

BOZEMAN^{MT} COMMUNITY PLAN

PHASE 4: GOALS AND OBJECTIVES

June 18, 2019, Preliminary Draft for Discussion, V8

A. THE SHAPE OF THE CITY | The urban character of our well-planned City is defined by urban edges, varied skyline, pedestrian-friendly streetscapes, and integration with the natural landscape that surrounds us.

Rationale – The City’s primary function is to provide a safe, healthy, and high quality environment for its citizens. Residents have consistently stated a desire for excellent streets meeting adopted levels of service, buildings, and neighborhoods as well as stewardship of the natural environment in compliance with all permitting standards. The City contributes to these goals by providing infrastructures, public services and design standards to create a framework within which citizens pursue their individual aspirations.

1. [Goal: Ensure that all City actions support the continued development of the City consistent with its adopted plans and standards.](#)

Initial Objective(s):

- a) Enhance collaboration between City agencies to ensure quality design and innovation across the public and private realm.
- b) Seek opportunities to develop reasonable and relevant metrics for land use and development within the City’s planning area to determine whether the intent of this plan is being accomplished.
- c) Prioritize human well-being and health over the near and long term in the creation and implementation of City land development standards.

Indicator	Source	Frequency	Notes
Citizen Survey	International City Manager’s Association (ICMA) – National Citizen Survey	Annual	Statistically valid survey could be repeated to monitor trends over time.
Building Permits	City of Bozeman Building Division	Real-Time	Significant variability exists in processing times due to project complexity.
Code Compliance	City of Bozeman Community Development Department	Real-Time	Complaints resolved with XX days.

Commented [JH1]: Source yet to be determined, including APA resources. Direct customer surveys to be explored.

B. A CITY OF NEIGHBORHOODS | Our City is made up of a series of diverse and inclusive neighborhoods, defined by our commercial nodes, a variety of quality housing, walkable centers, schools, and parks.

1. Goal: Support well-planned, walkable neighborhoods designed to retain and enhance character

Rationale – Walkability builds social capital, and offers benefits to our health, the environment, our finances, and our communities.

Initial Objective(s):

- a) **Maintain block and lot design standards throughout City neighborhoods**
- b) **Promote the development of accessory dwelling units as a means of addressing goals surrounding affordability and density**
- c) **Replace and maintain missing or damaged sidewalk elements**
- d) **Ensure plentiful multimodal connections between adjacent developments so that identity is not based on individual subdivisions**
- e) **Increase connectivity between parks and neighborhoods through continued trail and sidewalk development with prioritization of closing gaps in the trail and sidewalk network**
- f) ~~Continue~~ **Promote housing diversity to include “missing middle” housing including two and three-household townhomes and rowhouses structures**

Commented [CS2]: Definition:
 A Walkable neighborhood has
 •A center, whether it's a main street or a public space.
 •People: Enough people for businesses to flourish and for public transit to run frequently.
 •Mixed income, mixed use: Affordable housing located near businesses.
 •Parks and public space: Functional and pleasant public places to gather and play.
 •Pedestrian design: Buildings are close to the street, parking lots are relegated to the back.
 •Schools and workplaces: Close enough that walking to and from home to these destinations is realistic.
 •Complete streets: Streets designed for bicyclists, pedestrians, and transit.

Indicator	Source	Frequency	Notes
Walk Score	Walk Score®	Annual	Distance to amenities.
Intersection Density	City of Bozeman GIS Division	Annual	Trail networks may be considered in addition to roadways.
Residential Density	State of Montana Department of Revenue	Real-Time	Gross dwelling units per acre of residentially zoned and developed land by zoning district.

Commented [JH3]: Also occurs in B.5

2. Goal: Pursue simultaneous emergence of commerce support nodes and residential development through diverse mechanisms in appropriate locations

Rationale – Commercial areas are essential elements in walkable neighborhoods. The timing for when services become available influences how people understand their neighborhood, assists in building positive travel habits, and shortens travel distances and time. Services near to homes improves access to all the citizens of the community, provides places for informal social interactions, and provides identifying landmarks.

