



Advisory Services
Program

Gallatin Valley, Montana

OCTOBER 15–20, 2023

THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement



THE ADVISORY SERVICES PROGRAM STORY



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Philadelphia, Pennsylvania



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Bonich Associates
Jackson, Wyoming



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Rafanelli & Nahas
Management
Boise, Idaho

Panel

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Senior Director, Advisory
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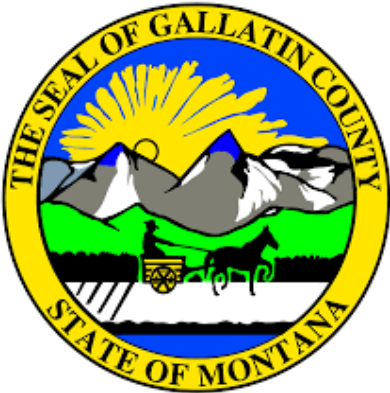
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ULI District Council-
Montana/Idaho

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Senior Vice President
ULI Asia Pacific

Kelly Annis
Report Writer
ULI

THANK YOU TO OUR SPONSORS



BOZEMAN^{MT}



Foundation



THANK YOU, STAKEHOLDERS

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THANK YOU, LOCAL VENDORS

Shan: Chef Jarrett Wrisley and team

est.1864 Noir: Blake Mackie and Chef Allison Fasano

Karst Stage: Dennis Sines, Michael

Jam!: Abel Dallas and team

Rockford Coffee: Kristin and team

Revelry: Corinne, Jonathan and team

Kimpton Armory Bozeman Hotel: Trevor Simpson and team

Mint Cafe Belgrade: Eli and team

Plonk: Sam Krutsch, Elaine Nabors and team

Brigade: Tim Zapanta and team

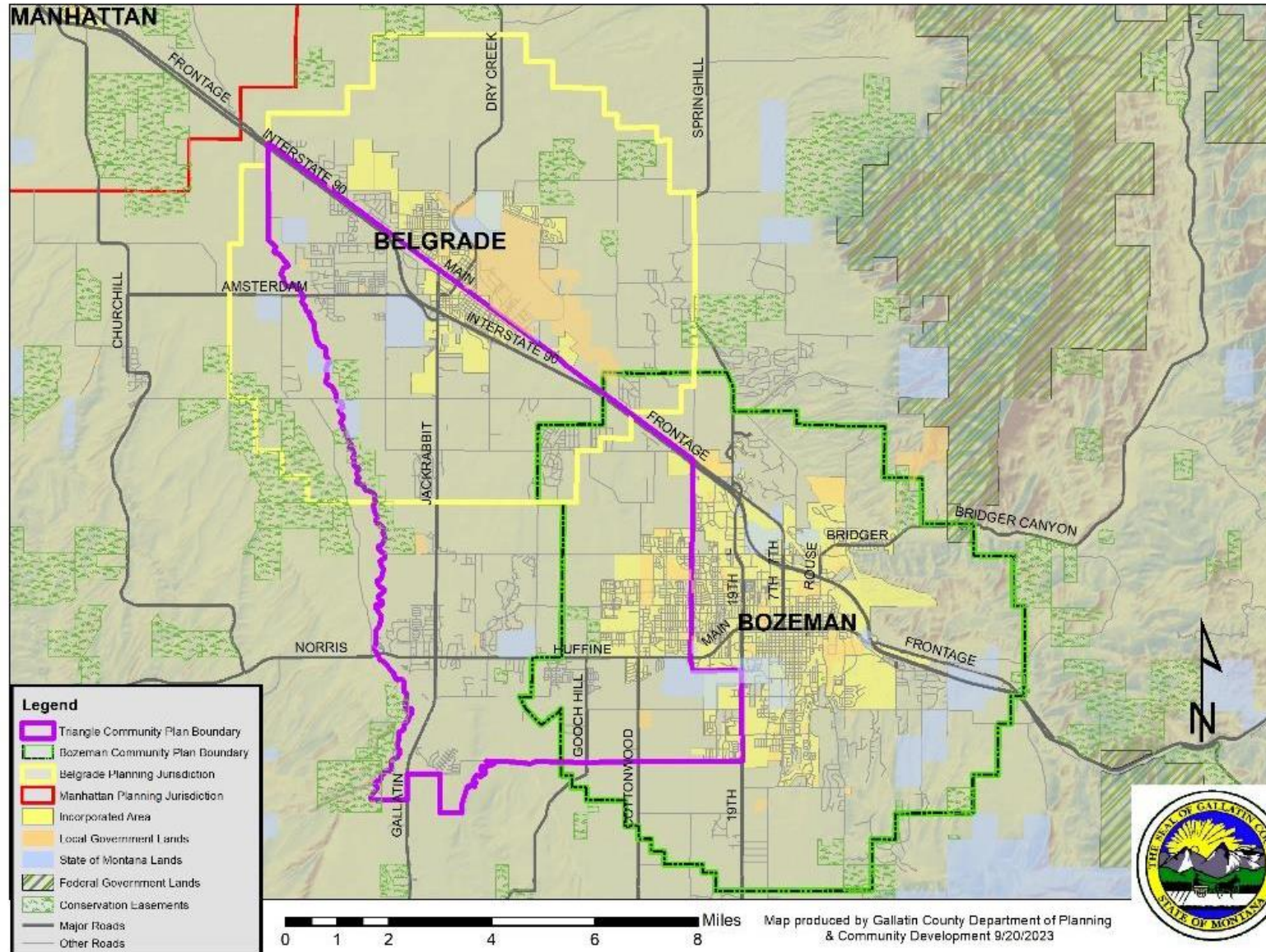
Owenhouse Cycling

CushingTerrell

Advisory Services Panel (ASP) Process

- Briefing presentation
- Site tour
- Stakeholder interviews
- Deliberation
- Presentation
- Report

