

City Council Work Session

5:30 PM
Council Chambers
September 19, 2011

ATTENDANCE:

Mayor/Council (please check) Hanel, Ronquillo, Gaghen, Cimmino, Pitman, McFadden, Ruegamer, Ulledalen, McCall, Astle, Clark.

ADJOURN TIME: 7:40 pm

Agenda

TOPIC #1	Empire Parking Garage Update
PRESENTER	Greg Krueger
NOTES/OUTCOME	Proceed to RFP

- Is parking subsidized? Always used tax increment financing to build garages, otherwise couldn't be built. Have subsidized parking down about 700%. If no increment, would cost \$300 a month to park. Would be subsidizing Empire about 500%. Shouldn't treat Empire differently.
- Ulledalen: No question need to subsidize, but question what happens to downtown tools if we use most of funds for Empire and it drains parking funds? Greg: Address in next section.
- Ruegamer: No questions about subsidy but question if better to construct in phases, or all at one time? Krueger: Next slide.
- Matt Robertson (DBA President): In addition to parking study, looked at needs around proposed garage. Have contractual spaces – 187 for Northern and 35 spaces for Walkers. Other needs coming to table: BN Building, 45,000 sq ft of space and 18 parking spaces, need space to replace current Northern parking. Lost companies due to lack of space – i.e. Guild Mortgage. BN would need 70 spaces. Montana Avenue requirements include Westwood Building, 100 spaces; Tracy Building being redeveloped into 21 mid-range housing units without parking (between Rail Yard and SoPo lofts).
- Ronquillo: Parking lots on South 27th and South 29th under-used. Robertson: Goes back to having secure parking, not having to walk, and those lots don't meet those requirements. Robertson: Will help. Three restaurants will also come into area. Western Security Bank hasn't been addressed. Need 500 spaces identified in earlier study.
- Gaghen: Would Western Bank relinquish lots they already own in exchange for spaces in lot? Robertson: Western not interested in running garage, likely would consider. Spaces also need for residential and commercial portions of garage building.
- McFadden: Also assist with Babcock, Alberta Bair, other downtown facilities? Robertson: Yes.

- Ruegamer: Park II has openings, why would this work? Robertson: Montana Avenue different than 29th & 3rd, because Montana Avenue has walking traffic.
- Krueger: There is a need for parking downtown and DBP believes that Empire is where should be done. Aaron Sparboe says Park II just right for garage and businesses in area.
- Kruger: Can we afford it? Nationally, sales tax dipped below zero this recession for first time. Property tax has stayed above aero growth and is reliable, even in California. Locally from 2002-10, there has been a steady increase in Montana property tax collection. Based on interest rate and term currently, could count on annual bond payment for Empire of \$800,000 to \$1 million. When Stockman comes on board, will be funding for other projects. Based on contractor dialogue, could build a new, plain vanilla garage for \$19,000 a space or \$11million. With private participation, could grow to about \$14.8 million.
- Steve Wahrlich (Immediate Past DBP President): Mortenson Construction and Jeff from Collaborative say phasing Empire Garage would result in \$1 million incremental cost and \$250,000 in materials. Phasing the project would add \$1.2 million, with no capacity for private retail and commercial development. No chance for further increment development. DBP feels there is need for the garage, it has the money and the cost is such can't wait. Want to continue conversation with bond counsel, seek design-build contractors and come back in three months with plans. Begin construction as early as March 2012.
- Gaghen: Explain "plain vanilla"? Wahrlich: Difference between \$11 and \$14 million is lack of retail and commercial development. If no interest in six months in those units, can drop it.
- McCall: Construction in March 2012 or 2013? Wahrlich: Would prefer to start 2012. Krueger: March 2012 optimistic. McCall: Grocery store in Babcock still a reality? Don Olson (Co-owner of Babcock): Open before Christmas.
- Ruegamer: Does private contracts include retail? Krueger: Looking more for retail on top. Will have to bond only \$10-11 million, with private investments to pay balance up front, at least at opening. Ruegamer: Condiminimizing top floor up front? Krueger: Correct, could borrow money.
- Ulledalen: No problem with up-front construction, but wants staff to do pro-forma on operating costs? Krueger: Will bring forward number on costs for unmanned garage.
- Gaghen: Convention Center and sky bridge part of plan? Kruger: Crowne Plaza not interested. Another public building not prudent, needs to be private. Want to build Sky Plaza and Empire Room. Garage would lend itself to that. If ends up on Crowne Plaza side, would work. Chair of Parking Advisory Board (Olson) is here, Canning from Collaborative Architects also there to answer questions. Ready to proceed.
- Volek: If DBP is recommending bringing RFP forward, need to come to Council.
- Krueger: Follow Bozeman in contractor-at-risk scheme, will work over the winter with City staff to develop RFP and bring to Council. Also need to be approved by bond counsel Mae Nan Ellingson.
- Ruegamer: Think should go ahead. Love name for two reasons: old Empire bar and former Billings name of Inland Empire.
- Ronquillo: Can do without selling Park IV? Krueger: Could offset costs. DBP recommends sale. Ulledalen: Also recommend to cut operations costs. Krueger agrees.
- Gaghen: While since update on Park IV? Volek: McCandless in discussions.

- Kevin Nelson: Question ability to do this. Constitutional committee showed support for educational funding and 95 mills for schools would be affected by tax increment. University mills are supposed to be inviolate. Retirement funds of \$431,000 are part of calculation. In rejecting senate bill, Governor said educational funding most important. Is other funding there if don't have these funds?
- Joe White: Consortium of hotels and others should support it.
- Mayor: Work session, so revert back to Council for direction.
- Ronquillo: Move forward. Gaghen seconds concept. Ulledalen wants to see operating costs and pro forma concurrently. If vote on project and money loser for City, need to know that. Gaghen wants update on where stand on Park IV.

TOPIC #2	Communications Plan
PRESENTER	Tina Volek & Liz Kampa-Weatherwax
NOTES/OUTCOME	Council to investigate neighborhood committees; staff to convene media task force, investigate social media feasibility.

- Staff requests additional information/direction on items in memo: Neighborhood committee similar to Great Falls; involvement of Mayor and Deputy Mayor in communications plan; media task force; revamping external newsletter, perhaps in exchange for social media; to blog or not?; civic leadership program; speaker's bureau; supplemental budget request for public information officer or consultant?
- CM Ulledalen: Committee not working media – retired, etc. Not building bureaucracy should likely be some with social media experience.
- Kampa-Weatherwax: Not sure have enough information to price things. Pitman: Mayor and Deputy Mayor could be contact for news releases, etc. Ulledalen: Can see in terms of employee issues, but media needs contact with all Council members. Different relationships and media need access to changing “wing nut” views on Council. McCall: Agree with Ulledalen. Official business through CA or staff works well. Mayor: See where CM Pitman coming from, but doesn't see as problem. Official business can come from CA or designee or legal counsel. Clark: Any of Council has right to sit down with media; hate to see anything say media has to go to one or two people. Ronquillo: Agree. Appreciates Mayor going out; but in wards, Councilmembers should be able to talk because they know what is happening. Pitman: If CA doing something helps if Mayor or Deputy Mayor back up. Better if behind something that be willing to stand with CA. Ulledalen: Falls little into next plan. Need to think differently about how handle external communications. Moved Council work sessions to Chamber for purposes of better communication. On neighborhood councils, new group forming around Rims without low income support. He will work on Great Falls contact. Presented information task force didn't know about. Mayor: Not want to see different names for different neighborhood groups. Ulledalen: Task forces not same as neighborhood groups. Gaghen: Like idea Council members can be contacted by media, but also should be willing to refer to departments when necessary. Mayor: If need assistance of Mayor or Deputy Mayor, CA should be able call.
- Volek: Refer media to Council and Mayor more extensively than in past.

