

From Policy to Practice: Missoula's Invest Health Initiative

Covering Equitable Community Development Fellowship
October 8, 2024



Agenda

- Missoula Invest Health Background
- City of Missoula Land Use and Planning
- Community Engagement for the Our Missoula Project
- How You Come In: Story Ideas and Next Steps

INVEST HEALTH

Strategies for Healthier Cities

A Project of the *Robert Wood Johnson Foundation*
and *Reinvestment Fund*

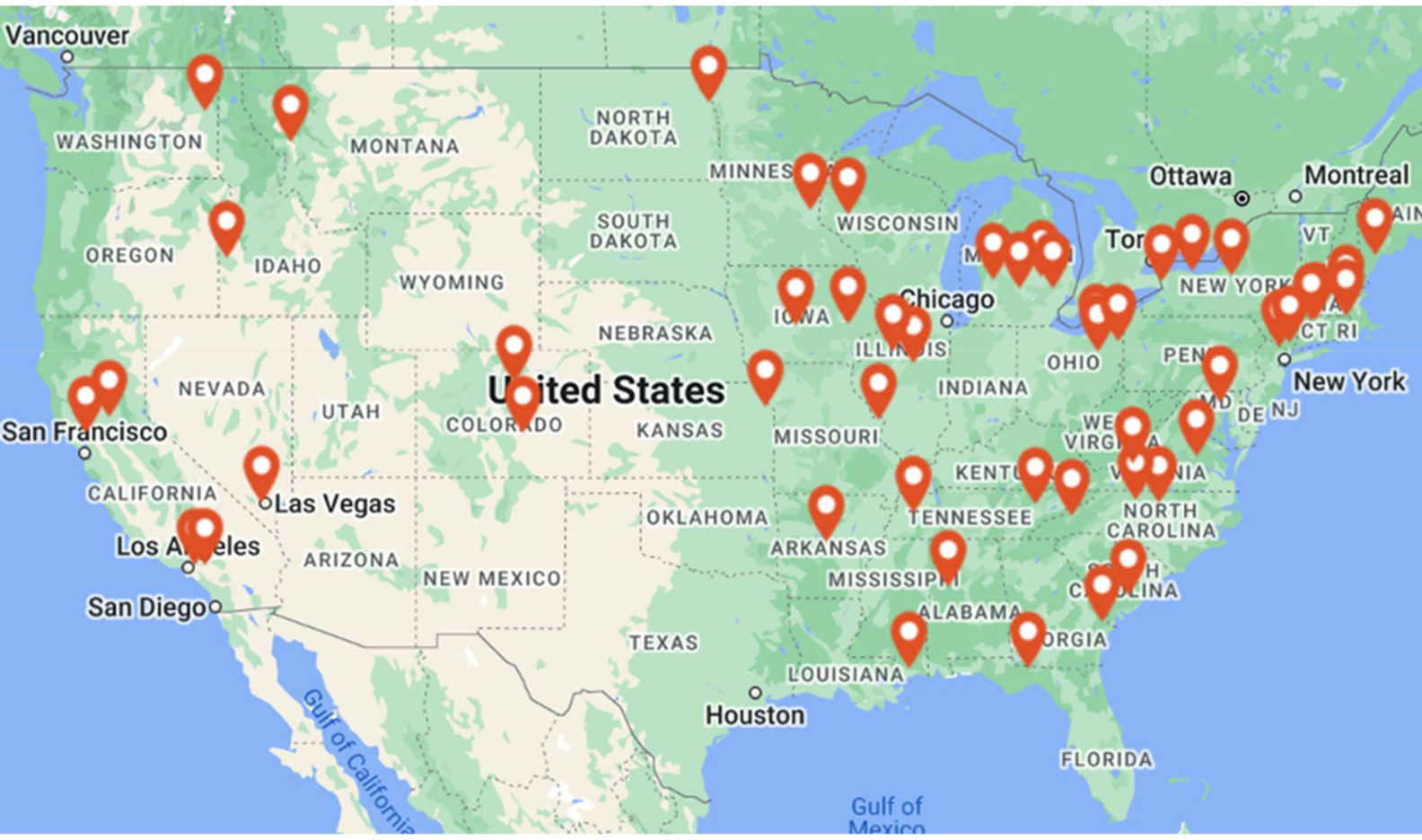


Missoula Invest Health - Equitable Community Development

National Press Fellowship

October 2024

Learning Network of Cities



Intersection of Health and Community Development



Invest Health began as a forum for 50 small to mid-sized cities to define community needs and investment challenges, devise solutions, and align investment



INVEST HEALTH
Strategies for Healthier Cities

About Missoula Invest Health

1. Health Equity

2. Resident Driven

3. Partnership as Critical to Success

4. Effective Community Systems and Assets



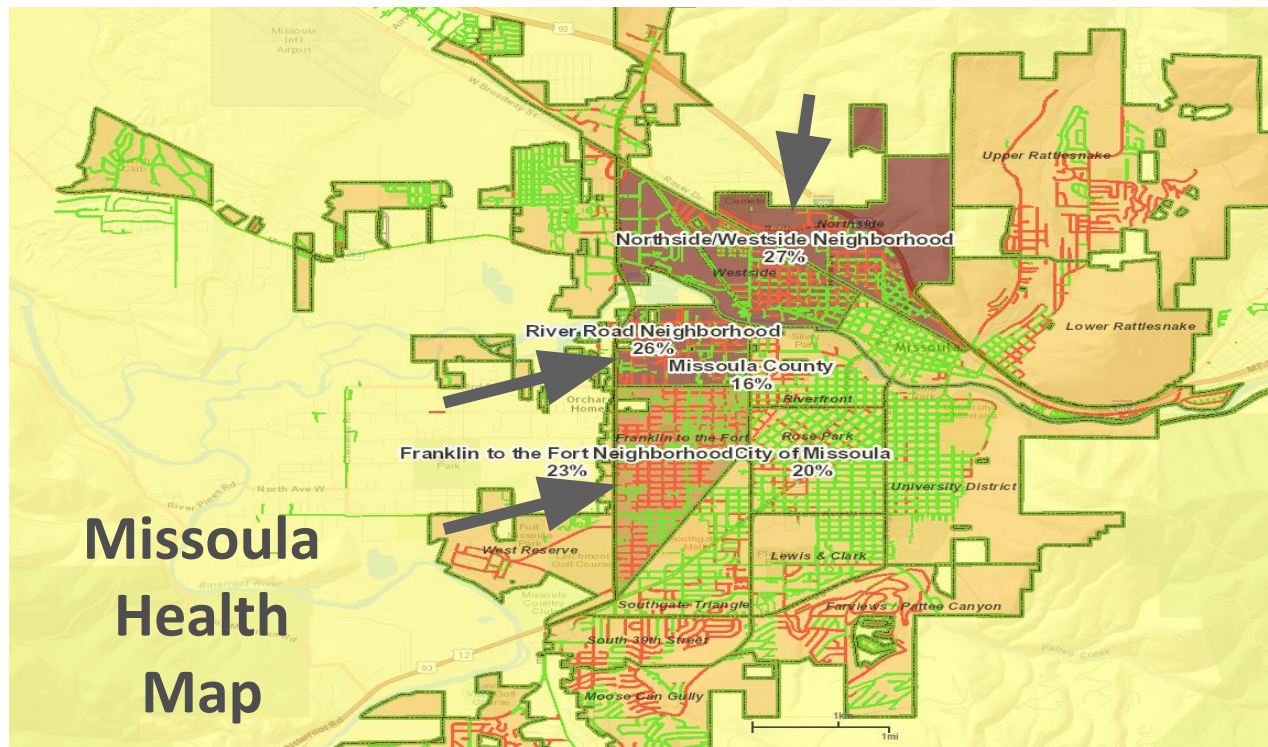
INVEST HEALTH
Strategies for Healthier Cities

Identified Health Equity Disparities

- Three of the lowest-income neighborhoods in the city
 - River Road
 - Franklin To Fort
 - Northside/Westside
- 26% of adults obese (20% city wide)
- 16% of 3rd graders obese (10% city wide)
- 28% of adults report poor mental health (23% citywide)
- 11% of adults with asthma (9% citywide)

Missoula Invest Health Map

Community Assets and Outcomes



Missoula
Health
Map

Engage Residents

What 3 features does your neighborhood need to better support physical activity and mental health?

Franklin to Fort neighborhood

1. Complete sidewalks
2. Community gardens
3. Community center

Northside/Westside neighborhood

1. Complete sidewalks
2. Better street lighting
3. Better trail access

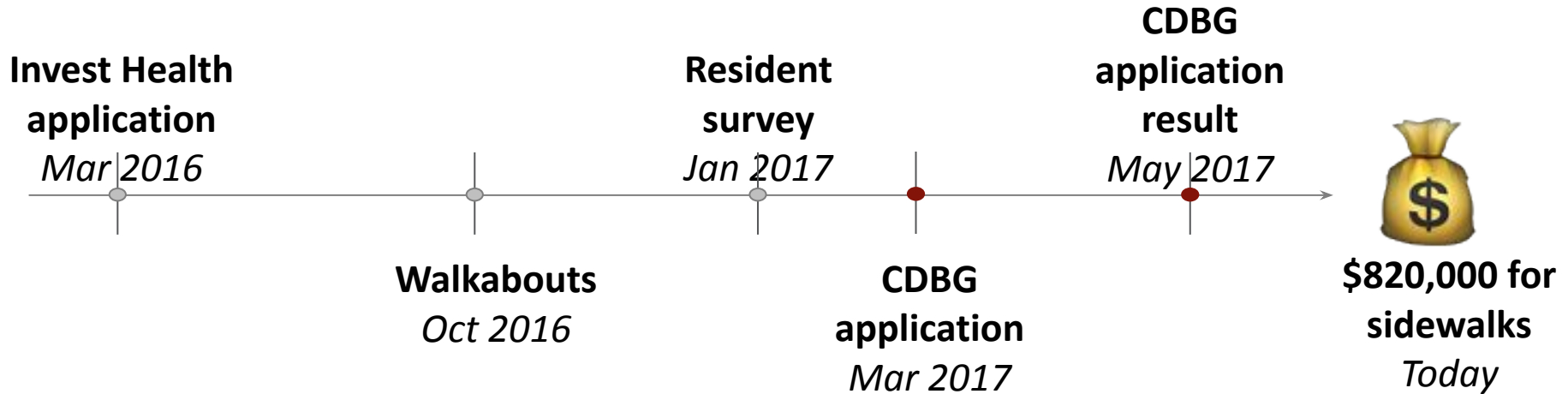
River Road neighborhood

1. Complete sidewalks
2. Better street lighting



Take Action

Pursue the opportunities that present themselves



Fast forward to Invest Health 4.0

Original goal was to increase and influence investments in built environment projects that improve well-being and equity.



