



Board Meeting Agenda

September 13th, 2023 | 9:00am

Big Sky Resort Area District

11 Lone Peak Drive #204

PO Box 160661

Big Sky, MT 59716

www.Resorttax.org

info@resorttax.org

406.995.3234

September’s Board meeting will be held on Wednesday, September 13th at 9:00am at the Resort Tax office (11 Lone Peak Drive, Suite #204) and through Zoom.

Join this meeting here: <https://us02web.zoom.us/j/89982486269>

I. Open Meeting

- | | | |
|--|---|-------|
| A. Roll Call | — | 9:00 |
| B. Public Comment | | |
| C. <u>Consent Agenda: Action</u> | — | 9:05 |
| a. <u>Approval of Minutes: August 9th, 2023</u> | | |
| b. <u>Finance Report: June 2023</u> | | |
| D. Regular Agenda | | |
| 1. Old Business | | |
| a. <u>CIP Presentation: Discussion</u> | — | 9:10 |
| b. <u>Local Governance Work Session Results: Action</u> | — | 9:40 |
| 2. New Business | | |
| a. <u>Opportunity Fund Application Review: Action</u> | — | 10:10 |
| • Music in the Mountains Transport Vehicle (Electric UTV) | | |
| b. <u>Center for Large Landscape Conservation-</u> | | |
| <u>US-191/MT-64 Assessment: Action Plan Development : Discussion</u> | — | 10:20 |
| E. Public Comment | | |

BSRAD BOARD & STAFF: Sarah Blechta, Chair | Ciara Wolfe, Vice Chair | Steve Johnson, Secretary & Treasurer | Kevin Germain, Director | Grace Young, Director | Daniel Bierschwale, Executive Director | Kristin Drain, Finance & Compliance Manager | Jenny Muscat, Deputy Director | Tammy Estensen, Communications & Community Engagement Manager | Sara Huger, Office Manager

** All Board Meetings are recorded and live streamed. Please visit ResortTax.org for more information.*



Board Meeting Minutes

August 9th, 2023 | 9:00am

Big Sky Resort Area District
11 Lone Peak Drive #204
PO Box 160661
Big Sky, MT 59716
www.Resorttax.org
info@resorttax.org
406.995.3234

August's Board meeting was held on Wednesday, August 9th at 9:00am at the Resort Tax office (11 Lone Peak Drive, Suite #204) and through Zoom.

I. Open Meeting

A. Roll Call

[00:02:06](#) Sarah Blechta called the meeting to order. Kevin Germain, Steve Johnson, Grace Young, and Sarah Blechta present. Ciara Wolfe was not present.

B. Public Comment: *None*

C. Consent Agenda: *Action*

a. Approval of Minutes: July 12, 2023

b. Finance Report: May 2023

[00:03:08](#) **Motion**: to approve Consent Agenda: Grace Young

Second: Steve Johnson

[00:04:40](#) **Vote**: Motion Passed Unanimously

D. Regular Agenda

1. Old Business

a. Finalize Subcommittees & Meetings: *Action*

[00:04:58](#) Following up from previous meetings, Daniel Bierschwale reviewed subcommittee items and their members. Kevin Germain suggested a transit/transportation subcommittee. Board members reviewed and agreed to subcommittee appointments.

[00:07:15](#) **Motion**: to approve subcommittee representation as follows: Elevate Big Sky: Grace Young; Wellness District: Sarah Blechta; School District: TBD; Library District: TBD; Incorporation Exploration: Sarah Blechta; Application: Ciara Wolfe & Steve Johnson; Reserve Strategies: Grace Young & Steve Johnson; Joint County: Kevin Germain; Strategic Investments: Kevin Germain & Steve Johnson; Transit & Transportation: Kevin Germain & Grace Young; Kevin Germain

Second: Steve Johnson

[00:07:56](#) **Vote**: Motion Passed Unanimously

2. New Business

a. Opportunity Fund Application Review: Action

- Zero-Waste Event Recycling & Composting Outreach

[00:08:15](#) Big Sky Snow gave an overview of their 'Zero-Waste Event Recycling & Composting Outreach' project request.

[00:10:05](#) **Motion:** fund 'Zero-Waste Event Recycling & Composting Outreach' project for \$7,750: Grace Young
Second: Steve Johnson

[00:13:32](#) **Vote:** Motion Passed Unanimously

- Big Sky Landscaping Partnership-Phase 1

[00:13:51](#) The Gallatin River Task Force, on behalf of the The Big Sky Landscape Partnership (BSLP), a collaboration between the Gallatin River Task Force, Grow Wild, Big Sky Sustainability Network Organization, and the Big Sky Fire Department, gave an overview of the 'Big Sky Landscaping Partnership-Phase 1' project request.

[00:15:56](#) Sarah Blechta asked about a partnership agreement and details. Board members discussed.

[00:17:25](#) **Motion:** to fund 'Big Sky Landscaping Partnership-Phase 1' project for \$25,000: Kevin Germain

Second: Steve Johnson

[00:17:57](#) Grace Young asked about HOA requirements and partnerships. Board members discussed partnerships and planning boards.

[00:21:23](#) **Vote:** Motion Passed Unanimously

b. RiverView Update: Discussion

[00:21:44](#) David O'Connor with the Big Sky Community Housing Trust shared progress report on RiverView project. Board members ask David questions.

E. Public Comment

[00:32:28](#) Whitney Montgomery of Big Sky Community Organization (BSCO) gave an update related to Big Sky Owners Association covenants and thanked Daniel Bierschwale and the board for their support with the BSCO housing project.

[00:33:43](#) Motion to adjourn open session.

II. Closed Meeting: Confidential Employee Reviews

BSRAD BOARD & STAFF: Sarah Blechta, Chair | Ciara Wolfe, Vice Chair | Steve Johnson, Secretary & Treasurer | Kevin Germain, Director | Grace Young, Director | Daniel Bierschwale, Executive Director | Kristin Drain, Finance & Compliance Manager | Jenny Muscat, Deputy Director | Tammy Estensen, Communications & Community Engagement Manager | Sara Huger, Office Manager

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Accountant's Summary
Month Ended June 30, 2023

Balance Sheet

- Prepaid expenses increased due to a few IT contracts that were identified during our year-end close procedures. This balance will be expensed on a monthly basis.
- Accumulated depreciation increased by the annual depreciation estimate for FY23.
- The deferred outflows increased this month due to year-end close adjustments and accounting for amendments in certain appropriation contracts.
- No other significant changes to note.

Profit & Loss

- The budget vs actual report for June looks odd due to year-end close adjustments related to current appropriations. Two entries were posted to adjust appropriation balances at 6/30 for unspent funds (\$583,472) and deferred outflows (\$390,420).
- Professional fees significantly increased this month due to a legal invoice that covered the entire year.
- Other income includes net unrealized loss of \$12,785 and interest income of \$634.
- Tax collections exceeded anticipated amounts by \$2.5mm for the year.
- Interest income was significantly higher due to the District placing funds in the repurchase account and the significant balance that has accumulated over the years.
- The miscellaneous income figure is related to the reimbursement from Big Sky Real Estate for COVID related measures.
- If unbudgeted accounts (Appropriations, Debt Service – Principal Payments, Unrealized Losses, and BSWs infrastructure tax payments) are removed from the profit & loss, the District was well within the approved budget for FY23. The District ended with total expenditures (budgeted accounts) of \$1,164,924.11 which was approx. \$56,000 under budget.

Top 20 Collectors for the Month

Overall change compared to same month last fiscal year	43%
Overall change fiscal year to date vs. last FYTD	27%
Additional Notes:	

Delinquent Collectors

Short Term Rentals Identified as Unregistered	3
31-60 days past due	0
61-90 days past due	0
90+ days past due	11
Accounts with lawsuits in progress	3

Accounts Receivable & Payment Plans	
Total balance owed (of those with sales reported/legal fees)	21637
Number of active installment plans	0
Plans paid off this month & balance paid	0

Registered & Tax Collecting Businesses	
Number of Registered Businesses (2023)	1192
Number of Tax Collecting Registered Businesses	552
Number of New Accounts created (by or on behalf of a new business/STR)	30
Number of Closed Accounts	12

BIG SKY RESORT AREA DISTRICT

Balance Sheet

As of June 30, 2023

	TOTAL	
	AS OF JUN 30, 2023	AS OF MAY 31, 2023 (PP)
ASSETS		
Current Assets		
Bank Accounts		
10000 Funds Available		
10100 Reserved Funds	-8,585,855.18	-8,364,019.90
10120 FSB-Checking #80073430	157,249.03	250,000.00
10121 FSB - Repurchase Checking	16,576,105.28	16,585,071.75
10125 FSB - Disbursements #1336	121.52	121.52
10140 FSB-MM #80073422 - .19	5,115.65	5,115.65
10150 FSB Office Acct #2200001403547	1,597.48	700.63
10160 Petty Cash	200.00	200.00
10170 STIP	11,358.59	11,311.37
10180 DA Davidson - #65611532 Operating	3,510,026.40	3,500,468.89
10190 DA Davidson - #17191343 Investment	3,450,781.72	3,457,101.99
Total 10000 Funds Available	15,126,700.49	15,446,071.90
10500 Funds Reserved		
10503 TIGER Project - Resolution 2022.01R	573,329.94	573,329.94
10505 Infrastructure Tax Collected, net	5,004,053.89	4,782,218.61
10510 Emergency reserve	593,248.35	593,248.35
10520 Operating reserve	305,338.00	305,338.00
10530 Capital reserve	2,109,885.00	2,109,885.00
Total 10500 Funds Reserved	8,585,855.18	8,364,019.90
1072 Bill.com Money Out Clearing	12.00	12.00
Total Bank Accounts	\$23,712,567.67	\$23,810,103.80
Accounts Receivable		
12000 Accounts Receivable	1,292,969.26	1,347,919.28
Total Accounts Receivable	\$1,292,969.26	\$1,347,919.28
Other Current Assets		
13100 Prepaid expenses		
13100.2 Prepaid software	12,584.81	2,659.05
Total 13100 Prepaid expenses	12,584.81	2,659.05
Total Other Current Assets	\$12,584.81	\$2,659.05
Total Current Assets	\$25,018,121.74	\$25,160,682.13
Fixed Assets		
15030 Capital Furnishings & Fixtures	5,228.49	5,228.49
15040 Buildings & Improvements	546,655.80	546,655.80
16000 Accumulated Depreciation	-87,303.25	-71,300.42
Total Fixed Assets	\$464,581.04	\$480,583.87

BIG SKY RESORT AREA DISTRICT

Balance Sheet As of June 30, 2023

	TOTAL	
	AS OF JUN 30, 2023	AS OF MAY 31, 2023 (PP)
Other Assets		
19010 Deferred outflows		
19011 Deferred Outflows - BSWs Agreement	18,842,906.00	18,842,906.00
19012 Deferred Outflows - Appropriations	3,651,777.00	3,161,277.00
Total 19010 Deferred outflows	22,494,683.00	22,004,183.00
Total Other Assets	\$22,494,683.00	\$22,004,183.00
TOTAL ASSETS	\$47,977,385.78	\$47,645,449.00
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
21000 General Accounts Payable	1,527,784.54	25,559.65
Total Accounts Payable	\$1,527,784.54	\$25,559.65
Other Current Liabilities		
23000 Payroll Liabilities	0.00	0.00
23011 457 Employee	0.00	2,508.93
23020 Accrued Leave	10,939.71	7,681.68
23100 State Unemployment	0.00	541.89
23110 State Withholding	0.00	58.35
23401 Health Insurance (company paid)	0.00	-834.63
Total 23000 Payroll Liabilities	10,939.71	9,956.22
23500 General Appropriations		
Big Sky Chamber of Commerce	0.00	37,088.38
Big Sky Community Housing Trust	0.00	561,355.08
Big Sky Community Organization	0.00	346,998.39
Big Sky Discovery Academy	0.00	7,561.08
Big Sky Fire Department	1,030,589.00	1,511,520.00
Big Sky Owners Association	0.00	262,000.00
Big Sky SNO, Inc.	0.00	81,568.98
Big Sky Trails, Recreation & Parks District	0.00	9,600.00
Big Sky Transportation District	1,175,000.00	1,212,263.44
Food Bank	0.00	2,148.87
Friends of the Comm. Library	0.00	39,409.34
Gallatin Canyon Water & Sewer District	680,000.00	736,268.05
Gallatin River Task Force	110,500.00	381,007.05
Grow Wild	0.00	32,336.60
Montana Land Reliance	0.00	15,000.00
Morningstar	0.00	111,091.74
Sheriff's Office	655,688.00	835,609.64
Visit Big Sky	0.00	315,597.73
Wellness in Action	0.00	128,500.58

BIG SKY RESORT AREA DISTRICT

Balance Sheet

As of June 30, 2023

	TOTAL	
	AS OF JUN 30, 2023	AS OF MAY 31, 2023 (PP)
Total 23500 General Appropriations	3,651,777.00	6,626,924.95
Total Other Current Liabilities	\$3,662,716.71	\$6,636,881.17
Total Current Liabilities	\$5,190,501.25	\$6,662,440.82
Long-Term Liabilities		
23600 WRRF Phase I Project	18,842,906.00	18,842,906.00
Total Long-Term Liabilities	\$18,842,906.00	\$18,842,906.00
Total Liabilities	\$24,033,407.25	\$25,505,346.82
Equity		
30100 Retained Earnings	0.00	8,587,473.67
30200 Committed Fund Balance	3,581,801.29	1,752,883.94
30300 Fund Balance	9,897,920.86	5,482,842.14
30500 Investment in Fixed Assets	464,581.04	480,583.87
31000 Restricted Fund Balance	5,106,348.88	2,773,206.17
32000 Nonspendable Fund Balance	12,584.81	2,249.92
Net Income	4,880,741.65	3,060,862.47
Total Equity	\$23,943,978.53	\$22,140,102.18
TOTAL LIABILITIES AND EQUITY	\$47,977,385.78	\$47,645,449.00

BIG SKY RESORT AREA DISTRICT

Budget vs Actual - Month

June 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
40010 Interest Earned	15,435.66	214.62	15,221.04	7,192.09 %
40020 Late Payment Interest	731.17	497.24	233.93	147.05 %
40030 Late Fees from Tax Collections	1,297.17	2,857.88	-1,560.71	45.39 %
41000 Tax Collections	1,043,195.38	1,242,683.50	-199,488.12	83.95 %
Total Income	\$1,060,659.38	\$1,246,253.24	\$ -185,593.86	85.11 %
GROSS PROFIT	\$1,060,659.38	\$1,246,253.24	\$ -185,593.86	85.11 %
Expenses				
60000 Bad Debt		41.63	-41.63	
60010 Bank Charges		5.00	-5.00	
60020 Current Appropriations	-973,891.91		-973,891.91	
60080 Dues & Meeting Expenses	6,159.41	4,166.66	1,992.75	147.83 %
60090 Public Information & Engagement	5,918.67	9,625.07	-3,706.40	61.49 %
61000 Dues & Property Taxes		400.00	-400.00	
62000 Insurance	72.65	65.58	7.07	110.78 %
63000 Office Expenses	1,638.96	5,165.88	-3,526.92	31.73 %
64000 Professional Fees	136,073.19	24,991.72	111,081.47	544.47 %
65000 Travel	0.00	368.93	-368.93	0.00 %
66000 Utilities	626.03	482.00	144.03	129.88 %
67000 Personnel Expenses	52,032.00	56,324.32	-4,292.32	92.38 %
68000 Debt service		4,481.59	-4,481.59	
Total Expenses	\$ -771,371.00	\$106,118.38	\$ -877,489.38	-726.90 %
NET OPERATING INCOME	\$1,832,030.38	\$1,140,134.86	\$691,895.52	160.69 %
Other Income				
70000 Other Income	-12,151.20		-12,151.20	
Total Other Income	\$ -12,151.20	\$0.00	\$ -12,151.20	0.00%
NET OTHER INCOME	\$ -12,151.20	\$0.00	\$ -12,151.20	0.00%
NET INCOME	\$1,819,879.18	\$1,140,134.86	\$679,744.32	159.62 %

BIG SKY RESORT AREA DISTRICT

Profit and Loss - Comparative by Month

June 2023

	TOTAL			
	JUN 2023	JUN 2022 (PY)	CHANGE	% CHANGE
Income				
40010 Interest Earned	15,435.66	4,411.93	11,023.73	249.86 %
40020 Late Payment Interest	731.17	238.40	492.77	206.70 %
40030 Late Fees from Tax Collections	1,297.17	1,269.73	27.44	2.16 %
41000 Tax Collections	1,043,195.38	853,987.82	189,207.56	22.16 %
Total Income	\$1,060,659.38	\$859,907.88	\$200,751.50	23.35 %
GROSS PROFIT	\$1,060,659.38	\$859,907.88	\$200,751.50	23.35 %
Expenses				
60000 Bad Debt		206.00	-206.00	-100.00 %
60020 Current Appropriations	-973,891.91	-1,714,549.61	740,657.70	43.20 %
60080 Dues & Meeting Expenses	6,159.41	5,984.00	175.41	2.93 %
60090 Public Information & Engagement	5,918.67	17,017.89	-11,099.22	-65.22 %
62000 Insurance	72.65	63.70	8.95	14.05 %
63000 Office Expenses	1,638.96	4,369.01	-2,730.05	-62.49 %
64000 Professional Fees	136,073.19	42,564.10	93,509.09	219.69 %
65000 Travel	0.00	9.95	-9.95	-100.00 %
66000 Utilities	626.03	935.53	-309.50	-33.08 %
67000 Personnel Expenses	52,032.00	41,414.68	10,617.32	25.64 %
68000 Debt service		4,481.23	-4,481.23	-100.00 %
69000 Capital Expenditures		19,996.96	-19,996.96	-100.00 %
Total Expenses	\$ -771,371.00	\$ -1,577,506.56	\$806,135.56	51.10 %
NET OPERATING INCOME	\$1,832,030.38	\$2,437,414.44	\$ -605,384.06	-24.84 %
Other Income				
70000 Other Income	-12,151.20		-12,151.20	
Total Other Income	\$ -12,151.20	\$0.00	\$ -12,151.20	0.00%
NET OTHER INCOME	\$ -12,151.20	\$0.00	\$ -12,151.20	0.00%
NET INCOME	\$1,819,879.18	\$2,437,414.44	\$ -617,535.26	-25.34 %

BIG SKY RESORT AREA DISTRICT

Budget vs Actual: YTD

July 2022 - June 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
40010 Interest Earned	301,397.32	2,575.00	298,822.32	11,704.75 %
40020 Late Payment Interest	8,766.51	5,966.00	2,800.51	146.94 %
40030 Late Fees from Tax Collections	16,359.06	34,295.00	-17,935.94	47.70 %
40040 Miscellaneous Income	35,248.00		35,248.00	
41000 Tax Collections	20,650,667.90	18,143,882.05	2,506,785.85	113.82 %
Total Income	\$21,012,438.79	\$18,186,718.05	\$2,825,720.74	115.54 %
GROSS PROFIT	\$21,012,438.79	\$18,186,718.05	\$2,825,720.74	115.54 %
Expenses				
60000 Bad Debt		500.00	-500.00	
60010 Bank Charges	5,749.76	60.00	5,689.76	9,582.93 %
60020 Current Appropriations	11,306,553.29		11,306,553.29	
60080 Dues & Meeting Expenses	23,261.28	50,000.00	-26,738.72	46.52 %
60090 Public Information & Engagement	142,264.21	130,000.00	12,264.21	109.43 %
61000 Dues & Property Taxes	13,995.91	15,018.00	-1,022.09	93.19 %
62000 Insurance	6,806.21	7,367.00	-560.79	92.39 %
63000 Office Expenses	65,224.10	71,835.50	-6,611.40	90.80 %
64000 Professional Fees	290,694.85	241,390.00	49,304.85	120.43 %
65000 Travel	152.79	5,045.00	-4,892.21	3.03 %
66000 Utilities	11,550.71	7,209.00	4,341.71	160.23 %
67000 Personnel Expenses	589,475.13	675,000.00	-85,524.87	87.33 %
68000 Debt service	768,003.29	17,926.36	750,076.93	4,284.21 %
Total Expenses	\$13,223,731.53	\$1,221,350.86	\$12,002,380.67	1,082.71 %
NET OPERATING INCOME	\$7,788,707.26	\$16,965,367.19	\$ -9,176,659.93	45.91 %
Other Income				
70000 Other Income	-55,246.61		-55,246.61	
Total Other Income	\$ -55,246.61	\$0.00	\$ -55,246.61	0.00%
Other Expenses				
79000 Other expenses	2,852,719.00		2,852,719.00	
Total Other Expenses	\$2,852,719.00	\$0.00	\$2,852,719.00	0.00%
NET OTHER INCOME	\$ -2,907,965.61	\$0.00	\$ -2,907,965.61	0.00%
NET INCOME	\$4,880,741.65	\$16,965,367.19	\$ -12,084,625.54	28.77 %

Big Sky Community Capital Improvement Plan

September 13, 2023



TischlerBise, Inc.