- Ulledalen: Media task force could be Civic Affairs think tank to create information clearing house on City, State and other issues. Part of concept is to formalize lines of communications with past elected officials.
- McCall: Three issues. (1) Social media/blogging, but need to be careful and needs to be monitored for legal issues; (2) PIO; (3) Work with committee, which would have insight on second page items. Need to be careful media committee doesn't get too time-consuming.
- Ulledalen: Told school board where City might be in 2-3 years, out of money and out of options. More critical having full time budget analyst rather than PIO. Need to be sure employees get message. Reasonable experiment to do two newsletters twice year and seek RFQs for social media – examine possibilities. Blogging can be dangerous or time-consuming. More of way on City website to pose questions so they can be responded to with staff feedback. Pull people to site and get issues identified.
- Mayor: Idea of Liz's and others' time to do newsletter. Liz: 12-16 hours per issue of her time and more with others. Candi Beaudry spends 4-10 hours per article, depending on needed research. Liz: Next edition publishes first week of October. Sent out requests 2-3 weeks ago, edits, goes to Gazette 3 times and proof read by several. Good use but time-consuming and couldn't expand with other current jobs. Volek: Employees prevented from using Facebook and Tweet without approval on City equipment.
- Clark: How many newsletters are printed? Notice extras downstairs. Liz: Enough to cover entire Gazette circulation. Well-received but run for 10 years and could be revamped and done two times a year. Questions answered. Clark: Could move some to web site.
- McCall: With social media would need to monitor, screen info.
- Pitman: Web page expanded, would like info on how many hits and where. Suggests doing two newsletters and using rest of \$16,000 budgeted for other options good idea.
- Ulledalen: Good idea to transition to more on-line because of generational differences. Need to examine.
- Mayor: Consensus to reduce numbers of newsletters.
- Gaghen: Not sure want to give up editions. All for having instant answer, but troubled by it. Blog would be sensitive. Don't want anonymous, negative comments.
- Clark: What is purpose of citizen academy? Tina: Education on police issues, advocates and citizen volunteers. Clark: How long? Brent: Eight weeks, each different, many focuses. Some volunteer. Worth any one's time. Clark: To add departments would add to length. Tina agrees. Mayor: Participants only allowed to miss one class.
- Ulledalen: Some departments harder to get to on-line than others. Some Council presentations could be put online.
- McFadden: As Community 7 expands its online present, more opportunity for City to be involved? Tina: Will check. Ulledalen: If can access from computers more likely to participate.
- Mayor: Consensus on City Link; no blogging but get web slot for questions; civic leadership program problematic without coordination; night owls class at Lincoln Center with different topics to be investigated. McCall: Agree need to investigate classes. Ronquillo: Tough to get people to attend meetings, already have community

conversations. Good compliments on newsletter, tough to cut back. More items in Outpost, possible source of printed ad. Gaghen: Useful for people who can't afford cable or newspaper

- Ulledalen: Check with Outpost about having City columns Council could take turns writing with information ahead. Query to media people about social media and cost. Convene task force. Ulledalen to check with Great Falls. Can't afford PIO. Gaghen: Even Kampa-Weatherwax's existing assignments erode purchasing powers. Need position. Half-time? Need someone to shepherd.

Public comment: None.

TOPIC #3	Legislative Districting and Apportionment
PRESENTER	Candi Beaudry
NOTES/OUTCOME	Bring proposed map to 10/11/11 Council meeting for approval

- Candi distributes House District maps, which will be distributed to Commissioners and to Apportionment Committee if Council approves. Staff, Ed Bartlett and Bruce McIntyre from Chamber has worked on maps. Jon Bennion, a member of the redistricting committee, said State legislative staff will roll out five scenarios toward redistricting effort. City should prepare own scenario and present to staff to help with plan. Presented to legislative staffer Rachel Weiss last week. No district deviates more than 3% from 9090 median of population. Need to maintain communities of interest. These were the two guiding principles that would be followed by committee, as well as existing boundaries for school districts.
- GIS came up with neighborhood planning areas or school boundaries.
- Last time, apportionment failed in uniform districts and minimal deviation. Starting over in Billings hopefully would be influencing those who representing City. Deviation of population less than 3% further refined by County GIS so greatest deviation is D15 at 6%. Proposed map section D15 curves around D4 and would have to take in population from another County to reduce deviation. Gives rational district boundaries in City center can defend on common interests and neighborhoods. Laurel is own district.
- Senate districts made up from combining House districts.
- McCall: Went through with McCandless, impressed how done. What was the reaction? Different ways of recommending go forward? Could we look at large cities in state and have all done the same way, then spiral out. What is starting point? If other cities could use same model, would help. Candi: Other cities don't have same type of neighborhoods, have different objectives.
- Clark: Unassigned on reservation? Beaudry: Bartlett says D15 where could get some additional people. Clark: Weiss uncommitted – will take Billings's ideas back to committee.
- Ulledalen: Asked Weiss if other cities had similar problems and she said no because of higher County populations. In meeting with Weiss, City representatives made point the City has 100k people, have to provide 3-500k trade area. Pointed out districts that had no sense like Senate district went from Blue Creek to Miles City.
- McFadden said impressed D9 took in many ward boundaries and about half population of Ward III.

- McCall: Timeline? Beaudry: Early October for item to come to Council. State staff will have five scenarios by November. With elected body support, will have lot of influence. Clark: Some of Council present will work on ward boundaries.
- Gaghen: Will committee come out to visit communities? Bartlett: Will come, but mapping format already will be decided. Hope to have plan Council endorsed before come out next spring. Gaghen: Who are Panel members? Bartlett: Jim Regnier; Pat Smith, attorney; Jon Bennion of Chamber; Linda Vaughey and Joe Lamson, former chair.
- Bartlett: That D15 is outside of deviation shouldn't be of concern. Only outlyer, and hopefully County will endorse. More likely look to north or east.
- No public comment.

TOPIC #4	National League of Cities and Towns
PRESENTER	Volek
NOTES/OUTCOME	In progress

- Mayor interested in going, but has to get back for Saturday night meeting. Important day to be there because of voting.
- Clark: Important to vote? Big cities seem to control.
- Mayor talked to Chuck Tooley, said Billings not significant.
- Gaghen: Leadership training institutes tend to have most impact on who selected. Valuable experience. Mayor agrees.
- McCall interested. Would be able to do voting.
- Ruegamer would like to go, but not good idea for short termers.
- Mayor: CM McCall interested, and if not, Mayor will see if can go.
- No public comment.

