

WEST BROADWAY COMMUNITY MASTER PLAN

welcome!



DOVER, KOHL & PARTNERS
town planning



envisionwestbroadway.com

FUNDING

Missoula Redevelopment Agency \$40,000

Big Sky Trust Fund Planning Grant \$25,000

- Missoula Economic Partnership
- Business Improvement District

STEERING COMMITTEE

Business/Property Owners

- Sam Duncan & Brittany Palmer, NMCDC
- Matt LaRubbio, Western Cider

City Administration

- Mayor John Engen

City Council

- Council Member Jordan Hess
- Council Member Heidi West
- Council Member Mirtha Becerra

Community Planning, Dev., Innovation

- Montana James, Deputy Director
- Tom Zavitz, Senior Planner
- Ben Brewer, Planning Supervisor

Department of Public Works

- Jeremy Keene, Director

Dover Kohl and Partners

- Jason King, Principal
- Rob Piatkowski, Project Manager

Missoula Business Improvement District

- Linda McCarthy, Executive Director

Missoula Economic Partnership

- Julie Lacey, Economic Development Director

Missoula Redevelopment Agency

- Ellen Buchanan, Director
- Annette Marchesseault, Project Manager
- Lesley Pugh, Administrator

Montana Department of Transportation

- Jacquelyn Smith, Preconstruction Engineer

NS/WS Neighborhood Council

- Gretchen Hooker

STAKEHOLDER GROUPS

Business/Property Owners within the Study Area

Business/Property Owners Adjacent to the Study Area

Developers

Educational and Social Services

Financial Institutions

Housing Advocates

Neighborhood Residents

Technical – Parks & Environmental

Technical – Transportation & Public Safety

COMMUNITY PLANNING PROCESS

Five-Day Virtual Design Charrette

April 5 to 9

- 3 in-person forums

Two Interactive Project Websites

- www.envisionwestbroadway.com
- www.engagemissoula.com/west-broadway-corridor-master-plan

Printed Copies of Initial & Final Draft Plans

Ongoing

- Missoula Public Library
- Lowell School
- North Missoula Community Development Corporation

Social Media and Direct Email

Informational Booth – NS/WS Block Party

October 2

Virtual Public Input Session on Initial Draft Plan

October 7

Virtual Public Input Session on Final Draft Plan

November 9

Neighborhood Survey in Collaboration with CREW

Ongoing

- Virtual option on Engage Missoula
- Door-to-door distribution
- 66 respondents to-date

Direct Communication with Planning Team

Ongoing

PROJECT TIMELINE

Kick-Off through Plan Completion



**PROJECT
KICK-OFF**

FEB 2021



**VIRTUAL
CHARRETTE**

APRIL 5 TO 9



**VIRTUAL PUBLIC
PRESENTATION
*DRAFT PLAN***

OCTOBER 7



**VIRTUAL PUBLIC
PRESENTATION
*FINAL PLAN***

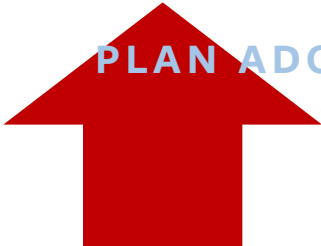
**EARLY
NOVEMBER**

ANALYSIS

**DRAFTING
THE PLAN**

**PUBLIC
INPUT AND
PLAN
REVISIONS**

**DECEMBER 2021
PLAN ADOPTION**





340+ PEOPLE

SO FAR

**KICK OFF MEETING, STAKEHOLDER MEETINGS,
TECHNICAL MEETINGS, OPEN STUDIOS, ON-
SITE WORKSHOP, ONLINE SURVEYS, EVENTS**

ONE word that comes to mind about the West Broadway area IN THE FUTURE



COMMUNITY IMAGE SURVEY

The Community Image Survey is a tool that helps the planning team understand what the community vision looks like. This online survey asks participants to select the images that are most appropriate for a variety of building and place types for the West Broadway area. The top three choices for each of the topics are shown here and provide guidance for the planning team when creating designs and renderings.

TOP THREE CHOICES FOR:

Residential Buildings



Commercial and Mixed-Use Buildings



Streets and Trails



Public Space



Civic Buildings



(final draft for review)

THE PLANNING PROCESS VIRTUAL CHARRETTE

KICK-OFF PRESENTATION

The virtual charrette began with a presentation from Dover, Kohl & Partners. Over fifty people attended the event. The team discussed its previous work on the Missoula Downtown Master Plan and how West Broadway serves as a gateway into the Downtown area. Although the Downtown Master Plan does cover this area, the West Broadway Community Master Plan will provide more detail for proposed improvements. The project kicked off in February 2021 and is projected to be adopted in Fall of 2021. The presentation given by Jason King and Robert Platkowski covered the team's initial findings of the area, explained the project website and virtual charrette hub, and provided an overview of affordable housing, redevelopment agency capabilities, and mixed-use development.

For the small group exercise, participants were separated into break out rooms with a facilitator to guide the conversations, draw out ideas on maps and fill out a survey sharing their three big ideas. Participants could connect with other residents and professional planners. These exercises gave participants opportunities to voice their opinions on the area's current conditions and potential areas for improvements. The virtual charrette's purpose was to create a shared vision for this space and then create an implementation plan for that vision. During the virtual charrette, the team gathered feedback and information through online forums.

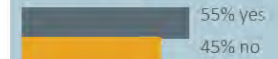
Sample of community responses from the Project Kick-off presentation Survey:

Questions: Do people have what they need in the area? What are the needs of the people in the area?

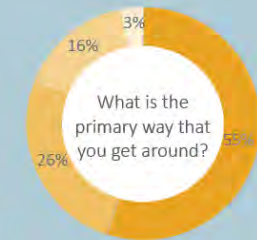


(final draft for review)

Did you participate in the Downtown Master Plan Update in 2019?



Is it easy to walk and bike in this area?



WORK-IN-PROGRESS PRESENTATION

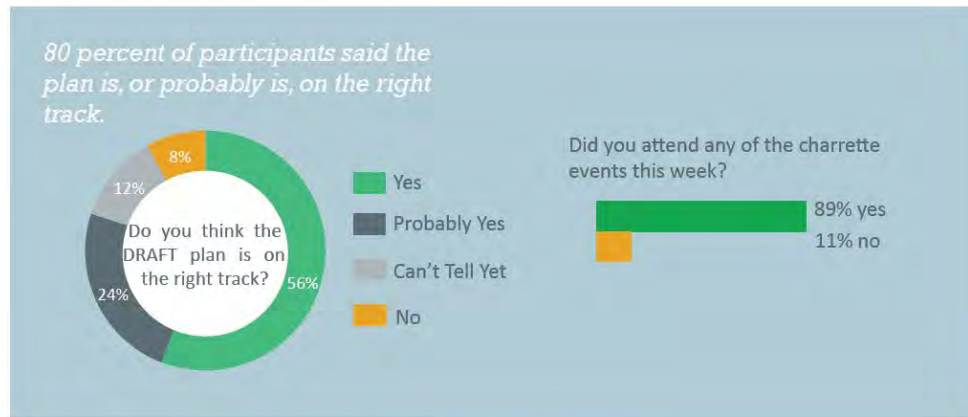
The virtual charrette ended with the work-in-progress presentation. During the presentation, Jason King summarized what the team learned from community members over the week and presented preliminary designs concepts. All the designs focused on creating a vision that centered on the five big ideas. The five big ideas were created by participants as future visions for what the area could be. The public provided their opinions regarding the renderings and designs through live polling and on-line surveys. This feedback allowed the team to know if they were creating the right vision for the area. The majority of people who attended the work-in-progress presentation also attended other charrette events earlier in the week.



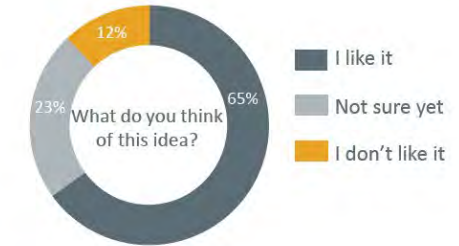
Jason King Presenting

Presentation Topics

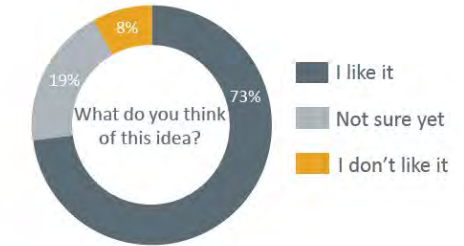
- 1 **Current Conditions and Issues**
Focused on the current issues at the site and how design can address the problems. Ownership of property in the area was mentioned.
- 2 **Public Involvement During the Virtual Charrette**
During the charrette the Dover Kohl team spoke to over 230 participants. Throughout the week there were surveys and polls gathering information about participants and their opinions as well as three opportunities for in-person engagement.
- 3 **5 Big Ideas**
The five big ideas were created by participants and their vision for the area. These ideas are the goals that will help achieve the collective vision.
- 4 **Design Renderings and Concepts**
Different design concepts were shown for the green space, intersections, and riverfront. A survey was taken to determine how the participants felt about the work thus far.



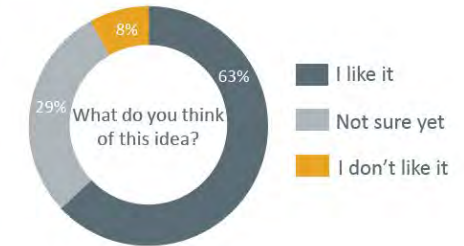
Aerial image of the envisioned neighborhood center



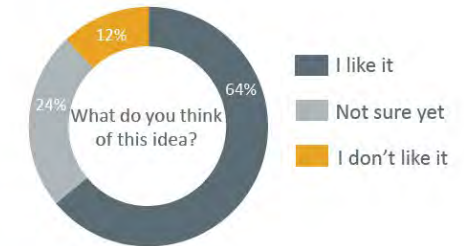
Mixed-use buildings and community-serving business along a new park



Riverfront trail, park and buildings facing the river.

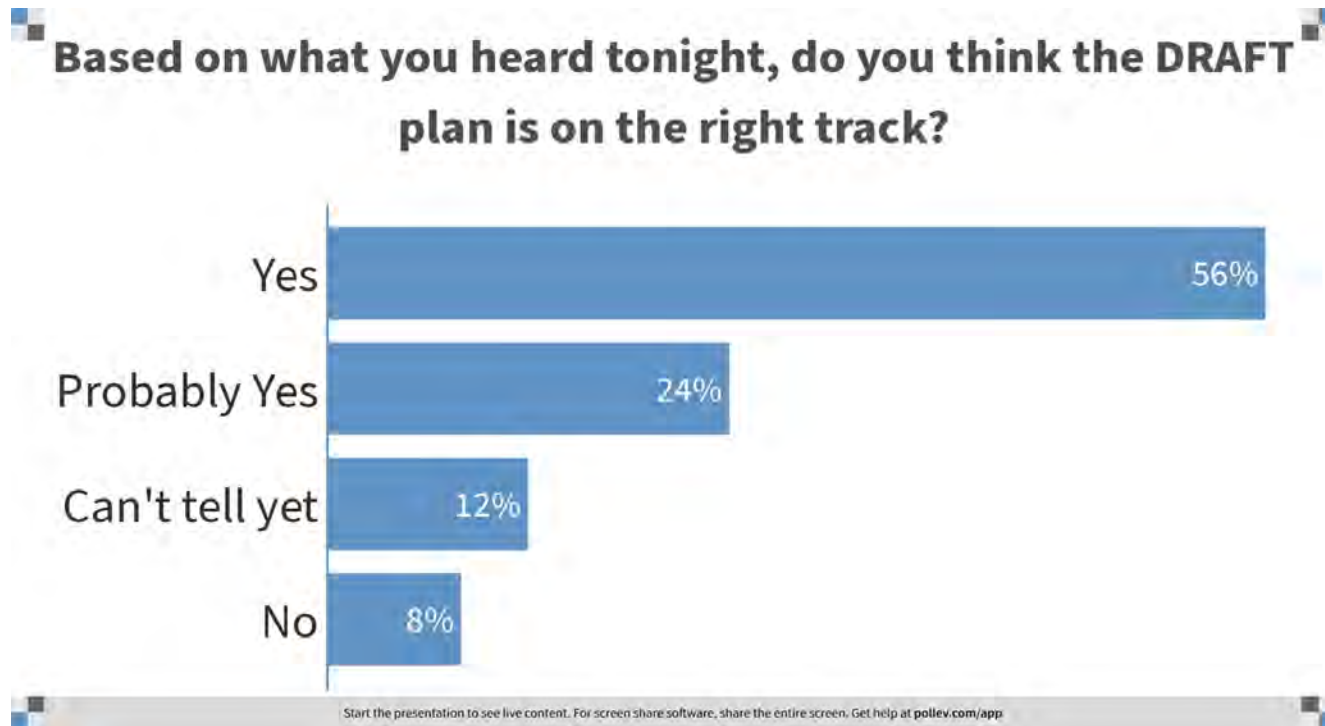


A new gateway building replacing the Sleepy Inn Motel (final draft for review)



At the Work-in-Progress Presentation (4/9/2021):

Based on what you heard tonight, do you think the DRAFT plan is on the right track?



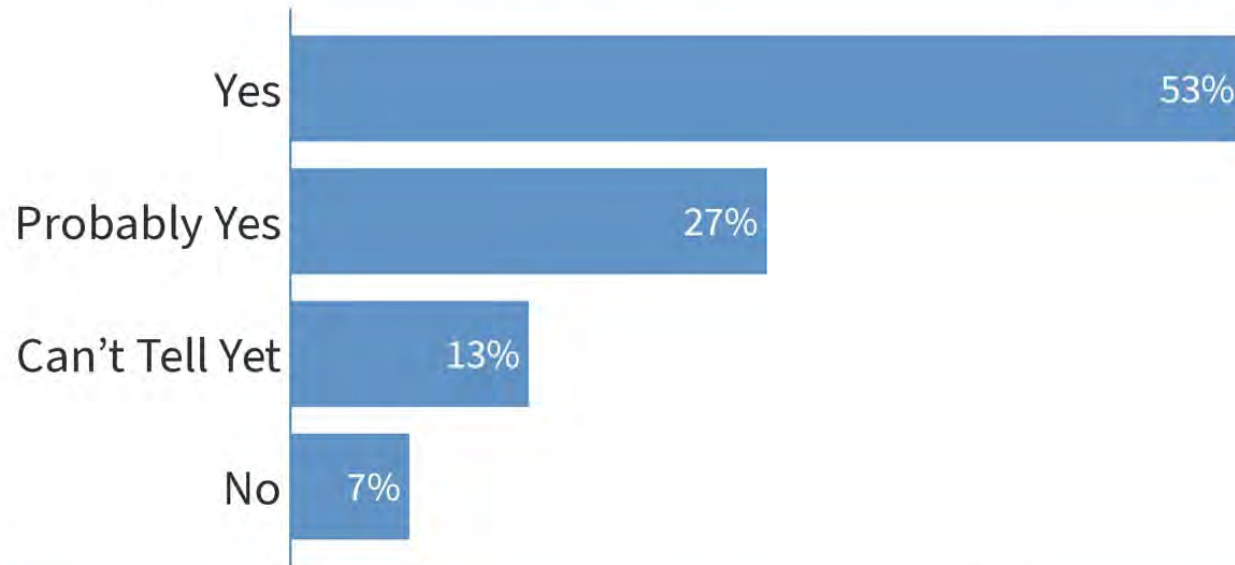
80%

Yes or Probably Yes

At the Virtual Public Presentation of the Draft Plan (10/7/2021)

Based on what you heard tonight, do you think the DRAFT plan is on the right track?

