

# Planning for Success



# What We'll Cover...

- Who we are & what we do
- How Planning Relates to Your Community & Your (Housing) Goals
  - Why do we plan?
  - How do we plan?
- Overview of planning toolbox for MT communities
  - Growth Policy
  - Local plans/targeted policy documents
  - Project-specific planning documents
  - Regulations & Codes
- So.... What is a housing plan anyway?
  - Overview of intent
  - What should it include
  - Basics of writing a housing plan
- Great examples

# Community Technical Assistance Program (CTAP)

- **Mission:** providing education and assistance.
- **Clients include** local governments, practicing planners, engineers and surveyors, water & sewer districts, non-profits, general public...
- **Areas of Expertise:**
  - Community development & long range planning
  - Land use regulations adoption, review & enforcement
  - Infrastructure planning & implementation
  - Planning best-practices and tools of the trade
  - Statutory interpretation & guidance
  - Exemption review & certificates of survey

# CTAP can help with...

- Direct assistance via phone, email, in person;
- Review of draft engineering, planning and regulatory documents;
- Creation of model documents and planning resource publications for use state-wide;
- Interpretation of ARMs and statutes;
- Trainings, workshops and education presentations – free!
- Resource library & training materials;
- GIS mapping & analysis (CommunityViz);
- Guidance on funding opportunities.

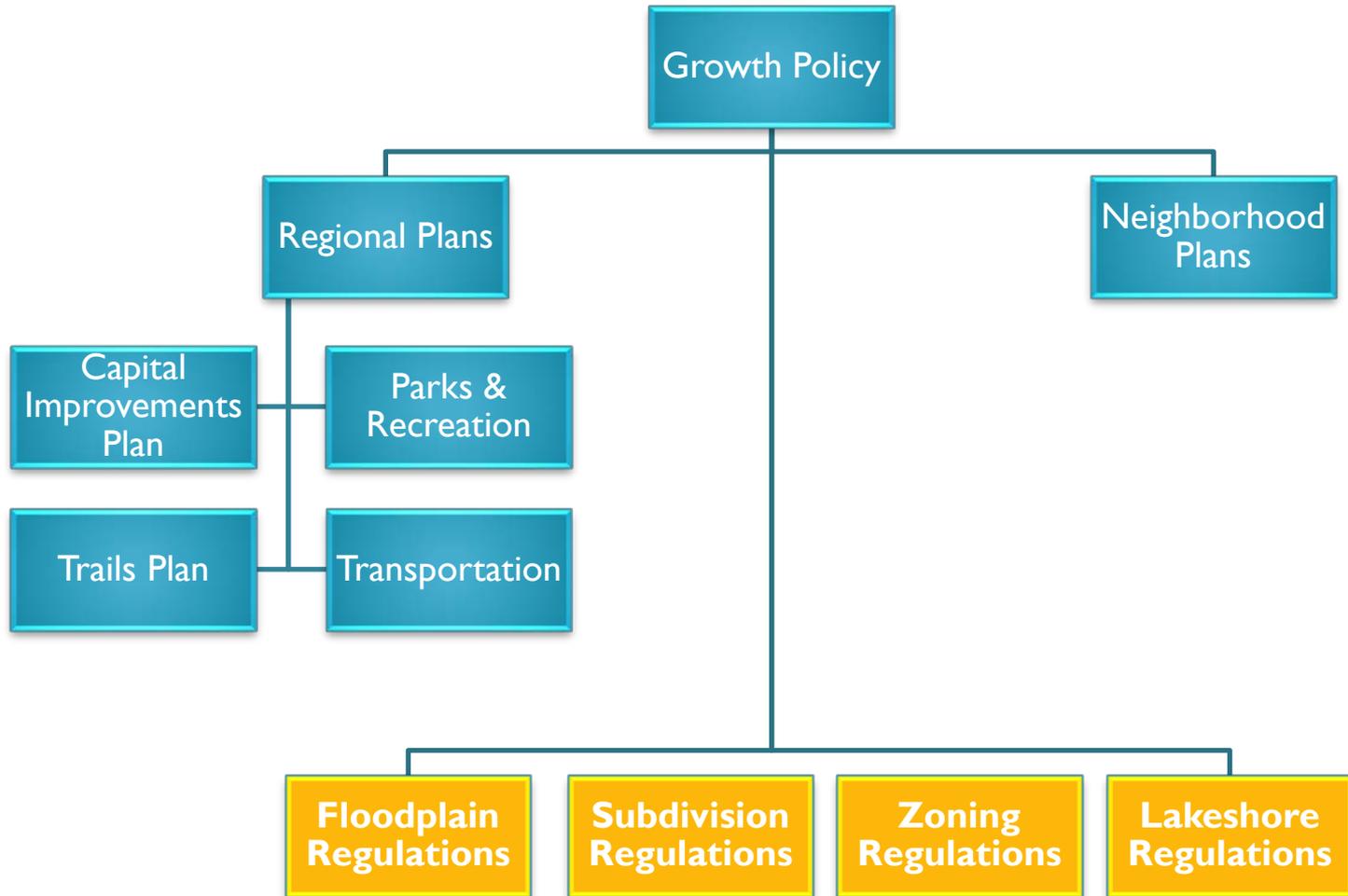


# Why Plan?

## *Making a plan will help to...*

- ✓ Work out what you want... **Develop a vision & goals**
- ✓ Work out if you can achieve what you want... **Are goals realistic?**
- ✓ Think about how you are going to achieve what you want... **Policy & process**
- ✓ Work out any extra support you might need... **Assign responsibilities**
- ✓ Work out if there are things in your life you would like more control over... **Regulations**
- ✓ Think about what you might do if some things don't work out... **Alternatives**
- ✓ Think about the changes you want to make in your life... **Update regularly**
- ✓ Plan to make these changes successfully... **IMPLEMENTATION**

# Land Use Framework



# One size does not fit all...

- Planning needs and approach - varies by community
- MT statute allows local government to determine
- Not every community requires:
  - Regional Plans
  - Topical Plans
  - Annual Assessments

# 4 Questions every plan should answer...

## 1. **What do you have?**

- Existing conditions
- Projected trends
- Physical assets
- Financial assets

## 2. **What do you want?**

- BOTH short & long term
- Vision
- Goals
- Objectives
- Policy

## 3. **What do you need to get there?**

## 4. **How to you INTEND to get there?**

- Implementation

“Have a plan. Follow the plan, and you'll be surprised how successful you can be. Most people don't have a plan. That's why it's is easy to beat most folks.”

*- Paul "Bear" Bryant, football coach  
University of Alabama's Crimson Tide*

## *Failing to plan...*

Means planning to waste time, money & resources!