Additional Information:

No general public comment. Jani shows MLCT tote bags with logo. Sent to Chamber to be stuffed. DBA coupons—need to talk to Lisa. Ruegamer – could be handed out at desk.

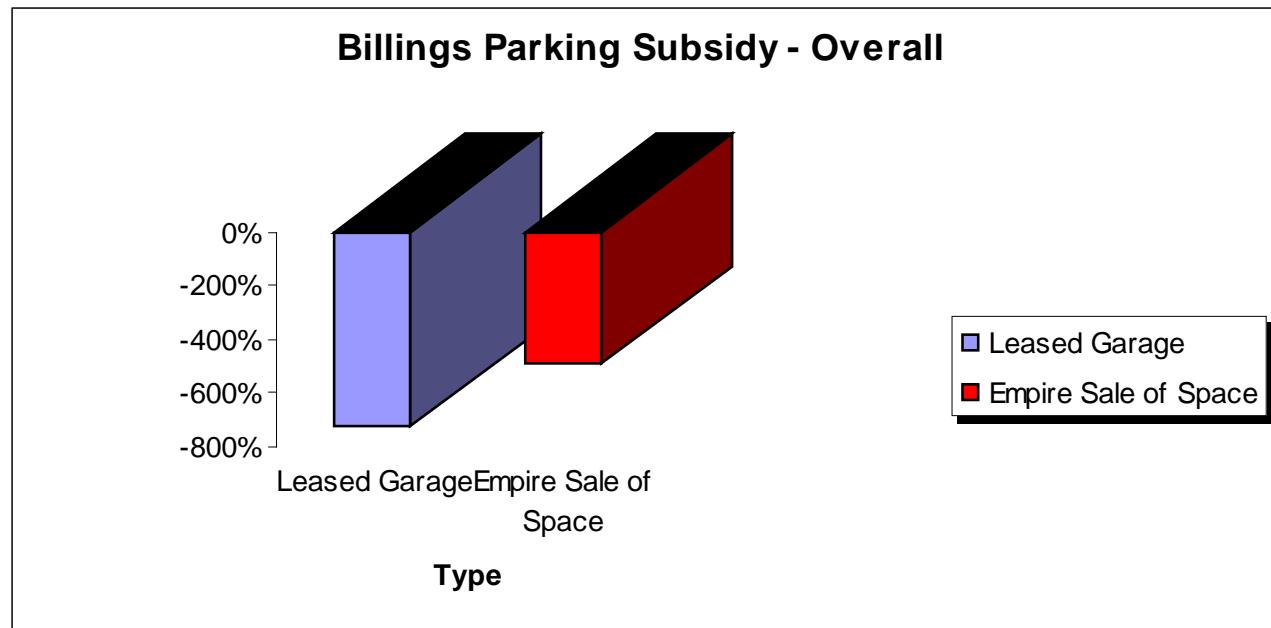


Park V -“Empire” Parking Garage Project City Council 9/19/2011

Parking is Subsidized in Billings



- We have always subsidized parking in Billings – we have to!
 - We require large parking lots with low taxable value in sprawl area
 - We have used TIFD to build and Parking Enterprise to maintain Parking Structures downtown.
 - The “subsidy” provided to the sale of parking spaces in the Empire deal is actually less than our annual leased space subsidy.





The Basic Questions:

1. Does downtown need a new garage right now?
2. Can the City of Billings afford to build right now?
3. What next?

Do we need a new garage?

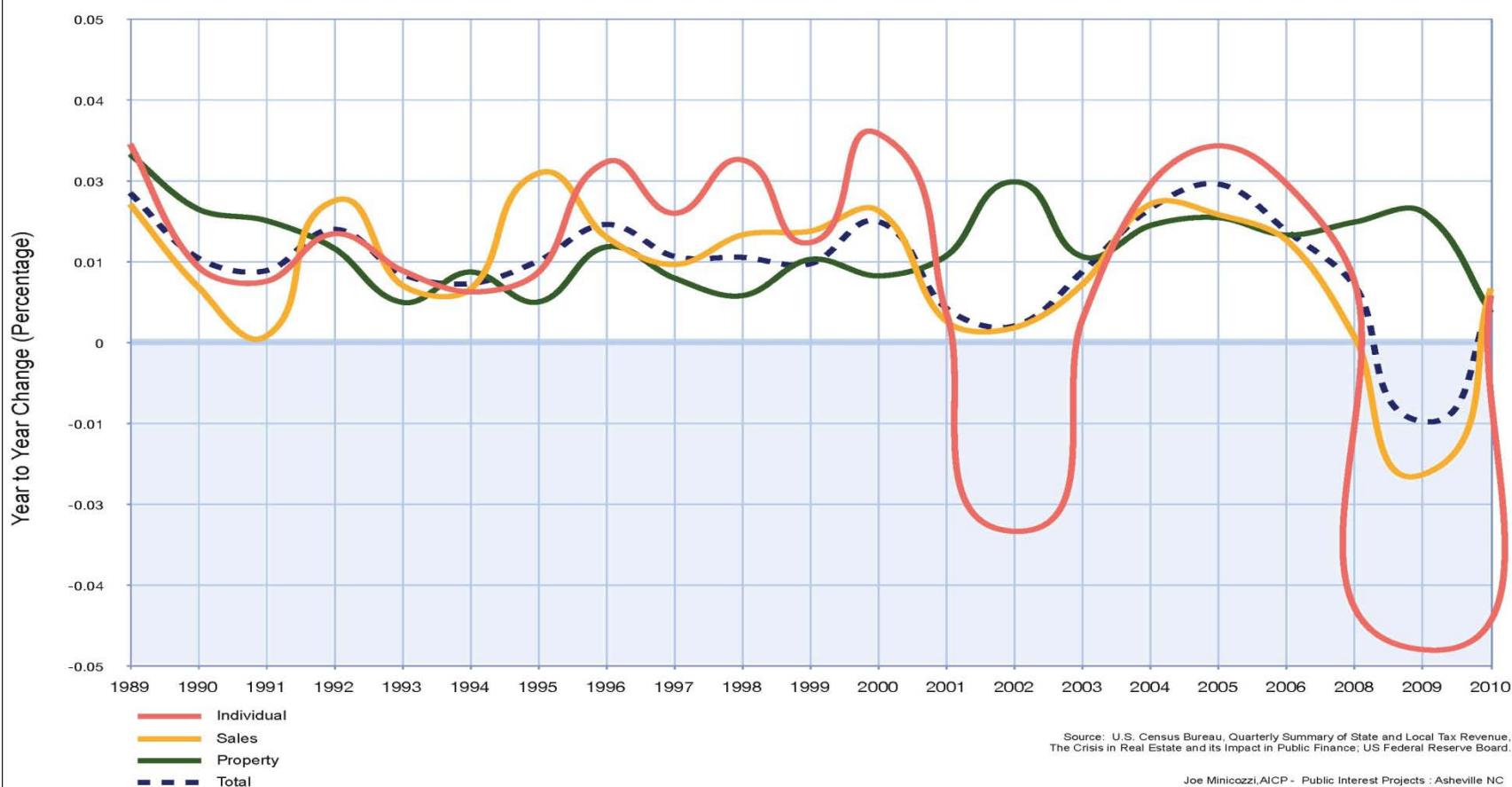


- The Parking Study says “yes” & the demand continues to grow:
 - 187 Spaces for the Northern Building (not counting banquet needs)
 - 35+ Spaces for Walkers and Securities Building
 - 70+ Spaces for the BN Building needed right now
 - 50+ Spaces for restaurant, residential and commercial needs on Montana Ave.
 - 30+ Ongoing current commercial infill
 - 140+ For Commercial Recruitment
 - And much more... potential

Can we afford it?

