

An aerial perspective of a city block featuring modern multi-story buildings. Several buildings have solar panels installed on their flat roofs. One building in the center-right has a green roof with patches of red flowers. A park area with trees, a playground, and a red-roofed structure is visible in the lower-left. The scene is bright and clear.

# ***Envision West Broadway***

## ***Community Master Plan***

DECEMBER 13, 2021



# ***THE ENVISION WEST BROADWAY COMMUNITY MASTER PLAN***

**CREATED BY:**



**Missoula Redevelopment  
Agency**

**Downtown Business  
Improvement District of  
Missoula**

*With funding from*

**Missoula Economic  
Partnership**

**Big Sky Economic  
Development Trust Fund**



**DOVER, KOHL & PARTNERS**  
town planning



**Dover, Kohl & Partners**  
Planning Team Lead  
Town Planning and Urban Design

**IMEG**  
Public Involvement  
Local Planning and Infrastructure

*...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:

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# HOW TO USE THIS PLAN

## INTENT

The *Envision West Broadway Community Master Plan* (*Envision West Broadway*) provides the basis for public policy and redevelopment in the West Broadway Area of the City of Missoula. Envision West Broadway establishes priorities for public-sector action while at the same time providing direction for complementary private-sector decisions. The plan and its strategies serve as a tool to guide the development of city-owned properties, evaluate new development proposals, direct capital investment, and to shape public policy in a manner that ensures this area becomes the neighborhood center its residents want it to be. The plan contains an illustrative plan, diagrams, maps, and pictures to make concepts clear and accessible to city officials, residents, community groups, investors, developers, and other stakeholders.

## A MOMENT FOR CHANGE

This plan will help city leaders, property owners, the business community, non-profit organizations, residents, and others, ensure that change in the West Broadway Area increases local employment and affordable housing opportunities, improves access to the Clark Fork River, creates a neighborhood center unique to the community, and improves the quality of life locally.

## WHY NOW?

The City of Missoula makes periodic updates to its Growth Policies and has developed specific plans for neighborhoods that deal with a range of issues from housing to transportation. The Missoula City Council approved the new Missoula's Downtown Master Plan in 2019 as an amendment to the city's Growth Policy. The Downtown Master Plan includes the West Broadway area in its boundary.

Recent changes in property ownership have resulted in an opportunity for community-led improvements needed in the West Broadway Area. The Missoula Redevelopment Agency (MRA), Downtown Business Improvement District (BID), and other city officials recognized the creation of a new neighborhood center requires a focused and robust outreach and planning effort to truly reflect the community's values and vision.

The public planning process allowed community members to engage with each other, city staff, leadership, and planning consultants and envision the future of the West Broadway Area together. The Missoula Redevelopment Agency and Downtown Business Improvement District of Missoula teamed with town planning firm Dover, Kohl & Partners and IMEG to work with the community and fine-tune the community vision for the area. This plan is the result of that effort and the participation of many Missoulians.

### WHAT IS A COMMUNITY MASTER PLAN?

A community master plan is a guiding document to direct capital improvements, evaluate development projects, and guide public policy to ensure the West Broadway Area is the place the community wants it to be.





## IS IT REALLY GOING TO HAPPEN?

Vision is important, and the plan provides the vision based on the future the community wants to see, but commitment may be of greater importance. The success of this plan will depend on the continued support, cooperation, and effort of all parties involved. Chapter 5 provides a summary of the policy recommendations, regulatory changes, public-private partnership suggestions, neighborhood revitalization mechanisms, economic development goals, and funding options that are needed to help realize the goals of the plan.

## NEXT STEPS & IMPLEMENTATION

This plan sets the stage for the future of this important part of Missoula. In addition to establishing a vision, the plan provides a package of tools and policies to help guide the city, MRA, and BID in implementing the plan's ideas. While the MRA and BID do not build infrastructure or buildings themselves, the plan identifies ways in which the MRA and BID can utilize their resources and expertise in coordination with the city, nonprofit organizations, private investors, and others to help make the plan a reality.







Image Landsat / Copernicus



An aerial photograph of a town and a river. In the foreground, a large, dark grey number '1' is superimposed over the image. The town below features a mix of residential houses and commercial buildings, with a river flowing through it. A red line is drawn across the middle of the image, separating the town from the river. The background shows a hilly landscape under a clear sky.

