

2016 Downtown Master Plan Update: Sub-Strategies

Employment Recommendations			
Project	Project Details	Status	Additional Notes
Expand Promotion of Downtown Commercial Buildings and Sites Available for Sale/Lease	Increase visibility with prominent links on the home pages or relocation pages of partner websites	In Progress	
	Encourage property owners, managers and realtors to list and link	Completed; In Progress	
	Focus on priorities for commercial and technology development: Broadway Corridor, Retail Hot Spot, Depot Square, Fox Triangle	In Progress	MEP is Leading this Initiative
	Provide information and resources to property owners and realtors about amenities needed by businesses (broadband, wiring, building upgrades, etc.)	In Progress	Re-Evaluate Initiative
Project	Project Details	Status	Additional Notes
Create an Economic Development Strategy for Missoula	Include all Missoula-area organizations involved with business and the economy to participate and clarify roles	Completed; In Progress	MEP Serves as the Regional Economic Development Strategy for Missoula

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	Identify specific targets for DT and implement expansion/recruitment efforts	In Progress	
Project	Project Details	Status	Additional Notes
Improve Downtown Infrastructure and Services to Support Business Development	Conduct assessment of broadband needs; develop strategy for provision	Completed; In Progress	
	Provide assistance and encourage property owners to modernize buildings to address business needs. Consider incentives.	Queued	
	Address public safety concerns for DT workers and customers	In Progress	
	Address parking needs of DT workers. Improve visibility of customer parking through wayfinding & circulation	In Progress	
	Enhance DT workforce housing options	In Progress	
	Expand transportation options for DT workers	In Progress	
Project	Project Details	Status	Additional Notes

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Retain Missoula County Functions Downtown	Consolidate County administrative functions to one site	Completed	
	Evaluate options for public safety and EMS training in Downtown. Address print shop and storage.	Completed	
Project	Project Details	Status	Additional Notes
Expand Healthcare Services in Downtown	Support St. Pat's expansion. Assist with physician recruitment as needed.	Completed/In Progress	
	Identify opportunities to expand the Neurosciences Institute and the Cancer Institute	Queued	MEP Leading Initiative
	Support new product development generated by the International Heart Institute and other commercialization entities in neurology, cardiac, environmental and transitional medicine.	Queued	MEP Leading Initiative
	Support continued expansion of the UM Pharmacy program	In Progress	MEP Leading Initiative
	Advocate for reinstatement of a nursing program at UM	In Progress	MEP Leading Initiative

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	Evaluate opportunities to develop independent/assisted living complex near St. Pat's	Queued	
	Encourage commercial and high tech business development in the Broadway Corridor	Queued	MEP; Re-Evaluate Broadband Effort
	Develop strategy to site MonTEC businesses in Downtown	In Progress	
	Create a biotech R&D facility on campus and cluster businesses in the Broadway Corridor or Riverfront Triangle	Queued	
	Use BID resources to upgrade broadband quality and other infrastructure	Queued	
Project	Project Details	Status	Additional Notes
Coordinate with University Montana on Expansion	Assess option for COT expansion adjacent to campus	In Progress	COT = Missoula College
	Expand nursing program to fill workforce gaps	In Progress	
	Consider siting MMAC in DT to increase visitation and create synergy	Future	

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	Enhance ties with the Mansfield Center and the Missoula Sister Cities. Seek opportunities to develop international links with Asia	In Progress	MEP
Project	Project Details	Status	Additional Notes
Develop a Studio Business/Center/Incubator for Artisans with Retail, Office, Housing	Coordinate community resources to provide business planning, assistance, financing for incubation tenants	Modified; In Progress	
	Seek grant funding to develop the incubator facility	Queued	
Project	Project Details	Status	Additional Notes
Identify Opportunities for Additional Tourism and Recreation Business Development	Encourage guided/interpretive experiences	Completed; In Progress	
	Support recreation equipment development and testing in Missoula	In Progress	
Project	Project Details	Status	Additional Notes
Encourage guided/interpretive experiences	Showcase Missoula's media talent through events, film festivals, and awards	In Progress	

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	Provide focused assistance to this sector, using new media to serve global clients	In Progress	
	Create opportunities for media and other “lone eagle” businesses to network and encourage cross-sector discussion and support	In Progress	
Project	Project Details	Status	Additional Notes
Support Growth in the Non-Profit Sector	Work with others to provide training and resources to area NPOs	In Progress	
	Enhance efforts to recruit “Volun-tourists” and national service workers as a collaborative effort, where NPOs list volunteer opportunities on local, state and national volun-tourism and civic service websites.	In Progress	
Retail Recommendations			
Project	Project details	Status	Additional Notes
Short-Term Tasks	Focus on survival in 2009-2010 Implement a “Shop Local Program”	Completed	

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	Use 2009-2010 to focus on plan adoption and implementation to position DT	Completed	
Retain Macy's as a DT Anchor		Modified	The Merc
	Retain Missoula County functions in DT	Completed	
	Protect and integrate expansion of St. Pat's while balancing neighborhood concerns	In Progress	
	Encourage UM facilities and partnership to strengthen DT by serving students, faculty, staff and visitors. Strengthen the linkage between campus and DT	In Progress	
	Conduct a building-by-building inventory of Downtown, map retail category clusters, future leasing opportunities and merchandising voids: a POWERFUL advantage for retail recruitment	Completed; In Progress	
	Secure funding for infrastructure through the economic stimulus package	Completed	

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Long-Term Tasks	Concentrate compact growth in DT	In Progress	
	Seek federal funding for infrastructure improvements such as protected bike lanes, trail connects, and catalyst projects	In Progress	
	Implement the planned Regional Transit system	Queued	
	Implement a Retail Recruitment Initiative; search for new retail tenants	In Progress	
	Seek to recruit other business segments to locate DT	In Progress	
	Consider constructing a meetings facility DT	In Progress	
Housing Recommendations			
Project	Project Details	Status	Additional Notes
	Update zoning regulations to encourage DT & infill development: address rehab, parking and transit	In Progress	