Downtown
Billings
Starts here.

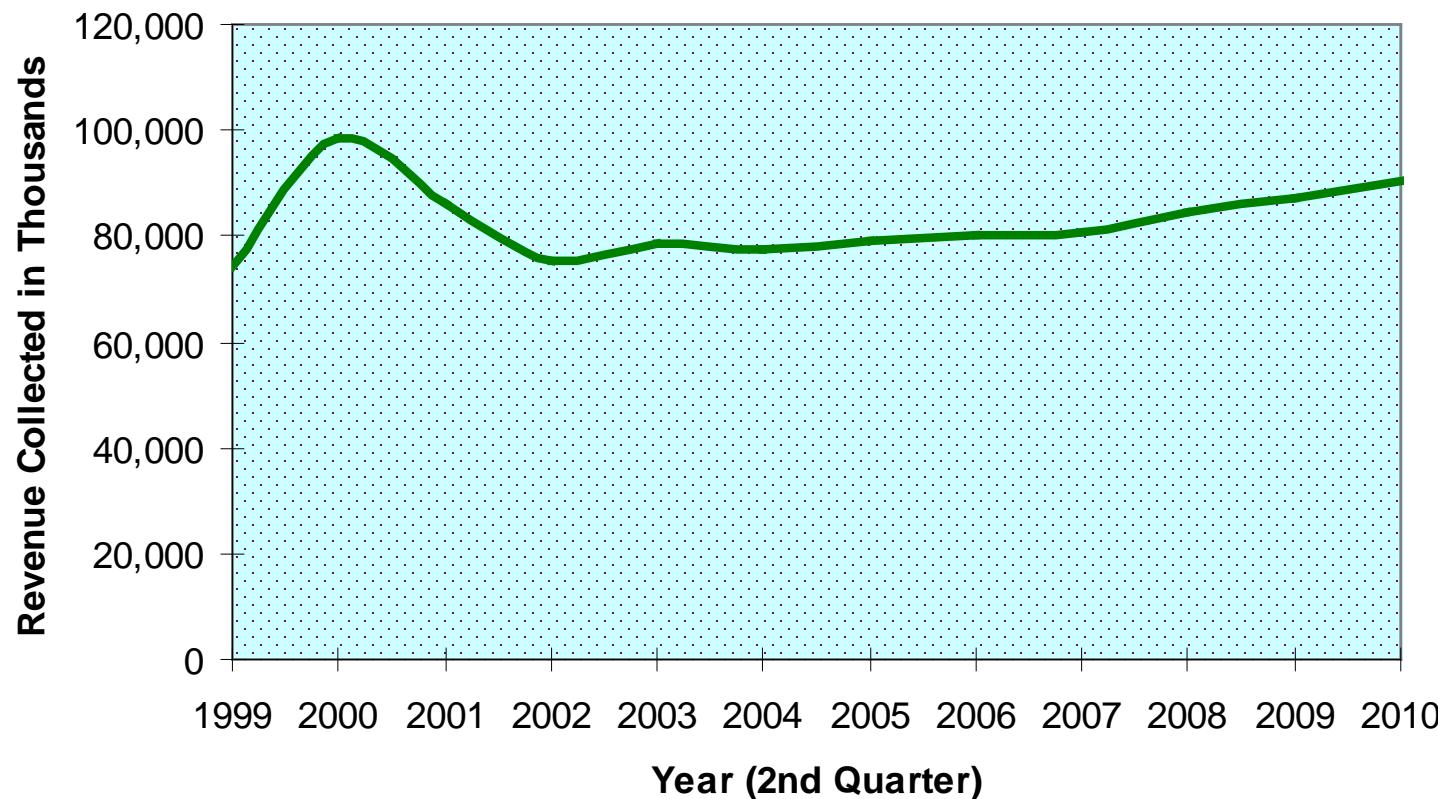
NATIONAL TOTALS OF STATE AND LOCAL TAX REVENUE, BY TYPE OF TAX



Can we afford it?



Montana Property Taxes



Can we afford it?



Based upon the interest rate, term and coverage ratio

The N. 27th St. TIFD can sustain an annual bond payment around \$800K to \$1M

After subtracting about \$200 - 300K for “bond costs” we could have between \$10 and \$11 Million for the garage.

Based on dialogue with contractors, that \$11 Million could build a basic vanilla parking structure at \$19K per space.

The project, with private participation and contract commitments, could grow to roughly \$14.8 Million, private investment, and actually jump-start the TIFD investment to be stimulated in the area.

Should we phase the construction?

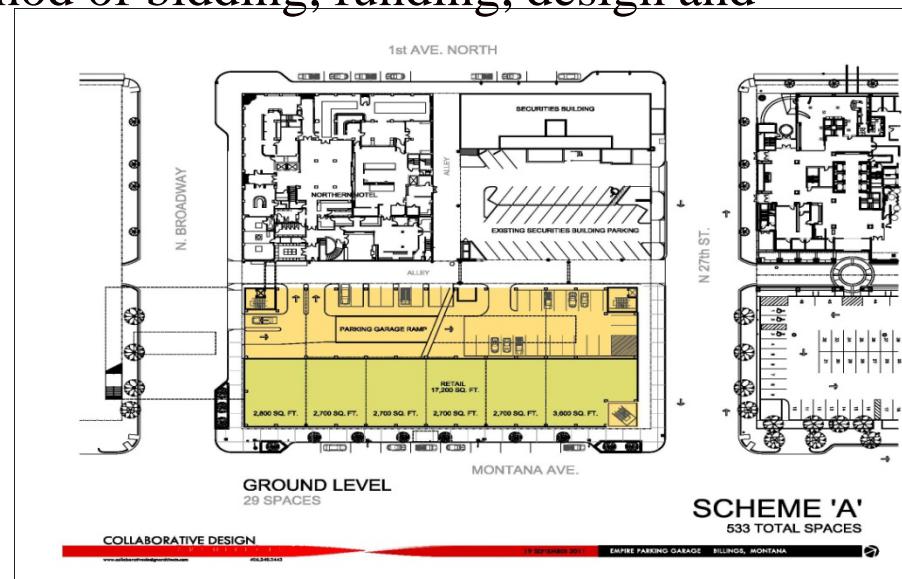


- When we were unsure of the value of the increment in the N. 27th St. TIFD we discussed building the garage in two phases.
- The DBP researched and interviewed local contractors
- The “Premium” added cost to the entire project to phase it could easily **surpass \$1,200,000.**
- There would be **NO** capacity for private development as part of a phased structure.

