



# OUR MISSOULA

Looking inward. Moving forward.

## Focus Group Guidebook

10.22.14



Prepared by Applied Communications for the  
City of Missoula, Development Services Department

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## I. Focus Group Overview

The “Our Missoula” public input process is guided by three main goals: Educate, Engage and Empower. These three goals seek to offer an open process that stretches our thinking of the future and ensures that the plan is an expression of the overall community voice with contributions by the citizens in shaping a 20-year vision.

As part of this process, the public was invited to participate in any one of the six focus groups. Interested citizens completed forms on-line and at public venues to indicate their choices of focus group work. The general parameters for the participation in the focus groups include a willingness to consistently participate in monthly meetings for a period of up to seven months, concluding by April of 2015; being a resident, business owner, property owner or simply having an interest in the community and the subject matter as described below:

- **Economic Health:** Focus on areas such as Industries, Commerce, Jobs/Wages, Fiscal Sustainability, Technology Infrastructure, Business Support, and Entrepreneurism, etc.
- **Environmental Quality:** Focus on topics related to Agriculture, Hazards, Water, Floodplain, Urban Forest, Open Space, Climate Change, Wildland Urban Interface, and Gravel/Sand.
- **Safety and Wellness:** Focus on the topics related to Recreation, Human Health, Bicycle/Pedestrian support, Fire, Police, Emergency Management, Water/Sewer, and Local Food Systems.
- **Livability:** Focus on topics related to Neighborhoods, History, Arts & Culture, Education, Social Services, and Quality of Life.
- **Housing:** Focus on topics related to Affordability, Choice, Homelessness, Market Demands, Demographic Shifts, and Student Housing.
- **Community Design:** Focus on Land Uses, City-County interface, Connectivity, Transportation – TDM, Transit, and Building Form.



The focus groups are tasked with evaluating the community profile, current assets and challenges and existing policy (goals, objectives and actions) and recommending edits as well as potential new goals, objections and actions.

The recommendations of the focus groups will be reviewed by a steering committee consisting of one member from each focus group, two members of Planning Board and two members of the Resource Team. This committee will meet on a monthly basis for a period of up to seven months concluding in April 2015. The committee will provide feedback on ideas and recommendations from the focus groups on policy, implementation strategies and land use to ensure cohesiveness and consistency for the overall plan and will allow for greater coordination among the focus groups.

## II. Inspiration

### A. Core Pillars

**THEME: Looking inward. Moving Forward.**

#### **LOOKING INWARD MOVES US FORWARD:**

Moving the community forward starts by looking inward. An inward focus encourages new growth in the direction of existing infrastructure, neighborhoods and public services, which ensures a community that uses resources — from water to fuel to public funds — wisely. And that equates to a tighter knit, more livable community. The growth plan process is Missoula’s opportunity to make that possibility a reality.

#### **ADD NEW VOICES AND IDEAS:**

New voices and ideas are essential to our planning process. Currently, Missoula is working under a growth plan that was adopted in 2006. Since that time, our community, economy and the world in general have changed significantly. We want our plan for the future to reflect those changes and to include a spectrum of voices and perspectives.

#### **IMPACT WHAT MATTERS MOST:**

As a starting point, we’ve identified key community drivers. Gathering community input and planning for each of these areas is critical to growing in ways that keep Missoula a vibrant, beautiful, livable city. We intend to build our growth plan around these topics:

- economic health
- housing
- community design
- safety and wellness
- environmental quality
- livability

#### **PREPARE FOR THE FUTURE:**

Over the next 20 years, growth is inevitable. In fact, we are projected to be a community of approximately 105,000 people by 2035. That means a need for new housing and additional jobs, greater pressure on public services and infrastructure, added traffic and its impacts, and more. By planning now for those changes, we help avoid haphazard or reactionary policies that can be both costly and detrimental to the fabric of our community. What’s more, Missoula is legally bound by the state to create a growth plan. We take that responsibility seriously and want ours to be the best.

