

Chapter 9: Implementation



LAKE COUNTY GROWTH POLICY – CHAPTER 9: IMPLEMENTATION, AUGUST 21, 2018

The implementation table below organizes the recommended actions so the user of the growth policy can easily identify them by key issue, when the actions are planned to occur, and who should carry the action out. The columns in the implementation table are:

Goals are broad statements describing a desired future condition. They are big-picture statements of what the County is trying to achieve.

Objectives are general descriptions of the steps Lake County should take to meet its goals. Objectives should be attainable, reasonable and measurable.

Implementation Actions are the specific steps Lake County can take to attain the objectives.

Who Carries Out are the primary entities for Lake County who will take a leadership role for each action. Depending on the action, the county’s roles will vary from leading, facilitating or supporting.

Partners are agencies/entities identified during adoption of the growth policy as partners and participants who should be involved with each implementation action, especially non- Lake County entities. Note that the public is always viewed as partners although not listed. Note that NGOs and other private partners can include local businesses, community leaders, service providers, and other entities and individuals.

Timeframe: This column indicates when the implementation actions are expected to be taken. The timeframes included are:

Immediate: These actions are to be initiated or completed within one year of adoption of the plan and generally reflect immediate priorities.

Short-Term: These actions are to be initiated or completed within one to five years from adoption of the growth policy.

Mid-Term: These actions are to be initiated or completed within five to 10 years from adoption of the growth policy.

Ongoing: These actions will occur throughout the life of the growth policy.

Signs of Success are indicators that Lake County has identified for particular goals and objectives, which are a way for county officials to evaluate whether the goals and objectives are being fulfilled. These are to help the county officials and members of the public to visualize real world signs that the growth policy is being implemented.

Below is a list of acronyms and abbreviated terms used in the implementation table to identify some of the more common terms.

BOCC –Board of Lake County Commissioners

LCPD – Lake County Planning Department

LCPB – Lake County Planning Board

CCPB – Polson City-County Planning Board

LCGW – Lake County Grant Writer¹

LCCD – Lake County Conservation District

LCEH – Lake County Environmental Health Department

LCPH – Lake County Public Health Department

LCAO – Lake County Attorney’s Office

LCRD – Lake County Roads Department

GIS – Lake County GIS Department

OEM – Lake County Office of Emergency Management

WCD – Lake County Weed Control District

PARKS – Lake County Board of Parks Commissioners (a.k.a. “Parks Board”)

SWD – Lake County Solid Waste District

WSDs – Lake County’s Water and Sewer Districts

LCISO – Lake County Sheriff’s Office

CIP – Capital Improvements Plan aka Community Infrastructure Plan

NGOs – non-governmental organizations

CSKT – Confederated Salish and Kootenai Tribes

MTFWP – Montana Department of Fish, Wildlife, and Parks

MDT – Montana Department of Transportation

DNRC – Montana Department of Natural Resources and Conservation

USFS – United States Forest Service

USFWS – United States Fish & Wildlife Service

¹ Lake County currently does not have a full-time grant writer, but is currently evaluating creating this position. Until Lake County employs a Grant Writer, these tasks are to be implemented by Lake County officials as assigned by the Lake County Commissioners.

Key Issue 1 Quality of Life						
Issue statement:	Lake County is a unique place with fabulous natural and cultural amenities that provide a base for our economy and enhance our quality of life. Lake County seeks to protect those amenities while providing for public health and safety for residents and visitors.					
Vision statement:	Communities and rural areas in Lake County are clean, safe and healthy for all residents and visitors and we protect our natural and cultural resources and amenities for the benefit of residents, visitors, and the local economy.					
GOALS	OBJECTIVES	IMPLEMENTATION ACTIONS	WHO CARRIES OUT	PARTNERS	TIMELINE	SIGNS OF SUCCESS
1.1. Provide safe and healthy communities for residents and visitors	1.1.1. Address pressing issues related to the law and order system such as a court-ordered expansion of the court rooms and judges' facilities, the needs for a larger and improved detention center, and the ongoing impacts of substance abuse and mental health issues	1. Appropriately address the Public Law 280 impacts with consultation and cooperation with the tribes, federal government, and State of Montana to eliminate the overburden to county resources	BOCC, LCAO, LCSO	LCPH, CSKT, MT Department of Public Health and Human Services, service providers	Immediate, Ongoing	County resources are proportionally allocated to the law, order and social networks
		2. Provide sufficient court rooms to comply with district court order to do so				People are not discouraged from being part of Lake County communities by the lack of law enforcement and justice system resources
		3. Provide a larger detention center to accommodate inmates to eliminate backlog of unserved sentences and to provide for immediate needs without undue impacts on property tax payers				The detention center is able to keep up with demands
		4. Contribute to networks and facilities to improve treatment capabilities for substance abuse and mental health				Those in need of substance abuse and mental health treatment have local resources to turn to for help
		5. Improve or assist with patient and family access to facilities providing treatment for substance abuse and mental health				Law enforcement, justice system and social service providers have adequate resources to provide the needed services
	1.1.2. Support efforts of emergency, medical, and social services to identify needs and improve capacity and effectiveness	6. Seek or write letters in support of grants and other federal, state and local funding sources to maintain and expand public safety capacity	BOCC, LCGW, LCPH, OEM, all Lake County departments as called on by BOCC	Non-profit and private service providers	Short Term, Ongoing	Emergency, medical and social service providers have adequate resources to provide the needed services at a higher capacity
		7. Assist service providers with the expansion of public facilities				Citizens understand many of their first responders are their neighbors who have volunteered without pay to take this responsibility

