

Implementation Program

Overview

The implementation program prescribes a realistic and timely guide for creating immediate positive change.

The implementation program is founded on the principle that public dollars must be spent on projects that leverage significant private investment and spark widespread sustainable reinvestment in the downtown.

The implementation program includes:

- A development capacity diagram that illustrates the full build-out potential within the study area
- An action plan and schedule identifying tasks to be implemented
- Potential local, state and federal funding sources
- A strategy management plan for agencies involved in long-term implementation of the master plan



Private Parking Structure—Before



Public Square—After

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

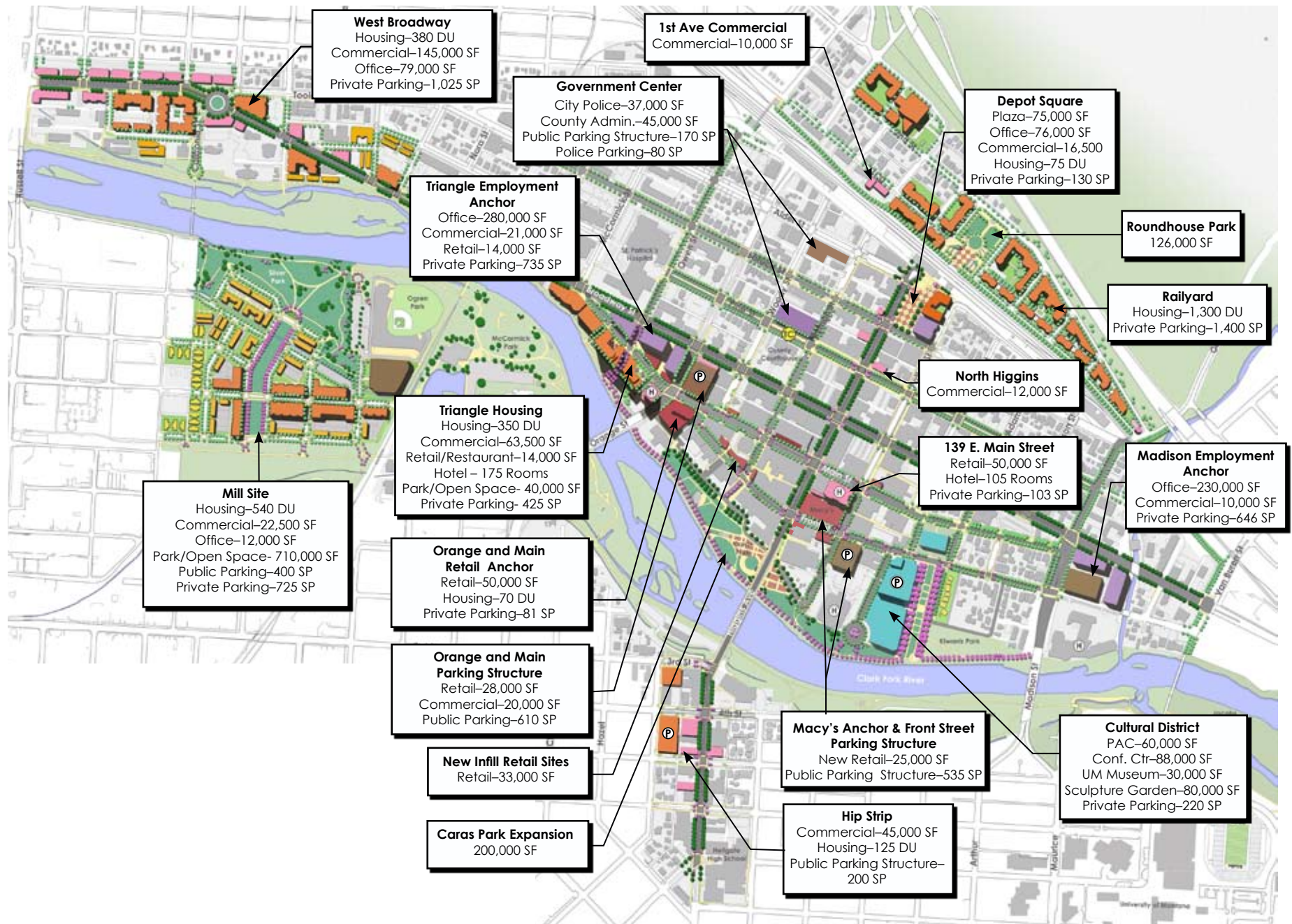
* A summary calculation and location of all new downtown development is included in a separate document titled Missoula Downtown Development Potential.

Build-Out Diagram

The build-out diagram on the next page provides a snapshot of the potential character and intensity of new development over the next 25 years. Most new development is located on underdeveloped, vacant and underutilized sites.



View of Downtown



Build-Out Diagram

Action Plan

The action plan identifies projects and regulatory updates the City, County and managing agencies need to champion and support in order to create immediate development momentum.

Action plan items include:

- **Catalyst Projects**—Public and private projects that have the potential to stimulate significant development momentum
- **Time-Sensitive Regulatory Updates**—Policy updates needed to ensure the intent of the master plan is realized
- **‘Green’ Transportation Projects**—Public projects that will significantly reduce transportation energy use and increase local spending capacity within the community
- **Quality of Life Projects**—Public amenity projects that attract private investment to surrounding areas and preserve the local gathering spaces and natural environment unique to Missoula



Catalyst Projects



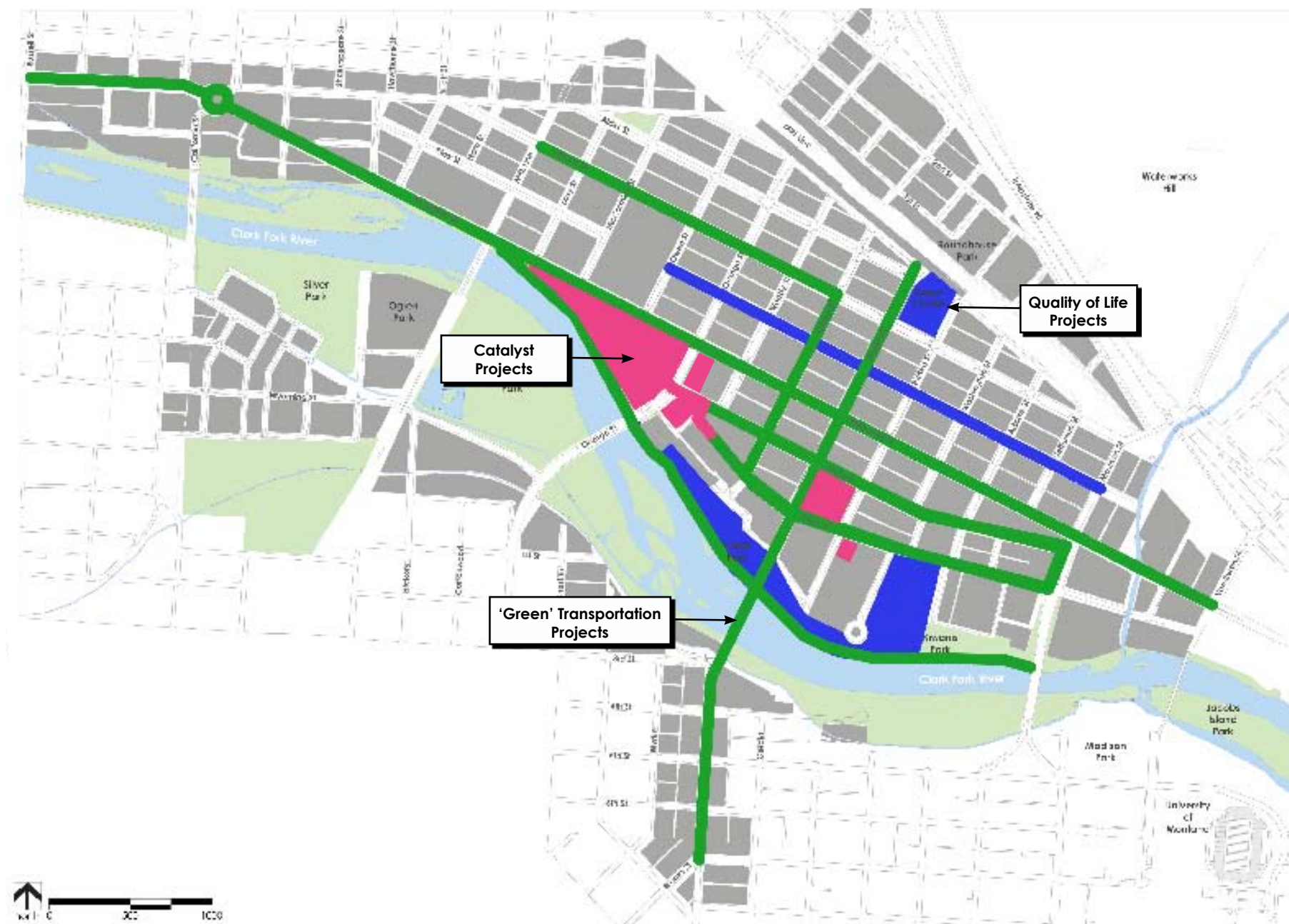
Time-Sensitive Regulatory Updates



‘Green’ Transportation Projects



Quality of Life Projects



Catalyst Projects

Catalyst projects have the ability to stimulate significant new downtown investment.

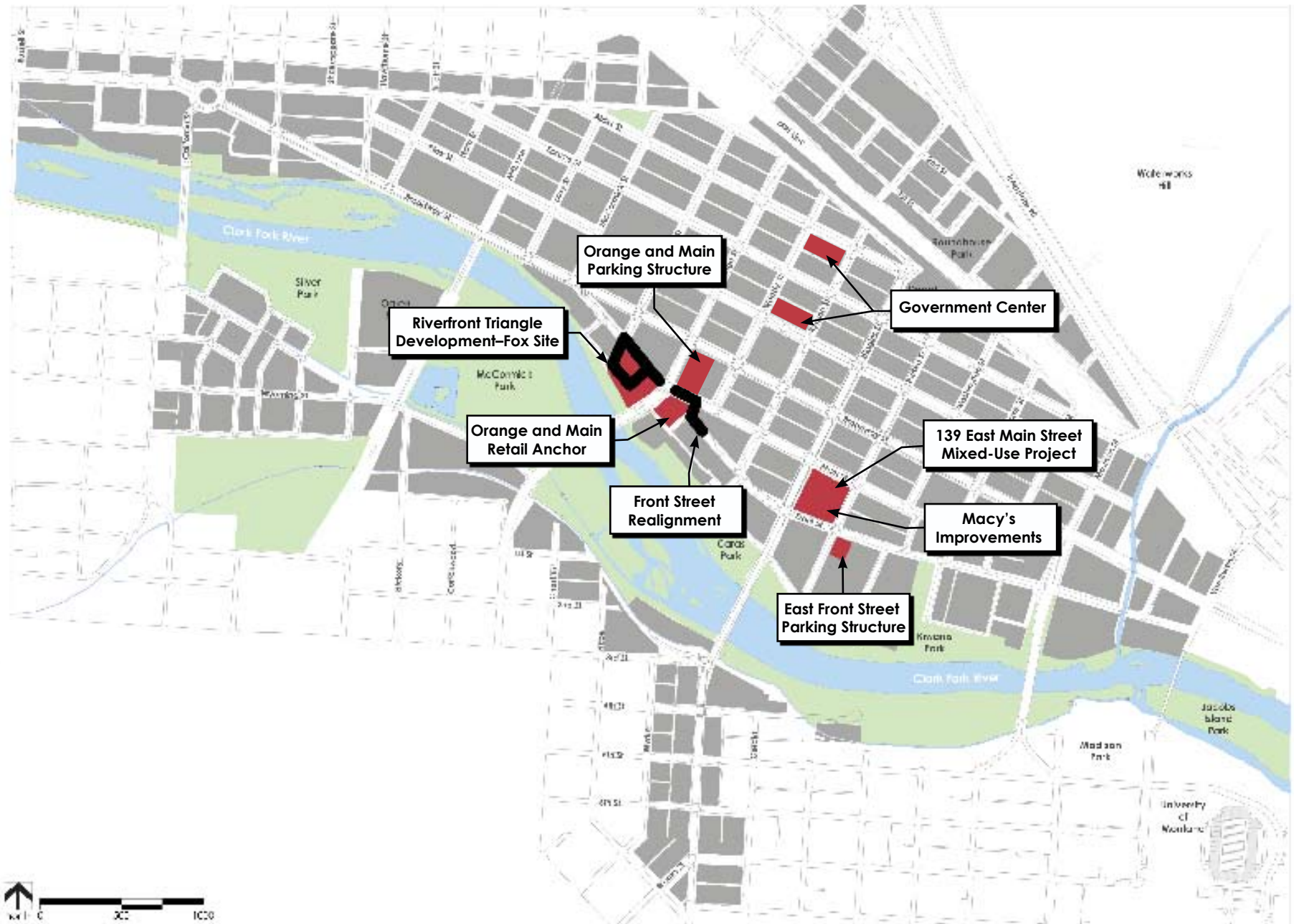
Catalyst projects are a combination of public and private initiatives. The investment summary identifies key public infrastructure improvements required to stimulate development of the Retail Hot Spot and Riverfront Triangle. An estimated \$15.5 million in public investment has the potential to leverage \$160.5 million in private development for a total return-on-investment-ratio of 1 to 11.

The catalyst projects include:

1. **Macy's Improvements**—Retail renovation, remodel and expansion of the current Macy's store
2. **Front Street Parking Structure**—A new parking structure adjacent to Macy's and First Interstate Bank
3. **139 East Main Street Mixed-Use Project**—New and renovated retail/ restaurant, hotel and condominiums on the half-block north of Macy's
4. **Orange and Main Retail Anchor**—New retail anchor and housing on the west end of the Retail Hot Spot
5. **Front Street Realignment**—New Front Street realignment and utility relocations needed to assemble a site for the Orange and Main Retail Anchor
6. **Orange and Main Parking Structure**—A new parking structure opposite the Riverfront Triangle, and the Orange and Main Retail Anchor
7. **Riverfront Triangle Development (Fox Site)**—Phase 1 development will include a new hotel, mixed-use housing and retail on the City-owned Fox site
8. **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	East Front Street Parking Structure Parking (above grade) Retail (ground-floor)	535 Spaces 5,000 SF	\$ 11.0 mil.	
3	139 East Main Street Retail/Restaurant Hotel Parking (below grade)	50,000 SF 105 Rooms 103 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 Commercial Parking (above grade)	20,000 SF 610 Spaces	TBD	\$ 9.2 mil. \$ 13.8 mil.
7	Riverfront Triangle Development (Fox site) Hotel Housing Retail Parking (below grade) Street Improvements	150-175 Rooms 560 Units 28,500 SF 131 Spaces 540 SF	\$ 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



Macy's Improvements and Front Street Parking Structure

Maintaining Macy's as a Retail Hot Spot anchor is essential for the health of all downtown retail. Macy's future is linked to the availability of retail parking and its financial ability to remodel and expand its existing downtown store. The Front Street parking structure provides needed parking for Macy's, other downtown retailers, and First Interstate Bank.

Implementation of the Front Street parking structure will require a coordinated effort between the Missoula Redevelopment Agency, the Missoula Parking Commission, First Interstate Bank, and property owners.

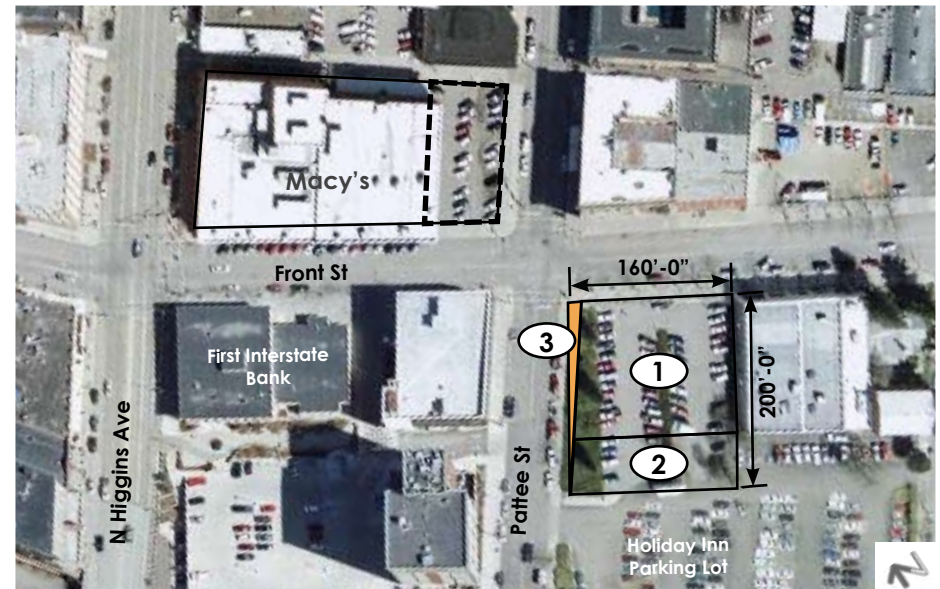
Macy's may need public assistance for the renovations that will ensure the store's long-term success.