Responsibility for use of public funds!

# Montana's Planning Toolbox

- Tier 1: Growth Policies
- Tier 2: Regional/Topical Plans
- Tier 3: Project Specific Plans
- Tier 4: Policy & Regulation



# Growth Policy

A growth policy (aka master plan, general plan, comprehensive plan) is an official public document adopted and used by local governments as a **guide for decisions** regarding the physical development of a community.

## MT Supreme Court...

“The preeminent planning tool is the comprehensive jurisdiction-wide development plan, which is today known as the growth policy. A growth policy essentially surveys land use as it exists and **makes recommendations for future planning.**”

*-Citizen Advocates v. City Council, 2006 MT 47, ¶ 20*

# Growth Policy Purpose

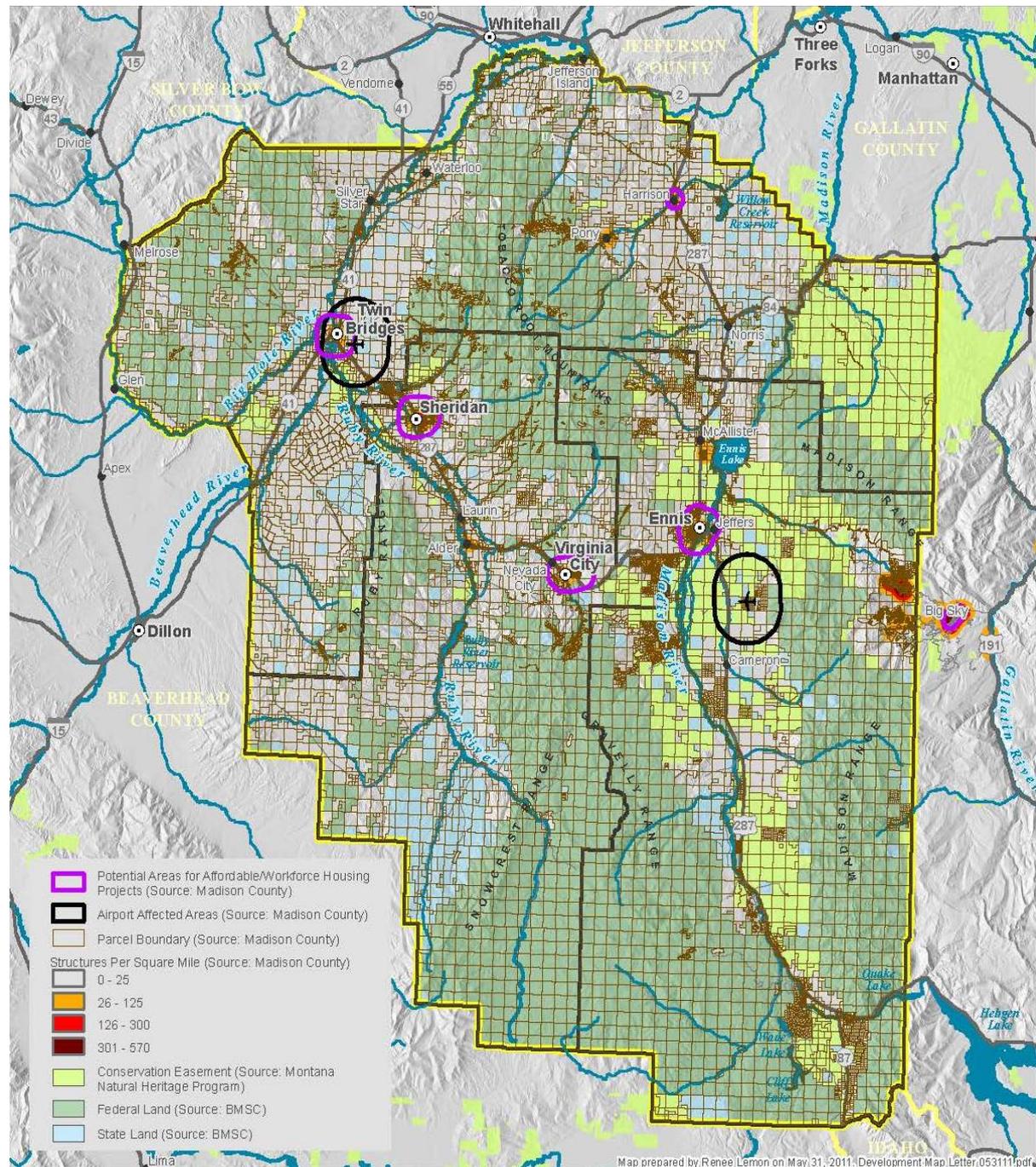
- ❑ Public process to build consensus and “buy in” about the community’s goals and how to achieve them.
  
- ❑ Legal foundation for implementing the goals:
  - Zoning, subdivision regulations, etc.
  - Statute and case law require that zoning regulations are consistent with a growth policy.

# Growth Policy

## Statutory Authority

- ❑ MT Supreme Court has ruled local land use regulations must “substantially comply” with the growth policy. (*Heffernan et al. v. City of Missoula (Sonata Park)*, 2011 MT 91; *Little v. Flathead County* (1981) 193 Mont. 334; *North 93 Neighbors v. Flathead County*, 2006 MT 132.)
- ❑ “A growth policy only acquires legal force by virtue of another law or regulation.” (*Flathead Citizens for Quality Growth, Inc. v. Flathead County Bd. of Adjustment*, 2008 MT 1.)

