

Town of West Yellowstone

Tuesday, January 7, 2025

West Yellowstone Town Hall, 440 Yellowstone Avenue

The Town Council work session/meeting will be conducted in person and virtually using ZOOM, connect at zoom.us or through the Zoom Cloud Meetings mobile app.

Meeting ID: 893 834 1297.

TOWN COUNCIL MEETING – 7:00 PM

Pledge of Allegiance

Election of the Mayor and Deputy Mayor for 2025

Comment Period

- Public Comment
- Council Comments

Treasurer's & Securities Reports

Purchase Orders

Claims

Business License Applications: Yellowstone Provisions Fine Foods & Fine Wines

Consent Agenda

Minutes: **December 17, 2024 Town Council Meeting**

Town Manager & Staff Reports

Advisory Board Reports

Public Hearing: FY 2024 Budget Amendment – TBID Funds

NEW BUSINESS

Resolution No. 811, FY 2024 Budget Amendment

Discussion/Action

Resolution No. 812, Adoption of Local Housing Strategy

Discussion/Action

Marketing and Promotions Fund Advisory Board Appointments

Discussion/Action

Staffing Plan Amendment

Discussion/Action

Correspondence/FYI/Meeting Reminder



Policy No. 16 (Abbreviated)
Policy on Public Hearings and Conduct at Public Meetings

Public Hearing/Public Meeting

A public hearing is a formal opportunity for citizens to give their views to the Town Council for consideration in its decision-making process on a specific issue. At a minimum, a public hearing shall provide for submission of both oral and written testimony for and against the action or matter at issue.

Oral Communication

It is the Council's goal that citizens resolve their complaints for service or regarding employees' performance at the staff level. However, it is recognized that citizens may from time to time believe it is necessary to speak to Town Council on matters of concern. Accordingly, Town Council expects any citizen to speak in a civil manner, with due respect for the decorum of the meeting, and with due respect for all persons attending.

- No member of the public shall be heard until recognized by the presiding officer.
- Public comments related to non-agenda items will only be heard during the Public Comment portion of the meeting unless the issue is a Public Hearing. Public comments specifically related to an agenda item will be heard immediately prior to the Council taking up the item for deliberation.
- Speakers must state their name for the record.
- Any citizen requesting to speak shall limit him or herself to matters of fact regarding the issue of concern.
- Comments should be limited to three (3) minutes unless prior approval by the presiding officer.
- If a representative is elected to speak for a group, the presiding officer may approve an increased time allotment.
- If a response from the Council or Board is requested by the speaker and cannot be made verbally at the Council or Board meeting, the speaker's concerns should be addressed in writing within two weeks.
- Personal attacks made publicly toward any citizen, council member, or town employees are not allowed. Citizens are encouraged to bring their complaints regarding employee performance through the supervisory chain of command. Any member of the public interrupting Town Council proceedings, approaching the dais without permission, otherwise creating a disturbance, or failing to abide by these rules of procedure in addressing Town Council, shall be deemed to have disrupted a public meeting and, at the direction of the presiding officer, shall be removed from the meeting room by Police Department personnel or other agent designated by Town Council or Town Manager.

General Town Council Meeting Information

- Regular Town Council meetings are held at 7:00 PM on the first and third Tuesdays of each month at the West Yellowstone Town Hall, 440 Yellowstone Avenue, West Yellowstone, Montana.
- Presently, informal Town Council work sessions are held prior to regular Tuesday meetings and occasionally on other mornings and evenings. Work sessions also take place at the Town Hall located at 440 Yellowstone Avenue.
- The schedule for Town Council meetings and work sessions is detailed on an agenda. The agenda is a list of business items to be considered at a meeting. Copies of agendas are available at the entrance to the meetingroom.
- Agendas are published at least 48 hours prior to Town Council meetings and work sessions. Agendas are posted at the Town Offices and at the Post Office. In addition, agendas and packets are available online at the Town's website: www.townofwestyellowstone.com. Questions about the agenda may be directed to the Town Clerk at (406) 646-7795 or eroos@townofwestyellowstone.com.
- Official minutes of Town Council meetings are prepared and kept by the Town Clerk and are reviewed and approved by the Town Council. Copies of approved minutes are available at the Town Clerk's office or on the Town's website: www.townofwestyellowstone.com.



FSB - Operating account
* ... Over spent expenditure

Claim	Check	Vendor #/Name/ Invoice #/Inv Date/Description	Document \$/ Line \$	Disc \$	PO #	Fund Org Acct	Object Proj	Cash Account
51964		266 Utilities Underground Location	3.44					
	4125384	12/31/24 excavation notifications	3.44		SEWER	5310 430600	357	101000
51966		2575 WY Tourism Business Improvement	5,658.01					
	12/30/24	Collections in Dec 2024	5,658.01		TBID	7202 411800	540	101000
51968		2088 Town West Yellowstone	873.04					
	01/01/25	utility chrgs, Chamber, 895	76.28		BLDGS	1000 411257	340	101000
	01/01/25	utility chrgs, UPDL, 892	126.99		BLDGS	1000 411252	340	101000
	01/01/25	utility chrgs, PS Shops, 884	58.70		BLDGS	1000 411253	340	101000
	01/01/25	utility chrgs. Povah Ctr, 887	109.63		BLDGS	1000 411255	340	101000
	01/01/25	utility chrgs, Police Dept, 886	74.74		BLDGS	1000 411258	340	101000
	01/01/25	utility chrgs, City Park, 885	187.17		BLDGS	1000 411253	340	101000
	01/01/25	utility chrgs, Library, 891	59.24		LIBBLD	1000 411259	340	101000
	01/01/25	utility chrgs, Twn Hall, 921	180.29		TWNHAL	1000 411250	340	101000
51971		2546 Century Link QCC	7.91					
	716860659	12/24/24 long dist chg 406-646-7600	7.91		DISPAT	1000 420160	345	101000
51972		73 Westmart Building Center	971.62					
	12/27/24	Street Supplies	378.17		STREET	1000 430200	220	101000
	12/27/24	Street Repairs	254.46		STREET	1000 430200	369	101000
	12/27/24	Sewer small Equipment	37.99		SEWER	5310 430600	212	101000
	12/27/24	Police supplies	9.49		POLICE	1000 420100	220	101000
	12/27/24	Park Supplies	170.58		PARKS	1000 460430	220	101000
	12/27/24	Parks Equip Repairs	4.74		PARKS	1000 460430	369	101000
	12/27/24	Clinic Building	116.19		CLINIC	1000 411251	366	101000
51973		3242 Fisher's Technology	25.03					
	1432595	12/25/24 copy fee	25.03		FINADM	1000 410510	356	101000
51974		95 Energy West-Montana	3,534.74					
	01/01/25	nat gas 210361788 updl	113.62		UPDH	1000 411252	344	101000
	01/01/25	nat gas 210360293 Police	30.66		POLBLD	1000 411258	344	101000
	01/01/25	nat gas 210361746 Pub Services	939.03		STREET	1000 430200	344	101000
	01/01/25	nat gas 210361811 old firehall	271.03		PARK	1000 460430	344	101000
	01/01/25	nat gas 210363966 old bld ins	164.59		STREET	1000 430200	344	101000
	01/01/25	nat gas 210360540 library	436.52		LIBBLD	1000 411259	344	101000
	01/01/25	nat gas 210364599 Povah	808.53		POVAH	1000 411255	344	101000
	01/01/25	nat gas 210361697 Iris Lift St	42.47		SEWER	5310 430600	344	101000
	01/01/25	nat gas 210365425 Twn Hall	701.60		TWNHAL	1000 411250	344	101000
	01/01/25	nat gas 210361655 Mad Add Sewe	26.69		SEWER	5310 430600	344	101000

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TOWN OF WEST YELLOWSTONE
Claim Approval List
For the Accounting Period: 1/25

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Claim	Check	Vendor #/Name/ Invoice #/Inv Date/Description	Document \$/ Line \$	Disc \$	PO #	Fund Org Acct	Object Proj	Cash Account
51976		2421 NAPA Auto Parts	1,257.28					
	12/31/24	Napa Supplies	1,257.28		STREET	1000 430200	369	101000
51983		2852 Blackfoot Communications	2,007.57					
	01/01/25	646-5106, fax soc svc	40.53		SOCSRV	1000 450135	345	101000
	01/01/25	646-5119, police station Dispa	40.53		DISPCH	2850 420750	345	101000
	01/01/25	646-5141, sewer plant alarm	40.53		SEWER	5310 430600	345	101000
	01/01/25	646-5185, town hall alarm	40.53		TWNHAL	1000 411250	345	101000
	01/01/25	646-7311, social services	20.91		SOCSRV	1000 450135	345	101000
	01/01/25	646-7481, povah elevator	58.16		POVAH	1000 411255	345	101000
	01/01/25	646-7511, town hall fax	40.53		TWNHAL	1000 411250	345	101000
	01/01/25	646-7609, public works	28.89		PUBSVC	1000 430200	345	101000
	01/01/25	646-7650, police station fax	40.53		DISPCH	2850 420750	345	101000
	01/01/25	646-7715, povah center	25.06		POVAH	1000 411255	345	101000
	01/01/25	646-7795, town hall	232.51		TWNHAL	1000 411250	345	101000
	01/01/25	646-7845, court clerk	43.86		COURT	1000 410360	345	101000
	01/01/25	646-9017, library	44.06		LIBRAR	2220 460100	345	101000
	01/01/25	646-9027, sewer plant alarm	40.53		SEWER	5310 430600	345	101000
	01/01/25	ethernet, library	300.00		LIBRAR	2220 460100	345	101000
	01/01/25	ethernet, povah center	146.26		POVAH	1000 411255	345	101000
	01/01/25	ethernet, police station	359.95		POLICE	1000 411258	345	101000
	01/01/25	ethernet, town hall	272.00		TWNHAL	1000 411250	345	101000
	01/01/25	ethernet, public works shop	125.00		STREET	1000 430200	345	101000
	01/01/25	602-4909, town hall judge	14.60		COURT	1000 410360	345	101000
	01/01/25	602-4894 Town hall Court Clerk	1.10		COURT	1000 410360	345	101000
	01/01/25	602-4897 town hall	1.10		TWNHAL	1000 411250	345	101000
	01/01/25	602-4898 town hall	1.10		TWNHAL	1000 411250	345	101000
	01/01/25	602-4900 town hall	5.25		TWNHAL	1000 411250	345	101000
	01/01/25	602-4901 town hall	5.25		TWNHAL	1000 411250	345	101000
	01/01/25	602-4902 town hall	1.10		TWNHAL	1000 411250	345	101000
	01/01/25	602-4903 town hall	1.10		TWNHAL	1000 411250	345	101000
	01/01/25	602-4904 town hall	1.10		TWNHAL	1000 411250	345	101000
	01/01/25	602-4905 town hall	1.10		TWNHAL	1000 411250	345	101000
	01/01/25	602-4906 Library Main desk	1.10		LIBRY	2220 460100	345	101000
	01/01/25	602-4907 Library Director	1.10		LIBRY	2220 460100	345	101000
	01/01/25	602-4908 Povah Ctr	11.10		POVAH	1000 411255	345	101000
	01/01/25	602-4949 Town Hall	11.10		TWNHAL	1000 411250	345	101000
	01/01/25	6024044 Soc Ser Pantry	10.00		SOCSER	1000 450135	345	101000

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51984		3400 Julie Brown	2,047.50					
	123124	12/31/24 Library	337.50		LIBRY	1000 411259	357	101000
	12324	12/31/24 Rendezvous Ski building	160.00		TRLHD	1000 411256	350	101000
	123124	12/31/24 Town Hall	1,100.00*		TWNHLL	1000 411250	357	101000
	123424	12/31/24 Povah Building	450.00		POVAH	1000 411255	350	101000
51986		2789 WEX Bank	7,111.20					
	01/01/25	10 JD Backhoe 310SJ	0.00		STREET	1000 430200	231	101000
	01/01/25	91 Ford 6-582	84.87		STREET	1000 430200	231	101000
	01/01/25	Larue D55 SnowBlower	427.58		STREET	1000 430200	231	101000
	01/01/25	Grader	0.00		STREET	1000 430200	231	101000
	01/01/25	14 Water Truck	0.00		STREET	1000 430200	231	101000
	01/01/25	2010 JD 772 Grader	1,514.69		STREET	1000 420100	231	101000
	01/01/25	92 SS Blower-Yellow	0.00		STREET	1000 430200	231	101000
	01/01/25	02 Freightliner Dump 6-54564A	214.80		STREET	1000 430200	231	101000
	01/01/25	08 GMC Pickup 6-1484	198.81		STREET	1000 430200	231	101000
	01/01/25	JD Loader 624P	528.39		STREET	1000 430200	231	101000
	01/01/25	08 CAT 938H Loader	93.34		STREET	1000 430200	231	101000
	01/01/25	08 904B MiniLoader	0.00		STREET	1000 430200	231	101000
	01/01/25	15 Ford F-250	91.38		STREET	1000 430200	231	101000
	01/01/25	18 2018 Dodge Ram-PW	309.82		STREET	1000 430200	231	101000
	01/01/25	18 Dodge Ram-Police	486.99		POLICE	1000 420100	231	101000
	01/01/25	19 Dodge Durango	167.95		POLICE	1000 420100	231	101000
	01/01/25	Multi-Use Vehicle - Sienna	21.82		FINADM	1000 410510	370	101000
	01/01/25	Multi-Use Vehicle - Sienna	64.96		POLICE	1000 420100	231	101000
	01/01/25	06 Dodge Durango 6-1374/6-2010	90.60		STREET	1000 430200	231	101000
	01/01/25	15 Sweeper	147.62		STREET	1000 430200	231	101000
	01/01/25	'00 FL Dumptrk 6-60700A	168.55		STREET	1000 430200	231	101000
	01/01/25	'14 Ford Intercep	0.00		POLICE	1000 420100	231	101000
	01/01/25	PD Dodge Ram#1	539.35		POLICE	1000 420100	231	101000
	01/01/25	PD Dodge Ram#2	294.28		POLICE	1000 420100	231	101000
	01/01/25	01 Frht truck #1	356.56		STREET	1000 430200	231	101000
	01/01/25	01 Frht truck #2	139.85		STREET	1000 430200	231	101000
	01/01/25	19 Dodge 5500	0.00		STREET	1000 430200	231	101000
	01/01/25	'17 Chevy 3/4 ton white	137.23		WATER	5210 430500	231	101000
	01/01/25	'17 Chevy 3/4 ton white	137.23		SEWER	5310 430600	231	101000
	01/01/25	'13 Chevy 3500	0.00		STREET	1000 430200	231	101000
	01/01/25	77 Int'l Dump 6-1368	326.02		STREET	1000 430200	231	101000
	01/01/25	Pickup 6-1450	0.00		STREET	1000 430200	231	101000
	01/01/25	2022 Ford F-150 Police	464.81		POLICE	1000 420100	231	101000
	01/01/25	Tractor	0.00		STREET	1000 430200	231	101000
	01/01/25	2010 Ford Exped6-000046	103.70		HELP	7010 450135	231	101000

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51987		1514 Verizon Wireless	1,382.00					
		22 Smartphones						
		7 laptops						
	12/20/24	640-0108, Police	50.09		POLICE	1000 420100	345	101000
	12/20/24	223-2779 586 Laptop	40.01		POLICE	1000 420100	345	101000
	12/20/24	333-8121 Head DsptchLaptop	40.01		DSPTCH	1000 420160	345	101000
	12/20/24	640-0121 Laptop	40.01		POLICE	1000 420100	345	101000
	12/20/24	640-0141 Street SP	50.10		STREET	1000 430200	345	101000
	12/20/24	640-0159 Street SP	50.08		STREET	1000 430200	345	101000
	12/20/24	640-0606 911 Dispatch	50.10		911	1000 420160	345	101000
	12/20/24	640-1103, Operator SP	50.09		STREET	1000 430200	345	101000
	12/20/24	640-1460, Library Dir, SP	50.09		LIBRAR	2220 460100	345	101000
	12/20/24	640-1461, S & W operator, SP	50.08		SEWER	5310 430600	345	101000
	12/20/24	640-1462, S & W Super, SP	50.08		WATER	5210 430500	345	101000
	12/20/24	640-1463, Deputy PSS, SP Sspnd	50.08		PARKS	1000 460430	345	101000
	12/20/24	640-1472, Ops Mgr, SP	50.08		ADMIN	1000 410210	345	101000
	12/20/24	640-1676, Rec Coor, SP	50.10		REC	1000 460440	345	101000
	12/20/24	640-1754, COP, SP	50.10		POLICE	1000 420100	345	101000
	12/20/24	640-1755, Police	50.08		POLICE	1000 420100	345	101000
	12/20/24	640-1756, Police	50.08		POLICE	1000 420100	345	101000
	12/20/24	640-1757, Police	50.08		POLICE	1000 420100	345	101000
	12/20/24	640-1758, Head Dispatcher	50.10		DSPTCH	1000 420160	345	101000
	12/20/24	640-1759, Police	50.08		POLICE	1000 420100	345	101000
	12/20/24	640-7547, WS Super	50.09		SEWER	5310 430600	345	101000
	12/20/24	640-9074, PSS, SP	50.09		STREET	1000 430200	345	101000
	12/20/24	640-2195 683 laptop	40.01		POLICE	1000 420100	345	101000
	12/20/24	640-2551 COP laptop	40.01		POLICE	1000 420100	345	101000
	12/20/24	641-0184 686 laptop	40.01		POLICE	1000 420100	345	101000
	12/20/24	641.0207 681 laptop	40.01		POLICE	1000 420100	345	101000
	12/20/24	640-2354 Social Services	50.09		SOCSEK	1000 450135	345	101000
	12/20/24	640-2629 City Judge	50.09		COURT	1000 410360	345	101000
	12/20/24	640-7108 Police Officer	50.08		POLICE	1000 420100	345	101000
51993		42 Fall River Electric	8,633.94					
	12/19/24	PARK, old firehouse 2901001	427.71		PARK	1000 411253	341	101000
	12/19/24	povah comm ctr 4212001	318.54		POVAH	1000 411255	341	101000
	12/19/24	unmetered lights 4212004	1,451.25		STLITE	1000 430263	341	101000
	12/19/24	RR Well 4212005	90.88		WATER	5210 430500	341	101000
	12/19/24	IRIS LIFT STATION 4212006	390.09		SEWER	5310 430600	341	101000
	12/19/24	POLICE 4212008	430.69		POLICE	1000 411258	341	101000
	12/19/24	TOWN HALL 4212009	353.01		TWNHLA	1000 411250	341	101000
	12/19/24	ICE RINK 421010	80.01		PARKS	1000 411253	341	101000
	12/19/24	S Canyon XmasTreelite 4212011	0.00		STLITE	1000 430263	341	101000
	12/19/24	Sewer Plant 4212012	1,547.12		SEWER	5310 430600	341	101000

