

Executive Summary

Plan Purpose

The Missoula Greater Downtown Plan is a comprehensive, balanced-center strategy for strengthening and expanding downtown Missoula's role as the economic and cultural heart of the community.

The Downtown BID, Missoula Parking Commission, Missoula Redevelopment Agency, Missoula Area Economic Development Corporation, and the Missoula Downtown Association, along with residents, and private property and business owners have significantly contributed to the downtown master planning effort. Ultimately, a plan was created that:

- Reflects and strengthens Missoula's historic character
- Respects the city's Rocky Mountain setting
- Is consistent with the community's economic, sustainability, and cultural values
- Builds on past successful investments

Process

The plan reflects the community's vision for the future growth of downtown. The plan is based on:

- A transparent and inclusive process
- Citizen and elected official input
- Extensive public review and acceptance

Stakeholder Meetings

A steering committee comprised of local public officials, citizens, property owners and business representatives reviewed all plan materials and provided input before and after each workshop.

Public Workshops

More than 2,000 people provided input on the plan. The community was engaged through four interactive public workshops, each consisting of two parts:

- **Presentation**—An education piece regarding project background, issues, and designs
- **Workshop**—A facilitated 'town hall' workshop; Participants responded to specific planned alternatives and summarized their issues by completing individual response sheets.

Project Objectives

The following community-created objectives served as touchstones for the development and evaluation of the plan.

Land Use

Retail

- Maintain and expand a mix of retail
- Provide for more efficient and strategic parking sites

Open Space

- Improve and expand on parks and open space
- Create a public square

Housing

- Increase downtown housing options and density
- Encourage well-designed infill where appropriate
- Maintain character and preserve history

Employment

- Maintain and encourage downtown employment

Cultural/Visitor

- Create opportunities for civic, arts, and cultural activities
- Utilize tourism for economic development

Circulation

Bike/Pedestrian Off-Street System

- Enhance the pedestrian environment
- Improve bike facilities

Streetcar

- Improve and expand public transportation options

Two-Way Streets

- Manage traffic and improve downtown access

Study Area

The project study area is identified on the right.



Project Study Area

Balanced-Center Development

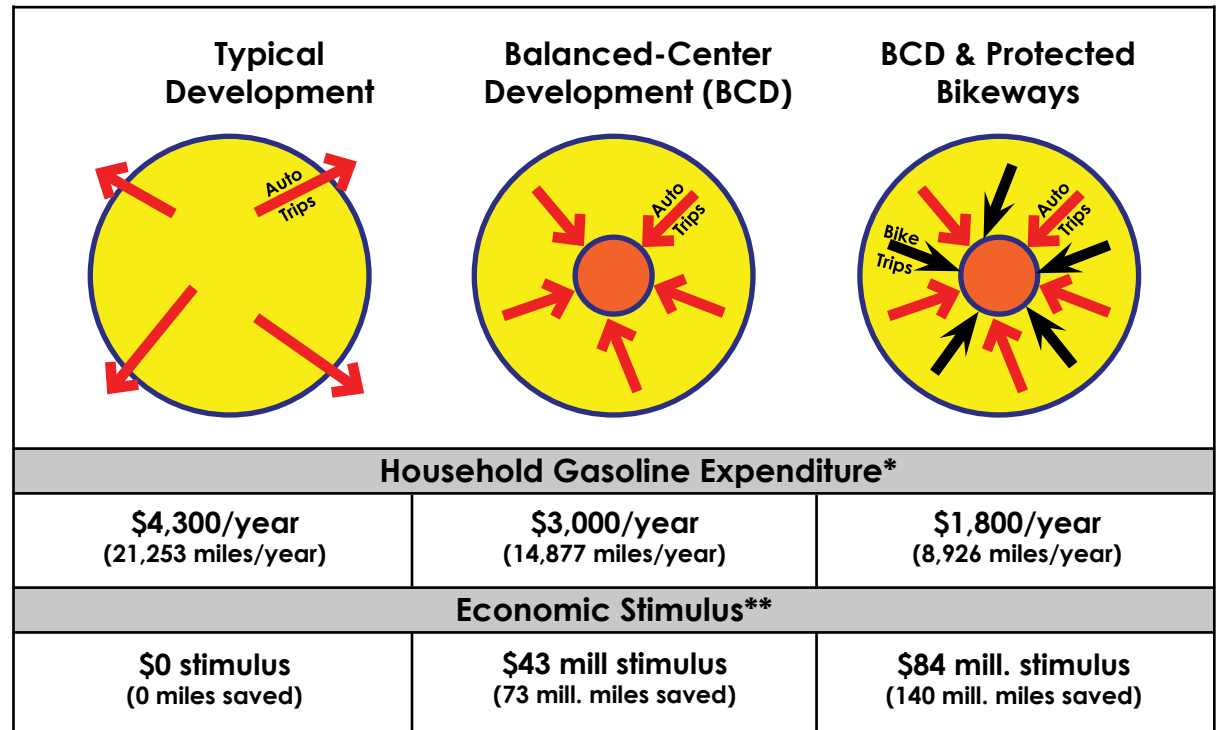
A balance of residential and commercial uses can significantly reduce auto travel and stimulate local economic development.