Do you still think the DRAFT plan is on the right track?



80%

Yes or Probably Yes

PUBLIC ENGAGEMENT VIRTUAL CHARRETTE HUB/WEBSITE

www.envisionwestbroadway.com

ENVISION WEST BROADWAY

The Envision West Broadway website allows community members to participate in the planning process at their convenience and from the comfort of home. The website provides project updates, information about past and upcoming meetings, recordings of presentations, and multiple opportunities for community members to stay involved in the planning process. The engagement section of the website includes surveys, polls, and comment sections.

	6,855+ Total Website Visits		750 Film Views
	2,503 Unique Visitors		5 Films



Mobile device view



A view of the project website

ONGOING COMMUNITY ENGAGEMENT

PUBLIC COMMENT PERIOD ON THE DRAFT COMMUNITY MASTER PLAN

The first draft of the West Broadway Community Master Plan was shared with the public and posted to the project website, along with a form to provide comments, on September 3rd. Hard copies of the draft plan were located at the library, Lowell School, and NMDC.

On October 2nd, MRA staff set up tables with information on the draft plan and distributed surveys at the Clark Fork Farmer's Market and Westside Block Party. Additional feedback from the community was provided through a survey jointly prepared by the MRA and CREW. The formal public input period on the first draft continued until October 20th.

DRAFT COMMUNITY MASTER PLAN PRESENTATION AND PUBLIC INPUT SESSION

A presentation and public input session on the draft plan was held on October 7th. This two-hour event covered all key recommendations and big ideas, with multiple question and answer discussions. The event and ongoing public input period was advertised through the project E-mail list, a notification in the Lowell School's newsletter, and on posters located at area businesses, apartment buildings, youth homes, and the Poverello Center.

Twenty-eight people attended the meeting, in addition to project team members. When asked if the plan was still on the right track, 80 percent of participants said the plan was, or probably was, on the right track while 13 percent could not tell yet and seven percent said the plan was not on the right track. A recording of the meeting was posted to the project website and YouTube.



The draft Community Master Plan was available for download on the project website for review and comment.

Why Do a Master Plan?

- Identify pressing issues & available resources, and establish community-wide priorities
- Guide constructive growth
- Provide predictability and fairness
- Ensure continuity through political cycles
- More cost effective to plan for change than to be reactionary
- More consistency for private development
- Help preserve elements the community values, such as open space, view sheds,

Annette Marchesseault presenting at the draft community master plan presentation and public input sessions.

340
VIRTUAL +
IN-PERSON
PARTICIPANTS
As of 11/3/2021

NEIGHBORHOOD SURVEY

PRELIMINARY TALLY: AS OF 11/1/2021
Through Survey #65

Envision West Broadway
Neighborhood Survey
October 22, 2021

This survey, created collaboratively by the City of Missoula and the Northside/Westside CREW (Community Rising for Equity and Well-being) group, is one of several tools designed to gather input on the Envision West Broadway Community Master Plan. This planning process started in 2021 and is expected to be finalized in December 2021.

We want to ensure that we are engaging as many diverse people in our community as possible are willing, please share a little about yourself.

1. What is your zip code?

- 59801 - 10
- 59802 - 51
- 59803 - 1
- 59808 - 2
- 59892 - 1

2. Do you live in or within 1/2-mile of the plan area? (See graphic below)

- Yes 43
- No 20



1

PRELIMINARY TALLY: AS OF 11/1/2021
Through Survey #65

Envision West Broadway Master Plan
Neighborhood Survey

3. What is your current residential status?

- Living in a home that I own 43
- Renting 20
- Staying with a friend 1
- Unhoused
- Other 1
- Part-time in condo; not primary residence

4. Are you a property or business owner in the plan area?

- Yes 19
- No 45

5. What is your annual household income?

- Less than \$25,000 8
- \$25,000 to \$40,000 16
- \$45,001 to \$60,000 12
- \$60,001 to \$80,000 13
- \$80,001 to \$100,000 5
- More than \$100,000 11

6. What is Your Age?

- Less than 18
- 18 to 30 9
- 31 to 45 35
- 46 to 65 16
- Over 65 5

7. What is Your Race/Ethnicity?

- American Indian or Alaska Native
- Asian 1
- Black or African American
- Hispanic, Latino, or Spanish 2
- Middle Eastern or North African 1
- Native Hawaiian or Other Pacific Islander
- White 58
- Other 2

2

PRELIMINARY TALLY: AS OF 11/1/2021
Through Survey #65

Envision West Broadway Master Plan
Neighborhood Survey

8. Have you participated in any public meetings about the West Broadway Master Plan?

- Yes 8
- No 57

9. Do you feel that you have had adequate opportunity to lead participate in the West Broadway Master Planning process?

- Yes 36
- No 29

Why or why not? What would enhance input opportunities on future public

- It would have been preferable to conduct this planning process with more opportunities. However, the web site has a lot of detailed information, the survey have been publicly available, and well organized on-line apps.
- This survey should help
- Location close to amenities, character of neighborhood, diversity (of all)
- I have been able to attend meetings and see the progress over time
- I wish the City sent out fliers, about upcoming events and voting opportunity should not have to rely on groups like CREW to stick up for us and make The City only sends emails we have to know how to sign up for. Boo
- I feel I have had some opportunity to learn but not much chance to actual planning process. I felt there was a meeting where we could share some was anything guaranteed by the people running the meeting.
- If I had more time, I am very busy with my 5 year old and do not have flex
- More on the ground awareness building utilizing local businesses and co within the neighborhood would help create equitable opportunities for all
- Not applicable
- I feel like this will be very impactful for many Missoulians... it would be a project and opportunities to engage more widely known.
- send me info via email
- I think public input is easily available
- I am busy working full time and raising children. Short surveys or a meet the evening with food and child care
- I can't remember hearing about it until now.
- transparent campaign
- As a renter, there is an uncertain feel to Missoula Housing situations that seem not as important to just keeping my rental
- Haven't heard much about it until now. Canvassing the neighborhood, if would reach me
- Just saw a link on Facebook, more radio coverage about this.
- I appreciate surveys and online platforms to offer public comment and in
- Many opportunities but not available to participate in most meetings.
- I believe there has been a good amount of invitation for public input from

3

PRELIMINARY TALLY: AS OF 11/1/2021
Through Survey #65

Envision West Broadway Master Plan
Neighborhood Survey
October 22, 2021



10. The DRAFT Plan recommends a mixed-use, walkable neighborhood center including a mix of residential, commercial, and retail spaces in the plan area, with the following goals:

- 150 to 200 new housing units, including 50 to 70 affordable units
- 10 to 15 new workplaces that would employ between 300-500 people
- 10 to 20 new shops and stores
- Park space / long green
- New and redesigned streets with sidewalks, on-street parking, and street trees
- Increased trail and riverfront access

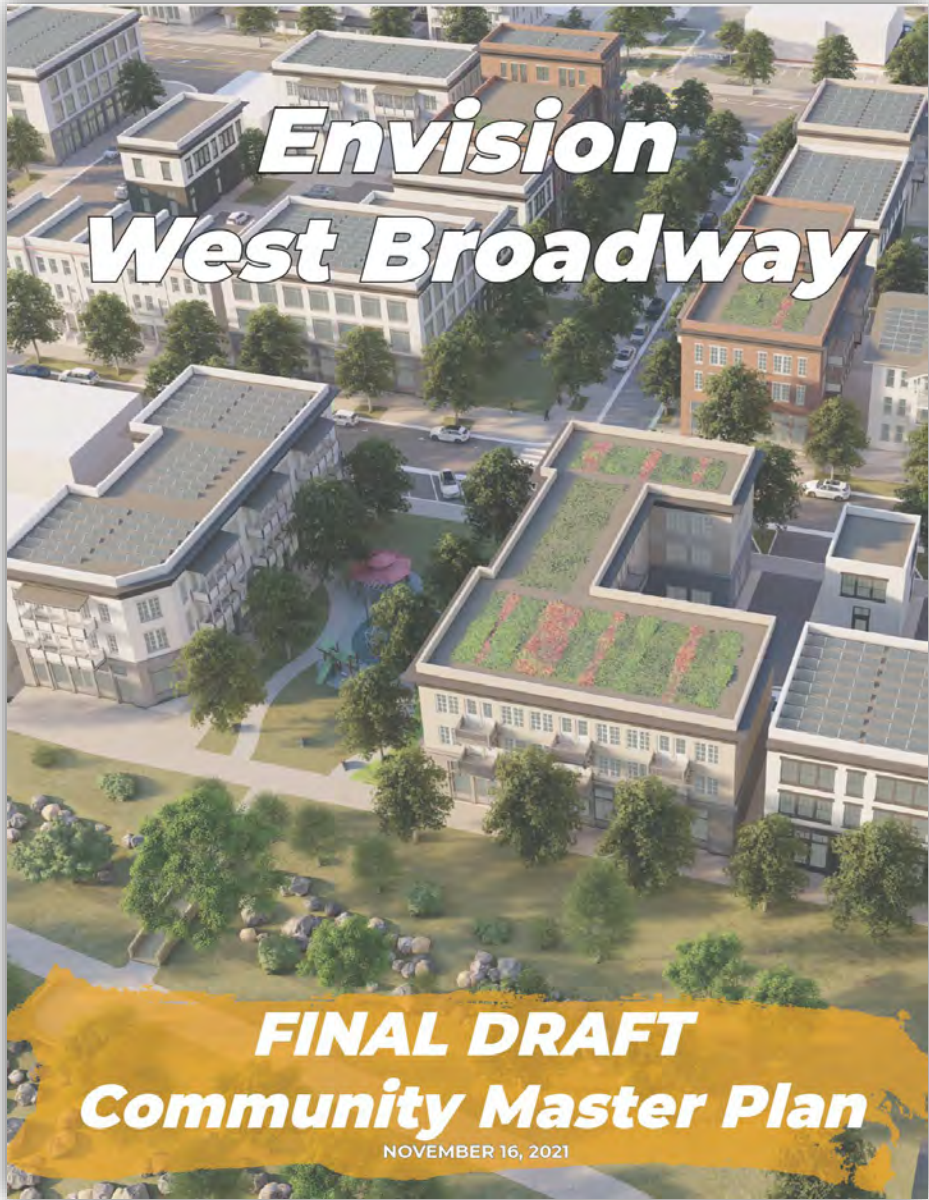
11. Do you support this type of mixed-use development in the West Broadway planning area?

- Yes 58
- No 7

Why or why not?

- Need to have a larger share of the housing be affordable, it also too dense
- All good goals. There should be more affordable housing units, closer to 80-125.

5



THE ENVISION WEST BROADWAY COMMUNITY MASTER PLAN

CREATED BY:



Missoula Redevelopment
Agency

Downtown Business
Improvement District of
Missoula

Missoula Economic Partnership

Missoula Economic Partnership

Big Sky Economic
Development Trust Fund

...and hundreds of participants from the Missoula community!

STEERING COMMITTEE

Our thanks to the following leaders who guided this process through the Envision West Broadway Steering Committee:

Mirha Beerna | City Council, City of Missoula
Ellen Buchanan | Missoula Redevelopment Agency
Sami Duncan | North-Missoula Community Development Corporation
John Engen | Mayor, City of Missoula
Jordan Hess | City Council, City of Missoula
Gretchen Hoobler | Westside Neighborhood Council
Mortana James | Department of Community Planning, Development, & Innovation

Jeremy Keene | Public Works & Mobility Department
Julie Lacey | Missoula Economic Partnership
Annette Marchessault | Missoula Redevelopment Agency
Linda McCarthy | Downtown Missoula Partnership
Lesley Pugh | Missoula Redevelopment Agency
Jacquelyn Smith | Montana Department of Transportation
Heidi West | City Council, City of Missoula
Tom Zivitz | Department of Community Planning, Development, & Innovation

(preliminary draft for review)

TABLE OF CONTENTS

1. Introduction & Background

2. Process

3. Big Ideas

4. Plan Specifics

5. Implementation

(preliminary draft for review)

INTRODUCTION

The West Broadway Area is the next great Missoula neighborhood center



AN IDEAL LOCATION TO ACHIEVE CITY GOALS:

- Less than 1 mile from the heart of downtown
- Direct connections to major shared-use paths
- Near the intersection of two key Missoula streets - West Broadway Street and N Russell Street, both of which are served by Mountain Line Transit
- Opportunity to engage and “front” the river
- Infill development - does not require the development of natural or agricultural land
- Public ownership of several key parcels
- Within Urban Renewal District and Opportunity Zones to help guide investment

West Broadway Gateway

West Broadway Street Gateway doesn't feel like a gateway. The street looks more like a suburban highway than the entrance to a Downtown. While this length of road must accommodate a great deal of traffic as cars enter the Downtown, taller urban buildings could create a stronger sense of enclosure and arrival.

Along West Broadway single-story buildings are set back behind parking, particularly on the north side of the street. Buildings on the south side of the street are positioned closer to the street but sidewalks are inadequate. Narrow sidewalks or rows of head-in parking adjacent to the street make walking feel dangerous.

New development along the Clark Fork River will lead to new development along West Broadway. This provides an opportunity to plan a gateway experience and upgraded street facilities.

The West Broadway Gateway area is designated as an Opportunity Zone. The benefits of an opportunity zone designation combined with TIF and New Market Tax Credits make this area an excellent development opportunity.

New Housing Opportunities:

The townhomes of Clark Fork Commons and the apartments of Equinox and Solstice provide compact, urban living opportunities along the Clark Fork Riverfront. The riverfront location and adjacency to Downtown amenities could make this some of the most sought after new homes in Missoula.



West Broadway Street existing conditions

Street Oriented Buildings Face West Broadway:

Small businesses along the north side of Broadway Street can be redeveloped with street oriented buildings that are set farther from the road to allow for wider sidewalks.

Wide Sidewalks & Street Furniture:

The southern side of Broadway Street in this area has multiple buildings placed forward toward the street. The area between the building and the street should have wider sidewalks and a planting strip that includes street trees, benches, trash receptacles, and pedestrian scaled lighting.



Equinox and Solstice apartments provide river views



Illustrative Plan for the West Broadway Street Gateway

Intersection Redesign with Pedestrian Crossings: The intersection of West Broadway Street, Toole Avenue, and California Street is complicated and dangerous. A redesign of the intersection should be considered. At its simplest, using stamped pavement or pavers will help draw attention to this dangerous crossing and slow down vehicles making it safer for everyone. Ideally pedestrian crossings would occur at intervals of no less than 600'. There should be a clear delineation of pedestrian crossings as well as a time for all vehicles to stop so people can cross safely.

