



# PARK COUNTY GROWTH POLICY 2017



**PREPARED FOR:**  
PARK COUNTY BOARD OF COUNTY COMMISSIONERS  
EFFECTIVE MAY 1, 2017  
PARK COUNTY, MONTANA



**RESOLUTION RECOMMENDING ADOPTION OF THE GROWTH POLICY TO THE PARK COUNTY BOARD OF COUNTY COMMISSIONERS**

**Resolution No. 16-01**

**WHEREAS**, the Park County engaged in a public process and developed a proposed Growth Policy;

**WHEREAS**, the Park County Planning and Development Board ("Planning Board") noticed the public hearing in the Livingston Enterprise on October 14 and 31 and November 9, 2016; to take public comments regarding the proposed Growth Policy; and

**WHEREAS**, the public hearing was held on November 17, 2016, at 4:00 p.m. at the City/County Complex at 414 East Callender Street, Livingston, MT, pursuant to Section 76-1-602, MCA; and

**WHEREAS**, the public comment period was closed and the remaining portions of the public hearing were recessed until December 15, 2016, at which the Planning Board deliberated and considered the public comments; and

**WHEREAS**, after the Planning Board deliberated and considered all the public comments the Planning Board recommended modifications to the proposed Growth Policy; and

**WHEREAS**, pursuant to Section 76-1-603, MCA, the Planning Board must recommend, by resolution, the proposed Growth Policy be implemented, not be adopted, or any other action deemed appropriate; and

**NOW, THEREFORE, BE IT HEREBY RESOLVED** that the Planning Board recommends the Park County Commission adopted the proposed Growth Policy as amended by the Planning Board.

**ADOPTED** by Park County Planning and Development Board this 22<sup>nd</sup> day of December, 2016.

Park County Planning and Development Board:


  
Peter Fox, Chairman

  
Frank O'Connor

  
Mike Dailey

\_\_\_\_\_  
Dave Haug

  
Frank Schroeder

  
Rich Baerg

**RESOLUTION TO ADOPT  
THE PARK COUNTY GROWTH POLICY UPDATE**

Resolution No. 1243

WHEREAS, on July 26, 2006, the Park County Board of County Commissioners adopted the Park County Growth Policy as guidance for the general policy and pattern of development of Park County pursuant to Montana Code Annotated Title 76, Chapter 1, Part 601 *et seq*; and

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

WHEREAS, on November 17, 2016 the Park County Planning and Development Board held a properly noticed public hearing on the proposed Park County Growth Policy Update; and

WHEREAS, on December 22, 2016, after considering the recommendations, suggestions and public comment elicited at the public hearing, the Park County Planning and Development Board recommended the Board of County Commissioners of Park County, Montana adopt the Park County Growth Policy Update with amendments; and

WHEREAS, on January 17, 2017, the Board of County Commissioners of Park County, Montana adopted a Resolution of Intent to adopt the Park County Growth Policy Update; and

WHEREAS, on April 6, 2017, the Board of County Commissioners of Park County, Montana held a properly noticed public hearing on the proposed Park County Growth Policy Update; and

WHEREAS, after considering the recommendations, suggestions and public comment submitted by interested parties during the interim and after amending the Growth Policy Update as deemed to be in the best interest of Park County citizens;

NOW THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Park County, Montana, to adopt this Resolution to Adopt the Park County Growth Policy Update and to pursue the goals, objectives, and policies therein.

PASSED, APPROVED AND ADOPTED this 20<sup>th</sup> day of April, 2017 to become effective on 1<sup>st</sup> day of May, 2017.



Steve Caldwell



Bill Berg



Clint Tinsley

Approved as to Form

  
Shannan Piccolo, County Attorney's Office  
Maritza Reddington, Clerk and Recorder

397414 Fee: \$0.00

Park County, MT Filed 5/2/2017 At 11:18 AM  
Maritza H Reddington, Clk & Rcdr By MR he

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# Acknowledgments

## Board of County Commissioners

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Clint Tinsley

Bill Berg

Marty Malone (former commissioner)

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Mike Dailey, Vice Chair

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## Special thanks to

### Montana Department of Commerce

For funding the project through a Community Development Block Grant

### The People of Park County

This plan is the result of a community planning approach. The contents within are a result of the time, efforts and ideas of the residents of Park County who participated in the planning process. A special thanks to all of the dedicated residents of Park County who contributed to this plan on their free time in public meetings, submitting comments and filling out online materials.

Also a special thanks to the community organizations that hosted the public open houses and workshops and distributed materials to the residents of their communities.

Cover Photo Credit: Absaroka Range, Jennifer Clausen

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Photo Credit: Land Solutions LLC

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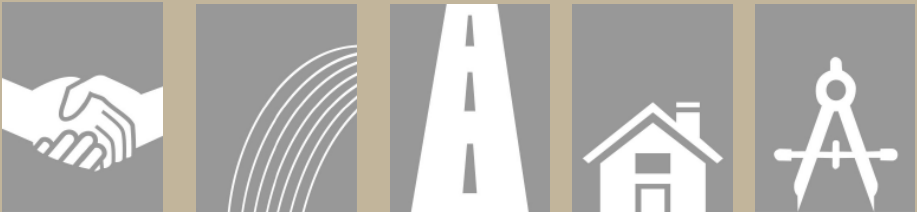
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# Chapter 1

## INTRODUCTION





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# Introduction

## What is a Growth Policy?

A growth policy is a non-regulatory, long-range plan that identifies and seeks to address key social, physical, environmental, economic and land use issues. At its roots, a growth policy attempts to answer the following three questions:

1. Where are we today?
2. Where do we want to be tomorrow?
3. How do we get there?

The answers to the last two questions reflect the aspirations of Park County residents and are the heart of this document.

At its core, a growth policy includes big-picture goals, measurable objectives, and sets policies that will assist the County Commissioners in making decisions about how to manage county resources. It is designed to be results-oriented and includes an implementation section describing actions, a timeline, and partners who will help to carry out the actions.

## Organization

This growth policy is a plan for addressing the major issues facing Park County. The plan's organization reflects that intent. This chapter (Chapter One) sets the stage for how to use the document and describes how this plan was developed. Chapter Two is the vision statement, a description of where Park County wants to go.

The next five chapters revolve around the key issues that Park County residents identified as being especially important during the growth policy development process. Chapter Eight describes an overall planning approach. The planning approach describes what Park County intends to do to get where it wants to go. Chapter Nine covers additional requirements of state law. Appendix A is the existing conditions report that profiles where Park County is today. Finally, Appendix B details the public comment that drove the content of this plan.

## How is the Growth Policy Used?

Although a growth policy is a non-regulatory document used to identify the priorities of a community, that doesn't mean it shouldn't have weight when making decisions about those priorities. In fact, that is the intended purpose. A growth policy articulates a county's strategy for moving forward. Given what we know

today and where we want to be in the future, the growth policy establishes steps for how to get there. When making decisions regarding the county's future, decision makers should look to this document for guidance.

The key issue chapters include goals, objectives, policies and actions. It is important to understand the difference between these when using the growth policy.

**Goals** are broad statements describing a desired future condition. They are the big-picture statement of what Park County is trying to achieve.

**Objectives** are general descriptions of the steps Park County should take to meet its goals. Objectives should be attainable and measurable.

**Policies** are statements to assist and provide direction in general decision making over time. We've all heard the term "it's a matter of public policy." This is where some of those policies are written down.

**Actions** are specific steps Park County can take to attain the objectives.

## Subdivision Review Criteria and Public Hearings

The basis for a governing body's decision to approve, conditionally approve or deny a subdivision proposal must be based on criteria listed in 76-3-608(3)(a), Montana Code Annotated (MCA). This section of state law lists the "608" criteria, but does not define them. Under Montana's growth policy statutes, the governing body (Board of Park County Commissioners) must define the "608" criteria, and describe how the criteria will be used when reviewing subdivision proposals. A growth policy must also include a description of how the Park County Planning and Development Board will hold public hearings on subdivision applications. The definitions and descriptions are found in Chapter Nine, Additional Requirements of Law.

## Wildland Urban Interface

State law requires that growth policies provide an evaluation of the potential for fire and wildland fire, and to determine if there is a need to delineate the wildland urban interface and adopt regulations requiring defensible space around structures, provide adequate ingress and egress, and to require adequate water supplies. This analysis is provided in Chapter Nine, Additional Requirements of Law.

## Zoning Resolutions

The State of Montana has enabled counties to adopt zoning through two mechanisms: Part I Zoning, which is administered through a Planning and Zoning Commission; and Part II Zoning, also known as County Zoning. By law, Part II Zoning

must be guided by and give consideration to the general policy and pattern of development set out in the growth policy. Currently Park County does not administer any Part II Zoning districts but in the future, if any are adopted, they must be guided by and give consideration to the general policy and pattern of development set forth in the growth policy.

### **Policy Actions**

The growth policy should provide guidance to the County Commissioners when they are making certain decisions. For example, decisions about staffing levels, funding for programs, or setting yearly work plans should consider how the actions will relate to the direction in the growth policy. Will the decision move the county towards achieving the goals, or away? The State of Montana specifically requires some policy decisions give consideration to the general policy set forth in the growth policy.

### **Coordination within Cities and Towns Within the Jurisdiction**

Under Montana law a growth policy must provide direction on how the governing body plans to coordinate with other local governments. There are two incorporated communities within the jurisdiction of the County Commissioners, Livingston and Clyde Park. Information on how the county plans to coordinate and cooperate with cities and towns is found in Chapter 3.

### **Authorization, Construction, Alteration or Abandonment of Public Ways, Public Places, Public Structures or Utilities**

Decisions made by the County Commissioners on the authorization, construction, alteration or abandonment of public ways, public places, public structures or utilities must give consideration to the goals, objectives and policies in this growth policy.

### **Authorization, Acceptance, or Construction of Water Mains, Sewers, Connections, Facilities or Utilities.**

Municipalities will often construct, accept, and own certain infrastructure improvements. In unincorporated Park County, other entities such as water and sewer districts will most likely be responsible for authorizing, accepting, and constructing facilities or utilities. If the County Commissioners are involved in decision making regarding this topic, consideration should be given to the goals, objectives and policies in this growth policy. In addition, other entities such as water and sewer districts can use the growth policy as a reference document in their planning processes.

## **How was the Growth Policy Developed – Public Process**

The development of this growth policy followed a community-based planning approach. Community-based planning relies on people who live in the community to set the course for their community's future. It incorporates broad citizen participation into the drafting process in order to develop a bottoms-up approach to issues important to the people of Park County.

The outreach program developed for this growth policy update incorporated public involvement at every step of the process. To encourage the greatest level of participation, the strategy was to provide different types of opportunities for involvement in order to reach people in different ways and in different places. Below is a description of the outreach steps and how they relate to the development of the growth policy. Appendix B includes the public comments from each step.

### **Key Stakeholder Interviews - May 2016**

The planning consultants and county staff held a series of interviews with community members and/or stakeholders in order to identify key issues facing Park County. The County Commissioners developed the initial list of stakeholders, which was narrowed down to fit the scope of the project. Park County staff posted the interview questions and a response form on the growth policy update webpage to encourage responses from the public. In total, about 30 people were interviewed. The consultants identified five key issues from the interviews to address in the growth policy and developed a first draft of the goals and objectives. The key issues identified were:

- Intergovernmental Coordination
- Water Availability and Quality
- Infrastructure
- Housing
- Growth and Development

### **Open Houses and Public Workshops - June 2016**

In order to discuss the key issues with the public, and to evaluate the first draft of the goals and objectives, the planning consultants and county staff held open houses / workshops in Cooke City, Gardiner, Emigrant, Wilsall and Livingston. Participants were able to provide individual feedback on the key issues, goals and objectives by indicating preferences and providing comments on a series of displays, submitting more detailed written comments to explain their thoughts, and talking directly with the planners.

Where attendance was higher, attendees also participated in exercises designed to explore the key issues, goals and objectives in a group setting. Participants were asked a series of questions and to write their responses on note cards. A volunteer then reported the findings to the larger group, whose members discussed the comments in greater detail. This exercise helped to vet the key issues and provide detailed feedback on the goals and objectives.

The feedback from these meetings confirmed the key issues and was used to revise the goals and objectives. Feedback from these meetings was also used to develop policy statements, actions, implementation strategies and the general direction for land use planning.

### Online Questionnaire - August 2016

During the workshops / open house meetings, the subject of land use and how to address growth and development challenges came up time after time, but feedback from the public lacked the clear direction necessary to justify drafting a specific policy direction. How (or whether) to manage land use and development can be a contentious issue, so the planners thought it was important to get greater clarity on how people think Park County should address this issue in the coming years.

The online questionnaire described three approaches to addressing land use and development challenges: a passive or reactive approach, a neighborhood / community approach, and a county comprehensive approach. Respondents could select their level of preference towards each approach and provide comments to elaborate on their preference or on any additional topic they deemed appropriate. Feedback from this questionnaire was used to develop the general policy direction for land use in the growth policy.

Land use was singled out as the topic for the online questionnaire for several reasons. Based on the key issue interviews and discussions during the June meetings, land use was clearly an issue very important to participants, but overall the feedback was not specific enough to develop a general strategy. The other key issues were not included in the questionnaire because the feedback from the stakeholder interviews and the June meetings was sufficient to rationalize policy and strategies for inclusion in the draft growth policy.



Photo Credit: Land Solutions LLC

Planners selected the online format for the questionnaire in order to diversify the outreach strategy. The online format allowed the public to participate in the development of the growth policy at their convenience and from the comfort of their own home. The online format allowed people to participate who would not typically, or could not attend a public meeting.

### Planning and Development Board Meetings - Nov. and Dec. 2016

The Park County Planning and Development Board held a public hearing on the draft growth policy on November 17, 2016. Prior to and at the hearing, members of the public submitted comments on the draft. After compiling the public comments into a usable format, the Planning and Development Board held two public meetings to consider all comments and made amendments to the draft. On December 22, 2016, the Planning and Development Board adopted Resolution No. 2016-01, recommending the Board of County Commissioners adopt the updated Growth Policy as amended.

### Commissioner Meetings - January to April 2017

The Board of Park County Commissioners adopted a resolution of intent to adopt the Planning and Development Board's recommended growth policy on January 17, 2017, which opened a public comment period. On April 6, 2017, the Commissioners held a public hearing to accept written and verbal comment. On April 20, 2017 the Commissioners considered all of the written and verbal comments and adopted this Park County Growth Policy update.

## Overview of the 2008 Growth Policy

### Accomplishments

The success of a growth policy is measured by how the document was implemented following adoption. The 2008 Park County Growth Policy successfully guided the County in several key arenas.

- The 2008 growth policy effectively guided decisions regarding the 2010 Park County Subdivision Regulations update and is being used within the allowances of state law in the subdivision review process.
- The growth policy called for the adoption of a Capital Improvements Plan and a Transportation Plan, which are important tools to guide the efficient use of funds for capital facilities and the transportation network. These documents were both drafted and adopted, and are currently being used to guide decision making.

- The growth policy has also been effectively used to support grant applications for important projects and guide public education and outreach efforts.

### Need to Update

According to 76-1-601 (3)(f)(iii) MCA, a growth policy must be reviewed once every five years and revised if necessary. In 2015, the Park County Planning and Development Board held a discussion on revising the 2008 growth policy at an open public meeting. At this meeting, the Board considered how a number of conditions have changed since the 2008 Park County Growth Policy was adopted. The conditions discussed included:

- The County began to recover from the Great Recession;
- The 2010 US Census was released providing updated information of Park County’s demographics;
- Data used in the existing conditions analysis in the 2008 Growth Policy is out of date;
- Since 2008, the state law which specifies what a growth policy must address was amended, requiring an evaluation of the wildland urban interface and mapping of sand and gravel resources;
- A number of plans and studies identified in the 2008 Growth Policy have been completed, providing the county with new information and new objectives to accomplish; and,
- Many of the implementation actions in the 2008 Growth Policy have been accomplished or need to be revised.

Based on this discussion, the Planning and Development Board forwarded a recommendation to update the 2008 Park County Growth Policy to the Board of County Commissioners. The County Commissioners agreed with the Planning and Development Board, and directed the Planning Department to prepare an update.

### Contents Required by State Law

State law identifies several elements that a growth policy must include, but the State of Montana has given the governing body full discretion to the extent these elements are addressed. In addition to required elements, the legislature has given the governing body full discretion to include optional elements. This section describes the required elements by paraphrasing language from 76-1-601, MCA. The elements that must be addressed are:

### Community Goals and Objectives



### Existing Conditions



Maps and text describing an inventory of the existing characteristics and features of the jurisdictional area:

- land uses;
- population;
- housing needs;
- economic conditions;
- local services;
- public facilities;
- natural resources; and
- sand and gravel resources

### Projected Trends



Projected trends for the life of the growth policy for each of the following elements:

- land use;
- population;
- housing needs;
- economic conditions;
- local services; and
- natural resources

*The decals below each heading in this section can also be found at the beginning of each chapter, indicating what requirements of law are included within.*

## Description of Policies



A description of policies, regulations, and other measures to be implemented in order to achieve the goals and objectives.

## Infrastructure Strategy



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.

## Implementation Strategy



An implementation strategy that includes:

- a timetable for reviewing the growth policy; and
- a statement of how the governing body will coordinate and cooperate with other jurisdictions.

## Wildland Fire Evaluation



An evaluation of the potential for fire and wildland fire in the jurisdictional area, including whether or not there is a need to:

- delineate the wildland-urban interface; and
- adopt regulations addressing fire protection

## Statement of Coordination and Cooperation



A statement of how the governing body will coordinate and cooperate with other jurisdictions that explains how the county will coordinate and cooperate with cities and towns located within the county's boundaries on matters related to the growth policy

## Primary Review Criteria

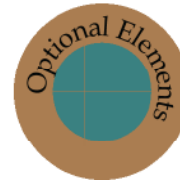


A statement explaining how the governing bodies will:

- define the criteria in 76-3-608(3)(a); and
- evaluate and make decisions regarding proposed subdivisions with respect to the criteria in 76-3-608(3)(a);

A statement explaining how public hearings regarding proposed subdivisions will be conducted.

## Optional Elements



The State of Montana allows local governing bodies to adopt additional elements of a growth policy. The language used in statute gives local governing bodies great latitude to include elements to fulfill the purpose of a growth policy, but some elements, like neighborhood plans and infrastructure plans, are specifically identified.



# Chapter 2

## PARK COUNTY VISION



Photo Credit: Mike Cline (Own work) [Public domain], via Wikimedia Commons



# Chapter 3

## KEY ISSUE: INTERGOVERNMENTAL COORDINATION



Photo Credit: Park County Montana





## Key Issue: Intergovernmental Coordination



Park County does not exist in a vacuum. There are a variety of forms of government from school boards and fire districts to federal and state agencies, all involved in providing services to, and having an impact upon, the County's population and surroundings. The County Commissioners only have jurisdiction over a portion of what occurs in Park County; where they don't have jurisdiction, it is likely another entity does. Non-governmental entities such as

health care providers and community groups also play a critical role in providing services and contributing to Park County's quality of life. Coordination with other government agencies and non-governmental partners is critical to providing efficient and effective services to residents and visitors.

Coordination with the incorporated areas within Park County is an important component of this key issue. Coordination with Clyde Park has been smooth, but the level of coordination between Park County and the City of Livingston has fluctuated. Cities and counties often have conflicting visions and priorities for the areas around the city limits; it is not uncommon for the two entities to struggle with cooperation. Many people expressed their desire for the two entities to cooperate on land use issues in the area around Livingston. Conversations are occurring. Opportunities for coordination are presenting themselves. For certain resources, such as solid waste, there are agreements to share resources and cooperate.

Another topic discussed during the outreach process is how Park County can work with state and federal agencies. For example, Park County does not manage wildlife, but wildlife impacts private property. There is an opportunity for Park County to work with wildlife management agencies like Montana Fish, Wildlife and Parks (MTFWP) or the US Fish and Wildlife Service (USFWS) to address wildlife concerns through coordination of resources and knowledge. Coordinating with public land management agencies is also important. More than half of the land in Park County (57%) is under public ownership. Public lands include national forests, national wildlife refuges, Bureau of Land Management (BLM) lands, National Park Service (NPS) lands and state lands. The people of Park County have clearly indicated that working with agencies and other partners to protect and promote public access to lands and waters is very important.

One of the primary purposes of government is to provide for public health and safety. Important elements of public health and safety in Park County are law enforcement, volunteer fire departments, disaster and emergency services, search and rescue and emergency communications. Some parts of the county are prone to flooding, wildfire and other hazards, and are located far from emergency services. Hundreds of thousands of visitors pass through Park Coun-

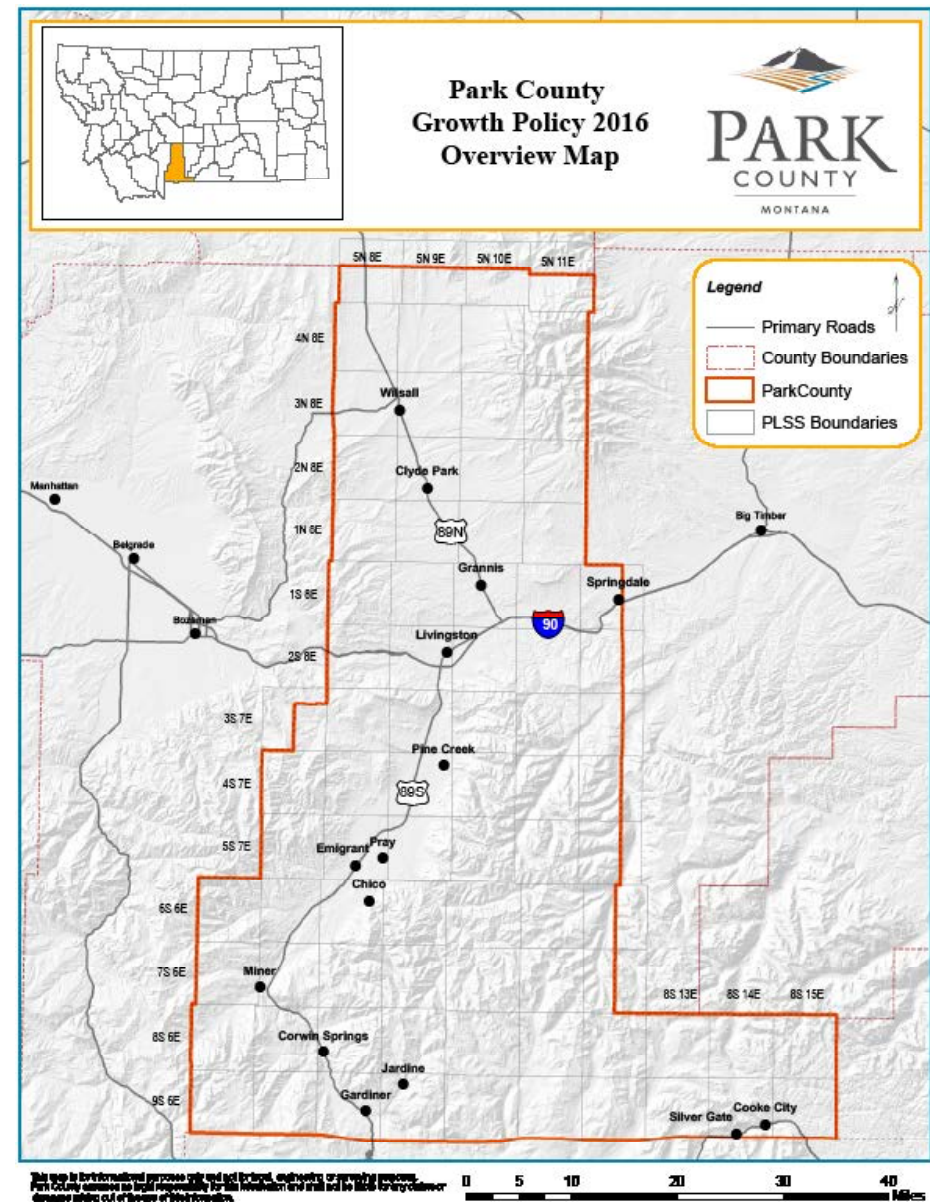


Figure 1: Overview Map of Park County

ty each year with the expectation that if they need an emergency responder, one will be there in a matter of minutes. This is not always the case, and Park County's reliance on federal monies is a concern, give the uncertain nature of future budgets.

There are a total of six fire districts in Park County and two separate fire departments serving the cities of Livingston and Clyde Park. These fire districts and departments include:

- Clyde Park City Fire Department
- Clyde Park Rural Fire District
- Cooke City/Silver Gate Fire District
- Gardiner Fire District/Gateway Hose Company
- Livingston Fire Department
- Paradise Valley Fire and EMS
- Park County Rural Fire District #1
- Wilsall Rural Fire District

Fire departments/districts in Park County have mutual aid agreements set up to facilitate requests for assistance. In some cases, automatic aid agreements are in place. These requests are processed through 911 dispatch.

The Livingston office of the Human Resource Development Council provides programs such as Head Start, food banks, homeless and emergency services, transportation for senior and individuals with disabilities, job training, rental assistance, home buyer education and weatherization and energy assistance services.

Livingston HealthCare's critical access hospital and clinic serves all of Park County and was recently upgraded with a state of the art facility. The new facility operates a 25-bed critical access hospital, a multi-specialty physician practice, rehabilitation services, and home-based services.

There are seven public school districts with eleven schools in Park County. These schools include Arrowhead School, Cooke City School, Gardiner Schools, Livingston Schools, Pine Creek School, Shields Valley Schools and Springdale School. As of 2015 total public school enrollment stood at 1,959, a 10% decrease since 2005. However, since 2013 there has been a slight increase in public school enrollment. In addition to public schools there are more than 300 home school and private school students.

## **Goal 1: Plan for and encourage development in the area around Livingston.**

Livingston is the primary population, employment and service center in Park County. The city provides public water, sewer and other infrastructure that allows for types of residential, commercial and industrial development that the county cannot provide for. In order to meet housing needs, and create employment and provide for business opportunities, the county and city should work together and find ways to encourage development around Livingston in an orderly and mutually beneficial manner.

### **Objective 1.1: Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated area around Livingston.**

A joint planning exercise is the starting point for cooperation. When dealing with growth and development around cities, relationships between cities and counties often fray because of disagreement on how development should occur. Working together to create a shared vision allows the two entities to administer their own rules, regulations, and plans, without major conflicts over what the outcomes should be.

*Policy: Park County encourages well planned growth and development in and around Livingston.*

**Action 1.1.1:** Develop a Memorandum of Understanding with the City on the process, scope and intended outcomes of a joint planning exercise.

**Action 1.1.2:** Establish baseline conditions and projections for future development.

**Action 1.1.3:** Identify what services are necessary to accommodate development.

**Action 1.1.4:** Finalize a report to each governing body detailing a shared vision for the planning area, service needs, and potential mechanisms for the local governments to work together to achieve that vision.

**Objective 1.2: Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision.**

Once the two entities have a shared vision, they can update the existing interlocal agreement. The agreement will describe the shared vision and the roles and responsibilities of each jurisdiction. With this approach, each governing body will maintain planning authority within its jurisdiction, and agreement will have been reached on how to work together to identify where growth will go, how will it be organized, what infrastructure is needed, what standards should apply, and how annexation will occur, among other things.

*Policy: Coordinate planning and development with the City of Livingston while maintaining the county's independent planning jurisdiction.*

**Action 1.2.1:** Draft a new interlocal agreement detailing the principles of the shared vision, the methods for cooperation, and the planning tools to be used to achieve that vision.

**Action 1.2.2:** Adopt the updated interlocal agreement.

**Action 1.2.3:** Develop a work plan with the City to implement the details of the agreement.

**Objective 1.3: Complete an infrastructure plan and adopt development standards that under state law provide incentives for planned development in the unincorporated area around Livingston.**

Development is a business, but much of the infrastructure and services needed for development are public. Public-private partnerships are important planning tools that can encourage desirable types of growth and equitably distribute costs. In order to encourage development in and around the City of Livingston, the county should seek to provide incentives. The State of Montana has developed laws that encourage proactive planning to occur first, and if the governing body implements the plans, the development permitting process in the planning area can be simplified. In this scenario the county, in cooperation with the city, would develop a detailed infrastructure plan for the area around Livingston; evaluating the capacity and needs for infrastructure like water, sewer and transportation. Park County would adopt the plan into the Park County Growth Policy and adopt zoning accordingly. What Park County receives from this effort is a solid plan of the types and intensities of development that is likely to occur, allowing county officials to make expenditures to expand infrastructure accordingly. What de-

velopers get is a commitment to where infrastructure will go, and an expedited permitting process that can shave months off the standard approval timeframe. What the public gets is an orderly development pattern that provides services, housing and has adequate infrastructure that protects public health and safety.

**Action 1.3.1:** Complete a detailed infrastructure study meeting the requirements of MCA 76-1-601(4)(c).

**Action 1.3.2:** Adopt the detailed infrastructure plan as an amendment to the county growth policy.

**Action 1.3.3:** Draft and adopt zoning for the area based on the infrastructure plan amendment.

**Action 1.3.4:** Revise subdivision regulations according to MCA 76-3-616 (2) in order to incentivize development in this area.

**Goal 2: Partner with state and federal agencies to reduce human-wildlife conflicts.**

It is hard to describe to people who aren't from Park County the interactions some residents have with wildlife. These interactions pose a unique challenge, one that warrants specific attention in the growth policy. The bottom line is Park County does not manage wildlife, nor does it have authority to do so. This is the responsibility of the State of Montana, and for some species, the US Fish and Wildlife Service. But what the county can do is coordinate with the public and wildlife managers, acting as a conduit for passing information back and forth.

*Policy: Park County promotes coexistence with wildlife.*

**Objective 2.1: Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife.**

Montana Fish, Wildlife and Parks develops resources towards and conducts outreach on living with wildlife. This represents an opportunity for Park County staff to coordinate with wildlife managers and develop a public outreach strategy they can work together to implement. This strategy can help get the word out about living with bears, bison and elk, and can in return serve as a conduit of information from the public back to wildlife managers.

**Action 2.1.1:** Assist with the distribution of materials on living with wildlife developed or distributed by state and federal wildlife officials.

**Objective 2.2: Identify critical wildlife corridors for development, infrastructure and conservation planning.**

Working with wildlife officials, Park County can map known wildlife corridors and update the Park County Atlas. Landowners can use this information to voluntarily manage wildlife movement on their property (an example is a landowner's voluntary effort to replace fence that prohibited the movement of pronghorn antelope in the Paradise Valley). In addition, knowing where wildlife crosses highways will assist Park County staff in conversations with Montana Department of Transportation (MDT) about mitigating impacts to public health and safety and to wildlife in these areas.

**Action 2.2.1:** Use expertise, information and data from state and federal wildlife managers to identify and map corridors.

**Action 2.2.2:** Incorporate wildlife corridor mapping into the Park County Atlas.

**Action 2.2.3:** Encourage MDT to include mitigation of wildlife corridors in planning and implementing highway projects.

**Goal 3: Support efforts of fire managers to manage fuels on public and private lands.**

Park County does not manage fuels or fight wildland fires - this is the responsibility of private landowners, rural fire districts, and state and federal firefighting agencies. But Park County does provide assistance to these entities. Continuing to support and identifying new ways to provide backing to these entities is vital to Park County's responsibility to protect the public health and safety.

**Objective 3.1: Implement the 2014 Community Wildfire Protection Plan.**

The 2014 Community Wildfire Protection Plan contains a number of actions to protect public health and safety. The challenge is the plan does not identify how to implement the plan and who is responsible for that implementation. Park County Planners are well versed in the skills of organizing and identifying implementation steps and assigning priorities to planning documents. Their assistance can help identify how to implement the plan.

**Action 3.1.1:** Meet with fire management officials to identify parties responsible for implementing the actions in the Wildfire Protection Plan.

**Action 3.1.2:** Take action to implement the tasks identified as being the responsibility of the county.

**Objective 3.2: Increase support of rural fire districts.**

Volunteers typically run rural fire districts. While they do have funding sources and established organizational structures, the districts typically don't have the resources of a paid city fire department. For example, rural fire districts struggle with recruitment of volunteers. This could worsen as Park County's population ages. Park County can offer assistance to districts to improve recruitment efforts. In addition, rural fire districts often rely on grant money for equipment and training. The county has a grant writer who assists rural fire districts, and can continue to provide assistance in researching and writing grants.

**Action 3.2.1:** Assist rural fire districts in developing a consolidated targeted recruitment program to increase volunteers.

**Action 3.2.2:** Provide assistance in researching grant sources and writing grants for funding equipment, training and implementing projects.

**Goal 4: Protect the health and safety of residents and visitors.**

**Objective 4.1: Help first responders expand and maintain their capabilities.**

**Action 4.1.1:** Seek grants and federal, state and possibly local funding sources to maintain and expand public safety capacity.

**Objective 4.2: Discourage development in parts of the county that are costly and hard to access and/or protect from wildfire and other hazards.**

**Action 4.2.1:** Assess development projects for potential impacts to public health and safety from wildfire and other hazards and disapprove the projects where the safety impacts are deemed to be too great.

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**Goal 5: Become active partners in management of federal lands.**

More than half of the land in Park County (57%) is under public ownership, primarily that of the United States Forest Service (USFS) and the NPS. The National Environmental Policy Act (NEPA) requires federal agencies to consider the impacts of proposed actions prior to making decisions. A large component of NEPA is providing opportunities for public review and comment on proposed actions. NEPA includes a provision that allows a “Cooperating Agency” with special expertise with respect to an issue or jurisdiction to participate in the NEPA process by assisting the lead agency by participation in the scoping process, developing information, and providing staffing support. In this way federal agencies can consider local governments a Cooperating Agency. The State of Montana encourages local governing bodies to use a growth policy as a resource management plan for the purposes of establishing coordination or cooperating agency status with a federal land management agency. It is a goal of the Park County Growth Policy to become a more active partner in the management of federal lands through achieving this status.

**Objective 5.1: Establish Cooperating Agency status with the USFS and NPS.**

Cooperating agency status will allow Park County to participate in the NEPA process as a partner, improving access to federal agencies. The process to acquire this status requires Park County to reach out in writing and explain the county’s areas of expertise. The federal agencies will involve Park County on a NEPA review when they determine the County has expertise that will assist in the review. It is important to note that cooperating agency status does not mean the county will be involved in any day to day management of federal lands.

*Policy: Park County will take an active role in decision making on federal lands within its boundaries.*

**Action 5.1.1:** Reach out to the USFS and NPS and determine the specific requirements to achieve cooperating agency status.

**Action 5.1.2:** Complete the requirements to achieve cooperating agency status.

**Goal 6: Encourage efforts of non-governmental partners to address community needs.****Objective 6.1: Facilitate and provide support to community groups.**

Community groups and non-profits and other Non-Governmental Organizations (NGOs) often fill public service roles the governing body cannot cover. Economic development corporations, aging services and housing services are just a few examples. Park County has numerous existing relationships with community groups and will likely continue to have more in the future.

*Policy: Park County will strive to maintain relationships with community groups that assist meeting the needs of Park County residents.*

**Action 6.1.1:** Continue formal partnerships with NGOs providing services to Park County residents.

**Action 6.1.2:** Develop new partnerships with NGOs that are well positioned to assist in achieving the goals of this growth policy.

**Action 6.1.3:** When developing plans and programs, reach out to NGOs who serve and often provide a voice for disenfranchised members of the community.

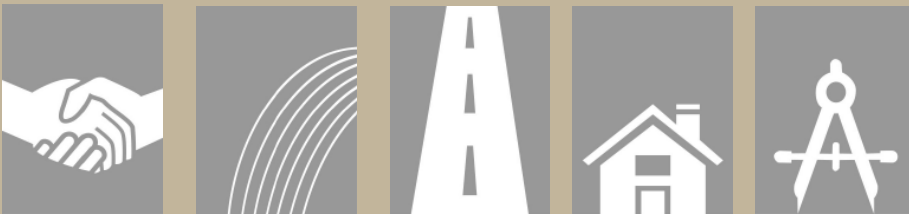
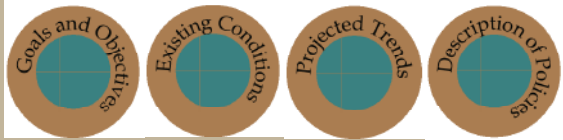
**Goal 7: Promote the use and enjoyment of publicly owned lands and waters.****Objective 7.1: Maximize opportunities for access to publicly owned lands and waters.**

*Policy: Park County supports access to and the use of public lands and waters.*

**Action 7.1.1:** Plan for and develop access to rivers, lakes, streams and public lands where needed and appropriate.

# Chapter 4

## KEY ISSUE: WATER AVAILABILITY AND WATER QUALITY



## Key Issue: Water Availability and Water Quality



Water is a basic necessity of life and is critical for the growth and development of the county. As growth and development occurs, it will be important to understand the dynamics of this crucial resource and be prepared to make decisions related to its use and to protect existing users and water quality.

In order to do this, the county should establish a foundation for future decision making. Entities such as the Montana Bureau of Mines and Geology (MBMG) at Montana Tech, the State of Montana Department of Natural Resources and Conservation (DNRC), and the Yellowstone River Advisory Council all have information on water in the Yellowstone River watershed. However, the current data does not create a comprehensive picture for future decision making. If the use of water becomes restricted through low volumes, lack of unallocated water rights, or other circumstances, or if water quality becomes degraded, water could become a major impediment to growth and development. Establishing baseline data and forecasting future conditions could prove critical to the prosperity of Park County.

Surface waters in Park County, in the form of streams, creeks, and rivers flow from the Absaroka, Bridger, Crazy, and Gallatin mountain ranges. The wide variations in elevation add to the complex drainage system. Groundwater also contributes to surface water resources. The two major river drainages in the county include the Yellowstone River flowing from the south and the Shields River flowing from the north. These two rivers provide water for irrigation, livestock, domestic and municipal needs, fish, and recreation opportunities. There are also many small, privately-owned reservoirs that provide water storage scattered around the county. Little data is available on the quantity and quality of groundwater in Park County.

### Goal 8: Be prepared to make decisions on how to manage water resources.

Currently, Park County does not have the scientific understanding of its water resources necessary to make informed decisions on the relationship between land, development and water. Park County should strive to establish a scientific baseline of water resources, including ground and surface water, in preparation for decision making. Park County isn't likely to actually collect the data: the capacity and duty to collect and compile the baseline information rests with state agencies and watershed groups, but the county can be the entity that organizes and directs these efforts. This type of process has proved beneficial for land use

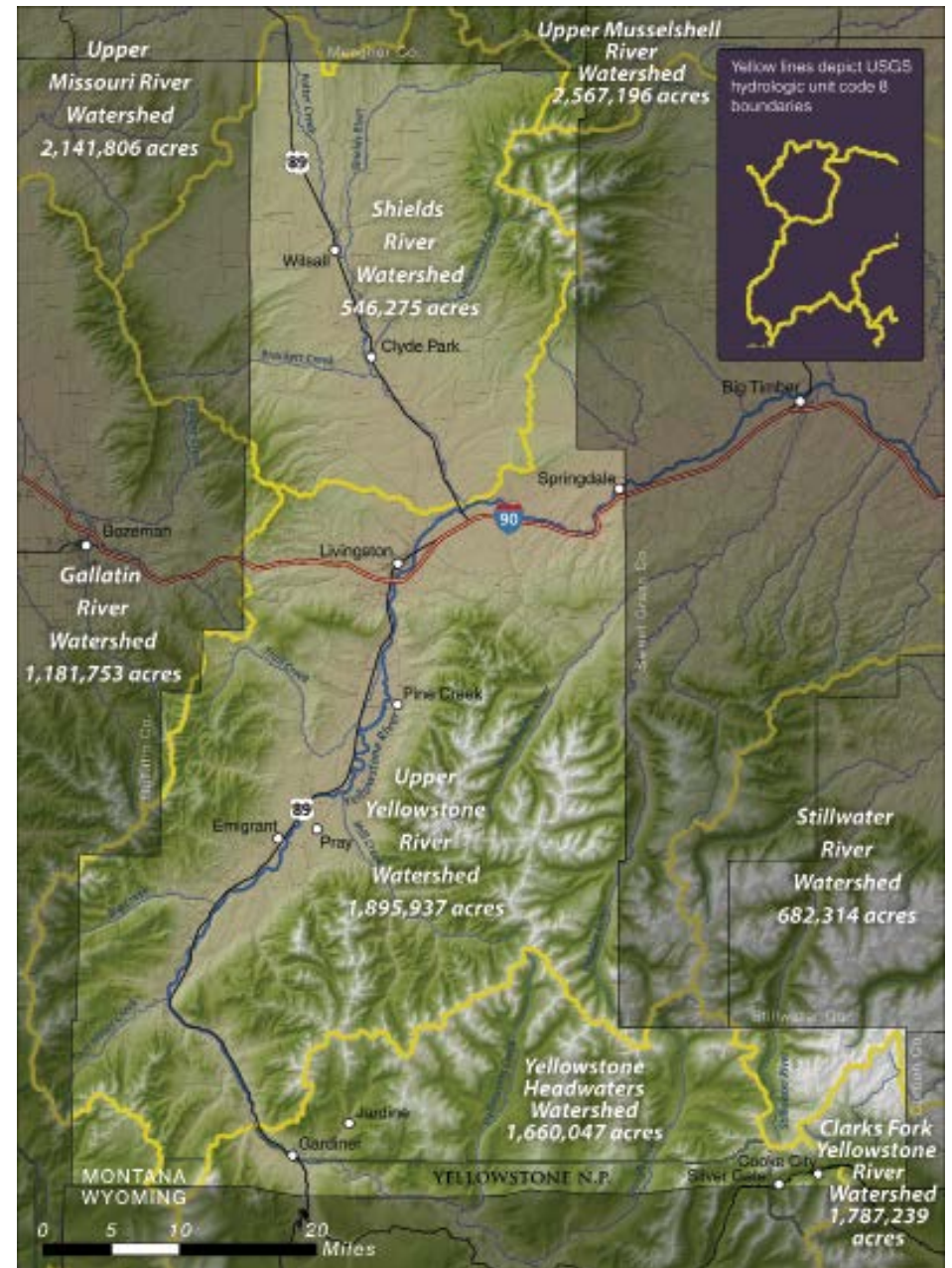


Figure 2: Watersheds of Park County

Park County Atlas

planning efforts in other Montana counties such as Lewis and Clark County.

Having an understanding of the availability and quality of water is critical to the decision making process on issues important to Park County. Water is critical to development. Understanding where water is readily available will help decision makers and developers evaluate appropriate areas for growth. It will also help cities and water districts determine where their future resources will come from and what their future needs will be. Finally, this information can assist irrigation districts with managing their resources and with their planning.

**Objective 8.1: Build on recent efforts to establish baseline water quantity and quality information for the major watersheds in Park County.**

The MBMG has a program that will conduct groundwater studies when solicited by local governing bodies. These studies are excellent baseline documents, and Park County should request the MBMG complete them for the major watersheds in the County. The United States Geological Survey (USGS) and DNRC, as well as the Yellowstone River Basin Advisory Council, are potential sources of baseline information for surface water.

**Action 8.1.1:** Coordinate with the DNRC, the USGS, the Yellowstone River Council and the MBMG Groundwater Investigation Program to identify and assemble available studies on groundwater and surface water.

**Action 8.1.2:** Coordinate with the DNRC, the USGS, the Yellowstone River Council and the MBMG Groundwater Investigation Program to conduct studies in areas of Park County where studies have not been completed.

**Objective 8.2: Conduct water resource studies that analyze sources, long term availability, potential conflicts and drought, and include recommendations for management.**

Working with state partners, completing these plans will assist in making sound decisions about development and water use for the local governing body, will assist developers in securing water for housing, commercial, and industrial uses, and will assist irrigators. In making these plans, Park County acknowledges it does not have jurisdiction over water rights. Emphasis should be placed on management of resources along the Yellowstone River.

**Action 8.2.1:** Coordinate with the DNRC to produce a scientifically based document identifying Park County's long term water requirements.

**Action 8.2.2:** Based on baseline data and longer term water requirements, work with the DNRC to prepare a water management plan that provides recommendations to County Commissioners on how to manage county resources impacted by water, and for irrigators who use water for their livelihoods.

**Action 8.2.3:** Create a drought management plan.

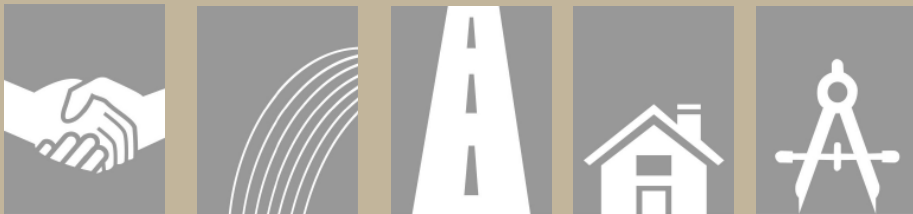


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# Chapter 5

## KEY ISSUE: INFRASTRUCTURE



## Key Issue: Infrastructure

**A**Infrastructure connects people to places and it provides the services necessary for a community to grow. Without it, there are no businesses, no trade and no jobs. The county is a provider of infrastructure, and what we think of as critical infrastructure is evolving.

The Park County Road Department is responsible for maintaining 873 miles of roads. In October 2014 the Park County Commission adopted the Park County Transportation Standards in order to provide requirements for the design, construction and reconstruction of the Park County Transportation System, which includes but is not limited to roads, bridges, culverts and trails.

Park County's transportation system is largely auto-oriented with few bicycle and pedestrian facilities located outside of Livingston and other established communities. In recognition of the need to further develop the county's non-motorized transportation network, Park County recently adopted an Active Transportation Plan, which identifies a path forward for expanding trails, sidewalks and other non-motorized facilities and infrastructure.

Park County residents living outside of Livingston (where curb side pick-up is available) must bring their solid waste to one of the 17 green box sites located in communities throughout Park County. County trucks then collect waste from the green box sites and transport it to the City of Livingston Transfer Station for eventual disposal at a landfill in Great Falls. Park County is also cooperating with the City of Livingston to allow county residents to recycle glass and other materials at the transfer station.

Portions of Cooke City, Silver Gate, Wilsall and Gardiner are served by community water systems. Gardiner also has a public wastewater system. Community water and wastewater systems allow for higher density of development than areas served by individual wells and septic systems. The maintenance and expansion of community water systems and sewer is necessary to accommodate development at higher densities in town centers.

The county has a role in ensuring that the infrastructure which enables commerce and a high quality of life is safe, effective and efficient.

### Goal 9: Increase availability of broadband internet.

Having a strategy to increase the availability of broadband internet to the citizens of Park County is perhaps one of the most important things the county can do to diversify its economy and provide services to its citizens. The availability of

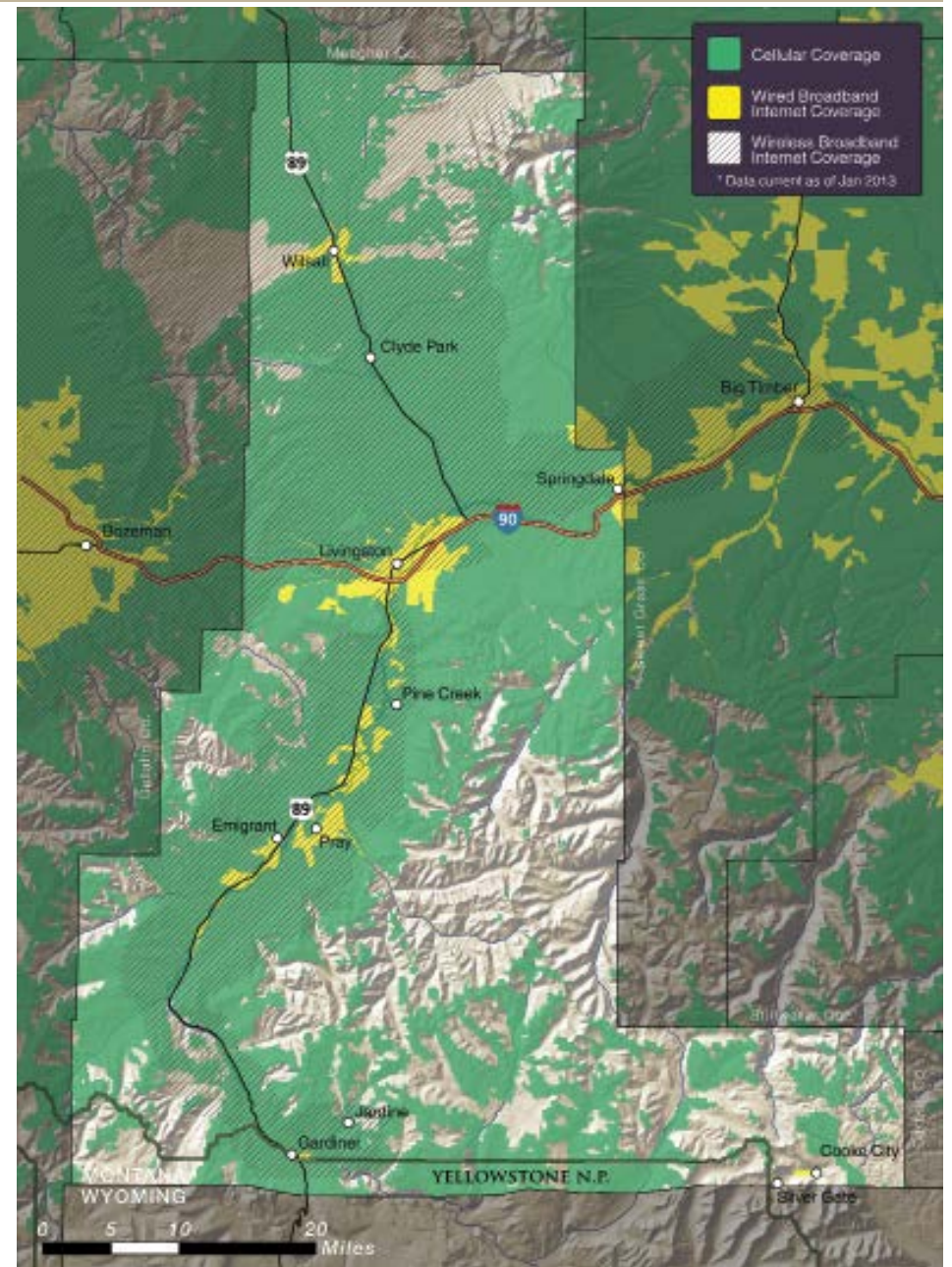


Figure 3: Map of Broadband Services in Park County

Park County Atlas

broadband internet puts businesses in Park County at a competitive level with businesses in New York and Los Angeles. It will allow for better care at medical facilities and new educational opportunities for students.

**Objective 9.1: Partner with educational providers, health care providers, the City of Livingston and the business community to investigate options and make recommendations on investing in broadband infrastructure and expanding its use.**

Partnerships are critical to the expansion of broadband facilities. Hospitals and schools are perfect examples of community minded entities that want broadband service. Partnerships with businesses and the banking communities are also fruitful. Most importantly, broadband infrastructure is privately owned, so the telecommunication provider’s involvement is critical to any strategy. The county should work with the City of Livingston as well as the above mentioned partners to expand broadband coverage.

*Policy: Expanding broadband service within the county is a cornerstone of our future success.*

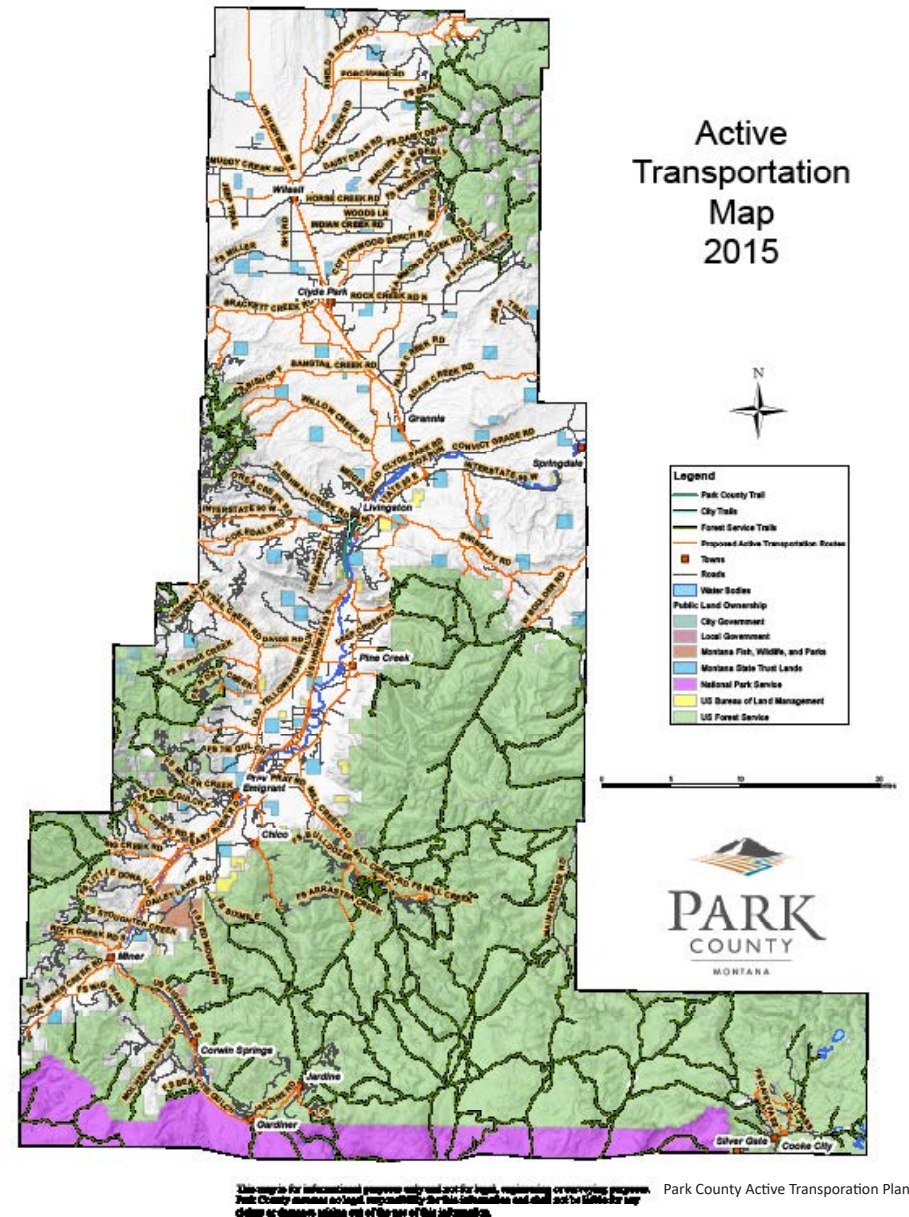
**Action 9.1.1:** Partner with the city, NGOs and telecommunication providers to complete a broadband feasibility study focusing on ways to promote the development of next-generation broadband infrastructure in the community.

**Action 9.1.2:** Update the map in the Park County Atlas showing broadband coverage.

**Action 9.1.3:** Update the subdivision regulations to ensure broadband utilities are considered in development proposals as appropriate.

**Goal 10: Create a system of interconnected trails.**

From the Park County Active Transportation Plan: *“Parks, trails and recreation facilities are basic components that build the foundation of a community. They provide areas for group activities, intergenerational activities, personal reflection and exercise. They also provide a means to maintain natural and historic features and provide a way to preserve cultural heritage and the quality of life in a community. Trails and parks bring many benefits to a community – functional transportation, support for well planned development and tourism, healthy recreation and opportunities for children to explore the world safely.”* It is a goal of the Park County Growth Policy to treat the construction, management, and



**Figure 4: Active Transportation Map of Park County**

This map is for informational purposes only and not for legal, engineering, or surveying purposes. Park County assumes no legal responsibility for the information and shall not be liable for any claims or damages arising out of the use of this information. Park County Active Transportation Plan

maintenance of trails as infrastructure important to Park County.

**Objective 10.1: Prioritize and implement the recommendations in the Park County Active Transportation Plan.**

The Park County Active Transportation Plan contains a detailed list of projects and potential funding sources. The Parks & Recreation Board should prioritize these recommendations, establish a work plan, and monitor the implementation.

**Action 10.1.1:** Develop a five year work plan identifying responsible parties and potential mechanisms for implementing the Active Transportation Plan.

**Action 10.1.2:** Review and update the work plan annually.

**Action 10.1.3:** Review and if necessary revise the Active Transportation Plan in 2020.

**Action 10.1.4:** Identify, monitor and protect public access to public lands and partner with others to help ensure public rights-of-ways are open and accessible by the public.

**Objective 10.2: Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the city.**

The city and county are working together to develop active transportation facilities around Livingston. This partnership increases the resources available for applying and securing funding for facilities and infrastructure.

**Action 10.2.1:** Identify city and county shared priorities.

**Action 10.2.2:** Integrate Active Transportation Planning into the shared vision and Memorandum of Understanding on land use planning in the Livingston area.

**Action 10.2.3:** Work with the city on grant applications for Active Transportation facility and infrastructure funding.

**Objective 10.3: Identify stable, long-term funding sources for trail planning, design, construction, and maintenance.**

It is not uncommon in communities that are developing a non-motorized transportation network to place the burden of maintaining the system on road or public works department budgets without increasing revenues. As the trail system grows, the burden on the department budget grows without additional funding sources, leading to the department becoming an opponent of developing new trails. Park County should anticipate the maintenance costs for non-motorized transportation and find funding sources that aren't a draw on the already limited budget of county departments.

*Policy: Trails maintenance costs should come from dedicated funding sources.*

**Action 10.3.1:** Identify and evaluate potential options for funding the ongoing operation and maintenance costs for active transportation facilities.

**Action 10.3.2:** Identify and evaluate potential locally sourced funding options for the construction of new active transportation facilities.

**Goal 11: Provide for a safe and efficient county road network.**

As the traditional development patterns of farms and ranches converts to homes and businesses, without improvements, the transportation network will struggle to keep up. Without proper planning, the burden of increased costs to maintain and improve roads and increased risks to public health and safety will fall upon the residents of Park County. Now is the perfect time for Park County to recognize the relationship between its road network and land use. Equitable solutions that share costs of road improvements and maintenance are necessary. The growth policy calls for a strategy that revises current regulations, establishes baseline road conditions and monitors the changes over time, and identifies funding mechanisms available to address maintenance and make improvements.

**Objective 11.1: Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards.**

As development continues in rural and ex-urban areas, subdividers will sometimes propose projects on substandard county roads. The county can require improvements as a condition of approval, but the improvements must be directly proportional to the impact of the development. The most defensible approach to requiring improvements to county roads is to have a proportional share anal-



Figure 5: Overview of Park County Road Network

ysis as a component of the subdivision regulations design standards. Without an equitable approach to address this issue in the subdivision regulations, Park County is putting the taxpayers at risk.