Initial Objective(s):

- a) Ensure necessary zoning is included on the zoning map to locate commerce support nodes early in the development process
- b) Investigate options to encourage development of commerce concurrent with or soon after residential development
- c) Evaluate design standards for easily adaptable buildings so that buildings can serve an initial residential purpose and be readily converted to commercial uses when adequate market support for commercial services exists or revert to residential

Indicator	Source	Frequency	Notes
Commercial Nodes	City of Bozeman Community Development Department	Annual	Total acreage of "functioning" nodes within 'Community Commercial Mixed Use' future land use designation.
Commercial Accessibility	City of Bozeman GIS Division	Annual	% of residents/households within $\frac{1}{2}$ 1 mile of commercial activity

Commented [JH4]: 50% capacity buildout.

Commented [JH5]: Specific types to be explored.

3. Goal: Encourage identifiable neighborhoods

Rationale – To be determined.

Initial Objective(s):

Indicator	Source	Frequency	Notes

4. Goal: Promote an adequate supply of diverse a diverse supply of quality housing units

Rationale – There are many different housing needs in our community. No one type of housing will address all needs. Areas with mixed housing types allow people to relocate if needed to meet changing needs with a minimum of disruption to their lives and are less susceptible to changing housing preferences. Housing scarcity limits citizen’s ability to meet their needs and pursue their aspirations.

Initial Objective(s):

- a) Encourage distribution of affordable housing units throughout the City with priority given to locations near commercial, recreational, and transit opportunities in conjunction with economic development concerns
- b) Incentivize affordable housing development through coordination of infrastructure and funding
- c) Promote construction of accessory dwelling units
- d) The future land use map shall include adequate residentially designated areas for anticipated future and unmet need for housing
- e) Limit the areas zoned for single type housing
- f) Discourage private covenants that restrict housing diversity or are contrary to City land development policies
- g) Encourage neighborhood focal point development with functions, activities and facilities which can be sustained over time
- h) Identify and zone appropriate locations for neighborhood-scale commercial development

Indicator	Source	Frequency	Notes
Housing Stock Diversity	State of Montana Department of Revenue	Real-Time	Square footage, # of beds, # of baths, normalized by taxable market value.
Housing Cost Burden	Census American Community Survey (ACS)	Annual	% of households spending more than 30% of income on housing costs.
Rentals	Census American Community Survey (ACS)	Annual	% of residential units that serve as full-time residences.

Commented [JH6]: Here is an established method to evaluate diversity <http://www.countrysideinfo.co.uk/simpsons.htm> . Consider both as a City wide rating and by zoning district as an upgrade to our annual land use report?

Commented [CS7]: Is tracked by the affordable housing program.

5. Goal: Distribute growth throughout the City, including a gradual increase in intensity within developed areas

Rationale – Development within the City at urban densities lessens development pressure on rural areas. Urban development is more likely to support functional transit systems, functional parks, and destinations within reach by walking. Little of Bozeman is developed to the full potential allowed by existing zoning. This allows for gradual changes supported by existing infrastructure to maximize overall community value for its infrastructure investments. Growth of the City will be comprised of both increased intensity in existing areas and annexation of land for new development.

Initial Objective(s):

- a) Support higher density development along main corridors and high visibility street corners to accommodate population growth and support businesses
- b) Encourage convergence of public transit routes and placement of affordable housing developments

- c) Identify and zone appropriate locations for neighborhood-scale commercial development
- d) Evaluate revisions to maximum building height limits in multi-household, commercial, industrial, and mixed use zoning districts to account for revised building methods, building code changes, and effect of incremental changes
- e) Evaluate and where appropriate, pursue coordinated improvements and facilities to mitigate development impacts for multiple developments rather than requiring each site to be fully self-supporting
- f) Review and update minimum development intensity requirements in residential and non-residential zoning districts
- g) Coordinate land use planning with infrastructure to the benefit to economic development and other goals

Indicator	Source	Frequency	Notes
<u>Residential Density</u>	State of Montana Department of Revenue	Real-Time	Gross dwelling units per acre of residentially zoned and developed land <u>by zoning district</u>
<u>Commercial Density</u>	State of Montana Department of Revenue	Real-Time	Gross commercial units per acre of commercially zoned and developed land <u>by zoning district</u>
<u>Development Density</u>	City of Bozeman GIS Division	Real Time	<u>% of land developed at maximum zoning capacity</u>
<u>Population Density</u>	Census	Annual	

Commented [JH8]: Split per Board request.