1.1.3. Provide a safe and efficient transportation network for all modes of transportation	8. Update the CIP on a regular basis as needed, but at least every 5-years, to ensure plans appropriately address transportation facility needs	BOCC, LCRD, LCGW, LCPD	CSKT, MDT, Polson, Ronan, St. Ignatius	Short Term, Ongoing	Community members are noticeably better served by all roads, sidewalks, trails and transit in Lake County, which is a model for safe and efficient travel in Montana
	9. Implement the transportation projects in the CIP on an annual basis				
	10. Facilitate and administer special improvement districts for roads, sidewalks and trails				
	11. Update and implement the subdivision regulations' provisions for road improvements on private and public roads and pedestrian facilities				
	12. Adopt county road standards that apply to county roads, which are reasonably uniform with the subdivision regulations				
	13. Coordinate transportation-related improvements with other agencies, such as the tribes, municipalities, and MDT				
	14. Seek grants and other funds for road, sidewalk and trail improvements, particularly in growth areas				
15. Work with MDT to provide more pedestrian and bicycle facilities along state highways					
1.1.4. Implement the Lake County Parks and Trails Plan	16. Review implementation table of Parks and Trails Plan and ensure implementation actions are properly occurring; take steps to initiate any past-due actions	BOCC, PARKS, LCPD	Polson, Ronan, St. Ignatius, CSKT, surrounding jurisdictions	Short-Term, Ongoing	All Lake County residents and visitors have convenient access to parks and trails
	17. Make day-to-day decisions with an eye toward development and marketing a diverse regional parks and trail system				Lake County residents become healthier as a result of using recreational opportunities
1.1.5. Within the Wildland-Urban Interface (WUI), encourage only fire-safe development	18. Better delineate the WUI	BOCC, OEM, LCPD, LCPB, CCPB, LCGW	DNRC, local fire departments, WSDs, CSKT	Mid-Term, Ongoing	Plans are updated and fuels reduction projects are implemented; property loss to wildfires is kept to a minimum, directly attributable local efforts to educate homeowners and implementation of fire wise subdivision regulations
	19. Update and implement the Community Wildlife Prevention Plan				
	20. Update the subdivision regulations to ensure the definitions and provisions related to the WUI appropriately address county policies and service provider needs				
	21. During development review, consider public safety in the WUI and promote defensible space, firefighting equipment access and water supplies			Ongoing	

		22. Opportunistically improve access to structures and properties and water supplies for fire protection			Ongoing	
		23. Support efforts to improve roads and water supplies and reduce fuels through rural improvement districts, grant writing, and other ways on a case-by-case basis				
		24. Work with fire agencies to carry out landowner education and outreach and fuels reduction projects to increase fire safety				
		25. Support legislation that enables collaborative efforts to restore and maintain healthy forests and reduce wildfire risks				
1.2. Conserve, protect and utilize natural, scenic, cultural and outdoor-recreational resources	1.2.1. Conserve and protect water quality, wildlife habitat and agricultural resources	26. Continue to implement and update regulations that conserve and protect important natural resources	BOCC, LCPD, LCEH	CSKT, LCPB, CCPB, Lake County Board of Health, NGOs	Ongoing	Lake County's water quality, wildlife habitat, and agricultural resources exist in today's' or better quality and quantity 20 years from now
		27. Work towards the development and implementation of an inventory and review of pre-permitted septic systems as resources allow and continue working towards remediating failing systems to ensure they are providing effective wastewater treatment				
		28. Encourage landfills, septic sludge depositories, car washes, truck stops, gas stations, road sanding dumpsites and other commercial and industrial projects with a high risk of water pollution to locate in areas with low potential for groundwater or surface water contamination unless waste is adequately treated				
		29. Work cooperatively with appropriate entities to facilitate conservation easements from willing landowners that protect wetlands and riparian areas	BOCC, LCPD	CSKT, LCPB, DNRC, NGOs	Ongoing	
		30. Adopt a right-to-farm ordinance	BOCC, LCAO, LCPD	LCPB, CCPB	Short-Term	Agricultural producers thrive for decades to come
		31. Identify Lake County's most important agricultural resources, map, and update regulations where appropriate (may also result in repeal of certain regulations to better meet the goal)	BOCC, LCPD, GIS	LCPD, CCPB, CSKT, state and federal agencies, NGOs	Short-Term	County planning tools are viewed as a community benefit that work well for the vast majority of landowners
		32. Work with CSKT to address water quality, setbacks and buffers, and lakeshore protection measures on tribal properties				

1.2.2. Provide leadership and participate in efforts to thwart aquatic invasive species (AIS)	33. Coordinate with the Flathead Basin Commission, CSKT and others in efforts to prevent introductions of aquatic invasive species and quickly and effectively respond to any discovery events	BOCC, LCPD, LCGW, LCSO	Flathead Basin Commission, CSKT, MTFWP, LCPB, LCCD, NGOs, and other state and federal agencies as opportunities arise	Immediate, Ongoing	AIS fail to invade the Flathead Basin and impact regional resources
	34. Participate in the Flathead Basin AIS Work Group and assist in the writing and implementation of the group's AIS Prevention Strategy				
	35. Create and adopt ordinances to help prevent introductions and respond to any introductions of AIS				
	36. Encourage the Sheriff's Office to be familiar with AIS laws and obtain and maintain training to act appropriately in response to violations				
	37. Provide signage at county access sites and seek other educational outreach opportunities at the local level				
	38. Coordinate AIS outreach efforts with other county processes (example: provide informational materials with Lakeshore Construction Permits)				
	39. Help share information on AIS outreach efforts on social media				
1.2.3. Reduce the spread of and take steps to control noxious weeds	40. Require weed plans for subdivisions and other development reviews and implement them appropriately	BOCC, LCPD, WCD, LCRD	LCPB, CCPB, Lake County Board of Adjustment	Ongoing	New species of noxious weeds fail to gain a presence in Lake County and current noxious weeds are controlled
	41. Actively monitor and treat noxious weeds on county properties and rights-of-way	BOCC, WCD, LCRD		Ongoing	Existence of noxious weeds are noticeably reduced
	42. Seek or write letters in support of grants and other federal, state and local funding sources to monitor and control noxious weeds and otherwise provide resources or educational tools to do so	BOCC, WCD, LCGW		Ongoing	Property owners have resources to effectively fight noxious weeds
	43. Educate private property owners of harmful effects of noxious weeds on property values	BOCC, WCD			
	44. Encourage other jurisdictions and public agencies to control noxious weeds		MDT, CSKT	Ongoing	Weeds are actively managed on all lands in Lake County