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	12/19/24	South Iris Street Well 4212013	177.80			WATER 5210 430500	341	101000
	12/19/24	Hayden/DeLaceyPump 4212014	283.11			SEWER 5310 430600	341	101000
	12/19/24	Hayden/Grouse Well 4212015	39.00			WATER 5210 430500	341	101000
	12/19/24	911 Tower 4212016	162.65			911 2850 420750	341	101000
	12/19/24	MADADD H20 Tower 4212017	55.19			WATER 5210 430500	341	101000
	12/19/24	SHOP 4212018	220.12			STREET 1000 430200	341	101000
	12/19/24	UPDL 220 Yell Ave4212019	39.00			UPDL 1000 411252	341	101000
	12/19/24	ANIMAL 4212029	199.19			ANIML 1000 440600	341	101000
	12/19/24	CLORINATOR 4212030	83.50			WATER 5210 430500	341	101000
	12/19/24	Electric Well 4212031	65.09			WATER 5210 430500	341	101000
	12/19/24	PARK 4212032	292.20			PARKS 1000 411253	341	101000
	12/19/24	UPDL 4212041	531.63			UPDL 1000 411252	341	101000
	12/19/24	861PowerLinTREATSERV 4212046	1,228.76			SEWER 5310 430600	341	101000
	12/19/24	LIBRARY 23 dunraven 4212054	167.40			LIBR 1000 411259	341	101000
51995		2813 Century Link	993.58					
	12/19/24	911 ALI/SR 255-9710	384.50			911 2850 420750	345	101000
	12/19/24	BSLANlog 255-9712/0133,5127	125.25			POLICE 2850 420750	345	101000
	12/19/24	BSLANlog 646-5170,5173,5179	163.83			POLICE 2850 420750	345	101000
	12/19/24	Alarm Lines 646-5185,7256	105.20			TWNHLL 1000 411250	345	101000
	12/19/24	Police - 646-7600	214.80			POLICE 2850 420750	345	101000
51999		254 Firehole Fill Up/Economart	496.57					
	12/31/24	Fuel	496.57			STREET 1000 430200	231	101000
52000		2491 MMIA	1,500.00					
	1005681 12/31/24	Mantemach/PDCarbumpedcar	1,500.00*			LBLTY 1000 510330	513	101000
52001		764 General Distributing Co.	91.05					
	1456280 12/31/24	Welding Supplies	91.05			STREET 1000 430200	231	101000
52002		547 WY Chamber of Commerce	1,775.00					
	122024 12/18/24	VIC clean November 24	1,775.00			1000 410100	870	101000
52003		2800 RDO Equipment Co.	3,991.85					
	W1772616 12/17/24	Grader Inspection	3,194.35			STREET 1000 430200	369	101000
	P7934116 12/31/24	Backhoe Loader inspection	121.64			STREET 1000 430200	369	101000
	P7910616 12/16/24	772 Motor Grader	675.86			STREET 1000 430200	369	101000
52004		2099 Quick Print of West Yellowstone	1,157.50					
	20043 12/11/24	MAPBoardFiles	750.00			MAP 2101 410130	350	101000
	20104 12/30/24	CelebrationofLifeCards	170.50*			ADMIN 1000 410210	870	101000
	20120 12/31/24	Prints for CelebrofLife	237.00*			ADMIN 1000 410210	870	101000

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52005		1454 Bozeman Daily Chronicle/Big Sky	40.00					
	591121	12/16/24 PublichearingAmendedBudget	40.00		ADMIN	1000 410210	327	101000
52006		999999 MATHEW STEVENS	970.00					
	12/16/24	ExoneratedBondAMStevens	970.00		COURT	7469 212401		101000
52007		999999 BRITTANY BARGER	285.00					
	12/16/24	ExoneratedBondRLBrooks	285.00		COURT	7469 212401		101000
52008		3502 Old Town West LLC	3,224.00					
	1005 12/16/24	TownChristmasParty	3,224.00		LEGIS	1000 410100	220	101000
52009		65 Tractor & Equipment	647.92					
	0240046 12/13/24	Dumptruckrepairs	647.92		STREET	1000 430200	369	101000
52010		3437 T-Mobile	25.94					
	9934594341 12/01/24	Monthlyconnectdevicefee	25.94		STREET	1000 430200	345	101000
52011		2822 ClearBlu Business Services	450.00					
	2819 12/12/24	Manholecleaning	450.00		SEWER	5310 430630	357	101000
52012		3337 Lexipol LLC	915.48					
	11243075 11/01/24	PoliceOneAcademyAnnualRate	915.48		POLICE	1000 420100	389	101000
52013		3324 Dan Walker	84.00					
	12/12/24	BelgradeCitymanagerlunch	84.00		ADMIN	1000 410210	370	101000
52014		2854 Mountain Alarm	153.21					
	5645736 01/01/25	Monitoring1/1/25-3/31/25	153.21*		TWNHLL	1000 411250	357	101000
52015		3350 Mid-American Research Chemical	1,784.39					
	0836290 12/06/24	SiliconizedReleaseagent	534.84		STREET	1000 430200	220	101000
	0836290 12/06/24	DbleStrengthsuperzyme	726.35		SEWER	5310 430640	870	101000
	0836390 12/06/24	SiliconizedReleaseagent	523.20		STREET	1000 430200	220	101000
52016		471 Northwest Pipe Fittings, Inc.	2,944.65					
	5162593-1 12/20/24	Annual Subscription	1,278.00		WATER	5210 430570	355	101000
	5162593-1 12/20/24	Neptune360setupfee	1,666.65*		WATER	5210 430500	380	101000

01/03/25
13:27:57

TOWN OF WEST YELLOWSTONE
Claim Approval List
For the Accounting Period: 1/25

Page: 7 of 8
Report ID: AP100

FSB - Operating account
* ... Over spent expenditure

Claim	Check	Vendor #/Name/ Invoice #/Inv Date/Description	Document \$/ Line \$	Disc \$	PO #	Fund Org Acct	Object Proj	Cash Account
52017		3261 Targhee Services	879.80					
	1023241	10/23/24 19Dodgedurangooilchange	99.95		STREET	1000 430200	361	101000
	11324-1	11/03/24 17Dodgeram1500Hemi	219.95		STREET	1000 430200	361	101000
	11624-1	11/06/24 17Dodgeram1500	219.95		STREET	1000 430200	361	101000
	11824-1	11/08/24 19DodgeDurango	120.00		STREET	1000 430200	361	101000
	111124-1	11/11/24 23FordF-150	219.95		STREET	1000 430200	361	101000
52018		525 Gallatin County Clerk &	341.45					
	123124	12/31/24 FedGenElection11-5-24	341.45		ELCTNS	1000 410600	321	101000
52019		1331 West Yellowstone Foundation	10.00					
	111824-1	11/18/24 Bus Voucher	10.00		HELP	7010 450135	370	101000
52020		2937 CINTAS First Aid & Safety	353.54					
	5245214201	12/18/24 Firstaide supplies	353.54		STREET	1000 430200	220	101000
52021		3315 IAS EnviroChem	1,450.00					
	2407431	12/17/24 Testing fees	1,450.00		SEWER	5310 430600	348	101000
52022		3461 Door Guys LLC	1,381.00					
	1261	12/21/24 Fixing TownHallDoors	1,381.00*		TWNHLL	1000 411250	366	101000
52023		3467 Hyalite Engineers PLLC	2,392.50					
	11656	12/31/24 80AcreZoning	2,392.50		PLNNG	1000 411000	354	101000
52024		3391 TSC Corner Station, INC.	80.02					
	12/30/24	Fuel	80.02		STREET	1000 430200	231	101000
52025		2551 TK Elevator	600.40					
	3008295584	01/01/24 PovahElivatorMaintenance	600.40		POVAH	1000 411255	366	101000
		# of Claims 41	Total: 62,532.13					

01/03/25
13:27:57

TOWN OF WEST YELLOWSTONE
Fund Summary for Claims
For the Accounting Period: 1/25

Page: 8 of 8
Report ID: AP110

Fund/Account	Amount
1000 General Fund	
101000 CASH	43,079.08
2101 Marketing & Promotions (MAP)	
101000 CASH	750.00
2220 Library	
101000 CASH	396.35
2850 911 Emergency	
101000 CASH	1,132.09
5210 Water Operating Fund	
101000 CASH	3,643.42
5310 Sewer Operating Fund	
101000 CASH	6,504.48
7010 Social Services/Help Fund	
101000 CASH	113.70
7202 TBID Agency Fund	
101000 CASH	5,658.01
7469 City Court - Judge Jent	
101000 CASH	1,255.00
Total:	62,532.13



Town of West Yellowstone Business License Application

Business Name: Yellowstone Provisions Fine Foods & Fine Wines
 Applicant: Misty Hecht
 Contact Person: Misty Hecht
 Mailing Address: P.O. Box 1353 West Yellowstone, MT 59758
 Physical Address of Business: 239 Firehole " "
 Phone Number: 406-640-1534 Fax Number: -
 Email Address: misty@yellowstoneprovisions.com Website: yellowstoneprovisions.com

Signature of Property Owner of Record: [Signature]

Subdivision: S34, T13 S, ROS E Plat B-47
 Block: 12 Lot: 10

Zoning District, please mark one:

- B-3 Central Business District (Old Town)
- B-4 Expanded Business District (Grizzly Park)
- E-2 Entertainment District (Grizzly Park)
- PUD Planned Unit Development (Grizzly Park)
- Residential Districts, Home Occupations Only (Mad Add)
- New Business
- Change of Location
- Transfer of Ownership
- Name Change

- Is this business licensed by the State of Montana? Yes No
- Appropriate Town/County/Health Dept approvals (if applicable) Yes No (please attach)
- If this business is located in Grizzly Park, has the business been approved by the Grizzly Park Architectural Committee (GPAC)? Yes No

Type of Business Please explain in detail the following: number of units, seating capacity, etc. Contractors should list trailers and equipment and where these items will be stored.

* please see attached *

Business License Fee: \$ 50
 Resort Tax Bond: \$ 500.00
 Total Amount Due: \$ 550.00

[Signature]
Signature of Applicant

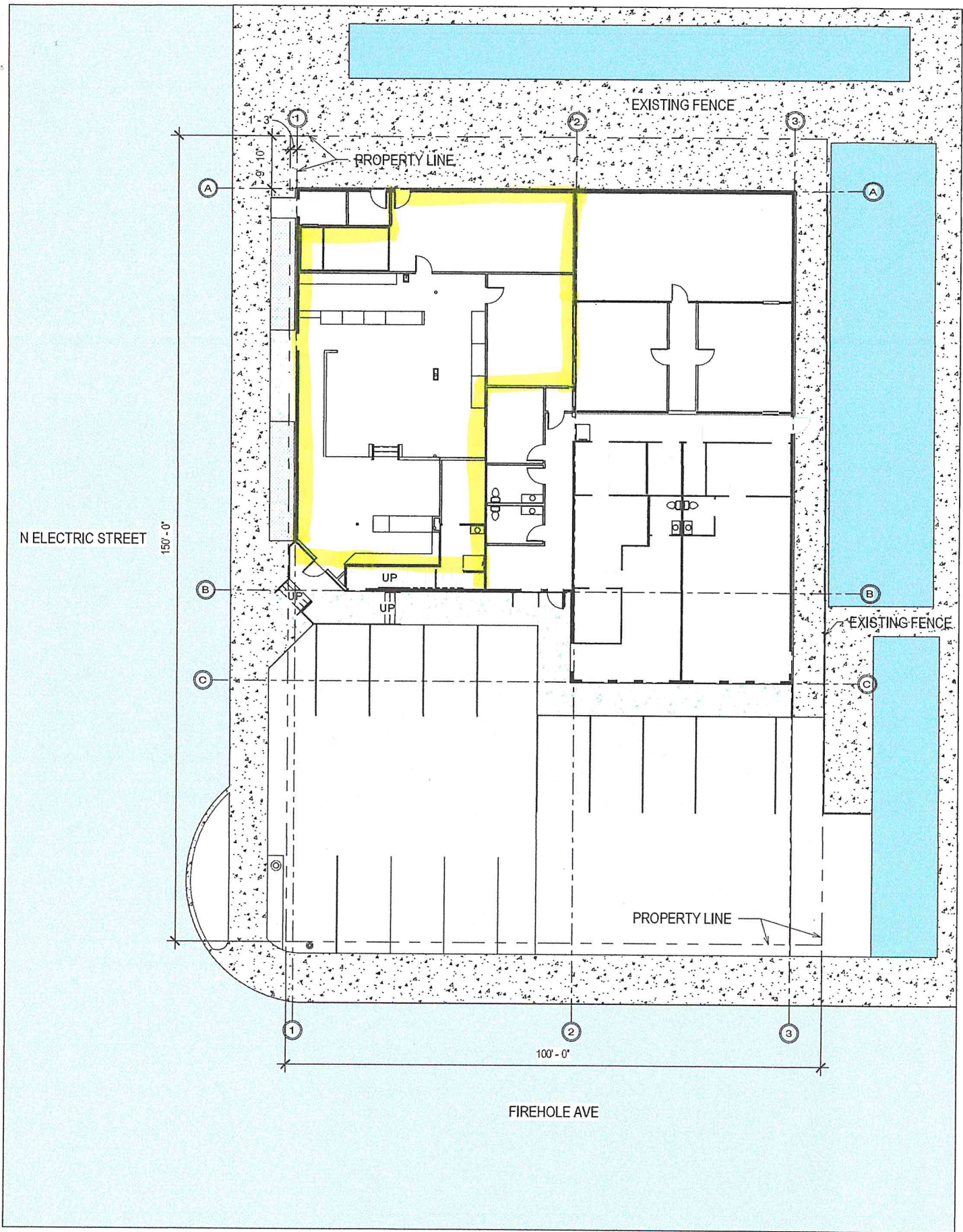
[Signature]
Signature of Applicant

1-3-2025
Date

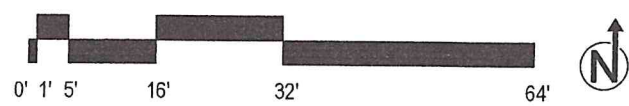
FOR OFFICE USE ONLY				
Date Approved: _____	<input type="checkbox"/> Town Council	<input type="checkbox"/> Administration	_____	
Date _____	Check # _____	Amount \$ _____	License # _____	
SCN _____	BLP _____	STX _____	RDX _____	

Site Plan Approved Sept. 3 2024 ER

Yellowstone Provisions will be a culinary adventure with a curated selection of exceptional foods and wines. We will provide freshly prepared Take and Bake meals which will allow our customers to bring home restaurant quality meals without the hassle of spending hours in the kitchen. Our pre-prepped meals will elevate your home cooking game. Our grocery department will feature a treasure trove of unique and hard-to-find items from around the world. We will carry a large selection of local **Montana-made** products and wholeheartedly support our ranchers, farmers, and artisans. Premium cuts of specialty meats, the freshest seafood, and a delectable array of fine cheeses will be available. There will also be an extensive wine and beer selection. All of the items will be for off-premises consumption only. We will not provide any seating.



1 SITE PLAN



Town of West Yellowstone
Town Council Meeting
December 17, 2024

TOWN COUNCIL MEMBERS PRESENT: Mayor Travis Watt, Lisa Griffith by Zoom, Jeff McBirnie, Jeff Mathews, Brian Benike

OTHERS PRESENT: Town Manager Dan Walker, Town Clerk Liz Roos, Finance Director Katie Thompson, Public Services Superintendent Jon Simms, Chief of Police Chris Wigner

The meeting is called to order by Mayor Travis Watt at 5:00 PM in the Town Hall, 440 Yellowstone Avenue, West Yellowstone, Montana.