**B. Council Resolution of Support**

**RESOLUTION NUMBER 7868**

**A Resolution of the Missoula City Council expressing the council's support for the process of developing the Missoula Growth Policy as described in the scope of work dated March 18, 2014.**

**WHEREAS**, the Growth Policy serves as the official public document to guide current and future growth and development as it relates to land uses, population, housing needs, economic conditions, local services, public facilities, natural resources and gravel resources; and

**WHEREAS**, the process of developing a Growth Policy should emerge from a solid understanding of existing conditions, analysis and projected trends, developed through a meaningful engagement process and be a reflection of the community's values; and

**WHEREAS**, MCA 76-1-604 authorizes the City Council to adopt or revise a growth policy, or any of its parts; and

**WHEREAS**, the City of Missoula's most recent Growth Policy is the Missoula County Growth Policy 2005 Update adopted in 2008; and

**WHEREAS**, MCA 76-1-601 provides that a Growth Policy should be reviewed every five years and policy updated as necessary; and

**WHEREAS**, Missoulians selected in three separate processes the Focus Inward approach to developing the built environment in a way that considers efficient public services, preservation of natural resources and availability of existing lands; and

**WHEREAS**, the City of Missoula conducted the Urban Fringe Development Area (UFDA) study and adopted amendments to the Growth Policy to incorporate the UFDA study in 2008; and

**WHEREAS**, the Urban Fringe Development Area reaffirmed the Focus Inward concept; and

**WHEREAS**, this process builds upon the UFDA foundation of existing conditions, research and understanding of community assets and issues, includes a robust public participation process, and strives to enhance the Focus Inward concept as a starting point for plan development; and

**NOW, THEREFORE, BE IT RESOLVED** that the Missoula City Council hereby supports this process for developing the Missoula Growth Policy.

PASSED this 7<sup>th</sup> day of April, 2014.

ATTEST:

APPROVED:

/s/ Martha L. Rehbein  
Martha L. Rehbein, CMC  
City Clerk

/s/ John Engen  
John Engen  
Mayor

(SEAL)

### C. Draft Vision Statement

Council considered the following vision statement and description of Focus Inward when determining support for the process memorialized in the resolution above.

#### **THEME: Looking inward. Moving Forward.**

#### **Focus Inward Vision Statement DRAFT - March 11, 2014**

We Missoulians are passionate about our City, priding ourselves in our close-knit community, stunning mountain valley landscapes, exceptional University and active outdoor lifestyles. Residents are tirelessly engaged in making Missoula a great place to live, work and play and are protective of the foundational elements of their unique community, including:

- strong and cohesive neighborhoods
- open spaces and quiet places
- efficient and well-maintained transportation system
- healthy and safe environment to grow up, raise children, and retire
- environment that fosters creativity and employment opportunities
- parks and recreational opportunities
- vibrant downtown and arts culture
- comprehensive bike, pedestrian and transit network
- compassionate social services network
- gardens and local food
- quality building design

With these values in mind, Missoulians selected, in three different recent public outreach processes, a **Focus Inward** approach to developing the built environment in the Missoula urban area.

**Focus Inward** was developed as both a land use and transportation principle that encourages new growth in the direction of existing infrastructure, neighborhoods, and public services, and to focus on sustainable inward development rather than consumption and expansion into open space, agricultural areas and areas of natural beauty. Rather than forsake older areas, development is focused inward, revitalizing and creating new energy in already established community areas. This is balanced with respect for established neighborhoods. **Focus Inward** is also about long term government fiscal sustainability and creating policies to encourage use of all transportation modes, not just cars.

How can we grow inward, while maintaining housing choices and the character of our community, now established for over 100 years? This is the challenge set forth. Through the growth policy public outreach process, citizens, government officials, and resource specialists will come together to formulate policies, actions, and strategies to reinforce and enhance what Missoulians like about their community, while making responsible choices about sustainability for our future.