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	Reduce parking requirements and fees in-lieu of parking to lower the cost of providing standard parking requirements; city to support construction and management of new parking facilities to support development	In Progress	And Add Implementation of Fees In-Lieu of...
	Prioritize CIP for DT: support infill and mixed-use development in DT	In Progress	Support Infrastructure Associated with Infill...
	Preserve and grow existing DT amenities and features	In Progress	
	Position development & redevelopment in concentrated within a designated district to create synergy and reduce public improvement costs	In Progress	
	Pursue a balance of housing that meets the market demands and income levels	In Progress	

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	Reach out to potential development partners to discuss innovations and incentives for residential development in DT	Completed; In Progress	
	Support the development of unique flexible space for live/work combinations and mixed-use options	In Progress	
Financial Strategies: Lowering the Cost of Development	Use city-owned properties to encourage residential development and eliminate land acquisition costs for desired development	In Progress	Fox Site; City Owned Surface Lots
	Use Historic Tax Credits for renovation of commercial historic properties.	In Progress	Peak
	Be flexible with local building codes to encourage renovation of older structures; explore less conventional approaches to redevelopment	In Progress	

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	Encourage continued use of federal and state programs to fund low and moderate income housing (HOME, CDBG, MBOH)	In Progress	MHA
	Use Financial incentives to encourage DT housing: tax abatement, gap financing, credits for sewer/water taps, tax exemption, tax phase-in.	Queued	MRA; Re-Evaluate
	Fast track approval processes for DT housing development	Completed; In Progress	
Parking Recommendations			
Project	Project Details	Status	Additional Notes
Category 1: Organization and Leadership	Develop strong leadership on the Board of Directors and staff, support the DTMP and enhance public processes and community collaboration	Completed; In Progress	
	Ensure the City Council adopts the DTMP	Completed	
	Develop regular parking plan progress reports to keep stakeholders apprised	In Progress	

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	Consider distributing Action Plan Report Cards to specific stakeholder groups to acquire ongoing community input and program refinement	In Progress	
	Ensure parking planning and management is perceived as open, collaborative and resourceful. Reach out to various groups, be a team player, and actively partner with others (DMP, MUTD, MIM, MRTMA, MRA, DM, City, Tour Operators)	In Progress	
Project	Project Details	Status	Additional Notes
Category 2: Planning/Visioning/Policy	Continue active planning for ongoing parking supply/demand, assessing zoning requirements, promoting TDM and other alternatives	In Progress	

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	Develop parking planning and design guidelines with specific design criteria for parking lots/structures, including mixed use, street-level retail and other land uses	In Progress	Design Guidelines and Standards
	Conduct a comprehensive assessment of on-street parking equipment, policies, utilization, enforcement and revenues/expenses	In Progress	
	Conduct a comprehensive parking supply/demand study, update annually, and monitor demand	In Progress	
	Evaluate opportunities to integrate other transportation elements (bike parking, car share) into parking structures and lots	Completed; In Progress	
	Reassess parking zoning requirements. Consider flexible zoning, form-based codes, smart growth strategies, and other progressive planning concepts	In Progress	

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	Participate in a larger DT parking signage and wayfinding strategy. Make all public parking signage consistent and distinct. Integrate with interactive, online parking information website	In Progress	
	Evaluate “Park Once/Pedestrian First” concepts. Include circulator bus program, reliable transportation links between structures and DT destinations. Support and promote pedestrian environment enhancements	In Progress; Queued	
	Encourage and support the development of enhanced pedestrian amenities to improve “walkability of DT”	In Progress	
	Continue to subsidize bus service for DT employees with parking revenues	Completed; In Progress	

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	Develop "Parking Program Criteria" documents to assist in improving the design process for parking facilities by providing things like operations parameters, equipment specs, and security goals for new development	In Progress	
	Train key staff on the basics of Parking Facility Design & Development so they can provide valuable operational insights during design	In Progress	
	Encourage staff to stay current and familiar with new parking technologies	In Progress	
Project	Project Details	Status	Additional Notes
Category 3: Integrated Access/Mobility Management	Broaden program scope through creative integration of parking, TDM, and planning. Collaborate and integrate parking and transportation goals and programs	In Progress	

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	Develop a variety of “supply-side strategies” to provide strong and varied parking management, including:	In Progress	
	<ul style="list-style-type: none"> • Shared Parking 	Yes	
	<ul style="list-style-type: none"> • Parking Regulations 	Yes	
	<ul style="list-style-type: none"> • Parking Maximums 	Yes	
	<ul style="list-style-type: none"> • Smart Growth 	Yes	
	<ul style="list-style-type: none"> • Walking & Cycling Improvements 	Yes	
	<ul style="list-style-type: none"> • Design of Parking Facilities 	Yes	
	<ul style="list-style-type: none"> • Improve Parking Operations & Management 	Yes	
	<ul style="list-style-type: none"> • Overflow and Special Event Parking Plans 	Yes	
	<ul style="list-style-type: none"> • Improved User Information & Marketing 	Yes	
	<ul style="list-style-type: none"> • Parking Pricing 	Yes	
	<ul style="list-style-type: none"> • Improved Enforcement & Controls 	Yes	
	<ul style="list-style-type: none"> • Improved Payment Methods 	Yes	