# Madison County Growth Policy (2012 Update)



# City of Great Falls

Growth Policy Update  
2013

2025 **IMAGINE**  
**GREAT FALLS**



# Imagine Great Falls (2013 Update)

## Housing Diversity



## SOCIAL POLICIES

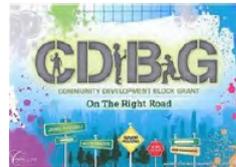
### Housing

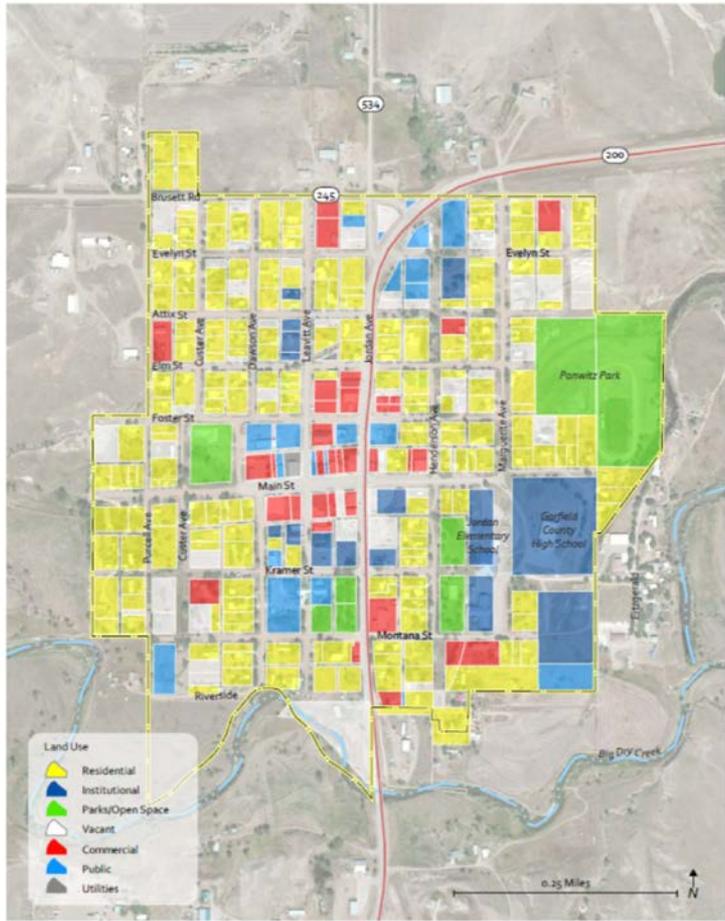
#### **SOCI.4 Encourage a diverse, safe and affordable supply of housing in Great Falls.**

##### **Policies**

(cont.)

- Soc1.4.11 Promote the character, quality, and livability of neighborhoods by maintaining the quality of our existing housing stock.
- Soc1.4.12 When annexing land for residential development, consider the timing, phasing and connectivity of housing and infrastructure development.
- Soc1.4.13 Protect the character, livability and affordability of existing neighborhoods by ensuring that infill development is compatible with existing neighborhoods.
- Soc1.4.14 Support the priorities established by the City's *Consolidated Plan*.
- Soc1.4.15 Expand transitional housing with supportive services benefiting the homeless and special needs populations in the City.
- Soc1.4.16 Continue the work of the Housing Task Force as a resource for information exchange, issue identification and problem-solving.
- Soc1.4.17 Educate the public, and other stakeholders, as to the legalities of housing requirements, preferred housing strategies and approaches.





Existing Land Use

□ 22

# Town of Jordan Growth Policy Adopted 2014

## Economy

Generally there are two types of industries that drive the local economy in Jordan and the county:

- 1) **basic industries**, including agriculture and tourism
- 2) **secondary industries**, such as sales of local goods to the people and businesses within Jordan, and services including the local government.

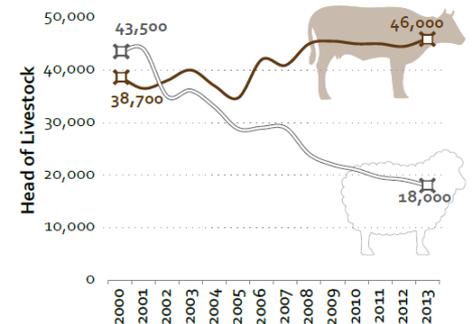
## Agriculture

The economies of Jordan and Garfield County historically have been, and are today, tied to agriculture. Approximately 46,000 cattle are raised in Garfield County. Despite a few dips, the number of cattle has increased 19% over the past decade. The county ranks high in the state in sheep production with 18,000 sheep in January 2013, however this is a 59% decrease since 2000, when there were over 43,000 sheep in Garfield County.

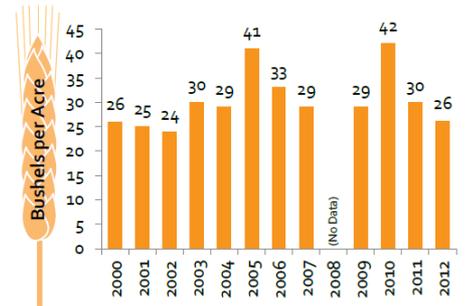
Just over 100,000 acres of winter and spring wheat were planted in the county in 2012, up from 71,000 in 2002. Yields have become unpredictable, with a few good years (2005 and 2010) in between years with average or low yields. Over the past decade, about 30 bushels of wheat per acre was an average yield.

Alfalfa yields have been similar to those of wheat, with about 30,000 acres harvested in 2012, down from 57,000 in 2002. An average year yields about 1.15 tons of alfalfa per acre. The county has had five above-average years since 2000.

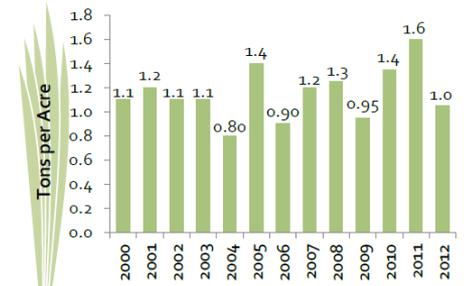
Farm and ranch land total more than 2.6 million acres, supporting 245 farm and ranch units. As discussed below, 37% of earnings and 38% of employment in Garfield County is agricultural. Also, several firms in Jordan process agricultural products, including the Garfield County Feeds, Inc., a grain pelleting plant and Ryan's meat packing plant.