What next...



- Continue moving forward with the construction of a 533 car structure with 16,000 sq. ft. of privately owned commercial on the 1st floor and a possible 28K of private commercial on the top.
- The structure could also contain a level parking deck area that can be used for events with a “sky plaza” spanning N. Broadway
- In the next 6 months, decide the method of bidding, funding, design and construction.
- Begin construction in 2013 – maybe as early as March.





Liz
FROM THE DESK OF...
Liz Kampa-Weatherwax
Purchasing Agent
PO Box 1178
Billings, MT 59103
(406) 657-8216
email: kampal@ci.billings.mt.us

MEMORANDUM

To: **Tina Volek, City Administrator**
Date: **September 19, 2011**
Subject: **City Communications Plan**
CC: **Bruce McCandless, Assistant City Administrator**

Introduction:

The draft City Communications Plan was presented to City Council at their August 1, 2011, work session. A brief, 10-slide summary presentation was made and the 20+ page Plan document was provided to the Mayor and Councilmembers. Some feedback was given and discussion took place at the meeting. The Mayor and Councilmembers asked that the Plan be emailed to them and were asked to provide any additional feedback on the Plan for a second meeting in September. This feedback would allow staff to create a more detailed action plan for Mayor and Council review and implementation.

Feedback and Comments:

- CM Ulledalen asked staff to look into the Great Falls Neighborhood Committees to see if there are ideas implemented in that community which could be effectively used in Billings.
 - Staff will conduct this research.
- CM Pitman stated that he feels the Mayor and Council are the PR representatives for the City and that he "would like to see the Mayor and Deputy Mayor playing a bigger part in the communication plan."
- CM Ulledalen stated that he felt that the internal and external communications efforts need to be separated.
- CM Ulledalen suggested creating a media task force with representatives of the media and/or community and City staff. We could then review with task force members what the City is doing well/poorly, as well as what type of action plan to take now vs. later to improve the communications efforts. Some ideas for task force members were Alex Tyson, Ed Kemmick and Lynne Turner-Fitzgerald.
 - Staff will take the steps necessary to implement this suggestion. This could possibly be a one-time meeting. Does anyone on Council want to attend?
- CM Cimmino reviewed the Plan and edited the document, which is being redistributed.

Summary:

The feedback/comments received and summarized above provide staff with a couple of “to-do” items. However, additional feedback is needed to generate a more comprehensive action plan. More specifically, feedback is needed on:

- Undertake Branding/Identity Efforts?
- Create a Mission Statement – Guiding Principles?
- Revamp the External Newsletter?
- Revisit & Share the Strategic Plan?
- To Blog or Not To Blog?
- Develop a Reporter Handbook?
- Insert Information into any of the Chamber’s Mailings?
- Continue Community Seven Segments?
- Develop a Weekly Radio Show?
- Create a Civic Leadership Program?
- Develop a Speaker’s Bureau?
- Employ a PIO or Consultant?
- Offer a Workshop or Class through the Lincoln Center or College?
- Proclaim a “Municipal Government Week” and Plan Events?
- Participate in e-government (Social Media – Facebook, Twitter, etc.) or m-government (Mobile – text alerts, RSS feeds, Notify Me, etc.)?

Where do we go from here?

Proposed

Yellowstone County/City of Billings House Redistricting Plan

Primary guidelines followed:

- Keep total population for each district within +/- 3% of **9900**.
- Maintain communities of interest as much as possible.

To the extent possible, use Planning Neighborhood Areas and Elementary School District boundaries.

- *Neighborhood area boundaries were determined for neighborhood planning purposes. Elements that contribute to shared common values of the residents were considered:*
 - *Transportation network, linkages and circulation*
 - *Proximity to service centers (Schools, parks, fire stations, etc.)*
 - *Housing densities (lot size, single family v. multifamily)*
 - *Environmental characteristics (river access, above rims, below rims, drainage, etc.)*
- Follow physical features such as major highways and arterial streets, railroads, rivers, streams and canals.
- Exclude the Crow Indian Reservation.

❖ *Used 2010 U.S. Census Block boundaries and total population of each to create districts.*

Yellowstone County House Districts

2010 House Districts

Legend

■ Elementary School Enrollment Areas

■ City Limits

■ Billings City Limits

■ HouseDistr_2010Pop

■ House District

■ 42

■ 43

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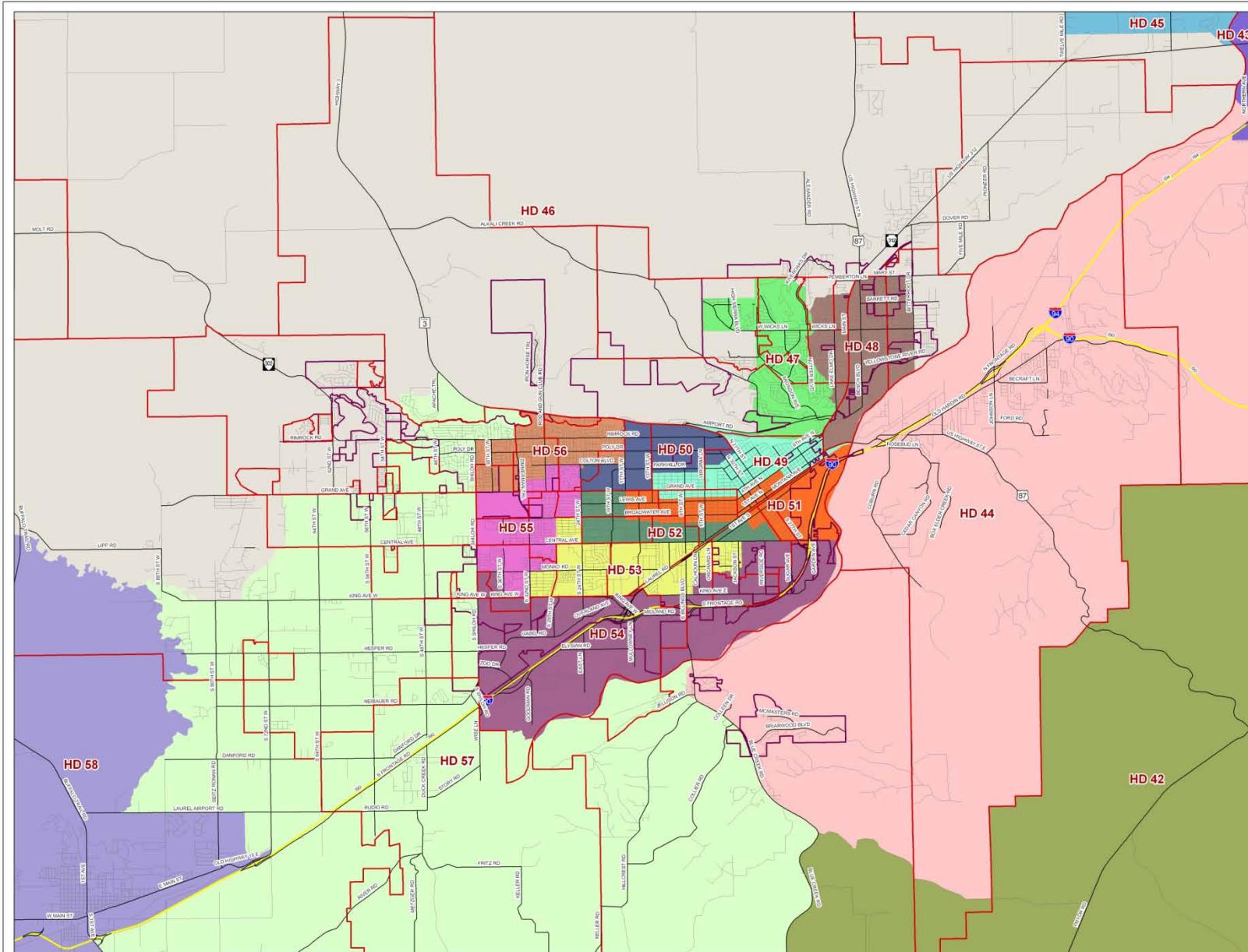
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8/30/2011