Extend Riverfront Trail: The Riverfront Trail needs to be extended along the northside of the river from the Orange Street bridge to the Downtown Lions Park by the California Street bridge. The trail picks up again past California Street but it is narrow as it crosses next to an unpaved parking area. With new development, the trail can be widened in this area and have an extension along the Flynn Lowney Ditch. This is an important portion of the Riverfront trail as the California Street Pedestrian Bridge crosses the river.

Affordable Retail and Restaurant Space: This area is likely to be where businesses who have existing spaces Downtown or are seeking to relocate. West Broadway is a main street and businesses along it are highly visible to many potential customers. However, the area feels like an area to "pass through" and not a destination. Placemaking in this area involves adding destinations and pedestrians, new destinations and anchors, that will become the core of the area. The Trail connections and views of the riverfront will be the revival, continued investment will be needed for deliberate placemaking.



FIVE BIG IDEAS

Five “Big Ideas” form the key recommendations of this Plan. The five ideas came from community members, residents, businesses, and stakeholders. Although specific details may change as the plan is implemented, the “Big Ideas” should remain intact.

This section provides short summaries of the Big Ideas. The ideas began as notes presented to the public as part of a public workshop. The notes are included below and the ideas are described in more detail on the following pages.

BUILD THE NEXT GREAT MISSOULA NEIGHBORHOOD CENTER

Assist in the improvement of businesses along West Broadway Street. Make the option for redevelopment available for local owners or allow them to remain as is. Place additional parking behind buildings. Maintain order. Support for the Poverello Center’s guests. Be a green neighbor by including bike parking, electric vehicle (EV) charging, green roofs, cisterns, solar panels, pollinator gardens, street trees, water conservation, and water re-use. Ensure streets are slow, safe, highly walkable, and bikeable.

BE A GOOD NEIGHBOR & RESPECT LOCAL BUSINESSES CURRENTLY ON SITE

Add affordable commercial space dedicated to incubating locally owned start-up restaurants and retail. Reserve spaces for artists. Protect valued local businesses that wish to stay. Add local-serving businesses and community uses. Attract businesses that could employ neighborhood residents. Create walkable mixed-use, street-oriented urbanism.

CONNECT TO THE RIVER AND COMPLETE THE PATH SYSTEM

Extend and enhance the riverfront trail creating a connected path network. All streets should be safe, comfortable, and interesting for cyclists and pedestrians. Widen and improve sidewalks and bike lanes along West Broadway Street to better support the existing street-oriented buildings. Add bike parking and bike share programs.

HELP SOLVE HOUSING AND COMMERCIAL SPACE AFFORDABILITY ISSUES

Support the Poverello Center, Family Resource Center, NMCCDC, YWCA, Zero-to-Five Program, United Way, local PTAs, and the Housing Authority. Develop housing along the waterfront that includes market-rate and affordable townhomes and apartments. A local business preference policy reserves spaces for locally-owned businesses either as a condition for permitting or using public-private partnership projects.

CREATE A UNIQUE ENTRY EXPERIENCE TO URBAN MISSOULA

The new district should have its own identity with a new name. Add a welcome, a landmark building, and more art. Commission local artists for prominent public art. Develop a complete mobility hub with a range of transportation options at the western entry into the Downtown. Recognize as a gateway to Downtown.

Big Idea 1

BUILD THE NEXT GREAT MISSOULA NEIGHBORHOOD CENTER

BE A COMPLETE URBAN PLACE

The West Broadway corridor is the start of the downtown and should provide a fitting entry to Missoula's rich and diverse urban core. Walkable mixed-use, street-oriented urbanism should be used to create a complete place where resident needs can be met with a walk or bike ride. Neighborhoods should include a balanced mix of housing, working, shopping, and recreation. Large single-use districts like shopping centers, office parks, and apartment clusters are not appropriate at this central location.

BE THE NEXT HIP NEIGHBORHOOD

Missoula and its downtown consist of a series of neighborhoods, centers, and destinations. The Hip Strip, south of the river on Higgins Avenue, is just one center that is known for its unique and local businesses and restaurants. The West Broadway Area can be another center of local activity that keeps Missoula unique. People (especially in Missoula) prefer locally-owned businesses to national brands.

CREATE HIGH QUALITY, WELCOMING PUBLIC SPACES FOR ALL

The new neighborhood center should be designed for all Missoulians to enjoy and especially residents of the Westside Neighborhood. The design of public spaces must balance multiple needs. Careful attention to urban design will result in places that are attractive and welcoming, framing spaces where people will want to spend time. These spaces will form a framework for private investment.

SAFE, COMFORTABLE, AND INTERESTING STREETS

The streets within the West Broadway area will make up a large percentage of the site's public space. Typically 25 to 33 percent of a city's developed land consists of streets. Ensuring that the streets are designed to be safe, comfortable, and interesting will result in 1/3 of the neighborhood center designed successfully and influencing future private development. Properly designed streets will serve all residents well, providing convenient access to the area's destinations whether by walking, biking, or driving.

- 1 Create a new center of community and economic activity for the surrounding neighborhoods.
- 2 Include a balanced mix of housing, work space, shopping, and recreation.
- 3 Define the center with walkable mixed-use, street-oriented urbanism.
- 4 Design all streets to be safe, comfortable and interesting for cyclists and pedestrians.
- 5 Provide just enough parking in on-street and mid-block locations, but not to the detriment of the walkability and housing affordability.
- 6 Accommodate all neighborhood residents including families and the Poverello Center's guests.



Aerial view of the proposed neighborhood center

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Aerial view of the proposed neighborhood center

A walkable Neighborhood Center for the Westside Neighborhood

WHAT IS IMPORTANT?

There are many design considerations when developing a neighborhood center, ranging from the street layout to the color of a new building. Those that are most important and have the greatest impact on the community are those related to urban design - the design of the streets and public spaces and how buildings relate to those spaces.

Fronts and Backs

Buildings and lots have fronts, sides, and backs and how these relate to one another form the character of a place. Fronts of buildings ideally face the fronts of other buildings, and sometimes face the sides of buildings. However, the front of a building should never face the back of another.

Streets

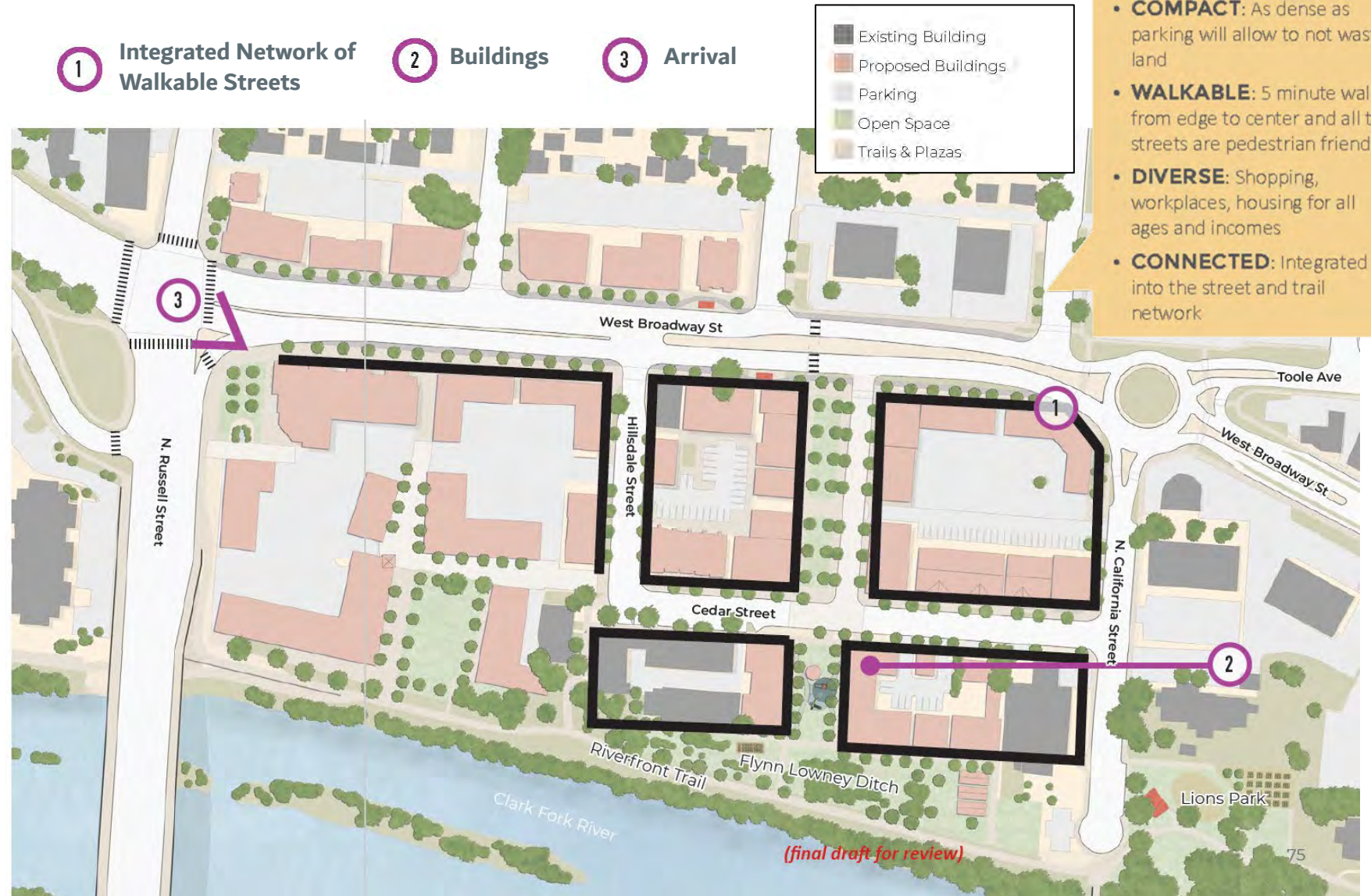
Streets should be designed as public spaces as well as thoroughfares for cars. Street lighting and trees are vertical elements that help to define the public realm while also making a pedestrian feel safer and more comfortable. Trees add a sculptural quality and interest to the street-scape.

Building-to-Street Relationship

The physical and functional relationship between buildings and public spaces are essential to creating safe, comfortable, and attractive places for people. The building design can create a walkable frontage along a street, green space, or shared-use path when it includes shopfronts or residential entrances with doors and windows to activate the spaces and provide natural surveillance.

Parking

Parking is necessary, but by locating it in mid-block locations, or on-street, it can be a secondary element and not the dominant image of the neighborhood center.



CREATING A NEW MAIN STREET AND PUBLIC SQUARE

- They provide an additional connection from the residential Westside Neighborhood north of West Broadway Street to the Clark Fork River.
- They break up the large Missoula Water block into two smaller blocks that are easier to walk around.
- They create additional street frontage for mixed-use buildings and shops that are not along a busy arterial street.
- They provide additional on-street parking spaces.

- 1 The “main street” should be a curb-less shared space designed as a plaza. This street can be closed to traffic and function as an extension of the “long green” forming the neighborhood square.
- 2 The proportion of the width of the square to the height of the framing buildings should be selected to create a sense of enclosure and form the “outdoor room.” A rule of thumb for squares is the ratio of 3:1 (width to height).
- 3 Continue the plaza treatment with a raised intersection across Cedar Street to connect with the new green space on the south side of Cedar.
- 4 Flexibility should be built into the design with features to easily close the street to traffic when needed. This could be retractable bollards landscaped swing gates, or similar.
- 5 Maintain access from the mid-block parking areas to the main street for pedestrians and emergency services.
- 6 Incorporate on-street parking and utility hook-ups for market stalls and food trucks.



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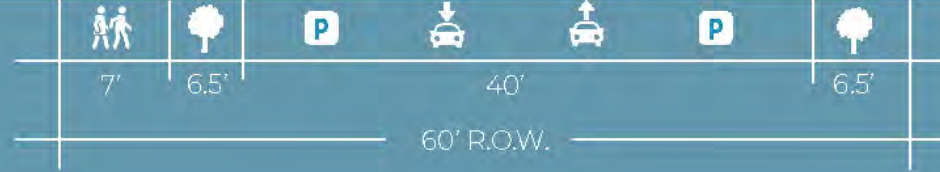
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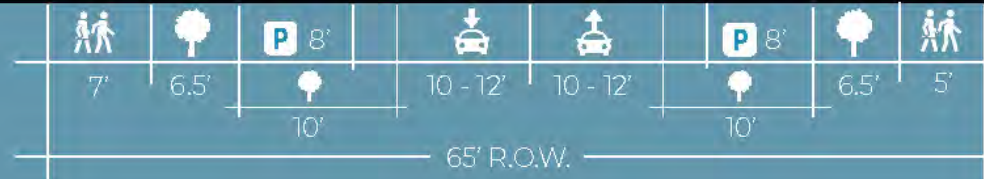


STREET SECTIONS

Hillsdale Street



EXISTING

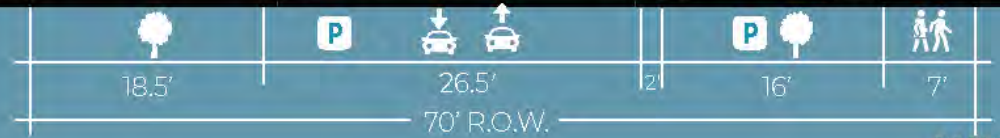


PROPOSED



STREET SECTIONS

Cedar Street



EXISTING

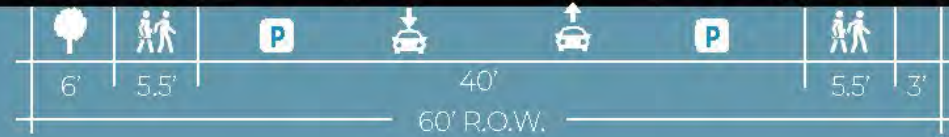
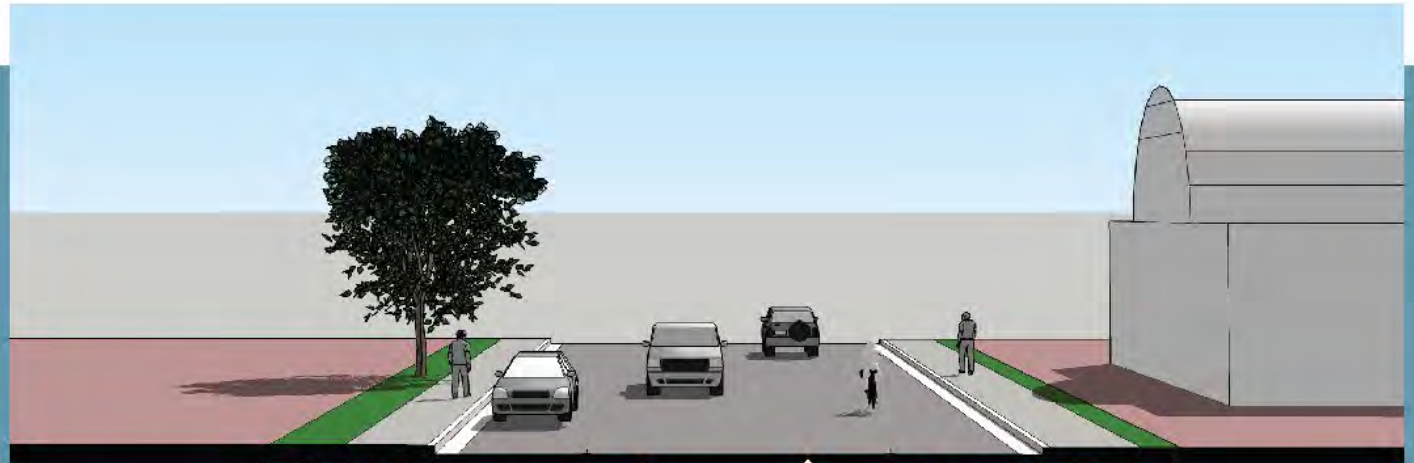


PROPOSED



STREET SECTIONS

N California Street



EXISTING



PROPOSED



Big Idea 2

BE A GOOD NEIGHBOR, AND RESPECT THE LOCAL BUSINESSES CURRENTLY ON SITE

RETAIN VALUED BUSINESSES

The West Broadway area promises opportunity for exciting new development and a vibrant neighborhood center. While it is easy to get caught up in the excitement of progress, it is important to include all residents, owners, and patrons. The plan's first principle is that all existing businesses which choose to remain should do so.