Land Assembly

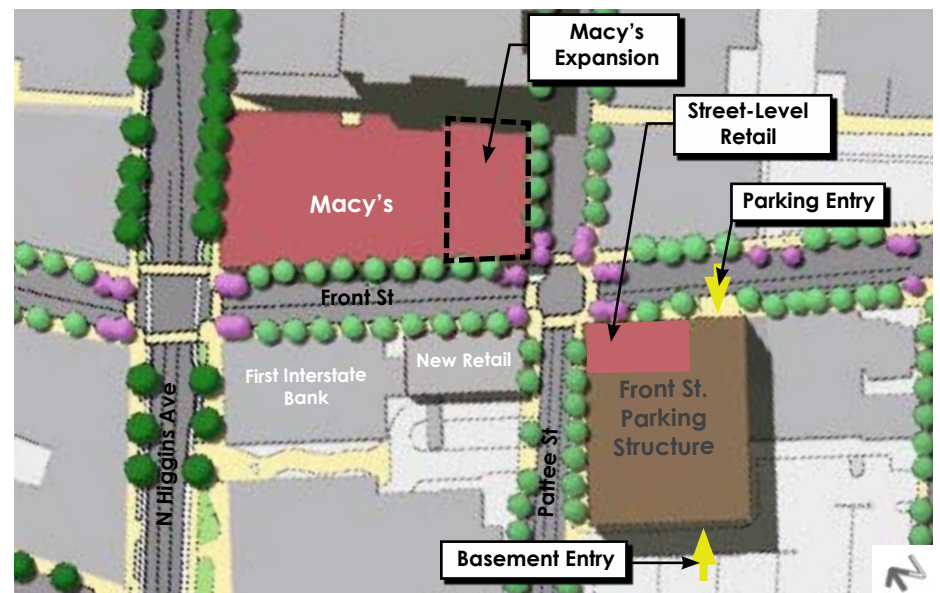
The Front Street parking structure site is located on the southeast corner of Front and Pattee streets. Acquisition and assembly of property held by Macy's Inc. and the Holiday Inn, as well as some public right-of-way will be required to accommodate a minimum floor plate of 160-ft. x 200-ft. (32,000 sf).

Site Ownership

- ① Macy's Inc. (Old Town Lot)-18,000 SF
- ② Holiday Inn (Old Town Lot)-12,800 SF
- ③ City of Missoula (right-of-way)-1,200 SF



Existing and Site Ownership



Proposed

Development Summary

Macy's Renovation

A minimum of 80,000 sf of new and renovated retail will likely be required to update and expand the current Macy's store. This will include:

- A remodel of the existing 60,000 sf building
- A two-level expansion (20,000 sf) into the parking lot to the east of the existing structure

Front Street Parking Structure

Parking requirements are indicated below.

Parking Space Requirements

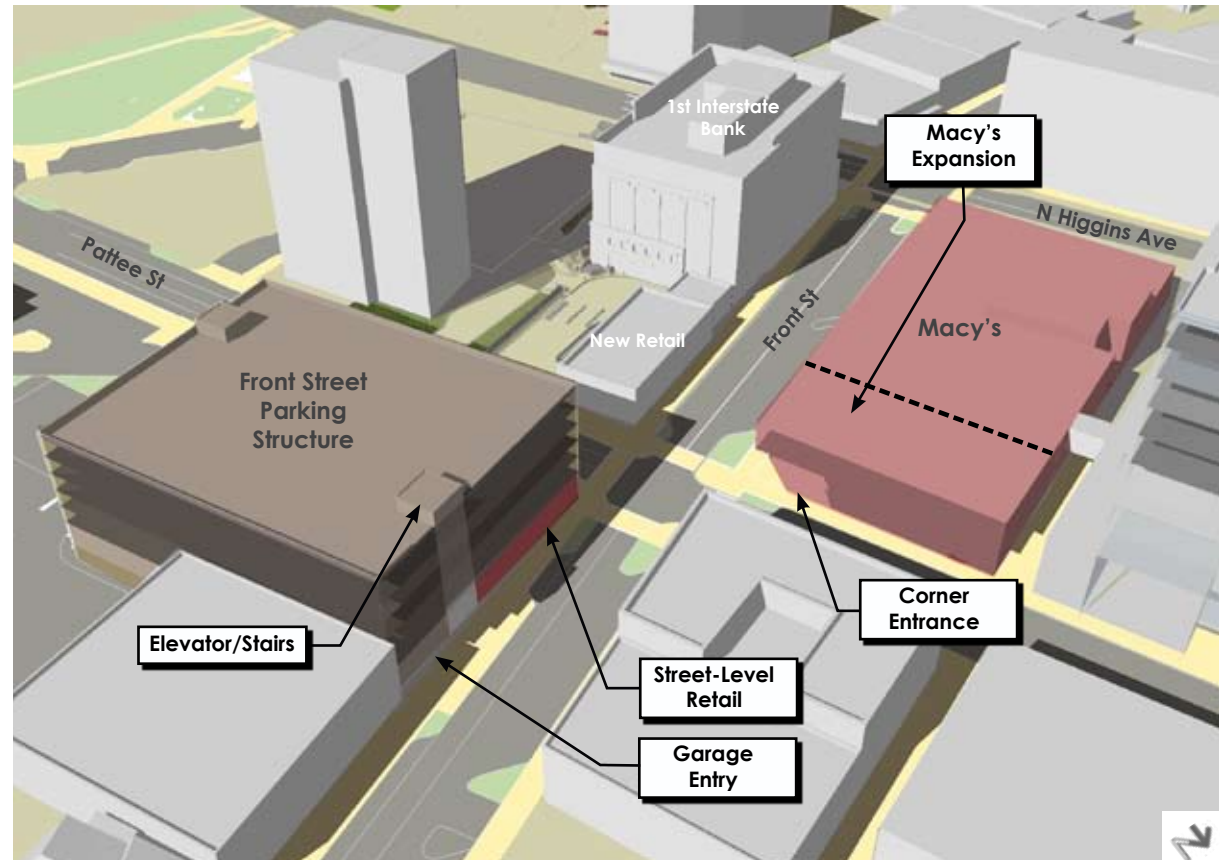
Retail-80,000 SF @ 2.5 per 1,000	= 200
Office-88,000 SF @ 2.84 per 1,000	= 250
Subtotal	= 450

Replacement Parking

On-Street	= 6
Old Town Lot	= 61
Holiday Inn Lot 30	= 18
Subtotal	= 85
Total Spaces Required	= 535

Parking Space Summary

Basement-Level Parking	= 85
Level 1-Behind Retail	= 28
Level 2-Parking	= 75
Levels 3 to 5-Parking	= 261
Level 6-Parking (Roof Top)	= 86
Total Spaces Provided	= 535



View of Macy's Improvements and Front Street Parking Structure

139 East Main Street Mixed-Use Project

The 139 East Main Street project is located on the half block north of Macy's along Main Street from Higgins Avenue to Pattee Street. The project will positively contribute to the health of the Retail Hot Spot and will offer a unique downtown hotel, restaurant and retail experience.

Land Assembly

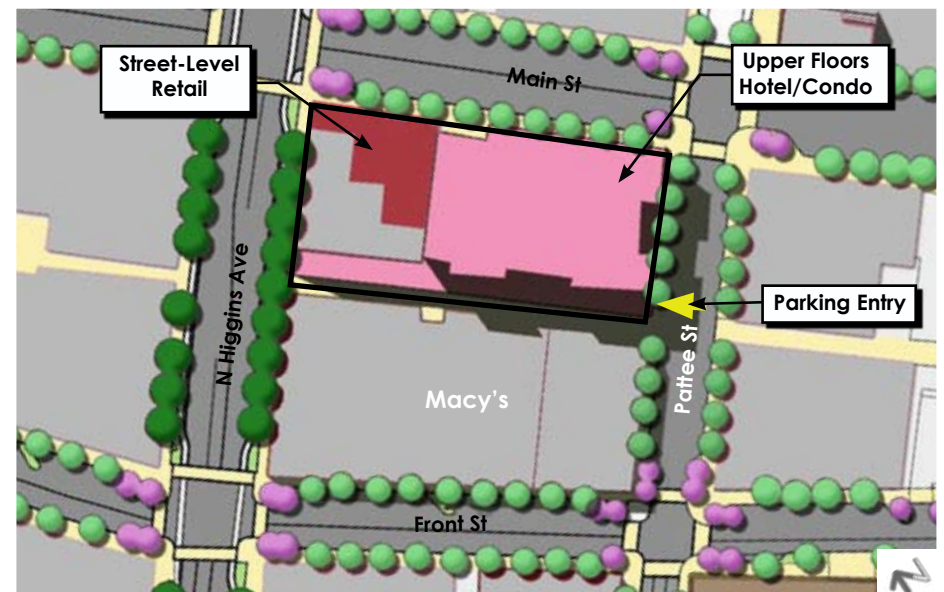
The majority of the half block has recently been assembled under a single ownership.

Site Ownership

- ① 139 E. Main Street LLC
- ② Private Ownership



Existing and Site Ownership

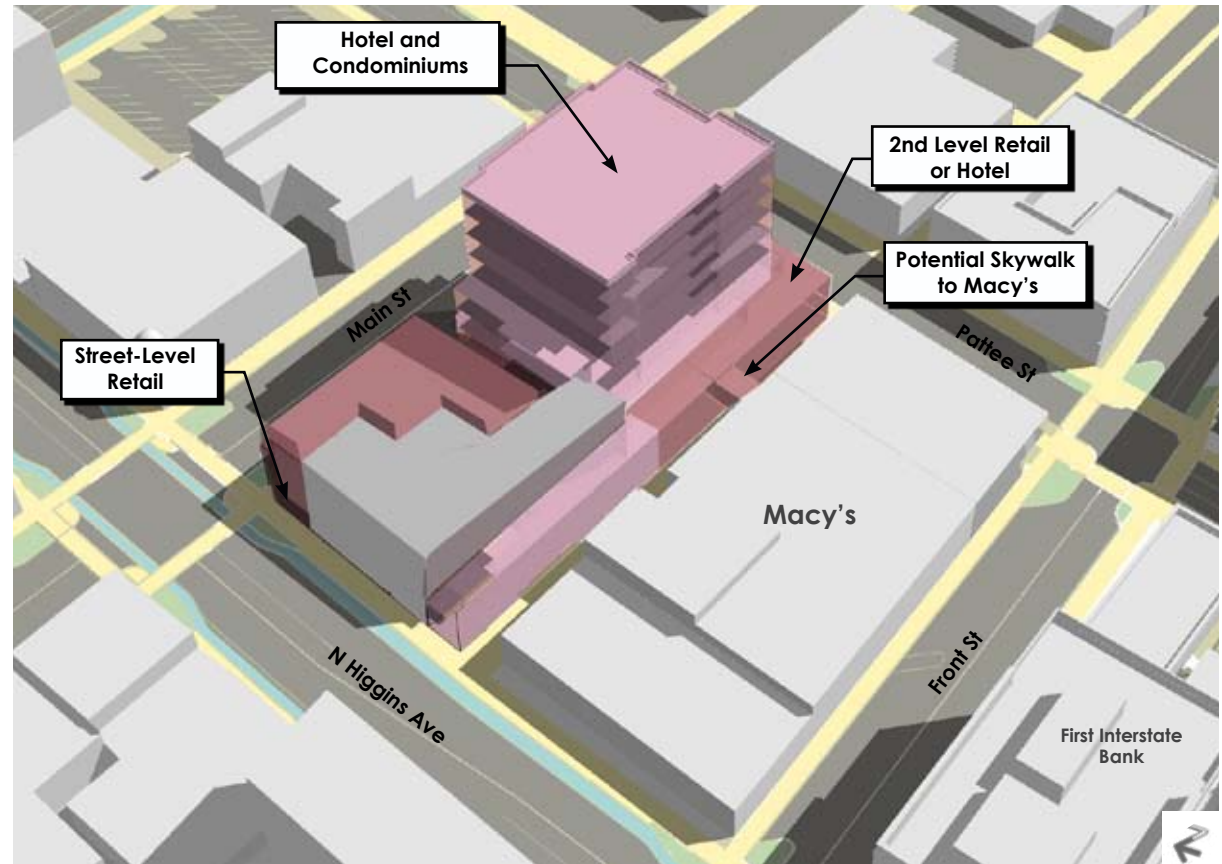


Proposed

Development Summary

This mixed-use retail and hotel development would include:

- 50,000 sf of new and renovated retail along Main Street and a portion of Higgins Avenue, with the possibility of second-floor retail
- Potential skywalk connection to Macy's
- 107 hotel rooms
- 6 to 10 condominiums
- Basement level parking with 107 spaces



View of 139 East Main Street Project

Orange and Main Retail Anchor and Front Street Realignment

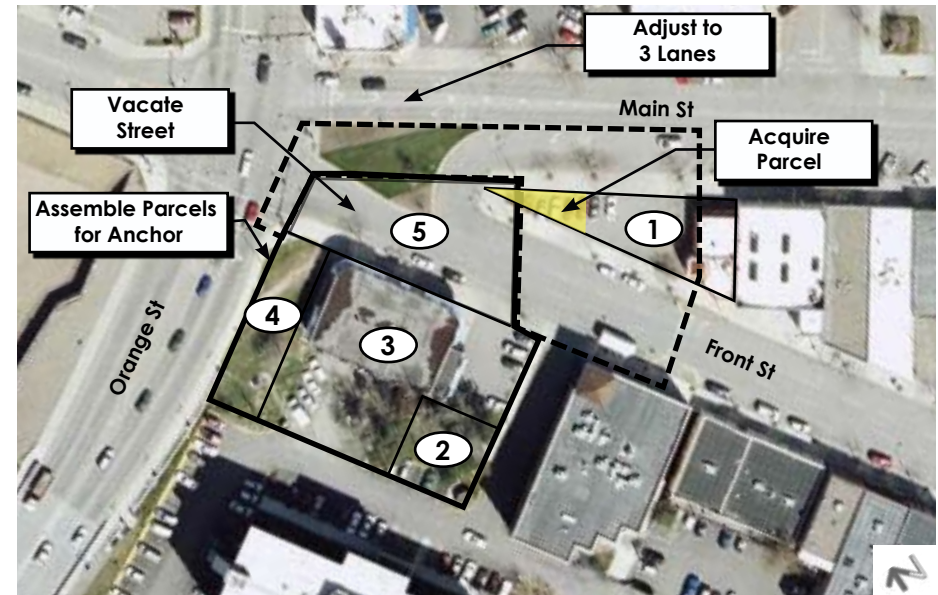
The Orange and Main Street retail anchor located at the intersection of Orange, Front and Main streets in the Riverfront Triangle Urban Renewal District would serve as a complement to Macy's. Currently, there is owner interest in the redevelopment of property located on the southwest corner of the West Front and Orange street intersection, indicated by the number 3 on the diagram to the right.

Land Assembly

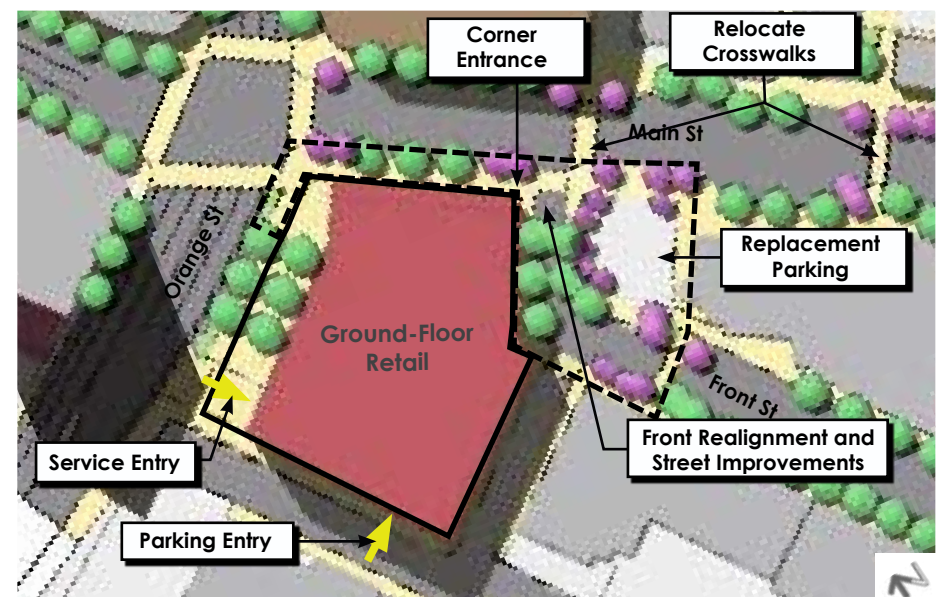
Acquisition and assembly of properties held by Clark Fork Manor Inc., JKW Investments, the county-owned easement along Orange Street, and the vacation of a portion of Front Street would be required to build the retail anchor. The realignment of Front Street impacts the existing Tangles Hair Salon parking. Because of this, a lot reconfiguration would need to be developed for the salon by acquiring a portion of the public property to the east and performing a lot line adjustment.