Invest

2016-2018

- \$60,000 / city
- 4 national convenings
- 5 pod convenings
- Peer exchange webinars
- Small travel



Field

2018-2020

- 10 teams received \$75,000
- National convening for all 50 cities
- 2 additional convenings for



Sustaining the

2020-2022

- Small travel grants for collaborations
- Virtual convening on Operationalizing Equity



Connecting the

2022-2024

- National convening
- Small travel grants for collaborations

Re-building & Sustaining Cross-sector Collaborations

Cross-sector Coalitions

1. Maintaining alignment of vision as roles and priorities shift
2. Setting and sustaining a broad and diverse table

Cross-city Collaboration

1. Support and peer learning to lift up models, remove barriers, and sustain a national network
2. Leveraging small grants for big impacts



Housing for All Convening, September 2024

- Strategically plan for a full spectrum of housing for All Missoulians
- Each city is in various stages of housing for all efforts that are rooted in the Invest Health principles
- Equitable and quality housing solutions are complex, require cross-sector collaboration, and are often capital-intensive




Housing for All Convening in action

- Alternative homeownership pathways
- Equitable code enforcement and zoning
- Community engagement models
- Temporary safe outdoor shelter
- Tour of permanent supportive housing and homeownership models
- Transit – oriented development



The Future

- 
- Alignment of resources and policies to those who need it the most
 - Lasting positive change in our community to advance health equity through community development
 - Provide peer support to catalyze and sustain this work



OUR
Missoula

Growth Policy Update —
— *& Code Reform*

Our Missoula Challenges

1

The City must deliver its mission to promote *equitable, sustainable, and quality growth and development*

2

The City is *not adequately* implementing the policies for the community's vision of growth



Our Missoula Goals



=

Update *our codes*
to better align with
our policies

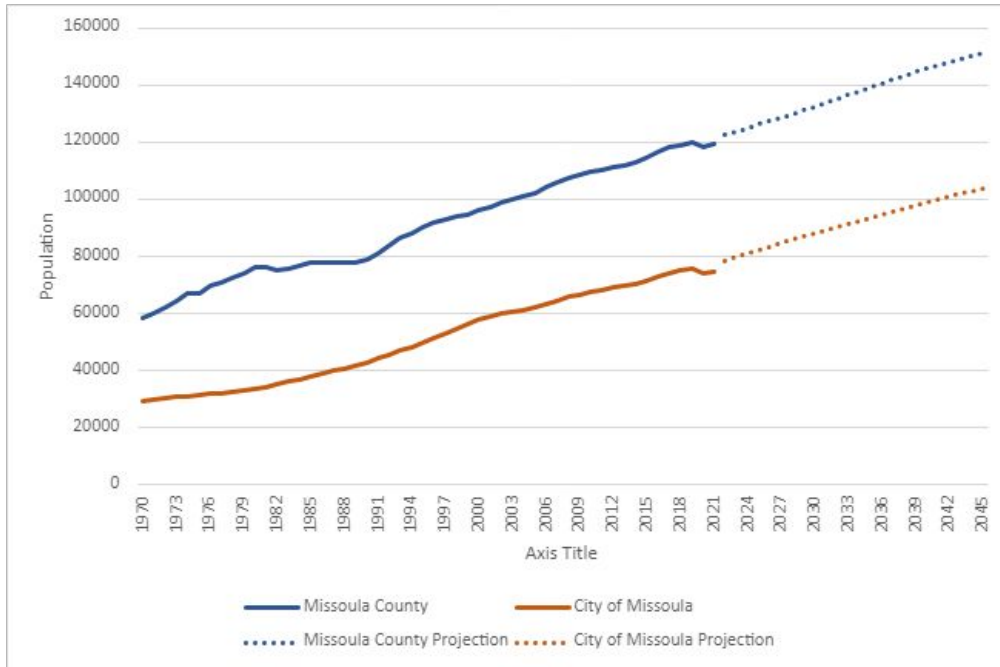


What is the Montana Land Use Planning Act?

SB 382: Intent

- Montana's land use and planning statutes are outdated, inconsistent with each other, duplicative, and bureaucratic
- Cities, staff, developers, consultants, and public all frustrated with the slow, expensive, risky process set forth in the statutes
- No alignment between growth policy elements, zoning (*Lowe*) criteria, or subdivision (-608) criteria; every level of permitting must duplicate full review
- Administrative review and other streamlining processes are prohibited under current statutes
- No ability to rely on previous planning or analysis in permitting

Demographic Changes Since 2015

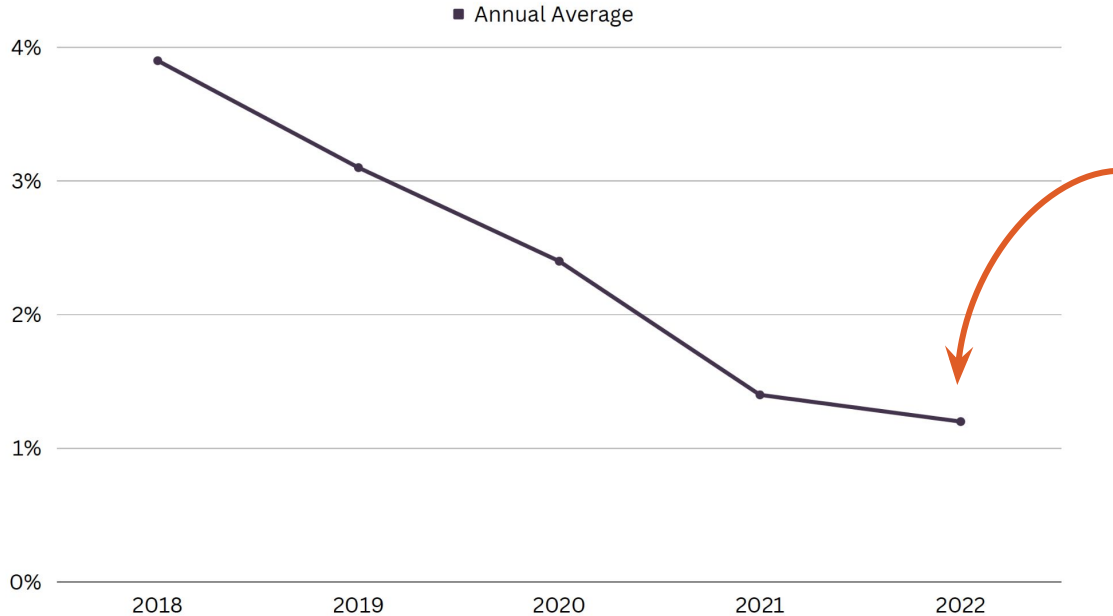


The rate of population growth has roughly doubled since the pandemic: Missoula's population grew **0.94%** annually from 2010-2020 and grew **1.8%** annually in the last 2 years.

THE NEED FOR HOUSING OPPORTUNITY

The community is facing a crisis of housing availability and affordability

RENTAL VACANCY RATE

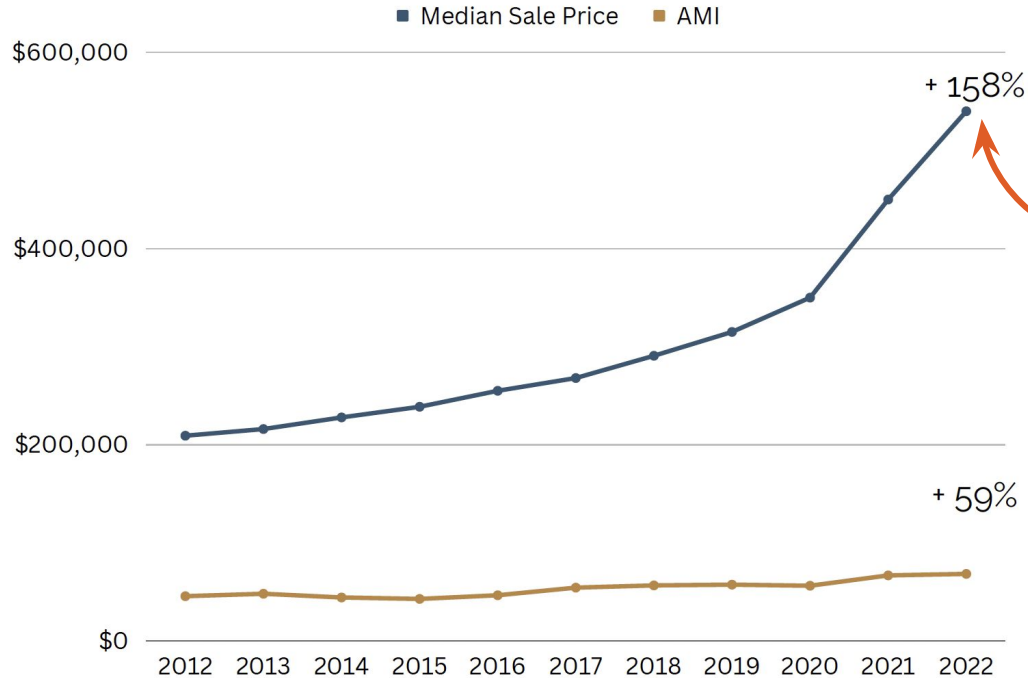


More families must compete for fewer homes, which drives up rents.