Commented [JH9]: Split per Board request.

C. A CITY BOLSTERED BY DOWNTOWN AND COMPLEMENTARY DISTRICTS | Our City is bolstered by our Downtown, Midtown, University and other commercial districts and neighborhood centers that are characterized by higher densities and intensification of use.

1. Goal: ~~Ensure~~ Encourage multimodal connectivity within the City and ~~between~~ districts

Rationale – The growing community is increasing the need for a variety mobility types to meet individual needs for goods, services, and job opportunities. In addition, transportation modes and technology are rapidly evolving and must be considered with the development of the City.

Initial Objective(s):

- a) Expand multimodal accessibility between districts and throughout the City as a means of promoting personal and environmental health, as well as reducing automobile dependency
- b) Support implementation of the Bozeman Transportation Master Plan strategies
- c) Encourage increased development intensity along key district corridors
- d) Evaluate parking requirements and methods of providing parking to meet the need for vehicle parking as part of the overall transportation system for and between districts

Indicator	Source	Frequency	Notes
Commute Mode Share	Census American Community Survey (ACS)	Annual	
Walk Score	Walk Score®	Annual	Distance to amenities.
Bike Score	TBD	Annual	Distance to amenities.
Transit Score	TBD	Annual	Distance to amenities.

Commented [JH10]: Needs further review. See also E.1

Commented [JH11]: Needs further review. See also E.1

Commented [JH12]: Needs further review. See also E.1

2. Goal: ~~Promote~~ districts through diverse housing, commerce, and employment opportunities

Rationale – ~~To be determined. Reduce development pressure on viable agricultural areas and support reduced consumption of land~~

Initial Objective(s):

Indicator	Source	Frequency	Notes

2. Goal: Support urban development within the City

Rationale – Reduce development pressure on viable agricultural areas and support reduced consumption of land.

Initial Objective(s):

- a) **Coordinate infrastructure maintenance and upgrades to support infill development, reduce costs, and minimize disruption to the public**
- b) **Prioritize the acquisition and preservation of open space that supports community values, addresses gaps in functionality and needs, and does not impede development of the community**
- c) **Evaluate alternatives for more intensive development in proximity to high visibility corners, services, and parks.**
- d) **Where annexation is needed pursue annexations consistent with the future land use map and adopted facility plans at urban intensity.**
- e) **Develop look inward policies for infill development.**
- f) **Pursue acquisition and development of a diverse portfolio of water sources and resources**
- g) **Promote mixed-use developments with access to parks, open space, and transit options**
- h) **Support University efforts to attract commercial development near campus**

Commented [CS13]: Suggested definition:
 "Infill. The development, further development, or redevelopment of properties the City where water, sewer, streets, and fire protection have been developed to urban standards for at least 30 years."

Commented [CS14]: Moved from old Goal C.2 above

Indicator	Source	Frequency	Notes
Development vs. Redevelopment	City of Bozeman Community Development Department	Real-Time	% of infill vs. % of ex-fill (per square foot) and/or total building construction in dollars (per square foot) Development within subdivisions platted in more than and less than 35 years.
Residential Units	City of Bozeman Building Division	Real-Time	Number of residential units added compared to overall population growth (district vs. citywide)
Commercial Units	City of Bozeman Building Division	Real-Time	Number of commercial units added compared to overall population growth (district vs. citywide)

Commented [JH15]: Split per Board request.

Commented [JH16]: Split per Board request.

D. A CITY INFLUENCED BY OUR NATURAL ENVIRONMENT, PARKS, AND OPEN SPACE | Our City is home to an outdoor-conscious population that celebrates and protects

our natural environment and immediate access to a well-managed open space and parks system.

1. Goal: Prioritize the strategic acquisition of parks in Bozeman to provide a variety of recreational opportunities throughout the City

Rationale – Parks, trails, and open space are critical components of Bozeman’s character. Access to safe, well maintained parks, trails, and opens space, and spaces and activities for, all people regardless of age or mobility, are necessary components of the City.

