

Goals & Objectives Matrix

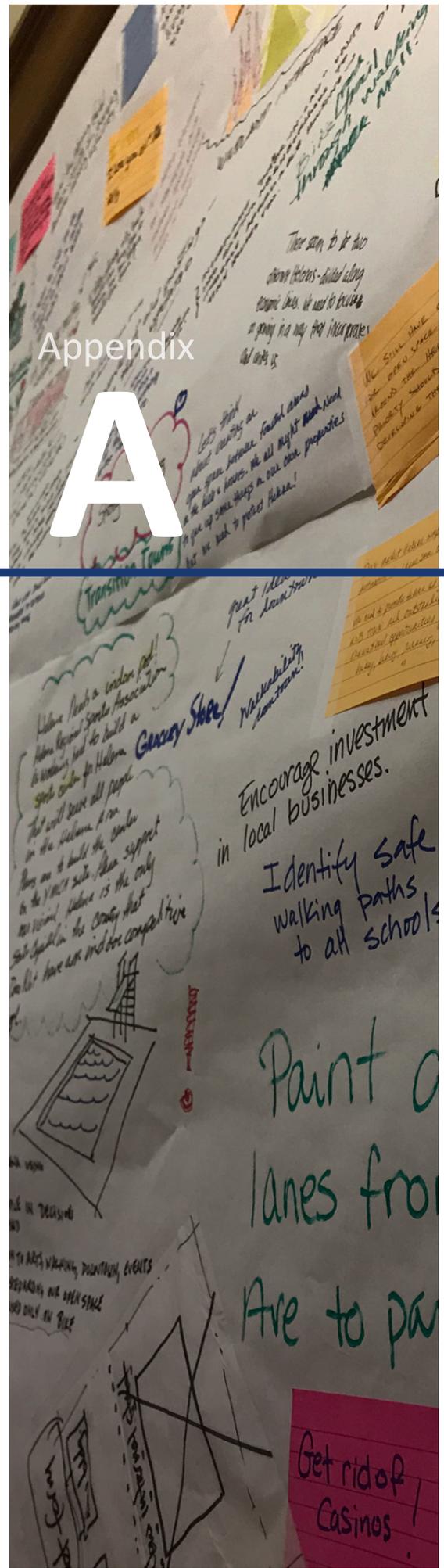
The following pages present the goal and objectives matrix developed for the City of Helena's Growth Policy update (HGP), consistent with Montana law (76-1-601 (3) (c)). These were also shaped using the following resources and methodologies:

Existing framework – Goals and objectives from the 2011 HGP were a primary resource in developing this matrix. For the purposes of clarity brevity and utility, each and every 2011 objective was evaluated according to expressed intent, and:

- *Re-categorized* – per the HGP's definitions of goals, objectives and actions (see below);
- *Edited* – for clarity, to reduce the use of jargon and/or to collate language under common headings;
- *Combined or removed* – where duplicated or functionally identical goals or objectives were discovered.

Public input – This framework was reviewed and amended in response to extensive community input, reflecting comments gathered during the public process used to develop this and prior updates to the HGP.

Other plans – The goal and objectives set was influenced by existing and adopted plans developed for the City of Helena, including the most recent versions of the Transportation Safety Plan; the Parks



Appendix

A

& Recreation Master Plan, as well as numerous other relevant plans including the Lewis and Clark County Growth Policy, and similar plans from neighboring jurisdictions, the State of Montana and others.

All goals and objectives are numbered sequentially. The numbering and order of items in no way indicate City priority or relative importance.

Goal and Objectives rows include a “Chapter Listings” column to the left, indicating those HGP chapters where each goal and objective was referenced at the time of this update’s adoption.¹ For development purposes, many of the objectives have been grouped together by primary topic and goal, though it should be noted that secondary or tertiary relationships between objectives and topics mean that the groupings in this table are not comprehensive – such groupings are instead provided in each HGP chapter.

A column on the right-hand side of the Objectives reference implementing actions identified at the time of this plan’s adoption.² In addition, italicized text below each goal is provided to help introduce and describe the source of, and the purpose for, the referenced item.

For purposes of this plan, the terms “Goal”, “Objective”, and “Action” are defined as:

- **Goal** – Broad statements indicating a *general aim* or purpose to be achieved. A goal is a direction setter, an ideal future end, condition, or state related to the public health, safety, or general welfare toward which planning and implementation measures are directed;³
- **Objective** – An objective is a topic-specific statement to guide current and future decision-making. It indicates a clear commitment of the local legislative body. An objective is an extension of a plan’s goals, reflecting topical nuance as well as an assessment of conditions;⁴
- **Action** – Actions are more directive, offering detailed, measurable steps envisioned to implement plan objectives. Actions may include the development of localized or topic-specific plans, work to implement objectives, formal agreements, regulations or other strategies.