What is a Balanced-Center Development (BCD)?

- **Commercial Hot Spot**—The BCD is contained within a one-mile radius. The center of the BCD is a commercial core where all of the community's residential, retail, employment, business, and entertainment needs are located.
- **Complete Streets**—The design of streets and sidewalks should encourage a healthy, comfortable, safe and vibrant environment that effectively support all modes of travel with an emphasis on the pedestrian.
- **Protected Bike Lanes**—Protected bike lanes, which separate bicyclists from auto traffic, connect residential areas to the commercial core. Biking to the commercial core is never more than a five-minute ride (one mile) on protected bike lanes.
- **Public Transit**—Public transit connects neighborhoods to the commercial hot spot and to other centers in the region.

How do BCDs reduce energy expenditures?

- **Auto travel distances are reduced**—Most residents do not have to travel outside of the BCD to shop, work or conduct business. Most auto travel is to the commercial core, reducing typical travel distances by over 30 percent.
- **Auto trips are reduced**—Protected bike lanes allow residents—young and old alike—to substitute safe bicycle travel for auto travel within the BCD. In the Netherlands and Denmark, 30 to 40 percent of all trips are made by bicycle within protected bike lanes. In a traditional non-protected system (painted bike lanes on the road), bike ridership is typically less than 10 percent of all trips because of safety issues.