THE NEED FOR HOUSING OPPORTUNITY

The community is facing a crisis of housing availability and affordability

HOME SALE PRICES VS INCOMES



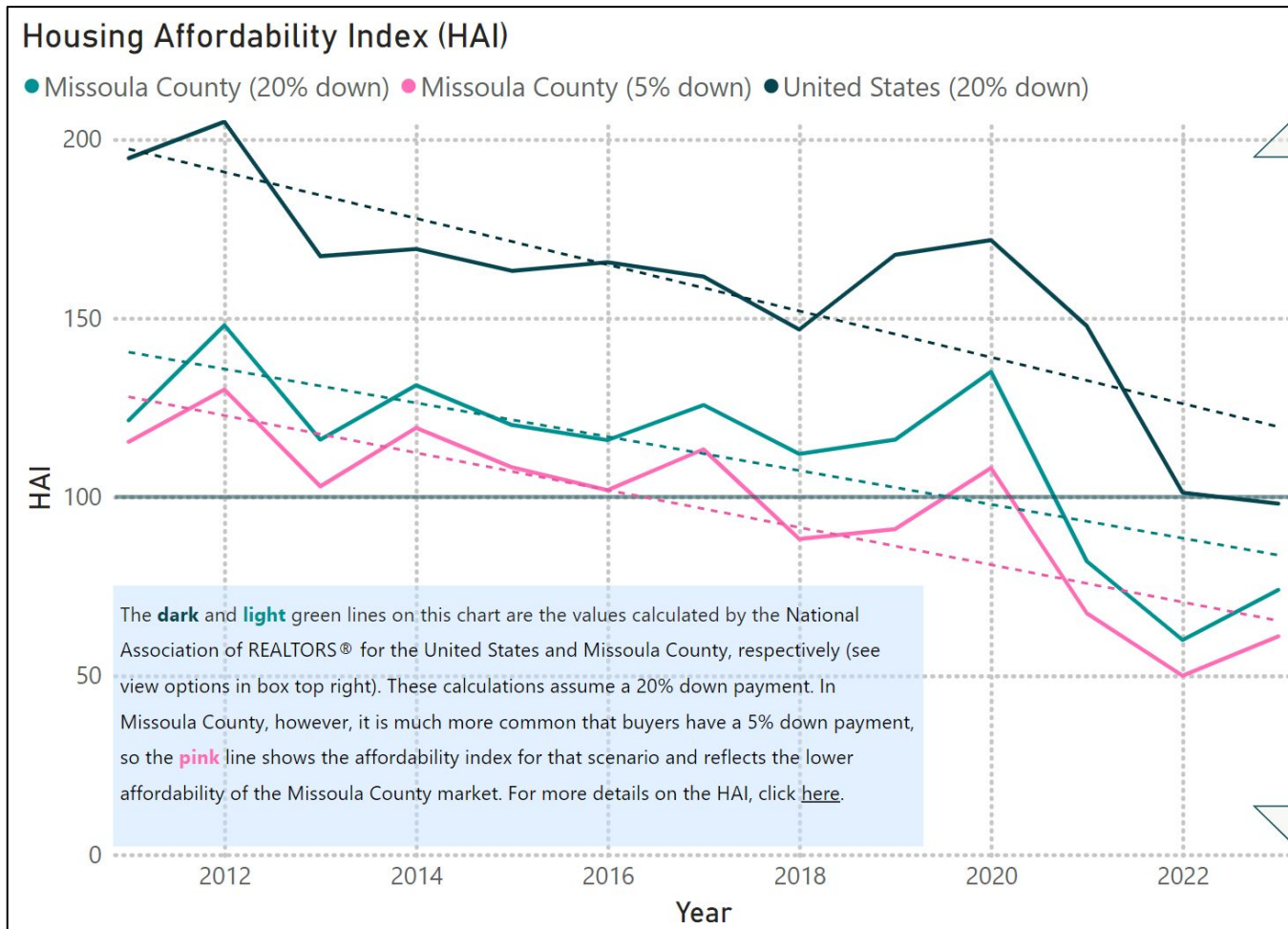
Home prices growing faster than incomes, making homeownership out of reach for many families.

If a geography has an HAI score of 100, that means (at that given time) a family earning the geography's median income that has a standard mortgage on a median-priced (for the area) home would spend 30% of their income on housing).