Livestock, Garfield County, 2000-2013



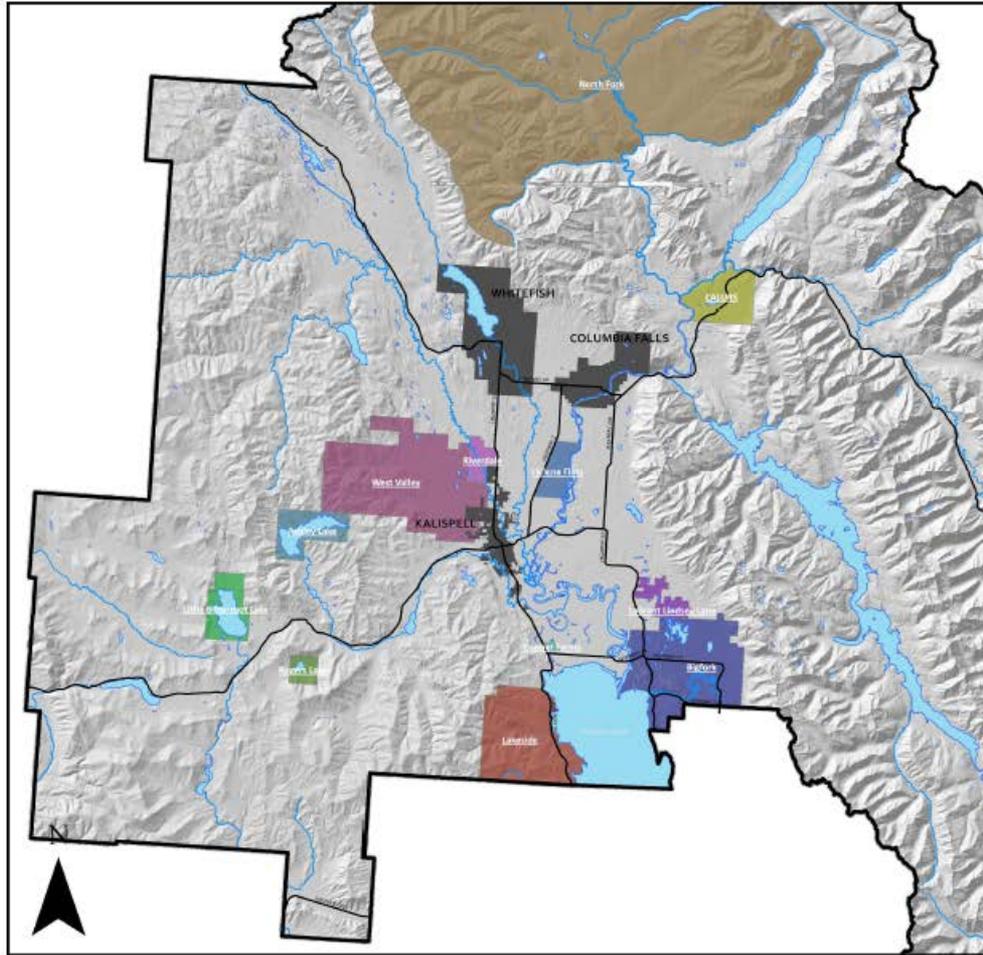
Winter Wheat Yields, Garfield County, 2000-2012



Hay (Alfalfa) Yields, Garfield County, 2000-2012

# Regional & Topical Plans

- Neighborhood plans [76-1-601(4)(a), MCA]
- Capital Improvement plans
- Annexation/Provision of Services plan
- Transportation plans
- Housing plans
- Parks & Recreation plans
- Health Needs Assessments
- Disaster Mitigation plans
- Urban Revitalization/Downtown Master plans
- School District Comprehensive Master Plans
- Comprehensive Economic Development Strategy (CEDS)



North Fork Neighborhood Plan  
Flathead County - 2008

## MAP 11.1 NEIGHBORHOOD PLANS

North Fork Neighborhood Plan

Private lands in the planning area are concentrated along the North Fork of the Flathead River starting in the vicinity of Coal Creek on the south and extending north to the Canadian Border. The private lands are scattered over all or parts of 64 sections in Townships 34, 35, and 37 (north-south), and Ranges 20, 21, and 22 (east-west). Private lands are concentrated within a 3-mile corridor on both sides of the river (see figure 4).

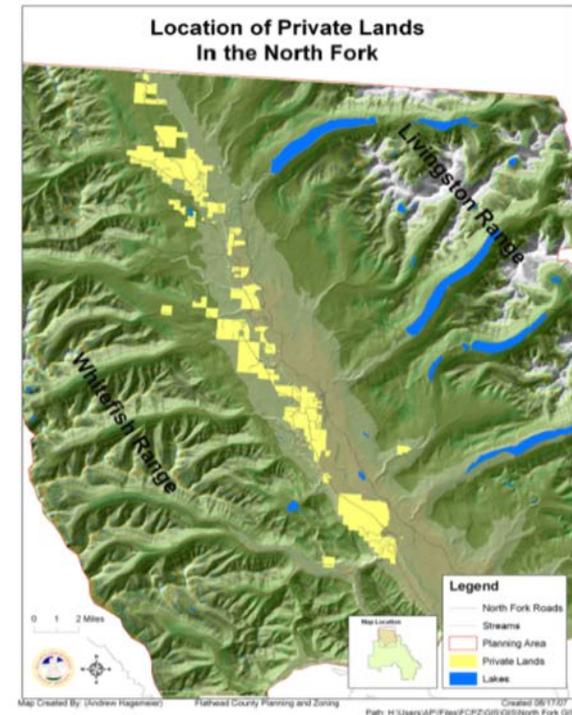
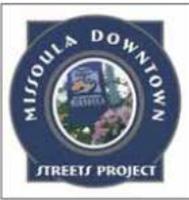


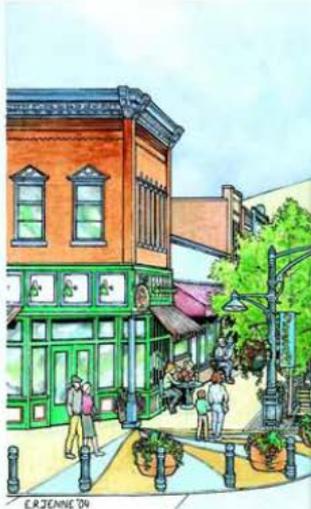
Figure 4: Location of private lands



# Executive Summary

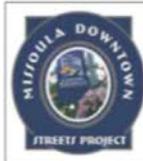
## MISSOULA DOWNTOWN STREETS PROJECT

### PLANNING CIVIC INFRASTRUCTURE FOR A VITAL DOWNTOWN



ERJENIE '04

March 2005



#### MISSOULA DOWNTOWN STREETS PROJECT - PLANNING CIVIC INFRASTRUCTURE FOR A VITAL DOWNTOWN

### PART III – TRANSPORTATION PLANNING AND ANALYSIS

#### Traffic Study

Efficient and effective traffic operations are essential to access, circulation, and safety downtown. The Downtown Streets Traffic Study examines traffic operations and

travel in downtown Missoula to determine the conditions of traffic movements at various times, in various locations, and in conjunction with various alternatives. If downtown Missoula is to remain vibrant, adequate travel and circulation must be available. Traffic circulation in the downtown study area was analyzed in terms of the impact of various alternatives on current and future patterns.



#### Downtown Study Area

The area for the traffic study includes Higgins Avenue from Sproule to Brooks; Front Street from Osage to Madison; and Main Street from Osage to Madison. This area encompasses all streets for which improvements are under consideration.

#### Traffic Analysis

The traffic analysis of the study area addresses traffic volumes, vehicle routes, vehicle delay, intersection capacity and level of service, and traffic crashes. Pedestrian volumes at intersections and parking maneuvers near intersections, though not discussed in detail in this report, were taken into consideration in the analysis. Traffic conditions in the study area were analyzed, simulated, and animated through the use of a traffic model created specifically for this study. Synchro/SimTraffic software was used for the creation of this model.