¹ A chapter abbreviation key is provided in the matrix footer.

² Implementing Actions are listed in the Coordination & Implementation chapter.

³ For example, G.01 (Goal 03) directs economic vitality, but provides flexibility on a path forward.

⁴ For example, O.01 (Objective .01) relates to and helps implement G.01 by supporting business-related programs, but provides flexibility on specific programs.

Chapter Listings ¹	Goals	Chapter Listings ¹	Objectives	Implementing Actions ²
EC LU	<p>[G.01] Promote and sustain Helena’s economic vitality, supporting existing businesses and attracting a diverse range of economic sectors that provide employment opportunities.</p> <p><i>Discussion: In seeking long-term prosperity, Helena residents understand the need to build economic diversity – capitalizing on access to neighboring areas as well as developing a strong business base within City limits. This plan supports strategies that build and sustain a diverse, balanced economic base, retain existing quality of life assets, and help keep Helena prosperous.</i></p>	EC HO	<p>[O.01] Create and sustain a diverse local economic base by:</p> <ul style="list-style-type: none"> • Helping retain, promote and expand existing businesses and industry; • Supporting innovative, entrepreneurial enterprises; • Creating ‘business campus’ and mixed-use models; • Developing mechanisms that promote provision of workforce housing; • Attracting new businesses and clean industry. 	A.01, A.02, A.03, A.04, A.05, A.07, A.19, A.33, A.34, A.39
		EC	[O.02] Support the maintenance and growth of local businesses, providing infrastructure and developing resources and educational programs.	A.01, A.02, A.03, A.19, A.22, A.23, A.23, A.34
		EC	[O.03] Support efforts to encourage the creation and expansion of small businesses in Helena.	A.01, A.02, A.03, A.04, A.06
		EC	[O.04] Encourage partnerships between public and private business sectors in the Helena area, promoting a healthy business community.	A.03, A.05, A.06, A.32, A.39
		EC	[O.05] Create and maintain incentive programs and other financial resources promoting job development, including expansion of existing industries and attraction of new ones.	A.02, A.03, A.32
		EC CI	[O.06] Encourage the creation of “living wage” jobs that pay salaries and benefits sufficient to support families and contribute to the local economy, including providing active assistance to businesses and individuals, where appropriate.	A.01, A.02, A.04
		EC PFS	[O.07] Work closely with the Helena Regional Airport Authority to facilitate growth in aviation, aeronautical and light manufacturing businesses related to aviation, in concert with the Airport Master Plan.	A.05
		EC	[O.08] Continue support for the Montana Business Assistance Connection’s efforts to attract new and grow existing businesses within the Helena metropolitan area.	A.01, A.03, A.04
		EC CI	[O.09] Work cooperatively with other jurisdictions on issues that impact Helena’s economy.	A.10, A.14, A.20, A.23, A.26, A.44, A.46
		EC	[O.10] Work to retain existing business and commercial enterprises in Helena’s downtown.	A.03, A.04, A.34, A.35, A.39
		EC CC	[O.11] Seek and support opportunities to leverage Helena’s rich open space and natural areas setting in promoting tourism and economic growth.	A.14, A.15, A.26, A.28, A.37, A.47

1 – Chapter key: EC = Population & Economic Conditions; LU = Land Use; HO = Housing; PFS = Public Facilities & Services; XP = Transportation; NE = Natural Environment; CC = Community Culture & Design; CI = Coordination & Implementation
2 – See Actions Table, Chapter 9: Coordination & Implementation