Lower HAI means less affordable

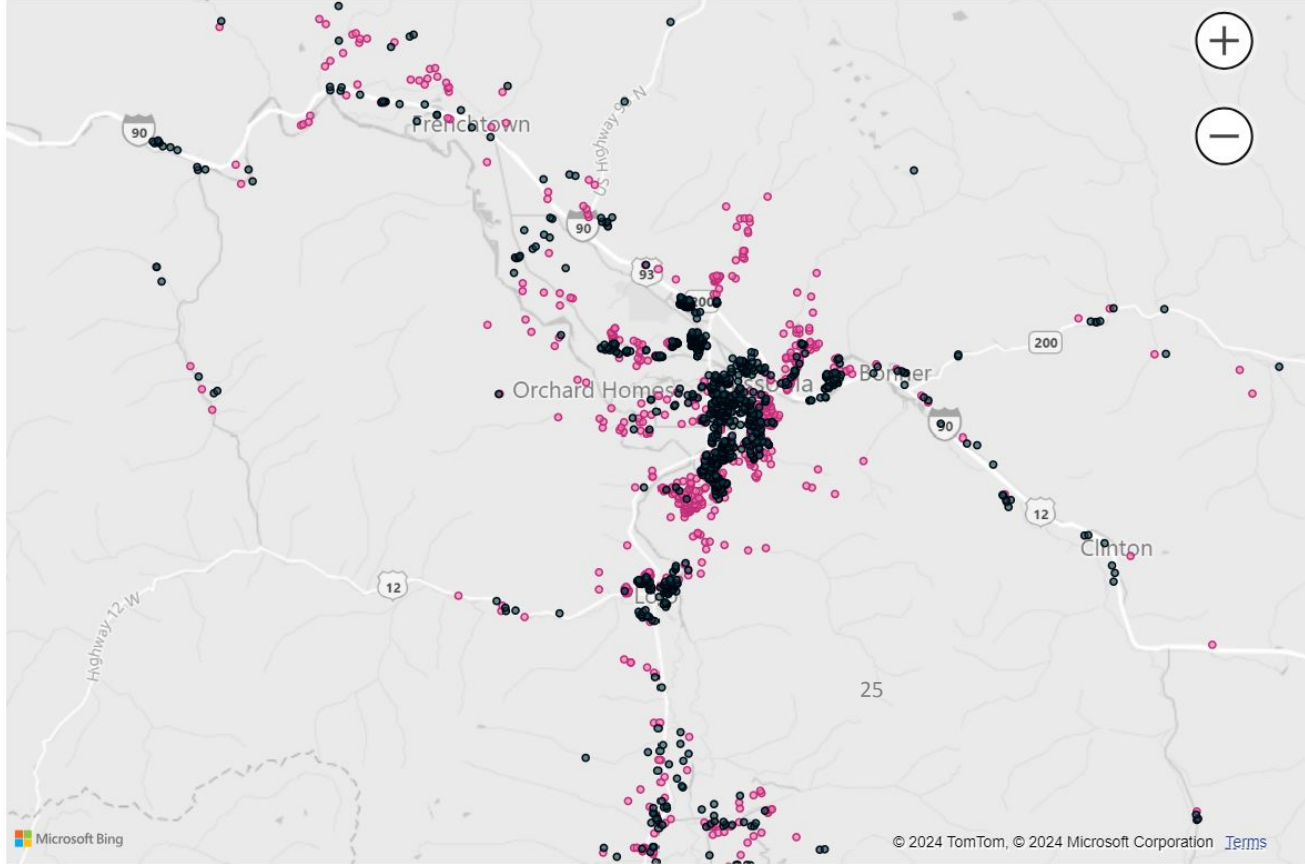
2023

- Msla 20% down: 74.00
- Msla 5% down: 61.00
- USA 20% down: 98.10



Sales Relative to Affordability Threshold

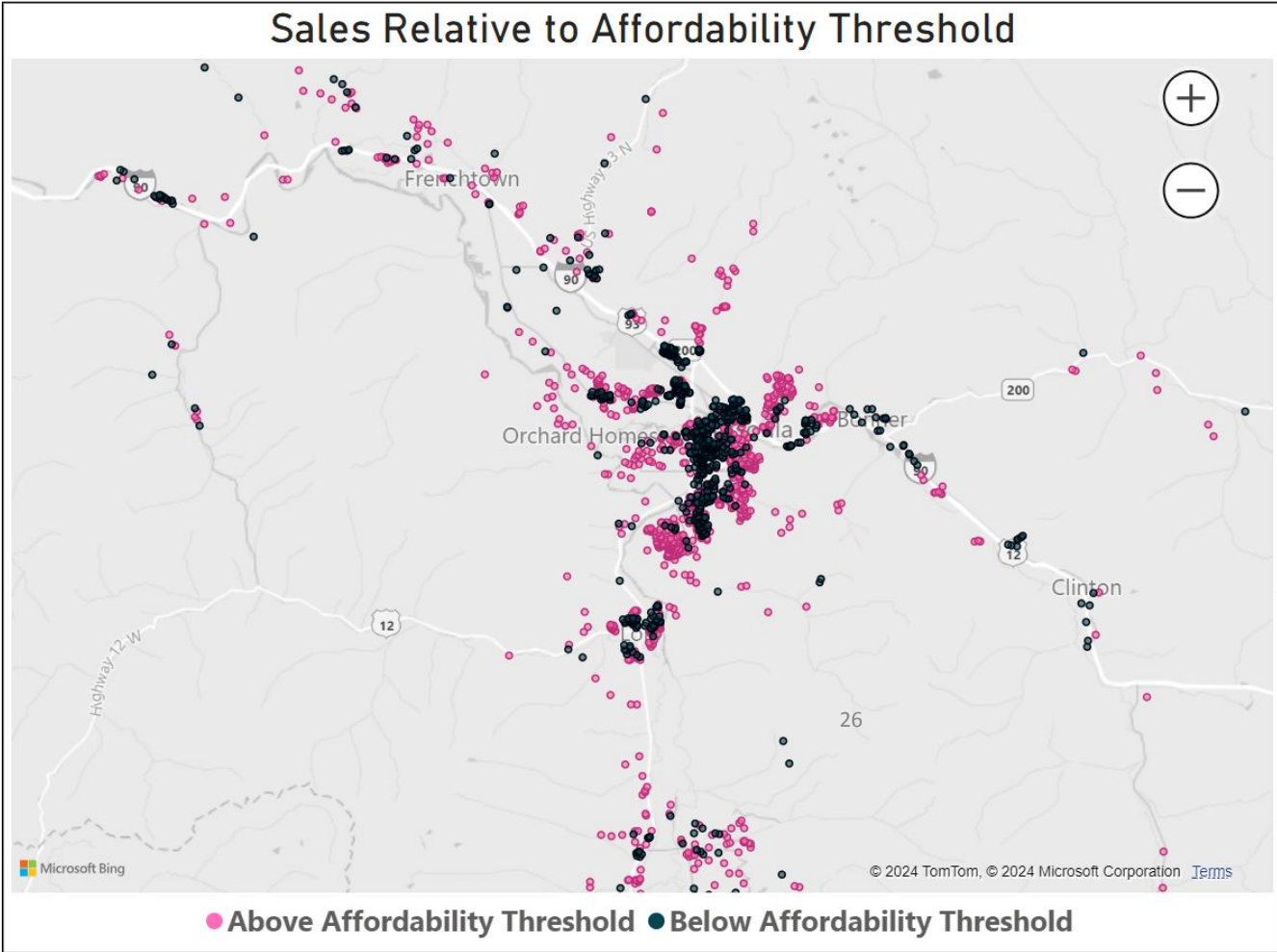
2017



● Above Affordability Threshold ● Below Affordability Threshold

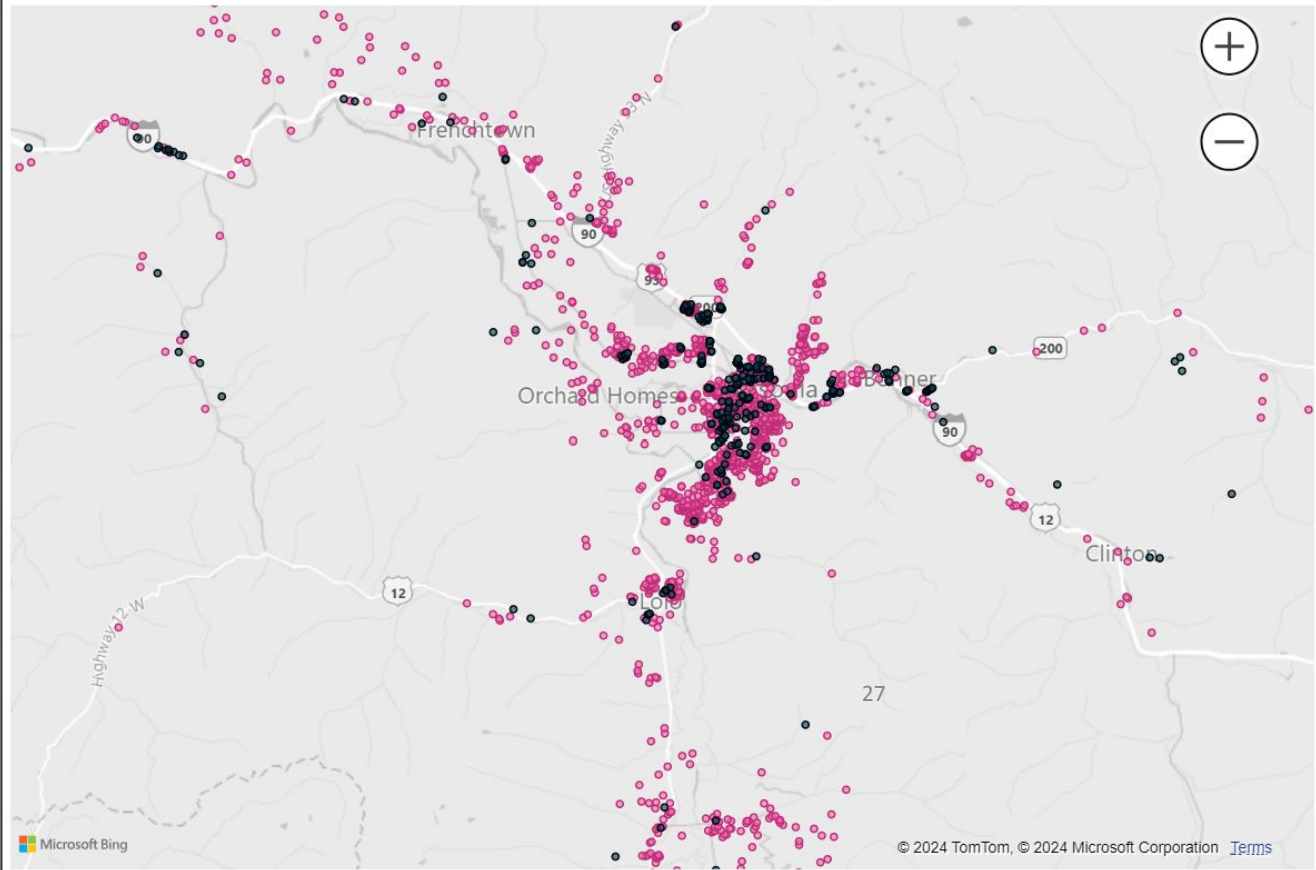
Sales Relative to Affordability Threshold

2019



Sales Relative to Affordability Threshold

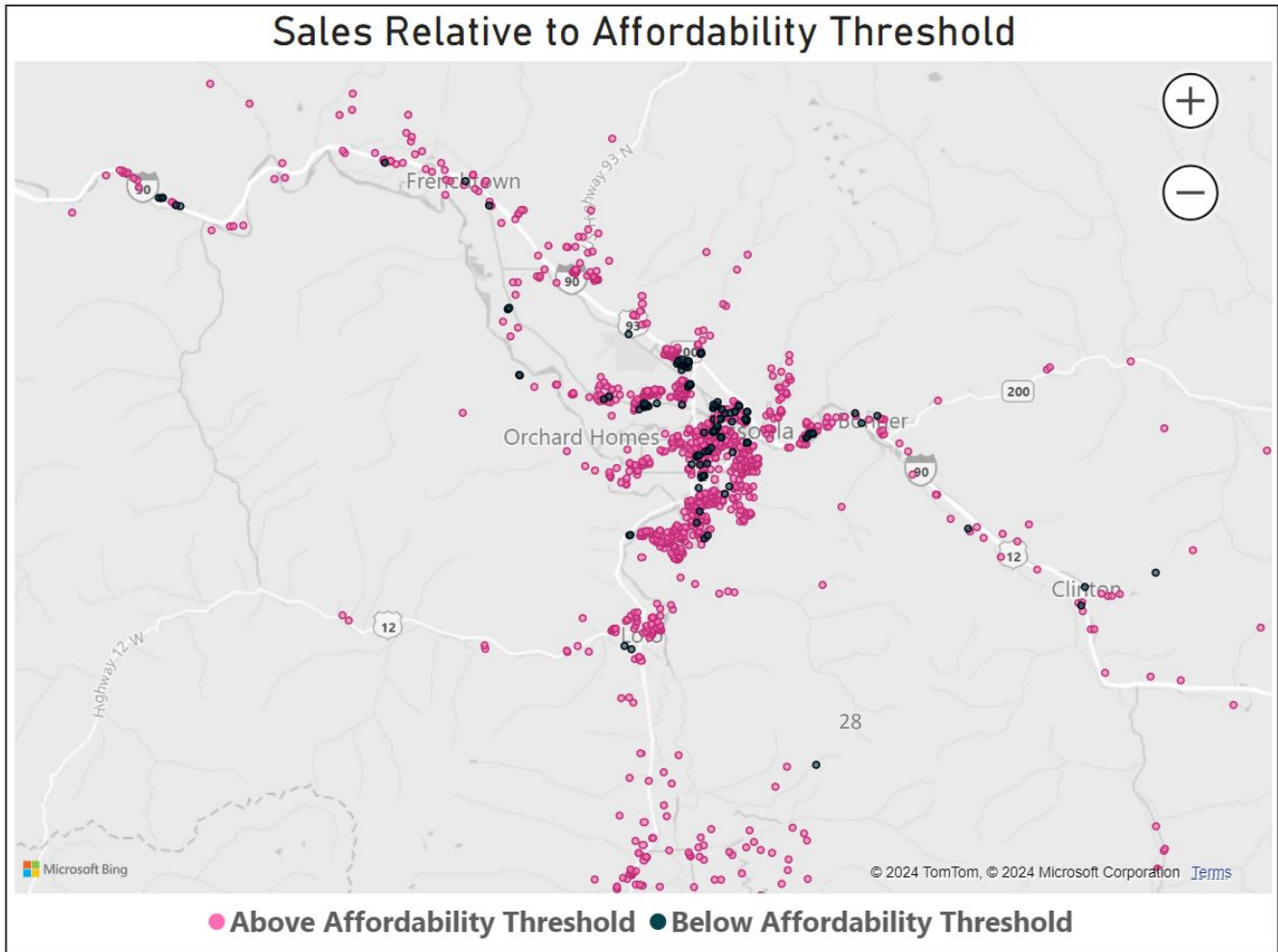
2021



● Above Affordability Threshold ● Below Affordability Threshold

Sales Relative to Affordability Threshold

2023

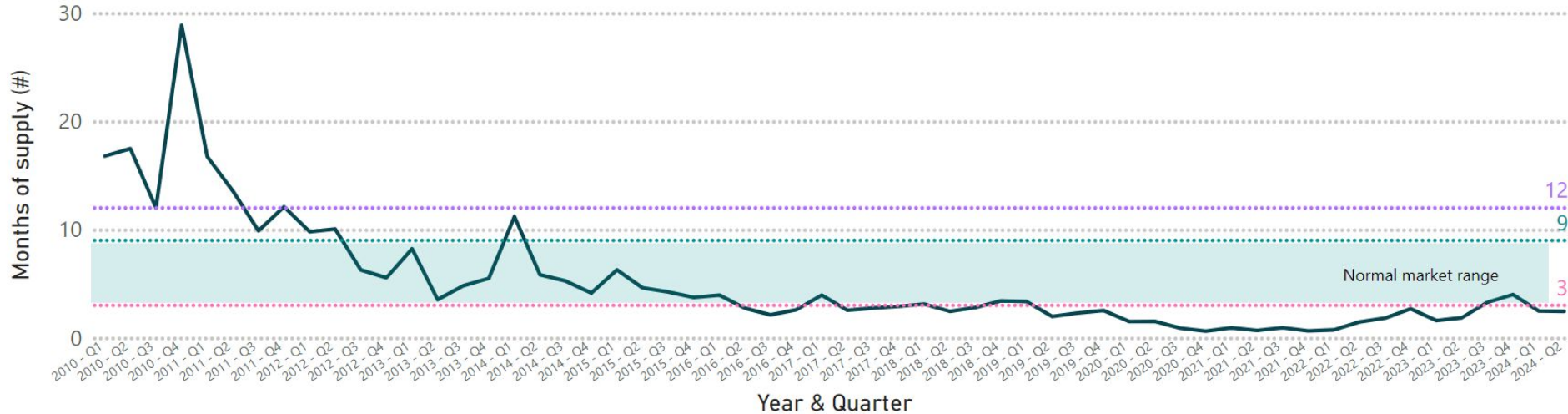


The **absorption rate** is one of the best ways to talk about market supply as it measures the pace of home sales, taking into account both the days a house is on the market and the number of available homes for sale. It is calculated by dividing the total number of available homes on the market by the number of homes sold in the prior month. The resulting absorption rate signifies how many months worth of inventory are listed for sale, indicating whether there's an undersupply or oversupply of listings:

- Less than 3 months is an under-supply.
- 3-9 months is a normal market.
- 9-12 months is an over-supply.
- More than 12 months is an overloaded market.

- Year**
- Select all
 - 2012
 - 2013
 - 2014
 - 2015
 - 2016
 - 2017
 - 2018
 - 2019
 - 2020
 - 2021
 - 2022
 - 2023
 - 2024

Total Market Supply - Missoula Urban Area



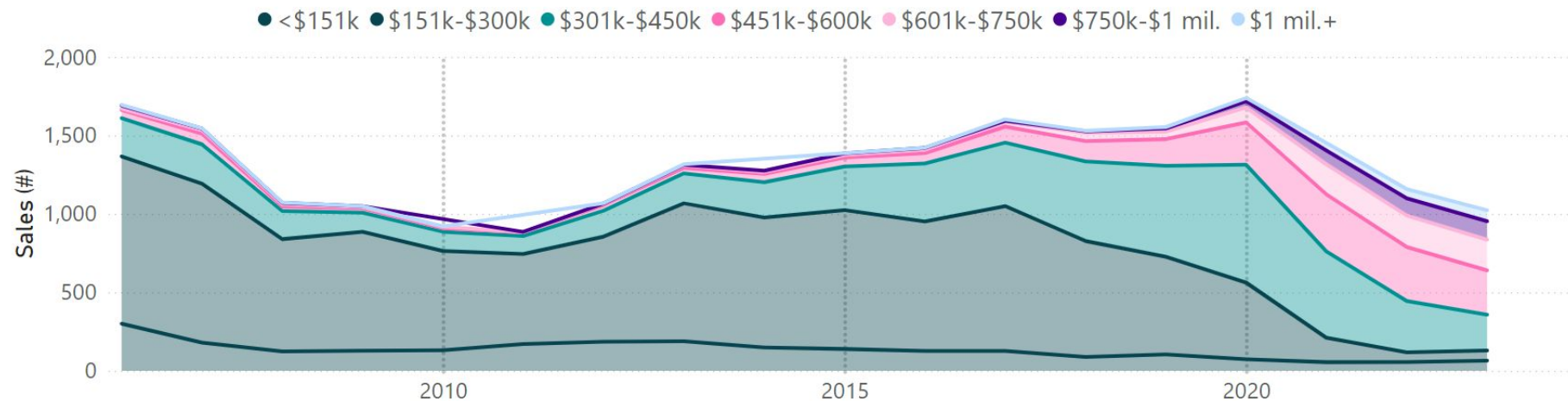
Supply Gap & Absorption Rate by Price Range (Jun. 30, 2024)

Price range	Sold YTD (#)	Sold Last 30 Days (#)	Active listings (#)	Theoretical normal market listings (#)	Estimated supply gap (#)	Absorption Rate
< \$150,001	2	0	0	0	0	0.00
\$150,001 - \$300,000	12	3	3	18	-15	1.00
\$300,001 - \$450,000	112	27	47	162	-115	1.74
\$450,001 - \$600,000	147	40	60	240	-180	1.50
\$600,001 - \$750,000	84	16	53	96	-43	3.31
\$750,001 - \$1,000,000	77	18	56	108	-52	3.11
\$1,000,000 +	35	13	68	78	-10	5.23
Totals	469	117	287	702	-415	

The absorption rate measures the pace of home sales in months of supply:

- Fewer than 3 months is an under-supply.
- 3-9 months is a normal market.
- 9-12 months is an over-supply.
- 12+ months is an overloaded market.