#### Traffic Counts

Manual counts of traffic volume in the study area were completed in March 2004. During that time, the University of Montana was in session. Counts were conducted during the AM Peak Period, 7:00 to 9:00 AM, during which traffic volumes and delays are at their highest levels of the morning, and during the PM Peak Period, 4:00 to 6:00 PM, during which traffic volume and delays are at their highest levels of the afternoon/evening. Within each AM and PM Peak Period is a one-hour period of time when traffic volume and delay is highest, commonly referred to as the rush hour. The study area traffic counts were analyzed to determine the peak-hour traffic volume for both AM and PM periods at each intersection. A review of existing traffic volumes and conditions found the PM peak-hour traffic more critical, in terms of traffic operations, than the AM peak-hour traffic. Therefore, this study focuses on the PM peak-hour analysis.

#### Street Network Inventory

An inventory of the existing street network was conducted. The inventory includes the number of lanes and lane assignment at each intersection, the width of each lane, areas of allowed parking, traffic signal equipment and operations, and pertinent traffic control devices.

#### Measures of Effectiveness

Measures of Effectiveness (MOEs), various measurements used to compare traffic operations, including average vehicle speed, vehicle stops, delays, vehicle-hours of travel, vehicle-miles of travel, fuel consumption, and pollutant emissions, provide insight into the effects on the traffic stream of the applied improvement strategy. The MOEs used in the traffic study alternative analysis summary tables are defined as follows:

#### Number of Intersections

The number of key intersections analyzed in the street network, not necessarily the total number of intersections in the study area.

#### Cycle Length

The time it takes, in seconds, to complete one cycle of a traffic signal. Cycle length is equal to the sum of all the phase durations of a traffic signal. Although traffic signal phase durations may vary, the cycle length in each traffic analysis scenario is the same.

#### Total Delay per Vehicle

The average amount of time lost, as a result of traffic signals, stop signs, traffic queues, reduced traffic speeds, etc., by a vehicle driving through the street network. The lower the value, the better the network is operating.

#### Total Delay in the System

The combined total of "delay per vehicle" for all vehicles traveling in the street network during the entire analysis period (the PM peak hour). The lower the value, the better the network is operating.

#### Stops

The total number of times a vehicle has to stop, for example, at a stop sign, traffic signal, and for a queue, in the entire network during the analysis period (the PM peak hour). The lower the value, the better the network is operating.

#### Average Speed

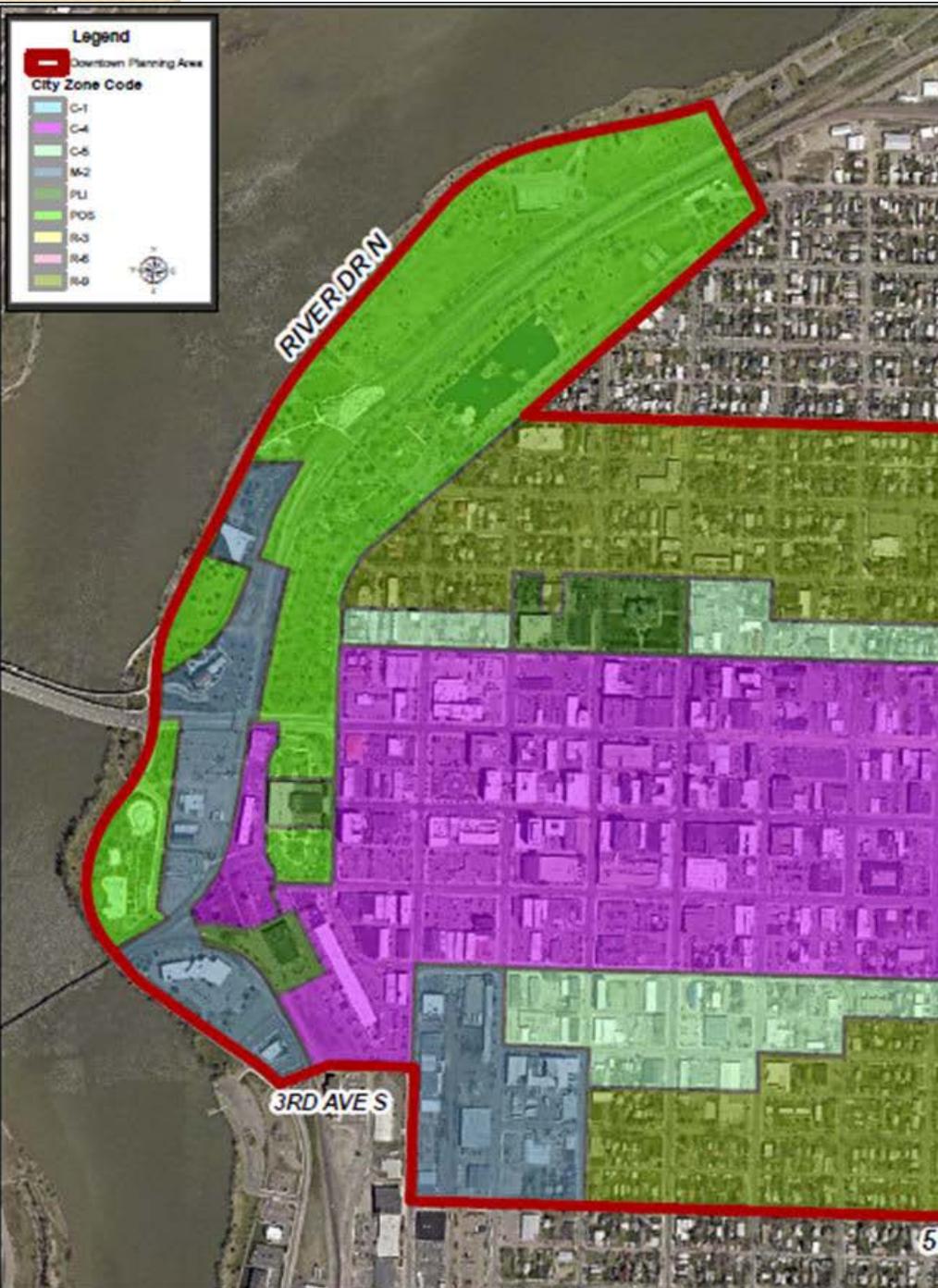
The average speed of a vehicle traveling in the street network. Speed includes time spent idling when stopped. Values near or slightly below the signed speed limit indicate good network operations.

#### Fuel Consumed

The total amount of fuel consumed by all vehicles in the street network during the analysis period (one hour). The lower the value, the more efficiently the network is operating.

#### CO Emissions

The amount of carbon monoxide emitted by vehicles in the entire network during the analysis period (one hour). The lower the value, the better the network is operating.