# 1.

## ***Introduction & Background***

*This chapter provides an introduction to the project, explores previous plans, and illustrates how this plan supports city goals.*

**INTRODUCTION**

**EXISTING CONDITIONS**

**PREVIOUS PLANS AND STUDIES**

**SITE HISTORY**

**SITE ANALYSIS**

# INTRODUCTION

## *The West Broadway Area is the next great Missoula neighborhood center*

The Missoula West Broadway Area is a roughly 15-acre site located on the western edge of Missoula's downtown. It is bordered by West Broadway Street to the north, the Clark Fork River to the south, North Russell Street on the west, and the California Street on the east. Cutting diagonally across the site is the Flynn Lowney Ditch, which provides water from the Clark Fork River to agricultural areas to the west. The area is strategically located at the intersection of many of the community's desirable amenities – the Clark Fork River, Ron's River Trail, Downtown Lions Park, and the California Street pedestrian bridge with direct connection to Silver Park.

The West Broadway Area is part of the Westside Neighborhood and is uniquely positioned to become a great new neighborhood center. Over the years, the community has expressed a desire for alternative transportation, a more walkable and bike-able community, greater river and park access, and ecological preservation.

The Envision West Broadway Master Plan is based on “big-picture” input from the citizens of Missoula and establishes a long-term vision for the future of the West Broadway Area and how it should evolve in the coming years.

West Broadway Focus Area

### 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





## EXISTING CONDITIONS

The site today consists of a mix of commercial, light industrial, and utility uses with some residential townhomes. Local entrepreneurs have established successful businesses along the corridor and within the site, some of which have been in operation for over three decades, providing services to the local community and city residents. The site is relatively low in development intensity and density, with nearly 50 percent of the lot area covered with impervious surfaces consisting of parking lots and driveways. About 30 percent of the lots are covered with buildings, over 80 percent of which are single-story commercial or industrial structures. The existing wide streets add to the total amount of impervious surfaces within the area.

While within the greater downtown area, traveling past the site on West Broadway Street provides no indication of the residential neighborhoods to the north, the riverfront to the south, or the historic downtown just down the street. West Broadway Street was the federal highway through Missoula until I-90 was built in the 1960's. The buildings still reflect this former designation with a highway strip commercial character. West Broadway Street itself is not hospitable to those on foot or two wheels, with intermittent sidewalks, numerous curb cuts, high travel speeds, and no bike facilities.

The surrounding neighborhood is generally residential in character and consists of the same walkable block size and street network as Missoula's other downtown neighborhoods. Yet these neighborhoods lack a defined community gathering place and access to the river that is common elsewhere in Missoula. A more detailed analysis of these conditions is provided in the Site Analysis section later in the chapter.



The existing view approaching the site on West Broadway Street from the west.



Looking south on California Street with Missoula Water's property on the right and the pedestrian bridge in the distance.



The site today: Looking east on Cedar Street with North-Missoula Community Development Corporation's Clark Fork Commons affordable housing development on the right.



The site today: The Riverfront Trail runs along the Clark Fork River with the backs of buildings facing it and largely disconnected from the adjacent development.

## PREVIOUS PLANS & STUDIES

*Envision West Broadway builds upon the ideas of Missoula's Downtown Master Plan and other city and regional plans, studies, and policies.*

### THREE KEY PLANS

#### Our Missoula: City Growth Policy

The city's "Our Missoula" 2015 growth policy establishes an "inward focused" direction promoting compact development in areas where infrastructure already exists with mixed-use and dense development along major transportation and transit corridors.

#### Activate Missoula 2045

The Missoula Metropolitan Planning Organization (MPO) adopted a Long Range Transportation Plan, "Activate Missoula", that established very ambitious mode split goals in order to cut drive-alone trips in half. The plan notes that achieving these goals will require ambitious policies and commitment from the community. This plan was updated in 2020-21 and retains a strong emphasis on reducing the drive-alone mode share.

#### Missoula's Downtown Master Plan

Missoula's Downtown Master Plan was adopted in 2019 and included widespread input from several thousand residents and stakeholders from a variety of backgrounds. The goals for the West Broadway Area included densifying the area with housing and commercial opportunities as well as increasing riverfront access while improving the trails.