Chapter Listings ¹ Goals	Chapter Listings ¹ Objectives	Implementing Actions ²
<p>HO EC LU [G.02] Support provision of housing that is safe, available, accessible, and affordable for all Helena residents.</p> <p><i>Discussion: Helena's ongoing success depends on the ability of residents to afford safe, comfortable and convenient housing. This goal provides the foundation for a wide range of objectives supporting housing provision, guiding decisions regarding housing diversity, land use patterns, facilities provision, transportation, funding mechanisms and supporting services.</i></p>	<p>HO LU EC NE PFS [O.12] Promote and maintain development of a diverse housing stock, helping to:</p> <ul style="list-style-type: none"> • Minimize depletion of natural resources; • Reduce land consumption and demands on the physical environment; • Provide housing options for all residents; • Optimize infrastructure use; • Prepare Helena to meet emerging needs. <p>HO CI LU [O.13] Maintain a regulatory environment that minimizes barriers for the creation of new or upgrades to existing housing, while protecting residents' health, safety, and welfare.</p> <p>HO LU PFS XP CC [O.14] Support the development of housing located in proximity to necessary services and quality of life assets, including generalized physical, technological, social and economic infrastructure.</p> <p>HO [O.15] Support and expand the supply of housing for lower income, senior citizens, persons with disabilities, homeless, and others with special needs.</p> <p>HO CC [O.16] Support the preservation and rehabilitation of the existing housing stock.</p> <p>HO CI [O.17] Work to involve the community in developing housing-related planning and design standards that will provide more housing consistent with the character of the neighborhoods.</p> <p>HO CC [O.18] Encourage maintenance of housing in an attractive, safe and sanitary condition, helping extend the service life of housing and enhancing the general appearance of the city and its neighborhoods.</p> <p>HO PFS [O.19] Maintain standards for multi-family housing that encourage quality building design, landscaping and usable open space, supporting long-term family living.</p>	<p>A.03, A.07, A.08, A.09, A.25, A.34</p> <p>A.02, A.07, A.08, A.09, A.22, A.34</p> <p>A.03, A.04, A.07, A.08, A.34, A.36</p> <p>A.04, A.07, A.08, A.37</p> <p>A.02, A.07, A.09, A.38, A.40</p> <p>A.07, A.08, A.09, A.34, A.38, A.40, A.45</p> <p>A.32, A.38, A.40</p> <p>A.07, A.08, A.09, A.27</p>
<p>PFS XP [G.03] Provide high-quality, affordable and efficient public facilities and services in Helena that also prioritize the protection of public health, including residents and visitors.</p> <p><i>Discussion: Municipalities exist to provide infrastructure and services that would be impossible for individuals to provide. While pooled resources make services achievable, they also require strong levels of coordination and management to assure accountability and efficiency. This goal anchors the need for the City of Helena to consider the long-term cost implications and benefits of facility choices impacting land use, transportation investments, parks and recreational services, as well as other types of infrastructure – maintaining efficiency and the overall well-being of the community it serves.</i></p>	<p>PFS XP [O.20] Maintain public health and public safety as high priorities, providing necessary services and addressing potential hazards within and adjacent to City limits.</p> <p>PFS [O.21] Maintain infrastructure and personnel at levels that provide citizens with services that are high-quality, effective, and affordable.</p>	<p>A.03, A.10, A.12, A.13, A.14, A.16, A.17, A.18, A.24, A.30, A.33, A.44, A.46, A.47</p> <p>A.03, A.10, A.12, A.13, A.15, A.16, A.17, A.18</p>

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	PFS [O.22] Maintain municipal water and wastewater system quality and levels of service through ongoing system upgrades and maintenance.	A.03, A.10, A.12, A.13, A.44
	PFS [O.23] Coordinate the development of new or expanded water and wastewater treatment capacity with Lewis and Clark County, complementary to and generally concurrent with growth.	A.03, A.10, A.12, A.13, A.15
	PFS LU CI [O.24] Give priority for future extension of services and annexations to property located within Helena’s Urban Standards Boundary (USB) area.	A.03, A.04, A.10, A.15, A.36, A.37
	PFS LU CI [O.25] Avoid annexation of undeveloped land until all public facilities are adequate to serve the new development, or an infrastructure plan is in place to assure that such facilities will be provided when needed.	A.03, A.04, A.10, A.12, A.37
	PFS NE [O.26] Consider and implement ways to reduce nutrient discharges from Helena’s wastewater treatment plant and its stormwater system to meet regulatory standards, including enforcement of the Stormwater Ordinance and erosion control requirements.	A.12, A.32, A.33
	PFS XP NE [O.27] Promote efficient use of community infrastructure, services and resources, including efforts to: <ul style="list-style-type: none"> • Increase energy efficiency; • Reduce vehicle trips; • Maintain air quality; • Minimize noise pollution. 	A.04, A.09, A.11, A.13, A.19, A.23, A.25, A.32, A.33, A.34
	PFS NE [O.28] Continue to authorize connection of County residents with failing septic systems or lagoons to City treatment facilities, when compatible with Helena’s Growth Policy and its discharge permit.	A.03, A.10, A.37, A.44
	PFS NE HO LU CI [O.29] Promote energy efficiency and the use of renewable energy in new and existing development, minimizing impacts on natural resources and the environment through measures including, as appropriate: <ul style="list-style-type: none"> • Development standards; • Land use regulations; • Public/private partnerships; • Public education; • Tax or other monetary incentives. 	A.02, A.03, A.04, A.11, A.12, A.13, A.32, A.33
PFS EC LU CC [G.04] Provide and support Helena’s parks and recreational opportunities on-pace with growth. <i>Discussion: Helena residents cherish current open space access, and parks and recreational services, and wish to retain the same or higher levels of service as the community grows. This goal directs the City to consider open space, parks and recreational needs in all related plans and actions, including land use decisions, regulatory requirements and budgeting.</i>	PFS NE [O.30] Manage provision and use of recreational facilities to protect the integrity of environmentally-sensitive areas.	A.14, A.26, A.28, A.29
	PFS EC CC [O.31] Provide and maintain a full range of quality park facilities, open spaces and recreational opportunities for citizens of all abilities and age groups.	A.14, A.15, A.26, A.28, A.29