1.2.4. Conserve, protect, and, where appropriate, utilize historic and cultural resources and sites	45. Require cultural reviews of subdivision sites by CSKT within the Flathead Indian Reservation portions of Lake County and the Montana Historical Preservation Office off the Flathead Indian Reservation	BOCC, LCPD, LCPB, CCPB, LCGW	CSKT, Montana Historical Preservation Office	Ongoing	Cultural and historic resources are preserved for future generations, and tribal cultural resources are managed at the discretion of tribal government and members
	46. Work with partners to protect, restore, and reuse culturally-appropriate historic resources, sites, and structures				
	47. Support tribal efforts to protect and conserve cultural resources, when invited				
1.2.5. Protect scenic views along highways if the state and/or tribes participate in county actions or implement similar actions	48. Include the tribes on agency review lists for development, conservation, and parks and trails projects	BOCC, LCPD, LCPB, CCPB	MDT, CSKT, Private developers	Mid-Term, Ongoing	Views from major highways such as US Highway 93, MT Highway 35, and MT Highway 212 are preserved and not consumed by uncontrolled advertising and strip development
	49. Seek or write letters in support of grants and other federal, state and local funding sources to conserve and assist with preservation and promotion efforts for historic and cultural resources and sites				
1.2.6. Consider impacts on natural, scenic and cultural resources when reviewing development proposals and updating land use regulations	50. Develop provisions in county plans and regulations to protect viewsheds along major highways when the state and/or tribal governments participate	BOCC, LCPD, LCPB, CCPB	CSKT	Short-Term, Ongoing	Cultural and historic resources are preserved for future generations
	51. Encourage development of impact mitigating highway corridor plans as part of development review of projects along highways				
	52. Include provisions in land use regulations that directly protect natural, scenic and cultural resources				
	53. Update and implement the county's Lakeshore Protection Regulations to improve mitigation to avoid or reduce potential impacts to natural, scenic and cultural resources				

Key Issue	2 Housing					
Issue statement:	There is a lack of housing for sale and for rent in the price ranges that are needed. Wages are not keeping up with the real estate housing and rental markets. As a general trend, young people are leaving Lake County and not returning, and many who start their careers here are not staying, which is partly attributable to housing costs. Housing types must also meet the needs of an aging population. Much of existing housing stock is in need of rehabilitation. Additional housing for sale or rent must be accomplished without increasing the tax burden on other property owners.					
Vision statement:	There is sufficient housing for sale and for rent in all price ranges. Homes and residential lots are readily available and are affordable even for those Lake County citizens making modest or average incomes. Lack of affordable real estate is not a cause of people leaving Lake County, and is sufficient to attract new people and those who have left. Housing options are diverse, and retirees and senior citizens can view Lake County as an attractive living option.					
GOALS	OBJECTIVES	IMPLEMENTATION ACTIONS	WHO CARRIES OUT	PARTNERS	TIMEFRAME	SIGNS OF SUCCESS

2.1: Encourage the creation of all types of affordable and workforce housing	2.1.1. Work with the incorporated and unincorporated communities to identify efficient growth areas and expand water and sewer facilities and other community infrastructure needs	54. Meet with representatives of each municipality and water/sewer district serving an identified community growth area when requested to identify and map infrastructure and growth areas and determine what is needed for water and sewer improvements, sidewalks and other improvements	BOCC, LCPD, LCEH	Polson, Ronan, St. Ignatius, WSDs, LCPB, CCPB	Immediate, Ongoing	Growth areas and infrastructure such as water and sewer facilities and sidewalks are maintained on maps available to the public
		55. Expand infrastructure and system capacities of the county water and sewer districts				Lake County knows current conditions and needs of municipal and water and sewer district systems and other facilities
		56. Assist with municipal water and sewer system upgrades as opportunities allow				Water and sewer facilities of municipalities and districts are expanded within growth areas
	2.1.2. Encourage housing development in circumstances where potential impacts are minimal and/or mitigated	57. Update the subdivision regulations to encourage housing development in community growth areas where impacts are expected to be minimal or mitigated through regulatory design standards	BOCC, LCPD, LCPB, CCPB	Private developers, real estate professionals, economic development corporations	Immediate, Ongoing	Subdivision regulations are more accommodating to new housing, with streamlined regulations and basic design standards appropriate for the settings
		58. As zoning regulations or other regulations are updated or adopted, make provisions to allow accessory dwelling units (ADUs) to expand the housing market and supplement landowner incomes				Real estate market has available residential units in the prices needed (for rent and for sale)
	2.1.3. Provide incentives for innovative approaches to development of low- and moderate-income housing	59. When updating subdivision and other regulations and plans, seek to include modern approaches that give density bonuses and other benefits when a certain percentage of a development provides needed low-and moderate-income housing	BOCC, LCPD, LCEH	WSDs, LCPB, CCPB, private developers, real estate professionals, economic development corporations	Short-Term, Ongoing	Developers use unique provisions in Lake County regulations to provide new housing in the price categories most needed
		60. Work with agencies to provide funding sources for rehabilitation of existing housing				
	2.1.4. Reduce or eliminate unnecessary regulatory barriers that raise residential construction costs and timeframes, without compromising environmental protections	61. Review and update land use regulations to find ways to cut unnecessary barriers to cost-effective housing and to streamline county reviews, particularly for housing for family members and caretakers	BOCC, LCPD, LCPB, CCPB	Private developers, real estate professionals, economic	Short-Term, Ongoing	Residential construction costs and timeframes are predictable and not unreasonably hindered by county regulations