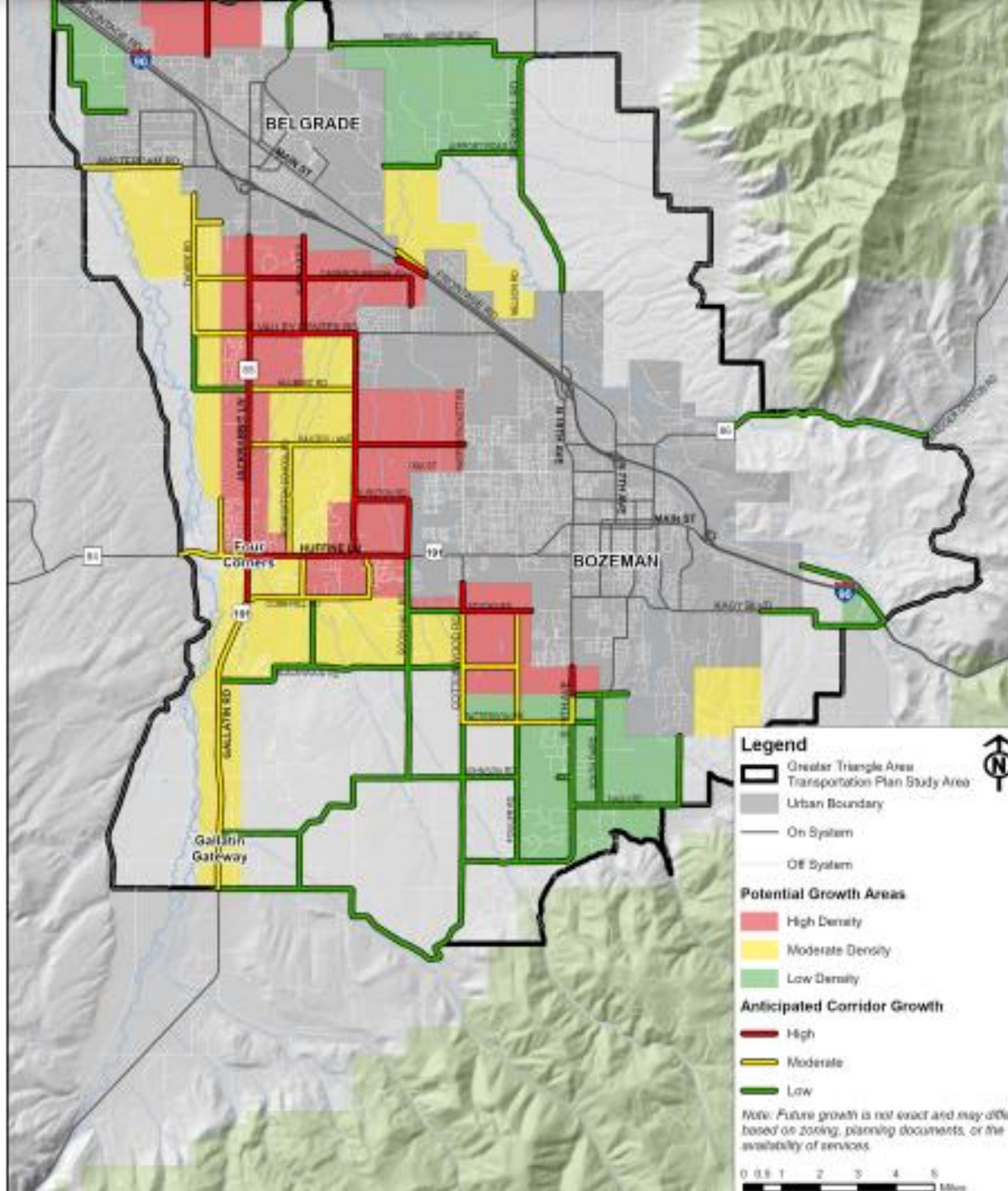
Study Area

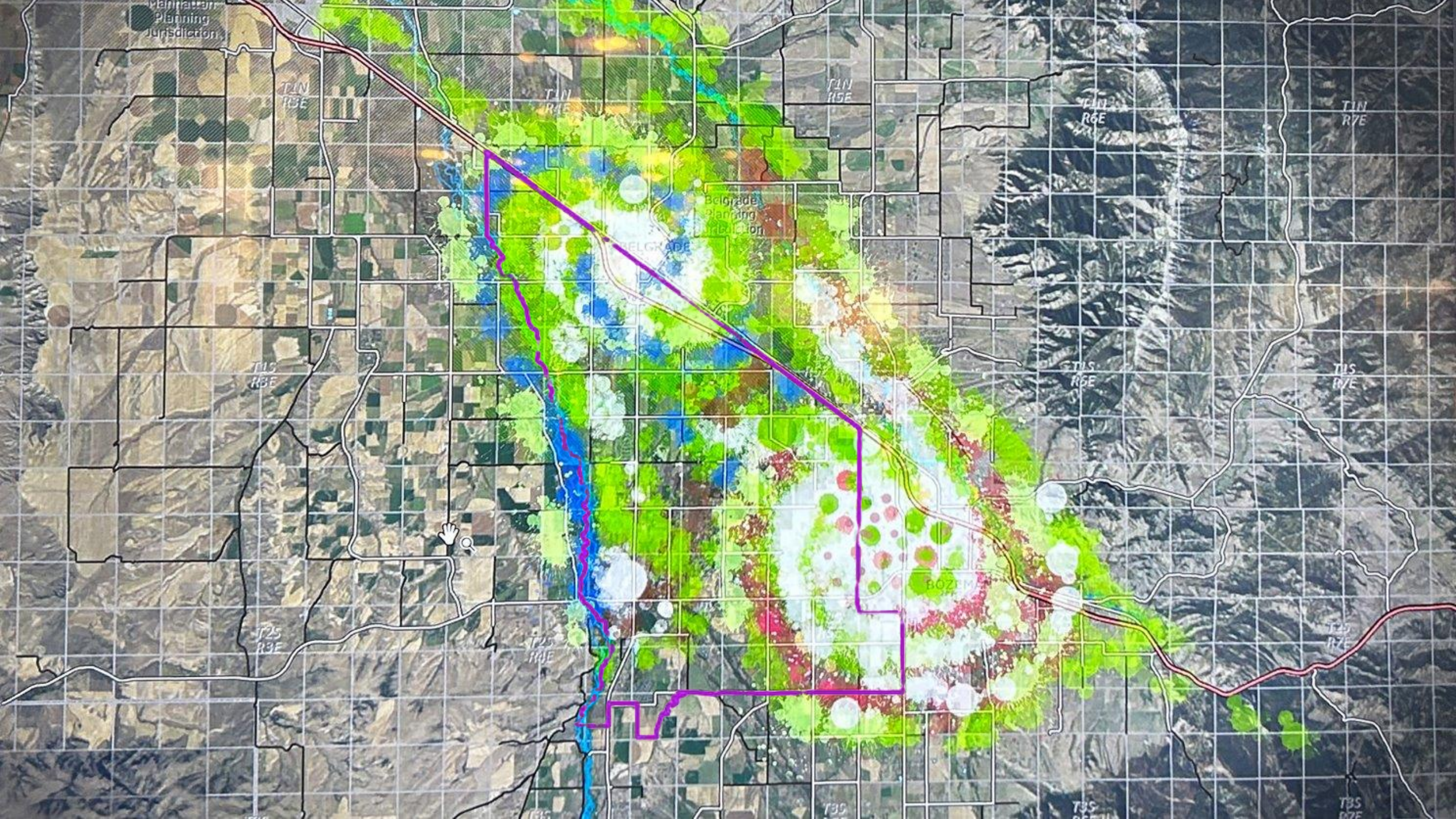


The Town Mouse and The Country Mouse









Panel Scope

Community Amenities and Character

- What strategies might the region apply to accommodate growth while honoring our communities' grounding in nature and recreation?
- How can we ensure opportunity and access to community amenities that are foundational to our quality of life for all residents regardless of socioeconomic level or place of residence?
- How can our local communities leverage a regional approach to secure, connect and provide access to recreation, trails, and natural areas?

- How might we better manage the health of the natural environment of our communities while also addressing continued community growth? Are there strategies other resort/destination/Zoomtown communities are using effectively?

Housing and Workforce

- What are the best approaches to stabilize and grow attainable housing stock, particularly moderate- and low-income households?
- How can we address the rising housing costs coupled with labor shortages?
- What strategies have other resort communities utilized to address these simultaneous issues that would be applicable here?

Panel Scope

Infrastructure

- What approaches to funding can the sponsor team use to expand infrastructure to support growing housing needs?
- How can we better use our existing green infrastructure to support our built infrastructure system?

Implementation

- What are the key partnerships the region can pursue to implement these recommendations?
- What might be the most effective funding approaches for the panel recommendations?
- What additional research or planning efforts at a regional level would assist with implementation?
- What examples or models might this region use to best leverage a regional approach for these issues?

What We Heard

- We know we're going to grow, and that means change. Since we're going to do it, we should do it right
- We don't like sprawl
- We're okay with density – as long as it's not next door
- We think the plan's OK, if we understand what it is
- We're here (however and whenever we arrived) for the outdoors
- We don't want to lose the things that make the Gallatin Valley special
 - Access to outdoors and all the things it offers recreationally, visually and psychologically
 - The Montana Code
 - The sense of community
 - The open space!


The Big Ideas

Major panel recommendations

- Stop planning. Start doing.
- Implement the Triangle Plan you've already developed
- Opt-in to SB382
- Zone the County (at least the Triangle) now
- Transform the PCC into the GVPB
- Take your new entitlement city status seriously
- Cities annex the Triangle

Presentation Overview

- Introduction
- Regional issues
- Infrastructure
- Housing
- Preserving character
- Wrap-up
- Q&A

An aerial photograph of a mountainous region, likely the Andes, showing a river valley and surrounding terrain. The terrain is rugged and mountainous, with a prominent river valley running through the center. The colors are muted, with various shades of brown, tan, and grey, suggesting a semi-arid or high-altitude environment. The text "Regional Issues" is overlaid in the center of the image.

Regional Issues

“You can love completely without complete understanding.”



– Norman MacLean, *A River Runs Through It and Other Stories*

Challenges and Opportunities

Fear is human, but not an excuse

2023 Legislature – Senate Bill 382

- Feels like loss of local control for cities over 5000 people
- Adds definition, predictability and efficiency
- Input from the community comes earlier in the land use planning process
 - Cities must do more extensive community outreach and data gathering to create the land use plan and projects go to development without further community input if the project is in alignment

BELGRADE

LONG RANGE
TRANSPORTATION
PLAN

GALLATIN
PLANNING

Prepared for:



CITY OF BELGRADE
MONTANA



Prepared by:



ROBERT PECCIA & A
www.rpa-hin.com

TRIANGLE TRAILS PLAN

GALLATIN COUNTY • MT

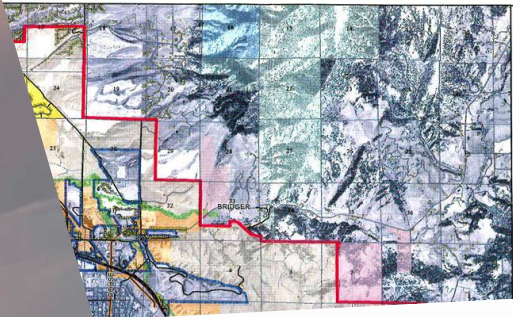


ADOPTED
November 23, 2021
Triangle Trails Plan

Triangle Community Plan
Planning Coordination Committee

Envision Gallatin
TOMORROW TOGETHER

BELGRADE
TOWN DESIGN PLAN
2020



AN MT
PLAN

Adopted September 21, 2021

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BELGRADE, MONTANA
WASTEWATER MASTER PLAN

Prepared For:
GALLATIN COUNTY



Adopted January 2020



“Planning is bringing the future into the present so that you can do something about it now.”