The preservation and adaptive reuse of historic structures is also a cornerstone of smart growth. Recycling buildings reduces waste; less debris is carted off to landfills and less energy needs to be expended on generating new materials. The best places also tend to have historic structures within the mix of buildings. Maintaining some existing buildings as the area develops can establish continuity with the area's history and add to the variety of architecture.

BECOME A LOCAL DESTINATION

The West Broadway area should be especially focused on local-serving uses and amenities. At the same time, this site is located at a major intersection with high visibility creating the potential to support a wide variety of businesses. A new main street perpendicular to West Broadway Street will provide a location for local stores and businesses while West Broadway Street could be lined with larger businesses. Local-serving businesses should be accessible to Northside / Westside Neighborhood residents, allowing for some weekly shopping needs to be satisfied with a walk or bike ride of area residents.

The area already has a strong local entrepreneurial character. Western Cider, a locally-owned and operated cidery and tasting room, is located here and many food trucks get their start in the neighborhood. The light industrial nature of this area should be expanded and new experimental, hip, chic, locally-owned restaurants and retail supported. Space for artists to live, work, and display their art can be incorporated into the development of the area.

LOCAL-SERVING USES DESIRED BY THE COMMUNITY INCLUDE:

- Local Restaurants and Cafes
- Daycare
- Laundromat
- Community Space
- Incubator and Shared Kitchen for Food-Related Startups
- Corner Store / Grocer
- Art studios

- 1 Assist in the improvement of businesses along West Broadway Street
- 2 Make the option for redevelopment available while allowing local businesses to remain.
- 3 Ensure the site is safe and enjoyable for all members of the Westside community.
- 4 Become an incubator for experimental, start-up, and locally-owned restaurants and retail.
- 5 Reserve spaces for and support the local art community.
- 6 Add local serving businesses that are accessible to Northside / Westside Neighborhood residents.



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SUPPORT SMALL AND LOCAL BUSINESSES

The West Broadway area can support the creation and growth of local businesses by providing below-market commercial rents, incubator spaces, makerspaces, shared incubator kitchens, and other small low-cost spaces. Partnerships with local educational and non-profit organizations can help manage some of these unique uses.

SUPPORT EXISTING BUSINESSES

The West Broadway area is home to numerous small businesses, many of which are locally owned and operated and have been part of the community for decades. These businesses represent a great commitment by many individuals and provide needed services and employment. *Envision West Broadway* supports existing local businesses as well as new ones to help build community and commerce.



A screenshot from Google Maps shows a range of local businesses in and around the site (May 21, 2021)

ENCOURAGE LOCAL OWNERSHIP

Missoula's Downtown Master Plan discusses how people want to visit and live in authentic places. We often choose independently-owned establishments like breweries, barbers, restaurants, mechanics, and shops because of a connection we feel with the business owner or operator. We want to express our appreciation, get a glimpse of an expert doing what they are good at, hear their story, maybe be part of it, and support their vision.

A locally-owned business is more likely to express a unique vision and less likely to adopt whatever uniform aesthetic is currently in vogue. Unlike corporate chains, small businesses retain control. Local owners are also more likely to get involved, support their communities, and help solve urban problems at their doorstep. Organizations like the Missoula Economic Partnership and the Downtown Missoula Partnership reinforce local businesses' commitment to the city and to each other.

Beyond authenticity, micro-chain and family-operated businesses are key to the resilience of the local economy. While chain and corporate establishments are the first to leave when economies slow, local businesses struggle through the economic ups and downs.

Assist Retail and Locally-Owned Businesses

Locally-owned businesses are more likely to reflect Missoula's and the Westside Neighborhood's unique culture, and are more likely to keep investment in the community.

A Community Redevelopment Authority's traditional role is the provision of streetscapes, roadway improvements, neighborhood parks, water and sewer improvements, and the addition of sidewalks and street tree plantings. However, CRAs can also own commercial spaces and rent them for the advancement of business and economic development. A CRA could provide space to incubate locally-owned businesses at below-market rates and for businesses that serve, and are affordable to, area residents. Similarly, private-sector projects could offer lower rent space as part of the public-private partnership.

ESTABLISH A MAKER DISTRICT

The Downtown Master Plan discusses how areas like the West Broadway Area could support space for local makers, artisan shops, and workshops to build upon the area's strengths and existing local businesses. Maker districts contribute to the local economy and expand the workforce for residents, providing opportunities for start-ups and the resources to transform ideas into businesses.

Small-scale manufacturing, incubator, and makerspaces should be incorporated into the neighborhood center and its residential uses, creating a unique character distinct from other neighborhoods in Missoula. Non-profits, subsidized or low-cost spaces, and grants can help expand these resources to all.

Strategies to Help Launch a Maker District

- New land use and real estate policies that allow small-manufacturing uses that can coexist with residential uses
- Support system for emerging entrepreneurs to educate and train small businesses best practices
- Workforce training programs to train local residents and students that are interested in crafting
- Private and public partnership to expand training programs to schools and community centers
- Shared kitchen spaces where small catering and food businesses can prepare food
- Grants and financial sponsors to expand and promote programs for makers
- Special events, markets, and fairs for people to sell their products and attract visitors to the local businesses
- Requirement for new development in certain areas to dedicate a percentage of the ground floor to crafters and makers
- Food Hall Row, present in the area, can benefit from food truck events as well.

LOCAL SMALL BUSINESS STRATEGIES FOR THE WEST BROADWAY AREA

Cities have a range of options available to them to keep space available, accessible, and affordable to locally owned businesses. These six broad policy strategies can help ensure that the West Broadway area neighborhood center includes local, and affordable, small businesses that serve the community:

1 Help Broaden Ownership

Only a small number of independent retailers currently own their space. Business associations, chambers of commerce, and economic development agencies can administer or advise on programs to increase that share by helping businesses buy their buildings or buy their spaces as commercial condominiums. SBA Small Business Development Centers help companies of all kinds locate additional funding opportunities at the national and local level for a variety of goals including the purchase of the commercial building.

2 Zone for Local Businesses

Rather than favoring strip malls and large-format development, zoning should support multi-story, pedestrian-oriented districts that include a mix of small and large commercial spaces, and that preserve historic buildings. This type of varied building stock offers the best habitat for local businesses. An ample supply of small spaces should be ensured by limiting the width of storefronts and require frequent doors and the recommended shopfront designs.

3 Adopt Formula Retail Restrictions

These ensure that independent, neighborhood-serving businesses don't get crowded out by chains by requiring formula businesses to apply for a special use permit with special criteria in order to locate in any of the city's commercial districts. These ordinances help commercial districts stay unique by encouraging a mix of different types of businesses.

4 Set Aside Space for Local Businesses in New Development

Several cities have required that a portion of the space in select new development projects be set aside for locally-owned businesses as part of a rezoning application, regulatory waiver or variance, or public-private partnership. Local governments have enormous power to negotiate when asked to increase the rights (and value) of properties and are increasingly asking that applicants reserve just a small portion of first-floor space for small shopfronts and for locally owned businesses. Community Development Agencies can choose their tenants and in low- and moderate-income communities, this could include offering space at below-market rates to local, neighborhood-serving businesses.

5 Create a Preference for Local Businesses in Publicly-Owned Buildings

Cities can establish a preference for leasing spaces in city-owned or -financed buildings to locally owned businesses.

6 Expand Access to Capital

Community banks supply a majority of small business loans and as their numbers have decreased in recent years, so too has lending to small businesses. To strengthen and expand these institutions, cities are exploring setting up a public partnership bank and one-stop, single-application portals for local entrepreneurs seeking loans.

A SUCCESSFUL RETAIL ENVIRONMENT



Street-oriented architecture and wide sidewalks are essential "building blocks" of the streetspace. Shopfronts of various widths, frequent entrances, and large windows create spaces for small and larger shops.



Canopy street trees provide shade and visually define the public space. Street furniture helps to transform a sidewalk into a place.



Awnings protect pedestrians from the weather. Appropriately-scaled signage and adequate lighting contribute to the street composition.



Sidewalk dining activates the public space.



Adding an outside display zone close to the street will increase retail visibility.



Street lamps allow social and commercial activity to continue into the night. In addition, the spill lighting from shop windows adds to the warmth and safety of the pedestrian zone.

Big Idea 3

CONNECT TO THE RIVER AND COMPLETE THE PATH SYSTEM

INCREASE ACCESS TO PARKS AND NATURE

The plan incorporates a series of small parks and civic spaces with a variety of uses and functions to serve a variety of people. While Missoula is surrounded by wild landscapes, it is critical that elements of the natural world be integrated into the urban landscape for both environmental benefits and human well-being. Nearly 15 to 20% of the study area is recommended as open space or civic space. New parks and open space, including those required for residential development, should be consolidated into larger, contiguous spaces as illustrated in the illustrative plan and be open to the public.

CONNECT TO THE RIVER AND COMPLETE THE PATH SYSTEM

At the southern edge of the study area is Ron's River Trail along the Clark Fork River, a critical piece of Missoula's extensive shared-use path system providing walking and cycling connections across the city. The plan recommends widening Ron's River Trail and adding lighting for security. The plan also envisions a new spur off Ron's River Trail to bring people into the neighborhood center while also creating loops of various lengths.

The plan advocates for completing the gap in Ron's River Trail between Burton Street and Orange Street to allow for a safe and comfortable connection between the West Broadway Area and locations to the east, including the heart of Downtown and Missoula College.

BUILD SUSTAINABLY

Concern for the environment and sustainability is a way of life in Missoula. The West Broadway area can become a model of sustainable development for the city. The site would use green building standards and rating systems like LEED to increase the environmental performance of buildings when it comes to energy use and water use. On-site power generation with rooftop photo-voltaic panels must be planned for. Green infrastructure should be utilized to allow for stormwater retention and infiltration in a way that also waters native trees and plants. Recycling receptacles are part of the plan as are electric vehicle (EV) charging stations.

- 1 Connect the Westside Neighborhood to the Clark Fork River through a series of parks and civic spaces
- 2 Support citywide goals of zero-waste and 100 percent renewable energy
- 3 Extend and enhance the riverfront shared-use path network
- 4 Include bike parking, EV charging, and transit, making this a mobility hub
- 5 Incorporate Low Impact Development (LID) principles into the development of the area and prioritize native vegetation
- 6 Require Green Building standards such as LEED and follow the principles of passive building design
- 7 Plant regularly spaced shade trees along streets and public spaces



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PARKS AND PUBLIC SPACE

The project area today primarily consists of surface parking lots with the only publicly accessible open space being a narrow strip of land along the riverfront where Ron's River Trail is located. The Long Green would add green space into the site. The required open space for multifamily development should be pooled together to create the Long Green resulting in 15 to 20 percent open space overall and significantly more pervious surfaces and trees than exist today.

Too often in real estate development the best views are located behind private property, however, *Envision West Broadway* emphasizes public spaces with the best views. The southern end of the Long Green terminates on a new riverfront overlook. Connecting the Long Green to the river, where the green widens into a larger park space with a play area, opens up additional views towards the river and mountains. Parks and shared-use space should have lighting and shade trees.

It is a 500' stretch between West Broadway and the Clark Fork River and the Long Green changes in character as it moves from one end to the other. There



- 1 A formal green which provides a social center designed as a proper square, surrounded on four sides by streets and lined with buildings. It is shaped by buildings providing an outdoor room for shared activity. Sidewalks are lined by formal rows of trees around the perimeter with an open, sunny center. One side of the formal green was lined by restaurants with sidewalks of 15' to 25' for outside dining.
- 2 It isn't necessary to crowd every green with active uses in an attempt to maximize usage of the park. Strolling sidewalks while looking across a lovely green expanse is an important, timeless use of parks. South of the public square, the long green takes on more informal functions with space for activities like playing ball, Frisbee, or just running. A small playground or natural structures that kids can climb on could be located here. A place for a daycare should be located adjacent to the park to make use of it.
- 3 Closest to the river, the long green has a more natural character and is crossed with spur paths from Ron's River Trail. Explore opportunities to repurpose the Flynn Lowney ditch into usable park space including community gardens and possibly a dog park.

The plan incorporates low impact development and green infrastructure to help manage and treat stormwater runoff before it enters the river. Where natural areas are along the river it is always possible to trim trees and shrubs to create views of the river. Urban plans should expose natural amenities like rivers to the public to celebrate nature. In these areas the plan designs for safety. The essence of Crime Prevention Through Environmental Design (CPTED) is visibility across distances and plenty of lighting.

A park can be a symbol of a neighborhood's vitality and character. The parks can be treated as the resources for revitalization and community empowerment.

BETTER UTILIZE THE RIVER

One of the key ideas of the Downtown Master Plan was to "Better Utilize the River," including having new development face and engage the river, while also taking appropriate steps and precautions to protect water and habitat quality, including creating waterfront parks.

Envision West Broadway proposes new buildings along Cedar Street that will engage both Cedar Street and the river. Extensions and spurs from Ron's River Trail will connect to the long green and set the framework for trail-oriented development, fronting the trails with shopfronts

Opportunities to transform the Flynn Lowney Ditch at the terminus of the long green into usable park space with community gardens and lawn areas should be explored.



