



OVERVIEW

MEETING MATERIAL LINKS

- [Unhoused 101 Presentation Slides](#)
- [Working Group/Committee Charter](#)

NEXT STEPS AND ACTIONS

Action Item	Responsible Party	Deadline
Next Meeting April 19, 2023 West Yellowstone 10:00 am – 1:30 pm		
Convene New Unhoused/Transitional/Supportive Housing Coalition: Mark will convene a meeting with core group members from the RHC in Q1 to define a limited scope of work for facilitation by One Valley to initiate this new coalition	Mark	Before end of Q1
Update RHC Work Plan: Marjo will refine the work plan to add the planning processes (unhoused, county, city, etc.) that the RHC members are involved in as an outcome/product of 2024. A final draft will be emailed to all members.	Marjo	Before end of February
Convene Communications Committee: OV will host two meetings with RHC members, organization staff, and pro-bono communication support to identify the objectives that will inform the RHC communication plan. <ul style="list-style-type: none"> • Mark and Susan meet with a consultant to set up two meetings to set objectives. • Mark and Susan poll dates for these meetings and invite RHC members. • Recruit permanent comms team after objective setting. 	Susan & Mark	Within Q1
Working Group Structure Support Marjo and Mark will create a shared folder structure for all working groups.	Marjo & Mark	Mid February or earlier
Q2 Agenda Development: Members will share with Marjo and Mark agenda items for the April meeting.	All members	3rd week of March
Confirm RHC Member Agreements with One Valley: Members will coordinate with Mark and Bridgit on renewing their membership collaboration agreements between individual organizations and One Valley.	Bridget and Mark	End of Q1

PARTICIPANTS

RHC members and guest: Jennifer Boyer, Joanna Harper, David O’Connor, Brit Fontenot, Courtney Naumann, Heather Grenier, Jeff Mihelich, Renata Munfrada, Crystal Turner, Sgt. Daniel Haydon, Anna Johnson, Dr. Kathryn Bertany, Will Shepard, Dan Walker, Lisa Beedy, Carrie Coan, Terry Cunningham, Chris Drewiske, Megan Elliott, Regan Fruh, Carrie Gilbertson, Katie Madison

One Valley Staff & Team: Mark Bond, Bridget Wilkinson, Marjo Curgus, Susan Riggs



MEETING DISCUSSION SUMMARY

AGENDA TOPIC | Member Updates

- Courtney shared that the Headwaters Community Housing Trust has 29 of the 31 below-market homes sold and occupied in the final affordable housing lottery for the Bridger View community.
- Jeff shared that the City of Bozeman is celebrating 1,200 affordable units in the pipeline, which is up from zero just 1 year ago.
- Crystal Turner shared that Three Forks is working on updating zoning to make higher density by right. Currently, multifamily projects require a conditional use permit.
- Jennifer shared that the County has created a revolving loan fund (RLF) to support the effort to protect and transform mobile home parks to occupant ownership. The County Housing Plan is conducting an analysis of existing conditions as a first step. The RHC and Clarion and Assoc. (consultant) will try to have a meeting on the planning process in March or April, depending on the process being developed by the consultant.
- David O'Conner shared that the Big Sky Housing Trust and Big Sky are exploring a newer tool enabled through federal legislation to allow the USFS to lease administrative parcels for development of affordable housing for USFS employees and community residents. (Read the May 2023 press release of [the Forest Service Flexible Housing Partnerships Act](#) co-sponsored by Daines) (USFS pilot project with [Dillon, CO](#))
- Renata shared that the City of Bozeman will initiate an update to their consolidated plan to align with the county's planning.
- Dan celebrated the Town of West Yellowstone getting bids for the \$32.1M wastewater plant. This is essential for lifting the development moratorium.
- The RHC welcomed new representatives from member organizations, including
 - GAR - Will Shepard, Government Affairs Director
 - Lone Mountain Land Company, Anna Johnson
 - Stockman Bank, Chris Drewiske, Housing Impact Fund
 - CEO, Bozeman Health, Dr. Kathryn Bertany. With 2,600 employees, Bozeman Health has entered the real estate market, owning 4 condos, partnering with Big Sky Housing Trust, and investing in Yellowstone Landing for 45 condos.
- Sgt. Daniel Hayden, from the Gallatin County Sheriff's Department, shared the challenges of public service employees. State law establishes the compensation rates for public service employees, including the county treasurer, clerk and recorder, clerk of district court, county superintendent of schools, sheriff, county attorney, and others. State law also **requires that a county compensation board** meet to make recommendations on salaries. Within the **law**, it requires that county commissioners be paid the same amount as the county clerk and recorder, plus \$2,000. It also sets deputy salaries as a percentage of the sheriff's salary. Cost of living increases for deputies are, therefore, difficult to increase as they are tied to elected officials and a board decision. The Sheriff's Department is facing a major challenge as many long-term employees who were able to buy homes many years ago are going to be retiring in the next few years. For new deputies and staff coming into the department, housing prices are unaffordable with the wages they can offer. Having deputies living in the communities they serve and distributed throughout the county is essential for public safety.