– Alan Lakein



Cushing
Terrell

Trust the Vision

Community of unique neighborhoods

- Harmony in the growth plans and the vision for the Triangle Area
- Fostering a COMMUNITY of UNIQUE NEIGHBORHOODS
 - Diversity of housing options
 - Density to support local retail and community amenities
 - Connectivity through a fabric of trails, pathways, roads and open space
 - Preservation of open space



Opportunities for Action

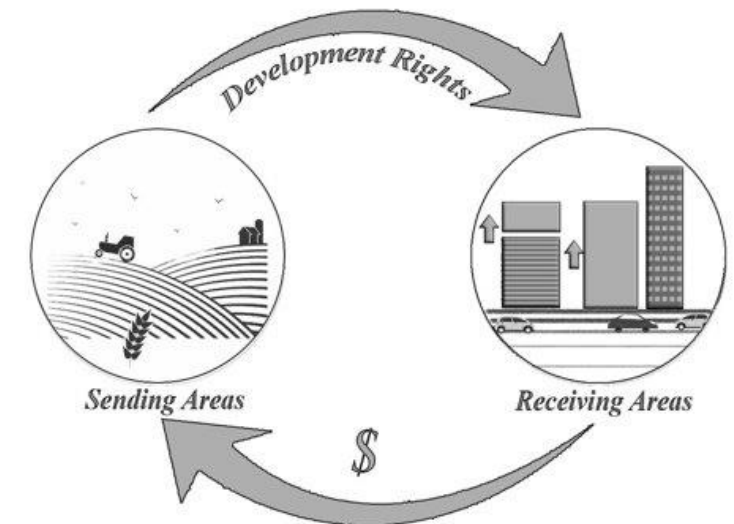
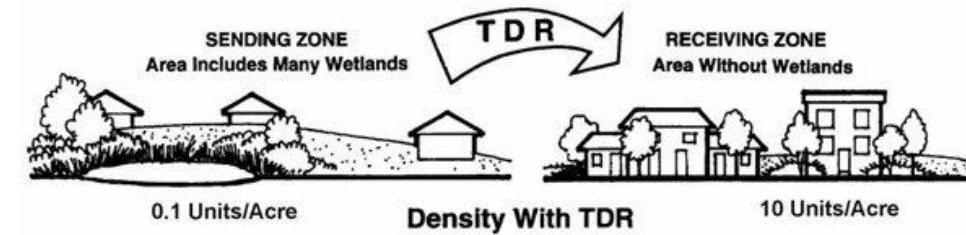
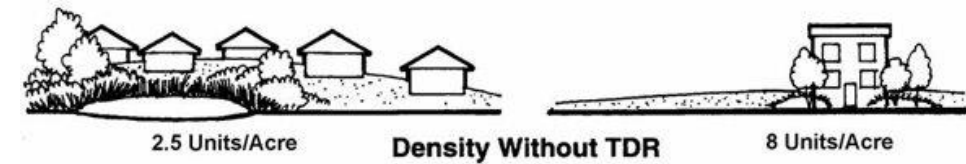
Why the time is now

- Unified and aligned on what you want to accomplish
- Local elected officials are supportive of the effort
- Potential benefits of Senate Bill 382
 - Facilitates and potentially accelerates the development approval process
 - Front-end public participation makes it more predictable for everyone
 - Could make it easier to do what the Triangle Plan contemplates
- County participation completes the Triangle – Opt-In
 - Big lift – significant cost and staff time
 - Full or partial opt-in (small area plan)
 - Additional regulatory tools in the toolbox
 - Reduces disparities between city and county land-use regulation (currently encourages sprawl)
 - Sets the stage for zoning of the Triangle and future annexation

Conservation Strategies

Transfer of Development Rights (TDR)

- Powerful tool worth exploring to help:
 - Control sprawl
 - Safeguard rivers, stream, wildlife corridors, etc.
 - Incentivize permanent protection of valuable open space
- Zoning technique used to permanently protect land by redirecting development to an area more appropriate for growth and development with compensation for the landowner
- Ultimate purpose is to create efficient and sustainable growth patterns
- Already exists in Gallatin County, could be used more broadly (Summit County, CO, Pinelands Development, NJ)
- Doesn't work without zoning – **Zone the Triangle**





Funding & Implementation Options

Funding and Technical Assistance

Community foundations, land trusts

Public/private/nonprofit partnerships

- Land trusts – conservation easements
- Community land trusts – affordable housing

Foundation	Funds in Hand	Recent Annual funding
One Valley Community Foundation	\$30M under management	\$2.7M
Whitefish Community Foundation Great Fish	\$69M granted since 2000 \$33M in DAF Funds	\$5.08M Great Fish Community Challenge
Jackson Hole Community Foundation – “Old Bill’s Fun Run”	\$114M endowment - \$56M in gifts in 2022 (local match)	\$35M in 2022

Funding and Technical Assistance

- New Montana housing funding – House Bill 819
- Federal funding – metropolitan designation of 50,000 people+
 - Metropolitan Planning Organization
 - Entitlement city designation – U.S. Housing & Urban Development
 - Community Development Block Grant
 - Housing trust fund
- Federal funding – Due to new programs
- Local option sales tax
 - Use 2021 gas tax coalition as a template for success



What Is Local Option?

Often referred to as “penny tax” or a “resort tax,” a local option tax is a temporary sales tax allocated exclusively toward funding local projects – including infrastructure, street maintenance, water and fire services, and other community needs. Funds accrued through local option don’t fund state projects, but local ones, shifting reliance away from raising property taxes.

Let’s break it down:



Instead of being controlled by the state, local option taxes are generated and used **locally**. This means greater transparency in spending.

Voters have the **choice** to decide whether the tax is enacted or not.

A local option tax functions the same as a sales tax, meaning there is no additional labor required to collect it. They also always have a designated sunset.

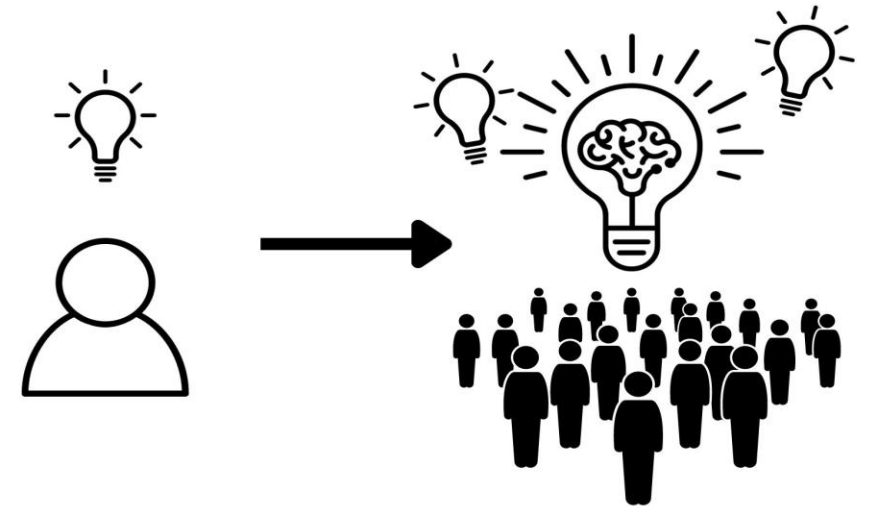
A local option tax gives voters the agency to decide what their community needs are and how they want to develop solutions.



Ready Set Go

Stronger Together – Ready Set Go

- Applause to the community for working across boundaries to address regional issues
- The Planning Coordination Committee has initiated regional mindset
- Solid mission: coordinate and communicate on growth and development patterns in the Triangle expansion area for infrastructure, public safety, parks and trails, neighborhood design and land use attributes
- Good representation from the three jurisdictions: elected official, planning board member and executive level staff member



Stronger Together - Ready

Regional aspirations - Planning Coordination Committee

- Compact, contiguous development and infill to achieve an efficient use of land and infrastructure, reducing sprawl and preserving open space, agricultural lands, wildlife habitat, and water resources
- Well-planned transportation systems, consistent with the overall growth management vision, support the development of multi-modal and public transportation networks
- Community centers have adequate transportation, utility, health, educational and recreational facilities. Residential areas provide healthy surroundings
- Opportunities for agriculture, industry and business, while minimizing conflict between adjacent land uses

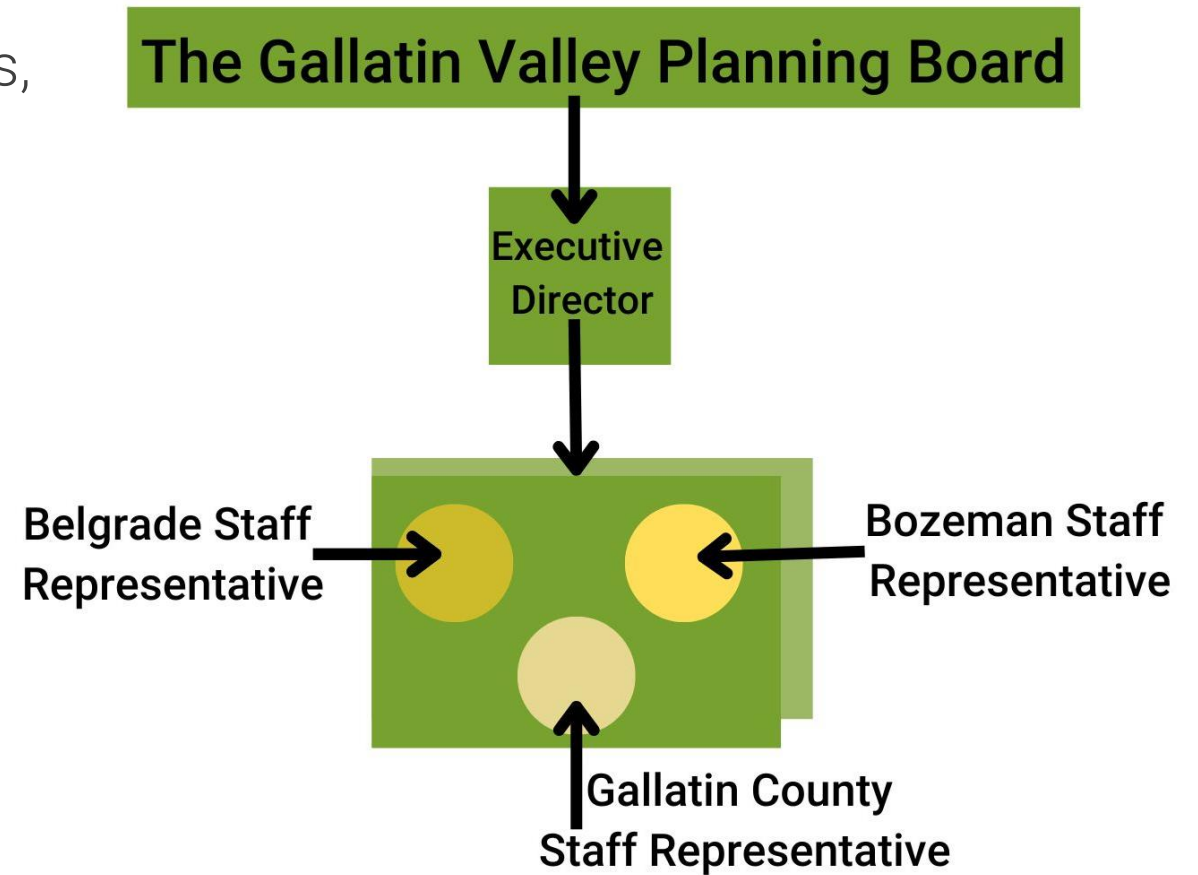
Set – The Gallatin Valley Planning Board