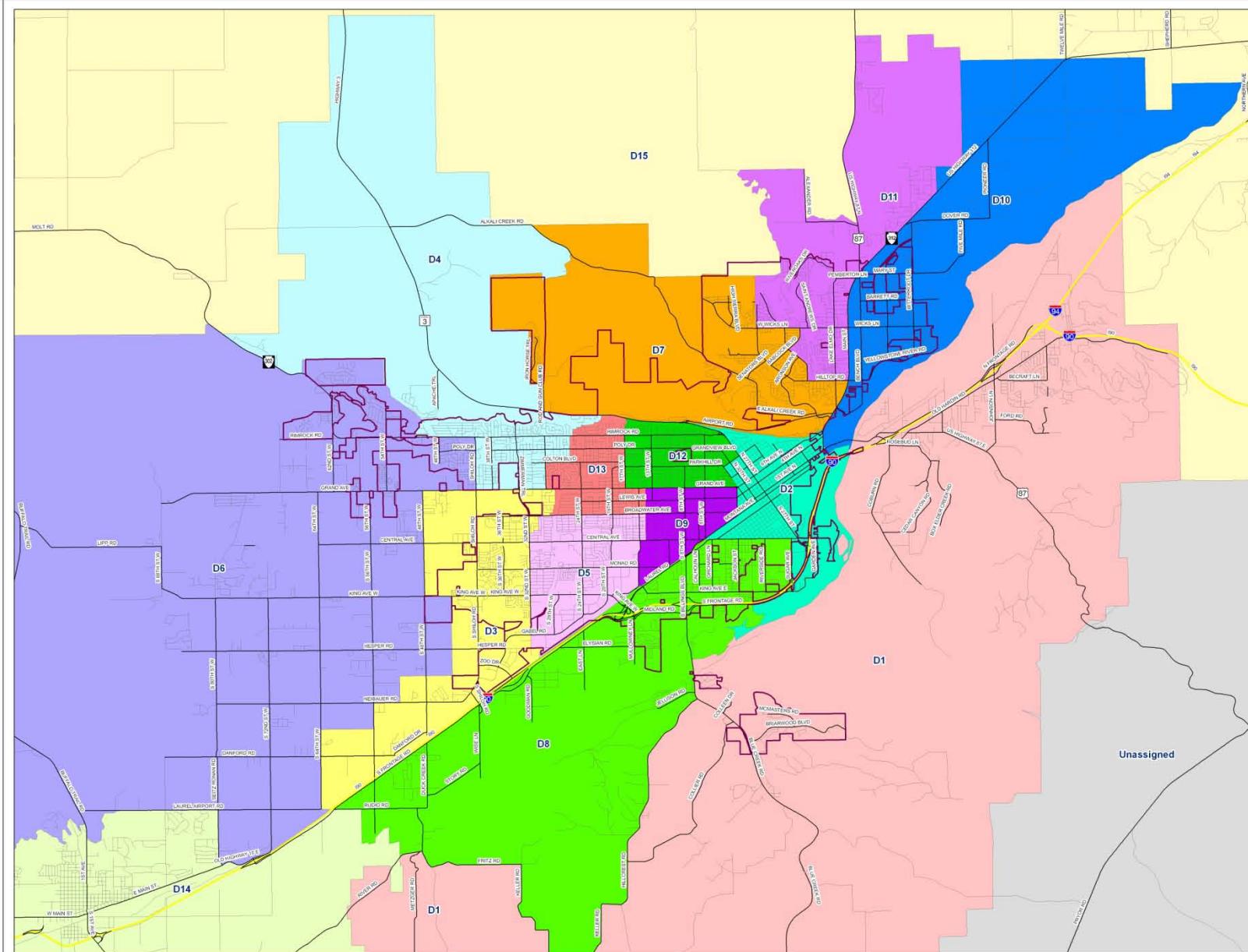
Current House Districts

Population Using 2010 U.S. Census Blocks

<u>House Distr</u>	<u>Pop Total</u>	<u>Pop Total_Dev</u>	<u>Pop Total_DevPct</u>
42	595	-9,305	-93.98
43	4,080	-5,820	-58.78
44	9,738	-162	-1.63
45	3,007	-6,893	-69.62
46	13,938	4,038	40.78
47	11,121	1,221	12.33
48	10,560	660	6.66
49	8,803	-1,097	-11.08
50	8,563	-1,337	-13.50
51	9,097	-803	-8.11
52	8,895	-1,005	-10.15
53	8,694	-1,206	-12.18
54	9,182	-718	-7.25
55	10,488	588	5.93
56	9,980	80	0.80
57	11,135	1,235	12.47
58	10,096	196	1.97

DRAFT
Yellowstone County
House Districts

Yellowstone/Billings Plan



Legend

City Limits

Billings City Limits

County Redistricting Plan

District

- D1
- D2
- D3
- D4
- D5
- D6
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- D10
- D11
- D12
- D13
- D14
- D15
- Unassigned



