



## **Steering Committee Meeting Agenda**

Wednesday, February 26, 2025 | 4:00 pm - 5:30 pm  
HRDC, District IX Livingston Office, 121 S 2nd Second Street

- 4:00 - 4:05 p.m.     **Welcome back**
- 4:05 - 4:15 p.m.     **Review of January meeting & follow-up items**
- 4:15 - 4:40 p.m.     **Presentation: draft work plan (continued from 1/29)**
- 4:40 - 4:20 p.m.     **Presentation with Kris Smith: membership orgs. & community benefit agreements**
- 5:20 - 5:30 p.m.     **Closing and next steps**

### **Ground Rules**

#### **Respect Each Other**

Listening is important  
One person speaks at a time (no interrupting)

#### **Respect the Group**

Make your points succinctly  
Everyone has a right to talk

#### **It's OK to Disagree – Agreeably**

Challenge ideas, not people  
No “zingers” or cheap shots  
Disagreement is an opportunity to learn

#### **Keep the Conversation Constructive**

Speak from your experience  
Explain your reasoning  
Keep an open mind

**Wednesday, February 26, 2025**

**Park County Housing Coalition Steering Committee**

4:00 pm - 5:30 pm | HRDC, District IX Livingston Office, 121 S 2nd Second Street

**MEETING MINUTES**

**In-Person:** Katherine Daly (staff), Carrie Holder, Jennifer Severson, Becky Miller

**Virtual:** Lila Fleishman (staff), Kris Smith, Geoff Anderson

**Regrets:** Tawnya Rupe-Mraz, Hannah Wologo, Samantha Ricketts, Jamie Isaly

- **Call to Order - 4:03 p.m.**
- **Public Comment - 4:03 p.m.**
  - Katherine called for public comments and there were none.
- **Welcome Back**
- **Review of the January meeting - 4:04 p.m.**
  - Welcomed Jennifer Severson to the steering committee representing the City of Livingston.
  - Reviewed the Steering Committee's strengths, interests, and priorities you shared during one-on-ones last year.
  - Began our preview of the 2025 work plan by talking about the home repair program we're launching with Park County using Community Development Block Grant Housing Stabilization Program funding Lila secured a couple of years ago and the work we're doing to strengthen the Livingston Coordinated Entry System.
- **Updates since the January meeting**
  - **Operations/Housekeeping**
    1. Absences: Samatha is sick. Tawnya and Hannah will be absent today because they are in workshops related to State of Mind, group that uses theater to raise awareness of and reduce stigma around mental health. State of Mind is performing at the County Fairgrounds at 7:30 tonight, if you're interested.
    2. I want to take a moment to revisit our ground rules on our agenda.
    3. Was everyone able to access the materials I sent out after the last meeting?
  - **Communications**
    1. Updated PCHC's website, so all of our resources developed last year are now under the "resources" section of our website.
    2. I am starting to schedule presentations about our 2025 work
  - **City of Livingston's zoning updates continue.**
    1. I sent out a link to the new survey last week and got 55 clicks on the multiple links in the email.
      - a. Jennifer, I hope people actually completed the survey after clicking.
      - b. Did anyone here take the survey?
    2. I will post a link to the survey on our Facebook page tomorrow, so anyone who is paying attention there gets a reminder to engage.
  - **Workforce housing:**
    1. Housing for teachers has emerged as a key need that communities across Park County have expressed interest in and are exploring. Schools are in a good position to participate in solutions because they are:
      - a. natural land banks,

## Wednesday, February 26, 2025

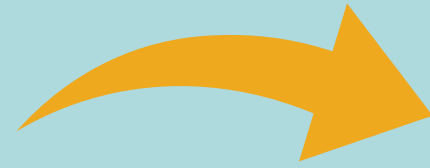
### Park County Housing Coalition Steering Committee