Site Ownership

- ① Tangles LLC-6,800 SF
- ② Clark Fork Manor Inc.-4,000 SF
- ③ JKW Investments-17,200 SF
- ④ Missoula County Sewer Easement-4,200 SF
- ⑤ City of Missoula (Right-of-Way)-11,000 SF



Existing and Site Ownership



Proposed

Development Summary

Orange and Main Street Retail Anchor

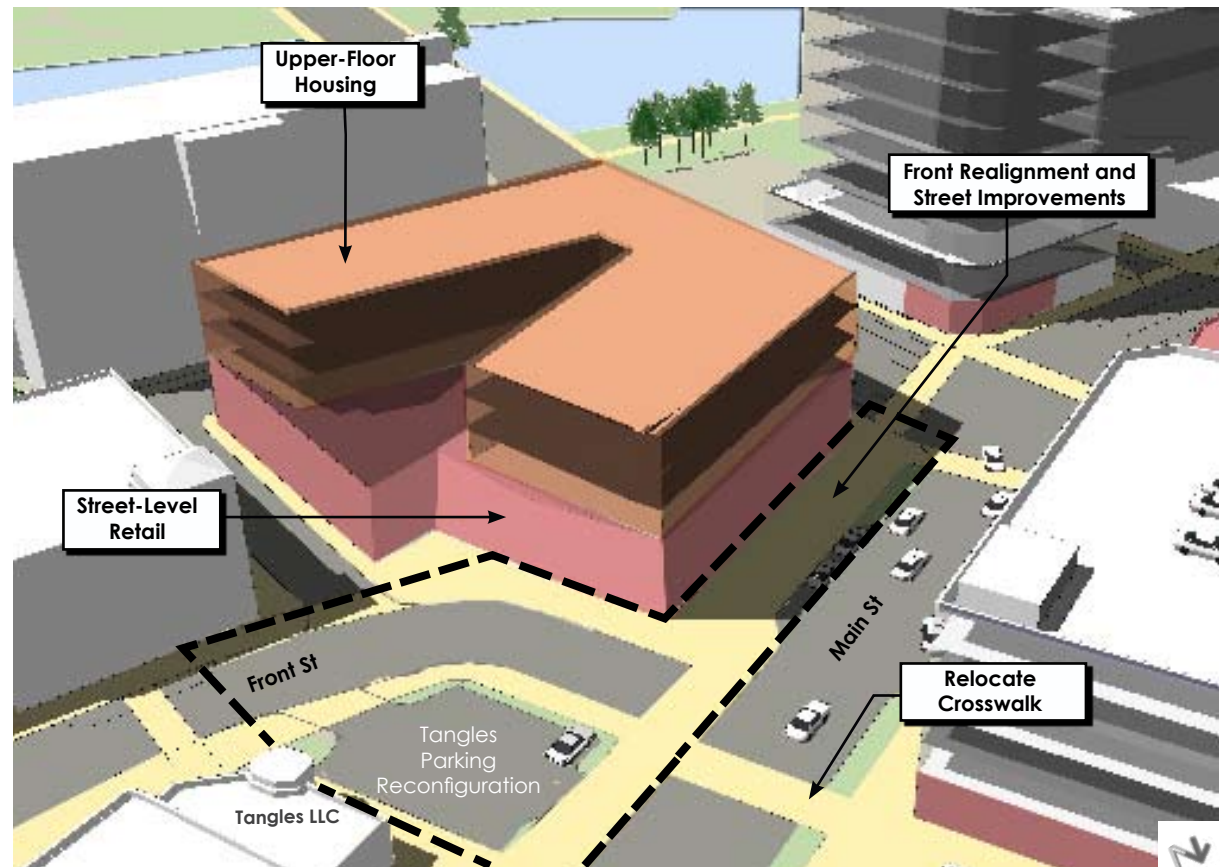
The retail anchor site would support a new mixed-use retail and housing development, including:

- 50,000 sf of retail space
- Three levels of upper-floor housing of up to 72 condos or apartment rentals
- 81 basement-level parking spaces with access from the rear of the building

Front Street Realignment

A major public investment will be required to assemble the land for the anchor retail site and realign the roadway to simplify the Front and Main street intersection. Street improvements would include:

- Relocation of existing Front Street utilities along Main Street north of the vacated portion of Front Street
- Reconfiguration of the Tangles Hair Salon parking lot to include 12 parking spaces, providing a net gain of a single parking space.
- New landscaped curb extensions and on-street parallel parking along Main Street and a portion of the east side of Orange Street adjacent to the retail and south of the intersection
- New sidewalks and street trees
- Decorative street lighting
- New crosswalks
- Lane reconfiguration and striping for two eastbound lanes and one westbound lane along Main Street from the realigned Front Street intersection to Orange Street
- Relocation of the existing crosswalk on the east side of Woody Street and Main Street approximately 150 ft. west to the east side of the realigned Front Street
- Construction of a new crosswalk on the east side of Woody Street south across Main Street



View of the Orange and Main Retail Anchor and Front Street Realignment

Orange and Main Street Parking Structure

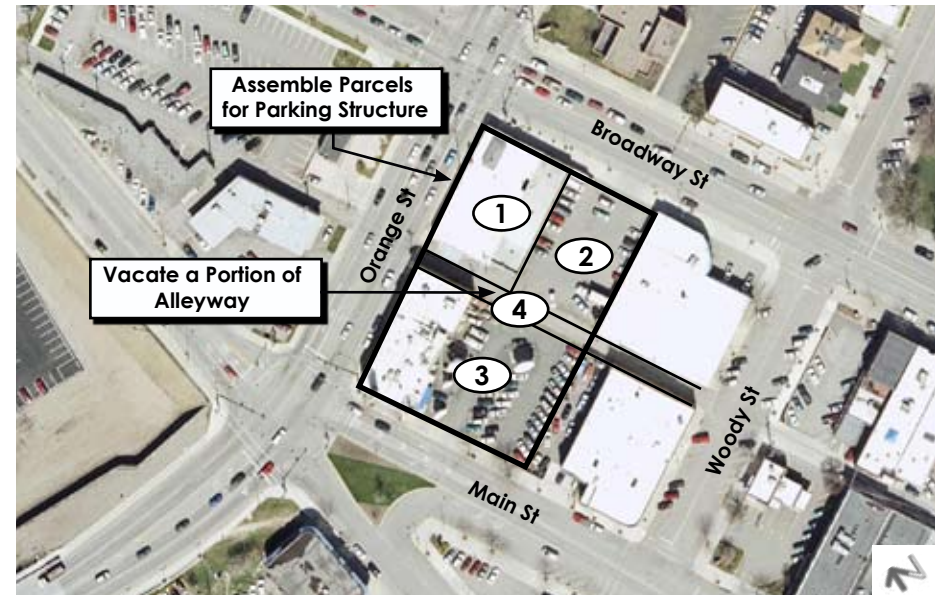
The Orange and Main Street parking structure is strategically located at the crossroads of Orange and Broadway streets, the two primary auto routes serving downtown.

Land Assembly

Current uses on the redevelopment site include the KECI-TV 13 studios and communications equipment, surface parking, a thrift store and an alleyway. A negotiated acquisition and assembly of a portion of three properties, and vacation of the alleyway would be required to develop the 180-ft. x 240-ft. mixed-use parking structure. Discussions with current owners suggest that a negotiated acquisition would require an identification of suitable sites and compensatory relocation package.

Site Ownership

- ① Private Owner-11,500 SF
- ② Private Owner-11,500 SF
- ③ Eagle Communication-23,500 SF
- ④ City of Missoula (Right-of-Way)-3,600 SF



Existing and Site Ownership



Proposed

Development Summary

The mixed-use parking structure would include:

- 28,000 sf of street-level retail space fronting Main Street
- 20,000 sf of street-level commercial space fronting Broadway
- Six levels of shopper-friendly parking
- Direct parking access off of Broadway Street
- Strategically located elevator opposite anchor retail sites on Main Street

Parking requirements and a summary of spaces provided are indicated below.

Parking Requirements

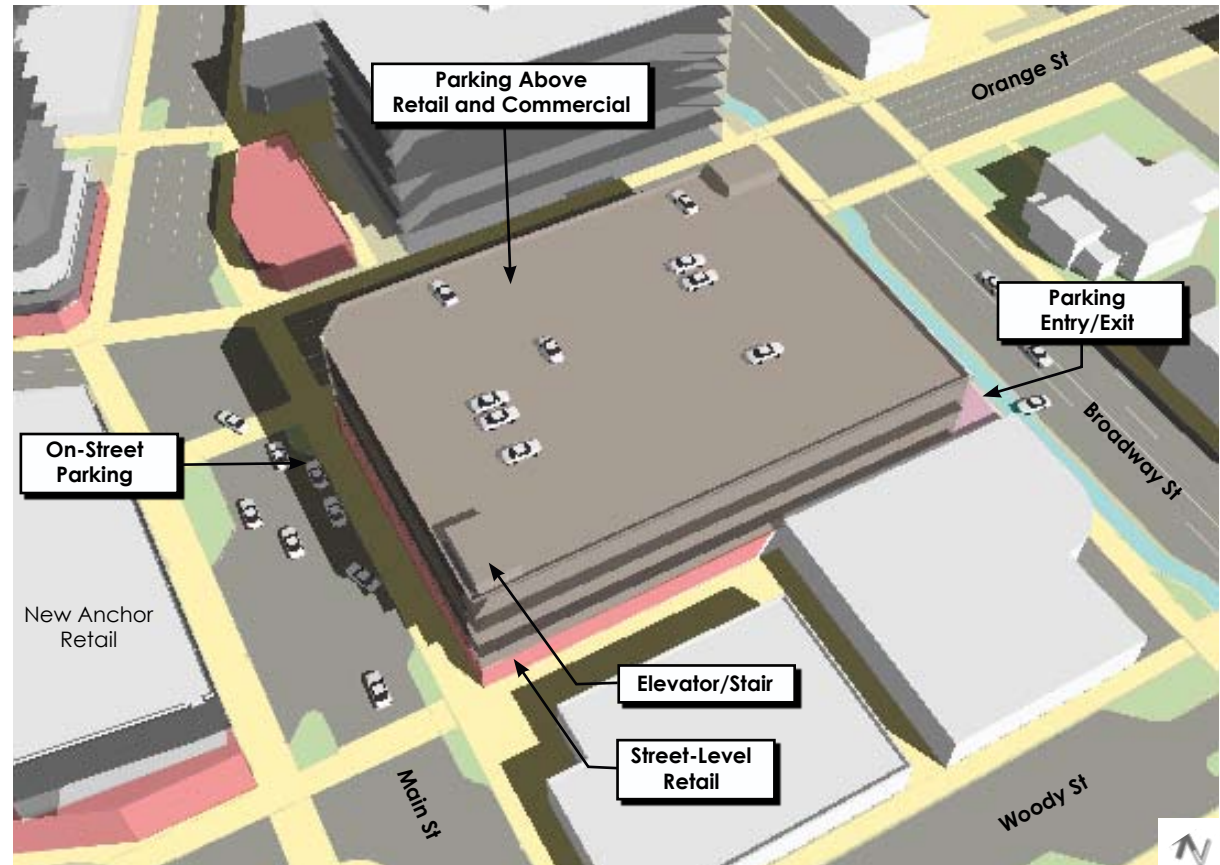
New Retail-112,000 SF @ 2.5 per 1,000	=	280
Existing Retail-18,000 SF @ 2.5 per 1,000	=	45
Commercial-40,000 SF @ 2.5 per 1,000	=	100
Triangle Hotel Parking	=	100
Subtotal	=	525

Replacement Parking

On-Street	=	12
Surface Lots	=	70
Subtotal	=	82
<i>Total Spaces Required</i>	=	607

Parking Summary

Level 1-(2nd Floor)	=	87
Level 2-5 (3rd Floor to 6th Floor)	=	428
Level 6-Parking (Roof Top)	=	107
<i>Total Spaces Provided</i>	=	622



View of the Orange and Main Street Parking Structure

Riverfront Triangle Development–Phase 1

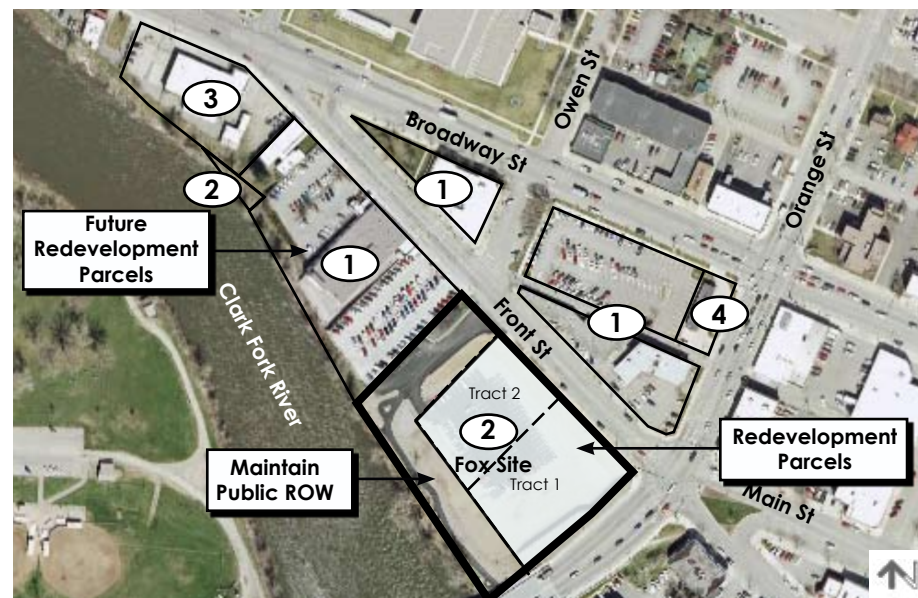
The City and Missoula Redevelopment Agency have invested considerable time and public dollars to coordinate a comprehensive redevelopment plan and create a Riverfront Triangle Urban Renewal District. The Riverfront Triangle consists of nine properties held by three separate owners located along West Front Street from Orange Street to West Broadway. The Redevelopment Agency has initiated a request for proposal (RFP) for the City-owned Fox site, which totals 1.87 acres. The proposal encourages the development of urban high-density housing, a hotel, and public right-of-way access along an unimproved Owen Street and the riverfront.

Land Assembly

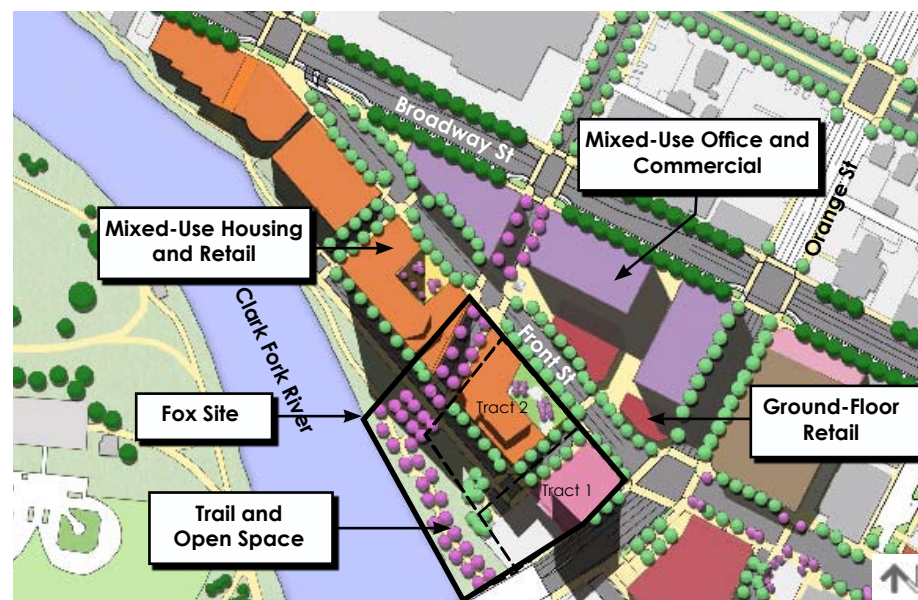
The land for the Fox site is assembled and ‘shovel-ready.’ Two development sites include nearly two acres of developable land. Right-of-way and riverfront setbacks surround the south and west edges of the development parcels. The majority of the rest of the triangle is owned by St. Patrick Hospital with the westerly portion under private ownership (parcel 3). This privately owned parcel is currently in development review for a mixed-use housing/retail proposal.

Ownership

- ① St. Patrick Hospital–186,500 SF
- ② City of Missoula–137,000 SF
- ③ Private Ownership–40,000 SF
- ④ Private Ownership–7,663 SF



Existing and Site Ownership



Proposed

Development Summary

The Riverfront Triangle is envisioned as a mixed-use housing, commercial and office district that anchors the west end of downtown and is oriented to the Clark Fork River with access to major streets and downtown retail. All development is set back from the river 100 ft. to allow for local street circulation and open space.