**Action 11.1.1:** Research and present options to the Planning and Development Board on how other counties in Montana use subdivision regulations to require improvements to off-site county roads that are directly attributable to the impacts of a proposed subdivision.

**Action 11.1.2:** Update the design and improvement standards in the subdivision regulations to include a procedure for making improvements to off-site county roads based on the direct proportional impact of a proposed subdivision.

**Action 11.1.3:** Monitor and protect county right-of-way and easements from encroachments.

**Objective 11.2: Establish a baseline for the condition of county roads and bridges, and monitor their condition over time.**

When areas transition from agricultural uses to residential development patterns, the road network developed for farms and ranches will struggle to accommodate the traffic volumes and types associated with the new uses. What other communities have experienced is the that cost to maintain and improve roads can increase at a rate faster than the increased revenues from the new development. Planning ahead can help offset the undesirable impacts. Establishing a strong baseline for the condition of roads allows the county to better prioritize maintenance and improvements, as well as establish carrying capacities of roads for future development patterns. Fortunately Park County has already started a program using a simple and accurate analysis called the Pavement Surface Evaluation and Raiting (PASER) analysis to identify the condition of county roads.

**Action 11.2.1:** Use PASER analysis on paved, chip-sealed and gravel county roads to establish baseline conditions.

**Action 11.2.2:** Use PASER analysis on paved, chip-sealed and gravel county roads to monitor trends in the condition of county roads.

**Action 11.2.3:** Establish baseline conditions for bridges and monitor trends.

**Action 11.2.4:** Develop and maintain a GIS map documenting historic and up-to-date PASER ratings for all paved, chip-sealed and gravel county roads in order to analyze improvement and deterioration over time.

**Objective 11.3: Prioritize the use of rural special improvement districts to upgrade substandard county roads in areas that are already developed.**

Using baseline PASER data and reviewing existing development patterns, Park County will have the information necessary to evaluate priority areas for rural special improvement districts (RSIDs) or other funding mechanism to improve roads. This process will require input and support from the impacted areas.

RSIDs can also be effective at bridging funding gaps for road improvements caused by subdivisions. When a subdivider builds a subdivision on a substandard county road, the subdivider can only be required to fund a percentage of the upgrade based on the direct proportional share on the impact generated by the subdivision. It is never 100%. This means there is always a funding gap between what the developer must pay and the total cost of the upgrades. The county can use RSIDs to cover that gap. Other funding mechanisms are also available, but usually spread the costs to all taxpayers, not just the ones using the road.

*Policy: Support mechanisms to bring substandard roads up to full county standards.*

**Action 11.3.1:** Use the PASER analysis, existing Preliminary Engineering Reports (PERs), traffic data, development patterns and other pertinent information to evaluate what roads need funding for maintenance and upgrades.

**Action 11.3.2:** Complete PERs on roadways in priority areas in order to determine estimated costs to bring substandard roads up to county standards.

**Action 11.3.3:** With the support of neighborhoods, create RSIDs to bring priority substandard roads up to county standards.

**Action 11.3.4:** Use RSIDs to supplement the cost of bringing a substandard county road up to county standards when off-site improvements directly proportional to the impact of subdivision do not cover the entire costs of improvements.

**Action 11.3.5:** Update the county RSID policy.

**Objective 11.4: Continue to secure federal funding sources to upgrade county roads and bridges that provide access to recreation areas on public lands.**

Park County currently pursues federal grants that fund improvements to county roads providing access to federal lands. These programs provide assistance to the county at mitigating impacts to county roads used by the public to access federal lands. By prioritizing grant funding for mitigating impacts and upgrading county roads in the growth policy, the county will be more competitive at receiving awards, which should help to reduce the burden of upgrading and maintaining these roads. It is important for Park County to assess and help enforce access to public lands due to the high quality of life and economic impact they provide.

**Action 11.4.1:** Pursue funding assistance such as the Montana Federal Lands Access Program and/or other federal and state programs in order to mitigate impacts to county roads and upgrade county roads.

**Goal 12: Support water and sewer districts in and around community centers.**

Park County has a number of unincorporated communities where the existing development patterns and conditions require public water and/or wastewater systems. These communities, especially the Cooke City – Silver Gate and Gardiner areas, are also struggling with high costs of housing. Community based land use planning, coupled with infrastructure improvements, will set the stage for these communities to build upon and sustain their prosperity.

**Objective 12.1: Coordinate with the existing water and sewer districts to update water and sewer facilities.**

Water and sewer districts often operate independently from county governments, even organized in some instances as separate governing bodies. However, they provide invaluable services to county residents, and are critical to community development. The county supports the water and sewer districts, and should continue to do so through staffing and grant writing, among other technical expertise.

*Policy: Park County supports improvements, expansions and upgrades to public water and sewer systems located in community centers.*

**Action 12.1.1:** Write letters of support, provide staff resources, and be partners in applications for funding sources for improvements, upgrades and expansions to water and sewer systems located in community centers.

**Objective 12.2: Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development.**

Water and sewer districts often do their own facility planning. However, their planning efforts are often infrastructure specific, and more comprehensive community planning efforts can sometimes improve the effectiveness. Both Gardiner and the Cooke City - Silver Gate areas have public utilities that have needs, and comprehensive planning efforts could help those districts evaluate and plan for upgrades and expansions. Upgrading and expanding these facilities are necessary for community development and economic diversification.

*Policy: Extend community planning expertise to public water and sewer districts located in community centers.*

**Action 12.2.1:** Complete area/neighborhood plans for Gardiner and the Cooke City - Silver Gate area that evaluates future infrastructure needs, projects land uses, and prioritizes infrastructure improvements, upgrades and expansions.

**Goal 13: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system.**

During the outreach process for this growth policy, residents made it clear that solid waste management should be a focus. With such a dispersed rural population, the county maintains multiple satellite collection points (green box sites). These collection points are extremely important to residents who live in rural areas. To keep them open, the county needs to keep costs down. The county maintains data on the use of these facilities, which helps manage them in a cost effective manner. In addition, continuing the county's partnership with the City of Livingston to manage solid waste seems to be the best long term arrangement. Finally, people who commented in the growth policy process wanted to see more options for recycling.

**Objective 13.1: Maintain a database on the generation of solid waste.**

The Public Works Department collects data on the use at the satellite collection points. This data helps to manage the sites as efficiently as possible and keep costs to a minimum.

**Action 13.1.1:** Continue collecting data on the use of the satellite collection points and use the data to evaluate operations in order to keep costs down.

**Objective 13.2: Continue partnerships with the City Livingston to manage solid waste**

The partnership with the City of Livingston for the collection and disposal of solid waste has a long history. For now, the plan is to continue this relationship.

*Policy: Continue working with the City of Livingston on the disposal of solid waste.*

**Action 13.2.1:** Revise agreements with the City of Livingston when necessary.

**Objective 13.3: Continue efforts to support and explore new options for recycling.**

*Policy: Support recycling.*

**Action 13.3.1:** Develop an internal county policy and guidelines for waste reduction and recycling.



# Chapter 6

## KEY ISSUE: HOUSING

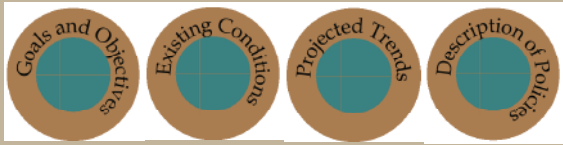
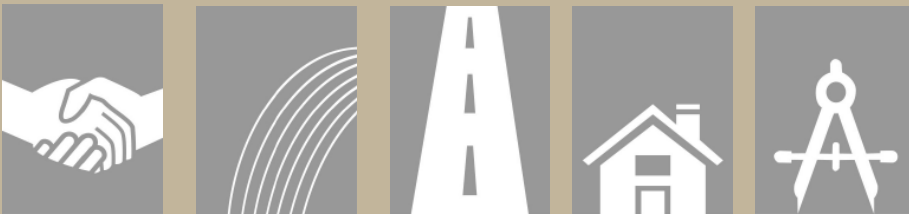


Photo Credit: Dennis Glick



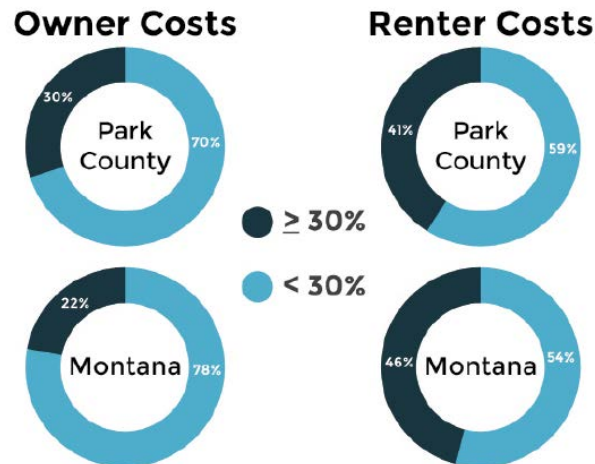


## Key Issue: Housing



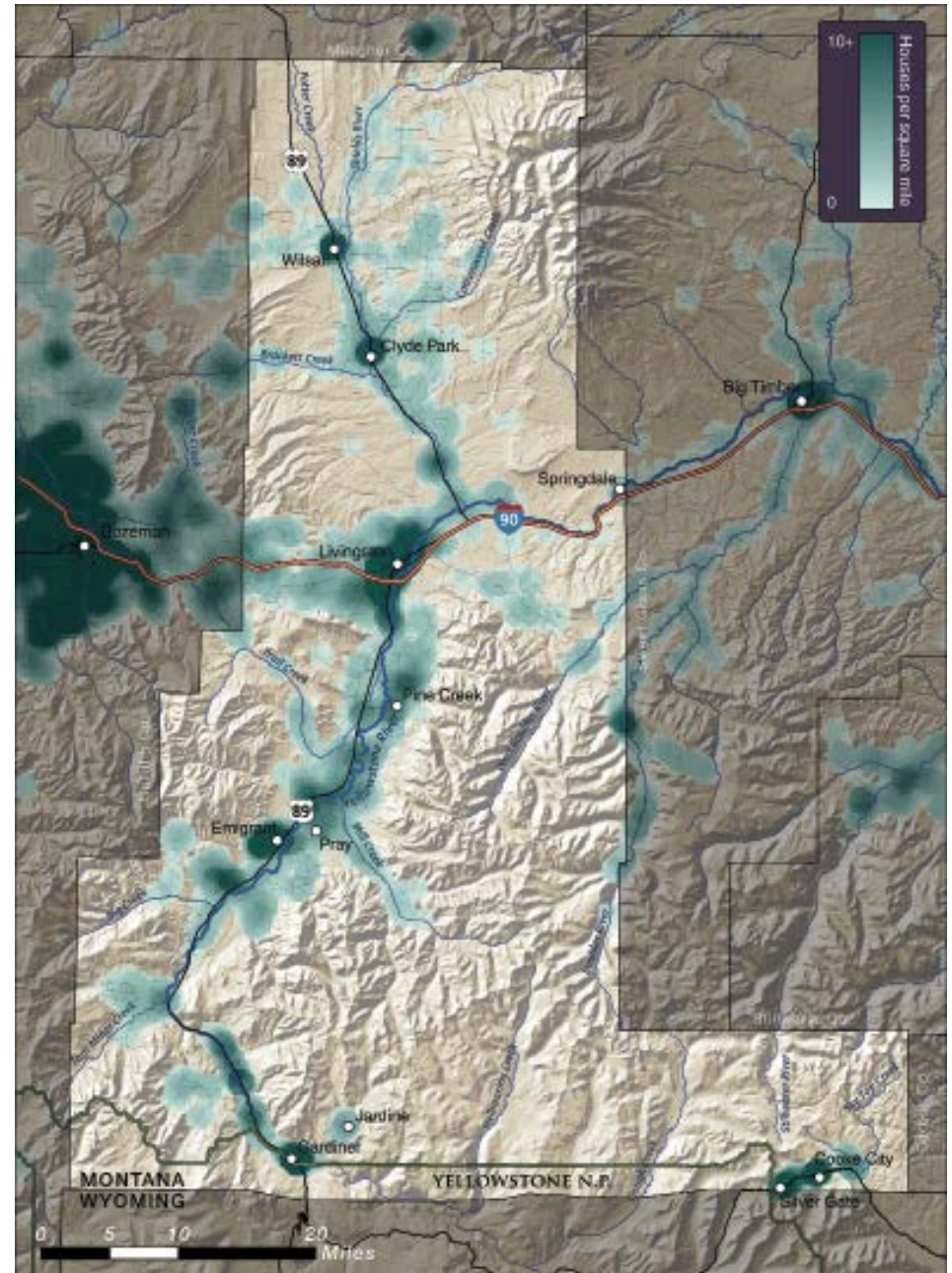
The cost of housing in Park County is on the rise. The median housing value as of 2014 in Park County was \$210,100, which is substantially higher than the median housing value for Montana as a whole, which was \$187,600 in 2014. Perhaps more significant is the fact that median housing values in Park County increased by 112% between 2000 and 2014 compared to 96% for the state as a whole.

The United States Department of Housing and Urban Development defines housing cost burden as paying more than 30% of household income on housing. In 2014 an estimated 41% of renters in Park County had a housing cost burden, which is lower than the state as a whole where the figure is 46%. While the figure is slightly better for owner occupied housing, still 30% of homeowners in Park County were estimated to have a housing cost burden in 2014 compared to 22% for the state as a whole.



**Figure 6: Homeowner Costs and Rent as a Percent of Income 2014**

Is the cost of housing outpacing wages? What does affordable housing mean for the workforce or low income households? How do housing prices impact elderly residents, or people with special needs? Looking west, the cost of housing in Gallatin County is skyrocketing. Anecdotal evidence seems to indicate this is impacting Park County housing costs. Will it continue? Park County needs to gain a better understanding of its housing needs and lay the foundation to address affordability.



**Figure 7: Housing Density in Park County**

Park County Atlas

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**Goal 14: Provide for affordable, low income and workforce housing.**

Right now there are a lot of questions about affordable housing that Park County doesn't have the answers to. How much is growth in Gallatin County affecting housing in Park County? Is this growth likely to continue? What is the impact of vacation rentals on the housing market? How can Park County increase workforce housing? The goal of this growth policy isn't to solve the county's issues, but it can provide direction on how the county should address the issues moving forward.

**Objective 14.1: Prepare a housing plan for all of Park County that identifies affordable housing needs and targets, identifies possible funding sources, and pinpoints implementation partners.**

The Montana Department of Commerce has a program dedicated to providing technical assistance to communities looking to understand their housing needs and prepare a housing plan. This program would be a great starting point towards having an understanding of what the current status of housing is and what Park County needs to do to address these issues.

*Policy: Park County supports the development of affordable and workforce housing.*

**Action 14.1.1:** Work with the Montana Department of Commerce Housing Division's Technical Assistance Program to identify and plan for housing needs in Park County.

**Objective 14.2: Work with Cooke City and Silver Gate residents to develop an affordable / workforce housing strategy.**

The gateway communities adjacent to Yellowstone National Park are struggling with rising housing costs and limited housing supply. Gardiner has conducted a needs assessment and a five year housing plan. This process can serve as a model for Cooke City and Silver Gate. The planning and GIS departments can provide assistance with this process.

**Action 14.2.1:** Using Gardiner's strategy to develop and draft the Gardiner Area Housing Action Plan, and using Gardiner's Housing Needs Assessment and Five Year Housing Plan as a model, assist Cooke City and Silver Gate complete a similar process.

**Action 14.2.2:** Provide technical planning and mapping assistance to Cooke City and Silver Gate to identify land appropriate for new development of rentals and ownership units in affordable and market-rate sectors.

**Action 14.2.3:** Provide assistance to Cooke City and Silver Gate in monitoring the implementation of their Area Housing Plan once adopted.

**Objective 14.3: Assist with implementing the strategies in the Gardiner Area Housing Action Plan.**

Now that Gardiner has developed a housing action plan, the county should become active partners in its implementation. The Planning and GIS Departments have skills that can help.

**Action 14.3.1:** Provide technical planning and mapping assistance to Gardiner in order to identify land appropriate for new development of rentals and ownership units in affordable and market-rate sectors.

**Action 14.3.2:** Provide assistance to Gardiner in monitoring the implementation of the Gardiner Area Housing Plan.

**Objective 14.4: Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly.**

Housing is especially a concern for an aging population and people with special needs. These populations often rely on fixed incomes and increasing housing costs can price them out of their homes. Also, affordable housing options are important to seniors wanting to age in place. Aging in place means providing the housing options for seniors to downsize or find housing with features they need, such as first story bedrooms, without having to leave their community.

**Action 14.4.1:** Evaluate the potential for incorporating housing services for people with special needs and the elderly under the Park County Health Department.

**Action 14.4.2:** Support NGOs and the County Health Department in securing grants that provide affordable housing to people with special needs and the elderly.

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**Objective 14.5: Evaluate the benefits and impacts of vacation rentals on communities.**

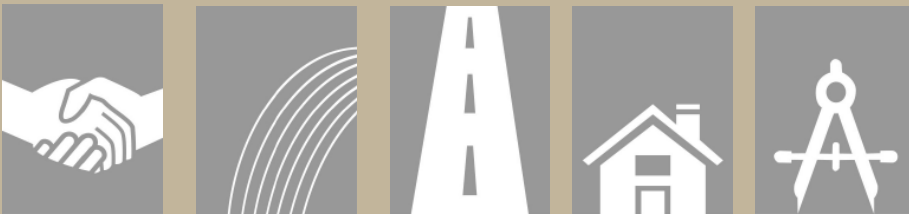
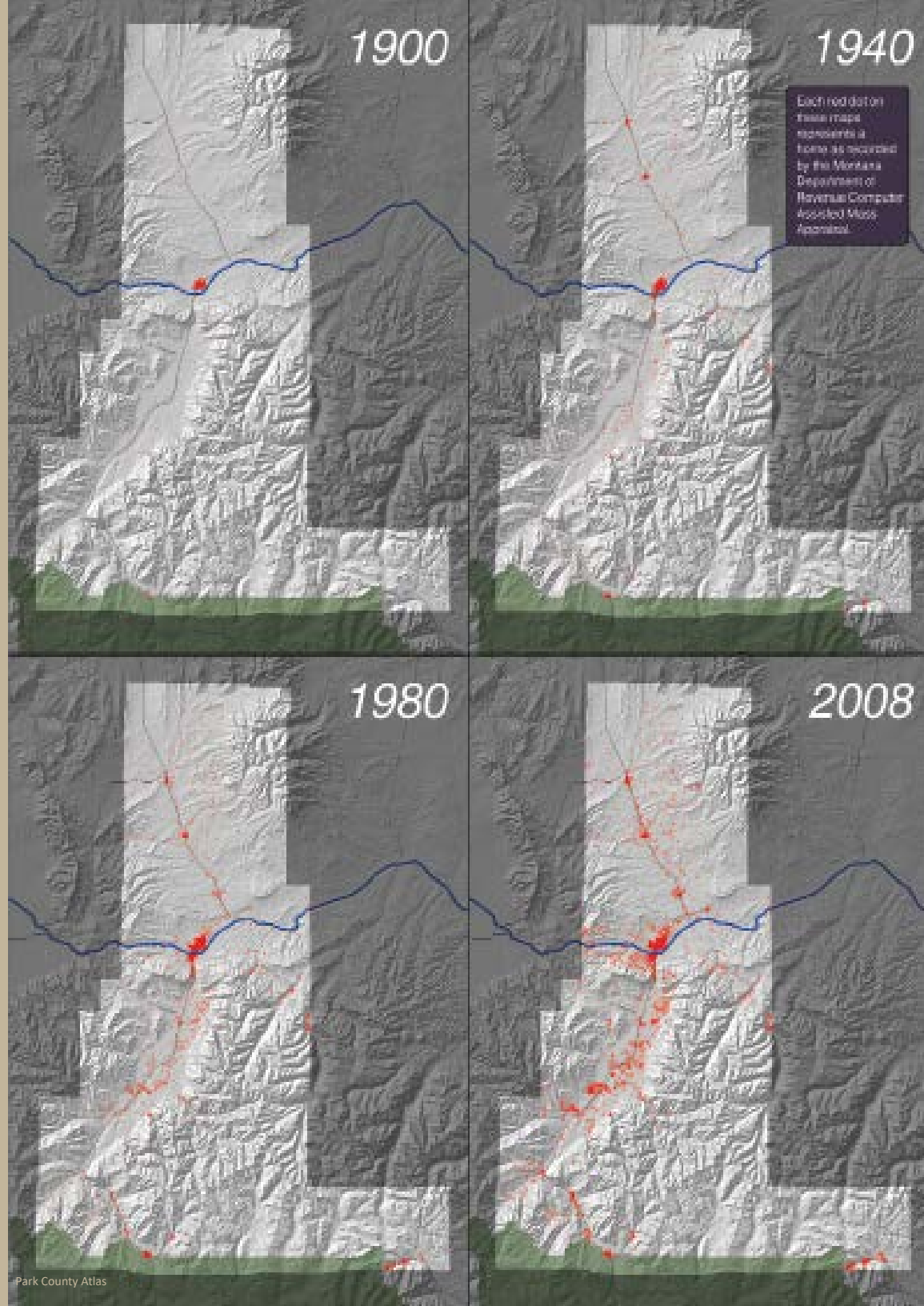
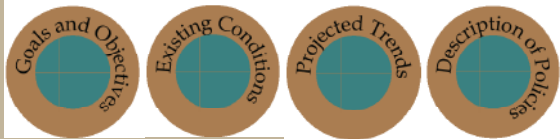
Vacation rentals in communities with tourism based economies are an increasing component of visitor accommodations, but they also compete with local residents for housing by causing measurable shifts in housing supply. During the outreach process of this growth policy, participants said vacation rentals are driving up housing costs and driving down supply in the gateway communities. This is consistent with other tourism based communities throughout the west. However, we don't have information on their true impact or on their benefits to the community. If the county is going to address affordable housing in gateway communities, the benefits and impacts of vacation rentals must be a part of that discussion.

**Action 14.5.1:** Complete a study on the local economic impact of short-term rentals that presents an overall context, identifies issues, and provides recommendations to address the issues.



Photo Credit: Land Solutions LLC

# Chapter 7 KEY ISSUE: GROWTH AND DEVELOPMENT



## Key Issue: Growth and Development



Over the life of this growth policy, growth and development in Park County is certain to occur. By 2036, Park County's population is projected to be around 17,800 people, adding an additional 1,000 people per decade. Growth and development is positive for Park County, helping to diversify and strengthen the County's economy. However, as growth and development occurs, conflicts will arise and impacts will occur. The County Commissioners, county staff, and citizens need to be aware of the positive and the negative impacts growth will bring in order to maximize the benefits and minimize the drawbacks.

growth will bring in order to maximize the benefits and minimize the drawbacks.

### Population Projections

Planners use population projections to gauge future demand for services, land uses, water, energy and more. Population projections use data on past and current conditions, combined with assumptions, to create a model of future conditions. Projections can vary greatly depending upon the methodology. In the case of this growth policy, it is beneficial to evaluate more than one projection.

The State of Montana's Census and Economic Information Center (CEIC) provides county level population projections, produced by Regional Economic Models, Inc. (eREMI). The eREMI model is a complex evaluation of demographic and economic data, developed with help from economists at CEIC in part to help project population changes in areas affected by the Bakken Oil boom. The downside of the eREMI model is that it tends to underestimate average annual population growth in counties on the western side of the state outside of the Bakken, especially in the more mountainous counties with an amenity driven economy. What the eREMI does very well is account for an aging population, something which is pronounced in Park County. The average annual growth rate in the eREMI model changes year to year, with a high of 0.17% and a low of - 0.08%.

A second model to consider is the historic growth rate methodology. This model evaluates the historic average annual growth rate over a set period of time, and projects it going forward. The upside of this model is its simplicity; the downside is it doesn't take into account changing demographics or economic conditions. Park County has an aging population which may cause growth rates to slow over time (which is evident in the eREMI model), but the economy is also diversifying, which can help moderate populations shifts that occur when commodity prices rise and fall (which Park County has historically been susceptible to). These changes are not represented in the historic growth rate methodology. The average annual growth rate in Park County since 1970 is 0.76%.

A third methodology is to combine the eREMI and historic models into one by

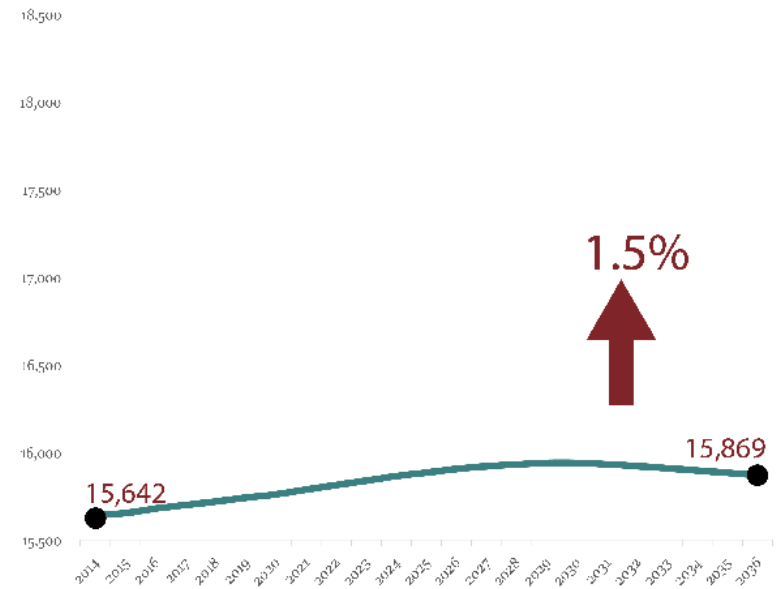


Figure 8: eREMI Population Projection 2014 - 2036

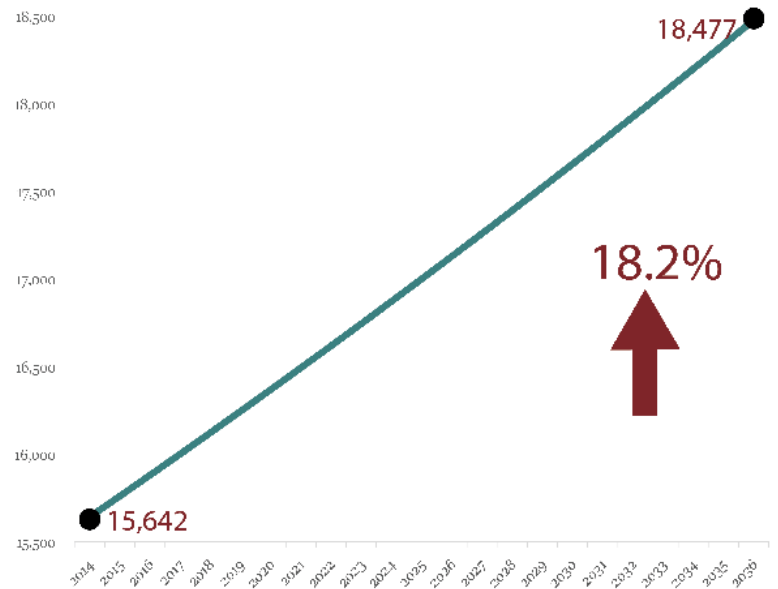
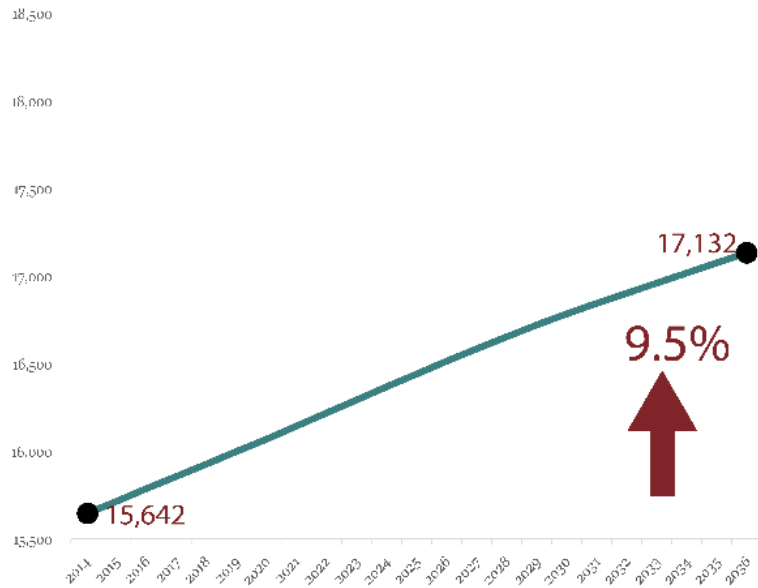


Figure 9: Historic Growth Rate Population Projection 2014 - 2036

averaging the difference between the two average annual growth rates. This model tempers the optimism of the historic model by allowing influence of the eREMI's demographic and economic considerations. Due to the influence of the eREMI model, the average annual growth rate of this model fluctuates year to year with a high of 0.47% and a low of 0.34%.

The three models produce a range of outcomes over 20 years. On the high end, the historic model projects the population of Park County in 2036 to be 18,477. In the middle, the combine model projects the population of Park County in 2036 to be 17,132. On the low end, the eREMI model projects the population of Park County in 2036 to be 15,869.



**Figure 10: Combined Growth Rate Population Projection 2014 - 2036**

Given the eREMI's tendency to underestimate growth rates, and given the explosive growth seen in Gallatin County which one should assume will cause migration into Park County, the eREMI projection seems too low. It seems reasonable the actual growth rate will be somewhere between the historic growth rate and the combined approach. Therefore, this growth policy will assume the population of Park County in 2036 to be around 17,800, or an increase of about 1,000 people per decade. This seems reasonable considering past decades of expansion, the influence of amenity migration, assumed migration from Gallatin County, and the aging population. However, given Park County's history of boom and busts, another recession could temper this growth or another boom could accelerate it.

## Land Use Patterns

When it comes to land use patterns, the primary drivers are individual property owners making decisions based on the real estate market and other considerations. Property has to be available for development; either for sale or owned by a person wishing to develop. A landowner looking to develop decides upon the density and type of development based on the market and site characteristics of the property. Because little of Park County is zoned, there is no accurate way to project what type and intensity of development will occur and where it will occur. This is especially problematic when planning for and investing in public infrastructure needed to serve a growing population.

Of all the regulations in place in Park County, the Montana Department of Environmental Quality's (MDEQ) water and sanitation rules have the greatest impact on development patterns. Most new development that divides property is reviewed by MDEQ. The MDEQ rules typically require about one acre of land for individual wells and septic systems. This establishes a de facto minimum lot size of about one acre for most single family homes in the rural areas of Park County. If a public water or public sewer system is available, the de facto minimum lot size is about 20,000 square feet. If public water and public sewer systems are available, for example in Gardner, there is no minimum lot size. The MDEQ minimum lot sizes are site specific considerations, only addressing specific development proposals reviewed by the agency.

The Park County Subdivision Regulations are the primary tool employed by Park County to review development proposals. The subdivision review process focuses on evaluating the design of a subdivision to mitigate negative impacts on public health and safety and other criteria. The subdivision review process does not regulate the location or type of development, and rarely influences the proposed density.

## Employment

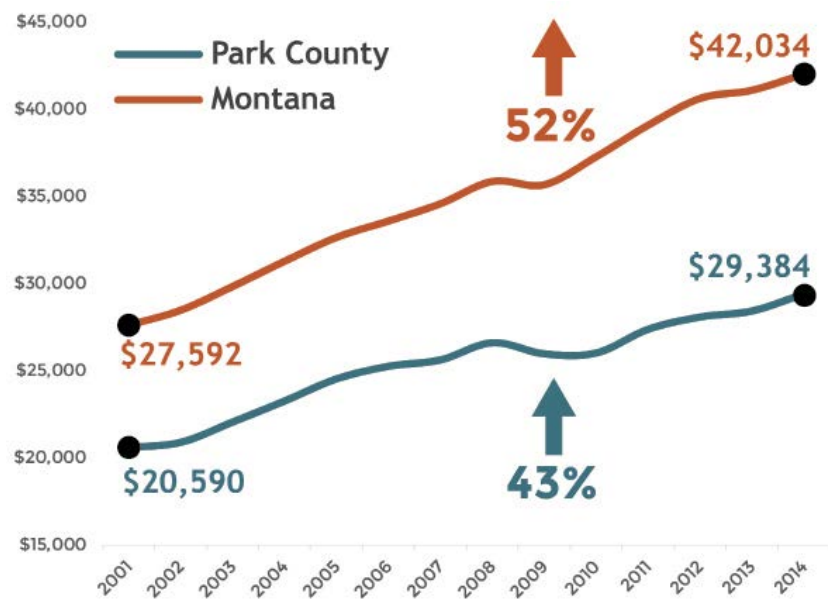
The majority of jobs in Park County are concentrated in several unique population centers including Livingston, Clyde Park, Cooke City, Silver Gate, Emigrant, Pray, Gardiner, and Wilsall. All of these communities share an independent, resilient spirit and have local economies sustained by a diverse array of commercial and industrial businesses and agricultural activities. That being said, the unique nature of each community is tied to its geographic location. This is demonstrated by the fact that communities like Wilsall and Clyde Park in the Shields Valley, and rural areas in the Paradise Valley, are more reliant on agriculture, whereas communities that flank Yellowstone National Park, such as Cooke City and Gardiner, lean heavily on tourism, entertainment, food service, and retail.

The community of Livingston is also home to many service sector jobs and hous-

es a large portion of the County’s industrial jobs, with a working railyard and several large manufacturers.

### Workforce Mobility

In 2004, 84% of the jobs in Park County were filled by Park County residents and 16% were filled by residents of other counties, over half of which were filled by Gallatin County residents. By 2014 those figures shifted, with 62% of the jobs in Park County filled by Park County residents and 38% were filled by residents of other counties, nearly one third of which were filled by Gallatin County residents. This trend demonstrates that an increasing share of jobs in Park County are being filled by residents of neighboring counties.



**Figure 11: Change in Earnings 2001 - 2014**

Similarly, in 2004, 63% of employed Park County residents worked in Park County and 37% worked in other counties, over two-fifths of whom worked in Gallatin County. By 2014, these figures shifted so that 52% of employed Park County residents worked in Park County and 48% worked in other counties, close to half of whom worked in Gallatin County. This trend shows that an increasing share of Park County workers are seeking employment in nearby counties.

### Goal 15: Protect private property rights.

**Objective 15.1: When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights.**

Zoning regulations in cities and counties as authorized under Montana zoning statutes and case law are a legitimate use of government authority to provide for the public health, safety, and welfare of its citizens provided they are reasonable and have a substantial relationship to those goals.

Private property ownership is the foundation upon which free enterprise is built. As such, private property rights and ownership of property shall be protected. Any laws, regulations, or restrictions shall consider the protection of those rights.

The Park County growth policy incorporates and affirms the following basic principles concerning property rights:

“No person shall be deprived of life, liberty, or property without due process of law, nor shall private property be taken for public use, without just compensation.” (U.S. Bill of Rights, Amendment 5).

“No state shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any state deprive any person of life, liberty, or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws.” (U.S. Bill of Rights, Amendment 14)

“All persons are born free and have certain inalienable rights. They include the right to a clean and healthful environment and the rights of pursuing life’s basic necessities, enjoying and defending their lives and liberties, acquiring, possessing, and protecting property, and seeking their safety, health, and happiness in all lawful ways. In enjoying these rights, all persons recognize corresponding responsibilities.” (Montana Constitution, Article II, Section 3).

“The right of individual privacy is essential to the well-being of a free society and shall not be infringed without the showing of a compelling state interest.” (Montana Constitution, Article II, Section 10).

“Private property shall not be taken or damaged for public use without just compensation to the full extent of the loss having been first made to or paid into the court for the owner. In the event of litigation, just compensation shall include necessary expenses of litigation to be awarded by the court when the private property owner prevails.” (Montana Constitution, Article II, Section 29).

“The Park County Commission recognizes and supports the original concept of the framers of the Constitution wherein the power of eminent domain should

only be used as a last resort to acquire private property for a public project that is necessary to accomplish the general welfare of Park County citizens.” (Park County Commission, Resolution 881, August 2, 2005).

*Policy: Protect private property rights for all citizens of Park County.*

**Action 15.1.1:** The County Attorney should review land use proposals of significance for legal issues prior to adoption.

**Action 15.1.2:** The County Attorney should be present at key decision making points to provide legal advice to the Commissioners on land use proposals of significance.

### **Goal 16: Take an active role in the land use and development process.**

The current methodology for addressing land use conflicts in Park County follows a passive approach. Except for a handful of site review tools Park County is required to administer by state law and a handful of zoning districts, Park County has passed on its authority to govern land use decisions given to it by the State of Montana. Park County has the right to do that, but what this means is in many situations, such as recent gravel pit mining and asphalt batch plant proposals, decisions are not made at the local level. Where the state does not take authority over a specific proposal, conflicts over land use often come down to private attorneys battling it out in civil court. This means the power to govern some local land use issues is out of the hands of local citizens and officials. It also means a high degree of uncertainty for individuals and businesses looking to invest in Park County. Based on participation throughout the drafting of this document, people in Park County are looking for their local officials to be to be more active in the land use and development process.

#### **Objective 16.1: Recognize the relationship between enhanced revenues generated by new growth and the long term liabilities for maintaining infrastructure and providing services.**

Generally, when property is developed the county sees increased tax revenues which in theory, pay for the services the new development requires. Some development generates more in new revenues than is needed for services, but for other development the costs to provide services is higher than the increased revenues. This is especially true when considering the long term cost of maintenance and upgrades to infrastructure.

For example, the surface of a road has a life span. The maintenance needs of

that road typically increase gradually as the road ages, and eventually the road surface reaches the end of its life. Costs to maintain the road increase slowly over time, then there is a big jump in expense when the road requires a major overhaul. However, the revenues from taxes generated by the people who use that road remain relatively constant. If the revenues generated from new development don't stay equal to or outpace the long term costs to provide services, taxes will need to increase or services will need to be cut.

Using information publicly available on the Montana Cadastral website, the county can map the ratio of tax revenue generated per acre throughout the county. Then, using a combination of county sources, the county can estimate the costs to provide service to the different geographic areas. With this information, the county can evaluate development patterns that will provide for a sustainable county budget.

*Policy: Recognize new revenues from development don't always pay for the services new residents require.*

**Action 16.1.1:** Create and maintain data and mapping on property tax revenues generated on a per acre basis in order to identify the location and types of development that provide the greatest economic benefit to the county.

**Action 16.1.2:** Assist areas that collect resort taxes to establish community priorities for the expenditure of those funds.

**Action 16.1.3:** Use grant sources to fund market analyses for communities in Park County.

**Action 16.1.4:** Explore establishing impact fees to help offset the impacts of future development.

#### **Objective 16.2: Identify the current mechanisms for addressing land use conflicts and evaluate options for improvement.**

Empirically, people in Park County believe conflicts over land use are increasing and intensifying, pitting neighbor against neighbor. This growth policy calls for a more active approach that uses a combination of community/neighborhood scale planning, as well as addressing some issues more comprehensively or countywide. Making a profound shift in land use strategy should not happen without residents being fully informed. This calls for objectively and thoroughly analyzing the existing approach for addressing land use conflicts in Park County and identifying the benefits, limitations and impacts of the system.



**Action 16.2.1:** Draft a report that evaluates the current mechanisms for addressing land use conflicts.

**Action 16.2.2:** Evaluate alternative approaches and how they would improve conflict resolutions over the existing approach

**Objective 16.3: Develop tools that will allow the County to respond to and address evolving land use issues.**

Park County is still a relatively rural county. People are connected - they know one another, have connections to the locations and communities throughout the county. But Park County can also be diverse. Because of the physical landscape, there are vast differences between areas and communities. People are the binding factor. Park County's strategy for addressing land use issues needs to be flexible and responsive to changing communities and economies. The county will need to address some issues locally as a neighborhood or community, and others comprehensively as a county. Being flexible with the tools in the tool box will allow the county to respond to issues quickly and appropriately.

*Policy: Support a planning approach that recognizes some issues are localized, and other issues are countywide.*

**Action 16.3.1:** Use neighborhood and area planning to provide specific policy direction to specific areas that have unique issues.

**Action 16.3.2:** Use topic specific plans such as transportation plans, capital improvement plans, or parks plans to provide specific policy direction on topics that have unique issues but are comprehensive to all Park County residents.

**Action 16.3.3:** Develop a future land use map for Park County and adopt it as an amendment to this growth policy.

*Policy: Park County encourages protection of open lands, agricultural lands, wildlife habitat, scenic views and other natural amenities through voluntary conservation easements in suitable areas.*

**Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues.**

One of the guiding principles of this growth policy is that the people of Park County will drive planning efforts. The benefits of this community driven approach is the citizens of Park County will be involved in the development of solutions. However, some pitfalls exist. Sometimes the public is not sufficiently educated on the issues or possible outcomes to make informed comments. Other times local officials are not in touch with the public's needs. Park County cannot overlook or undervalue public outreach and involvement as a part of implementing this growth policy.

*Policy: Planning in Park County will be inclusive, and driven by the residents of Park County.*

**Action 16.3.4:** Continue to hold community listening sessions following Planning and Development Board meetings.

**Action 16.3.5:** Update the Park County Atlas.

**Action 16.3.6:** Maintain the planning department's high level of transparency by making information available online, and attending informational meetings of community groups.

**Action 16.3.7:** Support the continuing education of staff.

**Action 16.3.8:** Support staffing levels that allow staff and county officials to attend community meetings.

**Objective 16.4: Identify areas of critical agricultural importance and implement mechanisms in these areas that support the ability of agricultural land owners to continue operations.**

Agricultural lands are economically important to Park County, both as a base industry and for the quality of life and the rural sense of place they create. Agricultural land is also susceptible to the conversion to new residential uses. The challenge is to make the information and tools available for agricultural landowners so they can voluntarily keep ag land as ag land.

*Policy: Support the right of agricultural landowners to voluntarily keep their land in agricultural production.*

**Action 16.4.1:** Create a map of agricultural lands of importance by prime soil types identified by the USDA, large parcel sizes taxed as agricultural, and other considerations. Review the map with agricultural landowners for their input.

**Action 16.4.2:** Update the Park County Atlas to include the map of agricultural lands of importance.

**Action 16.4.3:** Assist with efforts to create and expand markets for locally grown and made products.

**Objective 16.5: Develop incentives to encourage planned development that will be served by existing or planned infrastructure near existing communities centers.**

Infrastructure is critical for development, and certain types of development cannot be built without certain types of infrastructure. Some of these development types are critical to addressing the key issues Park County is facing, such as housing. Starter homes, affordable homes, senior and workforce housing all benefit from services like public water and sewer. If Park County is going to grow by 1,000 people per decade over the next 20 years, more housing and more affordable housing will be required. Community centers are key to providing these possibilities. Community centers are also critical to diversifying the economy. Some commercial and industrial facilities need public water and sewer. Furthermore, it is far more efficient to deliver other infrastructure like broadband in community centers than in rural areas. These are all reasons why the community centers in Park County are so important.

Helping community centers thrive starts with good planning. The first step is to establish the community's needs. Additional steps include: conducting housing assessments to identify the type and amount of housing needed; completing a market analysis to identify the retail and commercial potential; completing infrastructure plans and community visioning processes; and identifying the areas where a community can easily and appropriately accommodate new growth.

An important step towards meeting the objective to provide incentives is to adopt regulations according to the adopted planning documents. This is important to ensure growth will happen how and where it is planned and to allow for the efficient extension of services in advance. In addition, the subdivision regulations can be evaluated to determine if the county can modify design standards in

the community centers to reflect the higher infrastructure levels. It is likely that in community centers where zoning has been adopted, the design standards in the subdivision regulations can be reduced (you can have different design standards for different geographies within a jurisdiction, and it is a good way to incentivize development in certain areas). With proactive planning for land use and infrastructure, and the right development codes in place, the county can expedite the process for approving subdivisions.

*Policy: Support development in community centers.*

**Action 16.5.1:** Acquire grant funding to complete a market analysis for Gardiner and the Cooke City area.

**Action 16.5.2:** Complete neighborhood plans for community centers.

**Action 16.5.3:** Complete infrastructure plans according to 76-1-604(4)(c) MCA.

**Action 16.5.4:** Adopt and revise development standards.

**Action 16.5.5:** Allow for expedited review of subdivisions in community centers according to 76-3-616 MCA.

**Objective 16.6: Provide resources and support efforts to address the needs of an aging population.**

Park County's population is older than the state average and aging fast. The county needs to prepare for an aging population. This means providing a housing supply that enables people to age within their communities, providing health care, ensuring community centers are walkable, and transportation to services is available.

**Action 16.6.1:** When creating development codes, provide for a range of housing choices that allow older adults to "downsize" while remaining in their community.

**Action 16.6.2:** Assist the county health department with identifying and implementing objectives of that department's strategic plan as appropriate.

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**Action 16.6.3:** In community centers, recognize that walkability is critical to older adults being able to reach the services they need. Work with MDT on highway projects to incorporate context sensitive design that promotes walkability and non-motorized facilities.

**Action 16.6.4:** Work with regional partners to explore potential options to provide a public transportation service that assists older adults in accessing the services they need.

**Action 16.6.5:** Use GIS to map the location of critical services for older adults, and develop models that demonstrate travel times to those services. Locate new services or develop mobile services to serve areas with relatively high population densities that are far from existing services.

**Objective 16.7: Protect air quality, important soils and water quality during and after development.**

Development is necessary and important, but also must respect the natural resources and values that make Park County special. Air quality, important agricultural soils, water quality, wildlife habitat and scenic views are critical natural resources and must be protected, while also respecting individual property rights.

**Action 16.7.1:** Monitor pending development projects, assess impacts and voice support or disapproval when warranted.

**Goal 17: Diversify Park County's economy.**

**Objective 17.1: Provide resources and support to economic development agencies operating in Park County.**

Usually county government involvement in economic development in rural areas is limited. Economic development corporations typically do most of the heavy lifting. Economic development corporations are usually set up like non-profits with some elected officials sitting on the board. This standard arrangement is essentially the case in Park County. It is important to note the county has great staff and a strong county structure which can assist economic development efforts. To reach the goal of diversifying Park County's economy, the local government should actively participate in economic development.

*Policy: Park County actively participates in and supports economic development.*

**Action 17.1.1:** Continue formal partnerships with economic development corporations and advocate strategies that work towards meeting the goals of this growth policy.

**Action 17.1.2:** Recognizing the county has more resources and capacity to promote private investment than non-profit economic development corporations, identify ways the county can use its capacity and profile to assist local economic development authorities to expand economic development.

**Action 17.1.3:** The county should take an active role in coordinating the different economic development activities in the unincorporated towns and incorporated municipalities in Park County by communicating to these communities the shared long-range goals, by being more active in their strategic planning, and by providing assistance in program evaluation.

**Objective 17.2: Recognize the value of Park County's unique natural amenities and recreational opportunities as competitive strengths, attracting talent and companies that diversify and strengthen the economy.**

We are living in a changing world. People and businesses now choose where they live and locate for a whole different set of reasons than they did 20 years ago. In today's world, with the right talent and the right infrastructure, a business in Park County can be on a level playing field with competitors anywhere else in the entire world. Quality of life of the community is now one of the most important factors both workers and business owners consider when deciding where to locate. The old way of economic development was to use tax breaks to attract large employers to the community. The new way of economic development is to focus on the quality of life which attracts the talent to seed new business and grow the ones already there.

To be clear, this isn't about growing the tourism based economy, this is about diversification. By focusing on the unique strengths Park County has, the county will be able to attract the talent who will create jobs in other sectors of the economy. Montana consistently ranks at the top of the country for entrepreneurship, and its manufacturing base is growing while in much of the country it is shrinking. These are opportunities Park County can capitalize upon.

**Action 17.2.1:** Develop an amenity-based economic development strategy that builds on the natural and cultural assets of Park County to achieve economic growth.

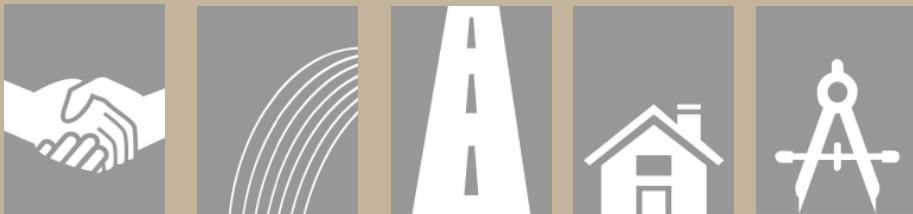
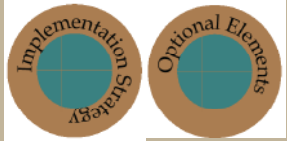
**Action 17.2.2:** If adopting regulation, consider the importance of the built environment and preserving or enhancing the small town appeal, such as a compact physical layout and historic architecture. Promote codes that allow flexibility; discourage codes that are rigid.

**Action 17.2.3:** If adopting regulation, consider the importance of the natural environment and recreational opportunities and their relationship with attracting talent that benefits existing employers.

**Action 17.2.4:** Consider benefits and costs in land use decisions, finding balance between developing and preserving natural resources that can support primary employment such as agriculture, fishing, timber, mining, renewable energy development and traditional energy development.



# Chapter 8 PLANNING APPROACH



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# Planning Approach

## General Planning Approach

The purpose of the Park County Growth Policy is to identify the key issues facing Park County and to put together a strategy to address those issues. The organization of the document reflects this purpose. While the growth policy discusses key issues within individual chapters, they are not independent of one another and the methods to approach the issues are interlinked.

The people who attended the open houses, spoke at meetings, and participated in the online questionnaire drove the policy direction in this document, and they called for a shift in how the county approaches planning. The current approach to planning in Park County is a passive approach, where the county addresses issues as they arise. During the outreach process it became clear a new approach is necessary, one where the county is more active in the planning discussion. This represents a shift in policy, one that will be welcomed at times, and at other times, prove difficult and contentious. For this shift to occur successfully, it will need to happen incrementally over time, and the residents of Park County will need to continually be the driving force. Generally, the strategy is to approach the key issues in three phases.

The first phase to addressing an issue is to collect the information, data and description of the conditions necessary to make informed decisions. This is critical for two reasons. First, the people making decisions need accurate information. Second, the public must help drive the process, and for the public to be involved in a meaningful manner, they must also be well informed.

With informed officials and an informed public, Park County can start to evaluate different ways to address the key issues, which is the second phase. This growth policy contains examples of different tools to address the key issues. These include funding mechanisms, regulatory tools, and coordination ideas but can include other methods as well. With the right information in hand, the community can have a discussion on what tools will work to solve a specific issue. They can evaluate the positives and negatives of the tool, and make good decisions on the right tool to use.

The third phase of the process is putting the tools to use. This could mean adopting regulations, funding an infrastructure project or formalizing a relationship with another entity. This is the final step towards addressing a specific issue, but the work doesn't end here. The county will have to continue to evaluate the effectiveness of the action. Some issues may be resolved by implementing just one action in this document, while others may require a host of actions.

It is important to note that progress on addressing the key issues is going to vary.

Implementing some actions will be simple and straight forward, while others will be more challenging and complex. This growth policy includes a timeframe for implementing different actions, but conditions or prioritization will change through the life of the growth policy. Park County should use the timeline as a guide, and adjust the implementation of strategies as conditions warrant.

## Implementation Table

The implementation table organizes the recommended actions into a format so the user of the growth policy can easily identify when the actions are planned to occur and who should carry the action out. The columns in the implementation table are:

**Lead Partners:** This column lists who will take a leadership role for each action. It does not cite all of the partners and participants who will be involved with each action, especially partners and participants outside of the county's jurisdiction. Depending on the action, the county's role will vary from leading, facilitating or supporting.

**Timeframe:** This column indicates when the action is expected to be taken. The time frames included are:

*Immediate:* These actions are to be initiated or completed within 1 year of adoption of the plan and generally reflect immediate priorities.

*Short-term:* These actions are to be initiated or completed within 1 to 5 years from adoption of the plan.

*Mid-Term:* These actions are to be initiated or completed within 5 to 10 years from adoption of the plan.

*Ongoing:* These actions will occur throughout the life of the plan.

Below is a list of acronyms used in the implementation table to identify the lead partners.