- Impact fees
- Fiscal/economic impact analysis
- Market analysis
- Infrastructure finance strategies
- Fiscal/economic software

CLIENT	Feasibility Analysis	Transportation	Sewer	Water	Stormwater	Solid Waste	Law Enforcement	Fire/EMS	Parks and Recreation	Trails/Open Space	Libraries	General Government	Schools
Belgrade	◆	◆	◆	◆				◆	◆				
Bozeman		◆	◆	◆				◆					
Corvallis School District													◆
Flathead County		◆						◆					
Florence School District													◆
Gallatin Co.	◆	◆						◆					
Gallatin Co. Fire Districts								◆					
Great Falls	◆						◆	◆	◆				
Hamilton		◆	◆	◆			◆	◆	◆				
Livingston		◆	◆	◆			◆	◆	◆				
Madison County	◆												
Manhattan			◆	◆									
Missoula							◆	◆	◆	◆		◆	
Missoula Co.							◆	◆	◆			◆	
Polson			◆	◆					◆				
Ravalli County	◆												
Whitefish	◆		◆	◆			◆	◆	◆			◆	

Background

- BSRAD collects a 4 percent resort tax to fund services and infrastructure needed in the community
- Big Sky Community Capital Improvement Plan (CIP) was last reviewed in 2011
- Update expands document to include Madison County (along with Gallatin County) and expand beyond typical public safety and public works infrastructure
 - Addressing broad goals of Arts & Education, Economic Development, Health & Safety, Housing, Public Works, and Recreation & Conservation
 - Interviewed 16 agencies/districts/organizations

Timeline

1. Examined previous capital plans and infrastructure activity ✓
2. Examined residential and nonresidential growth since 2011 ✓
3. Prepared growth projections with development pipeline data ✓
4. Sat down with stakeholders to understand capacities and needs ✓
 - Quantitatively & qualitatively
5. Incorporated several rounds of input/review from stakeholders and Board members ✓
6. Prepared results and report ✓
7. CIP Report accepted during Joint Board and Commissioner meeting

Big Sky Community CIP

- Results indicate the 5-10 year capital infrastructure needs for the Big Sky community
- Total cost does not represent BSRAD or County commitment, rather its guiding document for BSRAD Board for annual allocations, long-term planning, and future partnership opportunities
 - **Local, State, Federal, Private Partnerships**
- Report details a variety of funding strategies to best address the needs that are equitable and sustainable
 - *What will be built, repaired, replaced, or purchased?*
 - *When is this project scheduled to take place?*
 - *Why is this project being undertaken?*
 - *How are we going to pay for it?*

Big Sky Community CIP

- Overall, \$741 million infrastructure needs have been identified
 - Over a 10-year timeline
- Water & Sewer, Roads, and Housing are the biggest contributors
- Deficiencies between current revenues and mounting costs

Category	CIP Total	Stakeholders				
Arts & Education	\$33,250,000	Big Sky SD	Discovery Academy	Morningstar Center	Big Sky Library	
Economic Development	\$2,950,000	Chamber of Commerce				
Health & Safety	\$33,122,000	Sheriff's Office	Big Sky Fire District	Medical Center	HRDC	
Housing	\$242,500,000	Housing Trust				
Public Works	\$375,800,000	Road Plans	Transit District	GCCWSD	BSCWSD	LMLC
Recreation & Conservation	\$53,329,000	BS Community Org				
Total \$740,951,000						

Big Sky Community CIP

- Funding Strategies:
 1. Renewal of resort tax 3% (TBD) and renewal of 1% for infrastructure (2026)
 - Voter-approved bond of the 3% revenue
 2. Targeted Economic Development Districts (TEDD)
 - Tax increment financing (TIF)
 3. Rural Improvement Districts (RID)
 - Bond financing advantage
 4. Community lead initiatives exploring wellness district, library district, park district, transit district
 - Stable and predictable revenue
 5. Expansion of growth-related fees
 - Plant investment charges, impact fees, parkland dedication
 6. Boundary adjustments
 - Ensuring property owners benefit from assessments and property tax

Big Sky Community CIP

- Full report has been included in agenda packet for review
- During the joint meeting on October 4th BSRAD looking for Counties to accept report as a guiding document to validate future investments
- *Draft Monition Language: Gallatin County Commissioners recognize the 2023 Big Sky Community Capital Improvement Plan as an update to the existing CIP. We accept the validity of the report as a guiding document for future strategies to accomplish the community's goals.*

Discussion

Big Sky Community Capital Improvement Plan

September 7, 2023

Prepared by:



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Suite S240
Bethesda, MD
(301) 320-6900
www.TischlerBise.com

Funded by:



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Executive Summary

The Big Sky Resort Area District (BSRAD) retained TischlerBise to update the Big Sky Community Capital Improvement Plan (CIP). The previous CIP was completed by TischlerBise in 2011. The unincorporated community of Big Sky has grown in many ways since 2011 including the infrastructure needs that were identified in that plan. Most service providers in Big Sky are governed by volunteer boards. The community spans two counties: Gallatin and Madison. A CIP is a good management tool that engages long-term capital planning and enhances coordination with service providers. The CIP process can be thought of as the public sector's development plan that answers the following key questions:

1. What will be built, repaired, replaced, or purchased?
2. Who is responsible for the project?
3. When is this project scheduled to take place?
4. Where will this project be located?
5. Why is this project being undertaken?
6. How are we going to pay for it?

The Montana Department of Commerce *Capital Improvements Planning Manual (2020)* is a very useful tool for small communities in the state and lists a summary of benefits of a CIP:

- A CIP saves money by improving the cost effectiveness of how local governments expend their limited resources and dollars.
- The capital improvement planning process helps local governments to understand and be more responsive to citizens' needs and desires.
- A capital improvement planning program can help local governments operate more effectively.
- A capital improvement planning program helps to encourage economic development.
- A capital improvement planning program can help a local government meet statutory requirements.
- Capital improvements planning has the potential to increase community resilience.

The Big Sky Community CIP covers a 5-year and 10-year timeframe, concentrating on the near-term infrastructure needs of the community. Its principal goal is to assess capital needs for service providers in Big Sky and provide guidance for funding. Specifically, this CIP will serve as the foundation for future decisions concerning the need for public facilities. Importantly, this process will create a valuable link between existing and future capital deficiencies and available funding strategies.

In summary, this document quantifies the demand for Arts & Education, Economic Development, Health & Safety, Housing, Public Works, Recreation & Conservation needs through a detailed analysis of current and projected demand in addition to interviews with service providers. Below is a summary of the CIP costs by category. The report has identified \$741 million in infrastructure needs in the Big Sky community.

Figure 1. Summary of Big Sky Community CIP

Big Sky Community Capital Improvement Plan		
Category	CIP Total	%
Arts & Education	\$33,250,000	4.5%
Economic Development	\$2,950,000	0.4%
Health & Safety	\$33,122,000	4.5%
Housing	\$242,500,000	32.7%
Public Works	\$375,800,000	50.7%
Recreation & Conservation	\$53,329,000	7.2%
Total	\$740,951,000	100%

Importantly, BSRAD and the Big Sky community have capitalized on several existing revenue sources to address costs in the past and are exploring additional revenues to ensure the infrastructure needs in the CIP are addressed as equitably and strategically as possible. Below are the existing revenues that have been captured in the past:

1. Resort Tax
2. County and District Property Tax
3. Rural Improvement Districts (RID)
4. State and Federal Grants
5. Plant Investment Charges
6. Local Philanthropy

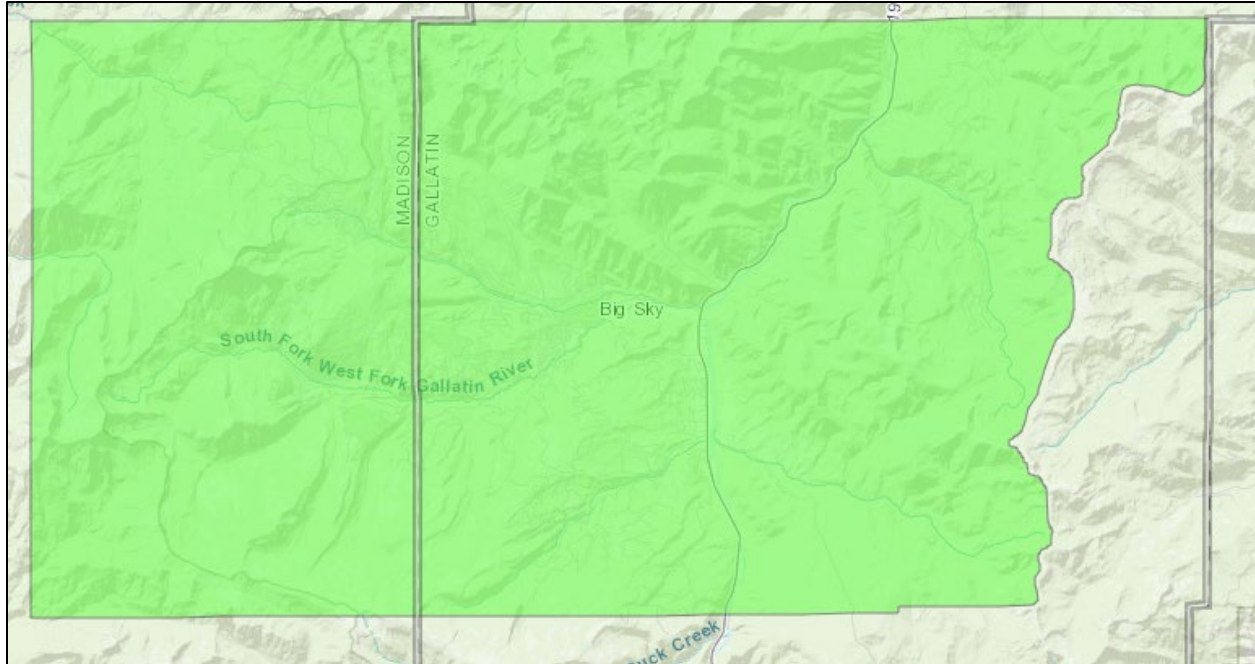
Below is a list of revenues and strategies that the community could explore or are currently exploring to tackle the significant infrastructure needs. The summary is provided to illustrate how other communities across the state and country fund infrastructure. With that said, it should be noted that this is not a legal analysis, which should be conducted prior to pursuit of the strategies discussed below.

1. Targeted Economic Development District & Tax Increment Financing
2. Establishing Additional Mill Levying Districts
3. Transportation Utility Fee (TUF)
4. Stormwater Utility Fee
5. Pedestrian Malls & Parking Improvement District
6. Municipal Property Tax and Fees
7. Impact Fees
8. Parkland Dedication
9. School & Wellness District Annexation
10. Special Assessment
11. Housing Linkage Fee
12. Real Estate Transfer Tax

Existing Demand and Future Development Projections

The following chapter details the existing residential and nonresidential demand in the BSRAD boundary along with growth projections based on current trends and development pipeline data. Below illustrates the BSRAD collection boundary.

Figure 2. BSRAD Boundary



Population and Housing Characteristics

Figure 3 shows the US Census American Community Survey 2021 5-Year Estimates data for the Big Sky Census-Designated Place (CDP). For permanently occupied single family units there is an average household size of 2.70 persons and multifamily units have an average household size of 1.91 persons. This is slightly up from the previous Capital Improvement Study in 2011.

Consistent with expectations, there are a large number of homes that are not occupied by permanent population. Of the total 3,468 housing units in the 2021 estimate, 2,275 housing units are used for other purposes than permanent housing (66 percent of the total housing stock in the Big Sky area).

Figure 3. Persons per Household

Housing Type	Persons	Housing Units	Persons per Housing Unit	Households	Persons per Household	Housing Unit Mix
Single Family [1]	1,715	2,050	0.84	636	2.70	59%
Multifamily [2]	1,065	1,418	0.75	557	1.91	41%
Total	2,780	3,468	0.80	1,193	2.33	

[1] Includes attached and detached single family homes and mobile homes

[2] Includes all other types

Source: U.S. Census Bureau, 2021 American Community Survey 5-Year Estimates

Base Year Housing Units and Population

The nature of resort communities makes it difficult for the U.S. Census Bureau to fully understand the population and housing totals. To provide a deeper analysis, available housing counts at the neighborhood level along with an analysis of the Gallatin County GIS database has been compiled in Figure 4. This approach resulted in 1,887 single family units (46 percent) and 2,250 multifamily units (54 percent), a total of 4,137 housing units (this does not include commercial properties).

The 2011 CIP estimated 3,514 housing units in the Big Sky area. Meaning there has been an estimated 623 housing units constructed over the last twelve years, an 18 percent increase since 2011.

Figure 4. 2023 Housing Units

Housing Type	Units	Percent of Total
Single Family	1,887	46%
Multifamily	2,250	54%
Total Units	4,137	100%

Source: TischlerBise analysis of available community housing counts and Gallatin County GIS database

Furthermore, the nature of the influx of seasonal population in Big Sky necessitates three types of populations to be examined:

- 1) Permanent Residents
- 2) Seasonal Residents
- 3) Visitors

Along with permanent residents, the peak population includes residents who have second homes in the area and the seasonal labor influx during peak tourism months. Permanent housing population and seasonal housing population estimates are found by applying the PPHH factors for each housing type to base year housing estimates. As a result, there is a permanent population estimate of 3,268 and a seasonal population estimate of 3,053 (Figure 5).

Figure 5. Permanent & Seasonal Population

Housing Type	Units	Population
Permanent Housing & Population		
Single Family	585	1,580
Multifamily	884	1,688
Total	1,469	3,268
Seasonal Housing & Population		
Single Family	538	1,453
Multifamily	838	1,600
Total	1,376	3,053

Source: TischlerBise analysis of existing housing stock, vacancy rates, and PPHH factors

The visitor population includes overnight visitors at lodging locations. From a survey done by TischlerBise, there are a total of 772 rooms in the resort tax district. Additionally, there are 1,292 short-term rental units available in Big Sky. Based on general lodging assumptions (2.6 occupants and 95 percent occupied during peak season), a total of 5,024 overnight-visitors are estimated in Big Sky, see Figure 6.

Figure 6. Lodging Rooms and Peak Visitors

Lodging Rooms [1]	742
Short-Term Rental Housing Units [2]	1,292
Occupancy [3]	0.95
Average Overnight Party Size [4]	2.6
Overnight Visitors	5,024

[1] Survey of available data and listings

[2] BSRAD

[3] A 95% occupancy rate is assumed during peak season

[4] Source: *The Economic Impact of Travel in Big Sky* (2021)

The information above is summarized in Figure 7. Based on the three population types, there is an estimated peak population of 11,345 residents along with 4,137 housing units in Big Sky. Ultimately, permanent residents are only 29 percent of the peak population and overnight-visitors account for 44 percent.

Figure 7. Base Year Housing and Population

Big Sky, MT	Base Year 2023
Population	
Permanent Population	3,268
Seasonal Population	3,053
Overnight-Visitors	5,024
Peak Population	11,345
Housing Units	
Single Family	1,887
Multifamily	2,250
Total Units	4,137

Note: the permanent population is less than the 2020 Census estimate for the Big Sky area census blocks. However, the difference is assumed to be included in the seasonal population estimate since the timing of the Census survey occurs when some seasonal residents may be Big Sky.

The figures above provide housing estimates for the entire resort tax district. In Figure 8 the housing is compared by County. Currently, about 30 percent of single family (573 units) and 38 percent of multifamily (865 units) development has occurred in Madison County. Overall, this accounts for 35 percent of the total housing in the district. Conversely, Gallatin County accounts for 65 percent of the total housing.

Figure 8. Current Housing Estimates by County

Location	Percent of the Total		
	Single Family	Multifamily	Total
Madison County	30%	38%	35%
Gallatin County	70%	62%	65%

Source: TischlerBise analysis of available community housing counts and Gallatin County GIS database

Housing Unit and Population Projections

The ten-year residential projections are listed in Figure 9. Currently, there are 438 housing units under construction. These units are assumed to be completed in Year 1. Additionally, there are 3,112 housing units that have been approved in Big Sky, but not yet built. Conservatively, half of the approved units are assumed to be constructed between Year 2 and Year 10. Overall, 887 single family units and 1,107 multifamily units are estimated over the ten-year period.

Big Sky permanent and seasonal population growth is assumed to grow at the same rate as housing development. As a result, permanent population is assumed to grow by 1,574 residents and seasonal population is assumed to grow by 1,470 residents. Housing development is assumed to generate additional short-term rentals in the area as well, approximately 620 over the next ten years. There are also 300 lodging rooms in the development pipeline. This growth is assumed to generate 2,434 new overnight-visitors annually. In total, the peak population in Big Sky is projected to grow by 5,478 residents, a 48 percent increase from 2023.

Figure 9. Residential Development Projections

Big Sky, MT	Base Year 2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Increase
Population												
Permanent Population	3,268	3,612	3,749	3,885	4,022	4,159	4,296	4,432	4,569	4,706	4,841	1,574
Seasonal Population	3,053	3,375	3,503	3,631	3,758	3,886	4,014	4,141	4,269	4,397	4,524	1,470
Overnight-Visitors	5,024	5,562	5,690	5,819	6,194	6,323	6,451	6,827	6,955	7,084	7,458	2,434
Peak Population	11,345	12,549	12,942	13,335	13,975	14,368	14,760	15,400	15,793	16,186	16,823	5,478
<i>Percent Increase</i>		11%	3%	3%	5%	3%	3%	4%	3%	2%	4%	48%
Housing Units												
Single Family	1,887	2,064	2,143	2,222	2,301	2,380	2,459	2,538	2,617	2,696	2,774	887
Multifamily	2,250	2,511	2,605	2,699	2,793	2,887	2,981	3,075	3,169	3,263	3,357	1,107
Total Units	4,137	4,575	4,748	4,921	5,094	5,267	5,440	5,613	5,786	5,959	6,131	1,994

Source: TischlerBise analysis of housing development pipeline to projected residential growth. Population projections are based on housing development and PPHH factors.

The 10-year growth projections are broken down by county in Figure 10. Based on the development pipeline and current construction activity approximately 60 percent of new housing is going to occur in the Madison County portion of the Resort Tax District. This results in 3,263 new peak population in Madison County compared to 2,214 new peak population in Gallatin County.

Figure 10. Residential Growth by County

Location	10-Year Growth Projection			
	Single Family	Multifamily	Peak Population	% of Pop Growth
Madison County	529	658	3,264	60%
Gallatin County	358	449	2,214	40%
Total	887	1,107	5,478	100%

Source: TischlerBise analysis of available community housing counts and Gallatin County GIS database

Over the next ten years, the population base in Big Sky will be nearing an even split between Madison and Gallatin County. By 2033, 43 percent of the peak population will be in Madison County compared to about 35 percent as of 2023.

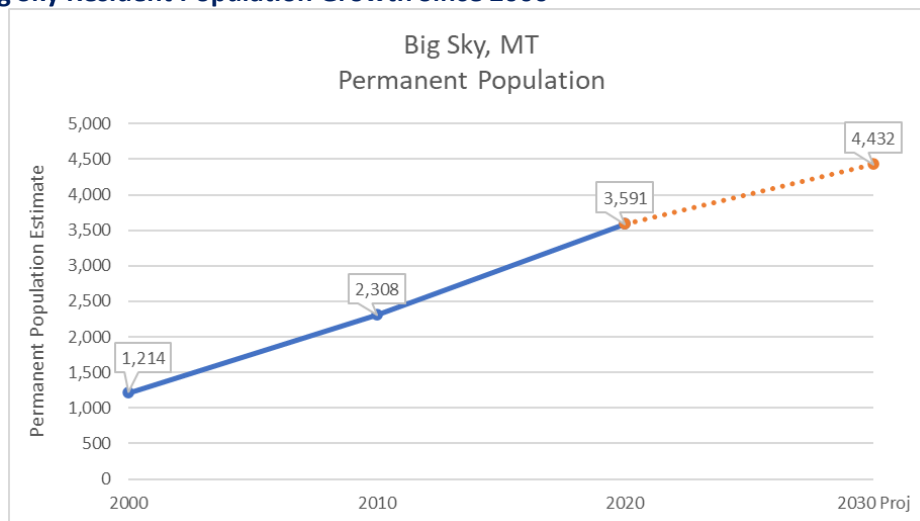
Figure 11. 2033 Population by County

Big Sky Area	2033 Peak Pop	% of Total
Madison County	7,207	43%
Gallatin County	9,616	57%
Total	16,823	100%

Source: TischlerBise analysis

Figure 12 illustrates the growth in resident population in Big Sky since 2000. Between each decennial census since 2000 there has been an increase of over 1,000 resident residents every ten years. That rate is assumed to be slightly lower between 2020 and 2030 as the area gets closer to full buildout. From 2020 to 2030, there is an estimated 841 new residents to Big Sky, a 23 percent increase from 2020.

Figure 12. Big Sky Resident Population Growth Since 2000



Source: US Census Bureau; TischlerBise analysis for 2030 population projection

Current Employment and Nonresidential Floor Area

Available from BSRAD, there is an estimated total employment in Big Sky of 7,408 jobs. Listed in Figure 13, the majority of employment is for retail and lodging industries. However, there is significant office and construction employment.

Figure 13. Base Year Employment by Industry

Industry	Jobs [1]	% of Total
Retail/Lodging	5,299	72%
Office	935	13%
Industrial	64	1%
Construction	763	10%
Institutional	346	5%
Total	7,408	100%

[1] Source: BSRAD

Figure 14 lists the employment estimates by Gallatin and Madison County.

Figure 14. Base Year Employment by County

Industry	Gallatin Jobs	Madison Jobs
Retail/Lodging	2,081	3,218
Office	854	81
Industrial	64	0
Construction	667	96
Institutional	338	8
Total	4,005	3,403

Source: BSRAD

The base year nonresidential floor area for the industry sectors is calculated with the Institution of Transportation Engineers' (ITE) square feet per employee averages, Figure 15. Unlike the other industries, typical construction employment has a much smaller physical footprint and is excluded from the square footage analysis.

Figure 15. Institute of Transportation Engineers (ITE) Employment Density Factors

Employment Industry	ITE Code	Land Use	Demand Unit	Emp Per Dmd Unit	Sq Ft Per Emp
Retail	820	Shopping Center	1,000 Sq Ft	2.12	471
Office	710	General Office	1,000 Sq Ft	3.26	307
Industrial	110	Light Industrial	1,000 Sq Ft	1.57	637
Institutional	610	Hospital	1,000 Sq Ft	2.86	350

Source: *Trip Generation*, Institute of Transportation Engineers, 11th Edition (2021)

By combining the base year job totals and the ITE square feet per employee factors the nonresidential floor area is calculated in Figure 16. There is an estimated total of 2.9 million square feet of floor area in

Big Sky. Retail industries accounts for the greatest share, approximately 85 percent.

Figure 16. Base Year Nonresidential Floor Area

Industry	Jobs [1]	Sq. Ft. per Job [2]	Floor Area (sq. ft.)	% of Total
Retail/Lodging	5,299	471	2,495,829	85%
Office	935	307	287,137	10%
Industrial	64	637	40,768	1%
Construction	763	-	-	-
Institutional	346	350	121,188	4%
Total	7,408		2,944,922	100%

[1] Source: BSRAD

[2] Source: *Trip Generation*, Institute of Transportation Engineers, 11th Edition (2021)

Employment and Nonresidential Floor Area Projections

Commercial pipeline data is available for approved but not yet constructed development in Big Sky. Based on this information, a total of 1,303 new jobs are estimated over the next ten years, an 18 percent increase from the base year. The majority of the job growth is in the retail and lodging industries. The nonresidential floor area projections are calculated by applying the ITE square feet per employee factors to the job growth. Over the next ten years, the nonresidential floor area is projected to increase by 431,000 square feet.