The meeting is being broadcast over the internet using a program called Zoom.

WORK SESSION

Mayor Travis Watt calls the meeting to order. The purpose of the work session is to discuss water rights, an additional water well, and infrastructure development in the 80 acres. Kyle Scarr of TD&H Engineering and the Town Engineer addresses the Town Council. He explains that he will present a high level overview of the steps to develop the 80 acres. He emphasizes that the site plan portion of the development is vital to achieving the goals of the Town. He displays a map that shows the existing infrastructure in West Yellowstone, specifically the four types of streets: business area, residential, residential urban, and alleys. Scarr describes each type of street and the current estimate to build that type of street. They estimate a fully built out street in the business areas to cost \$2000 per linear foot and \$1333 per linear foot for residential urban streets. He explains that east/west streets do not usually require utilities but the north/south streets do. He explains that streets in residential rural areas do not usually include curb and gutter and as many utilities, so the estimated cost is \$1558 for north/west and \$583 for east/west streets. Alleys carry most of the Town's utilities even though they are not usually paved and they are estimated to cost \$1667 for north/west and \$1417 for east/west. He presents a potential land use map that shows the extension of existing streets into the 80 acres. He estimates the cost to extend and install the infrastructure for the entire development to be approximately \$25 million. Scarr answers questions about how they arrived at their estimates and the potential need for additional water supply. He explains that West Yellowstone is in a closed basin and water control zone, so drilling a new well will require additional permitting. They are working with a water rights expert to determine what is necessary. Scarr describes the process they will need to follow to establish the subdivision and platting for the 80 acres. He briefly describes the visioning and development process, preliminary plat application, development engineering and design. Mathews asks if the estimates that have been presented include engineering. Scarr responds that they do, but are based on current costs, which could definitely change. Scarr explains that there could be some timing overlap between the preliminary platting and water needs development. Scarr answers questions about existing water rights, development costs, and the differences of the Town putting in the development versus hiring a developer.

Public Comment

Fire Chief Shane Grube addresses the Council to again request consideration from the Town to increase the financial support for the Hebgen Basin Fire District. Grube has repeatedly requested an increase of \$100,000 per year and an increase to the inflationary adjustment. Grube shares statistics and percentages he has calculated based on resort tax collections, financial reports, and tourism numbers.

Council Comments

Jeff McBirnie announces a series of meetings put on by the West Yellowstone Housing Coalition that will start in January to educate the community on affordable housing options. Council Member Lisa Griffith states that she thinks the Council needs to address the request from Chief Grube and put it on an upcoming agenda. She also expresses concern that they have not conducted a recent performance review for Town Manager Dan Walker and request they put that on an upcoming agenda. Brian Benike thanks recently retired Chief of Police Mike Gavagan for his service to the community. Mayor Travis Watt says that the holiday party last week was a lot of fun and reminds everyone that the Christmas Stroll is this Friday, December 20, 2024.

ACTION TAKEN

- 1) Motion carried to approve Purchase Order #7052 to T & E Equipment to repair main cylinder issues on Freightliner truck CH55 for \$12,194.19. (McBirnle, Benike)
- 2) Motion carried to approve payment of the claims, which total \$890,859.73. (McBirnle, Benike)
- 3) Motion carried to approve the business license application for Zoomies Pet Care made by Jacqueline Medina to provide pet care services. (Benike, McBirnle)
- 4) Motion carried to approve the minutes of the December 3, 2024 Town Council Meeting. (McBirnle, Mathews) Griffith is opposed.
- 5) Motion carried to approve the collection bargaining agreement with the Montana Federation of Public Employees, Police Protective Unit, effective July 1, 2024 through June 30, 2026. (McBirnle, Benike)

DISCUSSION

- 5) Town Manager Dan Walker explains that they have reached a tentative agreement with the Police Protective Unit of the Montana Federation of Public Employees. The contract will be in effect through June 30, 2026.
- A) **Town Manager & Staff Reports:** Town Manager Dan Walker reports that they enjoyed the annual holiday party last week. He included a copy of the Council's 2024 priorities in the packet for the meeting tonight. He encourages the Council to think about what their priorities are for 2025 and they will work on those priorities after the beginning of the year. He reports on a webinar he attended today regarding priorities for 2025 for the Montana League of Cities & Towns. He says that they will keep the Council updated on issues that affect West Yellowstone. He reports that they had their monthly engineering meeting last week and discussed the Mammoth Room at the UPDL, fees for cash in lieu parking, and remodel of the police chief's office. They briefly discuss the format for department head reports.
- B) **Advisory Board Reports:** Benike reports that the MAP Fund met last week and are working on revising their application and procedure documents. Griffith reports that the Health Care Services Advisory Board met last week and listened to a report from Billings Clinic. The new physician lead for West Yellowstone will be Dr. Phillip Hess. Dr. Hess will be in the office in West Yellowstone two days a week for now and has worked in West before for CHP. She says that they are requesting that people schedule appointments as opposed to walk ins. She says they have seen an increase in business since 2023 but are still operating at a loss. Chief Grube reports that today at the County Commissioner's meeting, they were served a petition to establish a rural resort tax district. He says the petition has been certified, the next step is a public hearing and they anticipate the issue will be placed on the ballot in May. Mathews asks how much they anticipate the district could generate. Grube estimates between \$400,000-\$500,000 annually.

The meeting is adjourned at 7:35 PM. (McBirnle, Benike)

Mayor

ATTEST:

Town Clerk

DRAFT

TOWN OF WEST YELLOWSTONE

12/26/2024 – 1/1/2025 Weekly Report

Personnel:

Current Staffing			
Position	Allocated	Staffed	Vacant
Dispatchers	6	5	1
Police Officers	7	4	3

Operations:

Operations Tempo				
	12/26/2024 – 01/01/2025	Previous Week	Monthly	2024 Total
Calls Total	81	105	326	
Reports Total	0	3	7	
Citations	1	3	8	
Warnings	5	20	61	
Arrest	0	0	0	
DUI	0	0	0	
Fire/EMS Calls	5	4	14	
Business Checks	3	3	27	
Public Assist	16	3	21	
Agency Assist	10	1	14	



TOWN OF WEST YELLOWSTONE

PERSONAL:

- We laid Officer Ashlee Stonburner to rest this week.
- We have one applicant for dispatcher and 2 uncertified applications for officer and two certified officers that are interested.

TRAINING:

- Mandatory training on Police One for the department has been pushed out will be annual training.
- I am looking at the training calendar to plan out this year's training for officers.

Other:

- Dana Police Supplies has started working on the new pick-up that was ordered and we hope to have it very soon.
- Call overview: Traffic Stops, Vehicle Crashes, Rescue, Suspicious Call, 911 Hang-Up, Welfare Check, Injury Calls, Alarm, and other miscellaneous calls.





JANUARY 3, 2025

TO: Town Manager Dan Walker, Town Council

FROM: Liz Roos, Town Clerk

SUBJECT: Town Clerk Report

- Attended multiple planning meetings for the memorial service for Officer Ashlee Stoneburner. The memorial service was held at the school on Tuesday, December 31, 2024. We estimate attendance was over 250 people, including emergency responders from all over the region. A procession, that included many of our staff, was held to escort her remains from Bozeman to West on Monday, December 30, 2024. Prior to the memorial service, there was another procession through Town in her honor. The staff pulled together to provide setup, decorating, food service, and clean up for the event. Parade Rest Guest Ranch shared this picture of the first procession, the other picture is of Ashlee's car at the school during the memorial, with the flags in the background.



- Payroll for December 27, 2024
- Prepared and distributed the Town Council Agenda & Packet for January 7, 2025.





Week of 12.30.2024

Thank you to everyone for their love and support to our staff as we grieve the loss of Ashlee. We will continue to work with our staff and community for wellness programs to help with mental health and to normalize asking for help.

Updating the website with various items that need uploaded.

Worked on Resolution No. 811 for the Town Council meeting on 01.07.2025.

Sent out Resort Tax information for December 2024. We are already halfway through our fiscal year.

Worked through more OPEB issues.

Worked with the Montana Department of Commerce with our SLIPA grant.

Peggy got December's utility billing out to everyone.

Water and Sewer Bi-Weekly Report

During December there was an increase in water and wastewater flows due to the increase in tourism. On December 9th we were down to 267,000 gallons per day of wastewater flow. By December 31st we were at 420,000 gallons per day. Total for the month of December was 9,724,618 wastewater flows.

On December 9th the water flow was 382,748 gallons per day. By December 31st the flow was 475,659 gallons per day. The total for the month of December was 12,678,298 water flows.

Adjusted IP beds. This can be difficult due to the ice snow which covers the beds.

Service work on blowers at building #1 and #2 located at the wastewater facility.

Iris and Madison lift pump station maintenance.

We have been inspecting our collection system for any blockages (SSO) sanitary sewer overflows.

We had 3 small blockages that were taken care of. A snowplow hit a manhole lid and fill the manhole with dirt and snow. This required 3 people. The manhole is concerned a confined space entry by OSHA. One man to enter the manhole with an equipment to remove the debris and the other 2 men to remain above for safety. This is very dangerous due to the sewer gas like hydrogenate sulfide, methane, and lack of oxygen. We have meters that the staff can be alerted to the gas presents and lack of air. This is where a VACTOR truck would come in extremely handy by clearing the blockage with speed, efficiency, and keeping our staff safe.

While Jon Simms is on vacation we received several inches of new snow. I assisted in directing the staff on their daily tasks, kept streets and sidewalks plowed, and repaired equipment.

Working on the 4th quarter DMR reports which are due by 01/28/25.

My deepest sympathies and prayers go out to Ashlee Stoneburner's family. May they find comfort and peace in the wake of losing such a young, bright, loving, caring, ray of light. Ashlee, you will be missed. May you rest in peace.

If you have any questions, please feel free to contact me.

Thank you,

Jon Brown



Highlights

Week of December 27th- January 2nd, 2025
Job and Social Services

Overview

of Clients Served: 12 check ins

Last Week: 58 check ins

Highlights

Point System	Updates:
Job and Social Services has had a few people come through the lobby and notice the point system items.	Connected with a few clients on being able to get them started on working towards a prize!
	Added some boarders and got the sign hung up to attract more attention to the point system. Dianna is working on the value of each item.

Donations

Job and Social Services definitely felt the spirit of giving this Holiday season. The department received quite a bit of donations from the wonderful community in West that helps support the vision and goals of those served.

Fall River organized a food drive at the high school and donated 231 lbs. full of nonperishables to the food bank.

Marketplace donated a variety of produce as well as some dry goods to help the community.

YBT also made a food donation as well.

SNAP Updates

SNAP: The department was able to get through and secure an interview for a client. A follow up email was sent to help assist the other three people still waiting for an interview. Our hope is for 2025, it becomes easier for clients to get an interview.

Upcoming Events:

Dianna is finalizing the calendar for class from January to June of 2025.

Notes

-

2024 Nov YTD Report -Preliminary-

Prepared December 2024 for the Town of West Yellowstone

2024 Overview

This preliminary annual report is prepared for the Healthcare Services Advisory Board, including Town Council representation, to provide ongoing updates on the operations of Billings Clinic West Yellowstone, including services, staffing, access, visit volumes, and financials. The final 2024 Annual Report will be prepared and presented in February 2024.

Billings Clinic West Yellowstone continued to focus on staff cross-training and skill development in its second year of operation to improve coverage and provide greater access to services. Clinic leadership also emphasized community outreach opportunities and balanced staffing to cover events while maintaining adequate resources within the clinic. Despite ongoing challenges within the industry regarding labor costs and primary care provider shortages, the clinic was able to offer consistent coverage with expanded hours of 7a-7p and Saturdays 9a-1p lasting from Jun 1, 2024 through Aug 30, 2024, with only one early closure on a Friday due to child care shortages and one Saturday closure due to unforeseen illness.

Other highlights from 2024:

- Online scheduling was rolled out in June
- An I-stat blood analyzer was added for increased lab availability
- Increased community outreach, including a school sports physical event
- Second staff member successfully completed the x-ray course and will be working on the state exam in 2025.

Looking Forward

Some key areas of focus going into 2025 include:

- Increase schedule utilization during the off-season
- Collaborate with the Healthcare Services Advisory Board on marketing opportunities
- Ongoing community collaboration for education or event opportunities
- Continued staff development and cross-training
- Planning for peak season staffing, including Physician coverage.

2024 Annual Operating Report – YTD Nov 2024

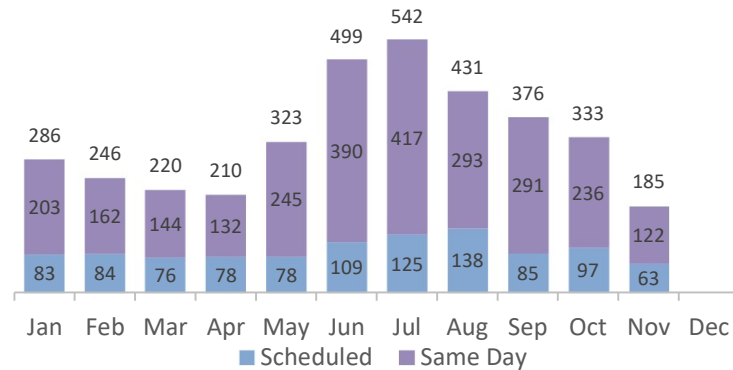
	2023 Actual	Nov-2024 Actual	2024 Projected	2024 Pro Forma	Variance Pro Forma vs Projected
Total Patient Revenue	1,100,198	1,289,346	1,357,240	1,920,245	(563,006)
Total Deductions	409,567	549,688	576,420	806,503	230,083
Net Patient Revenue	690,631	739,658	780,820	1,113,742	(332,922)
Total Operating Expenses	1,022,760	1,042,816	1,108,545	1,350,134	241,589
Operating Margin	(332,129)	(303,157)	(327,725)	(236,392)	(91,333)

Financial data is preliminary.

2024 VISITS

Volumes:

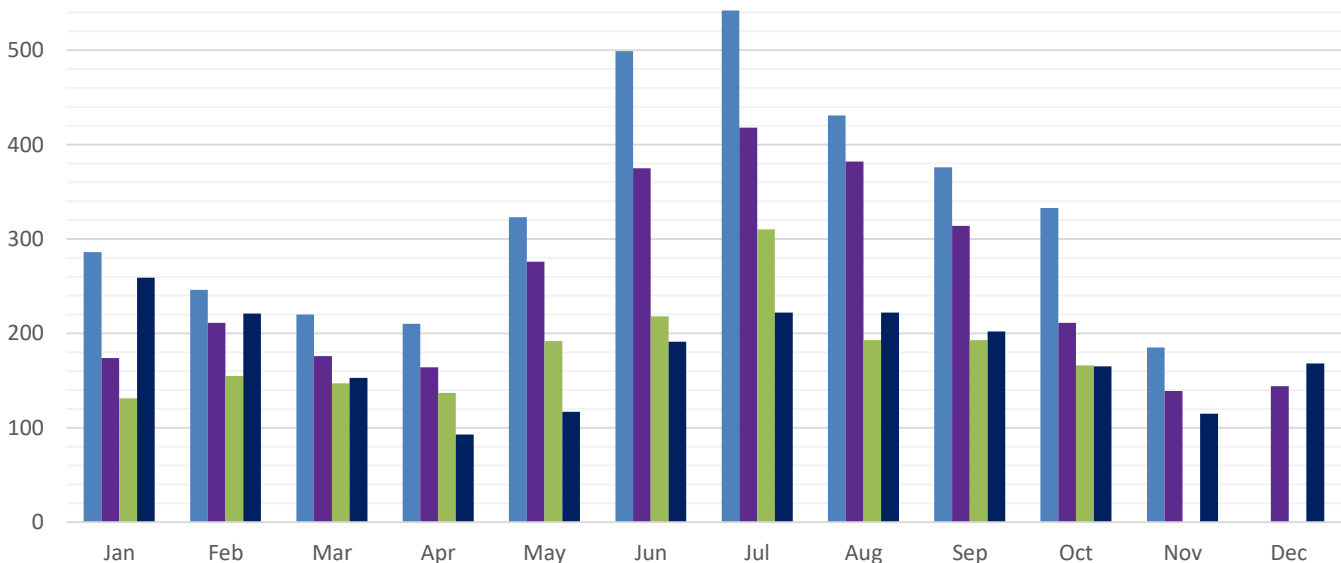
- Volumes increased over 22% over last year.
- Roughly 72% of appointments are walk-ins or same-day access.
- Schedule utilization in the off season is low. The team is focused on building primary care and preventative visits.



Annual Provider Visit Comparison

Does not include Nurse Visits

■ 2024 ■ 2023/BC ■ 2021 (Prior to BC) ■ 2020



Staffing:

Staffing consistently provides challenges to clinics in remote and rural areas and is compounded by housing costs and shortages, childcare availability, and spouse employment opportunities. Workers are asking for greater flexibility in their work schedules, which is often difficult to offer in rural areas where there is a limited number of qualified staff and resources.