Initial Objective(s):

- a) Collaborate with partner agencies and organizations to establish sustainable funding sources for ongoing operations of City green space
- b) Coordinate dedication of parks by adjacent development to create larger and more functional parks.
- c) Incorporate unique recreational and artistic elements into existing parks
- d) Research and implement multi-use features within parks to promote increased intensity of use and visitation
- e) Prioritize quality locations and features in parks over quantity
- f) Work with partner organizations to identify at-risk, environmentally sensitive parcels that contribute to water quality, wildlife corridors, and wildlife habitat.

Indicator	Source	Frequency	Notes
Park Utilization Survey	City of Bozeman Parks Department	Annual	
Park Accessibility	City of Bozeman GIS Division	Real-Time	% of residents/households within ½ mile of parks, and ¼ mile to open space, and trails

2. Goal: Consider impacts of changing climate in City’s transportation plan, utility, recreation, and operations plans.

Rationale – The development and use of land is dependent on availability of water, effective transportation, and other City functions. Changes in climate are both documented and forecast to increase. Early response eases impacts and can be a cost savings to the public. The City requires land development to do certain things. Reviewing and where needed revising standards to account for changing climate is responsible stewardship.

Initial Objective(s):

- a) Update land development standards to implement the Integrated Water Resources Plan.

- b) Ensure complete streets and finding long term resources for year round bike and multi-use paths maintenance to improve utilization and reduce annual per capita vehicle miles traveled.
- c) Support development of formal maintenance standards including sidewalk clearing, sidewalk surfaces, bike lanes and procedures for consistent implementation.
- d) In coordination with the sustainability division, provide public education on energy conservation and diversified power generation alternatives with the city limits.
- e) Review and revise as needed stormwater standards to address changing storm profiles
- f) Review landscaping and open space standards for public and private open spaces and adapt as needed.
- g) Support water conservation, use of native plants in landscaping, and development of water reuse systems
- h) Review and as needed update development regulations to implement facility and service plans

Indicator	Source	Frequency	Notes
Community Greenhouse Gas Emissions	City of Bozeman Sustainability Division	Annual	
Vehicle Miles Traveled	Montana Department of Transportation	Annual	Per capita.
Water Consumption	City of Bozeman Water Conservation Division	Real-Time	Gallons per capita per day

Commented [JH17]: Future budget performance measure, possible community dashboard element.

Commented [JH18]: Future budget performance measure, possible community dashboard element.

3. Goal: Regulate the natural environment with consideration of impacts on economic viability to maintain and improve habitat, water quantity, and water quality.

Rationale – The City hosts a variety of critical lands that host an array of diverse aquatic and terrestrial ecosystems. In addition, the City and County include ground and surface water resources that extend beyond the regions jurisdictional boundaries. The City strives to maintain, and where possible, improve environmental quality following best practice and insuring State and Federal guidelines are adhered to. Development must integrate harmoniously with our natural environment and foster economic and social benefits for residence.

**Include a reference to agrarian past; agricultural water user conveyance facilities
Biodiversity
Other reference**

Initial Objective(s):

- a) Eliminate the reliance on private maintenance of public infrastructure, including public parks, ~~and~~ trail systems, and stormwater facilities.
- b) Maintain and update as appropriate existing regulations to protect the environment.
- c) Pursue an inter-jurisdictional effort to establish baseline information on air quality trends and enhance monitoring facilities
- d) Increase the community's resiliency and preparedness to respond to climate change

Indicator	Source	Frequency	Notes
Water Quality	City of Bozeman	Annual	
	Stormwater Division		
Air Quality	City of Bozeman	Real-Time	
	Sustainability Division		

Commented [JH19]: Part of our existing MS4 permit requirement.

Commented [JH20]: May require partnership with the State of Montana, per the Strategic Plan.

E. A CITY THAT PRIORITIZES ACCESSIBILITY AND MOBILITY CHOICES| Our City fosters the close proximity of housing, services, and jobs, and provides safe, efficient mobility for pedestrians, cyclists, transit users, and drivers.

1. Goal: Promote multimodal access to daily destinations throughout Bozeman

Rationale – To be determined.