AGENDA TOPIC | Unhoused, Transitional, and Supportive Housing 101 | *HRDC, Heather Grenier, President & CEO; Haven, Katie Madison, COO; Family Promise, Carrie Gilberston, Director of Family Services*

Unhoused 101 Presentation Slides

Discussion Summary

Heather, Katie, and Carrie's presentation provided the RHC with a solid foundation in the unhoused trendline nationally, in Montana, and locally. The presentation includes statistical slides as background as well as recommended solutions for creating an effective safety net in Gallatin County. Key takeaways are summarized below:



- Clarifying terminology:
 - Chronic Homelessness. An individual who has a disabling condition and who has either been homeless for a year or more, or who has experienced homelessness more than 4 times in a 3-year time period.
 - Unhoused A person who lacks a fixed, regular, and adequate nighttime residence.
 - Housing vulnerable. Individuals with insufficient savings to cover housing costs in case of an emergency (health emergency, loss of income, etc.).
- Key Statistics
 - There have been significant increases in ages 18-24 and over 61 years.
 - There has been an increase in clients with mental health issues. The increase in this population corresponds to the decrease in state and federal funding for mental health services.
 - Homelessness is a housing problem.
 - » The increase in rents in Bozeman directly correlates to the increase in unhoused.
 - Nationally, a \$100 increase in median rent is associated with a 9% increase in homelessness rate.
 - Currently, for every 100 homes built nationally, only 37 of those are affordable.
- What has been done, and what is working?
 - Capacity for serving the unhoused, transitional housing, and domestic violence survivors has been expanded significantly in the past year.
 - Family Promise is adding additional capacity in 2024.
 - Transitional housing has a high success rate.
 - The Homeless Diversion Program was created to support individuals who have been housed, but face a crisis situation (losing a rental, loss of income, etc.) that makes them vulnerable. This program is incredibly successful and has helped prevent 11,000 people from being homeless in 2023. This program requires sustained funding and costs about \$90-100K per year. This funding goes to a wide variety of homeless diversion solutions, including rent subsidies, providing for travel to a family member, payment of utilities, groceries, etc.
- What are the gaps?
 - Affordable housing units to move clients out of any of the shelters into permanent housing. Because there is a shortage of affordable housing, the length of occupancy in shelters is longer than in the past. There is sufficient temporary capacity IF there is suitable long-term housing to move into.
 - Supportive housing that can provide long-term services (mental health, substance abuse, etc.) for the chronically unhoused.
 - Connecting to employment opportunities.
- What are misperceptions about the unhoused in our community?
 - The statistics show that the clients being served are locals, with 80% having lived in Bozeman for over 5 years. The clients not from Bozeman mostly come from surrounding Gallatin County communities that lack any support services (Three Forks, Belgrade, etc.). This is a *local* problem. This is contrary to public perception.
- What are the solutions?
 - In Bozeman, homelessness is a solvable problem due to the comparatively small scale of individuals and families (compared to metro areas across the nation) and the recent increase in capacity of our shelters and services.
 - But to succeed, we need affordable housing to move people into and out of the shelters.
 - » Need investments in housing. Affordable housing projects coming online, such as the Low Income Housing Tax Credit projects (LIHTC), will meet some of this need (60-80% AMI). However, there is a gap for providing homes to the lowest income AMIs between 30-60% AMI.
 - » Investments in Housing First/prioritize building permanent supportive housing to address chronic homelessness.
 - Ongoing homeless diversion and prevention programming.