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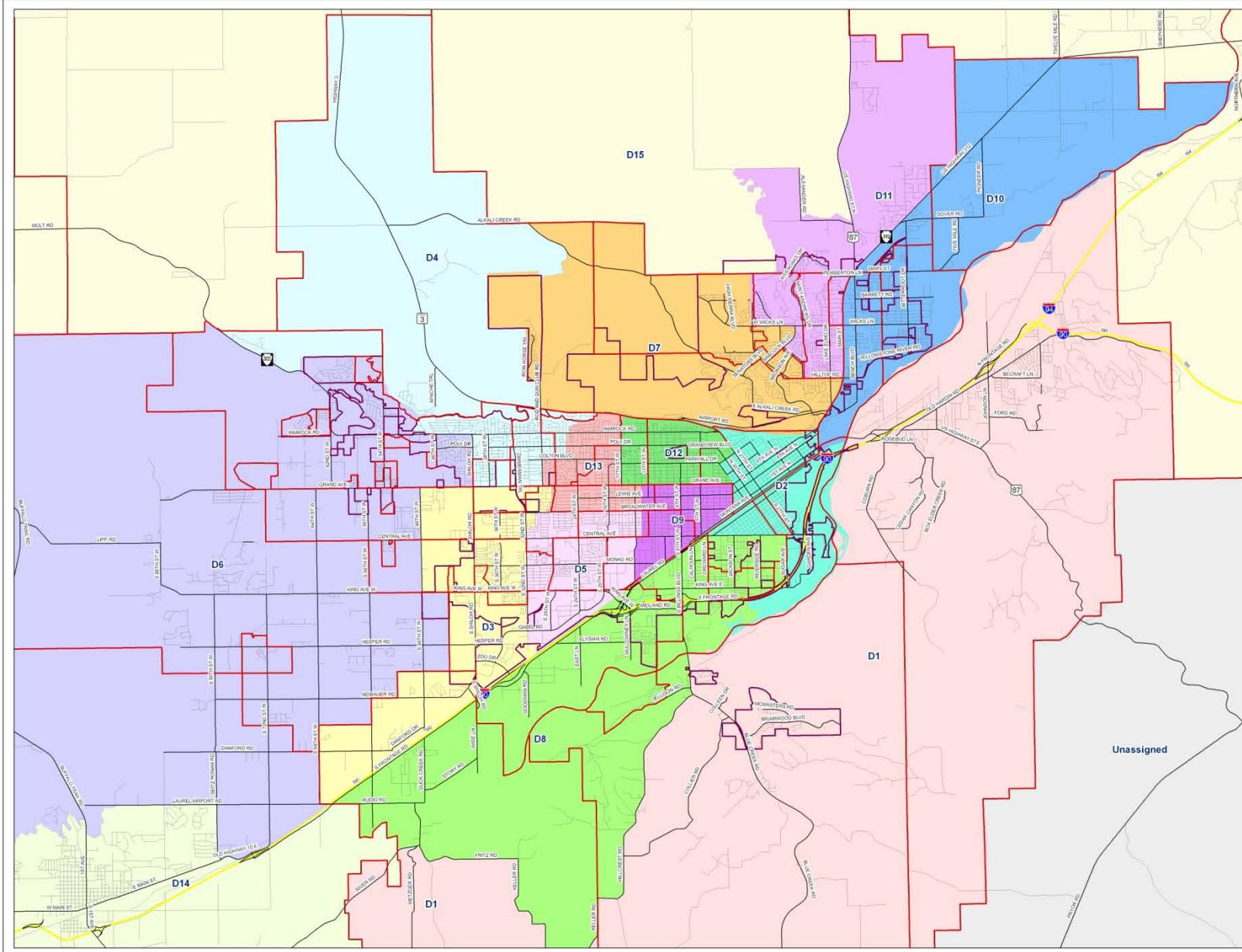
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City/County Plan

<u>District</u>	<u>Pop Total</u>	<u>Pop Total_Dev</u>	<u>Pop Total_DevPct</u>
Unassigned	403	-9,497	-95.93
D1	9,835	-65	-0.66
D2	9,922	22	0.22
D3	10,093	193	1.95
D4	9,809	-91	-0.92
D5	9,911	11	0.11
D6	9,770	-130	-1.31
D7	9,882	-18	-0.18
D8	10,024	124	1.25
D9	10,061	161	1.63
D10	9,766	-134	-1.35
D11	9,943	43	0.43
D12	9,709	-191	-1.93
D13	9,837	-63	-0.64
D14	9,704	-196	-1.98
D15	9,303	-597	-6.03

DRAFT Yellowstone County House Districts

Yellowstone/Billings Plan



Dist_Id	District	PopTotal	PopTotal_Pct	PopTotal_Dpct
0	Unassigned	413	-4.47	-85.93
1	D1	493	-45	-9.44
2	D2	983	-27	-5.87
3	D3	10193	-29	-12.80
4	D4	9893	-29	-12.80
5	D5	9511	-11	-9.22
6	D6	9771	-11	-11.22
7	D7	9911	-14	-10.10
8	D8	10121	-14	-12.10
9	D9	10061	-14	-14.63
10	D10	10143	-14	-12.70
11	D11	9941	-41	-5.43
12	D12	9771	-42	-5.44
13	D13	9817	-42	-5.44
14	D14	7939	-57	-11.10
15	D15	9303	-57	-6.23

Legend

- Elementary School Enrollment Areas

City Limits

County Redistricting Plan

District

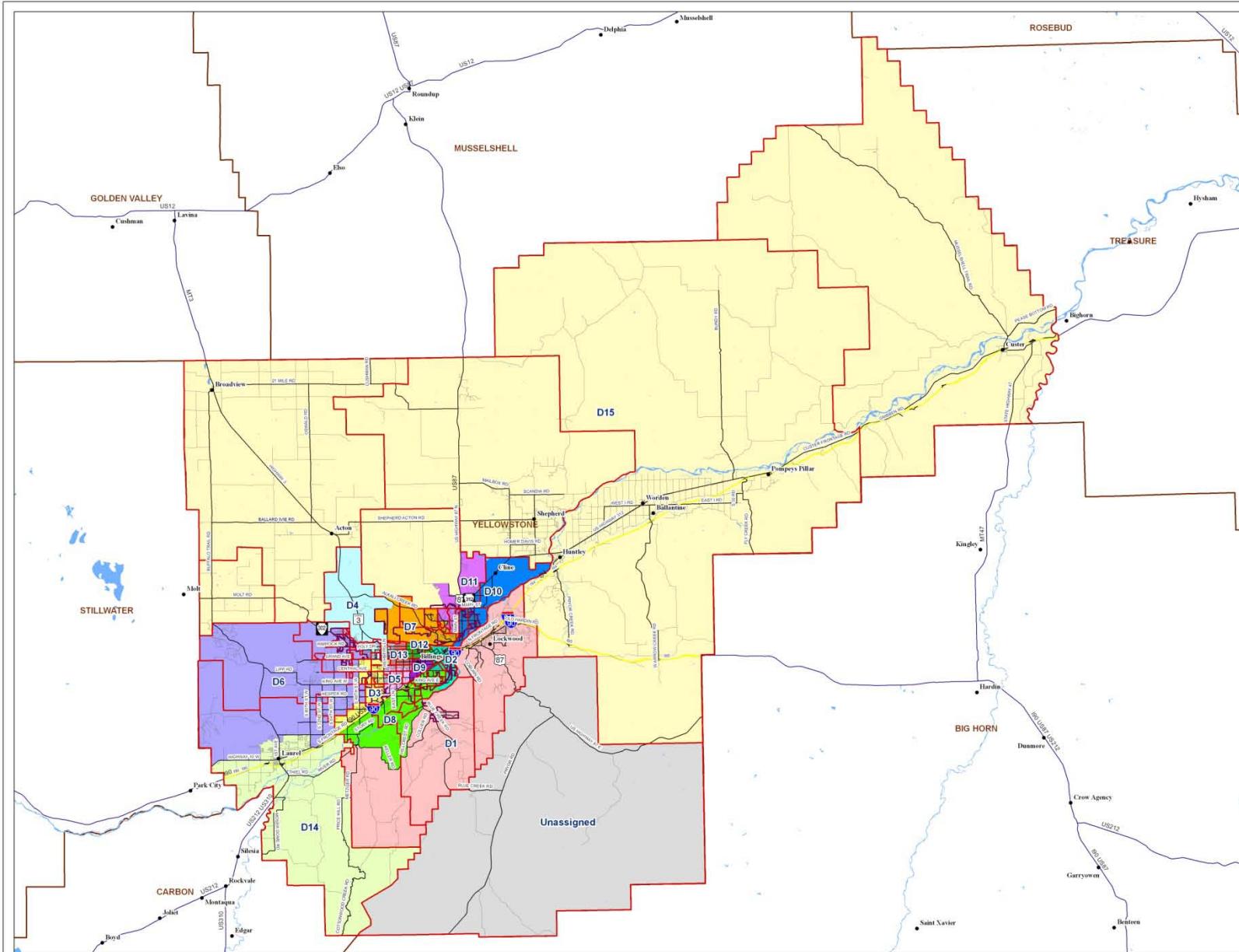
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- Unassigned