AO - Park County Accounting Office

BCC – Park County Board of County Commissioners

BOH - Park County Board of Health

CA – Park County Attorney

DES – Park County Disaster and Emergency Services

FC – Park County Fire Council

FWP - Montana Department of Fish, Wildlife, and Parks

GIS – Park County GIS Department

GSP - Park County Grants and Special Projects

HD – Park County Health Department

NGOs – Non-Government Organizations

PCA – Park County Public Communications Administrator

PD – Park County Planning Department

PDB – Park County Planning and Development Board

PRB – Park County Parks and Recreation Board

PW - Park County Public Works

SWB - Park County Solid Waste Board

USFS - US Forest Service

**Goal 1: Plan for and encourage development in the area around Livingston.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 1.1: Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated area around Livingston.</b>	Action 1.1.1: Develop a Memorandum of Understanding with the City on the process, scope and intended outcomes of a joint planning exercise.	Immediate	PD, PDB, CA, PBCC,
	Action 1.1.2: Establish baseline conditions and projections for future development.	Short-term	PD, PDB
	Action 1.1.3: Identify what services are necessary to accommodate development.	Short-term	PD, PDB
	Action 1.1.4: Finalize a report to each governing body detailing a shared vision for the planning area, service needs, and potential mechanisms for the local governments to achieve that vision.	Short-term	PD, PDB
<b>Objective 1.2: Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision.</b>	Action 1.2.1: Draft a new interlocal agreement detailing the principles of the shared vision, the methods for cooperation, and the planning tools to be used to achieve that vision	Short-term	PD, PDB, CA, PBCC
	Action 1.2.2: Adopt the updated interlocal agreement.	Short-term	BCC
	Action 1.2.3: Develop a work plan with the city to implement the details of the interlocal agreement.	Mid-term	PD, PDB
<b>Objective 1.3: Complete an infrastructure plan and adopt development standards that under state law provide incentives for planned development in the unincorporated area around Livingston.</b>	Action 1.3.1: Complete a detailed infrastructure study meeting the requirements of MCA 76-1-601 (4)(c).	Mid-term	PD, PDB
	Action 1.3.2: Adopt the detailed infrastructure plan as an amendment to the county growth policy.	Mid-term	PDB, BCC
	Action 1.3.3: Draft and adopt zoning for the area based on the infrastructure plan amendment.	Mid-term	PD, PDB
	Action 1.3.4: Revise subdivision regulations according to MCA 76-3-616 (2) in order to incentivize development in this area.	Mid-term	PD, PDB

**Goal 2: Partner with state and federal agencies to reduce human-wildlife conflicts.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 2.1: Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife.</b>	Action 2.1.1: Assist with the distribution of materials on living with wildlife developed or distributed by state and federal wildlife officials.	Ongoing	PD, PCA
<b>Objective 2.2: Identify critical wildlife corridors for development, infrastructure and conservation planning.</b>	Action 2.2.1: Use expertise, information and data from state and federal wildlife managers to identify and map corridors.	Short-term	PD, GIS
	Action 2.2.2: Incorporate wildlife corridor mapping into the Park County Atlas.	Mid-term	PD, GIS
	Action 2.2.3: Encourage MDT to include mitigation of wildlife corridors in planning and implementing highway projects.	Ongoing	PD

**Goal 3: Support efforts of fire managers to manage fuels on public and private lands.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 3.1: Implement the Community Wildfire Protection Plan.</b>	Action 3.1.1: Meet with fire management officials to identify parties responsible for implementing the actions in the Wildfire Protection Plan.	Short-term	PD, FC, DES
	Action 3.1.2: Take action to implement the tasks identified as being the responsibility of the county.	Short-term	PD, BCC, FC, DES
<b>Objective 3.2: Increase support of rural fire districts.</b>	Action 3.2.1: Assist rural fire districts in developing a consolidated targeted recruitment program to increase volunteers.	Short-term	FC, DES
	Action 3.2.2: Provide assistance in researching grant sources and writing grants for funding equipment, training and implementing projects.	Ongoing	GSP

**Goal 4: Protect the health and safety of residents and visitors.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 4.1: Help first responders expand and maintain their capabilities.</b>	Action 4.1.1: Seek grants and federal, state and possibly local funding sources to maintain and expand public safety capacity.	Ongoing	GSP, PD, DES
<b>Objective 4.2: Discourage development in parts of the county that are costly and hard to access and/or protect from wildfire and other hazards.</b>	Action 4.2.1: Assess development projects for potential impacts to public health and safety from wildfire and other hazards and disapprove the projects where the safety impacts are deemed to be too great.	Ongoing	PDB, PD, BCC, DES, FC



**Goal 5: Become active partners in management of federal lands.**

Objective	Action	Timeframe	Lead Partners
<b>Objective 5.1: Establish Cooperating Agency status with the USFS and NPS.</b>	Action 5.1.1: Reach out to the USFS and NPS and determine the specific requirements to achieve Cooperating Agency status.	Short-term	BCC, PCBD
	Action 5.1.2: Complete the requirements to achieve Cooperating Agency status.	Short-term	BCC, PCBD

**Goal 6: Encourage efforts of non-governmental partners to address community needs.**

Objective	Action	Timeframe	Lead Partners
<b>Objective 6.1: Facilitate and provide support to community groups.</b>	Action 6.1.1: Continue formal partnerships with NGOs providing services to Park County residents.	Ongoing	BCC, NGOs
	Action 6.1.2: Develop new partnerships with NGOs that are well positioned to assist in achieving the goals of this growth policy.	Ongoing	BCC, NGOs
	Action 6.1.3: When developing plans and programs, reach out to NGOs who serve and often provide a voice for disenfranchised members of the community.	Ongoing	NGOs, PD, HD, PCA

**Goal 7: Promote the use and enjoyment of publicly owned lands and waters.**

Objective	Action	Timeframe	Lead Partners
<b>Objective 7.1: Maximize opportunities for access to publicly owned lands and waters.</b>	Action 7.1.1: Plan for and develop access to rivers, lakes, streams and public lands where needed and appropriate.	Ongoing	NGOs, PD, PDB, BCC

**Goal 8: Be prepared to make decisions on how to manage water resources.**

Objective	Action	Timeframe	Lead Partners
<b>Objective 8.1: Build on recent efforts to establish baseline water quantity and quality information for the major watersheds in Park County.</b>	Action 8.1.1: Coordinate with the DNRC, the USGS, the Yellowstone River Council and the MBMG Groundwater Investigation Program to identify and assemble available studies on groundwater and surface water.	Short-term	PD, PDB
	Action 8.1.2: Coordinate with the DNRC, the USGS, the Yellowstone River Council and the MBMG Groundwater Investigation Program to conduct studies in areas of Park County where studies have not been completed.	Short-term	PD, PDB

**Goal 8: Continued**

<b>Objective 8.2: Conduct water resource studies that analyze sources, long term availability, potential conflicts and drought, and include recommendations for management.</b>	Action 8.2.1: Coordinate with the DNRC to produce a scientifically based document identifying Park County’s long term water requirements.	Mid-Term	PD, PDB
	Action 8.2.2: Based on baseline data and longer term water requirements, work with the DNRC to prepare a water management plan that provides recommendations to County Commissioners on how to manage county resources impacted by water, and for irrigators who use water for their livelihoods.	Mid-Term	PD, PDB
	Action 8.2.3: Create a drought management plan.	Mid-Term	CD, DNRC, PD, PDB

**Goal 9: Increase availability of broadband internet.**

Objective	Action	Timeframe	Lead Partners
<b>Objective 9.1: Partner with educational providers, health care providers, the City of Livingston and the business community to investigate options and make recommendations investing in broadband infrastructure and expanding its use.</b>	Action 9.1.1: Partner with the city and NGOs and telecommunication providers to complete a broadband feasibility study focusing on ways to promote the development of next-generation broadband infrastructure in the community.	Short-term	PD, NGOs
	Action 9.1.2: Update the map in the Park County Atlas showing broadband coverage.	Short-term	PD, GIS
	Action 9.1.3: Update the subdivision regulations to ensure broadband utilities are considered in development proposals as appropriate.	Short-term	PD

**Goal 10: Create a system of interconnected trails.**

Objective	Action	Timeframe	Lead Partners
<b>Objective 10.1: Prioritize and implement the recommendations in the Park County Active Transportation Plan.</b>	Action 10.1.1: Develop a five year work plan identifying responsible parties and potential mechanisms for implementing the Active Transportation Plan.	Immediate	PD, PRB
	Action 10.1.2: Review and update the work plan annually.	Ongoing	PD, PRB
	Action 10.1.3: Review and if necessary revise the Active Transportation Plan in 2020.	Mid-Term	PD, PRB
	Action 10.1.4: Identify, monitor and protect public access to public lands and partner with others to help ensure public rights-of-ways are open and accessible by the public.	Ongoing	USFS, NGOs, FWP, BCC

**Goal 10: Continued**

<b>Objective 10.2: Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the city.</b>	Action 10.2.1: Identify city and county shared priorities.	Immediate	PD
	Action 10.2.2: Integrate Active Transportation Planning into the shared vision and Memorandum of Understanding on land use planning in the Livingston area.	Immediate	PD, PDB, PCA, PBCC
	Action 10.2.3: Work with the city on grant applications for Active Transportation facility and infrastructure funding.	Ongoing	PD, GSP
<b>Objective 10.3: Identify stable, long-term funding sources for trail planning, design, construction, and maintenance</b>	Action 10.3.1: Identify and evaluate potential options for funding the ongoing operation and maintenance costs for Active Transportation facilities.	Mid-Term	PD, PRB, AO
	Action 10.3.2: Identify and evaluate potential locally sourced funding options for the construction of new active transportation facilities.	Mid-Term	PD, PRB, GSP, AO

**Goal 11: Provide for a safe and efficient County road network.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 11.1: Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards.</b>	Action 11.1.1: Research and present options to the Planning and Development Board on how other counties in Montana use subdivision regulations to require improvements to off-site county roads that are directly attributable to the impacts of a proposed subdivision.	Immediate	PD, PDB
	Action 11.1.2: Update the design and improvement standards in the subdivision regulations to include a procedure for making improvements to off-site county roads based on the direct proportional impact of a proposed subdivision.	Immediate	PD, PDB
	Action 11.1.3: Monitor and protect county right-of-way and easements from encroachments.	Ongoing	PW
<b>Objective 11.2: Establish a baseline for the condition of county roads and bridges, and monitor their condition over time.</b>	Action 11.2.1: Use a PASER analysis on paved, chip-sealed and gravel county roads to establish baseline conditions.	Immediate	PW
	Action 11.2.2: Use a PASER analysis on paved, chip-sealed and gravel county roads to monitor trends in the condition of county roads.	Ongoing	PW
	Action 11.2.3: Establish baseline conditions for bridges and monitor trends.	Short-term	PW
	Action 11.2.4: Develop and maintain a GIS map documenting historic and up-to-date PASER ratings for all paved, chip-sealed and gravel county roads in order to analyze improvement and deterioration over time.	Short-term	PW, GIS

**Goal 11: Continued**

<p><b>Objective 11.3: Prioritize the use of rural special improvement districts to upgrade substandard County roads in areas that are already developed.</b></p>	<p>Action 11.3.1: Use the PASER analysis, existing preliminary engineering reports (PERs), traffic data, development patterns and other pertinent information to evaluate what roads need funding for maintenance and upgrades.</p>	<p>Short-term</p>	<p>PD, PW, GIS</p>
	<p>Action 11.3.2: Complete PERs on roadways in priority areas in order to determine estimated costs to bring substandard roads up to county standards.</p>	<p>Ongoing</p>	<p>PW</p>
	<p>Action 11.3.3: With the support of neighborhoods, create RSIDs to bring priority substandard roads up to county standards.</p>	<p>Ongoing</p>	<p>PW, PD</p>
	<p>Action 11.3.4: Use RSIDs to supplement the cost of bringing a substandard county road up to county standards when off-site improvements directly proportional to the impact of subdivision do not cover the entire costs of improvements.</p>	<p>Ongoing</p>	<p>PW, PD</p>
	<p>Action 11.3.5: Update the county RSID policy.</p>	<p>Short-term</p>	<p>PW, BCC</p>
<p><b>Objective 11.4: Continue to secure federal funding sources to upgrade county roads and bridges that provide access to recreation areas on public lands.</b></p>	<p>Action 11.4.1: Pursue funding sources such as the Montana Federal Lands Access Program and/or other federal and state programs in order to mitigate impacts to county roads and upgrade county roads.</p>	<p>Ongoing</p>	<p>PW, GSP</p>

**Goal 12: Support water and sewer districts in and around community centers,**

Objective	Action	Timeframe	Lead Partners
<p><b>Objective 12.1: Coordinate with the existing water and sewer districts to update water and sewer facilities.</b></p>	<p>Action 12.1.1: Write letters of support, provide staff resources, and be partners in applications for funding sources for improvements, upgrades and expansions to water and sewer systems located in community centers.</p>	<p>Ongoing</p>	<p>BCC, GSP, PW</p>
<p><b>Objective 12.2: Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development.</b></p>	<p>Action 12.2.1: Complete area/neighborhood plans for Gardiner and the Cooke City - Silver Gate area that evaluates future infrastructure needs, projects land uses, and prioritizes infrastructure improvements, upgrades and expansions.</p>	<p>Short-term</p>	<p>PD, GIS, PW, GSP</p>

**Goal 13: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system.**

Objective	Action	Timeframe	Lead Partners
<p><b>Objective 13.1: Maintain a database on the use of solid waste.</b></p>	<p>Action 13.1.1: Continue collecting data on the use of the satellite collection points and use the data to evaluate operations in order to keep costs down.</p>	<p>Ongoing</p>	<p>PW</p>
<p><b>Objective 13.2: Continue partnerships with the City Livingston to manage solid waste.</b></p>	<p>Action 13.2.1: Revise agreements with the City of Livingston when necessary.</p>	<p>Ongoing</p>	<p>PW, BCC</p>

**Goal 13: Continued**

<b>Objective 13.3: Continue efforts to support and explore new options for recycling.</b>	Action 13.3.1: Develop an internal county policy and guidelines for waste reduction and recycling.	Short-term	SWB, PW, BCC
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**Goal 14: Provide for affordable, low income and workforce housing.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 14.1: Prepare a housing plan for all of Park County that identifies affordable housing needs and targets, identifies possible funding sources, and pinpoints implementation partners.</b>	Action 14.1.1: Work with the Montana Department of Commerce Housing Division’s Technical Assistance Program to identify and plan for housing needs in Park County.	Immediate	PD
<b>Objective 14.2: Work with Cooke City and Silver Gate residents to develop an affordable / workforce housing strategy.</b>	Action 14.2.1: Using Gardiner’s strategy to develop and draft the Gardiner Area Housing Action Plan, and using Gardiner’s Housing Needs Assessment and Five Year Housing Plan as a model, assist Cooke City and Silver Gate complete a similar process.	Short-term	PD
	Action 14.2.2: Provide technical planning and mapping assistance to Cooke City and Silver Gate to identify land appropriate for new development of rentals and ownership units in affordable and market-rate sectors.	Short-term	PD, GIS
	Action 14.2.3: Provide assistance to Cooke City and Silver Gate in monitoring the implementation of their Area Housing Plan once adopted.	Mid-Term	BCC, PD, GIS, GSP
<b>Objective 14.3: Assist with implementing the strategies in the Gardiner Area Housing Action Plan.</b>	Action 14.3.1: Provide technical planning and mapping assistance to Gardiner in order to identify land appropriate for new development of rentals and ownership units in affordable and market-rate sectors.	Short-term	PD, GIS
	Action 14.3.2: Provide assistance to Gardiner in monitoring the implementation of the Gardiner Area Housing Plan.	Ongoing	PD, GIS, GSP
<b>Objective 14.4: Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly.</b>	Action 14.4.1: Evaluate the potential for incorporating housing services for people with special needs and the elderly under the Park County Health Department.	Mid-Term	HD, BOH
	Action 14.4.2: Support NGOs and the County Health Department in securing grants that provide affordable housing to people with special needs and the elderly.	Ongoing	BCC, GSP, HD, BOH
<b>Objective 14.5: Evaluate the benefits and impacts of vacation rentals on communities.</b>	Action 14.5.1: Complete a study on the local economic impact of short-term rentals that presents an overall context, identifies issues, and provides recommendations to address the issues.	Short-term	PD

**Goal 15: Protect private property rights.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 15.1: When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights.</b>	Action 15.1.1: The County Attorney should review land use proposals of significance for legal issues prior to adoption.	Ongoing	CA, PD, BCC
	Action 15.1.2: The County Attorney should be present at key decision making points to provide legal advice to the Commissioner’s on land use proposals of significance.	Ongoing	CA, PD, BCC

**Goal 16: Take an active role in the land use and development process.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 16.1: Recognize the relationship between enhanced revenues generated by new growth and the long term liabilities for maintaining infrastructure and providing services.</b>	Action 16.1.1: Create and maintain data and mapping on property tax revenues generated on a per acre basis in order to identify the location and types of development that provide the greatest economic benefit to the county.	Ongoing	PD, GIS
	Action 16.1.2: Assist areas that collect resort taxes to establish community priorities for the expenditure of those funds.	Ongoing	PD
	Action 16.1.3: Use grant sources to fund market analyses for communities in Park County.	Short-term	GSP, PD
	Action 16.1.4: Explore establishing impact fees to help offset the impacts of future development.	Long-term	PDB, PW, PD
<b>Objective 16.2: Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement.</b>	Action 16.2.1: Draft a report that evaluates the current mechanisms for addressing land use conflicts.	Short-term	PD
	Action 16.2.2: Evaluate alternative approaches and how they would improve conflict resolutions over the existing approach.	Short-term	PD, PDB
<b>Objective 16.3: Develop tools that will allow the County to respond to and address evolving land use issues.</b>	Action 16.3.1: Use neighborhood planning and areas plans to provide specific policy direction to specific areas that have unique issues.	Ongoing	PD
	Action 16.3.2: Use topic specific plans such as transportation plans, capital improvement plans, or parks plans to provide specific policy direction on topics that have unique issues but are comprehensive to all Park County residents.	Ongoing	PD, PW, PRB, PDB, BCC
	Action 16.3.3: Develop a future land use map for Park County and adopt it as an amendment to this growth policy.	Mid-Term	PDB, PD, GIS

**Goal 16: Continued**

<p><b>Objective 16.4: Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues.</b></p>	Action 16.4.1: Continue to hold community listening sessions following Planning and Development Board meetings.	Ongoing	PDB, PD
	Action 16.4.2: Update the Park County Atlas.	Mid-Term	PD
	Action 16.4.3: Maintain the planning department’s high level of transparency by making information available online, and attending informational meetings of community groups.	Ongoing	PD
	Action 16.4.4: Support the continuing education of staff.	Ongoing	BCC
	Action 16.4.5: Support staffing levels that allow staff and county officials to attend community meetings.	Ongoing	BCC
<p><b>Objective 16.5: Identify areas of critical agricultural importance and implement mechanisms in these areas that support the ability of agricultural landowners to continue operations.</b></p>	Action 16.5.1: Create a map of agricultural lands of importance by prime soil types identified by the USDA, large parcel sizes taxed as agricultural, and other considerations. Review the map with Agricultural landowners for their input.	Short-term	PD, GIS
	Action 16.5.2: Update the Park County Atlas to include the map of agricultural lands of importance.	Mid-Term	PD, GIS
	Action 16.5.3: Assist with efforts to create and expand markets for locally grown and made products.	Ongoing	GSP, HD, PD
<p><b>Objective 16.6: Develop incentives to encourage planned development that will be served by existing or planned infrastructure near existing communities centers.</b></p>	Action 16.6.1: Acquire grant funding to complete a market analysis for Gardiner and the Cooke City area.	Short-term	PD, GSP
	Action 16.6.2: Complete neighborhood plans for community centers.	Short-term	PD
	Action 16.6.3: Complete infrastructure plans according to 76-1-604(4)(c) MCA.	Mid-Term	PD
	Action 16.6.4: Adopt and revise development standards.	Mid-Term	PD, PDB, BCC
	Action 16.6.5: Allow for expedited review of subdivisions in community centers according to 76-3-616 MCA.	Mid-Term	PD, PDB, BCC

**Goal 16: Continued**

<p><b>Objective 16.7: Provide resources and support efforts to address the needs of an aging population.</b></p>	<p>Action 16.7.1: When creating development codes, provide for a range of housing choices that allow older adults to “downsize” while remaining in their community</p>	<p>Mid-Term</p>	<p>PD, PDB, BCC</p>
	<p>Action 16.7.2: Assist the county health department with identifying and implementing objectives of that department’s strategic plan as appropriate.</p>	<p>Short-term</p>	<p>PD, HD</p>
	<p>Action 16.7.3: In community centers, recognize that walkability is critical to older adults being able to reach the services they need. Work with MDT on highway projects to incorporate context sensitive design that promotes walkability and non-motorized facilities.</p>	<p>Ongoing</p>	<p>PD, HD</p>
	<p>Action 16.7.4: Work with regional partners to explore potential options to provide a public transportation service that assists older adults in accessing the services they need.</p>	<p>Ongoing</p>	<p>HD, GSP</p>
	<p>Action 16.7.5: Use GIS to map the location of critical services for older adults, and develop models that demonstrate travel times to those services. Locate new services or develop mobile services to serve areas with relatively high population densities that are far from existing services.</p>	<p>Mid-Term</p>	<p>GIS, HD</p>
<p><b>Objective 16.8: Protect air quality, important soils and water quality during and after development.</b></p>	<p>Action 16.8.1: Monitor pending development projects, assess impacts and-voice support or disapproval when warranted.</p>	<p>Ongoing</p>	<p>PDB, PD, BCC, PCA</p>



**Goal 17: Diversify Park County’s economy.**

<b>Objective</b>	<b>Action</b>	<b>Timeframe</b>	<b>Lead Partners</b>
<b>Objective 17.1: Provide resources and support to economic development agencies operating in Park County.</b>	Action 17.1.1: Continue formal partnerships with economic development corporations and advocate strategies that work towards meeting the goals of this growth policy.	Ongoing	PDB, BCC
	Action 17.1.2: Recognizing the county has more resources and capacity to promote private investment than non-profit economic development corporations, identify ways the county can use its capacity and profile to assist local economic development authorities to expand economic development.	Short-term	PDB, BCC, PD
	Action 17.1.3: The County should take an active role in coordinating the different economic development activities in the unincorporated towns and incorporated municipalities in Park County, by communicating to these communities the shared long-range goals, by being more active in their strategic planning, and by providing assistance in program evaluation.	Short-term	PDB, BCC, PD
<b>Objective 17.2: Recognize the value of Park County’s unique natural amenities and recreational opportunities as competitive strengths, attracting talent and companies that diversify and strengthen the economy.</b>	Action 17.2.1: Develop an amenity-based economic development strategy that builds on the natural and cultural assets of Park County to achieve economic growth.	Short-term	PDB, BCC
	Action 17.2.2: If adopting regulation, consider the importance of the built environment and preserving or enhancing the small town appeal, such as a compact physical layout and historic architecture. Promote codes that allow flexibility and discourage codes that are rigid.	Ongoing	PD, PDB, BCC
	Action 17.2.3: If adopting regulation, consider the importance of the natural environment and recreational opportunities and their relationship with attracting talent that benefits existing employers.	Ongoing	PD, PDB, BCC
	Action 17.2.4: Consider benefits and costs in land use decisions, finding balance between developing and preserving natural resources that can support primary employment such as agriculture, fishing, timber, mining, renewable energy development and traditional energy development.	Ongoing	PD, PDB, BCC

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## Implementation Tools

This section contains a description of regulatory and financial implementation tools. These descriptions are for reference only. These tools may never be used, or other tools not listed here may prove to be more appropriate.

### Regulatory Tools

#### Subdivision Regulations

Subdivision regulations must be consistent with the growth policy. Chapter Nine details how Park County should define the primary review criteria, how impacts will be evaluated, and how the Planning and Development Board will conduct public hearings. A number of actions in the implementation table call for amendments to the subdivision regulations. One concept briefly mentioned in the text of the growth policy is adopting different design standards in community centers. It is a new concept to Park County, but one that might be worth exploring. Theoretically, with good planning in place and zoning adopted according to the plan, the county can simplify the design standards because many of the community goals and objectives, as well as health and safety concerns would be addressed in the zoning regulations.

#### Buildings for Lease or Rent

The State of Montana recently required all jurisdictions in the state to adopt buildings for lease or rent (BLR) regulations. These regulations require review when a landowner plans to place four or more buildings on a property. If Park County moves to adopt Part II Zoning in the future, the county could draft the zoning to address buildings for rent or lease according to 76-8-103 MCA and therefore exempt such development from review in the zoned areas.

#### Building Codes

Building codes are intended to protect public health, safety and general welfare as they relate to the construction and occupancy of buildings and structures.

#### Compliance Permit

Often associated with zoning, compliance permits can be used in unzoned areas as well. A compliance permit could be required prior to the commencement of construction, to ensure all local regulations and requirements are met. Like a checklist, the compliance permit would ensure requirements like septic permits, approach permits, floodplain issues, or subdivision requirements are met prior to construction.

## Zoning

State law enables counties to adopt zoning through two mechanisms, Part I Zoning and Part II Zoning. By law, Part II Zoning must be guided by and give consideration to the general policy and pattern of development set out in the growth policy.

### Part I vs Part II Zoning

Part I Zoning, also referred to as Citizen Initiated Zoning, received some consideration during the outreach process as a potential implementation strategy. Part I Zoning is attractive because citizens design and administer the zoning. However, Part II Zoning offers a more robust public adoption process and has more procedural protections for the public. The consulting team, which has experience in jurisdictions throughout the state, recommends Park County use Part I Zoning only on a limited basis.

One of the attractive qualities of Part I Zoning is that the citizens write the zoning, and petition to the county for adoption. This is also the primary problem with Part I Zoning in that the rules, terms, definitions and administrative procedures are inconsistent from district to district. As more districts are adopted, this provides a confusing and inconsistent array of development rules that are often tied to small geographic areas. For example, Lewis and Clark County had a policy to only adopt Part I Zoning districts for decades. Today they have 56 different zoning districts. They are so confusing and convoluted that the county staff struggles to administer them and the local realtors and builders dislike them because they are so inconsistent. Lewis and Clark County is in the process of converting all of the Part I Zoning to Part II Zoning. Flathead County also only used Part I Zoning, but they converted all but one of their Part I Zoning districts to Part II Zoning district over 20 years ago. Park County should learn from their mistakes

Part I Zoning is typically proposed when there is a perceived threat to a neighborhood that is deemed by the majority to be inappropriate. It has often been used to stop a particular land use proposal. Zoning should be adopted to further a community value or to achieve a community goal, and the public has the right to participate in that process. All this being said, there may still be useful application of Part I Zoning, and it should not be prohibited by policy, but it should be used sparingly.

Part II Zoning is also known as county zoning. When it comes to public participation and being community driven, which are principles of this growth policy, Part II Zoning is far more in-line with the growth policy than Part I Zoning. Part II Zoning has a much higher threshold for public involvement than Part I Zoning. Part II Zoning must be consistent with the goals, objectives, policies and actions

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in this growth policy, a document driven by public participation. This ensures that when Part II Zoning is considered for adoption, community goals are being adequately considered. The public notice requirements are also more inclusive for Part II Zoning than Part I, and it requires a hearing with the Planning and Development Board, while Part I does not.

Finally Part II Zoning is administered by the county, and major decisions are made by the County Commissioners who are accountable to the people of Park County. State law provides more guidance for how appeals, variances and other matters are decided under Part II Zoning. For all of these reasons, it is recommended that if zoning is used to implement the growth policy, Part II Zoning be considered in most circumstances.

### Zoning Types

The purpose of zoning is to achieve community goals. It is a tool that can take virtually any different form. People tend to think of zoning in the manner seen in a city like Livingston or Bozeman. Planners call these ordinances Euclidean Zoning, and their intended purpose is the separation of incompatible land uses. These days, Euclidean Zoning is undergoing scrutiny in the planning profession and is falling out of favor in some rural areas. However, Euclidean Zoning has been around for so long and is so well established, that the transition away from using it is occurring very slowly. After all, there are benefits to this type of zoning.

Cascade County administers a countywide Euclidean Zoning ordinance. The Cascade County model identifies zoning districts based on general use and lot size. Each district establishes a minimum lot size and lists the uses permitted by right within the district. Other uses require a conditional approval process. Uses not listed as permitted or conditional are not allowed within that district. Each use district contains detailed requirements on lot size and shape, setbacks for buildings and building height limits. The Cascade County model includes “supplemental regulations” commonly referred to as performance standards. The supplemental regulations primarily regulate signs, lighting, and parking.

Powell County also has a countywide comprehensive zoning ordinance which could be considered a Euclidean hybrid. Powell County’s zoning ordinance is primarily focused on density, while use is a secondary consideration. The county is broken into five districts, where each district prescribes a minimum lot size, and each district contains a list of uses that do and don’t require site review. The Powell County ordinance does not prohibit land uses; it requires uses not listed as permitted go through the conditional use permitting process. If the use can meet the conditional use standards, it is approved. If not, it is denied.

The Powell County model includes some specific considerations like regulations

on signs and cell towers, some “overlay” zoning districts that require setbacks from streams or special wildlife considerations.

In 2005, Lake County adopted a density map and regulations for areas of the county that were previously unzoned. The density map and regulations is a unique concept in Montana. Technically zoning, the Lake County model only addresses density (units per acre), while use is not regulated. The county is split into different districts, each with an allowable density. Existing lots are grandfathered but new splits must conform to the regulation. For example, if you had an existing undeveloped parcel in any district no matter the acreage, you could put any use you want on that property. If you had ten acres in the five acre district, you could split that lot into two five-acre lots and put any use you wish on those two lots. If you only had eight acres in the five acre district, you could not split the lot.

The Lake County model contains some additional provisions, such as the ability to cluster new lots, and the ability to transfer development rights. Otherwise, the regulation is very short, only 14 pages long.

A zoning strategy new to the scene is form-based codes for rural areas. While some Montana cities have adopted elements of form-based codes, no county has. Form based codes focus on the physical character of development and how it relates to its surroundings. They are becoming increasingly popular because they are considered a more precise, reliable and proactive tool for achieving community goals than Euclidean Zoning, and actually can be less regulatory.

While rural form based codes sound difficult and complicated, do not be discouraged from evaluating this as an option if Park County is considering zoning to implement actions in the growth policy. They are not as difficult to write and administer as people believe, but they do require having knowledgeable professional planning staff. Find a model and evaluate it for how it could work in Park County. It could be worth investigating.

A standard form based code built for small towns could be an excellent tool for established community centers like Gardiner or Cooke City. Form based codes for small towns are more common than form based codes for rural areas. There are many templates out there to choose from.

### Funding Options

Below are examples of different funding mechanisms that Park County can employ to implement the recommended actions within the plan. This list is not exhaustive; other funding mechanisms may exist. It is important to note the inclusion of a funding mechanism into this list does not mean the community will support the mechanism or even if it is appropriate for Park County. The commu-

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nity will need to consider these options in context to the actions they wish the implement.

### **General Obligation (G.O.) Bonds**

The sale of general obligation bonds can finance major improvements to the transportation system and other public improvements. State statutes limit the level of bonded indebtedness.

### **Special Bond Funds**

The County may issue special bond funds on an as-needed basis for specific projects. The voters must approve a special bond fund.

### **Local Option Fuel Tax**

Counties can adopt a local option fuel tax of up to \$0.02 per gallon for funding construction and maintenance of county roads. The revenues are split with the cities. A local option fuel tax could add 15% to the County Road Budget for the fiscal year 2016. Dyed diesel is not eligible to be taxed.

### **Road Fund**

The County Road Fund can be used for the construction, maintenance and repair of county roads.

### **Bridge Fund**

The Bridge Fund provides financing for engineering services, capital outlays, and necessary maintenance for bridges.

### **Capital Improvement Fund**

The Capital Improvement Fund can finance major capital improvements to county infrastructure. Revenues are generated by loans from other county funds, and must be repaid within ten years.

### **Development Exactions/Impact Fees**

Impact fees are assessed to new development during the approval process. They are used towards capital improvements necessary to accommodate new growth. They cannot be used for existing deficiencies.

### **Resort Tax**

Communities that meet a certain threshold according to state law are eligible to adopt a resort tax. A resort tax is a sales tax adopted by the local governing body in communities that have high number of tourists. The tax is usually placed on goods and services like dining and beverages or other items usually bought by tourists. A community can issue bonds which are paid back through the resort tax.

### **Tax Increment Financing (TIF)**

Tax increment financing is a special district that allows a community to borrow against the area's future tax revenues. The money raised through a TIF district is invested in projects that will encourage development within the district. Revenues created by the increased tax base in the district are used to pay off the debt.

### **Business Improvement Districts (BID)**

A BID is a special district where an additional assessment is placed on commercial properties. The funds generated by the special assessment must be used to fund projects and programs that benefit the property owners within that district. In Montana, they are commonly used in downtowns and are referred to as downtown business improvement districts. The use of funds is governed by a board of property owners or their representatives from the district.

### **Rural Special Improvement Districts (RSIDs)**

RSIDs are districts where an additional assessment is placed on properties. The funds generated are generally targeted towards a specific purpose. RIDs affect both commercial and residential properties.

### **Hotel Tax**

Hotel taxes are an additional tax on hotel rooms within a jurisdiction. The money generated by the additional tax must be used to promote and generate tourism, generally during shoulder seasons.

### **Grants**

Below is a list of grants commonly used to fund the drafting or actions that implement a plan. This is not an inclusive list; there are many more grant opportunities available.

---

## Community Development Block Grants (CDBG)

This grant program assists communities with housing, public facilities and neighborhood renewal projects. Communities must have matching funds for CDBG projects. It is administered through the Montana Department of Commerce.

## Treasure State Endowment Program

The Treasure State Endowment Program administered by the Montana Department of Commerce helps local governments with infrastructure planning as well as constructing or upgrading drinking water systems, wastewater treatment facilities, sanitary or storm sewer systems, solid waste disposal and separation systems, and bridges.

## Southern Montana Resource Advisory Committee

The Southern Montana Resource Advisory Committee is an official advisory committee to the USFS that makes recommendations for funding for infrastructure projects.

## Transportation Alternatives

The Transportation Alternatives program replaces the funding from pre-MAP-21 programs including Transportation Enhancements, Recreational Trails, Safe Routes to School, and several other discretionary programs, wrapping them into a single funding source. The funds are generally used for a variety of smaller-scale transportation projects.

## Montana Office of Tourism Grant Program

This program awards funds to projects that strengthen Montana's economy through the development and enhancement of the state's tourism industry. The Grant Program offers funding in four categories.

## Main Street Grants

The Montana Main Street Program helps communities strengthen and preserve their historic downtown commercial districts by focusing on economic development, urban revitalization, and historic preservation through long-range planning, organization, design, and promotion.

## Environmental Protection Agency (EPA) Assessment Grants

Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to

brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum.

## Brownfield Assessment Grants

A Targeted Brownfields Assessment (TBA) is an environmental assessment of a contaminated or potentially contaminated site. A TBA may consist of a phase I site assessment; a phase II site assessment; and/or development of cleanup plans, including cost estimates. Both DEQ and EPA have funding available for TBAs. For an eligible entity, DEQ or EPA has one of their contractors conduct the work. To qualify, a project must have a clear benefit to the community, the applicant must not have contributed to the contamination, and it must meet the definition of a brownfields site.

## The Planning Context in Montana

### State

The State of Montana significantly reworked its land use planning statutes in 2003, moving away from the term comprehensive plan and instead started using the term growth policy. The statutes require a growth policy to cover certain topics but give the governing body adopting the document wide discretion to the extent they are covered. While the State of Montana does not require local governing bodies develop and adopt a growth policy, it does deliver the enabling legislation that gives local governments the authority to do so.

### County

A growth policy can cover all or part of a jurisdiction. In Park County, it covers the unincorporated areas of the county, including the unincorporated communities like Wilsall, Gardiner, Cooke City and Silver Gate. The growth policy calls for coordination with the incorporated communities of Clyde Park and Livingston, but it does not have jurisdiction to address issues or topics within the jurisdiction of those communities.

### City

Both Clyde Park and Livingston have adopted their own growth policies. The planning context of these documents may extend beyond their city limits, but they have no jurisdiction in the county unless annexation occurs or the city/town and county sign an interlocal agreement to share some planning responsibilities.

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## Neighborhood / Area Plans

The state has enabled governing bodies to adopt neighborhood plans as a part of a growth policy. Neighborhood plans can address issues and topics specific to more organized communities like Gardiner, or a loosely defined area like the Paradise Valley. While neighborhood plans can be topic and area specific, they still need to be in general conformance with the county's adopted growth policy.

This growth policy recommends neighborhood planning as an implementation tool. When adopting a neighborhood plan, Park County should follow the process outlined in the growth policy statutes. However, neighborhood plans do not need to contain all of the elements of a growth policy.

## Topic Specific Planning

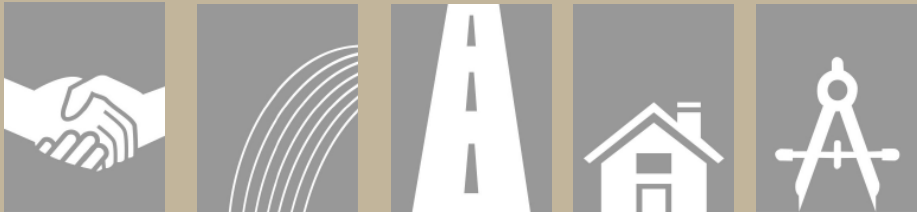
Topic plans include transportation plans, resource management plans, parks plans and others that can be incorporated into the umbrella of a growth policy. These plans are an element of the growth policy that reach into far greater detail on a specific topic, and provide topic specific recommendations that a growth policy generally doesn't include. If adopted as a part of a growth policy, these planning documents must be in general conformance with the county's adopted growth policy.



# Chapter 9 ADDITIONAL REQUIREMENTS OF LAW



Photo Credit: Land Solutions LLC



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## Additional Requirements of Law

### Subdivision Review and Primary Review Criteria

Under the Montana Subdivision and Platting Act, Park County must evaluate preliminary subdivision applications for several criteria including compliance with state subdivision law, local subdivision regulations, the growth policy, area and issue plans, and local zoning. All subdivisions must comply with state and local law (including zoning); however, the governing body may not withhold, deny, or impose conditions on any land use approval or other authority to act based solely on compliance with a growth policy.

### Definitions of Primary Review Criteria

**AGRICULTURE:** Activities related to the production of food, feed, and fiber commodities, livestock and poultry, bees, biological control insects, fruits and vegetables, and sod, ornamental, nursery and horticultural crops that are raised, grown, or produced for commercial purposes on lands taxes as agricultural by the State of Montana.

**AGRICULTURAL WATER USER FACILITIES:** Any part of an irrigation system historically used to produce an Agricultural product on property used for Agricultural purposes as defined in Section 15-7-202, MCA.

**LOCAL SERVICES:** Any and all services or facilities local government is authorized to provide, such as water supply, sewage disposal, law enforcement, fire protection, emergency services, transportation system, educational system, noxious weed control, as well as services that local government does not provide such as power, telephone, state highways, etc.

**NATURAL ENVIRONMENT:** Existing physical conditions relating to land, water, air, plant and animal life of an area and the interrelationship of those elements, such as soils, geology, topography, vegetation, surface water and drainage, floodplains, and ground water and aquifers.

**WILDLIFE:** Wildlife are animals (e.g. mammals, birds, reptiles, fish) that are neither human nor domesticated, existing in their natural environment.

**WILDLIFE HABITAT:** Wildlife habitats are geographic areas containing physical or biological features essential to wildlife for breeding, rearing, nesting, and/or winter feeding and forage, or important for migratory patterns; and/or essential to the conservation of listed endangered and threatened species under the Endangered Species Act.

**PUBLIC HEALTH AND SAFETY:** A condition of optimal well being, free from danger, risk, or injury for a community at large, or for all people, as well as for the

welfare of a specific individual or a small class of persons.

### Evaluation of Primary Review Criteria

The Planning and Development Board and County Commission shall:

1. Objectively review proposed subdivisions according to current state law and the Park County Subdivision Regulations; and
2. Provide the subdivider and all members of the public with access to the subdivision project file and all the materials provided to the Planning and Development Board and Commission for review (in accordance with the Park County Public Information Policy); and
3. Review all subdivision applications within the statutory time limits and not arbitrarily limit the number of subdivisions reviewed in a month; and
4. Provide clear, concise application materials and checklists to the subdivider in order to clearly outline those elements that must be submitted with a subdivision application for review.

Consistent with state statute, Park County must evaluate a proposed subdivision for its impact on the six primary review criteria defined above. The evaluation will focus on the identification of potentially significant, unmitigated, adverse impacts. Those subdivisions that present adverse impacts that are unmitigated may be denied or approved subject to specific conditions, which may include mitigation of the adverse impacts. When considering mitigation/conditions the Commission shall consult with the subdivider and shall give due weight and consideration to the expressed preference of the subdivider. Impacts to agriculture, agricultural water user facilities, local services, the natural environment, wildlife and wildlife habitat, and public health and safety shall be evaluated based on the consideration of the types of factors below. The list is illustrative and not inclusive. All of the factors may not apply to all subdivisions depending on the size, type, and location of the subdivision. Additional factors may be considered based upon site specific conditions.

### Agriculture

- Impact on adjacent agricultural operations.
  - Interference with the movement of livestock or farm machinery.
  - Interference with agricultural production and facilities.
  - Maintenance of fences.
  - Proliferation of weeds.



- Increased human activity and nuisance complaints.
- Harassment of livestock by pets.
- Restrictions on diversification of existing agricultural land uses.
- Impact on agricultural soils.
- Cost of services for the subdivision.
- Evaluate need for special or rural improvement districts.
- Impact on county roads.
  - Evaluate the need to accept new county roads.

### **Agricultural Water User Facilities**

- Impact on water availability for agricultural water users.
- Impact on owner of water user facilities.
  - Access for maintenance.
  - Liability and risk of accidents involving trespassers.
- Impacts on facility users and potential conflicts with subdivision residents.
  - Seeps, flooding, and washouts.
  - Obstructions and interference.
  - Unintended uses (recreation and landscaping).
  - Maintenance access.
- Impacts to water rights holders.
  - Clarify water rights and how they will be transferred or otherwise allocated.

### **Local Services**

- Impact on current and planned level of service capacity.
  - Sheriff.
  - Park County Volunteer Fire Departments.
  - Park County Emergency Medical Services.
  - Roads, bridges, culverts, and cattle guards.
  - Schools.
  - Solid Waste Facilities.
  - Water and Wastewater Facilities.
- Impact on cost of services.
  - Current and anticipated tax revenues.

### **Natural Environment**

- Impact on air quality.
- Impact of groundwater quality and quantity.
- Impact on surface water features.
- Impact on wetlands.
- Impact on residential ambient exterior light level.
- Impact on historic and prehistoric sites.

### **Wildlife**

- Impact of subdivision location and access roads on wildlife, including nesting sites, winter range, travel corridors (migration routes), and wetlands.
- Impact and potential of human-wildlife conflicts.
- Impact and potential of pet-wildlife conflicts.

### **Wildlife Habitat**

- Impact of subdivision location and access roads on wildlife, including nesting sites, winter range, travel corridors (migration routes), and wetlands.
- Impact and potential of human-wildlife conflicts.
- Impact and potential of pet-wildlife conflicts.

### **Public Health and Safety**

- Impact on traffic safety.
- Impact on emergency vehicle access and response time (sheriff, fire, and ambulance).
- Impact on groundwater quality due to the cumulative effect of septic systems and/or wells.

- Impact of exposure to natural/or manmade hazards.
- Impact of development on adjacent land uses.

## Public Hearings

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.

Public hearings for subdivisions will be conducted in accordance with all statutory requirements and procedures outlined in Montana State laws and the Park County Subdivision Regulations. Public hearings are mandatory for all subsequent minor and major subdivisions. The requirement to hold a public hearing does not apply to the first minor subdivision from a tract of record. Notice of the public hearings must be given by publication in a newspaper of general circulation in the county not less than 15 days prior to the date of the hearing. (See Section 76-3-605, MCA ).

The County Commission and Planning and Development Board shall also accept written comment received outside of the public hearing, but may set deadlines for the receipt of such comment. The general steps for the public hearing, which is conducted by the County Commission and/or Planning and Development Board in Park County, are as follows:

1. Introduce the public hearing.
2. Explain the subdivision review procedure and decision criteria.
3. Planning Office staff report.
4. Applicant presentation.
5. Questions and answers to clarify points of the presentations.
6. Public testimony.
7. Staff/Applicant comments/rebuttal.
8. Close public hearing.

The meeting should be conducted so that those who want to speak for or against, or who seek additional information, will have an opportunity to do so while still providing a reasonable adjournment time.

The Commission Chair and/ or Planning and Development Board Chair, who presides over the meeting, are responsible for setting the guidelines or methods for public comment. The Chair shall run the meeting according to proper meeting protocol, using Robert's Rules of Order, for example, as a model. The Chair will

review general guidelines prior to public comment, reminding the public of the criteria upon which the final decision must be made. Because each meeting is somewhat different, a standardized set of guidelines may not work in every case.

Standard procedures for public participation should include:

- Sign-in sheet for all persons attending the meeting, that includes name, address, and contact information.
- Requiring anyone wishing to speak to clearly state their name and address for the record.

Options to manage public discussion can include, but are not limited, to the following:

- Asking those who wish to speak to sign in, and use the list to determine speaker sequence.
- Requesting that each speaker's comments be of significant public interest and not redundant.
- Allowing each person to speak only once until all have had an opportunity.

## Amendment and Revisions

From time to time the growth policy will need amendments and revisions. Conditions change, and policies must adjust. Amendments and revisions can come from the governing body, or from the general public. In all cases, the amendments and revisions must be vetted thoroughly through a public process, and the Board of County Commissioners always has the discretion to approve, amend or reject the proposal.

## Public Amendment Requests

Members of the public have the right to propose amendments to the growth policy. It is important to note that the growth policy is a guiding document for all of Park County, and its development was driven by public comment through a robust public outreach process. Therefore to maintain the integrity of a publicly driven document, individual proposals to amend the growth policy must undergo a high level of public scrutiny.

If a member of the public wishes to amend a provision of the growth policy, he/she shall submit a request to the planning department which identifies the specific areas of the growth policy to be amended and the requested changes. In the request, the applicant must address the criteria listed below in detail, and as appropriate provide support with factual information including their sources.

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The Planning Director will have discretion to request additional information or clarification.

Once a request is submitted to the planning department, the Planning Director will notify the Planning and Development Board and the Board of County Commissioners of the request. If the proposed amendment affects a specific geographic area or a specific segment of the population, or for any other reasonable purpose the Planning Director identifies, the Planning Department may choose to hold a publically noticed workshop on the proposed amendment prior to making their recommendation to the Planning and Development Board.

The planning department shall conduct a thorough analysis of the amendment according to the criteria listed below, and may recommend changes to the amendment based on their analysis or based on public comment to the Planning and Development Board. The planning department may also recommend approval or denial of the amendment based on the same reasoning.

The Planning and Development Board may, at its discretion, hold one or more workshops on the proposed amendment, and shall hold a public hearing. After consideration of the planning department's recommendations and suggestions elicited from the public at the workshops and public hearing, the board shall by resolution recommend the governing body adopt the amendment as proposed, adopt the amendment with changes, or that the amendment not be adopted. The Governing Body should take action on the proposed amendment according to 76-1-604 MCA.

### Criteria

Does the proposed amendment constitute an overall improvement to the growth policy, or does the change result in a specific benefit to an individual landowner or group of landowners?

Does the proposed amendment respond to the interests and changing needs of the entire county, and is it balanced with the interests of the area most directly impacted by the goals and objectives?

How does the proposed amendment correspond to the implementation actions?

Will the proposed amendment adversely affect the community as a whole, or a portion of the community?

Does the proposed amendment adversely affect public safety and health, or the general quality of life of the residents?

Does the proposed amendment adversely affect the current land uses?

Is the proposed amendment compatible with future land uses outlined in the growth policy?

Is the proposed amendment consistent with the overall intent, goals and objectives of the growth policy?

### Revision

At least every five years, the Planning and Development Board shall review the growth policy to determine if revisions are necessary. To determine if revisions are necessary and to what extent, the Planning and Development Board should review the existing conditions, goals, objectives, policies and implementation measures. For the required five year review, the Planning and Development Board shall send a memo to the Board of County Commissions with their recommendation to either revise or not to revise the document, and to the extent they believe revisions are necessary. The Board of County Commissioners should consider the recommendation, and if they concur that revisions are necessary, direct the Planning Department to commence.

## Sand and Gravel Resources

Sand and gravel is an essential resource to the growth and development of Park County. Sand and gravel is necessary for the construction of infrastructure and in many housing applications. A major component to the cost of sand and gravel is transportation, therefore sand and gravel extraction must be done in relatively close proximity to the location of the end user. However, sand and gravel operations are not always the best neighbors, especially if the neighbors are residents. In community centers, where people live relatively close together, sand and gravel operations are not desirable.

Gravel resources are generally, but not always, located along streams, rivers, or areas where certain kinds of geologic activities have occurred. Map 12 shows potential gravel resources and currently permitted gravel pits throughout the county. This map may help to identify where additional gravel resources have a greater potential of being found and developed. While most of Park County is unzoned, state law allows the prohibition of sand and gravel mining in areas zoned residential. In areas zoned other than residential, sand and gravel mining may be conditioned to address the impacts to surrounding landowners and the environment, but may not be prohibited.

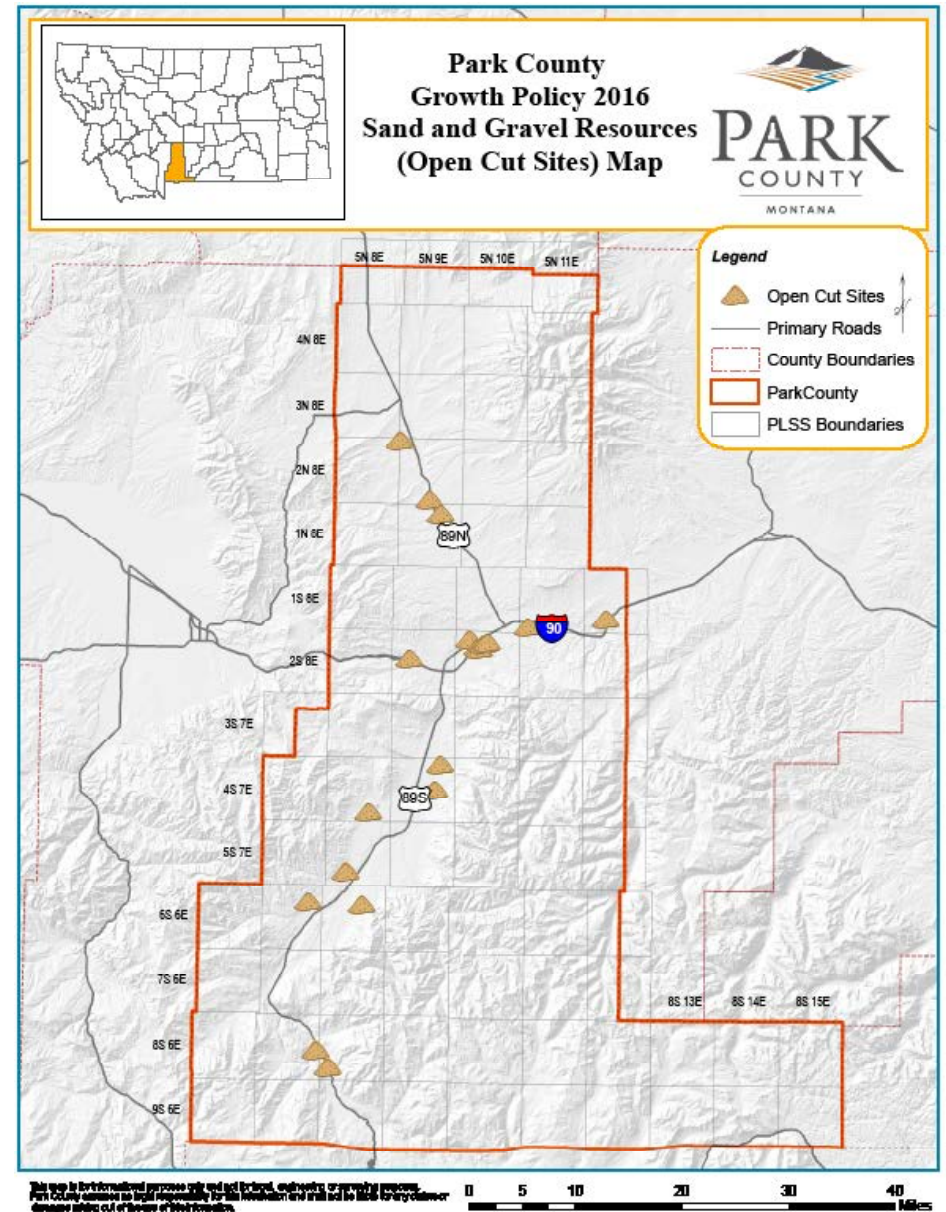
## Wildland Urban Interface

Section 76- 1-601(3)(j)MCA requires an evaluation of the potential for fire and wildland fire in the jurisdictional area. The statute requires a discussion of whether or not there is a need to:

- Delineate the wildland-urban interface (WUI); and
- Adopt regulations requiring defensible space around structures, adequate ingress and egress to and from structures to facilitate fire suppression activities, and adequate water supply for fire protection.

## Need to Delineate

Wildland fires are a fact of life in Park County, and fires are burning faster, hotter and scorching more acreage than in the recent past. At the same time, more homes are being built in the hills and forests across the county. As a result, the costs of fighting fires is increasing, as well as the risk to people and property. The Park County Community Wildfire Protection Plan (CWPP) focuses on “wildfire assessment including wildfire history, updated fuel models, historic fire regimes and values at risk,” as well as “assessment of emergency egress routes in need of hazard mitigations, a clear definition of the WUI in the local landscape, an explanation of weather’s relationship to wildfires, and a prioritization of specific fuel reduction areas and or projects.”



Map 13 displays the WUI as identified or delineated in the CWPP.

The Montana DNRC defines the WUI as:

*A WUI fire situation exists anywhere that structures are located close to natural vegetation. A fire can spread from the vegetation to structures or vice-versa. A WUI can vary from a large housing development adjacent to natural vegetation to a structure(s) surrounded by natural vegetation. The two general categories of WUI are:*

*The boundary WUI means an area where a clearly defined, linear boundary of homes meets wildland vegetation. Typically, this sort of interface is on the fringe of large towns; and*

*The intermix WUI means an area where structures are scattered among or mixed with wildland vegetation, without a clearly defined boundary. Typically, the intermix WUI is in rural areas where people have subdivided wildlands into small parcels of 1 to 40 acres.*

The definition of the WUI varies from agency to agency. Regardless of how each agency defines the WUI, the most important factors are not where the interface is located, but how development affects the ability of wildland fire fighters to manage incidents and that residents and firefighters may be put at risk.

### Need to Adopt Regulations

Park County has adopted standards in the subdivision regulations that require a fire protection plan to mitigate impacts to public health and safety. The regulations require specific considerations for subdivisions located in the WUI as defined by a host of different sources. The regulations require water supplies, safe turn-arounds for emergency vehicles, fuels treatments and other provisions. These standards in the subdivision regulations are necessary to protect the public health and safety in Park County. No additional WUI regulations are anticipated at this time.

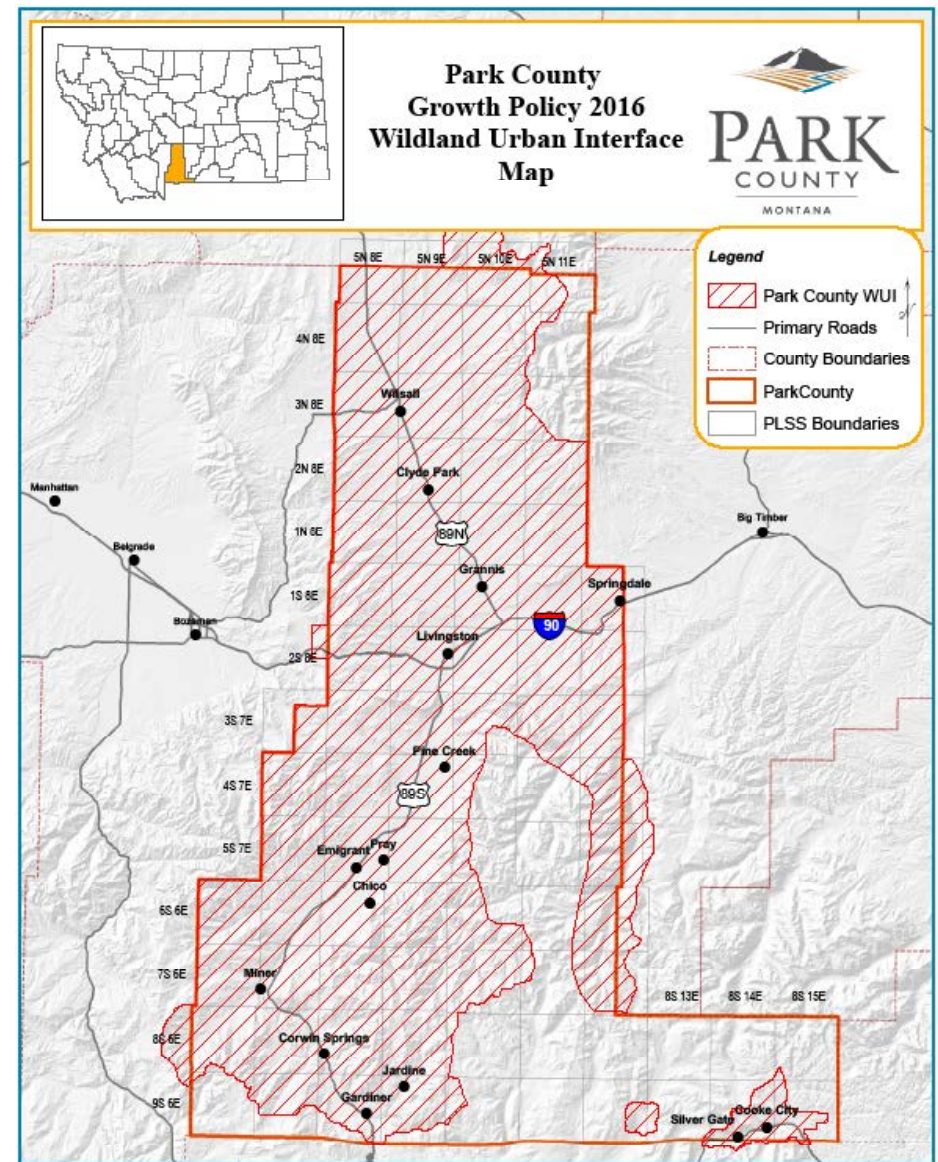


Figure 13: Wildland Urban Interface in Park County

# Appendix A

## Existing Conditions Report

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## Overview

Park County – 2,814 square miles of dramatic mountains and scenic valleys – includes the highest point in Montana (Granite Peak), and the original and only year-round gateway to Yellowstone National Park, the world’s first national park. The Custer-Gallatin National Forest provides a haven for wildlife and outdoor recreation pursuits, and the Yellowstone River – the longest undammed river in the lower 48 states – winds its way through much of the County, providing additional water and recreation opportunities. Working farms and ranches dominate the rural landscapes and continue to be an important way of life for many County residents.

## Population

As of 2014 the population of Park County was estimated at 15,642, a slight increase since 2010 when the population stood at 15,636. Over time, Park County’s population has remained steady, increasing by 8% between 1990 and 2000 and decreasing by 0.3% between 2000 and 2014 (see Figure 1).

## Geographic Distribution

An estimated 45% of Park County’s population lives in the county seat of Livingston (see Table 1). When considering Livingston and the roughly four-mile surrounding area, that number jumps to approximately 62%. Outside of the Livingston area, the population of Park County is spread throughout the county primarily in the Paradise and Shields Valleys.

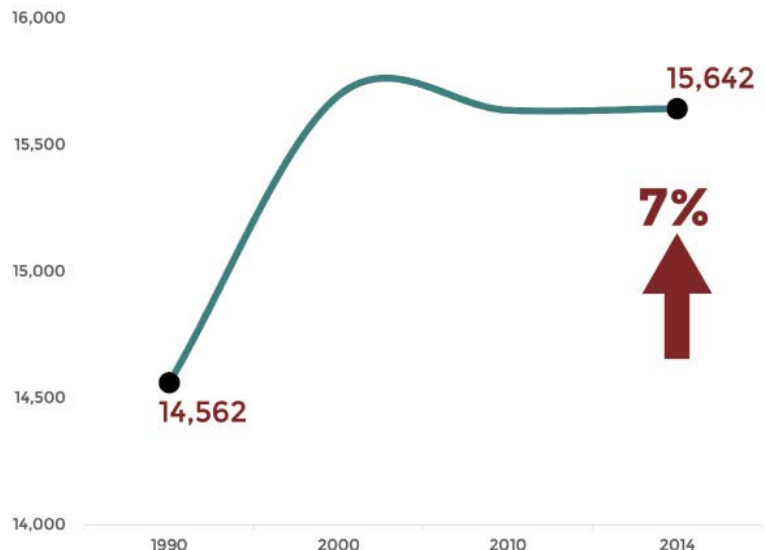
## Age Distribution

As of 2014, the 45-64 age group made up the largest share of Park County’s population at 34%, followed by the 18-44 group (29%), under 18 (19%) and

Map 1 - Park County Base Map



Figure 1 - Population Change 1990 - 2014

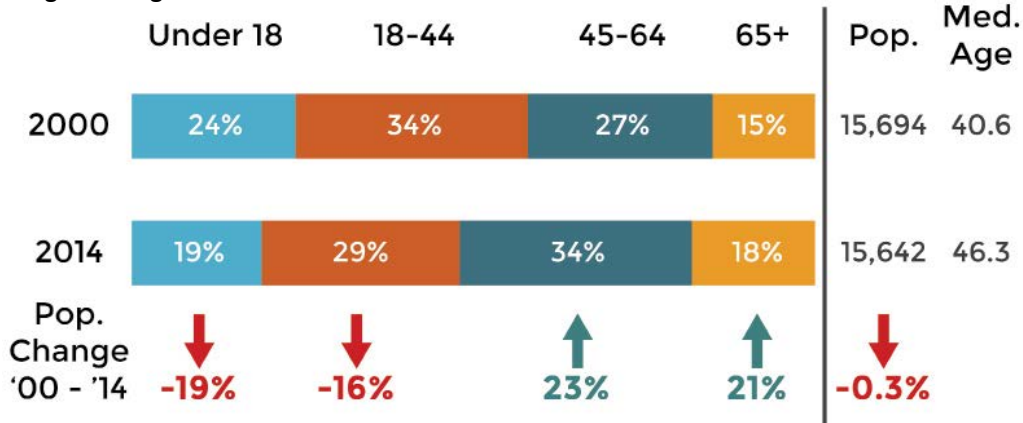


65+ (18%). As shown in Figure 2, this represents changes since 2000, with decreases in the under 18 and 18-44 age groups and increases in the 45-64 and 65+ age groups. The increase in individuals aged 45-64 is notable because in 20, years all of these individuals will be at or near retirement age and will likely have different needs in terms of housing, mobility, and healthcare. During this same time period, the median age in Park County increased from 40.6 to 46.3. Taken together, these figures point to a population that is growing older with a decreasing share of school-aged children.

**Table 1 - Geographic Population Distribution**

Area of Residence	% Of County
Livingston	45%
Gardiner	8%
Pray	4%
Emigrant	2%
Clyde Park	2%
Wilsall	1%
Springdale	1%
Cooke City	0.1%
Silver Gate	0.1%
Other	37%

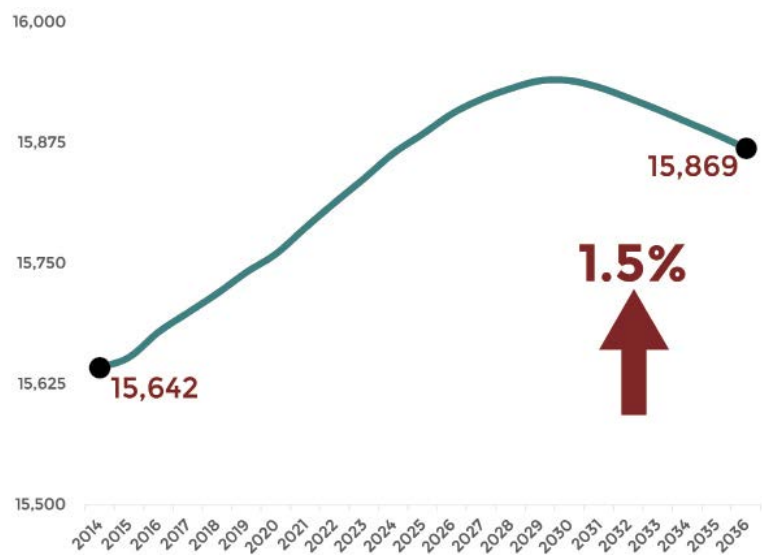
**Figure 2 - Age Distribution 2000 & 2014**



**Projections**

The State of Montana’s Census and Economic Information Center (CEIC) provides county level population projections, produced by Regional Economic Models, Inc. Projecting 20 years into the future, CEIC estimates Park County’s overall population to remain on a similar trend of slight growth, with a 1.5% increase projected between 2014 and 2036 (see Figure 3). In terms of growth within different age groups, Park County’s senior population (age 65+) is projected to see the largest increase by 2036 at 55%, followed by the 20-44 age group which is projected to grow by 6%. Both the under 20 and 45-64 age groups are projected to decrease

**Figure 3 - Population Projections 2014 - 2036**



over the next 20 years by 5% and 26%, respectively (see Figure 4). These projections show a continuation of the aging trend Park County has experienced since 2000. Predictably, more senior friendly housing, transportation options, and medical services will be needed to accommodate an aging population. See Chapter 7. Growth and Development for updated discussion on population projections.