NEIGHBORHOOD PLAYGROUND

Family-Friendly Spaces

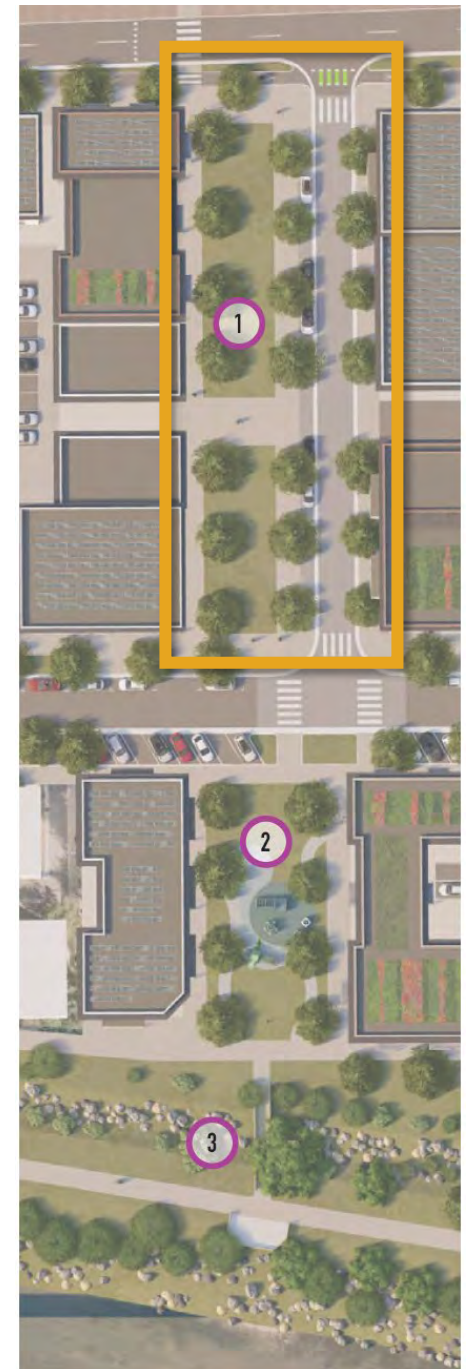
As more housing is added in West Broadway, the demand for parks and open space will increase. Missoulians want more family-friendly spaces that create a sense of community. It is important to include programs and functions that cater to people of all ages.

The 2020 adopted plan for Downtown Lions Park includes a playground and community garden. A small, secondary playground or natural structures that kids can climb on should be located within the long green or new park space. New businesses can be oriented to face the playground. A synergy effect often exists between parks and some businesses. The users to the park can potentially boost the adjacent businesses sales. The outdoor dining spaces provide the parents an opportunity to take a sip of a coffee or drink while keeping an eye on their kids in the playground.



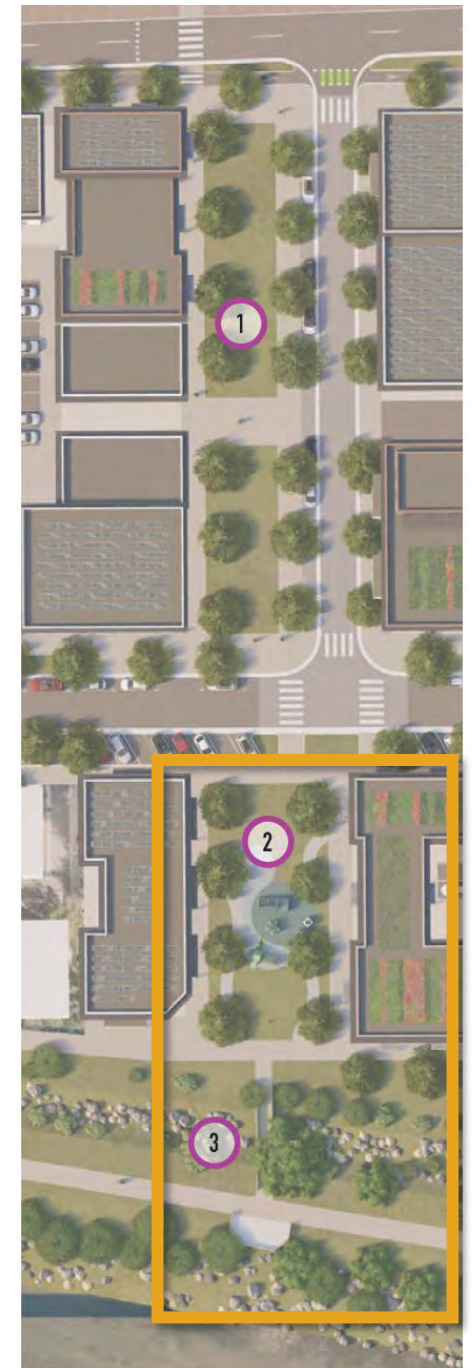
THE LONG GREEN

Beginning at West Broadway Street and continuing to the Clark Fork River, this becomes the “green outdoor living room” for the community.



INCREASED WATERFRONT VIEWS

The Clark Fork River and the system of parks are an integral part of Downtown Missoula's identity. People celebrate the river as a place to play, learn, contemplate life, and build community.



LOW IMPACT DEVELOPMENT (LID) TOOLKIT

This spread outlines general best practice tips for LID

INTRODUCTION TO LID

Low Impact Development (LID) is a sustainable approach to stormwater management that utilizes landscape to reduce runoff, retain stormwater on site that would otherwise contribute to nuisance flooding, and reduce infrastructure costs. The goal of LID is to restore the stormwater flow pattern on a site to a state that is similar to the pre-development condition. Many LID practices are just creative applications of conventional Best Management Practices (BMP). Common LID practices include dry retention, filtration, and wet detention devices.

REFERENCE

The EPA has published several guides to LID that describes the methods that have been developed and implemented throughout the US. There is also much research and documentation from professional organizations, academic projects and nonprofit groups such as Watershed Management Group. The tools presented here are not meant to be all inclusive but to show the typical common devices applied in low impact development projects.

SOURCE: ORIGIN OF RUNOFF



METHOD: DIFFERENT WAYS OF WATER MANAGEMENT



TOOLS: MANAGEMENT DEVICES



BIKEABILITY

PLANNING FOR BICYCLISTS

Missoula has a strong local bike culture for both recreation and commuting. The City has a robust network of shared-use paths and on-street bike facilities that are well used year round, and the network is growing. Further enhancing and expanding this network is critical to expanding mobility options across the City to help meet goals for reducing trips by driving alone and increasing trips by more sustainable modes, such as walking and biking. Greater walking and biking mobility (as well as transit) is essential for reaching sustainability targets, as well as reducing the demand for parking and reducing household transportation costs, a key component of expanding affordable housing.

Convenient access to shared-use paths also has health implications for nearby residents with research showing that those living near shared-use paths tend to exercise more than those living further away. Shared-use paths also provide a way to escape from the home, to experience the outdoors and the wonderful natural environment of Missoula.

Closing the Gap

Ron's River Trail runs along the southern edge of the West Broadway Area adjacent to the Clark Fork River, the backbone of Missoula's non-motorized transportation network north of the river. Missoula's Downtown Master Plan recommends Ron's River Trail to be widened to 18 feet, where possible, with 10 feet marked for cyclists and 8 feet for pedestrians. Safety and comfort along the shared-use paths should also be improved through the addition of pedestrian-scaled lighting and the planting of native shade trees.

For Ron's River Trail to become a more functional connection the gap between Burton Street and Orange Street must be completed to allow for a safe and comfortable connection between the West Broadway Area and locations to the east, including the heart of Downtown and Missoula College.

Expanding the Network

New spurs off Ron's River Trail will bring people into the neighborhood center while also creating loops of various lengths. The remaining streets within the study area have proposed designs for slow speeds where motorists and bicyclists can safely share the same space.

Great access to and from the study area by walking and cycling will allow people to more conveniently access the study area without needing to drive and find a parking space, helping to reduce the demand for car parking in the new neighborhood center.

Don't Forget About Parking

Planning for safe and comfortable shared-use paths, separated bike lanes, cycle tracks, and other bicycle facilities are just part of the equation for creating a city where biking is a viable option for getting around. There must also be convenient and secure locations to park and store bicycles. Ample bicycle parking should be provided, including sheltered long-term parking for residents and workers and both public and private parking. Offices can also be encouraged to provide showers for those commuting by bike.

42% of participants in the charrette kick-off and hands on design session responded that walking, biking, or riding a scooter was their primary way of getting around.

73% responded that it is NOT easy to walk or bike in the West Broadway Area.



To ensure ample secure and convenient bicycle parking, bicycle parking regulations identifying the minimum amount and type of parking should be required in any redevelopment agreement or zoning for the Study Area.

Crossing Broadway

Creating safe bicycle connections across West Broadway Street is also necessary to connect the area's residents to the neighborhood center, the riverfront trail network, and the California Street bridge. In the long-term, it is possible to imagine a West Broadway Street with separated bike lanes, further expanding the bicycle network in the City.

TRAIL-ORIENTED DEVELOPMENT

The Downtown Master Plan talks about trail-oriented development, where new homes and businesses face and engage shared-use paths, or trails. This site is a prime opportunity for trail-oriented development that also faces and engages the river. The trail is the focal element of these developments, in which buildings engage the trail as they would a walkable street with shopfronts and residential entrances. The Downtown Master Plan calls for Trail-Oriented Development at this site along Ron's River Trail and its spurs.

RECOMMENDED BIKE FACILITIES FOR THE WEST BROADWAY GATEWAY AREA



Separated bicycle lanes

Separated bicycle lanes (also known as protected lanes or cycle tracks) offer significant improvements in safety performance over other on-street bicycle facilities, including buffered lanes. Raised cycle tracks are bike facilities that are vertically separated from the roadway. Sometimes they occur at the plane of the sidewalk, often with a furnishing zone or planting strip between the cycle track and the roadway, and sometimes they are placed at an intermediate height between the road and the sidewalk. At intersections, they may be dropped and merged with the street or continue on the sidewalk, where they cross with pedestrians.

Raised cycle tracks / Separated bicycle lanes are more attractive to a wider variety of cyclists and have been documented to offer other benefits as well, including increased rates of bicycling activity and increased storefront sales revenues. Some of these sales increases are associated with reduced vehicle speeds and improved street appearance, in addition to the effects related to increased cycling activity. When adjacent to on-street parallel parking, the separation between the parking lane and the bike lane should be three feet.



Shared-Use Path

Shared-use paths are a type of trail designed to provide off-road routes for many different users including cyclists, runners, pedestrians, and manual or motorized wheelchair users. While similar to other recreational trails, these paths are part of a larger transportation system and serve as a supplement to on-street bike lanes, shared roads, and paved shoulders. For walking and biking to be safe and comfortable, shared-use paths should generally be 12 feet wide, where possible, and no less than 8 feet. In areas of higher use, such as Ron's River Trail, wider shared-use paths of 18 feet are recommended.

SUSTAINABLE PRACTICES

Missoula is collectively working towards a more sustainable urban environment on various fronts. The following are several sustainable practices that can be integrated into the study area.

SUSTAINABLE BUILDINGS

Construction and demolition waste constitute about 40% of the total solid waste in the US. Reuse of existing buildings instead of building new is one of the most effective ways to minimize environmental impact. When the building conditions allow, existing buildings can be preserved and adapted. When new construction is necessary, salvaged material can be substituted for new materials. Use of local materials supports the local economy and reduces transportation costs. Applying rapidly renewable materials reduces natural resource consumption.

ZERO-WASTE FACILITIES

Designated recycling and composting areas should be included wherever trash receptacles are located, including in public spaces and commercial, multi-family, and mixed-use buildings. The collection and storage area should be built into the building's footprint and located in areas that provide easy access for users, maintenance, and collection vehicles. Signage should be included to prevent contamination and discourage illegal disposal. Provide instructions to occupants and personnel on recycling procedures where possible. An on-site community garden and compost area may be possible.

REDUCE ENERGY CONSUMPTION

Renewable energy production can be included with site and building design to offset greenhouse gas emissions. Buildings can achieve zero net energy goals by utilizing on-site renewable energy resources such as solar panels, wind generators, and ground source heat pumps. Green roofs can also enhance environmental performance. Green roofs can provide shade, reduce temperatures of the roof surface and surrounding air, and have proven to reduce heat island effects. Native and adapted plant species can be applied to provide additional ecological benefits.



Community compost collection area

COMMERCIAL BUILDING [SF]	MINIMUM RECYCLING AREA [SF]
0 to 5,000	82
5,001 to 15,000	125
15,001 to 50,000	175
50,001 to 100,000	225
100,001 to 200,000	275
200,001 or greater	500

Suggestion from Green Building Council



Rooftop solar panels can help achieve Missoula's renewable energy goals.

Big Idea 4

HELP SOLVE HOUSING AND RENTAL SPACE AFFORDABILITY ISSUES

LIVING SPACE AND PLACES FOR ALL

When adding people to the neighborhood, add amenities like parks and playgrounds for the people that will live here. There is space along the riverfront and Flynn Lowney Ditch where park and trail space can be added and connect to the larger riverfront trail and park system. The location of the pedestrian bridge at California Street also provides a convenient way for people on foot or by bike to connect to the south side of the river and all that it has to offer. Public spaces should be comfortable and welcoming. When they are not fronting the water, public spaces should feel like an outdoor room. Public facilities such as a community center, public restrooms, and drinking fountains can help ensure the neighborhood center serves all area residents.

AFFORDABLE HOUSING

Affordable housing should be located in places close to transit and close to job centers. Ideally, people living close to work can avoid the \$10K a year burden of car ownership. The West Broadway area is a good location for this, however, the burden of affordable housing can not be within this area alone. Affordable housing should be distributed thinly across the entire city, ideally at a rate of 1 to 5, 20%, though we are using 35% affordable housing as a goal. That means that although some housing here should be affordable, it should not be only affordable housing.

Affordable housing should look like and be mixed among market rate housing. It should be invisible in the urban landscape and interwoven into the fabric, indistinguishable from other types. This avoids stigmatization. HomeWord has done an excellent job creating this mix of housing with the development of Solstice and Equinox located just across Russell Street.

- 1 Develop housing along the waterfront that includes market-rate and affordable townhomes and apartments.
- 2 Support the Poverello Center, NMCDC, YWCA, Zero-to-Five Program, United Way, Local PTAs, and other community organizations.
- 3 Leverage public land ownership to achieve important community goals.
- 4 Reserve commercial and other non-residential space for locally-owned businesses and start-ups.
- 5 Utilize public-private partnerships, community land trusts, and other models to create permanent affordable housing.
- 6 Consider public facilities such as a community center, restrooms, community garden, and drinking fountains.



Caption

Big Idea 4

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Caption

SNAPSHOT: AFFORDABLE HOUSING


This section provides an overview of housing in Missoula and the need for more attainable and affordable options

CURRENT CONDITIONS

The lack of affordable housing was brought up in every meeting during the virtual charrette. It is a problem affecting residents from all different income groups but especially the lower income group. Missoula is experiencing a high demand for affordable housing due to housing costs increasing, while wages have remained relatively stagnant.

Affordable housing is generally defined as housing in which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities. This leaves the household the remaining 70 percent for transportation, food, clothing, healthcare, entertainment, savings, taxes, and pursuing other hobbies, interests, and personal goals. The 30 percent figure is simply a "rule of thumb" and is dependent on a variety of other factors ranging from the area cost of living, number of people in the household, transportation costs, and income level. Nonetheless, it provides a good estimate for understanding housing affordability in a community. In general, households paying more than 30% are considered to be cost burdened.

WHAT IS CONSIDERED AFFORDABLE WHEN IT COMES TO HOUSING?



Affordable housing is generally defined as housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.



1. The Median Home Price represents the midway point of all houses/units sold at market price over a set period (2020).

(preliminary draft for review)

On a city wide level, affordable housing is defined as costs being less than 30% of the area median income (AMI). If a household is making 50-80% of the AMI they are considered low income.