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	<ul style="list-style-type: none"> • “Unbundling” Parking 	Yes	
	<ul style="list-style-type: none"> • Parking Interior Environment Improvements 	Yes	
Project	Project Details	Status	Additional Notes
Category 4: Marketing and Improvements	Develop a program of marketing initiatives to educate the community on the range and variety of parking and transportations services. Coordinate with city, downtown and special attraction businesses to promote and message	Completed; In Progress	
	Expand city website to provide more parking, transit and other mobility-related information. Offer more information on rates, merchant validation, event parking, transit, violation payment instructions, residential parking programs, guidelines, hours of operation, maps. Promote the site with advertising and links from others	Completed; In Progress	

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	Standardize public parking system signage with a consistent brand image	Completed	
	Develop a comprehensive DT wayfinding and signage program and integrate parking strategically	In Progress	
	Develop a branding campaign to promote the desired image of the Missoula public parking system. Coordinate marketing with planned program initiatives	Completed; In Progress	
	Develop and communicate with a parking customer database, using email bulletins to communicate planned system upgrades and more	In Progress	
	Develop a comprehensive strategy to manage public relations, media interaction, parking system publicity. Invest in media training, have a designated spokesman, defined media policies, plan and coordinate press release issuance.	Completed; In Progress	

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	Develop a parking brochure for new DT employees as an educational and marketing tool. Use it as a way to promote DT businesses and annual events through merchant coupons and parking validations	Completed; In Progress	
	Work closely with the DMP to promote parking in conjunction with special events, attractions, and venues	Completed; In Progress	
	Establish a budget for marketing and promotions. Allocate \$8-\$10 per space per year	Completed; In Progress	
	Develop a package of Parking Program electronic marketing collateral for distribution to merchants and media. Include information, branding, logos, maps, and ads on a CD or pen drive	In Progress	
	Develop tools and mechanisms to provide ongoing input regarding customer satisfaction	In Progress	

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Project	Project Details	Status	Additional Notes
Category 5: Effective Management	Define critical functional elements of effective parking management and develop specific goals and targets aimed at building a “best in class” program	In Progress	
	Develop an Annual Parking Report on the MPC and its activities. Include updates with supply/demand, CIP upgrades, staffing updates, accomplishments, initiatives, facility maintenance updates and financials	In Progress	
	Identify and implement specific training needs for MPC staff. Consider IDA and IAEDC; consider IPI certifications	In Progress	
	Identify peer cities or organizations and conduct reciprocal “operations peer reviews”. Suggested cities include Boise, Boulder, Fort Collins	Queued	

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	Identify a basic set of parking and access system benchmarks relevant to DT and begin tracking	In Progress	
	Collect all parking facilities warranties into a three ring binder. Note and calendar expiration dates, and schedule inspections six months prior to expirations. Warranty reps should participate, and results should be documented. Schedule repairs prior to warrant expiration	Queued	
	Evaluate options to save energy for parking facilities, especially in lighting	In Progress	
	Conduct “security audit” of all parking facilities to identify issues/concerns. Partner with city police to do walk-throughs on a quarterly basis. Document results and implement action plans	In Progress; Queued	
	Review and apply CPTED principles as appropriate	In Progress	

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	Evaluate parking security options, including call stations, panic alarms, CCTV systems, parking booth silent alarms, etc.	In Progress; Queued	
	Evaluate lighting in parking facilities and establish lighting standards. Specifically address “transitional lighting” at facilities entrances/exits and ped/car conflict areas	In Progress	
	Review password procedures and other computer security systems	Completed; In Progress	
	Review computer system back-up procedures	Completed; In Progress	
	Develop a new exterior parking facility signage standard and develop an action plan and cost estimate for implementation	Completed; In Progress; Queued	
	Paint or Stain WHITE most vertical surfaces, columns and roofs within the system	Completed; In Progress	

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	<p>Improve parking facility level identification through the use of themed concepts. Consider engaging local arts group and promote the initiative as a public arts program.</p>	Queued	
	<p>Provide visual and auditory warnings to pedestrians walking on sidewalk that have vehicular exits crossing the sidewalks, typically activated by cars tripping sensor loops in the exit lane</p>	Queued	
	<p>Develop partnerships and management structures that provide consistent, collaborative and effective special events management and coordination. Work with larger planning groups to provide more effective and flexible parking information and wayfinding. Develop policies for events</p>	Completed; In Progress	

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	Develop a comprehensive facility maintenance program, including regularly-scheduled structural condition appraisals	In Progress	
	Develop an MPC Internal Resource Library and implement reading goals for staff development	Queued	
	Develop an MPC Internal Parking Operations Manual	In Progress	
	Conduct regular facility inspections and develop a program for effective follow-up.	Completed; In Progress	
Project	Project Details	Status	Additional Notes
Category 6: Leveraging Technology	Assess the potential for improving parking system integration, management reporting, customer service, improved operations efficiencies with technology. Look at on-street parking equipment, enforcement systems and more	Completed; In Progress	

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	Evaluate new systems that offer the potential to reduce staffing/labor and improve customer service. Systems to evaluate include central cashiering, pay-on-foot, AVI, CC in/out, pay-by-space, pay-by-phone, web-based management platforms	Completed; In Progress	
	Assess potential for on-street technology enhancements (i.e. multi-space meters) to provide additional payment options, offer reduced collection costs, improve enforcement efficiencies, and provide increased revenues.	Completed; In Progress	
	Assess current parking enforcement technologies and recent advances, including hand-held devices, license plate recognition, and more	Completed; In Progress	
	Investigate feasibility and financial impacts of creating internet-based payment options	Completed; In Progress	

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Project	Project Details	Status	Additional Notes
Category 7: Customer Service	Provide enhanced and more frequent customer service training for all staff	In Progress	
	Provide feedback mechanisms for customers. Strive to improve service	In Progress; Queued	
	Implement a Secret Shopper Program to monitor and measure customer service effectiveness	Queued	
	Develop and implement a “Parker Assistance Program” which could include things like battery jump starts, vehicle lock-out assistance, tire inflation, security escorts, audio book check-out, etc.	Queued	Private Sector Services
	Use the parking website as a customer service tool. Provide mechanisms for customers to pay fees/fines, acquire parking fees and fines, download parking maps, understand event parking program	In Progress	