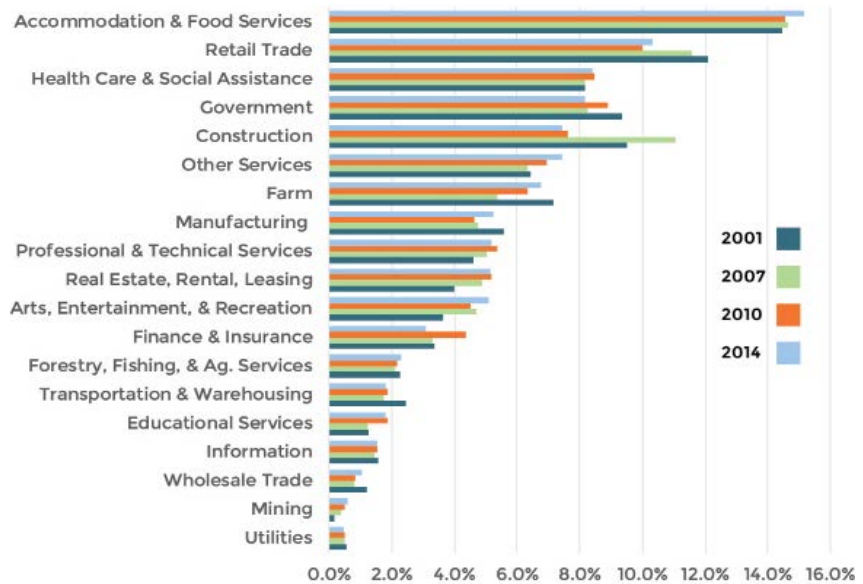
Figure 4 - Current and Projected Age Distribution



### Economy

The majority of jobs in Park County are concentrated in several unique population centers including; Livingston, Clyde Park, Cooke City & Silver Gate, Emigrant & Pray, Gardiner, and Wilsall. Each of these communities shares the independent, resilient spirit embodied by Park County and have local economies sustained by a diverse array of commercial and industrial businesses and agricultural activities. That being said, the unique nature of each community is tied to their geographic location. This is demonstrated by the fact that communities like Wilsall

Figure 5 - Employment Share By Industry



and Clyde Park, in the Shields Valley, are more reliant on agriculture whereas communities that flank Yellowstone National Park such as Cooke City and Gardiner lean heavily on tourism, entertainment, food services, and retail. The community of Livingston is also home to many service sector jobs and houses a large portion of the County’s industrial jobs, with a working railyard and several large manufacturers.

### Employment

Between 2001 and 2014, the total number of jobs in Park County increased by 7%. As of 2014, the industry sectors employing the most people in Park County were accommodation and food services, retail trade, and healthcare and social assistance, accounting for 15%, 10%, and 8%, respectively, of all jobs in the County (see Figure 5).

When analyzing employment trends in Park County it is helpful to refer to the recent past and the impacts of the national recession. Since 2001 Park County, much like the rest of the United States, has experienced the volatility of a turbulent economy. Park County benefited from a strong economic climate in the early part of the century followed by the national recession and subsequent moderate economic growth.

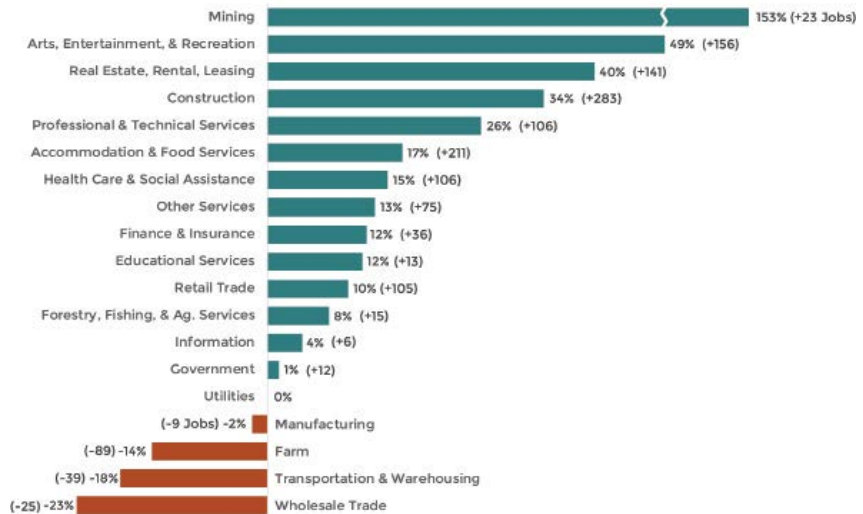
**The Good Years – 2001-2007**

Between 2001 and 2007 (2007 being the year of peak employment), Park County saw substantial economic growth. During this six-year period total employment increased by 15%, per capita income<sup>1</sup> increased by 40%, and annual average earnings<sup>2</sup> increased by 24% (see Table 2). By 2007, Park County’s unemployment rate was down to 3.5% compared to 4.4% for the State of Montana. Much of Park County’s economic growth during this period was fueled by new home construction, evidenced by the fact that construction employment increased by 34% (from 838 to 1,121 jobs) and employment in real estate, rental, and leasing increased by 40% (from 352 to 493 jobs) (see Figure 6). Other industries with high employment growth during this period were arts, entertainment, and recreation (+49%) and professional and technical services (+26%).

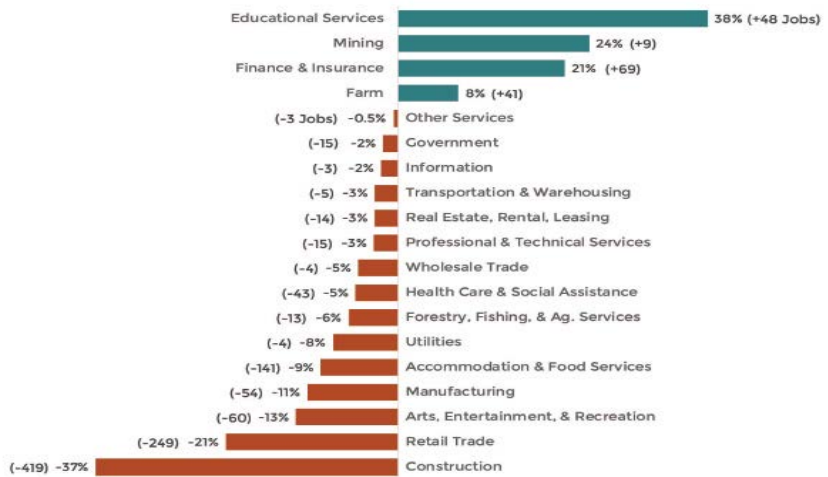
**Table 2 - Economic Indicators**

	2001	2007	2010	2014
Total Employment	8,819	10,133	9,231	9,445
Per Capita Income	\$23,213	\$32,450	\$33,014	\$40,614
Annual Avg. Earnings	\$20,590	\$25,605	\$26,003	\$29,384
Unemployment	4.7%	3.5%	8.8%	5.6%

**Figure 6 - Employment Change by Industry 2001 - 2007**



**Figure 7 - Employment Change by Industry 2007 - 2010**



1 Per capita income equals the total income for the county divided by the total county population. Total income includes income from wages as well as non-labor income.

2 Earnings are the sum of wages, benefits, and proprietors’ income. Average earnings equals total earnings divided by total full-time and part-time employment

### The Bottom – 2007-2010

During 2007, the economic climate in Park County began to shift, reflecting impacts of the national recession. Between 2007 and 2010 (the year of lowest employment), total employment in Park County decreased by 9%, per capita income only increased by 2%, and annual average earnings increased by just 2%. Several industry sectors saw employment decreases during this time. Employment in the construction industry decreased by 37%; retail trade by 21%; and arts, entertainment, and recreation by 13% (see Figure 7). At the other end of the spectrum, several industries saw increases in employment during this time including, educational services (+38%) and finance and insurance (+21%). Mining also saw a large percentage increase in employment, though the nominal increase was small. In total, out of the 19 industry sectors analyzed, 15 experienced decreases in employment between 2007 and 2010. By 2010, Park County’s unemployment rate was at a ten-year high of 8.8% compared to 7.3% for the state as a whole.

### The Light at the End of the Tunnel – 2010 - Present

Since 2010, Park County has been slowly rebounding from the effects of the recession. Between 2010 and 2014, total employment in Park County increased by 2%, per capita income increased by 23%, and annual average earnings increased by 13%. While employment growth rates within individual industries are not as dramatic as they were pre-recession, 12 of the 19 analyzed industry sectors saw increases in employment between 2010 and 2014 (see Figure 8). The industries experiencing the highest percentage employment growth were wholesale trade (+26%); arts, entertainment, and recreation (+15%); and manufacturing (+15%). Once again, mining also saw a large percentage increase in employment during this time, though the nominal increase was small. Conversely, there were several industries that saw employment decreases during this time period, most notably the finance and insurance industry which saw a 27% decrease in employment between 2010 and 2014. Park County’s rebound is further reflected when assessing the unemployment rate, which dropped to 5.6% by 2014.

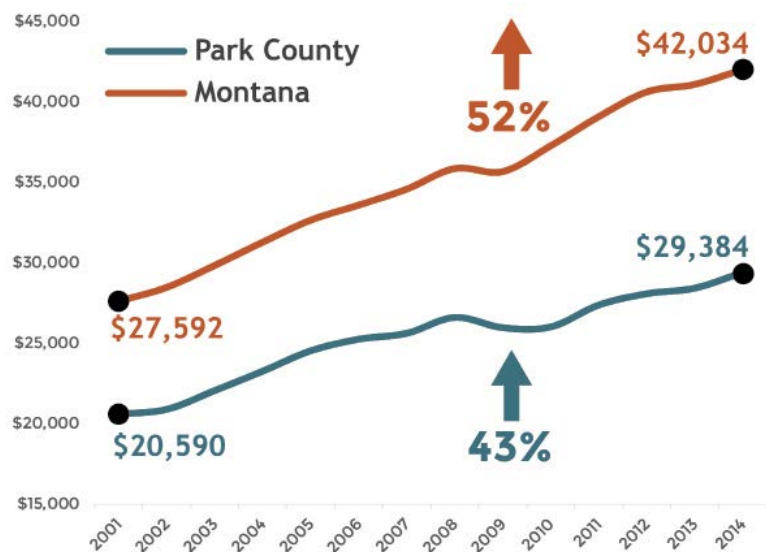
### Earnings

Between 2001 and 2014, average annual earnings in Park County increased by 43%, compared to 52%

Figure 8 - Employment Change by Industry 2010 - 2014

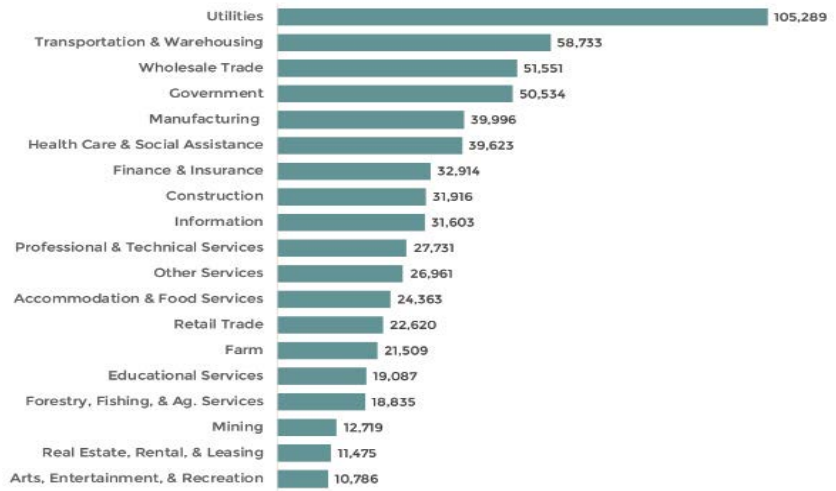


Figure 9 - Change in Earnings 2001 - 2014

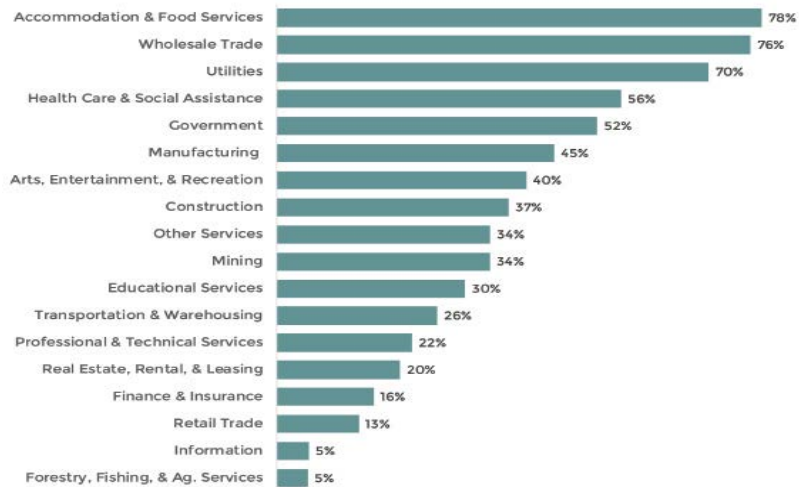


for the State of Montana as a whole (see Figure 9). As might be expected, earnings in Park County vary by industry. On average, earnings are higher in non-service related and government industry sectors in comparison to service related industries; however, the individual industries with the highest average earnings in 2014 happened to be service related industries (see Figure 10). All industry sectors analyzed experienced increases in earnings between 2001 and 2014 with the largest increases occurring in accommodation and food services, wholesale trade, and utilities (see Figure 11).

**Figure 10 - Average Annual Earnings by Industry 2014**



**Figure 11 - Change in Average Annual Earnings by Industry 2001 - 2014**



**Labor Force Mobility**

Park County’s neighbor to the west, Gallatin County, had an estimated population of 93,108 along with 73,109 total jobs in 2014. Given Park County’s proximity to this many people and jobs, it stands to reason that many Park County residents work in Gallatin and other nearby counties, and many of Park County’s jobs are filled by residents of these nearby counties.

U.S. Census data show this to be true and highlight trends of an increasing number of jobs in Park County being filled by residents of neighboring counties and an increasing number of Park County workers traveling outside the county to find employment.

**Trends by Place of Employment**

In 2004, 84% of the jobs in Park County were filled by Park County residents and 16% were filled by residents of other counties, over half of which were filled by Gallatin County residents. By 2014 those figures shifted and 62% of the jobs in Park County were filled by Park County residents while 38% were filled by residents of other counties, nearly one third of which were filled by Gallatin County residents. This trend demonstrates that an increasing share of jobs in Park County are being filled by residents of neighboring counties.

**Trends by Place of Residence**

In 2004, 63% of employed Park County residents worked in Park County and 37% worked in other counties, over two-fifths of whom worked in Gallatin County. By 2014, these figures shifted so that 52% of employed Park County residents worked in Park County and 48% worked in other counties, close to half of whom worked in Gallatin County. This trend shows that an increasing share of Park County workers are seeking employment in nearby counties.

## Housing

In 2014, there were an estimated 9,360 housing units in Park County, over one-third of which are located within the City of Livingston. The housing landscape in Park County is dominated by single-family housing (81% of all housing units) followed by multi-family housing (10%) and mobile homes (9%). Since 2000, there has been a trend towards more single-family housing units and fewer multi-family housing units and mobile homes (see Table 3).

As of 2014, 70%, or 6,539, of housing units in Park County were estimated to be occupied and 30% were vacant, representing a substantial increase in the number and percent share of vacant housing units since 2000 (see Table 4). Of the 6,539 occupied housing units, 75% were owner-occupied and 25% were renter-occupied, highlighting a trend of more owner-occupied and fewer renter-occupied housing units in Park County since 2000. This trend is further highlighted by the fact that the rental vacancy rate between 2000 and 2014 increased from 7.4% to 15.3%, while the for-sale vacancy rate increased by just over one percentage point from 2.3% to 3.5%. One other interesting trend relates to the development of second homes in Park County. Between 2000 and 2014 the total number of housing units increased by 1,113 units, or 13%. Of the 1,113 increase in housing units during this time, an estimated 24% were for seasonal, recreational, or occasional use.

## Housing Costs

The median housing value as of 2014 in Park County was \$210,100, which is substantially higher than the median housing value for Montana as a whole, which was \$187,600 in 2014. Perhaps more significant is the fact that median housing values in Park County increased by 112% between 2000 and 2014 compared to 96% for the state as a whole.

In order to get a better understanding of housing affordability and housing cost burden in Park County it is helpful to analyze housing costs as a percent of household income. The United States Department of Housing and Urban Development defines housing cost

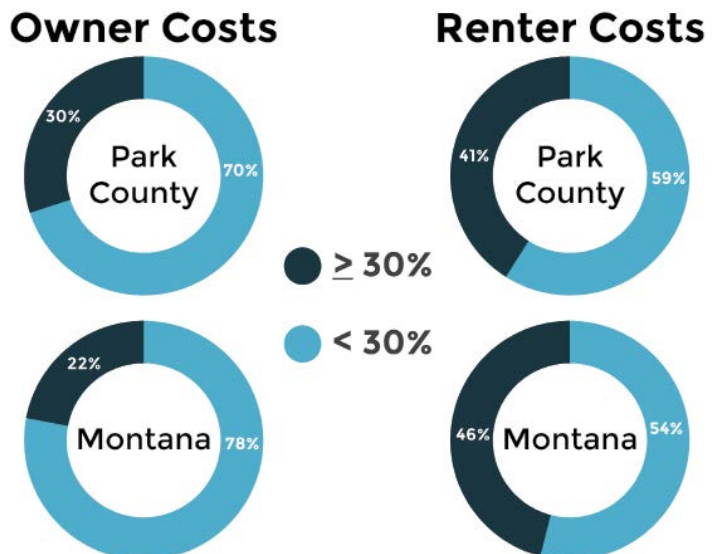
Table 3 - Types of Housing Units

	2000	2014	Change '00 - '14
Housing Units	8,247	9,360	13%
Single Family	5,877	7,554	29%
Multi-Family	1,047	971	-7%
Mobile	1,323	835	-37%

Table 4 - Housing Occupancy Indicators

	2000	2014	Change '00 - '14
Housing Units	8,247	9,360	13%
Vacant	1,419	2,821	99%
Vacant – 2ndHomes	793	1,062	34%
Occupied	6,828	6,539	-4%
Owner Occupied	4,536	4,895	8%
Renter Occupied	2,292	1,644	-28%

Figure 12 - Homeowner Costs and Rent as a Percent of Income 2014



burden as paying more than 30% of household income on housing. In 2014 an estimated 41% of renters in Park County had a housing cost burden, which is lower than the state as a whole, where the figure is 46% (see Figure 12). While the figure is slightly better for owner occupied housing, 30% of homeowners in Park County were still estimated to have a housing cost burden in 2014 compared to 22% for the state as a whole.

### Household Composition

As of 2014 there were an estimated 6,539 households in Park County, a 4% decrease from 2000 when there were 6,828 households. During this time period household composition shifted with the number of family households decreasing by 11% and non-family households increasing by 6%. At the same time the number of households with children under the age of 18 decreased by 30% and the number of households with an individual over the age of 65 increased by 15%.

Similar patterns have emerged during this time period when looking at household size. Between 2000 and 2014 the number of one-and two-person households in Park County increased from 32% and 36% of all households respectively, to 37% and 38% of all households respectively. The number of three and four or more person households decreased by 11% and 35%, respectively (see Figure 13). Despite the shift to more one-and-two person households, the average household size in Park County actually increased between 2000 and 2014 from 2.27 to 2.36. While this data may seem contradictory, the discrepancies are likely explained by the increase in average family size from 2.88 to 3.10 between 2000 and 2014.

Figure 13 - Household Size: Change 2000 - 2014



### Land Use

Most of Park County is not zoned; therefore, land use patterns are primarily driven by the private market. The landowner looking to develop makes decisions on the density and type of development dependent on the market and the characteristics of the property.

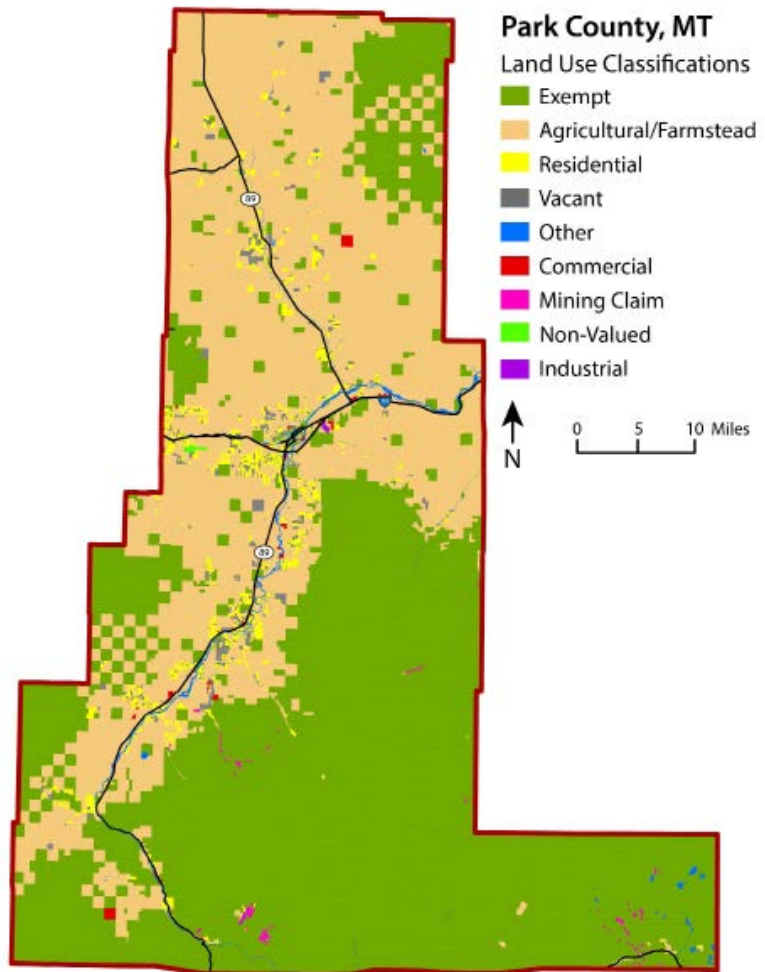
The Montana Department of Environmental Quality’s (MDEQ) water and sanitation rules have the greatest impact on development patterns of all the rules and regulations administered by state or local entities. Most new development that divides property must be reviewed by MDEQ. MDEQ rules typically require about one acre of land for individual wells and septic systems. This establishes a de facto minimum lot size of about one acre for most single family homes. If a public water or public sewer system is available, the de facto minimum lot size is smaller. If public water and public sewer systems are available, for example in Gardiner, there is no minimum lot size. The MDEQ minimum lot sizes are site specific considerations, only addressing specific development proposals reviewed by the agency.



### Land Use Classifications

The Montana Department of Revenue’s tax classifications provide a high level view of the different classifications of land in Park County. The classifications identify lands by use including residential, commercial, industrial, agricultural, vacant, exempt, and other uses. Map 2 shows the land use mix in Park County based on these land classifications, while Table 5 shows the total acreage and percent share for each land classification.<sup>3</sup> As can be seen, Park County is dominated by exempt land uses (public lands - primarily National Forest land) and agricultural/farmstead uses.

Map 2 - Park County Land Use Classifications



### Land Ownership

More than half of the land in Park County (57%) is under public ownership. Map 3 shows the major categories of land ownership and management in Park County. Public lands include National Forest, National Wildlife Refuges, Bureau of Land Management lands, National Park lands, and state lands. The other 43% of land in the County is under private ownership. While most public lands are in the more mountainous and/or forested portions of the County like the Absaroka Mountains, private lands are mostly found in the river valleys like the Shields and Paradise valleys.

Table 5 - Land Use Classifications

	Acres	% of Total
Exempt	986,623	55%
Agricultural/ Farmstead	733,290	41%
Residential	41,874	2%
Vacant	19,315	1%
Other	11,220	1%
Commercial	3,431	0.2%
Mining Claim	2,671	0.1%
Non-Valued	728	0.04%
Industrial	419	0.02%

### Residential Development Patterns

Over the first half of the previous century, residential growth was concentrated in, or near, established communities. In more recent years, much of the new growth has occurred outside of cities and towns in rural landscapes, particularly near rivers, public lands, and state highways and the interstate. Map 4 shows residential growth patterns in Park County over a 100-year period. While the population of Park County grew by 43% between 1970 and 2000, the amount of land developed increased by 293% reflecting the shift to more rural residential subdivisions. Residential growth slowed significantly during the recent recession, but new housing starts are now on the upswing in Park County although it is too soon to know if future rates and

3 Several land classifications were combined to simplify categories – e.g. residential rural and residential urban.

patterns of growth will reflect those of the recent past.

### Subdivisions

The Park County Subdivision Regulations are the primary tool employed by the County to review development proposals. The subdivision review process is focused on ensuring that the design of a subdivision does not have negative impacts on public health and safety as well as other review criteria. The subdivision review process does not influence the location or type of development, and rarely impacts the density of a development.

The Montana Department of Natural Resources and Conservation manages water rights throughout Montana. The “exempt well rule” which allowed subdivisions proposing individual wells to be exempt from having to obtain a water right, is currently uncertain. As of 2015-2016, most medium and large subdivisions need to obtain a water right. This rule change will likely impact development patterns in Park County, but to what extent is unknown.

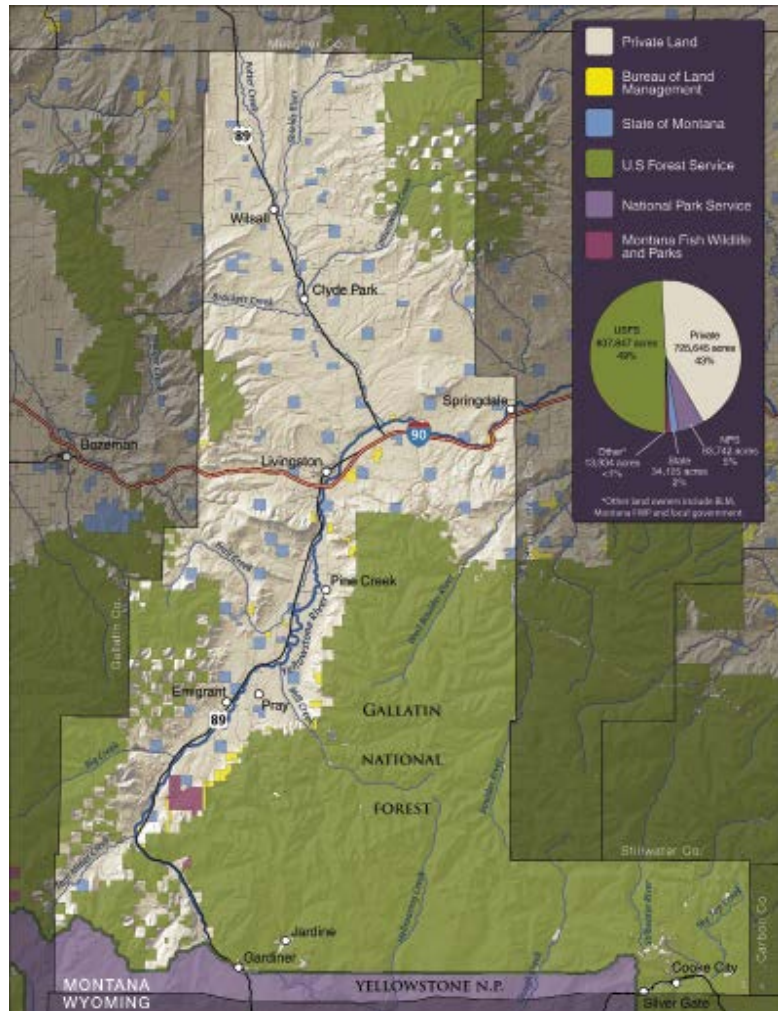
Subdivision activity in Park County has slowed over the past decade.

However, divisions of land exempt from subdivision review, such as family transfers, have been utilized over the past several years. Between 2006 and 2010, 206 subdivision parcels were created in Park County, totaling 2,134-acres. During this time 108 family transfer parcels were created totaling 2,064-acres. The Park County Subdivision Regulations went through a series of revisions with amended regulations being adopted in 2006, 2008 and 2010.

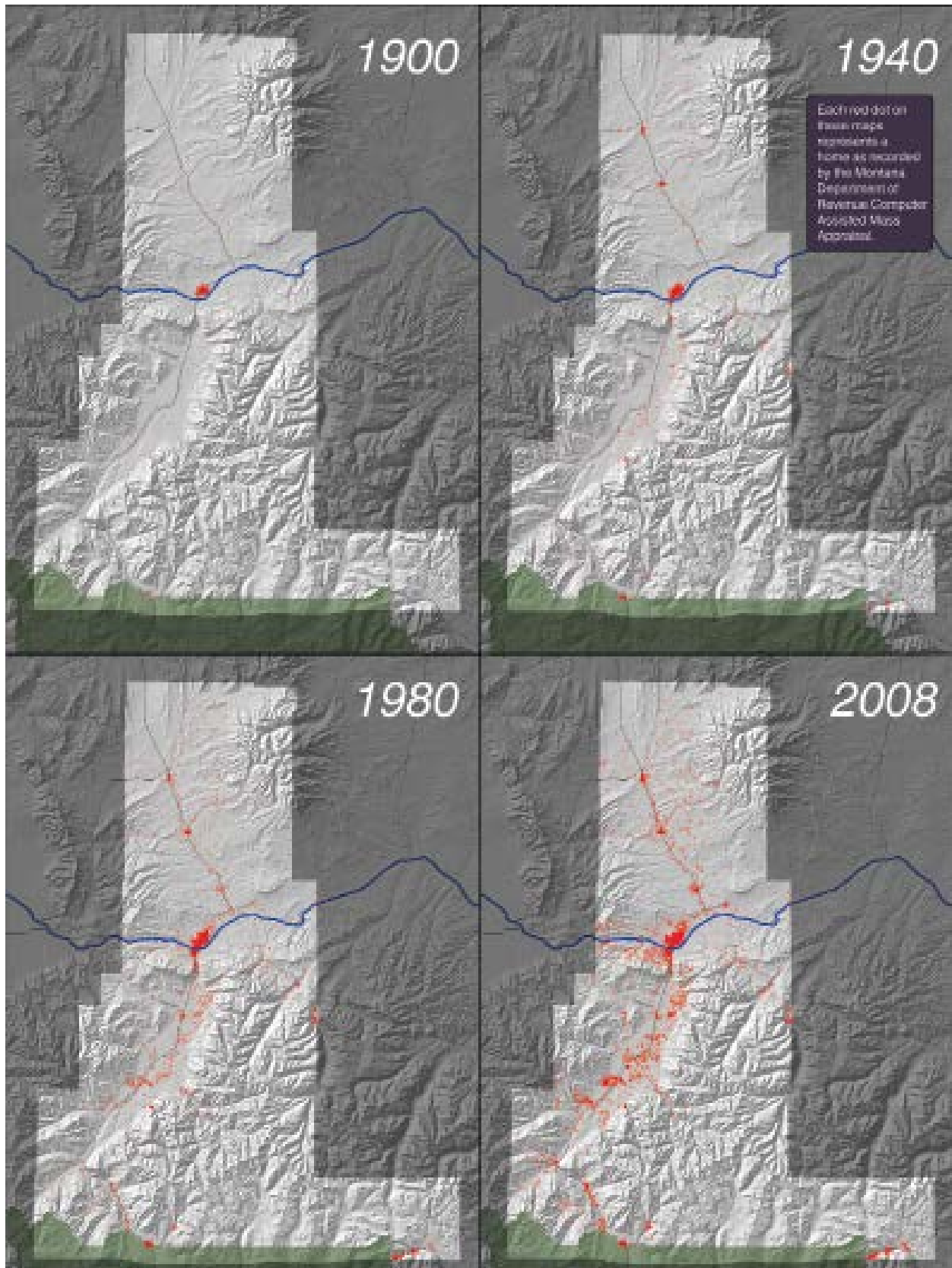
### Land Conservation

Many of the private and publicly managed lands in Park County benefit from some degree of natural resource stewardship. Because of their outstanding natural values, some of these lands may rank higher depending on the amount of protections already in place. Conservation easements on private land also benefit from a higher degree of protection through voluntary agreements made between landowners and the entity holding the easement. There are approximately 136 conservation easements in Park County, protecting just over 100,000 acres, equating to roughly 6% of the total County and 14% of all private land. Map 5 shows protected lands in Park County. Though certain land uses are prohibited, in many cases resource uses such as cattle grazing, or recreational activities such as hunting and fishing, are still allowed. In general though, these areas are protected for their natural or agricultural values, watershed functions, fish and wildlife habitat, or unique recreational opportunities.

Map 3 - Park County Land Ownership



Map 4 - Park County Residential Development Patterns



## Local Services

### Law Enforcement

The Park County Sheriff's Office (PCSO) provides law enforcement, search and rescue, animal control and emergency related services to the citizens of Park County. Currently the office is staffed with fifteen (15) full-time deputies which include the sheriff, undersheriff, lieutenant, two sergeants, two detectives, two corporals and six deputies. The detention center currently staffs eight detention officers and houses a maximum of twenty inmates.

The PCSO also oversees the Search and Rescue Department, which provides a point of contact for search and rescue matters on a county-wide level. The department also provides a venue for search and rescue organizations to meet and provides education opportunities for Park County related to search and rescue issues and efforts. In addition to oversight from the PCSO, the department works closely with the Park County Disaster and Emergency Services Department as well as State of Montana Disaster and Emergency Services.

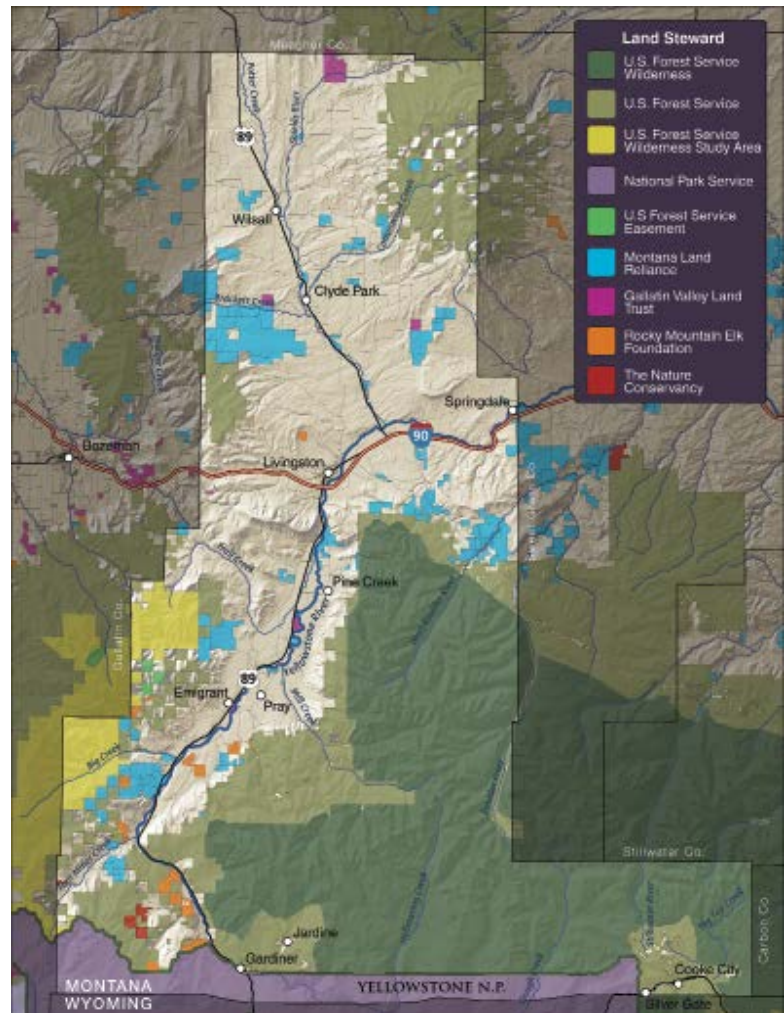
### Fire Protection

There are a total of six fire districts in Park County and two separate fire departments serving the cities of Livingston and Clyde Park. These fire districts and departments include:

- Clyde Park City Fire Department
- Clyde Park Rural Fire District
- Cooke City/Silver Gate Fire District
- Gardiner Fire District/Gateway Hose Company
- Livingston Fire Department
- Paradise Valley Fire and EMS
- Park County Rural Fire District #1
- Wilsall Rural Fire District

Fire departments/districts in Park County have mutual aid agreements set up to facilitate requests for mutual aid. In some cases, automatic aid agreements are in place. These requests are processed through 911 dispatch.

Map 5 - Park County Protected Lands



### Social Services

The Livingston office of the Human Resource Development Council provides programs such as Head Start, food banks, homeless and emergency services, transportation for senior and individuals with disabilities, job training, rental assistance, home buyer education and weatherization and energy assistance services.

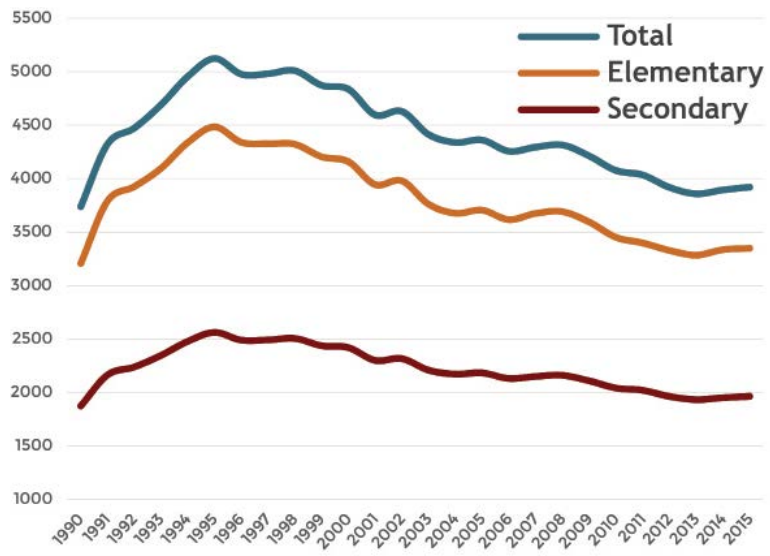
### Medical Services

Livingston HealthCare’s critical access hospital and clinic serves all of Park County and was recently upgraded with a state of the art facility. The new facility operates a 25-bed critical access hospital, a multi-specialty physician practice, rehabilitation services, and home-based services.

### Education

There are seven public school districts with eleven schools in Park County. These schools include: Arrowhead School, Cooke City School, Gardiner Schools, Livingston Schools, Pine Creek School, Shields Valley Schools and Springdale School. As of 2015 total public school enrollment stood at 1,959, a 10% decrease since 2005 (see Figure 14). However, since 2013 there has been a slight increase in public school enrollment. In addition to public schools there are more than 300 home school and private school students. Private schools within Park County include: Montessori Island School, Summit Academy, St. Mary’s Catholic School and Thomas More Elementary/Henry Wadsworth Longfellow Academy.

**Figure 14 - Public School Enrollment 1990 - 2015**



### Solid Waste

Park County residents living outside of Livingston (where curb side pick-up is available) must bring their solid waste to one of the 17 green boxes located in communities throughout Park County. County trucks then collect waste from the green boxes and transport it to the City of Livingston Transfer Station for eventual disposal at a landfill in Great Falls. Park County is also cooperating with the City of Livingston to allow county residents to recycle glass and other recyclables at the City Transfer Station. The amount of solid waste collected is increasing, from 6,8000 tons in FY14, to 7,149 tons in FY16.

### Power

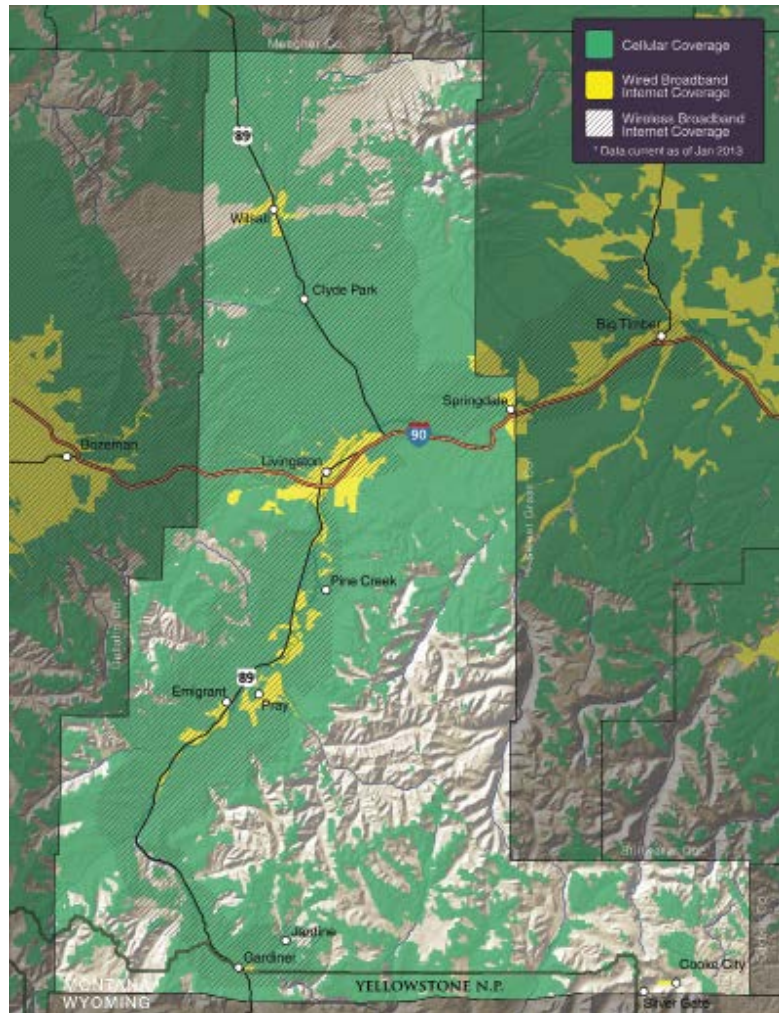
With the exception of the Livingston, Gardiner, and the Cooke City-Silver Gate area, Park Electric Cooperative, Inc. provides electric power throughout Park County. NorthWestern Energy provides electric service to Livingston and Gardiner (Alliance Development Corporation). Flathead Electric Cooperative, based in Kalispell, Montana, provides electric power in the Cooke City-Silver Gate area. Livingston is the only area in Park County where natural gas is provided.

### Telecommunications

Map 6 shows wireless and cell phone availability in Park County in 2013, as identified by the National Telecommunications Information Administration (NTIA) and the State Broadband Data Development

Program (SBDD). The areas defined in this data are for those facilities-based providers of wireless broadband service that are not address-specific (e.g., nomadic, terrestrial mobile wireless, or satellite) and depict areas in which broadband service is available to end-users. For various reasons, there may be places in these mapped areas where cellular phone and broadband coverage may not be available, and these coverage maps are subject to periodic changes.

**Map 6 - Park County Broadband and Cellular Coverage**



### Weed Control

Every county in the State of Montana must have a weed management district to control the spread of noxious weeds. Park County’s weed control program employs a weed control officer, and reviews weed management programs.

### Public Facilities

#### Transportation

##### Roads

The Park County Road Department is responsible for maintaining the County’s 873 miles of roads. Map 7 shows local, state and federal roads in Park County. In October 2014, Park County Transportation Standards were formally adopted by the Park County Commission in order to provide the minimum requirements for the design, construction and reconstruction of the Park County Transportation System, which includes, but is not limited to roads, bridges, culverts and trails.

The Montana Department of Transportation is responsible for state and federal highway system facilities in Park County. The MDT plans highway projects in five-year increments through the statewide transportation improvement program (STIP). The current STIP (2016-2020) has several projects programmed for Park County including reconstruction of the Mission Interchange on Highway 89 north of Livingston, rehabilitation of a section of Highway 89 through Yankee Jim Canyon, and other small safety improvements in the Paradise Valley.

##### Bridges

Park County is responsible for a total of 53 bridges county-wide which are longer than 20 feet, and are included in the National Bridge Management System. The bridges are periodically inspected by MDT. The County maintains approximately 13 bridges and large culverts under 20 feet. An inventory assessment was completed in 2016 in order to update the 2012 CIP. Fifteen of the bridges have a sufficiency rating of less than 50 (out of a possible 100).

## Non-motorized Transportation

Park County’s transportation system is largely auto-oriented with few bicycle and pedestrian facilities located outside of Livingston and other established communities. There currently exists an off-street path extending south from Livingston along Highway 89. The County has acquired grant funding to expand this trail south to the Old Yellowstone Trail North Road. In recognition of the need to further develop the County’s non-motorized transportation network, Park County recently adopted an Active Transportation Plan, which identifies a path forward for expanding trails, sidewalks, and other non-motorized facilities. Map 8 shows planned active transportation routes in Park County.

## Airport

The City/County Joint Airport Board in Livingston was first organized in 1960 as a municipal airport available for private pilots and small planes. A joint resolution between the City Commission of Livingston and the Park County Commissioners established a five-member board to operate and control the airports at Mission Field (located southeast of Livingston), Wilsall, and Gardiner. Mission Field is home to several small to intermediate-sized aircraft whose owners rent hangars from the Airport Board. There is also a ground lease rental program upon which individuals may construct their own hangars to fit their needs. Rentals and ground leases are also available at the Gardiner airport. The Wilsall airport is used primarily for farming and ranch activities.

## Para-Transit

The Angel Line Transportation service provides transportation to the people of Park County who are senior citizens, over the age of 60; disabled people of all ages; persons who require wheel chair access; and, people under 60 who are assisting senior citizens or disabled persons who need special care. Angel Line transports people for a variety of purposes including medical appointments, recreation, shopping and work. A public transit committee was formed in May of 2016 and meets monthly, working towards potential public transit options in the Park County Area.

## Rail

The only rail line in Park County is operated by Montana Rail Link and parallels I-90. Montana Rail Link offers rail service for cargo only. Historic narrow gage track still exists throughout parts of the county along the Highway 89 corridor, but the easement for the rail line was relinquished by the rail owner many years

Map 7 - Park County Road Network



ago and the easement was acquired by adjoining landowners.

**Map 8 - Park County Active Transportation Plan**

**Parks**

Park County currently has four small parks located throughout the County, these include, Green Acres Park in Livingston; Confluence and Arch Parks in Gardiner; and, Silver Gate Park in Silver Gate. The City of Livingston also manages numerous parks and trails within city limits. In addition, there are also many privately owned and operated parks spread throughout Park County. In 2014 Park County completed a parks inventory and assessment for Green Acres and Silver Gate Parks which provides detailed recommendations for improvements.

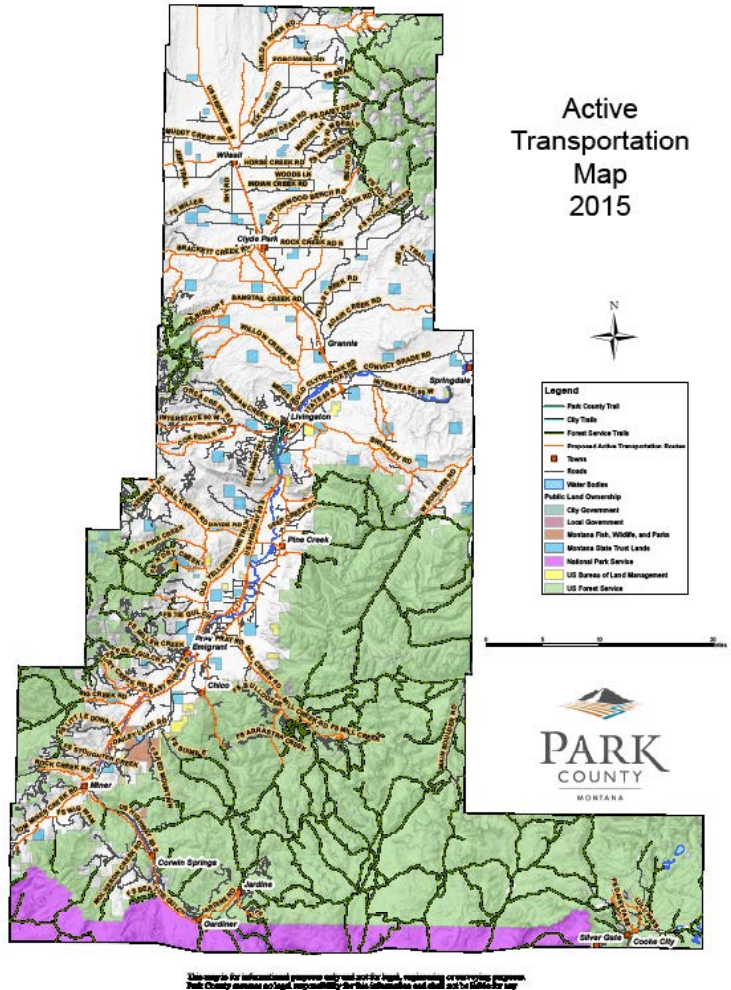
**Fairgrounds**

The Park County Fairgrounds Board operates and manages this County facility to provide and promote a safe, clean, enjoyable and comfortable environment for public use and participation. Typical annual events include the County Fair, Christmas Fair, Professional Rodeo Three-Day Event and the Professional Bull Riding Event. Other activities include team roping events, family reunions, special functions and events and auctions.

The facility offers electricity for RVs, dry camping, showers, horse stalling, building and arena rental, parking, kitchen amenities, barns and boat and RV storage.

**Water**

Outside of the communities of Clyde Park, Wilsall, Livingston, Gardiner, Cooke City, and Silver Gate, almost all Park County residents rely on individual groundwater wells for their water supply. Table 6 shows the community water systems serving municipal areas and the approximate population served by these systems. Of these systems, Livingston and Clyde Park are the only incorporated jurisdictions. There are also several community water systems in place serving specific sites in Park County, including trailer parks, schools, campgrounds and similar uses. For residents not supplied with water from a community water system most rely on individual wells. As of spring 2016 there were 5,695 wells in Park County, 22% of which were drilled since 2005. Of these 5,695 wells, 79% are used for domestic purposes, 9% for stock water, 7% for monitoring, and 6% for irrigation.<sup>4</sup>



**Table 6 - Community Water Systems**

Area Served	Pop. Served
Clyde Park	350
Cooke City	300
Gardiner	700
Livingston	7500
Silver Gate	37
Wilsall	250

4 <http://mbmgwic.mtech.edu/sqlserver/v11/reports/CountyStatistics.asp?MTCOUNTY=PARK>



## Wastewater

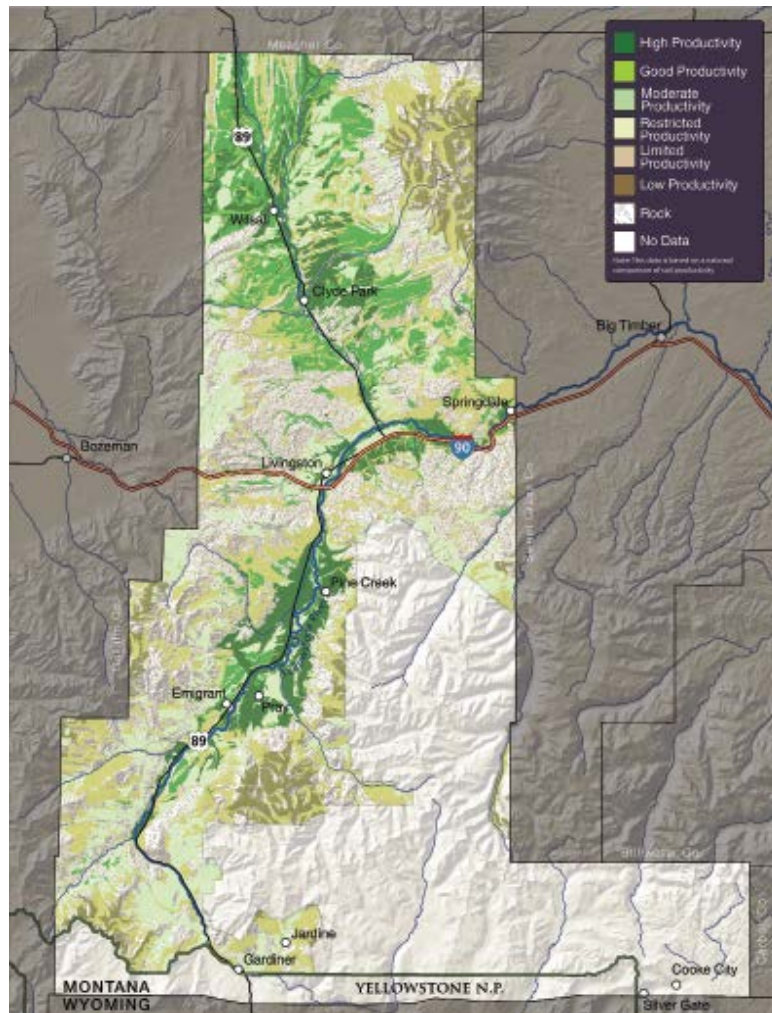
Wastewater systems in Park County are primarily individual septic drain field systems. Gardiner and Livingston are the only communities that have public wastewater systems.

## Natural Resources

### Agricultural Soils

Park County has a rich history of agricultural production. Today, much of Park County's agricultural soils are classified as moderate to lower productivity, with the Shields Valley yielding the highest overall productivity classification. Map 9 shows soil productivity throughout Park County. The high elevation terrain throughout the County constricts the more productive soils to the valley floors. Both the Shields Valley and Paradise Valley are characterized by irrigation pivot lines, cattle ranches, hay and alfalfa production and other agricultural crops.

Map 9 - Park County Soil Productivity



### Sand and Gravel Resources

Sand and gravel resources are generally, but not always, located along streams, rivers, or areas where certain kinds of geologic events have occurred. Map 10 shows currently permitted open cut mines in Park County. Sand and gravel are important construction materials which are intended to be utilized, particularly in areas where extraction and processing will not negatively impact nearby landowners and existing uses.

## Water Resources

### Surface Water

Surface waters in Park County, in the form of streams, creeks, and rivers flow from the Absaroka, Bridger, Crazy, and Gallatin mountain ranges. The wide variations in elevation add to the complex drainage system. Groundwater also contributes to surface water resources. The two major river drainages in the County include the Yellowstone River flowing from the south and the Shields River flowing from the north. These two rivers provide water for irrigation, livestock, domestic and municipal needs, fish, and recreation opportunities. There are also many small, privately-owned reservoirs that provide water storage scattered around the County. See map 11 for an overview of watersheds in Park County.

## Ground Water

The availability and quality of ground water is dependent on geological conditions. The geology of Park County is complex and has been shaped by deposition, uplifting, and volcanic and glacial action and potential water yields from the different formations vary greatly. Several interrelated aquifers are located under the Paradise Valley. Groundwater is also available in glacial till and alluvial fan deposits, but yields are typically lower. Seasonal stream runoff is extremely important to the groundwater recharge in the Paradise Valley area. Most of the ground water appropriations lie in the Yellowstone and Shields River valleys.

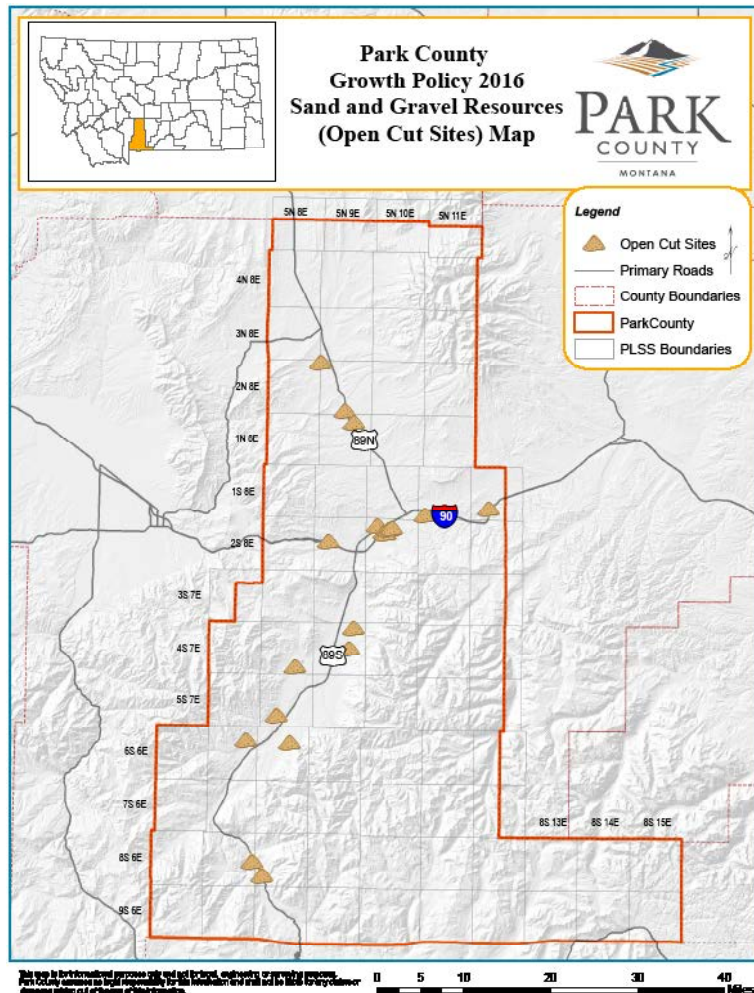
## Wetlands

Wetland areas in Park County consist of springs, marshes, bogs, river oxbows, beaver ponds, and ponds and lakes. Wetlands are defined by physical (soil and water) and vegetative (plant) characteristics. Wetlands, although not abundant in Park County, are some of the most productive lands in the County in terms of supporting a variety of wildlife and vegetation. Healthy wetlands function to maintain water quality and reduce the impacts of seasonal flooding. Due to high water tables, wetlands are not areas conducive to development and their development is regulated by state and federal law.

## Vegetation

Due to the range of elevations, aspects, geology and soil types, and precipitation amounts, there is great diversity in the vegetative cover in Park County. Cottonwoods and mixed riparian vegetation line the river bottoms of the Yellowstone and Shields Rivers. The lower elevation river valley bottoms are either used for agricultural production or covered by native and introduced grasses. Above the valley floors - in small drainages with higher soil moisture - mixed deciduous shrubs are found. The drier foothills above the valleys are covered by grass and sagebrush with scattered pine and fir trees. Higher elevation slopes above the valley bottoms are covered by more densely timbered pine and fir forests containing small grassy meadows and openings. Recent and historic wildfires have left burn scars throughout the higher elevations of the County with standing snags and young regenerating forests. In the highest and wettest locations of the County - the Cooke City area, the Absarokas, and the Crazy Mountains - alpine meadows, rock outcroppings, and snowfields dominate.