Figure 17. Employment and Nonresidential Floor Area Projections

Big Sky, MT	Base Year											10-Year Increase
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Jobs [1]												
Retail/Lodging	5,299	5,371	5,455	5,539	5,622	5,706	5,790	5,874	5,957	6,041	6,125	826
Office	935	939	943	946	950	954	958	961	965	969	972	37
Industrial	64	66	68	69	71	73	75	77	78	80	82	18
Construction	763	844	870	897	940	966	993	1,036	1,062	1,089	1,131	368
Institutional	346	352	357	362	368	373	379	384	389	395	400	54
Total	7,408	7,571	7,693	7,814	7,951	8,072	8,194	8,331	8,452	8,573	8,711	1,303
Nonresidential Floor Area (1,000 square feet) [2]												
Retail/Lodging	2,496	2,530	2,569	2,609	2,648	2,688	2,727	2,766	2,806	2,845	2,885	389
Office	287	288	289	291	292	293	294	295	296	297	298	11
Industrial	41	42	43	44	45	47	48	49	50	51	52	11
Construction	-	-	-	-	-	-	-	-	-	-	-	-
Institutional	121	123	125	127	129	131	133	134	136	138	140	19
Total	2,945	2,983	3,027	3,070	3,114	3,158	3,201	3,245	3,288	3,332	3,376	431

[1] Job projections are based on available development pipeline data

[2] Source: *Trip Generation*, Institute of Transportation Engineers, 11th Edition (2021)

Figure 18. Jobs Projections by County

Location	10-Year Growth Projection	
	Jobs	% of Job Growth
Madison County	615	47%
Gallatin County	689	53%
Total	1,303	100%

[1] Job projections are based on available development pipeline data

Population & Jobs

Totaling the population and jobs in an area is a common approach to estimate the demand on public services and infrastructure. In this case, there is an estimate 7,347 peak population and jobs in Madison County (39 percent) and 11,406 peak population and jobs in Gallatin County (61 percent).

Figure 19. Base Year Population & Jobs

Location	2023 Pop & Jobs	% of Pop & Jobs
Madison County	7,347	39%
Gallatin County	11,406	61%
Total	18,753	100%

Figure 20 lists the 2033 population and jobs by county. As the area grows, Madison County will account for an increasing share of the demand on infrastructure and services.

Figure 20. 2033 Population & Jobs

Location	10-Year Growth Projection	
	2033 Pop & Jobs	% of 2033 Pop & Jobs
Madison County	11,225	44%
Gallatin County	14,309	56%
Total	25,534	100%

Attributing Demand Factors

Demand on infrastructure and capital expenditures can be attributed to existing and future residential and nonresidential demand in a variety of ways. Typically, when there are existing deficiencies, existing demand is attributed those costs; while new facilities and facility expansion is attributed to future demand. Additionally, infrastructure is attributed to specific development based on the use of the infrastructure. For example, park and school expansion is generally attributed to residential development only. Conversely, public safety, utilities, and roadway expansion is attributed to all development.

In this case, there is another layer of demand analysis, between Madison and Gallatin County. To assist in future discussions the following figures detail 2033 population, jobs, and population and jobs. When attributing costs associated with only residential development the population split can be used; when attributing costs associated with only nonresidential development the jobs split can be used; when attributing costs associated with all development the population and jobs split can be used.

Figure 21. 2033 Attributing Demand Factors

Big Sky Area	Percent of 2033 Totals		
	Population	Jobs	Pop and Jobs
Madison County	43%	46%	44%
Gallatin County	57%	54%	56%

Guiding Principles and Initiatives

The following chapters detail capital improvement plans for Arts & Education, Economic Development, Health & Safety, Housing, Public Works, and Recreation & Conservation service providers. From *Our Big Sky Community Vision & Strategy* (2022) initiatives for each category is provided to guide decision makers:

Arts & Education

- *Expand Educational Offerings*
- *Promote Big Sky as a Year-round Arts & Cultural Destination*
- *Diversity, Inclusion, Equity & Sustainability*
- *Increase Affordable Options for Students Aged 3 & 4 in the Community*
- *Increase Affordable Housing Options for Educators*
- *Increased Opportunities for Students in Summer & Non-School Days*

Economic Development

- *Create Educational Opportunities for Businesses*
- *Provide Tools for Recruitment & Retention*
- *Advocate for Businesses & Non-Profits to Partner & Collaborate*
- *Manage the Visitor Experience with Clear Information*
- *By 2024, Produce a Destination Development Plan Encompassing Visitors & Local Needs*
- *Inform & Educate Local Businesses to Support a Good Visitor Experience*

Health & Safety

- *Increase Access to & Utilization of Federal, State, & Local Social Service Programs*
- *Create New Access Points to Services for Both English & Spanish Speakers*
- *Develop Coordinated Entry & Increase Collaboration Among All Service Organizations & Increase Advocacy*
- *Enhance Radio Communications for All Emergency Responders in Big Sky & Surrounding Areas by July 2022*
- *Develop Emergency Evacuation & Safety Zones for the Big Sky Community to Access by June 2022*
- *Annually Ensure Sufficient Public Safety Staffing for Big Sky Fire Department, Sheriff's Office, Search and Rescue, and Emergency Management*
- *Improve Behavioral Health in Big Sky*
- *Reduce the Community Needs to Travel for Healthcare*

Housing

- *Increase the Supply of Rental Housing for Local Workers*
- *Increase the Supply of Ownership Housing for Local Workers*
- *Preserve Housing Stock for Local Workers*

Public Works

- *Big Sky is a Car-Free Community*
- *Travel to Big Sky from within the Region Can Be Accomplished without a Car*
- *Appropriate Multi-modal Infrastructure that Helps to Reduce Transportation's Environmental Impact is Built & Maintained in the Community*
- *Expand Sewer Treatment & Disposal Capacity*
- *Expand Water Capacity*
- *Water Conservation*
- *Stand-Up Canyon & Water Sewer District*

Recreation & Conservation

- *Additional 20 Miles of Trails & Paths in District by 2025*
- *Create ADA Compliant Trail & Open Space Along Gallatin River, Middle Fork, & Town Center to Community Park by 2025*
- *Increase Park & Open Spaces by 35 Acres by April 2024*
- *Open BASE as an Accessible Recreational & Community Center*
- *Provide Accessible & Affordable Behavioral Health & Wellness Opportunities Through Recreation & Programs*
- *Expand Youth & Adult Athletic Playing Fields for the Residents of Big Sky That Meet Regulations to Host Tournaments & Visiting Teams*

Sustainability Values

At its core Big Sky values sustainability and communities should find sustainable solutions to infrastructure needs, especially communities that are in ecologically fragile environments such as Big Sky. Below is a joint value statement from Gallatin River Task Force (GRTF) and Big Sky Sustainability Network Organization (SNO) regarding future capital improvements in the community:

Big Sky is defined by its sense of place as part of the Greater Yellowstone Ecosystem, situated amongst the mountains, and connected to the region by the beautiful Gallatin and Madison Rivers. Preserving our community's valued sense of place, now and in the future, is critical for ecosystem and wildlife health. Our flourishing outdoor recreation economy depends on healthy landscapes and waterways that support local businesses, jobs, and our community's way of life.

We have a responsibility to carefully consider the health of the natural environment when looking at future infrastructure planning. Ecosystem resilience will require particular attention if we are to maintain the scenic mountainscapes and pristine waterways that are the draw and lifeblood of Big Sky. Thoughtful, collaborative and strategic planning will be necessary to ensure the ethos of this modern day mountain town is carried through full buildout. Looking forward to what the future may hold should coincide with ensuring the land and water are preserved in a way that protects the unique outdoor amenities that are the allure for many who live, work, and play in Big Sky.

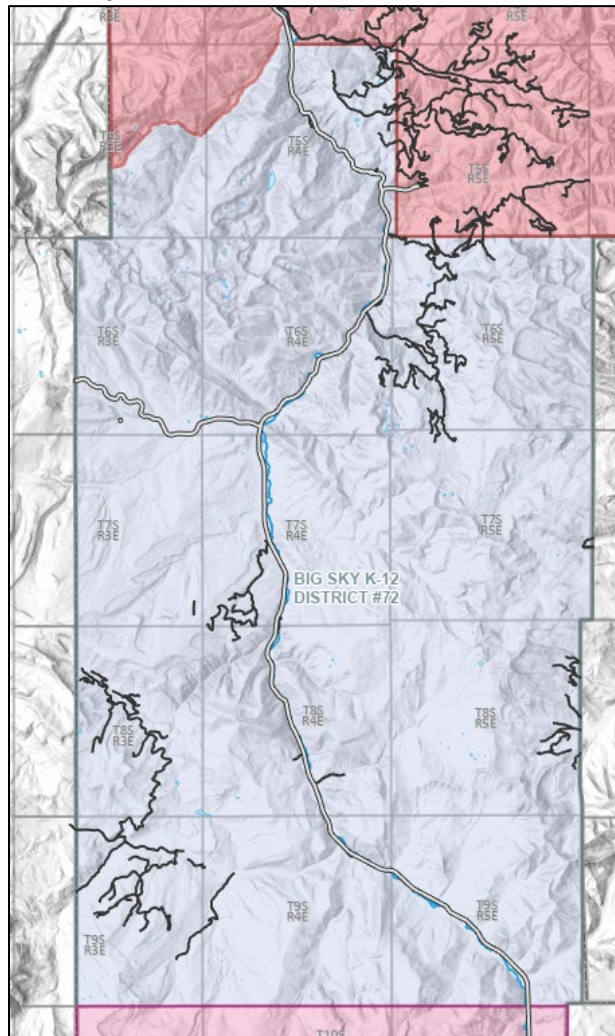
Arts & Education

Documenting the existing infrastructure is an important element to a Capital Improvement Plan (CIP). This chapter details current levels of service, projected infrastructure needs, and CIPs for arts and education service providers.

Big Sky School District

The following section identifies the current levels of service of education facilities being provided by the Big Sky School District (BSSD). Growth-related needs to accommodate future demand are listed at the end of the section as well. Below is a map of the school district, which varies from the BSRAD boundary.

Figure 22. School District Boundary



Current Level of Service

In the past ten years the school district has seen an increase of 188 K-12 students, increasing to 432

students in the 2022-2023 school year. Additionally, BSSD started a pre-kindergarten class in 2022 which added 20 more students to the total enrollment. Overall, BSSD has increased enrollment by 208 students, or an 85 percent increase from ten years ago.

Figure 23. BSSD Enrollment

Grade Level	'12-13	'13-14	'14-15	'15-16	'16-17	'17-18	'18-19	'19-20	'20-21	'21-22	'22-23	10-Year Increase
Elementary	143	153	135	154	179	180	174	176	197	185	216	73
Middle	54	65	93	109	89	89	102	98	101	106	98	44
High	47	60	77	70	87	101	97	107	111	109	118	71
K-12 Total	244	278	305	333	355	370	373	381	409	400	432	188
										Pre-K	20	
										Total Enrollment	452	208

Source: Annual Montana School Enrollment Data, MT Office of Public Instruction

Below in Figure 24 are two school capacity utilizations. Capacity utilization is found by comparing the student enrollment to the school capacity. First, based on the standards issued by the State of Montana, BSSD has a capacity of 675 students at the current facility. This results in 223 available seats and a utilization of 67 percent.

However, if the school district were to reach the State’s standard, class sizes would be larger than desired levels and programs may be limited beyond general education. For these reasons, a more ideal capacity for district staff is 550 students. In this case, there are 98 available seats and 82 percent utilization.

Figure 24. Current Capacity Utilization

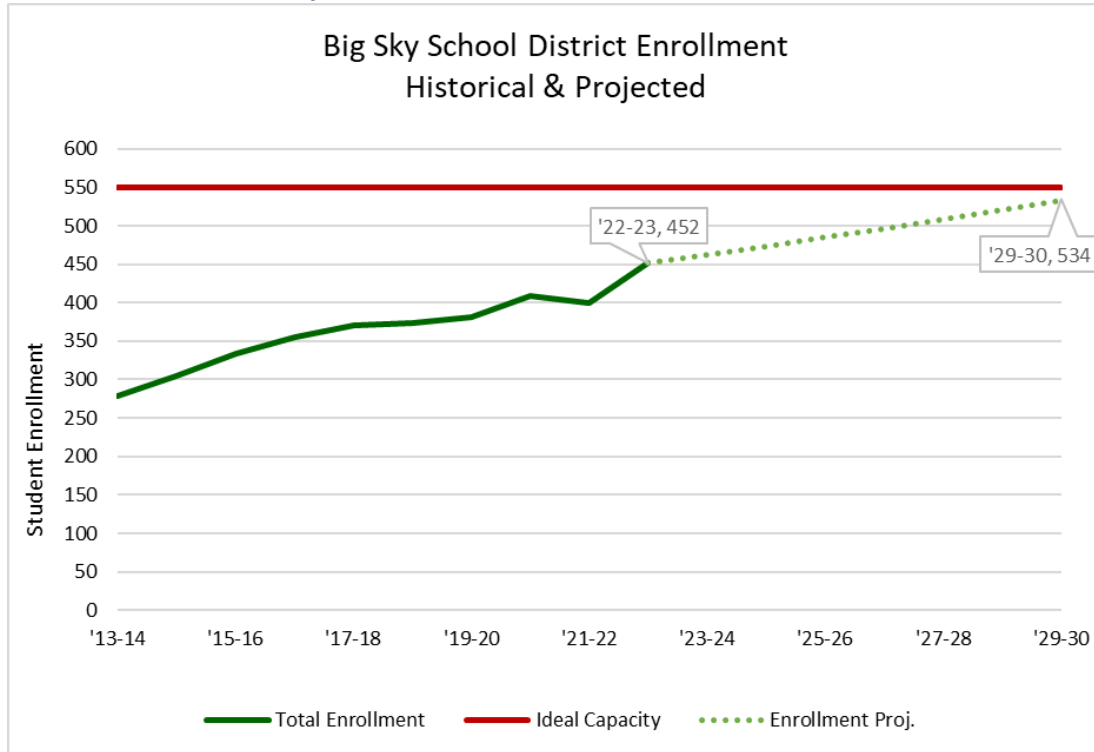
<i>Current Level of Service</i>	
Big Sky School District	'22-23
Current Enrollment	452
State Capacity	675
Available Seats	223
Utilization of State Standard	67%

Big Sky School District	'22-23
Current Enrollment	452
Ideal Capacity	550
Available Seats	98
Utilization of Ideal Capacity	82%

Projected Growth-Related Needs

From the BSSD 2023 Bond presentation there is an annual growth rate of 2.5 percent used to projected total enrollment. As a result, by the 2029-2030 school year there is an estimated 534 students attending BSSD. This is an 18 percent increase from current enrollment. Illustrated in Figure 25, the total enrollment is nearing the ideal capacity of 550 students.

Figure 25. BSSD Enrollment Projections



Source: Big Sky School District 2023 Bond presentation 2.5 percent annual growth in general education

Based on projections for the 2029-2030 school year, BSSD will be approximately at 80 percent of the State standard. Compared to an ideal capacity, that allows for smaller class sizes and special programs, by 2029-2030 the school district will be at 97 percent utilization.

Figure 26. Future Capacity Utilization

<i>Future Level of Service</i>	
Big Sky School District	'29-30
Projected Enrollment	534
State Capacity	675
Available Seats	141
Utilization of State Standard	79%

Big Sky School District	'29-30
Projected Enrollment	534
Ideal Capacity	550
Available Seats	16
Utilization of Ideal Capacity	97%

BSSD Capital Improvement Plan

Based on the enrollment projections and available capacity, there are no immediate facility expansions to add general education seats. However, a large expansion could be anticipated after the 2029-2030 school year when enrollment nearly reaches the ideal capacity limit. With that said, there are other capital expansion projects in the BSSD CIP. A modernized gym is needed to support the community at the same level of other comparable school districts. Also, the first year of pre-k was a success and there is a demand to expand the grade level. The expansion would allow BSSD to serve 50 students. Other private education facilities in Big Sky have indicated that demand for their early childhood programs has far surpassed their capacity as well. BSSD expanded pre-k would alleviate pressure on these other agencies as well.

The nature of Big Sky residential development and possible transition to more full-time households in the area make it difficult to attribute the CIP costs to Madison and Gallatin County. However, there will be direct and indirect demand on the school district from growth. Housing development will generate students to BSSD, albeit at a low rate than state average. Indirect demand will come from the economic activity generated by additional development which will necessitate more employment and households moving to Big Sky bringing students into the district.

Figure 27. BSSD CIP

Big Sky School District	Project	Timeframe	Description	Estimated Cost	Notes
5-Year Facility Improvements & Expansions / Vehicles / Other Needs					
	Modernized Gym	2023-2024	1,200 person capacity, comparable to other school districts	\$20,000,000	Voter referendum 2023
	Expansion of Pre-K Classrooms	2023-2028	Current capacity is 20 students, expansion to serve 50 students	~\$2,000,000	Additional FTE would need housing
Total Cost				\$22,000,000	

Available Funding

An in-depth summary of capital funding is available at the end of this document. The school district levies a property tax to support expenditures along with voter referendums for capital expansions.

Discovery Academy

Big Sky Discovery Academy is a non-profit, private school providing education from ages 3 – grade 12. The majority of students are between the age of 3 to 8 years old. The following section details their current demand and related facility expansion needs.

Current Level of Service

The current enrollment at Discovery Academy is 80 students. The current facility is at capacity. There is additional demand that is not able to be served because of the capacity limitations at the facility. Furthermore, the capacity issues are requiring staff to reorganization the facility every school year.

Figure 28. Discovery Academy Utilization

<i>Current Level of Service</i>	
Discovery Academy	'22-23
Current Enrollment	80
Capacity	80
Available Seats	0
Facility Utilization	100%

Projected Growth-Related Needs

It is anticipated that the demand for schooling will continue to grow as the Big Sky area attracts full-time families. Additionally, as employment grows in the area, those new employees in Big Sky will be seeking schooling as well. Conservatively, based on enrollment projections for Big Sky School District, a 20 percent increase in demand is anticipated, furthering the waitlist. An additional early childhood classroom is anticipated in the next school year addressing community need.

Discovery Academy Capital Improvement Plan

Based on Discovery Academy analysis there is a need for another 15,000 square feet to serve current and future demand. The new facility would include expanded early childhood classrooms. This expansion may require the organization to move, bringing a partnership opportunity with the Big Sky Town Center development. Drop-off/pick-up benefits and synergy with other tenants at Town Center allows for this opportunity to have a wider public benefit. The overall expansion is estimated to cost \$10 million. In the future, BSRAD will be focusing on funding early childhood facilities. Based on current enrollment (18 early childhood students of the 80 total enrollment), 22.5 percent of the \$10 million is included in the CIP.

Similar to BSSD, there will be direct and indirect demand on the schooling from growth. Housing development will generate students and indirect demand will come from the economic activity generated by additional development which will necessitate more employment and households moving to Big Sky bringing students into the area.

Figure 29. Discovery Academy CIP

Discover Academy	Project	Timeframe	Description	Estimated Cost
5-Year Facility Improvements & Expansions / Vehicles / Other Needs				
Early Childhood Facility Expansion		2023-2028	Need for additional 10,000 - 15,000 square feet to serve demand	\$2,250,000

Available Funding

An in-depth summary of capital funding is available at the end of this document. The organization supports expenditures through its tuition charges.

Morningstar Learning Center

Morningstar Learning Center is a private full-time daycare, the only such organization in Big Sky. Morningstar provides early childcare services to students up to five years old. The following section details their current demand and related facility expansion needs.

Current Level of Service

Presently, Morningstar has an enrollment of 50 students with a waitlist that includes 30 additional students. The current facility has a 50-student capacity. Thus, the organization is at 100 percent utilization and Big Sky demand is 160 percent of capacity. Morningstar staff indicated that the demand may be even higher and the length of the waitlist deters others from joining.

Figure 30. Morningstar Utilization

<i>Current Level of Service</i>	
Morningstar Learning Center	'22-23
Current Enrollment	50
Capacity	50
Available Seats	0
Facility Utilization	100%
Current Waitlist	30
Enrollment + Waitlist	80
Demand vs Capacity	160%

Projected Growth-Related Needs

It is anticipated that the demand for childcare will continue to grow as the Big Sky area attracts full-time families. Additionally, as employment grows in the area, those new employees in Big Sky will be seeking childcare as well. Conservatively, based on enrollment projections for Big Sky School District, a 20 percent increase in demand is anticipated for the Morningstar Learning Center through 2030, furthering the deep waitlist.

Morningstar Learning Center Capital Improvement Plan

The organization is exploring facility expansion options. The expansion would address the current and future demand on their waitlist, but also provide expanded aftercare service. The Center is currently open until 5:30pm and expanded aftercare service could include more and different operating hours such as nights, weekends, and drop-in care that would be operated by an operator renting the facility from Morningstar. This service has the potential for multiple partnerships including Big Sky School District and the BASE Community Center. Importantly, to expand enrollment would require additional staffing. The facility expansion may include some housing for staff, but there will be a need for further housing options to attract the full staffing needs.

Similar to BSSD, there will be direct and indirect demand on the early childcare from growth. Housing development will generate students and indirect demand will come from the economic activity generated by additional development which will necessitate more employment and households moving to Big Sky bringing students into the area.

Figure 31. Morningstar CIP

Morningstar Learning Center	Project	Timeframe	Description	Estimated Cost	Notes
5-Year Facility Improvements & Expansions / Vehicles / Other Needs					
Facility Expansion		2023-2028	Expansion needed for current demand and to provide aftercare	\$9,000,000	Expansion may include some housing for staff

Available Funding

An in-depth summary of capital funding is available at the end of this document. The organization supports expenditures through its tuition charges.

Big Sky Community Library

Big Sky Community Library is a community-based library that is open to all members of the public. Traditional library services are provided along with wellness and action programs. The following section details their current demand and related facility expansion needs.

Current Level of Service

The library is currently located in a shared space with the Big Sky School District. They have a collection of 15,000 book and 15,000 other items in circulation including technology and online resources. Space for circulation along with staff and public areas has reached its max and programming is being limited because of facility space.

Projected Growth-Related Needs

It is anticipated that the demand for library services will continue to grow as the Big Sky area attracts residents. Additionally, as employment grows in the area, library staff anticipates further demand for services. Based on BSSD enrollment projections, a conservative 20 percent increase in demand is anticipated.

Big Sky Community Library Capital Improvement Plan

Big Sky Community Library has been exploring a new main branch for several years. Most recently, they partnered with Montana State University School of Architecture to produce several potential floor plans and renderings. The proposals ranged from 20,000 to 40,000 square foot library main that included a range of service like a maker’s space, culinary area, and indoor-outdoor garden. Housing for library staff was included in the designs as well. The ideal location for a main branch would be in the center of Big Sky, a partnership opportunity with the Town Center development. Public open space and overlapping of public programs with other tenants allows for this opportunity to have a wider public benefit.

Figure 32. Big Sky Community Library CIP

Big Sky Library	Project	Timeframe	Description	Estimated Cost	Notes
5-Year Community Housing Need					
New Main Branch		~2028	Branch relocating to Town Center area, possible joint location	TBD	Expansion would require future FTE and housing for new FTE

Available Funding

An in-depth summary of capital funding is available at the end of this document. The organization supports expenditures through membership dues and philanthropy. Additionally, the organization is exploring establishing a library district that would allow them to levy a property tax.