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	Establish a “Parking Hot Line” and an “Email Feedback Box” to provide a centralized and actively monitored customer feedback system	Queued	
Project	Project Details	Status	Additional Notes
Category 8: Economic Development	Waive or modify parking requirements to promote targeted development; develop specific guidelines for how, when and under what conditions parking can be used to incentivize development	In Progress; Queued	
	Work with private developers to incorporate needed public parking into private projects. Promote public/private partnerships to build parking	Completed; In Progress	
	Reinvest parking revenues back into DT to help improve the public’s perception about paying for parking and that improve DT and visitation to DT	Completed; In Progress	

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	Contribute funds to the business district's marketing campaigns to build more robust marketing efforts to draw customers to DT	Completed; In Progress	
	Develop special programs to mitigate the negative impacts of parking enforcement. Use DT Ambassadors to provide parking info and assistance	Completed; In Progress	
	Partner with others to provide Smart Cards to pay for parking, as well as shopping DT.	Completed	MDA Gift Card
	Pursue multi-use value cards that can be used to pay for parking and transportation	Queued	Zero Fare Bus Service; Not Applicable
Project	Project Details	Status	Additional Notes
Category 9: Sustainability	Reduce SOV usage through promotion of alternative transportation options; use LEED standards for development; consider "sustainable design" principal standards	Completed; In Progress	

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	Evaluate and promote “Green Design” standards for future parking development; look at lighting, energy conservation, environment, and air quality	Completed; In Progress; Queued	
	Implement environmentally friendly parking facility maintenance strategies, such as pressure washing systems and light bulb recycling	In Progress; Queued	
	Promote incentives to encourage more environmentally friendly transportation choices such as carpools, vanpools and reduced rate parking for alt-fuel vehicles	Completed; In Progress; Queued	
	Invest in Green Technologies such as hybrid or alternative fuel vehicles	Queued	
Project	Project Details	Status	Additional Notes

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Category 10: Funding, Financial Management, Accounting	Develop a consolidated revenue and expense statement reflecting all parking activities	Completed; In Progress	
	Create a flow chart of parking revenues and expenses to track expenses and identify funds from which they are paid	Completed; In Progress; Queued	
	Enhance the MPC financial stability to leverage increased bonding capacity and improve the ability to respond to development opportunities	Completed; In Progress	
	Conduct quarterly or bi-annual reviews of parking market rates. Document and track trends and provide context for parking rate increases	Completed; In Progress	
	Review and assess options to restructure the existing validation program. Eliminate validation and offer "First Hour Free" program	Completed; In Progress	

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	Develop internal systems for regular internal parking audits bi-annually	Completed; In Progress	
	Identify revenues, expenses and profitability by operating unit/sector	In Progress; Queued	
	Establish a maintenance reserve fund and avoid deferred maintenance	Queued	
Tourism Recommendations			
Project	Project Details	Status	Additional Notes
Build Off-Season Group and Event Businesses with Enhanced, Targeted Marketing	Pass a Tourism BID to provide funds for sales and marketing	Completed	
	Expand CVB sales efforts to attract group meetings and conferences. Link to existing local events and organizations to maximize synergy and leverage resources	Completed; In Progress	
	Work with UM to sponsor a variety of conferences and seminars to draw visitors	In Progress	

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	Continue to work with motor coach tour operation, RMI, clubs and groups to incorporate Missoula in group itineraries	Completed; In Progress	
	Target cities served by direct flight for weekend getaway package promotions	Completed; In Progress	
	Host Continuing Medical Education courses for medical professionals	Queued	
	Develop a Sports & Competitions Plan for Missoula, outlining opportunities to attract more youth and adult sports events, including an assessment of existing facilities, facilities needed to fill gaps, and examine the feasibility of a new events/sports arena	Completed; In Progress	
	Track attendance and origin/spending of visitors to Missoula events. Use the data for strategic and targeted marketing efforts, measuring ROI and economic impact	Completed; In Progress	

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	Benchmark current group and event bookings and economic impact through confidential hotel reporting. Track monthly lodging sales, demand, occupancy, and other demographics about Missoula visitors.	Completed; In Progress	
Project	Project Details	Status	Additional Notes
Develop a Brand Package for Missoula	Participate in state branding workshops and refine a Missoula version. Develop creative materials and apps for tourism, DT, arts and economic development marketing to maximize effectiveness of messaging	Queued	
Project	Project Details	Status	Additional Notes
Capture More Business From Existing Travelers and Extend Their Stays	Coordinate efforts to build a cohesive and seamless visitor information system at key gateways (UM, CVB, MDA, MCC)	In Progress	

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	Implement enhanced electronic marketing strategies for visitors (podcasts, blogs)	In Progress	
	Link marketing to Glacier & Yellowstone park visitors	Completed; In Progress	
	Enhance gateway and signage to Downtown at freeway exits and Brooks Corridor	Completed; In Progress	
	Implement a comprehensive downtown circulation and wayfinding system, linked to Missoula's brand. Incorporate the River Walk as part of the circulation and wayfinding system for visitors	Completed; In Progress	
	Enhance parking opportunities, including a management system for DT business owners and employees and clearly marked convenient public parking for shoppers and event attendees	Completed; In Progress	

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	Link visitors to Missoula's history and culture through hotel rooms, downtown kiosks and walking tour maps	In Progress	
	Expand and promote wireless hot spots for visitors; promote Missoula events and attractions to users of the wireless systems	Completed	
Project	Project Details	Status	Additional Notes
Continue Support and Enhance Strong Arts and Culture	Formalize the MCC as the umbrella for all arts and culture groups, including a membership structure	Completed	
	Develop a Cultural Plan that includes overall assessment and strategy for arts and cultural assets and facilities, unmet needs and gaps, opportunities to capitalize on tourist markets, advocacy for the arts and artists, enhanced coordination, etc.	Queued	
	Assess opportunities to site MMAC in DT	Completed; Queued	