Initial Objective(s):

- a) Extend existing pathway connections throughout new developments
- b) Establish east-west trail connections to complement the existing trail system
- c) Prioritize connecting Districts with multimodal facilities
- d) Map missing links in sidewalk and trails networks, schedule improvements with intent to close at least 50% in five years
- e) Integrate consideration of autonomous vehicles, rideshare, and other mobility choices into land use regulations.
- f) Connect trail systems within and external to the City to maximize utility.

Indicator	Source	Frequency	Notes
Multi-Modal Level of Service	City of Bozeman Engineering Division	Annual	National Highway Cooperative Research Program
Transit Accessibility	Streamline	Bi-Annual	% of residents/households within ¼-mile of a transit stop
Network Accessibility	City of Bozeman GIS Division	Real-Time	% of households and % of jobs are within ½ mile of the network
Bike Utilization Survey	Bozeman Area Bicycle Advisory Board	Annual	

Commented [JH21]: An inventory of missing sidewalk sections would be very difficult to maintain (new development is easy to track, it's areas that are mostly underdeveloped that would present a challenge from a condition inventory standpoint).

Commented [CS22R21]: This is intended to be a one-time mapping rather than an on-going project for the reasons you identify. We could develop rules to what is mapped to screen out the developing subdivisions.

Commented [JH23]: This idea would require further investigation to determine feasibility.

Commented [CS24R23]: I think step one is to decide if we value such a measure. I am inclined to say yes we do. If so, it is likely a multi-year process involving multiple departments to research, test, and adopt such a thing. So, need to recognize that data points won't be immediately available.

Commented [JH25]: This measure could include transit, bike, and trail infrastructure.

2. Goal: Enhance pedestrian, bicyclist, and vehicular safety measures throughout the City

Rationale – TBD

Initial Objective(s):

- a) Implement traffic calming measures in areas of high pedestrian activity
- b) Develop dedicated bike lanes or separated paths along all principal arterial roads specified in the most current Transportation Master Plan

- c) City will utilize applicable best practice design guidance during design development of individual transportation projects
- d) Utilize park and open space areas to provide and link low-stress pedestrian and bicycle pathways
- e) Review and update the complete streets policy. Policy to include performance measures.
- f) Adopt a Vision Zero policy

Indicator	Source	Frequency	Notes
Bike/Ped Safety	National Highway Traffic Safety Administration – Fatality Analysis Reporting System (FARS)	Annual	
Traffic Safety	National Highway Traffic Safety Administration – Fatality Analysis Reporting System (FARS)	Annual	

Commented [JH26]: Proposed Additional Objective by Mark Egge (per memo titled “Egge Transportation Objective and Metric Suggestions”):

“For improving transportation related safety, Vision Zero is the gold standard, and encompasses a host of strategies that improve safety for all users.”

Commented [CS27R26]: 1) There are multiple long term consequences to such a policy that are better addressed in the transportation plan, not the growth policy. This is not a land use policy.
2) it may be the gold standard but we don’t have anywhere near gold funding.

Commented [JH28]: The City of Bozeman Police Department call data (Zuercher) should be investigated for possible metrics.

Commented [JH29]: Comment by Mark Egge (per memo titled “Egge Transportation Objective and Metric Suggestions”):

“Not the best measures, to the extent that these events are (fortunately) very rare and random variation can mask the impact of interventions. Calculating as a 5-year rolling average helps reduce noise.”

Commented [CS30R29]: Does MDT already do this city-wide or just on their routes.

Commented [JH31R29]: I believe MDT tracks severe injuries citywide.

Commented [JH32]: Consider removing – this item already occurs above.

Commented [JH33]: Proposed additional goal by Mark Egge (per memo titled “Egge Transportation Objective and Metric Suggestions”):

I worry that the current list of objectives is very focused on pathways and trails. In my view, these objectives are more appropriate under the “City Influenced by our Natural Environment, Parks, and Open Space” vision statement, to the extent that our existing pathways and trails serve primarily recreational—not mobility—purposes. Instead, I would propose the following objectives

Commented [CS34]: I question whether this is a land use policy. Seems more of a financial or transportation policy more appropriately addressed in a different document.

3. Goal:

Rationale – To be determined.