* 20 miles/gallon @ \$4.00 per gallon = \$0.20 per mile

**Energy savings times a multiplier of 3 for money spent locally

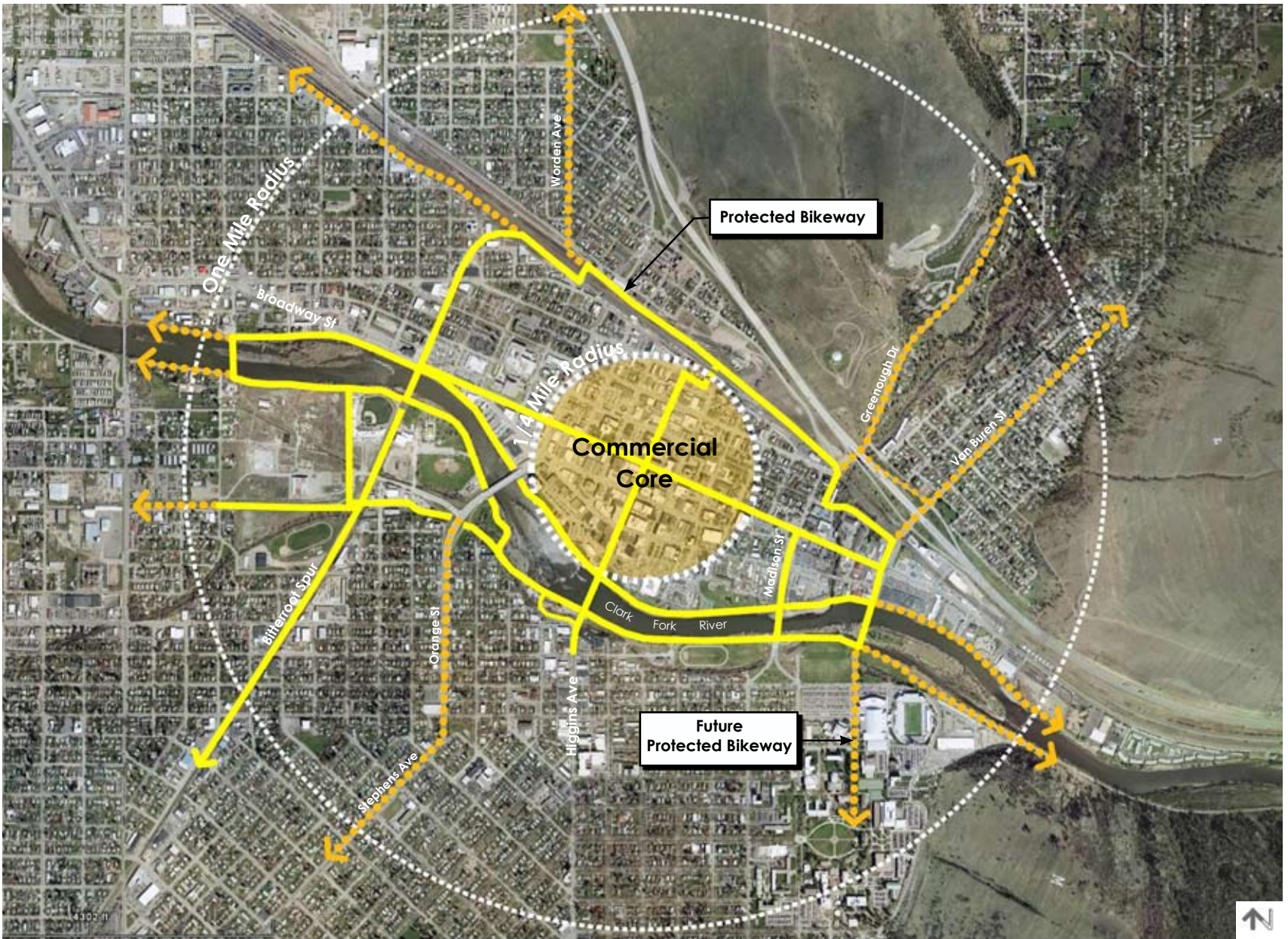
Source: Crandall Arambula PC

What are the benefits of a BCD?

- **Homeowners' fuel costs are reduced**—The average U.S. household drives 22,000 miles per year. Households within the BCD would drive 50 to 60 percent fewer miles for an annual savings of approximately \$2,500.
- **Fuel savings provide a local economic stimulus**—If BCD households spend their energy savings locally—instead of sending the money overseas to multi-national companies—the local economic stimulus would be over \$80 million per year for each BCD.

How do communities promote BCDs?

- **Revise existing plans and policies to promote the BCD land use concept**—Most communities have plans and policies that promote sprawl and auto dependency. As a first step in reversing this trend, communities should undertake a BCD feasibility study to determine their BCD potential and the resulting economic benefits.
- **Adopt a bike system master plan with a network of protected bikeways leading to the commercial Core**—Most public streets have the space needed to accommodate protected bikeways. A BCD bike system master plan locates system routes and identifies implementation costs and phasing.