### III. Scheduling

Task	Meeting Dates	Tasks
Meeting #1	Oct. 22 <sup>th</sup>	Kick-off <ul style="list-style-type: none"> <li>• Plenary Session – Review Process, Public Input Overview, Roles</li> <li>• Break-out Sessions – Introductions, Scheduling</li> </ul>
Meeting #2	Week of Nov. 17	Develop Goals <ul style="list-style-type: none"> <li>• Review key trends</li> <li>• Review value mapping</li> <li>• Review listening session analysis</li> <li>• Develop key topics &amp; goal statements</li> <li>• Identify additional information &amp; assign research</li> </ul>
Meeting #3	Week of Dec. 15	Policy Discussion <ul style="list-style-type: none"> <li>• Report back on best practices research</li> <li>• Review existing policies</li> <li>• Identify policies for each goal statement</li> <li>• Consider Land Use implications</li> </ul>
Meeting #4	Week of Jan. 26	Review & Finalize Policies <ul style="list-style-type: none"> <li>• Report on feedback from Steering Committee</li> <li>• Continue discussion from Meeting 3</li> </ul>
Meeting #5	Week of Feb. 23	Implementation Discussion <ul style="list-style-type: none"> <li>• Report on feedback from Steering Committee</li> <li>• Identify action items to implement policies</li> <li>• Consider Land Use implications</li> </ul>
Meeting #6	Week of March 23	Review & Finalize Implementation

## IV. Communication

### A. Our Missoula Web Site

- Blog <http://www.ci.missoula.mt.us/Blog.aspx?CID=2>
- Comment Form <http://www.ci.missoula.mt.us/1787/Comment>
- FAQ's <http://www.ci.missoula.mt.us/Faq.aspx?TID=101>,
- Calendar <http://www.ci.missoula.mt.us/calendar.aspx?CID=123>,
- Video <http://www.ci.missoula.mt.us/1748/Our-Missoula>
- Meeting Notes <http://www.ci.missoula.mt.us/DocumentCenter/View/26721>
- <http://www.ci.missoula.mt.us/DocumentCenter/View/27068>
- City Profile – Data & Trends (pending)

The screenshot shows the Missoula Montana website interface. At the top, there is a navigation menu with links for RESIDENTS, DOING BUSINESS, YOUR GOVERNMENT, HOW DO I?, and EXPLORE MISSOULA. A search bar is located on the right side of the header. Below the navigation, the main content area features a large banner for 'THE GARDEN CITY'. On the left, there is a sidebar with 'SHARE' and 'SITE TOOLS' options, and a list of resources including Outreach, Process, and Comment. The main content area is divided into several sections: 'Our Missoula' with a sub-section 'MAPPING MISSOULA'S TREASURES! Community Assets Mapping Project', 'FOCUS GROUP LAUNCH' for October 22, 5:30-7:30 PM, 'Join the Discussion' with a Facebook link, and 'FAQS'. The 'Our Missoula' section includes text about the Sonoran Institute's Community Builders initiative and the Assets Mapping project. The 'Focus Group Launch' section describes 28 listening sessions and a final session for Older Adults. The 'Join the Discussion' section encourages sharing comments and ideas on the website and Facebook. The 'FAQS' section has a link for 'What is Our Missoula?'.

### B. Other Pertinent Planning Documents

Current growth policy and urban comprehensive plan, neighborhoods/area plans in addition to zoning and subdivision regulations: <http://ci.missoula.mt.us/1506/Plans-and-Regulations>  
Urban Fringe Development Area Project (UFDA): <http://www.ci.missoula.mt.us/1526/UFDA>

### **C. Contact Information**

Laval Means, Planning Section Manager  
Development Services, City of Missoula  
(406) 552-6628  
[LMeans@ci.missoula.mt.us](mailto:LMeans@ci.missoula.mt.us)

Tom Zavitz  
Development Services, City of Missoula  
(406) 552-6632  
[tzavitz@ci.missoula.mt.us](mailto:tzavitz@ci.missoula.mt.us)

Anita McNamara  
Development Services, City of Missoula  
(406) 552-6673  
[amcnamara@ci.missoula.mt.us](mailto:amcnamara@ci.missoula.mt.us)

Casey Wilson  
Development Services, City of Missoula  
(406) 552-6631  
[cwilson@ci.missoula.mt.us](mailto:cwilson@ci.missoula.mt.us)

Bob Horne  
Applied Communications  
151 Wedgewood Ln.  
Whitefish, MT 59937  
[rhorne@appcom.net](mailto:rhorne@appcom.net)

Kate McMahon  
Applied Communications  
151 Wedgewood Ln.  
Whitefish, MT 59937  
[kate@appcom.net](mailto:kate@appcom.net)

