

Gallatin County

Model Zoning Code for Affordable Housing: Drop-in Workshop & Survey Summary

September 2025



GALLATIN
COUNTY



Envision Gallatin



SCJ ALLIANCE

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Highlights



Key information and takeaways from this outreach summary include:

- ◆ This project entails the creation of “model” zoning standards aimed at increasing housing affordability that can be utilized in areas of the County identified as appropriate for development, or that could become appropriate for development under certain infrastructure conditions (see the [Future Land Use Map or FLUM](#)). Focus areas for outreach included the Gallatin Gateway community core and Four Corners due to their suitability to accommodate a variety of unit types based on their FLUM designations and increasing growth pressures.
- ◆ Extensive public outreach was conducted in summer of 2025 via tabling at community events, two in-person workshops, and an online survey to gather feedback that will form the development of the draft Model Code for Affordable Housing. Residents from throughout the County gave feedback on the project.
- ◆ Overall, residents communicated that they want to see a variety of high-quality unit types suitable for folks in different stages of life. They also want to see developments that preserve and promote open space and that are proximal to services, transportation, and employment opportunities, noting concerns about becoming bedroom communities for resort areas such as Big Sky.
- ◆ Residents also want to see housing types and density that reflect infrastructure and service availability. Notably, some important services, such as grocery stores, are missing from the project focus areas. In some areas, traffic and lack of road infrastructure are a major concern when it comes to new housing development, such as the Highway 191 corridor.
- ◆ When asked about what types of units they want to see generally, many responses tend to lean toward single-family dwelling units. However, when shown more specific, partially developed areas with road networks in place, participants tend to convey a desire for a wider array of housing types beyond single family, such as duplexes, townhouses, cottage housing, small multi-family, and light mixed-use. Support for infill development and flexibility with Accessory Dwelling Unit (ADU) permitting and conversion of single-family dwelling units to multi-family dwelling units was also expressed.
- ◆ Participants who consider themselves part of the planning, building, or development industry indicated that effective incentives to support affordable units include 1) increased density, reduced parking requirements, and 3) increased building height. Though some participants noted that County requirements are generally less stringent than those in municipalities, which may make an incentive program less attractive.
- ◆ The public feedback gathered for this project will inform the first draft of the Model Zoning Code for Affordable Housing, which is expected to be released in the fall of 2025 or early 2026 for public comment.



Project Background

Through the Model Zoning Code for Affordable Housing project, the County seeks to create “model” zoning content that can be utilized to update existing zoning regulations or inform the content of new zoning regulations. Recent, rapid increases in housing unaffordability in Gallatin County are well documented [2024 Housing Strategy and Needs Assessment](#).

The Model Code will include content that corresponds to the land use categories in the FLUM derived from areas of the County identified as “most” and “moderately” suitable for development. Therefore, outreach for the Model Code was less focused on the specific locations where development is appropriate, and more focused on what unit types, housing configurations, and mechanisms to increase affordability are desired. Historically, zoning has been used to restrict certain types of development that might be more affordable to residents, which has contributed to increased housing costs and displacement. The Gallatin County Housing Strategy acknowledges that zoning is one of many factors that can influence housing affordability, and one of the few factors that are within the purview of County government. The Housing Strategy identifies zoning reform as a strategy that, at minimum, ensures that zoning regulations don’t create unnecessary barriers to housing affordability. The Strategy also identifies a voluntary inclusionary zoning program as a mechanism to incentivize the development of affordable units in the County.

The primary goals of this project are to create model zoning content that:

1. Does not create barriers to affordability through **arbitrary** or **overly restrictive** standards
2. **Supports** individual property owners, developers, and non-profits seeking to create affordable housing
3. Includes standards to promote the development of **high-quality** affordable units and **mitigate the impacts** of development, promoting **quality of life** for existing and future residents

To inform the first draft of the Model Zoning Code for Affordable Housing, two in-person drop-in workshops and a community survey were used to gather input from residents about housing preferences in Gallatin County. Outreach was focused on Four Corners and the Gallatin Gateway community core due to their FLUM designations and the growth pressures they are experiencing.

This document describes why the focus areas were selected, methods used to advertise the project and solicit feedback, results from the drop-in workshops.



Why Focus on Four Corners & Gallatin Gateway?

The Growth Policy acknowledges that while municipalities are most appropriate to accommodate new development due to availability of services, they are outside of the jurisdiction of the Gallatin County Planning Department. Bozeman, Belgrade, Manhattan, Three Forks, and West Yellowstone each have their own Planning jurisdictions and are not within the scope of the Model Code or County Planning generally.

The Growth Policy Future Land Use Map or [FLUM](#) identifies the areas most suitable for development within the County's jurisdiction based on infrastructure availability and environmental constraints, see Table 1 on the following page. The FLUM identifies Urban Growth Areas (UGAs) as the most suitable for development and Rural Growth Areas (RGAs) as somewhat suitable for development, as they typically include fewer services and less infrastructure availability than UGAs. Public Infrastructure Holding Areas (PIHAs), on the other hand, do not currently have water and sewer services but the FLUM notes they are appropriate for Urban Growth development when those services are extended.

For the purposes of this project, the Four Corners focus area includes the UGA and PIHA in that community, and the Gallatin Gateway focus area includes only the portions of the Gateway Community Core identified as RGA (see *Figure 7, Page 22, and Figure 8, Page 23*). Both areas are hereafter referred to as Four Corners and Gallatin Gateway community core or focus areas.

Four Corners and the Gallatin Gateway community core were selected for outreach because they include some level of infrastructure and services as identified in the FLUM and are experiencing growth pressures. In addition to their designations in the FLUM, both communities are ideal focus areas for developing the model code because they have a long history of planning efforts that can be used to inform the code.

Gallatin Gateway is currently unzoned, meaning it has no explicit density limitations or land use standards under the County's purview. While initial outreach is focused on Four Corners and the Gallatin Gateway community core, the contents of the Model Code could be used to inform zoning elsewhere in the County depending on infrastructure conditions, thus, the project was advertised throughout the County.



Table 1: Why Focus on Four Corners & Gallatin Gateway?

	Four Corners	Gallatin Gateway Community Core
Within Gallatin County's jurisdiction? (cities are not)	✓	✓
Identified as having a “community core” area, with existing development and some level of services?	✓	✓ *
Water & Sewer District?	✓	✓ **
Low Wildfire Risk?	✓	✓
Relatively flat landscape?	✓	✓
Low/lower value for wildlife?	✓	✓

* some services

** sewer only



Spreading the Word

The Growth Policy acknowledges that while municipalities are most appropriate to accommodate new development due to availability of services, they are outside of the jurisdiction of the Gallatin County Planning Department. Bozeman, Belgrade, Manhattan, Three Forks, and West Yellowstone each have their own Planning jurisdictions and are not within the scope of the Model Code or County Planning generally.

The workshops and a community survey were advertised on the County's social media and weekly Bulletin email, on the County homepage banner, on the Envision Gallatin website, and via press release. Several area news outlets published information about the workshops and the project in general. Project flyers were also posted in many locations in downtown Bozeman, as the population and service center for the greater Triangle area, and in several businesses in Gallatin Gateway and Four Corners including the Gateway Community Center, Post Office Pizza Company, The Jump, Korner Klub, Bunkhouse Brewery, El Mercadito, Rusty's Café, and Mazevo Coffee. The Gateway workshop was also advertised on the digital sign in front of the Community Center.

Information about the workshops was distributed by the Regional Housing Coalition, Four Corners Water and Sewer District, Gallatin Gateway School, and the Southwest Montana Building Industry Association, Gallatin Association of Realtors, and many other agencies and organizations. Multiple workshop announcements were also sent to the Envision Gallatin email list, which includes over 2,000 individual email addresses.

County staff set up a table at the Logan Landfill as part of the E-waste recycling event, Dry Hills Distillery fair pop-up event, and Gallatin Gateway and Manhattan bike safety rodeos to spread the word about the upcoming project. The project team also handed out flyers with a QR code link to the survey concurrently with the HRDC summer lunch program at the Bozeman Public Library, Story Mill Park, and Gallatin Valley Foodbank/HRDC lobby.





Above: In-person workshop as advertised in front of the Gallatin Gateway Community Center.



Drop-in Workshops

Two workshop time and location options were offered to accommodate different schedules, with both workshops containing identical content. Workshop #1 was held on Tuesday, June 17th at Monforton School in Four Corners from 5:30-7:30 PM and Workshop #2 was held on Wednesday, June 18th at the Gallatin Gateway Community Center from 11:00 AM-1:00 PM. The workshops were “drop-in” style to allow participants to attend for as little or as much of the workshop as their schedules allowed.

The content of the workshops was built upon what has been learned in previous outreach and planning efforts, including the Growth Policy and FLUM, Housing Strategy, neighborhood plans, and the Gallatin Gateway Situation Assessment. Additionally, the project team conducted 12 [Stakeholder Interviews](#) prior to the workshops to form a base understanding of the project focus areas, current hurdles to affordable housing development, and information about zoning and affordable housing generally.

At the workshops, participants were first greeted at a welcome table where a banner displaying basic project information was shown, including how this project builds upon previous plans and policies adopted by the County. Participants were also given a handout showing the “Area Median Income (AMI) Rainbow,” (*Figure 1, Page 8*) showing what types of occupations typically include salaries that allow people to afford different types of homes, from affordable to market rate. Participants were directed to use the handout while interacting with activity stations placed around the room.



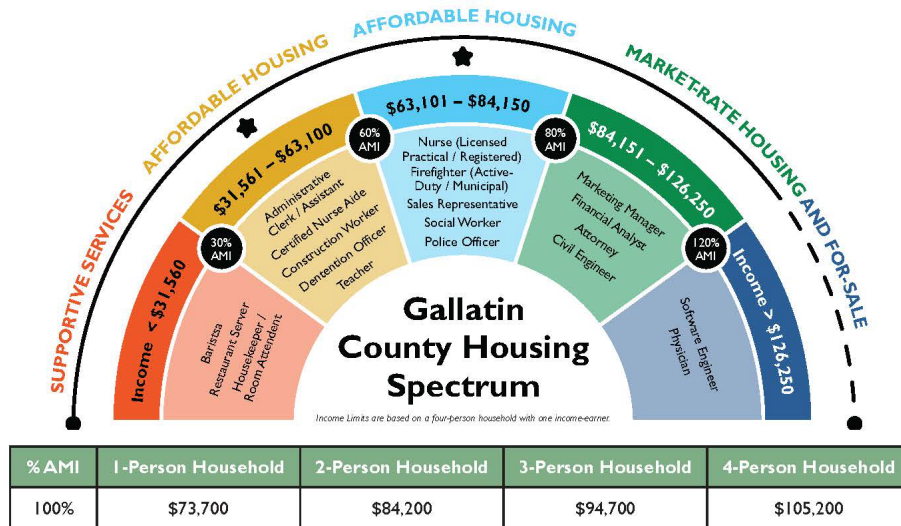
Figure 1: Housing Affordability Handout and AMI Rainbow Reference Sheet

Housing Affordability Drop-In Workshop

AMI and the Housing Spectrum

The following Housing Spectrum for Gallatin County was made to provide context as you navigate the Model Zoning Code for Affordable Housing workshop. Gallatin County aims to support and encourage housing that is affordable, which is between 30% - 80% AMI. Occupations are shared that fall within these AMI brackets in Gallatin County for some context about who might be able to find more accessible housing as a result of this plan. For reference, a table displaying the 2023 HUD Area Median Income (AMI) thresholds for various household sizes in Gallatin County is included to the right.

Then, as you place your votes with the “Pom Pom Housing Poll,” make a tally in the table below for how many of each housing type you select. You will use this for the mapping activity that comes next!