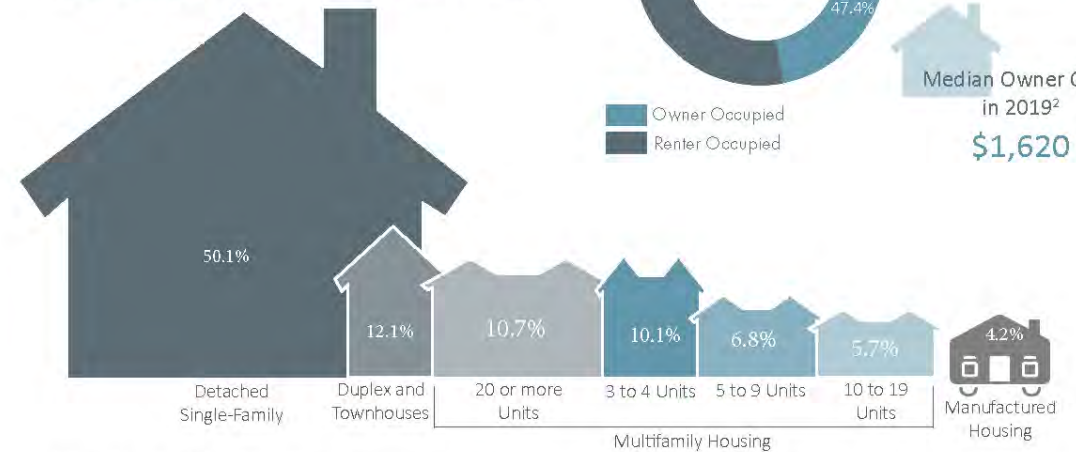
The median household income for the City of Missoula's was \$47,426 in 2019, which is below the national average. The average home sales price in Missoula is \$337,950 and the median listing price is \$423,000 which is unaffordable to residents making the average median income. More than half of the population in Missoula are being priced out of the housing market. Missoula has seen an increase in the waitlist for affordable housing vouchers.

**MEDIAN HOUSEHOLD INCOME
CITY OF MISSOULA IN 2019²**

\$47,426

It is important to note that the numbers shown on this page are 2019 US Census data. The recent rise in housing costs over the past year has likely exacerbated the housing affordability issue in Missoula.

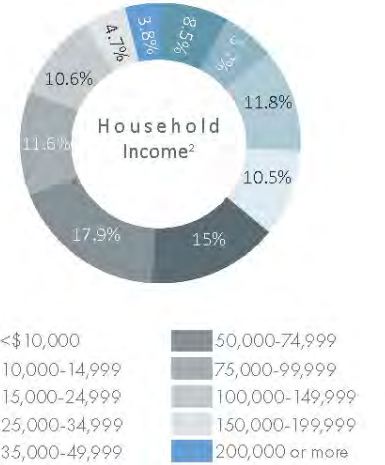
HOUSING TYPES IN MISSOULA²



2. Data referenced from: <https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/A Place to Call Home Meeting Missoula's Housing Needs>
https://www.realtor.com/realestateandhomes-search/Missoula_MT/overview

3. Includes mortgage, utilities, insurance, real estate taxes, and other related fees.

(preliminary draft for review)



AFFORDABLE HOUSING STRATEGIES FOR THE WEST BROADWAY AREA

In the affordable housing market there are two types of units, those that are permanently affordable and those that are temporarily affordable, typically for a certain defined period of time. A variety of strategies are proposed for both the publicly-held land and the private land on the site. The strategies in this section are recommended for the creation of permanently affordable housing.

ZONING AND PLANNING

The existing zoning on the site allows for buildings of up to 125 feet, which can comfortably accommodate 10 stories. This is the maximum height allowed in Missoula, and no increase in zoning is required. The current zoning provides for the ability to construct a large number of units. Additional density or height bonuses are unlikely to generate incentives to include affordable housing given the base zoning. These zoning designations also permit mixed-use.

Strategies to Apply Site Wide:

1 Parking Reduction for Affordable Housing

Eliminate or reduce the minimum parking requirements for the inclusion of permanent affordable housing in a development.

2 Reduce the Minimum Unit Size

Allow for micro-units or small apartments of 250 to 350 square feet to provide lower cost options.

PROJECT APPROVALS

Delay and uncertainty in the project approval process increases development costs, which ultimately gets passed down to those who live in the new dwelling units. Reducing approval times and having clear, objective, and consistent rules for automatic (or at least significantly streamlined) approvals is a simple and very effective means for reducing housing costs.

Strategies to Apply Site Wide:

1 Streamline Development Approvals and Entitlement Process

Expedite and simplify the project approval process for projects that include affordable housing and/or commercial space. Establish clear criteria for the necessary number of units and other standards that must be met to qualify.

IMPACT FEES

Impact fees are assessed on new developments to fund improvements such as parks, schools, and transportation infrastructure with the rationale that additional residents will add a burden to existing facilities. However, these fees are ultimately passed on in higher housing costs while the new residents will also be paying taxes (like existing residents or those moving into older homes and who do not pay impact fees) that are also applied to public facilities. However, the need for affordable housing is just as important as the need for the public facilities and infrastructure and impact fees tend to affect the affordability of new construction.

Strategies to Apply Site Wide:

1 Explore Options to Minimize Impact Fees

Explore options to reduce or eliminate impact fees in accordance with state law, especially for projects that include affordable housing. This can take many forms, from decreasing the fees for all units in the project to eliminating the fees for the affordable units. The goal should be to develop as many units on the site as possible with as many designated as affordable as possible.

FINANCING AND FUNDING

The West Broadway area is located within the MRA's Urban Renewal District (URD) II. This district makes available several programs to encourage investment in the area, including Tax Increment Financing (TIF) and New Market Tax Credits (NMTC). TIF funds can be reinvested into projects that improve quality of life in the neighborhood and community. The funds must be used for a public purpose, which includes planning and analysis, land acquisition, removal of structures, remediation, infrastructure, and general redevelopment activities. The site is also located within a designated Opportunity Zone.

Strategies to Apply Site Wide:

1 Low Income Housing Tax Credits (LIHTC)

Promote the use of Federal LIHTC for development within the site and provide assistance to developers to navigate the process.

2 Utilize TIF Funds to Construct Public Infrastructure & Open Space

Subsidize the construction of public infrastructure such as public streets and utilities, as well as the creation of open spaces including parks and plazas that meet plan goals.

3 Utilize TIF Funds to Incentivize Affordable Housing on Privately Held Parcels

Make TIF funding available to private developments that incorporate affordable housing.

4 City of Missoula Affordable Housing Trust Fund

Make grants and/or loans from the city's affordable housing trust fund available to incentivize the construction of affordable housing units in private developments and to support affordable housing in developments on city-controlled properties.

DON'T FORGET ABOUT TRANSPORTATION

While housing is typically considered affordable at 30 percent of a household's gross income, it is important to take into consideration transportation costs as well. The Center for Neighborhood Technology suggests an expanded view of affordability, combining housing and transportation costs and setting a benchmark at no more than 45 percent of household income.

According to AAA, the average annual cost of new car ownership is over \$9,000 per year. The cost of owning a used or older car can also be high, especially for those on limited incomes.

Locating affordable housing in places where mobility options other than driving are convenient, the cost of transportation can be drastically reduced if owning a car (or perhaps, owning one car for a household instead of 2 or more) is not necessary. Spending less on transportation costs can allow a household to spend more on housing within the 45 percent recommended threshold.

The West Broadway Area is well located to promote a car-free or car-light lifestyle and the design of the neighborhood center should incorporate a broad range of mobility options to enhance affordability.

5 New Markets Tax Credits (NMTC)

Low-income communities often experience a lack of investment and this causes vacant commercial properties and abandoned homes. The NMTC Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). The recipients of the tax credits can then sell the tax credits to investors which generates a cash subsidy. The NMTC Program in a way provides cash grant funding for real estate projects, businesses and non-profits that make investments in distressed areas.

LEVERAGING CITY-OWNED LAND

City ownership of several parcels within the study area provides an opportunity to directly pursue development that will implement the plan vision and key goals. City-owned land in this area includes the Sleepy Inn site, Missoula Water and adjacent parcels, and the Flynn Lowney Ditch.

One of the large costs of development, and thus the ultimate cost of the units or their rent, is the cost of land on which to build (in addition to labor, materials, lending expenses, and those expenses incurred during the design and permitting processes). Removing the cost of acquiring land from the development equation can significantly reduce the cost of construction per unit.

The city can provide the land to a developer or community land trust at a low cost in exchange for the provision of affordable housing units and perhaps other community benefits and amenities as outlined in this plan. There are several strategies to further explore for best utilizing city owned land for housing needs.

The City of Missoula has recently acquired the water easement rights to the Flynn Lowney Ditch. This opens up several possibilities for its future use, depending on who owns the underlying land. The plan explores three options:

- Where the city owns the underlying land, transform the ditch into useable park space.
- Where the ditch crosses through private property, utilize the possibility of removing the easement and allowing development across the ditch as an incentive for affordable housing.
- Utilize the ditch for a stormwater management function.

WHAT IS A COMMUNITY LAND TRUST?

Community land trusts are organizations or non-profits that own land and sell or rent homes on the land at an affordable price. Within Missoula, there are affordable housing developments that were created by community land trusts that are price restrictive. These developments can be permanently affordable.

PARTNERSHIPS

Coordination between local government, non-profits, and private developers is critical for expanding the stock of affordable housing.

Strategies For City-Owned Land:

1 Develop City-Owned Parcels Through a Public-Private Partnership (PPP) or Joint Development

Consider first leasing public land through a long-term ground lease utilizing a Public-Private Partnership model to develop mixed-income housing (developer requirement to include affordable housing and non-residential space). Revenues from the lease can be applied toward defined public goods, such as funding the Affordable Housing Trust Fund.

Leasing the land allows the city to retain ownership as property values rise and collect a steady return on investment. Any lease must be carefully negotiated to ensure the city benefits as property values and revenue generation rise.

The land may also be sold for a discounted rate to a developer in return for guarantees of an agreed upon amount of permanently affordable housing.

2 Partner with Non-Profit Developer and/or Community Land Trust (CLT)

Consider partnering with a non-profit developer and/or community land trust to construct permanently-affordable housing and commercial/maker-space on city-owned parcels. These parcels can be donated or sold or leased at a discounted rate in return for the provision of permanently affordable housing. A CLT can provide affordable home ownership opportunities.

3 Coordinate with Missoula Housing Authority

Development on publicly owned land in the West Broadway Area should be coordinated with the Missoula Housing Authority to help provide permanent affordable housing.

TENANT SUPPORT AND ASSISTANCE

Many key strategies for maintaining affordability and tenant protections must be applied citywide. Additional protections may be beneficial in certain circumstances when existing residents are displaced by new development. Within the West Broadway Area there are currently only two housing units on privately owned land.

Strategies For City-Owned Land:

1 Expand the Housing Choice Voucher Program

Permit renters to use the Housing Choice Voucher Program (Section 8) for all units within projects developed in partnership with the city. This strategy should also be applied citywide.

2 Protect Existing Residential Tenants

Ensure any residential renters or tenants that are displaced due to development in partnership with the city are offered displacement compensation and right of return.

3 Limit Short-Term Rentals

Short-term rentals can be a valuable way to subsidize housing costs. However, they can also result in units being removed from the housing market if those units are used primarily for short-term rentals catering to visitors. Projects developed in partnership with the city should limit short-term rentals to ensure the publicly supported housing is serving Missoula residents' housing needs.

AFFORDABLE HOUSING TARGETS

Providing permanently affordable housing for a range of income levels is a priority for redevelopment in the West Broadway area and is a key part of the vision for a complete neighborhood center for people of all income levels to live, work, and visit.

Increasing the overall number of housing units can help stabilize housing costs. However, just increasing supply is not enough to ensure housing is attainable for all residents. Subsidies of various kinds are also needed to create housing affordable for lower-income residents, and increasingly, middle-income. Finally, various policies and strategies are needed to stabilize rents and housing costs over time.

The plan recommends a commitment of 50 to 70 permanently affordable housing units on the site, including up to ten units of supportive housing for people experiencing chronic homelessness.

City owned properties should be leveraged to provide as much of this affordable housing as possible given the greater control of development outcomes and the ability to subsidize costs through reduced or eliminated land costs. Affordable housing should also be incentivized for private development to further reach targets and to provide additional units of affordable housing for households earning 80 to 120 percent of AMI (see below).

An initial recommendation for affordable housing income targets is below. The final number of affordable units and income thresholds will depend on detailed pro-forma as individual developments are advanced and the total number of units built.

Recommended Permanently Affordable Housing Income Targets

The income targets are based on a percentage of area median income (AMI), which is the annual income earned by a typical household in the Missoula area.

The affordable housing units should include a mix of rentals and owner-occupied units.

- 35% (or 18 to 25 Units) for households earning up to 30% of AMI
- 35% (or 18 to 25 Units) for households earning between 30% and 80% of AMI
- 30% (or 14 to 20 Units) for households earning between 80% and 120% of AMI

Big Idea 5

CREATE A UNIQUE ENTRY EXPERIENCE TO URBAN MISSOULA

FIRST IMPRESSIONS MATTER

Missoula has many opportunities to identify itself as a community. One way to strengthen identity is through the use of gateways. Gateways can contribute to wayfinding as well as creating character and a sense of place. There is currently no definitive entrance to the urban part of Missoula on West Broadway Street, which serves as the primary entrance for vehicular traffic to Downtown Missoula for those coming from the west, including the airport.

RE-IMAGINE THE WEST BROADWAY STREET AND RUSSELL STREET INTERSECTION AS A PICTURE POSTCARD ENTRY TO THE NEIGHBORHOOD

The former Sleepy Inn Motel site is shown here re-imagined to form a landmark for the area. A taller building helps to shape the relatively wide West Broadway street space. Outdoor terraces at the upper levels provide access to the stunning mountain views in all directions. The vacant city-owned lot next to the former Sleepy Inn Motel is shown re-imagined as a signature public green space. This will likely be the first redevelopment within the West Broadway Area and can catalyze the transformation of the site and provide a template for later development.

RE-IMAGINE WEST BROADWAY

Re-imagine West Broadway Street as a more pedestrian-friendly experience with features such as continuous sidewalks sheltered from moving cars by planting strips containing shade trees. While the transformation of the street itself would require coordination with the Montana Department of Transportation and is a long-term goal, slightly setting new development back from the street could provide the space needed for generous planting strips with street trees and wide, continuous sidewalks.

Safer and more convenient pedestrian crossings and intersections should be a priority. A roundabout at the intersection with Toole Avenue and North California Street could help address traffic flow, simplify the intersection geometry, encourage safer speeds, improve bicyclist and pedestrian crossing, and signal to motorists that they are now within downtown and no longer on a suburban highway.

- 1 Create a gateway experience and sense of arrival at the intersection of West Broadway Street and North Russell Street.
- 2 The former Sleepy Inn Motel site re-imagined with new street-oriented focal architecture.
- 3 Re-imagine West Broadway Street as a more pedestrian-friendly experience
- 4 Transform the lot next to the former Sleepy Inn Motel into a public green space and connect to the Flynn-Lowney Ditch.
- 5 Establish a distinct identity for the district that reflects the values of the Westside Neighborhood
- 6 Catalyze transformation and provide a template for private development with City investment



Intersection of West Broadway Street and North Russell Street what-if?