### PARTIAL LIST OF IMPORTANT PREVIOUS PLANS AND STUDIES

#### Land Use Plans & Growth Policies

- *Missoula's Downtown Master Plan* (2019)
- *Design Excellence Manual Design Guidelines* (2019)
- *Our Missoula City Growth Policy 2035* (2015)
- *Northside/Westside Neighborhood Plan* (2006)

#### Mobility Plans & Studies

- *Missoula Connect 2050 LRTP* (2021)
- Montana Department of Transportation West Broadway Street- Russell Street Concept Plan
- Montana Department of Transportation W Broadway- Toole Avenue Study
- *Missoula Urban Transportation District (Mountain Line) 2018 Strategic Plan* (2018)
- *Pedestrian Facilities Master Plan* (2018)
- *Bicycle Facilities Master Plan* (2017)
- *Activate Missoula 2045 LRTP* (2017)

#### Housing

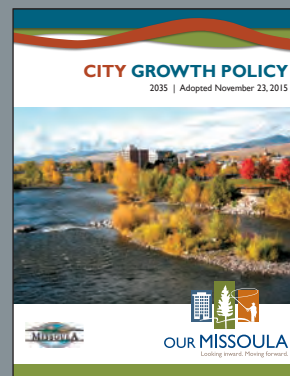
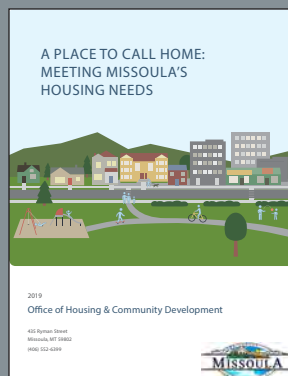
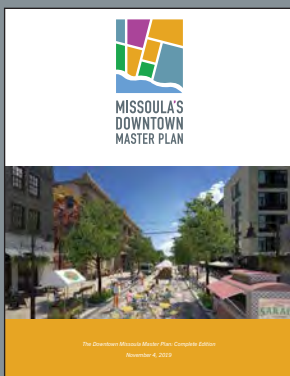
- *A Place to Call Home: Meeting Missoula's Housing Needs* (2019)

#### Parks & Open Space

- *North Riverside Parks & Trails Design Plan Report* (2020)
- *Parks, Recreation, Open Space and Trails (PROST) Plan* (2019)
- *Missoula Parks and Recreation Design Manual* (2018)

#### Environment & Sustainability

- *Climate Ready Missoula* (2020)
- *ZERObyFIFTY City of Missoula Zero Waste Plan* (2018)





## SITE HISTORY

What is today Missoula was once home to the Séliš and Q̓ispé people who were forced out of the area by both government action and non-Indian settlement in the 1800's. The City of Missoula was eventually incorporated as a city in 1885. By the early 1900's, Missoula was a bustling community on the rise referred to as "the garden city of Montana," with fruits and berries growing in abundance. Surrounded by mining, agricultural, and timber operations, Missoula served as the commercial hub for the region, with mills, banks, rail connections, and markets. Since opening in 1895, the University of Montana has added to the city's vibrancy and economy.

The Broadway corridor, formerly known as Cedar Street, was renamed in 1928. At this time, Broadway was yet to be the main highway into Missoula. Previously, traffic would arrive downtown via West Spruce Street, a former waterfront street along a ditch connected to Rattlesnake Creek. Eventually, West Broadway Street became part of US 10, one of the original long-haul highways, and connected Detroit to Seattle. By 1966, I-90 was constructed through Missoula and replaced

West Broadway Street as the main east-west connection through the city.

California Street was the original site of the north-south crossing of the Clark Fork River west of Higgins Avenue. Shortly after the collapse of the Higgins Avenue Bridge in 1908, "County Bridge" was constructed at California Street across the river and remained in service until 1957 when the original Russell Street bridge opened to traffic. The California Street bridge served non-motorized travel until the 1980s. Today's California Street Pedestrian Bridge opened in 1999 and spans 400 feet across the Clark Fork River connecting the riverfront trails on the north and south sides of the river providing a critical link for commuters.

Missoula has seen a constant growth in population over the years, with a ten percent increase between 2010 and 2020.<sup>1</sup> In just 2019 and 2020, 1,013 new housing units came online.<sup>2</sup>

<sup>1</sup> <https://www.census.gov/quickfacts/missoulacitymontana>

<sup>2</sup> <https://missoulacurrent.com/montana-today/2021/02/population-election-wards/>



1891 Perspective Map of Missoula was commissioned by the Northern Pacific Railroad. The West Broadway Area can be seen circled in red. Image courtesy of the Library of Congress.