**Legend**

Downtown Planning Area

**City Zone Code**

- C-1
- C-4
- C-6
- M-2
- PL1
- POS
- R-3
- R-6
- R-9

# City of Great Falls

## Downtown Planning Area

### Downtown Master Plan

Strategy	Partners	Timeframe	Category
<b>1. CONNECTED:</b>			
<b>1. Improve pedestrian connectivity and safety Downtown.</b>			
a. Ensure streetscape improvements are designed to enhance pedestrian safety and pleasure by providing sufficient space for pedestrian needs and uses.	CoFGF (P&CD, PW)	Short	Regulatory Framework
b. Develop public/private partnerships to ensure Downtown is safe, clean and accessible for all users.	CoFGF, DAA (Safety team)	Immediate	Program
c. Identify, prioritize and correct accessibility barriers to sidewalks, curbs, pedestrian signals and other pedestrian facilities.	CoFGF (P&CD, PW) Accessibility group	Short	Program
<b>2. Develop a comprehensive Downtown bicycle network to connect into a city-wide system.</b>			
a. Prepare a complete streets policy to guide roadway construction and rehabilitation.	CoFGF, GFGF, GFBC	Immediate	Regulatory Framework
b. Update the bikeway chapter of the Long Range Transportation Plan, including prioritization of improvements and routes for implementation.	CoFGF (P&CD, P&R), GFBC, RTI, TWG	Short	Regulatory Framework
c. Improve and expand bicycle connections to the River's Edge Trail through signage and routes.	CoFGF (P&CD, P&R), GFBC, RTI, TWG	Short	Capital Improvement
d. Ensure that bike routes link and connect neighborhoods, employment centers, amenities and destinations.	CoFGF (P&CD), GFBC, RTI	Short	Regulatory Framework
a. Develop public education and marketing programs to maximize the use of the bicycle network.	RTI, GFBC	Short	Program
<b>3. Reduce or eliminate Downtown one-ways.</b>			
a. Conduct a one-way conversion plan to help facilitate an environment that is pedestrian and retail friendly, improves local circulation, and increase access to Downtown businesses.	CoFGF (P&CD, PW), MDT	Medium	Program
b. Effectively communicate the costs and benefits of one-way conversions to all stakeholders.	CoFGF, DAA (BID, DGFA)	Medium	Program
c. Develop roadway and streetscape design standards to further the intended benefits of one-way conversions for all users.	CoFGF	Medium	Regulatory Framework
<b>4. Improve connectivity to the Missouri River, River's Edge Trail, and Gibson Park for bicycles and pedestrians.</b>			
a. Improve the attractiveness and enhance the visibility of railroad crossings and underpass tunnels that connect Downtown to the Missouri River, River's Edge Trail and Gibson Park.	CoFGF (P&CD, PW, P&R), RTI	Medium	Capital Improvement
b. Identify locations and develop design options to develop an additional separated grade bike and pedestrian crossing of railroad tracks.	CoFGF (P&CD, PW, P&R), RTI	Long	Capital Improvement
c. Utilize signage, pathways and striping to provide pedestrians and bicyclists with safe and efficient connections between Downtown and the surrounding neighborhoods.	CoFGF (P&CD, PW), RTI, TWG	Short	Capital Improvement
<b>5. Develop a comprehensive Downtown wayfinding system.</b>			
a. Develop a comprehensive wayfinding program.	CoFGF, DAA (GFDA), Private Business	Short	Capital Improvement

MADISON COUNTY

# 2011 HEALTH NEEDS ASSESSMENT COMMUNITY HEALTH IMPROVEMENT PLAN



## Madison County Community Health Improvement Plan

### MADISON COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN

Focus Area: The Aging Population

#### GOAL #1. EXPAND HOME HEALTH SERVICES IN MADISON COUNTY

STRATEGIES	POTENTIAL LEAD ENTITY OR ENTITIES	SUGGESTED TIME FRAME <i>Near Term (1-2 years)</i> <i>Long Term (3-5 years)</i>
Work with the hospitals and nursing homes to provide more home health services	MCPHD with Area Hospitals and Nursing Homes	Near Term
Explore how Hospice can help provide home health services	Hospice Organizations	Near and Long Term
Explore how private home health providers can expand services in Madison County	Council on Aging Hospitals, Clinics, Individual Providers	Near and Long Term
Encourage CNAs to seek home healthcare placements	CNA training programs, including universities and colleges of technology	Near Term
Develop a Regional (sub-county) service delivery system (Ruby, Madison, Big Sky) in collaboration with the Council on Aging	Council of Aging, with assistance of the MCPHD	Near Term
Work with AHEC (Area Health Education Center) and critical access hospitals to increase services in areas of need	Area Hospitals	Long Term

# Project Specific Plans

- Preliminary engineering reports (PER)
- Preliminary architectural reports (PAR)
- Documents must be prepared by a professional architect or engineer licensed to practice in the State of Montana.
- Contents:
  - Problem definition/define need
  - Evaluation of existing conditions
  - Consideration of options/alternatives to solve problem
  - Selection of preferred option/alternative
  - Cost estimates, Operation & Maintenance

# Regulations

Depends on long term planning & effective policy:

- Subdivision Regulations [Title 76, Ch. 3, MCA]
- Impact fees [Title 7, Ch. 6, Pt. 16 MCA]
- Annexation [Title 7, Ch. 2, MCA]
- Zoning [Title 76, Ch. 2, MCA]
- Other tools:
  - Tax increment financing
  - Development agreements

# Housing Plans

## Why develop a housing plan?

- Determine housing demand in your area
- Look at characteristics of population in need of housing
  - Income levels
- Evaluate existing housing stock conditions
- Strategize who you serve, how you serve them and what you need to provide that level of service
  - Public facilities planning
  - Schools, amenities
  - Provision of services

# Housing Plans

A comprehensive housing needs assessment & housing plan should provide your community with a deeper understanding of:

- Existing housing stock;
- Population served by that stock;
- Current housing market & existing demand;
- Clearly defined housing priorities based on existing conditions and proposed need; and
- Identify specific steps to address the priorities defined
  - Who will accomplish these steps; and
  - Amount of time it will take to accomplish

***WITHOUT THIS INFORMATION, WHAT DOES YOUR PLAN REALLY ACCOMPLISH?***

# Housing Plans

## Recommended Contents:

- Demographic assessment
  - Population
  - Economic Conditions
  - Housing Stock
- Market Analysis
- Needs Assessment
  - Surveys (statistically significant!)
  - Community Outreach