		62. During development reviews, avoid encouraging restrictions that result in higher residential construction costs (Example: while covenants may be encouraged to mitigate impacts, covenants should not be encouraged to include minimum building size requirements; subdividers and their agents should be informed that such restrictions may inadvertently raise costs and limit housing options)		development corporations		Developers/subdividers do not incur or include unintended restrictions that raise residential construction costs, and landowners and builders are free to develop affordable housing that meets market needs
	2.1.5. Partner with economic development agencies, housing authorities, private developers and non-profit agencies to provide affordable, workforce, special needs and senior citizen housing	63. Maintain an open-door policy at the Commissioners' office for economic development agencies, private developers and non-profit agencies to discuss with the County Commissioners and Planning Department staff project ideas that can provide affordable, workforce, special needs and senior citizen housing 64. Assist with grant applications and facilitate projects that will provide affordable, workforce, special needs and senior citizen without increasing the tax burden on other property owners	BOCC, LCPD	Private developers, real estate professionals, economic development corporations	Ongoing	Prevalence of unprovided housing needs is diminished with partnerships formed
	2.1.6. When updating or adopting zoning and other land use regulations, consider and assess possible unintended consequences that impact the for rent and sale housing markets, such as regulating short term/vacation rentals	65. During zoning updates and other reviews of land use regulations, include analyses regarding short term/vacation rentals and other land uses and the impact they may have on the for rent and sale housing markets 66. Attempt to make zoning districts uniform in how short-term/vacation rentals are addressed, and only make special restrictions when fully intended and analyzed	BOCC, LCPD, LCPB, CCPB	Private developers, real estate professionals, economic development corporations	Ongoing	Short term/vacation rentals are an economic benefit in appropriate locations that do not compromise long term housing options Violations from short term/vacation rentals are minimized, and such rentals are not inadvertently prohibited, but rather are only prohibited in inappropriate places
	2.1.7. Encourage mixed-use developments in and around communities that allow residents to live within walking and biking distance of employment, stores and services	67. Update the subdivision and zoning regulations to provide for more incentives for mixed use developments, such as PUDs in growth areas 68. When updating or creating plans and regulations, encourage mixed-use developments in and around communities	BOCC, LCPD, LCPB, CCPB	Private developers, real estate professionals, economic development corporations	Short-Term Short-Term/Mid-Term, Ongoing	People rely less on vehicles for all travel Communities efficiently provide services and amenities in compact forms
Key Issue	3 Economic Development					

Issue statement:	The key to economic development in Lake County is to capitalize on the local competitive advantages such as Flathead Lake, a healthy natural environment and our small town rural character, building on our strengths and addressing our weaknesses. Lake County must strive to provide attractive, unique and functional communities; support business retention and development; conserve and utilize important natural and agricultural resources; and support and provide culturally-appropriate public access to recreational lands.					
Vision statement:	Communities and rural areas in Lake County protect our competitive advantages and maintain their distinct character while improvements are created that promote the long-term economic viability of the area.					
GOALS	OBJECTIVES	IMPLEMENTATION ACTIONS	WHO CARRIES OUT	PARTNERS	TIMELINE	SIGNS OF SUCCESS
3.1. Provide attractive, functional communities and amenities that are accessible to residents and visitors	3.1.1. Develop strategies and funding sources for community center improvements, including parking, lighting, landscaping, gathering places, pedestrian and bike facilities, façade improvements and signage	69. Develop plans for community improvements in the larger unincorporated communities like Pablo, Arlee, Woods Bay, and Charlo, and make improvements strategically as part of other projects and as funding is available	BOCC, LCPD, LCGW	Economic development agencies, WSDs, MDT, CSKT	Mid-Term, Ongoing	Plans are developed, funding is secured and specific projects are implemented; towns are attractive, accessible, and easy to navigate
		70. Incorporate community improvements into the CIP during updates				
		71. Seek or write letters in support of grants and other funding sources to improve community centers and manage projects to reduce costs				
	3.1.2. Promote a development pattern of distinct, identifiable communities separated by resource lands instead of a sprawling development pattern along highways	72. Update and implement the growth policy's density policies associated with the Density Map and Text as well as zoning regulations; create new or updated districts centered on community vitality and quality of life	BOCC, LCPD	LCPB, CCPB, Lake County Board of Adjustment	Short-Term, Ongoing	Each community has its own personality Throughout Lake County, there is a clear transition from scenic highways and resource lands to distinct, compact communities
		3.1.3. Enhance opportunities to access public lands and waters	73. Develop, improve and maintain county access points to lakes, rivers, and public lands per the Parks and Trails Plan	BOCC, PARKS, LCPD	CSKT, MTFWP	Ongoing
	3.1.4. Encourage educational opportunities as a crucial aspect to healthy communities	74. Seek or write letters in support of grants, scholarships and other funding sources for education	BOCC, LCGW	Local school districts, SKC	Ongoing	Lake County is a place where locals and regional residents learn about our cultures and resources, who in turn give back to our communities
		75. Support Lake County schools and educational opportunities beyond high school				
		76. Explore possible development of a county internship program to provide training to local students				

	3.1.5. Participate in and promote local voices in discussions that improve local visibility and access to businesses along state and federal highways, before, during and after highway projects	77. Engage in discussions with MDT to enhance the viability of the Arlee business community as impacted by highway design and traffic flows on the recently modified US Highway 93 78. During future highway projects, look closely at how highway plans impact local communities and ensure local voices are heard and incorporated into designs	BOCC	MDT, WSDs, Polson, Ronan, St. Ignatius, CSKT, NGOs	Short-Term Ongoing	Highways are an integral part of the internal infrastructure networks in communities, and not simply a means of passing through or a hazard
3.2. Be an inviting place for those seeking Lake County's cultural and recreational amenities	3.2.1. Provide economic incentives for job growth and development in and around population centers	79. Seek or write letters in support of grants and other federal, state and local funding sources for small businesses and development projects seeking to locate in and around Lake County communities	BOCC, LCGW	MDT, WSDs, Polson, Ronan, St. Ignatius, economic development agencies, NGOs	Ongoing	Municipalities and small communities have unique job opportunities rarely found in other places There is continuous culturally-appropriate development throughout Lake County communities that respects and showcases cultural and recreational amenities unique to the area
		80. Accommodate businesses seeking to locate in and around Lake County communities by waiving or reducing review fees when the county budget allows	BOCC, LCPD			
		81. Inform business community when regulations are updated and work with interested parties to improve permitting systems and streamline development review	BOCC, LCPD			
	3.2.2. Support economic development organizations and their efforts to promote the local and regional economy	82. When requested or needed by economic development organizations, devote staff time to assist with their efforts in a manner that will promote economic development related goals and objectives of this growth policy	BOCC, LCPD, LCGW	Economic development agencies, NGOs, WSDs	Ongoing	Funding enters Lake County and surrounding communities with direct results on the ground that benefit our people and economy
		83. As opportunities arise, work with local economic development agencies and citizens to create locally-specific plans for rural communities				
	3.2.3. Develop and promote Lake County's outdoor and small town oriented brand	84. Reach out to key businesses and community leaders in the unincorporated and incorporated communities regarding the potential to create a new brand for Lake County's outdoor and small town cultures and host a social event to kick off discussions (in conjunction with Action 104)	BOCC	CSKT, economic development agencies, NGOs, WSDs	Immediate, Ongoing	Lake County is known as a place with excellent outdoor recreation opportunities The public and local governments collaboratively find what best represents Lake County amenities and
85. Follow-up on Action 84 by leading and facilitating further discussions and actions to create and promote the county brand						