The Fox Site

The redevelopment of the Fox site is the first phase and will include:

Tract 1—located at the corner of Orange Street and Front Street

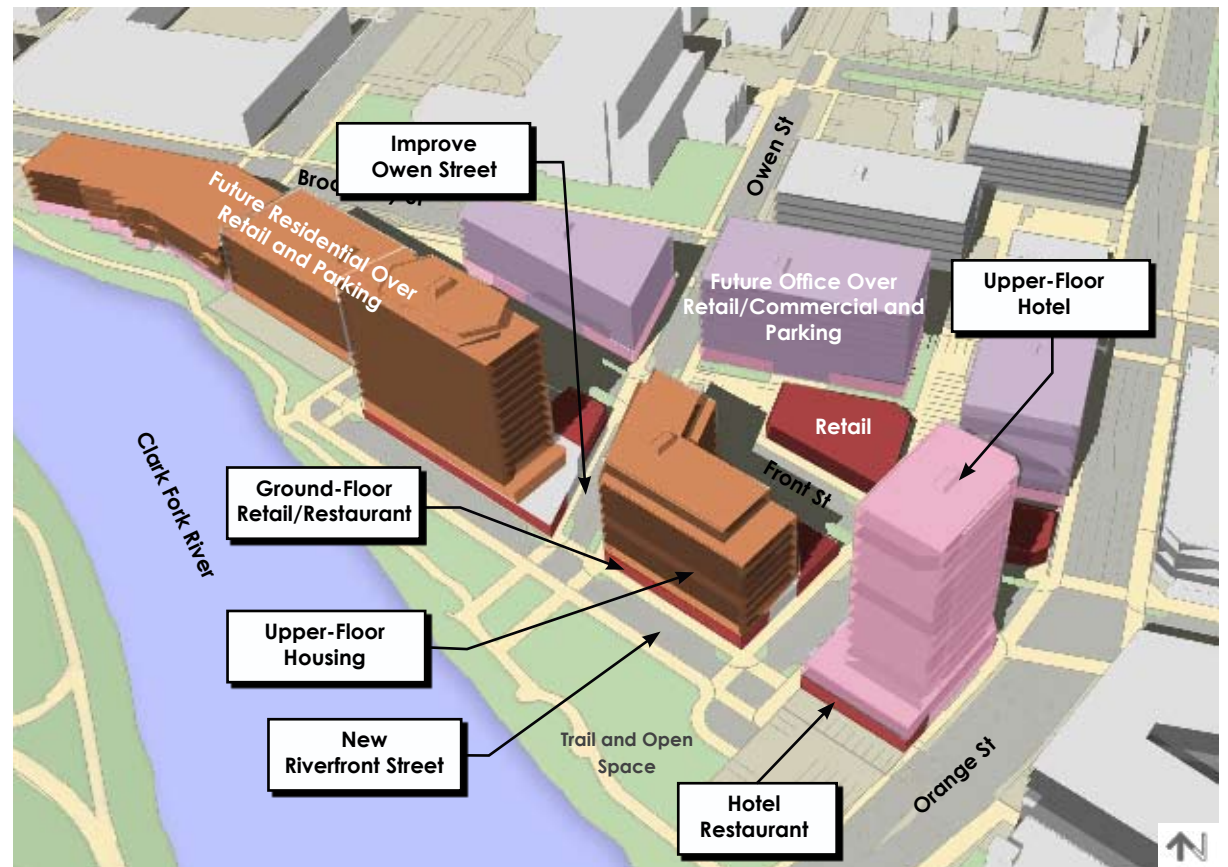
- A full-service hotel and meeting center with up to 175 rooms
- Riverfront restaurant with views of McCormick Park and the lower valley
- Ground-floor retail, a lobby along Front Street, and a proposed new street
- Access and views to the adjacent riverfront park and trail

Tract 2

- Upper-floor condominium units with views of the river and the valley
- Ground-floor retail facing Front Street and a new street along the river
- An improved Owen Street and new streets along the river and connecting to Front Street
- On-street parking, except along the river
- New sidewalks and lighting
- Landscaped curb extensions and street trees

Future Riverfront Triangle Projects

- Upper-floor for-sale or rental condominium units over street-level retail uses and basement-level parking
- Office employment uses over street-level retail and commercial with basement-level parking



View of the Riverfront Triangle and Fox Site

‘Green’ Transportation

These public projects will significantly reduce transportation energy use and increase local spending capacity within the community by reducing the frequency of auto trips and encouraging walking, biking and mass transit use

Higgins Avenue Improvements

The Higgins Avenue Improvements will:

- Improve the primary north-south connection through downtown from Brooks Street to Railroad Street
- Enhance the pedestrian environment
- Reduce pedestrian crossing distances at intersections
- Expand bike facilities
- Maintain auto mobility and improve access to businesses and key destinations

Higgins Avenue Demonstration Project

Higgins Avenue north of Broadway should be reconstructed as a demonstration project to:

- Update the previous Downtown Streets project design consistent with the Higgins Avenue three-lane option identified on the following page
- Highlight the design benefits of a three-lane street section
- Test and document bike safety techniques and benefits of protected bike lanes for future expansion south along Higgins Avenue

Broadway Improvements

The Broadway Improvements will:

- Improve the primary east/west connection through downtown from Russell Street to Van Buren
- Enhance the pedestrian environment
- Reduce pedestrian crossing distances at intersections
- Expand bike facilities
- Maintain auto mobility and improve access to businesses and key destinations

Waterfront Trail Connections

The Waterfront Trail Connections will:

- Fill the gaps in the trail system along the riverfront between the pedestrian and bike bridge at Van Buren Street and Russell Street
- Add a new river crossing at the Bitterroot Rail spur

The Waterfront Trail Connections include:

- A continuous riverfront trail on the north side of the river from the Van Buren river crossing to the California Street river crossing
- Improved pedestrian and bike connections to the riverfront trail between Madison Street and Russell Street
- Construction of a new pedestrian and bike river crossing along the edge of, or adjacent to, the Bitterroot Rail spur
- Trail widening and lighting

Main and Front Street Improvements

Main and Front Street Improvements will:

- Improve pedestrian and auto access to downtown retail, businesses, entertainment and parking along Front and Main Streets between Madison Street and Orange Street

Main and Front Street Improvements include:

- Conversion of Front and Main to two-way streets
- Addition of a new signal at the Madison and Front Street intersection
- Preservation of on-street parking and the addition of diagonal parking where appropriate
- Landscaped curb extensions, new crosswalks, pedestrian-scaled lighting and street trees
- Realign the Main and Front Street intersection at Orange Street

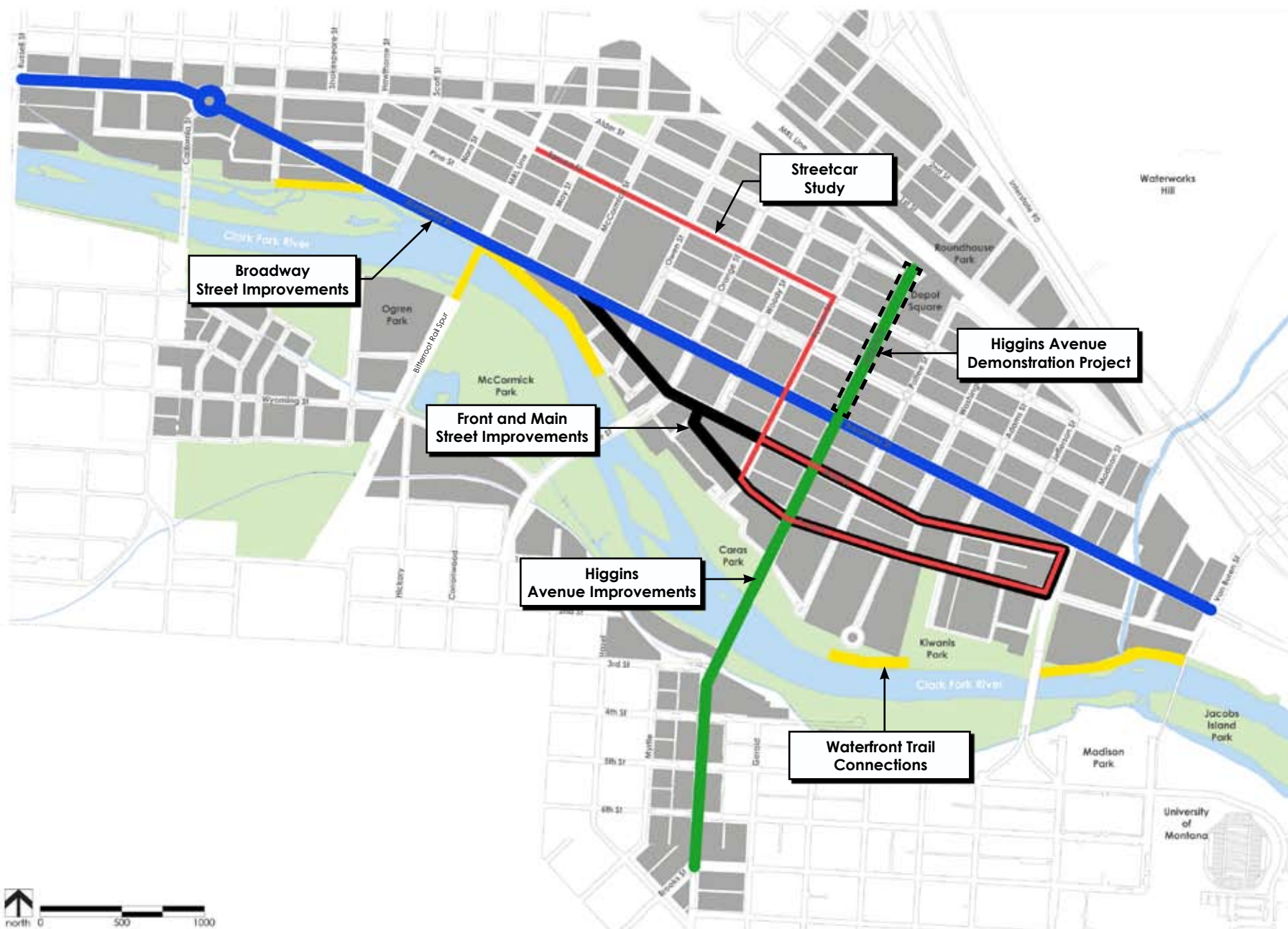
Streetcar Study

The streetcar study will:

- Identify a preferred alignment that serves downtown
- Identify future phases that will serve the airport and the university

The streetcar study will include:

- Connecting the east and west ends of downtown providing local access to St Patrick Hospital, County offices and the University of Montana
- Streetcar stops and connection to the existing transit center on Pine Street
- Links to the downtown retail, employment, entertainment, cultural, and hotel uses



Higgins Avenue Improvements

Updates to the existing *Downtown Streets Plan* should include further design and traffic analysis of:

- Preferred protected bikeway vs. standard bike lanes
- Three-lane vs four-lane access and roadway capacity implications
- Turn lanes

Consistent with all of these would be a minimum 12-ft. pedestrian zone

Higgins Avenue Three-Lane Option

Higgins Avenue three-lane option improvements include:

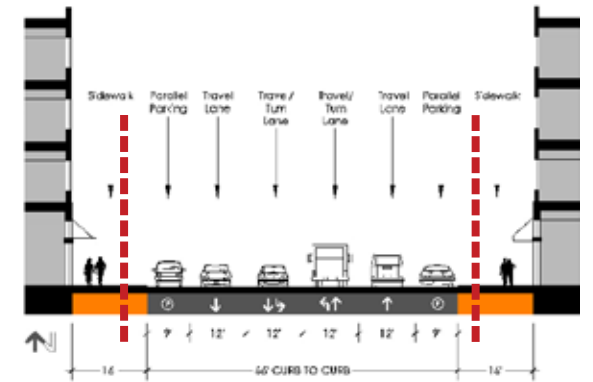
- Three auto lanes between Brooks Street and Railroad Street
- Signal upgrades for improved pedestrian and bike safety
- 3rd Street intersection improvements and signal addition
- Preservation of on-street parking
- Landscaped curb extensions, pedestrian-scaled lighting, and street trees
- Tabled intersections and new crosswalks
- Protected bikeways or standard bike lanes on both sides of the street from 4th Street to Railroad Avenue
- Bike lanes from 4th Street to Brooks Street

Higgins Avenue Demonstration Project

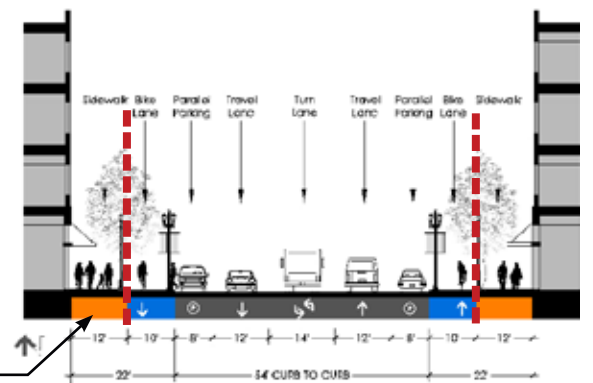
A demonstration project for a three-lane street section and protected bike lane should be implemented on North Higgins Avenue from Broadway to Railroad Street.

Updates to the Higgins Avenue Downtown Streets Project design should include:

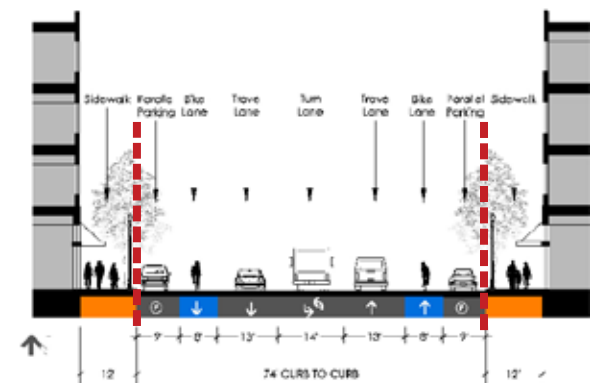
- Protected bike lanes on both sides of the street and tabled intersections
- Preservation of on-street parking
- Landscaped curb extensions, pedestrian-scaled lighting, and street trees
- Tabled intersections and new crosswalks



Existing North Higgins Avenue Section



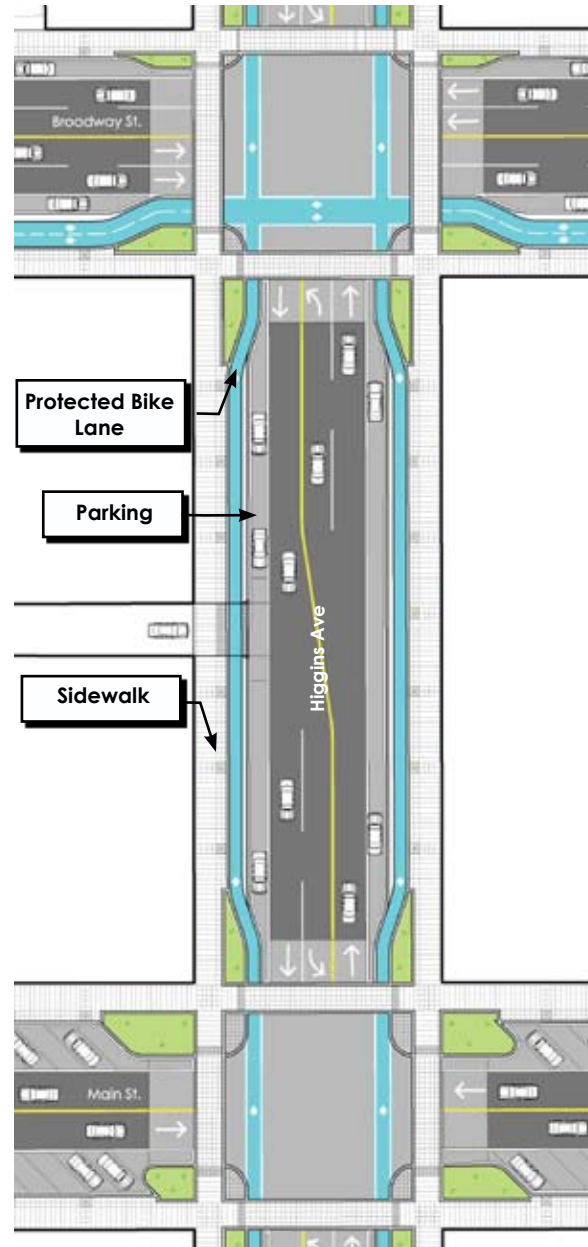
Proposed Three-Lane Protected Bike Lane Section



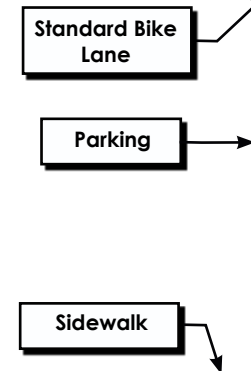
Proposed Three-Lane Standard Bike Lane Section



Existing North Higgins Avenue Block



Proposed Three-Lane Protected Bike Lane

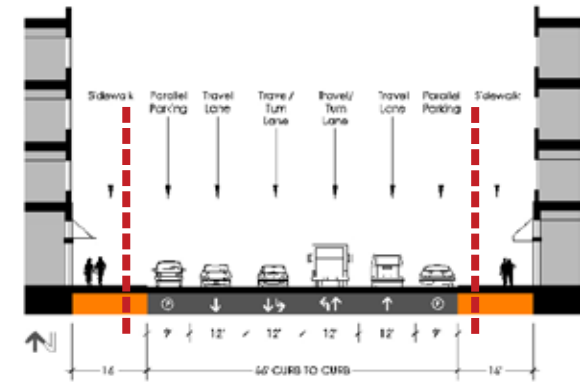


Proposed Three-Lane Standard Bike Lane

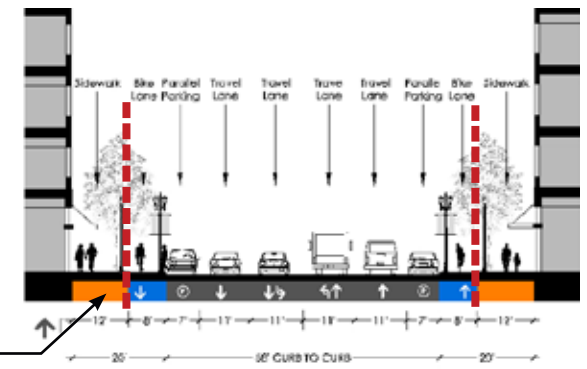
Higgins Avenue Four-Lane Option

Higgins Avenue four-lane option improvements include:

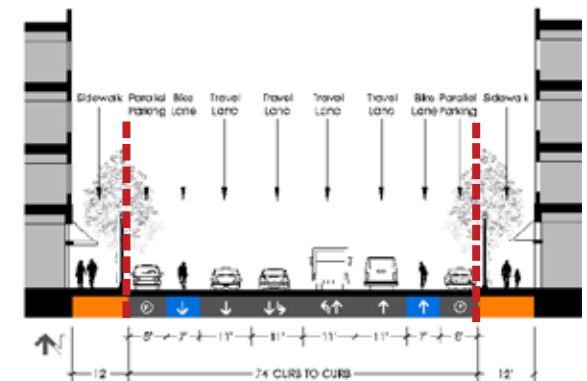
- Four auto lanes between Brooks Street and Railroad Street
- Signal upgrades for improved pedestrian and bike safety
- 3rd Street intersection improvements and signal addition
- Preservation of on-street parking
- Landscaped curb extensions, pedestrian-scaled lighting, and street trees
- Tabled intersections and new crosswalks
- Protected bikeways or standard bike lanes on both sides of the street from 4th Street to Railroad Avenue
- Bike lanes from 4th Street to Brooks Street



Existing North Higgins Avenue Section



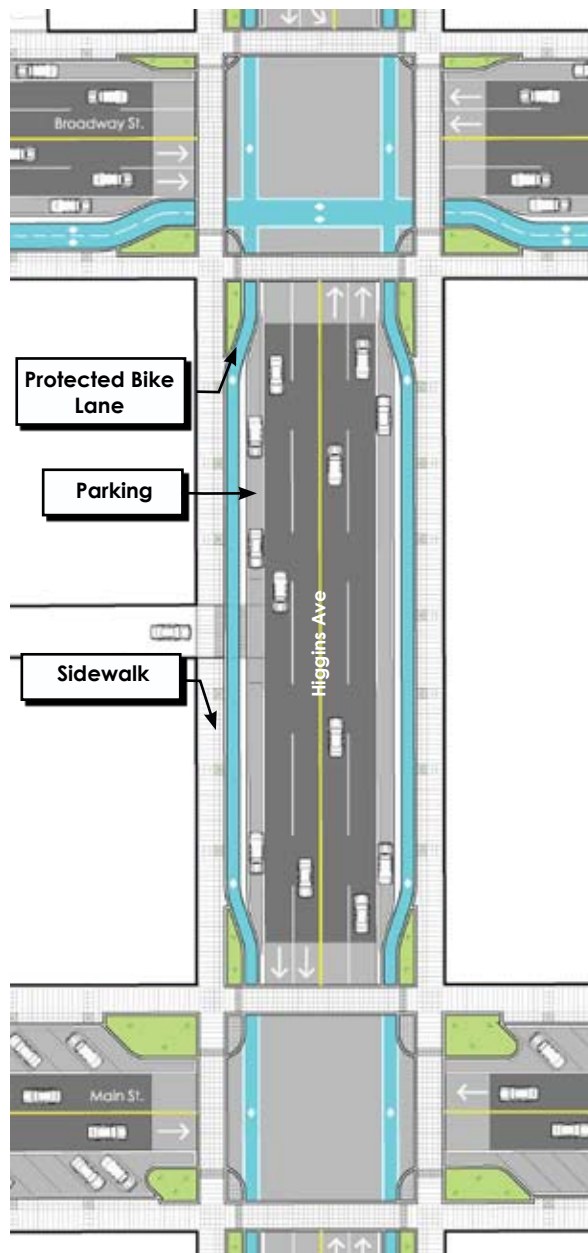
Proposed Four-Lane Protected Bike Lane Section



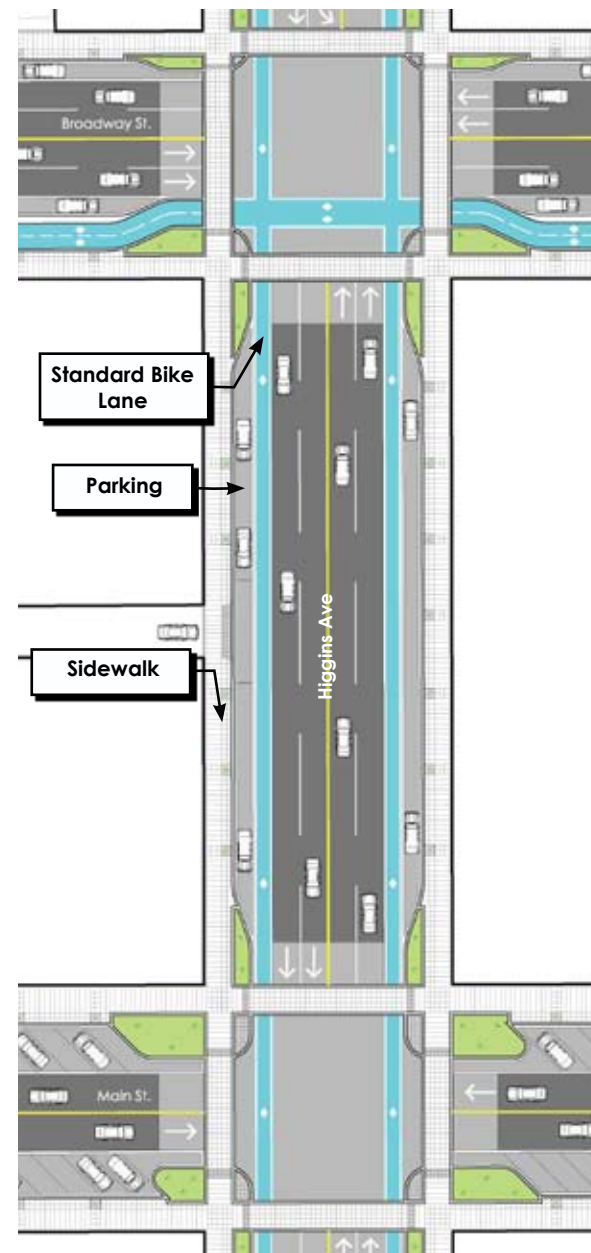
Proposed Four-Lane Standard Bike Lane Section



Existing North Higgins Avenue Block



Proposed Four-Lane Protected Bike Lane

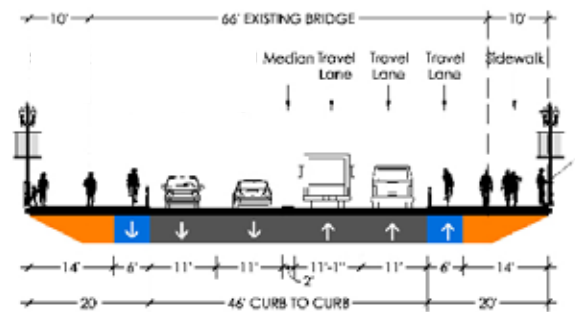
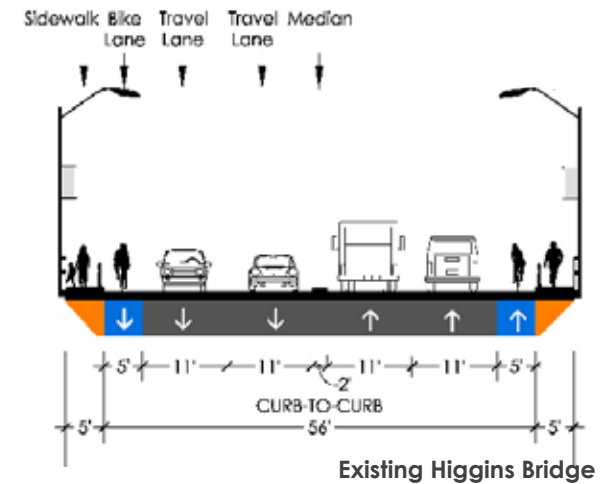


Proposed Four-Lane Standard Bike Lane

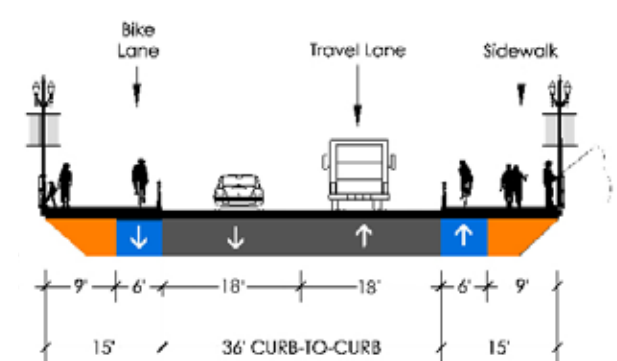
Higgins Avenue Bridge Improvements

Bridge improvement options include:

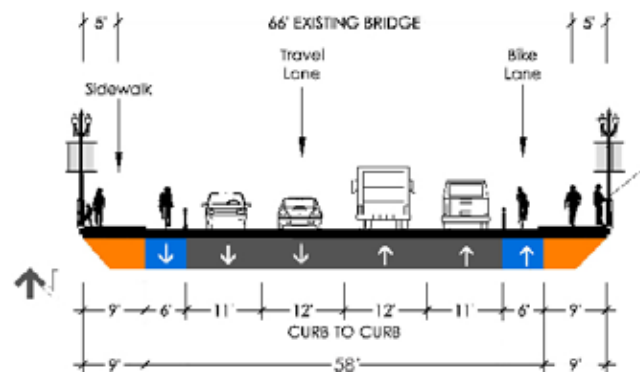
- Widened or existing bridge structure
- Four-lane or three-lane roadway section
- Protected bikeways or standard bike lanes on both sides of the bridge
- 9 ft. or 14 ft. pedestrian walkways



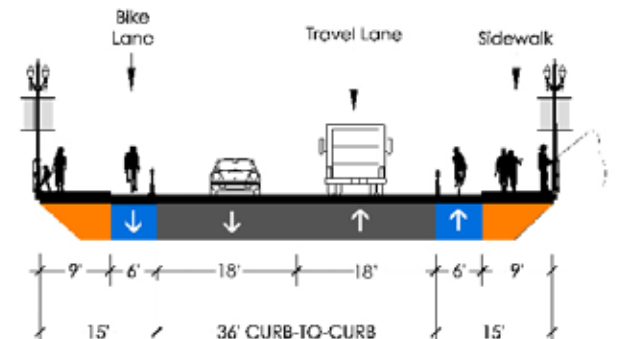
Widened Bridge: Four-Lane with Protected Bikeway



Existing Bridge: Three-Lane with Protected Bikeway



Widened Bridge: Four-Lane Standard Bike Lane



Existing Bridge: Three-Lane with Standard Bike Lane



Proposed Higgins Avenue Bridge

Broadway Improvements

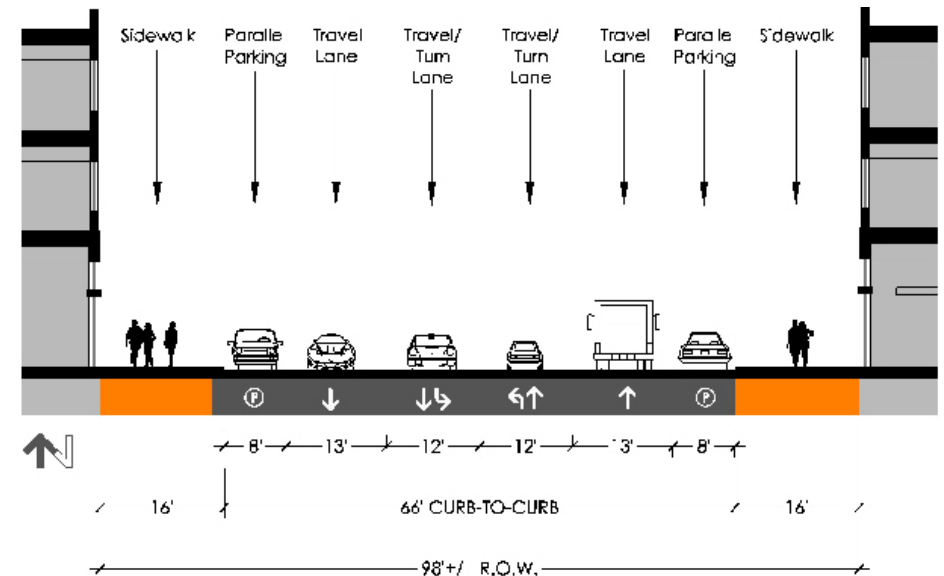
Updates to the existing *West Broadway Corridor Community Vision Plan* should include further design and traffic analysis of:

- Preferred protected bikeway vs. standard bike lanes between Van Buren Street and the Bitterroot Spur line
- Conversion of Broadway west of Orange Street to a four-lane street section
- The location of needed acquisitions or easements required to maintain a consistent 100-foot right-of-way from Orange Street to Russell Street

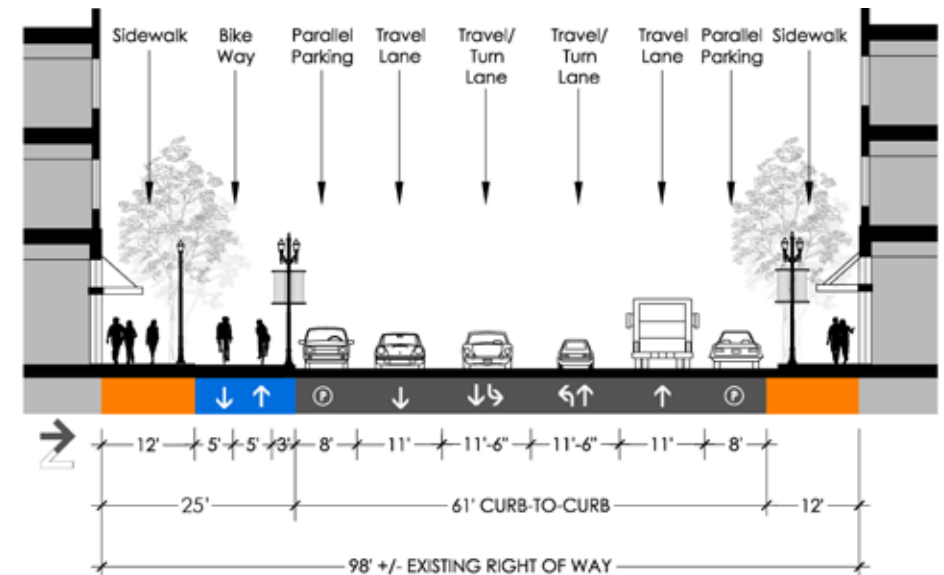
Existing Four-Lane from Orange Street to Van Buren Street

Street improvements should include:

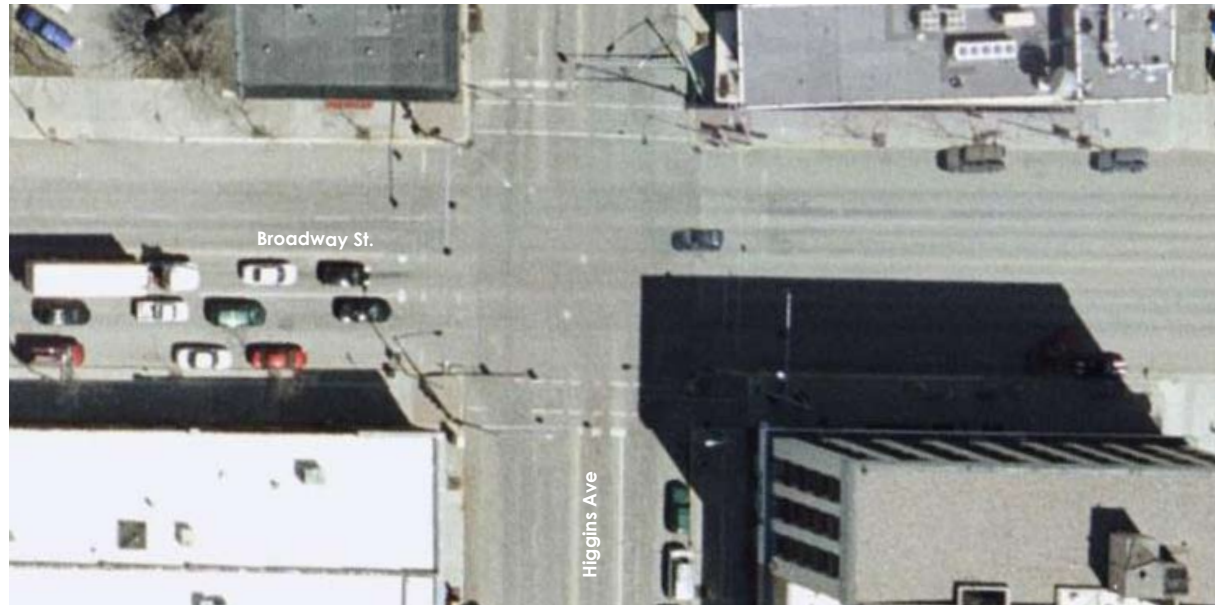
- Maintaining a four-lane section
- Preservation of on-street parking
- Pedestrian improvements with landscaped curb extensions, new crosswalks, pedestrian-scaled lighting and street trees
- Protected bike lanes on the south side of the street or standard bike lanes from Van Buren Street to the Bitterroot Spur line and riverfront trail