- Stand up the Gallatin Valley Planning Board (GVPB) (formerly the Planning Coordination Committee) and consider authorizing it as regulatory agency
- Spearhead implementation of plans, SB382 and annexation plans
- Review and assess equity of community facilities, parks and sports centers to provide accessibility throughout the Triangle Area. Consider co-location of facilities as well as the reuse of low-rise retail facilities
- Conduct facilitated strategic workshop for the GVPB. Chart out the new mission, rules of engagement, operational structure, resources and commitments
- Hire an executive director to manage the collaborative efforts. Establish deliverables, timelines and a routine and regular meeting schedule
- Create an accountable working group with very clear outcomes to move initiatives

Set – Accountable Delivery

Aligning with an Integrated Project Delivery (IPD) system

- Regional initiatives – distractions, resources, loss of focus
- Align staff in one office for initiatives
- Identify common outcomes
- Create a dashboard of activities



Go – On Monday, maybe Tuesday

The Gallatin Valley Planning Board

- Planning directors meet, identify the topics for a strategic retreat. Schedule date
- Meet with experience facilitator to identify topics, processes and outcomes
- Plan of action: executive director requirements, funding requirements
- Regular meeting schedule



TASK 1
TASK 2
TASK 3
TASK 4



Infrastructure

Infrastructure

- Housing
- Transportation
- Access and mobility
- Water and wastewater
- Drainage
- Natural resources
- Schools
- Libraries and community centers
- Power and natural gas
- Communications
- Fire protection, EMS, and public safety

The ULI Infrastructure Initiative identifies and promotes forward-looking infrastructure investments that are equitable and resilient and that enhance long-term community value.

But beyond these foundational physical and digital structures and facilities, infrastructure broadly includes the key spaces that build community—anchor institutions, the civic commons, and housing. Because infrastructure provides the means for connection, creative place making, and opportunity, **smart infrastructure investment is an imperative for our cities now and in the future.**

The Policies Exist and SB382 Concurs

Belgrade

- *Goal 3: Pursue Innovative and next generation land use regulatory approaches*

Gallatin County

- *Land Use Goal 1: Concentrate development in areas where a full range of services are available and results in the fiscally efficient delivery of public services*
- *Land Use Goal 2: Encourage residential development in areas planned or zoned for residential use, recognizing and addressing the link between location of housing and location of infrastructure, community facilities, and services*
- *Development Standards Goal 1: Ensure developer responsibility for identifying, avoiding, and if necessary, mitigating impacts due to development projects, as well as the adequate provision of infrastructure and services*

Triangle Community Plan

- *Policy 4.1.1: Encourage and prioritize development to locate within the cities of Bozeman and Belgrade, and areas of the County where infrastructure is already in place*
- *Policy 4.1.2: Recognize the critical need for infrastructure and services to be in place prior to or concurrent with new development*

Bozeman

- ***Annexation of Islands and Critical Adjacent Lands:** Investigate the development of new annexation policies to address long term tax fairness for public services, locations of infrastructure, and locations for future infill and growth*

Gallatin County Growth Policy

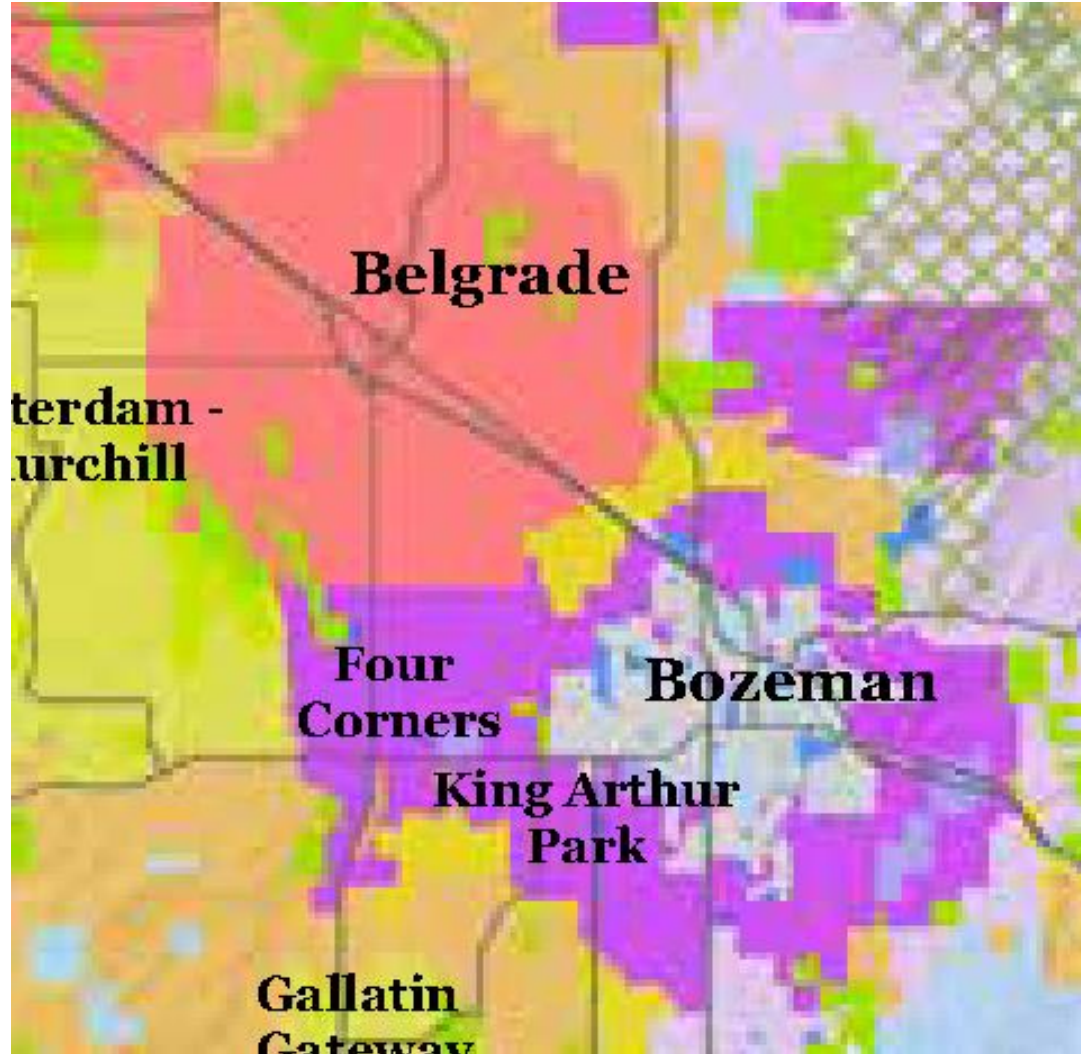
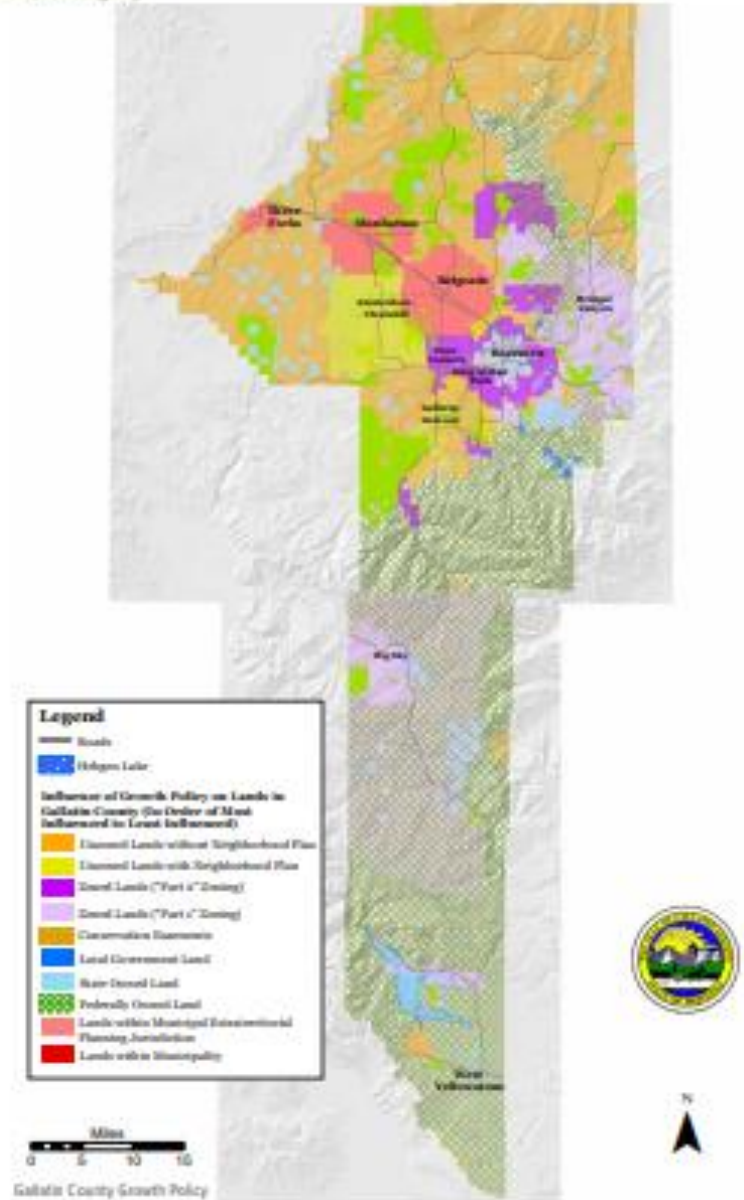