Sales by Price Range - Missoula Urban Area (all housing unit types)



Year to Date Sales as of 9/1/2024

656 Residential Sales*

17 less than the same point 2023 – 2.5% decrease

\$562,400 Median Sales Price

Up \$10,400 YOY– a 1.9% increase

3.36 Months of Listed Supply across All Price Points

31

6 Foreclosure Resales

There were 5 at this point last year

* SFR, Condo, Townhome, Manufactured owned land

Demographic Changes in the Future

- **Missoula is estimated to grow:** the region is expected to grow by **1.39% annually** by 2045 – this will add around 37,000 people by 2045.
- **The 2015 Growth Policy underestimated housing needs:** it estimated that the city would need **450-700 units** per year.
 - Permit data shows that between 2016-2022, the City permitted 671 dwelling units per year
 - Based on current housing needs, Missoula has underproduced between 2000 and 4000 dwelling units as of 2021.

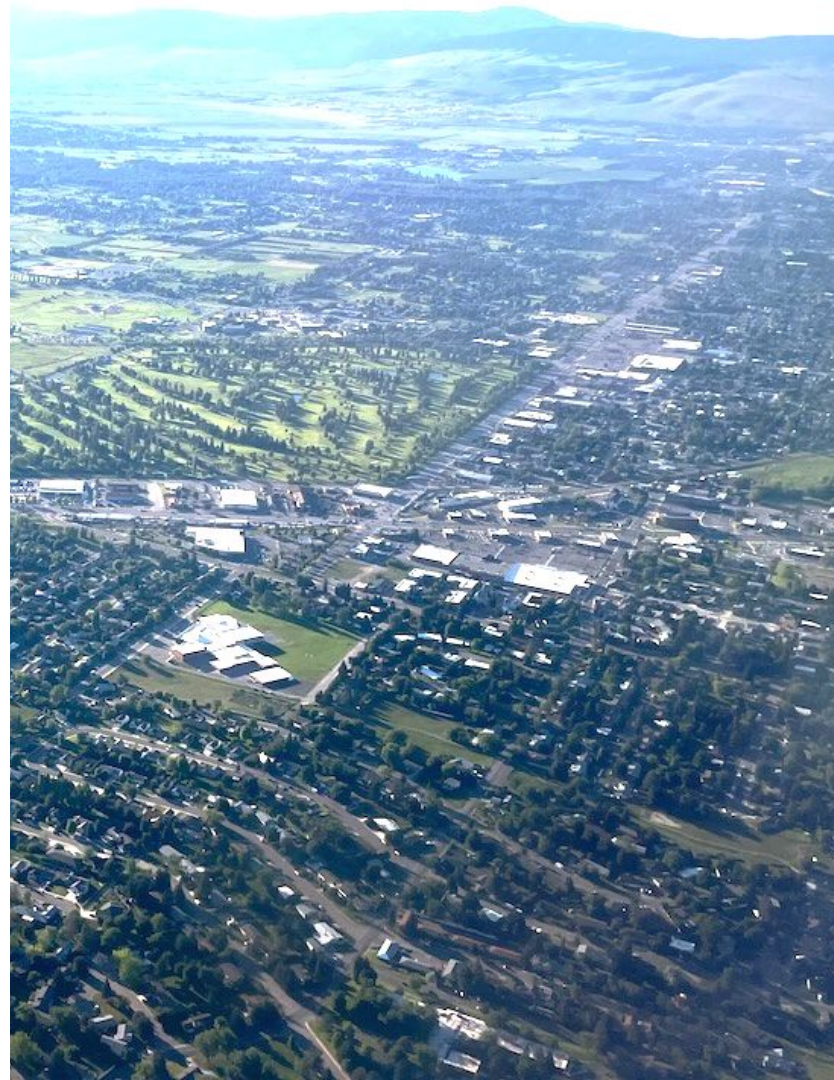
To account for growth and underproduction of housing units, we estimate that we will need to produce between 1100 and 1500 housing units per year for the next 10 years.

Our Missoula Equity in Land Use Report

BACKGROUND

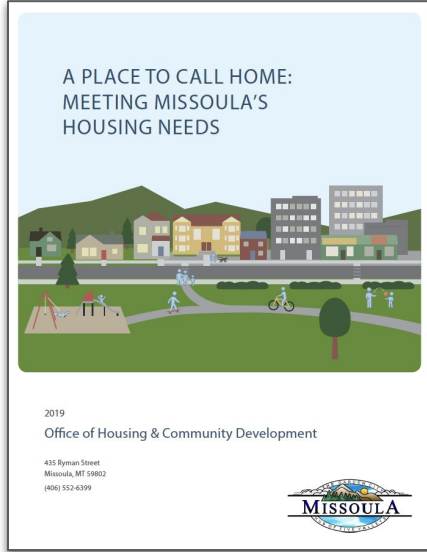
Equity in Land Use Report

- Guide the City in making changes to land use policies and codes
- Explain many facets of equity in land use
- Establish benchmarks to measure progress on equity issues

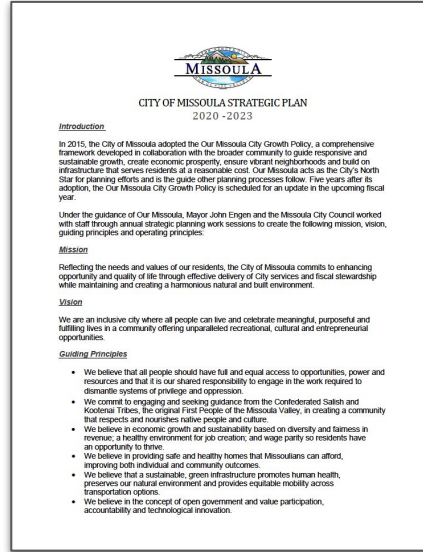


BACKGROUND

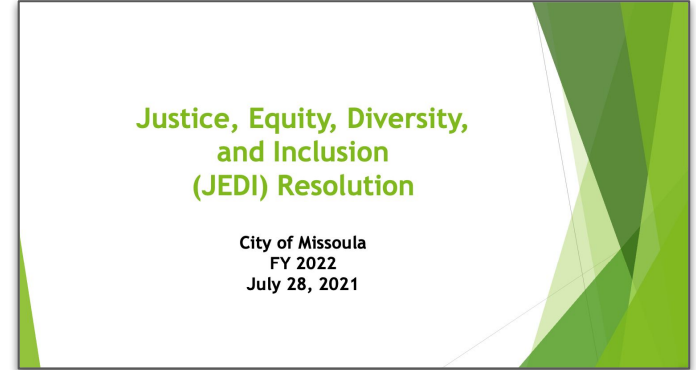
Why Focus on Equity?



Citywide Housing Policy
(2019)



Strategic Plan (2020)



Justice, Equity, Diversity, and Inclusion
Resolution (2021)

What is Equity?

*The full and **equal access to opportunities, power, and resources** so that all people achieve their full potential and thrive.*

- City of Missoula Justice, Equity, Diversity, and Inclusion Resolution (2021)

Historical Context



Séliš-Qłispé TIMELINE | since the last ice age

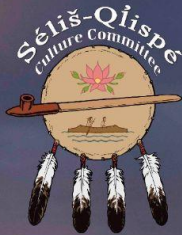
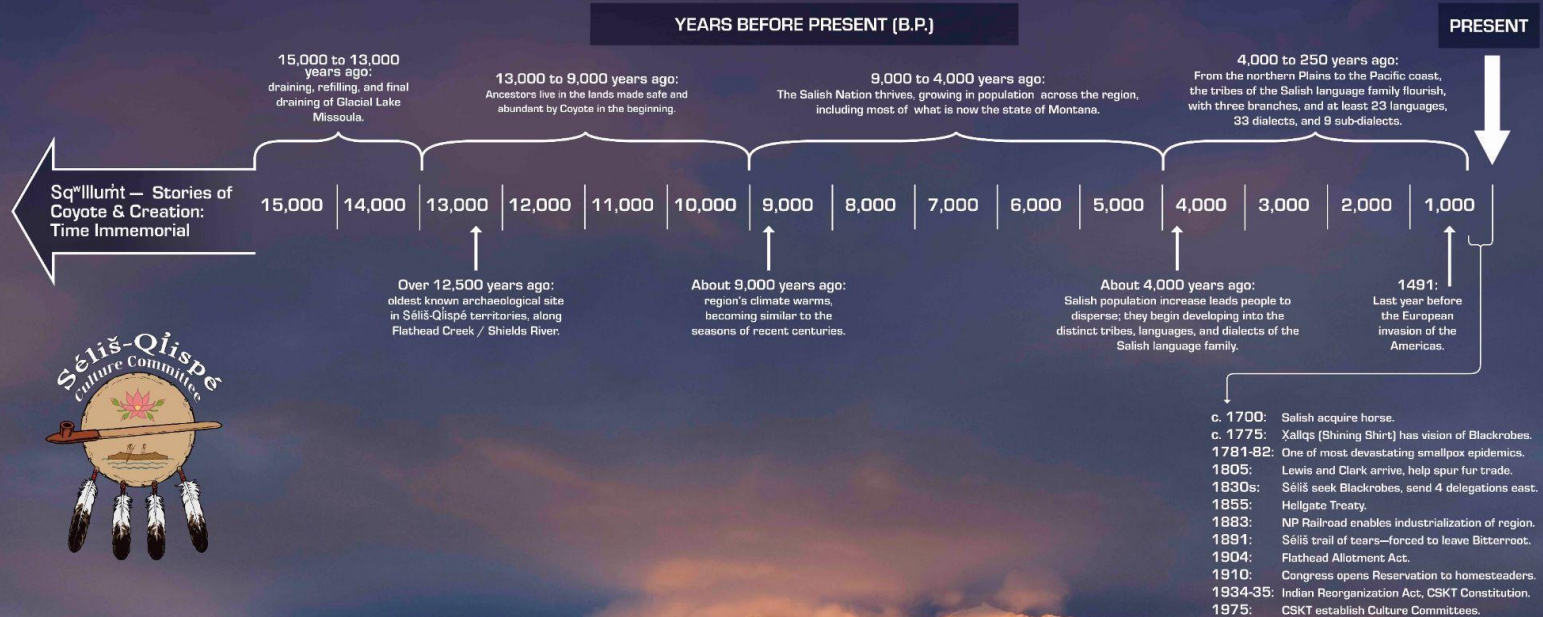


Image source: Séliš-Qłispé Culture Committee, Confederated Salish and Kootenai Tribes. (2019). Séliš-Qłispé Timeline Since the Last Ice Age.