Map 10 - Park County Open Cut Mine Permits



## Fish and Wildlife

### Fish

The Upper Yellowstone River contains a premiere trout fishery. Rainbow and brown trout were introduced historically into what was once a Yellowstone cutthroat fishery. The Yellowstone and Shields Rivers remain strongholds for Yellowstone cutthroat trout, designated as a species of special concern by Montana Fish, Wildlife, and Parks. A small number of high mountain lakes in the Absaroka, Bridger, and Crazy Mountain ranges are stocked with Yellowstone cutthroat trout. Map 12 shows the relative quality of 46 cold and warm water game fisheries available to anglers in Montana. Streams are classified according to fish species size and abundance, the number of sport fish species found there, and the presence of unique fishing opportunities. Class I waters in Park County, such as the Yellowstone River, rank in the top 3% of Montana's sport fisheries: Class II and Class III streams fall within the next 22%.

### Wildlife

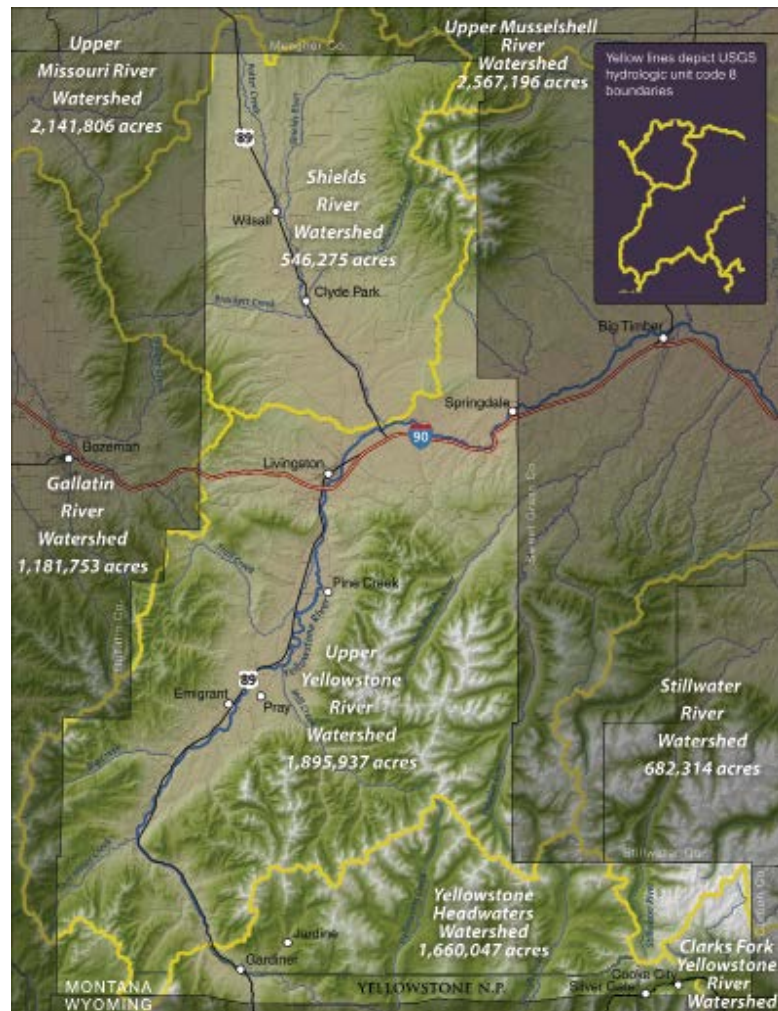
Park County is home to a diverse population of wildlife. Remarkably, Park County supports all the large species of wildlife that were present when Lewis and Clark first stepped foot in Montana in 1805. All 12 species of ungulates and major predators still occur. Park County is best known for its large elk populations and its large predators; grizzly bears, black bears, mountain lions, and gray wolves.

Park County supports a significant wintering elk population which includes migratory elk from Yellowstone National Park. Elk congregate in large herds in the foothill/grassland/sagebrush habitat in the winter months. Elk may spend the late summer and early fall on lands used for agriculture and grazing. Much of the habitat used by elk in the County is located on private land where agriculture operations occur.

Grizzly bears, black bears, mountain lions, and gray wolves typically use the riparian, foothill grassland, and forest habitats, but can and do venture into agriculture and residential areas. When this happens, wildlife and humans can come into conflict.

Mule deer range across much of the lower elevation areas of the County, occupying riparian, agricultural, foothill grassland, and forested habitats. In the winter, deer prefer south and west slopes, wind-blown areas, and hay meadows. White-tailed deer occupy agricultural and riparian habitats. Deer-vehicle collisions are common in the County.

Map 11 - Park County Watersheds



## Wildland-Urban Interface

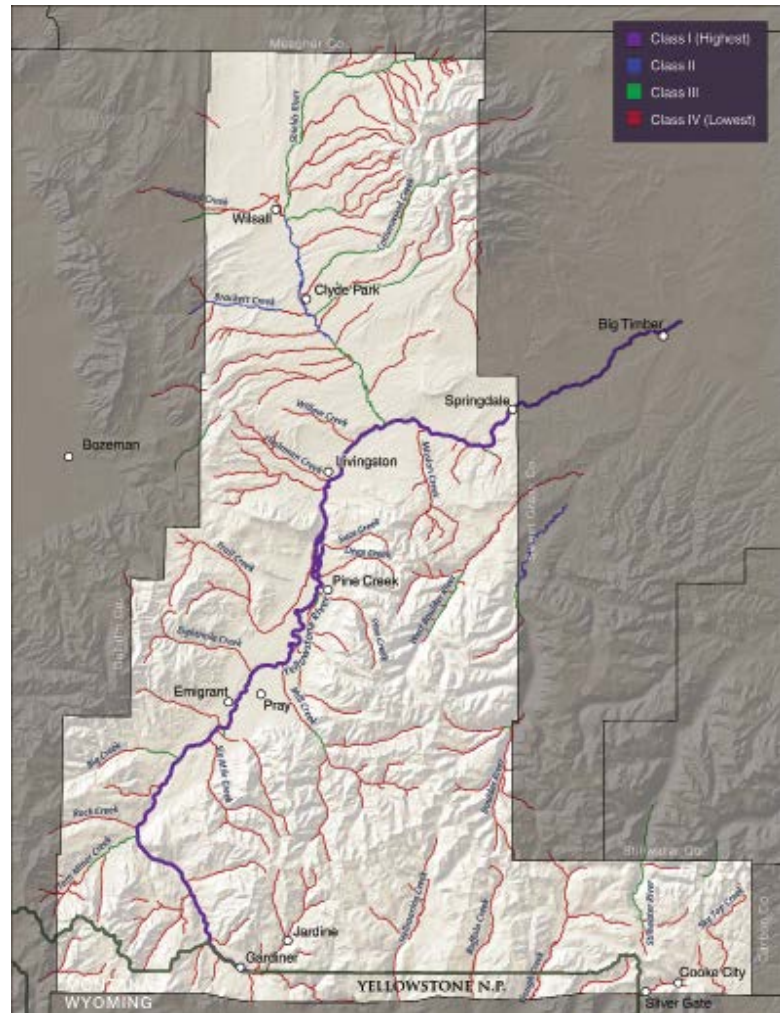
Wildland fires are a fact of life in Park County, and fires are burning faster, hotter and scorching more acreage than in the past. At the same time, more homes are being built in the hills and forests across the County. As a result, the costs of fighting fires is increasing, as well as the risk to people and property. The Park County Community Wildfire Protection Plan (CWPP) focuses on *“wildfire assessment including wildfire history, updated fuel models, historic fire regimes, values at risk”* as well as *“assessment of emergency egress routes in need of hazard mitigations, a clear definition of the Wildland-Urban Interface (WUI) in the local landscape, an explanation of weather’s relationship to wildfires, and a prioritization of specific fuel reduction areas and or projects.”*

Map 13 displays the WUI as identified in the CWPP. The CWPP defines the WUI as:

1. An area within or adjacent to an at-risk community identified in recommendation to the Secretary in a Community Wildfire Protection Plan; OR
2. In the case of any area for which a Community Wildfire Protection Plan is not in effect:
  - An area extending ½ mile from the boundary of an at-risk community,
  - An area within 1 ½ miles of the boundary of an at-risk community, including any land that:
    - Has a sustained steep slope that creates the potential for wildland fire behavior endangering the at-risk community
    - Has geographic feature that aids in creating an effective firebreak, such as a road or ridge top; OR
3. Is in Condition Class 3, as documented by the Secretary in the project-specific environment analysis; AND
4. An area that is adjacent to an evacuation route for an at-risk community that the Secretary determines - in cooperation with the at-risk community - requires hazardous-fuel reduction to provide safer evacuation.

This definition is out of date with the current definitions used by state and federal agencies. A more in-depth discussion, including a definition of the WUI is required as part of the 2016 Park County Growth Policy update to meet the requirements of state law.

Map 12 - Park County Game Fish Quality



### Current Regulations Regarding Development in the WUI

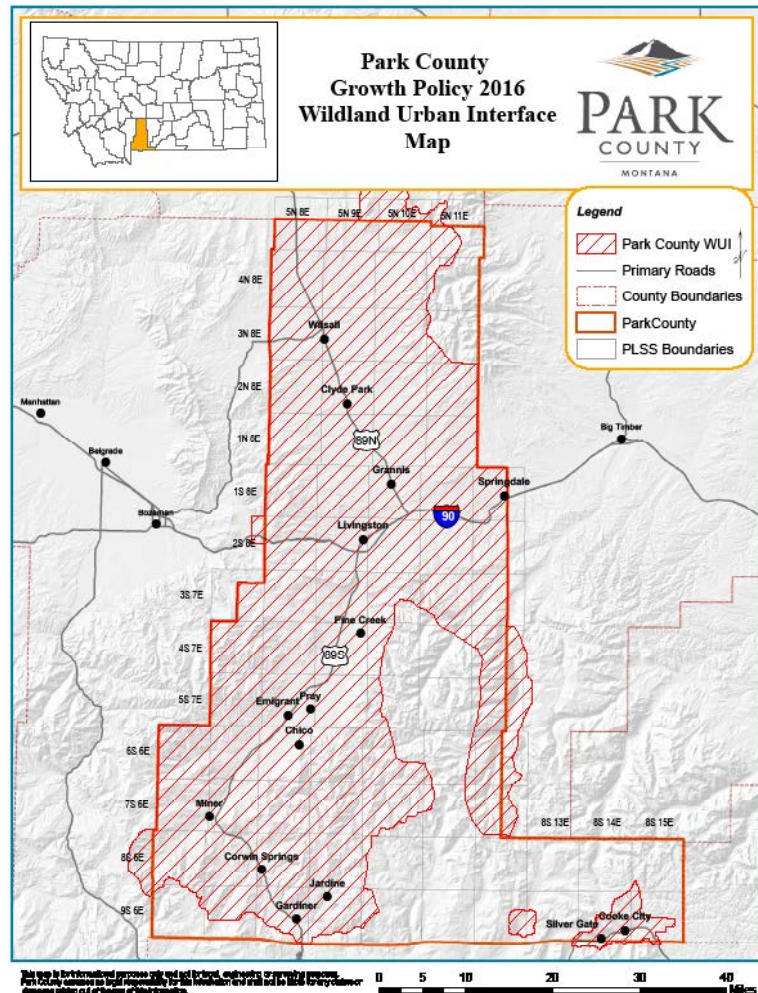
Park County has adopted standards in the subdivision regulations that require a fire protection plan to mitigate impacts to public health and safety. The regulations require specific considerations for subdivisions located in the WUI as defined by a host of different sources. The regulations require water supplies, safe turn-arounds for emergency vehicles, fuels treatments and other provisions.

### Recreation

Park County is an outdoor recreation paradise. There are numerous opportunities for residents and visitors alike to pursue their favorite outdoor activities, whether they are interested in hiking, backpacking, camping, biking, cross-country skiing, horseback riding, snowmobiling, hunting, golfing, or a multitude of water recreation activities. Maps 14 and 15 show respective recreational opportunities in northern and southern Park County.

Hundreds of miles of trails and forest roads on the Custer-Gallatin National Forest provide access to scenic mountain lakes, deep woods, and wildflower-filled meadows. Some of these can be accessed by motorized vehicles, while others are restricted to hikers or people on horseback. In the winter, these same trails provide skiers and snowmobilers with both groomed and ungroomed snow sport opportunities. The rivers, streams and lakes of Park County are famous for their excellent fishing,

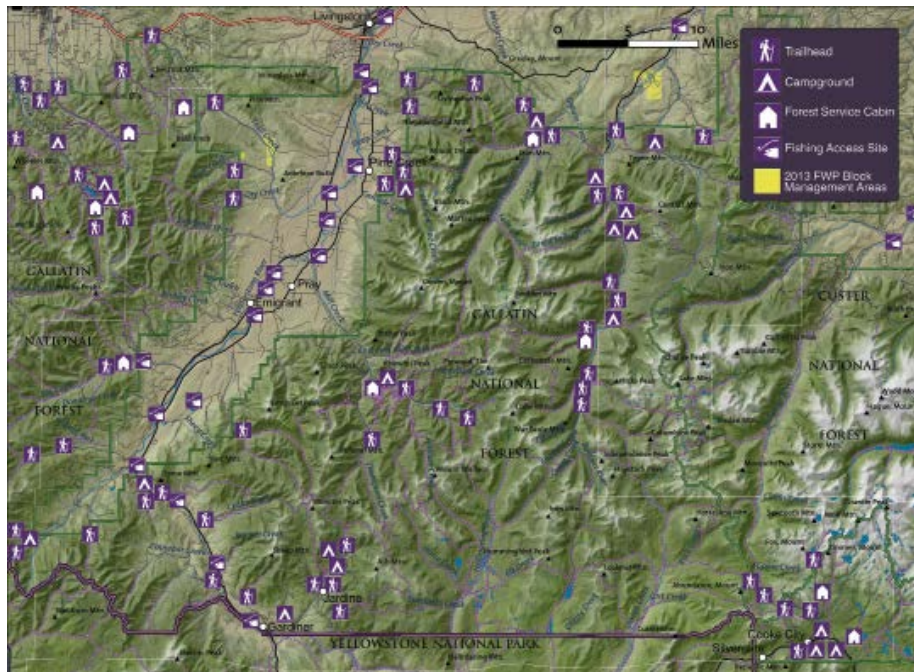
Map 13 - Park County Wildland-Urban Interface



Map 14 - Northern Park County Recreation Opportunities



Map 15 - Southern Park County Recreation Opportunities



primarily for trout but also in some places for warm-water species like walleye. These same waters make for excellent boating, from white-water rafting or kayaking to rowing a drift boat on the Yellowstone or fishing from a motor boat on Dailey Lake in Paradise Valley.

There are ample camping opportunities on public lands including developed campgrounds such as Pine Creek and Mill Creek in the Custer-Gallatin National Forest, as well as hundreds of thousands of acres of backcountry where visitors can pitch a tent and savor the solitude of some of America’s wildest mountain ranges including the Gallatin, Crazy, and Absaroka mountains.

Many landowners welcome responsible sportsmen and women on their property through programs like the Department of Fish, Wildlife and Parks Block Management Program, as well as outfitted or fee hunting and fishing, including the famous spring creeks of Paradise Valley.

**Table 7 - Park County Non-Resident Visitor Expenditures**

<b>Spending Category</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>Change '11 -'14</b>
Gas, Diesel	\$61,532,000	\$76,978,000	\$84,143,000	\$73,431,000	19%
Restaurant, Bar	\$31,153,000	\$41,474,000	\$37,540,000	\$35,320,000	13%
Hotel, Motel, B&B	\$23,708,000	\$26,011,000	\$22,598,000	\$21,143,000	-11%
Outfitter, Guide	\$8,980,000	\$10,733,000	\$11,605,000	\$19,969,000	122%
Grocery, Snacks	\$14,943,000	\$16,998,000	\$17,848,000	\$17,271,000	16%
Retail	\$15,693,000	\$16,557,000	\$14,903,000	\$13,999,000	-11%
Rental Cabin	\$4,552,000	\$5,147,000	\$5,422,000	\$7,457,000	64%
License, Fees	\$2,930,000	\$5,547,000	\$5,382,000	\$2,503,000	-15%
Auto Rental, Repair	\$1,392,000	\$941,000	\$1,354,000	\$1,691,000	21%
Campground	\$2,118,000	\$1,221,000	\$1,092,000	\$1,303,000	-38%
Transportation Fares	\$0	\$12,000	\$774,000	\$858,000	na
Gambling	\$163,000	\$132,000	\$398,000	\$813,000	399%
Service	\$416,000	\$323,000	\$204,000	\$266,000	-36%
Farmers Market	\$0	\$53,000	\$84,000	\$59,000	na
<b>Total</b>	<b>\$167,580,000</b>	<b>\$202,127,000</b>	<b>\$203,347,000</b>	<b>\$196,083,000</b>	<b>17%</b>

Finally, Park County is the original and only year-round gateway to the world’s first and perhaps most beloved national park – Yellowstone. The Yellowstone visitor center in Mammoth on the northern edge of the park is an excellent place to learn about the wonders of Yellowstone and the many ways to explore and enjoy it. Together with the national forest and other public lands, the rivers, streams and lakes, and the wide-open spaces preserved by farms and ranches, Park County has something for everyone who enjoys outdoor pursuits in a natural environment.

### **Economic Impact of Recreation**

From hunting and fishing to visiting Yellowstone National Park and nearby National Forest lands, recreation spending has a substantial economic impact in Park County. The University of Montana’s Institute for Tourism and Recreation estimates that non-resident visitor expenditures in Park County were just under \$200 million in 2014, an increase of 17% since 2011. The top five highest spending categories in 2014 were, fuel, restaurants/bars, accommodations, outfitters/guides, and groceries/snacks (see Table

7). Furthermore, a recent report from the National Park Service estimated that visitors to Yellowstone National Park in 2015 spent more than \$493 million in local communities through direct spending and employment income.



# Appendix B

## Public Input

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# Public Comment Opportunities and Notices



## Initial Announcements

- 1/5/16 Livingston Enterprise article
- 1/27/16 Livingston Enterprise article
- 1/28/16 Livingston Enterprise article
- 1/31/16 Bozeman Daily Chronicle article

## Growth Policy Website

Established in March 2016 and updated throughout the project to provide an information clearing-house and to accept public comments. <http://www.parkcounty.org/Government-Departments/Planning/GROWTH-POLICY-UPDATE/>

## Stakeholder Interviews to Identify Key Issues

May 2016

## Open Houses and Public Workshops to Vet Key Issues and Review Goals and Objectives

Meetings held between 4pm - 6pm

- 6/7/16 Cooke City - Cooke Community Center
- 6/9/16 Gardiner - Gardiner Community Center
- 6/14/16 Paradise Valley - Emigrant Hall
- 6/15/16 Shields Valley - Wilsall Senior Center
- 6/16/16 Livingston - Shane Center

Advertising for meetings

- 5/23/16 News release distributed
- 5/23/16 Shields Valley, Gardiner, Cooke City newsletter paid notices
- 6/1/16 Email blast advertising meeting asking public to share information
- 6/1/16 Livingston Enterprise article
- 6/1 /16 Posters distributed to businesses in all communities
- 6/1/16 Postcards distributed to all communities first week
- 6/1/16 Facebook post advertising meetings
- 6/2/16 Livingston Enterprise Guest Editorial

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6/3/16	Livingston Enterprise article
6/6/16	Week of - Livingston Enterprise Op-ed Peter Fox
6/6/16	Week of Livingston Enterprise story
6/7/16	Facebook post advertising meetings
6/16/16	Facebook post advertising meetings

**Online Questionnaire to Seek Guidance on Approaches to Land Use and Development**

8/9/16	Press Release sent to list serv
8/9/16	Press Release sent to Gardiner, Livingston and Cooke City Chambers of Commerce and Park County Library.
8/10/16	Press release sent to Livingston Enterprise
8/12/16	Distribution of paper copies of questionnaire to Val's Café in Wilsall, Glenn's Market in Clyde Park, Park County Library in Livingston, Cooke City Chamber of Commerce and Gardiner Chamber of Commerce.
8/15/16	Link to questionnaire posted to Park County website homepage events section
8/15/16	Facebook post to encourage residents to participate
8/22/22	News story in Livingston Enterprise
8/27/16	Peter Fox Op-ed

**Planning and Development Board Public Hearing and Meetings to Consider Public**

**Comments**

11/17/16	Public hearing
12/15/16	Meeting to consider comments
12/22/16	Meeting to consider comments

Advertising for hearing / meetings

10/12/16	News release on sent to Park County Community Journal, Cooke City Newsletter, Gardiner Chamber Newsletter, Shields Valley Newsletter, Livingston Area Chamber, Livingston Enterprise
10/13/16	Facebook advertisement on Public Hearing
10/14/16	Public Hearing legal notice published in Enterprise
10/31/16	Public Hearing legal notice published in Enterprise
11/9/16	Public Hearing legal notice published in Enterprise
11/10/16	Facebook advertisement on Public Hearing

# Key Stakeholder Interviews

Below is a record of the public input collected and considered in the drafting of the growth policy

## Park County Growth Policy Update – Interview Response Form

**Purpose:** The purpose of the Park County Growth Policy stakeholder interview process is to identify the key issues that need to be addressed as part of the update. These are the topics that are most important to Park County residents and business owners. As the Growth Policy update addresses only areas within the county, we ask that respondents limit their responses to issues pertaining to Park County.

Date: 6/28/2016

Interviewee: DAVID DE RUY

Affiliation(s): Attorney, owns ranch land, mining & timber interest, lifelong resident & income property in Livingston

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<p>ZONING</p> <p>BALANCE BETWEEN ENVIRONMENTAL ISSUES AND SUSTAINING AGRICULTURE BASE AND CORE INDUSTRIES, INCLUDING TIMBER &amp; MINING</p>
<p>2. In your opinion what are the best ways to address these issues?</p>	<p>GROWTH POLICY &amp; CLEAR STATEMENT OF OBJECTIVES</p>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<p>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</p>	<p>9.</p>
<p>4. If nothing is done to address these issues, what do you see as the likely outcome?</p>	<p>A COMMUNITY DEPENDANT ON TOURISM, LOW PAYING JOBS</p>
<p>5. What additional issues/topics do you think the Park County Growth Policy should address?</p>	

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Date: 25 May, 2016

Interviewee: Alex Sienkiewicz

Affiliation(s): Community Member/Partner

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<p>Pressing issues include those that may be categorized as 1) Social 2) Environmental 3) and Economic. Of course there is significant overlap and interplay between these categories and improvement in one area often leads to improvement in another. For example, healthy fisheries and streambed access in public lands and waters fosters local business opportunities, quality of life, real estate markets, and public health and well-being, and connecting youth with the outdoors. All of these categories and the well-being of a "culture of community"...</p> <p>A big question for Livingston and Park County is that relating to what the future holds for us. What is our community vision? Are we as a community going to take the long route of siting growth, development, and land use to happen haphazardly and without foresight (the pay more later approach); or roll up our sleeves and develop a vision of private land use, public parks and open spaces, and zoning that creates a deliberate and sustainable community-focused future (the pay less now approach)... Unfortunately, the existence of challenging politics continues this question. While community and future-oriented citizens tend to support reasonable planning, zoning, and community measures, there are those who oppose such measures as they see their "freedom" to do whatever they like and use their land however they see fit as paramount in matters of community well-being. At the same time, these opponents of community planning often fail to admit that private actions almost always have a large effect on communities and public values... For example values levels of governmental siting private businesses in ecologically sensitive and nearby the banks of the Yellowstone River negatively affects private landowners downstream, fisheries and ecological values, aesthetics and public recreation opportunities (associated with the stream access law). What do we need to see as a community? Thinking schools? World class outdoor amenities and strong public access trails? A fishing and athletic local and regional economy? A physically and emotionally healthy population of community members? These are not rhetorical questions. If we as a community support such a vision, we need to work hard, persistently, and consciously in these ends. This starts in crafting law, policy, and regulation to prevent countervailing forces from precluding the community vision before it can be achieved...</p>
<p>2. In your opinion what are the best ways to address these issues?</p>	<p>As far as planning for growth and development—have a strict growth policy, that prevents politics from overriding it... develop an urban growth boundary like the city of Portland, OR. Plan for open space and trails connecting open spaces and public lands. Make the county, bike-able, walkable, and sustainable. Initiate open space bonds and look to connect local, state, and federal public lands. Develop and support standing community boards that partner with government agencies and support the long term vision for the community. Incorporate business and educational institutions into such community endeavors... and give the community and its institutions ownership in the positive changes...</p>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<p>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</p>	<p>City and county leaders and institutions (We should ask ourselves whether the city should move to a mayor-city council system for more accountability...?). We should emphasize to wealthy part timers and large land holders that it would behoove them to give back to the communities from which they draw such great benefits in a far bigger and more meaningful way. In turn, try to wrap some of these folks into the regular course of business and community...</p>
<p>4. If nothing is done to address these issues, what do you see as the likely outcome?</p>	<p>Amplification of current socio-economic and environmental problems. Inability of local governments to manage educational institutions, environmental problems, sprawl, poverty, drug and alcohol abuse, depression, etc...</p> <p>While Bozeman is no Panacea, that city is progressive in its efforts to plan ahead and be forward thinkers to the extent powerful forces to the contrary can be overcome. Those who think "wind" will prevent that kind of growth and sprawl from coming to Livingston are misguided.</p>
<p>5. What additional issues/topics do you think the Park County Growth Policy should address?</p>	<p>Connecting All socio-economic strata and all manner of citizens to open spaces.</p> <p>Making Livingston bike-able, walkable, and sustainable.</p> <p>Setting strict zoning regulations and urban boundaries that reflect a well-considered and deliberate vision of the future.</p> <p>Hold public and private entities accountable for their obligations...When private individuals or entities reap a positive benefit or gain, they should be encouraged to give back (large landowners, water users, businesses)... We should all pay taxes and put our money where our mouths are...</p>

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<b>Name</b>	Andrea Peacock
<b>Affiliation</b>	Elk River Books, Emigrant resident
<b>What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</b>	The county needs mechanisms by which it can guide desired growth and control for undesirable effects of chaotic growth.
<b>In your opinion what are the best ways to address these issues?</b>	A plan that outlines desired and valued uses, and allows the county to place restrictions on activities that degrade or impinge on these desired and valued uses.
<b>If nothing is done to address these issues what do you see as the likely outcome?</b>	Uncontrolled growth that degrades agricultural, recreational and aesthetic values; water and air quality problems; insufficient infrastructure to accommodate increased population.

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Date: 5/6/16

Interviewee: Bob Ebinger

Affiliation(s): Livingston BID, Former City Commissioner

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<p>A need for better interface/relationship between the City and County.</p> <p>Making sure the Wildland Urban Interface is correctly done.</p> <p>Respecting natural environment and wildlife while developing lands.</p> <p>Planning for and balancing the usage of water between agriculture and development.</p>
<p>2. In your opinion what are the best ways to address these issues?</p>	<p>Education that can help lead to bottom-up solutions, however idealistic this may sound. This can help prevent fear and animosity from the public surrounding change.</p> <p>It is hard to address some issues because the mentality is "It's always been done this way."</p> <p>Through the creation of coalitions including elected officials.</p> <p>Increasing public awareness to the fact that problems won't just disappear and we need to focus on solutions.</p>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<p>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</p>	<p>Planning Boards made up of people with a mixture of different interests that represent policies.</p> <p>Community Government as long as it represents a wide swath of opinions.</p> <p>The Park County Environmental Council, Energy organizations, stock growers and any other group as long as everyone realizes that people are there to come to a solution, not just spit out there mission statements.</p>
<p>4. If nothing is done to address these issues, what do you see as the likely outcome?</p>	<p>We will become Gallatin Valley or worse, Belgrade.</p> <p>Misuse in downtown Livingston, there is currently a need for infill in Livingston and in existing communities within the County.</p>
<p>5. What additional issues/topics do you think the Park County Growth Policy should address?</p>	<p>The County Commission needs to represent the entire County.</p> <p>The Growth Policy should include a focus on the relationship between the City and the County because Livingston is in Park County.</p> <p>The Former Zoning Donut</p> <p>Light Pollution</p>

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Date: 05-11-2016

Interviewee: Bob Smith

Affiliation(s): Cooke City Silver Gate resident

Question	Response
<p><b>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</b></p>	<p><b>In Cooke City, Forest Service is trying to shut down public lands and put in wilderness.</b></p>
<p><b>2. In your opinion what are the best ways to address these issues?</b></p>	<p><b>Commissioners need to sit down with town and FS to work things out and get things done.</b></p>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<p><b>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</b></p>	<p><b>FS, commissioners, legislature, National Park Service, Town of Cooke and Silver Gate. Need a leader like a/ all commissioners</b></p>
<p><b>4. If nothing is done to address these issues, what do you see as the likely outcome?</b></p>	<p><b>Wilderness, Cooke City Silvergate won't be there anymore. No recreation left.</b></p>
<p><b>5. What additional issues/topics do you think the Park County Growth Policy should address?</b></p>	<p><b>Look at growth through paradise valley area. be prepared for growth, infrastructure, roads, subdivision regs including</b></p>

# Park County Growth Policy Update – Interview Response Form

**Purpose:** The purpose of the Park County Growth Policy stakeholder interview process is to identify the key issues that need to be addressed as part of the update. These are the topics that are most important to Park County residents and business owners. As the Growth Policy update addresses only areas within the county, we ask that respondents limit their responses to issues pertaining to Park County.

Date: May 16, 2016

Interviewee: Donna Rowland

Affiliation(s): CP, CC, SG Chamber of Commerce and Community Council, Mt. Republic Chapel of Peace

Question	Response
<p><b>1.</b> From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<p>Housing for year round residents and seasonal workers.</p> <p>Each community in Park County has different infrastructure issues that will is and or will effect the economic value. i.e. septic/sewer, water, internet service, fire protection, emergency services, to name a few.</p> <p>School systems especially in smaller communities need to be kept up with technology. Insure quality is being taught. Better communication with state and county officials.</p> <p>The items listed above are very important to retain a population to have people available to run the non profit organizations and districts established.</p>
<p><b>2.</b> In your opinion what are the best ways to address these issues?</p>	<p>Some of the problems are a catch 22. You have to fix this before we can get that.</p> <p>Having some resolution for septic in Cooke City (or some solution outside of the main street area) to be able to build housing. It would have to be a decision of the community with zoning as to what type of housing.</p> <p>Communication and more involvement with Park County Superintendent for the school board and teacher(s).</p> <p>So many issues and topics have been discussed and have been accomplished from the 2005 Growth Policy. Continue strong with the conversations with the communities and finding resolutions. Target dates and/or review dates are a great way for the community to see any type of success building more trust.</p>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<p><b>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</b></p>	<p>Colter Pass, Cooke City and Silver Gate relies on our Park County departments for guidance and help.</p> <p>State agencies.</p>
<p><b>4. If nothing is done to address these issues, what do you see as the likely outcome?</b></p>	<p>The issues with the water in both Silver Gate and Cooke City and septic in Cooke City need to be addressed now. Without resolutions established within a year or so the infrastructure will fail. We don't want to see businesses closed nor do we want to have a failure in water that would drive people away from visiting or businesses not able to serve their visitors. Lack to owners or visitors effects the economy of this area.</p> <p>Infrastructure not taken care of will not allow us to serve the many YNP park visitors. Looks poorly on all of us.</p> <p>Good schools keep and bring in young people, otherwise they are leaving the area.</p> <p>Internet outside of Cooke City, is hurting the businesses since visitors are demanding the service. The businesses are not able to keep up with the expected demand in applications to run their business.</p> <p>Internet also could expand some type of technology business for people that want to study and or work here.</p>
<p><b>5. What additional issues/topics do you think the Park County Growth Policy should address?</b></p>	<p>The same comments written in the previous 2005 growth policy report continue and have not been resolved. Though I do see better and more communication between Park County and are communities.</p> <p>We need some type of a task force plan to address the many different topics that the community of the Cooke City area. Target or review dates will build trust, communication and success.</p> <p>All over Park County communities are experiencing the same issues. Important to use all resources to help people that live and work here.</p>

Name	Alice Hartman
Affiliation	Mayor of Clyde Park, MT
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• Paving Bracket Creek Road into Clyde Park</li> <li>• Keeping green box site</li> <li>• Increasing land use conflicts in Clyde Park</li> <li>• Clyde Park prepare for oil and gas</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• City has contact with sheriff for Clyde park – works very well</li> <li>• County is very helpful at helping with maintenance of roads</li> <li>• Good coordination between the two</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
<ul style="list-style-type: none"> <li>• Increased conflicts (especially if oil and gas is developed)</li> </ul>	
What additional issues/topics do you think the Park County Growth Policy should address?	
<ul style="list-style-type: none"> <li>• Subdivision rules for Clyde Park?</li> <li>• Address how land use is changing</li> <li>• Clyde park has its own growth policy</li> </ul>	

Name	Chuck Donovan
Affiliation	Rural Fire/private land owner/developer
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• Property Rights, especially for landowners</li> <li>• Maximize delivery of services to encourage growth around Livingston</li> <li>• Different needs for different parts of the County – Wilsall to Gardner</li> <li>• Management of fuels on private lands – grasses and timber</li> <li>• Coordination between City (Livingston) and County</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• People generally don't want to see zoning</li> <li>• Fire departments need training and help getting volunteers</li> <li>• Expedite subdivision process in the area around Livingston</li> <li>• Mater plan for roads</li> <li>• Road design standards</li> <li>• People have got to reach compromise</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
What additional issues/topics do you think the Park County Growth Policy should address?	

Name	Ed Schilling
Affiliation	Former County CoCo
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• Economy relies on agriculture and tourism. How do we address agriculture and tourism and how do they coexist? Not all people want growth but we need growth.</li> <li>• Parts of the transportation network is substandard.</li> <li>• Which way will Livingston grow?</li> <li>• Maintenance of subdivisions after they are built?</li> <li>• What do we do with garbage? Currently situation is not ideal.</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• How can we finance infrastructure for growth around Livingston?</li> <li>• Who is going to pay for services?</li> <li>• Citizens initiated zoning.</li> <li>• Prepare for oil and gas by setting baseline for groundwater</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
What additional issues/topics do you think the Park County Growth Policy should address?	

Name	Frank O’Conner
Affiliation	PB Member, Business Owner
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• Transportation – Roads not up to code</li> <li>• Junk ordinance (is there one? Or is it not enforced)</li> <li>• Garbage disposal – find ways to make it more sustainable</li> <li>• Coordination with city</li> <li>• Bicycle/Multi-use Trails – trails are economic drivers</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• All new roads need to meet standards without exceptions</li> <li>• RSID’s could be used to maintain roads</li> <li>• More recycling</li> <li>• Telecommunications – how do we get high-speed internet to rural areas?</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
What additional issues/topics do you think the Park County Growth Policy should address?	



Name	Heather Jurvankainen
Affiliation	Director of Public Health
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• The connection between poverty and mental health and drug abuse and mental health</li> <li>• Housing, especially in Gardner, and increasingly in Livingston. High cost of housing is displacing people with mental health issues to remote areas where they do not have access to services</li> <li>• In Gardner, there is no housing for seasonally and temporary employee's</li> <li>• There is a lack of services for people with mental health issues in Gardner</li> <li>• Increased housing costs will hurt the ageing population</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• Bringing people out of poverty will help people with mental health issues</li> <li>• Part time clinic in Gardner</li> <li>• Shuttle services from Gardner to services in Livingston</li> <li>• Outreach in Gardner</li> <li>• Workforce housing</li> <li>• Housing for people with mental health issues</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
<ul style="list-style-type: none"> <li>• Situation will worsen and costs will rise for county residents</li> </ul>	
What additional issues/topics do you think the Park County Growth Policy should address?	

Name	Jackie Robbins
Affiliation	Former County Planner
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• Gardner and Cooke City water and sewer systems</li> <li>• Wildland fire</li> <li>• Public health and safety of bison expansion</li> <li>• Glut of available lots</li> <li>• People don't know county is liable for approving bad subdivisions</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• Tourism tax for public infrastructure in Gardner and Cooke City</li> <li>• Controlling noxious weeds on vacant subdivision lots</li> <li>• Limiting density in fire prone areas</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
What additional issues/topics do you think the Park County Growth Policy should address?	

Name	Mike Dailey
Affiliation	PB Member – retired property appraiser
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• Preservation of larger Agricultural holdings</li> <li>• Water use and minimum shares of irrigations</li> <li>• Proper covenants in subdivisions</li> <li>• Fixing inadequate roads in some areas</li> <li>• Prevent non-appropriate uses such as tire pits, junk yards and negative impacts to property values</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• Support conservation easements where beneficial –Commissioners</li> <li>• Provide limits for water shares – water boards and judges</li> <li>• Assist problem areas and offer help with RSID’s – planning boards</li> <li>• Enable public hearings for all non-appropriate uses – zoning boards</li> <li>• Educate land owners about loss of value from poor planning</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
<ul style="list-style-type: none"> <li>• Loss of family farms and the folks that have them.</li> <li>• The loss of community. “Help thy neighbor”</li> </ul>	
What additional issues/topics do you think the Park County Growth Policy should address?	
<ul style="list-style-type: none"> <li>• Construction crews working in park need a place to live in Gardner (man camps)</li> <li>• Establishing a water quality baseline in shields valley (oil and gas)</li> </ul>	

Name	Tara Depuy
Affiliation	Former County Attorney
What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?	
<ul style="list-style-type: none"> <li>• Land use conflicts are going to be a big issue – mining in Paradise Valley, stip commercial development</li> <li>• Lack of process giving people a say in land use</li> <li>• Housing is needed in Gardner</li> <li>• Doughnut area around Livingston</li> </ul>	
In your opinion what are the best ways to address these issues?	
<ul style="list-style-type: none"> <li>• Zoning needs to be on the table as a tool</li> <li>• Need good paying jobs</li> <li>• Improved coordination between city and county</li> <li>• Workforce housing in Gardner</li> </ul>	
If nothing is done to address these issues what do you see as the likely outcome?	
What additional issues/topics do you think the Park County Growth Policy should address?	

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<b>Name</b>	Jacqueline Isaly
<b>Affiliation</b>	Park County Resident
<b>What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</b>	Sprawl. Sub-Divisions with poorly designed/poorly constructed homes that all look alike and could be in any town across the US. Vehicle Congestion. Too many people and too many vehicles for the capacity of the roads.
<b>In your opinion what are the best ways to address these issues?</b>	Resist the impulse to allow for such sprawl, the traffic comes from moving away from small town country living. Don't forget why people move here in the first place. Focus more on keeping destinations centrally located with walkable/bikable access.
<b>If nothing is done to address these issues what do you see as the likely outcome?</b>	Livingston and Park County will lose its charm and be no different than any other run of the mill suburbia town.
<b>What additional issues/topics do you think the Park County Growth Policy should address?</b>	ACTIVE TRANSPORTATION

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# Park County Growth Policy Update – Interview Response Form

**Purposes:** The purpose of the Park County Growth Policy stakeholder interview process is to identify the key issues that need to be addressed as part of the update. These are the topics that are most important to Park County residents and business owners. As the Growth Policy update addresses only areas within the county, we ask that respondents limit their responses to issues pertaining to Park County.

Date: 5/18/16

Interviewee: Katie Weaver

Affiliation(s): Extension Agent - Economic and Community Development

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<ul style="list-style-type: none"> <li>- Continued pressure on our community infrastructure and the mediocre condition that it is in and especially as tourism numbers continue to grow.</li> <li>- Resort tax districts (Gardiner and Cooke City) are only for set amount of time so Cooke City will eventually lose this type of funding and should start thinking of long-term infrastructure as part of the projects that the taxes pay for.</li> <li>- Ex-urban growth/low-density growth issues as related to infrastructure and lack of planning.</li> <li>- Demographic changes are happening and pressure is occurring from people moving over from Bozeman; this pressure will continue from numerous directions unless there is another crash (which is unlikely). How do you maintain current landscapes with increased pressures?</li> <li>- Lack of diversified economies – tourism is great asset but also one of greatest challenges – it is the highest employment sector but offers the lowest wages.</li> <li>- The area experiences generational poverty – how do we address economies with low-wage, low-skilled workforces, people living in poverty, no benefits, behavioral health issues (especially in that demographic), etc.</li> <li>- Workforce training should be considered in the area to ensure opportunities for youth for their future in college, careers, entrepreneurship, etc.</li> <li>- Lack of collaboration between the county and city and need for more seamless transitions from within the city to the edge of the city and into county.</li> </ul>
<p>2. In your opinion what are the best ways to address these issues?</p>	<ul style="list-style-type: none"> <li>• County need take a more active role in intercorporated committees – some is happening now but there could be more.</li> <li>• We need to keep our resources in the county and have people in our county managing our resources (economic development, public health, etc.) – other partners can be of the table from other committees or counties, but the lead should be taken by Park County leadership.</li> <li>• Should be bringing together groups of people that can assist and help with strategic planning and utilizing respected and trusted persons for engagement and leadership for addressing these issues. <i>Quarter</i> – is a great example of what can happen. Cooke City and Infrastructure issues is a great example of what needs to be addressed as far as a focus for strategic planning.</li> <li>• Concentration of housing funds and community trust funds and maybe rethinking <i>Atlantic</i> Housing conservation. There are opportunities to communicate and work with actual developers so we don't get into situations comparable to Biggrade. There are opportunities in hiring in experts (i.e. <i>Harwood</i>, <i>HRDC</i>) that can do the back of projects that <i>Livingston</i> would be proud of. We should also make sure strategies are aware of the facts that are available through state resources.</li> <li>• Continue to explore and understand what funding mechanisms are in place (can Cooke City have another resort tax since this law expires). (Considering how resort taxes are spent (especially with traffic around at time and funding).</li> <li>• Encouraging funding mechanisms and standards to have tourism capacity to carry out the work in the best way possible.</li> <li>• Liability for state sales tax.</li> <li>• Building relationships with other workforce groups across the region and quickly learn and deploy <i>Livingston</i> based people.</li> <li>• Collaboration between city and county boards have been happening and should continue to happen – needs for at least one city/county member should be filled on city and county boards. (Living based membership is important as well. Board looking for all board members could be encouraged/discussed with lay down alternative and then focus the theme of collaboration through that meeting. Need facilitation of city/county meetings with limited members at agenda items per jurisdiction.</li> </ul>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<p>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</p>	<ul style="list-style-type: none"> <li>- Reemphasized that whoever is taking lead must be a local agency, organization or person.</li> <li>- Depending on the issue, a team of governmental, organizational and community leaders should collaborate for effective and efficient strategic planning.</li> <li>- Infrastructure issues should be led by the county.</li> <li>- Some influence by MSU Extension agents could be utilized as unbiased facilitators.</li> <li>- Chambers and councils in smaller unincorporated communities should be utilized.</li> </ul>
<p>4. If nothing is done to address these issues, what do you see as the likely outcome?</p>	<ul style="list-style-type: none"> <li>- Continued growth patterns already exhibited with no strategic investment or deployment of energy resources capital.</li> <li>- When you look at other communities this size, we have relatively good growth – and need to make it so everyone can live and work here.</li> <li>- If we don't manage our open space and where people live (looking at valley in last fifteen years), you will see the same residential development; Shields and Paradise Valley will continue to be cut up more.</li> <li>- County already has had some impacts on natural resources (ie - fisheries) because of pressure of tourism. Also wildlife corridors have been reduced (through housing, fencing, etc.).</li> <li>- If smaller communities can't fix infrastructure, they will be less intact (a good example of this type of situation is the community of Big Sky).</li> </ul>
<p>5. What additional issues/topics do you think the Park County Growth Policy should address?</p>	<ul style="list-style-type: none"> <li>- Transportation - especially non-motorized or non-single driver transportation</li> <li>- Clear strategic direction from City and County.</li> <li>- Poverty.</li> </ul>

### Key Issues

- Water supply is a pressing issue
  - There are times when the Yellowstone and Shields rivers do not have legally available water – not quite closed basins though
  - Ground water permitting is challenging though there are not many applications coming in.
- Difficult to mitigate outflows from wells. Not much on the ground enforcement.
- Ponds are an issue
- With Land Use conversions (flood to sprinkler/pivot irrigation) late season flows are lower. While sprinklers and pivots are more efficient they result in less ground water recharge than flood irrigation.

### Outcome of limited water supply in future

- Constraints on economic and population growth
- Existing water supplies will diminish.

### How to Address

- Water resource planning.
  - Identify desired future conditions which are to be maintained. E.g. aquifer levels, stream flows, floodplains, etc.
- Promote smart development
- Implement water resource studies

### Other Items Noted

- Predicted effects of climate change
  - Timing of rain and snow is the main issue both of which will impact late season flows.
- Ditch leakage is a significant contributor to groundwater recharge
- Park County irrigators prefer sprinklers/pivots as they are more efficient and conserve water. In actuality they may actually consume more water as there is less ground water recharge.
- Idaho incentivizes irrigators to stay in flood irrigation. There is no way to get people to convert back to flood from sprinkler/pivot.
- Correction in existing growth policy
  - NPS compact create Yellowstone groundwater area – *also set limits on surface water in tributaries and water adjacent to Yellowstone National Park*

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<b>Name</b>	Linda Worobec
<b>Affiliation</b>	Church Universal and Triumphant
<b>What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</b>	growth in tourism
<b>In your opinion what are the best ways to address these issues?</b>	prepare for infrastructure with roads and facilities along Hwy 89 and Gardiner
<b>If nothing is done to address these issues what do you see as the likely outcome?</b>	haphazard growth with increased traffic and expensive housing like Big Sky
<b>What additional issues/topics do you think the Park County Growth Policy should address?</b>	wildlife management without impacting private property owners' rights

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<b>Name</b>	Maria Teresa Moras
<b>Affiliation</b>	employee at The Summit Lighthouse
<b>What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</b>	danger of wild fires
<b>In your opinion what are the best ways to address these issues?</b>	cutting down dead trees, minimizing the danger by cleaning the dead trees in the soil that are fuel ready to burn, do the good forest management
<b>If nothing is done to address these issues what do you see as the likely outcome?</b>	fires during the summer, but hopefully not

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<b>Name</b>	Marshall K. Haley
<b>Affiliation</b>	Summit Lighthouse employee; Gardiner resident
<b>What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</b>	1) Road quality maintenance. 2) Warning newcomers and tourists of dangers from highway animal presence. 3) Perhaps major growth in Paradise Valley as Bozeman/Gallatin County fills up and gets 'too expensive'?
<b>In your opinion what are the best ways to address these issues?</b>	1) Our county road department does a good job, but it's a big county with many dirt roads in 'the valley'! 2) Maybe more signs along Highway 89 -- especially at each end, warning of that danger, and maybe posting number of accidents (and deaths?) caused by animals the previous year? 3) Early anticipation of growth and widen roads before it's 'too late' (always one of a government's greatest challenges, I know), especially Highway 89.
<b>If nothing is done to address these issues what do you see as the likely outcome?</b>	1) & 2) No outcomes different from current ones ... whatever those are ...? 3) Perhaps increased accidents on Highway 89 due to over-crowding two lanes.
<b>What additional issues/topics do you think the Park County Growth Policy should address?</b>	?

## Park County Growth Policy Update – Interview Response Form

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Date: 5-21-16  
 Interviewee: O'Hair Ranch Co. Jerry O'Hair Pres.  
 Affiliation(s): Rancher

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<p>Job Opportunities for People -            Growth of Business for a            Tax Base  <del>See</del> Growth is being discouraged            by the present policy and the            planning Board            Property Rights are controlled</p>
<p>2. In your opinion what are the best ways to address these issues?</p>	<p>Promotion of Growth instead            of always putting down            ideas and regulations that            make starting something new            impossible            Too many regulations under            control of Burecrats            less Government regulation</p>

## Park County Growth Policy Update – Interview Response Form

Question	Response
3. Which agencies, organizations, and/or individuals are best suited to address these issues?	Growth Policy - County Com. Planning Board
4. If nothing is done to address these issues, what do you see as the likely outcome?	Park County will continue to be a low income per capita in Montana Young people will leave for a brighter future. Nothing is available except for low paying service jobs
5. What additional issues/topics do you think the Park County Growth Policy should address?	Land owners are not considered by the planning Board - Board should be made up of more forward thinking people instead of how we can contain or stop growth.

### Biggest Concerns

- Being able to accommodate construction
- Lack of regulation in county – no building codes
- Vacation rentals
  - Popping up all over. People are turning anything they can into a vacation rental
  - Leading to shrinkage of year round population
  - Drives up demand and prices for both for sale and rental housing. Houses get snatched up fast, often before they hit the market. Many full time residents are moving to Emigrant.
  - No means of regulating vacation rentals
  - Gardiner has commercial and residential tap fees but vacation rentals generally pay residential.
- Lack of water storage. If there is a problem with water supply it is an immediate problem and must be addressed. No room or time to catch up.
- Waste water treatment residuals are high in arsenic from waste coming from Yellowstone
  - There is a sewer line that runs from Gardiner to Mammoth that has an inflow and infiltration problem (ground water infiltrating pipe). High arsenic groundwater in Yellowstone is leaking into the pipe and making its way to the Gardiner wastewater treatment plant. As a result Gardiner cannot use the residuals (bio-solids) as a soil amendment, or disperse, and must haul residuals to landfill in Logan.
  - Gardiner has an arsenic treatment plant for water but not for wastewater. The effluent levels from wastewater treatment plant has arsenic levels in the range of 150-200 ppb. *For drinking water EPA set arsenic standard at 10 ppb.*
  - NPA says that it is at least two years out from when they can address the problem.
  - Gardiner has plans to remove and replace pond liners and remove wastewater treatment residuals but this project is on hold until the NPS deals with the arsenic problem.

### Other Items Noted

- There has been a lot of new construction post-recession. The recession did not really impact Gardiner to a great extent.
  - 1 big new hotel
  - People are converting old stone houses to boutique hotels.
- Summer water usage is in high demand and they are having difficulty keeping up with demand. Wastewater treatment plant has to kick into high gear in summer. Winter is dead.
- Gardiner's wastewater treatment system
  - There is a lift station on the south side of the river which pumps water to north side of the river where it is then gravity fed to sewer pond – aerated lagoons

## Park County Growth Policy Update – Interview Response Form

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Date: 5/11/16

Interviewee: Dr. Scott Coleman

Affiliation(s): Livingston HealthCare

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<ul style="list-style-type: none"> <li>- Housing in the County is in crisis mode. Cited example of trying to hire – can't seem to hire middle wage, non-physician professionals that want to be in Montana and especially Livingston area, because the difference between cost of living and cost of housing is too much.</li> <li>- Felt there should be a thoughtful plan to clean up trailer parks with suggested future housing policy to eventually replace the trailer parks with low-cost housing units.</li> <li>- Many traffic issues especially within Livingston.</li> <li>- Discussed zoning through growth with bike lanes and trails for interconnectivity with thoughtful creation of commuting alternatives without such heavy reliance on vehicle use.</li> <li>- Natural wildlife corridors should be a necessity in the County especially as growth continues.</li> <li>- Donut area issues which creates resentment among city residents because tax burden is increased.</li> <li>- Would like to see aggressive and unified effort to push for resort tax with legislative change to population size related to resort tax requirements.</li> </ul>
<p>2. In your opinion what are the best ways to address these issues?</p>	<ul style="list-style-type: none"> <li>- Need better and more frequent meetings (questioned if any meetings now occur) between City, County, school district and Livingston HealthCare officials – perhaps quarterly meetings – to share current and future project information. This might help reduce duplication of projects and maintenance (one example is parks and trails).</li> <li>- Need to build trust among City and County officials and other major leadership parts of our local government.</li> <li>- Need to improve on shared commitment to community – the biggest barrier is city/county relationship.</li> </ul>

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## Park County Growth Policy Update – Interview Response Form

Question	Response
<p>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</p>	<p>- City, County, Livingston HealthCare, school districts</p>
<p>4. If nothing is done to address these issues, what do you see as the likely outcome?</p>	
<p>5. What additional issues/topics do you think the Park County Growth Policy should address?</p>	<p>Block all fast food chains especially in downtown area.</p>

## Park County Growth Policy Update – Interview Response Form

**Purpose:** The purpose of the Park County Growth Policy stakeholder interview process is to identify the key issues that need to be addressed as part of the update. These are the topics that are most important to Park County residents and business owners. As the Growth Policy update addresses only areas within the county, we ask that respondents limit their responses to issues pertaining to Park County.

Date: 5/12/16

Interviewee: Sky Anderson

Affiliation(s): Hayhook Ranch/Shields Valley Rancher

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<ul style="list-style-type: none"> <li>- Concerned that as county continues to grow, encroachment instances and violation of private property rights will also increase, especially as people move further into rural parts of the county. More population further creates more desire for more access and he has seen lack of regard/respect for private property rights.</li> <li>- State land rules need to be more understood as the county grows as there are many citizens and/or visitors that do not understand the rules or simply disregard the rules.</li> <li>- Budgetary issues are also an issue as more traffic has been moving up and down county rural roads – feels there is a need to increase maintenance of county roads. This would mean that before new projects (especially those that are recreational in nature) are considered, the necessities of road maintenance should be addressed.</li> <li>- The population of the north end of Park County is becoming more retired and second home buyers – Shields Valley Schools have lost 200 kids since 1998.</li> <li>- Discussion of anti-decay ordinances – and respectfulness of others and other personal properties.</li> <li>- Questioned that if all is good right now and population growth is nearly stagnant, why is there a major need for additions/changes to a growth policy?</li> </ul>
<p>2. In your opinion what are the best ways to address these issues?</p>	<ul style="list-style-type: none"> <li>- Possible introduction of state sales tax and elimination of either a property tax or income tax.</li> <li>- Resort tax discussion for the City of Livingston – meaning change in population requirements which would need to be approved through legislative act.</li> </ul>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<p>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</p>	<p>• Park County</p>
<p>4. If nothing is done to address these issues, what do you see as the likely outcome?</p>	<p>NA</p>
<p>5. What additional issues/topics do you think the Park County Growth Policy should address?</p>	<p>• Litter issues – all county roads and highways – more emphasis or rewards to community groups to clean the roads and get more recognition. Incentivized programs to do more road cleanup.</p>



# Park County Growth Policy Update – Interview Response Form

**Purpose:** The purpose of the Park County Growth Policy stakeholder interview process is to identify the key issues that need to be addressed as part of the update. These are the topics that are most important to Park County residents and business owners. As the Growth Policy update addresses only areas within the county, we ask that respondents limit their responses to issues pertaining to Park County.

Date: 5/12/16  
 Interviewee: Shiell Anderson  
 Affiliation(s): Hayhook Ranch/Shields Valley Rancher

Question	Response
<p>1. From your perspective what do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</p>	<ul style="list-style-type: none"> <li>- Some states have "Right To Farm" legislation which protects existing farm and agricultural practices which should be supported such as burning stubble, animal feedlots, etc. People that move into Park County sometimes feel that some of these activities should not occur but they should remember that they are moving into a community that has been utilizing certain (and effective practices) for many generations.</li> <li>- Should be consideration of more clustered housing in rural areas instead of spreading housing units out over 5 to 20-acre lots that some people don't have the means to manage.</li> <li>- Public convenience should not trump private property rights.</li> <li>- Expressed that there is spillover from Bozeman area and the draw is rural nature and open spaces.</li> <li>- Proposed bike paths are not necessary as there are many recreational opportunities already available to visitors.</li> <li>- Adding new trails will not improve tourist traffic and money is not well spent especially since there are many acres of recreational areas within the County that people can take advantage of.</li> <li>- Discussion of potential for development credit idea (this was analyzed in this area back in the 90s).</li> <li>- SH would like to avoid what happened in the Billerica (south from Minnesota) – perhaps some type of zoning.</li> </ul>
<p>2. In your opinion what are the best ways to address these issues?</p>	<p>Not sure if we need to change the status quo; if everything stays the same – do we need to grow and do we need more economic development?</p> <p>Consideration for new state sales tax while utilizing the existing property and income taxes that is beneficial with the addition of a sales tax.</p> <p>Rural sprawl may be best managed with use of development credits which ultimately helps property values to increase.</p>

## Park County Growth Policy Update – Interview Response Form

Question	Response
<b>3. Which agencies, organizations, and/or individuals are best suited to address these issues?</b>	<b>- Park County with some assistance, where appropriate, from some federal and state agencies.</b>
<b>4. If nothing is done to address these issues, what do you see as the likely outcome?</b>	<b>NA</b>
<b>5. What additional issues/topics do you think the Park County Growth Policy should address?</b>	<b>NA</b>

## Key Issues

- Livestock wildlife conflict
  - Bison coming out of Park resulting in brucellosis in livestock
  - There is a designated surveillance area (DSA) around Yellowstone. Requires a livestock management plan with the MT Dept. of Livestock. All ranchers in the DSA are subject to higher requirements for minimizing exposure to brucellosis. Livestock must be tested increasing labor and costs for ranchers. The state pays for a vet to come out and do the test and analyze results but it is still a big burden to bring livestock in to perform the tests. Also with each legislative session there is the threat that the state will cut funding for this program.
  - Cows and calves coming from the Yellowstone DSA receive less money at market even if they have tested negative. As a result there is a smaller market and smaller pot of buyers for livestock coming from this area.
  - Tracy wonders whether all of the above will make it less profitable and more labor intensive to continue ranching in the Yellowstone DSA and may result in ranches being sold off in the future.
- Bison coming out the Park have also become a public safety issue in Gardiner and Paradise Valley.
  - When Bison leave the Park they become the responsibility of the MT Dept. of Livestock.
  - Most often the sheriff is called to deal with problems with Bison. Park County needs to come up with money to deal with this issue as these duties are above what is normally required of the sheriff.
  - The County has gone above and beyond their duties to address bison issues. They have been working with the Interagency Bison Management group and have been running in the a brick wall.
- Land Fragmentation (*subdivision*)
  - People love Park County for the wide open spaces and rural lifestyle. Continued subdividing disrupts this.
  - Continued subdividing also disrupts migration corridors and wildlife habitat and can result in more human-wildlife conflicts.
- Water use and Water Conservation
  - Water will become more scarce in the future
  - There are techniques to conserve water being employed within existing rights
  - The number of pivots have increased exponentially in the last 15 years. Some irrigators use wheel and hand lines. Flood irrigation is the least common type of irrigation.
  - While flood irrigation results in more groundwater recharge it also leaches more nutrients from the soil forcing irrigators to use more fertilizer and other soil amendments.
  - There are no water conflicts in Park County like in Gallatin. Less concentrated urban growth results in the lower occurrence of conflict.
  - Late summer irrigators start to run out of water, but it is dependent on the year.
  - The number of water users and irrigators has remained steady over the years.
  - Water users are pretty consciences of their water use

## Trends

- Big ranches have remained intact. Tracy knew of three ranches in the Shields Valley that were consolidated into one but the ranch remains in operation.