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DRAFT Yellowstone County House Districts

Yellowstone/Billings Plan



Legend

■ Elementary School Enrollment Areas

■ City Limits

■ Billings City Limits

County Redistricting Plan

District

- D1
- D2
- D3
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- D14
- D15
- Unassigned

— State Roads



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Dist_Id	District	PopTotal	PopTotal_Per	PopTotal_Dp
0	Unassigned	413	-4487	-95.53
1	D1	9813	447	-6.49
2	D2	9813	427	-6.49
3	D3	10073	377	1.90
4	D4	9893	353	-0.50
5	D5	9911	11	0.22
6	D6	9777	123	-0.22
7	D7	9911	14	0.10
8	D8	10121	123	0.22
9	D9	10061	141	1.63
10	D10	9841	124	-0.22
11	D11	9841	41	0.43
12	D12	9813	297	-0.22
13	D13	9817	42	-0.54
14	D14	9793	353	-0.22
15	D15	9303	587	-0.22

DRAFT
Yellowstone County
Senate Districts

Based on County Plan

Legend
■ Elementary School Districts

City Limits

■ Billings City Limits

Proposed Senate Districts

District

SD 6

SD 6

SD 2

SD 4

SD 3

SD 3

SD 2

SD 7

D15

SD 1

SD 1

D15

SD 1

SD 2

SD 3

SD 4

SD 5

SD 6

SD 7

Unassigned



0 0.5 1 Miles 2 3

Map Document: \bld\gis\170\Maps\Administration\Redistricting2011\RedistrictingPlan_Senate.mxd
8/21/2011

DRAFT
Yellowstone County
Senate Districts

Yellowstone/Billings Plan

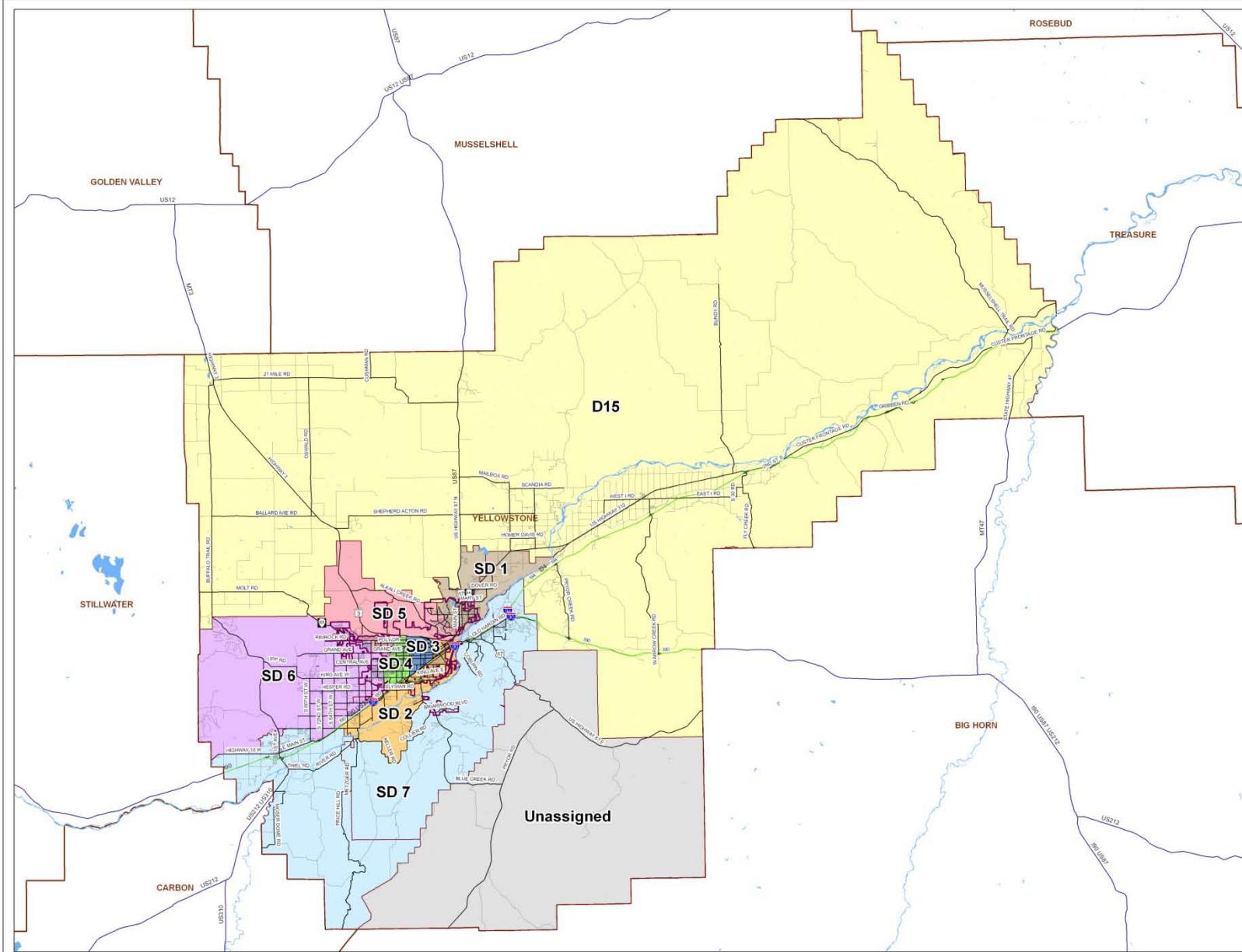
Legend

City Limits
Billings City Limits

Proposed Senate Districts

District	Color
D15	Yellow
SD 1	Brown
SD 2	Orange
SD 3	Blue
SD 4	Green
SD 5	Pink
SD 6	Magenta
SD 7	Cyan
Unassigned	Grey

State Roads



Miles
0.5 1 2 3

Map Document: 18-01719\Maps\Administration\Redistricting2011\RedistrictingPlan_Senate.mxd
8/31/2011