Economic Development

Documenting the existing infrastructure is an important element to a Capital Improvement Plan (CIP). This chapter details current levels of service, projected infrastructure needs, and CIPs for economic development stakeholders.

Chamber of Commerce

The Chamber’s mission is to bring together partners, resources, and ideas to empower and drive success in the Big Sky business ecosystem. The Chamber accomplishes this through events, communication, advocacy, networking, and education.

Current Level of Service

The Chamber is located in Town Center and that facility is currently at capacity. The current facility is not meeting the needs of the staff and the needs for visitors to Big Sky such as access to a public restroom at the visitor center.

Chamber of Commerce Capital Improvement Plan

Listed in Figure 33 are the top priorities addressing infrastructure needs of the Chamber of Commerce. Updated and modern signage is needed throughout the area for visitors to navigate more easily. Also, access to public restrooms is needed in the Town Center area which could be addressed through an expanded visitor center. Besides facility needs at the visitor center, the Chamber has been leading an initiative to expand the local cell network. This may be accomplished through a third-party constructing additional radio towers and leasing the use to network providers. The cost of such a project has yet to be determined, but typically costs can be captured through monthly billing of users.

Figure 33. Chamber of Commerce CIP

Chamber of Commerce	Project	Timeframe	Description	Estimated Cost	Notes
5-Year Facility Needs					
	Areawide Signage	2023-2028	Updating & modernizing Big Sky branding	~\$200,000	approximate cost estimate
	Public Restrooms	2023-2028	Town Center needs public restroom access	~\$750,000	approximate cost estimate
	Expansion of Visitor Center/Joint Center	2023-2028	Current location is at capacity and underserving demand	~\$2,000,000	approximate cost estimate
	Improvement cell network	2023-2028	The Chamber is leading an initiative to add cell towers	TBD	
				\$2,950,000	

Health & Safety

Documenting the existing infrastructure is an important element to a Capital Improvement Plan (CIP). This chapter details current levels of service, projected infrastructure needs, and CIPs for health and safety service providers.

Law Enforcement

The following section identifies the current levels of service for law enforcement facilities being provided by the Gallatin County Sheriff’s Office. Growth-related needs to accommodate future demand are listed at the end of the section as well.

Current Level of Service

Currently, there are six sheriff deputies assigned to the Big Sky Area and two more officers are requested to serve existing demand. Current call volume is putting pressure on the existing staff, but the type of calls for service is evolving which requires more time to resolve. The future eight deputies are compared to the current peak population and jobs to establish a level of service in Figure 34. As a result, there is a current level of service of 0.43 deputies per 1,000 population and jobs (8 officers / 18,753 population and jobs = 0.43 officers per 1,000 population and jobs).

Figure 34. Sheriff Deputy Current Level of Service

Current Big Sky Sheriff Deputy Level of Service	
Current Deputies Assigned to Big Sky Area	6
Requested Addl. Deputies (2023)	2
Needed Deputies for Current Demand	8
<i>Level-of-Service Analysis</i>	
Needed Deputies for Current Demand	8
Current Peak Population and Jobs	18,753
Current Deputies per 1,000 Pop and Jobs	0.43

Projected Growth-Related Needs

In Figure 35 the level of service is combined with growth projections to estimate the need for future officers necessary to continue serving at the current levels of service. This results in a future need of three new officers, or a total of 11 officers in ten years.

Figure 35. New Growth-Related Deputy Needs at Current Level of Service

Growth-Related Increase at Current LOS	
Current Deputies per 1,000 Pop and Jobs	0.43
10-Year Projected Increase in Pop and Jobs	6,781
10-Year Need for New Deputies (rounded)	3

Sheriff's Office Capital Improvement Plan

The Big Sky specific CIP for the Gallatin County Sheriff's Office is listed in Figure 36. Along with the current request for two more deputies there is a need for a search and rescue helicopter and relocation of its substation. The helicopter will allow for such service to be consistently available 24/7. Currently, air support is contracted by a third-party which does not guarantee immediate availability at all times. Also, when the Fire District relocates its headquarters the Sheriff's Office would like to partner in a new facility to accommodate the new deputy hires and community engagement. As noted, there is a desire to provide the new deputies with housing in the Big Sky area.

The helicopter and substation relocation projects offer two examples of possible expanded benefit to other service providers. In the helicopter case, this could lead to overlapping benefit to the Big Sky Fire Department and the Big Sky Medical Center. Although there currently are private, third-party air support services, a public-funded option may provide economically beneficial to the user and provider. Partnerships like this should be encouraged especially in the high-cost environment of Big Sky.

Figure 36. Sheriff's Office CIP

Sheriff's Office	Project	Timeframe	Description	Estimated Cost	Notes
5-Year Facility Improvements & Expansions / Vehides / Other Needs					
	Two (2) more deputies in the Big Sky Area	2023	Needed for increase in more in-depth service calls	\$260,000	Housing needed for new deputies
	Search & Rescue Helicopter	2023	Will be stationed in the Valley, 24/7 availability	\$1,500,000	
	Relocation of Substation with Fire Station #1	2028	Partnering with Fire as strategic value	\$1,500,000	
Total				\$3,260,000	

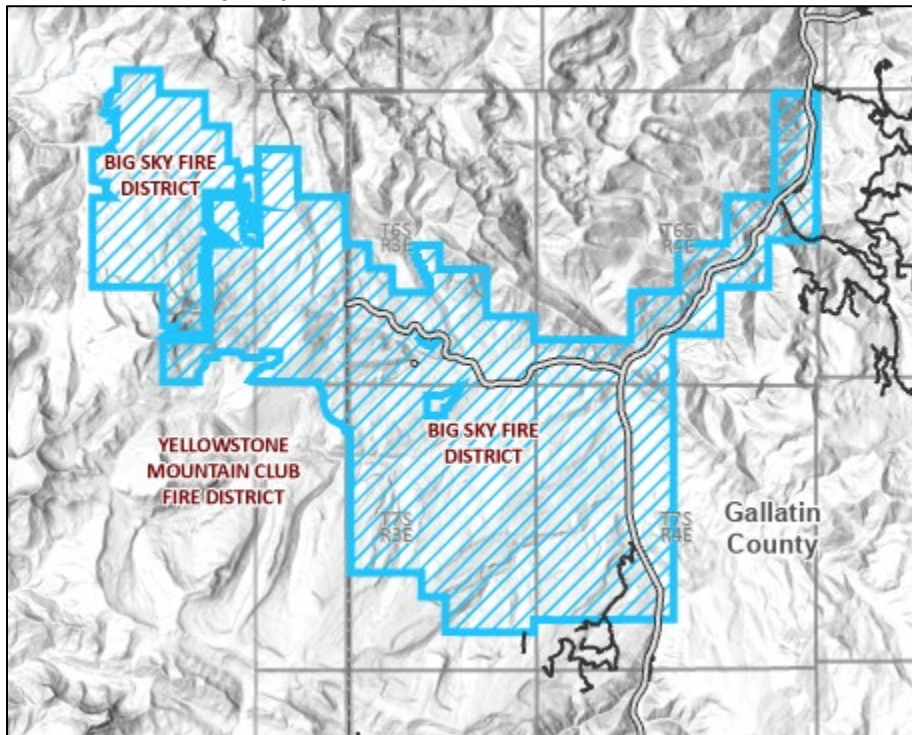
Available Funding

An in-depth summary of capital funding is available at the end of this document. Briefly, the deputies serving the Big Sky community are funded equally through a multi-year interlocal agreement between Gallatin County, Madison County, and the Resort Tax District.

Fire & EMS

The following section identifies the current levels of service for fire and EMS facilities being provided by the Big Sky Fire Department (BSFD). Growth-related needs to accommodate future demand are listed at the end of the section as well. Additionally, based on interviews with BSFD staff and review of the *Emergency Services Master Plan* (2019), the fire department has reached the 2040 calls for service projection by 2023 indicating that current infrastructure (i.e., fire stations and fire/EMS apparatus) is reaching capacity and expansion is necessary. Below is a map of the fire district boundary, which varies from the BSRAD boundary.

Figure 37. Fire District Boundary Map



Current Level of Service

To accommodate future demand, the BSFD will have to expand its fire station space. Currently, there are two fire stations with a total of 17,300 square feet. Residential and nonresidential developments put a demand on fire facilities, so the current station space is compared to the current peak population and jobs to establish a level of service in Figure 38. As a result, there is a current level of service of 923 square feet per 1,000 population and jobs (17,300 square feet / 18,753 population and jobs = 923 square feet per 1,000 population and jobs).

Figure 38. Fire Station Current Level of Service

Fire Station	Square Feet
Station 1	12,500
Station 2	4,800
Total	17,300

Level-of-Service Analysis

Total Apparatus	17,300
Peak Pop and Jobs	18,753
Sq. Ft. per 1,000 Pop and Job	923

BSFD will need to expand its fleet to accommodate growth as well. The current fleet is compared to the current peak population and jobs to establish a level of service. As a result, there is a current level of service of 0.80 units per 1,000 population and jobs (15 units / 18,753 population and jobs = 0.80 units per 1,000 population and jobs).

Figure 39. Fire Station Current Level of Service

Apparatus Fleet	Units
Engine	2
Ambulance	3
Wildland Engine	2
Water Tender	2
Command Vehicles	5
Aerial	1
Total	15

Level-of-Service Analysis

Total Apparatus	15
Peak Pop and Jobs	18,753
Units per 1,000 Pop and Job	0.80

Projected Growth-Related Needs

In Figure 40 the fire station level of service is combined with growth projections to estimate the need for future station square footage necessary to continue serving at the current levels of service. This results in a future need of 6,259 new station square footage over the next ten years.

Figure 40. New Growth-Related Fire Station Space Needs at Current Level of Service

Growth-Related Increase at Current LOS

Sq. Ft. per 1,000 Pop and Job	923
10-Year Growth in Pop and Jobs	6,781
10-Year Sq. Ft. Need (rounded)	6,259

In Figure 41 the fire apparatus level of service is combined with growth projections to estimate the need for new units necessary to continue serving at the current levels of service. This results in a future need

of 5 additional units to the fleet over the next ten years.

Figure 41. New Growth-Related Fire Apparatus Needs at Current Level of Service

Growth-Related Increase at Current LOS

Units per 1,000 Pop and Job	0.8
10-Year Growth in Pop and Jobs	6,781
10-Year Apparatus Need (rounded)	5

Big Sky Fire Department Capital Improvement Plan

The BSFD CIP is listed in Figure 42. The plan includes necessary replacement of apparatus to continue service and infrastructure expansion. Two brand new fire stations are anticipated over the next ten years along with the relocation of Station #1 as well. Additionally, these new stations will be accompanied with new apparatus. Although fire service to homes and businesses is specific to BSFD in its district, expansion of its EMS fleet would provide additional benefit to the Big Sky Medical Center who have identified a need for its own transportation service.

Available Funding

An in-depth summary of capital funding is available at the end of this document. Briefly, the Fire Department levies a property tax and charges fees for service to support its expenditures along with historically receiving support from the Big Sky Resort Tax District and development.

Figure 42. Big Sky Fire Department CIP

Big Sky Fire Department	Project	Timeframe	Description	Estimated Cost	Notes
5-Year Facility Improvements & Expansions / Vehicles / Other Needs					
	Fixed Site Training Facility	2022-2023	Lifespan: 30 years	\$739,874	
	Self-Contained Breathing Apparatus	2022-2023	Lifespan: 10 years	\$281,659	
	Command 1203 Replacement - 2018 Dodge Ram	2023-2024	Lifespan: 5 years	\$110,000	
	3-Lifepack 15 Replacement	2023-2024	Lifespan: 8 years	\$75,000	
	2001 - Ladder 1257 Replacement 50%	2024-2025	Lifespan: 25 years	\$2,000,000	
	2012 - 1215 Ambulance Remount	2024-2025	Lifespan: 10 years	\$175,000	
	Type 5 Wildland Engine	2025-2026	Lifespan: 20 years	\$200,000	
	Firefighter Turnout Clothing & Helmet	2026-2027	Lifespan: 5 years	\$140,000	
	2002 - Tender 1232 Freightliner Replacement	2026-2027	Lifespan: 25 years	\$450,000	
	New Fire Station #3 - Spanish Peaks	2026-2027	Similar to YC Station, two bays, several operating units	\$8M - \$10M	Working with private sector for construction costs
Year 6-10 Facility Improvements & Expansions / Vehicles / Other Needs					
	2007 Pierce Engine 1242 Replacement	2027-2028	Lifespan: 20 years	\$875,000	
	Station #1 Relocation	2028-2029	Existing station needs larger bays and mo	\$1,500,000	
	2016 - 1211 Ambulance Remount	2028-2029	Lifespan: 10 years	\$175,000	
	Firefighter Turnout Clothing & Helmet	2029-2030	Lifespan: 5 years	\$175,000	
	1997 - Tender 1235 Pierce Replacement	2030-2031	Lifespan: 25 years	\$450,000	
	Firefighter Turnout Clothing & Helmet	2032-2033	Lifespan: 20 years	\$200,000	
	Cardiac Monitors / Defibrillator Replacements	2032-2033	Lifespan: 5 years	\$140,000	
	Ambulance Remount	2033-2034	Lifespan: 10 years	\$175,000	
	New Fire Station #4	~2033	Location dependent on future growth to ensure service	~\$10M - \$12M	Plan to engage private sector for construction costs

Bozeman Health Big Sky Medical Center

Bozeman Health Big Sky Medical Center is a critical access hospital that provides 24/7 emergency services, inpatient care, primary care including behavioral health, plus physical therapy, lab, imaging and pharmacy services for the Big Sky community. The following section details their current demand and related facility expansion needs.

Current Level of Service

The medical center serves a community from the Gallatin Gateway to West Yellowstone. In 2022, the center provided ER services to approximately 6,000 patients, 7,500 visits for primary care, and 30,000 pharmacy prescriptions. A majority of patients are visitors to the area resulting in a high peak time demand during the vacation seasons of Big Sky. The seasonality of need varies significantly. This has resulted in areas that need to be expanded and developed further and in underutilized areas of the facility allowing the center to begin a transitional care or swing bed program for long-stay patients. This program allows patients in Big Sky who need skilled services to stay in their community versus having to go elsewhere, and, if successful, staff anticipates a need to further expand the number of transitional care or swing beds available. Also, the center does not have its own transportation service, so when non-emergency transportation is needed third-party ambulance services are contacted.

Projected Growth-Related Needs

As the resident-community expands and non-resident visitations increase, it is anticipated that demand for services will continue to grow. To provide further benefit to residents, staff has highlighted needs to reconfigure the facility and add services to broaden its ability to care for residents and visitors.

Big Sky Medical Center Capital Improvement Plan

Figure 43 lists the expansion projects anticipated over the next five years for the Big Sky Medical Center. The top priority is an in-house transportation program to transport patients to Bozeman without relying on the Big Sky Fire Department or other third-party organizations. Currently, transporting a patient by ground takes at least two hours, placing a burden on the response of the fire/EMS services or even delaying care for the patient. The medical center is also exploring options of reconfiguring or expanding its current facility to broaden its care to residents. At the moment, the Big Sky Medical Center is conducting its own facility master plan, so estimated costs for the capital projects are not available.

Figure 43. Big Sky Medical Center CIP

Big Sky Medical Center	Project	Timeframe	Description	Estimated Cost
5-Year Facility Needs				
	Transportation Program	2023-2025	Medical Center transport would alleviate burden on Fire District	TBD
	ER Expansion	2025-2028	Provide further medical care to the greater Big Sky community	TBD
	Swing Bed Program Expansion	2025-2028	Provide further medical care to the greater Big Sky community	TBD
	Same-Day Surgery Unit	2026-2028	Provide further medical care to the greater Big Sky community	TBD
	Employee Housing	2025-2028	Ensure available housing for essential personnel	TBD

Available Funding

An in-depth summary of capital funding is available at the end of this document. The organization supports expenditures through charges for services and grants. Additionally, there is a multi-agency effort to establish a wellness district that could levy a property tax to support healthcare services and facilities.

Human Resources Development Council (HRDC)

HRDC provides a variety of needed services to the community of Big Sky including a food bank, computer lab, and a laundry service. The agency is an important partner in the area especially as costs for housing and essential needs have accelerated in the past several years. There is a large international workforce in Big Sky that HRDC serves as well including language access and visa/immigration support.

Current Level of Service

HRDC currently operates out of a leased facility which has size and utility needs which place limitations on the services that HRDC can provide. The proximity to the next center in Bozeman limits the resources available to those that live in the Big Sky community. Over the past year, there has been an accelerated demand on HRDC. Specifically, from FY22 to FY 23 there was a 120 percent increase in food box requests, a 97 percent increase in individuals served. As a result of the increase in demand, the services provided by the Behavioral Health Coalition are overcapacity.

Projected Growth-Related Needs & Capital Improvement Plan

Moving forward, the Big Sky Behavioral Health Coalition will be the driving group for these needed serves and facilities with HRDC as a partner in the Coalition. As employment continues in Big Sky and costs continue to rise, its anticipated that demand for their services will grow. When determining facility improvements and expansion it is important to note the need for anonymity, so a central location is not advisable. Also, its current or new location needs to be accessible by bus (at the moment, road construction has limited bus access). Below lists the future expansion needs which could current at the current location with expanded floor area or a new location in the area. The list is does not represent

priorities, rather the Coalition and HRDC is open to partnerships to address any item on the list.

Figure 44. HRDC CIP

HRDC	Project	Timeframe	Description	Estimated Cost
5-Year Facility Needs				
	Permanent Food Bank & Resource Center	2023-2028	Computer lab, case management spaces, food prep kitchen	TBD
	Permanent Behavioral Health Space / WIA	2023-2028	Private tele-health rooms, counseling room, support offices, group/community therapy space	TBD
	Permanent (expanded) Thrift/Social Impact/Non-profit	2023-2028	Language services, legal assistance, housing office	TBD
	Emergency Shelter	2023-2028	Large-scale community emergencies (w/laundry, showers, hookups)	TBD
	Transition housing	2023-2028	Transitioning services	TBD
	Youth Respite	2023-2028	Safe housing for youth to remain in the community	TBD

Available Funding

An in-depth summary of capital funding is available at the end of this document. The organization is supported by philanthropy, BSRAD, and federal grants. Additionally, there is a multi-agency effort to establish a wellness district that could levy a property tax to support services and facilities.

Housing

Documenting the existing infrastructure is an important element to a Capital Improvement Plan (CIP). This chapter details current levels of service, projected infrastructure needs, and CIPs for housing service providers.

Big Sky Community Housing Trust

Big Sky Community Housing Trust aims to combat the rising cost of housing in Big Sky by building deed-restricted homes and incentivizing existing homeowners to promote workforce and community housing. Importantly, community housing in Big Sky is defined as housing units that are affordable for owners earning under 250 percent average median income (AMI) and renters earning under 100 percent AMI. The following is a summary of the existing programs and future needs.

Current Level of Service

The housing trust currently is supporting approximately 377 Big Sky residents through several programs. First, the organization has constructed deed-restricted homes utilizing a land trust that were sold to eligible residents at a subsidized rate. The housing trust also provides cash incentives to homeowners that rent their properties to long-term permanent residents and to those that deed-restrict their property as community housing.

A recent Housing Needs Assessment estimated that, as of 2021, there was a need for 454 community housing units, 70 percent of which should be below-market rate. The study determined that the housing market would be able to support the market rate units, but there was a gap for community housing.

Projected Growth-Related Needs

The Housing Needs Assessment further analyzed future demand for community housing and pending developments. Additionally, water & sewer connections are a limiting factor as denoted in the public works category. As a result, through 2027, there is a need for 237 deed-restricted rental units and 155 deed-restricted owner-occupied units. Currently, the construction cost for a rental property is \$500,000 per unit and the construction cost for an owner-occupied property is \$800,000. This results in a cost of \$242.5 million in construction. To support this construction, Big Sky Community Housing Trust anticipates \$60.6 million (25 percent of the total) in subsidy needed.

Figure 45. Affordable Housing Needs

Occupancy	Housing Units Needed (2027)	Building Cost per Unit	Total Construction Cost	Housing Trust Subsidy (25%)
Rental	237	\$500,000	\$118,500,000	\$29,625,000
Ownership	155	\$800,000	\$124,000,000	\$31,000,000
Total	392		\$242,500,000	\$60,625,000

Source: 2022 Big Sky Community Housing Needs Update , WSW Consulting

Big Sky Community Housing Trust Capital Improvement Plan

Based on the results of the Housing Needs Assessment, the Big Sky Community Housing Trust plans to address the existing need and keep up with future demand for housing. The plan will support 392 housing units with an estimated cost of \$242.5 million.

Figure 46. Big Sky Community Housing Trust CIP

Big Sky Housing Trust	Project	Timeframe	Description	Estimated Cost
5-Year Community Housing Need				
237 Deed-Restricted Rental Housing Units		2023-2027	2022 <i>Housing Needs Study</i> - Catch-Up + Keep-Up	\$118,500,000
155 Deed-Restricted Owner-Occupied Units		2023-2027	2022 <i>Housing Needs Study</i> - Catch-Up + Keep-Up	\$124,000,000
Total				\$242,500,000

Available Funding

An in-depth summary of capital funding is available at the end of this document. Housing programs are supported through state and federal grants along with partnerships between the Resort Tax District and private development.

Public Works

Documenting the existing infrastructure is an important element to a Capital Improvement Plan (CIP). This chapter details current levels of service, projected infrastructure needs, and CIPs for public works service providers.

Big Sky Transportation Network (US191 & MT64)

To many residents, businesses, and service providers in Big Sky the number one infrastructure need is to address the congestion that builds up along US-191 and MT-64 (these public roads are the only way in and out of Big Sky and therefore vital). A federal grant has been accepted to address intersection needs and safety issues along MT-64. However, there is concern that the level of service at the 191/64 intersection will continue to degrade without extensive expansion. At the time of this report, a Montana Department of Transportation (MDT) feasibility study had just commenced. The feasibility study will inform the future of the 191/64 intersection expansion.

Current Level of Service

Over the past ten years, there has been an increasing demand on both MT-64 and US-191. The following figures illustrate traffic counts from MDT traffic counters. MT-64 has increased from 4,775 daily vehicle trips to 9,549 daily vehicle trips (nearly doubling in demand). Shown in Figure 48, US-191 has increased from 4,163 daily vehicle trips to 8,666 daily vehicle trips (more than doubling in demand).