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Intersection of West Broadway Street and North Russell Street what-if?

WEST BROADWAY STREET OVERVIEW

West Broadway Street is a major state highway providing access to Missoula from the east and west. The street is owned and maintained by the Montana Department of Transportation and is a critical thoroughfare. With high travel speeds and high volumes, it is also a barrier separating Westside Neighborhood residents from the project site, Clark Fork River, Ron's River Trail, and California Street Bridge. Improving access and safety for crossing West Broadway Street is a priority of this plan.

At the time of this plan's creation, the Montana Department of Transportation (MDT) was reconstructing the Russell Street Bridge and the intersection of Russell Street and West Broadway Street. MDT is also planning a redesign of West Broadway Street, including from Russell Street to California Street. Agreements between the city and MDT will maintain four lanes of traffic and two left turn lanes in the design. Recommendations to incorporate plan ideas into MDT's redesign of West Broadway Street are shown here. They include improvements to pedestrian and cyclist safety, new crossings, and a roundabout at the intersection with California Street. The roundabout would accommodate the turning movements along West Broadway Street that otherwise would be prevented by the proposed median.

These designs should accommodate a longer-term, 20-year vision, for a lane repurposing on West Broadway Street to transform it into a complete urban street with additional street trees, on-street parking, and better connectivity.

WEST BROADWAY STREET CHANGE OVER TIME

The series of images to the right illustrate the possible evolution of West Broadway Street over the coming decades. A more detailed description of the recommendations are provided on the following page.

LONG-TERM: RE-IMAGINING WEST BROADWAY STREET

In the long term, it is possible to imagine West Broadway Street becoming a great boulevard. This transformation will require coordination between state and local agencies and governments and a conversation with the public to create a vision for the future of the street.

Further Transforming West Broadway Street

- Outer lane in each direction becomes on-street parking lane with parking spaces interspersed with street tree bulb-outs.
- Part of the outer lanes become buffers between the on-street parking and cycle track.
- One of the left turn lanes onto Russell Street is removed and the median is widened.
- An additional crossing is added at Bryon Street with a pedestrian refuge island in the newly widened median.
- Add green infrastructure and street trees to medians.
- Traffic circle is modified for fewer lanes.

- 1 Existing**
Four travel lanes with a center left turn lane and no pedestrian crossings between Russell Street and California Street.



- 2 Interim Improvements**
MDT redesign with recommendations to improve crossings, enhance cyclist safety, and a roundabout at the intersection with California Street.



WEST BROADWAY STREET ENHANCEMENT

1 NEW PEDESTRIAN CROSSING

There are currently no places for pedestrians or cyclists to cross West Broadway Street along the quarter mile between North Russell Street and California Street, and both of those locations are not designed as inviting and safe places to cross.

Incorporate a pedestrian crossing at Burns Street with a pedestrian refuge in the median. This will require carefully designing the center turn lane(s) to allow a left turn movement into the new main street and remain outside of the pedestrian crossing.

Crossing Enhancements

- Install a HAWK (High-Intensity Activated crosswalk beacon)
- Utilize high-visibility crosswalk markings
- Ensure lighting maintains visibility at the crossing
- Provide advance yield lines

2 ROUNDABOUT AT CALIFORNIA STREET

A roundabout at the intersection of West Broadway Street, California Street and Toole Ave would serve many important functions. First, it would simplify the intersection, providing safer vehicular movements and accommodating traffic flow while also creating a safer place for pedestrians and cyclists to cross. Second, it would contribute as a gateway feature with space in the center for landscape or art. Third, it would facilitate the left turn movement onto Burns Street from West Broadway Street that would otherwise be blocked by the median. Lastly, the roundabout will help to reduce traffic speeds. Construction of a roundabout at this location will likely require the acquisition of additional right-of-way.

3 CYCLE TRACKS

Proposed bicycle lanes should be built as cycle tracks at the same elevation as adjacent sidewalks. Appropriate pavement markings should be utilized at intersections and driveway crossings.

4 SIDEWALKS AND STREET TREES

Designing the space between the curb and building facade to include generous room for street trees and sidewalks to lessen the negative impact of high traffic volumes and speeds on the pedestrian experience.

Require Build-to-Lines For New Development to Increase Sidewalk Width and Add Street Trees

Build-to-Line Locations

- 8 to 10-feet behind right-of-way on the north side
- 5-feet behind right-of-way on the south side block between Russell Street to Hillsdale Street

Street Trees

- Place street trees between the cycle track and sidewalk as space permits.

5 CURB CUTS

The fewer curb cuts, the less conflicts there are with pedestrians and cyclists. Fewer curb cuts will also reduce the number of locations where vehicles turn on and off of the street, reducing conflict points and improving traffic flow.

- Improve existing rear alleys on both sides of West Broadway Street to facilitate their increased use, especially as adjacent parcels redevelop.
- Encourage and incentivize the use rear alleys for existing development to limit the number of sidewalk and cycle track crossings.
- Prohibit curb cuts in redevelopments and remove existing one as parcels redevelop.

6 SUPPORT TRANSIT

Incorporate MountainLine bus stops into the redesign that include bus shelters. Adequate space for high quality bus stops may require additional right-of-way acquisition or agreements/easements with property owners. Bus stop locations will need to be designed in coordination with the cycle tracks.

- Recommended bus stop locations



ILLUSTRATIVE PLAN

The illustrative plan depicts the potential future build-out of the West Broadway area

THE PLAN

The plan for the West Broadway Area addresses the current needs of the area, while planning big for the future. The illustrative plan shows how this area might develop over the next decade by depicting the proposed streets, buildings, alleys, parking locations, and open spaces of a full future build-out of this area. Understanding that complete change will not happen overnight, the plan is designed to be implemented one piece at a time, as opportunities arise. Although some plan details may change over time to meet physical, regulatory, or market constraints, the main concepts contained in the illustrative plan should be adhered to.

PLAN DETAILS

- 1 New focal building at the corner of West Broadway Street and Russell Street creates a new gateway into the downtown.
- 2 Street-oriented buildings on the north side of West Broadway Street help to define the gateway intersection and connect the neighborhood down to the river.
- 3 Intersection of Russell Street and West Broadway has zebra striped or decorative high contrast sidewalks to make crossing on foot easier.
- 4 West Broadway and the intersection with California Street and Toole Avenue is redesigned to ensure that pedestrians and cyclists have safe access to the area and the ability to cross West Broadway safely.
- 5 A newly-named main street with a wide green connects West Broadway to Cedar Street and is fronted with street-oriented buildings.
- 6 The green is continued to connect new development to the Clark Fork River. Explore options to transform the Flynn Lowney Ditch into more usable park space, including community gardens.



- 7 Shared-use paths are extended from Downtown Lions Park and the pedestrian bridge
- 8 Commercial and residential buildings face the street while centralized, shared parking is located mid-block.

- 9 Light industrial uses are supported within the West Broadway area.
- 10 High-quality bus stops with shelters are located along West Broadway Street, part of a mobility hub and making transit a convenient option.

- 11 In the long-term, privately-owned parcels may transition into mixed-use buildings, depending on the property owner's individual needs and goals. Explore options to include what is now the Flynn Lowney Ditch in redevelopments that include affordable housing.

- Existing Building
- Proposed Buildings
- Parking
- Open Space
- Trails & Plazas
- Curbless Street



West Broadway Street

Cedar Street

Russell Street

California Street



West Broadway Street

Cedar Street

Russell Street

California Street



West Broadway Street

Cedar Street

Russell Street

California Street



West Broadway Street

Cedar Street

Russell Street

California Street



West Broadway Street

Cedar Street

Russell Street

California Street

PROPOSED DEVELOPMENT PROGRAM

PULLING IT ALL TOGETHER

The overall development plan (through Phase 3: Mid-Term) calls for:

- 20,000 to 30,000 square feet of leasable spaces for retail and restaurant establishments. This translates to between 8 and 15 shops, stores, and cafes. Commercial businesses should be accessible to area residents.
- 10,000 to 15,000 square feet of leasable space for offices. Ideally, the site would be home to between 4 and 8 workplaces and community spaces.
- 100 to 130 market-rate townhomes and apartments
- 50 to 70 affordable units targeted to the following income brackets:
 - » 35% (or 18 to 25 Units) for households earning up to 30% of AMI
 - » 35% (or 18 to 25 Units) for households earning between 30% and 80% of AMI
 - » 30% (or 14 to 20 Units) for households earning between 80% and 120% of AMI
- Between 140 and 160 parking spaces using just surface parking lots located behind buildings and on-street parking. This would only provide enough parking to park the residential units at one parking space per residential unit. Without additional planning, the site could face a severe parking shortage. Shared parking strategies are essential for the site. Additional parking could come in the form of underground parking, however, further study would be needed to determine the feasibility of below grade parking at this location close to the river. Structured parking should also be explored, however, the Downtown Master Plan recommends several other locations in the core of the Downtown where public garages should be prioritized if they were to be built at all. What ultimately gets built will have to balance the need for housing (including affordable housing) with the desired amount of parking which follows that the more parking required, the less space there is for housing.
- As the plan intends transit-oriented density of around 30 units to the acre, a mobility hub should be included within the development consisting of transit stops with bus shelters, seating, signage, bike parking, and frequent service.

5. Implementation

This chapter outlines the next steps and actions for the city and community to undertake to realize the vision outlined in this plan.

IMPLEMENTATION PROCESS

IMPLEMENTATION MATRIX

IMPLEMENTATION PROCESS

HOW THIS PLAN WILL BE IMPLEMENTED

This plan lays out the framework for a coordinated approach to redevelopment in the West Broadway Area based on the vision created during the public input process.

City ownership of several parcels will allow public sector investment and partnerships to catalyze the creation of a neighborhood center for the Westside Neighborhood. These city-lead efforts will set the template for further private investment.

In the immediate term, the plan calls for public sector strategies and action items to be implemented to establish the groundwork and process for which city-owned parcels will be redeveloped. Over the longer term, much of what the plan entails is to be carried out by private entities as individual properties are developed over time.

Flexibility is Key

The plan is designed to be flexible. The illustrative plan provides a guiding vision to work towards and highlights the critical design strategies and policies intended to help realize this vision. As properties within the plan area develop, the developer will be able to refine the plan for their property to meet their needs to account for changing economic conditions and market demand overtime.

For these reasons, the plan will not be implemented exactly as it is drawn, but the important characteristics of a walkable, mixed-use neighborhood center will be.

In the study of communities, we find that two types of actions have been crucial to achieving desirable outcomes: long term planning and a willingness to reconsider one's values. Communities work to identify values and then let those values guide action. When a community's energies are guided by a plan, every new public and private investment is more likely to add to quality of life and not detract from it. Always have a plan, but recognize that the conversation, the act of planning itself, is the most important part.

COMMUNITY REDEVELOPMENT AGENCIES

The Missoula Redevelopment Agency (MRA) is expected to play a significant role in implementing the West Broadway Master Plan. The Missoula Redevelopment Agency was created by the Missoula City Council in 1978 and operates in accordance with Montana State Urban Renewal Law (7-15 Parts 42 and 43 M.C.A). The Missoula Redevelopment Agency is a type of Community Redevelopment Agency (CRA) – a government body that operates at the local level to improve districts, neighborhoods, or corridors that have been neglected or have been determined to be “blighted.” Under Montana law a finding of “blight” refers to any number of conditions that include more than dilapidation. This could include: areas with inadequate infrastructure such as sewer, water, or sidewalks; inadequate street layout or connectivity; or conditions that create fire hazards, such as lack of fire hydrants or poor street layout that impedes timely emergency response.

Historically in the U.S. and Western Europe, as downtowns lost investment to regional shopping centers, redevelopment agencies focused on helping downtowns compete by reducing crime, eliminating abandoned buildings and dwellings, restoring historic features and structures, and adding new landscaping, business opportunities, housing opportunities, and improved transportation infrastructure and government services.¹

Today, Community Redevelopment Agencies (CRA)s are public entities created by a city or county to implement a program of proposed urban redevelopment activities in a certain geographic area following a plan. Typical conditions in a redevelopment area may include: Substandard or inadequate structures, a shortage of workforce or affordable housing, or inadequate public infrastructure, roadways, and parking. CRAs can also purchase properties for the city, giving the city a greater say in how those properties are redeveloped, whether new housing is market rate or affordable, and whether tenants will be locally-owned businesses or businesses that fulfill a local need. CRAs also give surrounding residents a greater say in the process.

¹ Duran, Brown, Bernadette. Redevelopment by Any Other Name Would Still Be Redevelopment. May 27, 2015. JD Supra Business Advisor. Los Angeles. Nnssaman LLP.

CRAs are generally funded through tax-increment financing (TIF). TIF funds are generated from new development and/or an increase in property values. The increase in tax revenue is the “tax increment” that is “captured” for local use. This is why TIF is often referred to as a form of “tax capture.” The “captured” tax increment provides the funds for the local projects that the CRA invests in.

CRAs also use TIF funding to finance debt. CRAs tend to issue bonds based on projects TIF revenue. CRAs also provide funding for the municipality to acquire property and commission revitalization planning studies. Based on the results of the planning studies, the CRA might steward properties through land use changes and amendments, build public infrastructure and streetscapes, invest in affordable or market-rate housing, invest in workforce development and job training centers, assist in developing community facilities, and help with façade improvements, way-finding initiatives, and so on.

The West Broadway area is located within the MRA's Urban Renewal District (URD) II, which was created on 12/16/1991 and sunsets on 6/30/2031. TIF funding is available for use within this area to invest in projects that improve quality of life in the neighborhood and community and serve a public purpose up until the district sunsets.

DEVELOPMENT OF PUBLIC PROPERTY

Redevelopment agencies frequently use TIF funds to help prepare areas for development / redevelopment by assisting with activities such as demolition, or new public infrastructure such as sewer/water mains, streets, and sidewalks. The redevelopment agency then works with the municipality to issue a Request for Proposals (RFPs), describing the vision for the area, which frequently has been established through a public planning process. Developers who respond to the RFP are competing for the right to develop that area, according to the requirements of the RFP. Requirements could include a certain amount of affordable housing, community facilities, below-market commercial space, preference for local business tenants, and so on. Sometimes publicly owned land is sold, or leased at a discount, to a development team, with the legal requirement that what the development team is going to build will also help achieve certain public goals, which often have been established through a public planning process.

CHANGES ON PRIVATE PROPERTY

The process for redevelopment on private properties follows a more standard process whereby development occurs at the initiation of the property owner, and must follow applicable zoning and land development regulations. The municipality should ensure that zoning and land development regulations support the goals and vision established through the public planning process. If the current zoning or regulations do not allow for the public vision, the municipality should change the zoning or regulations. Sometime TIF funds are made available to private developers to incentivize development and help achieve community goals.

IMPLEMENTATION MATRIX

The following implementation matrix organizes strategies and actions by the Five Big Ideas of the plan.

ACTION

Description of policy, program or action that should be taken

LEAD AGENCY

The organization(s) leading or coordinating the implementation of the action item.