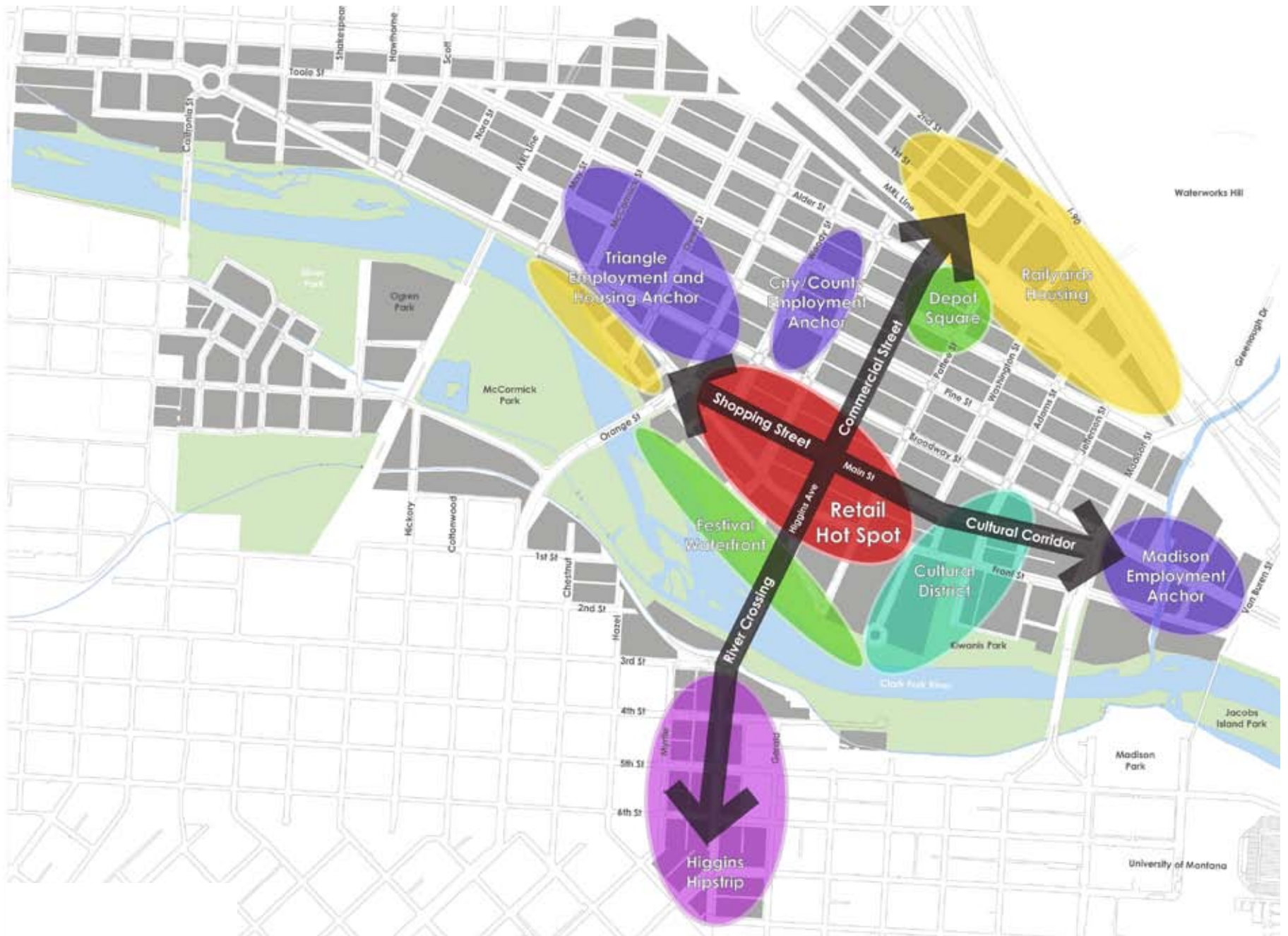


Balanced-Center Development

Fundamental Concept

The Missoula Greater Downtown Master Plan creates a strong downtown by linking housing, employment, and cultural districts to the core retail hot spot.

- **Retail Hot Spot**—the main shopping destination and the heart of downtown; provides 220,000 sf of new retail space
- **Corridors, Streets, River Crossings**—link key employment, cultural, housing, and commercial components
- **Higgins Hip Strip**—encourages commercial and retail development along South Higgins Avenue by providing 45,000 sf of commercial space, a public parking structure, and 175 new dwelling units
- **Triangle Employment and Housing Anchor**—anchors the west end of Main Street and provides 280,000 sf of office , 34,500 sf of retail, 63,500 sf of commercial space, and 350 new dwelling units
- **City/County Employment Anchor**—retains County administrative offices within a new 82,000 sf City Police Building and a 170 space parking structure
- **Madison Employment Anchor**—anchors the east end of Main Street and provides 230,000 sf of office space and 10,000 sf of commercial space
- **Railyard Housing**—brings housing and families to downtown, provides 1,300 new dwelling units
- **Cultural District**—Establishes a destination hub including a performing arts center (60,000 sf), a conference center (88,000 sf), and University of Montana Museum (30,000 sf)
- **Festival Waterfront**—this front door to the downtown provides a venue for large-scale civic events
- **Depot Square**—the city's living room hosts the community's day-to-day gatherings. Adjacent to the 116,000 sf plaza are 76,000 sf of office space, 16,500 sf of commercial space and 75 new dwelling units



Fundamental Concept Diagram

Master Plan

Land Use

The land use framework is not arbitrary; it identifies a mix of essential uses in locations deliberately selected to maximize development potential and ensure long-term viability. Based upon fundamental real estate siting requirements, the land use framework will foster regional market growth by directing future development into the downtown.