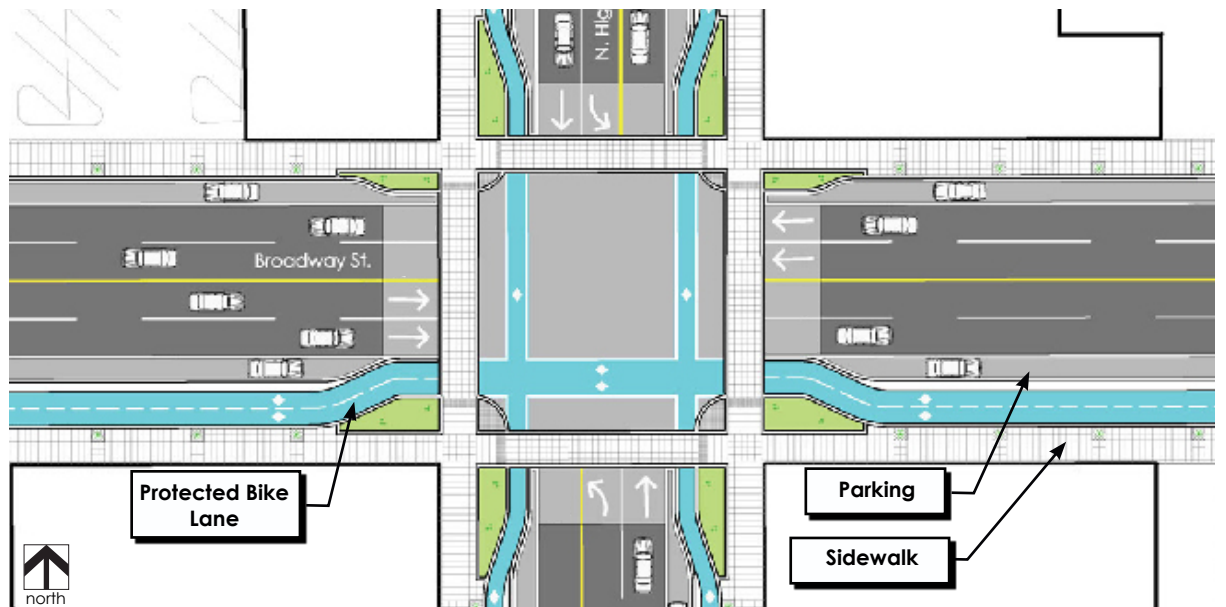
Existing Broadway Section
N. Orange to N. Van Buren Street



Proposed Broadway Section
N. Orange to N. Van Buren Street



Existing Broadway Street

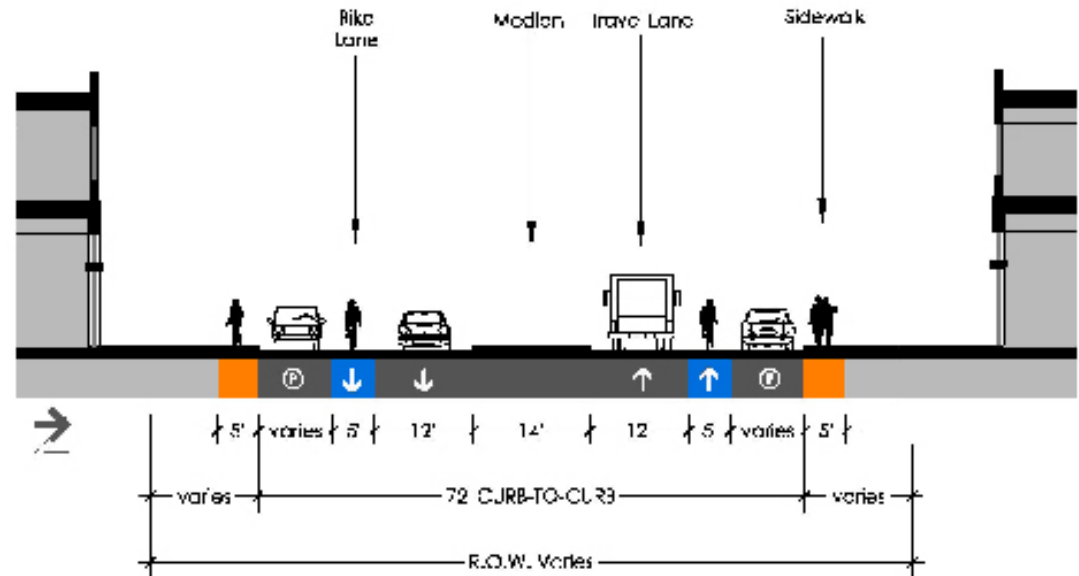


Proposed Broadway Street with Protected Bike Lanes

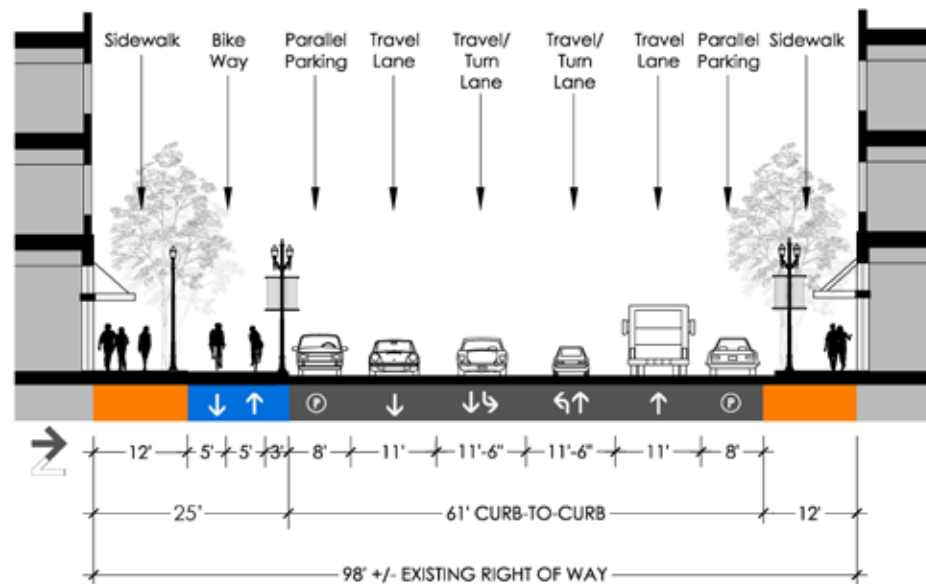
Conversion to Four-Lane from Orange Street to Russell Street

Street improvements should include:

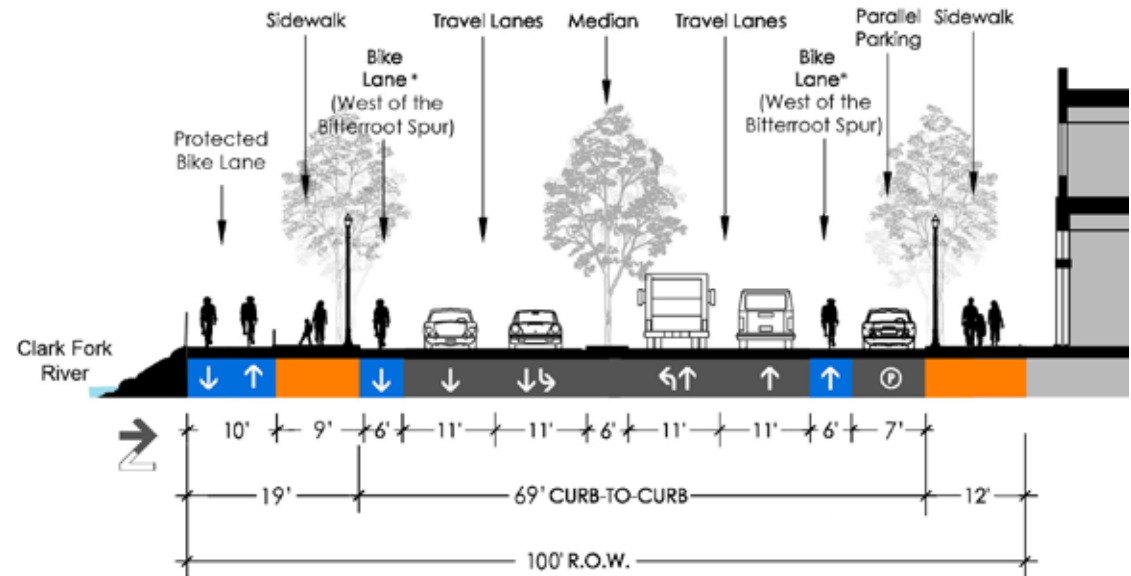
- Conversion of Broadway to four lanes, installation of a landscaped median, and signal upgrades between Orange Street and Russell Street
- New signals at McCormick Street, the Bitterroot Spur, and Burton Street
- Preservation of on-street parking
- Landscaped curb extensions, new crosswalks, pedestrian-scaled lighting and street trees
- Protected bike lanes on the south side of the street from Orange Street to Beaver St
- Bike lanes west of the Bitterroot Spur to Reserve Street



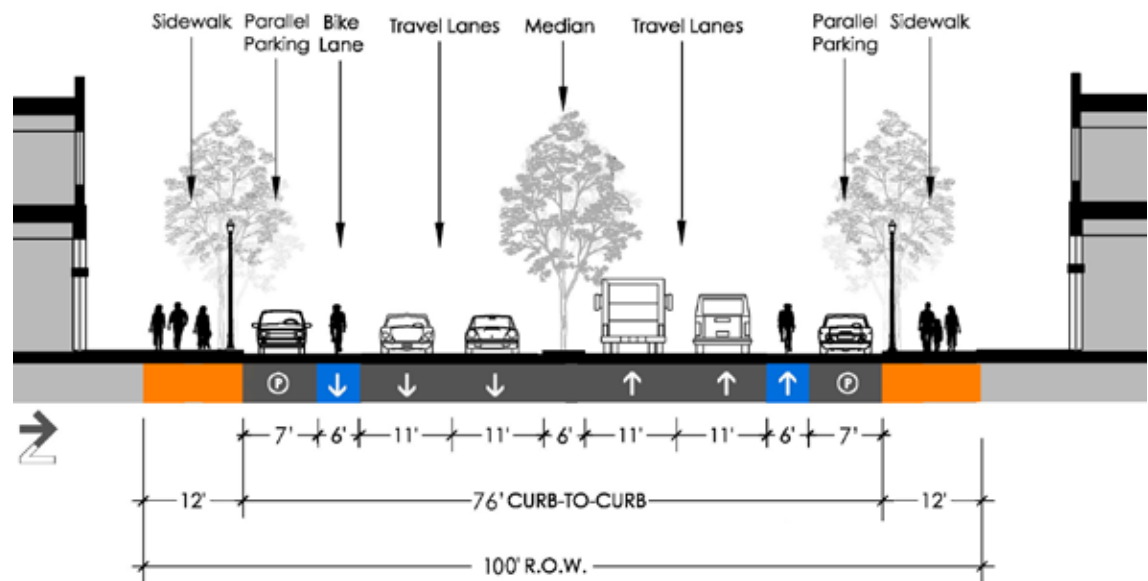
Existing West Broadway Section
N. Orange to N. Russell Street



Proposed West Broadway Section
N. Orange to N. Owen Street



Proposed Broadway Section
Between N. May Street and N. Hawthorne Street



Proposed West Broadway Section
N. Hawthorne Street to N. Russell Street

Quality of Life

Quality of life projects foster shared community values and a sense of ownership in the downtown. These projects create the places Missoula residents visit daily, weekly, monthly and are the places shared with visitors to show what Missoula is all about.

Quality of life strategies include:

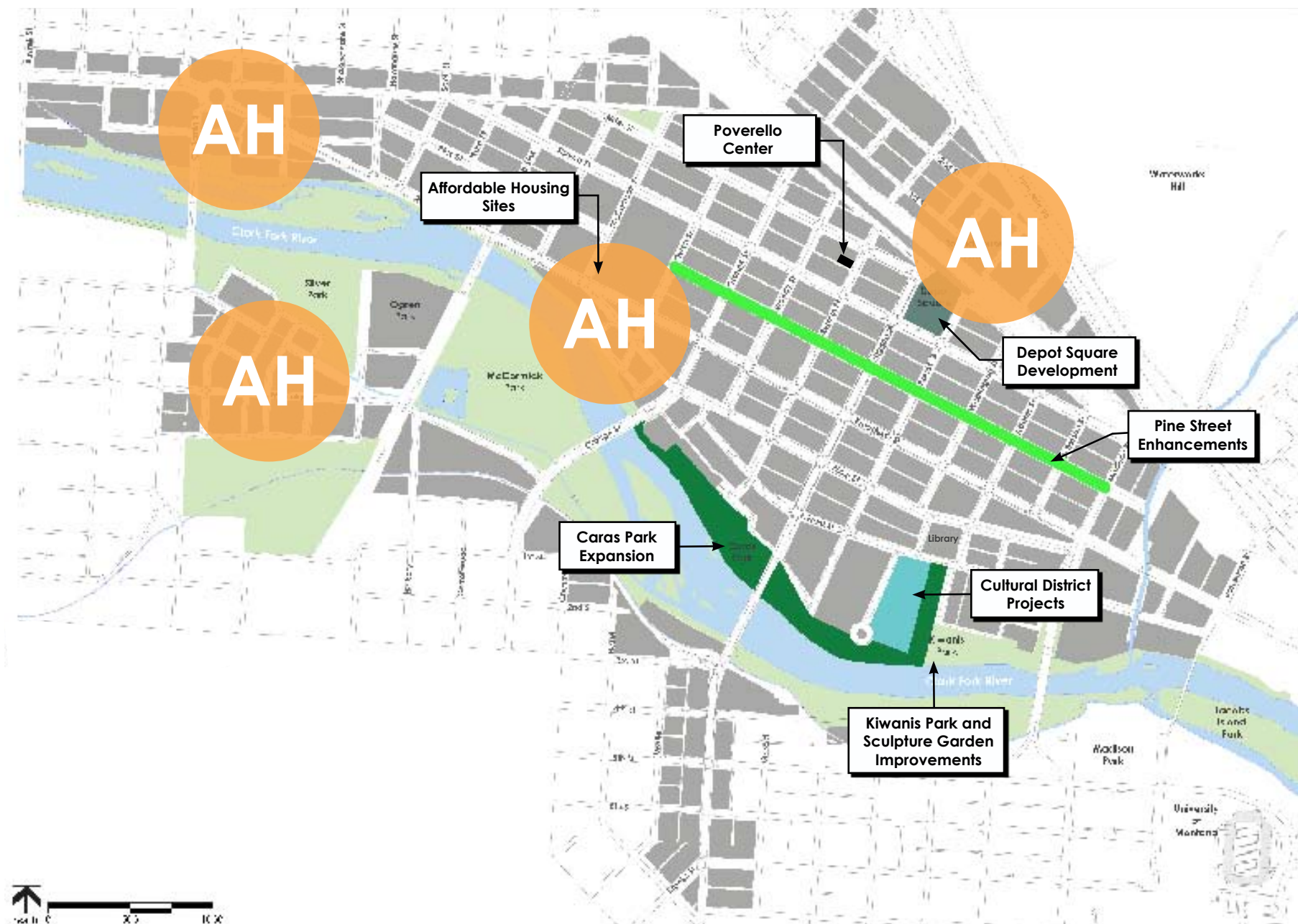
- **Affordable Housing**—infuse a significant number of high-quality rental housing units in mixed-income housing districts
- **Addressing Homeless Care**—site selection study for the Poverello Center
- **Vagrancy and Panhandling**—policies that address these activities
- **Arts and Culture District Projects**—acquisition and development of the arts and culture hub
- **Pine Street Enhancements**—extension of the existing Pine Street green space to St. Patrick's Hospital
- **Kiwanis Park and Sculpture Garden Improvements**—park enhancements that link the library and proposed arts and culture facilities with the riverfront
- **Depot Square Development**—parcel acquisition, key public square design and project development
- **Caras Festival Park Expansion**—improved access and expansion of the festival facility



Affordable Housing



Emergency Homeless Shelter



Affordable Housing Sites

There is a clear need to provide more affordable housing. Demand is strong in a growing market, but inflated costs of land and construction in Missoula complicate the economic and financial aspects of implementation.

Currently, there is a large amount of affordable housing in downtown. Development of new affordable housing should distribute affordable housing throughout planned new housing districts, providing opportunities for people with limited income to live, work, and use the services of a diverse downtown.

Affordable housing development strategies should:

- Include affordable housing at a ratio of four market rate buildings per one affordable building in all planned housing districts
- Include minimum design standards to ensure architectural compatibility, quality and durability
- Include rental housing as the primary emphasis due to the high cost of land downtown and the ability to build a greater number of affordable units
- Maintain all affordable housing in perpetuity
- Build for a full range of incomes below Missoula's median family income

- Build both family- and individual-sized units

Affordable housing requires some means to cover the financial 'gap' between the relatively fixed costs involved in market rate/conventional housing financing and the more limited capacity to pay under lower income levels that meet affordable standards.

Recommended financing and management strategies include:

- Bonus Density Allocations
- Land Value Write-Downs
- Direct Resident Subsidy
- Direct Purchase and Resale
- Direct Purchase and Management of Units
- Buyout/Linkage Fee Option

Further clarification and discussion is provided in a separate report- *Missoula Greater Downtown Master Plan - Housing and Retail Demand Analysis*



Affordable Housing

Homeless Services

The Poverello Center is the largest emergency homeless shelter in Montana serving the homeless, working poor, families, elderly, veterans and substance abuse problems. The current center is unable to meet the growing demand of its constituents.