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	Develop an arts incubator/studio business center in DT with upper floor residential for artists	Queued; In Progress	
	Link historic preservation and historic district enhancement efforts to cultural tourism strategies.	Completed; In Progress	
	Continue to promote national & international events in Missoula	In Progress	
Project	Project Details	Status	Additional Notes
Enhance Transportation Opportunities To and Around Missoula	Recruit additional airline service to Missoula.	Completed; In Progress	
	Encourage visitors to use local transit service	Completed; In Progress	
	Explore opportunities to enhance transit and commuter rail by developing synergies with tourism promotion efforts	In Progress	
	Work with MDT and Travel Montana to recruit Amtrak Southern Route service from Spokane to Billings through Missoula	Future	
Project	Project Details	Status	Additional Notes

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Determine Feasibility of a Convention/Event Center Facility	Analyze trends, Missoula bookings, lost business, use levels at competitor facilities, air service projections, meeting planner surveys, and evaluation of new group business and event opportunities to quantify potential demand.	Completed	
	Determine facility specs, based on projected demand, location, cost, strategy to fund construction and operations. Ideal location is adjacent to a host hotel, close to the DT Retail Hot Spot, UM, other hotels, and easy access to I-90.	Completed; In Progress	
	Develop a facility business plan	In Progress	
	Differentiate facility with focus on sustainability and innovate design	In Progress	
Project	Project Details	Status	Additional Notes
Support Tourism Business Development Efforts with the DTMP	Boutique hotel in Downtown	Queued	

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	Guided interpretive and outdoor adventure packages in conjunction with outfitters, lodging facilities and other initiatives, targeting families	In Progress	
	Montana Snowbowl and Bitterroot Ski Resort efforts to attract destination winter tourism with shuttle service from DT to the ski slopes	Queued	
	Local technology and media businesses linking to applications for tourism development, using Montana as a test market	In Progress	
	Cluster Missoula art galleries into Downtown	In Progress	
	Enhance redundant broadband in Downtown	In Progress	
	Recreation equipment products and services	In Progress	
	Linkages between local agricultural businesses, restaurants and retailers	In Progress	
	Edu-tourism and volun-tourism opportunities	In Progress	

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	Green travel and sustainability strategies in tourism and recreation	Queued	
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Retail Recommendations		
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Short-Term Tasks	Focus on survival in 2009-2010 Implement a "Shop Local Program"	Completed
	Use 2009-2010 to focus on plan adoption and implementation to position DT	Completed
	Retain Macy's as a DT Anchor	Queued
	Retain Missoula County functions in DT	Completed
	Protect and integrate expansion of St. Pat's while balancing neighborhood concerns	Completed; In Progress
	Encourage UM facilities and partnership to strengthen DT by serving students, faculty, staff and visitors. Strengthen the linkage between campus and DT	In Progress; Queued

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	Conduct a building-by-building inventory of Downtown, map retail category clusters, future leasing opportunities and merchandising voids: a POWERFUL advantage for retail recruitment	Completed; In Progress
	Secure funding for infrastructure through the economic stimulus package	Completed
Long-Term Tasks	Concentrate compact growth in DT	Completed; In Progress; Queued
	Seek federal funding for infrastructure improvements such as protected bike lanes, trail connects, and catalyst projects	Completed; In Progress
	Implement the planned Regional Transit system	Queued
	Implement a Retail Recruitment Initiative; search for new retail tenants	Queued

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	Seek to recruit other business segments to locate DT	In Progress; Queued
	Consider constructing a meetings facility DT	Completed; In Progress
Housing Recommendations		
Project	Project Details	Status
	Update zoning regulations to encourage DT & infill development: address rehab, parking and transit	Completed
	Reduce parking requirements and fees in-lieu of parking to lower the cost of providing standard parking requirements; city to support construction and management of new parking facilities to support development	In Progress
	Prioritize CIP for DT: support infill and mixed-use development in DT	Completed; In Progress; Queued
	Preserve and grow existing DT amenities and features	Completed; In Progress

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	Position development & redevelopment in concentrated within a designated district to create synergy and reduce public improvement costs	Completed; In Progress
	Pursue a balance of housing that meets the market demands and income levels	In Progress
	Reach out to potential development partners to discuss innovations and incentives for residential development in DT	Completed; In Progress
	Support the development of unique flexible space for live/work combinations and mixed-use options	In Progress
Financial Strategies: Lowering the Cost of Development	Use city-owned properties to encourage residential development and eliminate land acquisition costs for desired development	
	Use Historic Tax Credits for renovation of commercial historic properties.	

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	Be flexible with local building codes to encourage renovation of older structures; explore less conventional approaches to redevelopment	
	Encourage continued use of federal and state programs to fund low and moderate income housing (HOME, CDBG, MBOH)	
	Use Financial incentives to encourage DT housing: tax abatement, gap financing, credits for sewer/water taps, tax exemption, tax phase-in.	
	Fast track approval processes for DT housing development	
Parking Recommendations		
Project	Project Details	Status
Category 1: Organization and Leadership	Develop strong leadership on the Board of Directors and staff, support the DTMP and enhance public processes and community collaboration	Completed; In Progress

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	Ensure the City Council adopts the DTMP	Completed
	Develop regular parking plan progress reports to keep stakeholders apprised	Queued
	Consider distributing Action Plan Report Cards to specific stakeholder groups to acquire ongoing community input and program refinement	Queued
	Ensure parking planning and management is perceived as open, collaborative and resourceful. Reach out to various groups, be a team player, and activity partner with others (DMP, MUTD, MIM, MRTMA, MRA, DM, City, Tour Operators)	In Progress
Project	Project Details	Status