Figure 47. Montana Highway 64 Traffic Count

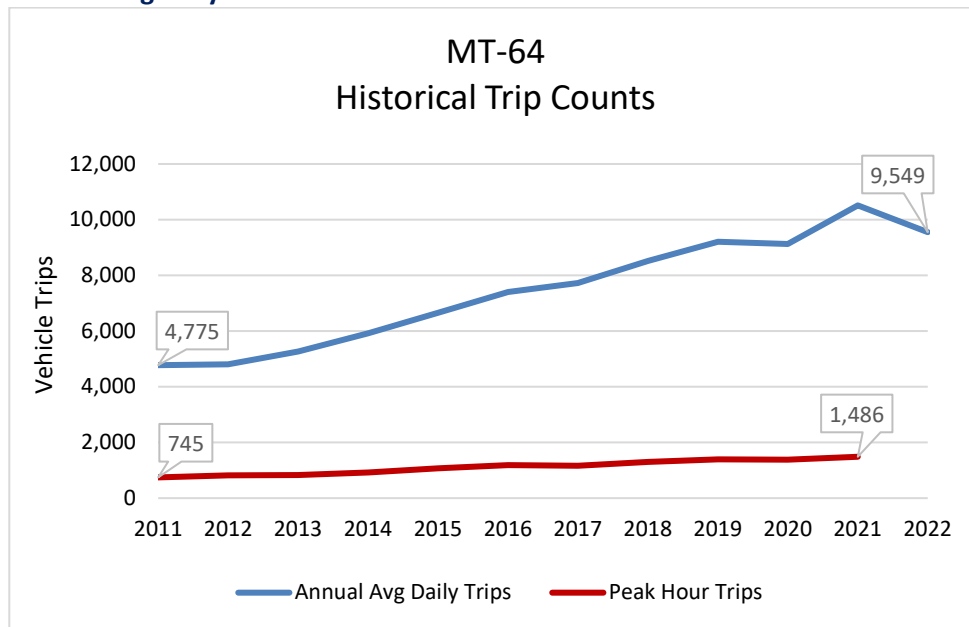
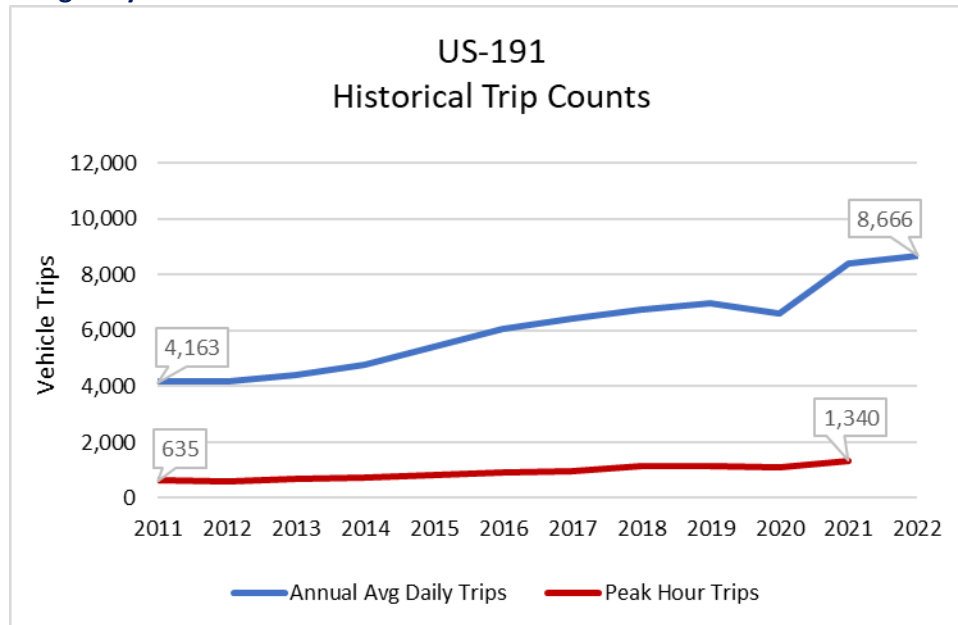


Figure 48. US Highway 191 Traffic Count



The increase in daily trips has resulted in the 191/64 intersection to fail on a daily basis. There are frequent traffic delays as a result of the intersection failure impeding the quality of life of residents and hampering business.

Projected Growth-Related Needs

Based on growth projections and vehicle trip generation rates (*Trip Generation*, Institute of Transportation Engineers, 11th Edition) daily trips will increase by 22 percent over the next ten years. However, this should be considered a conservative estimate. There are several factors that are not included in the trip projections. First, Big Sky is attracting more permanent households, occupying homes that were once for seasonal use only. Second, visitation to the Big Sky Resort and Yellowstone National Park has consistently increased over the years. Third, construction-related traffic is not captured in trip generation rates. These factors may flatten out as development in Big Sky reaches buildout, however, the growth projections indicate housing and commercial development will continue over the next 10-20 years.

TIGER Grant Projects

Currently, there are eleven capital improvement projects related to the Federal TIGER Grant that are scheduled to be constructed over the next one to two years. These projects will provide improvements to address current turning and safety needs. It is anticipated that these projects will alleviate some localized pressure on the roadway network, however, there is limited networkwide capacity expansion from the project lists. The TIGER Grant totaled \$10 million.

Feasibility Study

To accommodate the existing demand and future growth in vehicle trips a substantial expansion at the

191/64 intersection is needed. The location and surrounding area of the intersection is going to create many obstacles for any future expansion project including geographic, environmental, right of way, and cost. The current feasibility study will inform next steps. With that said, it is anticipated that any future expansion will be a multi-year, multi-jurisdiction project requiring partnerships with many stakeholders at all levels of government. Although scenarios are still being developed for the intersection, TischlerBise anticipates a significant cost in the range of \$50 million.

Lastly, the Town Center development is anticipated to expand further bringing in more residents, visitors, and jobs. Along with a transit hub (detailed in the next section) there are connectivity and circulation issues that exist and will continue as the area grows. Those costs are unknown at this time.

Figure 49. Transportation CIP

Transportation	Project	Timeframe	Description	Estimated Cost
TIGER Grant Projects				
	Big Sky Resort Road	2023-2024	Construction of left-turn lane	Grant totaled \$10M
	Curve Warning Signage Upgrades	2023-2024	Between Big Sky Resort Road and Andesite Road	Grant totaled \$10M
	Andesite Road to Big Pine Drive	2023-2024	Construction of left-turn lanes	Grant totaled \$10M
	Andesite Road to Big Pine Drive Shared-Use Path	2023-2024	Paved shared-use path along MT-64	Grant totaled \$10M
	Huntley Drive	2023-2024	Construction of left-turn lane	Grant totaled \$10M
	Little Coyote Road Pedestrian Bridge	2023-2024	Pedestrian bridge over West Fork Gallatin River	Grant totaled \$10M
	Little Coyote Road Pathway	2023-2024	Paved shared-use path along MT-64	Grant totaled \$10M
	Little Coyote Road	2023-2024	Construction of a traffic signal, left and right-turn lanes	Grant totaled \$10M
	Little Coyote Road Pedestrian Tunnel	2023-2024	Pedestrian tunnel under MT-64	Grant totaled \$10M
	Wildlife Crossing Signage Upgrade	2023-2024	Signage along US-191	Grant totaled \$10M
	US 191 Area	2023-2024	Extending curb and gutter, bus pull-outs, wildlife viewing pull-outs	Grant totaled \$10M
Transportation	Project	Timeframe	Description	Estimated Cost
5-Year Project Needs				
	US-191/MT-64 Intersection	2023+	Feasibility study underway, multi-year, multi-jurisdiction project anticipated	~\$50,000,000
	Town Center - Reorganizing roads	2023-2028	Improvement circulation of traffic and buses for community connectivity	TBD
Total				\$60,000,000

Available Funding

An in-depth summary of capital funding is available at the end of this document. Briefly, significant capital

improvements to the roadway network have been supported by state and federal funding (i.e., the current TIGER grant). Transportation infrastructure is incredibly capital intensive and further grants will be pursued along with other strategies. Furthermore, public-private partnerships will be critical to securing local match dollars to access state and federal programs.

Big Sky Transit District

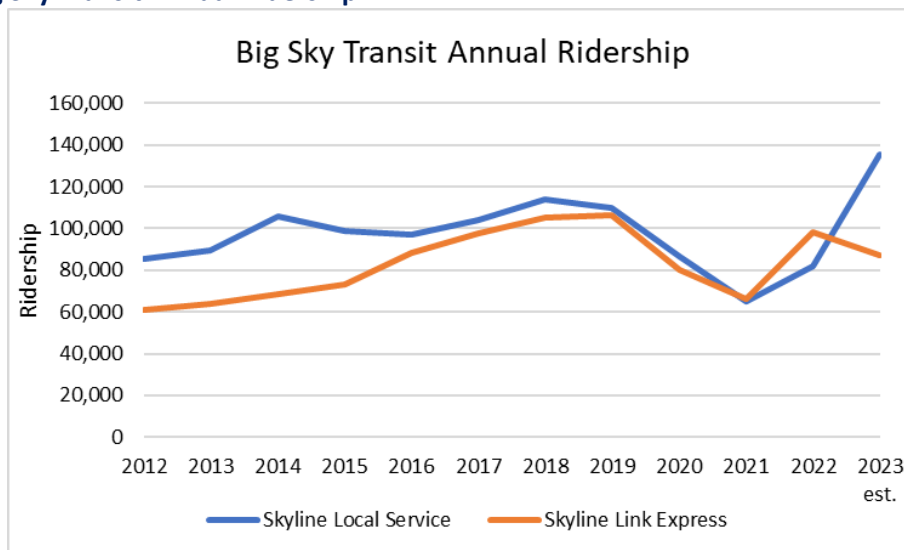
The Big Sky Transit District (BSTD) provide bus service to and from Bozeman and internal bus network in Big Sky. The following section details their current services and capital expansion needs.

Current Level of Service

The Skyline bus service from Bozeman to Big Sky is primarily used by commuters and skiers although visitors can take the route as well. A fixed bus route is available from the Canyon Area to Town Center to the Big Sky Resort. A new on-demand service, Skyline Connect, allows residents to hail a van between the Meadow and Town Center. During the peak summer and winter months, the bus service runs seven days a week. Internal bus routes operate Monday to Friday during the shoulder season. Currently, the transit district has ten units for its fixed routes and three units for its microtransit services.

In Figure 50 the annual (by fiscal year) ridership from 2012 is illustrated. Note: June 2023 data was not available when this report was written, the June 2022 ridership is used as an estimate. From 2012 to 2019 there was a steady increase of ridership for the local and link express Skyline service. As expected, during the covid-19 pandemic there was a significant decrease in ridership, a pattern saw across the country. With that said, the Skyline local service had the highest ridership ever in 2023, reaching 140,000 riders. The largest share of rides occurs during the winter, but there has been a steady increase of ridership during the summer months (June-August) as well.

Figure 50. Big Sky Transit Annual Ridership



Projected Growth-Related Needs

Along with an increase in demand from current population and jobs there is a projected increase of 34 percent in population and jobs in Big Sky that will increase demand further on the transit system. Additionally, congestion has continued to grow in the community which can only be solved through a multiple prong strategy that includes a robust transit network. To provide a guiding document for future transit service BSTD has recently completed a Master Plan for future expansion. During the study, several scenarios were analyzed based on ridership, community need, and costs. As a result, a Preferred Scenario was developed. Under the Preferred Scenario, there is an increase of 97 percent in fixed route hours and 110 percent in microtransit service hours, an overall increase of 101 percent in service hours. Based on those expanded services there would be a need for four new fixed route vehicles and four new microtransit vehicles. While the majority of service would still be fixed routes, the scenario would shift a bit more focus on on-demand service as well.

Big Sky Transit District Capital Improvement Plan

The fleet expansion needs from the Master Plan are included in the CIP below. The need for eight new units is estimated to cost \$2.8 million. Additionally, there are significant plans to expand the transit hub in Town Center and build a second hub at Four Corners in Gallatin Valley. The hub in Town Center will provide needed circulation improvements and an expanded transfer point for the anticipated increase in demand and services. The Town Center project is estimated to cost \$10 million. A centrally located transfer point would provide the greatest benefit to businesses in the area. The ideal location for the expanded transit hub in Big Sky would be in the center of Big Sky, a partnership opportunity with the Town Center development. A Four Corners transit hub will provide a missing link to the greater Gallatin Valley community and its transit network along with a needed park and ride facility. The strategic location of a transit hub at Four Corners may allow BSTD to explore partnerships with other agencies.

Furthermore, there are other identified transit-oriented infrastructure needs in the area. A parking structure at the ski resort will likely be needed to accommodate continued ski demand and housing development. Transit improvements will be needed to accommodate skier and employment growth.

Figure 51. Big Sky Transit District CIP

Transit District	Project	Timeframe	Description	Estimated Cost
5-Year Facility Needs				
	2 additional full-size buses	2023-2028	Preferred scenario for expanded fixed route service	\$1,000,000
	2 additional commuter buses	2023-2028	Preferred scenario for expanded fixed route service	\$1,400,000
	4 additional vans	2023-2028	Preferred scenario for expanded microtransit service	\$400,000
	Transit hub at Town Center	2023-2028	Expanded hub needed to improve circulation and routes	\$10,000,000
	Transit hub at Four Corners	2023-2028	New hub needed for connectivity to greater Gallatin Valley	\$5M-\$8M
	Mountain Parking Structure	2023-2028	Additional parking needs to accommodate growth	~\$10,000,000
	Mountain Transit Improvements	2023-2028	Expansion in transit infrastructure needed for employment	~\$500,000
Total				\$31,300,000

Available Funding

An in-depth summary of capital funding is available at the end of this document. Briefly, BSTD is pursuing a property tax millage levy to support future costs along with historically receiving support from the Big Sky Resort Tax District and Federal/State grant funding. Also, construction costs of parking structures can typically be funded through a revenue bond that is repaid through user fees.

Gallatin Canyon County Water and Sewer District

The Gallatin Canyon County Water and Sewer District (GCCWSD) has been formed to provide a central utility service to residents and businesses in the Canyon Area of the Big Sky community. Within the district there are 70-100 private septic systems and as the area continues to develop there are environmental and health concerns regarding the sewer water entering into the drainage basin. The following section details the existing conditions and plans for capital expansion.

Current Level of Service

A guiding document for the future of GCCWSD is the 2021 *Preliminary Engineering Report* (PER) conducted by the WGM Group and AE2S. The report determined that there are already environmental and health concerns with the existing wastewater management in the area, which includes private septic systems and several Level 2 treatment systems. Without centralized wastewater collection and treatment, drinking water wells are at greater risk of being contaminated and the Gallatin River has experienced algal blooms that can largely be attributed septic system related nutrient loading.

Projected Growth-Related Needs

The project primarily aims to provide safe and reliable wastewater management for the Gallatin Canyon community. Providing central sewer was identified as a priority project in the Big Sky Area Sustainable Watershed Stewardship Plan prepared by local stakeholders and the Gallatin River Task Force in 2018. The Canyon Area population and sewer flows are expected to grow approximately 2.7- and 4.1-times current levels, respectively in the next 20 years.

The Canyon Sewer project provides the base infrastructure to progress towards several related community goals including:

1. protecting the long-term health of the Gallatin River
2. protecting human health for people utilizing the local aquifer for water supply
3. conserving water
4. treated effluent disposal redundancy for Big Sky County Water and Sewer District (BSCWSD)
5. reducing development sprawl
6. supporting construction of workforce/affordable housing

In addition to advancing the Canyon Sewer project, the GCCWSD has initiated planning to evaluate the feasibility of providing water service. Implementing a central water system would allow the GCCWSD to better address Montana Department of Environmental Quality (DEQ) human health protection requirements and better monitor drinking water quality by utilizing a small network of water supply wells that are properly located and/or treated to mitigate human health risks. This would be a substantial improvement upon the current Canyon Area drinking water system which consists of numerous unmonitored private wells that are regularly located downgradient of septic systems.

GCCWSD Capital Improvement Plan

The ‘Co-Solution’ alternative from the 2021 PER was selected to be advanced to construction. Treated GCCWSD effluent and a portion of BSCWSD’s effluent would be conveyed by gravity back to the canyon for disposal via groundwater infiltration or as irrigation reuse. The ‘co-solution’ aspect of the project alleviates notable hurdles for the GCCWSD with respect to constructing and operating a new treatment plant, and notable hurdles for the BSCWSD with respect to providing cost effective, environmentally sound disposal.

The total estimated project cost to serve the entire canyon area is \$51 million. The project will be phased depending on available funds and GCCWSD service area boundary. The Phase 1 project is estimated at \$28 million and currently defined to provide sewer collection from the intersection of Highway 191 and Highway 64 down to the southern limits of the District at Buck’s T-4. Phase 1 infrastructure includes collection mains, the force main and lift stations up to the Big Sky WWRF, and the effluent conveyance back to the canyon discharge facilities will be included.

The district has secured a \$12 million grant from the Big Sky Resort Tax District and \$3.8 million from county/state/federal grants. The remaining cost is planned to be funded via user connection fees and a State Revolving Fund (SRF) loan.

Figure 52. GCCWSD CIP

Gallatin Canyon Sewer	Project	Timeframe	Description	Estimated Cost	Notes
5-Year Facility Needs					
Sewer Collection and Treatment Master Plan Phase 1		2026	Necessary and expanded capacity for growth in the canyon area	\$28,000,000	\$12 million Resort Tax grant
Potential Future Phases		2028+	Expand service area	\$23,000,000	
Total				\$51,000,000	

Details regarding capital improvement planning for central water service are currently not available. The water Preliminary Engineering Report (PER) is scheduled to be completed in early 2024. No construction is anticipated within the CIP 5-year timeline. Depending on project feasibility (to be evaluated in PER), the GCCWSD will advance planning, funding and engineering efforts to support timely project implementation. The estimated 5-year cost for these efforts is \$1 million.

Available Funding

An in-depth summary of capital funding is available at the end of this document. Specific funding programs being tracked by the GCCWSD include:

- American Rescue Plan Act (ARPA) funds administered by Gallatin County and Montana Department of Natural Resources and Conservation (DNRC)
- Montana Coal Endowment Program (MCEP) administered by Montana Department of Commerce
- Renewable Resource Grant and Loan (RRGL) program administered by DNRC
- 319 Non-Point Source Program administered by Montana DEQ.

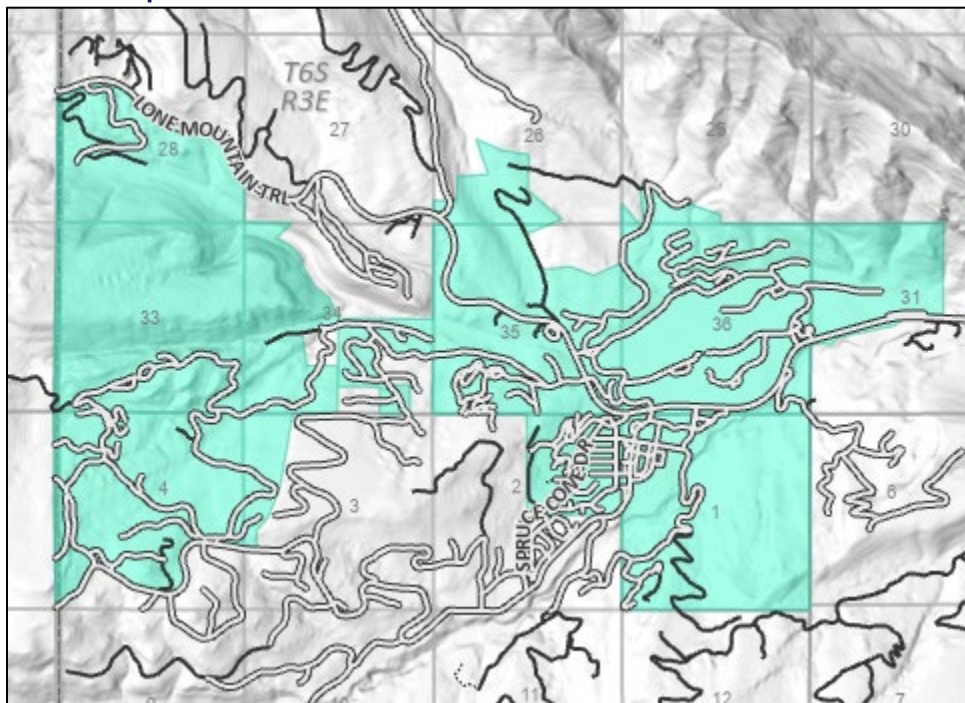
- WaterSMART Water and Energy Efficiency Grant administered by Bureau of Reclamation

The Resort Tax District has supported the initial funding needs for the Canyon Sewer project. Future rates and fees will be necessary to support construction and operations.

Big Sky County Water and Sewer District

The Big Sky County Water and Sewer District (BSCWSD) is the largest water and wastewater service provider in the Big Sky community. The following section details the existing conditions and plans for capital expansion projects, including cost estimates as of 2023. The preliminary opinions of probable costs were developed based on budgetary equipment cost proposals, previous project data, engineering judgement, and RS Means cost estimating manuals. The cost opinion at this level of engineering is considered to have an accuracy range of +50/-30 percent. Actual costs will not be determined until a bidding process has been completed at the time of construction. Below is a map of the district's boundary.

Figure 53. BSCWSD Map



Current Level of Service

As of 2020, there were 6,475 single family equivalents (SFEs) served by the Wastewater Resource Recovery Facility (WRRF). The District normalizes residences, commercial establishments, condominiums, hotels, and other resort-related to single family equivalents (SFEs) to account for actual occupancy that is much greater than permanent residential occupancy. The current Sequencing Batch Reactor – Filtration facilities have treatment capacity for approximately 7,100 SFEs. The current WRRF project is designed to accommodate approximately 10,700 SFEs in its district, 50 percent greater than the overall capacity.

Projected Growth-Related Needs - Water

Some of the District's water system was developer built prior to the District's formation, and as a result the current system is a mix of developer-built, District inherited and incorporated infrastructure with some more modern, purposely municipal engineered infrastructure. Much of the work needed is to develop the entire supply, storage, distribution and pressure zone management system into a well-integrated municipal level of service for the District's ratepayers and future connections.