Tiny Homes	Small Single-Family	Large Single-Family	Accessory Dwelling Units	Duplex	Triplex / Townhomes	Fourplex	Five / Sixplex	Cottage Housing	Mixed-Use	Small Apartments	Multi-Family Apartments

Gallatin County Model Zoning Code for Affordable Housing



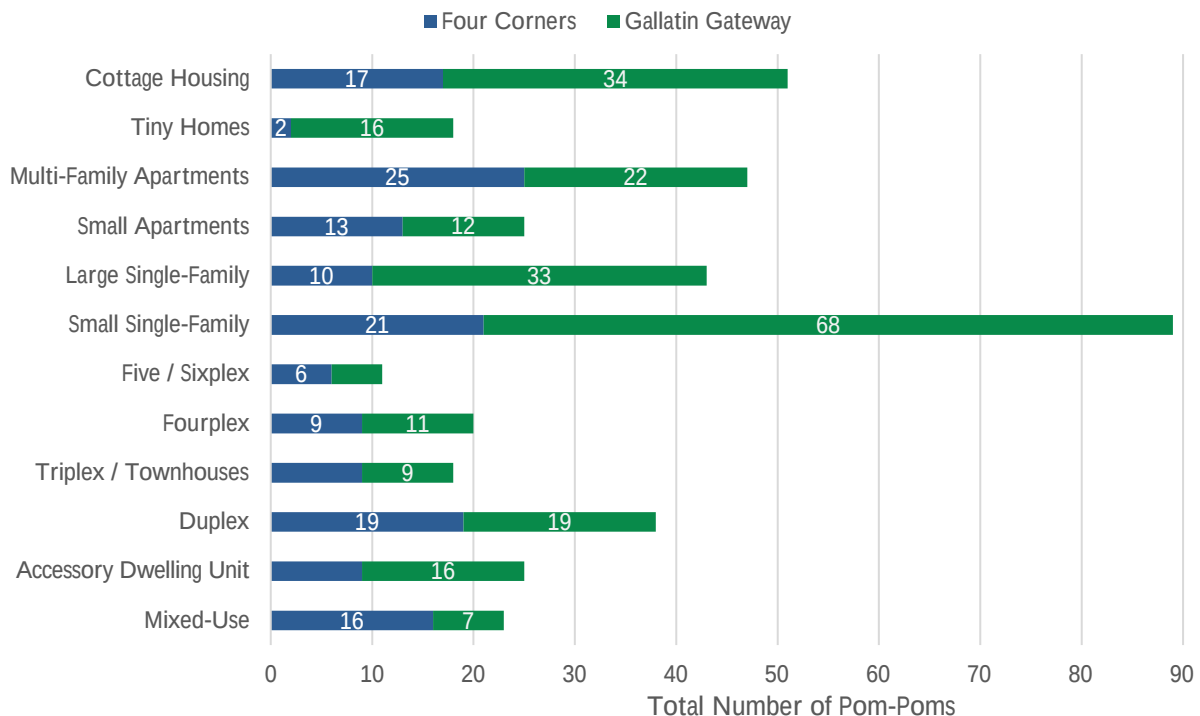
Housing Types Polling

The housing types polling table had cards and corresponding jars for twelve different housing types (tiny homes, fourplex, single-family, etc.). Each card identified which AMI brackets could afford that type of housing in Gallatin County at market-rate.

Each participant was given twelve pompoms for Four Corners and twelve pompoms for Gallatin Gateway and were asked to distribute the poms into the jars to indicate what types of housing they thought would be most appropriate and needed in each community. Poms for Four Corners were put on the left side of the jar and Gallatin Gateway on the right. Participants could put more than one pom in a single jar or distribute their poms evenly across the jars.

The results from the pom activity are shown in Figure 2 below. The results show how many poms were placed in each housing type for each location at the workshops. Overall, small single-family homes were favored, particularly in Gallatin Gateway. Multi-family apartments were most favored for Four Corners. In both areas, participants expressed preference for a variety of unit types.

Figure 2: Results of Housing Types Poll



Notably, the pompom poll reflected similar preferences indicated in the stakeholder interviews, Growth Policy, Housing Strategy, and FLUM that participants are interested in a diverse array of housing options, with a slight relative preference for multi-family in Four Corners as compared to Gallatin Gateway.





Above: The housing types pom-pom poll used to gather information on what types of housing event attendees thought would be most appropriate and needed in the project areas.



Above: One of the 3D-printed model houses used in the 3D Housing Activity, which sought to aid in determining what level of density and what housing types are desired in the project areas.

3D Housing Activity

The next activity in the workshop involved mapping density, housing types, and infill with model houses. There were 11 different types of plastic model housing (multi-family, single-family, duplex, townhouses, tiny homes, ADUs, etc.) that participants could choose from and place on four maps, two showing portions of the Gateway focus area and two showing portions of the Four Corners focus area. The street names on the maps and any identifying insignia were removed and kept purposefully vague to avoid creating the impression that the project team were seeking specific changes to the areas shown on the maps.

The activity's purpose was to get an idea of what level of density and what housing types are desired in the project focus areas. Groups that approached the activity station were prompted to collaboratively decide how many and what types of new housing developments they are comfortable placing on the maps, aiming for a general group consensus.

Photos were taken of each group's placement of the model housing and their ideas and comments about what types of housing they wanted to see were noted on large poster paper. The map photos and participant comments are described below for the Four Corners focus area maps and the Gallatin Gateway focus area maps.

Four Corners Focus Area

Six workshop participant groups completed the activity on the Four Corners maps. Overall, the participant groups placed housing models on many of the same areas, but the densities selected varied among the groups.





Group 1:

- ◆ Focused development on three lots.
- ◆ In the upper right, they placed two single family homes.
- ◆ In the lower right, they added housing to an underutilized lot. They placed a row of 4 townhomes toward the street and placed two ADU's and two tiny homes to the side of the lot.
- ◆ In a vacant lot to the left, they placed two fourplexes on the left side of the lot and two duplexes on the right portion of the lot.
- ◆ They had no additional comments to share about their map.



Group 2:

- ◆ On the vacant lot to the right they placed 3 cottage courts.
- ◆ They also placed a row of 4 townhomes and a six-plex along the road.
- ◆ On the left of the map the group placed a fourplex and two small apartment buildings on vacant land.
- ◆ The group also placed a mix of ADUs and tiny homes throughout the single-family neighborhood.
- ◆ The group noted that they prefer medium density and cluster developments like cottage housing.
- ◆ They sought to maximize density but maintain the general neighborhood feel.



Group 3:

- ◆ Prefers single-story housing like cottage housing, single-story duplex and fourplexes and small apartments (about 4 units).
- ◆ The green sticky notes represent plenty of green space to balance the density.
- ◆ The group placed multiple cluster developments of single-family homes, cottage courts, duplexes, and fourplexes.





Group 4:

- ◆ Placed 4 duplexes on the vacant lot in the upper right and added 4 cottage courts to a vacant lot in the middle of the map.
- ◆ Prefer duplexes and cottage housing noting that medium density is alright.
- ◆ Noted that new development should be serviced by infrastructure and transportation systems.



Group 5:

- ◆ Main concern was maintaining the current character of the area
- ◆ Acknowledged that the community needs housing, but they would prefer low to medium density and no high density.
- ◆ Prefers lots of open space and wildlife corridors
- ◆ Focused on infilling the established neighborhood with ADU's and tiny homes.
- ◆ Dispersed some townhomes and a couple six-plexes on the vacant lots on the map, but they wanted to preserve the majority of it as open space.





Group 6:

- ◆ Prioritized a mix of uses with an emphasis on medium to high densities.
- ◆ They want to ensure efficient use of infrastructure and provide a variety of housing types.
- ◆ In the existing neighborhood they placed a stacked triplex, a row of four townhouses, a six-plex, a cottage courtyard, ADU's, and tiny homes, preserving the existing vacant lot as open space.
- ◆ They placed a large apartment building on a vacant lot in the middle of the map with parking and open space surrounding the building.
- ◆ One individual had the creative idea of constructing a large 30 story apartment building surrounded by open space on the vacant lot.

Overall, in Four Corners, workshop participants communicated they'd like to see infill and cluster developments with plenty of green space. These sentiments echo what was heard in the survey and other County public engagement efforts regarding variety of unit types and emphasis on livability and open space. Interestingly, although the pompom poll and survey data (shown later in this summary) reveal a strong desire for single-family housing types, none of the groups that participated in the 3D housing activity “built” exclusively single-family developments on the maps.

Gallatin Gateway Focus Area

Three groups completed the activity for Gallatin Gateway, their density choices were all quite similar.





Group 1:

- ◆ Described their development as “fits character, shared open space, variety in housing, and mid density.”
- ◆ Added a cottage courtyard, stacked duplex, single family home, and two stacked triplexes to the vacant lot.
- ◆ Added a row of four townhomes to another vacant lot and a cottage court on a partially utilized lot.



Group 2:

- ◆ Dispersed a variety of housing types throughout the area.
- ◆ Includes ADUs, duplexes, cottage courts, stacked triplexes, fourplexes, and rows of four townhomes.
- ◆ Included dispersed open space as well.



Group 3:

- ◆ Developed a different portion of the map than previous groups.
- ◆ Placed triplexes, small apartment buildings, six-plexes, and cottage courtyards in a few different vacant lots on the map.



Overall, the three Gallatin Gateway groups conveyed that they would like to see development that fits the current character, infill with open space, and some higher density housing. Like the Four Corners mapping activity, none of the groups selected exclusively single-family homes to place on the maps. This could suggest that when participants are asked generally what type of housing they prefer, absent of any visuals showing what the area might look like already, different unit types may come to mind than when participants are asked about a more specific area with an existing street network in place and some level of existing development. The results of this activity reveal support for a variety of unit types and infill that fits within an existing developed area for both the Gallatin Gateway and Four Corners focus areas.

Spot the Difference Infill Worksheets

Under Montana state law, increasing the number of units permitted in a zoned area is one of the limited tools at the County's disposal to increase the supply of housing. At the third activity station, participants were offered two "spot the difference" worksheets, one showing a residential area and one showing a mixed-use area before and after infill had taken place to increase the overall number of units.

Participants were challenged to find the new units in the after images and then offered the "key" to compare how many they were able to find against how many were added. Space was given on each worksheet for participants to indicate what they liked about the after images and what they thought could be improved. Structures such as accessory dwelling units, townhomes, and small multi-family had been added to the image in the residential edition for a total of 50 new units, similar structures plus light commercial and mixed-use were shown in the after image in the mixed-use edition for a total of approximately 70 new units.

Figure 3: Spot the Difference Infill Worksheet, Residential Edition



Figure 4: Spot the Difference Infill Worksheet, Mixed-Use Edition



Some participants assessed the worksheets visually and discussed them with the station host but did not leave written comments. There was general agreement that the images generally looked to have the same character, with some noting the changes to the streetscape and other infrastructure improvements associated with the increase in density in the after images.

On the worksheet, one participant wrote: *"I am surprised I actually like the look of both 'afters:' 1) Planned out 2) Looks sharp 3) smart use 4) I see this balanced (the density) with open ag land, trails, public access."*

Another participant said: *"Mixed use density allows for greater infill, more options for renters/owners, more AMI's represented. Water/sewer infrastructure could be improved, the 4 Corners water/sewer district is at capacity, and County Planning and thought leadership has recommended expanding capacity since 2007."*

Housing Strategies¹

At the last activity station, participants viewed two large poster boards describing eight different strategies to increase/maintain affordable housing. Participants were given small sticky dots and asked to place them in "support" "neutral/unsure" or "do not support" columns next to each strategy to indicate their level of support for that item. The sticky dot tallies are shown in the table below. Some of the strategies in the table are not strictly zoning-related and will not be incorporated into the model code but can help the County staff and elected officials understand what non-zoning strategies to pursue or support alongside the Model Code in the future.

Generally, results indicate that most strategies identified in the table are supported, with some limited opposition. Results were more evenly split for support/neutral/oppose for ensuring manufactured housing is permitted across zoning districts. Of note, State Law requires that the County treat factory-built and manufactured homes no differently than stick-built homes.



¹ Importantly, several ideas to increase affordable housing have been suggested over the course of the project that, while they may be impactful, are not within the scope of the County's powers granted by State Law, are expressly prohibited by State Law, or infeasible given the current structure and administration of permit reviews. These include mandatory inclusionary zoning (requiring developers to provide a certain number of affordable units), changes in the tax valuation of certain properties, tax amendments generally, reduced permit review times, and changes to municipal zoning.