Jana Cooper  
TD&H Engineering  
1800 River Drive N.  
Great Falls, MT 59401  
(406) 761-3010  
[Jana.Cooper@tdhengineering.com](mailto:Jana.Cooper@tdhengineering.com)

## V. Meetings

### A. Open Meeting Guidelines (Provided by the City Attorney's Office)

Per the City of Missoula City Attorney's Office, Montana's constitutional right of participation and right to know provisions expressly establish rights of citizens to participate in as well as to observe the deliberations of all public bodies. Montana Constitution. Article. II, §§ 8 and 9 provide:

**Section 8. Right of participation.** The public has the right to expect governmental agencies to afford such reasonable opportunity for citizen participation in the operation of the agencies prior to the final decision as may be provided by law.

**Section 9. Right to know.** No person shall be deprived of the right to examine documents or to observe the deliberations of all public bodies or agencies of state government and its subdivisions, except in cases in which the demand of individual privacy clearly exceeds the merits of public disclosure. (Emphasis added.)

### B. Rules of Civil Discourse (Provided by the City Attorney's Office)

#### **Decorum at Meetings**

City Council members, the Mayor, City staff and the public are all required to follow the same basic rules of order and decorum to maintain a productive atmosphere and the integrity of governmental business. Comments may indicate a concern for an issue. The behavior of or action taken by an individual or group may not include use of loud, threatening or abusive language or acts which disrupt, disturb, or otherwise impede the orderly conduct of the meeting. Such remarks, language, or acts shall, at the discretion of the presiding officer, be ruled out of order.

### **C. Procedural Guidelines**

1. Select Chair & Vice Chair. Chair (or vice chair) calls the meeting to order and works with the facilitator to help the group follow the agenda and stay on schedule and reminds members of the procedural guidelines.
2. Chair and Vice Chair will also serve as the focus group's main representative and alternate on the Steering Committee.
3. Facilitator will provide an agenda for each meeting that will be available as a hand-out.
4. Chair will remind everyone to sign-in & turn off cell phones.
5. Focus group members should speak one-at-a-time. Listen to others, don't interrupt. (See rules of civil discourse)
6. Meetings are open to the public. Non-focus group members can observe and are asked to hold questions/comments until the end of the meeting.
7. Every attempt will be made to start the meeting on time and finish in two hours.
8. We request refraining from one-on-one side meetings or side bar conversations. This can be really distracting. Essential discussion is meant for everyone!
9. Please manage your own input – no long speeches. Be clear in thought when you have opportunity to give your opinion.
10. Draft policy language will be based on broad agreement of the group.
11. Once broad agreement has been reached, support group decisions and actions. Be ready to move on to the next task. Refrain from revisiting issues at the next meeting unless it is agreed upon by the group.
12. If you miss a meeting, please familiarize yourself with the meeting notes and information from the meeting you missed. If you no longer have time to commit to the focus group, please notify city staff or the facilitator.

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13. Meeting deliberations and decisions should be transparent. Discussions among focus group members should occur at the meetings. The [OurMissoula.org](http://OurMissoula.org) web site is available for posting ideas in between meetings.
  14. City Resource Team members (City agencies) will be available as technical resources throughout this process.

## VI. Supplemental Information

### A. Montana Code Annotated

**76-1-601. Growth policy -- contents.** (1) A growth policy may cover all or part of the jurisdictional area.

(2) The extent to which a growth policy addresses the elements listed in subsection (3) is at the full discretion of the governing body.

(3) A growth policy must include:

(a) community goals and objectives;

(b) maps and text describing an inventory of the existing characteristics and features of the jurisdictional area, including:

(i) land uses;

(ii) population;

(iii) housing needs;

(iv) economic conditions;

(v) local services;

(vi) public facilities;

(vii) natural resources;

(viii) sand and gravel resources; and

(ix) other characteristics and features proposed by the planning board and adopted by the governing bodies;

(c) projected trends for the life of the growth policy for each of the following elements:

(i) land use;

(ii) population;

(iii) housing needs;

(iv) economic conditions;

(v) local services;

(vi) natural resources; and

(vii) other elements proposed by the planning board and adopted by the governing bodies;

(d) a description of policies, regulations, and other measures to be implemented in order to achieve the goals and objectives established pursuant to subsection (3)(a);