The center is a critical link to additional medical and clinical services provided by Partnership Health and St Patrick Hospital. A facility feasibility and site selection process should be initiated that identifies potential sites that can accommodate the program and space needs and that is located in close proximity to City and County services, and minimizes impacts to adjacent businesses and residential areas.

The Poverello Center will need a building that can accommodate:

- Cafeteria that can seat 125 people at a time
- Commercial kitchen that can serve 350 people a day
- Delivery loading area and service access bays
- Food pantry/food bank storage
- Dormitory for 150 to 175 beds
- Separate studios serving a minimum of 15 homeless families with children
- Transitional studio apartments
- Family community room
- Bathroom and laundry facilities
- Sick bays for alcohol recovery
- Administrative offices for up to 15 individuals
- Conference room
- Meeting and class rooms
- Medical clinic office
- Other unidentified needs

The selected site should be in proximity to:

- County health services
- St. Patrick Hospital
- Mountain Line Transit Center
- Police department

Addressing Vagrancy and Panhandling

Panhandling creates an atmosphere of intimidation and danger, negatively impacting downtown employees, visitors, residents, and businesses

Vagrancy, panhandling, public intoxication, and urination are issues of public safety and livability. The City of Missoula should continue strategies for reducing vagrancy and panhandling in the downtown core through a public process that includes development of policies, enforcement and implementation measures and possible partnerships and funding sources.

Identify the Issues

- The Mayor's task force has been assembled to identify issues and concerns and acceptable goals for managing vagrancy and panhandling

Draft Policies

- Draft policies and ordinances that identify proper use of sidewalks and public spaces without "criminalizing" behavior

Enforcement and Implementation

- Create a Downtown Oversight Committee
- Consider a City and County partnership with the Poverello Center for support of the new day access and resource center facility serving the homeless
- Consider strategic placement of public benches and restrooms to reduce occurrences of public urination and sitting and lying in the sidewalks
- Specially train law enforcement officers and personnel, such as the Downtown Ambassadors, to enforce a public sidewalk ordinance



Soup Kitchen



Vagrancy/Panhandling

Funding

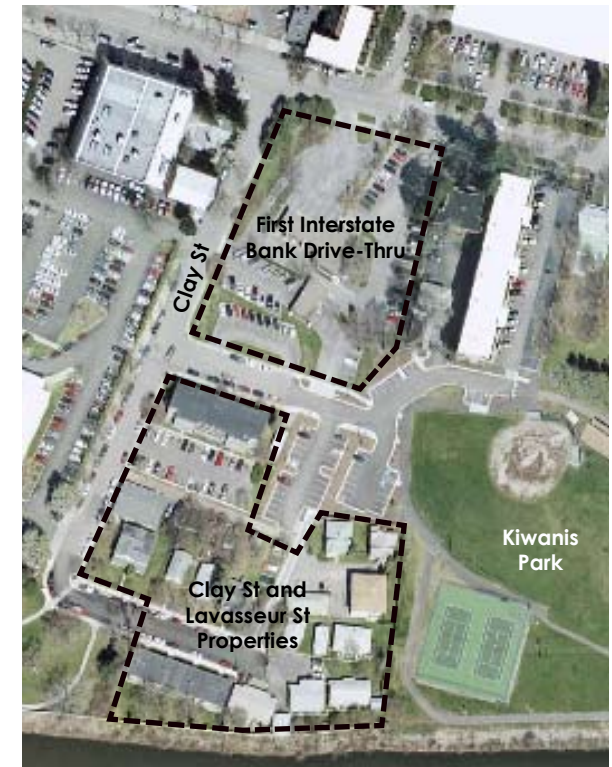
- Coordinate partnerships between the City, the Missoula Parking Commission, the Downtown Business Improvement District and others to develop a long-term funding source for maintaining programs and constructing public facilities

Arts and Culture District Projects

Advocates should initiate a process that provides additional refinement to the design and financing of the arts and culture hub. Implementation responsibilities and project timing should be addressed.

Arts and culture district refinements should address:

- Acquisition of key parcels east of Clay Street and west of Kiwanis Park
- Design and construction of the performing arts and museum facilities
- A potential plan for artist-in-residence facilities along Lavasseur, Kiwanis and Clay streets
- The potential for design and construction of an events center adjacent to the Holiday Inn.



Key Art and Culture District Parcels



Artist-in-Residence Facility

Pine Street Enhancements

Pedestrian, bicycle and downtown advocates and government officials should initiate a process that provides additional refinement to the design and financing of Pine Street enhancements. Implementation responsibilities and project timing should be addressed.

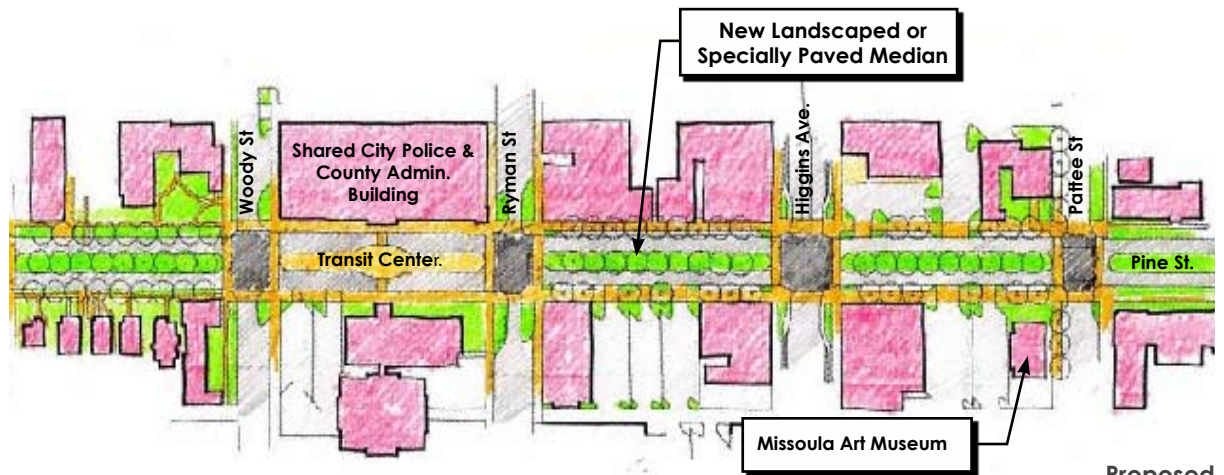
The median concept should be extended along Pine Street from Pattee Street to St. Patrick Hospital.

Pine Street enhancements should include:

- A new landscaped or specially paved median between Woody and Owen streets and between Ryman and Pattee streets
- Improvements to the existing transit center between Ryman and Woody streets
- Explore partnerships with the Missoula Art Museum for the integration of public art display along the corridor



Existing



Proposed

Kiwanis Park and Sculpture Garden Improvements

Park, arts, pedestrian, bicycle and neighborhood advocates and government officials should initiate a process that provides additional refinement to the design and financing of the park enhancements. Implementation responsibilities and project timing should be addressed.

Park improvements should include:

- Extension north to the library as an organizing element for the cultural district
- Reorganization of the existing recreational elements
- A sculpture garden promenade from the library down to the riverfront
- Connection to the riverfront trail between Bess Reed Park and Kiwanis Park



Existing Tennis Courts



Existing Park Trail



Key Art and Culture District Parcels

Depot Square

Park, pedestrian, bicycle and downtown advocates and government officials should initiate a process that provides additional refinement to the Depot Square concept. Initial actions should include acquisition of the west half-block facing Higgins Avenue between Railroad Street and Spruce Street. Following acquisition, an RFP for the preparation of a public square design should be released. As part of the square design process, implementation responsibilities, project timing and financing should be clarified.

The Depot Square design should include:

- Special brick or concrete paving throughout
- A curbless design that allows expansion of the space into Higgins Avenue and Spruce Street during large events
- Passive areas for seating and viewing
- Street trees along the edges, lighting, sculpture and child-play features
- An underpass connecting to future Railyard housing
- No parking along the square perimeter adjacent to Higgins Avenue and Spruce Street
- Recommendations for active storefront design along the Artcraft Building and planned retail and housing



Pedestrian and Bicycle Underpass to Roundhouse Park



Depot Square—Missoula's 'Living Room'

Caras Park Expansion

Park, festival and downtown advocates and government officials should initiate a process that provides additional refinement to the design and financing of the park enhancements. Implementation responsibilities and project timing should be addressed.

The Caras Park redesign should include:

- Park expansion through elimination of some of the parking areas east and west of the Higgins Bridge
- Improved access and landscaping around the Carousel and Dragon Hollow
- Construction of a new pedestrian and bike connection from the Higgins Bridge into the park
- Widened trails, additional lighting, and flowering trees
- A redesigned berm and extended paving area that will accommodate larger events and tent assembly



Higgins Bridge Access Improvements



Caras Festival Park Expansion

Time-Sensitive Regulatory Updates

Updates to Missoula's existing zoning documents and long-range transportation plan have been developed by the Office of Planning and Grants concurrent with the development of the *Missoula Greater Downtown Master Plan*. Recommendations in the downtown plan generally comply with existing and updated plans, policies, and regulations. Where recommendations do not comply or additional regulations are needed, updates to the existing policies and regulations should be made to ensure that the intent of the downtown plan is realized.

Master Plan Adoption

Missoula Greater Downtown Master Plan adoption is the first step in providing a clear commitment to Missoula's future and a tool for decision makers to use to prioritize public investment that will generate significant and sustained private investment.

Code Rewrite

A new 'Downtown Overlay District' is suggested for inclusion in the zoning code as part of the Chapter 20.25 Overlay District. The current zoning code rewrite lacks the regulatory strength to protect the essential concepts of the Missoula Greater Downtown Plan. The Downtown Overlay District ensures that essential development standards regulating critical components of the downtown are codified within the framework of the existing rewrite. The standards include the following:

- Required Ground-Floor Uses
- Required Build-to Lines and Active Edges
- No Minimum Residential Single-Use Lot Size Requirements
- Building Heights

A modification to Module 1: District Framework, Chapter 19.10, Sub-section .030 Residential Building Types is suggested to:

- Allow no density requirement for single-purpose residential uses in the CBD

A full description of recommended development standards is included in 'Task 3.8: Recommended Code and Regulatory Revisions' a separate document to this report.

Next Steps Beyond the Code Rewrite

To ensure that the policies of the *Missoula Greater Downtown Master Plan* are implemented as envisioned by the community, recommended map amendments, or the creation of new regulatory and discretionary review documents, are needed following the code rewrite.

Proposed Map Amendments

- OPG should incorporate mapping amendments proposed in the 'Task 3.8: Recommended Code and Regulatory Revisions' document and new zoning designations for the downtown study area
- Apply the Downtown Overlay District standards through a map amendment process

Downtown Design Guidelines

The City should initiate a process for the creation of Design Guidelines and a Design Review Process as an essential tool for review of downtown buildings and public areas. The review process will be based on the extent of the work proposed. Typically, more extensive (major) projects should be reviewed by a review committee, while less extensive (minor) projects might be reviewed by planning staff.

- City Council appoints a review committee and create a new evaluation process (This may involve a new committee or may incorporate an existing review body)
- The review committee will provide recommendations for project approval/rejection to the Missoula Consolidated Planning Board and City Council, using the Design Guidelines as the sole evaluation tool

Downtown Street Standards

- Codify Design Standards and details for the downtown study area to ensure unified and consistent development of streets, sidewalks, intersections and public spaces. These standards must address roadway safety requirements, and have an emphasis on pedestrians and bicycles

Long Range Transportation Plan Update

The success of the Missoula Greater Downtown Master Plan rests on momentum created by targeted transportation improvements that grease the wheel for significant private investment. The City of Missoula's *Long Range Transportation Plan* includes a prioritized project list detailing committed projects, projects receiving funding, and recommended projects—those with limited or no current funding. All transportation projects proposed in this Master Plan affecting Federal Aid Eligible Routes will require further project level analysis and a coordinated process of review and approval by the Montana Department of Transportation. The key *Missoula Greater Downtown Master Plan* projects listed below should be identified as committed projects in the Long Range Transportation Plan:

- **Front Street Realignment**—include utilities relocation and realignment to support needed land area to assemble the Orange and Main Street retail anchor
- **Convert Main and Front to Two-Way Streets**—improves downtown circulation and access to retail, the river, and cultural amenities
- **Fund Higgins Avenue Modifications**—update the downtown streets plan as identified further on the right
- **Fund a Streetcar Study**—identify routes and phasing

These key transportation projects will:

- Improve access to the Retail Hot Spot and ensure successful development of a future retail anchor on the west end of Main Street
- Improve auto circulation along Higgins Avenue, reduce dependence on the automobile, and improve and encourage walking and biking downtown
- Plan for a local streetcar circulator to improve access to key destinations and increase private sector development along its route

Downtown Streets Plan Update

Updates to the adopted *Downtown Streets Plan* should address specific improvements to Higgins Avenue, Higgins Avenue Bridge, Broadway, Main Street and Front Street through a public process. Additional traffic analysis and street design should resolve:

- Roadway capacity and turning movement issues dealing with four lane vs. three lane options
- Signalization improvements for pedestrians, bicyclists, and motorists
- Bicycle facility issues dealing with protected bikeways vs. standard bike lane options
- Pedestrian facility design elements that are universally consistent
- Pedestrian, auto and bicycle improvements along the Higgins Avenue Bridge with improved pedestrian, and bicycle access from the bridge to Caras Park

Phasing and funding recommendations should be further clarified.

West Broadway Corridor Community Vision Plan Update

Updates to the *West Broadway Corridor Community Vision Plan* should incorporate specific changes identified as part of the downtown planning process. Changes should include:

- Design recommendations for Broadway
- Land use recommendations
- Future zoning map amendment recommendations

- Transportation updates to include a roundabout at Toole and California Streets, recommended four-lane roadway improvements, and integrated protected bike lane on the south side of the street

Neighborhood Protection Planning

The creation of high density development in strategic areas such as, the Riverfront Triangle, Mill Site, Railyards, and the Broadway corridor should be encouraged, to alleviate development pressures within adjacent neighborhoods. For new development within adjacent neighborhoods code amendments and guidelines should be created to protect neighborhood scale and character. The code amendments and guidelines process should include:

- A coordinated effort between OPG and neighborhood representatives that would define a specific neighborhood's character and identify historic resources, as a guiding principle for updates to any future zoning amendments
- Recommendations for potential code changes that might include limitations on density, site development, parking and building heights consistent w/ identified historic and desired development patterns
- Design guidelines might be crafted that identify specific architectural, site planning, and landscape elements that would be used to reinforce and protect neighborhood character
- Identified transportation measures and strategies to reduce impacts created by existing and potential future traffic and parking within a neighborhood or district

Responsibilities

Implementation of this plan will require focused, aggressive efforts by the public and private sectors over the coming years. For this plan to be successful, a comprehensive, consistent and coordinated effort will be necessary.

Plan success depends upon establishing implementation momentum.