## SITE ANALYSIS

*The following maps present a snapshot of the existing conditions in and around the West Broadway Area. Key takeaways are summarized for each of the maps based on topic.*

### FIGURE GROUND: DEVELOPMENT PATTERN

The development pattern in the greater West Broadway area is illustrated by the streets and building footprints on this map. The traditional neighborhood pattern of downtown can be seen to the north of the site with walkable block sizes, small lots, and a connected street network. This pattern transitions to a more suburban, strip commercial form along West Broadway Street. Within the site, large areas of surface parking dominate with buildings interspersed.

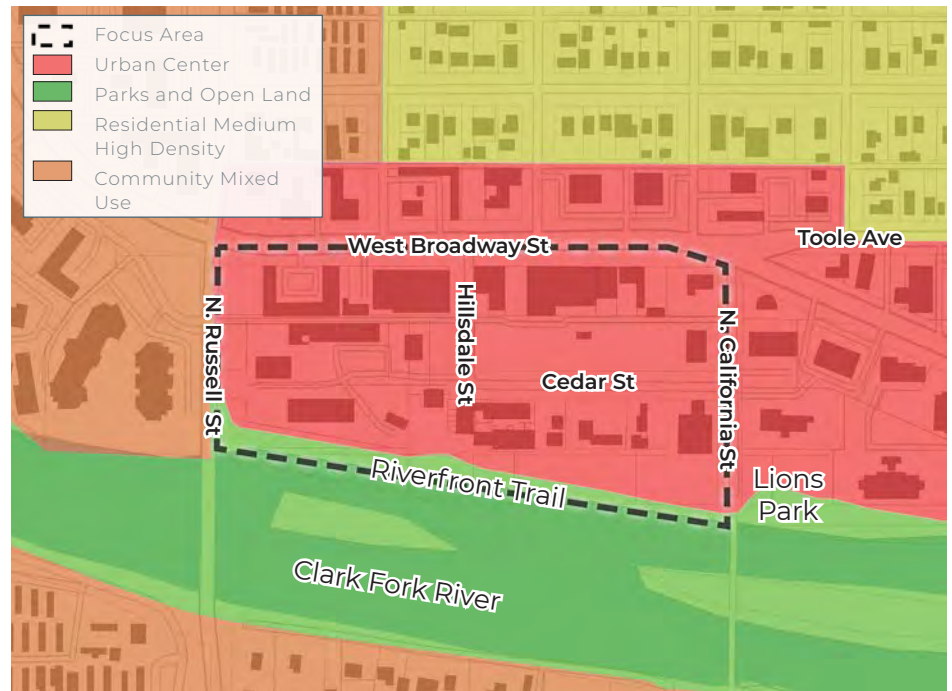




## FUTURE LAND USE

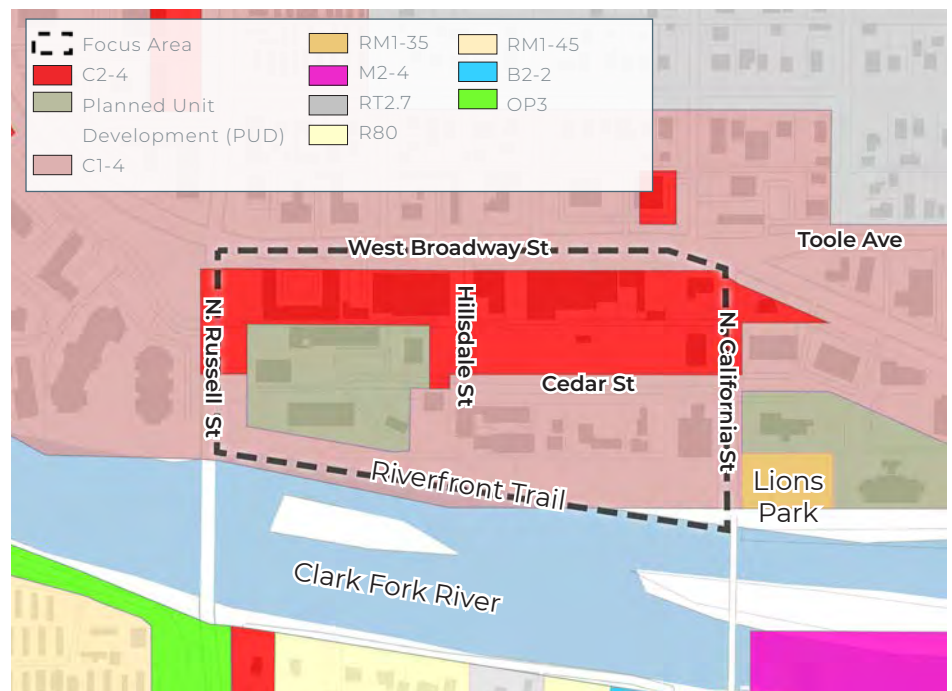
The Missoula Urban Area Future Land Use Designation Map defines the desired pattern of land and development in the city as established in the Our Missoula City Growth Policy. The site is almost entirely in the Urban Center designation with the exception of the strip immediately adjacent to the Clark Fork River, which has a Parks and Open Lands designation.