Primary Care Provider(s): Emma Sparboe, board-certified Family Nurse Practitioner (FNP-BC) and Doctor of Nursing Practice (DNP), has been a full-time primary care provider at Billings Clinic West Yellowstone since August 2023. Sparboe provides comprehensive primary care to patients of all ages, managing their overall health from diagnosis, treatment, medication management, coordination of complex care, and preventative care. Sparboe's desire to live in West Yellowstone and her demonstrated commitment to high-quality rural care has been an excellent fit for the primary care needs in West Yellowstone.

A fulltime physician was in place from January 2024 to July 2024, and relocated after sharing her spouse was unable to locate suitable employment. Billings Clinic remains committed to providing physician oversight and access. Dr. Phil Hess has been named the Physician Department Chair for Billings Clinic West Yellowstone, providing oversight of clinical practice as well as physician access to patients twice a month. Dr. Hess is an experienced rural family medicine physician who has worked in West Yellowstone previously, and we are excited for his involvement here. There are currently no physician candidates for a fulltime position. Plans for increased physician coverage during peak season are being evaluated and will be communicated with the Advisory Board.

Other staffing: Clinic leadership has put a strong focus on staff cross-training and finding local, engaged staff who are interested in building a career in healthcare. Current support staffing includes:

- A .75 FTE RN, cross-trained as a Limited Radiology Technician for x-rays and provides clinic leadership
- 1 per diem RN
- 1 Full Time Patient Access/Scheduling staff
- 1 per diem patient access staff
- 1 Full Time Medical Assistant, cross-trained to perform scheduling/patient access
- Planning for seasonal staff will begin at the beginning of Q2 2025.

Patient Experience:

Patient experience focuses on delivering critical aspects of healthcare such as easy access to information and good communication with health care providers. Billings Clinic utilizes a standardized survey tool that allows national comparisons and can be used to fulfill regulatory requirements. Surveys are sent to eligible patients who have an office visit with a medical provider.

Questions	Very Poor %	Poor %	Fair %	Good %	Very Good % (Top Box Score)
Moving Through Your Visit Overall	0.4%	0.4%	2.0%	15.4%	81.9%
Staff worked together care for you	0.7%	0.0%	1.5%	6.0%	91.8%

Questions	Top Box	n	National Average
Moving Through Your Visit Overall	81.9%	271	73.1%
Staff worked together care for you	91.8%	269	85.1%

- “Top Box” indicates the best possible answer. We monitor the best possible answer to make sure we have consistent communication processes in place for each and every patient.

Community Focus:

Clinic leadership focused on community outreach opportunities in 2024 and worked collaboratively to maintain clinic operations and patient access. The following are a few highlights of our community outreach participation:

- Two day vaccination events at the Senior Center.
- Two day vaccination event at the school for teachers and staff
- Donated a provider and nurse time for 4 days (approximately 25 hours) to provide 46 sports physicals free of charge.
- Participated in the West Yellowstone “Reading with a Buddy Program” at the school
- Participated in the “Touch a Truck”/Bike Rodeo event in July 2024.
- Staff participated in the Self-Care Fair in October.
- Ongoing engagement with school programs



236 Yellowstone Ave.
West Yellowstone, MT 59758

(406) 646-9441

TOWN OF WEST YELLOWSTONE

NOTICE OF PUBLIC HEARING

The Town Council of the Town of West Yellowstone will hold a formal amended budget hearing for the fiscal year 2023-2024. Said hearing will be held during the regular Town Council meeting, Tuesday, January 7, 2025, which begins at 7:00 PM, The hearing will be held in the Town Hall Council Chambers, located at 440 Yellowstone Avenue.

The public hearing will review the TBID Agency Fund expenditures. The public is invited to attend, and any taxpayer or resident may be heard, for or against, the proposed amended budget.

The proposed amended budget is available for public review at the Town Offices, located at 440 Yellowstone Avenue, West Yellowstone, Montana. Personnel at the Town Offices can be reached at 406-646-7795.





Town Council Agenda Item Summary Report

Meeting Date:	
Item Title:	
Submitted By (Name/Title):	
Discussion Only	Discussion/Action
Funding Source:	Budgeted
Estimated Date of Completion:	

Item Summary

Staff Recommendation

Suggested Motion

RESOLUTION NO. 811

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF WEST YELLOWSTONE, IN THE COUNTY OF GALLATIN AND STATE OF MONTANA TO AMEND THE TOWN'S BUDGET FOR THE FISCAL YEAR 2023-2024

WHEREAS, the Town is required to reflect changes to the budget by resolution and,

WHEREAS, the TBID Agency Fund has expended more than anticipated and,

WHEREAS, the total authorization of expenditure for the TBID Agency Fund has been exceeded by \$9,593.87

WHEREAS, the funds to cover this exceeded expenditure is matched with exceeded revenue

BE IT HEREBY RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WEST YELLOWSTONE, MONTANA:

1. That the fiscal year 2023-2024 TBID Agency Fund expenditure budget be amended to reflect an authorization of the total cash available of \$9,593.87

PASSED AND ADOPTED BY THE TOWN COUNCIL OF THE TOWN OF WEST YELLOWSTONE, MONTANA, THIS 7th DAY OF JANUARY 2025 AND APPROVED BY THE MAYOR OF THE TOWN OF WEST YELLOWSTONE.

Mayor Travis Watt

Council Member Brian Benike

Council Member Jeff McBirnie

Council Member Lisa Griffith

Council Member Jeff Mathews

ATTEST:



Town Clerk Elizabeth Roos



Town Council Agenda Item Summary Report

Meeting Date: January 7, 2025	
Item Title: HRDC Local Housing Strategy Report 2024	
Submitted By (Name/Title): Dan Walker, Town Manager	
Discussion Only <input type="checkbox"/>	Discussion/Action <input checked="" type="checkbox"/>
Funding Source: NA	Budgeted <input type="checkbox"/>
Estimated Date of Completion: 1/7/24	

Item Summary

Last Spring/Summer, HRDC worked with the West Yellowstone Foundation and a group of Community Members to prepare a Local Housing Strategy.

The final report outlined 7 priority tools related to affordable housing for the Town to consider as part of a comprehensive housing strategy and the development of the 80 acres.

The ultimate goal of the project was to have a document that would be approved by the Town Council and if appropriate, to be added to the update to the Growth Policy.

Staff Recommendation

Consider approval of the West Yellowstone Local Housing Strategy dated October 2024, and direct staff to consider incorporating the document into the updated Growth Policy.

Suggested Motion

I move we approve Resolution #812, the West Yellowstone Local Housing Strategy dated October 2024, and direct staff to consider incorporating the document into the updated Growth Policy.

RESOLUTION NO. 812

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF WEST YELLOWSTONE, MONTANA, TO APPROVE THE WEST YELLOWSTONE MONTANA LOCAL HOUSING STRATEGY DATED OCTOBER 2024

BE IT RESOLVED by the Town Council of the Town of West Yellowstone, Montana, that:

WHEREAS: The Human Resource Development Council of District IX, (“HRDC”), in conjunction with the West Yellowstone Community Foundation, (“WYF”) developed a housing strategy for the Town of West Yellowstone, (the “Town”); and

WHEREAS: HRDC and WYF have engaged the community in the planning process, which included a Housing Needs assessment, bringing together a wide variety of stakeholders and perspectives, including a Town Council member and the Town Manager; and

WHEREAS: after a lengthy community engagement process HRDC and WYF produced the *West Yellowstone Montana Local Housing Strategy, October 2024*, (the “Housing Strategy”), attached as **Exhibit A** hereto, and in which they set out to define clear goals, strategies, policies, priorities and responsible parties for implementation to create and preserve homes affordable to West Yellowstone residents; and

WHEREAS: The HRDC and WYF desire the Town to consider including the Housing Strategy into the Town’s Growth Policy update; and

WHEREAS: The Town Council of the Town of West Yellowstone believes it is in the best interests of the citizens of the Town to adopt a local housing strategy to work toward creating and preserving affordable housing within the boundaries of the Town.

NOW, THEREFORE, BE IT RESOLVED:

The Town Council of the Town of West Yellowstone, Montana hereby approves and adopts the *West Yellowstone Montana Local Housing Strategy, October 2024* and agrees that it shall be considered for inclusion in the Town’s Growth Policy Update.

DATED this 7th day of January, 2025.

Mayor

Council Member

Council Member

Council Member

Council Member

ATTEST:



Town Clerk

West Yellowstone, Montana Local Housing Strategy - October, 2024



Produced by the Human Resource Development Council of District IX (HRDC), on behalf of the West Yellowstone Community Foundation. Authors: Rick Simkins and Lila Fleishman Photo credit: Kestrel Aerial Services



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ACKNOWLEDGMENTS

This community engagement and planning process has been led by the Human Resource Development Council of District IX (HRDC)'s community development team in partnership with the West Yellowstone Foundation (WYF). The West Yellowstone Foundation was formed as the first affiliate of the Montana Community Foundation. WYF is now joined by a collective of community affiliates, dedicated board members whose goal is being advocates for our children, elders, cultural heritage, natural environment, our economic vitality and for the great many visitors we welcome from around the world each year. HRDC is a community action agency and community housing development organization that has served southwest Montana since 1975. HRDC's community development team works to preserve, create, and sustain community facilities and homes that are affordable to people living and working in Gallatin, Park, and Meagher Counties through leading and partnering on development, policy, and capacity-building activities. HRDC's work is guided by the needs of the community within the strategic focus areas of Transportation, Food and Nutrition, Early Childhood Education, Housing, Senior Empowerment, Energy, Emerging Adults, and Financial Opportunity. Relevant team members included:

Rick Simkins, HRDC Community Development Project Manager
Lila Fleishman, HRDC Community Development Director
Carrie Coan, WYF Executive Director

We would like to thank the many local leaders, residents, organizations, businesses, advocates, and partners who participated in both the Housing Needs Assessment and Local Housing Strategy. We would also like to acknowledge and thank the West Yellowstone Foundation for its role as a local convener, elevating the conversation, bringing together a wide variety of stakeholders and perspectives, and supporting this work. Thank you to the West Yellowstone Housing Working Group volunteer members who dedicated their time to developing this document and strengthening the process. The members of the West Yellowstone Housing Working Group:

Ellen Butler, Carrie Coan, Connie Cusick, Dusty Dunbar, Patti Hostetter, Kim Howell, Jeff Mathews, Charlotte Mooney, Katie Thompson, Andie Withner, and Dan Walker

The West Yellowstone Local Housing Strategy was funded in part by the Montana Healthcare Foundation. HRDC is solely responsible for the statements and conclusions in this report. To match support from the Montana Healthcare Foundation, HRDC contributed additional in-kind support in developing the West Yellowstone Local Housing Strategy.

INTRODUCTION

The West Yellowstone Local Housing Strategy aims to define clear goals, strategies, policies, priorities, and responsible parties for implementation to create and preserve homes affordable to West Yellowstone residents. Two of the main factors influencing the community's housing challenges are its desirability as a place to live and its bustling tourism economy. As a gateway community to Yellowstone National Park, West Yellowstone has a unique set of challenges and opportunities surrounding housing, and this strategy is intended to provide a flexible framework to accommodate increased demand and sustain a resilient year-round community. As West Yellowstone's housing market continues to change, so must the response to the challenges created by those changing conditions.

Quantitative and qualitative data collected as a part of this process and the process of creating the 2023 Housing Needs Assessment (HNA) both point towards housing challenges experienced by nearly all segments of West Yellowstone, including homeowners, renters, business owners struggling to find employees, and seasonal workers. The West Yellowstone Growth Policy, adopted in 2017, also recognized a "lack of available rental and affordable owner-occupied housing."

The strategy is built around the idea that there is no silver bullet to solving housing challenges; no one tool, organization, or person can do it themselves. The Town of West Yellowstone has an extraordinary opportunity created by the 80-acre addition, and this strategy was created intentionally to help guide the upcoming land use decisions. Certain tools will be more effective than others, and some tools will take longer time periods in order to be effective. The tools contained in this document all require an investment in time and resources by the community of West Yellowstone to be successful. However, there are also costs associated with inaction, which can take the form of lost community members priced out of the community. Without funding put towards housing efforts, it will be difficult, if not impossible, for West Yellowstone to bring its housing costs down to a level that is affordable for residents who earn their wages at local businesses. A subsidy is almost always required to create truly affordable housing.

The strategy was developed to reflect the values of a wide variety of community stakeholders from West Yellowstone, including residents, nonprofits, governmental, and business partners, in a process facilitated by the Human Resource Development Council of District IX. In addition to expertise in regional housing development and policy, the facilitation team leveraged the existing resources available on LocalHousingSolutions.org, a digital housing policy platform intended to assist communities in developing, implementing, and monitoring local housing solutions while educating the community and shaping the framework of the Local Housing Strategy. As a part of this process, the HRDC released the [2023 West Yellowstone Housing Needs Assessment \(HNA\)](#), also available in [Spanish](#), in November 2023 as a companion document to provide data and insight into the Local Housing Strategy recommendations.

KEY TERMS

AFFORDABLE HOUSING OR “HOMES RESIDENTS CAN AFFORD” Affordable housing is relative to household income. This assessment uses the standard of the monthly rent or mortgage payment being equal to or less than 30% of gross household income (before taxes) for renters towards contract rent and utilities and 33% of gross income towards the mortgage, insurance, taxes, utilities, and condominium association fees if applicable for owners.

AMERICAN COMMUNITY SURVEY (ACS) The ACS is part of the Decennial Census Program of the US Census. The survey was fully implemented in 2005, replacing the decennial census long-form, and has been administered annually since. Typically, ACS data for localities represent the aggregate results of five years of responses; for example, the 2019 ACS cited in this report reflects data collected between 2015 and 2019. Because it is based on a sample of responses, its use in smaller areas (under 65,000 persons) is best suited for monitoring general changes over time rather than for precise estimates due to margins of error.

AREA MEDIAN INCOME (AMI) The AMI is a Housing and Urban Development (HUD) calculation of the midpoint of a region’s household income distribution. This metric is a common tool for setting household income limits in affordable housing programs.

COMMUNITY LAND TRUST (CLT) A CLT is a community-based organization established to serve as the long-term steward of the land and to protect the community's long-term affordability and access to housing.

COST-BURDENED When housing costs exceed 30% of a household’s gross (pre-tax) income. Housing costs include rent or mortgage and may or may not include utilities, homeowner association fees, transportation, or other necessary costs depending upon its application.

DEED RESTRICTION A covenant that imposes requirements for land use that sets restrictions for tenant or owner eligibility standards and/ or ensures long-term affordability.

HOUSING CHOICE VOUCHER The housing choice voucher program (also referred to as Section 8 Housing Choice Vouchers) is the federal government’s largest rental assistance program for assisting very low-income families, the elderly, and people with disabilities to afford decent, safe, and sanitary housing in the private market. Since housing assistance through the housing choice voucher program is provided on behalf of a family or individual directly to the owner of a rental unit of their choice, participants can find their own housing, including single-family homes, townhouses, and apartments.

LOW-INCOME HOUSING TAX CREDIT (LIHTC) The LIHTC is the largest federal subsidy program for the development of affordable rental housing through new construction and substantial rehabilitation. Generally allocated by state housing finance agencies, it subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants.

MARKET RATE Housing with no restrictions; property owners or sellers are free to set prices.

RESIDENT-OWNED COOPERATIVE (ROC) In resident-owned manufactured housing communities, the lot rent goes to the resident cooperative and is managed to meet community needs and maintain affordability. NeighborWorks Montana provides the ROC program in Montana as part of the ROC USA® Network and works with local partners to create and preserve ROCs.

SHORT-TERM RENTAL (STR) STRs in Montana are defined as any housing unit with a rental period of fewer than 30 consecutive days.

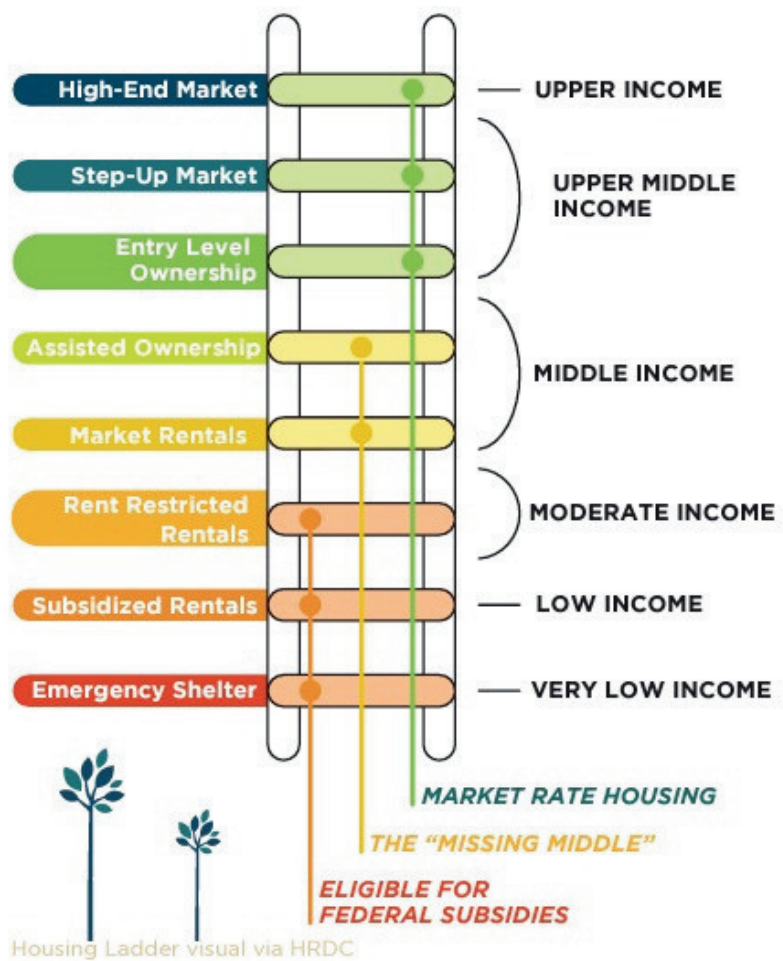
SUBSIDIZED HOUSING A kind of low-income housing where a qualified tenant pays a fixed share of their income towards rent. These subsidies are typically provided by federal programs funded by HUD or USDA Rural Development.