# Housing Plans

## Recommended Contents:

### ➤ Conclusions and Recommendations

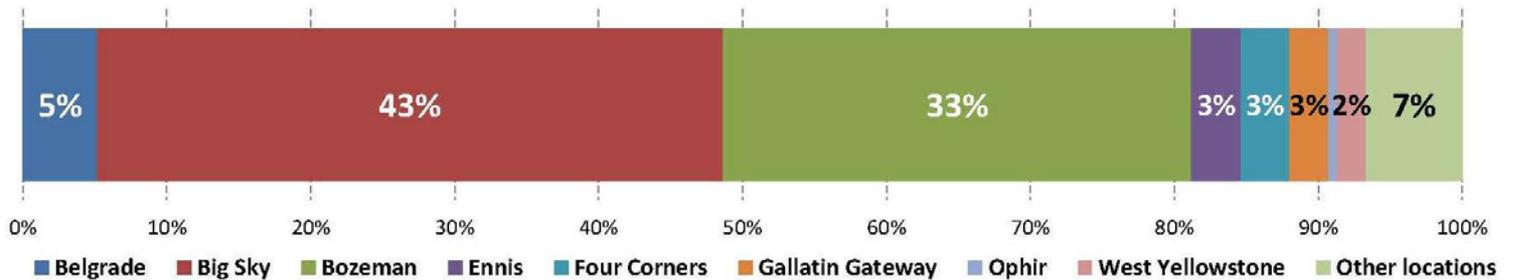
- Synthesize information
- Projections
- Goals, policies

### ➤ Implementation Strategy

- Objectives, benchmarks
- Assign task, delegate responsibility
- Funding
- Timing

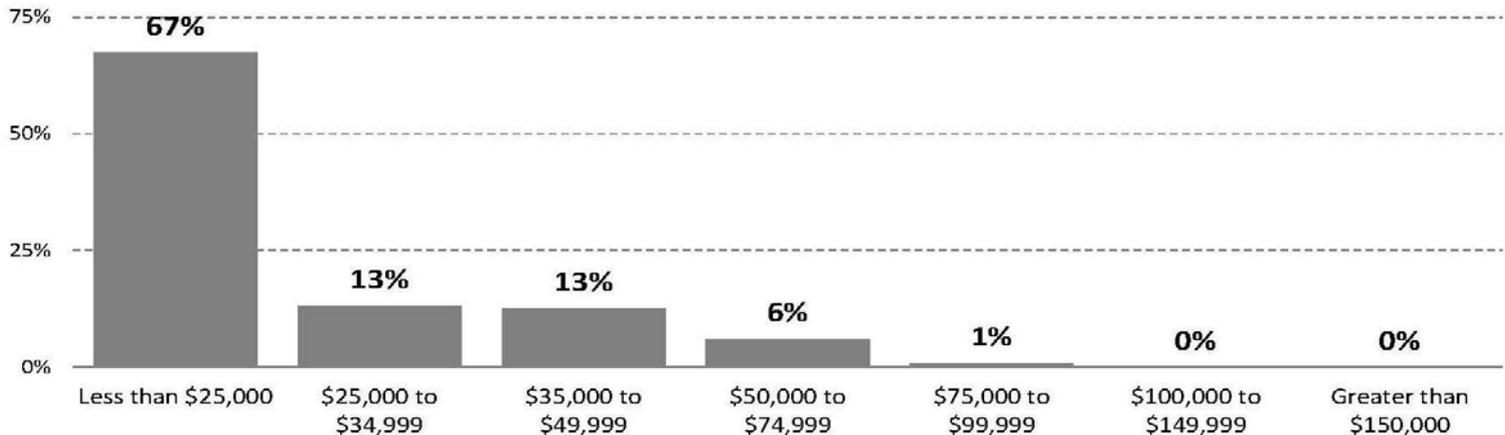
# Big Sky Housing Plan Example

## Employee by Location of Residence



Source: Economic & Planning Systems

## Employees by Wage Level



Source: Economic & Planning Systems

# Big Sky Housing Plan Example

**Distribution of Ownership Housing Units by Value in Big Sky, 2000-2012**

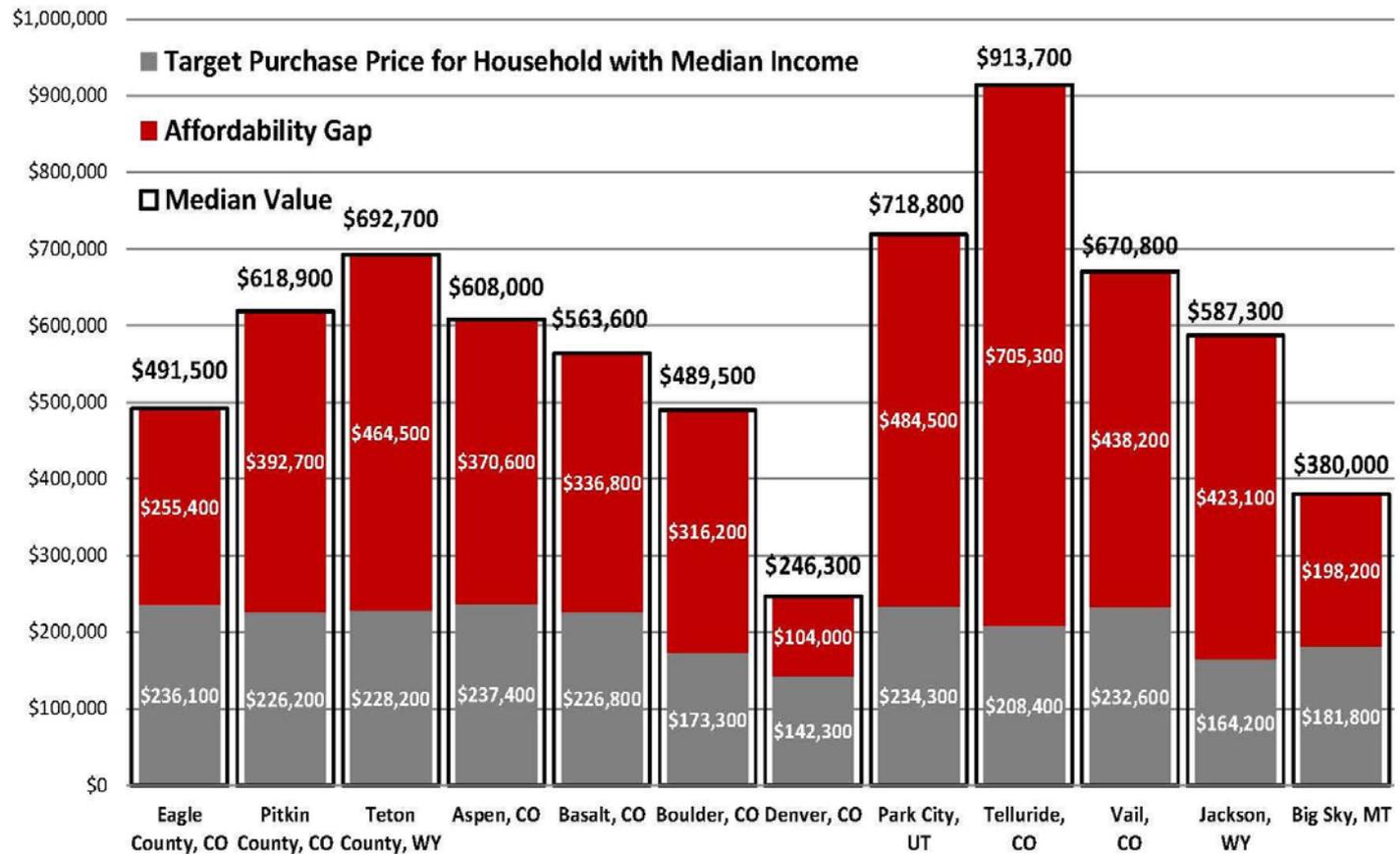
	Housing Units		Housing Units	
	2000	2012	2000	2012
<b>Inventory by Housing Value</b>				
Less than \$199,999	56	137	31%	25%
\$200,000 to \$299,999	54	98	30%	18%
\$300,000 to \$399,999	27	50	15%	9%
\$400,000 to \$499,999	7	37	4%	7%
\$500,000 to \$749,999	19	92	10%	17%
\$750,000 to \$999,999	11	60	6%	11%
\$1,000,000 or more	8	76	4%	14%
<b>Total</b>	<b>182</b>	<b>550</b>	<b>100%</b>	<b>100%</b>