The land use framework:

- Identifies primary land uses; a vertical mix of uses along with the identified primary uses is encouraged
- Identifies areas most likely to be developed or redeveloped over time
- Preserves and strengthens historic and healthy neighborhoods, buildings, and green spaces
- Builds upon existing retail and commercial districts
- Builds upon existing employment districts

Circulation

The circulation framework provides for a wide range of current and future circulation needs and improves upon existing systems to ensure efficient access to, and mobility through, the downtown.

The circulation framework:

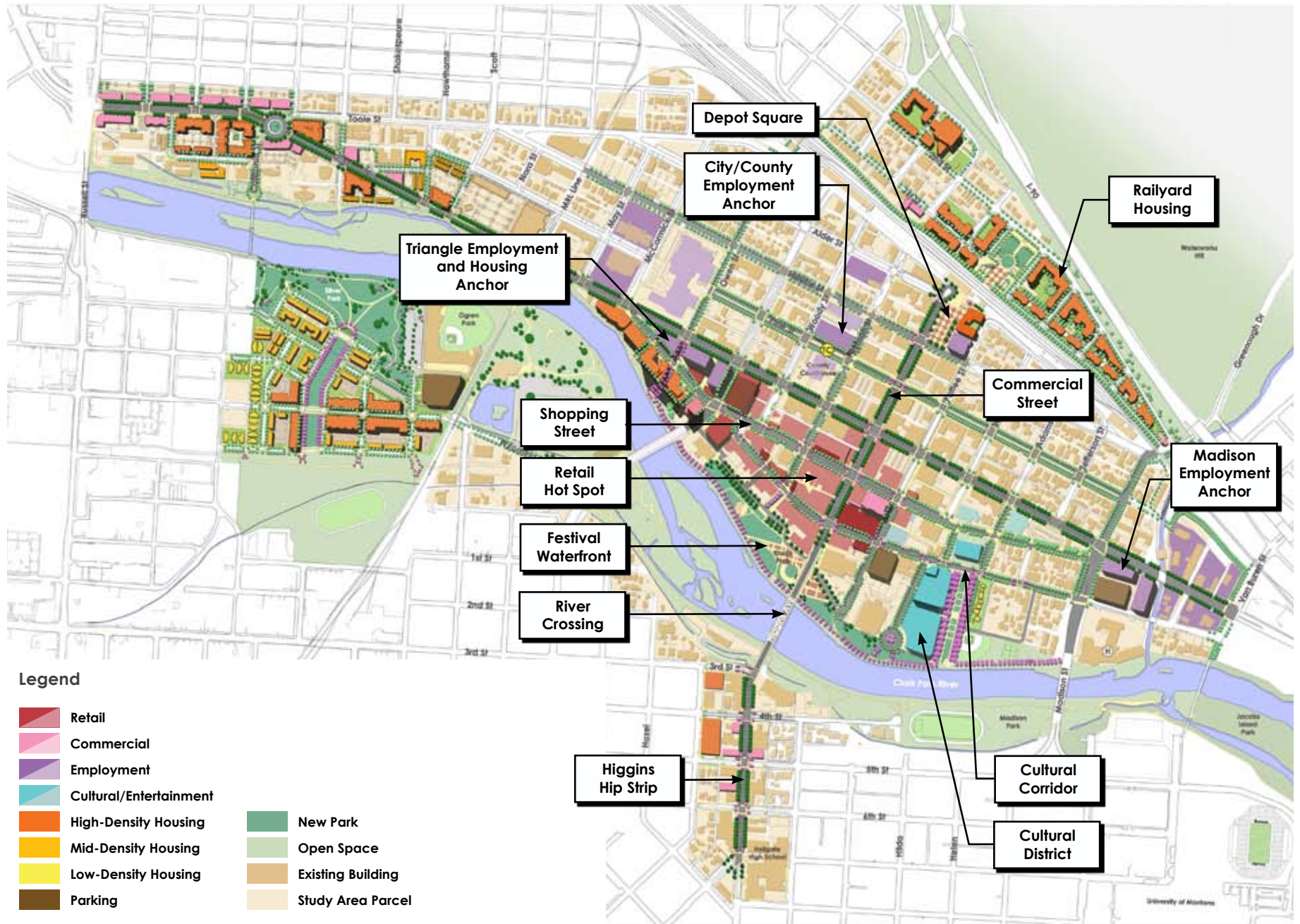
- **Anticipates growth of residential, employment, retail, commercial and visitor uses over the next 25 years**—The planned network provides sufficient capacity to meet these land use needs
- **Provides direction for addressing critical short-term needs for major roadway corridors**—In particular, design recommendations are provided for Higgins and Broadway
- **Balances transportation modes**—While recognizing that auto and truck access will continue to be the primary mode choice for the next 25 years, the framework also provides transportation network improvements for pedestrians, bicycles and mass transit that will greatly increase their use
- **Establishes a premier investment environment**—The framework is more than a functional transportation network, it also establishes a safe, inviting, pedestrian environment, ensuring that downtown businesses will be strengthened and residential neighborhoods will remain healthy