Figure 5-2. Land Planning Map.



5-2 Gallatin County Growth Policy

Triangle Transportation Plan

Potential Growth Areas

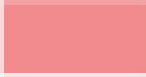


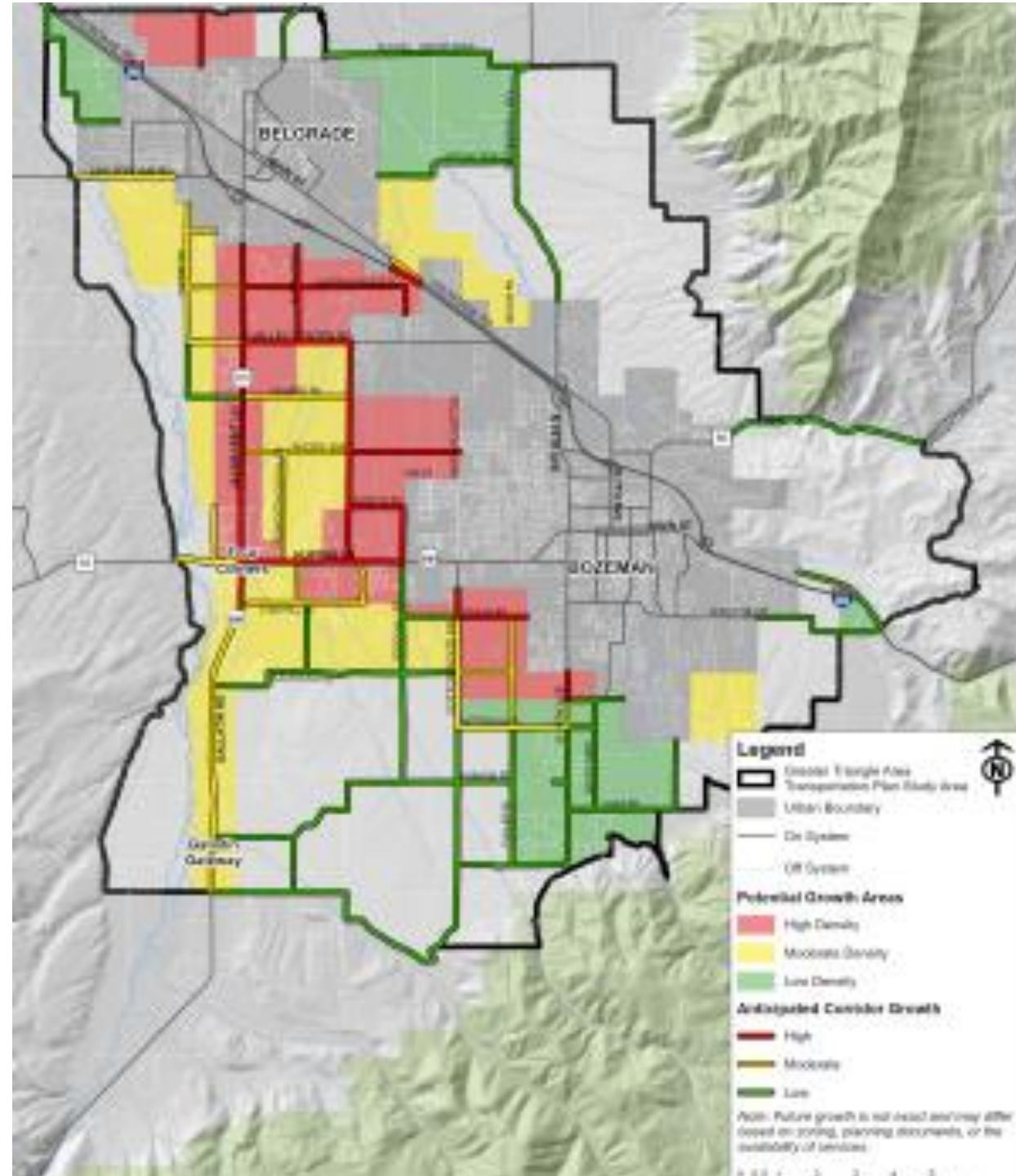
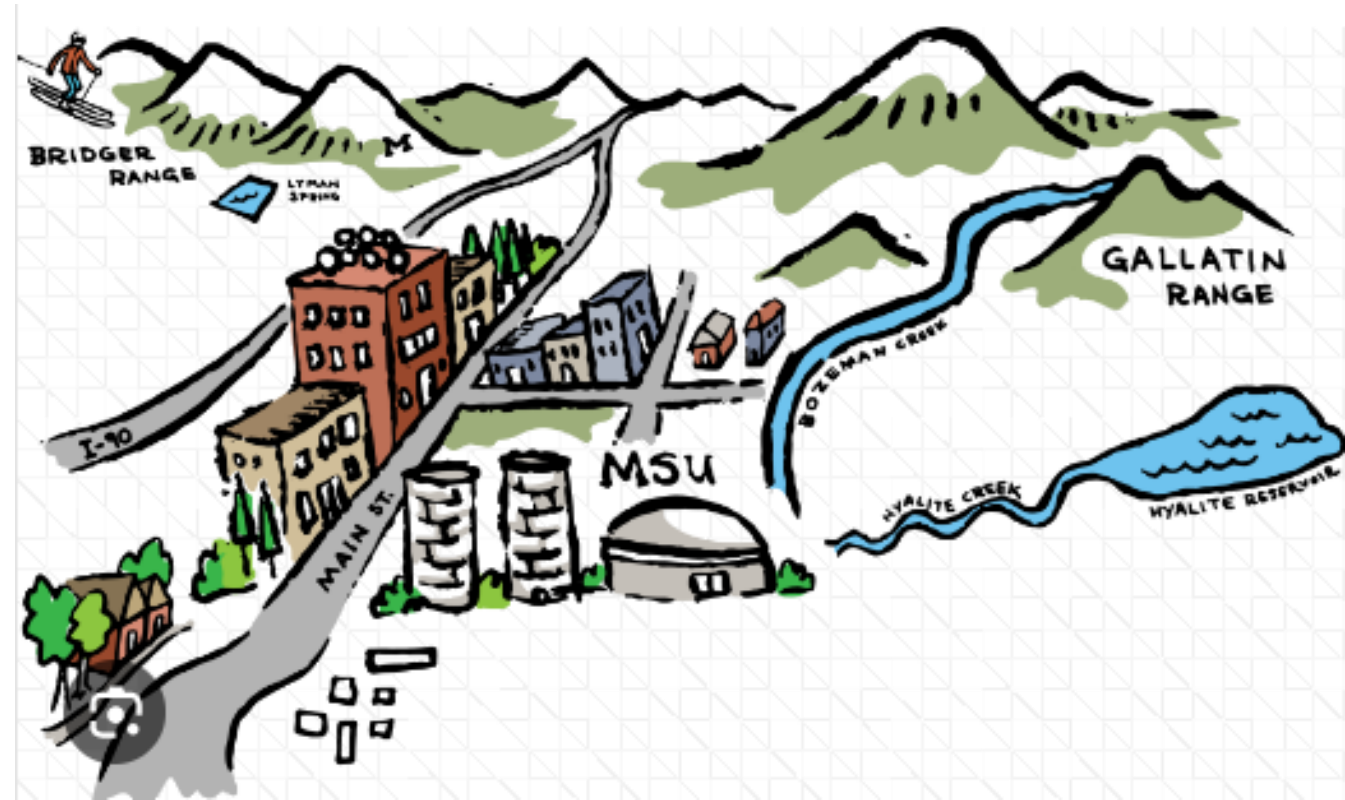
-  High Density
-  Moderate Density
-  Low Density