Stłtúlix^ws Séliš u Qlispé

Territories of the Salish, Kalispel & Related Nations



KEY

- Séliš** Salishan nations
- Tmsmí** Selected Salish place-names
- Blue shading indicates approximate territories and primary use-areas of four Salishan nations: Séliš, Qlispé, Tuñáxn, and Smtéuse?
- Flathead and Bitterroot Reservations as designated in 1855 Hellgate Treaty
- Modern Boundaries
- Continental Divide

Selected Séliš-Qlispé Place-Names and Translations

WEST OF CONTINENTAL DIVIDE	
Sáxétk' RIVER DELTA ENTERING A LAKE Lolo Pass / Owyhee	Nmesulétk' SHAWANING COLD WATERS Middle Clark Fork River
Náñmci KOOTENAI WATERS Kootenai River	Čháqétk' BROAD SURFACE OF WATER Flathead Lake
Néč'umnétk' BIGHORN BEARS WATERS Lower Clark Fork River	Snyelmn PLACE WHERE YOU SURROUND SOMETHING St. Ignace area
Ep Smtí HAS SALMON East side of Lolo Pass — Lochsa / Clearwater drainage system	Ní'ayécstm PLACE OF SMALL BULL TROUT Flathead's Creek Fork confluence / Missoula area
Tmsmí NO SALMON Lolo area	Snáqí Čháqí SWATHOUSE LAKE Sawto Lake
Łqéimís WICK COTTONWOODS Stevensville	Naáycéstm Sewík's BULL TROUTS WATERS Blackfoot River
Nstetéc' étk' WATERS OF THE RED OYER COTTONWOOD Kootenai River	Neq'elstétk' FLAT STICK IN THE GROUND WATERS Upper Clark Fork River
Epí X' x' yú HAS MOUNTAIN WHITEFISH Whitefish Lake	Qlispé Sx' cu' sí KALISPEL PRESS Marion Pass
Ntx' étk' RIVER North Fork Flathead River / main stem Flathead River / lower Flathead River	Séwíle? GARTNER SNAKE Chewach, WA

EAST OF CONTINENTAL DIVIDE	
Sk' uméné PLACE OF POCKET GOPHERS Big Hole Valley	Mmótléx' LAND THAT APPEARS SMOKY Yellowstone Park area
Olin Sewík's WATERS OF THE DIGESTIVE TRACT Belly River	Čcáhalqñ THREE SEPARATE PEAKS Gardiner Hills
Sntx' éyčú BACKBONE Continental Divide	Cx' min Sewík's HIDE FLEASHER'S WATERS Yellowstone River
Qlawnq BEAVERHEAD Beaverhead River	K' ali' Sewík's YELLOW WATERS Judith River
Čimlšé COTTONWOODS ARROWING WATER Helena area	Nk' tnétk' BIG WATER Missouri River
Epíyú Ntx' étk's FANT'S RIVER Missouri River near Helena	Céšš Smxé GRIZZLY BEAR'S HAND Bear Paw Mountains
Snsu' k' l ICE PILED UP Star River at Fort Shaw	Npiqk' WHITE WATER Milk River
Nétxsšé PLACE WHERE WATER GOES OVER A ROCKY LEDGE Great Falls	Epí Čiliyalsáq' NIX' étk' s RIVER OF EYES-WIDE OPEN WOOD Missoula River
Epí Msawye? HAS EDDIE WALESIAN ROOT Madison River	Ł' umné Sewík's BIGHORN SHEEP'S WATERS Bighorn River
Cx' tx' tpe CONFLUENCE OF MORE THAN TWO WATERWAYS Area around Three Forks, MT	Sniñpé BEND IN THE RIVER Area of Madison, MT
Ep Sx' ex' e' enéčé IT HAS SMALL BLACK HARTSHORN Bozeman area	

Image source: Séliš-Qlispé Culture Committee, Confederated Salish and Kootenai Tribes. (2019) Stłtúlix^ws Séliš u Qlispé: Territories of the Salish, Kalispel & Related Nations.



NORTH

HISTORICAL CONTEXT

Séliš & Qlispé Tribes in the Missoula Valley



TREATY
BETWEEN
THE UNITED STATES
AND THE
FLATHEAD, KOOTENAY, AND UPPER PEND
D'OREILLES INDIANS.

JULY 16, 1855. RATIFIED APRIL 18, 1859.

Image source: Séliš-Qlispé Culture Committee, Confederated Salish and Kootenai Tribes. (2022). Sx^wúytis Sm^xe N^xl^wews | Grizzly Bear Tracks Bridge: Beartracks Bridge Historical Background.

HISTORICAL CONTEXT

Séliš & Qlispé Tribes in the Missoula Valley

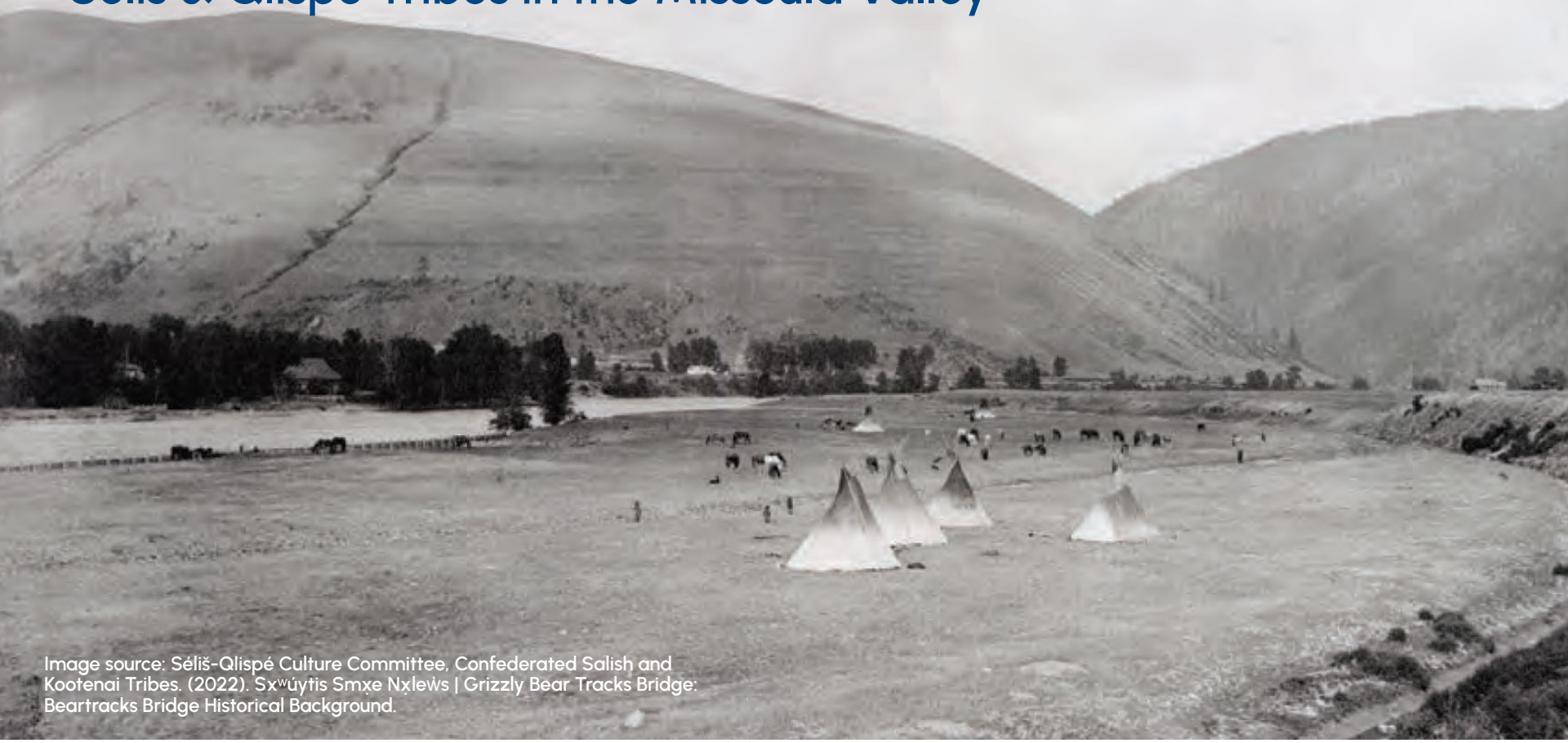


Image source: Séliš-Qlispé Culture Committee, Confederated Salish and Kootenai Tribes. (2022). *Sx̣ẉỵtis Sṃxe Ṇx̣lews* | Grizzly Bear Tracks Bridge: Beartracks Bridge Historical Background.

Discriminatory Real Estate Practices

One real estate office in Missoula lists the most expensive properties and prides itself on catering to the "elite" or wealthier class of customers. It is the policy of this office to solicit the sentiments of the neighborhood before they lease or sell property to someone who belongs to a minority group and might encounter resistance.

Discriminatory Real Estate Practices

No race or nationality other than the white race shall use or occupy any building on any lot, except domestic servants of a different race or nationality employed by an owner or tenant.

- Restrictive covenant on a property in the Fairviews development in southeast Missoula.