- Shields and Paradise Valleys are primarily hay and cow production. There are a few small grain operations in the Shields Valley.
- There has not been a lot of conversion from agriculture to residential.

<b>Name</b>	Wendy Riley
<b>Affiliation</b>	Emigrant resident
<b>What do you see as the most pressing issues facing Park County now and in the next 5, 10, 20 years?</b>	Development - both residential and commercial (small- & large-scale)
<b>In your opinion what are the best ways to address these issues?</b>	Sensible land use planning, aka zoning
<b>If nothing is done to address these issues what do you see as the likely outcome?</b>	Blight and destruction of our most beautiful areas such as Paradise Valley

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## Open House / Workshop Comments

### Key Issue: Government Coordination

Park County does not exist in a vacuum. There are a variety of forms of government from school boards and fire districts to federal and state agencies, all involved in providing services and impacting the County's population and surroundings. The County Commission only has jurisdiction over a portion of what occurs in Park County, but where they don't have jurisdiction, it is likely another entity does. Non-governmental entities such as health care providers and community groups also play a critical role in providing services and contributing to Park County's high quality of life. Coordination with other government agencies and non-governmental partners is critical to provide efficient and effective services to residents and visitors.

#### **Goal: Plan for and encourage development in the area around Livingston**

**Objective:** Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated area around Livingston

**Objective:** Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision

**Objective:** Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston

#### **Goal: Partner with state and federal agencies to reduce human-wildlife conflicts**

**Objective:** Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife

**Objective:** Identify critical wildlife corridors for development, infrastructure and conservation planning

#### **Goal: Support efforts of fire managers to manage fuels on public and private lands**

**Objective:** Implement the tasks in the 2014 Community Wildfire Protection Plan

**Objective:** Increase support for rural fire districts

#### **Goal: Become active partners in management of federal lands**

**Objective:** Establish Cooperative Agency status with the United States Forest Service and National Parks Service

#### **Goal: Encourage efforts of non-governmental partners to address community needs**

**Objective:** Facilitate and provide support to community groups

Place green stickers next to statements you like or agree with, red stickers next to statements you dislike or disagree with.  
Use sticky-notes to make comments and place them on the poster.

## Key Issue: Water Availability and Quality

Water is a basic necessity of life and is critical for the growth and development of the County. As growth and development occurs, the County needs to understand the dynamics of this crucial resource and be prepared to make decisions on how to manage it to protect existing users, and provide for additional ones. In order to do this, the County needs to establish a foundation for future decision making.

**Goal: Be prepared to make decisions on how to manage water resources**

**Objective: Establish baseline water quality information for the major watersheds in Park County**

## Key Issue: Housing

The cost of housing in Park County is on the rise. Is the cost of housing out pacing wages? **What does affordable housing mean for the workforce or low income households? How do housing prices impact elderly residents, or people with special needs?** Looking west, the cost of housing in Gallatin County is skyrocketing. Will it impact Park County? Park County needs to gain a better understanding of its housing needs, and lay the foundation to address affordability.

**Goal: Provide for affordable, low income and workforce housing**

**Objective: Prepare a housing plan for all of Park County that identifies affordable housing needs, targets and identifies possible funding sources, and pinpoints implementation partners**

**Objective: Assist with implementing the strategies in the Gardner Area Housing Action Plan**

**Objective: Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly**

**Objective: Evaluate the impact of vacation rentals on housing availability**

Place green stickers next to statements you like or agree with, red stickers next to statements you dislike or disagree with.

Use sticky-notes to make comments and place them on the poster.

## Key Issue: Infrastructure

(1 of 2)

Infrastructure connects people to places. Without it, there are no businesses, no trade and no jobs. The County is a provider of infrastructure, and what we think of critical infrastructure is evolving. The County needs to ensure the infrastructure that enables commerce for today and for tomorrow is safe, effective and efficient.

### **Goal: Increase availability of broadband Internet**

**Objective:** Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband infrastructure and expanding its use

### **Goal: Create a system of interconnected trails**

**Objective:** Prioritize and implement the recommendations in the Park County Active Transportation Plan

**Objective:** Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the City

**Objective:** Identify stable, long-term funding sources for trail planning, design, construction, and maintenance

### **Goal: Provide for a safe and efficient County road network**

**Objective:** Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards

**Objective:** Establish a baseline for the condition of County roads, and monitor their condition over time

**Objective:** Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed

**Objective:** Continue to secure federal funding sources to upgrade County roads that provide access to recreation areas on federal lands

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## Key Issue: Infrastructure

(2 of 2)

Infrastructure connects people to places. Without it, there are no businesses, no trade and no jobs. The County is a provider of infrastructure, and what we think of critical infrastructure is evolving. The County needs to ensure the infrastructure that enables commerce for today and for tomorrow is safe, effective and efficient.

### **Goal: Support water and sewer districts in and around community centers**

**Objective:** Coordinate with the Gardiner Water and Sewer District to update water and sewer facilities

**Objective:** Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development

### **Goal: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system**

**Objective:** Maintain a data base on the use of solid waste

**Objective:** Continue partnerships with the City Livingston to manage solid waste

**Objective:** Continue efforts to support and explore new options for recycling

Place green stickers next to statements you like or agree with, red stickers next to statements you dislike or disagree with.  
Use sticky-notes to make comments and place them on the poster.



## Key Issue: Growth and Development

Over the life of this Growth Policy Update, growth and development in Park County is certain to occur. Growth and development is positive, and will help to diversify and strengthen the County's economy. However, as growth and development occurs, conflicts will arise. The County Commissioners, County staff, and citizens need to be aware of changes in land use with both the positive and the negative impacts, and have the foundation ready to react in an acceptable manner.

### Goal: Protect private property rights

**Objective:** When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights

### Goal: Take an active role in the land use and development process

**Objective:** Recognize the relationship between enhanced revenues generated by new growth, and the long term liabilities for maintaining infrastructure and providing services

**Objective:** Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement

**Objective:** Develop tools that will allow the County to respond to and address evolving land use issues

**Objective:** Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues

**Objective:** Identify areas of critical agricultural importance, and implement mechanisms in these areas that enable agricultural land owners to continue operations

### Goal: Diversify Park County's economy

**Objective:** Provide resources and support to economic development agencies operating in Park County

Growth Policy Update Public Meeting (Workshop Posters)-  
Cooke City 6.7.16

Key Issues

Water and Wastewater

Housing

Services (Garbage, internet, phone)

Community Capacity

Outreach Education

Opportunities

Prioritize Community Goals

Education and Outreach

Know our Challenges (be prepared to address them)

Next Steps

Planners

Develop Actions

Check Back with Community

Community

Continue/Expand Conversation

July 8<sup>th</sup> Meeting

Check Back with Planners

Gardiner 6.9.16 meeting Poster Comments

**Key Issue: Intergovernmental Coordination**

Park County does not exist in a vacuum. There are a variety of forms of government from school boards and fire districts to federal and state agencies, all involved in providing services and impacting the County's population and surroundings. The County Commission only has jurisdiction over a portion of what occurs in Park County, but where they don't have jurisdiction, it is likely another entity does. Non-governmental entities such as health care providers and community groups also play a critical role in providing services and contributing to Park County's high quality of life. Coordination with other government agencies and non-governmental partners is critical to provide efficient and effective services to residents and visitors.

**Goal: Plan for and encourage development in the area around Livingston**

Objective: Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated area around Livingston (1 like)

Objective: Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision (1 like)

Objective: Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston (1 like)

**Goal: Partner with state and federal agencies to reduce human-wildlife conflicts**

Objective: Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife (3 likes)

(1 dislike)

Objective: Identify critical wildlife corridors for development, infrastructure and conservation planning (4 likes)

**Goal: Support efforts of fire managers to manage fuels on public and private lands**

Objective: Implement the tasks in the 2014 Community Wildfire Protection Plan (1 like)

Objective: Increase support for rural fire districts (2 likes)

**Goal: Become active partners in management of federal lands** (1 like)

Objective: Establish Cooperative Agency status with the United States Forest Service and National Parks Service (1 dislike)

**Goal: Encourage efforts of non-governmental partners to address community needs** (1 like)

Objective: Facilitate and provide support to community groups (1 like)

**Key Issue: Water Availability and Water Quality**

Water is a basic necessity of life and is critical for the growth and development of the County. As growth and development occurs, the County needs to understand the dynamics of this crucial resource and be prepared to make decisions on how to manage it to protect existing users, and provide for additional ones. In order to do this, the County needs to establish a foundation for future decision making.

**Goal: Be prepared to make decisions on how to manage water resources**

Objective: Conduct a water resource study that analyzes sources, long term availability, potential conflicts, and recommendations for management

Objective: Establish baseline water quality information for the major watersheds in Park County (5 likes)

**Key Issue: Infrastructure**

Infrastructure connects people to places. Without it, there are no businesses, no trade and no jobs. The County is a provider of infrastructure, and what we think of critical infrastructure is evolving. The County needs to ensure the infrastructure that enables commerce for today and for tomorrow is safe, effective and efficient.

**Goal: Increase availability of broadband internet**

Objective: Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband infrastructure and expanding its use (4 likes)

**Goal: Create a system of interconnected trails**

Objective: Prioritize and implement the recommendations in the Park County Active Transportation Plan (2 likes)

Objective: Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the City (1 like)

Objective: Identify stable, long-term funding sources for trail planning, design, construction, and maintenance (2

likes

### Goal: Provide for a safe and efficient County road network

Objective: Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards (1 like)

Objective: Establish a baseline for the condition of County roads, and monitor their condition over time (1 like)

Objective: Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed (1 like)

Objective: Continue to secure federal funding sources to upgrade County roads that provide access to recreation areas on federal lands (4 likes)

### Goal: Support water and sewer districts in and around community centers (2 likes)

Objective: Coordinate with the Gardiner Water and Sewer District to update water and sewer facilities (2 likes)

Objective: Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development (3 likes)

### Goal: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system

Objective: Maintain a data base on the use of solid waste (2 likes) (1 dislike)

Objective: Continue partnerships with the City Livingston to manage solid waste (1 like)

Objective: Continue efforts to support and explore new options for recycling (4 likes)

### Key Issue: Housing

The cost of housing in Park County is on the rise. Is the cost of housing outpacing wages? What does affordable housing mean for the workforce or low income households? How do housing prices impact elderly residents, or people with special needs? Looking west, the cost of housing in Gallatin County is skyrocketing. Will it impact Park County? Park County needs to gain a better understanding of its housing needs, and lay the foundation to address affordability.

### Goal: Provide for affordable, low income and workforce housing

Objective: Prepare a housing plan for all of Park County that identifies affordable housing needs, targets and identifies possible funding sources, and pinpoints implementation partners (4 likes)

Objective: Assist with implementing the strategies in the Gardner Area Housing Action Plan (3 likes)

Objective: Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly (2 likes)

Objectives: Evaluate the impact of vacation rentals on housing availability (2 likes)

### Key Issue: Growth and Development

Over the life of this Growth Policy Update, growth and development in Park County is certain to occur. Growth and development is positive, and will help to diversify and strengthen the County's economy. However, as growth and development occurs, conflicts will arise. The County Commissioners, County staff, and citizens need to be aware of changes in land use with both the positive and the negative impacts, and have the foundation ready to react in an acceptable manner.

### Goal: Protect private property rights (1 like)

Objective: When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights (1 like) (1 dislike)

### Goal: Take an active role in the land use and development process (1 like)

Objective: Recognize the relationship between enhanced revenues generated by new growth, and the long term liabilities for maintaining infrastructure and providing services

Objective: Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement (1 like)

Objective: Develop tools that will allow the County to respond to and address evolving land use issues (1 like)

Objective: Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues (2 likes)

Objective: Identify areas of critical agricultural importance, and implement mechanisms in these areas that enable agricultural land owners to continue operations (3 likes)

### Goal: Diversify Park County's economy (1 like)

Objective: Provide resources and support to economic development agencies operating in Park County

## Emigrant 6.14.16 meeting Poster Results

### Key Issue: Intergovernmental Coordination

Park County does not exist in a vacuum. There are a variety of forms of government from school boards and fire districts to federal and state agencies, all involved in providing services and impacting the County's population and surroundings. The County Commission only has jurisdiction over a portion of what occurs in Park County, but where they don't have jurisdiction, it is likely another entity does. Non-governmental entities such as health care providers and community groups also play a critical role in providing services and contributing to Park County's high quality of life. Coordination with other government agencies and non-governmental partners is critical to provide efficient and effective services to residents and visitors.

### Goal: Plan for and encourage development in the area around Livingston

Objective: Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated area around Livingston (5 likes)

**Objective:** Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision (1 like)

**Objective:** Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston (12 dislikes)

**Goal: Partner with state and federal agencies to reduce human-wildlife conflicts**

**Objective:** Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife (13 likes)

**Objective:** Identify critical wildlife corridors for development, infrastructure and conservation planning (10 likes)

**Goal: Support efforts of fire managers to manage fuels on public and private lands**

**Objective:** Implement the tasks in the 2014 Community Wildfire Protection Plan (2 likes)

**Objective:** Increase support for rural fire districts (7 likes)

**Goal: Become active partners in management of federal lands**

**Objective:** Establish Cooperative Agency status with the United States Forest Service and National Parks Service (11 likes)

**Goal: Encourage efforts of non-governmental partners to address community needs**

**Objective:** Facilitate and provide support to community groups (4 likes)

**Key Issue: Water Availability and Water Quality (8 likes)**

Water is a basic necessity of life and is critical for the growth and development of the County. As growth and development occurs, the County needs to understand the dynamics of this crucial resource and be prepared to make decisions on how to manage it to protect existing users, and provide for additional ones. In order to do this, the County needs to establish a foundation for future decision making.

**Goal: Be prepared to make decisions on how to manage water resources**

**Objective:** Conduct a water resource study that analyzes sources, long term availability, potential conflicts, and recommendations for management

**Objective:** Establish baseline water quality information for the major watersheds in Park County (17 likes)

**Key Issue: Infrastructure**

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**Goal: Increase availability of broadband internet (1 like)**

**Objective:** Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband infrastructure and expanding its use

**Goal: Create a system of interconnected trails**

**Objective:** Prioritize and implement the recommendations in the Park County Active Transportation Plan (2 likes)

**Objective:** Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the City (3 likes)

**Objective:** Identify stable, long-term funding sources for trail planning, design, construction, and maintenance (9 likes) (1 dislike)

**Goal: Provide for a safe and efficient County road network**

**Objective:** Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards (4 likes)

**Objective:** Establish a baseline for the condition of County roads, and monitor their condition over time (6 likes)

**Objective:** Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed (2 likes)

**Objective:** Continue to secure federal funding sources to upgrade County roads that provide access to recreation areas on federal lands (7 likes) (1 dislike)

**Goal: Support water and sewer districts in and around community centers**

**Objective:** Coordinate with the Gardiner Water and Sewer District to update water and sewer facilities (3 likes)

**Objective:** Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development (1 like)

**Goal: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system**

**Objective:** Maintain a data base on the use of solid waste (3 likes)

**Objective:** Continue partnerships with the City Livingston to manage solid waste (7 likes)

**Objective:** Continue efforts to support and explore new options for recycling (14 likes)

**Key Issue: Housing**

The cost of housing in Park County is on the rise. Is the cost of housing outpacing wages? What does affordable housing mean for the workforce or low income households? How do housing prices impact elderly residents, or people with special needs? Looking west, the cost of housing in Gallatin County is skyrocketing. Will it impact Park County? Park County needs to gain a better understanding of its housing needs, and lay the foundation to address

affordability.

**Goal: Provide for affordable, low income and workforce housing**

**Objective:** Prepare a housing plan for all of Park County that identifies affordable housing needs, targets and identifies possible funding sources, and pinpoints implementation partners (7 likes)

**Objective:** Assist with implementing the strategies in the Gardner Area Housing Action Plan (2 likes)

**Objective:** Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly (6 likes)

**Objectives:** Evaluate the impact of vacation rentals on housing availability (6 likes) (2 dislikes)

**Key Issue: Growth and Development**

Over the life of this Growth Policy Update, growth and development in Park County is certain to occur. Growth and development is positive, and will help to diversify and strengthen the County's economy. However, as growth and development occurs, conflicts will arise. The County Commissioners, County staff, and citizens need to be aware of changes in land use with both the positive and the negative impacts, and have the foundation ready to react in an acceptable manner.

**Goal: Protect private property rights**

**Objective:** When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights (7 likes) (4 dislikes)

**Goal: Take an active role in the land use and development process**

**Objective:** Recognize the relationship between enhanced revenues generated by new growth, and the long term liabilities for maintaining infrastructure and providing services (2 likes)

**Objective:** Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement (7 likes)

**Objective:** Develop tools that will allow the County to respond to and address evolving land use issues (9 likes)

**Objective:** Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues (5 likes)

**Objective:** Identify areas of critical agricultural importance, and implement mechanisms in these areas that enable agricultural land owners to continue operations (7 likes)

**Goal: Diversify Park County's economy**

**Objective:** Provide resources and support to economic development agencies operating in Park County (2 likes)

**Growth Policy Update Public Meeting (Workshop Posters)- Emigrant 6.14.16**

**Priorities**

Protect Natural Resources  
Balances in Property Rights  
Keep Property Appealing  
Roads  
Highway Safety  
Water Quality  
Recreation Use of River  
Zoning  
Refuse & Recycle

**Barriers**

Lack of Zoning  
Conflicting Visions  
Lack of Public Participation  
Lack of Funding  
Lack of Regulation

**Opportunities**

Tax (Fuel, Property)  
Speed Limit  
Additional Traffic Laws  
Economic Development  
Recreation for Citizens  
1<sup>st</sup> National Park and Paradise Model  
Eyesore Protection  
Citizen-Initiated Zoning  
Brand Livingston and Park County as Entrance to the Park

**Wilsall 6.15.16 meeting Poster Results**

**Key Issue: Intergovernmental Coordination**

Park County does not exist in a vacuum. There are a variety of forms of government from school boards and fire districts to federal and state agencies, all involved in providing services and impacting the County's population and surroundings. The County Commission only has jurisdiction over a portion of what occurs in Park County, but where they don't have jurisdiction, it is likely another entity does. Non-governmental entities such as health care providers and community groups also play a critical role in providing services and contributing to Park County's high quality of life. Coordination with other government agencies and non-governmental partners is critical to provide efficient and effective services to residents and visitors.

**Goal: Plan for and encourage development in the area around Livingston (1 like)**

**Objective:** Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated area around Livingston (1 like)

**Objective:** Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision (1 like)

**Objective:** Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston

**Goal: Partner with state and federal agencies to reduce human-wildlife conflicts (1 like)**

**Objective:** Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife (3 likes)

**Objective:** Identify critical wildlife corridors for development, infrastructure and conservation planning (1 like)

**Goal: Support efforts of fire managers to manage fuels on public and private lands**

**Objective:** Implement the tasks in the 2014 Community Wildfire Protection Plan

**Objective:** Increase support for rural fire districts (3 likes)

**Goal: Become active partners in management of federal lands (2 likes)**

**Objective:** Establish Cooperative Agency status with the United States Forest Service and National Parks Service (1 like)

**Goal: Encourage efforts of non-governmental partners to address community needs (1 like)**

**Objective:** Facilitate and provide support to community groups (2 likes)

## **Key Issue: Water Availability and Water Quality**

Water is a basic necessity of life and is critical for the growth and development of the County. As growth and development occurs, the County needs to understand the dynamics of this crucial resource and be prepared to make decisions on how to manage it to protect existing users, and provide for additional ones. In order to do this, the County needs to establish a foundation for future decision making.

**Goal: Be prepared to make decisions on how to manage water resources**

**Objective:** Conduct a water resource study that analyzes sources, long term availability, potential conflicts, and recommendations for management

**Objective:** Establish baseline water quality information for the major watersheds in Park County (4 likes)

## **Key Issue: Infrastructure**

Infrastructure connects people to places. Without it, there are no businesses, no trade and no jobs. The County is a provider of infrastructure, and what we think of critical infrastructure is evolving. The County needs to ensure the infrastructure that enables commerce for today and for tomorrow is safe, effective and efficient.

**Goal: Increase availability of broadband internet (4 likes)**

**Objective:** Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband

infrastructure and expanding its use

**Goal: Create a system of interconnected trails**

**Objective:** Prioritize and implement the recommendations in the Park County Active Transportation Plan

**Objective:** Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the City

**Objective:** Identify stable, long-term funding sources for trail planning, design, construction, and maintenance

**Goal: Provide for a safe and efficient County road network (1 like)**

**Objective:** Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards (2 likes)

**Objective:** Establish a baseline for the condition of County roads, and monitor their condition over time (3 likes)

**Objective:** Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed (2 likes)

**Objective:** Continue to secure federal funding sources to upgrade County roads that provide access to recreation areas on federal lands (2 likes)

**Goal: Support water and sewer districts in and around community centers**

**Objective:** Coordinate with the Gardiner Water and Sewer District to update water and sewer facilities (2 likes)

**Objective:** Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development (2 likes)

**Goal: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system (2 likes)**

**Objective:** Maintain a data base on the use of solid waste (1 like)

**Objective:** Continue partnerships with the City Livingston to manage solid waste (3 likes)

**Objective:** Continue efforts to support and explore new options for recycling (3 likes)

## **Key Issue: Housing (1/2 like)**

The cost of housing in Park County is on the rise. Is the cost of housing outpacing wages? What does affordable housing mean for the workforce or low income households? How do housing prices impact elderly residents, or people with special needs? Looking west, the cost of housing in Gallatin County is skyrocketing. Will it impact Park County? Park County needs to gain a better understanding of its housing needs, and lay the foundation to address affordability.

**Goal: Provide for affordable, low income and workforce housing**

**Objective:** Prepare a housing plan for all of Park County that identifies affordable housing needs, targets and identifies possible funding sources, and pinpoints implementation partners (2 likes)

**Objective:** Assist with implementing the strategies in the Gardner Area Housing Action Plan (1 like)

**Objective:** Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly (3 likes)

**Objectives:** Evaluate the impact of vacation rentals on housing availability (2 likes)

### **Key Issue: Growth and Development**

Over the life of this Growth Policy Update, growth and development in Park County is certain to occur. Growth and development is positive, and will help to diversify and strengthen the County's economy. However, as growth and development occurs, conflicts will arise. The County Commissioners, County staff, and citizens need to be aware of changes in land use with both the positive and the negative impacts, and have the foundation ready to react in an acceptable manner.

#### **Goal: Protect private property rights (5 likes)**

**Objective:** When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights

#### **Goal: Take an active role in the land use and development process (2 likes)**

**Objective:** Recognize the relationship between enhanced revenues generated by new growth, and the long term liabilities for maintaining infrastructure and providing services (2 likes)

**Objective:** Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement (1 like)

**Objective:** Develop tools that will allow the County to respond to and address evolving land use issues (2 likes)

**Objective:** Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues (1 like)

**Objective:** Identify areas of critical agricultural importance, and implement mechanisms in these areas that enable agricultural land owners to continue operations (3 likes)

#### **Goal: Diversify Park County's economy (2 likes)**

**Objective:** Provide resources and support to economic development agencies operating in Park County

## **Livingston 6.15.16 meeting Poster Results**

### **Key Issue: Intergovernmental Coordination**

Park County does not exist in a vacuum. There are a variety of forms of government from school boards and fire districts to federal and state agencies, all involved in providing services and impacting the County's population and surroundings. The County Commission only has jurisdiction over a portion of what occurs in Park County, but where they don't have jurisdiction, it is likely another entity does. Non-governmental entities such as health care providers and community groups also play a critical role in providing services and contributing to Park County's high quality of life. Coordination with other government agencies and

non-governmental partners is critical to provide efficient and effective services to residents and visitors.

#### **Goal: Plan for and encourage development in the area around Livingston**

**Objective:** Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated area around Livingston (12 likes) (1 dislike)

**Objective:** Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision (6 likes)

**Objective:** Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston (7 likes) (4 dislikes)

#### **Goal: Partner with state and federal agencies to reduce human-wildlife conflicts**

**Objective:** Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife (2 likes) (1 dislike)

**Objective:** Identify critical wildlife corridors for development, infrastructure and conservation planning (4 likes) (1 dislike)

#### **Goal: Support efforts of fire managers to manage fuels on public and private lands**

**Objective:** Implement the tasks in the 2014 Community Wildfire Protection Plan (2 likes)

**Objective:** Increase support for rural fire districts (2 likes)

#### **Goal: Become active partners in management of federal lands**

**Objective:** Establish Cooperative Agency status with the United States Forest Service and National Parks Service (5 likes)

#### **Goal: Encourage efforts of non-governmental partners to address community needs**

**Objective:** Facilitate and provide support to community groups (5 likes)

### **Key Issue: Water Availability and Water Quality**

Water is a basic necessity of life and is critical for the growth and development of the County. As growth and development occurs, the County needs to understand the dynamics of this crucial resource and be prepared to make decisions on how to manage it to protect existing users, and provide for additional ones. In order to do this, the County needs to establish a foundation for future decision making.

#### **Goal: Be prepared to make decisions on how to manage water resources**

**Objective:** Conduct a water resource study that analyzes sources, long term availability, potential conflicts, and recommendations for management

**Objective:** Establish baseline water quality information for the major watersheds in Park County (11 likes) (1 dislike)

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## Key Issue: Infrastructure

Infrastructure connects people to places. Without it, there are no businesses, no trade and no jobs. The County is a provider of infrastructure, and what we think of critical infrastructure is evolving. The County needs to ensure the infrastructure that enables commerce for today and for tomorrow is safe, effective and efficient.

### Goal: Increase availability of broadband internet

**Objective:** Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband infrastructure and expanding its use (10 likes)

### Goal: Create a system of interconnected trails (2 likes)

**Objective:** Prioritize and implement the recommendations in the Park County Active Transportation Plan (3 likes)

**Objective:** Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the City (9 likes)

**Objective:** Identify stable, long-term funding sources for trail planning, design, construction, and maintenance (11 likes) (7 dislikes)

### Goal: Provide for a safe and efficient County road network

**Objective:** Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards (9 likes)

**Objective:** Establish a baseline for the condition of County roads, and monitor their condition over time (6 likes)

**Objective:** Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed (1 like) (3 dislikes)

**Objective:** Continue to secure federal funding sources to upgrade County roads that provide access to recreation areas on federal lands (9 likes) (1 dislike)

### Goal: Support water and sewer districts in and around community centers

**Objective:** Coordinate with the Gardiner Water and Sewer District to update water and sewer facilities (3 likes) (1 dislike)

**Objective:** Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development (8 likes) (1 dislike)

### Goal: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system

**Objective:** Maintain a data base on the use of solid waste (8 like)

**Objective:** Continue partnerships with the City Livingston to manage solid waste (11 likes)

**Objective:** Continue efforts to support and explore new options for recycling (12 likes)

## Key Issue: Housing

The cost of housing in Park County is on the rise. Is the cost of housing outpacing wages? What does affordable housing mean for the workforce or low income households? How do housing prices impact elderly residents, or people with special needs? Looking west, the cost of housing in Gallatin County is skyrocketing. Will it impact Park County? Park County needs to gain a better understanding of its housing needs, and lay the foundation to address affordability.

### Goal: Provide for affordable, low income and workforce housing

**Objective:** Prepare a housing plan for all of Park County that identifies affordable housing needs, targets and identifies possible funding sources, and pinpoints implementation partners (13 likes)

**Objective:** Assist with implementing the strategies in the Gardner Area Housing Action Plan (1 like)

**Objective:** Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly (8 likes)

**Objectives:** Evaluate the impact of vacation rentals on housing availability (6 likes) (2 dislikes)

## Key Issue: Growth and Development

Over the life of this Growth Policy Update, growth and development in Park County is certain to occur. Growth and development is positive, and will help to diversify and strengthen the County's economy. However, as growth and development occurs, conflicts will arise. The County Commissioners, County staff, and citizens need to be aware of changes in land use with both the positive and the negative impacts, and have the foundation ready to react in an acceptable manner.

### Goal: Protect private property rights

**Objective:** When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights (9 likes)

### Goal: Take an active role in the land use and development process (2 likes)

**Objective:** Recognize the relationship between enhanced revenues generated by new growth, and the long term liabilities for maintaining infrastructure and providing services (9 likes)

**Objective:** Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement (8 like)

**Objective:** Develop tools that will allow the County to respond to and address evolving land use issues (3 likes)

**Objective:** Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues (8 like)

**Objective:** Identify areas of critical agricultural importance, and implement mechanisms in these areas that enable agricultural land owners to continue operations (8 likes)



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## Goal: Diversify Park County's economy

**Objective:** Provide resources and support to economic development agencies operating in Park County (4 likes) (2 dislikes)

# Livingston Meeting – Workshop

## 6.16.16

### Priorities

1. Econ development
  2. Maintain natural environment
  3. Affordable housing
  4. Plan roads and utilities
  5. Housing development – master plan affordable
- Housing
6. Maintain property rights
  7. Cherish county...
  8. Grid of city county land uses
  9. What we want to be when we grow up
  10. Growth and development – infrastructure demands, etc.
  11. Ensuring new development on existing infrastructure
  12. Reducing development in hazardous places
  13. Zoning for land use
  14. Infrastructure to attract tourists and businesses
  15. Effective government that listens, think broadly, and act
  16. Infrastructure – capacity
  17. Housing – capacity
  18. Communication all levels of government
  19. What is the identify of Park County – growth, sustainability
  20. Protect natural resources
  21. Public access to public lands
  22. Steer growth of private residences
  23. Land use – zoning is absolutely necessary
  24. Water – management
  25. Control development of agriculture lands
  26. Commercial/industrial land use regulations
  27. Non county road improvements
  28. Wild life accommodation within the county
  29. Initiate county zoning plan to protect private property rights
  30. Weed control – enforcement
  31. Economic development – per capita income
  32. Land use
  33. Access to public lands, trails, and rivers
  34. Concentrated development, no sprawl
  35. Coordination with city planning, admin, public works – proximity to Livingston
  36. Diversify economic base
  37. Housing – affordable and work force
  38. Protecting tourism industry – sustainability
  39. Protecting agriculture
  40. Protecting Yellowstone ecosystem – mines and

asphalt plant

41. Existing and future roads and corridors – planning, growth
42. Quality schools
43. Quality emergency services
44. Public access to public lands and water
45. Trail connectivity
46. Planning for new growth
47. Water use and availability

### Barriers

1. Private property attitudes – protection
2. Mistrust of government
3. Fear of change
4. Funding
5. Human challenges – fear of change, history, turf, egos, personalities, fixed mindsets
6. Paranoia – U.N. agenda 21
7. Lack of communication
8. Money
9. Fear of government control
10. Attitude toward change
11. Money
12. People who oppose all government activity
13. People who don't want to pay for public improvements
14. Prioritizing resource allocation in a resource short environment
15. "we've always done it this way"
16. Money
17. Hard focus on outcomes – no vision of outcomes to gain support
18. "Mish mash" growth
19. Good ole boy / new boy ideas
20. Lack of vision
21. No incentive of smart growth
22. No incentive to not sell land
23. Low participation
24. Diverse population –
25. Funding
26. Community perception of planning
27. Engaging all sectors of community
28. Outdated federal mining laws
29. Wealthy land owners who block public access
30. Sprawl in rural areas
31. Tax base too small
32. Lack of city county cooperation
33. Lack of economic development progress
34. Development sprawl needs control
35. Too many restrictions on new business development
36. Costs need control
37. Preconceived ideas
38. Past history laissez faire

39. Budget constraints
40. Lack of coordination and joint planning city county growth issues
41. Opposition to land use regulations
42. Rapid growth that would only accelerate – everyone wants piece of paradise

**Ways to address fear of planning**

- Bottom up type processes
- Mitigate assumptions – education, public outreach
- highlighting fiscal issues without planning

**Budgetary issues**

- lack of communication
- timing
- unrealistic/too big
- PILT reliance
- Lack of public support

**Opportunities**

1. People care about better community
2. One of a kind resources – Yellowstone National Park
3. Growth is coming, now is the time
4. Small town sense of community
5. Most people share the same values
6. Land use – growth and development threats inspire land use planning
7. Incredible natural beauty proximity to Yellowstone National Park
8. Highway and airport infrastructure
9. Growing public awareness to protect paradise
10. World class travel destination
11. Excellent residential location
12. Encourage high density growth – ag credit system (limits on residences, farmers were given credits, developers had to buy before development could occur)
13. Attract clean business, what we are where we are
14. Still small enough to get community involvement
15. Let new businesses in
16. Cooperation between city and county
17. Natural resources can bring in jobs money people
18. A blank slate – no countywide/overarching regulation, can create our own model
19. Small community
20. Have strong sense of pride and values
21. City and county improved infrastructure
22. Private money is bringing in more tourists
23. More effective techniques are educating and involving the public

24. Growing awareness for the need for planning
25. Willingness of the gov't to address the opposition of gov't
26. Recent development and Connectivity of trails
27. Gardiner efforts – resort tax, gateway project, housing (a lot to learn from it)
28. New, younger, engaged business ownership
29. New hospital
30. Investment in downtown building (Urban Renewal Agency funding)
31. Capitalize on tourism with backup from clean industry
32. Get our ducks in a row
33. Run our city and county responsibly – role model
34. Create parking for residents and guests – in communities
35. Changing demographics, progressive thinking
36. Increasing understanding for the need for open space limiting sprawl and development
37. Increasing sensitivity for the need to protect the environment
38. Identify the Livingston river front as a driver of economic activity
39. Desire of the a large portion of the populace to achieve a better quality of life, earnings
40. Desire of the large portion of the populace to protect existing quality of life, small community life style and environment
41. Wind farm

**Growth Policy Update Worksheet Results 6.27.16 (Mailed In) (1 total)**

**Key Issue: Intergovernmental Coordination (1 like)**

Park County does not exist in a vacuum. There are a variety of forms of government from school boards and fire districts to federal and state agencies, all involved in providing services and impacting the County's population and surroundings. The County Commission only has jurisdiction over a portion of what occurs in Park County, but where they don't have jurisdiction, it is likely another entity does. Non-governmental entities such as health care providers and community groups also play a critical role in providing services and contributing to Park County's high quality of life. Coordination with other government agencies and non-governmental partners is critical to provide efficient and effective services to residents and visitors.

**Goal: Plan for and encourage development in the area around Livingston (1 like)**

**Objective:** Complete a joint planning exercise with the City of Livingston to develop a shared vision for the unincorporated

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rated area around Livingston (1 like)

**Objective:** Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision (1 like)

**Objective:** Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston (1 like)

**Goal: Partner with state and federal agencies to reduce human-wildlife conflicts (1 like)**

**Objective:** Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife (1 like)

**Objective:** Identify critical wildlife corridors for development, infrastructure and conservation planning (1 like)

**Goal: Support efforts of fire managers to manage fuels on public and private lands (1 like)**

**Objective:** Implement the tasks in the 2014 Community Wildfire Protection Plan

**Objective:** Increase support for rural fire districts (1 like)

**Goal: Become active partners in management of federal lands**

**Objective:** Establish Cooperative Agency status with the United States Forest Service and National Parks Service (1 dislike)

**Goal: Encourage efforts of non-governmental partners to address community needs (1 like)**

**Objective:** Facilitate and provide support to community groups (1 like)

**Objective:** Develop tools that will allow the County to respond to and address evolving land use issues (1 like) (1 dislike)

**Objective:** Continue with and expand upon community outreach efforts that inform citizens of planning activities, while keeping planners aware of pressing issues (1 like)

**Objective:** Identify areas of critical agricultural importance, and implement mechanisms in these areas that enable agricultural land owners to continue operations (1 like)

**Goal: Diversify Park County's economy (1 like)**

**Objective:** Provide resources and support to economic development agencies operating in Park County (1 like)

**Key Issue: Water Availability and Water Quality (1 like)**

Water is a basic necessity of life and is critical for the growth and development of the County. As growth and development occurs, the County needs to understand the dynamics of this crucial resource and be prepared to make decisions on how to manage it to protect existing users, and provide for additional ones. In order to do this, the County needs to establish a foundation for future decision making.

**Goal: Be prepared to make decisions on how to manage water resources (1 like)**

**Objective:** Conduct a water resource study that analyzes

sources, long term availability, potential conflicts, and recommendations for management (no choice available on worksheet)

**Objective:** Establish baseline water quality information for the major watersheds in Park County (no choice available on worksheet)

**Key Issue: Infrastructure (1 like)**

Infrastructure connects people to places. Without it, there are no businesses, no trade and no jobs. The County is a provider of infrastructure, and what we think of critical infrastructure is evolving. The County needs to ensure the infrastructure that enables commerce for today and for tomorrow is safe, effective and efficient.

**Goal: Increase availability of broadband internet (1 dislike)**

**Objective:** Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband infrastructure and expanding its use (1 dislike)

**Goal: Create a system of interconnected trails (1 like)**

**Objective:** Prioritize and implement the recommendations in the Park County Active Transportation Plan

**Objective:** Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the City (1 like)

**Objective:** Identify stable, long-term funding sources for trail planning, design, construction, and maintenance (1 like)

**Goal: Provide for a safe and efficient County road network (1 like)**

**Objective:** Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards (1 like)

**Objective:** Establish a baseline for the condition of County roads, and monitor their condition over time (1 like)

**Objective:** Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed (1 like)

**Objective:** Continue to secure federal funding sources to upgrade County roads that provide access to recreation areas on federal lands (1 like)

**Goal: Support water and sewer districts in and around community centers (1 like)**

**Objective:** Coordinate with the Gardiner Water and Sewer District to update water and sewer facilities (1 like)

**Objective:** Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development (1 like)

**Goal: Collect, treat and dispose of solid waste as part of an effective and efficient waste management system (1 like)**

- 
- Objective:** Maintain a data base on the use of solid waste
  - Objective:** Continue partnerships with the City of Livingston to manage solid waste (1 like)
  - Objective:** Continue efforts to support and explore new options for recycling (1 like)

### **Key Issue: Housing (1 like)**

The cost of housing in Park County is on the rise. Is the cost of housing outpacing wages? What does affordable housing mean for the workforce or low income households? How do housing prices impact elderly residents, or people with special needs? Looking west, the cost of housing in Gallatin County is skyrocketing. Will it impact Park County? Park County needs to gain a better understanding of its housing needs, and lay the foundation to address affordability.

#### **Goal: Provide for affordable, low income and workforce housing (1 like)**

- Objective:** Prepare a housing plan for all of Park County that identifies affordable housing needs, targets and identifies possible funding sources, and pinpoints implementation partners (1 like)
- Objective:** Assist with implementing the strategies in the Gardner Area Housing Action Plan
- Objective:** Actively support and pursue grant funding to provide affordable housing to people with special needs and the elderly (1 like)
- Objectives:** Evaluate the impact of vacation rentals on housing availability (1 dislike)

### **Key Issue: Growth and Development (1 like)**

Over the life of this Growth Policy Update, growth and development in Park County is certain to occur. Growth and development is positive, and will help to diversify and strengthen the County's economy. However, as growth and development occurs, conflicts will arise. The County Commissioners, County staff, and citizens need to be aware of changes in land use with both the positive and the negative impacts, and have the foundation ready to react in an acceptable manner.

#### **Goal: Protect private property rights (1 like)**

- Objective:** When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights (1 like)

#### **Goal: Take an active role in the land use and development process (1 like)**

- Objective:** Recognize the relationship between enhanced revenues generated by new growth, and the long term liabilities for maintaining infrastructure and providing services (1 like)
- Objective:** Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement growth and existing development (1 like)

## Written Comment Collected from all Open House Meetings

Meeting Location	Key Issue	Goals	Objective	Comment
Emigrant	Growth and Development	Protect private property rights	When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights	I agree with private property rights but it needs limits. What I've seen so far here in Montana, people are more concerned with individual private property rights instead of the overall good for everyone.
Emigrant	Water Availability and Quality	Be Prepared to make decisions on how to manage water resources	Establish baseline water quality information for the major watersheds in Park County	They need to pay attention to riparian habitat. In particular, the Yellowstone river not only supplies clean water but is a major recreational resource. If it gets overbuilt it will lose its quality to the point people won't use it. Thus affecting our tourism economy.
Emigrant	Growth and Development	Take an active role in the land use and development process		Stricter regulations on bill boards. No mining or industrial development in the county. Ok with commercial development, more specifically cater to tourism. I think the procedure and regulations for subdivision are ok at the moment.
Emigrant	Growth and Development	Protect private property rights	When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights	I think the way the objective is written, it sounds inflammatory. I want the current objective to split into more discrete objectives, more specifically related to private property rights issues.
Emigrant	Growth and Development	Protect private property rights	When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights	I think Moser's property is a violation of some regulation if not at least highway encroachment. If it is not in violation of any regulation, those regulations need to be created and enforced.

Emigrant	Growth and Development	Protect private property rights	When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights	I don't want to see individual property rights at the exclusion of natural resources and the environment. To the point where it detracts from the beauty of paradise valley. Better balancing of individual property rights and community interests.
Emigrant	Housing	Provide for affordable low income and workforce housing		I think a lot more analysis needs to be done in regards to the growth of Bozeman and Gallatin County and its impacts on Park County. The development in Livingston and the I90 corridor needs to be planned to receive additional people.
Wilsall	Infrastructure	Collect and treat and dispose of solid waste as part of an effective and efficient waste management system	Continue partnerships with the City Livingston to manage solid waste	Before they got rid of the Livingston incinerator they should have let all the Park County citizens decide on it.
Livingston	Water Availability and Quality	Be Prepared to make decisions on how to manage water resources	Establish baseline water quality information for the major watersheds in Park County	Baseline water quality for the Wilsall and Clyde Park area has already been done. For the northern conservation district/watershed group, Alan Johnstone was the chairman at that time, Darrel Shehen is the current chairman. Jackie Nelson was the contact for the southern conservation district/watershed group.
Livingston	Water Availability and Quality	Be Prepared to make decisions on how to manage water resources	Establish baseline water quality information for the major watersheds in Park County	The state is already doing these things. It's duplicity for county to get involved with that.
Livingston	Infrastructure	Support water and sewer districts in and around community centers		Cooke city should be included in the water/sewer infrastructure planning.

Livingston	Infrastructure	Provide for a safe and efficient County Road network	Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed	Non-county roads have a long history of deteriorating especially when the community and traffic is growing. Unfortunately most of these communities do not have the resources to fix the roads on their own. Whether you like gov't support or not an RID is the only way to realistically finance significant road improvements and maintenance in these areas.
	Government Coordination	Support efforts of fire managers to manage fuels on public and private lands	Implement the tasks in the 2014 Community Wildfire Protection Plan	Would need to refresh understanding of this plan
	Government Coordination	Become active partners in management of federal lands	Establish Cooperative Agency status with the United States Forest Service and National Parks Service	Currently I feel that the FWP and NPS are doing a good job with federal lands, not sure that Park County jumping in would be a good thing. Let them do what they are good at, experience matters in this case and FWP and NPS have it.
	Growth and Development	Take an active role in the land use and development process	Develop tools that will allow the County to respond to and address evolving land use issues	Revisit the tools currently in place and see if we are using them fully.
	Infrastructure	Increase availability of broadband internet	Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband infrastructure and expanding its use	AS broadband providers are limited in this area due to license agreements between the providers, time spent on this should not be priority at this point.
	Infrastructure	Create a system of interconnected trails	Prioritize and implement the recommendations in the Park County Active Transportation Plan	How current is the recommendation on this plan, if not within last 5 yrs than no

	Infrastructure	Provide for a safe and efficient County Road network	Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed	Since you haven't gotten one to work yet, continue trying
	Infrastructure	Collect and treat and dispose of solid waste as part of an effective and efficient waste management system	Maintain a data base on the use of solid waste	To do what with?
	Infrastructure	Collect and treat and dispose of solid waste as part of an effective and efficient waste management system	Continue partnerships with the City Livingston to manage solid waste	Revisit this to ensure it is financially beneficial
	Housing			This is becoming a necessary priority for all!
	Housing	Provide for affordable low income and workforce housing	Assist with implementing the strategies in the Gardner Area Housing Action Plan	Unfamiliar with this plan
	Housing	Provide for affordable low income and workforce housing	Evaluate the impact of vacation rentals on housing availability	Not a priority, we are a tourist town and vacation rentals bring in dollars to a multitude of areas
	Government Coordination	Plan for and encourage development in the area around Livingston	Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision	That's great but what about joint planning/ interlocal agreements with Gardiner through the Greater Gardiner Community Council?



	Government Coordination	Plan for and encourage development in the area around Livingston	Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision	Park County, Livingston, Gardiner are three different places and should be treated as such. Shields Valley also being its own.
	Government Coordination	Partner with state and federal agencies to reduce human and wildlife conflicts	Develop and implement a shared strategy with wildlife management agencies and community organizations to educate the public on living with wildlife	The wildlife issue is too much for more than general statements on a Growth Policy. We already have multiple government agencies and private groups involved. Should be separate from Growth Policy.
	Government Coordination	Support efforts of fire managers to manage fuels on public and private lands	Implement the tasks in the 2014 Community Wildfire Protection Plan	Yes- If there's already a plan it should be implemented.
	Infrastructure	Increase availability of broadband internet	Partner with educational providers, health care providers, the City of Livingston and the business community to provide information and recommendations in order to make informed decisions about investing in broadband infrastructure and expanding its use	Should be City/Community funded not via County funded. Agree internet should be widely available but each community should decide how and to what extent funded.
	Infrastructure	Create a system of interconnected trails	Prioritize and implement the recommendations in the Park County Active Transportation Plan	Hard to agree or disagree as I'm not familiar with what is in the plan. If plan was developed on proven needs/wants of community I support. Should not raise costs significantly through Park County.
	Infrastructure	Create a system of interconnected trails	Continue partnerships with the City of Livingston to develop Active Transportation facilities in and around the City	Please include discussion of public transportation (i.e. bus from Livingston to Gardiner for both locals and tourists; Livingston to Bozeman). Also develop rails to trails from Gardiner through the valley to Livingston.

	Infrastructure	Create a system of interconnected trails	Identify stable, long-term funding sources for trail planning, design, construction, and maintenance	Would support transportation system for getting folks from Bozeman or Airport through Livingston and to the Park. Should be majority financially supported by users.
	Infrastructure	Provide for a safe and efficient County Road network	Update the subdivision regulations to ensure new subdivisions pay a proportional share of their impact when upgrading County roads to meet County standards	We are, I assume, just talking roads here.
	Infrastructure	Provide for a safe and efficient County Road network	Establish a baseline for the condition of County roads, and monitor their condition over time	Little used roads might be de-commissioned or reduced to maintain the road standard should be based on numbers and use. Different baselines for different roads.
	Infrastructure	Provide for a safe and efficient County Road network	Prioritize the use of Rural Special Improvement Districts to upgrade substandard County roads in areas that are already developed	Property tax the first source and improvement district second.
	Infrastructure	Provide for a safe and efficient County Road network	Continue to secure federal funding sources to upgrade County roads that provide access to recreation areas on federal lands	Remember the Jardine Road condition, it provides access to so many public trails to public lands.
	Infrastructure	Support water and sewer districts in and around community centers	Coordinate with the Gardiner Water and Sewer District to update water and sewer facilities	Only if resort taxes are used heavily since heavy uses are primarily from tourism. We'll need upgrades yes, but pay for it with resort tax.
	Infrastructure	Support water and sewer districts in and around community centers	Evaluate and support the development of public water and wastewater systems in community centers in order to accommodate new growth and existing development	Again, use resort tax heavily.

	Infrastructure	Collect and treat and dispose of solid waste as part of an effective and efficient waste management system	Maintain a data base on the use of solid waste	Will this database be used to expand recycling options? Then yes, sounds great.
	Housing			...and not just affordable housing, but we need any housing! There is a lack of residential housing in general in Gardiner.
	Housing	Provide for affordable low income and workforce housing	Prepare a housing plan for all of Park County that identifies affordable housing needs, targets and identifies possible funding sources, and pinpoints implementation partners	Consider zoning changes or building permit guidelines that allow small (very) parcels the ability to build a their own “tiny house” property or parcels. Low-cost option for many. Should allow for homeowner construction on permanent foundations.
	Housing	Provide for affordable low income and workforce housing	Assist with implementing the strategies in the Gardner Area Housing Action Plan	Am against a “west Yellowstone” solution of building into the forest, land trades, etc. Would like to see dense housing with open space in between. Rodeo grounds, bottom of basin planning. Just say no to sprawl in Gardiner/Park County.
	Housing	Provide for affordable low income and workforce housing	Assist with implementing the strategies in the Gardner Area Housing Action Plan	Gardiner has no way to go bit up or down the valley. We need this managed but not to the point it becomes unaffordable. The ones in need are the lower end of the wage scale.
	Growth and Development			Growth and Development is inevitable. Can be positive or negative.
	Growth and Development			Inevitable
	Growth and Development	Protect private property rights		Reword to state protect property rights and values. This recognizes that what one does on his private property impacts his neighbors.

	Growth and Development	Protect private property rights	When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights	Property rights should be protected through proper/vetted public input into zoning districts to protect residents, businesses & rural property.
	Growth and Development	Take an active role in the land use and development process		Who should do this?
	Growth and Development	Take an active role in the land use and development process	Recognize the relationship between enhanced revenues generated by new growth, and the long term liabilities for maintaining infrastructure and providing services	Resort taxes should not be used as replacement funds for projects such as roads/ sewer/ water/ etc. projects but could help supplement if requests far exceed standards.
	Growth and Development	Take an active role in the land use and development process	Identify the current mechanisms for addressing land use conflicts, and evaluate options for improvement	Should not be so rigid that it becomes divided. Each side in issues need wiggle room.
	Growth and Development	Take an active role in the land use and development process	Develop tools that will allow the County to respond to and address evolving land use issues	The tricky part, finding a balance.
	Growth and Development			ADD GOAL: Ensure that future growth and development enhances environmental values (2 likes)
Emigrant	Government Coordination	Support efforts of fire managers to manage fuels on public and private lands	Implement the tasks in the 2014 Community Wildfire Protection Plan	Don't know what this is
Emigrant	Government Coordination	Become active partners in management of federal lands	Establish Cooperative Agency status with the United States Forest Service and National Parks Service	HB 510 helps with this

Emigrant	Water Availability and Quality	Be Prepared to make decisions on how to manage water resources	Establish baseline water quality information for the major watersheds in Park County	This needs to be done for all issues relevant to water.
Emigrant	Housing			Gallatin County already impacts the County.
Livingston	Government Coordination	Plan for and encourage development in the area around Livingston		Yes
	Government Coordination	Plan for and encourage development in the area around Livingston		No
	Government Coordination	Plan for and encourage development in the area around Livingston		Too broad. What kind of development?
	Government Coordination	Plan for and encourage development in the area around Livingston	Update the existing interlocal agreement between the City of Livingston and Park County to outline steps each jurisdiction should take to meet the shared planning vision	??
	Government Coordination	Plan for and encourage development in the area around Livingston	Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston	Concern- expedition can lead to poor review process, greed motivated.

	Government Coordination	Plan for and encourage development in the area around Livingston	Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston	thorough [note: this was suggested in repleace of the work “expidited”]
	Government Coordination	Plan for and encourage development in the area around Livingston	Complete an infrastructure plan and adopt development standards that under state law allow for the expedited review of subdivisions in the unincorporated area around Livingston	No!! subdivisions should be carefully scrutinized , limits sprawl.!
	Government Coordination	Support efforts of fire managers to manage fuels on public and private lands	Implement the tasks in the 2014 Community Wildre Protection Plan	?
	Growth and Development	Diversify Park Countys Economy	Provide resources and support to economic development agencies operating in Park County	Depends, we have a unique community don’t want it to become “anywhere” USA. See Gardiner branding/research results
	Infrastructure	Increase availability of broadband internet		Money
	Infrastructure	Create a system of interconnected trails	Prioritize and implement the recommendations in the Park County Active Transportation Plan	?
	Infrastructure	Collect and treat and dispose of solid waste as part of an effective and efficient waste management system	Maintain a data base on the use of solid waste	Money

	Housing	Provide for affordable low income and workforce housing	Assist with implementing the strategies in the Gardner Area Housing Action Plan	?
	Growth and Development	Protect private property rights		Depends, what if one person's development rights negatively impact everyone else?
	Growth and Development	Protect private property rights	When making decisions regarding land use, uphold provisions of the US Constitution and the Constitution of the State of Montana that protect private property rights	Need to understand what there are!

Livingston The growth policy needs to be enforceable. The county should consider county wide zoning. If we could always trust our neighbors to do the right thing then we wouldn't need county wide zoning. The economic report that was done in 2016, reflects Park County's strong economic numbers based on recreation, tourism, ranching, etc. If we muck that up, with asphalt plants, tire dumps, polluted rivers, we'll have nothing.

Livingston None of the key issues or goals mention weed management.

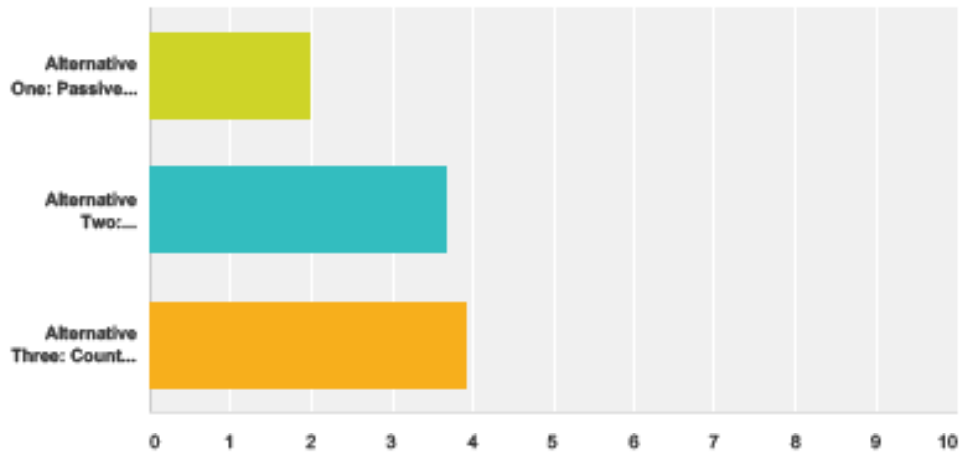
Livingston I want to see connections between transportation planning and land use planning as a goal. More specifically, I want these two topics related to affect parts of the growth policy in regards to growth and development. The inter-relationship of a lot of these goals are deeply interconnected, whether these connections are identified as smart growth, the connection of these issues and goals should be included as a goal itself. For these goals to work they need to be coordinated and not only be identified as separate topics.

Livingston I am disappointed with the lack of presence and involvement of emergency service personnel at the open house.