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	PFS [O.32] Continue to fund and adequately maintain sports fields, trails, and other City recreational facilities on-pace and complementary with growth. CI	A.14, A.15, A.29
	PFS [O.33] Foster open-space connectivity in and around Helena, helping link parks, open spaces and water bodies, and providing opportunities for pedestrian and bicycle trails. LU XP	A.14, A.25, A.34
	PFS [O.34] Coordinate parks system planning with land use and transportation planning, recognizing the public health and recreational value of features that support walking and cycling. LU XP	A.14, A.25, A.34
	PFS [O.35] Work with Helena Public Schools to coordinate City parks, facilities and service planning with: CC <ul style="list-style-type: none"> • School facility plans; • School programs, recreational facilities and educational opportunities. 	A.14, A.25, A.35
	PFS [O.36] Maintain city parks and open spaces taking full advantage of applicable and developing technologies. CC	A.14, A.15, A.27, A.28, A.29
	PFS [O.37] Work towards compliance with accessibility requirements in accordance with Americans with Disability Act (ADA). XP	A.03, A.14, A.19, A.22, A.34
	CC [O.38] Encourage citizen involvement in crime prevention programs. PFS	A.16, A.18, A.27, A.35
XP [G.05] Establish and maintain a strong multi-modal transportation system for Helena, providing opportunity for all to travel safely and efficiently, on-pace and in concert with demand and overall Growth Policy objectives. EC PFS <p><i>Discussion: All cities require functional, resilient transportation networks providing for the flow of people and materials. In assisting with this Growth Policy, residents urged improvements to the existing fabric and criteria that provide a full-featured street network for Helena, improving the efficiency, function and value of the City. Residents also recognize the importance of coordinating design of facilities with surrounding land uses, using transportation systems to complement existing patterns.</i></p>	XP [O.39] Develop and enhance a transportation system in Helena that: CC <ul style="list-style-type: none"> • Facilitates the safe, efficient movement of people, goods and services; • Supports non-motorized and recreational needs; • Promotes livable neighborhoods; • Supports the needs of Helena’s elderly, disabled and disadvantaged populations; • Improves safe pedestrian and bike routes; • Respects the area’s natural and historic context; • Improves and connects to regional transit systems. 	A.03, A.14, A.15, A.19, A.22, A.23, A.24, A.25, A.34
	XP [O.40] With Montana Department of Transportation (MDT), plan a logical, long-range arterial system for Helena, including interstate access that promotes compact, highly- connected land use patterns and that may be systematically implemented through right-of- way reservations. LU	A.20, A.23, A.45
	XP [O.41] Coordinate transportation investment with efficient land use patterns, making cycling and walking a practical transportation alternative. LU	A.01, A.03, A.04, A.23, A.25, A.36, A.44
	XP [O.42] Promote transportation facilities and land use patterns that support resource efficiency and reduce the output of greenhouse gasses. LU NE PFS	A.01, A.03, A.04, A.22, A.23, A.25, A.31, A.34, A.44