Table 2: Housing Strategies Results

#	Strategy	Description	Support	Neutral / Unsure	Do Not Support
1	Increase Densities and Allowable Housing Types	This strategy involves changing zoning regulations to allow for more housing units per area and a wider variety of housing types (e.g., apartments, townhouses, duplexes) in areas with infrastructure that were previously limited to single-family homes.	10	0	2
2	Density Bonuses	This strategy encourages affordable units by allowing developers to build more housing units than normally permitted if they include affordable units or contribute to an affordable housing fund. Requiring affordable units outright is prohibited by state law.	9	0	2
3	Reduce Development Costs for Affordable Housing	This strategy focuses on lowering the costs associated with building affordable housing for developers and homeowners through measures like reducing fees where possible and flexible standards for projects that include affordable housing.	11	1	2
4	Reduce Permitting Requirements for Affordable Housing	This aims to streamline the process of obtaining permits for affordable housing projects, reducing redundant steps, delays, and bureaucratic hurdles.	7	2	3
5	Ensure Manufactured Housing is Permitted Across Zoning Districts	This includes revising zoning standards to ensure they allow for manufactured homes where site-built homes are allowed.	4	3	4
6	Community Land Trusts	CLTs are non-profit organizations that own land and lease it to homeowners, ensuring long-term affordability as the goal of the nonprofit is to maintain affordable housing.	10	1	0
7	Encourage Public-Private Partnerships	This involves collaboration between government entities and private developers to finance and build affordable housing. The partnership can be a way to achieve financing while also ensuring the development is in the best interest of a community.	8	1	2
8	Aging in Place	Strategies to help low-income residents stay in their homes long-term without risk of being displaced. This could include programs to help subsidize home accessibility improvement costs for seniors who want to stay in their homes, and some zoning standards related to universal design.	10	2	0



General Feedback

In addition to the feedback gleaned from the activity stations, the format of the workshops facilitated opportunities for participants to have one-on-one conversations with the project team. General thoughts and feedback shared by community members are summarized below.

Gallatin Gateway

- ◆ In terms of what types of housing and density are appropriate in the Gallatin Gateway community core, participants generally expressed support for development that **minimizes adverse impacts and is relatively low scale**. A specific density recommendation of **four units per acre** with the option to add accessory dwelling units was described as appropriate for the area.
- ◆ Many participants expressed **concerns about the lack of infrastructure** available in Gallatin Gateway to support additional housing. Specifically, concerns about the capacity of the water and sewer district (which only provides sewer services) and the Gallatin Gateway school were shared.
- ◆ Several community members were also concerned that Gallatin Gateway does not have the services available to support new residents, specifically noting that there is no **grocery store** in the area.
- ◆ Transportation was also a common topic, with many participants noting the **dangerous conditions of Highway 191** and the number of traffic accidents they had personally witnessed.
- ◆ Reliance on personal vehicles and the **lack of public transportation** was also a common concern. Some residents noted that many who are employed in Big Sky, but live in Gallatin Gateway, do not have access to personal vehicles, while others noted that it is not possible to live in the Gateway without a personal vehicle.
- ◆ Many participants expressed fear and concern about the presence and impact of the Yellowstone Club in the area, noting that they **do not want Gallatin Gateway to become a bedroom community** for Big Sky employees, thereby worsening traffic and diminishing the close-knit community feeling they have fostered.
- ◆ Several participants also expressed a feeling of **lack of trust in the County** for not doing more to establish zoning in the area, and for not approving a citizen-proposed zoning district they had worked hard on. Some participants noted that the County should look toward the proposed zoning district for direction about what residents want to see in terms of housing development. However, it is important to note that the proposed zoning district did not include the community core of Gallatin Gateway, where the outreach for the model zoning code was focused.
- ◆ A general sense of **outreach fatigue** was also conveyed, with some participants noting they were exhausted by continually trying to convey their thoughts and concerns and not feeling heard.

Four Corners

- ◆ Some concerns were raised about infrastructure availability in Four Corners, though to a lesser extent than Gallatin Gateway. Specifically, many participants noted that the Four Corners Water and Sewer District is at capacity.
- ◆ One participant expressed general fear and frustration about any changes to the Four Corners Zoning Regulation, as they felt the district is functioning fine as it is.

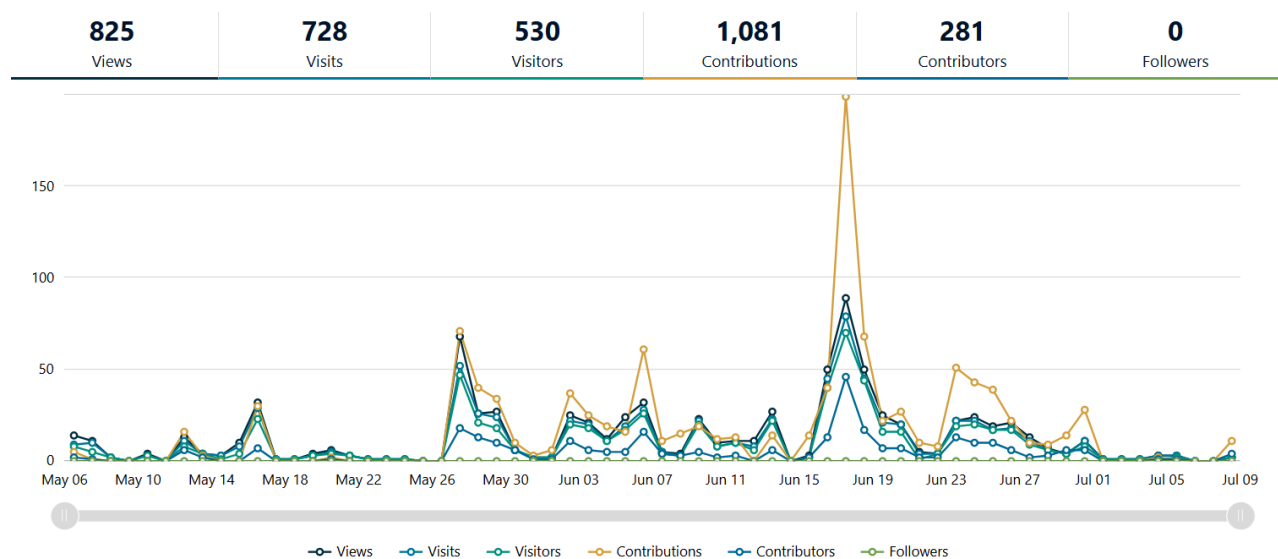


Community Survey

To better understand which housing types, incentives, and overall zoning code options the community supports, an online survey was circulated to allow folks to participate in the project at their own pace. The survey was available online via the Envision Gallatin website from May 15th to June 30th, 2025 and was built upon information gleaned from [Stakeholder Interviews](#) as well as existing community plans and policy documents. The following summarizes the results of the survey².

Figure 5, below, provides a summary of survey participation. Overall, 281 individual people provided 1,081 contributions (total number of questions answered). Contributions peaked during the week the in-person workshops were held. This summary follows the outline of the survey and shares responses received to each question.

Figure 5: Survey Performance Summary



² Without collecting detailed demographic data, it is impossible to determine if the results of the survey are representative of a broader population. To preserve privacy and reduce barriers to participation, the project team chose not to collect this detailed demographic data. The project team examined the survey results for patterns in responses and has been unable to determine that any abuse of the survey had taken place. Importantly, the survey is not meant to be used as a voting tool, where options that received the most votes are implemented. Rather, the survey is one of several public engagement tools that will be used to inform the draft model code.



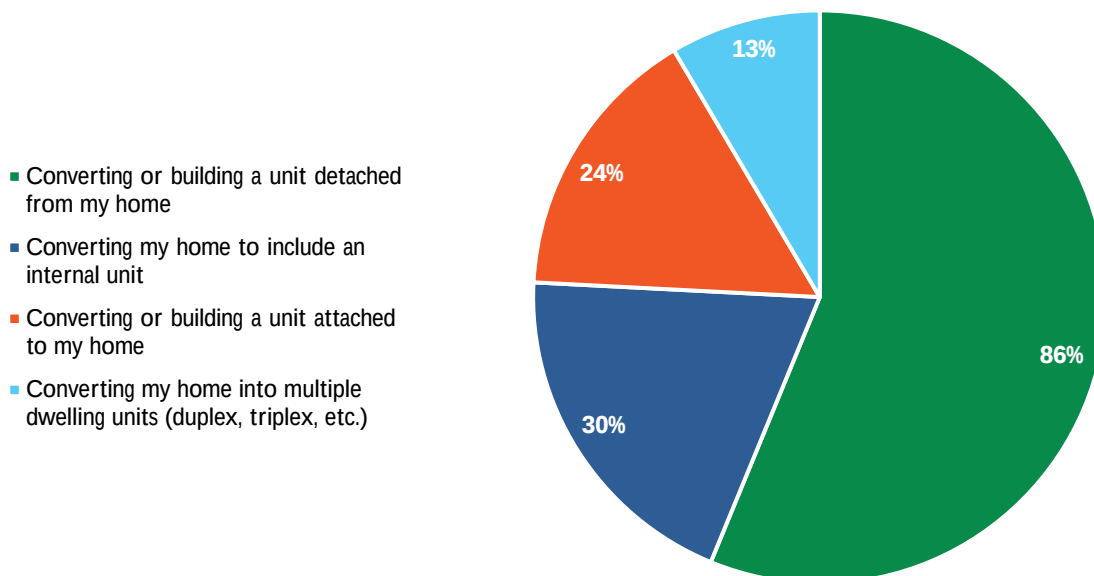
Tell us about Yourself

In the first question, participants were asked to **describe their housing situation in Gallatin County**; there was a total of 271 respondents to this question. Most participants (75%) own the home or unit they live in, while 18% rent the housing unit they live in. There were selection options for those who are unhoused, those who don't live but work in Gallatin County, those who visit Gallatin County, and a "none of the above" option, and each of these had less than 1% response rates. There were 2% that preferred not to say and 3% selected the 'other' category.

If participants selected "I own the home/unit I live in" in the previous question, then a follow up question was asked: "**Would you consider (or be interested in guidance about) creating additional dwelling units on your property, if zoning regulations allowed for it? Check all that apply.**" Full results can be seen in Figure 6 below, but the highest selection, at 86%, was that respondents would consider converting or building a unit detached from their home.

Figure 6: Would you consider (or be interested in guidance about) creating additional dwelling units on your property, if zoning regulations allowed for it? Check all that apply.

N = 83 responses



The next question was "**Do you consider yourself a part of the construction, housing, or planning industry? (e.g., builder, developer, realtor, lender, non-profit housing organization, etc.)**" 67% of respondents selected "no", 30% of respondents selected "yes", and only 3% of respondents marked that they are unsure or prefer not to say.



What Communities are Participating?

Survey takers were asked to place a pin on an interactive map to indicate the approximate location of their primary residence to better understand who we received input from. There were 169 (about 60%) respondents who shared this information, responses were received from residents all over Gallatin County. The top locations were 70 contributions from Bozeman, 31 from Gallatin Gateway, and 22 from Four Corners. Figure 7 and Figure 8 on the following pages show a map of these results. Because there was a large number of contributions from the Bozeman area, it is possible that at least some respondents were using their experience with the City of Bozeman's zoning regulations, and neighborhoods within Bozeman's city limits, as they were responding.

Additionally, when respondents placed their approximate housing location, they could **identify what kind of housing they live in**, 156 people identified their housing type. 67% live in a single-family detached home, 10% in a single-family attached home (such as a townhome or rowhome), 8% live in a duplex or triplex, 7% live in an apartment, 3% live in a manufactured or mobile home, and 4 people wrote in other responses.