Managing Implementation

The key entities below will be responsible for managing aspects of plan implementation:

City of Missoula

- Develop an interdepartmental implementation team to coordinate public sector efforts
- Constructs public infrastructure and amenities
- Administers loan and grant programs contributing to downtown revitalization and affordable housing

Office of Planning and Grants

- Coordinate a public process for code amendments, neighborhood protection design guidelines, and downtown guidelines and standards consistent with the recommendations identified in the master plan
- Work with City officials and housing advocates to implement policies for affordable housing downtown
- Support adoption of the master plan as an amendment to the Missoula County Growth Policy
- Provide updates and amendments to committed projects within the Long Range Transportation Plan consistent with the master plan recommendations

Missoula County

- Works with City officials to retain downtown employment and services
- Cooperates in the facility and site selection study for the Poverello Center

Montana Department of Transportation

- Coordinates with the City for possible appropriation of federal program dollars, and state matching funds for improvements to Broadway and Higgins Avenue

Missoula Redevelopment Agency

- Develops and implements urban redevelopment activities, such as attracting developers, assisting in site assembly, and reviewing and approving development plans within urban renewal districts
- Assists in design and construction of the Front Street parking structure

Missoula Downtown Association (MDA) and Business Improvement District (BID)

- Provides an education curriculum for downtown businesses in the areas of advertising, customer service, marketing and visual merchandising
- Provides information on available small business loan and grant programs
- Develops information on the downtown area, including specific information on retail buildings and spaces
- Creates an effective leasing brochure for the downtown
- Participates in retail and office recruitment outreach and marketing programs
- Manages downtown events and advertising

Missoula Parking Commission (MPC)

- Provides public parking in the downtown to relieve existing demand or as an incentive to induce private development
- Addresses parking needs of retailers and downtown workers with targeted locations for new parking sites identified in the master plan
- Provides funding and management capacity for existing and future parking needs

Convention and Visitors Bureau (CVB)

- Promotes tourism marketing through the creation of a Tourism Business Improvement District (TBID)
- Identifies planning strategies for attracting visitors, meetings and events

Missoula Area Economic Development Council (MAEDC)

- Leads the creation of an economic development strategy
- Coordinates expanded promotion of commercial buildings and sites with the BID, MDA, the Chamber and Missoula Organization of Realtors

Missoula Cultural Council

- Formalizes the organization as an umbrella for all arts and cultural groups
- Develops a cultural plan for Missoula and coordinates efforts with the Missoula Performing Arts Center, Montana Museum of Art and Culture, the Missoula Public Art Committee and others

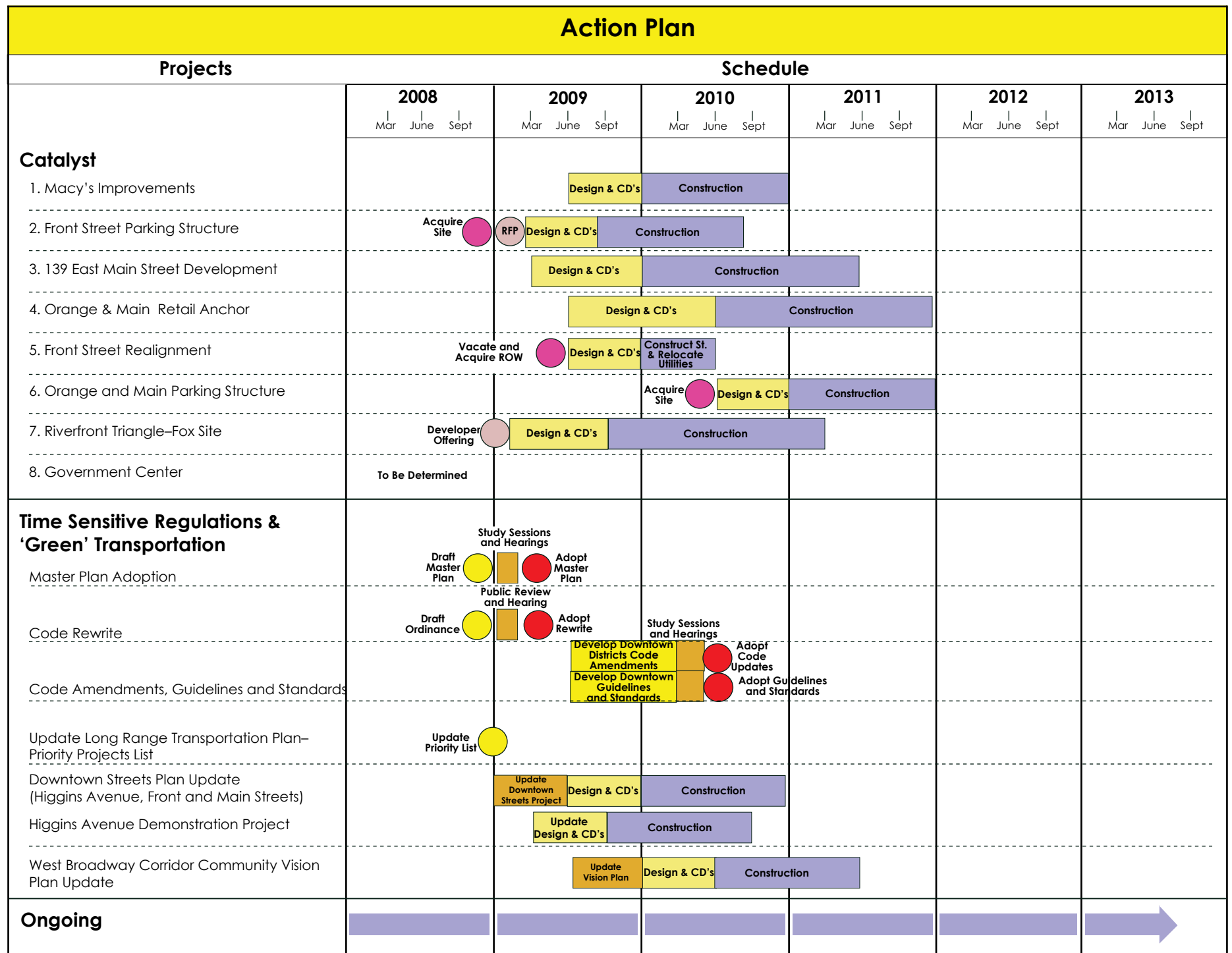
Property Owners and Business Owners

- Focus on building renovations and tenant upgrades by taking advantage of available loan and grant programs
- Continue to support the implementation of the downtown master plan
- Provide the information required to create an effective leasing Strategy marketing materials for the downtown
- Participate in retail and office recruitment outreach and marketing programs

Other Implementors

- Local and national foundations
- Other governmental entities

Action Plan



Funding Sources

Downtown revitalization is a multi-year task, and success is enhanced by a multi-year commitment of funding and incentive programs. There are many financing tools which will be available to downtown Missoula to implement the projects identified in the Missoula Greater Downtown Master Plan.

The following are a list of possible federal, state, and local funding sources for transportation and infrastructure, housing, and economic development projects.

Federal Programs

Community Development Block Grants (CDBG)
Federally-funded through the Department of Housing and Urban Development this grant program provides funding for housing, infrastructure improvements, and economic development and must serve the interests of low and moderate-income populations.

New Market Tax Credit Program (NMTC)
This federal program is intended to attract private-sector investment into qualifying low-income communities to help finance community development projects, stimulate economic opportunity and create jobs. The program offers federal tax credits for making private investments in qualified Community Development Entities (CDEs).

Federal Rehabilitation Tax Credits for Certified Historic Structures

Federal program in which a portion of the renovation investment in an historic building is credited back against federal income taxes, in exchange for certain federal (Department of Interior) renovation standards being followed.

Low-Income Housing Tax Credits (LIHTC) and HOME Investment Partnership Program

Federal tax credits program created in 1986 under Section 42 of the IRS code to encourage the development of affordable multifamily rental housing.

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

SAFETEA-LU is a federal funding program that is intended to improve and maintain the surface transportation infrastructure in the United States, including the interstate highway system, transit, bicycling, pedestrian facilities, and freight rail operations. These funds are distributed through the Montana Department of Transportation and eligible local government agencies such as the City and County of Missoula

Economic Development Administration- U.S Department of Commerce (EDA)

The EDA provides funds for technical assistance, planning and the development of projects that result in the creation of new employment. Technical assistance grants usually average about \$25,000 and require a small cash match. Capital grants and revolving loan funds are available on a 50/50 matching basis and vary in size from hundreds of thousands to millions of dollars.

State and Local Programs

Urban Renewal Districts and Tax Increment Financing (TIF)

The Missoula Redevelopment Agency administers tax increment financing, offers planning assistance and public infrastructure funds within three urban renewal districts - two are located within the study area. The following programs are used to encourage private investment within the districts and include the Code Compliance Program, Commercial Rehabilitation Loan Program and Tax Increment Financing.

Special Districts for Business Improvement, Parking & Other Infrastructure

Neighborhood residents and downtown property owners can elect to levy special taxes on themselves for special activities and capital improvements within an established special district. Business Improvement Districts, for example, can fund downtown revitalization activities, promotions and events. Parking Districts can assist development efforts in locating parking facilities in a manner consistent with good community design and respectful of the historic streetscape. Cities and counties may also create special improvement districts to pay for projects with bond repayment to be made by the adjoining landowners receiving the benefit of the improvement.

General Obligation Bonds

The sale of general obligation bonds used to finance specific public infrastructure and facilities improvements. A G.O bond sale, subject to voter approval, can provide the financing initially required for major projects.

Montana Department of Transportation (MDT)

The MDT distributes a variety of federal funds and provides state matching funds requirements for a variety of auto, pedestrian, bicycle and rail infrastructure projects.

City of Missoula General Fund

This fund provides revenue for most major city functions like the administration of local government, and the departments of public services including police, fire, parks and public works.

State Fuel Tax

Montana assesses a tax of \$.27 per gallon on gasoline and diesel fuel used for transportation purposes. All fuel tax funds allocated to the city and county governments must be used for construction, reconstruction, maintenance and repair of rural roads, or city streets and alleys. The funds may also be used as a match for Federal funds allocated for construction of roads or streets on the Primary, Secondary, or Urban Systems.

The Big Sky Economic Development Trust Fund (BSTF)

The BSTF is a state-funded program designed to aid in the development of good paying jobs for Montana residents. A business cannot directly apply for BSTF and CDBG programs. The applications must be an incorporated town or County. The BSTF program is designed to provide financial assistance in the following two categories:

- Category I: Economic Development Projects
75% of BSTF earnings shall be awarded to local governments in the form of grants and loans for economic development projects that create new qualifying jobs for Montana residents
- Category II: Planning Grants 25% of BSTF earnings shall be awarded to Certified Regional Development Corporations and other qualified economic development organizations in the form of a grant for planning activities

Downtown Development Incentives Fund

Philanthropic support can provide a significant amount of funds over a sufficiently long period of time to capitalize financing for private investment through such means as:

- Revolving loan fund offering interest rate write downs
- Matching funds for contributions to downtown projects
- Direct incentives for targeted retailers - would provide a “negotiation fund” for target retailers or categories

Other Funding Types

Another method that may be available to Missoula for implementation of projects is to structure a range of public and private incentives for downtown retail, business development, and affordable housing. These “indirect funding” mechanisms might typically include:

- Granting bonus densities under the zoning code in exchange for provision of a public amenity or benefit
- Special permitting for uses such as sidewalk cafes to animate street life
- Allowing sponsorships of public space programming to encourage pedestrian activity
- Below-market-rate land sales or ground leases
- Fast track approval processes for downtown housing development to lower developer costs while at the same time providing a benefit at little or no cost to the city
- Below-market-rate public bond financing to reduce the cost of capital for designated development projects
- Property tax deferrals in exchange for provision of public amenities

Strategy Management

Many individuals and organizations will ultimately be responsible for the long-term success of the downtown master plan. The following recommendations and strategies will help the plan's champions guide its overall management and identify additional future actions.

Complete copies of these reports can be downloaded at www.missouladowntownbid.org.

- *Housing and Retail Market Demand Analysis Report*
- *Tourism Analysis and Recommendations*
- *Employment Analysis and Recommendations*
- *Parking Program Guiding Principles & Parking Strategic Plan* and *“Retail Hot Spot” Parking Assessment and Retail Parking Strategy*

Retail Strategy

The *Downtown Missoula Retail Strategy* includes short- and long-term recommendations and strategies to:

- Maintain and strengthen existing retail by promoting local businesses
- Retain Macy's as a downtown anchor
- Retain downtown County administrative and justice functions
- Protect and integrate St. Patrick's hospital expansion
- Concentrate downtown compact growth
- Invest in parking infrastructure and regional transit
- Implement a retail recruitment initiative in 12 to 18 months
- Focus appropriate professional services downtown

Housing Strategy

The *Housing and Retail Market Demand Analysis Report* recommends strategies for balanced development and financing of affordable, workforce and market rate housing. The following recommendations are included:

- Update zoning and subdivision regulations to encourage rehabilitation and reuse of existing

buildings and transit-oriented development

- Reduce parking requirements (e.g. shared parking) and/or in-lieu-of-parking fees to lower the prohibitive costs of providing parking
- Prioritize implementation of capital improvement projects
- Preserve and expand downtown amenities
- Concentrate development/redevelopment sites and buildings within a designated district to create synergy and reduce public costs
- Pursue a balance of housing types that meets market demand
- Conduct outreach to developers to discuss innovations and incentives for residential downtown development
- Support the development of unique, flexible live/work space as well as other mixed-use options
- Lower the initial costs of development to create a subsidy that can be used for site acquisition, infrastructure development, and other soft costs
- Increase incentives for affordable housing through tax abatement or tax exemption programs
- Fast track approval processes for downtown housing development to lower developer costs while providing a benefit at little or no cost to the City

Tourism Strategy

The *Tourism Analysis and Recommendations* memorandum provides strategies for tourism development that include the following actions:

- Build off-peak season group and event business with enhanced, targeted marketing efforts
- Develop a brand package for Missoula marketing
- Capture more business from existing travelers to/through Missoula, and extend visitor stays
- Continue to support and enhance strong arts and cultural programs
- Enhance transportation opportunities to and around Missoula

- Determine feasibility of a convention/event center facility
- Support tourism business development efforts consistent with the downtown master plan

Employment Strategy

The *Employment Analysis and Recommendations* memorandum provides strategies for employment growth that include the following recommendations:

- Expand promotion of downtown commercial buildings and sites that are available for lease or sale
- Create an Economic Development Strategy for Missoula, led by MAEDC
- Improve downtown infrastructure and services to support business development
- Work with County officials to retain administrative and justice functions in downtown
- Continue to expand health care and related services
- Encourage commercial and high-tech/information business development along the Broadway corridor
- Coordinate with the University of Montana as it implements its master plan for expansion
- Develop a studio business center/incubator for artisans and craftspeople
- Identify opportunities for additional tourism and recreation business development
- Encourage expansion of the media/communications/broadcasting sector
- Support growth in the nonprofit organization sector in Missoula

Parking Strategy

The *Parking Program Guiding Principles & Parking Strategic Plan* includes primary action items that the Missoula Parking Commission (MPC) should address to support the objectives of the downtown master plan. Recommendations include:

- New parking facility planning and development for sites identified at Front and Pattee streets and at

- Orange and Main streets
- Adjust parking rates and fines to maximize use of parking inventory and parking turn-over
- Invest in new parking technology to enhance customer pay options, increase revenue and improve enforcement
- Invest in multi-modal access strategies
- Develop an open and collaborative public process to improve on community engagement and ongoing communications
- Focus on economic development support strategies with an emphasis on developing and prioritizing parking reinvestment plans
- Implement recommended retail parking strategies to strengthen downtown retail
- Grow and expand the parking program to include additional parking management in the Hip Strip and overall enforcement
- Emphasize parking program marketing that promotes new policies and educates the community on upcoming changes and new services

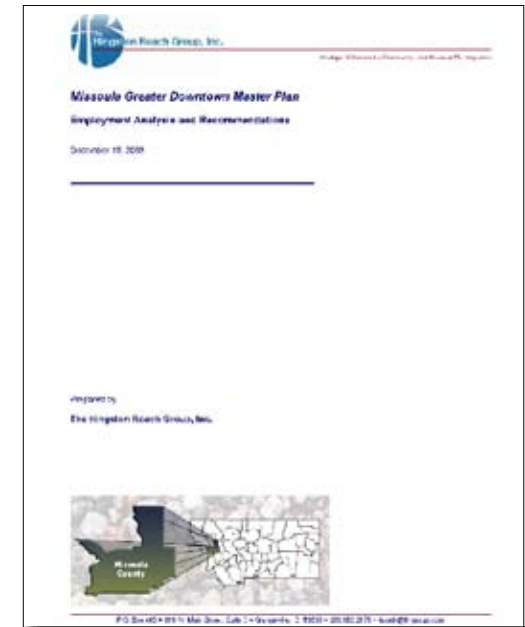
Infrastructure Strategy

The *Missoula Greater Downtown Master Plan Infrastructure Elements Plan* includes infrastructure requirements required to support full implementation of the Missoula Downtown Master Plan. The information and analysis builds on the infrastructure recommendations contained in the 2005 Downtown Streets Plan Report. Recommendations and cost analyses include:

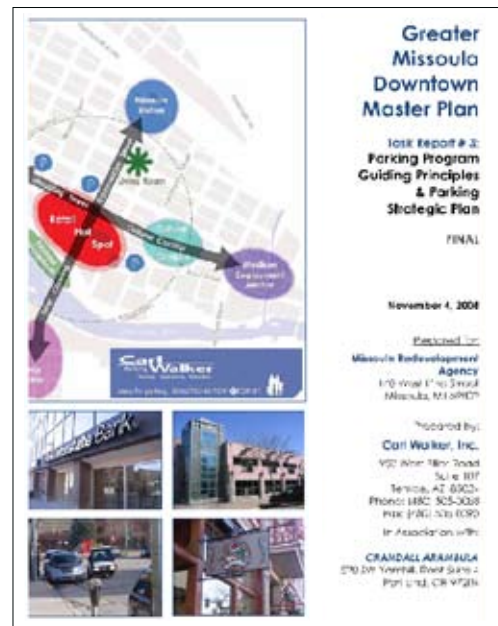
- Broadway street improvements
- Updates to the 2005 Downtown Streets Plan for improvements to Higgins Avenue, Main and Front Streets
- Clark Fork River revitalization and restoration projects
- Utilities improvements
- Parks and squares improvements



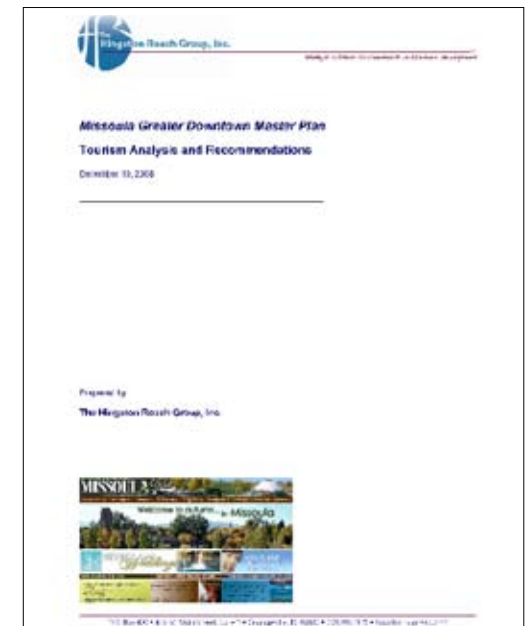
Retail and Housing



Employment



Parking



Tourism



Revitalizing America's Cities