- Cascade Booster Station Treatment and Mountain Village force mains, piping, and pressure-reducing valve (PRV) station upgrades to split pressure systems in Mountain Village. (\$13 million)
- PWS Source Expansion Projects – the District continues to conduct hydrogeologic exploration for new water sources in the Mountain Village / Big Sky Resort Area. The District has also been approached by a large development on the Big Sky Resort side of the mountain proposing to use water from the Lone Moose area aquifer. (Costs to be determined)
- Replace 500,000-gal Mountain Village Tank. (\$3 million)
- 1 MG Sweetgrass Water Tank. (\$5 million)
- On-going distribution system improvements including PRVs, line replacement, and reconfiguration. (\$4 million)
- Replace and upsize approximately 5-miles of asbestos concrete water mains in Meadow Village, including temporary bypass to enable construction. (\$25 million)
- Ongoing pipeline rehabilitation, replacement, and repair efforts to minimize system leaks and replace infrastructure that is beyond its service life. (\$500,000 annually)
- Water Source Supplementation with Potable Reuse: Depending on the level of success in developing additional raw water supplies, especially in the Meadow Village Area, the District may need to implement potable water reuse in the Meadow area. (Costs to be determined)

Projected Growth-Related Needs - Wastewater

Water Resource Recovery Facility (WRRF) (\$52 million)

The Water Resource Recovery Facility (WRRF) is currently being upgraded and expanded, with construction completion and startup scheduled for 2024. The new WRRF will utilize membrane bioreactor (MBR) treatment technology that will result in a facility that has capacity for approximately 10,700 SFEs.

The District awarded the bid for the WRRF project in spring of 2021, but had to forego award of Bid Alternates 2 (future bioreactor basin structural concrete) and 3 (dewatering improvements) due to the high cost of the overall base bids. Bid Alternate 2 was eventually awarded to proactively prepare for coming growth. Bid Alternate 3 was to upgrade the District's dewatering facility from a Belt Filter Press to a Centrifuge, along with a new dewatered biosolids conveyor system and polymer feed skid, new control panels and associated electrical and plumbing improvements. The original bid price was \$1.1 million. In 2023, the District applied for Resort Tax funding for Bid Alternate 3, which had an updated price from the District's contractor of \$1.3 million and was awarded \$500,000. It is recommended that the District apply for the remainder of this project funding in FY2024.

The Phase 2 improvements to the WRRF will eventually double the treatment capacity of the WRRF to a maximum monthly daily flow rate of approximately 3 MGD. The concrete basins for three more bioreactors are currently being installed with Phase 1 as an accepted bid alternate. The scope of work remaining includes the bioreactor equipment (gates, mixers, fine bubble diffusers, instrumentation, conduit, handrail, covers, etc.), membrane filtration tanks, and membrane filtration system equipment (membranes, filtrate pumps, RAS pumps, wasting and drain pumps, process air and air scour blowers, clean in place equipment, etc.) and extension of the Membrane Treatment Process Building to house the membrane filtration system equipment. This work necessary to complete the Phase 2 expansion is estimated at \$20 million.

Collection System

The collection system has inflow and infiltration (I&I) that significantly increases the influent flow rates to the WRRF. Reduction of I&I is an on-going, continuous effort by the District, and if successful it can result in additional SFE capacity from the WRRF. Moving forward, the District will ramp up I&I reduction efforts with the following projects:

- I&I Study: The District will deploy flow monitoring at strategic locations in the collection system and use their hydraulic model to inform recommendations for future I&I reduction projects (\$300,000).
- I&I reduction projects, consisting of strategic repair and/or replacement of pipe (\$1,500,000 annually).

WRRF Effluent Disposal

The District currently reuses 100 percent of its treated effluent, via golf course and landscape irrigation, and beginning in 2023-24, snowmaking. This requires the District to rely on the approximately 80 million gallons of lined reservoir storage capacity it owns to store flows for subsequent use. The District's current WRRF project includes piping, valving and wetwell improvements to enable the District to bypass reservoir storage when necessary. The District has never had the capability to take the reservoirs offline for maintenance, and doing so will enable the District to clean, inspect and provide as-needed repairs to the storage reservoirs liners. This work will be done after the WRRF has been commissioned and operated for approximately one year. The work is estimated to cost \$500,000.

Much of the District's reuse capacity is in Spanish Peaks and Yellowstone Club, with all reuse water conveyed through a 7-mile 8-inch forcemain. To enable a reduction of pumping pressures in this forcemain, and more downtime allowance for pump station and/or pipeline maintenance and as-needed repair work, the District is planning construction of a mid-mountain booster station. (\$6 million)

The District continues to explore projects that will increase reuse capacity, including groundwater discharge and potentially, potable water reuse. Groundwater discharge hinges on non-degradation studies and a challenging permitting environment in the Gallatin Canyon Area. This work is currently being conducted by the Gallatin Canyon Water and Sewer District, in conjunction with the BSCWSD, using

American Rescue Plan Act (ARPA) funding. The initial results should be available in 2024. If the project is deemed feasible, the District will be given access to \$12 million of BSRAD funds to complete the District's portion of the project.

Potable Water Reuse is being evaluated and may become necessary from both a water supply and an effluent reuse standpoint. Potable water reuse would entail taking the future Class A-1 effluent from the MBR facility and providing additional advanced water treatment processes before introducing the finished water into the District's distribution system. (\$17.3 million)

- A pilot scale study will be required by DEQ to permit the system after it is determined to be safe for public consumption. The recommended full scale pilot scale equipment is \$7 million. This equipment does not include ultrafiltration membranes as the new WRRF will have integrity testing compatible ultrafiltration membranes in the MBR facility, and depending on pilot testing and DEQ approval this may negate the need for another membrane filter in the potable reuse treatment train.
- The pilot study will require extensive data collection and monitoring as well as reporting and coordination with DEQ (\$250,000 annually)
- Once the pilot has been permitted it will be converted to full implementation, at an approximate cost of \$10.3 million.

BSCWSD Capital Improvement Plan

The following is a summary of the CIP projects described above. Moving forward, the District will refresh its CIP on approximately 5-year intervals and make the CIP available to BSRAD. The District may increase user rates, impact fees and levies to fund its needed work. Large capital projects may use bonding, state revolving fund (SRF), Bureau of Reclamation (WaterSMART), and future federal infrastructure funding for their projects and/or to match BSRAD funds.

Figure 54. BSCWSD CIP

Project Description	Total Cost	Timeline	BSRAD Funding
Committed BSRAD Funded Projects			
WRRF Improvements - Phase 1	\$52,000,000	present	\$27,000,000
Centrifuge Dewatering Upgrades*	\$1,300,000	present	\$500,000
Subtotal			\$53,300,000
Subtotal			\$27,500,000
Water Infrastructure Needs			
Project Description	Priority	Timeline	Estimated Cost
Mountain Village Water System Improvements	High	Less than 5 years	\$13,000,000
PWS Source Expansion	High	5 – 10 years	\$15,000,000
Mountain Village Tank Replacement	Medium	Less than 5 years	\$3,000,000
Sweetgrass Water Tank and Distribution	Medium	5 – 10 years	\$5,000,000
Meadow Village System Improvements	Medium	5 – 10 years	\$4,000,000
Meadow Village Asbestos Pipe Replacement and Upsizing	Medium	5 – 10 years	\$25,000,000
Water Master Plan	Medium	Less than 5 years	\$300,000
Ongoing Water System Repair and Replacement	Low	5 – 20 years	Ongoing
Water Subtotal			\$65,300,000
Wastewater Infrastructure Needs			
Project Description	Priority	Timeline	Estimated Cost
Completion of WRRF Dewatering Facility	High	Less than 5 years	\$800,000
Cleaning, Inspecting and As-Needed Repairs to Reservoir Liners	High	Less than 5 years	\$500,000
Reuse Boosting System Improvements	High	Less than 5 years	\$6,000,000
WRRF Effluent Disposal Investigations	High	5 – 10 years	Ongoing
I&I Study	High	Less than 5 years	\$300,000
Collection System I&I Replacement, Repair, and Improvements	High	Less than 5 years	\$1,500,000/year
Potable Reuse Pilot Study	Medium	Less than 5 years	\$7,000,000
Potable Reuse Pilot Study and DEQ Coordination	Medium	Less than 5 years	\$250,000/year
Potable Reuse System Full Scale Implementation	Medium	10 – 15 years	\$10,300,000
Ongoing Wastewater System Repair and Replacement	Medium	5 – 20 years	Ongoing
Wastewater Subtotal			\$42,400,000
Future Funding Needs Grand Total			\$133,500,000

Available Funding

An in-depth summary of capital funding is available at the end of this document. The Resort Tax District has supported the funding needs for the sewer projects. Future rates and fees will be necessary to continue improvements and operations.

Additional Water & Sewer Needs

In the developments of Moonlight Basin, Big Sky Resort and Spanish Peaks there are water and sewer infrastructure improvement needs that include water supply infrastructure, waste water treatment, storage and disposal and/or recycling including snowmaking with effluent. Although construction cost estimates have not been prepared, it is anticipated that there would be significant capital costs and would be in the range of \$70,000,000 to \$100,000,000 for these communities. Snowmaking with effluent would provide benefit to both the long-term commercial viability of the biggest economic engine in Big Sky (skiing) and also address environmental and sustainability goals of the community. Specifically, the snowmaking would ultimately recharge the aquifer.

Figure 55. Additional Water & Sewer CIP

	Project	Timeframe	Description	Estimated Cost
5-Year Facility Needs				
	Mountain Communities and Resort Water/Sewer infrastructure improvements	2023-2033	Expansion of capacity and snowmaking with effluent	\$70M - \$100M

Recreation & Conservation

Documenting the existing infrastructure is an important element to a Capital Improvement Plan (CIP). This chapter details current levels of service, projected infrastructure needs, and CIPs for recreation and conservation service providers.

Big Sky Community Organization

The following section identifies the current levels of service of parks and recreation facilities being provided by the Big Sky Community Organization (BSCO). Growth-related needs to accommodate future demand are listed at the end of the section as well.

Current Level of Service

The BSCO is providing several types of park facilities to the Big Sky community. Currently, there are 133.7 park acres, 32 park improvements, 27 trail miles, and 28,000 square feet of recreation center space. The current levels of service are calculated by comparing the current inventory with the current permanent population. For example, the trail level of service is 8.3 miles per 1,000 residents (27 miles / 3,268 permanent residents = 8.3 miles per 1,000 residents). Importantly, from the *Parks & Open Space Plan*, BSCO is providing slightly higher than optimum level of service in park land and a recommended level of service is 30.8 acre per 1,000 residents.

Figure 56. BSCO Level of Service Standards

Infrastructure Type	Total Units	Current/Recommended LOS per 1,000 Permanent Residents
Park Acres [1]	133.7	30.8
Park Improvements	32	9.8
Trail Miles	27	8.3
Rec Center Sq. Ft.	28,000	8,568

[1] Recommended LOS from Parks & Open Space Plan (2019)

Projected Growth-Related Needs

In Figure 57 the levels of service are combined with growth projections to estimate the capital expansions necessary to continue serving at the current levels of service. For example, BSCO will need to expanded the trail network by 13 miles (8.3 miles per 1,000 residents x 1,574 new residents = 13.0 miles of trails).

Figure 57. BSCO Growth-Related Infrastructure Needs at Current Level of Service

Infrastructure Type	Level of Service per 1,000 Residents	10-Year Increase in Residents	10-Year Need to Continue LOS
Park Acres	30.8	1,574	48.4
Park Improvements	9.8	1,574	15.4
Trail Miles	8.3	1,574	13.0
Rec Center Sq. Ft.	8,568	1,574	13,482

BSCO Capital Improvement Plan

Figure 58 lists the future capital expansions BSCO has planned to accommodate growth. The plan spans park land, park improvement, trails, and recreation center expansions totaling \$53.3 million. There are projects in the Canyon and Meadows Area of Gallatin County and in Madison County as well.

Figure 58. BSCO CIP

Big Sky Community Org	Project	Timeframe	Description	Estimated Cost
5-Year Parks / Trails / Other Needs				
	Master Park Planning	2023-2024		\$50,000
	Maintenance Building	2023-2024		\$1,600,000
	Camp Big Sky Relocation	2023-2024		\$70,000
	Pump Track	2023-2024		\$133,000
	Skate Park	2023-2024		\$375,000
	Playground	2023-2024		\$750,000
	Relocate Sand Volleyball Court	2023-2024		\$20,000
	Baseball/Softball Fields	2023-2024		\$100,000
	Relocating Storm Water	2023-2024		\$50,000
	Warming Hut	2023-2024		\$45,600
	Cover for Ice Rink	2023-2024		\$500,000
	Coldsmoke Connection	2023-2024	Canyon Area	\$30,000
	Huff's Trek	2023-2024	Portion in Madison County	\$300,000
	191 Connector	2023-2024	Canyon Area	\$50,000
	New Trail Grooming	2023-2024		\$300,000
	Ousel Falls Safety	2023-2024		\$50,000
	Snowcat and trailer	2023-2024		\$310,434
	New Trail Signage	2023-2024		\$50,000
	Future indoor facility planning	2024-2025		\$250,000
	Bathroom Facilities	2024-2025		\$750,000
	Soccer Field grading	2024-2025		\$100,000
	Synthetic soccer field	2024-2025		\$900,000
	Tennis and Pickleball expansion	2024-2025		\$800,000
	Additional Parking	2024-2025		\$125,000
	Rebuild Disc Golf Course	2024-2025		\$75,000
	Kircher Park improvements	2024-2025		\$100,000
	Southfork Park	2024-2025		\$4,500,000
	20 Miles of New Trails	2025-2026	Portion in Madison County	\$845,000
	Purple Pipe Connection	2025-2026		\$100,000
	Indoor Recreation Facility	2027-2029	Including indoor pool	\$40,000,000
Total Cost				\$53,329,034

Available Funding

An in-depth summary of capital funding is available at the end of this document. Briefly, BCSO successfully worked with the Big Sky Trails Recreation and Parks District to levy an assessment to support future costs along with historically receiving support from the Big Sky Resort Tax District and local philanthropy.

Funding Strategies

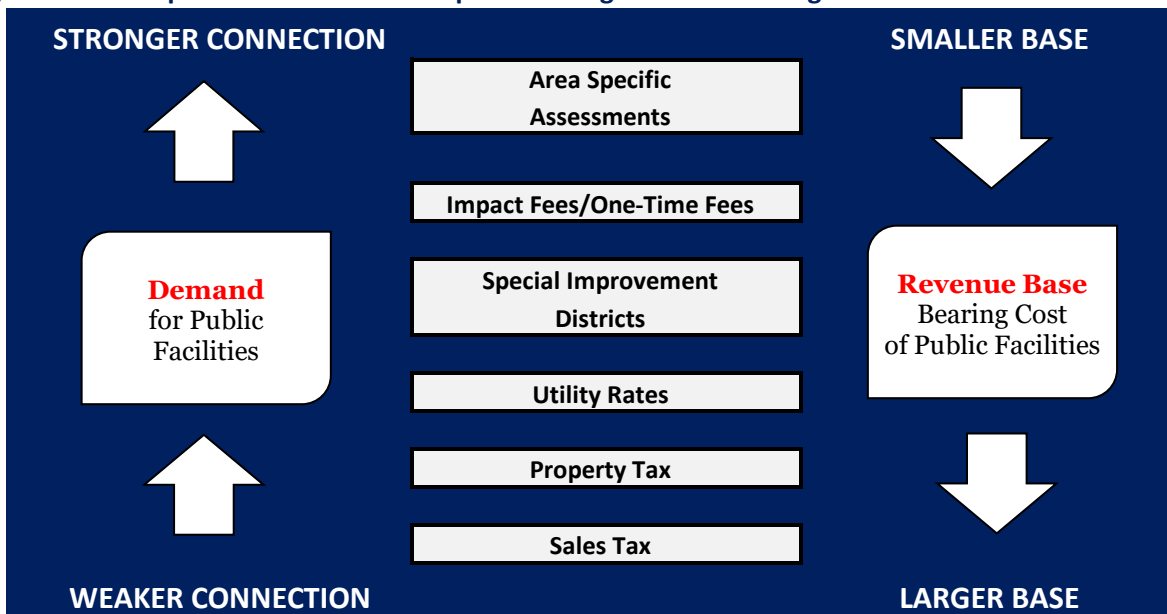
The following chapter summarizes the existing funding for infrastructure in Big Sky then details strategies that may be utilized in the future to support the capital costs indicated in the Big Sky Community CIP. First, a conceptual framework of the nexus between revenue and infrastructure benefit is detailed.

Funding Approach Considerations

To address infrastructure funding, revenue strategies often cause decisionmakers to wrestle with a tension between two competing desires. As shown on the left side of Figure 59, various infrastructure funding options have a strong to weak connection between the source of funds and the demand for public facilities. For instance, area-specific assessments are based on known capital costs in a specific location and are paid by those directly benefiting from the new infrastructure. In contrast, property tax revenue may be used by a locality to fund infrastructure with little, if any, connection between those paying the tax and the need for capital improvements.

It is unfortunate that the funding options with the closest nexus to the demand for public facilities also have the smallest demand base to bear the cost of the public facilities (see the right side of the diagram). Using utilities as an example, only new utility customers pay capacity fees, which are similar to impact fees. In contrast, all existing customers, plus the new customers that are added each year, pay water/sewer user rate charges. Therefore, the base of utility user charges continues to increase over time, but new customers paying a capacity fee do not accumulate.

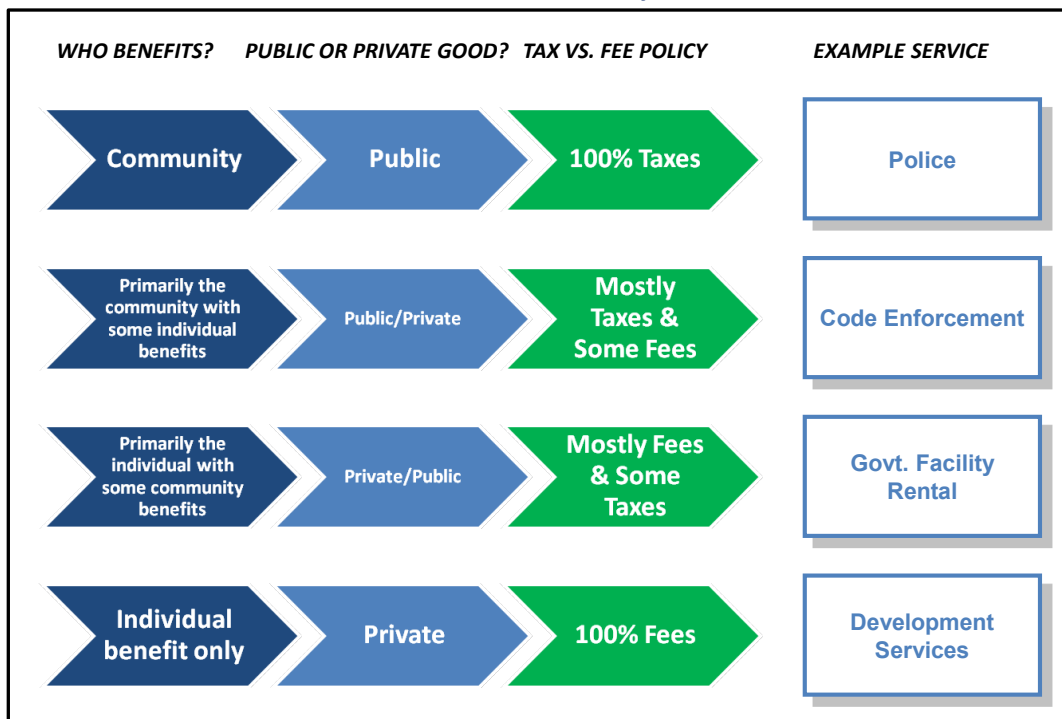
Figure 59. Conceptual Framework for Capital Funding Revenue Strategies



Source: TischlerBise, Inc.

As with capital infrastructure funding, paying for public services offers its own set of tensions. As depicting in the figure below, certain types of services are more appropriate to be funded with general tax dollars because they are a public good and benefit all of a community, rather than an individual (e.g., public safety). At the other end of the continuum, other services can be viewed as more appropriately funded with user fees because the benefit is directly enjoyed by an individual (e.g., development services such as building permits). Still others are a mix of both community and individual benefits and therefore appropriate to be funded with a combination of general tax dollars and fees. Because of these issues, local governments often establish policies regarding acceptable thresholds for cost recovery from fees while considering social and economic factors.

Figure 60. Taxes vs. Fees: Who Benefits and Who Should Pay?



Source: TischlerBise, Inc.

Existing Funding in the Big Sky Area

Below is a summary of major revenue sources currently supporting the capital needs in the Big Sky Area:

- Resort Tax.** Established 30 years ago, the Big Sky Resort Area District has been collecting a sales tax on luxury goods and services within its boundary. Voters have approved a three percent tax through 2032 and an additional one percent specifically for capital infrastructure. BSRAD collected \$3.1 million in FY2013 and will collect nearly \$20.5 million in FY2023. This revenue supports a wide range of essential community services and infrastructure including law enforcement, fire protection, EMS, housing, education, utilities, roads, transit, and wellness.
- Gallatin County Property Tax.** The general Gallatin County levy supports the administrative

services provided to residents. Additionally, the Gallatin County Sheriff's Office provides law enforcement services (i.e., patrol, criminal investigation, administration) to the Big Sky community. Sheriff deputies assigned to the Big Sky area are funded through a partnership between Gallatin County, Madison County, and BSRAD. As with all general tax revenue sources, the Gallatin County property tax supports the County's General Fund which many countywide departments are funded.

- **Madison County Property Tax.** The general Madison County levy supports the administrative services provided to residents. As with all general tax revenue sources, the Madison County property tax supports the County's General Fund which many countywide departments are funded.
- **School District Property Tax.** There are two school districts in the Big Sky area: Big Sky SD (Gallatin County) and Ennis SD (Madison County). Property tax revenue is a major funding source for school operations along with state funding.
- **Fire District Property Tax.** BSFD fire protection and paramedic services are supported through the mill levy along with other funding including resort tax contributions. BSFD collects charges for ambulance transports too.
- **Rural Improvement Districts & Assessments.** An RID is a special district (typically outside of an incorporated area) established with the purpose of financing specific and local infrastructure. Revenues are collected through a property tax levy or annual assessment on properties within the district boundary. State provisions allow for RIDs to debt finance capital projects. RIDs provide a reliable source of revenue for need improvements while not placing additional burden on general tax dollars. There are several small RIDs in the Big Sky area funding transportation improvements.
- **Charges for Service.** Charging a fee for specific services is an equitable strategy to fund expenditures. For example, the BASE recreation center recovers about 65 percent of the total budget through memberships and fees. Monthly utility fees are another example of the user paying for its demand.
- **State and Federal Grants.** Grant funding supports a range of expenditures from small public safety equipment to large roadway improvements. The funding source plays a critical role especially when a community is in need of significant capital improvements. For example, the Big Sky community is a recent receipt of a \$10 million federal TIGER grant to improve MT-64. Similarly, grant funding has supported affordable housing initiative in Big Sky.
- **Plant Investment Charges.** Development-related capacity expansion fees are an appropriate revenue strategy to capture the one-time infrastructure costs from new development. These types of revenues ensure growth pays its fair share of infrastructure costs that would otherwise be placed upon current residents through higher taxes or rates. The Big Sky County Water & Sewer District assesses a plant investment charge for wastewater and water facilities on new development based on the estimated demand the new homes or businesses will generate.
- **Local Philanthropy.** There is a strong culture of philanthropy in the Big Sky community. Significant community and environmental benefit have been provided by the Big Sky philanthropy ecosystem such as the ongoing funding from the Yellowstone Club Community Foundation and the

construction of the BASE recreation center.