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	XP [O.43] Require street development or improvement projects to include facilities allowing persons of all ages and abilities to travel by automobile, foot, bicycle, and public transit. PFS	A.03, A.23, A.25, A.31, A.34
	XP [O.44] Prefer transportation designs that: CC <ul style="list-style-type: none"> • Preserve natural viewsheds; • Are compatible with historic resources; • Minimize construction cut-and-fill on slopes. 	A.23
	XP [O.45] With local and regional jurisdictions, identify key transportation corridors and work to differentiate arterial roadway design, emphasizing neighborhood centers as points of community importance and focus. LU PFS CI	A.23, A.44
	XP [O.46] Require that subdivisions and other developments provide a transportation system that: PFS <ul style="list-style-type: none"> • Promotes connectivity where adjacent to developed areas; • Provides for future connectivity with anticipated development; • Incorporates ‘traffic calming’ measures where appropriate; • Supports non-motorized transportation. 	A.23, A.24, A.25, A.36
	XP [O.47] Maintain and improve the continuity of sidewalks, trails, and bicycle paths in Helena, improving conditions for non-motorized transportation across the city and between future neighborhood centers. PFS	A.24, A.25, A.34
	XP [O.48] Work to improve street connectivity in all areas of Helena, improving walkability, public health and safety, and transportation efficiency.	A.03, A.23, A.25, A.34
	XP [O.49] Encourage new development to provide multi-modal access to nearby parks, trails and green spaces. PFS CI	A.23, A.25, A.34, A.36
NE [G.06] Protect and enhance the quality of Helena’s natural environment, conserving resources for the benefit of present and future generations. LU CC <i>Discussion: A hallmark of Helena is its mountainside setting, including forested hillside backdrop and open-space lands. In concert with other plan goals and policies directing growth, this goal supports the preservation of scenic and open space areas, urging creative employment of tools such as land trusts, rights-purchasing or exchanges, or other appropriate strategies.</i>	NE [O.50] Support local and regional efforts to conserve energy, promote recycling and reduce solid waste. PFS NRH	A.31, A.32, A.33
	NE [O.51] Protect and sustain irreplaceable natural features such as wetlands, stream corridors, and similar high-value areas that provide wildlife habitat, recreational opportunities, improved water quality and safety values such as flood control. PFS LU	A.14, A.28, A.29, A.33

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	NE PFS CI [O.52] Encourage ‘green’ building and renewable energy investments, helping promote: <ul style="list-style-type: none"> • Provision of local jobs; • Increased property values; • Reduced energy costs; • Helena’s long-term sustainability. 	A.31, A.32, A.33
	NE LU [O.53] Preserve habitat areas identified by the Endangered Species Act or as important to wildlife identified by the State of Montana as species of conservation concern.	A.14, A.26, A.28, A.29
	NE LU [O.54] Minimize conflicts between wildlife and human development, especially in areas abutting wildlife habitat.	A.14, A.26, A.29, A.47
	NE LU [O.55] Minimize environmental degradation in areas with challenging physical and environmental characteristics, such as steep slopes, watercourses, drainage ways and wetlands.	A.26, A.29, A.34, A.47
	NE PFS CC [O.56] Encourage use of technologies and techniques that direct light downwards, minimizing intrusive or excessive glare, reducing energy use and optimizing “dark sky” conditions in Helena.	A.30, A.32, A.33
	NE CC [O.57] Minimize cut-and-fills on slopes resulting from road or building construction.	A.23
	NE CI [O.58] Reduce the spread of invasive plant species in Helena, including requiring City operations or contracts to include weed-free materials and construction methods.	A.27, A.29, A.33
	NE [O.59] Support the State in its efforts to monitor levels of water-based invasive species and promote programs that reduce their spread.	A.33
	NE CC [O.60] Promote the planting and protection of trees citywide, helping: <ul style="list-style-type: none"> • Beautify and enhance community value; • Provide shade and comfort; • Affirm Helena’s association with the outdoors and its historic origins; • Provide wildlife habitat. 	A.27, A.33, A.34
	NE CC PFS XP [O.61] Promote landscaping guidelines that: <ul style="list-style-type: none"> • Maintain or restore native trees and vegetative cover; • Support locally-compatible species diversity; • Re-vegetate disturbed areas; • Beautify streets, entry corridors, roadways and parking lots; • Help calm traffic; • Help treat and address stormwater issues. 	A.27, A.33