(e) a strategy for development, maintenance, and replacement of public infrastructure, including drinking water systems, wastewater treatment facilities, sewer systems, solid waste facilities, fire protection facilities, roads, and bridges;

(f) an implementation strategy that includes:

(i) a timetable for implementing the growth policy;

(ii) a list of conditions that will lead to a revision of the growth policy; and

(iii) a timetable for reviewing the growth policy at least once every 5 years and revising the policy if necessary;

(g) a statement of how the governing bodies will coordinate and cooperate with other jurisdictions that explains:

- (i) if a governing body is a city or town, how the governing body will coordinate and cooperate with the county in which the city or town is located on matters related to the growth policy;
- (ii) if a governing body is a county, how the governing body will coordinate and cooperate with cities and towns located within the county's boundaries on matters related to the growth policy;
- (h) a statement explaining how the governing bodies will:
  - (i) define the criteria in [76-3-608\(3\)\(a\)](#); and
  - (ii) evaluate and make decisions regarding proposed subdivisions with respect to the criteria in [76-3-608\(3\)\(a\)](#);
- (i) a statement explaining how public hearings regarding proposed subdivisions will be conducted; and
- (j) an evaluation of the potential for fire and wildland fire in the jurisdictional area, including whether or not there is a need to:
  - (i) delineate the wildland-urban interface; and
  - (ii) adopt regulations requiring:
    - (A) defensible space around structures;
    - (B) adequate ingress and egress to and from structures and developments to facilitate fire suppression activities; and
    - (C) adequate water supply for fire protection.
- (4) A growth policy may:
  - (a) include one or more neighborhood plans. A neighborhood plan must be consistent with the growth policy.
  - (b) establish minimum criteria defining the jurisdictional area for a neighborhood plan;
  - (c) establish an infrastructure plan that, at a minimum, includes:
    - (i) projections, in maps and text, of the jurisdiction's growth in population and number of residential, commercial, and industrial units over the next 20 years;
    - (ii) for a city, a determination regarding if and how much of the city's growth is likely to take place outside of the city's existing jurisdictional area over the next 20 years and a plan of how the city will coordinate infrastructure planning with the county or counties where growth is likely to take place;
    - (iii) for a county, a plan of how the county will coordinate infrastructure planning with each of the cities that project growth outside of city boundaries and into the county's jurisdictional area over the next 20 years;
    - (iv) for cities, a land use map showing where projected growth will be guided and at what densities within city boundaries;
    - (v) for cities and counties, a land use map that designates infrastructure planning areas adjacent to cities showing where projected growth will be guided and at what densities;
    - (vi) using maps and text, a description of existing and future public facilities necessary to efficiently serve projected development and densities within infrastructure planning areas, including, whenever feasible, extending interconnected municipal street networks, sidewalks, trail systems, public transit facilities, and other municipal public facilities throughout the infrastructure planning area. For the purposes of this subsection (4)(c)(vi), public facilities include but are not limited to drinking water treatment and distribution facilities, sewer systems, wastewater treatment facilities, solid waste disposal facilities, parks and open space, schools, public access areas, roads, highways, bridges, and facilities for fire protection, law enforcement, and emergency services;

(vii) a description of proposed land use management techniques and incentives that will be adopted to promote development within cities and in an infrastructure planning area, including land use management techniques and incentives that address issues of housing affordability;

(viii) a description of how and where projected development inside municipal boundaries for cities and inside designated joint infrastructure planning areas for cities and counties could adversely impact:

(A) threatened or endangered wildlife and critical wildlife habitat and corridors;

(B) water available to agricultural water users and facilities;

(C) the ability of public facilities, including schools, to safely and efficiently service current residents and future growth;

(D) a local government's ability to provide adequate local services, including but not limited to emergency, fire, and police protection;

(E) the safety of people and property due to threats to public health and safety, including but not limited to wildfire, flooding, erosion, water pollution, hazardous wildlife interactions, and traffic hazards;

(F) natural resources, including but not limited to forest lands, mineral resources, sand and gravel resources, streams, rivers, lakes, wetlands, and ground water; and

(G) agricultural lands and agricultural production; and

(ix) a description of measures, including land use management techniques and incentives, that will be adopted to avoid, significantly reduce, or mitigate the adverse impacts identified under subsection (4)(c)(viii).