Figure 7: Approximate Housing Location of Survey Respondents (County)

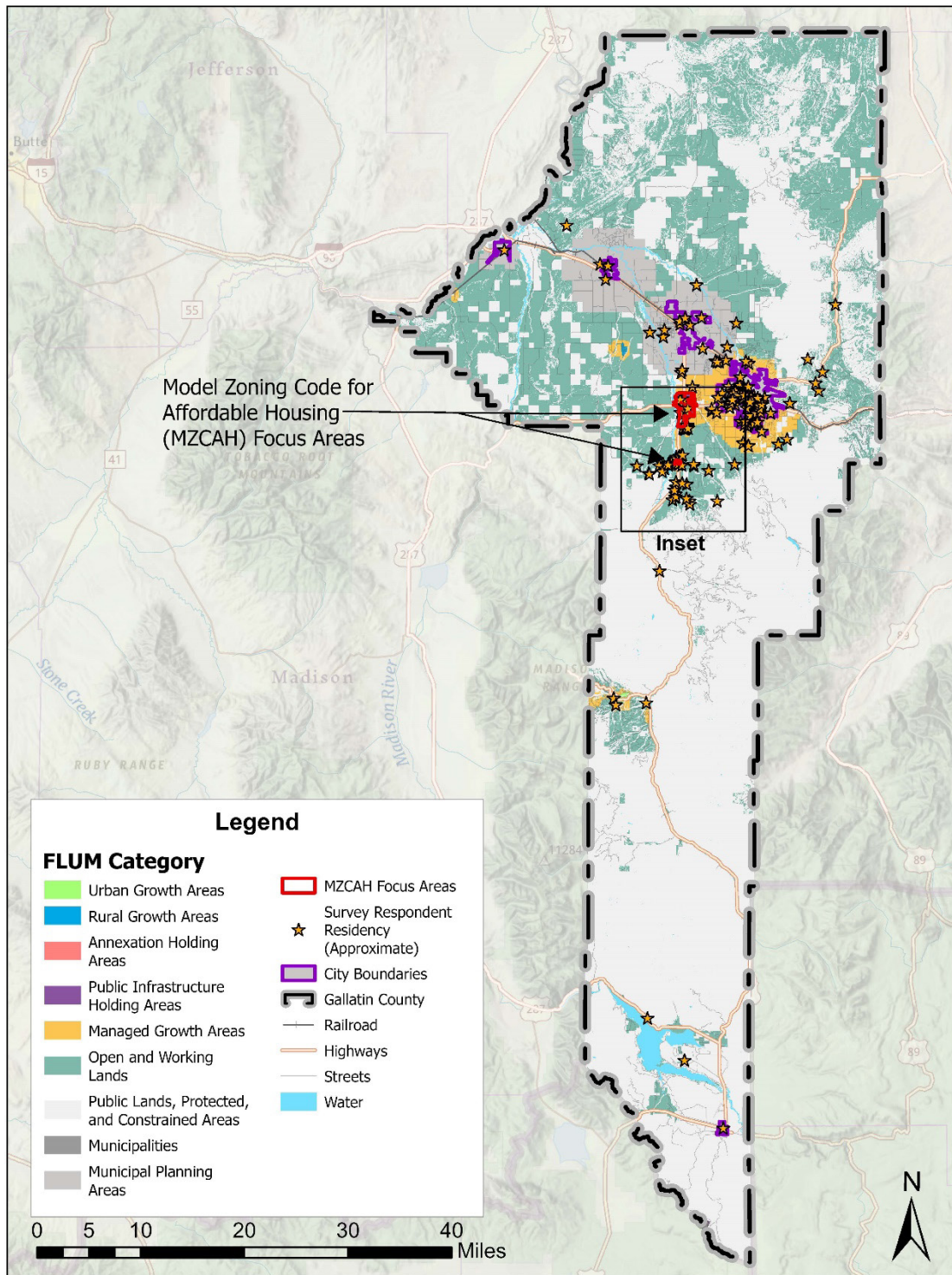
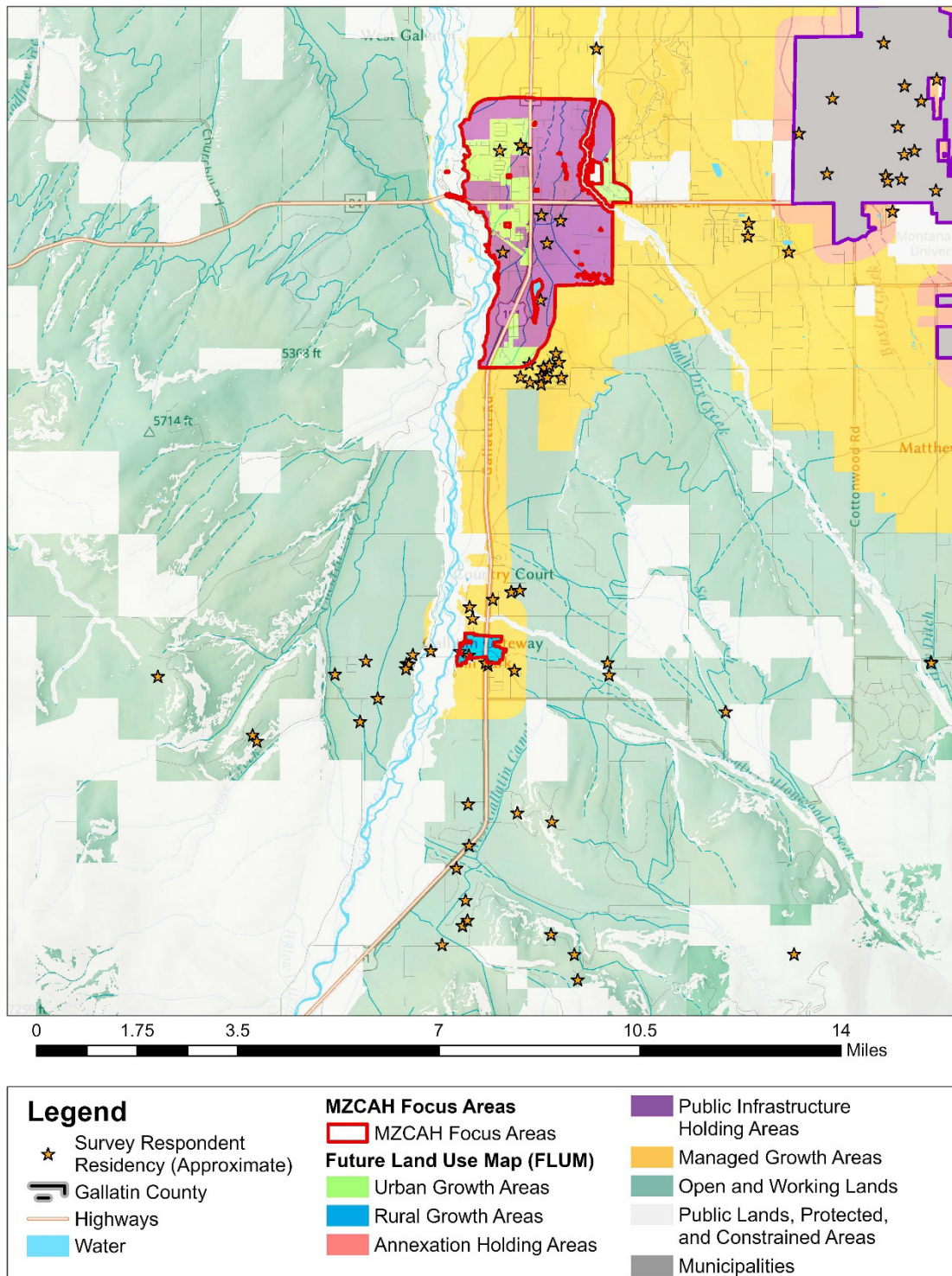


Figure 8: Approximate Housing Location of Survey Respondents (Inset)

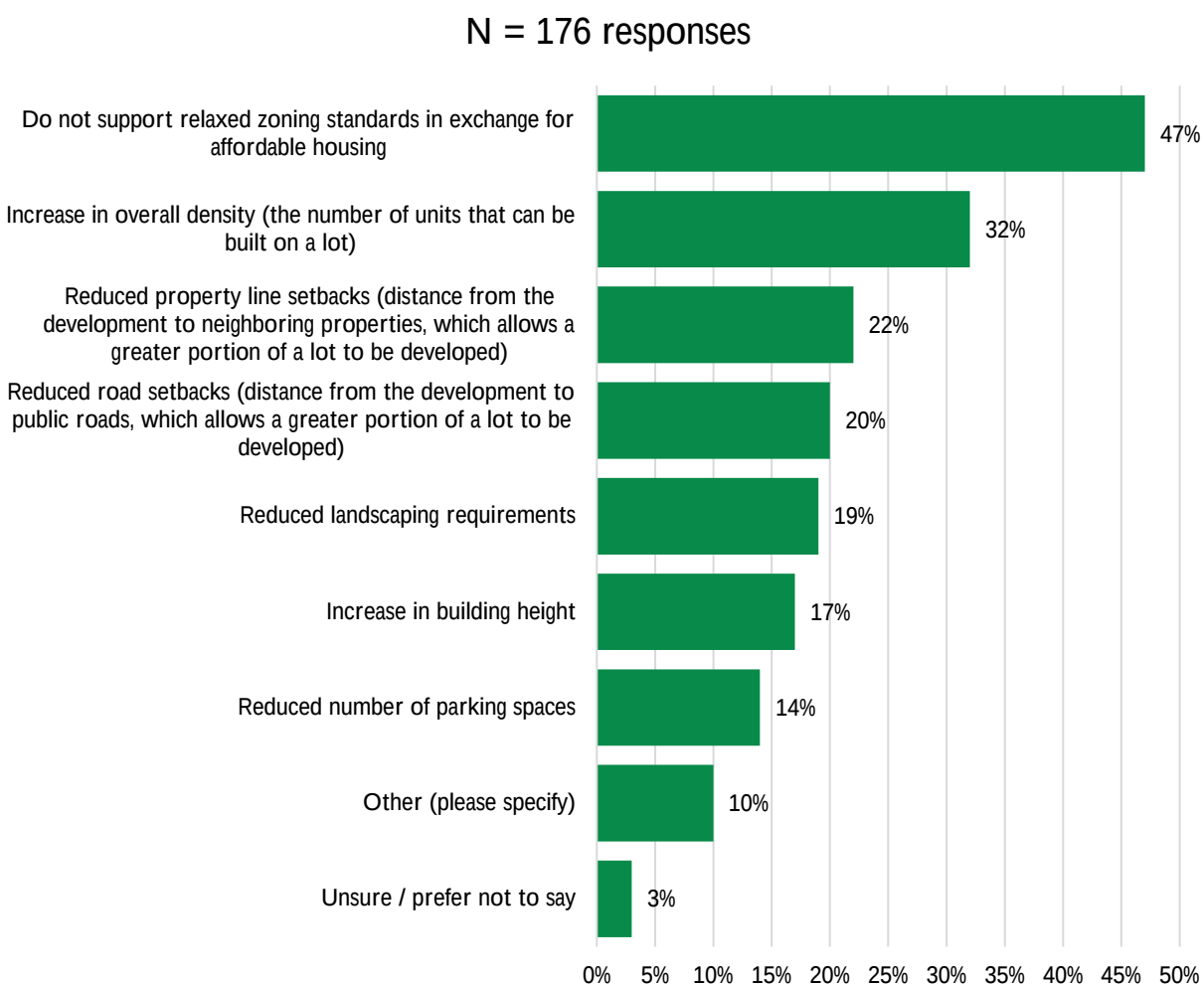


Affordable Housing Solutions

Respondents were directed to choose their top three answers for the question: **“Generally, which of the following relaxations from zoning standards do you think would be most acceptable in exchange for construction of affordable housing units?”** As seen in Figure 9 below, the largest portion of respondents chose that they do not support relaxed zoning standards in exchange for affordable housing, but the second most popular answer was to increase the overall density.

There was also space given for participants who selected “Other” to write in ideas for relaxed zoning standards. Most responses described whether they thought an incentive program was appropriate or effective, though one participant mentioned reduced lot size as a potential standard that could be reduced in exchange for affordable housing.