- b. can pass levies to help fund projects, and
    - c. because Montana has a history of teacher housing in its “teacherages.”
  2. This is *very* slow work that involves a lot of relationship-building, education, and deliberation.
  3. The Yellowstone Gateway Business Coalition is up and running again and might be a worthwhile group to engage later this year.
- **Fundraising:**
  1. No word on the \$16M EPA Community Change Grant that Sarah Stands with PCEC and I submitted last November. I don’t expect this will get funded. That grant would be for manufactured home weatherization, repair, and preliminary work on solarization of Livingston’s two ROCs; the continued development of Livingston’s urban forest and expansion of pollinator-friendly habitat; and active transportation infrastructure on the northeast side of Livingston.
  2. No word on a \$350,000 Mountains and Plains Environmental Justice grant that I helped Lila with last December. I don’t expect this will get funded. We applied for funding for the 40 Jardine Road Project.
  3. I applied for a \$30K Park County Community Foundation grant to support homebuyer readiness and community education around land trusts in the Gardiner area. Ideally, this would support the 40 Jardine Road project. I should find out by this Friday whether we’ve been invited to submit a full proposal.
  4. I have been reading a fundraising book Gavin Clark with Park County Community Foundation lent to me and developing a fundraising strategy for our community housing fund.
- **We will do updates on CES and CDBG HSP at the next meeting**
- **Purpose of today’s meeting**
  - Tee us up for a new phase of our work focused on developing a local housing fund by:
    1. Finishing our review of the work plan.
    2. Finishing our review of major funding models that we started last fall.
- **Continued Draft Work Plan - 4:40 p.m.**
  - **Determine the future of the Coalition through a four-step process**
    - Please see the attached slides
- **Final Funding Models: Membership and Community Benefit Agreements - 5:00 p.m.**
  - Community Benefit Agreements
    - Please see the attached slides
  - Membership Organizations
    - Please see the attached slides
- **Closing and Next Steps - 5:35 p.m.**
  - Next meeting is Wednesday, March 26, 2024
    - We will be having a workshop on funding sources, in which we identify some of our most viable options. Please make sure to attend in person!
- **Meeting adjourned at 5:36 p.m**

# Determine Future of the Coalition



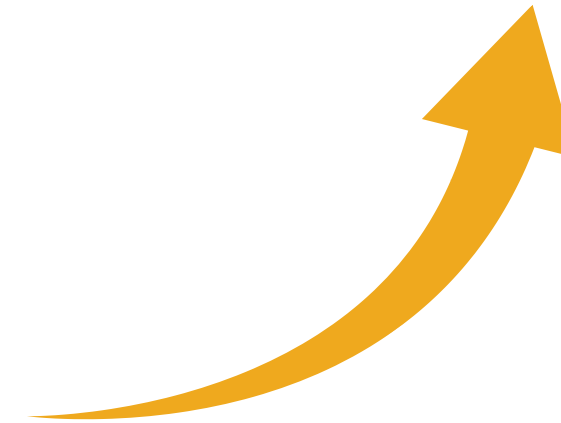
Decide on appropriate and viable revenue sources



Finalize the parameters for a local housing fund



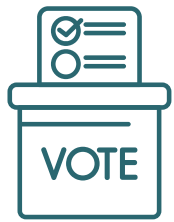
Plan and launch a fundraising campaign



Continue the work



# Identify appropriate and viable revenue sources



**Voter-approved funds**



**Philanthropic gifts & grants**



**Voluntary fees**



**Membership fees**



**Impact investing**



**Community benefit agreements**



# Refine 2023 Park County Housing Fund

**Purpose:** To provide stable returns for long-term investments to fund housing solutions.

**Fund Amount:** \$3M. Anticipated \$4 of total development impact per \$1 invested.

**Revenue Sources:**

TBD.

**Administration:** TBD. Potentially Park Local Development Corporation, NeighborWorks Montana, Park County Community Foundation, or other entities.

**Eligible Projects:**

- **30% community rentals** (e.g., ADU loans, lease local grants)
- **30% community ownership** (e.g., community land trust loans or grants, down payment assistance loans)
- **40% developer operations gaps/incentives** (e.g., LIHTC development gaps, land banking, grants for emergency housing)

# Plan and Launch Fundraising Campaign



## Campaign Committee

- 3-4 people
- public-facing role
- represents the campaign to the community
- can help with campaign planning
- requires a strong grasp of how the fund is set up and the potential community benefits



## Campaign Partners

- As many as possible!
- not a public-facing role
- can provide connections to and/or insights into the interests of potential investors and/or donors
- requires relationships with potential investors and/or donors, a strong belief in the Coalition's work, and potentially--but not necessarily--the nerve to ask for money



# Maximizing Community Benefits in Development Projects



Kristin K. Smith, PhD

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# Tools for Negotiating Community Benefits

## **Development, Host, or Labor Agreement**

Legal contract between a municipality & developer, often used to address project impacts and/or secure community benefits

## **Community Benefits Policies**

Any ordinance adopted by a local government that requires community benefits on projects that receive public subsidies or are on government-owned land

## **Community Benefits Agreement**

Legal contract between a community coalition & developer that ensures measurable, long-term benefits for the community



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## Community Benefits Agreements help communities get measurable, long-term benefits from development projects

- A **negotiated legal agreement** between a local coalition of stakeholders & the developer
- **Builds local wealth**, community assets, and capacity
- A **flexible** tool that can be used for different types of projects: proposed mines, renewable energy projects, industrial / manufacturing projects, data centers, airport expansions, stadiums, etc.