Equity in Land Use Report

Focus Areas

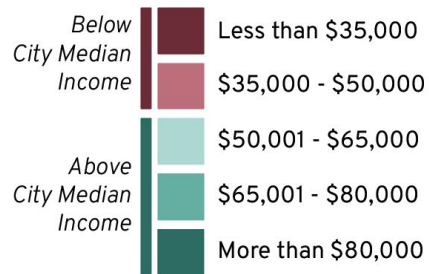
- Affordability, segregation, displacement, and gentrification
- Held community conversations around folks' lived experiences and what was reflected in the report



SEGREGATION AND EXCLUSION

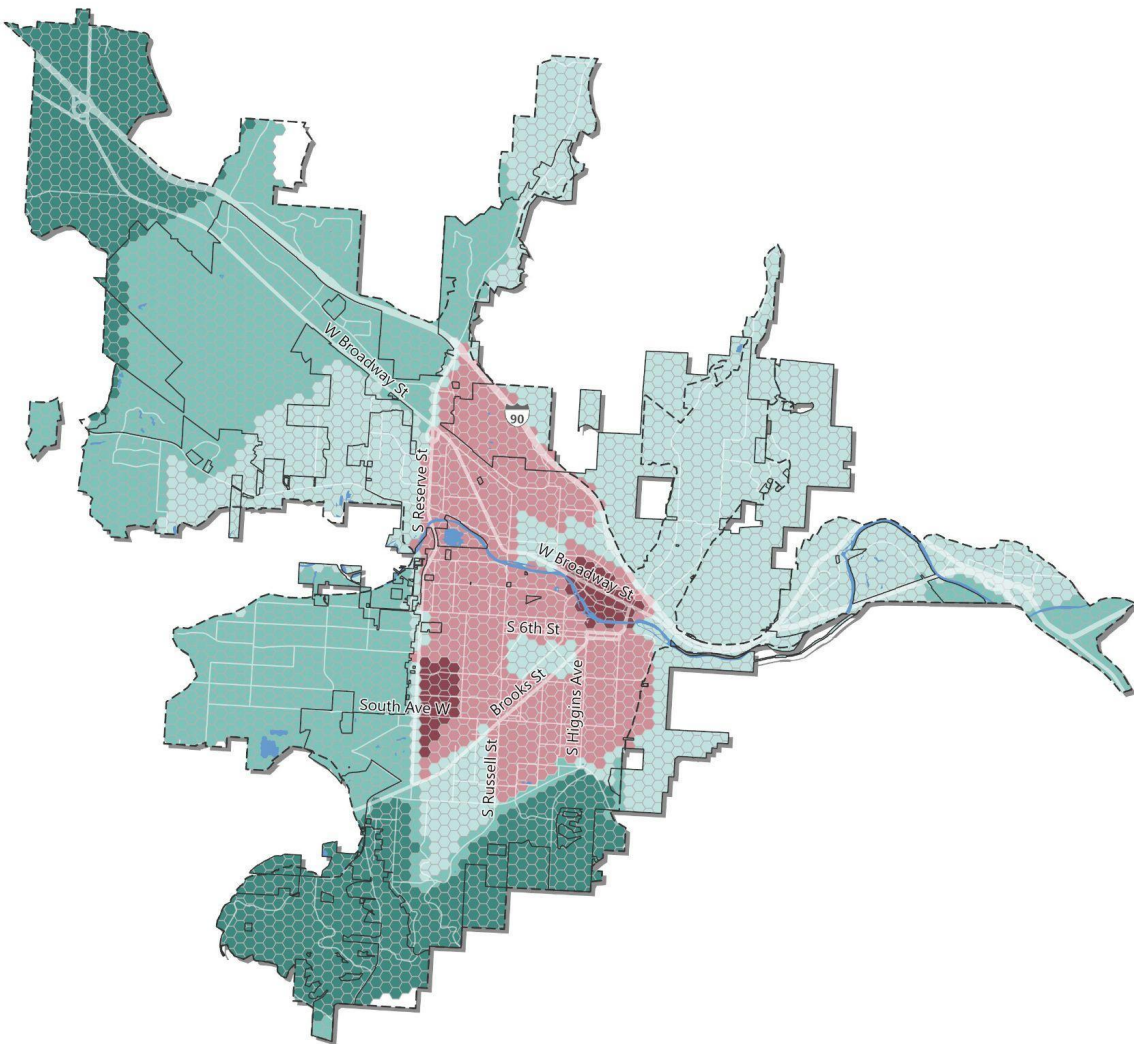
Segregation by Income

Median Household Income



 Utility Service Area

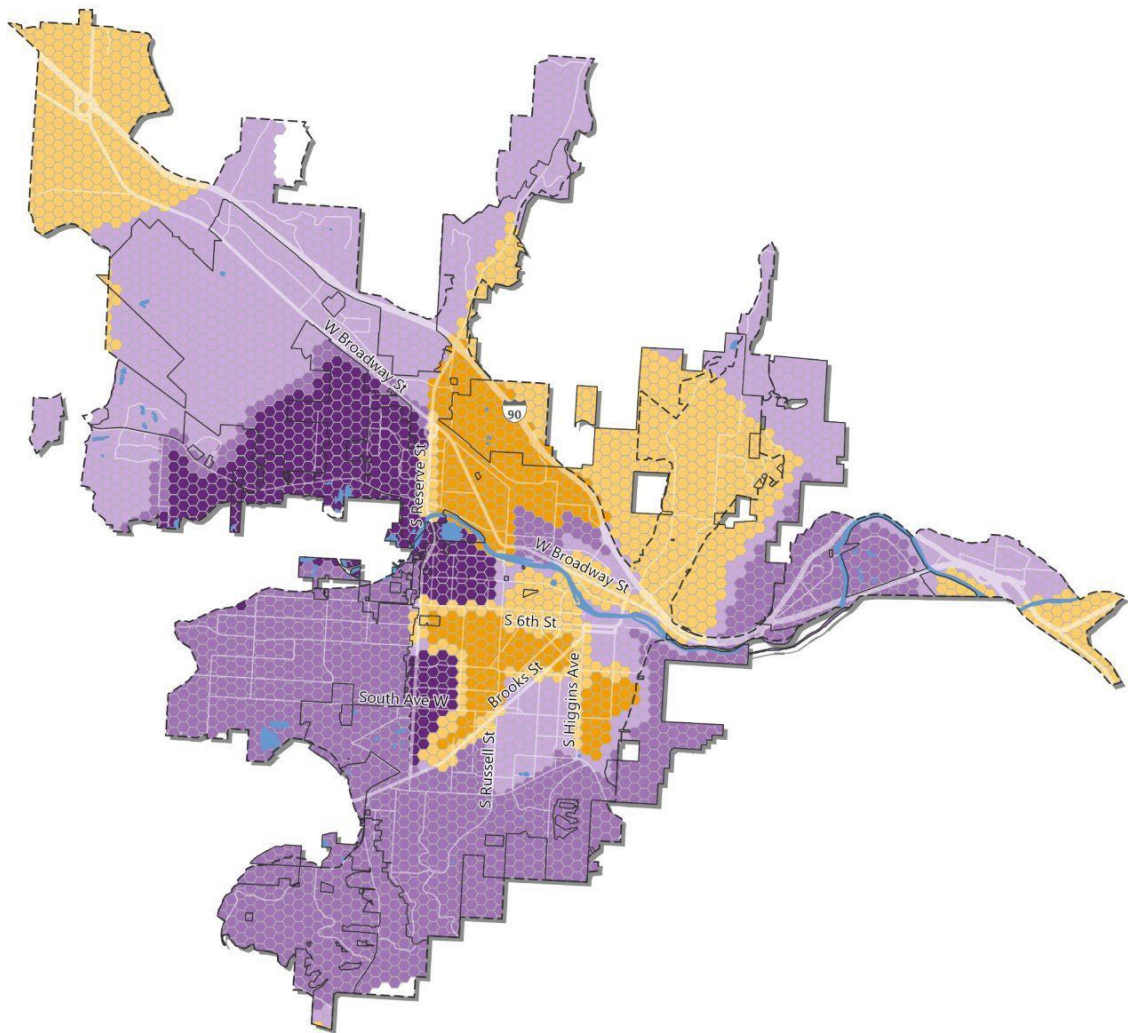
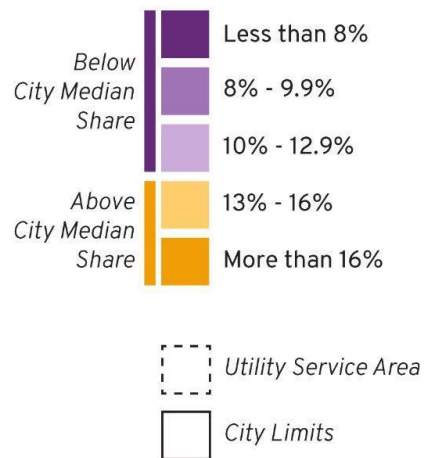
 City Limits



SEGREGATION AND EXCLUSION

Segregation by Race/Ethnicity

Percent Communities of Color



SEGREGATION AND EXCLUSION

Economic and Educational Opportunity Index

Levels of Opportunity

 Highest

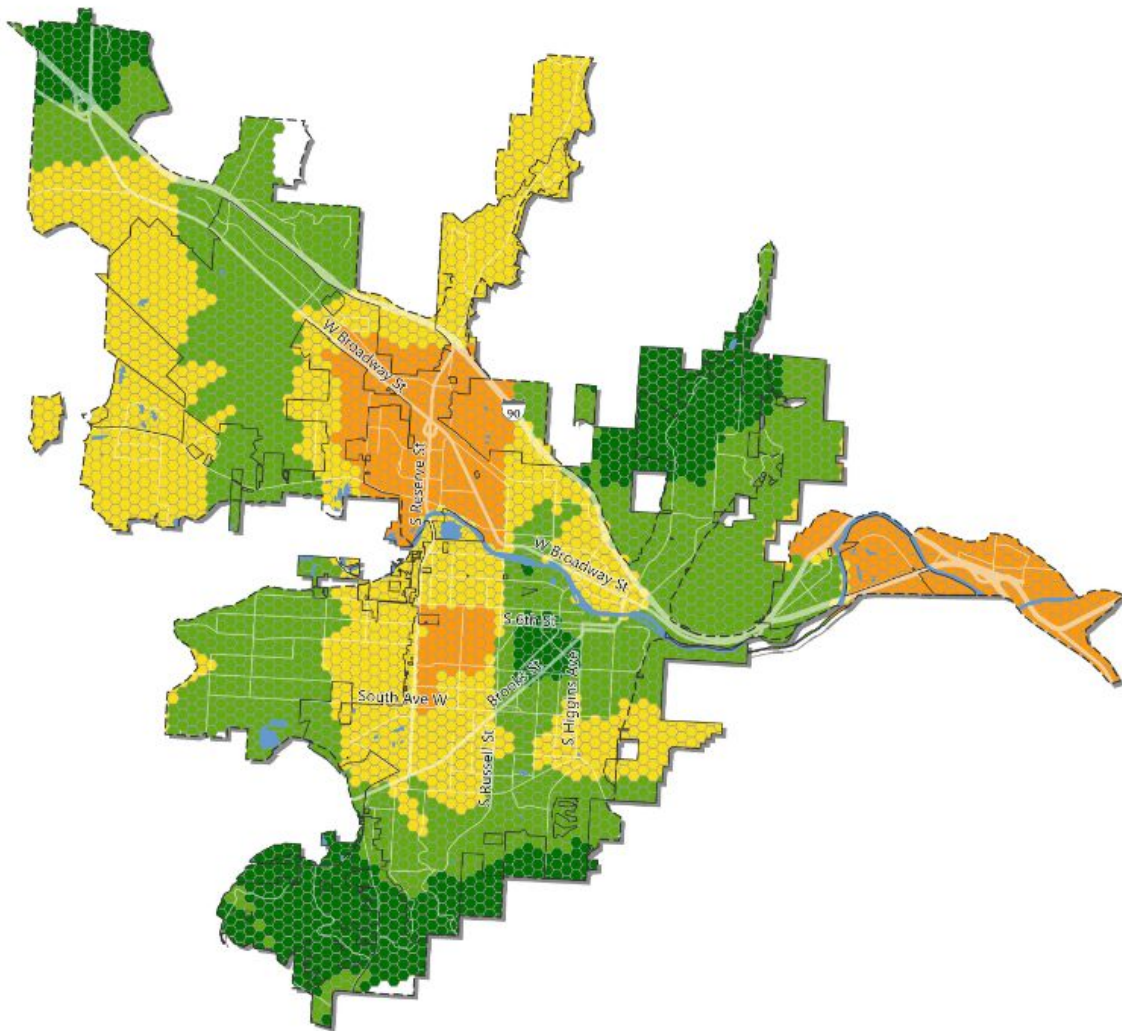
 High

 Moderate

 Low

 Utility Service Area

 City Limits



Defining the Terms



Displacement

When a household is forced to move out of their home or neighborhood due to rising rents or prices.