- What is not a solution?
 - Safe parking spaces are a temporary solution that diverts limited resources away from permanent solutions.
- Opportunities RCH coalition:
 - Develop an unhoused strategy for the City of Bozeman in coordination with the ecosystem of service providers (health, mental health, housing, education, youth services, etc.) to create a comprehensive approach to solving homelessness.
 - Develop an effective message to help the community understand this is a local problem but solvable. Tell the story of what is being done, what is working with solving the problem, and what is needed.
 - *Facilitator Suggestion for Messaging:* The number of people experiencing homelessness in our community has increased proportionally to the costs of rent and housing prices. But this is a problem we can solve. Over the past two years, organizations serving the housing insecure have successfully expanded their capacity with new shelters, increased the number of beds, and expanded prevention programs. While XX number of people in our community experienced homelessness in 2023, % were served by shelters, and more than 11,000 people were prevented from becoming homeless. In 2024, a regional unhoused strategy that will lay out a comprehensive approach to housing insecurity and chronic homelessness.

AGENDA TOPIC | Montana Housing Coalition | Presenters: *Peggy Trenk, Executive Director of the Montana Housing Coalition; Melissa Shannon, Executive Vice President from Strategies 360; Natascha Robinson, Vice President of Marketing and Public Affairs for Strategies 360*

Presentation Summary

- The **Montana Housing Coalition** was founded in 2012. They have pushed for legislative support for bills that support funding for housing development. Membership is open, and the MHC holds calls once per month. The legislative priorities are driven by the membership.
- The MHC is trying to support the formation of a housing committee in the legislature that can potentially increase the capacity of the legislature to understand and vet affordable housing solutions.
- Any funding has to pass 8 votes (4 in House, 4 in Senate)
- There are two legislative priorities for 2025 which build on the 2023 legislature.

The Montana Coal Trust Fund

- This fund is used to support a lot of state programming. For housing, an initial 2019 \$15M investment for multifamily has been spent quickly. It was not funded in 2021. In 2023, HB 819 invested another \$50M with interest rates comparable to other investments but still low enough to use for gap financing. There is approximately \$13M remaining from the 2023 budget.
- In 2024, the MHC will be supporting more funds being allocated to this funding mechanism.
- To learn more, see the **MHC one pager** from the 2023 reauthorization.

A Montana Low Income Housing Tax Credit Program

- In 2021, the state housing tax credit program was vetoed. In 2023, HB 819 did not make it out of the house because it was tied to federal LIHTC. This is a top priority for the MHC in 2023. This is a solution, 2D, identified in the Governor's Affordable Housing Task Force (to see a summary of recommendations, go to the end of this meeting summary).
- The MHC wants to get out to the legislative districts and share how this could be a valued affordable housing mechanism in Montana. These can leverage the national LIHTC program and increase project competitiveness in the state.
- For information about the value of a state low-income housing tax credit program and how it can support affordable housing in Montana, please see the **MHC one pager**.
- *Facilitator Note:* 25 states have adopted state LIHTC programs. For a map [view here](#).

Discussion Summary

The RHC discussion that followed the MHC presentation resulted in the RHC agreeing that David and Heather would act as liaisons between the RHC and MHC. The RHC supports the legislative policies of the MHC and



sees no need to duplicate efforts. Rather, it will take direction on how to support the MHC. In particular, the RCH municipalities and the county can support the MHC with data (e.g. census tract data) to support the need for policy. RHC can support distribution of information on policy priorities from MHC.