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Category 2: Planning/Visioning/Policy	Continue active planning for ongoing parking supply/demand, assessing zoning requirements, promoting TDM and other alternatives	In Progress
	Develop parking planning and design guidelines with specific design criteria for parking lots/structures, including mixed use, street-level retail and other land uses	In Progress
	Conduct a comprehensive assessment of on-street parking equipment, policies, utilization, enforcement and revenues/expenses	In Progress; Queued
	Conduct a comprehensive parking supply/demand study, update annually, and monitor demand	Completed; In Progress
	Evaluate opportunities to integrate other transportation elements (bike parking, car share) into parking structures and lots	Completed; In Progress

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	Reassess parking zoning requirements. Consider flexible zoning, form-based codes, smart growth strategies, and other progressive planning concepts	In Progress; Queued
	Participate in a larger DT parking signage and wayfinding strategy. Make all public parking signage consistent and distinct. Integrate with interactive, online parking information website	Queued
	Evaluate “Park Once/Pedestrian First” concepts. Include circulator bus program, reliable transportation links between structures and DT destinations. Support and promote pedestrian environment enhancements	Completed; In Progress
	Encourage and support the development of enhanced pedestrian amenities to improve “walkability of DT”	Completed; In Progress

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	Continue to subsidize bus service for DT employees with parking revenues	Completed; In Progress
	Develop "Parking Program Criteria" documents to assist in improving the design process for parking facilities by providing things like operations parameters, equipment specs, and security goals for new development	Queued
	Train key staff on the basics of Parking Facility Design & Development so they can provide valuable operational insights during design	In Progress; Queued
	Encourage staff to stay current and familiar with new parking technologies	Completed; In Progress
Project	Project Details	Status
Category 3: Integrated Access/Mobility Management	Broaden program scope through creative integration of parking, TDM, and planning. Collaborate and integrate parking and transportation goals and programs	In Progress; Queued

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	Develop a variety of “supply-side strategies” to provide strong and varied parking management, including:	In Progress; Queued
	<ul style="list-style-type: none"> • Shared Parking 	No
	<ul style="list-style-type: none"> • Parking Regulations 	Yes
	<ul style="list-style-type: none"> • Parking Maximums 	No
	<ul style="list-style-type: none"> • Smart Growth 	No
	<ul style="list-style-type: none"> • Walking & Cycling Improvements 	Yes
	<ul style="list-style-type: none"> • Design of Parking Facilities 	Yes
	<ul style="list-style-type: none"> • Improve Parking Operations & Management 	Yes
	<ul style="list-style-type: none"> • Overflow and Special Event Parking Plans 	Yes
	<ul style="list-style-type: none"> • Improved User Information & Marketing 	Yes
	<ul style="list-style-type: none"> • Parking Pricing 	Yes
	<ul style="list-style-type: none"> • Improved Enforcement & Controls 	No

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	<ul style="list-style-type: none"> Improved Payment Methods 	Yes
	<ul style="list-style-type: none"> “Unbundling” Parking 	Yes
	<ul style="list-style-type: none"> Parking Interior Environment Improvements 	No
Project	Project Details	Status
Category 4: Marketing and Improvements	<p>Develop a program of marketing initiatives to educate the community on the range and variety of parking and transportations services.</p> <p>Coordinate with city, downtown and special attraction businesses to promote and message</p>	Completed; In Progress; Queued

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	<p>Expand city website to provide more parking, transit and other mobility-related information. Offer more information on rates, merchant validation, event parking, transit, violation payment instructions, residential parking programs, guidelines, hours of operation, maps. Promote the site with advertising and links from others</p>	Completed; In Progress; Queued
	Standardize public parking system signage with a consistent brand image	Queued
	Develop a comprehensive DT wayfinding and signage program and integrate parking strategically	Completed; Queued
	Develop a branding campaign to promote the desired image of the Missoula public parking system. Coordinate marketing with planned program initiatives	Completed; In Progress

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	Develop and communicate with a parking customer database, using email bulletins to communicate planned system upgrades and more	Queued
	Develop a comprehensive strategy to manage public relations, media interaction, parking system publicity. Invest in media training, have a designated spokesman, defined media policies, plan and coordinate press release issuance.	Queued
	Develop a parking brochure for new DT employees as an educational and marketing tool. Use it as a way to promote DT businesses and annual events through merchant coupons and parking validations	Completed; Queued
	Work closely with the DMP to promote parking in conjunction with special events, attractions, and venues	Completed; In Progress

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	Establish a budget for marketing and promotions. Allocate \$8-\$10 per space per year	Completed; In Progress
	Develop a package of Parking Program electronic marketing collateral for distribution to merchants and media. Include information, branding, logos, maps, and ads on a CD or pen drive	Queued
	Develop tools and mechanisms to provide ongoing input regarding customer satisfaction	Queued
Project	Project Details	Status
Category 5: Effective Management	Define critical functional elements of effective parking management and develop specific goals and targets aimed at building a “best in class” program	Completed

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	Develop an Annual Parking Report on the MPC and its activities. Include updates with supply/demand, CIP upgrades, staffing updates, accomplishments, initiatives, facility maintenance updates and financials	In Progress; Queued
	Identify and implement specific training needs for MPC staff. Consider IDA and IAEDC; consider IPI certifications	Queued
	Identify peer cities or organizations and conduct reciprocal “operations peer reviews”. Suggested cities include Boise, Boulder, Fort Collins	Completed
	Identify a basic set of parking and access system benchmarks relevant to DT and begin tracking	Queued