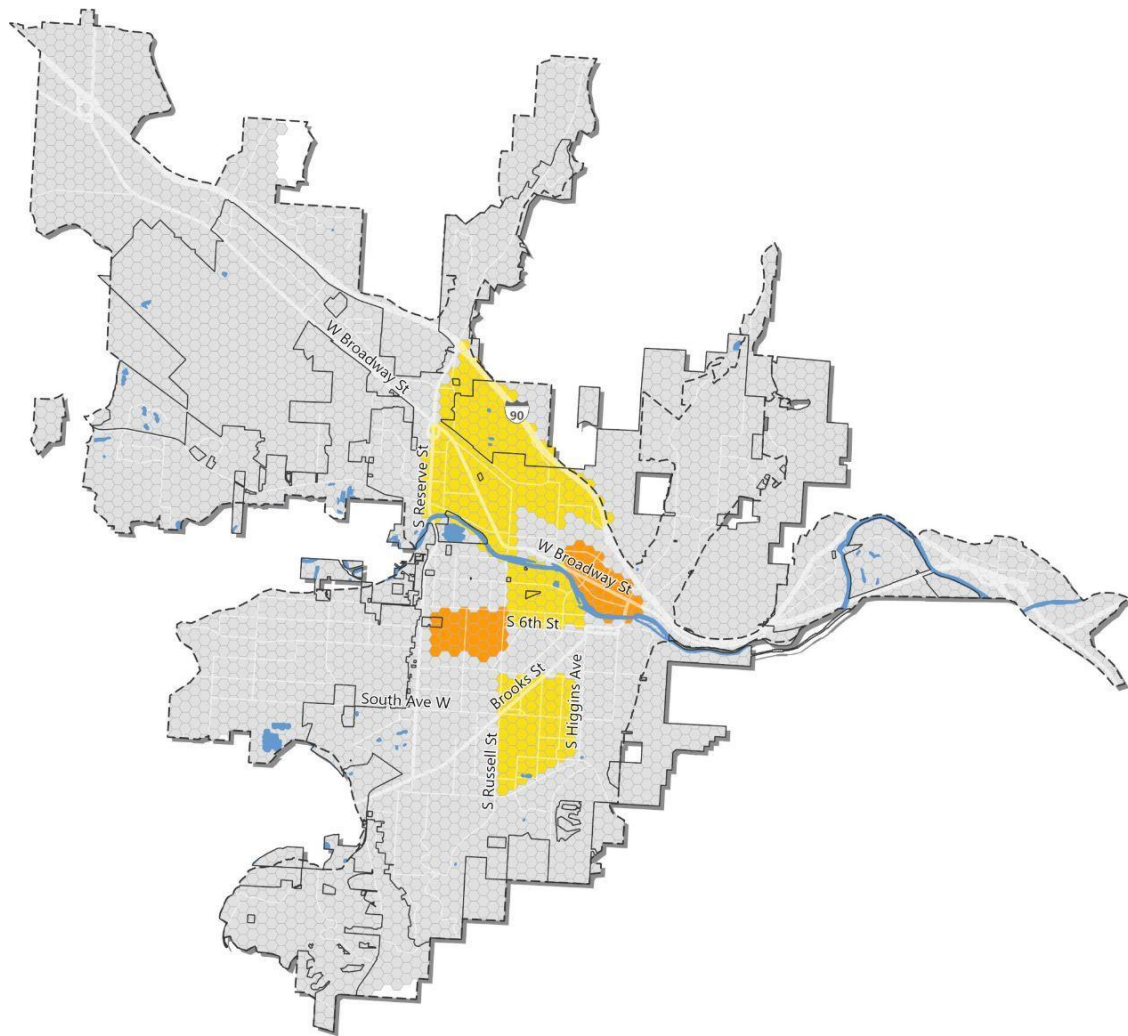
Gentrification

Rising rents or prices result from an influx of higher income households, changing the makeup of a neighborhood.

DISPLACEMENT AND GENTRIFICATION

Gentrification Risk Areas

-  **Affordable and Vulnerable**
Areas with high rates of residents vulnerable to displacement but no demographic change and the housing market remains stable.
-  **Early Gentrification**
Areas with high rates of residents vulnerable to displacement that are not experiencing demographic change but have a hot housing market.
-  **Unassigned**



Key Takeaways

1. **Historical context is essential.** The impacts of land use decisions are intergenerational.
2. **Missoula significantly expanded exclusive single-dwelling zoning** in the latter half of the 20th century, setting the stage for today's inequities in housing and land use.
3. **Missoula's current land use regulations constrain housing affordability in two ways:** by encouraging larger, more expensive homes and constraining the overall supply of homes.
4. **Density aids affordability.** The cost of land is spread across more homes and there is an incentive to build smaller homes.
5. **Missoula's zoning contributes to segregation by income and race/ethnicity** due to widespread single-dwelling and low density zoning.
6. **Missoula's zoning concentrates new housing development in lower income neighborhoods.** This increases the risk of displacement and gentrification.
7. **Implementing the existing Growth Policy map is a positive step, but not enough** to fully address equity issues.

Advancing Equity in Land Use



Six Principles for Code Reform

1

Distribute opportunities for affordable housing types **broadly throughout the city**

2

Allow **higher density levels** that encourage smaller, more affordable homes

3

Do not limit higher density housing to neighborhoods **vulnerable to gentrification**

4

Design **effective incentives** for income restricted affordable housing

5

Focus regulations more on the **form of buildings**, less on density

6

Design reforms to increase **access to opportunity**, services, and amenities

Guiding Principles for Code Reform

- Organize the codes with a clear and consistent structure that provides user-friendly navigation.
- Use plain language and clear graphics to make the codes accessible and understandable.
- Clarify and consolidate development permit review decision authority to increase predictability.
- Increase overall housing capacity throughout Missoula and especially near key transit corridors.
- Provide market-feasible code incentives for Affordable Housing.
- Allow for more diverse housing choices and neighborhood serving uses throughout Missoula that support the updated Future Land Use Map.
- Promote adaptive reuse of existing buildings and prioritize growth that utilizes existing infrastructure.
- Promote the preservation and protection of the natural environment.
- Map zoning districts in ways that support equity; sustainability and resilience; a vibrant public realm; and a walkable and healthy community.

Community Engagement



City of Missoula Mission

- **Mission:** Reflecting the needs and values of our residents, the City of Missoula commits to enhancing opportunity and quality of life through effective delivery of City services and fiscal stewardship while maintaining and creating a harmonious natural and built environment.



Community Planning, Development, & Innovation (CPDI) Department Mission

- **Mission:** Community Planning, Development, and Innovation promotes equitable growth and a resilient, sustainable community through the creation of innovative programs, policies, and planning, and the efficient and responsive application of code and delivery of development services.



CPDI Community Engagement Philosophy & Approach

- **Mission:** CPDI promotes opportunities for residents to engage by building relationships and collaborating. We work to connect residents to the issues that matter to them.
- **Vision:** CPDI's community engagement approach strives to base our work on three key areas. These areas are: collaborative education, sharing experiences, and building awareness of key issues. To achieve that vision, we work to build relationships with residents based on trust and engagement.
- At CPDI, we believe community engagement is genuine; equitable; inclusive; innovative; intentional; informed and transparent; iterative and evolving; and user-friendly.

Our Missoula Community Engagement Philosophy & Approach

- The Our Missoula project will utilize continuous, relationship-based engagement that brings the whole community along. To achieve these goals, we are working to build meaningful relationships with community members that are based on trust and transparency.
- We are engaging the community early and often throughout this process. There will be engagement opportunities during each of the six project phases that will range from small focus groups to large community-wide events. You can also expect to see the Our Missoula team at events around the city, at your organization's monthly meeting, and in other places throughout the community.





Community Engagement Philosophy & Approach



- Clearly define your decision space
 - What does your project do and not do?
- Providing information and education to be able to engage meaningfully
 - Foundational information
 - How the project relates to residents' lives
- Beginning a two-way conversation
 - This goes back to reciprocity; what are you hearing in your project engagement that could apply to other community needs?

Community Engagement Philosophy & Approach

- Residents know a lot!
- We are just getting started!
- This work takes time
- Change moves at the speed of trust



**We have a draft Land Use Plan!
Come see the results
of our collective visioning.**



Community presentations

Learn about the draft Land Use Plan through a staff-led presentation followed by small group discussions with staff and neighbors.

- Tuesday, October 15, 2024, 6:00 p.m. to 8:00 p.m.
GoodWorks Place, 126 W. Alder St.
Dinner and kids' activities provided!
- Monday, October 21, 2024, 12:00 p.m. to 2:00 p.m.
Missoula Public Library, 455 E. Main St.
Lunch and kids' activities provided!

Online at

<https://www.engagemissoula.com/our-missoula>

Review the draft Land Use Plan online through 10/31.

Drop-in review and discussions with City staff

Printed materials and discussions with staff.
Drop-in and stay for as long as you'd like.
Snacks and kids' activities provided.

- Wednesday, October 16, 2024, 5:00 p.m. to 7:00 p.m.
Missoula Public Library, 455 E. Main St.
- Wednesday, October 23, 2024, 10:00 a.m. to 12:00 p.m.
Missoula Public Library, 455 E. Main St.
- Monday, October 28, 2024, 1:00 p.m. to 3:00 p.m.
Missoula Public Library, 455 E. Main St.

Contact our community engagement specialist

Ashley Brittner Wells at 406-552-6221 or
brittnerwellsa@ci.missoula.mt.us.



Example Story Ideas



- How are cities ensuring their community engagement efforts are inclusive in a (mostly) post-Covid world?
- How is your city working towards housing options that are equitable across the spectrum of market needs?

Example Story Ideas



- How do a diverse group of public entities, nonprofits and businesses come together to commit resources and policies for equitable community development over an entire generation, 30 years? Has anyone done it? What are the results?

Keep In Touch



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