						establishes a brand expressive of outdoor amenities and small towns
	3.2.4. Support local organizations in their efforts to hold events that attract residents and visitors	86. Share Lake County facilities with local entities holding events with community value, which may be through reduced rates or free usage of county facilities, or providing Lake County staff support 87. Use social media such as Lake County's Facebook page and webpage to promote local events	BOCC, All Lake County Departments	Economic development agencies, NGOs, WSDs	Ongoing	Well known events throughout Lake County are a part of the fabric of our communities on a regional basis
	3.2.5. Develop the Polson Fairgrounds Events Center	88. Opportunistically fund development of phases of the Polson Fairgrounds Events Center with help from the community to provide for multiple uses per site plans that have been reviewed by the public	BOCC, PARKS	Polson, NGOs	Short-Term, Ongoing	The Polson Fairgrounds Event Center is a hub for community memories and a destination for regional events
3.3. Support existing businesses and encourage the formation of new ones	3.3.1. Develop a buy-local program for Lake County and partners	89. Recruit and enlist local small business owners and producers as partners to create a buy-local program	BOCC, LCGW	NGOs, CSKT	Short-Term, Ongoing	Money regularly circulates within our communities and local products are a staple for local and regional residents
		90. Support and promote community farmers markets; consider allowing use of county properties for buy-local events in small communities				Local farmers markets are bustling and successful events
		91. Provide or support grant writing and other technical support to qualifying companies seeking to add value to local products and create jobs in rural areas				Local residents reduce reliance on global food systems and rely more on locally produced food
					Distances between place of production and point of consumption are reduced	
	3.3.2. Provide incentives for new businesses considering moving to Lake County	92. Modernize zoning regulations to reflect current and anticipated industries and businesses and to encourage clean technology firms and manufacturers of sustainable products <i>See Actions 84/85</i>	BOCC, LCPD, LCGW	LCPB, CCPB	Ongoing	Lake County is regularly chosen as a place of business over other competing markets
	3.3.3. Encourage retention of family farms and businesses	93. Allow flexibility in regulations to provide housing for family members and farm workers				

	<p>94. Provide grant writing and other technical support to agricultural producers and companies seeking to add value to local agricultural products and create jobs in rural areas</p> <p>95. Support efforts to educate young farmers, through county participation in educational programs, scholarships and promotion/networking of rural farm communities</p> <p>96. During zoning regulation updates, consider regulations that limit land uses that encourage large-scale, unsustainable industrial food systems, such as feed lots</p> <p>97. When possible, waive review fees, minimize restrictions on subdivisions, or encourage alternative processes to provide for land divisions legitimately intended only to facilitate farm loans and other funding opportunities</p> <p>98. Encourage specialty crops, including organic products, and relatively new crops in the area like grapes, hops and other crops that can help sustain small farms and provide additional opportunities for taking advantage of value-added products in appropriate locations</p>			Ongoing	Farms and businesses are kept operational through generations
3.3.4 Work with communications providers to ensure sufficient broadband capacity to support business growth and development	<p>99. Research, assess, and enhance broadband availability and affordability throughout Lake County</p> <p>100. Support legislation to expand digital communications in rural areas</p> <p>101. Maintain relatively simple and permissive local regulation of wireless communication facilities with minimal permitting processes and flexible tower height limitations, especially when visual impacts are offset or mitigated with design standards</p>	BOCC, LCPD BOCC, LCPD	Private service providers, Legislative representatives	Short-Term, Ongoing	Broadband capacity and internet speed and reliability are never to blame for business relocation or location to places outside of Lake County; to the contrary, quality of service attracts business growth and development
3.3.5. Encourage opportunities for businesses (including those in the agricultural markets) to take advantage of exporting goods and services to non-local consumers	<p>102. Support business location, retention and expansion efforts as opportunities arise</p> <p>103. Work with business community to improve permitting systems and streamline development review</p>	BOCC	Economic development agencies, NGOs	Ongoing	Quality Lake County products are found throughout the world

