



# Envision Gallatin

## LAND USE & HOUSING STRATEGY

### Communication & Engagement Strategy

November 2023

## 1. INTRODUCTION

### About the Project

In October 2023, Gallatin County initiated a process to create a Future Land Use Map (FLUM) and Housing Strategy (HS). The Envision Gallatin Land Use and Housing Strategy (Land Use and Housing Strategy) process is being led by the Gallatin County Department of Planning and Community Development, with support from a consulting team, and a local Steering Committee. Key objectives for the project are to:

- **Build on what's been done.** The 2021 Growth Policy established an overarching vision and priorities for future land use in Gallatin County, and the County has adopted numerous area and neighborhood plans for many of its rural/unincorporated communities. This effort will focus on the implementation of adopted plans and policies through the FLUM and HS, as well as the identification of potential gaps or inconsistencies for future consideration.
- **Document housing gaps and needs and define a role for the County in housing.** Using the Gallatin County Regional Housing Strategy (2021) as a foundation, this effort will assess in more detail housing needs and opportunities specific to the unincorporated areas of Gallatin County. Key findings will be used to inform the creation of the FLUM and HS.
- **Foster continued collaboration within Gallatin County and the broader region.** There are many public and private stakeholder groups actively working on land use and housing issues in the region. This effort seeks to leverage the collective knowledge, experience, and roles of these diverse groups with a specific focus on identifying steps that Gallatin County can take to help implement regional priorities.
- **Establish a foundation for future updates to the County's zoning regulations.** The FLUM that emerges from this effort will help inform future area and neighborhood plans, requests for new zoning, and potential changes to existing zoning.

## Process Overview

An overview of the Land Use and Housing Strategy process is provided below, along with expected timelines for each project phase and community and stakeholder engagement opportunities.



## Guiding Principles for Communication and Engagement

The following principles should guide all communication and engagement efforts to ensure participants feel heard and understand how their input will be used in the Land Use and Housing Strategy process:

1. **Strengthen community understanding** of the FLUM and HS and their relationship to the County's recently adopted Growth Policy and other related efforts in Gallatin County and the region
2. **Foster regional collaboration** by engaging a diverse set of public and private stakeholders in the process
3. **Bridge differences between diverse groups** by promoting civil/civic conversations and seeking common ground on contentious issues
4. **Focus on key issues and opportunities** identified by the community and County leadership
5. **Provide multiple and meaningful ways for the community to engage** in the process—creating an environment that promotes collaboration and cooperation
6. **Be transparent** throughout all phases of the process

## Purpose of the Communication and Engagement Strategy

This Communication and Engagement Strategy (CES) will be used to guide community and stakeholder engagement efforts throughout the Land Use and Housing Strategy process. The CES includes three sections:

- **Groups in the Process.** This section identifies stakeholder and advisory groups that will be engaged in the FLUM and HS in various ways.
- **Communications Strategy.** This section describes the various methods that will be used to get the word out about meetings, events, and other input opportunities during the process.
- **Opportunities for Input.** This section defines the anticipated timing, format, and objectives for the various input opportunities planned as part of the Land Use and Housing Strategy process.

The CES will be made available on the project webpage and will be updated from time to time.

## 2. GROUPS IN THE PROCESS

The entire Gallatin County community will be invited to participate in the FLUM and HS at key points during the process, as outlined in Section 4. This section identifies stakeholder and community groups that will be engaged in the Land Use and Housing Strategy process in various ways, as well as the formal groups that will advise the project team.

### Stakeholder and Community Groups

The list below represents stakeholder and community groups with an interest in land use and housing issues in Gallatin County but is not intended to be all-encompassing. Organizations are grouped into categories for reference but may be engaged in more than one category of issues.

#### AGRICULTURE

- Association of Gallatin Agricultural Irrigators
- Agricultural producers
- Gallatin Beef Producers
- Gallatin Conservation District
- Gallatin County Extension

#### BOARDS AND COMMISSIONS

- County Planning Board
- Planning & Zoning Commission
- Gallatin County Commission
- Gallatin Airport Authority

#### HOUSING AND REAL ESTATE

- Big Sky Community Housing Trust
- Local Developers and Architects
- Montana Contractor's Association
- One Valley Community Foundation
- Gallatin Association of Realtors
- Regional Housing Coalition
- Southwest Montanan Building Industry Association