WORKFORCE HOUSING A broad term typically used for housing for employees earning local wages and may or may not include housing for rent or sale below market rates.

BACKGROUND AND CURRENT CONDITIONS

Increasing access to homes affordable to people who live or work in West Yellowstone is a top priority of residents, local governments, businesses, and nonprofit partners, as evidenced by housing affordability and availability being the number one “Key Issue” in the 2017 Growth Plan Update and by the responses to the Community Priorities Survey. Of the 162 West Yellowstone Community Members surveyed, 92% disagreed (9.9%) or strongly disagreed (82.1%) that “people living and working in West Yellowstone had sufficient opportunities to access safe housing at a price people in my community can afford.” The Community Priorities Survey is discussed further in the planning process section.

As shown by the 2023 Housing Needs Assessment (HNA), the current market conditions do not provide enough opportunities for rent or ownership to meet current or future housing needs. While various factors impact a household’s ability to secure affordable, safe, and stable housing, affordability is relative to a household’s income. The 2023 HNA found that the community’s least expensive market-rate rentals are unaffordable for nearly half of renting households and that even with a \$153,750 (20%) down payment and no additional debt, a household would need to earn over \$180,000 annually, about three and a half times the 2022 median income, to be able to afford the median home sales price of \$768,750 without being cost-burdened. The data contained in the HNA shows that housing needs continue to increase along the housing continuum, causing more downward pressure on households with lower incomes. In a housing market with reduced options, the “rungs of the ladder” shown in the graphic below become further apart.



The 2023 HNA found that the median income of a household renting in West Yellowstone is approximately \$40,000, which translates to a maximum affordable rental payment of \$1,000. This is also the low end of the range for market rentals, which means that for half of households who rent and who earn wages below the median income, households are cost-burdened, overcrowded, or potentially both. West Yellowstone has approximately 65 renter households with annual incomes of less than \$21,350, while only 20 homes have rental subsidies attached to ensure monthly rent is affordable to households in this income range. Households earning above the median income may be able to afford a rental payment but may have trouble finding an available year-round rental. The table below, originally produced for the HNA shows a breakdown of household incomes, the amount of households in each category, and what housing payments are affordable. The table illustrates both the lack of affordable rentals for households below 100% area median income (AMI) as well as the large gap between affordable purchase prices and the median home price of \$768,750.

	Household Income	HUD AMI Range	Renting HHs	Owning HHs	Affordable Rent*	Affordable Purchase Price**	Availability
Households earning >80% AMI can afford market-rate rentals, but not necessarily ownership	\$88,906 or more	> 125%	16	99	\$2,223 or more	\$253,818 or more	market rentals, limited home ownership
	\$71,125 to \$88,906	100-125%	21	15	\$1,778 to \$2,223	\$203,055 to \$253,818	market rentals
	\$56,900 to \$71,125	80-100%	31	15	\$1,423 to \$1,778	\$162,464 to \$203,055	market rentals
Households earning <80% AMI are designated "low income" by HUD	\$35,600 to \$56,900	50-80%	37	44	\$890 to \$1,423	\$101,631 to \$162,464	rent-restricted, entry-level, and market-rate rentals
	\$21,350 to \$35,600	30-50%	26	16	\$533 to \$890	\$60,937 to \$101,631	eligible for housing-choice vouchers
	Less than \$21,350	<30%	65	35	\$533 or less	\$60,937 or less	eligible for housing-choice vouchers
Data from 2021 ACS 5-Year, table B25118 and HUD's 2021 income limits. *No more than 30% of gross monthly income is spent on housing costs, including utilities. **Estimated using Calculator.net's house affordability calculator: https://www.calculator.net/house-affordability-calculator.html Estimate assumes a 5% down payment, 7.0% interest rate, 30 year term, and a conventional loan.							

The 2023 HNA also found that, while housing affordability is a challenge in West Yellowstone, housing availability is also a significant barrier. Decennial Census and American Community Survey data illuminate the dearth of affordable or unaffordable housing in West Yellowstone. Vacancy rates in West Yellowstone are near zero percent, which means losing housing can lead to a forced move outside of the town's boundaries. While Gallatin County and Montana were experiencing high population growth from 2010 to 2020, West Yellowstone's year-round population grew by only a single resident. Members of the community hypothesized this lack of growth was related to or directly caused by the lack of available housing. Many property managers reported having properties in their portfolio that were leased long-term during winter months but are unavailable during West Yellowstone's busy summer months.

West Yellowstone has two major challenges when considering its ability to increase housing supply, the first being the lack of available land and the second being moratoriums on new sewer connections, the latest of which has been in effect since 2022. The 80-acre expansion is addressing the land availability challenge, and the moratorium on sewer connections is expected to be lifted in the spring of 2026 upon completion of a new wastewater treatment facility.

Related to the challenge of year-round housing availability is the prevalence of unoccupied homes in West Yellowstone. According to the 2020 Census, 307 (36%) of the town's 849 homes are vacant. These vacancies represent both homes rented on the short-term rental market and homes for "seasonal, recreational, or occasional use."

Quantitative data indicates that the West Yellowstone housing stock is well matched to its resident's household sizes. However, interviews with community members conducted for the HNA indicated the quantitative data is likely skewed by the prevalence of smaller housing units owned by employers that do not make the housing available to the general population. This hypothesis is supported by Census data indicating a large degree of overcrowding of homes, with 19% of occupied homes experiencing crowding, which would be unlikely if household sizes were matched to housing unit size. For a more detailed snapshot of West Yellowstone's housing needs as of November 2023, please review the [2023 West Yellowstone Housing Needs Assessment \(HNA\)](#), also available in [Spanish](#).

Community Priorities Survey

As a part of the process of developing this Local Housing Strategy, the WYF conducted a Community Priorities Survey during the 2023-2024 winter season to get information and perspectives from community members on local housing challenges and opportunities. The survey had several purposes. First and foremost, it gave the facilitators and eventual West Yellowstone Housing Working Group (HWG) members a feeling of how community members understood and were impacted by their housing experience in West Yellowstone. The survey also gave community members their first chance to participate in this process and was used to recruit community members to undergo the full planning process used to create the Local Housing Strategy. The survey was available for all community members online and was publicized at the post office, in person by community members, as well as online utilizing community Facebook groups “West Yellowstone Forum” and “West Yellowstone Public Voice (Forum).” The survey was completed by 162 unique individuals who self-identified as West Yellowstone community members. The results of this survey helped guide the entire planning process.

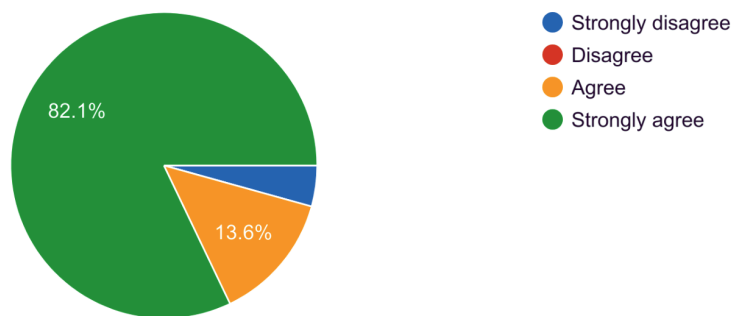
The community priorities survey asked:

- As a yes or no question, if the respondent thought there were sufficient opportunities to access safe housing at an affordable price?
- As a yes or no question, if the respondent thought West Yellowstone needed new and/or expanded solutions to address the availability of housing?
- With multiple-choice options, housing for which income ranges should be prioritized?
- As an open-ended response question, what groups or kinds of housing options should be prioritized?
- As an open-ended response question, when you imagine your community in 10 years, what are you most concerned about housing?
- As an open-ended response question, did the respondent have any helpful information the HWG should know while undergoing the planning process?
- Finally, as a yes or no question, was the respondent interested in serving on the HWG?

As shown by the graphs below, responses to the survey showed that the community overwhelmingly believes the lack of affordable housing is a critical need in West Yellowstone and that new and/or expanded solutions are needed to address the availability of affordable housing.

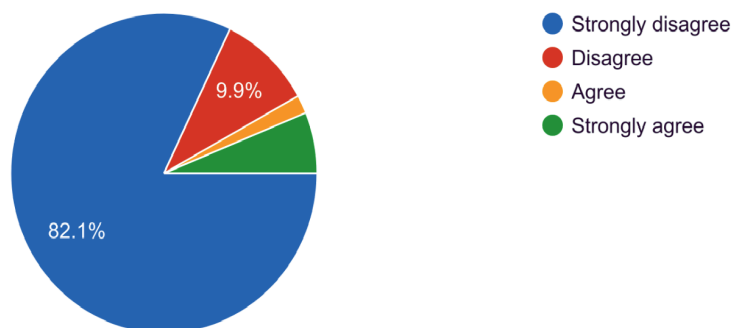
I believe that people living and working in West Yellowstone need new and/or expanded solutions to address the availability of housing that is affordable to local residents.

162 responses



I believe that people living and working in West Yellowstone have sufficient opportunities to access safe housing at a price people in my community can afford.

162 responses



The responses to the open-ended survey questions were diverse. The facilitation team identified several comments that we felt addressed perceived challenges, identified possible solutions, or created a call to action for members of the HWG. The quotes below do not necessarily reflect the opinions of the facilitators, the HWG, or the community as a whole but do represent the feelings of many community members.

"I'm a new transplant here, and my living here for about a year has taught me that the community is nothing but excellent, however we seem to be lacking enough housing foremployees and workers, as well as locals in town. I don't consider it to be "affordable" in our current economy. I hope that changes within the next 10 years. I also feel there needs to be more options for lower-income folks."

"My concern is that our community will keep losing young people, families, hard working and educated people that would like to live in West Yellowstone but cannot afford to."

"[find] ways to keep [housing] affordable, not just for the first generation that buys it."

"PLEASE build up our community. Help the people who live here. Make it easier for good people to live in our community. So many teachers leave the school because they do not have an affordable place to live, or a place to live at all. I am sure this is the case for other year round people as well."

"I think that housing should be addressed for more income [earning] employees, as well as affordable income for families and teachers."

"[I'm] concerned about housing for our professional/essential workforce for a healthy community (emergency responders, health care, government, nonprofit, education)."

"It took a long time to get to this poor position in both our community and our nation, and it's gonna take a long time to dig ourselves out of it."

"Having lived in West Yellowstone for almost 20 years, I can tell you, every month I worry I might lose my housing."

"The data shows that second homeowners maintaining a primary residence elsewhere far outnumber Short-Term-Rentals and nothing is in place to restrict or limit this type of growth. These ARE the people with the means to come buy market rate real-estate, thusly the most likely to do so. I see the value these wealthy people/families bring to town, but a healthy community needs a good portion of the working class to be home-OWNERS and the attractiveness of our area makes us extremely vulnerable to an imbalance if restrictions aren't put in place to limit an increase in the already astounding number of vacant homes"

"This has been a problem in this community since I moved here 20 years ago. Other neighboring communities have surpassed us with addressing this issue, we need to be more proactive."

"I am hoping we can get a plan set into place and get it rolling! I've been in this area for about six years now and there's been a lot of talk about improving the housing situation here but I really haven't seen any changes."

The West Yellowstone Housing Working Group

This strategy is an outcome of the work of the West Yellowstone HWG. WYF Executive Director Carrie Coan and HRDC staff selected eleven HWG members with varied complementary strengths, perspectives, diverse levels of community engagement, lived experience, community leadership, and perspectives on housing challenges in West Yellowstone. The eleven members included representatives from the Town Council, Town of West Yellowstone staff, local business owners, long-time locals, retired teachers, and a mix of homeowners and renters.

Beginning in February 2024, this group met monthly to identify key focus areas and preferred housing strategies that would best address the community's unique housing challenges and opportunities. Each of the four sessions was well attended by members of the HWG and lasted two to two and a half hours. The meetings for the housing working group included the following focus and timelines.



HRDC Community Development staff led the housing working group meetings. Through this process, HRDC produced the draft Local Housing Strategy in June 2024. The steps below occurred from June 2024 to October 2024.



Public Engagement on the Local Housing Strategy

Public engagement with the draft local housing strategy occurred from June 12th to September 16th of 2024. Marketing materials directed West Yellowstone residents to the WYF website, where the draft and related feedback survey were posted. WYF was well positioned to lead the public engagement process due to its local connections and status in the community. Marketing materials for the public engagement process included several posts to popular social media community pages, articles and blurbs in the Best of West local news digest, and a postcard mailed to every address in the Hebgen Basin zip code. A copy of that postcard is shown below. A copy of the draft was also physically posted at the West Yellowstone Public Library. Further, a publicly noticed work session of the West Yellowstone Town Council was held to present the draft LHS and allow the public and the Town Council to give feedback on the draft in person.

Feedback included opinions on which tools respondents most and least wanted to see implemented in West Yellowstone, along with suggestions for additional partnership opportunities. Every response to the feedback survey confirmed that West Yellowstone residents do not believe there are affordable and available housing opportunities in West Yellowstone. However, feedback was varied, with many responses offering no feedback but appreciating the Strategy and hoping for swift implementation. Those responses generally favored the use of CLTs and deed restrictions. On the other hand, some feedback was received that the Strategy did not consider enough perspectives, did not get enough community feedback, or that the housing tools would cost taxpayers dollars, which they opposed. Many of the responses that were more negative in nature, favored market solutions such as zoning reform.

WEST YELLOWSTONE HOUSING STRATEGY PLAN

The housing strategy plan draft is now available for your review! We are seeking community feedback before bringing this plan to the Town Council for consideration. This draft is the product of several meetings over six months with community members, government leaders and HRDC.

This plan will be presented to the Town Council in September. If adopted, we will then host community learning sessions on the housing tools that are selected as priorities by the council. This will help inform the development of the town's 80-acre parcel, as well as our community as a whole.

Help influence the future of housing in West Yellowstone by participating in our survey!

Visit our website or use the QR codes below to view the housing strategy plan draft!
www.westyellowstonefoundation.org/westyellowstonehousingcoalition

1 Read the Housing Strategy Plan draft

2 Then take our quick survey!

The Local Housing Strategy and the Growth Policy

This process is consistent with the 2017 West Yellowstone Growth Policy Update goals. Tools that are prioritized in this strategy may also have been recommended by the 2017 Growth Policy Update but have not been implemented. Specifically, this process and this Local Housing Strategy are consistent with the West Yellowstone Growth Policy 2037 Vision and support the following goals from the adopted 2017 West Yellowstone Growth Policy Update:

“Though housing vacancies remain low, West Yellowstone residents can find high quality housing within their means and the Town’s seasonal workforce is provided suitable living arrangements.” West Yellowstone Growth Policy 2037 Vision - Page 4.

Goal 1: Increase Supply of Affordable and Workforce Housing

Goal 2: Mitigate the Adverse Impacts of Short-Term Commercial Rentals

Goal 3: Ensure Development of the 80 Acres Supports a High Quality of Life for Residents

Goal 4: Prioritize Residential Uses on the 80 Acres

Goal 5: Plan for the Future Needs of the Town of West Yellowstone



GUIDING PRINCIPLES

Housing working group members established a set of principles to guide the values and priorities of the Local Housing Strategy in the winter of 2024. The guiding principles that shaped our discussion and process are as follows:

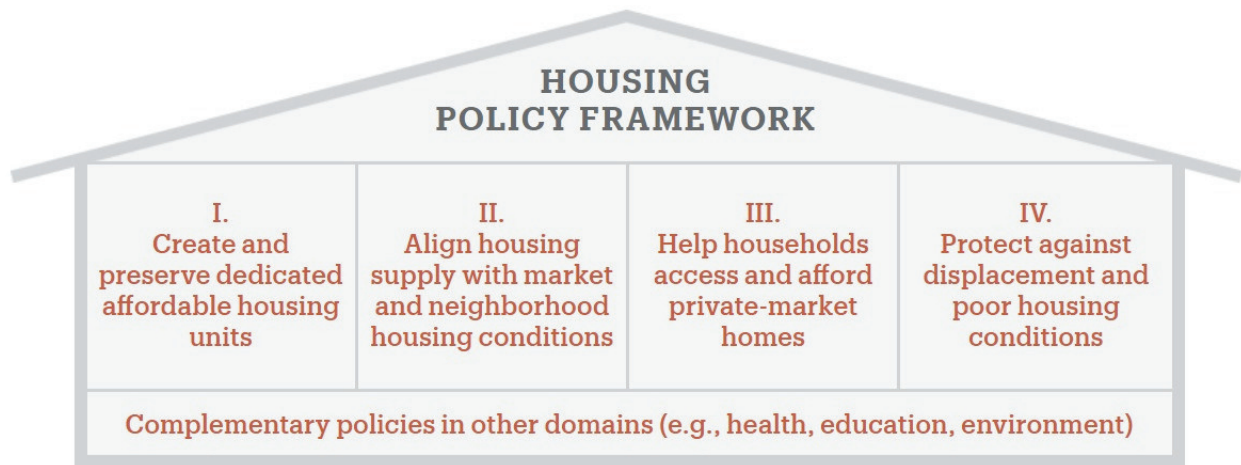
Housing should be safe, clean, modern, secure, attainable, and dependable, with diverse housing options for the workforce and long-term residents.