Initial Objective(s):

- a) **Integrate consideration of autonomous vehicles, rideshare, and other mobility choices into land use regulations.**

4. Goal: Accessibility to jobs, services, and amenities for users of all modes

Rationale – Property values, talent attraction, job creation, transportation costs, obesity, health care costs, injuries and deaths from car crashes and air pollution, climate change, equity, community and social capital.

Initial Objective(s):

- a) **Prioritize mixed-use land use patterns. Encourage and enable the development of housing, jobs and services in close proximity.**
- b) **Develop safe, connected, permeable and complimentary transportation networks for pedestrians and mobility-impaired users; bicyclists and other medium-speed users (bicycles, e-bikes, electric scooters, etc.); and motor vehicles.**
- c) **Make investment decisions that prioritize the mobility of pedestrians, then cyclists, then transit users, then automobiles.**

- d) Create inviting places to walk.
- e) Develop an interconnected network of low-stress bicycle facilities such that at least 80% of households and 80% of jobs are within ½ mile of the network.
- f) Develop a trunk network for high-frequency, priority transit service connecting commercial districts, dense residential areas, employment centers, and other significant demand generators.

Indicator	Source	Frequency	Notes
Walking Mode Share	Census American Community Survey (Journey to Work)	Annual	
Bicycle Mode Share	Census American Community Survey (ACS)	Annual	
Transit Mode Share	Census American Community Survey (ACS)	Annual	
Bike Accessibility	Census Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES), bike facility network	Annual	LTS 1: facility or low-speed, low-volume road, e.g. buffered bike land, cycle track, bicycle boulevard
Transit Accessibility	Census Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES), General Transit Feed Specification (GTFS)	Annual	
Network Accessibility	City of Bozeman GIS Division	Annual	% of households and % of jobs are within ½ mile of the network

Commented [CS35]: I question whether this is a land use policy. Seems more of a financial or transportation policy more appropriately addressed in a different document. Also beyond what the City controls. Perhaps could be addressed as something to work on as a regional cooperation effort since it is a multi-jurisdictional issue.

Commented [JH36]: Proposed metrics by Mark Egge (per memo titled "Egge Transportation Objective and Metric Suggestions"):

"In my view, Bikescore, Walkscore, etc. are good measures for broad multimodal interconnectivity, but lack a direct connection to the outcomes of achieving our objectives (they're a bit of a black box, and don't reflect how many people are actually walking, biking, or taking transit). These broad metrics seem appropriate for the goal of "Ensure multimodal connectivity within and between districts" under "A City Bolstered by Downtown and Complementary Districts," but I believe our mobility goals deserve more specific metrics that directly connect to our effectiveness at accommodating each mode."

Commented [JH37]: Streamline might be able to provide local metrics.

Commented [JH38]: Comment by Mark Egge (per memo titled "Egge Transportation Objective and Metric Suggestions"):

"Willingness to walk is greater for high-frequency transit"

Commented [JH39]: This measure could extend to transit, bike, and trail infrastructure.

F. A CITY POWERED BY ITS CREATIVE, INNOVATIVE, AND ENTREPRENEURIAL ECONOMY | Our City, and all residents benefit from an expanding economy that is powered by educational development, strong regional partnerships, job creation, talent retention, and support for local businesses.

1. Goal: Promote the continued development of Bozeman as an innovative and thriving economic center

Rationale – The development of base economies is critical to the expansion of the local economy and economic opportunities for residence. Geographical and physical impediments may create additional changes to certain economic endeavors that require innovative approaches to traditional economic development.

Initial Objective(s):

- a) Support the goals and objectives outlined in the Bozeman Economic Development Strategy**
 - Invest in infrastructure projects identified in the capital improvement plan (CIP) that will strengthen the business and higher education communities
 - Ensure an adequate supply of appropriately zoned land for employment areas
 - Update zone map to correct deficiencies identified in the annual land use inventory report
- b) Continue facilitating live/work opportunities as a way to support small, local businesses in all zoning districts**
- c) Support employee retention and attraction efforts by encouraging continued development of attainable housing**
- d) Support expansion of current and emerging infrastructure technologies including fiber optic service and other communication infrastructure.**

Indicator	Source	Frequency	Notes
Job Diversity	U.S. Department of Labor – Bureau of Labor Statistics	Annual	Proportion of jobs by industry (NAIC code).
Job Growth	U.S. Department of Labor – Bureau of Labor Statistics	Annual	Overall annual growth in number of jobs.