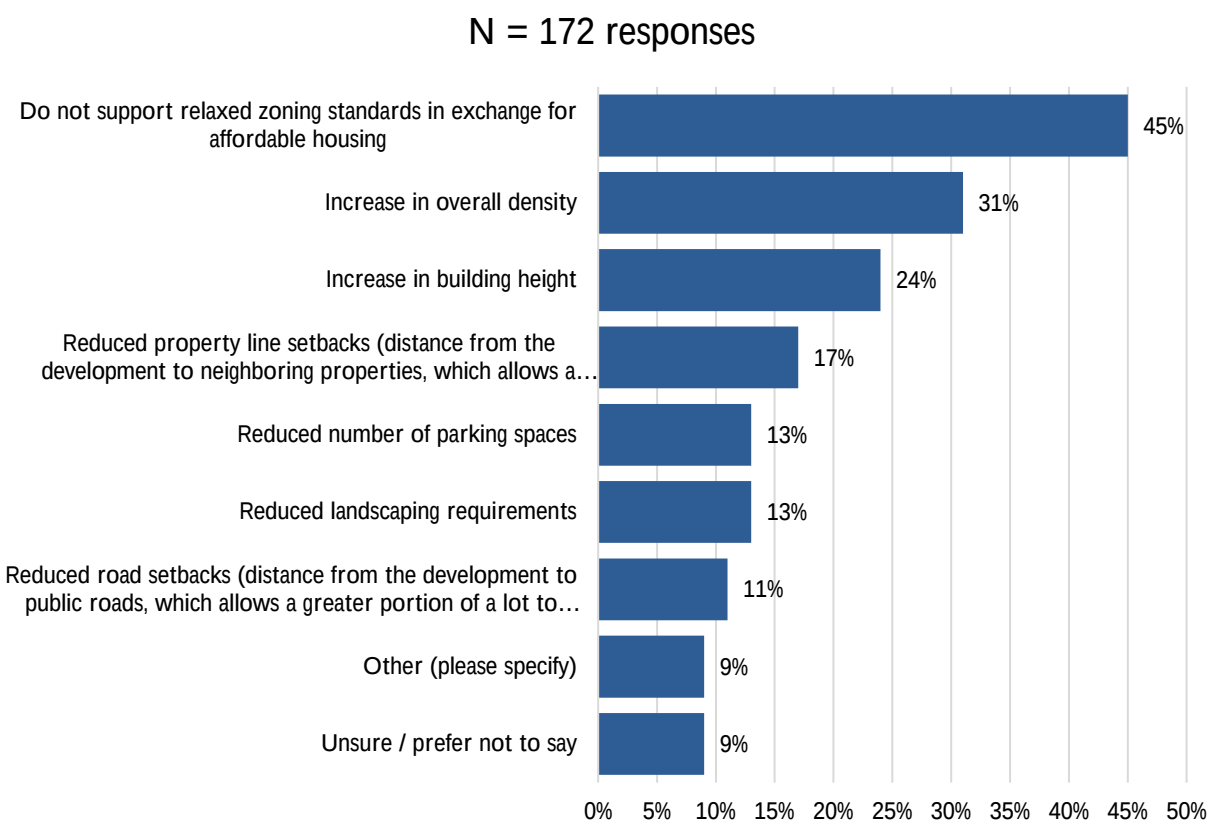
Figure 9: Generally, which of the following relaxations from zoning standards do you think would be most acceptable in exchange for construction of affordable housing units?



The question directly after asked: **“Generally, which of the following relaxations from zoning standards do you think would be most effective for incentivizing developers to build affordable housing?”** and the results are very similar to the previous question. The top answer is still that folks do not support relaxed zoning standards in exchange for affordable housing, with an increase of overall density being second. The main difference in the communities’ answers to this question is respondents ranked an increase in building heights higher than reduced property line setbacks and reduced road setbacks.

For the “Other” write-in option, participants generally offered ideas that are not possible to incorporate into an incentive program or are outside of the County’s planning purview. Others questioned the effectiveness of an incentive program given the multiple barriers to affordable housing in municipalities vs. the County’s already relaxed standards.

Figure 10: Generally, which of the following relaxations from zoning standards do you think would be most effective for incentivizing developers to build affordable housing?



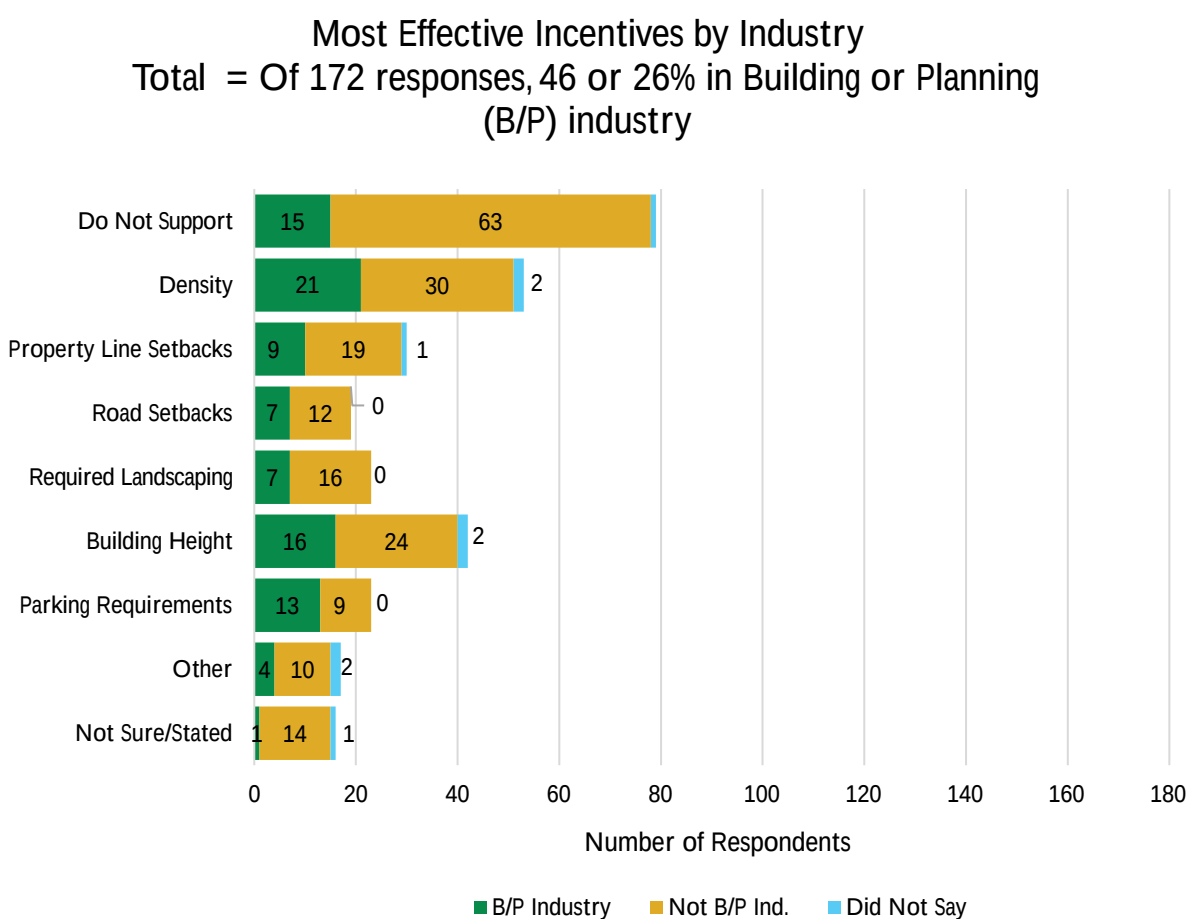
Survey responses were further analyzed to determine if those working in the construction, housing, or planning industry (labeled “B/P Industry” in Figure 11 on the following page) responded to the above question differently, given that they may have direct knowledge of what incentives may be effective considering their professions.



Note that 46 of 179 or about 25% of respondents who answered this question work in the planning or building industry. If profession had no influence, the orange would represent about 25% of the entire bar shown. The percentage of respondents selecting each option who were in the B/P industries was compared to what would be expected if profession had no influence.

Generally, those who consider themselves to be a part of the construction, housing, or planning industry were somewhat more likely to indicate that all relaxations identified would be effective and somewhat less likely to not support any such incentives. Importantly, these respondents were not universally in favor of incentives.

Figure 11: Generally, which of the following relaxations from zoning standards do you think would be most effective for incentivizing developers to build affordable housing?*



* Responses separated by those in the construction, housing, or planning industry.

Next, participants were asked: **“For the zoning relaxation incentives listed above, are there any impacts you might be concerned about? (please list).”**



Participants cited concerns with each potential incentive, but the most *common concerns* were about:

- ◆ Reduced parking requirements leading to more cars parked on the street and increased danger for cyclists and pedestrians or hindering emergency vehicle access.
- ◆ Infrastructure availability to support density, specifically water and sewer and transportation.
- ◆ Service availability to support density, specifically grocery stores and schools.
- ◆ Increases in density or an incentive program generally leading to overcrowding, low quality development, reduced quality of life, increased traffic, impacts or strain on water resources, lower property values, and loss of “rural feel” or viewsheds.

Some participants noted that certain incentives may be appropriate, but *depend on the circumstances*:

- ◆ Some participants expressed a preference for increased building height over other incentives, with one participant noting that the fire department should be consulted if this is considered.
- ◆ Regarding reduced road setbacks, one participant noted that it would depend on the road, citing road traffic and safety.
- ◆ One participant noted that they support reduced landscaping requirements, noting that public spaces, parks, and sensitive lands are still crucial, but need not be meticulously maintained in all cases. Another noted that reduction in landscaping standards shouldn’t go “too far.”
- ◆ Regarding reduced road setbacks, one participant noted that this should still accommodate pedestrian infrastructure and landscaping to create separation from people and traffic.
- ◆ Some participants expressed a preference for increasing density where development currently exists, for example, allowing one or more ADUs attached or detached from single-family homes, and ensuring those ADUs can be rented.

Many of the respondents left comments that are not related to an incentive program but are related to *planning in general* and/or are addressed by other regulations and policies besides zoning:

- ◆ Desires to preserve agricultural land and wildlife and consider wildfire hazards.
- ◆ Some wished to see greater oversight of HOAs, citing experiences or knowledge of overly strict or punitive HOAs, while others noted that HOAs and private covenants should remain untouched. Of note, HOAs and their covenants are private entities and contracts that are not regulated by the County.
- ◆ Some noted that there is no need for an affordable housing incentive program given the 12.5-13% vacancy rate. This statistic likely refers to the City of Bozeman’s rental vacancy rate which, at the time of writing, is the subject of an article recently published in the *Bozeman Daily Chronicle*. Many respondents discussed the history and planning of the City of Bozeman. Importantly, Bozeman is outside of the County’s Planning jurisdiction and has its own, separate planning department.

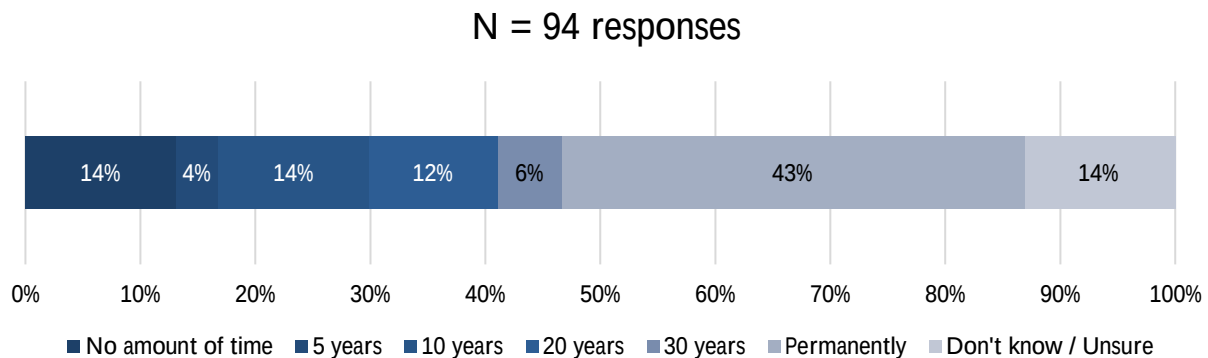
Regarding the *effectiveness* of an incentive program:

- ◆ Some participants observed that the City of Bozeman has more “red tape” than the County, and therefore more wiggle room to reduce zoning standards, implying that an incentive program might be less effective in the County.
- ◆ Some participants noted that the State legislature has or may mandate no or minimal zoning standards when it comes to things like height and parking spaces and therefore time spent making an incentive program to offer relaxations from these things could be ineffective or unproductive.