Affordability in existing housing should be encouraged, and the housing stock for folks who want to live and contribute in West Yellowstone should be expanded.

Community engagement, education, and buy-in are critical to changing the current housing momentum in West Yellowstone.

This Local Housing Strategy aims to address challenges along the housing continuum with a balanced set of tools and strategies that are informed by community engagement, leverage local resources, and are appropriate to the needs of West Yellowstone and its residents. Facilitators utilized tools from LocalHousingSolutions.org, a digital housing policy platform that assists communities in developing, implementing, and monitoring local housing solutions. We encourage anyone interested in learning more about the tools and framework to visit their [website](#). One of the tools facilitators utilized is the following framework for a balanced local housing strategy.

Identify policy tools to meet local needs




Local Housing Solutions

To enhance local affordability. To foster inclusive communities.

This section categorizes each priority tool, including those that are existing and available for future consideration, in the context of the localhousingsolutions.org balanced framework to show how a multi-pronged approach will address housing from all angles. Tools that are prioritized in this strategy are listed in bold. Tools that are not in bold were not selected for prioritization; each tool is still discussed in this document, though in less detail than the tools that were selected for prioritization.

GOAL: CREATE AND PRESERVE AFFORDABLE HOUSING

- **Dedicated Revenue Sources** 
- Tax Increment Financing Districts
- Low-Income Housing Tax Credits

- Below Market Rate Financing of Affordable Housing
- **Use of Publicly Owned Property for Affordable Housing** 
- **Community Land Trusts Deed restrictions** 
- Limited Equity Cooperatives
- **Manufactured Housing** 

GOAL: ALIGN HOUSING SUPPLY WITH MARKET AND NEIGHBORHOOD HOUSING CONDITIONS

- **Land banking** 
- **Increased Residential Zoning** 
- Reducing Accessory Dwelling Unit Development Barriers

GOAL: HELP HOUSEHOLDS ACCESS AND AFFORD PRIVATE MARKET HOMES

- Housing Choice Vouchers
- Rental Assistance Programs
- Down Payment Assistance
- Short-Term Rental Policies
- Low Income Home Energy Assistance Program

GOAL: PROTECT AGAINST DISPLACEMENT AND POOR HOUSING CONDITIONS

- Weatherization
- Rehabilitation and Safety Modifications

The HWG met four times, with additional time spent on research and review of materials outside of meetings. The first meeting focused on our collaborative process and creating the guiding principles. During the next three sessions, participants had opportunities to learn from housing policy experts about possible tools, best practices in comparable communities, share their priorities, and discuss West Yellowstone's unique challenges and opportunities related to the implementation of a Local Housing Strategy.

Housing tools were prioritized by a voting process of the HWG, with the resulting rankings representing housing working group preferences. While tools from all four goals were not chosen for prioritization, many of the unprioritized tools are already active in West Yellowstone, even if they could be expanded or utilized by more residents. For instance, this Local Housing Strategy does not prioritize increased Short-Term Rental policies. However, these policies already exist in much of West Yellowstone and are intended to be placed on housing development in the 80-acre expansion. Further, existing programs such as Weatherization are already available to qualifying residents.

PRIORITY TOOLS

This section will look at each of the seven tools recommended for prioritization by the HWG:

1. Community Land Trust
2. Deed Restrictions
3. Using Publicly-Owned Land for Affordable Housing
4. Manufactured Housing and Mobile Homes
5. Land Banking
6. Dedicated Funding Sources for Affordable Housing
7. Increased Residential Zoning

In this section, you will find a brief description of the tool, why it was prioritized, and some examples of other communities that have utilized the tool. Each tool aims to increase access or availability for West Yellowstone residents to homes that they can afford. The proposed housing tools take into account the current priorities, community needs, and existing resources available to meet the housing needs of residents in West Yellowstone. Some of the tools are new strategies for the community, some of the tools are strategies that have been recommended in the past but have not yet been implemented, and others provide recommendations for altering or expanding existing programs or policies. The unique opportunity to influence the 80-acre expansion shaped the priority tools. It is recommended that West Yellowstone community leaders consider all available tools, though with a focus on the prioritized tools.

Community Land Trust (CLT)

What is this tool? As an organization, CLTs preserve affordable homeownership through the use of a long-term ground lease. As a nonprofit steward of the land, the CLT will maintain ownership of the land beneath the home and sell the home for a reduced price to income-qualified homeowners. An annual appreciation cap, primary residence and owner occupancy requirements are typically part of the ground lease terms to maintain affordability for future buyers of CLT homes. CLTs provide an opportunity for residents to purchase below-market-rate homes and benefit from stable, affordable housing and equity building while preserving these opportunities in perpetuity.

Why was this tool prioritized? The current for-sale market does not meet the needs of middle-income households who wish to own a home. CLTs can help provide a housing option between market-rate rentals and market-rate homes for sale. Utilizing CLTs creates permanently affordable ownership housing rather than creating a windfall for whoever is lucky enough to be the first owner. This tool aligns with the 2017 Growth Policy, which also recommended utilizing CLTs in Action 4.1.1.

Recommendations:

1. Set aside land in the 80-acre expansion dedicated to future CLT homes.
2. Educate community leaders and residents on the benefits and tradeoffs of owning a home in a CLT.
3. Seek out funding from public and private sources to help make homes affordable through CLTs.
4. Assist in the creation of CLT homes through a partnership with existing CLT stewards, such as Trust Montana or HRDC, or
5. Create a new CLT organization in West Yellowstone to help create and then steward CLT homes with technical assistance from Grounded Solutions, Trust Montana, and/or HRDC.

Examples:

- HRDC developed the 52-home [MeadowView Community](#) in partnership with the Big Sky Community Housing Trust, which now stewards the land trust homes. Construction was completed in 2021, with funding provided by the Big Sky Resort Tax Board and construction financing provided by First Security Bank.
- Trust Montana partnered with the Helena Area Habitat for Humanity and the Red Lodge Area Community Foundation to build permanently affordable homes utilizing the USDA Mutual Self-Help program in which future homeowners build their own homes with professional assistance.
- In partnership with the City of Livingston and utilizing various federal funding sources, HRDC developed CLT homes in Livingston. The 12 townhomes, completed in 1995, are permanently affordable to households earning at or below 80% AMI.
- “Since 2012, the [Northwest Montana Community Land Trust, Inc.](#) has helped 76 low-and moderate-income families purchase quality homes through a ground lease mechanism that provides strong homeowner support and preserves the community’s investment for future buyers.”

Expected Impact: Create and preserve homes for homeownership that are affordable to residents in perpetuity.

Impacted Players: Year-round households with middle incomes that prefer homeownership to renting and employers of moderate-income households that wish to retain higher-level employees in the community.



Pictured: The permanently affordable Meadowview Community in Big Sky Montana

Deed Restrictions

What is this tool? Deed restrictions place conditions on the deed to a property, defining certain limits or acceptable uses. These conditions are also known as covenants and “run with the land,” which means that they bind current and future homeowners. Deed restrictions have been used by developers and condominium associations for years, typically limiting home size or aesthetic choices. Local governments and nonprofits have also adopted the tool as a method of preserving affordable homeownership or rentals. This requires action by the landowner, who places a deed restriction on their property that limits the property's uses in ways that support local housing goals. These limits may include requirements for the owner's occupation of a home, a prohibition on short-term rentals, occupation of the property by the local workers, and/or income restrictions for owners or renters. It is important to note the inherent tradeoff between the level of affordability and/or availability of a housing unit created by a deed restriction and the cost of obtaining or placing the deed restriction on the home. As the benefit of the restriction to the community is increased, the cost of the deed restriction is increased as well.

Why was this tool prioritized? The current for-sale market does not meet the needs of moderate-income and middle-income households. Deed restrictions can help provide a housing option not currently available between rent-restricted rentals and market homes for sale. Deed restrictions can make rental and ownership homes permanently available at prices below market levels. A deed restriction program recommended by this strategy aims to preserve existing inventory for locals serving the community.

Recommendations:

1. Develop a deed restriction program in West Yellowstone. This process will require stakeholders to thoughtfully tailor what restrictions are placed on properties within municipal boundaries. This strategy recommends multiple types of restrictions, focusing on an occupancy requirement of somebody who earns their wages at either a business located within the municipal boundaries of West Yellowstone, or public entity that provides services to West Yellowstone residents.
2. Make deed restrictions available before land is sold in the 80-acre expansion to allow residents or developers to utilize cash or purchase price reductions as a “downpayment.”
3. Seek out funding from public and private sources to help make homes affordable through the use of deed restrictions.
4. To ensure deed restriction compliance, partner with a non-profit organization or assign stewardship duties to a Town of West Yellowstone employee.
5. Engage with existing deed restriction programs to better understand best practices and potential pitfalls associated with this housing tool, particularly the tradeoffs between the lower amount of subsidy required for a deed restriction compared to CLTs and the difference in home affordability. An excellent educational resource to guide this process can be found in Appendix C of the [McCall \(Idaho\) Area Local Housing Action Plan](#).

Examples:

- The “[GoodDeeds Program](#)” by the Big Sky Community Housing Trust
- The [Vail InDeed](#) program in Vail, Colorado
- The [Whitefish Legacy Homes Program](#) in Whitefish, Montana
- The [Trailview Homes Development](#) in Whitefish, Montana

Expected Impact: Create and preserve homes for ownership and rent that are affordable to residents in perpetuity via a secondary ownership and rental market.

Impacted Players: Households with middle incomes seeking homeownership and households with moderate incomes seeking rentals at rates attainable to the local workforce.



Using Publicly-Owned Land for Affordable Housing

What is this tool? High land costs can make it difficult to create new affordable housing for low- or moderate-income households, particularly in high-value, amenity-rich locations like West Yellowstone. Local jurisdictions can help to overcome this obstacle by identifying public property that can be repurposed for residential use and making it available to developers who commit to creating and maintaining ongoing affordability. Development opportunities may be found on surplus or underutilized publicly-owned land through the redevelopment of vacant municipal buildings, on the same lot, or even within public buildings that are still actively used for other purposes. The property may be offered at fair market value, at a discount, or even at no cost.

Why was this tool prioritized? By making publicly-owned land and buildings available for the development of affordable housing, public land-owning entities can help ensure an adequate supply of lower-cost homes in the area to offset high land costs and limited development opportunities.

Recommendations:

1. Capitalize on the opportunity provided by the 80-acre expansion by intentionally planning how the land can be leveraged for affordable housing.
2. Look for opportunities to utilize land owned by public entities for affordable housing; any development on publicly owned lands should strongly consider the utilization of additional affordable housing tools to ensure a public benefit of the land in the long term.
3. Prioritize infill development of Town of West Yellowstone-owned land located outside the 80-acre expansion, which can be utilized more quickly and cost-effectively.
4. Work with entities such as the school district and the United States Forest Service (USFS) to understand any development opportunities on public lands.

Examples:

- Dillion, CO, is developing affordable housing on land leased long-term from USFS
- Gallatin County is donating land for affordable housing in Bozeman, Montana
- Big Sky School District has built and is building additional teacher housing on its land.

Local Example: West Yellowstone School District developing a triplex on land purchased by the school district.

Expected Impact: Removing or reducing the impact of land prices on development will more easily achieve housing affordability.

Impacted Players: Builders, Developers, Public Entities, Potential Homeowners and Renters. The additional housing would have a community-wide impact, particularly if that housing were affordable.

Manufactured Housing and Mobile Homes

What is this tool? Manufactured and mobile homes refer to a large trailer or transportable prefabricated structure that is situated in one particular place and used as a permanent living accommodation. In 1976, the HUD Manufactured Home Construction and Safety Standards were released, upgrading the standards and setting the foundation for the modern manufactured homes built today. This new set of design and construction standards greatly surpassed those that had been previously set for mobile homes. Changes included stricter frame requirements, insulation protection, plumbing and electrical, fire safety, and energy efficiency. Homes built to these standards are referred to as manufactured housing, while mobile homes refer to structures that are not built to these standards and may be known as trailer homes. This tool aims to create new manufactured homes in the 80-acre expansion and preserve existing mobile home communities.

Why was this tool prioritized? This tool was prioritized for its ability to provide affordable housing in a relatively short amount of time. While owners of manufactured or mobile homes on rented lots may have affordable payments, they do not have the protections associated with owning their lot. Without protections such as the ROC program, deed restriction, or CLT, residents of manufactured home parks are vulnerable to price increases or displacement of the entire community for redevelopment. Manufactured housing is one of the last naturally occurring affordable housing, which meets a critical need for West Yellowstone residents. Many manufactured homes, either rented or owned, provide residents with homes they can afford. In West Yellowstone, manufactured or mobile homes account for 16.5% of the total housing stock. With a limited supply of homes available to residents with low incomes, preserving and stabilizing both mobile and manufactured homes can ensure residents are able to stay in their homes.

Recommendations:

1. Set aside land in the 80-acre expansion for a manufactured housing community, utilizing a ROC, deed restriction, or CLT model to ensure the homes are protected and affordable in the long term.
2. Educate residents on the difference between mobile homes and manufactured homes, which are built to high-quality HUD standards.
3. While it is understood West Yellowstone is currently under going a zoning review, the proposed zoning should consider allowing manufactured homes in all zoning designations that allow for single-family residences with no more onerous conditions than those placed on traditional detached single-family residences and ensure zoning definitions outline the differences between mobile homes and manufactured homes.
4. Work with Neighbor Works Montana to understand the opportunity to create a Resident-Owned Community in West Yellowstone. This may be completed on existing mobile homes, or in a new manufactured home community in the 80-acre expansion.
5. The Town of West Yellowstone should consider adopting HB889, bipartisan legislation that was vetoed by the Governor. This legislation granted mobile/manufactured home residents additional rights and protections, such as guaranteeing them the option of signing one-year leases rather than month-to-month leases.

Examples:

- [Golden Age Village](#) in Emigrant, Montana
- [Stan's Garden](#) in Belgrade, Montana
- [View Vista](#) in Livingston, Montana
- [Sleeping Giant](#) in Livingston, Montana
- [Belgrade Trailer Court](#) in Bozeman, Montana

Expected Impact: Prevent displacement of low- to moderate-income households and provide a lower cost of home ownership opportunity.

Impacted Players: Low- to moderate-income households and employers of low- to moderate-wage workers.



Land Banking

What is this tool? Acquiring land, generally when land is inexpensive, or holding land for unspecified future community housing needs. Land can be donated, traded, or purchased.

Why was this tool prioritized? Although today's needs are pressing, the community of West Yellowstone is expected to continue growing. HWG members expressed a desire to plan for future growth intentionally while recognizing that there is no way to predict the exact needs of the community in the future. This tool builds on the 2017 Growth Policy, which, in action 5.1.2, recommended setting aside land for future development and unforeseen needs such as a future school complex.

Recommendations:

1. Set land aside in the 80-acre expansion for future community housing needs.
2. Identify land owned by public entities such as the Town of West Yellowstone or the West Yellowstone School District, institutional owners, or private donors that can be deed-restricted for future use as community housing.
3. Increase local capacity on land banking by leveraging technical assistance resources from organizations such as the Center for Community Progress
4. Begin the work to understand what would be needed for West Yellowstone to annex additional land in the future.

Examples:

- The [Northside Neighborhood Initiative & Land Bank](#) in Chapel Hill, North Carolina
- The [Missoula Redevelopment Agency](#), in concert with the City of Missoula, Montana

Expected Impact: Create future opportunities by having available land to respond to future circumstances and needs.

Impacted Players: Future generations of West Yellowstone residents.



Dedicated Funding Sources for Affordable Housing

What is this tool? A dedicated revenue source for affordable housing provides an ongoing committed stream of funds. While the amount of funding raised by a dedicated revenue source can fluctuate from year to year, a dedicated source can help increase the total funding available for affordable housing and reduce the risk associated with housing development. Dedicated revenue sources can be bonded off, which gives the flexibility to access front-loaded funds that could be used to kick-start the development of the 80-acre expansion.

Why was this tool prioritized? Affordable housing generally requires some form of subsidy. That subsidy can take the form of a grant, forgivable loan, or lower interest-rate financing. While the Town of West Yellowstone's funds are already committed to important uses, housing has become a critical need. The majority of the Town's funds come from resort taxes collected on non-luxury goods, which makes resort tax revenue the most likely source of dedicated funding for affordable housing. The funding for affordable housing could also come in the form of lost revenue to the Town resulting from land sold at reduced prices for affordable housing, particularly in the 80-acre expansion.