TIME FRAME

Describes the anticipated time frame and/or duration for implementation for each action item based on the proposed phasing in Chapter 4, defined as:

- Ongoing: immediate / continuous
- Initial: Within the first year following plan adoption
- Short-Term: 1 to 5 years following plan adoption
- Mid-Term: 5 to 10 years following plan adoption
- Long-Term: 10 years or longer following plan adoption

BIG IDEA 1: BUILD THE NEXT GREAT MISSOULA NEIGHBORHOOD CENTER

STRATEGY / ACTIVITY		LEAD AGENCY	TIME-FRAME
STRATEGY 1.1: UPDATE ZONING AND LAND DEVELOPMENT REGULATIONS TO ALLOW AND ENCOURAGE THE DESIRED REDEVELOPMENT			
Action 1.1.1	Review the zoning code to ensure current designations reflect the plan vision	City MRA	Initial
Action 1.1.2	Incorporate specific design standards into agreements for developing city-owned properties to implement the long green and urban design recommendations.	City	Ongoing
Action 1.1.3	Ensure building heights range from one to six stories to properly shape streets and accommodate needed housing.	City	Ongoing
Action 1.1.4	Update existing zoning overlays or incorporate into the Unified Development Ordinance update to require the specified build-to lines along West Broadway Street to create wider sidewalks and planter areas as parcels redevelop.	City	Short-Term
Action 1.1.5	Update parking standards with reduced parking minimums and include parking maximums and shared parking. Require parking to be located at the back or side of buildings.	City MRA	Short-Term
STRATEGY 1.2: MAKE ALL STREETS COMPLETE STREETS			
Action 1.2.1	Redesign and enhance Hilldale Street with wide sidewalks and street trees on both sides of the street and tree planter islands in strategic locations. Incorporate LID and Green Infrastructure	City MRA	Short-Term
Action 1.2.2	Redesign and enhance Cedar Street with wide sidewalks on both sides of the street with street trees. Extend the angled parking eastward. Incorporate LID and Green Infrastructure	City MRA	Short-Term
Action 1.2.3	Redesign and enhance N. California Street with wide sidewalks and street trees on both sides of the street and tree planter islands in strategic locations. Incorporate LID and Green Infrastructure	City MRA	Short-Term
Action 1.2.4	Ensure slow traffic speeds with narrow curb to curb cross sections and tight radii on street corners	City MRA	Ongoing
Action 1.2.5	Maximize on street parking for public use	City	Mid-Term

STRATEGY / ACTIVITY	LEAD AGENCY	TIME-FRAME	
STRATEGY 1.3: REDEVELOP THE MISSOULA WATER SITE			
Action 1.3.1	Study in detail the options for partnering with private or non-profit developers to redevelop the site (including the construction of the main street/long green neighborhood square.	City MRA	Short-Term
Action 1.3.2	Create the first segment of the "Long Green" public space adjacent to the main street	City MRA Development Partner	Mid-Term
Action 1.3.3	Create a new main street perpendicular to West Broadway Street that is a curbside shared space. This street can be closed to traffic and become part of a new Westside Neighborhood Square	City MRA Development Partner	Mid-Term
Action 1.3.4	Redevelop the Missoula Water Site. Incorporate mixed-income residential and below-market rate non-residential space and maker-spaces.	City MRA Development Partner	Mid-Term
Action 1.3.5	Provide shared public parking in mid-block locations	City MRA Development Partner	Mid-Term
Action 1.3.6	Consider expanding the Parking Commission to include the West Broadway planning area	City MRA Parking Commission Planning Area Residents	Short-Term

BIG IDEA 2: BE A GOOD NEIGHBOR AND RESPECT THE LOCAL BUSINESSES CURRENTLY ON SITE

STRATEGY / ACTIVITY	LEAD AGENCY	TIME FRAME	
STRATEGY 2.1: SUPPORT SMALL AND LOCAL BUSINESSES			
Action 2.1.1	Support existing businesses in the area with economic development services	MRA MEP City	Ongoing
Action 2.1.2	Identify whether there are any historic structures that should be preserved and/or adapted	City MRA	Ongoing
Action 2.1.3	Make the option for redevelopment available while allowing local businesses to remain as is	City MRA	Ongoing
Action 2.1.4	Reserve spaces to support the local art community	City MRA	Ongoing
Action 2.1.5	Designate commercial space for local-serving businesses	City MRA Non-Profits	Short-Term
STRATEGY 2.2: ENCOURAGE LOCAL OWNERSHIP AND LOCAL BUSINESSES			
Action 2.2.1	Develop a support system for emerging entrepreneurs to educate and train small businesses best practices	MEP	Initial
Action 2.2.2	Promote a public-private partnership to expand training programs to schools and community centers	MRA City	Initial
Action 2.2.3	Provide space to include locally owned businesses at below market rates.	City MRA	Initial
STRATEGY 2.3: ESTABLISH A MAKER DISTRICT			
Action 2.3.1	Update zoning code to allow small-manufacturing uses, maker spaces, shared kitchens and workshops with care given to ensuring they can co-exist with residential uses.	City	Initial
Action 2.3.2	Create workforce training programs to train local residents and students that are interested in enterprises frequently found in makerspaces.	MEP City	Short-Term
Action 2.3.3	Provide grants and financial sponsors to expand and promote programs for makers.	MRA City	Short-Term
Action 2.3.4	Establish publicly-owned commercial incubator spaces and rent them to local businesses and start-ups at a below-market rate.	MRA City	Short-Term
Action 2.3.5	Establish public-private partnership to require redevelopment to provide a certain portion of non-residential space for local businesses at below-market rate.	City MRA	Mid-Term
STRATEGY 2.4: FOCUS ON THE LOCAL COMMUNITY			
Action 2.4.1	Reserve spaces for and support the local arts and small entrepreneurial communities.	City MRA Non-Profits	Short-Term
Action 2.4.2	Establish special events, such as markets, food truck rallies, and fairs for people to sell their products and attract visitors.	City Non-Profits	Mid-Term

BIG IDEA 3: CONNECT TO THE RIVER AND COMPLETE THE PATH SYSTEM

STRATEGY / ACTIVITY	LEAD AGENCY	TIME FRAME	
STRATEGY 3.1: INCREASE ACCESS TO PARKS AND NATURE			
Action 3.1.1	Consider securing land for the second (southern) segment of the "Long Green" and adjacent development	City MRA	Initial
Action 3.1.2	Create the second (southern) segment of the "Long Green" and include a neighborhood playground	City MRA	Mid-Term
Action 3.1.3	Construct a riverfront overlook at the southern terminus of the long green	City	Mid-Term
STRATEGY 3.2: BUILD SUSTAINABLY			
Action 3.2.1	Require Low Impact Development (LID) principles into the design of streets, public spaces, and parking areas	City MRA	Short-Term
Action 3.2.2	Require the use of Green Building standards such as LEED and SITES and incorporate principles of passive building design and sustainable site design for redevelopment of city-owned land	City MRA Development Partners	Short-Term
Action 3.2.3	Consider requiring the use of Green Building standards such as LEED and incorporate principles of passive building design for the redevelopment in private development.	City MRA Development Partners	Ongoing
STRATEGY 3.3: COMPLETE THE SHARED-USE PATH NETWORK			
Action 3.3.1	Widen Ron's River Trail along the southern edge of the study area to 12' minimum, and 18 feet where possible.	City	Near Term
Action 3.3.2	Add lighting along the trail	City	Immediate
Action 3.3.3	Add shade trees along the trail	City	Immediate
Action 3.3.4	Create a bridge over the Flynn Lowney ditch to connect the proposed Long Green space to Ron's River Trail.	City MRA	Mid-Term
Action 3.3.5	Create shared-use paths spurs off the riverfront trail that provide access to the neighborhood center and a location for trail-oriented development.	City MRA	Near Term
STRATEGY 3.4: PUBLIC SPACE			
Action 3.4.1	Increase amount of public spaces including parks, squares, plazas, and/or playgrounds as appropriate for the area	City MRA	Mid-Term

STRATEGY / ACTIVITY	LEAD AGENCY	TIME FRAME	
STRATEGY 3.5: SUPPORT THE CITYWIDE GOALS OF ZERO-WASTE AND 100 PERCENT RENEWABLE ENERGY			
Action 3.5.1	Require designated recycling and composting areas wherever trash receptacles are located, including in public spaces and commercial, multi-family, and mixed-use buildings.	City	Immediate
Action 3.5.2	Create an on-site community garden with compost area	City Non-Profits	Short Term
Action 3.5.3	Utilize on-site renewable energy resources such as solar panels, wind turbines, and ground source heat pumps.	City Non-Profits	Ongoing
Action 3.5.4	Encourage designing green roofs into new building design	City Development Partners	Near Term
Action 3.5.5	Provide Electric Vehicle charging stations on-street.	City Utility Providers MDT	Short Term
Action 3.5.6	Require Electric Vehicle charging stations in new parking areas for private development.	City	Near Term
STRATEGY 3.6: PLAN FOR BICYCLISTS			
Action 3.6.1	Provide convenient and secure public locations to park and store bicycles in public spaces.	City	Near Term
Action 3.6.2	Require sheltered long-term parking for bicycles in residential, office, and mixed-use buildings.	City	Immediate
Action 3.6.3	Encourage office and other non-residential spaces to include showers for employees.	City	Short-Term
Action 3.6.4	Create trail-oriented development and ensure safe bicycle connections across West Broadway street.	City MDT	Short-Term

BIG IDEA 4: HELP SOLVE HOUSING AND COMMERCIAL SPACE AFFORDABILITY ISSUES

STRATEGY / ACTIVITY		LEAD AGENCY	TIME FRAME
STRATEGY 4.1: DEVELOP MIXED-INCOME HOUSING WITH PERMANENT AFFORDABLE HOUSING ON CITY-OWNED LAND			
Action 4.1.1	Create common public spaces around mixed-income housing units.	City MRA Development Partners	Short Term
Action 4.1.2	Develop housing along the waterfront that includes market-rate and affordable housing.	City MRA Development Partners Non-Profits	Mid Term
Action 4.1.3	Lease public land through a long-term ground lease utilizing a Public-Private Partnership model to develop mixed income housing.	City	Short Term
Action 4.1.4	Expand the Housing Choice Voucher program.	Missoula Housing Authority	Near Term
STRATEGY 4.2: ENCOURAGE AFFORDABLE HOUSING AS PART OF PRIVATE DEVELOPMENT			
Action 4.2.1	Leverage public land ownership to achieve important community goals	City MRA	Near Term
Action 4.2.2	Reserve commercial and other non-residential space for locally owned businesses	City	Near Term
STRATEGY 4.3: FOCUS ON THE LOCAL COMMUNITY			
Action 4.3.1	Provide more affordable units closer to public transit and job centers	City MRA Private and Non-profit developers	Mid Term
Action 4.3.2	Support housing consumers through services	City Non-Profits	Immediate
Action 4.3.3	Incentivize affordable housing development	City	Immediate
STRATEGY 4.4: EXPAND AFFORDABLE HOUSING OPTIONS			
Action 4.4.1	Support existing organizations and their missions	City Non-Profits	Immediate
Action 4.4.3	Create more housing in the area that includes affordable units	City Non-Profits Development Partners	Near Term
Action 4.4.4	Utilize public-private partnerships, community land trusts, and other models to create permanent affordable housing	City Non-Profits	Near Term
Action 4.4.5	Track and analyze progress for continuous improvement	City	Immediate
Action 4.4.6	Promote the use of Federal LIHTC and New Market Tax Credits for development within the site and provide assistance to developers to navigate the process	City	Short Term
Action 4.4.7	Subsidize the construction of public infrastructure such as public streets and utilities	City MRA	Short Term
STRATEGY 4.5: ZONING AND PLANNING			
Action 4.5.1	Eliminate or reduce the minimum parking requirements for the inclusion of permanent affordable housing in a development	City	Immediate
Action 4.5.2	Allow micro units or small apartments in zoning regulations	City	Immediate

BIG IDEA 5: CREATE A UNIQUE ENTRY EXPERIENCE TO MISSOULA'S URBAN CORE

STRATEGY / ACTIVITY		LEAD AGENCY	TIME-FRAME
STRATEGY 5.1: REDEVELOP THE SLEEPY INN SITE			
Action 5.1.1	Study in detail the options for partnering with private or non-profit developers to redevelop the site	City MRA	Initial
Action 5.1.2	Coordinate with MDT to utilize excess ROW from the Russell Street bridge project for public space use	City MRA MDT	Initial
Action 5.1.3	Redevelop the Sleepy Inn Site as a pilot project for the redevelopment of the rest of the study area. Incorporate mixed-income residential and below-market non-residential space. Build out the new green space.	City MRA Development Partner Non-profits	Short Term
Action 5.1.4	Transform lot next to the former Sleepy Inn motel into a public space	City MRA Development Partner MDT	Short Term
Action 5.1.5	Provide temporary shared public parking at the Missoula Water Site to support redevelopment of Sleepy Inn Site	City MRA	Short Term
STRATEGY 5.2: ESTABLISH A DISTINCT IDENTITY FOR THE DISTRICT			
Action 5.2.1	Create a name for the new district and neighborhood center	City MRA Community or Neighborhood	Initial
Action 5.2.2	Construct signage or gateway feature at the intersection of West Broadway Street and North Russell Street to uniquely identify the new district/neighborhood center	City MRA	Short Term
Action 5.2.3	Catalyze transformation and provide a template for private development with city investment	City MRA	Short Term
STRATEGY 5.3: CONSTRUCT A ROUNDABOUT AT THE INTERSECTION OF WEST BROADWAY STREET, TOOLE AVENUE AND NORTH CALIFORNIA STREET			
Action 5.3.1	Provide clear intersections for pedestrian crosswalks	City MRA MDT	Short Term
Action 5.3.2	Design appropriate sculpture, fountain, or featured landscape in the center of the roundabout that can act as a landmark.	City MRA MDT	Short Term
Action 5.3.3	Utilize truck aprons	City MRA MDT	Short Term
Action 5.3.4	Design roundabout in accordance to modern roundabout design guidelines	City MRA MDT	Short Term
STRATEGY 5.4: RE-IMAGINE WEST BROADWAY STREET			
Action 5.4.1	Redesign street with wide, continuous side walks	City MRA MDT	Mid Term
Action 5.4.2	Insert planting strips with street trees between the road and the sidewalk	City MRA MDT	Mid Term
Action 5.4.3	Transform West Broadway in coordination with Montana Department of Transportation	City MRA MDT	Mid Term
Action 5.4.4	Design safe and convenient pedestrian crossings and intersections	City MRA MDT	Short Term

NEXT STEPS - APPROVALS

BID Board Presentation – 3:00	Nov. 16
Planning Board Presentation & Public Hearing – 6:00 pm	Nov. 16
City Council Land Use and Planning Committee Presentation (1 pm)	Nov. 17
MRA Board Presentation – 12:00 to 2:00 pm	Nov. 18
Neighborhood Forum Presentation – 6:00 pm	Nov. 18
City Council Public Hearing – 6:00 pm	Dec. 6
City Council Final Action – 6:00 pm	Dec. 13
Big Sky Trust Fund Submission	late-Dec.



Questions!



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