(d) include any elements required by a federal land management agency in order for the governing body to establish coordination or cooperating agency status as provided in [76-1-607](#).

(5) The planning board may propose and the governing bodies may adopt additional elements of a growth policy in order to fulfill the purpose of this chapter.

**History:** Ap. p. Sec. 31, Ch. 246, L. 1957; amd. Sec. 12, Ch. 247, L. 1963; amd. Sec. 1, Ch. 156, L. 1973; Sec. 11-3831, R.C.M. 1947; Ap. p. Sec. 3, Ch. 246, L. 1957; amd. Sec. 2, Ch. 247, L. 1963; amd. Sec. 1, Ch. 349, L. 1973; Sec. 11-3803, R.C.M. 1947; R.C.M. 1947, 11-3803(part), 11-3831; amd. Sec. 8, Ch. 582, L. 1999; amd. Sec. 4, Ch. 599, L. 2003; amd. Sec. 1, Ch. 443, L. 2007; amd. Sec. 2, Ch. 455, L. 2007; amd. Sec. 2, Ch. 446, L. 2009; amd. Sec. 2, Ch. 65, L. 2013.

**76-1-602. Public hearing on proposed growth policy.** (1) Prior to the submission of the proposed growth policy to the governing bodies, the board shall give notice and hold a public hearing on the growth policy.

(2) At least 10 days prior to the date set for hearing, the board shall publish in a newspaper of general circulation in the jurisdictional area a notice of the time and place of the hearing.

**History:** En. Sec. 33, Ch. 246, L. 1957; amd. Sec. 13, Ch. 247, L. 1963; R.C.M. 1947, 11-3833; amd. Sec. 9, Ch. 582, L. 1999.

**76-1-603. Adoption of growth policy by planning board.** After consideration of the recommendations and suggestions elicited at the public hearing, the planning board shall by resolution:

(1) recommend the proposed growth policy and any proposed ordinances and resolutions for its implementation to the governing bodies of the governmental units represented on the planning board;

- (2) recommend that a growth policy not be adopted; or
- (3) recommend that the governing body take some other action related to preparation of a growth policy.

**History:** En. Sec. 34, Ch. 246, L. 1957; amd. Sec. 14, Ch. 247, L. 1963; R.C.M. 1947, 11-3834; amd. Sec. 10, Ch. 582, L. 1999; amd. Sec. 5, Ch. 599, L. 2003.

**76-1-604. Adoption, revision, or rejection of growth policy.** (1) The governing body shall adopt a resolution of intention to adopt, adopt with revisions, or reject the proposed growth policy.

(2) If the governing body adopts a resolution of intention to adopt a growth policy, the governing body may submit to the qualified electors of the area covered by the growth policy proposed by the governing body at the next primary or general election or at a special election the referendum question of whether or not the growth policy should be adopted. A special election must be held in conjunction with a regular or primary election.

(3) A governing body may:

(a) revise an adopted growth policy following the procedures in this chapter for adoption of a proposed growth policy; or

(b) repeal a growth policy by resolution.

(4) The qualified electors of the area covered by the growth policy may by initiative or referendum adopt, revise, or repeal a growth policy under this section. A petition for initiative or referendum must contain the signatures of 15% of the qualified electors of the area covered by the growth policy.

(5) A master plan adopted pursuant to this chapter before October 1, 1999, may be repealed following the procedures in this section for repeal of a growth policy.

(6) Until October 1, 2006, a master plan that was adopted pursuant to this chapter before October 1, 1999, may be revised following the procedures in this chapter for revision of a growth policy.

(7) Except as otherwise provided in this section, the provisions of Title 7, chapter 5, part 1, apply to an initiative or referendum under this section.

**History:** En. Sec. 40, Ch. 246, L. 1957; amd. Sec. 15, Ch. 247, L. 1963; R.C.M. 1947, 11-3840(part); amd. Sec. 1, Ch. 541, L. 1981; amd. Sec. 68, Ch. 387, L. 1995; amd. Sec. 11, Ch. 582, L. 1999; amd. Sec. 1, Ch. 87, L. 2003; amd. Sec. 6, Ch. 599, L. 2003.