The Urban Center designation is intended to support a concentration of high intensity commercial, retail, arts and entertainment, and high density residential. It is also supportive of 24/7 activity areas with many vibrant uses and services



## ZONING

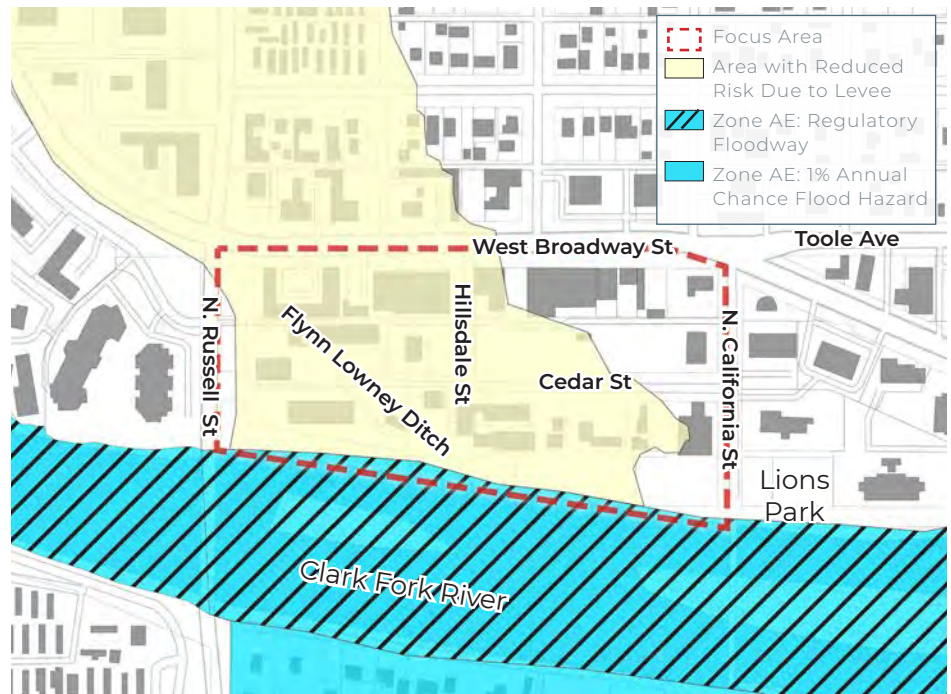
The parcels along West Broadway Street are currently zoned C2-4 (Community Commercial with a 125 foot height limit). South of these parcels, the city zoning is C1-4 (Neighborhood Commercial with a 125 foot height limit). These districts are primarily intended to accommodate and promote neighborhood and community-serving business and commercial uses, as well as mixed-use development. The parcels are also within the Design Excellence Overlay: DE-D (Gateway), which applies specific design standards and separate design guidelines to create a higher quality built environment. Several parcels are designated with Planned Unit Development (PUD)/West Cedar Street zoning.