	3.3.6. Promote a network for Lake County communities and businesses that can band together to form a fabric of visible communities	104. Reach out to key businesses, water and sewer districts, and community leaders in the unincorporated and incorporated communities regarding the potential to create a county community and business network and host a social event to kick off discussions (in conjunction with Action 84) 105. Follow-up on Action 104 by leading and facilitating further discussions and actions to support formation of the network, if the idea gains traction with communities and businesses	BOCC	Polson, Ronan, St. Ignatius, NGOs	Mid-term	Lake County communities establish visibility in regional and world markets through collaborative efforts
Key Issue	4 Local Governance and Leadership					
Issue statement:	In Montana, many governments and agencies provide public services. These entities must work together to provide efficient and effective service delivery. Lake County is more complex than most counties because approximately two-thirds of the county overlaps with the Flathead Indian Reservation. Issues related to the overlapping jurisdictional areas are paramount to efficient and effective governance. The limited tax base that comes with a high volume of tax-exempt federal and tribal lands that still require some forms of public service is a major issue. The Lake County Commissioners see the current situation with fee land going into tax exempt status at a critical stage that if not addressed by the county, the federal government, the state, and/or the tribes may result in a failed county government. A related issue is the different land use regulation of tribal and non-tribal properties, with many residents believing regulations are not equally applied. Exempt lands not under the jurisdiction of Lake County are still part of the essential fabric of the county and the county must therefore participate in land management decisions when possible. It is also often in the best interest of the Lake County public for the county government to assist municipalities and local districts with providing infrastructure and services, and to align county regulations and policies with those of the municipalities and other local units of government in circumstances that promote more efficient services and well-planned communities.					
Vision statement:	Lake County is a leader, providing a model of efficient and effective public services. The county government works cohesively with other local, state, tribal and federal governments. Lake County residents contribute to this 'community of communities' and participate in various levels of government. Communities are well planned and realize the visions of local participants, leaders, and units of government.					
GOALS	OBJECTIVES	IMPLEMENTATION ACTIONS	WHO CARRIES OUT	PARTNERS	TIMELINE	SIGNS OF SUCCESS
4.1. Lead efforts to cooperate and coordinate with state, tribal, federal and municipal governments	4.1.1. Become active partners in planning for and developing alternatives for management of federal lands by acquiring and maintaining coordinating and cooperating agency status	106. Reach out to the US Forest Service, USFWS, US Army Corps of Engineers, Bureau of Reclamation, and other applicable federal agencies to determine the specific requirements to achieve cooperating agency status under NEPA 107. Achieve and maintain cooperating agency status with the federal agencies playing a critical role in management of federal lands that impact the Lake County government and public	BOCC, LCAO	US Forest Service, USFWS, US Army Corps of Engineers, Bureau of Reclamation	Immediate, Ongoing	Federal decisions directly respond to local needs and important decisions that impact local resources and communities are made responsibly by federal entities

4.1.2. Improve two-way communication and cooperation with the CSKT Tribal Council and tribal departments	108. Set aside a regular time and place for properly noticed gatherings between the members of the Board of Lake County Commissioners and CSKT Tribal Council where formal or informal discussions can occur to deal with current and future issues. The pre-defined meetings should occur quarterly until a more collaborative, better-defined arrangement is set.	BOCC	CSKT Tribal Council	Immediate, Ongoing	Understandings between county and tribal governments are realized
					Mutual goals of the county and tribes are recognized and acted upon regularly
					Duplications in services provided by the county and tribes are reduced
	109. Provide the tribal government regular updates from the Board of Lake County Commissioners on planning matters that relate to the tribes; updates should occur at least quarterly and be written or verbalized with at least part of the audience in mind being the tribal government				The county and tribes are keenly aware of each other's' efforts and collaborate when possible
	110. Explore written agreements to implement parallel policies with tribes				As county and tribal leaders come and go, new leaders can turn to written agreements to carry on previous efforts
4.1.3. Establish and maintain regular communication amongst county and municipal governments, water and sewer districts, fire districts and other agency partners	111. Set aside a regular time and place for properly noticed gatherings between the members of the Board of Lake County Commissioners and municipal councils where formal or informal discussions can occur to deal with current and future planning issues; the pre-defined meetings should occur quarterly until more collaborative, better-defined arrangements are set	BOCC	Polson, Ronan, St. Ignatius, fire departments, WSDs	Immediate, Ongoing	Communities in Lake County grow and develop while providing the public highest standards in public health, safety, and government efficiency
	112. Provide the municipal governments regular updates from the Board of Lake County Commissioners on matters that relate to the municipalities; these updates should occur quarterly and be written or verbalized with at least part of the audience in mind being the city/town governments				
	113. When a proposed subdivision is within one mile of a city or town forward a copy of the subdivision application and preliminary plat to the applicable municipal government for review and comment; at such time the City of Polson reaches a population of 5,000 people, the distance will be extended to two miles				

		114. Maintain availability of the Commissioners and other county officials to communicate as needed with water and sewer districts, fire districts and other agencies in order to assist with plans as well as needs and shortcomings of public facilities	BOCC	Polson, Ronan, St. Ignatius, fire departments, WSDs	Immediate, Ongoing	
		115. Find ways to cooperatively develop future service and growth areas where relatively high-density and mixed-use development will be encouraged in communities where services can be provided efficiently and effectively, often utilizing tribal services (such as water or sewer services) when available				
	4.1.4. Work with the City of Polson to provide consistent land planning in the Polson City-County planning area	116. Engage in meetings with City of Polson officials to pursue adoption of updated land use rules for the jurisdictional area immediately outside of the City of Polson that are compatible with the city's	BOCC, LCPD, CCPB	Polson City Commission, City Manager, City Planner	Immediate to Short-Term, Ongoing	The county's autonomy over planning matters in its jurisdiction continues while sound planning efforts for the City of Polson influence development in the surrounding area
4.1.5. Take advantages of opportunities for county cooperation when other governments allow		117. Attend and participate in meetings as invited and reciprocate meeting invitations	BOCC, All Lake County departments	All government agencies	Ongoing	The Lake County government is seen as a resource and partner by other local governments and state and federal agencies
		118. Explore opportunities that other governments offer for county cooperation; participate in cooperative efforts as county resources allow, which can mean allocating county resources				Local and tribal governments can document regular and ongoing efforts of communication and collaboration
		119. Maintain ongoing and regular communication with the cities and town, as well as with water and sewer districts and other local government entities				
4.2. Provide financially sustainable, responsible, efficient, effective and innovative	4.2.1. Instill and maintain a customer service mentality	120. Implement an effective training program for county staff that focuses on quality customer service and leadership within their respective departments	BOCC, Lake County Human Resources Office	All LC staff	Ongoing	The Lake County public and others served by county officials point to Lake County as an example of effective customer service mentality within an establishment
		121. Implement regular staff meetings with County Commissioners where Commissioners can instill customer service mentality through leadership and dialogue				