**76-1-605. Use of adopted growth policy.** (1) Subject to subsection (2), after adoption of a growth policy, the governing body within the area covered by the growth policy pursuant to [76-1-601](#) must be guided by and give consideration to the general policy and pattern of development set out in the growth policy in the:

(a) authorization, construction, alteration, or abandonment of public ways, public places, public structures, or public utilities;

(b) authorization, acceptance, or construction of water mains, sewers, connections, facilities, or utilities; and

(c) adoption of zoning ordinances or resolutions.

(2) (a) A growth policy is not a regulatory document and does not confer any authority to regulate that is not otherwise specifically authorized by law or regulations adopted pursuant to the law.



(b) A governing body may not withhold, deny, or impose conditions on any land use approval or other authority to act based solely on compliance with a growth policy adopted pursuant to this chapter.

**History:** En. Sec. 40, Ch. 246, L. 1957; amd. Sec. 15, Ch. 247, L. 1963; R.C.M. 1947, 11-3840(part); amd. Sec. 12, Ch. 582, L. 1999; amd. Sec. 1, Ch. 527, L. 2001; amd. Sec. 7, Ch. 599, L. 2003.

**76-1-606. Effect of growth policy on subdivision regulations.** When a growth policy has been approved, the subdivision regulations adopted pursuant to chapter 3 of this title must be made in accordance with the growth policy.

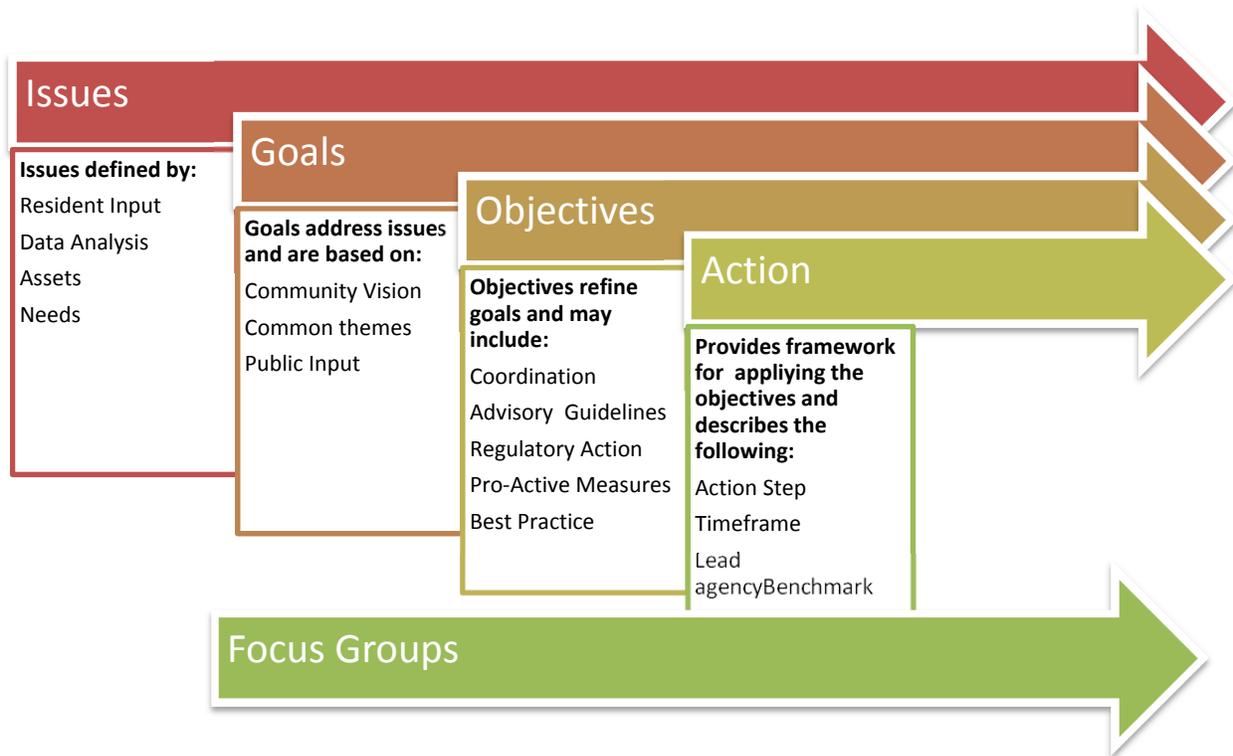
**History:** En. Sec. 42, Ch. 246, L. 1957; amd. Sec. 4, Ch. 271, L. 1959; amd. Sec. 16, Ch. 247, L. 1963; amd. Sec. 9, Ch. 273, L. 1971; R.C.M. 1947, 11-3842; amd. Sec. 13, Ch. 582, L. 1999; amd. Sec. 2, Ch. 527, L. 2001.