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	<p>NE [O.62] Mitigate and adapt to climate change, supporting sustainable practices including:</p> <ul style="list-style-type: none"> • Development of programs and projects to address sustainability and climate change such as, in order of priority, source reduction, reuse, recycling of materials to achieve zero waste; • Tracking of available indicators including temperature, precipitation, snowfall, days below freezing, and incorporation of photovoltaics into public and private infrastructure. • Support for local food production, including community gardens, healthy food preparation and ecologically sound gardening practices that, composting, reduced water, synthetic fertilizer, and pesticide use; • Educational efforts to increase awareness, explain benefits and promote voluntary efforts addressing climate change, carbon-neutral lifestyles, and related topics; • Educational efforts regarding mitigation techniques for development in fire- and flood- prone areas. 	A.14, A.27, A.30, A.31, A.32, A.33, A.34
<p>PFS [G.07] Provide an adequate and stable supply of safe and economical water to all users in the Helena community, while protecting the quality of both ground- and surface-water in the Helena area watershed.</p> <p>NE</p> <p>EC</p> <p><i>Discussion: City livability, health and value are fully dependent on clean, safe and sustainable water supplies. This goal underscores Helena’s commitment to maintaining both supply and quality of ground and surface water, recognizing them as essential to the community’s survival.</i></p>	<p>PFS [O.63] Promote water conservation efforts in Helena, reducing the need for infrastructure expansion.</p> <p>NE</p>	A.12, A.13
	<p>PFS [O.64] Evaluate subdivision impacts to ground and surface waters, drainages, floodplains, riparian areas and wetlands, incorporating adequate buffers or requiring appropriate mitigation, including, but not limited to, stormwater treatment and discharges to improve wetland viability.</p> <p>NE</p>	A.14, A.27, A.29, A.33, A.34, A.36
	<p>PFS [O.65] Protect the Ten Mile watershed as a key part of the municipal water supply, restoring those parts of the watershed that have been impaired by human activity.</p> <p>NE</p>	A.03, A.12, A.13, A.26
	<p>PFS [O.66] Promote sustainable practices for water resource preservation, supporting multiple uses of area waters, including:</p> <ul style="list-style-type: none"> • Recreational activities; • Forest health; • Wildlife preservation; • Maintaining viable agricultural lands. <p>NE</p>	A.03, A.12, A.13, A.26, A.29, A.33
	<p>NE [O.67] Promote reducing impervious surfaces, thus increasing infiltration through the soil, which helps regenerate groundwater and remove pollutants.</p>	A.13, A.27, A.33
	<p>PFS [O.68] Encourage the use of xeriscape landscaping, grey water, rain barrels, and other mechanisms to reduce demand on potable water and the amount of effluent.</p> <p>NE</p>	A.13, A.27, A.32, A.33
<p>CC [G.08] Sustain and expand Helena’s arts, cultural and civic environment, including visual and performing arts, historical assets, library and educational facilities, and recreational opportunities.</p> <p>PFS</p> <p>EC</p> <p><i>Discussion: Residents of Helena value and support the arts, cultural and social organizations, events and facilities. This goal and supporting objectives direct the City to encourage and expand community arts programming, historic and cultural resources – benefitting the civic health, quality of life, and economic vitality of Helena.</i></p>	<p>CC [O.69] Work to preserve or mitigate potential loss of historic, cultural or aesthetically-significant features, boosting overall economic vitality, tourism and local quality of life, including:</p> <ul style="list-style-type: none"> • Landscapes and open space areas; • Skylines, sightlines and viewsheds on the City’s south border; • Buildings, districts or objects of historic significance. <p>LU</p> <p>EC</p>	A.14, A.34, A.40

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<p>CC LU HO EC</p> <p>[G.09] Sustain the historic downtown as the “heart” of Helena, bringing the community together and enhancing its commercial, service and civic vitality.</p> <hr/> <p><i>Discussion: In preparing this plan, residents made it clear that the historic city center should still be considered the ‘heart’ of Helena. Maintaining a vibrant city center will require supporting its numerous and necessary functions, including a strong commercial base, community services, public space availability and access, parking and diverse housing options. This plan provides objectives and actions that help foster an environment in which the downtown can thrive, in turn aiding the attractiveness, efficiency and value of the entire community.</i></p>	<p>CC LU</p> <p>[O.70] Encourage the preservation and rehabilitation of buildings in the downtown.</p> <p>CC EC PFS</p> <p>[O.71] Work to maintain Helena’s downtown as the city’s ‘heart’ and key focal point, combining commercial, civic, cultural, residential, and recreational uses.</p> <p>CC EC</p> <p>[O.72] Promote the economic and social vitality of historic districts.</p> <p>CC LU</p> <p>[O.73] Coordinate historic and pre-historic preservation issues with land-use planning and decision-making.</p> <p>CC PFS CI</p> <p>[O.74] Work to improve the awareness, availability and access of cultural programs and activities for all Helena residents, including coordination of such activities with other agencies and community organizations.</p> <p>CC PFS CI</p> <p>[O.75] Maintain support for the City of Helena’s advisory committees.</p>	<p>A.39, A.40</p> <p>A.34, A.39, A.41</p> <p>A.34, A.35, A.40, A.41</p> <p>A.34</p> <p>A.41, A.42, A.43</p> <p>A.43</p>
<p>LU EC HO NE CC</p> <p>[G.10] Plan for and establish types and quantities of land uses in Helena supporting community needs, neighborhood centers, aesthetics and the City’s long-term sustainability.</p> <hr/> <p><i>Discussion: Cities exercise considerable influence over land use, in turn influencing the type and character of development, patterns of growth, and the short and long-term financial impact of growth on the local economy. Consequently, this plan supports the allocation of land use types, supporting features and facilities sufficient to achieve overall plan objectives.</i></p>	<p>LU EC HO PFS NE CC CI</p> <p>[O.76] Support land use patterns that:</p> <ul style="list-style-type: none"> • Promote compatible, well-designed development; • Foster the long-term fiscal health of the community; • Maintain and enhance resident quality of life; • Implement related master plans and/or facility plans. <p>LU PFS XP</p> <p>[O.77] Apply or revise zoning designations with careful consideration of factors including:</p> <ul style="list-style-type: none"> • Future land use mapping; • Compatibility with surrounding land uses; • Infrastructure and service plans; • Development of vacant and under-utilized buildings; • Existing and future traffic patterns; • Goals and objectives of the growth policy, related master plan and/or facility plans. <p>LU PFS XP</p> <p>[O.78] Encourage infill development on vacant and under-utilized land within the city, directing growth to areas currently served by, or in close proximity to, existing infrastructure and that harmonizes with the character of existing neighborhoods.</p>	<p>A.01, A.03, A.04, A.09, A.34, A.35, A.37, A.38, A.44</p> <p>A.01, A.04, A.23, A.34</p> <p>A.03, A.04, A.34, A.35, A.37</p>