The MHC recommended that if there are policy solutions that emerge from the RCH, the group can:

1. Have David and Heather bring the idea to the board for discussion and evaluation of the realm of possibilities.
2. Maintain a connection to the Montana League of Cities and Towns for land use-specific policy.

AGENDA TOPIC | RHC Working Groups Next Steps | *Facilitated Discussion*

Presentation Summary

The RHC strategized the best ways to initiate and support the new RHC working groups. The temporary Public Housing Working Group, convened in 2023, has concluded its work. The RHC then discussed how to move the other two working groups forward and how to set up the management structures/systems for all RHC working groups.

Permanent Affordability Working Group Focus and Next Steps

- Joanna, David, and Renata provided an update on progress. The Permanent Affordability Working Group met once to define its scope and has already begun to work on projects. Focus has been defined as 1) providing useful feedback and policy suggestions the County can use in its Housing Strategy, and 2) creating “a regional playbook” that is useful for all the different types of entities and jurisdictions in the County in providing permanent affordable housing.
 - Permanent housing affordability case studies (Meadowview Land Trust, Big Sky Good Deeds Program, etc.) will be created that are Montana specific. These will be used to inform the Gallatin County Regional Housing Analysis being facilitated by Clarion and Associates. These case studies will also be useful for education. A survey has been sent out to identified projects, and half have responded. The goal is to complete these within Q1. OV will be providing support in creating visuals to help communicate the stories.
 - Perform a SWOT analysis of the County rest home affordable housing project to inform similar projects in the future.
 - Development of regional templates for permanent housing mechanisms so local government, developers, nonprofits, lenders, and real estate are able to be familiar with and use similar processes grounded in best practices.
- This group plans to report back on progress and findings at the April RHC meeting.

Communication and Advocacy Next Steps

Two discussions informed the next steps for the RHC for communication and advocacy. While intertwined, it was recommended to keep state policy separate for now.

First, the RHC role in state policy:

- After hearing from the Montana Housing Coalition, the RHC believes the most effective way for the RHC to engage in state legislative policy at this time is to:
 - Support the MHC on housing funding related efforts and the Montana League of Cities and Towns on land use related efforts.
 - The MHC priority of initiating a state low income housing tax credit program is a much needed tool as is ensuring ongoing housing funding in the Montana Coal Trust. The RHC wants to support these two initiatives in ways to support the efforts of the MHC.
 - Heather Grenier is now on the MHC board and David O’Connor is a member. They will act as liaisons between the RHC and MHC.
- The RHC will need to check with Kelly Lynch on how to engage in any new land use related bills.
- State policy advocacy could be a work group in Q3 to monitor updates, share back with the RHC, and determine if there is a need for education and/or outreach by RHC members to broaden support for key bills.



Second, communication priorities for the RHC:

- Step 1: Identify the vision and objectives for the communication plan. One Valley (Susan Riggs, Mark Bond) will reach out to RHC for volunteers to participate in the objective setting meetings. For RHC members, it will depend on date/times.
- Step 2: At the April meeting, the objectives will be presented to the entire RHC.
- Step 3: Draft plan will be developed with standing committee members' participation. Standing committee will be formalized to support implementation. Committee members will be recruited from RHC organizations, RHC members, and identified community volunteers.
- Step 4: Communication plan and/or implementation strategy will be presented to the RHC at Q2 or Q3 meeting.
- Step 5: Implementation will be ongoing.

In addition to other themes about communication from prior meetings, a number of other themes emerged in this meeting that the RHC may want to consider in setting objectives for a communication plan.

1. Counter the misinformation about who is homeless and focus on a positive message of it being solvable if investments are made.
2. The purpose of the RHC and building a message around action - housing units in pipeline, diversity of AMIs to be served, funding, solutions.
3. Communicate with state representatives on regional needs and gaps and how proposed policy (e.g. state LIHTC, funding) can help with housing creation.
4. Reach out to the business community to help solve the problem. Ask for their help.
5. Identify champions.