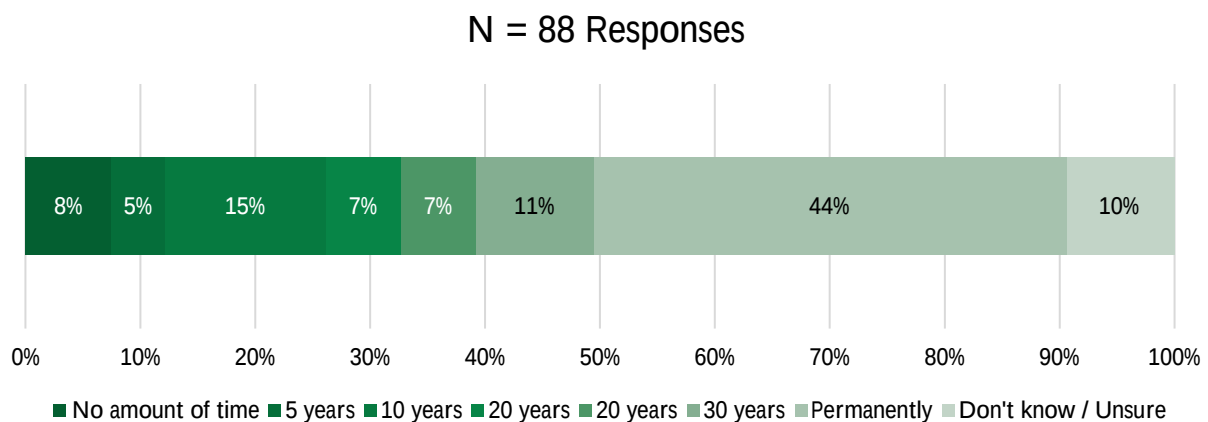
The next question asked: **“If a builder uses zoning incentives to create affordable RENTAL units, how long should the price of those units remain affordable/restricted (through tools like deed restrictions or community land trusts)?”** The full list of answers can be found in Figure 12, but the top three answers were: permanently (43%), 10 years (14%), and don’t know/unsure (14%).

Figure 12: If a builder uses zoning incentives to create affordable RENTAL units, how long should the price of those units remain affordable/restricted (through tools like deed restrictions or community land trusts)?



The same question was asked again but instead for units that would be for sale. The answers were quite similar, the answer option “permanently” was still selected the most with 44% and 10 years was next (15%), and then 30 years with 11% of votes. The full list of answers can be found in Figure 13.

Figure 13: If a builder uses zoning incentives to create affordable units that are FOR SALE, how long should the price of those units remain affordable/restricted (through tools like deed restrictions or community land trusts)?



Respondents were encouraged to upload images of developments that they think represented quality housing in terms of density, layout, configuration, and site design. They were also asked to share where they were and what they liked about them.

Overall, respondents noted that they like developments that offer diverse unit types rather than uniform blocks of housing. They also expressed preference for housing developments that offer access to trails, open space, and amenities. A couple of participants also noted how older, existing residences can be tastefully converted into multiple units that blend well into existing neighborhoods. One participant uploaded a guide for universal design, noting that *“universally designed homes are forever homes for all ages and abilities...”* Below are some of the images and text uploaded in response to this question.

Three respondents uploaded images of the Bridger View neighborhood in the City of Bozeman, noting that:



“[In] Bozeman. An old home that is the same scale as the rest of the neighborhood, split into 5 different units that are rented out affordably. It adds more units, but still remains affordable because existing homes (NOAH) are cheaper than new construction.”



“The housing is high quality and the subdivision was purposefully designed to be a vibrant neighborhood.”

“...affordable for sale housing.”

“...offers small yards, family or mid age-appropriate housing. Is connected to trails - provides social spaces, places to exercise outdoors, safe quality environment.”



“Found online. I like the mix of housing types - blocks of identical 3-story complexes like Bozeman is building will age much more poorly than more diverse developments.”



The next question stated: **“We have learned that housing close to jobs and essential services, trails/multi-modal transportation options, energy efficient appliances, and bike storage can help reduce the cost of living by reducing transportation costs and utility bills. Are there any other ways you think the County could promote quality, accessible, affordable housing through zoning? (*Note that the County cannot require developers to build affordable housing, does not have the authority to tax second homes or other types of development, and can only build housing in limited circumstances).”**

Many respondents did not answer the question directly but instead wrote about what locations they thought were and were not appropriate for development, these sentiments echoed what was heard in outreach for, and addressed in, the Growth Policy FLUM in 2024. Some respondents noted that they agreed with the examples provided in the question, while others in response to the “Note” above wondered why the County was bothering with the Model Code and expressed that they did not think it would be effective. These concerns will be used to inform future communications.

Participants’ ideas about how to promote quality, accessible, affordable housing *through zoning* include:

- ◆ Promote bike lanes, sidewalks, and general street network and public transit improvements to increase connectivity and safety.
- ◆ Allow ADUs across all zoning districts to be rented, allow them to be built with minimal permitting requirements and fees.
- ◆ Reduce setbacks to allow for ADUs on smaller tracts, create an incentive program so that they are deed restricted to be affordable.
- ◆ Promote community amenities such as parks, libraries, playgrounds, trail system, allow for these things in most or all residential areas.
- ◆ Ensure adequate yard, garage, storage space (both bike storage and general household storage), solar access, adequate insulation, cooling.
- ◆ Promote mixed use and live-work development to allow folks to have their business and residence in one location, encourage housing proximal to jobs.
- ◆ Allow for and promote small, starter single-family homes, encourage developers to provide smaller lots and/or building envelopes to promote this.
- ◆ Promote/allow for 3D housing and cottage living.
- ◆ Make it easy to convert an existing single-family dwelling unit into multiple units.
- ◆ Allow for/promote communities of manufactured homes and promote preservation of existing manufactured communities.
- ◆ End single-family only zoning districts to allow for more “missing middle” housing in all neighborhoods while deprioritizing aesthetics and “character,” focus on infill.
- ◆ Incentives for water conservation in landscaping and energy efficient appliances.
- ◆ Reduce permit review times and fees.



Ideas related to the topic that are potentially within the County's purview to *support or encourage*, but are outside of the scope of a model zoning code include:

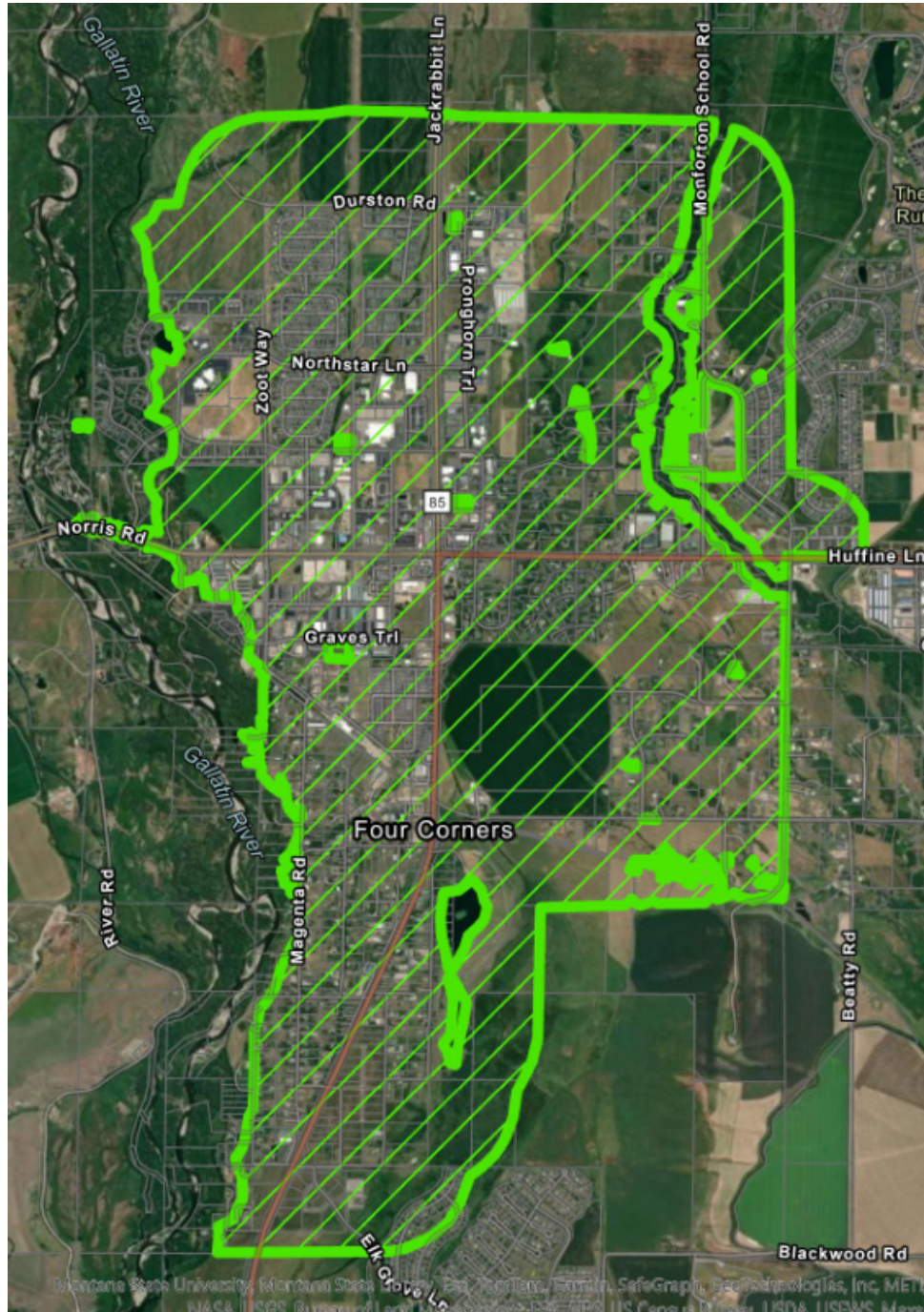
- ◆ Water and sewer district improvements to reduce costs of utilities.
- ◆ Increase access to public transportation options, ensure trails are cleared in the winter.
- ◆ Create an awareness campaign to advertise that property owners can build and rent out ADUs to promote housing and also reduce costs of living for the property owner.
- ◆ Coordinate with the City (presumably Bozeman) around annexation and standards.

Focusing on Four Corners

Survey respondents were shown the image in Figure 14 on the following page to help identify the area that this next set of questions focuses on. The introductory text stated: **“Next, we ask you about development types in specific areas of the County that have been identified as appropriate for housing as they have important services and infrastructure and are outside sensitive lands like wildlife habitat.”**



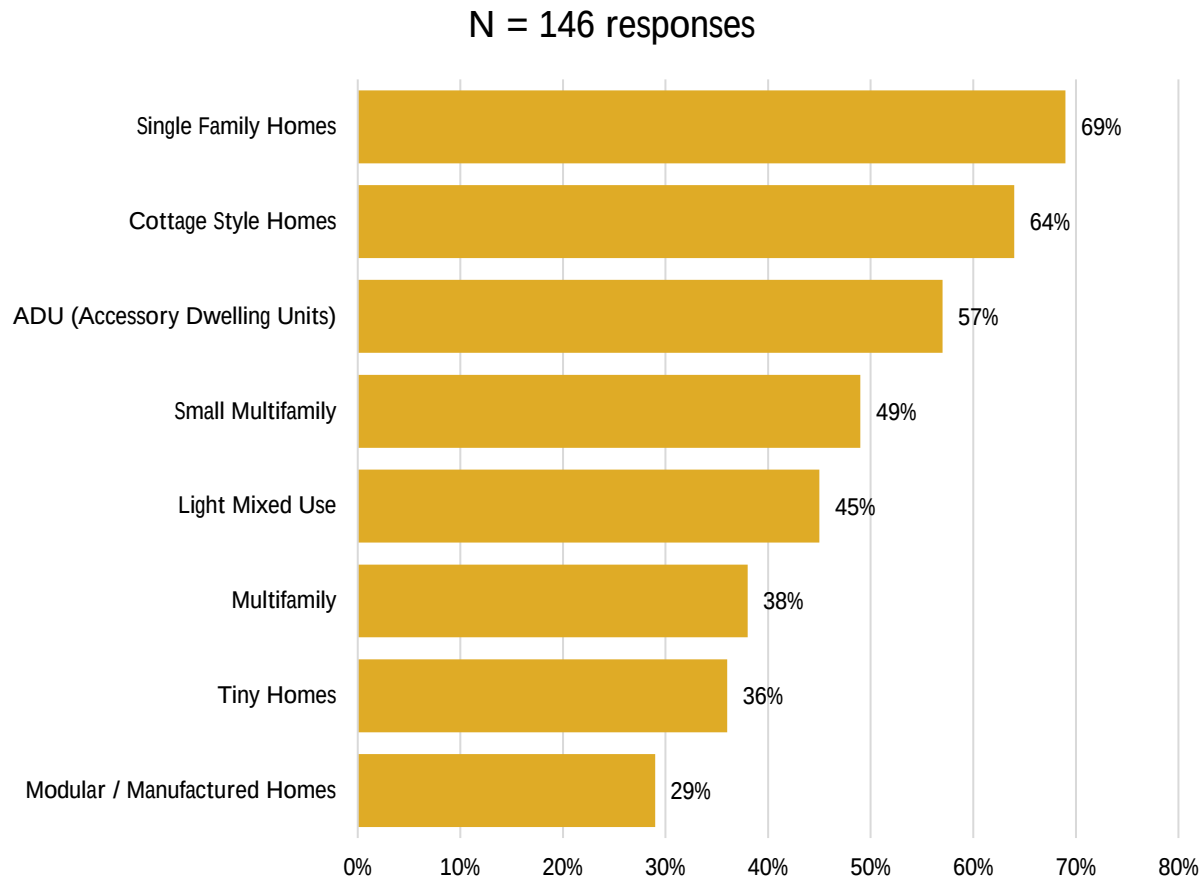
Figure 14: Four Corners Map Provided in Survey



The next question asked, “**Which housing development types do you think are appropriate in the Four Corners area?**” participants were asked to select all that applied. The top two answers were Single Family Homes and Cottage Style Homes. Overall, all options were selected by more than 25% of the survey respondents which shows that there is not a clear aversion to any of the options.