2. Goal: Survey and revise land use planning and regulations to promote and support economic diversification efforts

Rationale – Land use policy affects the availability of land and opportunities for employment. The nature of employment activities is undergoing substantial

change. Land use regulations which were appropriate to circumstances in the past may not be a good fit for the current and future needs of the community.

Initial Objective(s):

- a) Ensure the future land use map contains adequate areas of land needed for anticipated diverse users
- b) Review and revise the Business Park Mixed Use zoning district to have more urban standards and consider possible alterations to the allowed uses

Indicator	Source	Frequency	Notes
Employment Density	U.S. Department of Labor – Bureau of Labor Statistics	Annual	Total jobs per acre of developed non-residentially zoned land.

Commented [JH40]: Third party sources should be explored for localized information.

Commented [CS41R40]: Key challenge for this area is the home office/telecommute. We have lots of people who are self-employed, have side businesses or other informal work that is difficult to quantify. Do we only measure FTE or reported employees and just note that the data is insufficient for a comprehensive description? Would increasing "gig" work be reflected?

G. A CITY ENGAGED IN REGIONAL COORDINATION | Our City, in partnership with Gallatin County, Montana State University, and other regional authorities, addresses the needs of a rapidly growing and changing population through strategic infrastructure choices, land use planning, and thoughtful decision-making.

- 1. Goal: Strongly encourage cooperation, increased communication, and coordination with Gallatin County and other regional public entities regarding land use and associated matters**

Rationale – Decisions made by individual agencies have impacts beyond the borders of the jurisdiction. Conflicting decisions create complications and uncertainty for the citizens. Coordinated and cooperative decisions lessen conflicts, better advances shared priorities, and reduces cost to the public.

Initial Objective(s):

- a) Consider possible regional impacts when making policy decisions affecting areas outside of the City
- b) Coordinate planning activities to promote consistency throughout the region for parks, transportation, bus service, and other community infrastructure
- c) Research infrastructure and transportation improvements that benefit the region

Indicator	Source	Frequency	Notes

- 2. Goal: Continue and build on successful collaboration with Gallatin County, neighboring municipalities, and other agencies to identify and mitigate potential hazards and develop coordinated response plans**

Rationale – There are many longstanding and effective inter-agency efforts. These provide more cost effective and better outcome results. At times of emergency of other time limited response preplanned and coordinated responses will enable more effective action. Prevention is more effective than after the fact responses.

Initial Objective(s):

- a) Identify effective, affordable, and regionally-appropriate hazard mitigation techniques through the [title is in development] plan and other tools
- b) Discourage development in environmentally sensitive, or hazard prone areas
- c) Review land use regulations and standards that affect the wildland urban interface to provide adequate public safety measures, mitigate impacts on public health, and encourage fiscal responsibility.

Indicator	Source	Frequency	Notes

3. Goal: Collaborate with Gallatin County regarding annexation and development patterns adjacent to the City to provide certainty for landowners and taxpayers

Rationale – The City of Bozeman and Gallatin County share a land use regulation border. The City expands outwards into areas zoned by Gallatin County and where Gallatin County approves subdivisions. Collaboration on acceptable land development patterns lessens confusion for land owners and lessens long term costs for infrastructure development and maintenance.

Initial Objective(s):

- a) Establish standard practices for sharing development application information and exchanging comments between the City and County.
- b) Develop shared information on development processes.
- c) Prioritize annexations that enable the incremental expansion of the City and its utilities
- d) Establish interlocal agreements when appropriate to formalize working relationships and procedures
- e) Provide education and information on the value and benefits of annexation, including of existing unannexed pockets surrounded by the City, to individual landowners and the community at large
- f) Encourage annexation of land adjacent to the City prior to development

Commented [CS42]: Many of these objectives are accomplished just once or are established once and then operated. Therefore, they don't fit well with trend type analysis.

Indicator	Source	Frequency	Notes