Figure 14 – Anticipated Growth



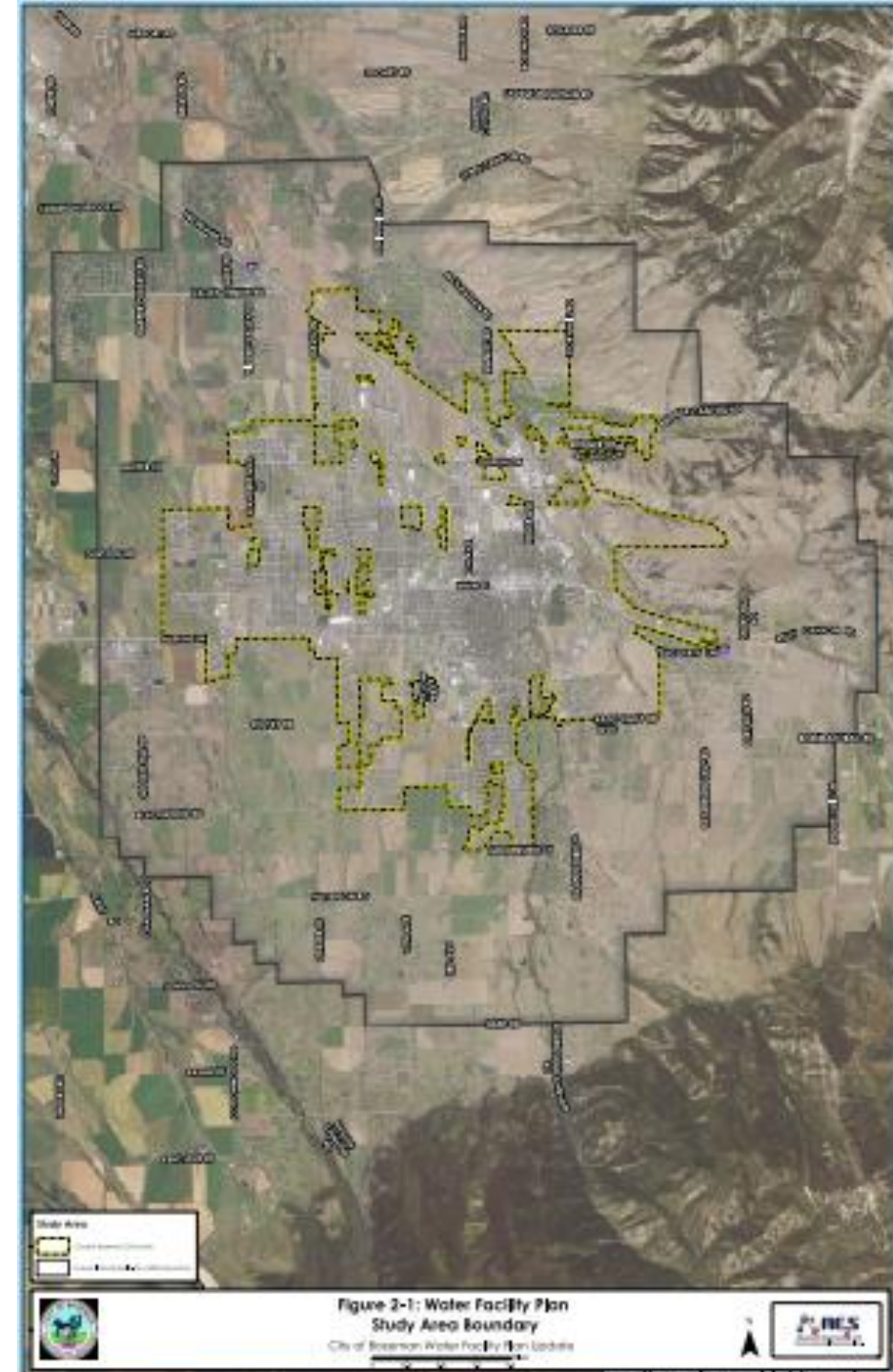
Infrastructure Challenges

- Proliferation of individual well and septic
- Growth of urban densities in unincorporated Triangle Area
- Need land use and zoning
- Total capacity and phasing drive infrastructure cost
- Water supply constraints and climate change
- Wastewater treatment is expensive and difficult to permit
- Service infrastructure requires capital investment and operational funding



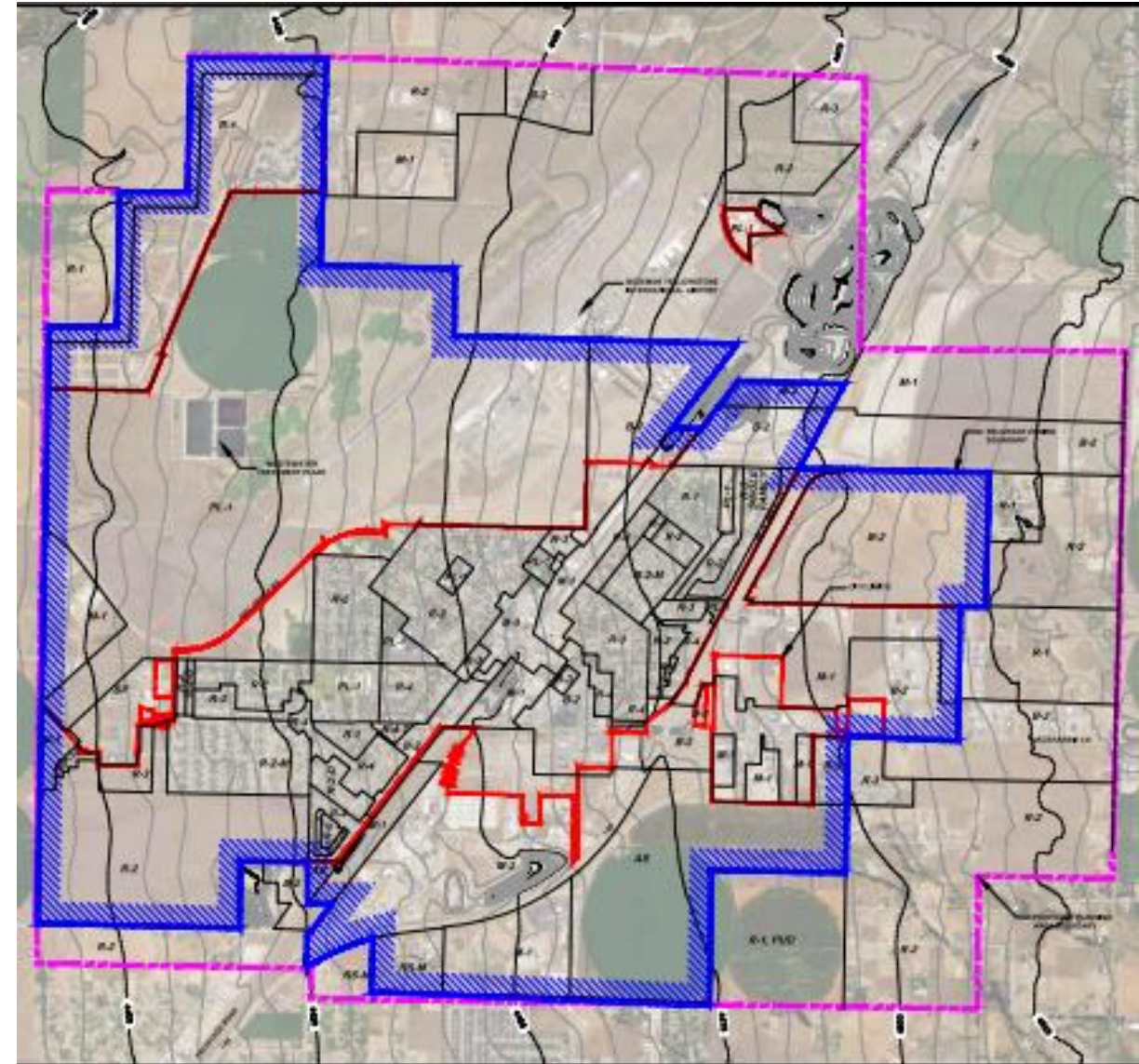
Water

- Minimize new exempt wells for development
- Identify land use and zoning in growth areas
- Prepare water master plan(s) to serve growth areas
- Expand water service into future annexation areas
- U.S. Environmental Protection Agency - WaterSense indoor for ALL
- Best practices for efficient outdoor water use with specific water budgets
- Areas of benefit that allow landowners to opt in to phased expansion
- Bonds and impact fees