#### MUNICIPALITIES

- Bozeman
- Belgrade
- Three Forks
- Manhattan
- West Yellowstone

#### RURAL/UNINCORPORATED COMMUNITIES

- Bridger Canyon
- Springhill

- Amsterdam Churchill
- Big Sky
- Gallatin Gateway

#### CONSERVATION

- Animal Welfare Institute
- Craighead Institute
- Gallatin Valley Land Trust
- Gallatin Wildlife Association
- Gallatin Watershed Council
- Montana Fish, Wildlife, and Parks
- Montana Freshwater Partners
- Sacajawea Audubon Society
- Sierra Club
- U.S. Fish and Wildlife Service
- U.S. Forest Service
- Yukon to Yellowstone Conservation Initiative

#### INFRASTRUCTURE, UTILITIES, AND SPECIAL DISTRICTS

- Big Sky Area Resort District
- Central Valley Fire District
- Four Corners Water and Sewer District
- Gallatin County Road and Bridge Department

#### GALLATIN LOCAL WATER QUALITY DISTRICT/OTHER

- Hispanic/Latino service organizations (e.g., Bienvenidos)
- Homeowners Associations
- Major employers
- Major landowners

## Advisory Groups

The project team will be advised by three groups, as described below.

### CORE PLANNING TEAM

The project team will work closely with a core team comprised of key staff from the Gallatin County Department of Planning and Community Development. The core team will assist with overall project coordination and scheduling on a day-to-day basis, and review and provide input on interim drafts and technical data as necessary to help guide the Land Use and Housing Strategy process. The core team will meet with the project team bi-weekly, or as needed, throughout the process.

### STEERING COMMITTEE

A seven-member Steering Committee has been established to serve as a sounding board for the project team; review and provide input on interim work products; and help build public awareness of the Land Use and Housing Strategy process. The Steering Committee is comprised of the following representatives who are familiar with the land use and housing issues currently facing the County:

- Zach Brown, County Commissioner
- Lori Christensen, Health Officer, City/County Health Department
- Lila Fleishmann, Community Development Director, HRDC
- Matt Fulton, Citizen Member, Gallatin County Planning & Zoning Commission
- Ted Guis, Gallatin County Planning Board
- Jackie Haines, Executive Director, Northern Rocky Mountain Economic Development District
- Garrett McAllister, Community Development Manager, Gallatin County Department of Planning and Community Development

The Steering Committee is expected to meet as a group seven times over the course of the project. Steering Committee meeting dates and materials will be posted on the project website. Meetings will be open to the public and an opportunity for public comment will be provided.

### ELECTED AND APPOINTED OFFICIALS

County staff and Steering Committee members will provide regular updates to the Gallatin County Commission, Planning & Zoning Commission, and Planning Board to keep each group informed about overall progress. A joint workshop will be scheduled during Phase 5 of the Land Use and Housing Strategy process to review and discuss the draft Future Land Use Map, associated land use categories, and proposed housing strategies.

### 3. COMMUNICATIONS STRATEGY

#### Objectives

Establishing and maintaining open lines of communication about the Future Land Use Map and Housing Strategy is a central component of this CES. Generally, project updates will be provided each time a major deliverable is made available for public review, and/or approximately two weeks in advance of public meetings, events, or input opportunities. Where possible, communications will rely on established connections to various social media networks, newsletters/blogs, local news outlets, and distribution lists Gallatin County has access to. Tapping into these established networks is one of the most efficient and effective ways to get the word out about the Land Use and Housing Strategy process. Primary methods of communication are outlined in the table that follows.

#### Primary Communication Channels

TOOL(S)	OBJECTIVES	RESPONSIBILITY	TIMING
<b>Web</b>			
<ul style="list-style-type: none"> <li>Dedicated project website</li> <li>County website</li> </ul>	<ul style="list-style-type: none"> <li>Provide general project information</li> <li>Advertise upcoming meetings and events</li> <li>Provide access to online input opportunities</li> <li>Provide access to interim work products and other project-related materials</li> </ul>	<ul style="list-style-type: none"> <li>Clarion will be responsible for managing materials and information posted on the project website</li> <li>Staff will be responsible for providing a link on the County's website that directs people to the project website</li> </ul>	<ul style="list-style-type: none"> <li>Update existing Envision Gallatin website for November 2023 launch and update as needed throughout the process</li> <li>Major updates will generally coincide with the completion of a project phase or publication of a major deliverable</li> </ul>
<b>Social Media</b>			
<ul style="list-style-type: none"> <li>Facebook</li> <li>Instagram</li> <li>LinkedIn</li> </ul>	<ul style="list-style-type: none"> <li>Expand awareness of public meetings and events</li> <li>Direct community to online engagement activities</li> <li>Highlight participation in community events and activities</li> </ul>	<ul style="list-style-type: none"> <li>Clarion will prepare a series of suggested posts for distribution</li> <li>County will incorporate as part of scheduled posts on respective sites, as applicable</li> </ul>	<ul style="list-style-type: none"> <li>Post periodically throughout the process</li> <li>Begin advertising for community meetings and events two weeks in advance</li> <li>Periodic updates to announce and drive participation to online input opportunities</li> </ul>
<b>E-mail Blasts</b>			
<ul style="list-style-type: none"> <li>Multiple listservs</li> </ul>	<ul style="list-style-type: none"> <li>Provide brief updates on the project</li> </ul>	<ul style="list-style-type: none"> <li>Clarion will draft content for staff review</li> </ul>	<ul style="list-style-type: none"> <li>Approximately two weeks prior to each community meeting, or to</li> </ul>

