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

- Growth Policy
  - Regional Plans
    - Capital Improvements Plan
    - Trails Plan
  - Transportation
  - Parks & Recreation
- Neighborhood Plans
  - Subdivision Regulations
  - Zoning Regulations
  - Lakeshore Regulations
  - Floodplain Regulations
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 do 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

Imagine Great Falls 2025
Imagine Great Falls (2013 Update)

**Housing**

**SOC1.4 Policies**

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.
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 and
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 25% 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 53% 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 75,000 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 2,45 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.
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
Executive Summary

**Missoula Downtown Streets Project**

Planning Civic Infrastructure for a Vital Downtown

March 2005

Traffic Study

Efficient and effective traffic operations are essential to access, circulation, and safety downtown. The Downtown Streets Project 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. It downtown Missoula 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.

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. 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, 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 adjacent parking, traffic signal equipment and operations, and pertinent traffic control devices.

**Downtown Study Area**

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

**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., for a vehicle driving through the 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.
- 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.
# Madison County Community Health Improvement Plan

## Focus Area: The Aging Population

<table>
<thead>
<tr>
<th>Goal #1. Expand Home Health Services in Madison County</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategies</strong></td>
</tr>
<tr>
<td>Work with the hospitals and nursing homes to provide more home health services</td>
</tr>
<tr>
<td>Explore how Hospice can help provide home health services</td>
</tr>
<tr>
<td>Explore how private home health providers can expand services in Madison County</td>
</tr>
<tr>
<td>Encourage CNAs to seek home healthcare placements</td>
</tr>
<tr>
<td>Develop a Regional (sub-county) service delivery system (Ruby, Madison, Big Sky) in collaboration with the Council on Aging</td>
</tr>
<tr>
<td>Work with AHEC (Area Health Education Center) and critical access hospitals to increase services in areas of need</td>
</tr>
</tbody>
</table>
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

Belgrade: 5%  
Big Sky: 43%  
Bozeman: 33%  
Ennis: 3%  
Four Corners: 3%  
Gallatin Gateway: 3%  
Ophir: 2%  
West Yellowstone: 7%  
Other locations: 0%

Source: Economic & Planning Systems

Employees by Wage Level

Less than $25,000: 67%  
$25,000 to $34,999: 13%  
$35,000 to $49,999: 13%  
$50,000 to $74,999: 6%  
$75,000 to $99,999: 1%  
$100,000 to $149,999: 0%  
Greater than $150,000: 0%

Source: Economic & Planning Systems
Big Sky Housing Plan Example

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

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

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

H:\133083-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

<table>
<thead>
<tr>
<th>What is it?</th>
<th>Inclusionary Housing Ordinance</th>
<th>Commercial Linkage</th>
<th>Residential Linkage</th>
<th>Land Set-Aside</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addresses housing need from residential growth pressure;</td>
<td>Addresses housing need from commercial growth pressure;</td>
<td>Addresses housing need from market for large second-homes; Developer provides employee housing units or pays fee in-lieu</td>
<td>Requires percent of land to be set-aside for affordable housing;</td>
<td></td>
</tr>
<tr>
<td>Requires a percent of housing be provided at affordable levels;</td>
<td>Requires commercial development to provide housing units (or pay a fee) based on new employees generated</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are its advantages / disadvantages?</th>
<th>Addresses community workforce housing needs (i.e. ownership or rental);</th>
<th>Addresses workforce housing needs; Broadens the burden to wide variety of land uses; Requires nexus analysis</th>
<th>Addresses seasonal/service worker housing needs (i.e. rental); Limits the burden on market to large 2nd homes; Requires complicated nexus analysis</th>
<th>County subdivision regulations allow for parkland, school, or other uses; Affordable housing not currently an specified use; Would require amendment of state subdivision regulations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limits the burden to new residential development;</td>
<td>Most common among the three programs identified;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most common among the three programs identified;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 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

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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
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
   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?

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Allison Mouch, Community Planning Bureau Chief
Gus Byrom, Outreach Specialist
Maria Jackson, Planning Specialist
David Corcoran, Planning Specialist