Development Potential

Downtown Missoula has the capacity to absorb significant amounts of growth over the next 25 years. The downtown plan identifies a strategy to focus regional growth into the downtown.

Over the next 25 years, projections indicate that downtown has the ability to absorb the following amounts of new development.

Retail:	220,000 SF
Office:	677,000 SF
Commercial:	376,000 SF
Government:	82,000 SF
Arts & Entertainment:	178,000 SF
Parks & Open Spaces:	1,232,000 SF
Public Parking:	1,915 Spaces
Private Parking:	5,490 Spaces
Residential:	2,840 Units
Hotel:	280 Rooms



Illustrative Plan

Implementation

The success of the Missoula Greater Downtown Master Plan depends upon immediate and consistent support from City, County and managing agency champions.

Catalyst Projects

Catalyst projects are a combination of public and private initiatives. The investment summary identifies key public infrastructure improvements required to stimulate development of the Retail Hot Spot and Riverfront Triangle.

The catalyst projects include:

- **Macy's Improvements**—Retail renovation, remodel and expansion of the current Macy's store
- **Front Street Parking Structure**—A new parking structure adjacent to Macy's and First Interstate Bank
- **139 East Main Street Mixed-Use Project**—New and renovated retail/ restaurant, hotel and condominiums on the half-block north of Macy's
- **Orange and Main Retail Anchor**—New retail anchor and housing on the west end of the Retail Hot Spot
- **Front Street Realignment**—New Front Street realignment and utility relocations needed to assemble a site for the Orange and Main Retail Anchor
- **Orange and Main Parking Structure**—A new parking structure opposite the Riverfront Triangle, and the Orange and Main Retail Anchor
- **Riverfront Triangle Development (Fox Site)**—Phase 1 development will include a new hotel, mixed-use housing and retail on the City-owned Fox site
- **Government Center**—An opportunity for County administrative services to co-locate in a planned new city police facility

Investment Summary				
Project		Amount	Investment	
			Public	Private
1	Macy's Improvements Retail Renovation New Addition	60,000 SF 20,000 SF		\$ 12.0 mil. \$ 5.0 mil.
2	Front Street Parking Structure Parking (above grade)	535 Spaces	\$ 11.0 mil.	
3	139 East Main Street Retail/Restaurant Hotel Parking (below grade)	50,000 SF 107 Rooms 106 Spaces		\$ 12.5 mil. \$ 16.0 mil. \$ 3.0 mil.
4	Orange and Main Retail Anchor Retail Housing Parking (below grade)	50,000 SF 70 units 81 Spaces		\$ 12.5 mil. \$ 13.0 mil. \$ 2.5 mil.
5	Front Street Realignment Utilities & Street Improvements		\$ 0.5 mil.	
6	Orange and Main Parking Structure Retail/Commercial Parking (above grade)	38,000 SF 610 Spaces	TBD	\$ 9.2 mil. \$ 13.8 mil.
7	Riverfront Triangle Development Phase I - (Fox site) Hotel Housing Retail Parking (below grade) Street Improvements	150-175 Rooms 93 Units 20,500 SF 131 Spaces 540 LF	\$ 3.0 mil.	\$ 23.0 mil. \$ 26.0 mil. \$ 5.0 mil. \$ 4.0 mil. \$ 3.0 mil.
8	Government Center Office/Services Parking	82,000 SF 250 Spaces	TBD	
Totals:			\$14.5 mil	\$160.5 mil.

Return on Investment Ratio: 1 to 11