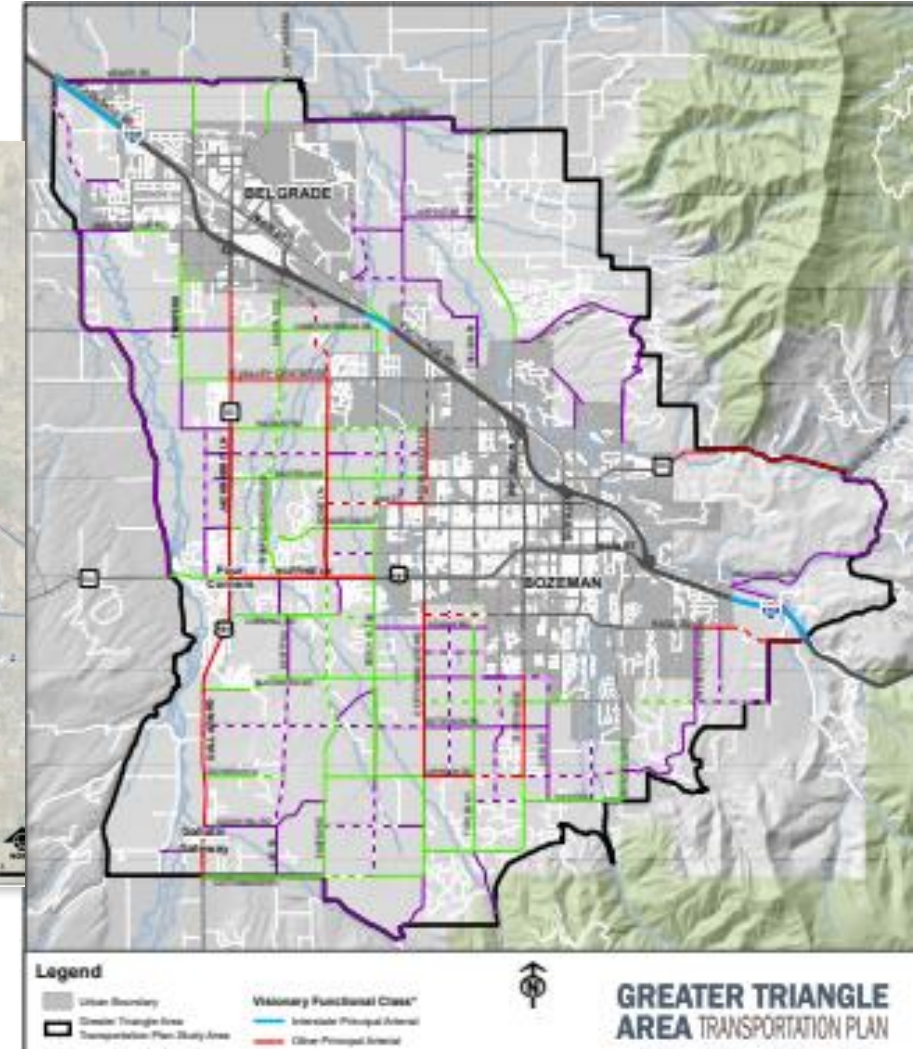
Wastewater

- Minimize use of septic system for development
- Identify land use and zoning in growth areas
- Prepare wastewater master plan(s) to serve growth areas
- Expand wastewater service into future annexation areas
- U.S. Environmental Protection Agency - WaterSense indoor for ALL
- Areas of benefit that allow landowners to opt in to phased expansion
- Bonds and impact fees



Transportation, Access and Mobility Lead the Way!

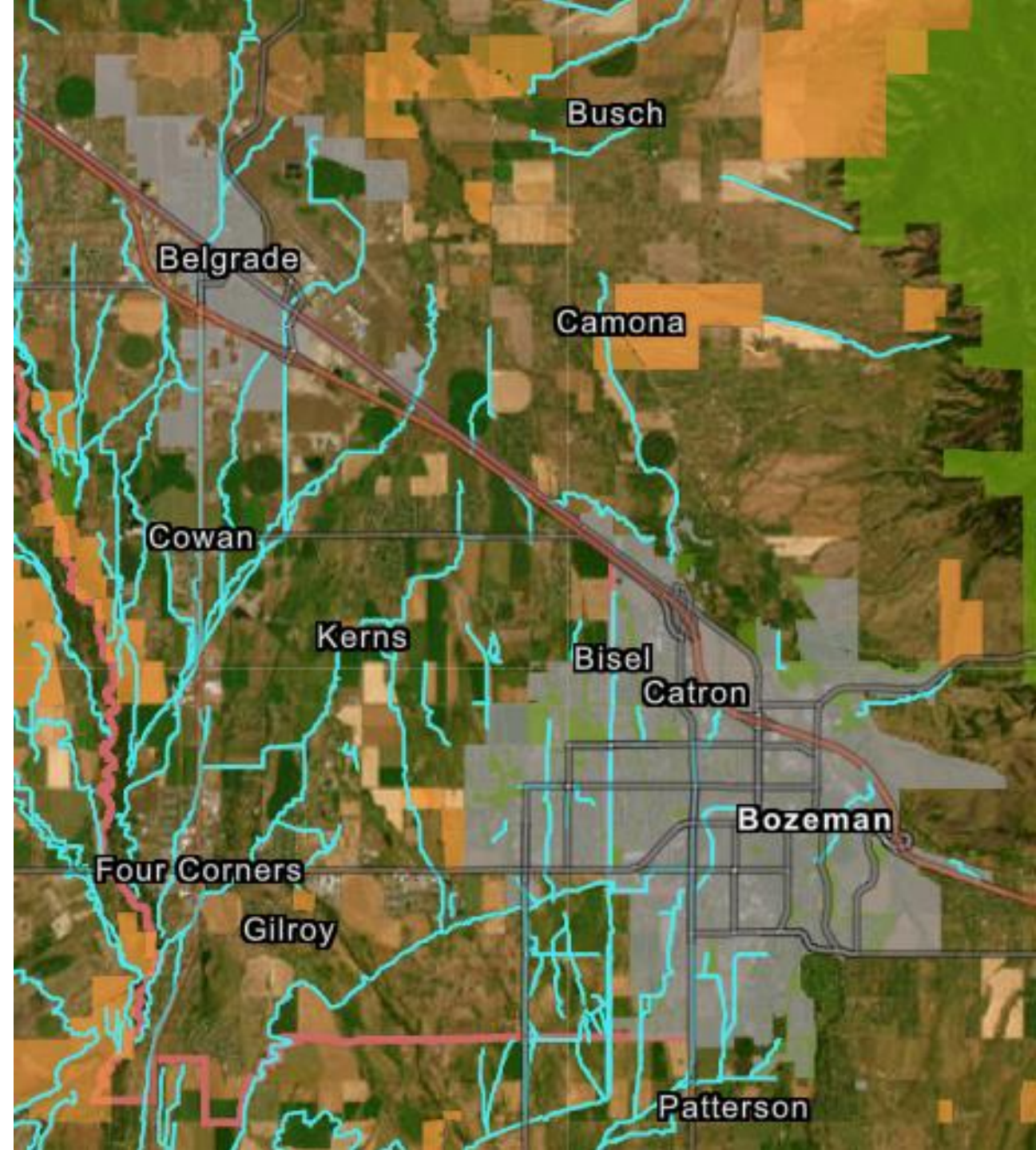
- MPO (Bozeman, Belgrade, County, Montana Department of Transportation, Streamline)
- Urban Transportation District and future expansion of mass transit
- Greater Triangle Transportation Plan
- Triangle Trails Plan
- Parks, Recreation and Active Transportation Plan
- Identify land use and zoning in growth areas
- Take action
- Funding – regional trails and transportation fee



Natural Resources

Green Infrastructure

- Gallatin Valley Sensitive Lands Protection Plan
- Open space
- Agriculture
- Parks
- Natural features
- Trails
- Drainage, ditches and canals
- Best practices for low impact development
- Funding – annex to existing Park Improvement Districts in Bozeman and Belgrade
- Open space impact fee, TDRs



Housing & Workforce

Challenges in Delivering Housing Solutions

Barriers to overcome

- Rising construction costs, volatile economic conditions, uncertain interest rates, skilled labor shortages, and recent state-mandated land use legislation
- Lack of affordable housing impacts business recruitment and retention and the region's economic sustainability and growth
- Missing strategies impact the county's ability to partner in housing solutions
- SB382 has limited the ability to require community housing to mitigate development impacts
- Demand for homes continues to outpace supply
- Increase in the demand for short-term rentals and investment properties
- Competing with the influx of part-time residents purchasing vacation properties has weakened supply and driven up home prices

Community Housing Policies & Strategies

Our time to act is now

- Organize a Regional Housing Coalition to inform, influence, and advocate for housing legislation at the state level
- Review the adopted transportation and housing policies to ensure alignment and consistency
- Collaborate with private-sector developers to identify development review process improvements
- Review deed restriction language to ensure that only those terms and limitations which serve to achieve stated housing objectives are contained within
- Implement the 40-plus strategies identified in the action plans
- Create an organizational culture of “*getting to YES*” or “*getting to NO...quickly*” within the development review, entitlement, and permitting processes
- Commit to strong leadership, political will, and ensure organizational alignment

Transportation and Housing Policies



Funding Sources for Community Housing

Funding creates community housing

- Pursue public/private/institutional partnerships to leverage means of gaining access to funding
- Evaluate existing impact fees and identify opportunities to adjust development fees
- Leverage philanthropic participation and community giving
- Actively pursue grant funding and low interest tax exempt municipal bond finance
- Pursue partnerships with local businesses and institutional entities
- Partner with the development community to identify incentives to produce deed-restricted community housing
- Explore all available state and federal funding sources



Timber Ridge
Village
Neighborhood
Apartments

Delivering. Housing. Solutions.

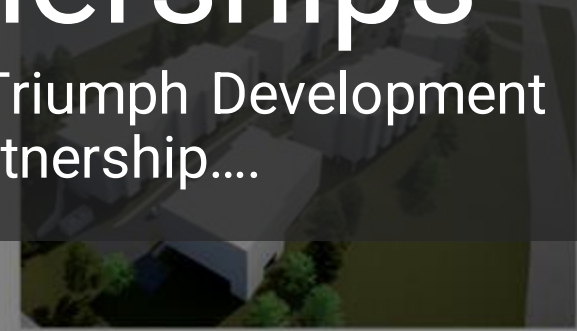


Public/Private Partnerships

Town of Vail/Triumph Development Partnership....