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2 – See Actions Table, Chapter 9: Coordination & Implementation

Chapter Listings ¹ Goals	Chapter Listings ¹ Objectives	Implementing Actions ²
	LU [O.79] Encourage development within the Urban Standards Boundary (USB) to use City standards and guidelines to facilitate future annexation. PFS	A.37, A.44
	LU [O.80] Promote development of varied and compatible types of mixed-use neighborhood centers in Helena, serving to enhance neighborhood identity, address community need, and support more compact land use patterns. CC XP HO	A.04, A.07, A.08, A.34, A.35, A.39
	LU [O.81] Identify and encourage the growth of mixed-use neighborhood centers where appropriate and may be served by existing infrastructure. PFS HO	A.01, A.03, A.04, A.34, A.35, A.39
	LU [O.82] Encourage development patterns and proposals that promote efficient use of City infrastructure and resources. PFS NE	A.03, A.04, A.34, A.35, A.38, A.39, A.44
	LU [O.83] Encourage development patterns that provide suitably-scaled, daily needs services within walking distance of residential areas, allowing a measure of independence for those who cannot or choose not to drive. XP HO	A.01, A.03, A.04, A.25, A.34, A.38
	LU [O.84] Promote small block development patterns, promoting connectivity and reduced multi-modal travel distances between residences and schools, parks, and services. XP PFS	A.04, A.25, A.34, A.35, A.38
	LU [O.85] Reduce functional and visual impacts of entry corridors and commercial development on abutting residential neighborhoods, considering buffering uses, design standards and other methods. XP CC CI	A.01, A.08, A.23, A.27, A.34, A.38
	LU [O.86] Promote the redevelopment of vacant or under-utilized properties with a mix of uses, supporting local and citywide objectives. EC	A.01, A.04, A.06, A.39, A.40
	LU [O.87] With the school district, prioritize location of schools in areas with: PFS <ul style="list-style-type: none"> • Access to arterial and collector streets; • Ample sidewalks and pedestrian access; • Proximity to residential areas being served; • Proximity to designated neighborhood centers; • Cost-effective access to necessary utilities and services. XP HO	A.01, A.03, A.07, A.34, A.35, A.38