# Questionnaire Results

**Q1 On a scale from 1 (strongly opposed) to 5 (strongly in favor), please rate the following County levels of involvement towards land use planning.**

Answered: 183 Skipped: 0



	Strongly opposed	Somewhat opposed	Neither opposed or in favor	Somewhat in favor	Strongly in favor	Total	Weighted Average
Alternative One: Passive Approach. The Growth Policy will not spell out a specific strategy for addressing land use change over the long term. Instead, it will call for addressing land use issues when they arise on a case-by-case basis.	57.87% 103	16.85% 30	5.06% 9	8.99% 16	11.24% 20	178	1.99
Alternative Two: Neighborhood / Community Approach. The Growth Policy will call for the County Planners to assist communities in developing local solutions to land use change and development issues.	10.56% 19	10.00% 18	14.44% 26	30.56% 55	34.44% 62	180	3.68
Alternative Three: County Comprehensive Approach. The Growth Policy will call for County staff/ commission to proactively evaluate development and land use change challenges and work with the public to address these issues in a phased approach.	14.92% 27	7.18% 13	5.52% 10	15.47% 28	56.91% 103	181	3.92



**Q2 In the boxes provided below, please explain your thoughts, clarify your ratings, make suggestions or ask questions about the three alternatives:**

Answered: 131 Skipped: 52

Answer Choices	Responses
Alternative One: Passive Approach	78.63% 103
Alternative Two: Neighborhood / Community Based Approach	78.63% 103
Alternative Three: County Comprehensive Approach	90.08% 118

#	Alternative One: Passive Approach	Date
1	A comprehensive approach is efficient, economical, and would provide a more sustainable solution to addressing land use issues	8/25/2016 2:50 PM
2	Sounds like it would take forever and be exhausting for everyone involved.	8/23/2016 9:53 PM
3	Yes, County should only be involved where there is significant impact to wildlife and ecology.	8/23/2016 9:03 PM
4	Private land is private. Govt has no business regulating private land outside the city limits	8/23/2016 4:09 PM
5	a passive approach is not an option	8/23/2016 2:05 PM
6	too reactive. Need a comprehensive plan to avoid last minute reactive responses to ideas individuals and businesses come up with.	8/23/2016 10:44 AM
7	If we don't plan for growth it will come anyways and we will get taken advantage of and lose control over how our county looks and is developed and we will lose our 'edge' over other places that have been or are being wrecked by development.	8/23/2016 9:17 AM
8	not sustainable model	8/23/2016 9:09 AM
9	This seems to be how Gallatin County runs its show and it has required a lot of reactive measures to growth which are often expensive and incomplete.	8/23/2016 8:04 AM
10	You don't make massive mistakes with this approach.	8/23/2016 7:42 AM
11	This is a foolish and short sighted way of approaching inevitable growth that will impact the area. We need a plan that addresses the entire picture.	8/23/2016 7:08 AM
12	Nothing will ever get done.	8/22/2016 10:20 PM
13	We need proactive planning	8/22/2016 10:01 PM
14	case by case basis does not address future goals or assure that Park county is a place that its current residents continue to enjoy and feel proud of	8/22/2016 9:39 PM
15	Somewhat opposed because, communities like Gardiner do not have elected officials representing the people or common man; without a long term county strategy this may result in lop-sided results and obstinate friction with big government or big business special interest groups that invites county mediation. This approach has the most chance of success when a community has a well developed sense of ordered liberty.	8/22/2016 9:15 PM
16	Waiting for issues to come up is what we have been doing all along. It has not worked. It just leads to confusion, controversy and animosity. We need to have a standard to go by.	8/22/2016 8:56 PM
17	We are living that scheme now with drastic needs.	8/22/2016 8:41 PM
18	We can react on a case by case basis such as a large pig feedlot.	8/22/2016 7:50 PM
19	Not practical. The county must get involved with land use planning and must enforce any rules or zoning in effect.	8/22/2016 6:34 PM
20	A hodge podge of vacation rentals, industrial uses of unsuitable lands, and developers of subdivisions that do not keep in mind natural wildlife corridors, ranchers or waterways would spring up. It's easier to guide than to react when situations occur.	8/22/2016 6:20 PM

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21	Other than public/ environmental safety, the government needs to stay away from private property	8/22/2016 6:17 PM
22	I am not in favor, as times are changing	8/22/2016 6:06 PM
23	What does it mean, "the Growth Policy will call for addressing land use issues" when they arise, HOW will they be "addressed"?	8/22/2016 5:24 PM
24	This is not fair to community members or to potential new businesses. We cannot wait and react to problems. This pits neighbors against neighbors and is a passive approach. Our community deserves thoughtful decision making informed by community involvement that guides and shapes our future in a way that builds a strong local economy and protects our quality of life and resources.	8/22/2016 5:19 PM
25	We need direction, it would be to hard to consistent with decisions.	8/22/2016 4:10 PM
26	status quo, which is not working	8/22/2016 3:01 PM
27	non consistent approach based on reaction not advance planning	8/22/2016 1:43 PM
28	this is sticking your head in the sand and hoping growth doesn't happen. Recipe to look like shit in a few years.	8/22/2016 1:24 PM
29	no vision. too large opportunity for money and political influence	8/22/2016 1:22 PM
30	horrible. We are sick of having to defend against moronic proposals such as tire dumps or asphalt plants.	8/22/2016 1:19 PM
31	Not doing enough	8/22/2016 12:47 PM
32	too passive and allows for things to slip between the cracks...we need a vision and direction	8/22/2016 12:42 PM
33	nobody wins. short term selfish outcomes create another kalispell or hamilton with urban sprawl, no wildlife, invasive species and the loss of paradise	8/22/2016 12:41 PM
34	We face serious threats—like mining outside of YNP. We need to be proactive in prohibiting harmful activities. We mobilize too late, take too little action, and it allows outside interests to sometimes win.	8/22/2016 12:36 PM
35	Anything is better than the 'nothing' we have today. Passive means you will fight one issue every time and there will be many times that no plan will constitute grounds for irresponsible decisions based on old precedents.	8/22/2016 12:22 PM
36	This approach is driving us nuts and is costly. We need some predictability about what we can expect for development and where.	8/22/2016 11:55 AM
37	Park County MUST BE be visionary with regard to land use planning. In the absence of Park County's participation and leadership, we will continue to see undesirable sprawl and degradation throughout the county. Most progressive and desirable communities throughout the nation have strong land-use planning emphasis and have moved toward density while preserving their natural resource assets. Park County should provide leadership to ensure our communities grow in ways that are beneficial rather than destructive.	8/22/2016 11:51 AM
38	Too lax given the changeing lanscape of Park County	8/22/2016 11:46 AM
39	Way too piecemeal. Has the tendency to lack consistency through time.	8/22/2016 11:21 AM
40	As issues of land use arise, they should be decided by the community,not a county	8/22/2016 11:19 AM
41	We desperately need a short-and-long term strategy for land use planning in Park County!	8/21/2016 1:08 PM
42	Unplanned, sporadic development will hurt the area.	8/21/2016 10:15 AM
43	This is not acceptable. Change is going to occur and we need to be ready for it.	8/20/2016 7:54 PM
44	Just solve problems when they come up. Land owner rights should trump bureaucratic decisions even when the decisions are well intentioned.	8/20/2016 3:04 PM
45	Passive approaches tend to result in chaotic trends.	8/19/2016 11:44 PM
46	Zoning cannot be put in place retroactively and this approach will not protect the assets of the county.	8/19/2016 9:15 PM
47	Less government regulation is preferred	8/19/2016 6:43 PM
48	There is too much at stake to take a passive approach	8/19/2016 5:04 PM
49	This is just reactionary and it feels like the county is in the best place to be a part of solving these issues.	8/19/2016 4:26 PM
50	Allows freedom for specific situations	8/19/2016 3:39 PM
51	Reaction to a bad situationonly creates a worse and more costly situation.	8/19/2016 11:34 AM
52	This short-sighted approach puts the county and communities in a precarious position. We must be proactive to ensure needs are met now and into the future.	8/19/2016 9:20 AM

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53	Doesn't provide for smart growth and preserving unique amenities of Park County	8/18/2016 5:58 PM
54	My passive, we mean reactive. Should have could have would have... Before we know it this will be Gallatin County.	8/17/2016 2:34 PM
55	No planning means the county is unprepared for situations that will arise in the future.	8/17/2016 12:20 PM
56	This approach is too reactive, we need to be proactive to do the best planning we can.	8/17/2016 11:53 AM
57	Planning on a case-by-case basis puts the county at a significant disadvantage and exposes them to countless legal challenges by anyone who doesn't like the decision. Clarity and certainty are important!	8/17/2016 10:41 AM
58	I think that Park County will experience significant growth due to overflow from Gallatin County. This is an opportunity to poise Livingston to build great economic stability, and the way to do that well is to manage and plan. I don't believe a passive approach will allow Park County to capitalize upon the economic opportunity that will be available to them in the next few years.	8/17/2016 10:24 AM
59	The problems are going to continue to grow and Park County doesn't have the staff or money to deal with each issue separately	8/17/2016 9:07 AM
60	I believe we need to plan future land use for sustainability	8/16/2016 6:19 PM
61	It will be one fire drill after another	8/16/2016 4:07 PM
62	Not active enough	8/16/2016 11:48 AM
63	This is 19th Century approach. Reasonable limitations must be placed upon the right of a property owner to use his property as he pleases for the common good. Zoning is, and has been recognized by the Montana legislature as, an integral part of public planning, which takes the long view. The use of land is a granted right, but the land itself remains long after individuals who have exercised such rights have passed away. Rural zoning contemplates not only benefits in the present, but also seeks to conserve our resources for future generations.	8/16/2016 11:31 AM
64	passive approach	8/16/2016 9:58 AM
65	County officials should focus on heading off problems, not reacting to them as they arise. Be proactive, not reactive.	8/16/2016 9:15 AM
66	Not feasible; its really no change from now	8/16/2016 6:39 AM
67	Instead of inventing possible problems (that do not exist) address actual issues that do arise, when they arise as time passes. What seems important today is not at all necessarily what is important tomorrow. No sense wasting time, money and manpower on non-issues.	8/15/2016 8:43 PM
68	This is our current approach, which does not seem to be working. Some sort of zoning needs to be implemented so that the community doesn't have to fight every development (mines, gravel and asphalt plants) as a separate campaign.	8/15/2016 8:24 PM
69	We need a more long range plan for the city/county and this is too nearsighted for that.	8/15/2016 2:50 PM
70	Seems development will rapidly stress infrastructure (think Rexburg and Bozeman). Also potential for or allegations of favoritism/nepotism/abuse/whatever when some development is approved and others not	8/15/2016 2:26 PM
71	Seems like an excuse to do nothing	8/15/2016 11:05 AM
72	This approach will allow those few with the finical resources to dictate what happens for all of us	8/14/2016 5:33 PM
73	Need county wide policy	8/13/2016 9:50 AM
74	This approach feels like the direction of the Growth Policy could change dramatically depending on who is in office. This worries me.	8/12/2016 1:18 PM
75	We need to be more proactive so we're not constantly caught in reactive mode.	8/12/2016 9:29 AM
76	That opens the door to unregulated situations that might include mining, over development, higher taxes, drilling, lack of infrastructure	8/11/2016 5:03 PM
77	Addressing land use issues on a case by case basis is guaranteed to result in doing nothing, since problems will only be identified after the fact, say when a facility is spewing toxins into the air or the Yellowstone river, at which time it is impossible to stop the problem. Because the southern half of Park County, Livingston south, is a world famous tourist area, suburban sprawl and heavy duty manufacturing must be evaluated before they happen. Anything else is closing the barn door after the horses have run off.	8/11/2016 2:47 PM
78	I support propert rights and liberty.	8/11/2016 10:47 AM

79	Park County is a primary tourist destination and many of the folks who bought properties there in the past decade or so did under the assumption the area would remain relatively unspoiled. The 'typical' Montanan attitude of "it's my property and I'll do whatever I want with it" CAN'T be the guiding principle in this context. One very bad apple will spoil the entire bunch and the county can't allow for this to happen. There have to be very clear guidelines that are addressed upfront and NOT on a case by case basis which often fails because problems aren't caught until the train has left the station.	8/11/2016 8:01 AM
80	case-by-case allows for flexibility and understanding the possible uniqueness of each situation, which I appreciate. But could it also leave easy loopholes for misuse?	8/10/2016 7:30 PM
81	Don't meddle	8/10/2016 4:10 PM
82	This Re-active approach has not worked. IE: Gold mining, tire dumps, gravel pits etc.	8/10/2016 4:08 PM
83	Simply put, being proactive is better than being reactive.	8/10/2016 1:35 PM
84	Waiting passively and addressing issues one at a time will produce a suboptimal result. Only looking at the county, or at a minimum, regions of the county as a whole can good overall planning be achieved. There are many issues and interests to be balanced out in this process, this cannot be thoughtfully addressed without considering larger environmental blocks.	8/10/2016 1:25 PM
85	Citizen do not know how to go about developing their own plans. we just know what we don't want. we don't want unlimited, rampant development, especially along the yellowstone river. with more assault to it it will become an endangered, polluted river.	8/10/2016 1:00 PM
86	I suggest pro-active planning is better than reactive	8/10/2016 12:19 PM
87	vague and doesn't allow long term solutions for home owners.	8/10/2016 11:49 AM
88	Potentially disastrous. When problems arise it may be too late to address them effectively	8/10/2016 11:25 AM
89	Most people live in the county because they do not want restrictions	8/10/2016 11:15 AM
90	Too little too late to prevent disastrous land uses	8/10/2016 10:25 AM
91	Seems like a 'we don't care approach'	8/10/2016 9:06 AM
92	Might work but is a reactive approach	8/10/2016 8:28 AM
93	a passive approach leads to poor land use and will not lead the County in a positive plan going forward, instead it will be a jumble of mismatched last minute ideas	8/10/2016 8:05 AM
94	That's what we've been doing, which means "not" doing, and it hasn't worked	8/10/2016 7:52 AM
95	How does this affect the proposed asphalt plant near Emigrant	8/10/2016 7:24 AM
96	It is essentially no planning for big issues that might arise that could significantly impact the community.	8/10/2016 7:07 AM
97	This is clearly an unproductive option. It's clear we need certain protections and guidelines for the county.	8/10/2016 6:29 AM
98	Case by case issues sounds good but I think things will never progress if every matter has to be reviewed and worked out.	8/10/2016 3:53 AM
99	The growth policy should have more teeth.	8/9/2016 9:56 PM
100	Ambitious	8/9/2016 6:48 PM
101	I feel like there should be more thought put into planning. This approach seems too haphazard, which would lead to a poorly planned community.	8/9/2016 6:32 PM
102	This seems like the current model and it has done little to meet the public's needs.	8/9/2016 4:36 PM
103	encourage infrastructure development by the use of travel corridors/ corridors	8/8/2016 8:03 AM
#	Alternative Two: Neighborhood / Community Based Approach	Date
1	While local input is very important, a comprehensive approach that considers the entire county is preferred	8/25/2016 2:50 PM
2	I appreciate community involvement, if the community has the information it needs to make informed decisions. I like the people having advocacy and the ability to change direction based on current circumstances that we may not be able to foresee now. But we need advice from experts.	8/23/2016 9:53 PM
3	better than a comprehensive approach	8/23/2016 9:03 PM
4	County planners may assist; not direct or mandate. Only suggest	8/23/2016 4:09 PM
5	The neighborhood should be as important, if not more so, than a single commissioner's opinion	8/23/2016 2:05 PM

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6	By splitting up the county into small segments it will be easier for unattractive destructive uses to appear.	8/23/2016 10:44 AM
7	Sounds good, but not sure if it is enough.	8/23/2016 10:20 AM
8	As long as the county spells out 'sideboards' for how these plans are to be laid out it's not a bad approach in some areas that step forward but it should not take the place of planning throughout the county.	8/23/2016 9:17 AM
9	better than alt 1, however too subjective, and may not have best interest of future generations in mind	8/23/2016 9:09 AM
10	Community members understand their needs best.	8/23/2016 7:42 AM
11	This would be helpful in combination with #3.	8/23/2016 7:08 AM
12	This will create a fractured land use program that will likely end up pleasing the few and creating conflicts overall.	8/22/2016 10:20 PM
13	A citizen-based approach is unnecessarily resource intensive and insufficiently comprehensive	8/22/2016 10:01 PM
14	Those who live there must be address and their needs given priority.	8/22/2016 9:39 PM
15	Somewhat in favor because this approach seems to have the best probability for the reliable use of the principle of "subsidiarity" and balance providing prudent guidelines satisfying both the county and the local communities. The interests of the common man, not just those of the big government or big business special interest groups, can then have a chance to rise to the surface.	8/22/2016 9:15 PM
16	Incrementalism in different neighborhoods seem to also leads to confusion and lack of clear standards. We could have blight in one area and a nice environment in others.	8/22/2016 8:56 PM
17	This is better but not enough.	8/22/2016 8:41 PM
18	Let's not let the activists run roughshod over the silent majority	8/22/2016 7:50 PM
19	Park County currently has several citizen-initiated zoning districts. They work well when the rules are enforced by the county. They do not work at all when the county planning department fails to enforce violation of zoning district rules.	8/22/2016 6:34 PM
20	This makes sense - a group of ranchers will have different priorities than a small close knit community.	8/22/2016 6:20 PM
21	I am in favor of either of these but favor County comprehensive approach	8/22/2016 6:06 PM
22	Is there such a position as a Park County Planner?	8/22/2016 5:24 PM
23	I support this approach, but I still believe that we need comprehensive community planning that will guide decision making.	8/22/2016 5:19 PM
24	It is always a good idea to get the stake holders on board and have input to the solutions	8/22/2016 4:10 PM
25	better than status quo	8/22/2016 3:01 PM
26	Again, reactive inconsistent growth approach creates hap hazzard patchwork of rules/regulations	8/22/2016 1:43 PM
27	Bottom up solutions usually have the best staying power but sometimes lack teeth. It also means some communities won't embrace planning at all.	8/22/2016 1:24 PM
28	too narrow for special interests	8/22/2016 1:22 PM
29	am mixed on this idea	8/22/2016 1:19 PM
30	Neighborhoods should have a say over whether they want additional development.	8/22/2016 12:55 PM
31	Better than nothing.	8/22/2016 12:47 PM
32	commissioners working together in the direction the voters want to proceed	8/22/2016 12:42 PM
33	long term sustainability, values, landscape and community	8/22/2016 12:41 PM
34	Good to have the community involved, needs to be done sooner rather than later.	8/22/2016 12:36 PM
35	What constitutes a neighborhood? I have an Emigrant address. I live 15 miles from Emigrant. I live 15 miles from Gardiner.	8/22/2016 12:22 PM
36	This approach will not be effective against large-scale extractor operations such as hardrock mining and does not offer a comprehensive strategy for dealing with all types of industrial extractive industry in Paradise Valley.	8/22/2016 11:55 AM
37	While our neighborhoods should have a strong say in how they want to utilize their lands, I do not believe they have capacity to fully envision, design, and implement plans in a vacuum. On the other hand, Park County has staff (or SHOULD have staff) that are knowledgeable in land-use planning and ways to meet planning objectives. Communities such as Gardiner are unincorporated with no real governance to guide the communities destiny. County oversight would go a long way to prevent communities from doing more harm than good with regard to land use.	8/22/2016 11:51 AM

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38	Better than nothing	8/22/2016 11:46 AM
39	Has the potential for significant variance leading to difference in utilization of county services.	8/22/2016 11:21 AM
40	Development of lands need to be community decisions	8/22/2016 11:19 AM
41	Each community/neighborhood has specific needs, and the growth policy should be drafted to accommodate these.	8/21/2016 1:08 PM
42	Community cohesion and input is necessary.	8/21/2016 10:15 AM
43	I like the idea of having the community based approach but realize that this can be tricky. As I understand it this approach requires a large majority and that majority will carry the vote.	8/20/2016 7:54 PM
44	Better than comprehensive.	8/20/2016 3:04 PM
45	This is my preferred approach and is most local.	8/19/2016 11:44 PM
46	This offers some benefits for neighborhoods but would create an odd patchwork within the county.	8/19/2016 9:15 PM
47	Good to have neighborhood input	8/19/2016 5:04 PM
48	This approach allows the county to assist those involved in their area with the appropriate solution without a one-size-fits-all approach. It ensures that stakeholders have a say but get the help of the county.	8/19/2016 4:26 PM
49	A reasonable alternative	8/19/2016 3:39 PM
50	Having guidelines to assist communities and individuals is practical.	8/19/2016 11:34 AM
51	This approach is the most appropriate. Working with citizens and communities ensures that the solutions are appropriate.	8/19/2016 9:20 AM
52	I live in Gardiner and our needs are different from those in other park county communities. I would like our leaders to work with us, to use their expertise to help us make a better decision . But ultimately, people of Gardiner should have the most say	8/18/2016 7:02 AM
53	Working with community members and constantly soliciting feedback is a great idea, however, I believe somebody has to take the bull by the horn's so to speak	8/17/2016 2:34 PM
54	Because Park Co is diverse, each community needs to be assessed individually.	8/17/2016 12:20 PM
55	This approach is better, but would be paired best with an overarching plan that takes into account the big picture of growth and development in our county.	8/17/2016 11:53 AM
56	The county should adopt a comprehensive approach based on neighborhood input.	8/17/2016 10:41 AM
57	This makes one area pristine and another and industrial waste ground	8/17/2016 9:07 AM
58	it would benefit park county residents to know exactly what the process will be for this neighborhood/community based approach. Will there be consistency with how stakeholders (i.e. the community) will be handled or facilitated?	8/17/2016 9:03 AM
59	I believe that Alternatives 2 and 3 need to be combined	8/16/2016 6:19 PM
60	Communities should have significant input in determining what they want	8/16/2016 4:07 PM
61	i like this solution better as people that actually work and live in a community are better at making decisions that would affect them better than someone whom is not involved	8/16/2016 4:06 PM
62	more work in getting the varied opinions and slower!	8/16/2016 11:48 AM
63	Zoning is an important tool that plays a large role in determining how Park County will look in the future. Piecemeal approach is inconsistent with long term goals and has a different representable voting standard that favors large landholders not the entire population.	8/16/2016 11:31 AM
64	passive approach	8/16/2016 9:58 AM
65	Neighbors working together to find solutions is the best path, though often difficult.	8/16/2016 9:15 AM
66	Change in the approach, but nit too invasive.	8/16/2016 6:39 AM
67	Same as above. Land use can be very divisive so there is no reason to pit neighbors against each other unnecessarily over hypothetical situations that don't exist.	8/15/2016 8:43 PM
68	Better than the current motto, but complicated and will create lots of contention among neighbors.	8/15/2016 8:24 PM
69	I think in some cases this approach could work, but again I believe in a wider scope/longer range plan	8/15/2016 2:50 PM
70	Similar enough to alternative three to	8/15/2016 2:26 PM

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71	Lets county officials off of the hook. no political consequences	8/15/2016 11:05 AM
72	This will still need a lot of driving by the county planners	8/14/2016 5:33 PM
73	I like the idea of everyone working as a team to come up with strategies and solutions. This way the local community feels part of the solution, which is really important as decisions will impact them directly.	8/12/2016 1:18 PM
74	County help is key for communities. We have limited capacity, expertise, and resources at the community level.	8/12/2016 9:29 AM
75	I like this best since the community and neighbors are the decision makers. It is an automatic checks and balance approach so that a governing body that does not live in the area can not decide what's best for the locals.	8/11/2016 5:03 PM
76	Developing local solutions sounds good and there's value in having local control. However, many of the smaller towns in Park County and especially the rural areas don't have the people or the clout or the finances to stand up to a large (or even modest sized) corporation or land development company. Because there's a limited amount of land available for private use in Park County, major changes anywhere in the county will effect all residents. Pollution either via runoff from heavily developed housing areas or from industrial sites will degrade the Yellowstone river and reduce the tourist/fishing dollars coming into the county whether it runs directly into the Yellowstone or into the Shields river and then into the Yellowstone.	8/11/2016 2:47 PM
77	However, one persons choices do affect others.	8/11/2016 10:47 AM
78	While I'm not opposed to this very localized view, it won't work. Localities don't have the clout the county does--especially unincorporated areas, which cover most of the still-undeveloped areas of the county. There would be no way for local communities that establish their guidelines entirely independently to enforce those--enforcement would still have to come from the county via zoning guidelines. Also, with this approach the county will be abdication its primary responsibility which is to consider the welfare of the county overall. What one neighboring jurisdiction may or may not do will impinge greatly on other neighbors and this approach does not allow for negotiated/coordinated planning so that all communities share in the duty to think ahead and consider their neighbors.	8/11/2016 8:01 AM
79	Community approach seems ideal to me, considering the "vote" of the majority. I think it is hugely important to not put the current community aside during growth. Squashing the old community to make room for whoever wants to come in is not growth.	8/10/2016 7:30 PM
80	Help when asked	8/10/2016 4:10 PM
81	Another re-active approach that does not address the broader issues of the Paradise Valley and Park County.	8/10/2016 4:08 PM
82	I believe that local people are far better suited to guide thier own communities	8/10/2016 1:35 PM
83	I think the best is a combination of alternative 1 and 2. A comprehensive approach that incorporates regions/neighborhoods offers the best opportunity for balanced land use.	8/10/2016 1:25 PM
84	there needs to be community input given lots of statements to choose from that are very clear. more people need to show up to comment and make statements. more public gatherings would allow more to show up and converse. teh June meeting in emigrant was mostly a failure as not enough people camd and not enough time was offered.	8/10/2016 1:00 PM
85	All communities and Planning need to work together	8/10/2016 12:19 PM
86	doesnt really say who will be making those decisions	8/10/2016 11:49 AM
87	I see merit in a combination of both this approach and Alt 3 approach. Not in favor of giving ALL the power to County staff	8/10/2016 11:25 AM
88	Neighbors telling neigh's what can be done. Could be problematic.	8/10/2016 11:15 AM
89	Same thought	8/10/2016 10:25 AM
90	Better than Alternative Two, but too much burden on local, grass-root efforts that aren't as effective as the County	8/10/2016 9:06 AM
91	Best, Includes localized participation	8/10/2016 8:28 AM
92	Can work favorable if we still look at an overall master plan of where the county wants development to go in the future	8/10/2016 8:05 AM
93	Alternative 3 is really the best plan, but # 2 may be the most palatable for most residents	8/10/2016 7:52 AM
94	How does this affect the proposed asphalt plant near Emigrant	8/10/2016 7:24 AM
95	While this is an option, it's also less productive and could lead to confusion where land use would vary by neighborhood, and could be difficult for the County to enforce.	8/10/2016 6:29 AM
96	Seems ok.	8/10/2016 3:53 AM
97	See above	8/9/2016 9:56 PM

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98	The county's involvement in land use policy in (distant) Silvergate-Cooke City is virtually invisible. The neighborhood community could use more help and attention	8/9/2016 9:19 PM
99	Park county has no idea of Cooke city needs.	8/9/2016 6:48 PM
100	This is better than #1, but it still doesn't provide a blue print for the future. And it could lead to misunderstandings and the potential for randomness on why this gets approved, but not that. It's still a recipe for confusion and irritation long term.	8/9/2016 6:32 PM
101	County growth should be more county citizen spearheaded than city	8/9/2016 5:48 PM
102	Seems like a step in the right direction but relying on the county planners could introduce biased solutions depending on who the county planners are.	8/9/2016 4:36 PM
103	do not try to give Hatfields control over McCoy's property	8/8/2016 8:03 AM
#	<b>Alternative Three: County Comprehensive Approach</b>	<b>Date</b>
1	A pro-active approach is always the smarter way to go, rather than waiting for something bad to happen first before addressing this issue. This involves thinking!	8/27/2016 10:33 AM
2	MT	8/25/2016 3:13 PM
3	Again, a comprehensive approach where the county develops a long term plan is the only efficient, cost effective, sustainable solution	8/25/2016 2:50 PM
4	Time to get your head out of the sand	8/25/2016 11:42 AM
5	Montana	8/25/2016 8:39 AM
6	I think we need a thorough understanding of the issues we will/may face before we can begin to consider choices. I worry studies or scenarios would become outdated, if land use was not approached a bit iteratively.	8/23/2016 9:53 PM
7	to much nitpicking is unwanted	8/23/2016 9:03 PM
8	Gov's job is to protect the people, not dictate private land use. NIMBY Park County!	8/23/2016 4:09 PM
9	There has to be a strong leadership by elected officials who must represent and answer to the majority of the landowners wishes.	8/23/2016 2:05 PM
10	Comprehensive planning with ample opportunity for input from citizens and local communities is the best approach to take I think.	8/23/2016 11:13 AM
11	We need to work proactively to keep this place attractive, clean and healthy	8/23/2016 10:44 AM
12	The more oversight the better. We have to start thinking that we are a community rather than a bunch of individuals that are islands unto themselves.	8/23/2016 10:20 AM
13	This is good approach but possibly combine with #2- obviously controversial but the time has come for the county to address growth before growth addresses us.	8/23/2016 9:17 AM
14	best way to outline goals for growth in the county, as it will outline specific issues and how they will be addressed by the county. also, residents need to know the regulations and policies to make informed decisions about changes to land use. this is the most clear way of communicating the policy between county and residents	8/23/2016 9:09 AM
15	While this takes longer, it will greatly benefit Park County in the future because it could avoid a sprawling, urban eyesore.	8/23/2016 8:04 AM
16	No one looks at the big picture. They only see the small area where they live. Leadership is all about looking at the big picture!	8/23/2016 7:42 AM
17	This is the only sane and responsible way to address growth in this area that will affect the entire population, environment, economy.	8/23/2016 7:08 AM
18	Because of our continued permanent population growth, coupled with the extreme levels of annual tourists visitation, I feel it is imperative to proactively address county development as a whole. It is critical that we plan and prepare for infrastructure which can provide for the public while still maintaining conservation of our environment.	8/23/2016 4:36 AM
19	Although this may appear unpopular at first it is most likely the only way any real issues related to growth and development will be addressed.	8/22/2016 10:20 PM
20	Evaluating development and land use changes should be the job of government. This is the information brought to Alternative Two. Alternative Two and Three are not mutually exclusive	8/22/2016 9:39 PM



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21	Somewhat opposed because this approach seems to run counter to the principle of "subsidiarity" and representation of the interests and rights of the common man. This big government approach usually reflects the amount of "ordered liberty" within our communities, businesses, or governing organizations. The less "ordered liberty" represented or achieved, the more government is needed. This would be unfortunate.	8/22/2016 9:15 PM
22	Plans need to be in place soon before we ruin our beautiful home.	8/22/2016 9:04 PM
23	Let's take care of the entire county and have guidelines to go by. We need to protect the economic, cultural, historical, and environmental resources of the entire county. Let's be good neighbors to each other.	8/22/2016 8:56 PM
24	Needs very much to be a comprehensive plan to preserve what is here and not even think about asphalt plants, and tire dumps, etc. Still not enough nor fast enough.	8/22/2016 8:41 PM
25	We all know planners will have ideas at odds with the public.	8/22/2016 7:50 PM
26	THEoretically, desirable, but won't fly in Park County currently.	8/22/2016 6:34 PM
27	MONTANA	8/22/2016 6:27 PM
28	I actually think a general comprehensive policy that allows for community direction would be the best plan. A combination of 2 and 3.	8/22/2016 6:20 PM
29	Is Park County Staff/Commission different than Park County Planner? If so, why a different entity? Also, what is meant by a "phased approach"? Many residents in Park County are opposed to development growth that would negatively affect the natural environment in Park County.	8/22/2016 5:24 PM
30	The community deserves an active and engaged commission that responds to local issues in a fair, consistent manner. Not a reactive commission that only responds when angry people show up.	8/22/2016 5:19 PM
31	Long term planning is also good as long as the goals are clearly expressed and the leadership follows the plan	8/22/2016 4:10 PM
32	Ideal, but may lead to more opposition	8/22/2016 3:01 PM
33	We need advance planning for controlled development	8/22/2016 1:43 PM
34	This is ideal and what most of the country has but it may be running before we walk. Shame to see MT as one of the few states with no counties with countywide zoning.	8/22/2016 1:24 PM
35	organized and more inclusive	8/22/2016 1:22 PM
36	we need proactive, thoughtful planning.	8/22/2016 1:19 PM
37	the county needs residential, retail and industrial zones. So a comprehensive approach is necessary for balance.	8/22/2016 12:55 PM
38	There needs to be a proactive approach to the changes that are coming.	8/22/2016 12:47 PM
39	county take the lead and do heavy lifting in front of public's approval and cooperation	8/22/2016 12:42 PM
40	long term sustainability, values, landscape and community	8/22/2016 12:41 PM
41	we don't want mining, or asphalt plants, or more guys like the one near Chico rd in Pray with giant junkpiles that seem to catch fire once or twice a year	8/22/2016 12:38 PM
42	Having a comprehensive approach, IF it is done with the support of locals, would send a clear message that we value our lands, watersheds, etc. and might pre-empt people from considering harmful activities.	8/22/2016 12:36 PM
43	Really the only choice, but comprehensive can be restricted to certain activities and certain zones. What might not be appropriate for an activity in one place could be acceptable in another. I think some form of zone parameters could be made that could be grounds for amending a comprehensive plan. Take Gold mining a hot button issue. If someone wanted a gold mine in the far north of the county and all the neighbors within x# of miles were not opposed then a county ban on gold mining could be lifted and the mine approves. Certainly HWY 89 in Paradise Valley (and Shields if they choose) should be exempt from commercial activities except in specific zones...ie Emigrant, Gardiner maybe a few other spots where the commerce is in keeping with the nature of the valley.	8/22/2016 12:22 PM
44	MT	8/22/2016 12:10 PM
45	This is the only approach that makes sense.	8/22/2016 11:55 AM
46	There is too much at risk to keep moving forward without Park County's total involvement in comprehensive planning. The County is on the verge of losing its most valuable assets to sprawl in the Paradise Valley. Small communities are in-filling in ways that are degrading neighborhoods and they need guidance and leadership to promote livability. I believe it is the County's responsibility to guide a comprehensive county-wide approach to land-use planning.	8/22/2016 11:51 AM
47	This is the approach used by most counties in the west that are undergoing land use changes (rural to development)	8/22/2016 11:46 AM

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48	Consistency, Longer-term mentality.	8/22/2016 11:21 AM
49	Assistance may be needed, but that should be up to the community to ask for it if needed	8/22/2016 11:19 AM
50	I do not see why there couldn't be a combination of alternative 2 and 3. We need the County's leadership on a county-wide basis, and assistance for a specific community land use issues	8/21/2016 1:08 PM
51	Only if the city/county listens to the neighborhood concerns.	8/21/2016 10:15 AM
52	MONTANA	8/21/2016 8:40 AM
53	I am looking for the approach that will prevent mining, the gravel pit, and commercial development that threatens the environment.	8/21/2016 7:56 AM
54	I would like it if the county would take a proactive stance, but that does not seem to be the case.	8/20/2016 7:54 PM
55	MONTANA	8/20/2016 1:14 PM
56	With this approach a checkerboard development would be minimized and you would no have a tire dump next to lovely homes or asphalt plants next to historic homes	8/20/2016 7:18 AM
57	Alaska	8/19/2016 11:44 PM
58	Only one that makes sense IF a few simple rules are followed: 1.) No special 'outs' provided for 'buddy' deals if politically connected, 2.) Keep the concept simple - Apply the 'Reasonable Person Test'. Does this land use negatively affect nearby property values, or the appeal of the areas (i.e. Paradise Valley), average person that represents its primary economic driver (i.e. tourists)	8/19/2016 9:26 PM
59	While this would be the most difficult to develop it should be the ultimate goal. This would insure seamless transitions between different types of land use and provide clarity for landowners, buyers and sellers.	8/19/2016 9:15 PM
60	By far the best -- bring everyone into the mix to help plan our future	8/19/2016 5:04 PM
61	This smacks of larger government where a few people's idea of how the county should be get to implement policy controlling everyone.	8/19/2016 4:26 PM
62	Too controlling	8/19/2016 3:39 PM
63	I believe in a whole approach in planning for our county.	8/19/2016 11:45 AM
64	Somehow, leave the door open just a crack so you can step up the planning process if it appears that something is awry.	8/19/2016 11:34 AM
65	This is a good approach if county staff can be unbiased and not pushing their own personal agenda. I haven't seen evidence that this is possible but perhaps with new staff it could be achieved.	8/19/2016 9:20 AM
66	someone has to take the bull by the horn's so to speak.	8/17/2016 2:34 PM
67	After assessing various issues in the different communities, a comprehensive approach can be adopted that will work for the whole county.	8/17/2016 12:20 PM
68	This approach has the greatest potential to protect our long term quality of life as well as provides an opportunity to work with local governments to learn their needs and plans.	8/17/2016 11:53 AM
69	The county should adopt a comprehensive approach based on neighborhood input.	8/17/2016 10:41 AM
70	This makes land use equal over the whole county.	8/17/2016 9:07 AM
71	There has to be some oversight	8/16/2016 4:07 PM
72	It's good to have a plan well ahead of the coming pressure	8/16/2016 11:48 AM
73	A Comprehensive Plan needs to be developed to respond to the widely accepted principle that the myriad of future land use decisions affecting the county's lands should be made in a coordinated and responsible manner. The Plans philosophy should reflect commonly held ideas that [1] Growth should be channeled to municipalities; [2] Agricultural lands should be protected; and [3] Preservation of our environmental and natural resources should be a high priority in making land use decisions.	8/16/2016 11:31 AM
74	passive approach	8/16/2016 9:58 AM
75	Some parts of the county should be encouraged to remain in agriculture. Others are appropriate for industrial or residential development. The county's trained staff, overseen by the commission and the planning board, can probably make the best decisions. However, resistance is likely to be strong.	8/16/2016 9:15 AM
76	Probably far too complex to accomplish	8/16/2016 6:39 AM

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77	The County is too diverse in use and thinking for a one size fits all approach. Businesses and economies are totally different from one end of the County to the other.	8/15/2016 8:43 PM
78	Holistic, better approach. It doesn't have to be overly restrictive, but can at least arm property owners with tools to protect their property values and rights.	8/15/2016 8:24 PM
79	This, in my mind, would create a more balanced plan with all parts of infrastructure and zoning taken into consideration.	8/15/2016 2:50 PM
80	Growth can come too fast with no local preparation except quick and insufficient response. We can see this in the Gallatin. Park may have a window of opportunity where issues can be weighed and addressed – wild fire hazard, water availability, cost of road care and plowing, habitat concerns, etc. People too often respond after the fact, and are surprised by the need for plowing which they have to pay for; the presence of wildlife eating their gardens and bear and lions in their yards, etc. There is always ALWAYS public resistance to government interference, but it is irresponsible not to give comprehensive planning our best shot.	8/15/2016 2:49 PM
81	It's the only way to wisely match growth with infrastructure.	8/15/2016 2:26 PM
82	The only way to effectively approach the issues.	8/15/2016 11:05 AM
83	This should have a large component of citizen input.	8/14/2016 5:33 PM
84	Need county wide policy	8/13/2016 9:50 AM
85	I like this approach as well. Proactive is so much better than reactive! The fact that this approach will work with the public as well is smart. It's important that one person or commission does not have all the power in making growth policy decisions.	8/12/2016 1:18 PM
86	While the county is quite diverse, a comprehensive approach stands the best chance of assessing current conditions, identifying problems and opportunities, and working to address those problems and embrace opportunity.	8/12/2016 9:29 AM
87	No, see above comments. I am not a fan of a board or planners making decisions. Too many personal agendas may be passed without public comment or votes	8/11/2016 5:03 PM
88	I strongly favor this approach as the county has enough clout to stand up to the commercial interests and insure that development proceeds in ways that work well both for county residents, the tourists and their supporting industries, and commercial operations. Implementing zoning now can easily avoid many of the growing pains that are routinely seen in Gallatin County. Setting up planning now, before it's too late, makes it possible to come up with plans that will work well for the different areas and interests in the county.	8/11/2016 2:47 PM
89	I do not like big brother government.	8/11/2016 10:47 AM
90	I'm totally in favor of this approach. The county has to assume its leadership responsibilities. This doesn't mean that localities shouldn't participate—they absolutely must—but the county has to be the 'orchestra leader' in this and work to provide a coordinated, well-integrated solution that respects the welfare and interests of the county as whole and accommodates the differing priorities of localities as well as possible.	8/11/2016 8:01 AM
91	"evaluating development and... addressing these issues..." doesn't sound as proactive as Alternative Two. Maybe it's just the wording? Allowing the communities voices to count and coming up with proactive, balanced, sensible solutions is what I would love to see.	8/10/2016 7:30 PM
92	Pro-active. Put in place a plan that spells out what can be done, where it can be done and how it can be done. Lets avoid the death by a thousand cuts. The county needs to take a more active role in helping the county deal with demographic changes and the challenge of dealing with laws made in 1872, people wanting the highest and best use of the property to be a dump, gravel pit, or something more devastating with no regard for one neighbors.	8/10/2016 4:08 PM
93	This seems like the most logical approach. We should be proactively dealing with these issues, not putting out fires as we go along.	8/10/2016 2:49 PM
94	This can work and may have an advantage of coordination over the greater county area. However our communities are spread out enough and our population is small enough that such coordination is most likely not necessary.	8/10/2016 1:35 PM
95	see just above	8/10/2016 1:25 PM

96	we count on the city/county planners to develop the legal enforceable language that protects the resources and property values. we need a trail along south hwy 89 for safe passage of non-vehicular travel. we need language that does not allow an industrial development such as a gravel/asphalt plant to operate in a residential neighborhood. no pig farms etc in a residential neighborhood. limit or allow no further development along the river corridors. should building with septic be allowed, make absolutely sure there is a waaaay back setback for them. do not allow two houses just adjacent to each other, maintain a setback. there should be language requiring no rusty metal sliding down a ranch's hill into the river; no ded cars or old farm machinery sitting out in plain sight. small developments such as glastonbury should be encompassed into county regulations. ther should be development of the proposed non-vehicular trail along south highway 89 to allow safe travel from yellowstone park to livingston. there should be involvement with the historical society to place informational plaques along the river corridors telling of the valued history. there should be coordination with the state to develop improved boat access sites, such as mile 26 which is dangerous.. we need to enhance the experience of our visitors that ranching is our history, and lews & clark mapped this and that today we want to share that and make it easy for visitors to learn our valued characteristics, such as buffalo jumps.	8/10/2016 1:00 PM
97	Have a plan and work the plan long term and short term	8/10/2016 12:19 PM
98	heavy potential for heated arguments that may be based on personal bias/land holdings rather than what is best for economy.	8/10/2016 11:49 AM
99	See Alternative two comment	8/10/2016 11:25 AM
100	Most people live in the county because they do not want restrictions	8/10/2016 11:15 AM
101	Same principle in reverse	8/10/2016 10:25 AM
102	Growth and land use needs to be PLANNED, not reacted to!	8/10/2016 9:07 AM
103	Best Approach! So, we don't have to keep fighting the same battles over and over again - here, there, everywhere.	8/10/2016 9:06 AM
104	Worst. Bureaucratic top down approach	8/10/2016 8:28 AM
105	a Master Plan is the best option to ensure that the community grows in a positive way that ensure development with real goals, real use planned in without the mismatched jumble that poor planning can result in	8/10/2016 8:05 AM
106	This is what it is really going to take to protect the county's quality of life.	8/10/2016 7:52 AM
107	How does this affect the proposed asphalt plant near Emigrant	8/10/2016 7:24 AM
108	We need an overall, holistic approach to preserving the character of Park County. While growth may be different in different areas, if we don't have an overall view we will end up with a hodge podge of development.	8/10/2016 7:13 AM
109	What is the done side for being prepared?	8/10/2016 7:07 AM
110	This is the most desirable option. We need to be visionary about how we want our county to look in advance of the increased population growth and development we will see. We also need to preserve the character and beauty of our county, and select locations for large-scale commercial development with forethought.	8/10/2016 6:29 AM
111	Seems like the best plan. The Livingston area as a whole lacks any leadership. Any policy where being proactive is an option should be the approach. Making sure the right hand knows what the left hand is doing.	8/10/2016 3:53 AM
112	See above	8/9/2016 9:56 PM
113	Park County needs to be proactive in regards to land use planning. Commissioners who are not willing to be proactive should step aside.	8/9/2016 9:38 PM
114	Too much regulation by bureaucrats.	8/9/2016 6:48 PM
115	This approach provides a blue print for the future, spelling out a vision for growth over time. It lets people know what will get approved and why.	8/9/2016 6:32 PM
116	Staff always need to be involved	8/9/2016 5:48 PM
117	Land use is extremely important to Park County citizens being such, it should be addressed and evaluated by elected officials in conjunction with Park County staff.	8/9/2016 4:36 PM
118	re adopted the 1998 comprehensive plan	8/8/2016 8:03 AM

**Q3 If you have additional ideas or thoughts on how the county should address the land use topic or other issues in the growth policy, please discuss them here:**

Answered: 81 Skipped: 102

#	Responses	Date
1	Integrated trail systems in Livingston (like they have in Bozeman), pro-actively approaching land owners (especially those along the river) for conservation easements so that there's more public access to take a long walk along the river.	8/27/2016 10:33 AM
2	Please make open space, vibrant communities, vibrant economies, clean air, water, and land, priorities for quality of life for all Park Co residents.	8/25/2016 2:50 PM
3	Minimum lot size outside of the City	8/25/2016 11:42 AM
4	I think we should have something similar to a mission statement for our land use that we measure decisions against. We should be supplied with the studies and information that we need to understand the big picture when we have decisions to make. We as a community should be able to adjust as needed. A combination of one and two.	8/23/2016 9:53 PM
5	Don't interfere with private property unless it has a substantial impact on other peoples property, health and safety.	8/23/2016 9:03 PM
6	Comprehensive planning is essential and would include regional variables	8/23/2016 5:36 PM
7	No asphalt plants, no gravel pits, no mining without landowners majority vote allowing such activities. No threat to landowners health, environment, air, water quality permitted. Control over land use that may benefit one but harms many, cannot be tolerated. Noise, traffic and other similar issues must be addressed with every issue across the board.	8/23/2016 2:05 PM
8	We need a long term comprehensive plan to keep this place one of the finest cleanest counties to live in.	8/23/2016 10:44 AM
9	We are the Yellowstone ecosystem and should not think we need to supply the world with gold and silver and steaks and gravel.	8/23/2016 10:20 AM
10	Park county's 'edge' over the rest of the country is our abundant wildlife populations, open spaces and free flowing rivers. If we look over the pass at Gallatin county, we are seeing our future. If the county does not take proactive steps now to plan for that growth then we will lose what makes Park Co a great place to live.	8/23/2016 9:17 AM
11	Preserve the character of the area...the history and the architecture. Don't let short term greed ruin things. Buildings are not just for the person who builds them. They can last for generations and they effect the environment of many, many people for years and years. Most people can't see into the future when they break ground and start constructing something.	8/23/2016 7:42 AM
12	Water usage and housing are of concern. The over usage of Hwy 89 is dangerous and appalling. Turning and passing lanes should be phased into the highway.	8/23/2016 4:36 AM
13	People oppose land use planning because they don't always understand the complexity of the issue, or they're just a stick in the mud. Providing information and outreach to foster understanding will help with the former, the latter will never change their minds, and can be dealt with accordingly.	8/22/2016 10:20 PM
14	A citizens committee made up of each area o Park Country. On each comment is a balanced representation of the citizens of that area. These groups would have equal weight with the government. After all, government is created by people for their well-being and betterment. Not for a few to make money off of! Corruption in government is unacceptable and has become commonplace. Also, is growth necessary? No it is not. In a country half mad with development, what will pristine land be valued at? Paradise valley has that now at its value; how can it be safeguarded?	8/22/2016 9:39 PM
15	Get specific and straight forward. Generalities and progressive rhetoric always generate a sense of miss-giving and foreboding. Put the benefit of the common man first, without compromise, and the resulting county public policy cannot go wrong.	8/22/2016 9:15 PM
16	Comprehensive is the best alternative in my opinion. We have much to protect here. We live in an interconnected world and need to have a through detailed plan where everyone knows what to expect.	8/22/2016 8:56 PM

Park County Growth Policy Update Questionnaire

SurveyMonkey

17	We have lived here for nearly 40 years, and in all that time groups have tried to make some reasonable planning zones. These efforts were always shouted down by developers and others, isn't it time to stop riding the fence and make some real planning efforts. I once served on the planning board and it was obvious to me the planning was like a four letter word.	8/22/2016 8:41 PM
18	Encourage the USFS to transfer non forest parcels to the State for low cost housing in the Gardiner area. Declare forest roads leading to private lands as County roads (no maintenance necessary) thus insuring access to landowners. Stand for the common people!	8/22/2016 7:50 PM
19	Current violations at the gravel pit at 89 and I-90 (within the East Yellowstone Zoning District) should be addressed by the county planning dept. It does no good to plan or to adopt citizen-initiated zoning districts if the county planning dept. Does not enforce the rules in place.	8/22/2016 6:34 PM
20	I have a concern about affordable housing. If vacation rentals are allowed to proliferate then housing becomes too expensive for locals. Also, mining and industrial eyesores should be regulated as there are few places in Park Co where they might be suitable without damaging our river, land or wildlife.	8/22/2016 6:20 PM
21	We need to defend an individual's property rights, something that county officials do not seem to be concerned about. Park county is not Yellowstone National Park and private property is not owned for the enjoyment of the people	8/22/2016 6:17 PM
22	Maintaining the highest quality of the original, natural environment (air, land, water) in Park County should be the golden rule by which All other issues are considered by the Park County Growth Policy.	8/22/2016 5:24 PM
23	We absolutely need land-use planning mechanisms that are consistent across the county. We need better protections at the local level of natural resources because our local economy is dependent on these resources. It's our elected officials jobs to help plan for our future. Please actively engage on these issues, don't sit back and let it happen to us. What type of advice would you give your children? Plan for their future? Or wait and see?	8/22/2016 5:19 PM
24	Directly addressing policies which	8/22/2016 2:20 PM
25	Look to what the Bridger Canyon folks did when they developed long range development plans. Very comprehensive and preserved wildlife corridors, lot size and construction standards.	8/22/2016 1:43 PM
26	remember why we are here - what we love about Paradise Valley and what is truly important to the present and future generations	8/22/2016 1:22 PM
27	the conversation needs to be framed as a property rights issue. Folks operating a tire dump or an asphalt plant are taking away our property rights to clean wells, etc. And, the costs of development should not all have to be paid for by the public. Shady companies, e.g., goldmine operators, come in and promise jobs but do not have the resources to pay for clean up or mitigation and, when disaster strikes, local communities and the state or federal government (meaning tax payers) have to pay. That violates our property rights--why should we have to pay for the transgression of others?	8/22/2016 1:19 PM
28	Main thing to keep in mind is that Tourism is our #1 revenue source in Park County. Any kind of "dirty" industry must be kept away from the beautiful natural resources that people come from around the world to experience.	8/22/2016 12:55 PM
29	Cost of living is a big concern especially in the town of Gardiner. There is not enough housing currently available. The ones that are are too expensive. This is affecting enrollment at the school as more and more families cannot find homes (or afford them). My child has 7 kids in her 2nd grade class. Without the school the town will suffer. We are also losing the feel of the community as more and more homes are converted to vacation rentals. We have seen more crime. People don't care when they are only here for a week at a time. The County needs to address this issue throughout Park County as I have also heard concerns about vacation rentals in Livingston.	8/22/2016 12:47 PM
30	Tourism is obviously our main source of bread and butter. Any new development should be geared towards that industry.	8/22/2016 12:38 PM
31	We need to maintain the natural beauty and wildlife of the area. We need to realize that our value lies in tourism dollars because of wildlife (not because of ziplines or strange transportation contraptions, or mining, etc). It is important to maintain the quality of air, water, and wildlife.	8/22/2016 12:36 PM
32	see above	8/22/2016 12:22 PM
33	There will likely be great opposition to Option 3 given Montana's legacy in letting its neighbors do whatever they want with their land. But without comprehensive planning, the quality of life will erode rapidly in our communities. Park County may balk at the concept of looking to outsiders for ideas, but there are several communities in other states that are doing great work in developing outstanding land use policy. I recommend studying planning policies in areas like Corvallis, Oregon or Boulder, Colorado. While residents of Park County may initially be put off by these "outsider" ideas, these areas have decades of experience in planning that have produced high quality communities while maintaining land productivity. There is a lot of money in Park County and there is great demand for housing. We need to find positive land use solutions that address our housing crisis while maintaining the outstanding natural attributes of the lands in our area.	8/22/2016 11:51 AM

Park County Growth Policy Update Questionnaire

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34	Local citizen input should out weigh out of state-county opinion, on both private and public land issues, that affect citizens and businesses within the county.	8/22/2016 11:35 AM
35	I think Gardiner needs to find a way to deal with town issues and not involve County in vital decisions that will affect this community.If assistance id needed at as a source to complete a project, then ask for help but try to resolve the matter locally first. Once they have control over decisions it will be hard to take that power back	8/22/2016 11:19 AM
36	The County must consider all voices, not just those who "show up." There is such a huge need to have land-use planning that incorporates zoning, which I understand historically has been shelved because the County heard only those who organized and yelled the loudest and were against it. Perhaps a county-wide written survey to all land owners to elicit opinions and ideas. Notice of the survey in the local media to make sure as many as possible hear about it. If I were not a member of PCEC, I would not have received this survey, and all land-owners and interested parties should be aware that feedback is being solicited?	8/21/2016 1:08 PM
37	Educate the public on how "zoning" works, make them aware that the zoning can be based on the needs of the community. Not a boilerplate restrictive policy. It can be crafted to benefit all members of the community in some way.	8/20/2016 7:54 PM
38	Let local communities decide like via covenants. We don't need government telling us what we can do. Nor, what I fear will become, the californication of this place via tyranny of a minority. There is enough of that already.	8/20/2016 3:04 PM
39	Maintaining public land use options is very important.	8/19/2016 11:44 PM
40	Simple - Stop delaying a reasonable zoning law and communicate to the fear mongers against such a law, that it would NOT be veiled communism in order tell people where they have to plant their garden on their own property, for example.	8/19/2016 9:26 PM
41	The county needs to take a leadership role in developing a general zoning plan in order to prevent further protracted battles over land use.	8/19/2016 9:15 PM
42	Allow local level decisions	8/19/2016 3:39 PM
43	United States	8/19/2016 11:45 AM
44	Present examples of areas that have approached growth using the various approaches. Highlight the positive and negative aspects of each. Print in various local publications. Let apathy point toward comprehensive land use planning not status quo.	8/18/2016 5:58 PM
45	Please help us preserve our open spaces and parks and trails. This is the true value that our community has. I am very interested in more public access to areas just outside of town for our community and visitors to enjoy.	8/17/2016 2:34 PM
46	As Gallatin County continues to grow at a 4.75% rate, Park County will be absorbing the spillover. The County needs to have short-term and long-term growth plans prepared to grow sustainably and wisely.	8/17/2016 12:20 PM
47	The county should balance the obvious fact that our county is growing with the need to protect the resources people are moving here to enjoy. Development should not occur at all costs, we need to decide carefully what we value and protect those values as well grow.	8/17/2016 11:53 AM
48	Planning when someone enters the subdivision review stage is not planning - it's too late by that time.	8/17/2016 10:41 AM
49	If you don't like government regulation and controls the expect to live next to gravel pits, tire dumps, shopping malls, race tracks and having Buffalo damaging your home, yard and personal safety.	8/17/2016 9:07 AM
50	Glad this is being discussed and a comprehensive approach involving all sides seems reasonable.	8/17/2016 9:02 AM
51	It doesn't matter if you are 5th generation MT native or arrived yesterday... it isn't 1850 any more, get a grip on it.	8/16/2016 4:07 PM
52	Planning and prior agreement on land uses will save time and protect owners from loss due to incompatible uses and negative impacts.	8/16/2016 11:48 AM
53	A central question that must be addressed is how to accommodate the demand for a evolving rural lifestyle without diminishing the rural setting in the process. It has become clear to a majority of the citizens of Park County that this question can only be answered through a county-wide land use policy plan.	8/16/2016 11:31 AM
54	Nothing. There is nothing wrong with what is working now.	8/16/2016 9:58 AM
55	No more burdensome land regulations. You continually devalue our most important land assets with your non- stop bureaucratic fiddling.	8/15/2016 8:43 PM
56	I would like to see Park County do some work to address the needs of this growing community. We are a place with young families as well as seasonal visitors and we are lacking some basic, vital needs for both segments of the population. We have a need for better hotels, gas stations at the north end of town, and most importantly recreational facilities for year round activities (such as swimming, basketball, track etc.).	8/15/2016 2:50 PM

Park County Growth Policy Update Questionnaire

SurveyMonkey

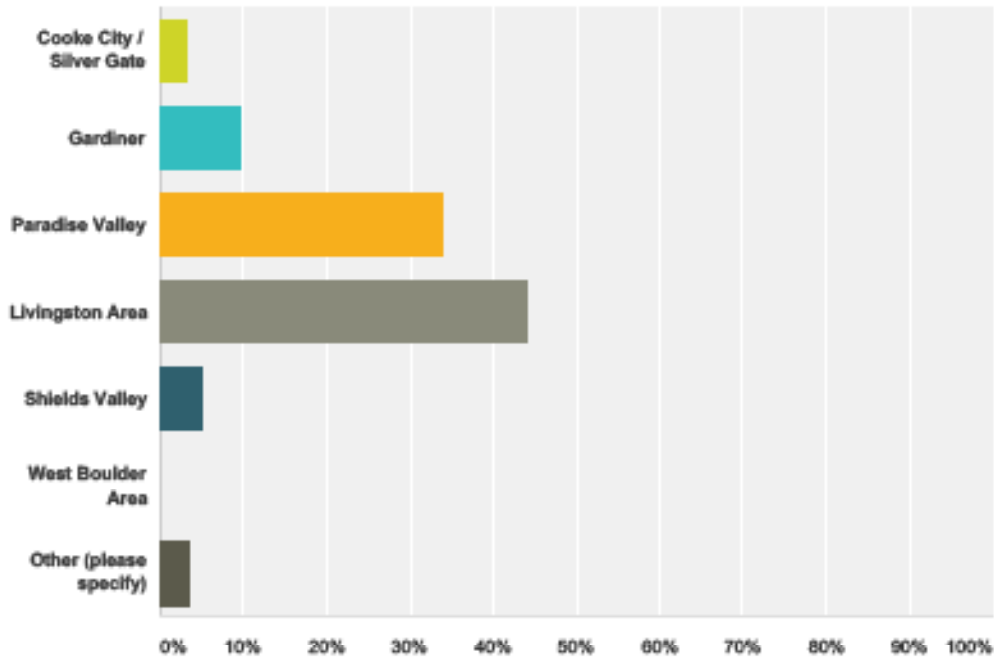
57	You are off to a good start with an electronic survey. You will have to proceed slowly with maximum transparency and public input, and hopefully put together facts and figures showing how public expenses and inconveniences pile up without this kind of approach.	8/15/2016 2:49 PM
58	Alternative Four: Citizen anetive zoning	8/15/2016 2:04 PM
59	Limit billboards along highway 89 and East River Rd. Think about boat access parks along the Yellowstone river in Paradise valley. I think the county government should take a leading role in land use planning. It will take a great amount of input from land owners large and small, but without the county taking the lead nothing will change and the few who can will use the lack of regulation to take advantage of the rest of the citizens of Park Co.	8/14/2016 5:33 PM
60	I think by now most people have expressed that this is not an area we want to see industrial growth or waste (tire dump) growth occur.	8/12/2016 1:18 PM
61	This issue of land use is extremely timely given the recent proposal for a large Gold Mine in Emigrant Guich and the 24/7 Asphalt Plant currently proposed for Emigrant. The gold mine and the almost certain pollution of Emigrant Creek flowing into the Yellowstone river would have been a disaster for the Park County fishing industry as well as reducing tourism. The proposed Gravel pit and Asphalt plant may well have a larger negative impact, because of how often Paradise Valley is subject to temperature inversions. During such an inversion, and I've seen them last for days at a time, all of the pollutants including toxins will be trapped in the valley creating a haze that will rival the smoke that is so often seen now. How many tourists will stop and enjoy a smelly, toxic haze?	8/11/2016 2:47 PM
62	Let those affected have a say. Keep out special interest groups and out of area opinions.	8/11/2016 10:47 AM
63	This survey is a good start. More is needed. I'm completely in favor of zoning. We live in Emigrant and our property, which we purchased as our dream retirement home in 2007 in "Paradise," is now jeopardized by the proposed Gravel and Asphalt operation that will be under a mile away. Also, lest you or others think that this will only affect those close to the operation, consider that the valley is subject to air inversions. That means that the pollution will be held and dispersed throughout the valley during these times—it will affect the quality of life here for everyone. A recent article in the Livingston Enterprise quoted Wendy Riley as saying this is like "Whack a mole"—different proposals that keep cropping up to introduce operations that will seriously deteriorate our valley. The county government needs to face its responsibility for leading the plans for our future and to date has been far too passive.	8/11/2016 8:01 AM
64	Any land use possibilities that negatively affect environmental quality; soil, water, air ....life... should get the most regulations and the fastest action from the county.	8/10/2016 7:30 PM
65	There should be policies and procedures that will enable the county to benefit from the natural wonders of the place while limiting the extraction operators from destroying the very environment that attracts the business and homeowners to the area.	8/10/2016 4:08 PM
66	Protection of ALL our water should always rank above the desires of growth. Goodness knows we have loads of "space" here but our water is limited. Even with the seemingly unending flow of the Yellowstone River our water is limited and precious.	8/10/2016 1:35 PM
67	It is time to seriously look at zoning in the Paradise Valley to prevent tire dumps, mining and gravel /asphalt pits and not allow them in this pristine valley and main corridor to the Park.	8/10/2016 12:19 PM
68	would like to see an intelligent team put together that is dedicated to growing livingston and the surrounding areas in a healthy, steady and sustainable way. too often in livingston we have a few people fighting for their own agenda rather than several people considering positive growth with care of workers and residents in mind. perhaps a few plans could be presented to the commission with pros and cons. then offer those plans to the public (with more information, results and options rather than the lesson/lessee argument we have now). this may also relieve some pressure from officials, hrdc and regular spokespersons and give this issue some dedicated research and thought.	8/10/2016 11:49 AM
69	Only a few instances draw attention. Work out on an individual basis.	8/10/2016 11:15 AM
70	We need a zoning law to preclude inappropriate land use	8/10/2016 10:25 AM
71	Paradise Valley is just that: a picturesque residential, agricultural valley that will be ruined by commercial mining, development and any other "for profit" ventures that create eyesores and will compromise our clean, sweet mountain air, quiet peaceful surroundings and fabulous views! Let's remember: this valley was once part of Yellowstone Natl Park - and we should treat it with the same respect - to maintain its current state as a natural gem within it's current agricultural, ranching and residential realm.	8/10/2016 9:06 AM
72	Need to start discussing the "Z" word!!!	8/10/2016 7:52 AM
73	Community Meetings for input Draft a land use ordinance for comment	8/10/2016 6:29 AM
74	We will end up a disaster if we don't have a well planned community.	8/9/2016 9:56 PM
75	Too much government. I've had bad experiences with my property at Silvergare with Soda butle creek eroding my property and with land use	8/9/2016 9:40 PM



76	Zoning should be addressed in the growth policy to set the stage for county imposed zoning.	8/9/2016 9:38 PM
77	The current situation in Cooke-City and surroundings seems to be 'buy it and build ... whatever you want'. The cost of land is encouraging McMansions	8/9/2016 9:19 PM
78	Maybe you could build two architectural models of future Park Counties: one model with good planning, and one without good planning. Then people would have a visual of the difference having a good growth plan in place will make. One model would have trailers next to mansions next to truck stops next to Bill Moser's trailer collection next to hotels, next to high density neighborhoods, next to ranches, etc... the other model would have nice neighborhoods, centralized commercial areas, and defined green/ag space. Maybe the stark contrast in visual form would wake people up to the benefits of long term planning... Otherwise, good luck in getting people to give up their entrenched "you ain't messing with my personal property rights" attitude.	8/9/2016 6:32 PM
79	More public meetings in evenings	8/9/2016 5:48 PM
80	The growth policy should have a section dedicated to developing and incorporating prioritized objectives regarding specific land use concerns and interests of the public. This would provide a framework on which a phased approach could be conducted once the growth policy has been adopted.	8/9/2016 4:36 PM
81	encourage year round, sustainable economy that is family unit friendly	8/8/2016 8:03 AM

**Q4 To understand how opinions vary in the different parts of Park County, please let us know the general area where you reside.**

Answered: 182 Skipped: 1



Answer Choices	Responses	Count
Cooke City / Silver Gate	3.30%	6
Gardiner	9.89%	18
Paradise Valley	34.07%	62
Livingston Area	43.96%	80
Shields Valley	4.95%	9
West Boulder Area	0.00%	0
Other (please specify)	3.85%	7
<b>Total</b>		<b>182</b>

#	Other (please specify)	Date
1	S side 1090 to Springdale	8/23/2016 4:09 PM
2	Bozeman (but future Livingston resident)	8/23/2016 8:04 AM
3	and Paradise valley	8/22/2016 9:39 PM
4	Cinnabar basin	8/22/2016 1:26 PM
5	Tom Miner Basin	8/22/2016 12:22 PM
6	B	8/20/2016 7:18 AM
7	Cokedale	8/19/2016 6:43 PM

An aerial photograph of Park County, Montana, showing a town, a river, and mountains. The town is in the foreground, with a river winding through it. The mountains are in the background, with some snow on the peaks. The sky is blue with some clouds.