Timber Ridge Village Neighborhood Apartments

- 7 new multifamily buildings
- +/-284 total new homes with +/-567 bedrooms
- +/- 284 enclosed and surface parking spaces
- Convenient access to free public transit
- 100% deed-restricted for year-round & seasonal residents
- For-rent and for-sale ownership opportunities
- Full-time, on-site professional property management
- HOA governed to maintain quality and protect investment
- Energy efficient homes for reduced operating costs
- Occupancy 2025/2026 winter ski season



Public/Private Partnership
Studio, One, Two, Three, & Four
100% Deed-Restricted



Concept

Community Housing Toolkit

The right tool for the right job

- Allow live/work development in commercially zoned areas
- Establish by-right development
- Streamline or shorten permitting processes and timelines
- Reduce off-street parking requirements
- Allowing accessory dwelling units
- Establish density bonuses
- Enact higher density and multifamily zoning
- Employ residential linkage
- Implement a deed restriction purchase program

Resort Community Housing Successes

Follow the leaders

New, innovative, and creative ideas successfully implemented by resort regions across the Rocky Mountain West.

Breckenridge, CO – Public/Private Partnerships www.townofbreckenridgehousing.com



Truckee/Placer County, CA – Living Local www.placer.ca.gov/housing



Vail, CO – Vail InDEED, Employee Housing Program (EHoP) www.vail.gov/housing



Jackson Hole, WY – Density Bonus Incentives www.townofjacksonwy.gov



Eagle County, CO – BOLD Housing Initiatives (Valley Home Store, rental assistance, Lease to Locals, ADU Loans, & Homebuyer Education Programs) www.housingeaglecounty.com





VAILinDEED.com

*“Not Your Typical Deed
Restriction Program”*



Preserving Character

Convergence

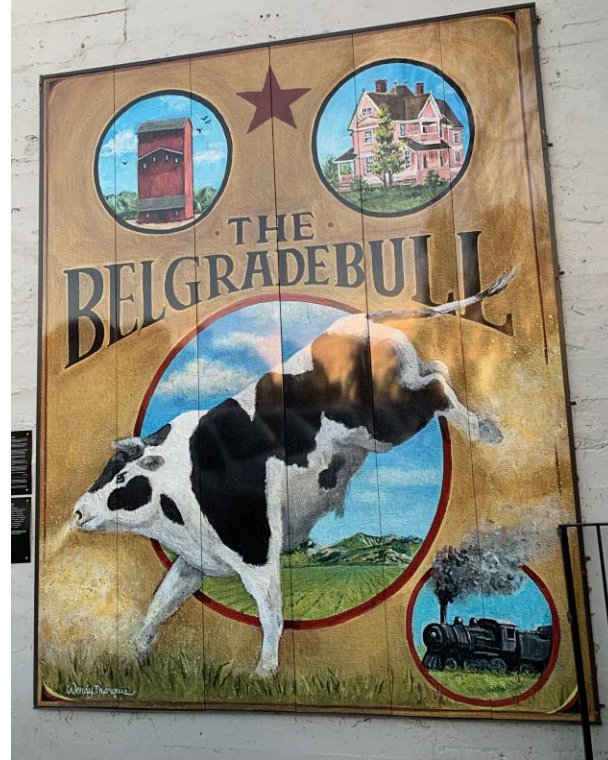
Meaningful Connections

3 months, 5 years, 7 generations

Three rivers converge to create the Gallatin Valley – fertile soil, stunning beauty, and abundant recreation

Convergence

Unique communities
& neighborhoods



The Code of the West

Live each day with courage
Take pride in your work
Always finish what you start
Do what has to be done
Be tough, but fair
When you make a promise, keep it
Ride for the brand
Talk less and say more
Remember some things aren't for sale
Know where to draw the line



Convergence

Social fabric – Anchor institutions



Calatin Valley, MT | October 2023



Convergence

Unintentional and unexpected

“Growth is inevitable and desirable, but the destruction of community character is not. The question is not whether your part of the world is going to change. The question is, how?”

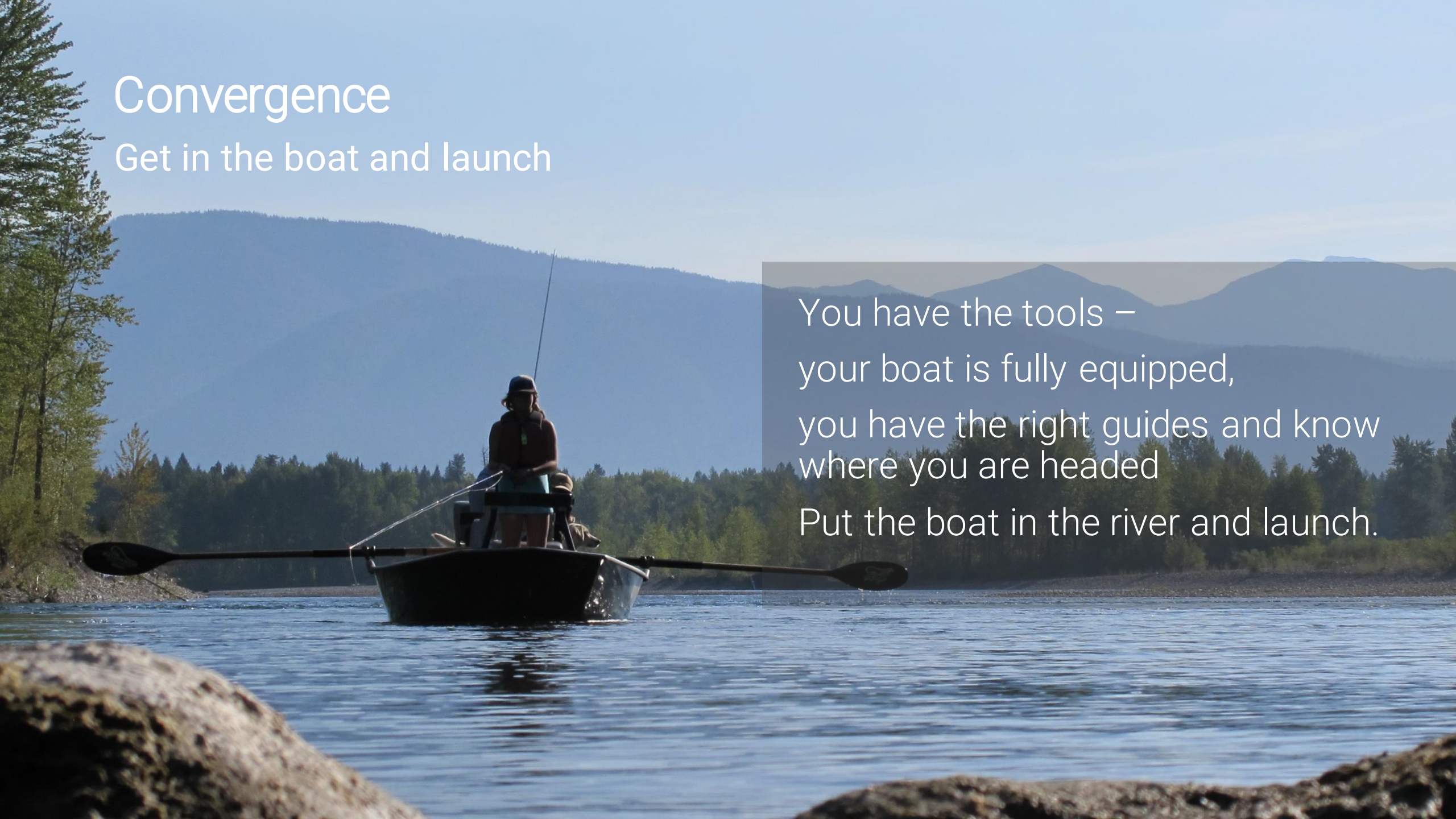
– Edward T. McMahon, Conservation Fund.



Convergence

Get in the boat and launch

You have the tools –
your boat is fully equipped,
you have the right guides and know
where you are headed
Put the boat in the river and launch.



Wrap Up

BROADWAY

BELGRADE
Chamber of Commerce
Visitor Center



Get to Work!

Key panel recommendations

- Stop planning. Start doing.
- Implement the Triangle Plan you've already developed
- Opt-in to SB382
- Zone the county (at least the Triangle) now
- Transform the Planning Coordinating Committee into the Gallatin Valley Planning Board
- Take your new Entitlement City status seriously; invest resources to access federal funding and assistance
- Cities annex the Triangle
- Leverage existing community wealth and community foundations
- Conserve agricultural land with new and existing tools, including TDR
- Plan infrastructure to support zoning
- Comprehensively analyze regional water supplies for future growth
- Construct centralized wastewater treatment facility
- Establish a Regional Housing Coalition
- Modify the development review process to prioritize affordable housing
- Allow Live/Work in commercially zoned areas by right

Next Steps

- Now – hold the charrette on transforming PCC into GVPB and the action roadmap for the rechristened organization
 - Must be carefully designed and facilitated
 - This group will guide and facilitate many next steps for the region
- Begin process to establish a Regional Housing Coalition
- Start the process in the county of determining level of acceptance of SB382
- Reset the public engagement process to enhance the clarity of both the Triangle Area Plan's vision and its content
 - Re-evaluate effectiveness of prior efforts
 - Create better tools to illustrate what the plan looks like

Q & A

Thank You!