future
3. Develop a sign ordinance	Planning and community involvement Local regulations	city of Sidney, Planning Board, Zoning Commission	In-house	Mid Term	Low	City has less sign "clutter," and businesses are able to advertise their locations

NATURAL AND CULTURAL RESOURCES GOAL 4A: Improve cultural attractions/opportunities in the area.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Continue and increase support of the MonDak Heritage Center	Support	MonDak Heritage Center	In-house	Ongoing	Medium	Continued operation of museum and related activities
2. Develop a performing arts center	Community involvement and facilitation Fiscal impact analysis and cost-benefit analysis Program funding sources/technical assistance	Communities in Action, non-profit organizations and local government offices and departments, elected officials, school districts	In-house Contract	Ongoing	High	A place for performances to meet Sidney's needs as a regional economic hub

LAND USE GOAL 1A: Provide for logical, cost effective extension of city limits and city infrastructure.

Objectives	Implementation Measures	Lead Resources/Partners	Staffing	Timeline	Cost	Expected Results
1. Identify areas for potential city growth that will “square” irregular and stretched out city limits	Planning studies (e.g., annexation studies) Capital improvements plan	Planning Board, County	In-House Contract	Near Term	High	City boundaries “squared” as needed; Efficient cost effective provision of infrastructure and services
2. Extend zoning up to one mile within each city-county planning area	Planning and community involvement Zoning Regulations	Planning Board, Zoning Commission, County	In-house Contract	Near Term	Medium	Efficient cost effective provision of infrastructure and services Greater compatibility of future uses
3. Review and update the zoning ordinance to reflect Growth Policy as needed.	Planning and community involvement Zoning regulations	Planning Board, Zoning Commission, County	In-house Contract	Near Term	Medium	Efficient cost effective provision of infrastructure and services Continued approach to compatibility of adjacent land uses
4. Develop city zoning map as GIS map	Project	City	Contract	Mid Term	High	Better information dissemination to staff, boards, public Better tool for planning