## B. Goals – Objectives – Actions

**Goals:** General statements that explain what you want to achieve in your community. Goals tend to represent broad ideals that reflect community values. They are usually long-term and together describe the overall vision for the community.

**Objectives:** Statements that achieve goals. Objectives provide direction to carry out the goals in the foreseeable future. They should be specific enough to help determine whether a proposed project or program would advance the community values expressed in the goals.

**Actions:** Strategies or implementation steps that achieve objectives. Unlike goals and objectives, action statements are specific, measurable, and often have a defined completion date. They are more specific and outline the “who, what, when, where, and how” of reaching the goals. Actions often refer to specific growth policy implementation tools, such as the proposed adoption of a zoning ordinance, a parks and open space plan, a capital improvements plan, or other implementation measures.



## C. Example Issue Goal – Objective Statement

### Examples from Chinook, MT ECONOMY & POPULATION

**Goal 1.1 Diversify its economy of Chinook to attract high paying jobs for residents and to attract new families.**

#### Objectives

- a. Chinook will partner with Bear Paw Development Corporation, the Chamber of Commerce and other partners to promote economic development.
- b. Support entrepreneurship through marketing, training and small business programs so they can develop and grow new businesses in Chinook.
- c. Promote telecommuting and other home-based business opportunities.
- d. Support the development and delivery of the region's natural renewable resources in an environmentally sustainable manner.
- e. Support the agricultural economy through business support and promoting value-added industries such as bio-diesel, organic crops and specialty crops.
- f. Support the needs of existing businesses through business retention efforts such as training, surveying business needs and other assistance such as buy-local programs.

**Goal 1.2 Promote tourism to support local businesses and provide additional amenities for the community.**

#### Objectives

- a. Attract visitor traffic that is traveling through Chinook on Highway 2.
- b. Promote heritage and cultural tourism through the Blaine County Museum, the Bear Paw Battlefield visitor center, wildlife museum and the Dinosaur Trail initiative.
- c. Work with the Travel Montana and regional tourism office on tourism promotion and investigate the use of the grants for marketing and enhancement of visitor services.
- d. Encourage a business mix in the downtown that will have shops and restaurants catering to tourist.

- e. Target niche visitors such as hunters, business travelers, agri-tourism and other groups with services that will encourage them to spend more time in Chinook.

**Goal 2.1 The downtown should serve the needs of residents while attracting visitors and encouraging pass-through traffic on Highway 2 to stop and spend time in downtown.**

**Objectives**

- a. Actively recruit businesses to fill the vacant space downtown and to promote niche markets that will meet local needs and attract tourists.
- b. Investigate the Montana Department of Commerce Main Street Program as a tool to promote and revitalize downtown.
- c. Promote events that will attract visitors to the community.
- d. Utilize Centennial Park as a venue for activities that will bring people downtown.
- e. Investigate wi-fi hot zones to encourage people to spend time in downtown.

**Goal 2.2 Downtown improvements in infrastructure and regulations should enhance existing assets such as the historic buildings, walkability, and other visitor attractions.**

**Objectives**

- a. Coordinate with the Montana Department of Transportation on Highway 2 improvements to develop an attractive gateway entrance to downtown.
- b. Amend the zoning ordinance to update sign regulations to preserve the unique character of downtown and orient signs to pedestrian traffic.
- c. Include streetscape improvements such as street trees, decorative paving, street furniture and other similar amenities as part of any transportation enhancement downtown.
- d. Preserve the historic character of downtown to provide a unique sense of place that will attract people to downtown.