# Community Benefits Agreements



**Mutually  
beneficial for  
developer &  
community**



**Helps  
implement the  
community's  
vision for the  
future**



**Goes beyond  
impact mitigation  
& addresses all  
project phases**

# Community benefits: Actionable measures that address community needs & have long-term impacts

## Jobs & Labor

- Workforce training programs
- Local hiring and living wage requirements
- Local purchasing requirements

## Affordable Housing & Transit

- New housing projects and renovations to existing homes
- Energy efficiency improvements
- Expanding public transportation

## Public Health & Education

- Infrastructure upgrades (water, wastewater, stormwater, etc.)
- Ongoing air or water quality monitoring
- Childcare services and education

## Disaster Resilience

- Disaster mitigation & emergency services
- Resilience hubs or cooling centers
- Micro-grids (renewable energy & battery storage), back-up generators

## Quality of Life

- Parks, green spaces, and recreation opportunities
- Biking trails and sidewalks
- Public art, local museums, cultural centers

## Community Funding

- Community benefits fund and/or endowment fund
- Revenue sharing with developer
- Funding for staff

# Trailblazer CO2 Pipeline CBA (Nebraska)

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## Partners

- Trailblazer CO2 Pipeline, LLC
- Tallgrass Energy
- Bold Education Fund
- Bold Alliance

## Upfront payments

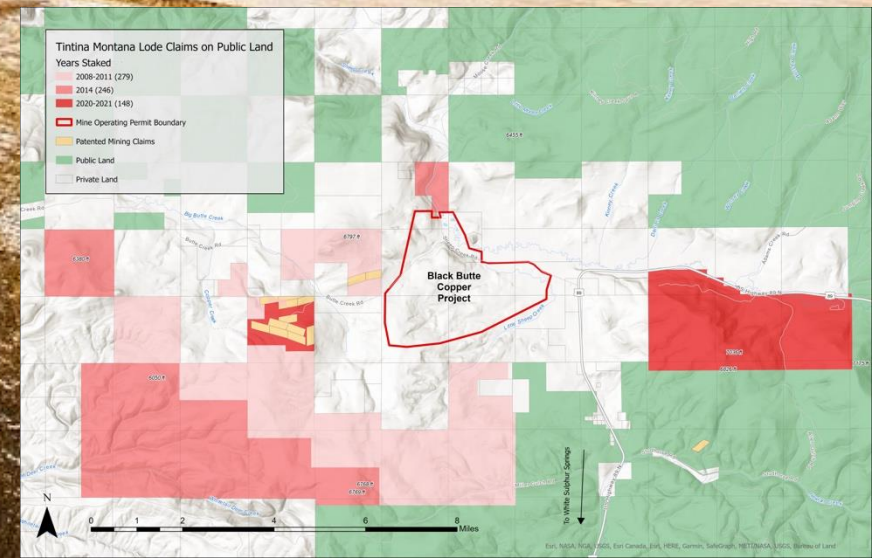
- \$500,000 to community investment fund
- \$100,000 for regional CO2 emergency communication system
- \$200,000 for First Responder CO2 training program
- \$400,000 for equipment detect, & respond to CO2 release

## Ongoing payments

- \$40,000/yr to replace emergency responder equipment
- \$0.10/metric ton of CO2 sequestered each year, to be contributed into community investment fund
- \$0.10/metric ton of CO2 sequestered each year for a landowner bonus (based on landowner's share of pipeline)

# Montana Example

## Meagher County Stewardship Council & the Black Butte Copper Project



Subscribe to updates!



Independent Nonpartisan Research

**Kristin Smith, PhD**

Headwaters Economics

FloodWise Community Assistance

[kris@headwaterseconomics.org](mailto:kris@headwaterseconomics.org)

[www.headwaterseconomics.org](http://www.headwaterseconomics.org)



# Impact Mitigation

VS

# Community Benefits

Strategies to avoid or minimize negative impacts from a development project.

Examples:

- Noise barriers
- Dust control
- Stormwater runoff measures
- Road reconstruction

Social and economic measures designed to improve community wellbeing. They do not have to directly address direct project impacts.





# Community Benefits Agreements Database

Community Benefits Agreements (CBAs) are legally binding contracts between developers and host municipalities and/or local community groups that can serve to mitigate local impacts of large infrastructure projects and other types of development. These agreements can be tailored to meet the specific needs of the host community and to address the specific impacts of a project. The host community will typically receive a combination of monetary benefits and non-monetary benefits, while the developer will typically receive increased community support and increased certainty in the approval process.