Potential Revenue Sources/Funding Strategies

This section of the report provides potential revenue sources and strategies to address infrastructure needs and revenue gaps. The following summary lists strategies that are available to the Big Sky community and some that are not currently available. The summary is provided to illustrate how other communities across the state and country fund infrastructure. With that said, it should be noted that this is not a legal analysis, which should be conducted prior to pursuit of the strategies discussed below.

Resort Tax

Importantly, BSRAD is currently collecting the highest sales tax rate (4 percent) allowed under state legislation for an unincorporated resort area. Although revenue collection has been on an upward trajectory, without the ability to raise the tax rate any further, future collection will be dependent on general market conditions which are less stable than property tax collection.

Additionally, the voter-approved collection will sunset in 2032. Although BSRAD anticipates public support for a renewal of the collection at that point, the lifespan of the current program has limited the District's ability to bond-finance infrastructure projects. Also, one percent (or a quarter of the revenue) has been dedicated to specific infrastructure projects which will terminate when the debt service has been completed.

Targeted Economic Development District & Tax Increment Financing

Tax increment financing (TIF) in general uses increases in property tax revenue from new development or redevelopment within a geographic subarea of a jurisdiction to help pay for improvements that serve that area. The incremental increase in revenue is earmarked for infrastructure improvements needed in that same geographic subarea. Throughout the lifetime of the TIF district, the tax contributions from the properties in the district remain at the original "baseline" amounts. Meanwhile, the increases in tax revenue due to the increment increase in value of the "baseline" tax assessments is deposited in the TIF fund, which pays for the necessary infrastructure improvements. There are successful TIFs across the Montana.

Importantly, an Urban Renewal District (URD) or a Targeted Economic Development District (TEDD) must be established first before a TIF can be considered. In the Big Sky case, a TEDD would be more appropriate since a URD is related to blighted areas of a community. Coordination with Gallatin and/or Madison County would be necessary to establish a TEDD and the district needs to be consistent with the Counties' Growth Policies. Documentation, such as this Capital Improvement Plan, indicating there are infrastructure deficiencies and needs in the area will be supporting evidence for a TEDD and TIF and can be included in the funding plan of the district.

Rural Improvement District (RID)

RIDs are most appropriate for projects that benefit a geographically defined area. However, projects which are broad in scope and serve a large area may not be appropriate for a RID and may be difficult to get approved and implemented. There are several small districts in the Big Sky area funding transportation improvements. TischlerBise recommends the development community and Big Sky at large continue to support RIDs as they have been a useful tool addressing specific and local infrastructure needs.

Furthermore, an RID has the ability to debt finance capital projects a funding structure strategy that is limited to BSRAD.

- **Debt Financing**

- For large infrastructure projects that provide benefit to future residents it is appropriate for a community to finance the costs with long-term debt (i.e., bonds). Debt financing provides a more equitable strategy and nexus between the payor and benefit.
- Alternatively, communities that cash finance or pay-as-you-go are collecting revenue over a long period of time from existing residents to fund a new facility that may be a greater benefit to future residents. Furthermore, especially the case in recent years of hyperinflation, communities that are resistant to debt have had trouble accounting for spikes in construction cost resulting in shortfalls, delays, or reductions in capital plans.
- Bond referendums can be contentious public efforts. It is important for a community seeking voter approval to clearly explain the costs and benefits of the proposed capital project. Noted below, the public may be asked to establish several taxing districts to support services. With that in mind, bond referendums should consider the possibility of voter fatigue when strategically planning.

Establish Mill Levying Districts

There are several existing tax districts in the Big Sky area including the counties, school districts, and fire district. Supporting services through stable property tax is advantageous for on-going essential services and infrastructure. These jurisdictions/districts also have the ability to issue debt to finance large capital expansion. At the moment there are several other service providers that are exploring establishing a mill levy including a wellness district, library district, park district (BSCO), and transit district. Such districts would not be unique to Big Sky; however, such efforts should present clear services and boundaries to the public to combat double taxation fears or a perception of a money grab. Furthermore, agencies need to be aware of voter fatigue which is common in areas that are consistently asking for voter approval on initiatives. Lastly, property values have increased significantly and recent property assessments have been hotly contested. From the Montana State Department of Revenue, Big Sky is now the largest community in the state based on taxable valuation. Efforts to levy further property taxes should be mindful of this.

If approved, these added revenues would provide a great public benefit. Public service providers would be able to enhance their level of service through more staffing, enhanced equipment, and expanded facilities. Alternatively, these services are currently being supported through BSRAD, State, and Federal

grants through a competitive application process that does not guarantee future funding. The additional revenue source would free up local resort tax funding for other agencies as well.

Transportation Utility Fee (TUF)

A TUF is a monthly assessment on all properties within the district that is proportionate to its demand on the roadway network (based on vehicle trip rates and/or vehicle miles of travel for specific development types). The revenue is then used to fund maintenance of the roadway including overlaying, cleaning, snow removal, repair of traffic signs, repair of curb and gutter, and repair of sidewalk (7-12-4401 MCA). A TUF is able to alleviate pressure on general tax dollars for road maintenance while assessing a proportionate fee on the users of the infrastructure. As of 2023, a TUF is only available to cities and towns in Montana.

Stormwater Utility Fee

Similar to a TUF, a stormwater utility fee is charged monthly to address specific maintenance needs, in this case stormwater improvements. In some communities, stormwater utility fees are a flat rate for all properties while others assess the fee based on the impervious surface of the property. The fee is included in the monthly utility bill resulting in less contentious public pushback. A stormwater fee is able to alleviate pressure on general tax dollars for needed maintenance while assessing a proportionate fee on the users of the infrastructure. Stormwater improvements can address environmental impact goals as well. There are several Montana communities collecting a stormwater utility fee including Bozeman.

Pedestrian Malls & Parking Improvement District

Under 7-14-4711 MCA, a community may establish an improvement district with the sole purpose of maintaining and improving pedestrian malls and public parking facilities. With voter approval, the improvement district would levy a property tax to support the needed improvements to the infrastructure. The special district has the ability to issue debt for capital funding and alleviates pressure on general tax dollars for specific local improvements. As of 2023, such districts are only available to cities and towns in Montana.

Municipal Property Taxes and Fees

Big Sky incorporation has been discussed in the community for a long time. For some, Big Sky is perceived as a municipality yet it is still unincorporated Gallatin and Madison County. Levels of service for essential services may be higher in Big Sky compared to other areas of the counties because of the support from BSRAD, community partners, and philanthropy. However, there are still gaps in services and municipal-related responsibilities. For example, the community may benefit from a unified, municipal land use code and other code enforcement measures adopted by a city council. Also, as mentioned in this chapter, there are revenues that can only be collected by counties or cities, not unincorporated areas.

Ultimately, incorporation could provide an avenue for local solutions to local issues. However, this additional layer of local control would be an additional burden on taxpayers (since the county levies would still be assessed). Any effort of incorporation should first understand the financial impacts of providing

the mandated services for a municipality under the Montana Constitution and legislation. A cost-benefit analysis would address a number of existing and future issues. For example, incorporation could provide more continuity to the potential added taxing districts in Big Sky but at the same time incorporation has the potential of adding further bureaucracy, cost, and elected official jostling.

Plant Investment Charges/Impact Fees

The Big Sky Water and Sewer District has a robust plant investment charge program and the Gallatin Canyon County Water and Sewer District is currently exploring their own program. Along with plant investment charges, certain service providers have the ability to charge impact fees under Montana legislation. Impact fees are one-time payments which represent new development's proportionate share of capital improvements which are needed to accommodate new development's infrastructure impacts. In the Big Sky case, an impact fee program would be administered by Gallatin or Madison County. Both of which are not currently assessing impact fees.

Under State law, growth-related utility, transportation, and public safety infrastructure can be funded through impact fees. Additionally, other facilities can be funded with a unanimous vote by the county commissioners. Impact fees are being collected in many communities in Montana and are mitigating growth-related pressure on the existing residents. If either county were to assess impact fees in the future, the creation of an impact fee benefit area for Big Sky should be considered so that the fees paid by new development in Big Sky are used for capital improvements in Big Sky.

Parkland Dedication

Under Montana enabling legislation, a county can implement a parkland dedication policy for subdivision development. Gallatin and Madison County subdivision regulations both include a parkland dedication policy. These policies either require qualifying subdivisions to dedicate a certain number of acres based on the size of the development or pay a cash-in-lieu fee that represents the fair market value of the determined acreage dedication. TischlerBise has not analyzed the past land dedication or cash-in-lieu payments but we have several general concerns of these programs. First, the land dedicated may be too small, not maintained, or not accessible for public recreation. Second, cash-in-lieu payments may not be funding park infrastructure in the area of impact of the subdivision. Although this may not be the case in Big Sky, TischlerBise recommends community oversight of the programs. Conversely, a park and recreation impact fee provide a clear and consistent benefit to the community.

Grants

State and Federal grants have supported a variety of improvements in Big Sky and the community should continue pursuing all that is available. Importantly, the success rate of applications is much higher when other revenues can be leveraged. Specifically, grants are anticipated to play a large role in the needed transportation improvements in the area and several Federal grants are available to address those needs. For example, the RAISE and MPDG grant programs are accepting applications from communities addressing transportation needs. Both programs provide funding to rural communities as well. At all

levels, grant programs are competitive and TischlerBise recommends BSRAD keeping a grant writer on staff to actively seek, research, and complete applications.

School District Annexation

Currently the Madison County portion of Big Sky is exploring annexation from the Ennis School District to the Big Sky School District. The travel time to Ennis SD is prohibitive for Madison County Big Sky households especially compared to the Big Sky SD which is located on Hwy 191. Additionally, the Madison County Big Sky community is a significant tax base supporting Ennis SD services and facilities (estimates are that 80 percent of the school district tax base is in Big Sky). Annexation from the Ennis SD to the Big Sky SD would ensure that families are attending the school which they are supporting. Following the annexation, it would be expected that property taxes in the Big Sky SD would be reduced as the overall tax base would increase significantly. Under MCA 20-6-422 school district annexation is detailed.

Wellness District Formation

Similar to the efforts to annex from the Ennis SD to the Big Sky SD, there is an effort for Big Sky Madison County residents to move from the Madison Valley Hospital District to a Big Sky Wellness District. This is being led by Wellness in Action (WIA) with a coalition of Big Sky partners. At the moment, Madison County residents are funding services that they are not able to reasonably access because of geographic barriers. This effort seeks to redirect those tax dollars towards the service area of Big Sky by creating dedicated funding to meet the health and wellness demands of the public. Such services include: behavioral health, substance abuse care, counseling, food security, social service resources, ambulance, primary care, hospital services, including inpatient and 24/7 emergency care.

Special Assessment

Similar to tax increment financing, special assessment/benefit districts are subareas of the jurisdiction created by a local government to provide one or several specific public services or improvements. These districts are generally created to link costs and benefits resulting from new or upgraded infrastructure. Infrastructure improvements may be bond financed and paid back over time by the benefiting property owners, usually through special assessments and/or fees (commonly referred to a “specials”).

Generally, the special assessment district is established along with the locally benefitting projects being constructed and funding is secured through a bond. The bond is paid back by the future homeowner’s annual property assessments. If strategically managed, more homes are able to be constructed by local developers since the upfront capital risk is placed upon the district and property owners.

Housing Linkage Fee

Becoming more common in communities across the country that are struggling with housing affordability, a housing linkage study establishes the generated demand for affordable housing from residential and/or nonresidential development. The study supports a fee which is used to fund the construction of housing in the community. Typically, the maximum supportable results of these studies are significant and the

jurisdiction will adopt a lower amount because of economic development concerns. It is recommended that a housing linkage fee be one of many tools available to support and drive affordable housing construction. As of 2023, this funding source is not available in Montana.

Real Estate Transfer Tax

Real estate transfer tax is a common revenue source in other states including Colorado and Delaware. In these cases, either the State or jurisdictions assess a tax based on the purchase price of a property. The additional tax is typically rolled up in the closing costs of the property. The magnitude of the revenue varies, but in some cases, it is a significant source of revenue to support services. The revenue is typically found in states that have lower annual millage rates on property mandated by state legislation. As of 2023, this funding source is not available in Montana.

INCORPORATION EXPLORATION: REPORT SUMMARY

What We're Doing & Why it Matters

We are a group with diverse perspectives from the Big Sky community working together to explore incorporation. Our goal is to see if there is another way for our community to operate that's different from the current approach that better serves the needs of the various populations here.

Over three working sessions, we created a plan to leverage resort tax leadership and funding to engage citizens and drive a rigorous, unconstrained incorporation study. The study will lay out the potential implications/impacts of incorporation.

We would like to empower voters to make an informed decision, so our community can move forward effectively.

Context

- There have been several past efforts to look into incorporation.
- An unconstrained incorporation study has never been done in Big Sky.
- Every time our community goes through this, there is a monetary and social cost.
- Big Sky grew by 176% between 2010 and 2020, creating high demand on core services.
- The Big Sky community knows our own needs better and can make better decisions for our community than the county governments can.

Request for the BSRAD Board

1. We request approval to house this report on the BSRAD website.
2. We request approval to expand the current BSRAD incorporation subcommittee to include the workshop group.
3. We request approval to generate a request for proposals (RFP) for a rigorous, unconstrained incorporation study, including in-depth community engagement, funded by BSRAD.

Read the full report in the 9/13/23 BSRAD board packet at resorttax.org.



RESORT TAX

Building Big Sky Since 1992

GOVERNANCE & COMMUNITY ENGAGEMENT EXPLORATION

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EXECUTIVE SUMMARY



For three days in June and July of 2023, a group of 12 leaders representing diverse stakeholder groups in Big Sky met to discuss incorporation.

Big Sky Resort Area District (BSRAD) leadership convened the group, calling it “step .5” of exploring incorporation.

“We needed to understand the current situation, our shared problems, and where our common ground is, and all agree how to explore the potential options for incorporation,” said BSRAD Executive Director Danny Bierschwale, who led the process with BSRAD board chair, Sarah Blechta, and facilitator Emily Stifler Wolfe.

Rather than making decisions, we were laying groundwork.

Over the course of 12 intensive hours together, our group created a strategy and rough timeline to conduct a rigorous, unconstrained incorporation study that’s driven by community engagement. The goal of this future study will be to learn whether there might be a better way for our community to operate than the current approach.



We're proud of our collaboration.

Incorporation is divisive, and at times our progress and trust felt fragile. Two things carried us: knowing we all want what's best for our community, and a rigorous facilitation process that was anything but business-as-usual. By the time our workshops ended, we were working as a team, and each of us expressed interest in staying involved going forward.

For more on how we got to this point, see 'Workshop Goals, Methodology & Process' (p. 8-11), and the Appendix (p. 18-27).

We know this report may generate buzz, and we want to be clear that we still have more questions than answers. The next step is to explore those answers.

We believe strongly in an educated citizenry. It is you, the citizens, who will ultimately make the decision about whether you want to take incorporation to a vote and which path our community will take.

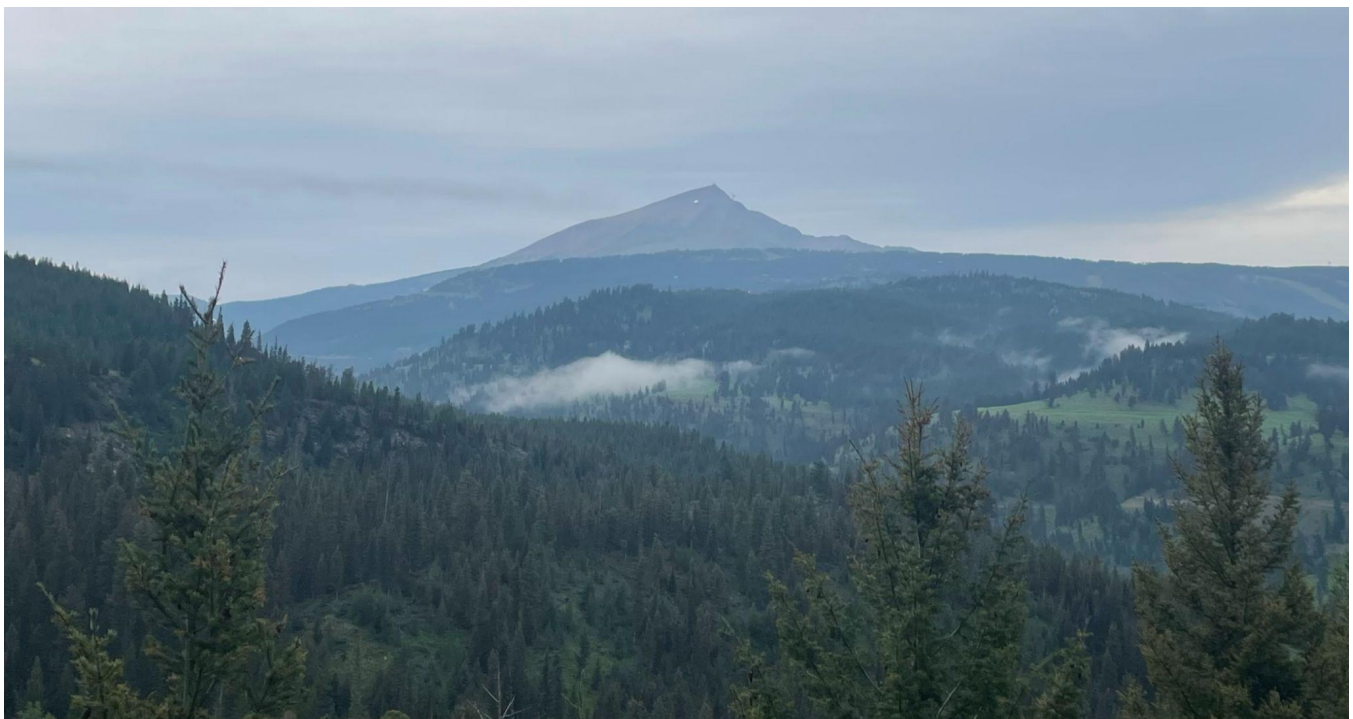
- *Danny Bierschwale, Erin Bills, Sarah Blechta, Sarah Gaither, Katie Grice, Michelle Horning, Steve Johnson, Matt Kidd, Tallie Lancey, Brad Niva, David O'Connor and Ennion Williams*

STAKEHOLDER PERSPECTIVES

Members of our group are associated with a diverse collection of stakeholder and citizens groups in Big Sky. We list these entities here not to indicate any kind of endorsement on their part, but for the sake of transparency.

Big Sky Resort Area District
Big Sky Community Organization
Big Sky Local Governance
Big Sky Trails, Recreation & Parks District
Big Sky Transportation District
Big Sky Food Bank
Big Sky Community Housing Trust
Wellness in Action
Gallatin River Task Force
Big Sky Chamber of Commerce
Visit Big Sky
Big Sky Zoning Advisory Committee

Big Sky Owners Association
Big Sky Resort
Boyne Resorts
Lone Mountain Land Company
Crossharbor Capital Partners
Warren Miller Performing Arts Center
Yellowstone Club property owners associations
Big Sky Real Estate Co.
Big Sky Sotheby's
Outlaw Partners



PURPOSE & KEY CONCEPTS

Purpose of this report:

- Share the results of our work with the citizens of Big Sky and other interested parties.
- Clarify next steps and create accountability.
- Request support for next steps.
- Demonstrate the value of listening and intentional collaboration.

Key concepts:

- Trust and see one another as humans first.
- We have more common ground than we realize.
- Some of our existing services already work well. We want to maintain those while finding what we might add or supplement through municipal services and other potential solutions.
- Public education is paramount.
- Always make sure you're solving for the right problem and consider how it's framed. Reframing allows us to think and talk about problems in a useful and unifying way, as opposed to 'us vs. them' thinking.
- You drive what you help build.

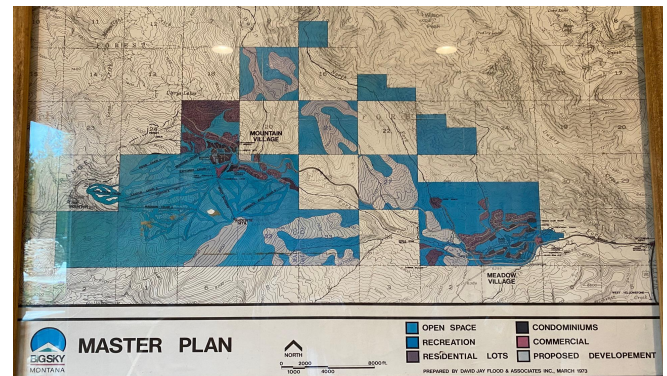
HISTORIC CONTEXT

The community of Big Sky has remade itself in the last decade. Between 2010 and 2020, Big Sky grew by 176%, creating high demand on core services. We now have a hospital, a high school, a world-class community center, and more than 3,000 year-round residents.

Instead of a municipality, our most locally centralized government consists of county commissioners from Gallatin and Madison counties. A group of specialized districts provide funding, transportation, public safety and utility support; the Big Sky Resort Area District's boundary acts as the general public service area for these districts.

Incorporation and governance have come up several times as the community has grown:

- BSOA led an incorporation investigation effort in 2002.
- Following a strategic planning exercise in 2004, the Chamber of Commerce spent several years researching public sentiment and legislative requirements surrounding incorporation, with funding from BSRAD.
- In 2018, the MSU Center for Local Government developed a study on governance options available to Big Sky aside from incorporation, commissioned by the Chamber.
- Starting in 2022, the grassroots group, Big Sky Local Governance, LLC, met with the intention of bringing incorporation to a vote in November 2023. This group's work generated the interest that eventually led to the formation of the exploratory group that created this report.



Big Sky Resort 1973 master plan

There are still many unknown implications associated with incorporation. What we do know is that legislative challenges likely exist, myths are prevalent among the community, and there will be economic impacts we cannot foresee. The last community to incorporate in Montana was Colstrip, in 1998.