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	Collect all parking facilities warranties into a three ring binder. Note and calendar expiration dates, and schedule inspections six months prior to expirations. Warranty reps should participate, and results should be documented. Schedule repairs prior to warrant expiration	Queued
	Evaluate options to save energy for parking facilities, especially in lighting	In Progress; Queued
	Conduct “security audit” of all parking facilities to identify issues/concerns. Partner with city police to do walk-throughs on a quarterly basis. Document results and implement action plans	In Progress; Queued
	Review and apply CPTED principles as appropriate	In Progress
	Evaluate parking security options, including call stations, panic alarms, CCTV systems, parking booth silent alarms, etc.	Queued

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	Evaluate lighting in parking facilities and establish lighting standards. Specifically address “transitional lighting” at facilities entrances/exits and ped/car conflict areas	In Progress; Queued
	Review password procedures and other computer security systems	Completed; In Progress
	Review computer system back-up procedures	Completed; In Progress
	Develop a new exterior parking facility signage standard and develop an action plan and cost estimate for implementation	Completed; In Progress; Queued
	Paint or Stain WHITE most vertical surfaces, columns and roofs within the system	Completed; Queued

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	<p>Improve parking facility level identification through the use of themed concepts. Consider engaging local arts group and promote the initiative as a public arts program.</p>	Queued
	<p>Provide visual and auditory warnings to pedestrians walking on sidewalk that have vehicular exits crossing the sidewalks, typically activated by cars tripping sensor loops in the exit lane</p>	Queued
	<p>Develop partnerships and management structures that provide consistent, collaborative and effective special events management and coordination. Work with larger planning groups to provide more effective and flexible parking information and wayfinding. Develop policies for events</p>	Completed; Queued

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	Develop a comprehensive facility maintenance program, including regularly-scheduled structural condition appraisals	Queued
	Develop an MPC Internal Resource Library and implement reading goals for staff development	Queued
	Develop an MPC Internal Parking Operations Manual	In Progress; Queued
	Conduct regular facility inspections and develop a program for effective follow-up.	Completed; In Progress
Project	Project Details	Status
Category 6: Leveraging Technology	Assess the potential for improving parking system integration, management reporting, customer service, improved operations efficiencies with technology. Look at on-street parking equipment, enforcement systems and more	Completed; In Progress

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	Evaluate new systems that offer the potential to reduce staffing/labor and improve customer service. Systems to evaluate include central cashiering, pay-on-foot, AVI, CC in/out, pay-by-space, pay-by-phone, web-based management platforms	In Progress
	Assess potential for on-street technology enhancements (i.e. multi-space meters) to provide additional payment options, offer reduced collection costs, improve enforcement efficiencies, and provide increased revenues.	Completed; Queued
	Assess current parking enforcement technologies and recent advances, including hand-held devices, license plate recognition, and more	Completed; Queued
	Investigate feasibility and financial impacts of creating internet-based payment options	Completed

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Project	Project Details	Status
Category 7: Customer Service	Provide enhanced and more frequent customer service training for all staff	In Progress
	Provide feedback mechanisms for customers. Strive to improve service	In Progress; Queued
	Implement a Secret Shopper Program to monitor and measure customer service effectiveness	Queued
	Develop and implement a “Parker Assistance Program” which could include things like battery jump starts, vehicle lock-out assistance, tire inflation, security escorts, audio book check-out, etc.	Queued
	Use the parking website as a customer service tool. Provide mechanisms for customers to pay fees/fines, acquire parking fees and fines, download parking maps, understand event parking program	Queued

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	Establish a “Parking Hot Line” and an “Email Feedback Box” to provide a centralized and actively monitored customer feedback system	Queued
Project	Project Details	Status
Category 8: Economic Development	Waive or modify parking requirements to promote targeted development; develop specific guidelines for how, when and under what conditions parking can be used to incentivize development	In Progress; Queued
	Work with private developers to incorporate needed public parking into private projects. Promote public/private partnerships to build parking	Completed; In Progress
	Reinvest parking revenues back into DT to help improve the public’s perception about paying for parking and that improve DT and visitation to DT	Completed; In Progress; Queued

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	Contribute funds to the business district's marketing campaigns to build more robust marketing efforts to draw customers to DT	Completed; In Progress; Queued
	Develop special programs to mitigate the negative impacts of parking enforcement. Use DT Ambassadors to provide parking info and assistance	Completed; In Progress
	Partner with others to provide Smart Cards to pay for parking, as well as shopping DT.	Completed
	Pursue multi-use value cards that can be used to pay for parking and transportation	Queued
Project	Project Details	Status

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<p>Category 9: Sustainability</p>	<p>Reduce SOV usage through promotion of alternative transportation options; use LEED standards for development; consider “sustainable design” principal standards</p>	<p>Completed; In Progress</p>
	<p>Evaluate and promote “Green Design” standards for future parking development; look at lighting, energy conservation, environment, and air quality</p>	<p>Completed; In Progress; Queued</p>
	<p>Implement environmentally friendly parking facility maintenance strategies, such as pressure washing systems and light bulb recycling</p>	<p>In Progress; Queued</p>
	<p>Promote incentives to encourage more environmentally friendly transportation choices such as carpools, vanpools and reduced rate parking for alt-fuel vehicles</p>	<p>Completed; In Progress; Queued</p>

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	Invest in Green Technologies such as hybrid or alternative fuel vehicles	Queued
Project	Project Details	Status
Category 10: Funding, Financial Management, Accounting	Develop a consolidated revenue and expense statement reflecting all parking activities	Completed; In Progress
	Create a flow chart of parking revenues and expenses to track expenses and identify funds from which they are paid	Completed; In Progress; Queued
	Enhance the MPC financial stability to leverage increased bonding capacity and improve the ability to respond to development opportunities	Completed; In Progress
	Conduct quarterly or bi-annual reviews of parking market rates. Document and track trends and provide context for parking rate increases	Completed; In Progress