The Sabin Center has compiled this database of publicly available CBAs in conjunction with the publication of a guide on [Expert Insights on Best Practices for Community Benefits Agreements](#). More information about several of the CBAs listed below can be found [here](#). If you have access to additional CBAs that can be added to this database, including Host Community Agreements and Good Neighbor Agreements, please contact Matthew Eisenson at [matthew.eisenson@law.columbia.edu](mailto:matthew.eisenson@law.columbia.edu).

## Projects

Expand all Collapse all



### ▸ Solar

### ▾ Onshore Wind

Title	Date	State	Project Description	Benefits
Town of Barre and Apex Clean Energy Host Community Agreement (see summary <a href="#">here</a> )	October 13, 2021	New York	184.8-MW on-shore wind energy facility	Payments will increase annually from \$1.2 million in the first year of operation to \$2.1 million by year 25, for a total amount in excess of \$40 million.
Town of West Union and Eight Point Wind LLC <a href="#">Host</a>	January 17, 2019	New York	102-MW on-shore wind energy	Annual payments of \$3,000 per nameplate capacity. The developer also agrees to pay for professional

# BILLIONS (!) of Dollars in DOE Funding Require a Community Benefits Plan

## US DOE allocates US\$366 million to 17 projects in Energy Improvements in Rural or Remote Areas programme

By Simon Yuen  
March 4, 2024

US & Canada, Americas Off Grid, Connected Technologies, Distributed Policy, Technology

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DAILY YONDER  
KEEP IT RURAL

Email

ENERGY

## New Round of Federal Grants Will Inject Billions into Rural Renewable Energy Projects

*The focus of this round of funding is on communities with fewer than 10,000 residents, reaching across the country from Maine to Alaska.*

## The DOE has \$3.8 billion in renewable energy funding: 3 grant options

Three grant opportunities within the Department of Energy provide up to \$3.8 billion in funding for renewable energy companies.

By Leah Garden

October 11, 2023





# Housing Funds

## CBAAs & Membership Orgs

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February 26, 2026



# Key Considerations

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Total amount

Administration

Eligible uses

Revenue source/s

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# Definition

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## **Housing Investment (or impact or trust) Funds**

A flexible source of funding

created and administered at the local level

that can be used to support a variety of affordable housing activities.

Because they are created and administered at the local level, HIFs are not subject to the restrictions of federal subsidy programs and therefore can be tailored to address local priorities and needs.

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# BOZEMAN TENANTS UNITED

<https://bzntenantsunited.org/>



**Purpose:** Bozeman Tenants United is the city-wide tenants union. We are building a multi-racial, intergenerational movement of tenants to win safe, dignified and truly affordable housing for all.

**Administration:** Executive Director, 4 staff, 11 volunteer leaders, and members.

## **Eligible Projects:**

- Whatever is prioritized by dues-paying members, who get to vote on significant issues.

**Fund Amount:** Varies depending on philanthropic gifts and grants and membership dues. Last year's budget was \$100,000, roughly 20% of which was dues. Anticipated decrease in share of member dues within 2025's \$400,000 budget.

## **Revenue Sources:**

Philanthropic gifts and grants and membership dues. BTN has had a sliding scale for membership that did not have a floor. Now they require at least \$10/month for membership.

# BOZEMAN TENNANTS UNITED



## Establishment

- Founded in 2022 with no paid staff.
- Tenant unions were determined to be “the best theory of change and model to move the mission forward.”
- Used minimal member dues and personal savings to start.
- Launched with 501(c)4 and 501(c)3 fiscal sponsorship. So organization has two wings. 501(c)4s can engage in unlimited lobbying.

# BOZEMAN TENANTS UNITED

## ADMINISTRATION



Select your dues rate. Member dues are sliding scale. On the next page, you'll be able to set them. \*

- \$10/month - you keep a tight budget and have little flexible money to spend
- \$20/month - you make a living wage or are financially comfortable
- \$30+/month - you make a high income or have access to inherited wealth
- Other

## Dues Collection

- Monthly membership fees are charged via the Action Network platform.
- Payment levels are defined according to member income.
- BTU would like to increase the share of member dues because it is unrestricted funding.



# COMMUNITY SUPPORT FUND (AKA 1% FOR WHITEFISH) ADMINISTRATION / UTILIZATION OF FUNDS

## Education & Outreach



- Information and policy synthesis is a fairly small percentage of overall BTU staff work.
- Coaching and training of volunteer leaders, who manage teams and will start setting agendas for biweekly tenant meetings.
- Biweekly tenant meetings where members vote on issues.
- Annual two-day retreats for BTU staff and volunteer leaders.

# Q & A and Discussion