Recommendations:

1. The resort tax allocation process should consider additional funding for housing. This funding could take the form of investing in infrastructure that allows housing to be built at a lower cost.
2. Consider the price at which land for housing is sold in the 80-acre expansion, and reduce those prices for projects that provide permanently affordable housing to West Yellowstone's workforce.
3. Explore using bonding capacity to kick-start affordable housing development in the 80-acre expansion.
4. While the HWG chose not to endorse any new taxes or increases in current taxes at this time, continuing to research and understand the tax structure and any associated opportunities to dedicate a revenue stream should be considered.

Examples:

- Whitefish MT dedicates 10% of its resort tax revenue to affordable housing development, which is projected to raise 27 million over the next 20 years
- Big Sky unofficially dedicates ~15% of its resort tax revenue to housing-related programs
- Bozeman voters declined a 7 mill levy for affordable housing, but the City typically contributes 8 mills annually to a community housing fund, though the funds are not automatically dedicated.

Expected Impact: A dedicated revenue source lowers the risk of developing affordable housing in West Yellowstone by providing a stable, predictable source of funds to close the affordability gap in housing developments.

Impacted Players: Potential funds could be used to address a range of housing needs along the housing continuum. A dedicated source of funds would also reduce the risk to developers looking to add housing supply in West Yellowstone.



Increased Residential Zoning

What is this tool? Zoning codes and ordinances specify the usage permissible in each zoning district and provisions for building form, including size, scale, and location on a lot. In residential zones, these provisions generally limit residential density—that is, how many homes may be built in a given land area. Governments seeking to increase the overall housing supply may wish to revisit their zoning code to facilitate growth by identifying opportunities in existing areas to increase residential density and opening up areas where residential development has not previously been allowed.

Why was this tool prioritized? Land in West Yellowstone is extremely limited, and the opportunities for future expansions are uncertain. Utilizing the existing land in the most efficient manner possible is critical to increasing the housing supply, especially including affordable housing. This tool aligns with the 2017 Growth Policy, which encouraged high residential densities in action 4.1.4.

Recommendations:

1. Zone the 80-acre addition intentionally with higher-density residential zoning designations.
2. Ensure zoning updates align with the Growth Policy by significantly reducing minimum lot sizes, increasing maximum lot area coverages, allowing for apartment buildings in residential zones, allowing manufactured housing in residential zones, and limiting the amount of land dedicated to detached single-family dwellings.
3. Regularly update residential zoning codes to align with market demands for housing.

Examples:

- The “Home In Tacoma Project”
- SB323, which allows duplexes in all residential zones in Cities with 5,000 or more people
- The City of Livingston, which is currently undergoing zoning reform

Expected Impact: Increase the supply of homes and the diversity of housing type options.

Impacted Players: Builders, Developers, Homeowners and Renters. A community-wide impact would be expected from increasing the supply of homes.



photo from the 05/06/2024 80 acres planning update

ADDITIONAL TOOLS FOR FUTURE CONSIDERATION

The following section outlines tools that have not been prioritized at this time but were discussed during the planning process with the HWG. These tools may be appropriate for another time or require a larger degree of capacity in the housing space than exists currently in West Yellowstone. Based on the democratic voting process of the HWG members, these tools have not been selected for prioritization at this time. The HWG members may have deprioritized these tools for many reasons, including but not limited to a lack of precedence in peer communities, barriers to implementation, limited perceived impact, or tools deemed less likely to be accepted by residents and/or Town leadership. The seven prioritized tools above prioritized utilization and thoughtful development of the 80-acre expansion. The HWG acknowledges there are strong tools that might fit West Yellowstone that are worth considering but have not been selected at this time. Housing working group members also expressed a strong interest in focusing on increasing the supply of permanently affordable housing.

Tool: Limited Equity Cooperatives (LEC)

Definition: LEC is a homeownership model in which residents or businesses purchase a share in a development (rather than an individual unit) and commit to resell their share at a price determined by formula—an arrangement that maintains affordability at purchase and over the long term. Cooperative members do not need to fund the projects themselves, and projects can still be financed in the traditional sense using this model.

Why it wasn't prioritized: The HWG felt LEC was not the best fit for West Yellowstone and believed CLTs and deed restrictions could achieve similar results without forcing businesses or individuals to cooperate on housing decisions.

Implementation: Creating a Resident-Owned Community in the 80-acre expansion. Potential partners for this tool include HRDC, NeighborWorks Montana, and Montana Cooperative Development Center.

Impacted Players: Businesses participating in a LEC for their employees and moderate-income potential homeowners.

Tool: Accessory Dwelling Units (ADU)

Definition: ADUs are accessory apartments or secondary units that serve as additional living quarters on single-family lots independent of the primary dwelling unit. Due to their smaller size and location, ADUs have the potential to provide affordable homes to lower- and middle-income households while providing additional stability to existing homeowners.

Why it wasn't prioritized: The HWG prioritized other tools they felt would provide affordable housing in larger numbers and focused recommendations on the 80-acre expansion. There were concerns related to additional water and sewer constraints if ADUs were placed in existing neighborhoods.

Implementation: West Yellowstone could enact zoning updates found in SB528 to reduce barriers to the creation of ADUs.

Impacted Players: Homeowners, renters of a range of income levels, and visitors.

Tool: Housing Choice Vouchers

Definition: Housing Choice Vouchers, also known as Section 8 vouchers, are the federal government's largest program to assist low-income households in affording housing provided by the private market.

Why it wasn't prioritized: The program was not prioritized due to the long waitlist for vouchers, because vouchers do not provide additional housing, and due to the fact the program already exists.

Implementation: HRDC administers the Housing Choice Voucher program in Gallatin County. Education surrounding the program and its benefits could stabilize housing for eligible West Yellowstone residents.

Impacted Players: Low-income long-term renters

Tool: Rental Assistance Programs

Definition: Rental assistance programs tend to provide short-term assistance to individuals and families struggling to pay market rental rates.

Why it wasn't prioritized: Concerns related to the capacity to administer a rental assistance program and the short-term "Band-Aid" nature of these programs led to its not being prioritized in this strategy.

Implementation: The Big Sky Community Housing Trust operates a rental assistance program called Rent Local. Whitefish recently started a rental assistance program. If a rental assistance program is seriously contemplated in West Yellowstone, those jurisdictions should be contacted for educational purposes.

Impacted Players: Lower-income renters and employers of low-income employees.

Tool: Short-Term Rental Policies

Definition: Local policies, tracking, and enforcement of agreed-upon standards and use for STRs. The state of Montana defines short-term rentals as lasting fewer than 30 consecutive days.

Why it wasn't prioritized: The HWG understood the zoning in the 80-acre expansion would include restrictions on STRs and felt the enforcement of existing policies are effectively policed.

Implementation: It may be worth conducting an audit in the future to ensure compliance with existing restrictions and that all STRs are paying resort tax.

Impacted Players: Tourism industries, renters, owners.

Tool: Weatherization and Low-Income Home Energy Assistance Program (LIHEAP)

Definition: Weatherization programs provide low-income families with home modifications that increase energy efficiency, reduce energy costs, and ensure their homes remain habitable throughout the year. LIHEAP assists eligible low-income households with their heating and cooling energy costs

Why it wasn't prioritized: Weatherization programs were viewed very positively but ultimately not prioritized over other tools that could supply West Yellowstone with a new supply of housing. Education surrounding the eligibility and availability of these programs should be considered, particularly going into the winter months.

Implementation: HRDC administers the Weatherization and Low-Income Home Energy Assistance Program in Gallatin County. Education surrounding the programs and their benefits could stabilize housing for eligible West Yellowstone residents.

Impacted Players: Low-income homeowners and renters

Tool: Home Rehabilitation Programs

Definition: Grants typically from the state or federal level to improve existing housing in need of repair serving low-income households. LIHTC rehabilitation loans can be used to update multifamily rental housing, while Community Development Block Grant (CDBG) programs focus on life and safety updates to both renter- and owner-occupied homes of low-income households.

Why it wasn't prioritized: The HWG felt these programs were too short-term of a solution and that there was likely no capacity in West Yellowstone to administer this type of program.

Implementation: This tool should be reconsidered when West Yellowstone has additional capacity for housing programs.

Impacted Players: Low-income renters and homeowners living in homes in need of upkeep and repairs.

Tool: Low-Income Housing Tax Credits (LIHTC)

Definition: LIHTC is the largest federal subsidy program for the development of affordable rental housing through new construction and substantial rehabilitation. Generally allocated by state housing finance agencies, it subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants.

Why it wasn't prioritized: The HWG did not prioritize this tool due to the overall complexity of utilizing tax credits and because any access to the housing created by it would be limited to households of a certain income.

Implementation: A second look at this tool should be considered. This is an important housing tool that comes with its own source of funding. Implementing LIHTC would likely require the Town to put out a Request for Proposal to find an experienced LIHTC developer, which would reduce the issues caused by the program's complexity. The Madison Apartments were developed with LIHTC, though the affordability period ends in 2025.

Impacted Players: Low-income renters and employers of low-wage workers.

Tool: Tax Increment Financing (TIF)

Definition: TIF is a public financing method that diverts future property tax revenue increases from a defined area towards an economic development or public improvement project.

Why it wasn't prioritized: The HWG had concerns about utilizing a TIF district due to administration questions and concerns about lost revenue to the Town of West Yellowstone during the TIF's lifecycle.

Implementation: This tool is best implemented before developing an area, such as the 80-acre expansion, and should be considered in the future before major development occurs.

Impacted Players: Funding from a TIF district could be programmatically targeted at a wide range of housing developments or at the infrastructure that supports all housing.

Tool: Down Payment Assistance (DPA)

Definition: Down payments or second mortgages are used to purchase homes. They may be used for market-rate or homes priced below-market. Programs are typically income-limited relative to the AMI. Federal and state funds are typically limited to households earning less than 80% AMI; private financing does not have to have the same restrictions.

Why it wasn't prioritized: Due to federal and state program requirements limiting assistance to households under 80% AMI, the HWG felt there would not be many opportunities for households at those incomes to purchase housing. The HWG did not feel public funds were best utilized in a DPA program. If housing becomes more affordable in the future, these programs should be reconsidered.

Implementation: Education and outreach surrounding existing DPA programs should be considered. NeighborWorks Montana, MoFi, HRDC, and Montana Housing operate current DPA programs, each with different requirements and limits.

Impacted Players: Middle-income first-time home buyers and employers of middle-income households.

Tool: Below-Market Rate Financing of Affordable Housing

Definition: Below-market financing reduces the cost and risk of development. The reduced costs and risk allow the development to lower rents or for-sale prices while remaining economically viable. Funds can often be used again as the financing is repaid from prior loans.

Why it wasn't prioritized: This tool just missed the cutoff for prioritization. The HWG felt that education surrounding the tool would be critical to its success.

Implementation: This tool should be given another look as opportunities arise or funds become available. A revolving loan fund would help fill gaps in affordable housing project financing while still earning interest for the fund. Existing sources of below-market financing include the Montana Coal Severance Tax Trust Fund, HUD Financing programs such as 221(d)(4) loans, and the Gallatin Impact Fund.

Impacted Players: Funds financing affordable housing at below-market rates could be programmatically targeted at whatever housing need the issuers felt was the most deserving.

COMMUNITY PARTNERSHIP OPPORTUNITIES FOR IMPLEMENTATION

The Town of West Yellowstone does not have a dedicated housing department, and there are no organizations headquartered in West Yellowstone dedicated solely to housing programs or affordable housing development. While the strategy was designed with this constraint in mind, developing capacity and partnerships is critical to any successful housing solution. In addition to building local capacity, West Yellowstone should look to make new and further develop existing partnerships. Although these potential partnerships are listed in each priority tool section, the importance of strong partnerships is critical. The following is an alphabetized list of suggested organizations with relevant capacity, experience, and resources that may be able to support West Yellowstone in advancing the priority tools of this Local Housing Strategy.

The [Big Sky Community Housing Trust](#) was created under the umbrella of HRDC in response to a Housing Needs Assessment and Housing Action Plan created in a process very similar to the process that has led to this Local Housing Strategy. The BSCHT stewards a CLT, has partnered on the development of LIHTC units, operates a Rent Local program, and purchases deed restrictions from private individuals to create community housing. A partnership with BSCHT could include technical assistance on lessons learned from creating and operating the above programs, and other lessons learned operating housing programs in a resort environment similar to West Yellowstone.

[Family Promise of Gallatin Valley](#) is a non-profit organization working with the community to develop comprehensive and holistic solutions for families facing and/or experiencing homelessness. A partnership with Family Promise could include technical assistance in setting up a transitional housing program for families in West Yellowstone, or the utilization of their existing transitional and emergency shelter programs located in Bozeman.

The [Gallatin Association of Realtors](#) is a professional trade association whose members work in the real estate industry. The Gallatin Association of Realtors serves Beaverhead, Gallatin, Madison, Park, Sweetgrass, and Wheatland counties. They produce an annual Gallatin Valley Housing Report, which contains information on housing trends, prices, and potential housing inputs. A partnership with them could include greater utilization of their annual housing report, increased local knowledge of real estate trends and best practices, or partnership on their advocacy efforts.

[Gallatin County](#), through its elected officials, is the next smallest form of government responsible for West Yellowstone citizens after the Town government. A partnership with the County could look like an increased presence at local government meetings, financial support in the form of grants or low interest loans, or assistance with administrative matters.

[Greater Gallatin United Way](#) works to respond to the community's most pressing needs. They empower donors, volunteers, businesses, governments, non-profits, and other community

groups to invest in neighbors to improve the quality of life for everyone in Gallatin, Madison, Meagher, and Park counties. A partnership with Greater Gallatin United Way could include financial assistance to meet residents of West Yellowstone's basic needs, including housing needs.

[Habitat for Humanity of Gallatin Valley](#) has partnered with many organizations, including the Big Sky School District and HRDC, to help build affordable housing. A partnership with Habitat for Humanity could include assistance in building housing, rehabilitating existing housing with their Home Preservation program and increased knowledge of Habitat homeownership programs.

[Headwaters Community Housing Trust](#) is a community-based, not-for-profit organization committed to expanding the supply of permanent, below-market homes that working households are able to afford. In addition to Headwaters [Bridger View](#) development, Headwaters is addressing Bozeman's unmet need by: providing businesses opportunities to invest in housing their employees can afford, supplying a pool of prequalified buyers so developers know high-quality, below-market homes will promptly sell and by creating permanently affordable homes worthy of city investment.

[Housing Whitefish](#) and the [Whitefish Housing Authority](#) work together to create and preserve affordable housing, keep locals in the community, and provide general housing resources and information to the public. The Whitefish Housing Authority operates the area's Housing Choice Voucher program, and Housing Whitefish operates a newly created rental assistance program called the Whitefish Workforce Assistance Program. Partnerships with these entities could include educational materials on building local housing capacity and technical assistance on a variety of housing programs.

[HRDC](#) is a community action agency and community housing development organization that offers a wide range of services to residents of Gallatin, Park, and Meagher Counties. In addition to HRDC's CLT, HRDC partners on LIHTC development projects, provides property management services, administers the Housing Choice Voucher, Weatherization, and LIHEAP federal programs, and works to build local housing capacity. West Yellowstone has already partnered with HRDC on this Local Housing Strategy; future partnerships could include technical assistance on all aspects of affordable housing, increased education and utilization of existing federal programs, and partnerships on future affordable housing development.

[MoFi](#) provides financing and consulting services on affordable housing solutions, including Down Payment Assistance, Home Loan Repairs, and loans to help create Resident-Owned Communities. A partnership with MoFi could include MoFi as a financing partner for larger affordable housing projects or as a down payment assistance to individual West Yellowstone residents looking to purchase a home.

The [Montana Cooperative Development Center](#) assists in the formation of new cooperatives, often at little or no cost to start-up cooperatives, in the areas of planning, implementation, fund development, and cooperative board development. They also offer additional services and consultations to help established cooperatives operate.

[Montana Housing at the Montana Department of Commerce](#) is the department tasked with administering federal affordable housing programs in Montana. In their own words: “Our professional and courteous staff work to create a variety of housing opportunities for Montanans by partnering with local organizations across the state and leveraging federal housing funds available to Montana. Montana Housing staff can assist with buying a home, down payment assistance, mortgage servicing, reverse annuity mortgages, rental housing assistance, and multifamily rental development.” A partnership with Montana Housing could include utilization and technical assistance with any of the above programs, including developing affordable housing using LIHTCs.

[NeighborWorks Montana](#) is a non-profit organization that provides homeownership education and counseling services, lends for affordable housing financing gaps, and provides technical assistance to Resident-Owned Cooperatives. As a Community Development Financial Institution, NeighborWorks Montana offers financing to help housing developers complete their financing packages. A Partnership with NeighborWorks Montana could include utilizing the financing framework created by the Gallatin Impact fund for West Yellowstone to help finance affordable housing without having to administer the loans, technical assistance in the creation of a Resident-Owned Community in West Yellowstone, or greater utilization of their homeowner education programs.