TOOL(S)	OBJECTIVES	RESPONSIBILITY	TIMING
	<ul style="list-style-type: none"> <li>• Advertise upcoming meetings and engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>• Clarion will send email blast from project listserv and staff may distribute through other existing listservs as appropriate</li> </ul>	<p>announce the release of interim deliverables for review</p>
<b>Print/Online Media</b>			
<ul style="list-style-type: none"> <li>• <i>Bozeman Daily Chronicle</i></li> <li>• <i>Belgrade News</i></li> <li>• KBZK Online</li> </ul>	<ul style="list-style-type: none"> <li>• Build awareness of FLUM and HS process</li> <li>• Expand reach of advertising for community meetings and online input opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Clarion will prepare draft press release for review and distribution</li> <li>• County will distribute to news outlets as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases will be issued at least one week prior to a community meetings and public adoption hearings</li> </ul>
<b>Radio</b>			
<ul style="list-style-type: none"> <li>• KGVM (95.9 FM) Online</li> <li>• KGLT (91.9 FM) Website</li> </ul>	<ul style="list-style-type: none"> <li>• Expand reach of advertising for community meetings and online input opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• County will distribute press releases to radio outlets as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Press releases will be issued at least one week prior to a community meetings and public adoption hearings</li> </ul>
<b>Flyers</b>			
<ul style="list-style-type: none"> <li>• Community message boards</li> <li>• County buildings, as well as schools, libraries, community centers, and other buildings with message boards</li> </ul>	<ul style="list-style-type: none"> <li>• Build awareness of FLUM and HS process, community meetings, and online input opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Clarion will develop flyers in English and Spanish for distribution</li> <li>• County staff will print and distribute flyers as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Approximately two weeks prior to community meetings and public adoption hearings</li> </ul>



## 4. OPPORTUNITIES FOR INPUT

### Overview

This section outlines opportunities for public input during the Future Land Use Map and Housing Strategy process. Input opportunities generally correspond to major project milestones. Details for each round of engagement will be refined based on discussions with County staff and the Steering Committee as the process moves forward.

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
<b>Project Initiation/Establish Project Foundations (October – November 2023)</b>		
November 8-9, 2023	<ul style="list-style-type: none"> <li>Stakeholder meetings (to include representatives in the following general categories - Rural/Unincorporated Community groups; Planning Practitioners/Municipalities; and Countywide Land Use and Infrastructure)</li> <li>Steering Committee kick-off meeting (in-person)</li> </ul>	<ul style="list-style-type: none"> <li>Identify land use and housing issues and opportunities to be addressed within/adjacent to the unincorporated communities in Gallatin County and the County as a whole</li> <li>Gather background data and build a deeper understanding of related regional efforts</li> <li>Understand expectations of various stakeholder groups</li> <li>Build community awareness about the FLUM and HS project</li> </ul>
December 13, 2023	<ul style="list-style-type: none"> <li>Steering Committee meeting #2 (virtual) – 1:00-3:00pm</li> </ul>	<ul style="list-style-type: none"> <li>Review Draft Land Use and Housing Policy Audit</li> <li>Status Update on County Land Use Profile (Existing Conditions/Trends and Projections) and Countywide Housing Needs Assessment</li> </ul>
<b>Policy Review and Land Use Profiles (November 2023 – January 2024)</b>		
January 31, 2024	<ul style="list-style-type: none"> <li>Steering Committee meeting #3 (virtual) – 1:00-3:00pm</li> </ul>	<ul style="list-style-type: none"> <li>Review draft Countywide Housing Needs Assessment</li> <li>Review draft Land Use Profiles</li> </ul>
<b>Community Outreach: Round 1 (February – March 2024)</b>		
February 28, 2024	<ul style="list-style-type: none"> <li>Steering Committee meeting #4 (virtual) – 1:00-3:00pm</li> </ul>	<ul style="list-style-type: none"> <li>Update on revisions to Land Use Profiles and Countywide Housing Needs Assessment based on input received</li> <li>Finalize March outreach strategy</li> </ul>
March 20-22, 2024	<ul style="list-style-type: none"> <li>In-person meetings:               <ul style="list-style-type: none"> <li>—Option 1: Host broader community meetings in 3-4 key locations (e.g., Big Sky (evening of day 1), Gallatin Gateway (afternoon of day 2), and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Educate the public and private stakeholders about current and projected land use and housing needs and the role of the FLUM and HS in guiding future land use decisions</li> </ul>



DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
	<p>Bozeman (evening of day 2) and supplement with additional daytime meetings (e.g., Planning Practitioners/Municipalities and Countywide Land Use and Infrastructure).</p> <p>—Option 2: Host roundtable discussions with Rural/Unincorporated Community groups (general public invited); Planning Practitioners/Municipalities Countywide Land Use and Infrastructure; Host one evening meeting for the general public.</p> <ul style="list-style-type: none"> <li>Online input opportunity (project website): Recorded presentation; Review/comment on Land Use Profiles (in StoryMap form) and initial housing policy direction (Available for four weeks beyond in-person meetings)</li> </ul>	<ul style="list-style-type: none"> <li>Seek input on initial housing policy direction</li> </ul>
<b>Future Land Use Map and Housing Strategies (April – June 2024)</b>		
April 17, 2024	<ul style="list-style-type: none"> <li>Steering Committee meeting #5 (virtual), 1:00-3:00pm</li> </ul>	<ul style="list-style-type: none"> <li>Review/discuss key themes from first round of community/stakeholder meetings</li> <li>Review/discuss Draft Future Land Use Designations</li> </ul>
May 15, 2024	<ul style="list-style-type: none"> <li>Steering Committee meeting #6 (virtual), 1:00-3:00pm</li> </ul>	<ul style="list-style-type: none"> <li>Seek input on draft FLUM</li> <li>Seek input on draft HS and Implementation Tasks</li> </ul>
June 19, 2024	<ul style="list-style-type: none"> <li>Steering Committee meeting #7 (virtual), 1:00-3:00pm</li> </ul>	<ul style="list-style-type: none"> <li>Review draft FLUM (continue, as needed)</li> <li>Review draft HS and Implementation Tasks (continue, as needed)</li> </ul>
<b>Community and Stakeholder Engagement : Round 2 (July – September 2024)</b>		
July 2024	<ul style="list-style-type: none"> <li>Steering Committee meeting #8 (virtual), 1:00-3:00pm</li> </ul>	<ul style="list-style-type: none"> <li>Confirm details for August outreach</li> </ul>

DATE	OPPORTUNITIES FOR INPUT	ENGAGEMENT OBJECTIVES
August 7-9, 2024	<ul style="list-style-type: none"> <li>In-person meetings:               <ul style="list-style-type: none"> <li>—Option 1: Host broader community meetings in 3-4 key locations (e.g., Big Sky (evening of day 1), Gallatin Gateway (afternoon of day 2), and Bozeman (evening of day 2) and supplement with additional daytime meetings (e.g., Planning Practitioners/Municipalities and Countywide Land Use and Infrastructure).</li> <li>—Option 2: Host roundtable discussions with Rural/Unincorporated Community groups (general public invited); Planning Practitioners/Municipalities Countywide Land Use and Infrastructure; Host one evening meeting for the general public.</li> </ul> </li> <li>Online input opportunity (project website): Recorded presentation; Review/comment on Land Use Profiles (in StoryMap form) and initial housing policy direction (Available for four weeks beyond in-person meetings)</li> </ul>	<ul style="list-style-type: none"> <li>Communicate preferred policy directions that emerged from the first round of community and stakeholder engagement (and how they've been addressed in the draft FLUM and HS)</li> <li>Seek input on draft FLUM and Implementation Recommendations</li> </ul>
September 4, 2024 (virtual)	<ul style="list-style-type: none"> <li>Joint Meeting (County Commission, Planning Board, Planning &amp; Zoning Commission, and Steering Committee)</li> </ul>	<ul style="list-style-type: none"> <li>Share key themes from August outreach</li> <li>Seek direction on any outstanding questions or concerns to be addressed for the adoption draft</li> </ul>
September 27, 2024	<ul style="list-style-type: none"> <li>Adoption draft FLUM/RHS posted for public review</li> </ul>	<ul style="list-style-type: none"> <li>Notify the public of adoption hearing schedule</li> <li>Make adoption draft FLUM and HS available for review</li> </ul>
<b>Adoption (October – November 2024)</b>		
October – November 2024	<ul style="list-style-type: none"> <li>Public hearings</li> </ul>	<ul style="list-style-type: none"> <li>Provide an opportunity for public comment on the adoption drafts of the FLUM and HS</li> </ul>