# 2022 HOUSING ACTION PLAN

## PARK COUNTY, MONTANA



PARK COUNTY  
HOUSING COALITION

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## ACKNOWLEDGMENTS

This planning and engagement process has been led by the Human Resource Development Council of District IX (HRDC)'s community development team. HRDC is a community action agency that has served southwest Montana since 1975. HRDC's work is guided by the needs of the community within the strategic focus areas of Transportation, Food and Nutrition, Early Childhood Education, Housing, Senior Empowerment, Energy, Emerging Adults, and Financial Opportunity. Relevant team members included:

Lila Fleishman, Community Development Project Manager  
Tracy Menezes, Associate Director

We would like to thank the many local leaders, residents, organizations, businesses, advocates, and partners who participated in all of the Park County Housing Coalition stages. We would like to acknowledge and thank the Park County Community Foundation for its role as a local convener to elevate the conversation and bring together a wide variety of stakeholders and perspectives and support the work of PCHC.

Thank you to the PCHC volunteer members of the housing working group that dedicated their time to developing this document strengthening the process.

The members of the Park County housing working group:

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Photo Credit: Johnathan Hettinger

[www.parkcountyhousing.com](http://www.parkcountyhousing.com)

## INTRODUCTION

The non-regulatory Park County housing action plan (HAP), finalized in early 2022, aims to define clear goals, strategies, policies, priorities, and responsible parties for implementation to create and preserve homes affordable to Park County, Montana, residents. The plan will define a mechanism to monitor progress and priorities. This plan was developed to reflect the values of a wide variety of community stakeholders from Park County, including residents, nonprofits, governmental, and business partners, in a process facilitated by the Human Resource Development Council of District IX.

The plan is an outcome of the Park County Housing Coalition (PCHC), a community-based collaborative effort to increase opportunities for Park County residents to access housing where they can afford to live and thrive.

Acknowledging the limited housing resources within the region, nonprofit organizations came together to build capacity around this top community priority. In 2020, in partnership with Park County Community Foundation (PCCF), HRDC re-convened the Park County Housing Coalition (PCHC) to expand on 2017-2018 work convened by the Park County Extension office of Montana State University.

In 2021, HRDC facilitated a dedicated subcommittee of the PCHC to guide the development of this HAP — the housing working group. As the local community action agency serving southwest Montana since 1975, HRDC's community development team brought decades of experience and technical expertise to steer this conversation. The facilitation team leveraged the existing resources available on [LocalHousingSolutions.org](https://LocalHousingSolutions.org), a digital housing policy platform intended to assist communities in developing, implementing, and monitoring local housing solutions while educating the community and shaping the framework of the HAP.

Going forward, the PCHC will continue to collaborate across organizations and municipalities to focus efforts on implementing this HAP and fulfilling the mission.

In addition to this HAP, the PCHC released the 2021 Park County housing needs assessment (HNA) in October 2021 as a companion document to provide data and insight into this HAP's recommendations.

**AFFORDABLE HOUSING OR “HOMES RESIDENTS CAN AFFORD”**

Affordable housing is relative to household income. This assessment uses the standard of the monthly rent or mortgage payment being equal to or less than 30% of gross household income (before taxes) for renters towards contract rent and utilities and 33% of gross income towards the mortgage, insurance, taxes, utilities, and condominium association fees if applicable for owners.

**AMERICAN COMMUNITY SURVEY (ACS)**

The ACS is part of the Decennial Census Program of the US Census. The survey was fully implemented in 2005, replacing the decennial census long-form, and has been administered annually since. Typically, ACS data for localities represent the aggregate results of five years of responses; for example, the 2019 ACS cited in this report reflects data collected between 2015 and 2019. Because it is based on a sample of responses, its use in smaller areas (under 65,000 persons) is best suited for monitoring general changes over time rather than for precise estimates due to margins of error.

**AREA MEDIAN INCOME (AMI)**

The AMI is a Housing and Urban Development (HUD) calculation of the midpoint of a region's household income distribution. This metric is a common tool for setting household income limits in affordable housing programs.

**COMMUNITY LAND TRUST (CLT)**

A CLT is a community-based organization established to serve as the long-term steward of the land and to protect long-term affordability and access to housing for the community.

**COORDINATED ENTRY SYSTEM (CES)**

CES was developed by HUD through the Continuum of Care (CoC) program to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs.

**COST-BURDENED**

When housing costs exceed 30% of a household's gross (pre-tax) income. Housing costs include rent or mortgage and may or may not include utilities, homeowner association fees, transportation, or other necessary costs depending upon its application.

**DEED RESTRICTIONS**

A covenant that imposes requirements for land use that sets restrictions for tenant or owner eligibility standards and/ or ensures long-term affordability.

**HOUSING CHOICE VOUCHER**

The housing choice voucher program (also referred to as Section 8 Housing Choice Vouchers) is the federal government's largest rental assistance program for assisting very low-income families, the elderly, and people with disabilities to afford decent, safe, and sanitary housing in the private market. Since housing assistance through the housing choice voucher program is provided on behalf of a family or individual directly to the owner of a rental unit of their choice, participants can find their own housing, including single-family homes, townhouses, and apartments.

**LOW-INCOME HOUSING TAX CREDIT (LIHTC)**

The LIHTC is the largest federal subsidy program for the development of affordable rental housing through new construction and substantial rehabilitation. Generally allocated by state housing finance agencies, it subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants.

**MARKET RATE**

Housing with no restrictions; property owners or sellers are free to set prices.

**RESIDENT-OWNED COOPERATIVE (ROC)**

In resident-owned manufactured housing communities, the lot rent goes to the resident cooperative and is managed to meet community needs and maintain affordability. NeighborWorks Montana provides the ROC program in Montana as part of the ROC USA® Network and works with local partners to create and preserve ROCs.

**RENT-RESTRICTED HOUSING**

A kind of low or moderate-income housing that rents below market to households earning a certain percentage of the AMI.

**SHORT-TERM RENTAL (STR)**

STRs in Montana are defined as a unit with a rental period of fewer than 30 consecutive days.

**SUBSIDIZED HOUSING**

A kind of low-income housing where a qualified tenant pays a fixed share of their income towards rent. These subsidies are typically provided by federal programs funded by HUD or USDA Rural Development.

**SUPPORTIVE HOUSING (SH)**

SH is an evidence-based intervention for chronic homelessness that offers affordable non-time-limited housing with optional, flexible support services.

**TEMPORARY VS. CHRONIC HOMELESSNESS**

Chronic homelessness as defined by HUD describes the situation where people who have continually experienced homelessness for at least a year, or have experienced four episodes of homelessness over the past three years while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disabilities. In contrast, temporary homelessness refers to an individual or family who lacks a fixed, regular, and adequate nighttime residence, such as those living in emergency shelters, transitional housing, or places not meant for habitation, but are doing so on a temporary basis.

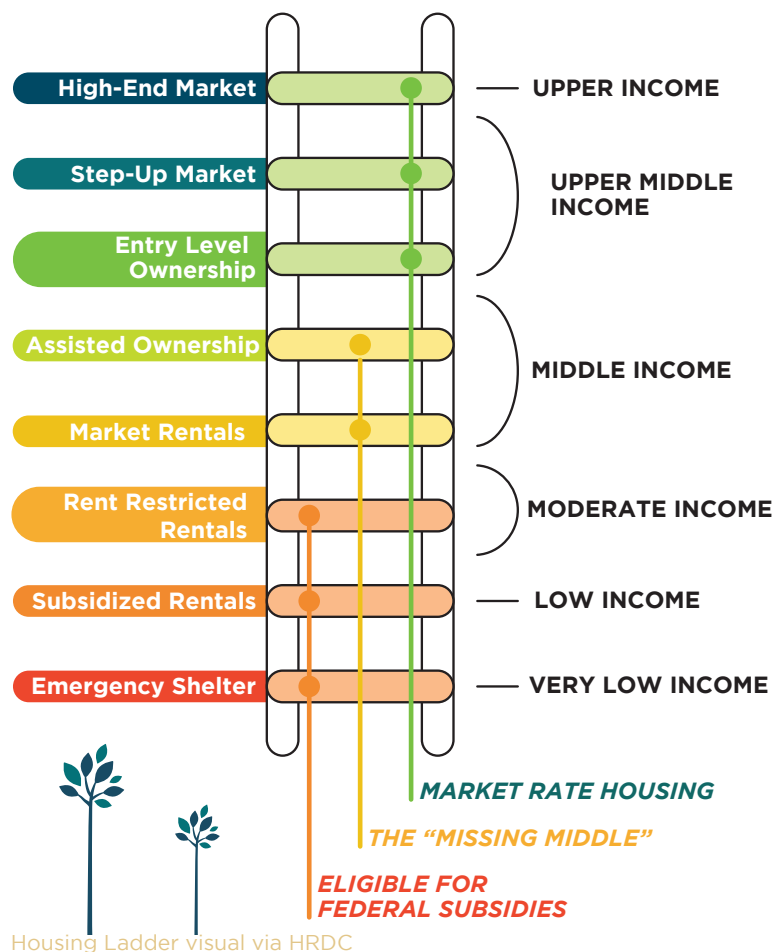
**WORKFORCE HOUSING**

A broad term typically used for housing for employees earning local wages and may or may not include housing for rent or sale below market rates.



Increasing access to homes affordable to people who live or work in Park County is a top priority of residents, local governments, businesses, and nonprofit partners. The current market conditions do not provide enough opportunities for rent or ownership to meet current or future housing needs.

While various factors impact a household’s ability to secure affordable, safe, and stable housing, affordability is relative to a household’s income. The 2021 housing needs assessment found that rental households with incomes below \$50,000 a year faced the most challenges while households earning less than \$100,000 a year faced the most challenges purchasing homes. Since 2021, preliminary data shows needs continue to increase along the housing continuum, causing more downward pressure on households with lower incomes. In a housing market with reduced options, the “rungs of the ladder” shown in the graphic below become further apart.



As of 2021, the 7,774 households in Park County faced challenges along the housing continuum. Park County had 910 households with annual incomes of less than \$14,999, while only 221 homes in the County have rental subsidies attached to ensure monthly rent is affordable to households in this income range. Meanwhile, the year-to-date median single-family home sales price in Park County was \$440,750, as of December 2021.

Only an approximate one-in-five, or 1,572 households, in Park County earn incomes above \$100,000 a year, enough to support a mortgage for the median single-family for sale home.

In addition to affordability challenges, the 2021 HNA highlights a mismatch of household sizes and available homes. There are 1.65 single-person households for every studio or one-bedroom home in the County, with more small households than homes. This creates a more acute shortage of homes for single-person households.

There are several barriers to increasing the number of homes to meet the community's price point needs. Like many amenity-rich areas in Montana, Park County has experienced sharp increases in demand from out of state purchasers seeking first or second homes, along with increased pressure from people seeking a more affordable alternative to neighboring Gallatin County. These populations may have equity from more costly locations or the ability to work remotely and earn wages in excess of typical local wages, increasing their willingness and ability to pay increasing rents and sales prices. The HNA reported 2021 construction costs between \$180-\$200 per square foot for basic new residential construction, a function of both material cost escalation and a shortage of local labor. There is also limited available land with existing infrastructure, and just over half of land in Park County is federally managed by federal entities such as the forest service and parks.

Many local regulatory challenges exist, restricting local governments' ability to require, incentivize, or fund housing affordable to residents. There are opportunities for funding affordable housing in other states that are not currently available in Montana. The State of Montana has regulations preventing rent control, as well as luxury, second home, and real estate transfer taxes. The state also has property tax increase protections and a recent prohibition of inclusionary zoning.

For a detailed snapshot of Park County's housing needs as of mid-2021, please review the [2021 Park County housing needs assessment](#).



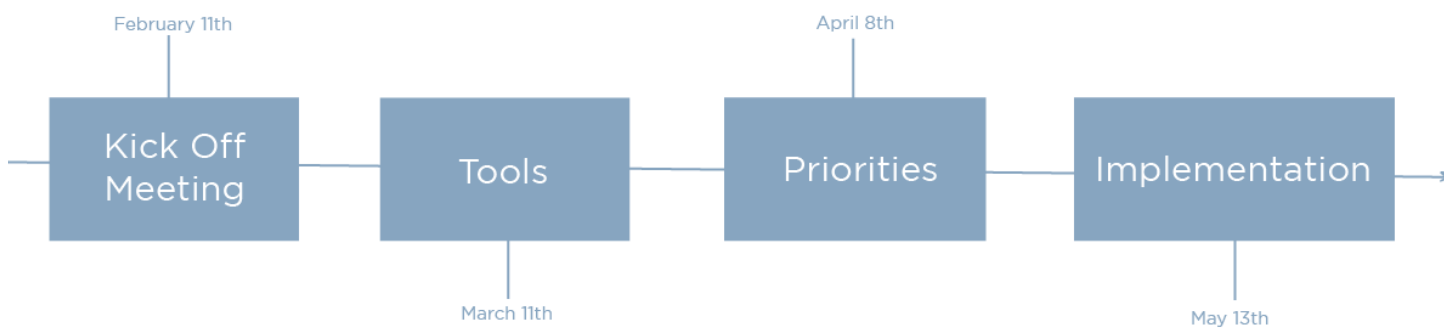
A draft of this plan was released to the public in October 2021, supported by the 2021 HNA. The public review occurred through a variety of outreach methods, detailed below, over four months between October 2021 and February 2022. Due to the COVID-19 pandemic, most of the public engagement occurred through online platforms.

This plan is an outcome of the work of the Park County housing coalition, beginning in 2020 with the re-convening and six-part webinar series to allow for a deeper community discussion and understanding around housing topics. Each online conversation attracted approximately 25 to 40 community members and featured a combination of local and regional experts to share current insight. The topic and timeline of each of the six sessions are below:

- Relaunching the Park County Housing Coalition (May 2020)
- Park County rental opportunities (June 2020)
- Park County homeownership opportunities (July 2020)
- Housing insecurity in Park County (August 2020)
- Assessments and strategies (September 2020)
- Next steps to develop the housing action plan (October 2020)

To create this HAP, a subcommittee was formed through an application process that occurred between November 2020 and January 2021. The housing working group represents a diversity of geographic range, lived experience, community leadership, and perspectives on housing challenges in Park County. Fourteen members participated in the housing working group.

The meetings for the housing working group included the following focus and timelines.



HRDC Community Development staff led the housing working group meetings. Through this process, HRDC produced the draft HAP in October 2021. The steps below occurred from October 2021 to February 2022.



Opportunities to comment on the plan were hosted on HRDC’s website or received via email and in writing. The plan received over 50 written survey responses, direct emails, and comments from individuals and organizations that have been incorporated into this final draft, excluding discussion during public events. Responses included feedback on the proposed tools and suggestions for additional partners as well as confirmed that residents are “very concerned” about housing opportunities for community members in Park County. Survey responses are available by contacting HRDC’s community development department.

The opportunity for engagement was publicly noticed in the Gardiner community newsletter, the Livingston Enterprise, and through partner listservs. Engagement opportunities were further supplemented by a series of three webinar events in partnership with the Park County Environmental Council that attracted 142 unique participants. The first part of this series featured a presentation and overview of the draft plan available online through the open comment period. The two additional community conversations welcomed regional experts to discuss some of the policy proposals in this HAP, including the Community Land Trust model and a discussion on short-term rentals. A draft of the plan was also presented publicly to the Park County planning board and the City of Livingston planning board with additional public comment received.

This process is consistent with the **2017 Park County Growth policy goals.**

**Goal 6: Encourage efforts of non-governmental partners to address community needs.**

*Objective 6.1: Facilitate and provide support to community groups. Community groups and non-profits and other Non-Governmental Organizations (NGOs) often fill public service roles the governing body cannot cover. Economic development corporations, aging services and housing services are just a few examples. Park County has numerous existing relationships with community groups and will likely continue to have more in the future.*

*-Park County Growth Policy, page 14*

Housing working group members established a set of core guiding principles to guide the values and priorities of the HAP in the spring of 2021.

1. Residents deserve safe, stable, and accessible homes that are affordable to households earning local wages and within reasonable proximity to school, work, and essential services.
2. Community and individual resident health depend upon having an adequate supply of homes available to residents of various incomes, ages, and household sizes, recognizing the entire community benefits from abundant housing availability, future economic growth, prosperity.
3. The solutions to providing affordable housing should involve diverse approaches, partnerships, and strategies — there is no one solution.
4. A sense of place should be supported by promoting vibrant communities.
5. Housing options should meet the needs of the current and future generations while preserving the natural landscapes.

In addition to the guiding principles above, this plan supports the values outlined in the 2017 Park County Growth Policy, including Chapter Six Key Issue: Housing, and the 2021 City of Livingston Growth policy, including Chapter Five: Housing.



This HAP aims to address challenges along the housing continuum with a balanced set of tools and strategies that are based on community engagement and local resources and are appropriate to the needs of Park County and its residents. To organize this HAP, HRDC utilized tools including the framework for a balanced strategy from LocalHousingSolutions.org, a digital housing policy platform intended to assist communities in developing, implementing, and monitoring local housing solutions. We encourage stakeholders interested in learning more about the tools and framework to visit their website.

Housing to meet community needs must accommodate a wide range of incomes, including households on fixed incomes, entry-level wage earners, and professionals. Housing also needs to consider the various life stages of community members, from households with elderly members seeking to downsize to those with young children.

**A BALANCED APPROACH**

This section frames each priority, existing and future consideration tools in the context of the localhousingsolutions.org balanced framework to show how a multi-pronged approach will address housing from all angles. As a community plan, it is important to have diversity in housing tools and implementing organizations. Both priority tools for the future and existing local tools and resources have been considered in the framework below.



INDICATES AN ESTABLISHED TOOL



INDICATES AN ESTABLISHED TOOL THAT WOULD BENEFIT FROM EXPANSION



INDICATES A NEW PRIORITY TOOL

**GOAL: CREATE AND PRESERVE AFFORDABLE HOUSING**

There are ten tools identified as a top priority in this section.

1. Strategy: Establishing incentives or requirements for affordable housing

- Short-term rental management
- Density Bonus
- Flexible development standards
  - Expedited plan review
  - Parking reduction

3. Strategy: Supporting affordable housing through subsidies

- Low-Income Housing Tax Credits (LIHTC)

4. Strategy: Preserving existing affordable housing

- Rehabilitation Loans and Grants
  - Right of first refusal

5. Strategy: Creating durable affordable homeownership opportunities

- ROC (Resident-Owned Communities)
- Community Land Trust

2. Strategy: Generating revenue for affordable housing

- Employer Assisted Housing/Partnerships
  - Local Option Resort Tax
  - Mill Levy
  - Commercial linkage
  - Tax Increment Finance District

6. Strategy: Facilitating the acquisition or identification of land for affordable housing

- Land banking
  - Use of publicly owned property for affordable housing



INDICATES AN ESTABLISHED TOOL



INDICATES AN ESTABLISHED TOOL THAT  
WOULD BENEFIT FROM EXPANSION



INDICATES A NEW PRIORITY TOOL

### **GOAL: ALIGN HOUSING SUPPLY WITH MARKET AND NEIGHBORHOOD HOUSING CONDITIONS**

There are two tools identified as a top priority in this section.

#### 1. Strategy: Planning

- **General zoning reform**

#### 2. Strategy: Reduce development costs

- **Increasing Accessory Dwelling units**

### **GOAL: HELP HOUSEHOLDS ACCESS AND AFFORD PRIVATE MARKET HOMES**

There are two tools identified as a top priority in this section.

#### 1. Strategy: Providing tenant-based rental assistance

- Existing programs available to Park County residents Housing choice vouchers and HOME tenant-based rental assistance

- Coordinated Entry System (CES)

- Security deposit/ first month's rent assistance - not discussed yet possible program

#### 2. Strategy: Reducing barriers to homeownership

- **Down Payment Assistance (DPA)**

- Housing education and counseling

#### 3. Strategy: Reducing energy use and costs

- Combating housing discrimination

- Existing Ongoing Programs

- **Fair housing oversight programs from the Montana Board of Housing**

- **Tenant protection programs offered through Montana Legal Services Association**

#### 4. Enhancing homeowners' housing stability

- **Property tax relief for income-qualified homeowners**

- **Foreclosure prevention programs Improving the quality of both new and existing housing**

- **Weatherization-Homeowner rehabilitation assistance programs including Low Income Energy Assistance Program (LIEAP)**

This section will look at each of the twelve tools recommended for prioritization by the Park County housing working group, a subcommittee of the Park County Housing Coalition. Each tool aims to increase access for Park County residents to homes that they can afford. The proposed housing tools take into account the current priorities, community needs, and existing resources available to meet the housing needs of residents in Park County.

In this section, you will find a brief description of the tool, why it was prioritized, and some examples of other communities that have utilized the tool. Some of the tools are new strategies for the community, while others provide recommendations for altering or expanding existing programs or policies.

The housing working group met four times with additional time spent on research and review of materials outside of meetings. The first meeting focused on our collaborative process and co-creating the guiding principles. During the three additional sessions, participants had opportunities to learn from housing policy experts about possible tools, share priorities and specifics on implementation. To ensure equal representation among all housing working group participants, the group also completed several surveys to assess group priorities, values, and opinions on implementation guidance. Tools were prioritized by a voting process, with the resulting rankings representing housing working group preferences.

- 1. Low-Income Housing Tax Credit (LIHTC)**
- 2. Employer Assisted Housing/Partnerships**
- 3. Resident-Owned Community Program (ROC)**
- 4. Community Land Trust (CLT)**
- 5. Density Bonus**
- 6. Land Banking**
- 7. Down Payment Assistance (DPA)**
- 8. Accessory Dwelling Units (ADUs)**
- 9. General Zoning Reform & Flexible Development Standard**
- 10. Rehabilitation Loans and Grants**
- 11. Short-Term Rental (STR) Management**
- 12. Coordinated Entry System (CES)**



## 1. LOW-INCOME HOUSING TAX CREDIT (LIHTC)

**What is this tool?** The Low-Income Housing Tax Credit (LIHTC) subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants. The federally funded LIHTC program is the largest resource for creating affordable housing nationally and is administered at the state housing finance agencies. Created by the Tax Reform Act of 1986, the LIHTC program gives state and local LIHTC-allocating agencies the equivalent of approximately \$8 billion in annual budget authority to issue tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households. There are two types of credits, the non-competitive 4%, and the competitive 9%. These credits can be sold to cover about 30% or 90% of eligible construction costs, respectively. Each year in Montana, about 5-6 LIHTC 9% awards are made by the Montana Department of Commerce.

**Why was this tool prioritized?** The housing working group selected the LIHTC program to address the urgent needs of low and moderate-income renters. Although 9% LIHTCs are a highly competitive process in the state of Montana, 4% LIHTCs may be more easily accessible for development because they are awarded by right for proposals that meet the qualifications. This tool's potential impact targets a demographic identified by community members as a top priority. The housing needs assessment found 70% of renters in Park County have an annual income of \$50,000 or less. The LIHTC income and rent chart indicate that the majority of renter households in Park County would qualify for this program.

### Recommendation:

1. Seek out partnerships with affordable housing developers to encourage the use of LIHTC in Park County
2. Investigate opportunities to generate funding through public or private sources to cover the gap between total development costs and the funds that can be raised through LIHTC and debt supported by expected tenant rent contributions.

**Recommended Geographic Implementation:** Park County and City of Livingston

**Existing examples in Livingston:** Bluebunch Flats, Miles Building, and Sherwood Building.

**Expected Impact:** Create and preserve housing that is affordable to low- and moderate-income renters.

**Impacted Players:** Low-income renters and employers of low-wage workers.

## 2. EMPLOYER-ASSISTED HOUSING (EAH) PARTNERSHIPS

**What is this tool?** Employer-assisted housing (EAH) programs are efforts that engage employers as partners to expand the availability of housing affordable to their workers and others. EAH provides employers with a mechanism to invest in and create housing opportunities, including land acquisition, down-payment assistance, master leasing homes, or equity contributions to purchase affordable properties. It may be temporary, for relocation only, or long-term depending on the employer's needs. Employers also serve a critical role in creating partnerships and political will for broader solutions.

**Why was this tool prioritized?** Employers have identified affordable housing as a barrier to hiring and maintaining a consistent workforce; with a vested interest in addressing housing challenges in the community, employers have the opportunity to play a role in solutions. Housing working group members noted anecdotal existing local solutions that have the potential to be shared between employers. Members also expressed concerns about linking employment and housing opportunities too closely because of the potential downsides for both parties. The recommendation seeks to prioritize solutions that untether housing from jobs with a single employer and increase residents' access to all local job opportunities, promoting professional growth and stable communities, benefitting all employers.

**Recommendation:** Form a priority area subcommittee of the PCHC "Workforce Housing Challenges & Employer-Based Solutions" – Through the subcommittee, leverage local employer expertise and concern to share existing solutions that are already working in the community, discuss challenges facing employers regarding housing and discuss ways for employers to become involved in expanding the availability of affordable housing for their workers (and others) and how to scale solutions being implemented by peer communities that may work locally.

**Recommended Geographic Implementation:** All areas of Park County.

**Examples:** EAH may address supply through development of housing, financing, or donation of land or other investments towards housing or assisting employees to access housing through rent subsidies, DPA, education, deposit assistance, rent guarantee, or subleases. Employers can also supply land for the development of affordable housing or create a fund that would invest equity in affordable housing developments.

**Expected Impact:** The whole community benefits when there are homes available to workers.

**Impacted Players:** Employers and workers.

### 3. RESIDENT-OWNED COMMUNITY PROGRAM (ROC)

**What is this tool?** In resident-owned manufactured home communities, the lot rent goes to the resident cooperative and is managed to meet community needs and maintain affordability. The tool prevents escalating costs for residents, displacement, and loss of naturally occurring affordable homes to redevelopment. NeighborWorks Montana operates the ROC program in Montana as part of the ROC USA® Network, which includes over 250 across the nation and partners with local organizations to provide technical assistance to create ROCs.

**Why was this tool prioritized?** Naturally occurring affordable housing meets a critical need for Park County residents. Many manufactured homes, either rented or owned, provide residents with homes they can afford. In the City of Livingston, manufactured homes account for 3.6% of structures and 10.4% in the County for a total of 14% of structures or 1136 homes within Park County. While owners of manufactured homes on rented lots may have affordable payments, they do not have the protections associated with owning their lot. Without changes such as the ROC program, residents of mobile home parks are vulnerable to price increases or displacement of the entire community for redevelopment. With a limited supply of homes available to residents with low incomes, preserving and stabilizing mobile home parks can ensure residents are able to stay in their homes while adding economic benefits to new ROC owners.

**Recommendation:** Work with residents of existing manufactured housing communities in Park County to ensure they are aware of the benefits of ROCs and partner with NeighborWorks Montana to secure advice and financing for park residents that wish to purchase their parks and turn them into ROCs. Use the existing View Vista ROC as a model to increase awareness of ROCs in Park County as an alternative to selling for residents and owners.

**Recommended Geographic Implementation:** Park County, incorporated and unincorporated.

**Examples:** View Vista, or peer examples in Billings C&C Community Inc.

**Expected Impact:** Prevent displacement of low-income households from the preservation of naturally occurring affordable housing.

**Impacted Players:** Low-income households and employers of low-wage workers.

## 4. COMMUNITY LAND TRUST (CLT)

**What is this tool?** CLTs preserve affordable homeownership through the use of a ground lease. As a nonprofit steward of the land, the CLT will maintain ownership of the land beneath the home and sell the home for a reduced price to income-qualified homeowners. To maintain long-term affordability for future buyers, typically an annual appreciation cap and owner occupancy requirements are part of the terms of the ground lease. CLTs provide an opportunity for residents to purchase below market-rate homes to benefit from stable, affordable housing, and equity building while preserving these opportunities in perpetuity.

**Why was this tool prioritized?** The current for-sale market is not meeting the needs of low- and middle-income households. CLTs can help provide an in-between option from market rentals and market homes for sale while helping build stability for the community and families purchasing CLT homes.

### Recommendation:

1. Educate potential buyers about existing opportunities to purchase a home in HRDC's Livingston Land Trust and share the community impact with decision makers and potential partners.
2. Seek out funding from public and private sources to help make homes affordable through CLTs.
3. Expand offerings of CLT homes through a partnership with existing CLT stewards, including HRDC, Habitat for Humanity, or Trust Montana.

**Recommended Geographic Implementation:** Park County and City of Livingston.

**Local examples:** Livingston Land Trust by HRDC, **Peer examples:** In Bozeman by HRDC, or in Red Lodge by Trust Montana in partnership with Habitat for Humanity.

**Expected Impact:** Create and preserve homes for ownership that are affordable to residents in perpetuity.

**Impacted Players:** Households with moderate incomes seeking homeownership, employers of moderate-income households that wish to retain employees in the community.

## 5. DENSITY BONUS

**What is this tool?** A density bonus can be used as an incentive for developers by allowing additional units per acre, Floor Area Ratio (FAR), or height for projects that meet community housing objectives. This exchange is typically 10 or 20 percent beyond the baseline allowed density.

**Why was this tool prioritized?** Specifically for the city of Livingston, areas of town have been identified through the Livingston Growth Policy as recommended for infill development. Creating a density bonus could incentivize the creation of more affordable housing.

**Recommendation:** Encourage the City of Livingston to access and implement a density bonus for developers that meet the needs of residents by providing units with long-term affordability commitments.

**Recommended Geographic Implementation:** City of Livingston.

**Examples:** City of Boise, ID Housing Bonus Ordinance., 2021 (Boise City Code Chapter 11-06-03.4)

**Expected Impact:** Increase the supply of homes in targeted areas of Livingston.

**Impacted Players:** Developers, renters, and owners.

## 6. LAND BANKING

**What is this tool?** Acquiring land for unspecified future community housing needs. Land can be donated, traded, or purchased.

**Why was this tool prioritized?** Although the needs of today are pressing, the communities in Park County are expected to continue growing. Housing working group members expressed a desire to plan for future growth intentionally.

### **Recommendation:**

1. Identify land owned by public entities, institutional owners, or private donors that can be deed-restricted for future use as community housing.
2. Increase local capacity on land banking by leveraging technical assistance resources from organizations such as the Center for Community Progress or as a future subcommittee objective for the PCHC.

**Recommended Geographic Implementation:** Park County, especially targeting areas just outside of the city of Livingston located in the Extraterritorial jurisdiction.

**Examples:** The Northside Neighborhood Initiative & Land Bank in Chapel Hill, NC.

**Expected Impact:** Create future opportunities by facilitating land acquisition or identification.

**Impacted Players:** Future generations of Park County residents.

## 7. DOWN PAYMENT ASSISTANCE

**What is this tool?** Down payments or second mortgages for purchasing homes. It may be used for market rate or below-market priced homes. Programs are typically income-limited relative to the area median income (AMI), a benchmark released annually by the US Housing and Urban Development (HUD) for each county in the United States. Federal and state funds are typically limited to households earning less than 80% AMI; private financing may not have the same restrictions. There are currently active programs for down payment assistance in the region, including the HOME down payment program administered by the HRDC, the HomeNow program administered by MoFi, and various programs provided by NeighborWorks Montana and the Montana Board of Housing (MBOH).

**Why was this tool prioritized?** Down payment assistance can help first-time homebuyers access or afford homes in the market or income-restricted homes for sale, including households purchasing CLT homes. This tool was prioritized to meet the needs of locals facing challenges around coming up with a down payment or with addressing the gap between the mortgage they qualify for and housing prices of less than \$30,000 (the current maximum amount of assistance under the HOME program).

### Recommendation:

1. Promote the existing programs offered through HRDC, MoFi, NeighborWorks, and MBOH for eligible first time home buyers.
2. PCHC, or partner organization, facilitates connections with developers selling moderately priced homes with home buyers to use existing down payment assistance programs.
3. Explore establishing a funding source for a new down payment assistance program that would serve middle income households not currently eligible for existing programs yet still priced out of the current market.

**Recommended Geographic Implementation:** All areas of Park County, including the city of Livingston.

**Examples:** City of Bozeman DPA program through a revolving loan fund to first time homebuyers

**Expected Impact:** Increase homeownership rate for middle-income households by helping households access and afford the private market and reducing barriers to homeownership.

**Impacted Players:** Middle-income first-time home buyers and employers of middle-income households.

## 8. ACCESSORY DWELLING UNITS (ADUS)

**What is this tool?** Accessory dwelling units (ADUs) are accessory apartments or secondary units (sometimes called granny flats). They serve as additional living quarters on single-family lots independent of the primary dwelling unit, either attached or detached to the primary dwelling. Due to their smaller size and location, ADUs have the potential to provide homes affordable to lower- and middle-income households while providing stability to existing homeowners. Programs to encourage accessory units to meet local housing needs, including various examples of incentives, education, and outreach, should be considered.

**Why was this tool prioritized?** The Livingston Growth Policy highlights infill development that complements existing neighborhood character while allowing for additional homes to provide for new neighbors of all income levels as well as support existing homeowners to maintain the affordability of their homes. The draft 2021 Gardiner Neighborhood plan also supports strategies to increase housing opportunities, especially for year-round residents. This tool could be used in communities with access to public water and wastewater services to increase density and dwelling units.

### **Recommendation:**

1. Provide educational materials to the community to help potential ADU owners understand the existing ADU process, along with the technical capacity to assist with financing, obtaining approval, and project development.
2. Evaluate possible incentives or funding sources for developing new ADUs, including an incentive for ADUs with deed restrictions for long term rental with possible income restrictions.

**Recommended Geographic Implementation:** City of Livingston.

**Examples:** West Denver ADU program (West Denver Renaissance Collaborative) and ADU handbook.

**Expected Impact:** Increasing ADUs can provide more options for households of all sizes, benefitting both those living in ADUs and owners of ADUs from the additional rental income. ADUs can increase stability for families to provide more flexible living arrangements for changing family compositions.

**Impacted Players:** Homeowners, renters of a range of income levels, visitors.



## 9. GENERAL ZONING REFORM & FLEXIBLE DEVELOPMENT STANDARDS

**What is this tool?** Conducting a review and implementing changes to development standards through the lens of removing barriers to building a variety of housing choices, including the missing middle typology of homes such as duplexes, triplexes, garden-style apartments, and town homes. Re-legalizing homes of all shapes and sizes for people of all incomes can help preserve mixed-income neighborhoods while offering opportunities for residents to rent or own homes, including expanding options for starter homes for families.

A consideration for parking reduction should be included in the general zoning reform. A parking reduction removes barriers to construction, including cost and required space, increases access to housing at all levels, including low- and moderate-income. Scaling of incentives to meet deeper levels of affordability impacting lower-income residents may also be considered.

Changes “cut red tape”, such as by-right development policies, which ensure a more predictable and streamlined permitting and development process, reducing barriers and risk that may contribute to higher building costs. By-right development policies also reduce the potential impact of Not-In-My-Backyard (NIMBY) groups or individuals representing a minority of public opinion preventing new homes from becoming available for residents.

**Why was this tool prioritized?** For the city of Livingston, this strategy aligns with the Livingston Growth Policy and offers an opportunity to prioritize community values through the zoning code that offers incentives for building community housing.

### Recommendation:

1. Conduct a code audit to assess zoning and development code barriers to expand housing opportunities in Livingston.
2. Implement changes to the current code to allow for more abundant housing.
3. Encourage the city of Livingston to conduct an assessment of the current parking requirements impact on housing and consider a parking reduction in exchange for meeting affordability requirements or increased density.
4. Align wastewater infrastructure investments to expand the developable land for future housing needs.

**Recommended Geographic Implementation:** the City of Livingston and the immediate surrounding areas.

**Examples:** The “Home In Tacoma Project” (2021)

**Expected Impact:** Remove barriers to development, increase the supply of homes, and increase developable land with community water and wastewater infrastructure.

**Impacted Players:** A community-wide impact would be expected from increasing the supply of homes.

## 10. REHABILITATION LOANS AND GRANTS

**What is this tool?** Grants typically from the state or federal level to improve existing housing in need of repair serving low-income households. This category covers a few types of programs; LIHTC rehabilitation loans can be used to update multifamily rental housing, while weatherization or Community Development Block Grant (CDBG) programs focus on life and safety updates to both renter- and owner-occupied homes of low-income households. Some rehabilitation programs are also funded with locally generated funds and cover home repairs for seniors and others.

**Why was this tool prioritized?** Many homes in Park County are older and in need of improvements. Promoting existing and expanding rehabilitation loans and weatherization programs, especially for those with low incomes or disabilities, can help residents stay in their homes, including older community members interested in aging in their homes.

### Recommendation:

1. Include weatherization program information in the housing resources dashboard.
2. HRDC or another community partner expands capacity for home rehabilitation programs targeting low-income residents housed in private homes by applying for Community Development Block Grant (CDBG) Housing Stabilization funding through the Montana Department of Commerce.
3. Prioritize LIHTC acquisition/rehabilitation projects to preserve subsidized and rent-restricted units.

**Recommended Geographic Implementation:** All areas in Park County, including the city of Livingston.

**Examples:** Weatherization Assistance Program through the United States Department of Energy administered locally through HRDC, City of Helena home rehabilitation program, Big Sky Villas Rural Development 515 Preservation in Belgrade.

**Expected Impact:** Prevent vulnerable homeowners and renters from displacement or unsafe living conditions through critical preservation.

**Impacted Players:** Low-income renters and homeowners and employers.

## 11. SHORT-TERM RENTAL (STR)

**What is this tool?** Local policies, tracking, and enforcement on agreed-upon standards and use for STR. This may include expanded registration fees for STRs. The state of Montana defines short-term rentals as lasting fewer than 30 consecutive days. The scope of this HAP does not define the precise application of a short-term rental approach. However, the plan recommends continued data collection and partnerships between the city and county. The collected data can then be used to inform an in-depth community process to define and target a short-term rental policy that is values-driven and meets the stakeholders' goals.

**Why was this tool prioritized?** Based on information in the housing needs assessment (HNA), if a home is rented for the median price of \$243 a night for 15 days a month, the resulting gross revenue would be \$3,645, well above median rents. If a home is rented at the median price every day of the summer season (90 days), the gross revenue would be \$21,870. Community members and the housing working group advocated for a mechanism to benefit the broader community and address possible displacement by the continued growth of STRs. STRs benefit the community by allowing owners to generate income and adding value to the local tourism-based economy. In addition, STR management ensures the safety of visitors. The 2021 HNA reports an estimated 6.8% of homes in Park County are currently being used for short-term rentals.

### Recommendation:

1. Work with the Park County Health Department to renew contract services to monitor, manage compliance, and collect fees for registered STRs. Share and expand data collection with the PCHC.
2. City of Livingston and Park County partner to create standards for STRs, including increasing the registration fee for STRs to cover administrative costs and consider a maximum percentage of dwelling units by the community. Any future consideration involving short-term rentals should include individuals that own and operate short-term rentals and include a robust public engagement process with diverse representation from across the County prior to any implementation.

**Recommended Geographic Implementation:** All areas of Park County, including the city of Livingston and the community of Gardiner.

**Examples:** City of Bozeman Short-Term Rental Ordinance, 2017 (Ordinance 1974); Whitefish, MT Short-Term Rental Ordinance, 2021 (11-3-35: SHORT-TERM RENTAL STANDARDS).

**Expected Impact:** Standards and fees on STRs are intended to balance the potential negative impacts of displacement with positive benefits to the community by generating revenue for an affordable housing fund. Targeting a maximum percentage of STRs per community would help maintain available homes for long-term residents.

**Impacted Players:** Tourism industries, renters, owners.

## 12. COORDINATED ENTRY SYSTEM (CES)

**What is this tool?** Coordinated Entry (CES) is a process developed by HUD through the Continuum of Care (CoC) program intended to prevent or remediate homelessness. CES aims to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred to and connected to housing and assistance based on their strengths and needs. Park County began using CES in 2021 with biweekly meetings of four local service providers: L'Esprit: certified mental health center, Community Health Partners: federally qualified health center, ASPEN: a nonprofit organization dedicated to serving victims and survivors of domestic and sexual violence, and the lead organization HRDC: a community action agency offering a range of programs, including homeless services and seasonal shelter.

**Why was this tool prioritized?** Following best practices for CES, the participation of Livingston Healthcare was identified as a gap in program implementation. As the community grows, CES will provide an efficient and impactful way to address the needs of unhoused residents.

### **Recommendation:**

1. Expand CES partners in the healthcare industry, including Livingston Healthcare.
2. Continue to meet regularly and increase data collection to advocate for residents.

**Recommended Geographic Implementation:** Park County, including the city of Livingston.

**Examples:** Greater Helena Area Housing First Coordinated Entry System, many larger communities in Montana and the United States.

**Expected Impact:** Improve coordination between service providers to address the needs of unhoused residents and connect individuals to housing by providing tenant-based rental assistance and helping residents access private market rentals.

**Impacted Players:** Unhoused residents and community service providers.

# AFFORDABLE HOUSING CONTINUUM: PARK COUNTY

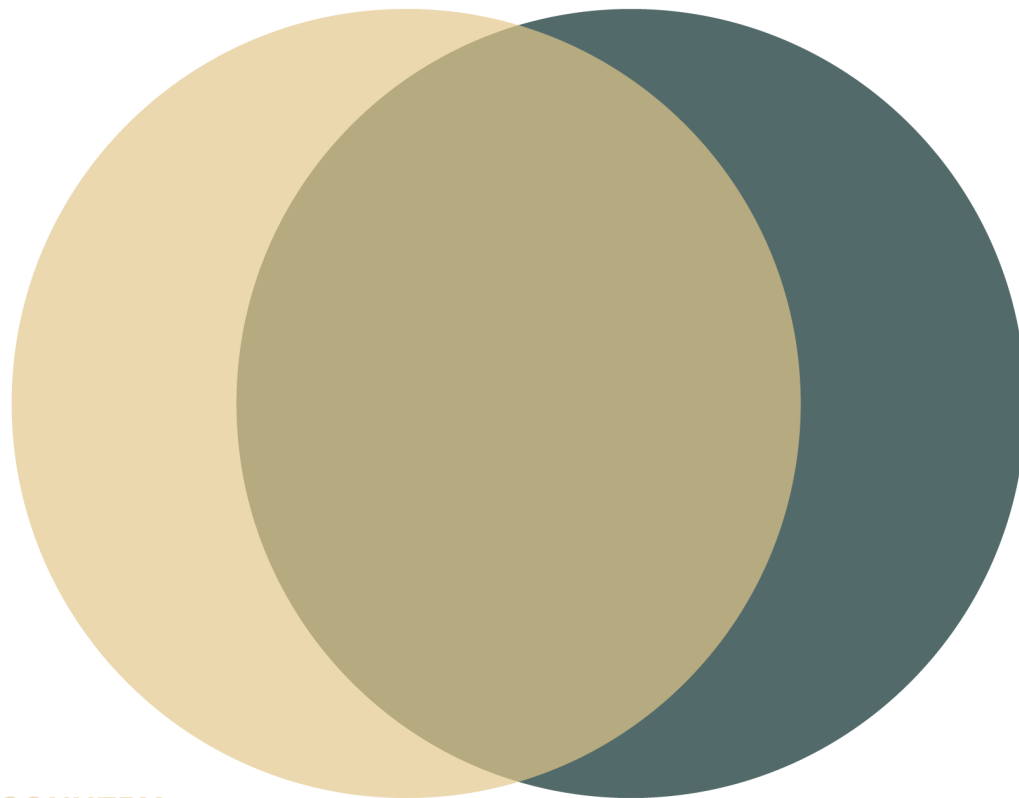
The chart below summarizes how the proposed priority tools would impact the housing needs of Park County residents and relevant partners for implementation.

Income	Less than 30% AMI \$0 - \$18,000	31% to 60% AMI \$18,000 - \$36,000	61%-90% AMI \$36,000- \$60,000	91%-120% AMI \$60,000- \$80,000	120% - 150% AMI \$80,000 - \$100,000	Over 150% AMI Over \$100,000
<b>Total Household</b> Rounded estimate based on HRDC staff analysis of INCOME IN THE PAST 12 MONTHS (IN 2019 INFLATION-ADJUSTED DOLLARS) based on population 2019 the average household size is 2.07 persons ACS Survey/Program: American Community Survey TableID: S1901	13.18% 1,026 Households	20.20% 1,572 Households	21.46% 1,670 Households	13.18% 1,055 Households	11.41% 888 Households	20.20% 1,571 Households
<b>What is Affordable?</b> Based on 30% gross household income at the mid-point of this income range	\$225 per month	\$675 per month	\$1,200 per month	\$1,750 per month	\$2,250 per month	\$2,750+ per month
<b>Strategies &amp; Tools</b>	renters	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Low Income Housing Tax Credit	owners	owners	owners	owners	owners	owners
Community Land Trust (CLT)	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Resident Owned Community Program (ROC)	renters	renters	renters	renters	renters	renters
Density Bonus	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Accessory Dwelling Units	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Down Payment Assistance	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Employer Assisted Housing/Partnerships	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Rehabilitation Loans and Grants	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Short term Rental Regulation	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Land Banking	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
General Zoning Reform & Flexible Development Standards	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners	renters & owners
Coordinated Entry System (CES)	renters	renters	renters	renters	renters	renters
<b>Partners</b>	Service Providers	Property owners and rental agencies Owners Nonprofit Developers and Community Land Trusts	Property owners and rental agencies Owners Nonprofit Developers and Community Land Trusts	Property owners and rental agencies Owners Nonprofit Developers and Community Land Trusts	Property owners and rental agencies Owners Nonprofit Developers and Community Land Trusts	Property owners and rental agencies Owners Nonprofit Developers and Community Land Trusts
	For-Profit Affordable Housing Developers	For-Profit Affordable Housing Developers	For-Profit Affordable Housing Developers	For-Profit Affordable Housing Developers	For-Profit Affordable Housing Developers	For-Profit Affordable Housing Developers

The following chart shows tools that have not been prioritized at this time but were discussed during the planning process with the housing working group. These tools may be appropriate for another time or specific area of Park County. They have not been prioritized at this time due to lack of precedence in peer communities, barriers to implementation, limited perceived impact, or tools deemed less likely to be accepted by residents. The twelve prioritized tools above aim to represent a balance of near-term priorities, acknowledging there are possibilities worth considering that have not been selected at this time. Housing working group members expressed a strong interest in focusing on increasing opportunities for households with more limited resources, including renters and owners.

TOOL OR PROGRAM	DEFINITION	WHEN TO PRIORITIZE AND EXPLORATORY STEPS	IMPACTED PLAYERS
<p><b>Commercial Linkage</b>                      Goal:                      Create and preserve affordable housing                      Strategy:                      Generating revenue for affordable housing</p>	<p>Requirements for new commercial development to build, dedicate, donate, or pay for the creation of new housing directly related to the impact they are making in terms of new households to the housing market to provide housing for a portion of employees generated. Can be defined for community priorities.</p>	<p>Housing working group members did not advocate to prioritize this tool as a good fit for the communities of Park County. The employer round table should consider this tool highlighted as an outcome of the top tool, “employer-assisted housing.”</p>	<p>New businesses and potential residents of workforce housing.</p>
<p><b>Local Option Resort Tax</b>                      Goal:                      Create and preserve affordable housing                      Strategy:                      Generating revenue for affordable housing</p>	<p>Legislative changes to levy a Resort Tax on specific tourism related activities in the area to fund housing and/or other community priorities.</p>	<p>Advocate for state approval of a Resort Tax District that would allow funding to be directed to community priorities including affordable housing. Local Option Resort Taxes are already in place in Gardiner and Cooke City. The resort tax board should consider allocating additional funding towards housing. Creating a resort tax in Livingston would require a legislative change at the state level.</p>	<p>Potential funds could be used to address a range of housing needs along the housing continuum.</p>
<p><b>Right of First Refusal programs</b>                      Goal:                      Create and preserve affordable housing                      Strategy:                      Preserving existing affordable housing</p>	<p>Most often these programs require owners of affordable housing to notify the public sector of intent to sell or redevelop the property and allow a period of potential purchase by the public sector or nonprofit partner.</p>	<p>Housing working group members did not advocate to prioritize this tool as a good fit for the communities of Park County. We encourage local governments and nonprofits to monitor opportunities for the preservation of existing affordable housing with a focus on housing with subsidies.</p>	<p>Low-income renters at risk of displacement.</p>
<p><b>Tax Increment Financing (TIF)</b>                      Goal:                      Create and preserve affordable housing                      Strategy:                      Generating revenue for affordable housing</p>	<p>A tool currently only available to incorporated areas in Montana that allows the allocation of taxes within a defined district towards priorities of that district.</p>	<p>The City of Livingston could consider this tool for a specific area intending to promote the development of homes in that area.</p>	<p>Businesses intending to hire low to moderate-income employees locally, low and moderate-income households.</p>

As the largest incorporated community in Park County, the city of Livingston will play an important role in the success of future housing work. The Park County housing coalition will continue to focus on implementation in 2022 and beyond. The PCHC intends to move forward with additional subcommittees to focus on near-term goals, PCHC sustainability, and access to funding to ensure the success of this HAP. We expect three subcommittees will kick off in 2022. The top focus areas have been identified by a prioritization exercise with the housing working group. They will focus on workforce housing, establishing local funding sources including a community fund, a local investment fund, or additional grant funding, and a focus on continued data collection and monitoring. Led by HRDC in 2022, each subcommittee will develop a scope of work and timeline to ensure efficient use of volunteers' time. A PCHC coordinator will be identified to continue monitoring the success of the plan and the coalition by 2023.



**PARK COUNTRY  
PRIORITY TOOLS**

- Resident-owned cooperative
- Land Banking
- General Zoning Reform

**PARTNERSHIP TOOLS**

- Low Income Housing Tax Credit
- Community Land Trust
- Down Payment Assistance
- Employer Assisted Housing
- Short term rental regulations
- Coordinated Entry System
- STR Regulation
- Rehabilitation Loans and Grants

**CITY OF LIVINGSTON  
PRIORITY TOOLS**

- Density Bonus
- ADU expansion
- General Zoning Reform and Flexible Development Standards

The PCHC website launched in 2022 will be built out to provide additional information, including:

1. Key housing market snapshot indicators, for example:
  - Median home prices in Livingston and Park County
  - Number of permanently affordable homes under ownership (income restricted)
  - Average rent in Livingston and Park County
  - Number of HUD housing choice vouchers active in Park County
  - Number of subsidized and rent-restricted housing units
  - Rental vacancy rates
  - Status of housing funding sources
  - Average household income and associated affordable housing costs
  - Average household size
  - Percent of population housing cost-burdened, by race

2. Progress of HAP implementation, for example:
  - Number of homes created
  - Number of bedrooms created
  - Number of homes preserved
  - Number of bedrooms preserved
  - Number of new policies or regulations enacted
  - Number of residents that receive assistance including rental, loans or down payment assistance
  - Amount of land acquired and reserved for housing

3. A consolidated list of local housing
  - resources for community members,
  - planning documents, and relevant recorded virtual events



# SCOPE & TIMELINE OF RECOMMENDED HOUSING TOOLS

TOOL OR PROGRAM	LEAD AND SUPPORTING IMPLEMENTERS	GOAL	SUGGESTED TIMELINE	RECOMMENDED GEOGRAPHIC
Density Bonus	City of Livingston, supported by 3rd party expert	City of Livingston to pass ordinance of incentive program	Midterm	City of Livingston
General Zoning Reform & Flexible Development Standards	City of Livingston, supported by 3rd party expert	Pass ordinance based on recommendations	Midterm	City of Livingston
Increasing Accessory Dwelling Units	City of Livingston, educational support from community organizations including Park County Environmental Council and Park County Community Foundation	Create how-to guide to connect residents to education, financing, and resources to build ADUs	Short-Term	City of Livingston
Community Land Trust (CLT)	HRDC, Habitat, Trust Montana, Gardiner Investment Cooperative	Increase capacity of existing organizations and expand partnerships to add additional homes to CLT portfolio	Immediate	Park County and City of Livingston
Coordinated Entry System (CES)	HRDC supported by members of CES	Have Livingston Healthcare join CES by 2023, continue to meet regularly and increase data collection to advocate for residents	Immediate	Park County and City of Livingston
Down Payment Assistance (DPA)	HRDC, MoFi, Gardiner Investment Cooperative	Provide DPA to households in Park County	Immediate	Park County and City of Livingston
Employer Assisted Housing/ Partnerships	PCHC, local business community	Complete convenings in 2022/2023 and create EHA strategy while ensuring the autonomy of local employees	Immediate focus area of PHCH in 2022	Park County and City of Livingston

# SCOPE & TIMELINE OF RECOMMENDED HOUSING TOOLS CONT.

TOOL OR PROGRAM	LEAD AND SUPPORTING IMPLEMENTERS	GOAL	SUGGESTED TIMELINE	RECOMMENDED GEOGRAPHIC
Land Banking	Park County and City of Livingston, public and institutional landowners including school districts	Consider land banking for future success of residents	Ongoing/long term	Park County and City of Livingston
Low-Income Housing Tax Credit	For-profit and nonprofit LIHTC developers supported by local governments	Continue to increase opportunities for low- and moderate-income renters through LIHTC home production	Ongoing	Park County and City of Livingston
Rehabilitation Loans and Grants	HRDC	Continue to weatherize homes in Park County and create new home rehab program for low-income owners and renters through CDBG grant funding	Immediate/Ongoing	Park County and City of Livingston
Resident-Owned Community Program (ROC)	NeighborWorks Montana, supported by Park County	Expand new communities in Park County	Ongoing	Park County and City of Livingston
Short-term Rental Management	Park County Health Department, Park County, City of Livingston, Gardiner Community Council	Increase data collection on the impact of short-term rentals, engage the public and pass a values-based ordinance	Short-term	Park County and City of Livingston



The PCHC priority area subcommittees will move forward on three topics in 2022. Additional information and registration will be available on the PCHC website. Facilitated by the PCHC coordinator, each subcommittee will define the scope and timeline within the first two meetings. There may be a small amount of overlap between the work of the subcommittees. The three priority areas will be focused on:

#### 1. Developing a Community Investment Fund

- This subcommittee will evaluate the existing and future options related to expanding funding opportunities. Examples of options that subcommittee members may choose to advance would be:
  - a. Work with the Montana Cooperative Development Center to establish a community investment fund
  - b. Identify a leading organization and establish a local housing grant program
  - c. Support and organize support for a mill levy to fund housing within the City of Livingston

#### 2. Workforce Housing Challenges & Employer-Based Solutions

- This subcommittee will focus on the impact of housing on the local economy, including examining current housing solutions that may be scaled and establishing new solutions to meet collective housing needs. Some examples of outcomes may include
  - a. Allocating land for housing development
  - b. Providing employees down payment assistance
  - c. Creating a community investment fund (joint-subcommittee outcome)
  - d. Build political will around policy changes and/or large-scale investments

#### 3. Data Tracking/Metrics

- This subcommittee will add capacity to data collection and analysis for the PCHC, including building out the PCHC website and housing dashboard.

This HAP and future PCHC membership priorities will guide future subcommittee work. Existing subcommittees may have the option to extend or conclude and establish new focus areas.

## NEXT STEPS

In addition to working throughout Park County, this plan recommends local housing leaders engage in regional housing discussions, coordinate with neighboring counties, and advocate for pro-housing policies at the state level.

Post-adoption by Park County and the City of Livingston, the Park County Housing Coalition will move forward with 2022 subcommittees to address near-term topics and coordinate with the local government to ensure successful implementation of the HAP. The PCHC will continue to be led by HRDC until additional capacity within the community has been identified to serve as the PCHC coordinator.

Initially led by HRDC's community development staff, the PCHC coordinator will be responsible for representing the goals and objectives of this HAP. The PCHC coordinator will monitor relevant local activities that pertain to the goals of this HAP and share information with the membership for advocacy opportunities when appropriate. These duties may include expected or unexpected opportunities to preserve or expand community housing, align infrastructure investments, secure funding from local, state, federal, or philanthropic sources, and support land-use and zoning strategies that align with the goals of this plan.

## CONCLUSION

The Park County housing action plan (HAP) is the outcome of a multi-year community engagement effort through the Park County Housing Coalition. The Park County Housing Coalition is a community-based collaborative effort to increase opportunities for Park County residents to access housing where they can afford to live and thrive. In 2022 Park County residents are experiencing a variety of challenges in housing access, affordability, and quality. This HAP provides a roadmap of twelve prioritized tools and strategies taking into account a balanced local housing strategy that includes regulations, programs, funding options and covers a range of household types, ages, geographic, and income spreads. Many stakeholders identified in this plan include the Park County Housing Coalition members, local governments, community partners, and local business representatives. The HAP outlines an implementation plan, schedule, responsible parties, and metrics as Park County works to provide housing opportunities for community members.