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	Review and assess options to restructure the existing validation program. Eliminate validation and offer “First Hour Free” program	Completed; In Progress
	Develop internal systems for regular internal parking audits bi-annually	Completed; In Progress
	Identify revenues, expenses and profitability by operating unit/sector	In Progress; Queued
	Establish a maintenance reserve fund and avoid deferred maintenance	Queued

2016 Downtown Master Plan Update: Sub-Strategies

Tourism Recommendations		
Project	Project Details	Status
Build Off-Season Group and Event Businesses with Enhanced, Targeted Marketing	Pass a Tourism BID to provide funds for sales and marketing	Completed
	Expand CVB sales efforts to attract group meetings and conferences. Link to existing local events and organizations to maximize synergy and leverage resources	Completed; In Progress
	Work with UM to sponsor a variety of conferences and seminars to draw visitors	In Progress
	Continue to work with motor coach tour operation, RMI, clubs and groups to incorporate Missoula in group itineraries	
	Target cities served by direct flight for weekend getaway package promotions	
	Host Continuing Medical Education courses for medical professionals	

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	Develop a Sports & Competitions Plan for Missoula, outlining opportunities to attract more youth and adult sports events, including an assessment of existing facilities, facilities needed to fill gaps, and examine the feasibility of a new events/sports arena	Completed; In Progress
	Track attendance and origin/spending of visitors to Missoula events. Use the data for strategic and targeted marketing efforts, measuring ROI and economic impact	Completed; In Progress; Queued
	Benchmark current group and event bookings and economic impact through confidential hotel reporting. Track monthly lodging sales, demand, occupancy, and other demographics about Missoula visitors.	Completed; In Progress
Project	Project Details	Status

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Develop a Brand Package for Missoula	Participate in state branding workshops and refine a Missoula version. Develop creative materials and apps for tourism, DT, arts and economic development marketing to maximize effectiveness of messaging	Completed; In Progress
Project	Project Details	Status
Capture More Business From Existing Travelers and Extend Their Stays	Coordinate efforts to build a cohesive and seamless visitor information system at key gateways (UM, CVB, MDA, MCC)	In Progress
	Implement enhanced electronic marketing strategies for visitors (podcasts, blogs)	In Progress
	Link marketing to Glacier & Yellowstone park visitors	Completed; In Progress
	Enhance gateway and signage to Downtown at freeway exists and Brooks Corridor	Completed; Queued

2016 Downtown Master Plan Update: Sub-Strategies

	Implement a comprehensive downtown circulation and wayfinding system, linked to Missoula's brand. Incorporate the River Walk as part of the circulation and wayfinding system for visitors	Completed; In Progress
	Enhance parking opportunities, including a management system for DT business owners and employees and clearly marked convenient public parking for shoppers and event attendees	Completed; In Progress
	Link visitors to Missoula's history and culture through hotel rooms, downtown kiosks and walking tour maps	In Progress; Queued
	Expand and promote wireless hot spots for visitors; promote Missoula events and attractions to users of the wireless systems	Completed; Queued
Project	Project Details	Status

2016 Downtown Master Plan Update: Sub-Strategies

Continue Support and Enhance Strong Arts and Culture	Formalize the MCC as the umbrella for all arts and culture groups, including a membership structure	Completed
	Develop a Cultural Plan that includes overall assessment and strategy for arts and cultural assets and facilities, unmet needs and gaps, opportunities to capitalize on tourist markets, advocacy for the arts and artists, enhanced coordination, etc.	Queued
	Assess opportunities to site MMAC in DT	Completed; Queued
	Develop an arts incubator/studio business center in DT with upper floor residential for artists	Queued
	Link historic preservation and historic district enhancement efforts to cultural tourism strategies.	Completed; In Progress
	Continue to promote national & international events in Missoula	Completed; In Progress

2016 Downtown Master Plan Update: Sub-Strategies

Project	Project Details	Status
Enhance Transportation Opportunities To and Around Missoula	Recruit additional airline service to Missoula.	Completed; In Progress
	Encourage visitors to use local transit service	Completed
	Explore opportunities to enhance transit and commuter rail by developing synergies with tourism promotion efforts	In Progress
	Work with MDT and Travel Montana to recruit Amtrak Southern Route service from Spokane to Billings through Missoula	Queued
Project	Project Details	Status
Determine Feasibility of a Convention/Event Center Facility	Analyze trends, Missoula bookings, lost business, use levels at competitor facilities, air service projections, meeting planner surveys, and evaluation of new group business and event opportunities to quantify potential demand.	Completed

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	Determine facility specs, based on projected demand, location, cost, strategy to fund construction and operations. Ideal location is adjacent to a host hotel, close to the DT Retail Hot Spot, UM, other hotels, and easy access to I-90.	Completed; In Progress
	Develop a facility business plan	In Progress
	Differentiate facility with focus on sustainability and innovate design	In Progress
Project	Project Details	Status
Support Tourism Business Development Efforts with the DTMP	Boutique hotel in Downtown	Completed; In Progress; Queued
	Guided interpretive and outdoor adventure packages in conjunction with outfitters, lodging facilities and other initiatives, targeting families	Queued

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	Montana Snowbowl and Bitterroot Ski Resort efforts to attract destination winter tourism with shuttle service from DT to the ski slopes	In Progress
	Local technology and media businesses linking to applications for tourism development, using Montana as a test market	In Progress
	Cluster Missoula art galleries into Downtown	In Progress
	Enhance redundant broadband in Downtown	In Progress
	Recreation equipment products and services	Queued
	Linkages between local agricultural businesses, restaurants and retailers	In Progress
	Edu-tourism and volun-tourism opportunities	Queued
	Green travel and sustainability strategies in tourism and recreation	Queued