county government	4.2.2. Provide effective opportunities for public involvement in decision making	122. Use various forms of media to provide for public involvement that works specifically for the Lake County public	BOCC, Lake County Human Resources Office	All LC staff	Immediate, Ongoing	All interested members of the public have opportunities for involvement
		123. Establish Action 122 through trial and error, along with opportunities for public feedback on these avenues				
	4.2.3. Evaluate and, where identified, remove redundancies and barriers to effective county government	124. Continually analyze county processes from the perspectives of the public, and take direct steps to streamline processes	BOCC, All LC staff		Short-Term, Ongoing	Unnecessary steps in day-to-day activities involving the county government are eliminated
	4.2.4. Research and evaluate potential opportunities to consolidate county, tribal and municipal government service providers, such as those providing law enforcement and road maintenance services	125. Make a list of county services provided that are also provided by other local and tribal governments, gather and analyze data regarding costs of providing services, and brainstorm opportunities to streamline efforts	BOCC, LCSO, LCRD, OEM	CSKT, Polson, Ronan, St. Ignatius	Immediate	Redundancies across local government service providers are minimized to the extent possible
		126. As opportunities become better understood, streamline provisions of public services			Ongoing	
		127. Enter into agreements to formalize efforts to cooperate with other agencies to provide services more efficiently			Mid-Range	
	4.2.5. Research and evaluate potential opportunities to eliminate duplication in administrative services, such as permit authority when other regulations adequately cover projects	128. Review regulations of other jurisdictions as well as Lake County's to determine whether redundancies and inconsistencies can be eliminated	LCPD, BOCC	CSKT Shoreline Protection Office	Short-Term	Any overlap in administrative services across jurisdictions have a purpose
		129. Update regulations to eliminate any unnecessary redundancies and inconsistencies				
	4.2.6. Selectively oppose unmitigated transfer of fee land into tax exempt status	130. Write letters of comment in response to proposed transfers of land from fee to tax exempt status, but only when a specific transfer is important to the county and resources allow	BOCC, LCAO, LCPD		Ongoing	If and when fee land leaves the tax rolls, a funding source is in place and prepared to offset the loss without burden to others
		131. When commenting (Action 130), offer ideas to mitigate proposed transfers of land from fee to tax exempt status				
		132. Study, track and explain the results of proposed and actual transfers of land from fee to tax exempt status so that data can be explained, and mitigation can be quantified				

	4.2.7. Promote mitigation at the state, tribal and/or federal levels to address the continual loss of fee land off the tax rolls as it is converted to tribal trust or other tax exempt status	133. Introduce or partner with others to propose state or federal legislation to mitigate the continual loss of fee land off the tax rolls as it is converted to tribal trust or other tax exempt status	BOCC, LCAO	CSKT Tribal Council, Legislative representatives	Short-Term	
Key Issue	5 Land Use and Development					
Issue statement:	It is important to understand the effects of land use policies and regulations over time, including impacts on natural and cultural amenities, the economy, county residents, and county staff and budgets. Therefore, it is important to have in place a realistic mechanism and timeframe for policy and regulation evaluations and updates.					
Vision statement:	Lake County's land use regulations are innovative, yet simple and consistently applied throughout the county and across different jurisdictions. County approval processes are appropriate for their times and contexts and respond to the needs of the public while serving the purposes of promoting effective and high-quality community development, protecting natural and community resources, and avoiding land use conflicts. Land use policies balance individual rights guaranteed by the state Constitution with overall community welfare.					
GOALS	OBJECTIVES	IMPLEMENTATION ACTIONS	WHO CARRIES OUT	PARTNERS	TIMELINE	SIGNS OF SUCCESS
5.1. Respect private property rights of landowners and neighbors and their reasonable expectations for the area	5.1.1. When making land use decisions, uphold provisions of the US and Montana Constitutions that protect private property rights as well as the state constitutional rights of other area property owners to a clean and healthy environment	134. Provide for legal reviews of land use regulations and significant development proposals prior to county approvals	LCPD, BOCC, LCPB, CCPB		Immediate, Ongoing	No private property owner has reason to claim a county decision was unconstitutional to them
		135. Have legal staff present during key land use decisions to provide legal advice to the Board of Lake County Commissioners				
	5.1.2. When reviewing development proposals, respect landowner wishes to get enjoyment and economic return out of their lands but at the same time, ensure that the enjoyment and value of neighboring land is not unreasonably compromised by development projects	136. Examine and weigh issues of fairness and legal defensibility during development reviews and as decisions are made	LCPD, BOCC, LCPB, CCPB		Immediate, Ongoing	Landowners see enjoyment and economic return on their lands and activities on neighboring lands have little if any negative impacts on theirs; a balance is routinely struck to the satisfaction of both parties when county decisions are made
		137. Take steps to increase public knowledge of local regulations and controlling statutes				
		138. During public reviews and meetings, promote opportunities for productive public dialog and address public comments				
	5.1.3. When considering new or updated regulations, identify issues that affect property owners and seek to limit impacts	<i>See Action 138</i>	LCPD, BOCC, LCPB, CCPB		Immediate, Ongoing	Property owners who are required to mitigate their impacts or comply with county requirements understand what is being required and cannot reasonably claim a county requirement was without reason
139. During review and adoption processes, use real-world examples to analyze proposed regulations						
140. Before adopting proposed regulations, verify that resulting requirements eliminate overly restrictive provisions that apply to unintended situations						