Figure 15: Which housing development types do you think are appropriate in the Four Corners area? Select all that apply.



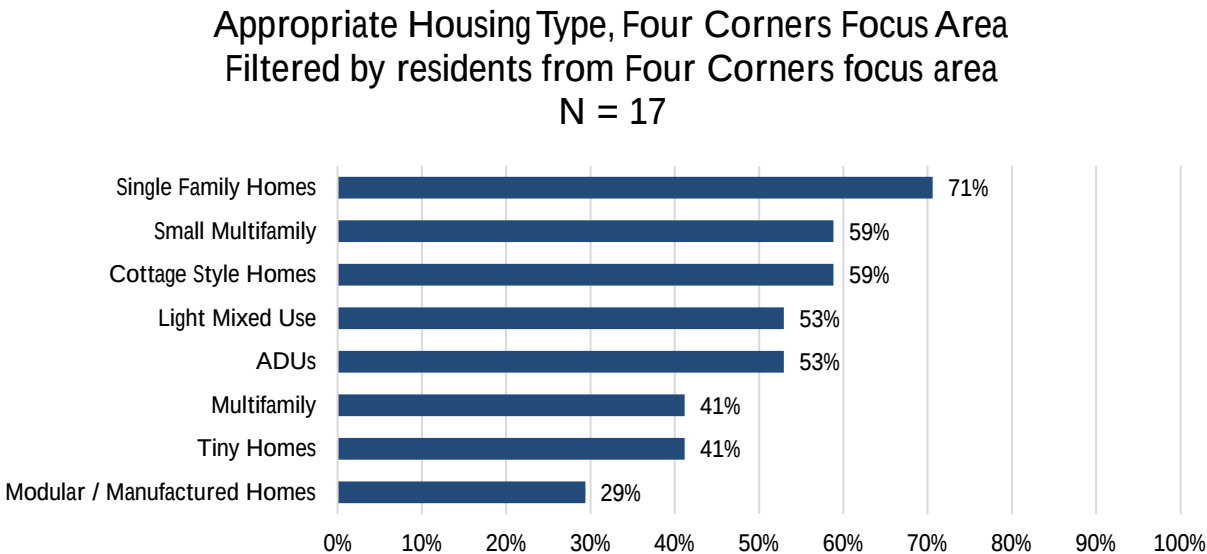
To check how residents of different areas answered this question and see whether responses from outside the focus areas had an influence on the results, the responses were filtered by the approximate location of the respondents' primary residence indicated earlier in the survey. While the location of residency may have had some influence on how people responded, responses from Bozeman residents followed the general trends reflected by residents of Four Corners. Residents from more rural areas of the County (outside of municipalities or their ETJ's) were less likely to select all types of housing and slightly more likely to select single family homes.

Responses were then isolated to the 17 participants who indicated that they were residents of the Four Corners focus area shown on the map in Figure 14 (Page 32). Small multi-family and light mixed use were relatively more popular among residents from the Four Corners focus area when compared to all survey respondents.

Like in the pompom poll activity used during the in-person workshops, whether considering all survey respondents or just residents from the Four Corners focus area, respondents selected a diverse array of housing types with a preference for small single family, missing middle housing such as duplexes or cottage housing, mixed use, small multi-family housing, and ADUs.



Figure 16: Which housing development types do you think are appropriate in the Four Corners area (select all that apply). Four Corners focus area residents only.



The next question focused on “Dwelling Units per Acre.” Respondents were provided the image in Figure 17 to help visualize the question, “**What residential densities do you think are most appropriate for Four Corners?**” More than half of respondents thought that 1 unit per acre, 8 units per acre, and 8 units per acre with ADU’s in backyard are each appropriate for Four Corners. While 53% of respondents believed that 12 units per acre was not appropriate and 69% rated 18 units per acre not appropriate as well.



Figure 17: Dwelling Units per Acre Reference Image

Dwelling Units per Acre

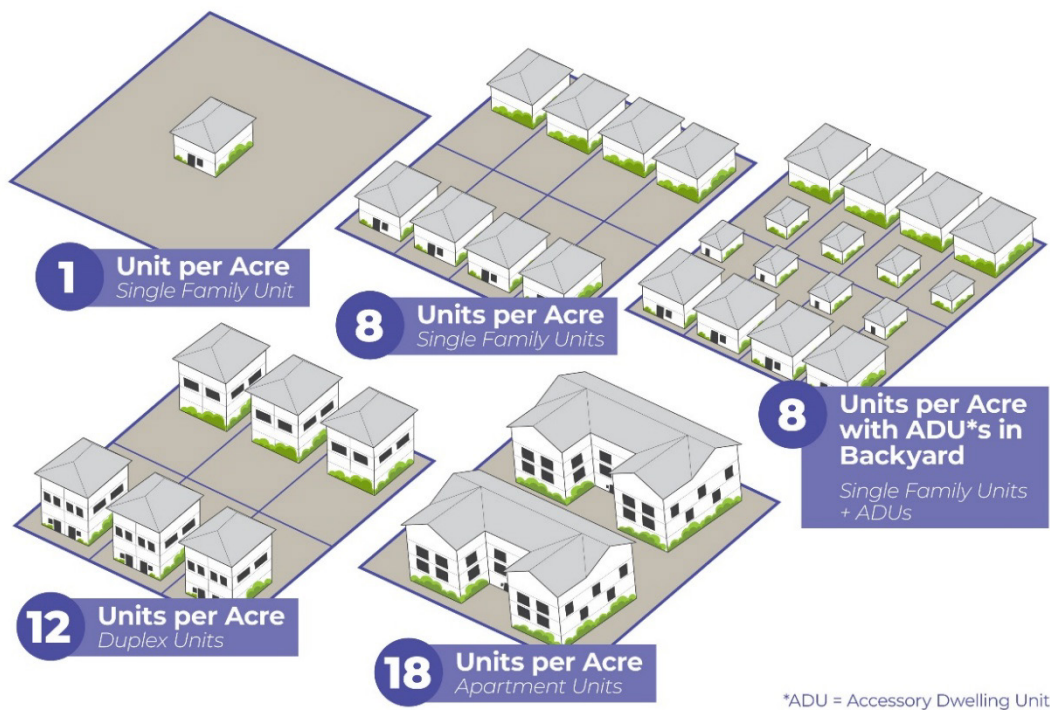
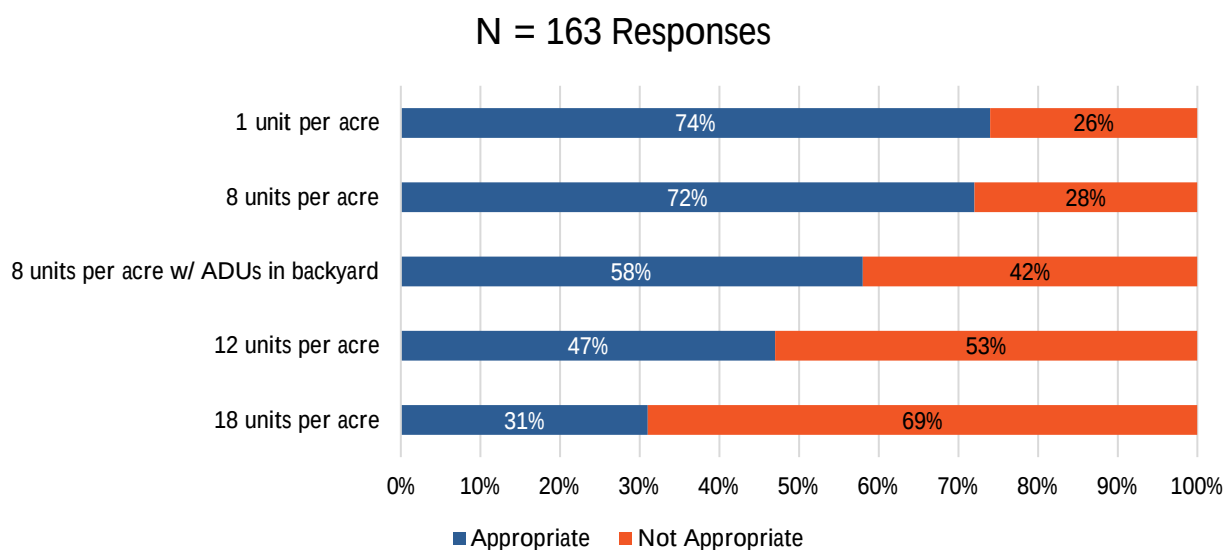


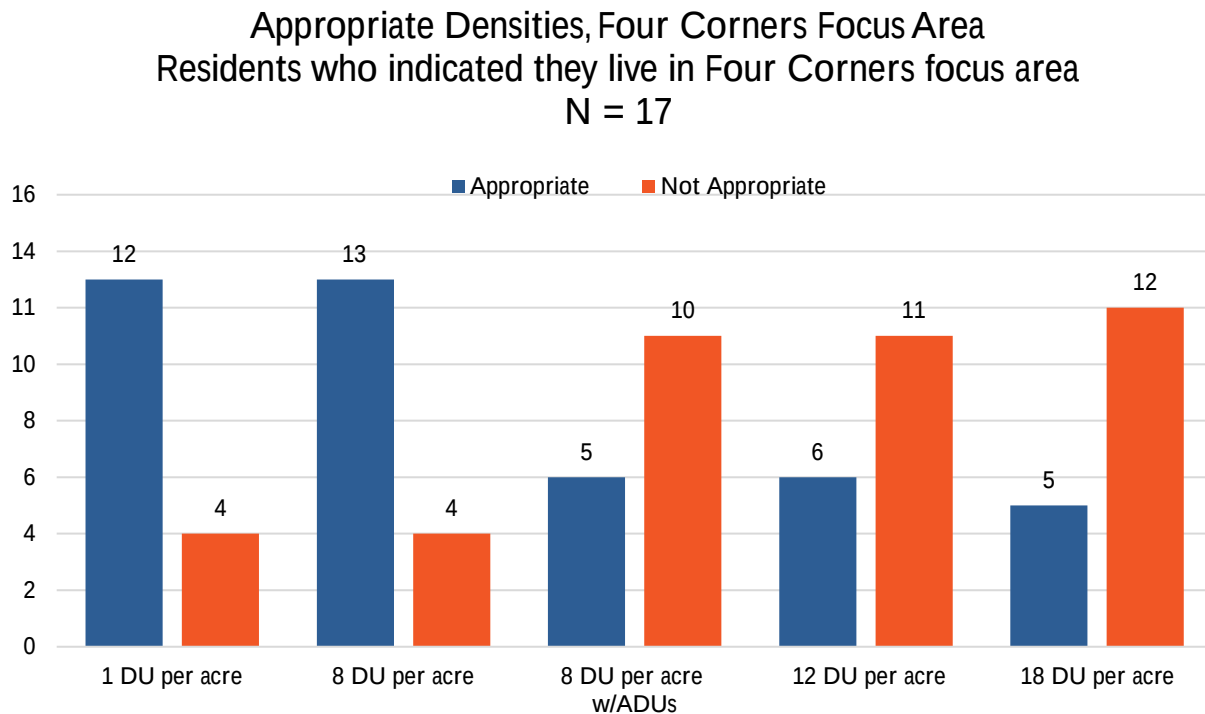
Figure 18: What residential densities do you think are most appropriate for Four Corners?