Unhoused, Transitional, and Supportive Housing Coalition Next Steps

- Initial focus would be to develop a strategic plan for unsheltered/unhoused that will meet the City of Bozeman's needs but encompass regional partners.
- Develop an email contact list for convening identified partners.
- Mark will initiate a meeting with core group members from the RHC in Q1 to define a limited scope of work for facilitation by One Valley. The scope will be focused on helping this group get started.
- Once Mark's role is clearly defined, the new coalition will be invited and recruited.
- The new coalition will be convened in late Q1 or early Q2. This group will work to define the scope of work for the planning process and identify resource needs (e.g. budget, a consultant or facilitator, etc.)
- *Facilitator Note:* Here is an **example RFP** for a homeless strategy if this helps with the discussion around the new coalition scope of work for the planning process.



Governor’s Affordable Housing Task Force Recommendations Summary

HOUSING TASK FORCE DOCUMENTS

- [10/15/2022 - Phase I Report \(.pdf\)](#)
- [12/15/2022 - Phase II Report \(.pdf\)](#)

Report Phase I

1	ECONOMICS & OTHER SUBTASK GROUP	PAGE
1A	Immediate Supplemental Budget Allocations to Three Agencies / Programs	8
1B	Increase the Supply of Housing	17
1C	Create Legislation Directed at Development of Certain Lands	21
1D	Reformation of State Tax Laws May Be Needed to Incentive Housing Development and to Reduce Property Taxes of Residential Homeowners	23

2	LOCAL ISSUES SUBTASK GROUP	PAGE
2A	Prohibit Residential Min. Lot Size Requirements Larger Than 2,500 Sq. Ft.	25
2B	Allow Accessory Dwelling Units on All Single-unit Residential Lots	28
2C	Re-write the Montana Subdivision and Platting Act	30
2D	Enact a State Affordable Housing Tax Credit Tied to Local Zoning Reform	31
2E	Infrastructure Grants to Support Housing	36

3	REGULATORY & PERMITTING SUBTASK GROUP	PAGE
3A	Amend State Law to Streamline Local Permitting	38
3B	Remove Bans on Multiunit Residences	40
3C	Eliminate Regulatory Barriers to Housing Construction within Cities	42
3D	Require Short-term Rental Reporting	46

4	CONSTRUCTION SUBTASK GROUP	PAGE
4A	Maximize Existing Infrastructure and Infill Development Through Incentives	49
4B	Prioritize State Investment in Sewer/Water Infrastructure	49
4C	Expand Investment in Workforce Development	49
4D	Encourage Innovative Methods in Home Construction	50
4E	Encourage Collaborative Relationships Between the Public/Private Sectors	50



Report Phase 2

1	ECONOMICS & OTHER SUBTASK GROUP	PAGE
1A	Prioritize Dense Infill Development Over Greenfield Development	9
1B	Permit Review Efficiencies Through Streamlining Techniques	10
1C	Appropriate Cost-Share Strategies to Encourage Development	10
1D	State Technical Assistance to Inventory Local Development Opportunities	12

2	LOCAL ISSUES SUBTASK GROUP	PAGE
2A	Gather Key Housing and Regulatory Throughput Metrics	13
2B	Identify and Modify State Laws to Expedite Administrative Tasks	16
2C	Formulate a List of Best Practices for Municipalities	17
2D	Explore Ways to Increase Regulatory Capacity	18
2E	Create Community Land Trusts (CLTs) for Affordable Housing	20

3	REGULATORY & PERMITTING SUBTASK GROUP	PAGE
3A	Streamline the DEQ Permit Review Process	22
3B	Direct Legislative Loan Program Funds to Eligible Projects	25
3C	Update Occupational Licensing Rules for Relevant Housing Professions	27
3D	Update State Building Codes to Optimize Affordability	27
3E	Inventory of Underutilized State-owned Lands	29
3F	Streamline the Montana Emergency Rental Assistance Application Process	29

4	CONSTRUCTION SUBTASK GROUP	PAGE
4A	Expand Investment in Workforce Development	31
4B	Encourage Innovative Methods in Home Construction	40
4C	Maximize Infrastructure Investment and Infill Opportunities	44