	5.1.5. When managing county owned land, set a positive example by mitigating impacts to neighboring landowners and encourage land stewardship	141. Treat weeds on county properties and rights-of-ways 142. During public reviews that result in decisions on county land management, provide for dialogue with area landowners, consider public comments and perception and mitigate impacts when possible	BOCC, LCWD, PARKS, LCRD		Immediate, Ongoing	County lands can consistently be used as a positive example of land stewardship
5.2. Conserve and promote agricultural and timber/forest resources	5.2.1. Identify areas of agricultural and timber importance and support the ability of landowners to continue such operations	143. Map Lake County's most productive and potentially productive agricultural and timberlands	LCPD, GIS	US Department of Agriculture, USFS, Lake County Conservation District, MSU Extension Office, CSKT	Immediate, Ongoing	Agricultural and timber resources are not lost and are protected and used sustainably
		144. Analyze areas of agricultural and timber importance and local regulations that impact sustainable production; change regulations that overly limit sustainable production	LCPD, BOCC			Local regulations to not adversely limit sustainable resource use and production
		145. When updating zoning and wastewater treatment regulations, allow dwelling units for family and workers as well as accessory dwelling units in appropriate settings to allow for more housing options for the Lake County public and incomes for landowners	BOCC, LCPD, LCEH, Lake County Board of Health, LCPB, CCPB			CSKT
	5.2.2. Support innovative ways to manage agricultural and timber resources that promote community resilience	146. Encourage forest management and restoration projects that result in economic activity, especially those that result in fuels reduction where needed and improvements to wildlife and fisheries habitat while protecting water quality and cultural resources	BOCC, LCPD, LCEH, LCGW	Lake County Conservation District, USFS, DNRC, CSKT	Ongoing	Agricultural and timber lands healthy, clean, and free of noxious weed infestations, while local workers have cultivated agricultural and wood products from the lands and put the economic returns back into the community; meanwhile, forest fuels and wildfire hazards are reduced and wildlife habitat is improved
		147. Support grants and projects intended to fund innovative land management				
5.2.3. Encourage value-added agricultural and wood products operations	148. When updating zoning regulations, provide for low impact industrial and commercial uses that allow agricultural and timber producers to manufacture, distribute and sell their products and otherwise engage in value-added activities in appropriate locations	BOCC, LCPD, LCGW	LCPD, CCPB, CSKT	Ongoing	Crops, livestock and wood products do not simply go from land to raw materials to be shipped to regional hubs; value-added products	

		149. Support grants and other projects for value-adding producers			Ongoing	provide additional benefits to the economy and are used locally. Local regulations do little to limit overall production of value-added products, and primarily only play a role in mitigating impacts on surrounding property owners and public
5.3. Provide clear, consistent and regularly updated policies and regulations	5.3.1. Reduce redundancies, eliminate inequities and antiquated or unnecessary rules, and update regulations on a regular basis	150. Systematically inventory needed updates to regulations and maintain a list of priorities for updates	LCPD	BOCC, LCPB, CCPB	Ongoing	Regulations are reasonable and responsive to real and present issues
		151. Set realistic yearly goals to update regulations				
		152. Initiate regulations updates according to yearly schedules; amend those regulations that require frequent reviews (per the regulations) to provide for a more realistic schedule based on need and staff availability				
	5.3.2. Apply land use regulations and policies consistent with those that apply to similarly-situated properties under other jurisdictions	153. When county regulations are to be updated, notify other governments and consider their comments during review and adoption of county regulations; explore aligning county regulations with tribal regulations	BOCC, LCPD, LCPB, CCPB, LCEH	CSKT and other governments	Ongoing	Disparities between equitable land use policies are minimized; taxpayers cannot routinely point to their neighbors to demonstrate jurisdictional inequities
5.3.3. Implement policies for effective public notification processes prior to adoption of new land use regulations and education after adoption	154. Analyze state laws and local regulations to determine public notification expectations	BOCC, LCPD	All Lake County departments	Ongoing	Lake County members of the public are well-informed in advance of county actions of interest to individuals; individuals who want to know don't need to take undue efforts to stay informed and participate in county processes that require some element of notification; notices are predictable for various county actions	
	155. Write, adopt, and implement consistent public notification processes that comply with applicable statutes while providing notification consistent with public expectations					
	156. Implement programs to educate the public on some basic county regulations and processes, such as those for approvals of homes (example: Lakeshore Permitting Guide Brochure that has been in use since 2013)					

5.4. Promote development patterns that protect natural and cultural assets and promote efficient development and delivery of public services	5.4.1. Review the Density Map and Text to meet current and anticipated community development and resource conservation needs and update as needed	157. Complete a review of the Density Map and Text and related elements of this growth policy with the one-year review of this growth policy and develop a reasonable schedule for reviewing the Density Map and Text in the future as needed	BOCC, LCPD, LCPB, GIS	Land use consultants and landowners, CSKT, sewer districts, other interest groups	Short-term	The benefits of the Density Map and Text continue to be realized, but by a larger cross-section of the public, while the negative drawbacks are reduced	
		158. Encourage higher density development in areas suitable for development in and near existing communities as opportunities allow			Ongoing		
		159. Work in collaboration with appropriate jurisdictions and service providers to support and plan for community infrastructure and service extensions that meet the provisions of the Growth Policy and Density Map and Text to accommodate higher density residential, commercial and industrial development proposals near communities equipped to handle the additional growth			Ongoing	Adequate opportunities exist for high density development near existing developed areas in a variety of areas throughout the county	
		160. Require a waiver of protest to hook up to city or community sewer and water if and when these services reach a transition zone designated for higher density between a city or community and areas designated for lower density on the Density Map	BOCC, LCPD, LCPB, LCAO, LCEH				The number of residences and businesses connected to healthy, safe and efficient community sewer and water systems continues to increase
		161. Encourage existing public service districts and require new public service districts to establish a rebate program for privately financed public service main extensions					
	5.4.2. Revise standards for developments along streams, wetlands and lakes and in important wildlife habitat areas	162. Update the Lake County Subdivision Regulations with close contact with state, tribal, and federal agencies that can provide scientific resources to determine how to best dictate standards for such developments. The focus should be on protection of the local natural resources not only for current and future users but for preservation of the resources. The result should not be a "one size fits all" approach to prescribing standards along the various types of water bodies, but should include an adaptable methodology to provide adequate protection of the resources using scientific methods and/or professional resources.	BOCC, LCPD, LCPB, CCPB	CSKT, MTFWP, USFWS, NGOs	Short-term	Appropriate standards are implemented based on scientific recommendations and the attributes of the land and features that protect these important resources	
163. Review and consider best management practices (BMPs) and setback requirements for development projects adjacent to water bodies							

		164. Incorporate criteria into subdivision regulations to avoid disturbance of wetlands and riparian areas to maintain the natural processes and functions they provide, including flood protection, maintenance of surface and groundwater quality, and wildlife habitat			Short-term	
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