A similar check was done to see if residents of different areas of the County answered this question differently from those living within the focus areas. Residents from within the Four Corners focus area, residents from more rural areas of the County (outside of municipalities or their ETJ's), and those who did not share their residency were slightly more likely to select 1 unit per acre, residents from within the Four Corners focus area were slightly more likely to select 8 units per acre, and residents from within the City of Bozeman were slightly more likely to select higher density options.

Responses were then isolated to the 17 who indicated that they were residents of the Four Corners focus area. The preference for 1-8 units per acre shown in the overall results was maintained. Notably, the Four Corners Community plan, which also involved extensive public engagement, encourages a variety of residential densities, ranging from low to high (but without assigning numeric values to these categories).

**Figure 19: What residential densities do you think are most appropriate for Four Corners?
Four Corners focus area residents only.**



Focusing on Gallatin Gateway

Respondents were provided with Figure 20 to help them identify what area to focus on for the next questions.



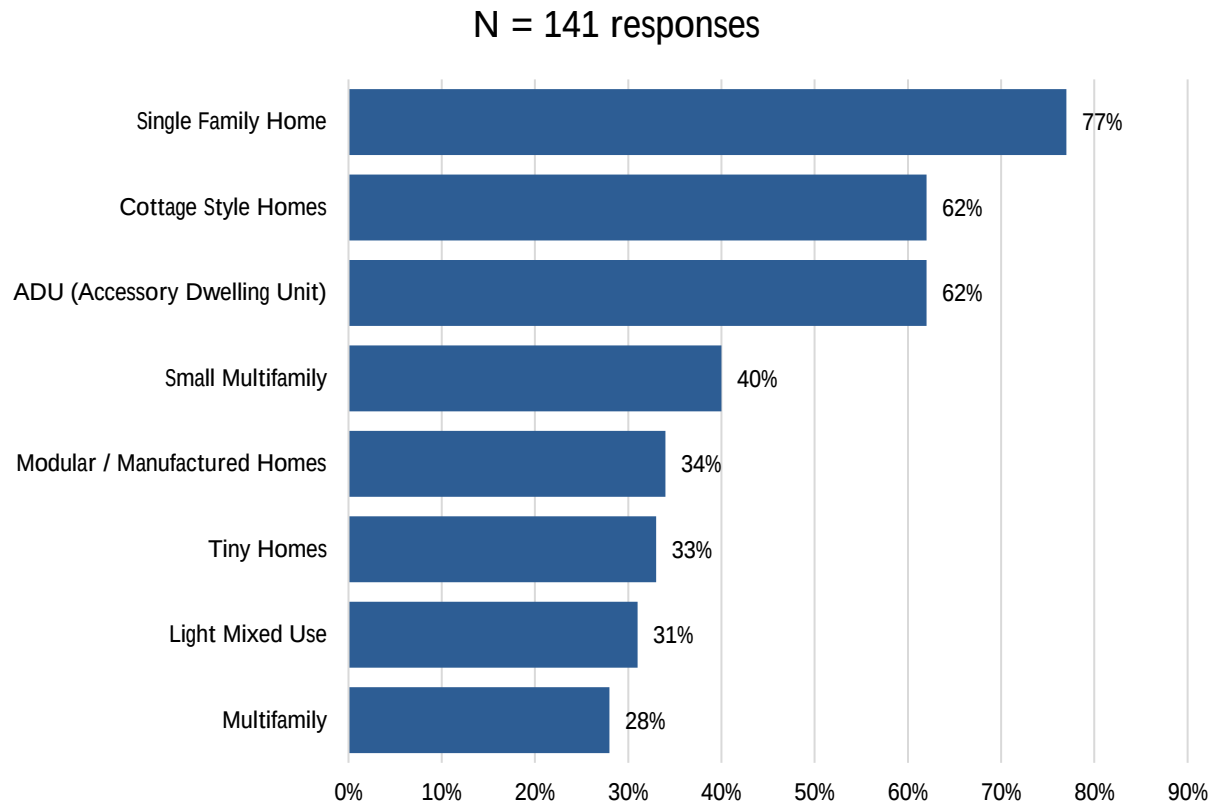
Figure 20: Gallatin Gateway Community Core Map Provided in Survey



Like the previous section, the survey asked, “**Which housing development types do you think are appropriate in the Gallatin Gateway Community Core?**” Respondents were directed to select all that they thought applied. The top three answers were Single Family Homes (77%), Cottage Style Homes (62%), and ADU (62%). Like the last section, all options were selected by more than 25% of the survey respondents, which shows that for the Gallatin Gateway there is not a clear aversion to any of the options.



Figure 21: Which housing development types do you think are appropriate in the Gallatin Gateway Community Core? Select all that apply



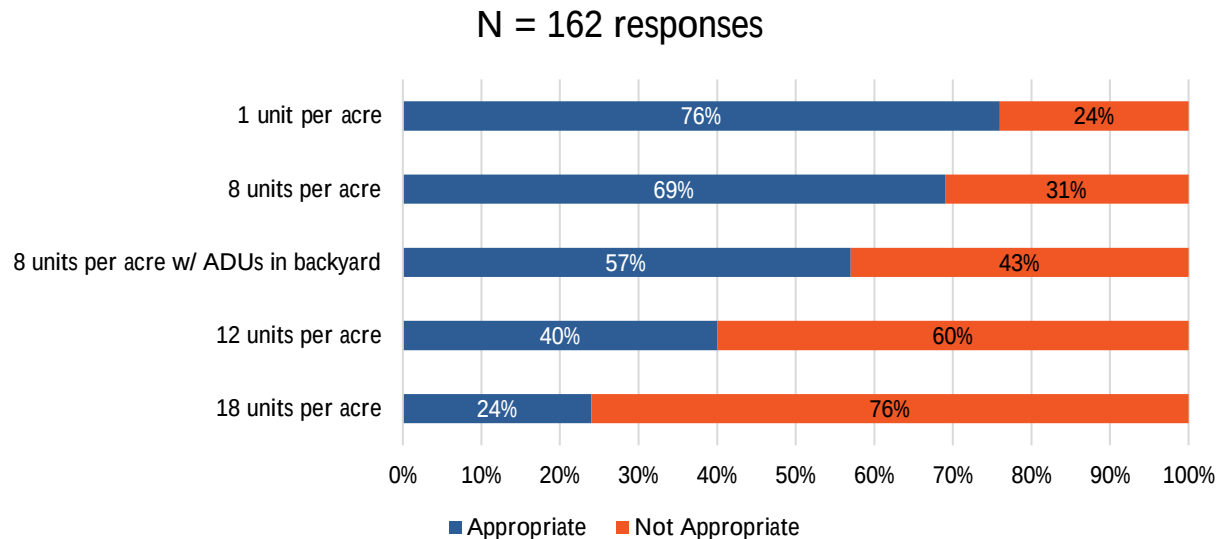
These results were similar to the ones received during the pompom poll activity for the Gateway focus area. A variety of housing types were selected with a preference for small or large single-family homes, cottage housing, small multi-family, duplexes, and ADUs.

Only 3 respondents indicated they lived within the Gallatin Gateway focus area, and all indicated that single family homes were appropriate, and 2 of 3 selected ADUs. Notably, the Gallatin Gateway Community Plan, which involved extensive public engagement, recommends that the Town Core area have the flexibility to continue the historic “mix of single and multifamily residential use with commercial uses.”

The next question focused on “Dwelling Units per Acre” and asked: **“What residential densities do you think are most appropriate for the Gallatin Gateway Community Core?”** Like the previous section, more than half of respondents thought that 1 unit per acre, 8 units per acre, 8 units per acre with ADUs in backyard are appropriate for Gallatin Gateway. While 60% of respondents believed that 12 units per acre was not appropriate and 76% rated 18 units per acre not appropriate as well. Interestingly, the residential densities selected as most appropriate for Gallatin Gateway and Four Corners are largely similar, which differs from the stakeholder interview sentiment that Four Corners is generally more urban than Gateway.



Figure 22: What residential densities do you think are most appropriate for Gallatin Gateway?



An analysis was done to examine whether responses to this question varied by location of the participant's residency. Only 3 respondents indicated they reside within the Gallatin Gateway focus area. Residents from other areas of the County, but not Four Corners or Bozeman, were somewhat more likely to prefer densities of 1 unit per acre while residents from the Four Corners focus area or the City of Bozeman were less likely to select this density as appropriate for the Gateway focus area. Residents from the City of Bozeman and other municipalities or their ETJs were somewhat more likely to select densities above 8 units per acre, while residents from other rural areas of the County (outside of the Gateway or Four Corners focus areas, municipalities and their ETJs) were less likely to select densities above 1 unit per acre as appropriate for the Gateway focus area.

Notably, the Gateway focus area residents who did respond selected between 1 and 8 units per acre with ADU's as appropriate. The Gallatin Gateway Community Plan, which involved extensive public engagement, identified 4 lots per acre, noting the potential for multiple uses per lot, but without stating a specific number of dwelling units per lot, as appropriate for this area.

Final Thoughts

In the final section, survey respondents were thanked for their time and asked if there was anything else they would like to share that the project team should have in mind throughout the process.

Most of the responses reiterated sentiments provided earlier in the survey about preferences for where housing is built, if affordable housing should be built at all, and concerns about infrastructure availability and transportation options in the project focus areas. Some expressed a desire for continued involvement in the zoning development process while another expressed that there should be no zoning at all.



Other thoughts that had not been previously shared in response to other questions in the survey include:

- ◆ Personal difficulties experienced from lack of affordable housing in being unable to downsize to a smaller home.
- ◆ Desire for measures to reduce heat, such as white/reflective roofs and shade trees.
- ◆ Generally, allowing more units per acre is a good idea as construction costs are so high.
- ◆ Zoning is not the silver bullet, look to multiple solutions to increase affordability.
- ◆ Feelings of anger at any potential changes to the Four Corners Zoning District, and frustration that zoning has not been implemented in Gallatin Gateway despite years of planning and community efforts.
- ◆ Desire to know more about flood risks and impacts from increased impervious surfaces in Four Corners and Gateway.
- ◆ Hope that the project team is working with partners and other agencies and desire for the County to continue supporting affordable housing projects.

In response to this question, and throughout the survey, many participants expressed a desire to see things the *County cannot lawfully do*, such as:

- ◆ Reforming tax evaluations of certain properties or changing State tax structure generally.
- ◆ Requiring developers to build affordable housing.
- ◆ Requiring developers to pay generalized impact fees.
- ◆ Managing/interfering with HOAs and/or private covenants.
- ◆ Creating a designated housing building organization or non-profit.
- ◆ Performing capital improvements, transportation planning, or maintenance for roads that are owned and maintained by Montana Department of Transportation.
- ◆ Designating specific, presumably private, properties for one type of public use, such as a school or fire department or purchasing land for use by these separate public entities.
- ◆ Prioritizing people that have lived in the community for long periods of time over newcomers for residency in affordable housing developments. While Community Land Trusts and other non-profit or private organizations can use this metric to select who will occupy affordable residences, this is not something that could be implemented through zoning.

Respondents were also asked if they would like to join the Envision Gallatin email list, and 37 new email addresses were collected.



Thank You and Next Steps

Public feedback is a key component in the development of the Model Zoning Code for Affordable Housing. The in-person workshops and survey provided an opportunity for participants to learn about the project and give feedback through various activities early in the development of the code, providing critical insight and local knowledge that will be utilized by the project team to develop the code. The project team and steering committee extend our deepest gratitude to all who have taken the time to provide feedback on this project.

The workshops, online survey, existing plans and policies, and stakeholder interviews will inform the development of the Model Code, a draft of which is expected to be released in the fall of 2025 or early 2026 for public comment. Additional public feedback on this draft is crucial for the finalization of the Model Zoning Code for Affordable Housing.