The [Northern Rocky Mountain Economic Development District \(NRMEDD\)](#) is a private non-profit corporation created to support economic development in the counties of Park and Gallatin. NRMEDD offers economic and community development services, grant writing services and aims to support governments and citizens achieve their economic goals. A partnership with NRMEDD could include utilization of their services, including economic development, technical assistance for small businesses, and grant writing services.

The [Northwest Montana Community Land Trust Inc.](#) utilizes the CLT model in Flathead Valley. A partnership with it would include technical assistance but not necessarily stewardship of West Yellowstone housing.

The [One Valley Community Foundation](#) is a community foundation serving Gallatin County. One Valley has convened and supports the Regional Housing Coalition, of which West Yellowstone currently participates through the WYF, which aims to drive transformative change in the Gallatin County housing landscape. A more developed partnership with One Valley could include increased participation in the Regional Housing Coalition, financial support in the form of grants, or the connection to more resources known to One Valley.

[Prospera](#) a nonprofit organization working to advance and inspire diverse economies and resilient communities in southwest Montana. Prospera works with businesses on economic development and lending. A partnership with Prospera could include local West Yellowstone businesses working with Prospera to build or acquire housing for their employees.

[HRDC's Southwest Montana Community Housing Trust](#) utilizes the CLT model to maintain permanently affordable homes in Gallatin and Park Counties. In Gallatin County, HRDC stewards 20 detached single-family homes and 26 townhome-style units, and in Park County, HRDC stewards 12 townhome-style units. All of these homes are community assets that are affordable to current homeowners and will be affordable to future homeowners. A partnership with HRDC's Southwest Montana Community Housing Trust could include technical assistance or the full stewardship of West Yellowstone land and community housing units.

[Trust Montana](#) is a statewide CLT working to build permanently affordable agricultural properties, commercial spaces, and quality homes for Montanans. To achieve its goals, Trust Montana partners with developers, municipalities, homeowners, farmers, and Habitat for Humanity. A partnership with Trust Montana could include technical assistance on the CLT model or the full stewardship of West Yellowstone land and community housing units.

[The United States Forest Service](#) owns much of the land surrounding West Yellowstone. A potential partnership with the USFS could include potential future land purchases to expand the West Yellowstone Town boundaries or the [lease of underutilized administrative sites](#) within the current boundaries for housing. It may be too early to explore an additional land purchase or lease since the last purchase has not yet been developed; however, developing relationships could improve the ability to form a partnership in the future.

[Vail Indeed](#) is a deed restriction program that, due to its success, has inspired many similar programs in the Mountain West region, including the BSCHT's Good Deeds program. Recognizing a lack of available land on which to develop and the relative price to create versus preserve community housing, Vail Indeed purchases deed restrictions on existing homes in Vail to protect and preserve the Vail Community. A partnership with Vail Indeed would likely include technical assistance on a deed restriction program.

The [West Yellowstone Chamber of Commerce](#) has two roles in the community. In addition to the commerce role of supporting local businesses to grow and thrive, they also function as a destination marketing and management organization. Partnership with the Chamber of Commerce would most likely involve their ability to activate and engage the local business community.

The [West Yellowstone Foundation](#) has a mission to strengthen the sense of community and to enhance the economic vitality of in West Yellowstone and Hebgen Lake Basin communities. The WYF played a critical role in the process that led to the creation of this document, and plays an active role in the Regional Housing Coalition. A partnership with the WYF could include more community building and convening of organizations in the housing space.

The [West Yellowstone Housing Coalition](#), established in 2019, is a group of 14 residents who meet bimonthly to discuss and act upon housing issues. This group is comprised of local and regional government staff/elected officials, nonprofits leaders, entrepreneurs, large employers and healthcare, emergency services and school district representatives. They work in collaboration with One Valley Community Foundation's Regional Housing Coalition and the West Yellowstone Housing Strategy Workgroup.

The [West Yellowstone School District](#) is the local school district of West Yellowstone. The district is already involved in housing solutions and has purchased land and is in the development process to create teacher housing. A further partnership with the school district might include additional development on district property, support for writing grant applications and housing units set aside for teachers.

This strategy has recommended these organizations as potential partners, experts, or housing program providers. Potential partners in solving housing challenges may also include for-profit organizations such as development companies, construction companies, local lenders and other local employers. Additionally, non-profit developers, especially experienced affordable housing and LIHTC developers, can provide important expertise and capacity to West Yellowstone.

IMPLEMENTATION, MONITORING, AND EVALUATION

The first step in implementing this strategy is to submit it for adoption as an amendment to the West Yellowstone Growth Policy by the West Yellowstone Town Council. As the leader in serving residents of West Yellowstone and community needs, the Town of West Yellowstone will play a pivotal role in the success of this plan through implementation, monitoring and evaluation of this Local Housing Strategy. This strategy recognizes and takes into account that West Yellowstone is in the early stages of a community housing program. The need for increased capacity in the housing landscape could be filled in a variety of ways, including:

- Increased staffing or duties within the Town of West Yellowstone to manage and track implementation of local housing work
- An elevated role for community partnerships between existing nonprofit or coalitions working in tandem with the Town
- The creation of a new entity dedicated to housing

To ensure progress on this plan we recommend at a minimum a primary lead or co-leads be identified within the Town to ensure the priority tools related to the 80 acres expansion be carried forward. The strategies prioritized are intended to take advantage of the extraordinary and potentially unique opportunities created by the expansion of West Yellowstone and generally require a lower level of existing capacity to administer housing programs, though stewardship and compliance monitoring will still be necessary for successful implementation.

Progress on this plan could be tracked and communicated in a number of ways including progress reports to the Town Council, a local dashboard, or community status updates created and stewarded by a local nonprofit. Examples of metrics to track the progress of this strategy could include:

- Total number of housing units dedicated to community needs broken out by rental, and working in tandem with the Town
- Amount of land reserved for affordable housing
- Total number of housing units created or preserved using the CLT model
- Total number of housing units created or preserved using deed restrictions
- Number of partnerships formed with housing organizations
- Average rent paid by full-time residents
- Population growth rate and the proportion of residents in various AMI ranges
- Rental vacancy rates
- Amount of resort tax funding used to subsidize housing
- Amount of manufactured or mobile homes added to the West Yellowstone housing stock
- Amount of increased residential zoning recommendations enacted
- Amount of land set aside for future development
- Amount of capacity for housing development and program administration created in West Yellowstone

Keeping the public informed and engaged with the Local Housing Strategy can ensure momentum is built and maintained, achievements are celebrated, and challenges are learned from. It is recommended that West Yellowstone establish a schedule to publicly review the progress of the Local Housing Strategy, as well as the Local Housing Strategy itself, in order to ensure the Local Housing Strategy is up to date with both economic and capacity conditions in West Yellowstone.

TOWN OF WEST YELLOWSTONE

PUBLIC NOTICE

Marketing and Promotion Fund Advisory Board

The West Yellowstone Town Council is seeking interested individuals to serve on the Marketing and Promotion (MAP) Advisory Board in accordance with Section 3.12.140 of the West Yellowstone Municipal Code. Board members are appointed by the Mayor, subject to the consent of the Town Council, for a term of three years. The board's responsibilities include the development of a general marketing plan, the creation of annual budgets, and the establishment of criteria by which specific marketing projects are selected and funded. There are three positions on the board currently available, one position must represent the marketing committee for the Chamber of Commerce.

In accordance with adopted policies and procedures, the board selects individual marketing and promotion projects and makes recommendations to the Town Council on the expenditure of MAP funds for such projects.

Interested individuals should complete and return the 'Application for Boards and Committees' which is available at www.townofwestyellowstone.com or from the Town Offices, 440 Yellowstone Avenue, West Yellowstone, MT. This position is open until filled, priority consideration given to applications received by January 3, 2025. For more information or to request an application by e-mail, please contact the Town Offices, 646-7795, or info@townofwestyellowstone.com.

Elizabeth Roos
Town Clerk



Marketing and Promotions Advisory Board

NAME	CURRENT TERM	LENGTH
Katrina Wiese, Chamber Rep	2022, 2023, 2024	3 years
Jerry Johnson	2022, 2023, 2024	3 years
Janna Turner	2022, 2023, 2024	3 years
Steve Larson	2021, 2022, 2023	3 years
Kim Howell	2023, 2024, 2025	3 years
John Greve, Secretary	2023, 2024, 2025	3 years
Brian Benike, TC Representative	Concurrent with Town Council Term	

Official terms began 1/1/08 as decided by the board at its first meeting 10/22/07. Term length is three years, but in order to provide for staggered terms, some initial appointments were for only one or two years.

According to Resolution No. 515, composition of the board shall include one sitting member of the Town Council or the Town Council's designee, one member of the WY Chamber of Commerce Marketing Committee, and one member from the business community who does not belong to the Chamber of Commerce.

Updated 1/11/23 er

Janna Turner
PO Box 2184
West Yellowstone MT 59758

December 12, 2024

Town of West Yellowstone
PO Box 1570
West Yellowstone MT 59758

Dear Honorable Mayor Travis Watt and Members of the West Yellowstone Town Council,

Please accept this letter as a formal expression of my interest in serving another three-year term on the Marketing and Promotions Advisory Board for the Town of West Yellowstone.

As a dedicated resident of West Yellowstone, I am deeply invested in the community's well-being and believe my skills and experience would be valuable assets to the advisory board.

Sincerely,

Janna Turner

Janna Turner

Jerry D Johnson
PO Box 405
West Yellowstone MT 59758

December 12, 2024

Town of West Yellowstone
PO Box 1570
West Yellowstone MT 59758

Dear Honorable Mayor Travis Watt and Members of the West Yellowstone Town Council,

Please accept this letter as a formal expression of my interest in serving another three-year term on the Marketing and Promotions Advisory Board for the Town of West Yellowstone.

As a dedicated resident of West Yellowstone, I am deeply invested in the community's well-being and believe my skills and experience would be valuable assets to the advisory board.

Sincerely,

[Jerry D Johnson](#)

Jerry D Johnson

Katrina Wiese
PO Box 1006
West Yellowstone MT 59758

December 12, 2024

Town of West Yellowstone
PO Box 1570
West Yellowstone MT 59758

Dear Honorable Mayor Travis Watt and Members of the West Yellowstone Town Council,

Please accept this letter as a formal expression of my interest in serving another three-year term on the Marketing and Promotions Advisory Board for the Town of West Yellowstone.

As a dedicated resident of West Yellowstone, I am deeply invested in the community's well-being and believe my skills and experience would be valuable assets to the advisory board.

Sincerely,



Katrina Wiese



Town Council Agenda Item Summary Report

Meeting Date: January 7, 2025	
Item Title: Staffing Plan Amendment	
Submitted By (Name/Title): Dan Walker, Town Manager	
Discussion Only <input type="checkbox"/>	Discussion/Action <input checked="" type="checkbox"/>
Funding Source: General Fund	Budgeted <input checked="" type="checkbox"/>
Estimated Date of Completion: 1/7/25	

Item Summary

I would like to amend the Staffing Plan to remove the Administrative Assistant position and add a Deputy Clerk/Permit Technician, and also change the title of Water, Sewer & Equipment Operator to Water, Sewer & Equipment Operator II to align with the language in the Collective Bargaining Agreement.

The addition of the Deputy Clerk/Permit Technician would allow us to start training someone to become the future Town Clerk, and also to give administrative support for reviewing and issuing permits and code enforcement. The position would be moved under the direct supervision of the Town Clerk. I would anticipate that the wage for this position would be the same as the Administrative Assistant position, but would need to be discussed with MFPE.

The Water, Sewer & Equipment Operator II title would be changed to match the language in the CBA. An Operator II with the proper certifications and Journeyman status is eligible for an additional \$1.00/hr. We currently have a staff member working towards obtaining the certificates and will be eligible for Journeyman status in March 2025.

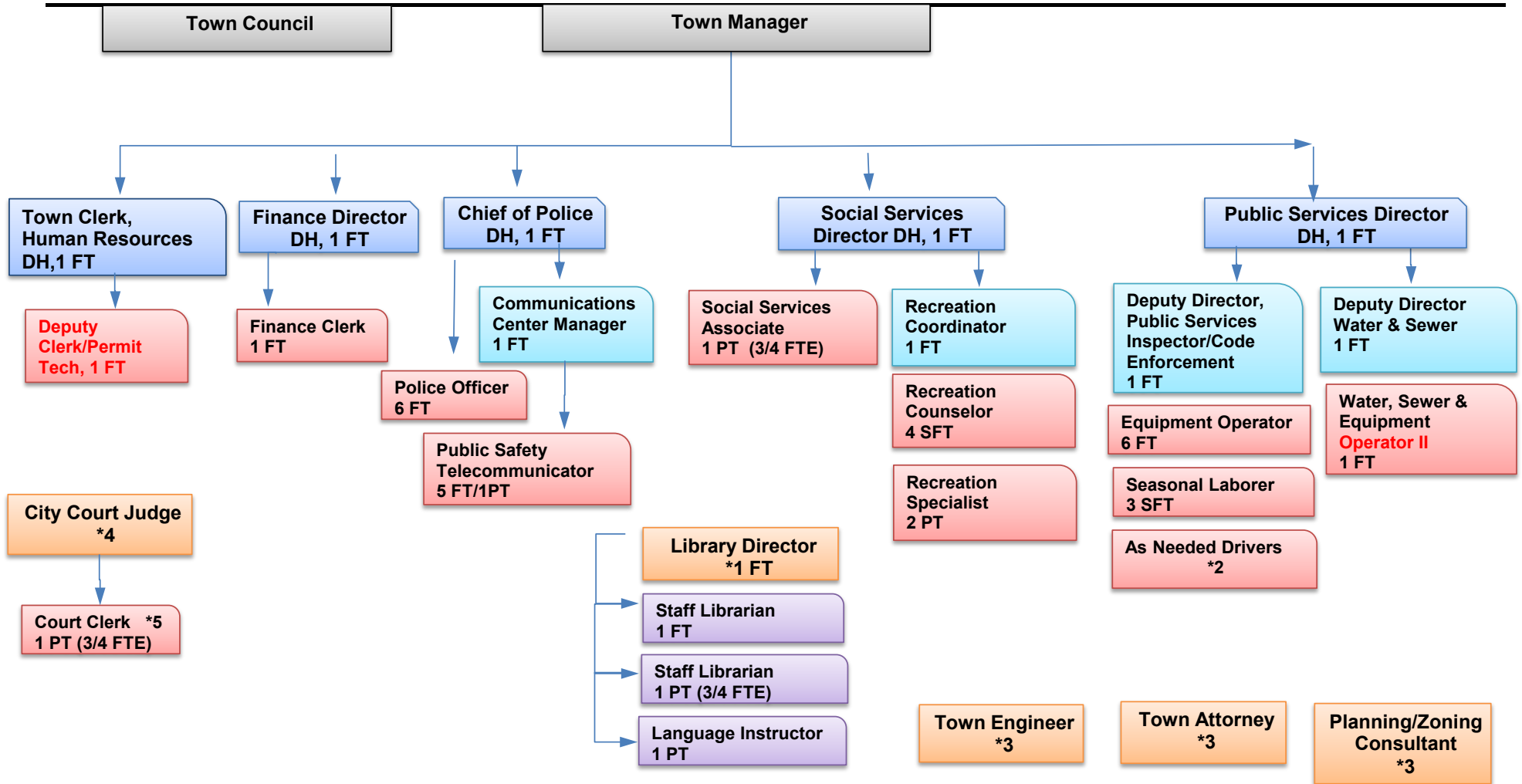
Staff Recommendation

Amend the staffing plan to remove the Administrative Assistant position and add Deputy Clerk/Permit Technician position, and change the title of Water, Sewer & Equipment Operator to Water, Sewer & Equipment Operator II.

Suggested Motion

I move we amend the staffing plan to remove the Administrative Assistant position and add Deputy Clerk/Permit Technician position, and change the title of Water, Sewer & Equipment Operator to Water, Sewer & Equipment Operator II.

Town of West Yellowstone Staffing Plan



*1: Library functions are governed by State Law and Agreements; Director is appointed by the Library Board and directs staff.

*2: List of people with CDLs will be maintained to call as needed.

*3: Employed under contract

*4: Appointed by Town Council

*5: Under supervision of the Town Manager

FT= Full-Time Status Permanent

PT= Part-Time Status Permanent

SFT= Seasonal Full Time Status, Limited Term

SPT= Seasonal Part-Time Status, Limited Term

STS= Short-Term Status

DH= Department Head



WEST YELLOWSTONE HOUSING COALITION COMMUNITY EDUCATION SESSIONS: HOUSING

West Yellowstone School Cafeteria

Dinner served at 5:30pm | Speakers start at 6:00pm

1

January 14, 2025

1. Manufactured Housing & Mobile Homes
2. Housing Cooperatives

2

January 28, 2025

1. Community Land Trusts
2. Deed Restrictions

3

February 11, 2025

1. Dedicated Funding Sources for Affordable Housing
2. Use of Publicly-Owned Land for Affordable Housing

4

Late Spring (Date & Time TBD)

1. 80 Acre Opportunity
2. Land Banking
3. Increased Residential Zoning

***Read the
Housing
Strategy Plan
here***



***Join us for dinner
and learn about
housing options
that you might
want to see in West
Yellowstone!***

****daycare available***