GOALS, METHODOLOGY & PROCESS

As stated by BSRAD leadership before the workshop, the goals of the collaboration were:



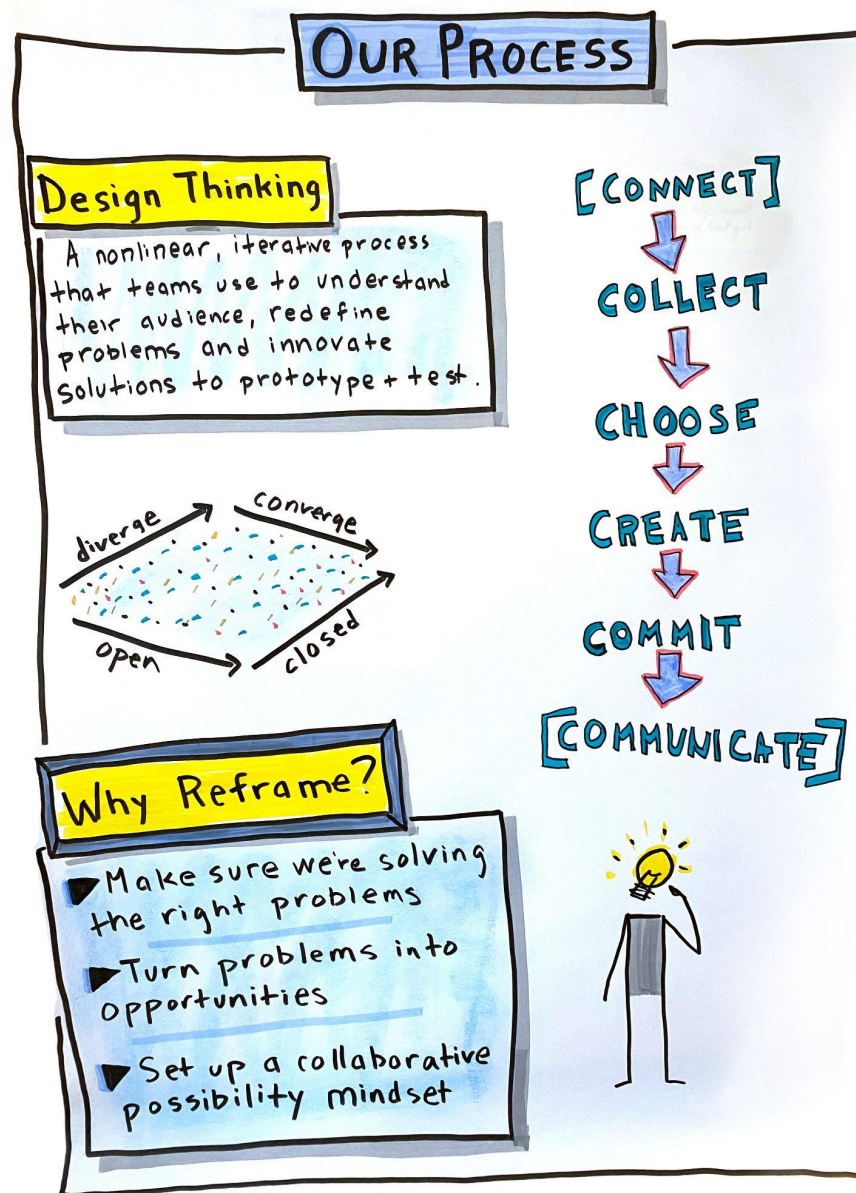
Emily Wolfe, a Bozeman-based strategist and facilitator, led us through the process.

Wolfe used a method informed by design thinking, nonviolent communication, and her background in journalism and mountain rescue. She has had several roles in Big Sky over the last 15 years and was familiar with the stakeholder groups and social landscape.

While a typical strategic session might include a SWOT analysis, goal setting and a planning session, our process was less linear.

Some of the principles include:

- 1. Work alone, together.**
Participants respond to a prompt, writing one idea per sticky note and then sharing their best ideas with the group. This allows introverts' and extroverts' ideas to hold equal sway.
- 2. Trust the process.** Exercises are timed and designed to sequence conversation.
- 3. Visualize ideas.** This helps us consider all ideas equally.
- 4. Be curious, honest and open.** Listen to ideas even if you dislike them. Challenge yourself to build on them, even if you see them as a constraint, or they seem unrealistic. Defer judgment and think big.



When we arrived on the morning of June 26 at the BASE Community Center, many of us felt both hope and doubt. Would we be able to collaborate with others who had seemingly opposing viewpoints? We aimed to try.

As we began working together, the gravity of this work and our differing perspectives weighed heavily on us.

Our second work session, held June 29 in the Wilson Hotel, was equal parts challenging, productive and transformational.

This was “the messy middle,” a sometimes disorienting place where, our facilitator warned, teams can lose their way.

As tension built, we leaned into the process.



“Often everyone was saying pretty much the same thing about the community and its development, just in different words that were causing divisiveness. But once we had this method to communicate more effectively, we could see that really, we just don't have the answers to these questions, so we need to learn more to actually make a good decision on incorporation.”

— Erin Bills

workshop participant and environmental sustainability and inclusive community growth consultant

Then, 30 minutes before day two ended, something shifted. We'd just reframed how we think about incorporation. Suddenly, the stress eased. Rapid-fire, we generated solutions to the new framing on a rainbow of sticky notes. The clock ticking, we ran in concert like the team we'd become.

That is, until one teammate, Katie Grice from Big Sky Resort, stopped us. "There's too much to do! We need to meet again."

She was right. This had been slated as our final day, but there was no way to finish in the remaining time.

When day three came on July 24, the weight was back. This time though, it was different: Even with hard work ahead, we were confident in our collaboration. In that focused session, we developed a plan to conduct an unconstrained incorporation study, which we'll drive together, leveraging BSRAD leadership and funding.



"Because it was facilitated, all the stakeholders were equals in our discussions. There wasn't one stakeholder leading us in any particular direction. Including representatives from all of those groups helped us anticipate potential future challenges."

— Tallie Lancey

workshop participant who's been exploring the topic of incorporation in Big Sky for a decade

WHAT WE STILL DON'T KNOW

There are many things we still don't know about incorporation, and many stories in our community about it.

One of our exercises brought several common stories to the fore — some true, some myths. The goal was to understand why others may hold a certain perspective, as well as what problems, concerns and questions are prevalent in the community.

After visualizing these stories and myths, we used sticky dots to vote on which were most disruptive or destructive, and how we might further research or reframe them.

The top-voted stories and our reframes (next page) set the stage for the strategy and timeline proposed on the pages that follow.



REFRAMING STORIES & MYTHS

STORY/MYTH 1:

Property tax will increase

Reframe: We won't actually know how incorporation will impact property taxes until we draft sample budgets, including desired municipal services. We plan to research how we might convert to a resort community (municipal Resort Tax structure), which has never been done before. This will clarify impact on resort tax-funded government and nonprofit programs.

STORY/MYTH 2:

Incorporation will restrict development, so developers are against it / everyone wants to incorporate except developers

Reframe: We don't understand if or how incorporation would solve for growth and development. Interviewing/surveying a diverse spectrum of community members will help us understand more about geographical areas of growth and specific concern. Outlining potential municipal authority to control growth over multiple geographical boundaries will identify possible solutions.

STORY/MYTH 3:

Incorporation will limit liquor licenses and open containers

Reframe: We need to determine if existing liquor licenses are grandfathered in and assess current liquor licenses to understand the impact of a municipal government on them. This issue can be a distraction to other community needs.

STORY/MYTH 4:

We need to/we can't incorporate over county lines

Reframe: We don't know if either of these are true, although BSRAD has been advised that it is possible to incorporate over county lines. Our sense of community includes the Meadow, Mountain and Canyon, and we believe that the existence of a boundary doesn't mean you do or don't belong. We must in good faith look at different boundary options.

STRATEGY & NEXT STEPS

Our group would like to work with BSRAD to contract professional help to conduct a comprehensive, unconstrained study of incorporation.

We plan to continue working together to help drive this process, and hope to leverage leadership and funding from BSRAD to ensure an unconstrained study takes place that helps educate and inform the public.

The study will include:

- Options for incorporation
- Potential pros, cons and impacts of each
- Legislative requirements
- Public engagement & input
- Legal research
- Financial modeling
- A comprehensive list of the problems facing the community to help determine essential services and impacts to taxes and resort tax distributions
- Outline elections process, empowering citizens to move forward an election, should they choose to do so

About our timeline:

We've drafted a rough timeline and plan on the following pages. Our official request for the board is on page 17, after the timeline.

BSRAD's responsibility will end once the future incorporation study is published. At that point, it will be up to the citizenry to determine whether they will go through the steps to put it on a ballot.

DRAFT TIMELINE (2023)

This draft timeline is contingent on BSRAD board approval, contractor availability, etc.

August 2023 (COMPLETED)

- Finalized report from incorporation exploration working group for delivery to BSRAD board.
- Began determining feasibility/process to convert to a resort community.

September 2023

- BSRAD board meeting (Sept. 13)
 - Working group attends to deliver this report.
 - Request to formalize expansion of BSRAD incorporation subcommittee for BSRAD board.
 - Request funding from BSRAD board for technical and project management assistance to conduct research and engage the community.

October - December 2023

- Work with BSRAD lawyer to develop a charter for the subcommittee.
 - Bring draft charter to the subcommittee and solicit feedback.
 - Schedule monthly meeting.
 - Establish roles and responsibilities.
- First subcommittee meeting
 - Review this timeline to determine next steps and accountability.
 - Develop Google form to survey broad demographic cross-section of the community to learn more about what they want answered through incorporation research; subcommittee members responsible for encouraging their constituents to fill out survey.
 - Subcommittee develops Request for Proposals (RFPs) for scope of work.
 - Solicit RFP responses.
 - Determine vendor based on RFP responses.

DRAFT TIMELINE (2024 & beyond)

January 2024

Bring top RFP applicants to BSRAD board for approval.

February 2024

- Onboard technical help (i.e., project manager, legal services, community engagement).
- Subcommittee members ensure this process continues to represent a broad cross-section of the community, especially in the community engagement portion of the research.

September 2024

- Publish unconstrained incorporation study covering:
 - What incorporation could/couldn't do
 - Different forms of incorporation
 - Scenarios (small, medium, large government, with budgets based on services that may/may not be provided)
 - Outline of elections process for a potential group attempting to move this to a ballot
 - Clarify that BSRAD legally cannot advocate politically (e.g., we cannot create a voter's guide), indicating this is where BSRAD's involvement ends

October 2024 and beyond

- BSRAD incorporation subcommittee dissolves.
- Citizens of Big Sky are empowered to move forward with a decision, should they choose to do so.

REQUEST FOR THE BSRAD BOARD

Out of our working sessions came three requests for the BSRAD board. We are aware that this is a significant ask of BSRAD, both in terms of cost and resources, and we thank you for your consideration.

1. We request approval to house this report on the BSRAD website.
2. We request approval to expand the current incorporation subcommittee to include the incorporation exploration working group.
3. We request approval to generate a request for proposals (RFP) for a rigorous, unconstrained incorporation study funded by BSRAD.

- *Danny Bierschwale, Erin Bills, Sarah Blechta, Sarah Gaither, Katie Grice, Michelle Horning, Steve Johnson, Matt Kidd, Tallie Lancey, Brad Niva, David O'Connor and Ennion Williams*



APPENDIX

A closer look at how we created this plan,
including some of the key exercises and
outcomes



SETTING EXPECTATIONS

In the first exercise, we introduced ourselves and set expectations for the workshops. Participants' open and truthful responses set the tone of a desire to listen, get to know each other, and build trust.

As with most of the exercises described on the following pages, we worked "alone together," first writing our own answers to a prompt, and then one at a time sharing aloud as we posted on the wall.

See the results of this exercise in detail on the following page.

EXPECTATIONS

My full name is Daniel Leo Bierschke
 My work is in public service
 I fear loud music 🤯

My wish for these sessions is that the community can unify.

I'm here because the conversation is important to our community's future.

Ennon Williams
 VP Events outlaw Partners

To be part of the process + share ideas

Set groundwork for Big Sky Future Planning

Stagnation

My full name is Katie Geise
 My work is VP of sales for Boyne Resorts

My wish for these sessions is to have clear next steps

I'm here because I'm passionate about giving back to the Big Sky community

I fear lack of clarity & organization

David O'Connor
 Identifying and executing community housing solutions

My wish
 • A plan
 • Consensus or agreement

I fear
 • Inertia
 • Division induced paralysis
 • Doing it wrong

I believe in Big Sky

Matthew Edward Kidd
 Partner w/ ConstructHerb + LMLC

I'm here because I care about the future of Big Sky.

My wish...
 listen + learn.

I fear...
 failure

My full name is Sarah Blechta
 My work is ~~herding~~ herding a lot of cats in HOAs, contractor & world beyond
 My wish for these sessions is to gain understanding + trust

I'm here because I
 ♥ Big Sky

I fear that we have so much to do - not enough

My full name is Talbot Jamison Lincey. My work is integrating newcomers into the community of Big Sky by scaling belonging.

I'm here because this is my home and I care deeply about its success.

My wish for these sessions is to find a path to sustainable growth.

I fear saying the wrong thing.

SPERM BROTHER DIVIS
 RUNNING THE BIG SKY FOOD BANK & RESOURCE CENTER

Wish is to ~~create~~ create a shared vision

HERE BECAUSE I WANT TO BE A PART OF THE PROCESS

I FEAR NOT ALL COMMUNITY MEMBERS WILL BE CONSIDERED / HEARD

Eric Ashley Bills
 community dev'l & sustainability consulting

exploring community identity & needs

determine current perception of incorporation & importance of process

disparity persist

My name is Michelle ^{not} Horning.
 My work is community oriented as a long time resident + new member to Board.

I'm here because I love Big Sky and want to see our community grow in a positive way for all.

My wish for these sessions is to learn as much as possible pros/cons/issues about incorporation.

I fear misinformation about incorporating will make people make hasty decisions before understanding nuances of incorporating

BRADLEY NIVA
 CEO Chamber / Visit Big Sky

Why:
 Collaborate for a better Big Sky
 Define the problems we're trying to solve

Wish:
 We can do anything

Fear:
 Lack of trust of community

JAMES STEVEN JOHNSON
 - LIVE HERE
 OPEN DISCUSSION I CARE
 SUBJECT IS TOXIC HERE

APPENDIX

WHO & WHERE IS BIG SKY?

Through these exercises, we looked *who* is present here and where “here” actually is, shedding light on perspectives in the room.

The populations that live, work and visit Big Sky are diverse:

- Children, families
- Part-time residents
- Full time residents
- Voters
- Retired, elderly
- Seasonal workers
- International workers
- Undocumented immigrants
- Construction workers
- Hospitality workers
- Investors
- People who don't have homes
- Essential workers
- Ski bums
- Club members
- Tourists & visitors
- Animals & wildlife
- Pets

This led to a discussion about the wealth disparity that has existed here for decades and continues to grow. We considered that instead of blaming problems on second homeowners or large businesses, as sometimes occurs, the community could assess our existing support systems and seek ways to ensure they benefit everyone and not just some people.



In terms of geography, three different general areas described how people describe the *where* of Big Sky:

- The Meadow/South Fork
- The Census Designated Place (CDP)
- “The service area” boundary of BSRAD and various other districts/nonprofits

APPENDIX

WHAT'S MOVING US FORWARD?

To continue finding common ground and identify what is working well, we looked at what's moving Big Sky forward as a community. Themes we found were growth, passion and the natural environment.

GROWTH

- Momentum
- Major investments & promised returns
- Being "found"
- Big Sky Resort growth/national recognition
- High school, hospital, WMPAC
- Tourism / promotion of the area
- Economic growth in SW Montana
- Change
- Businesses
- Strong development opportunity
- Strong visitor economy
- More people live here than ever before
- Kids/community
- Growth post-pandemic
- Diverse workforce & growing infrastructure
- Popularity

PASSION

- Nonprofits
- Run by volunteers
- People who care
- Nonprofit donors
- Engaged community leaders
- Empathy
- Our collective drive
- Hope for a better future
- Adaptability
- Need for self determination power
- Community will
- Shared values

NATURAL ENVIRONMENT

- Natural attractions
- Great snow years (all recreation)
- Passion for the environment
- Environment/recreation



APPENDIX

WHAT'S HOLDING US BACK?

We mapped many of the challenges facing Big Sky, informed by our own perspectives and associations, and by conversations with community members, and previous research done by Logan Simpson, *Belonging in Big Sky*, the MSU Local Government Center, and others.

When we asked, "Which of these is holding our community back most?" the high-level issues that rose to the top were:

- Decentralized and fragmented power
- High cost of living and the associated economic impacts
- Lack of infrastructure and public services (childcare, services for marginalized populations, etc.)
- Growth and environmental impacts

As noted in the preceding report, the study will need to develop a comprehensive list of more concrete problems to really understand what services we need to add or augment.



REFRAMING PROBLEMS

The core of the workshop took place during sessions 1-2, and was centered on the process of reframing our problems and challenges into more useful concepts and language.

We started by reframing our top-voted problem, cost, and then focused in on the elephant in the room, incorporation, which led to three useful reframes.

REFRAME: COST

Cost was the first problem we tried reframing. Together, we came up with the following reframe:

We're trying to achieve a balanced economy – sustainable and stable – and yet we recognize that things will be expensive if they are precious. We need to build a strong foundation to support this, so we can begin addressing issues like high rent/low wages.

Seeing how we could come together on this idea — that cost was a big challenge for everyone, and that there might be a different way to look at it, and therefore work on it — was a unifying moment.

REFRAME: INCORPORATION

Reframing incorporation took a couple of attempts, but the moment it caught on was the tipping point for the entire workshop. Now we were truly collaborating. We selected three different lenses that were helpful in considering the challenge of incorporation:

1. *Don't lose what works, and a lot works*
2. *Lack of understanding of options and what incorporation would/wouldn't accomplish*
3. *Lack of centralized statutory authority and influence*

APPENDIX

IDEATING SOLUTIONS

After discussing and voting on our reframes, we moved the most useful reframes over to separate sheets, and ideated solutions to all four of them.

The arc of the workshops was finally beginning to become clear, and for this group of problem-solvers, things were finally getting fun.

The solutions that rose to the top were:

- Develop a roadmap to conduct an unconstrained incorporation study.
- Pay professionals (legal, community engagement, project manager) to conduct the study, including exploring potential legislative changes.
- Some of the big items we'd like the study to cover include whether it's possible to change legislation to allow Big Sky to incorporate over county lines and along the existing BSRAD boundary; a data-driven list of pros and cons of potential incorporation options; and potential impacts on nonprofits and BSRAD funding.
- This group continues meeting.
- Ensure this entire process is transparent.
- Engage the community in a meaningful and relevant way, meeting different demographics/populations where they're at, in a culturally-appropriate way.



TIMELINE & NEXT STEPS

In session three, we vetted the top-voted solutions and moved the high-impact options to a draft timeline, rewording them as milestones. Since we didn't yet know who would be driving the roadmap, we left the timeline in draft form.

The BSRAD representatives (Danny Bierschwale, Sarah Blechta and Jenny Muscat) later adjusted the timeline to make it realistic. This adjusted roadmap is detailed earlier, in the main body of this report. A final timeline will depend on board approval and contractor availability.

Next, we brainstormed potential funding sources for the study:

- Community Development Block Grant (CVBG Grant)
- BSRAD funding for the subcommittee (like it has funded this group)
- Stakeholder contributions with no strings attached
- An independent citizens group, should one arise, could request BSRAD funding during an allocations cycle.

Then we visualized potential next steps. The options we considered were:

- BSRAD drives and funds the incorporation exploration study.
- A citizens group (like Big Sky Local Governance) applies for BSRAD funding to move things forward.
- Take no action.

This conversation unlocked a way to include everyone's ideas into the roadmap.

We determined that BSRAD could drive the study, and a potential citizen's group might use the information in the study to bring it to a vote. At this point, each of us committed to staying involved.



RESORT TAX

Building Big Sky Since 1992

This report prepared for the Big Sky Resort Area
District board by Emily Stifler Wolfe

Project Name*

Music in the Mountains Transport Vehicle (Electric UTV)

Description*

We are requesting funds for an electric utility vehicle to help with transporting equipment for setting up during the Music in the Mountains and Farmers Markets events. Currently we are using utility wagons that are pulled by hand from the BASE storage area to Len Hill Park or the Town Center Plaza. Using these carts is physically exhausting, dangerous and not efficient. We set up four tents (artist and ACBS merchandise, ARTventure and donor tents) each week for Music in the Mountains, and our merchandise tent at the Farmers Market, as well as numerous tables, tubs, coolers, boxes, etc. We would also use it for special events like the Artisan Festival, Shakespeare in the Parks, etc. This takes multiple trips to set up and multiple trips to take them down. Currently one of our carts has a broken side and the other one has one flat tire. It is also very hard to control a fully loaded cart and spills/tipovers are common. It is especially difficult at night, as we are often breaking down the merchandise tents between 10 and 11 p.m. Having a drivable utility vehicle would be much more efficient and safe. We also would use the vehicle to transport equipment back and forth to our storage shed and yard, which is just below the Events Arena (PBR). We often drive our personal vehicles to the shed and it would be nice not to do that.

We are looking at something like a Club Car Carryall 550 Electric, which has increased ground clearance and a slightly beefier set up.

Investment Type*

Capital

Impact Area*

Arts & Education

Location*

Where will the project be taking place?

The project will take place in Len Hill Park, BASE Community Center and the general Town Center area.

Community Benefit*

Please explain the community benefit of the project. Include details such as the measurable and identified need this project will address, populations served, metrics for success, etc.

While the UTV will primarily benefit the Arts Council staff, there are several smaller benefits to the community. For one, it will help the ACBS be more efficient and provide better working conditions for our staff, meaning safer and happier employees! It will make our events run smoother and allow more time for set-up. This is also a resource that we could possibly make available to other organizations.

The ACBS has never had a vehicle of its own. We are to the point where we desperately need something reliable and efficient. We just can't keep moving things around in the way we do now.

Amount Requested*

\$15,000.00

Total Cost*

What is the total cost of this project? Include all project expenses from inception to completion of the project in this amount.

\$15,000.00

Date of Funding*

When do you plan to have incurred the costs being requested?

08/31/2023

Additional Information

Please provide any additional information on this request if needed.

I will send some photos of our current situation and the vehicle we hope to purchase.

I put \$15,000 as the request. I am working out final price quotes from the Club Car dealer in Great Falls. I would also look around for any used options that might be out there. If we are funded I would try to buy the vehicle to use for the remainder of the summer series.

Thank you for your consideration.