Source: U.S. Census; Economic & Planning Systems

HA133083-Big Sky MT Housing Development Plan/Data/133083-Demographics.xlsx|TABLE 2 - Inventory by Value

# Big Sky Housing Plan Example

## Housing Affordability & Gap Metrics, 2012



Source: U.S. Census; Economic & Planning Systems

# Big Sky Housing Plan Example

## Housing Program Matrix

	Land Use Regulations			
	Inclusionary Housing Ordinance	Commercial Linkage	Residential Linkage	Land Set-Aside
What is it?	<ul style="list-style-type: none"> <li>Addresses housing need from residential growth pressure;</li> <li>Requires a percent of housing be provided at affordable levels;</li> </ul>	<ul style="list-style-type: none"> <li>Addresses housing need from commercial growth pressure;</li> <li>Requires commercial development to provide housing units (or pay a fee) based on new employees generated</li> </ul>	<ul style="list-style-type: none"> <li>Addresses housing need from market for large second-homes;</li> <li>Developer provides employee housing units or pays fee in-lieu</li> </ul>	<ul style="list-style-type: none"> <li>Requires percent of land to be set-aside for affordable housing;</li> </ul>
What are its advantages / disadvantages?	<ul style="list-style-type: none"> <li>Addresses community workforce housing needs (i.e. ownership or rental);</li> <li>Limits the burden to new residential development;</li> <li>Most common among the three programs identified;</li> </ul>	<ul style="list-style-type: none"> <li>Addresses workforce housing needs;</li> <li>Broadens the burden to wide variety of land uses;</li> <li>Requires nexus analysis</li> </ul>	<ul style="list-style-type: none"> <li>Addresses seasonal/service worker housing needs (i.e. rental);</li> <li>Limits the burden on market to large 2nd homes;</li> <li>Requires complicated nexus analysis</li> </ul>	<ul style="list-style-type: none"> <li>County subdivision regulations allow for parkland, school, or other uses</li> <li>Affordable housing not currently an specified use;</li> <li>Would require amendment of state subdivision regulations</li> </ul>
Who has it?	Jackson/Teton County, WY; Aspen/Pitkin County, CO; Vail, CO; Telluride, CO; Park City, UT; Basalt, CO	Vail, CO; Aspen/Pitkin County, CO; Telluride, CO; Park City, UT; Basalt, CO	Telluride, CO; Jackson/Teton County, WY	N/A

Source: Economic & Planning Systems

# Housing Plans

## Process:

- Updated long range planning documents
  - Growth policy, CIP
- Determine who will write your plan
  - Internal, external... qualified!
- Define goals & objectives
  - What should this plan accomplish – purpose
- Identify key stakeholders
- What will the process look like?
  - Outreach, outreach, outreach – involve the public!
- Implementation Strategies... **TANGIBLE Outcomes**

# SAMPLE RFP FOR HOUSING STUDY

The \_\_\_\_\_ is soliciting proposals for a comprehensive housing study of the \_\_\_\_\_ area. In doing so, the \_\_\_\_\_ reserves the right to negotiate further as to the terms agreed to as well as the potential rejection of all quotes and proposals as may be deemed appropriate.

## **Project Description**

The area to be surveyed and studied should include the City of \_\_\_\_\_ and the immediate surrounding area your firm identifies as the market area. Once completed, the results of the study should identify the following information:

1. Demographic Analysis
  - a. Population and Household data including growth trends and projections.
  - b. Employment including job growth projections, industrial/economic expansions, transportation corridors, and wage data.
  - c. Age distribution
  - d. Income
2. Housing Analysis including building permit data, age of housing, housing conditions, and number of units in structure.
3. For Sale Market Analysis including information on housing values, sales data, subdivision data, information deemed relevant to the for-sale housing market.
4. Rental Market Analysis including information on existing rental properties over 8 units related to rents, vacancies, and amenities. Also include information on pending developments and interview local Realtors on rental housing needs.
5. Senior Market Analysis including information on existing properties related to rents, vacancies, services and amenities, and resident profiles. Also identify information on pending developments.
6. Recommendations should include a review of the findings and identification of market demand based on analysis in the for-sale, rental and senior housing markets and any other housing needs that are identified. (i.e. homeless youth, shelters, etc.)

## **Requested information**

All firms who submit a response to this request should address the following components as part of their proposal.

1. Description and biography of your firm.
2. Biographies or resumes of those individuals that will be involved in staffing the proposed work.
3. Information and detail regarding prior experience of your firm and staff in completing this work. References from past work should be included.
4. Proposed timeframe for completion of the study and reporting the results to the City.
5. A detailed plan of costs and pricing data is required.

Please direct all responses and questions to:

**All responses must be received by 4:00 p.m. on \_\_\_\_\_ at the following address:**

# In Summary...

- Planning supports *informed decision-making*
- Cannot plan in a vacuum-impacts are related
- Embrace the unknown
- Determine your needs & budget
- Prioritization is key
- Plans do *CHANGE!*



QUESTIONS?



Community Technical Assistance Program  
Community Development Division  
Montana Department of Commerce

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