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Chapter Listings ¹ Goals	Chapter Listings ¹ Objectives	Implementing Actions ²
	<p>LU [O.88] In making annexation decisions consider the following factors:</p> <ul style="list-style-type: none"> • Master plans for water, sewer, transportation, parks, schools and emergency services; • Provision of necessary rights-of-way and easements; • Studies that evaluate environmental and public service factors; • Timing that supports orderly development and/or coordinated extension of public services; • Ability to leverage existing facilities, minimizing expansion or duplication of facilities; • The Urban Standards Boundary (USB); • Growth Policy goals and objectives. 	A.02, A.03, A.04, A.10, A.12, A.14, A.23, A.26, A.34, A.36, A.37, A.44, A.47
<p>CI [G.11] Coordinate with adjacent jurisdictions and agencies, including East Helena, Lewis and Clark County, Jefferson County, and Broadwater County on issues that have regional impacts.</p> <hr/> <p><i>Discussion: In the past, Helena was a more centralized, independent place. Today, the City's fortunes and that of its residents depends on a set of dynamic, inter-dependent relationships between East Helena, Lewis and Clark, Jefferson and Broadwater Counties, and other agencies and forces that shape the region. Over the course of this plan's life cycle, it is expected that inter-agency collaboration will become even more important. Accordingly, this plan's goal and objectives framework supports actions building the economic health and resilience of the region as a whole, especially as it relates strategically to the unique qualities Helena residents enjoy.</i></p>	<p>CI [O.89] Develop and maintain disaster, mitigation, emergency, and recovery plans, working with and maintaining consistency, and integrity of such plans with adjacent jurisdictions.</p>	A.18, A.26, A.47
<p>LU</p>	<p>CI [O.90] Maintain and implement wildfire prevention and evacuation plans, helping prevent or reduce loss of life, property damage and recovery costs in and around Helena.</p>	A.14, A.18, A.26, A.47
<p>XP</p>	<p>CI [O.91] Work with Lewis and Clark County and East Helena to create joint development standards that:</p> <ul style="list-style-type: none"> • Provide a more consistent regulatory system for in-city and surrounding areas; • Guide annexation decisions; • Require new development connect to public services whenever practical or provide for future connections if not immediately practical. 	A.03, A.04, A.10, A.37, A.44
<p>PFS</p>	<p>CI [O.92] Coordinate land use development issues with East Helena, Lewis and Clark County, Jefferson County, Broadwater County and other adjacent jurisdictions as beneficial to the long-term quality of life of Helena and its region.</p>	A.10, A.23, A.44, A.46, A.47
<p>NE</p>	<p>CI [O.93] Work to coordinate revisions, updates, and implementation of Helena's Growth Policy with all adjacent jurisdictions.</p>	A.37, A.44, A.45
<p>EC [G.12] Improve communication and outreach, involving the community in planning and decision-making for Helena.</p> <hr/> <p><i>Discussion: By intent, the development of this Growth Policy update has been community-driven, involving numerous residents including some representing groups of residents. For growth policy plans to succeed, community buy-in and support is critical. Future conditions will certainly require updates to the City's plans, objectives and actions, and this goal supports keeping residents highly involved in such work.</i></p>	<p>CI [O.94] Enhance e-government and internet capabilities, improving communications and making interactions between the City and residents more convenient.</p>	A.45

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Chapter Listings ¹ Goals	Chapter Listings ¹ Objectives	Implementing Actions ²
	CI [O.95] Encourage and support citizen involvement with City boards, commissions, and civic organizations. PFS NE	A.43, A.45
	CI [O.96] Encourage community involvement in Helena government planning and decision-making. CC	A.07, A.23, A.34, A.35, A.45
CI [G.13] Maintain, update, coordinate and implement Helena’s policy and regulatory documents. CC <i>Discussion: Cities are more likely to succeed when leaders and citizens come together to address a shared vision and set of objectives. This goal serves to affirm Helena’s commitment to community planning and implementation. This Growth Policy is configured to aid periodic updates, and encourages future planning work by City departments, creating topical, parks or sub-area planning. Good planning – and just as important, implementation – is key to maintaining Helena’s essential qualities over time.</i>	CI [O.97] Continue to improve permitting for new development, supporting the public interest and long-term community objectives. EC	A.01, A.02, A.09, A.45
	CI [O.98] Provide timely, professional and efficient processing of building permits, development review, and code administration.	A.02, A.15, A.45
	CI [O.99] Promote the concentration of specialized industries within the city where specialized infrastructure, information, and labor advantages may promote economic development and desirable growth. LU EC PFS	A.01, A.02, A.03, A.05, A.19, A.34
	CI [O.100] Consider amendments to the City of Helena Growth Policy as needed and, at a minimum, once every five years. Amendments should consider, coordinate and compliment with the long-term plan for the community as expressed in the Growth Policy.	A.34, A.45
	CI [O.101] Any necessary changes to development regulations, modifications to capital improvements programs, or proposed neighborhood plans required for implementation should accompany proposed amendments to the Growth Policy, so that regulations maintain consistency with the Growth Policy. PFS	A.03, A.04, A.37, A.44, A.47
	CI [O.102] Within the Urban Standards Boundary (USB), mitigate the financial impacts of annexation through the use of service agreements and/or neighborhood planning.	A.37, A.44

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