## FLOOD ZONES

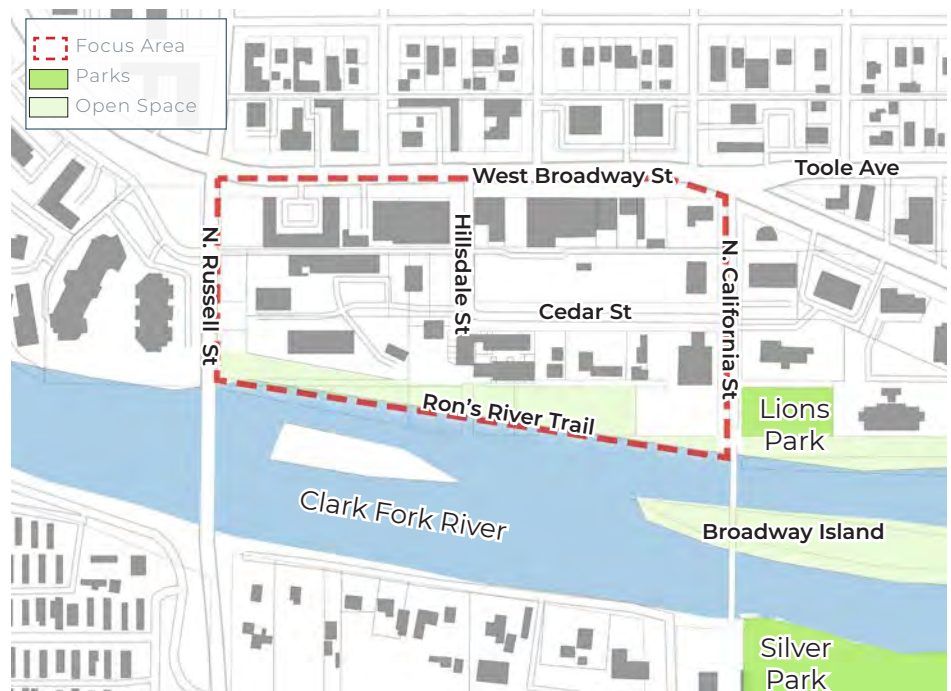
The Federal Emergency Management Agency (FEMA) is responsible for assessing flood risk across the country and producing Flood Insurance Rate Maps (FIRMs), to establish insurance rates and premiums in at-risk zones. Flood hazard areas identified on these maps as Special Flood Hazard Areas (SFHA). These are areas that will be inundated by flood events having a 1-percent chance of being equaled or exceeded in any given year, also known as the base flood or 100- year floodplain.

The West Broadway Area borders the Clark Fork River and is divided by the Flynn Lowney Ditch. A levee along the Clark Fork River protects the site from flooding resulting in a designation of Flood Zone X with reduced flood risk.



## PARKS AND OPEN SPACE

Open space within the site consists of a narrow strip of public land along the river and levee where Ron's River Trail is located. Several parks and open space areas are located immediately to the east of the site, including Downtown Lions Park and the West Broadway Island Park. Silver Park is located on the south side of the river, accessible via the California Street Pedestrian Bridge which also has an overlook above the river.



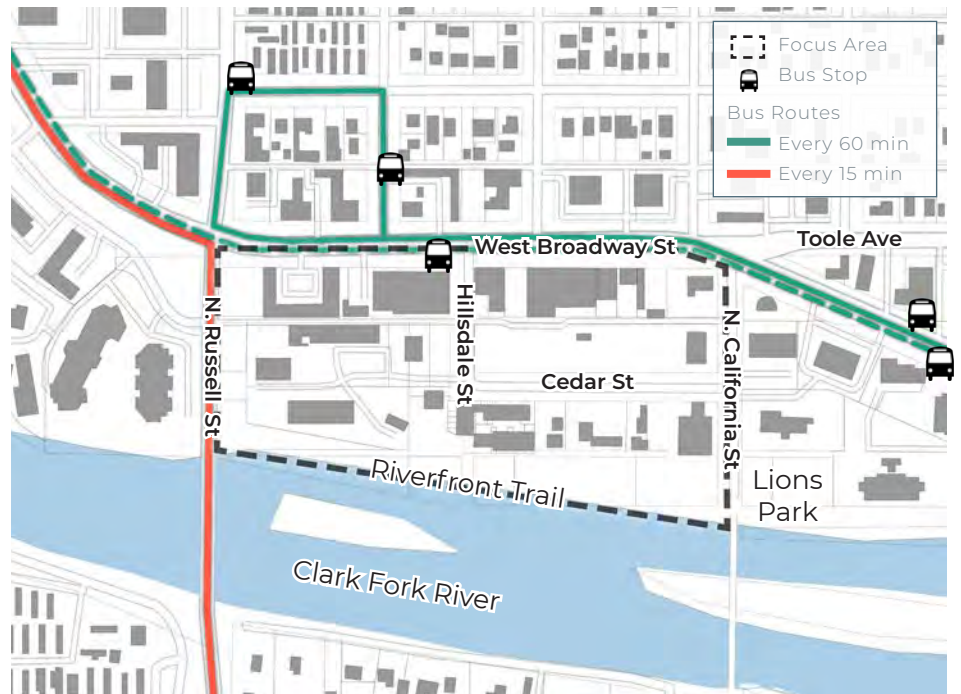


## EXISTING MOBILITY

The West Broadway Area is located at the intersection of two major state roadways, West Broadway Street and North Russell Street, both of which are part of the National Highway System and designated by MDT as principal arterials.

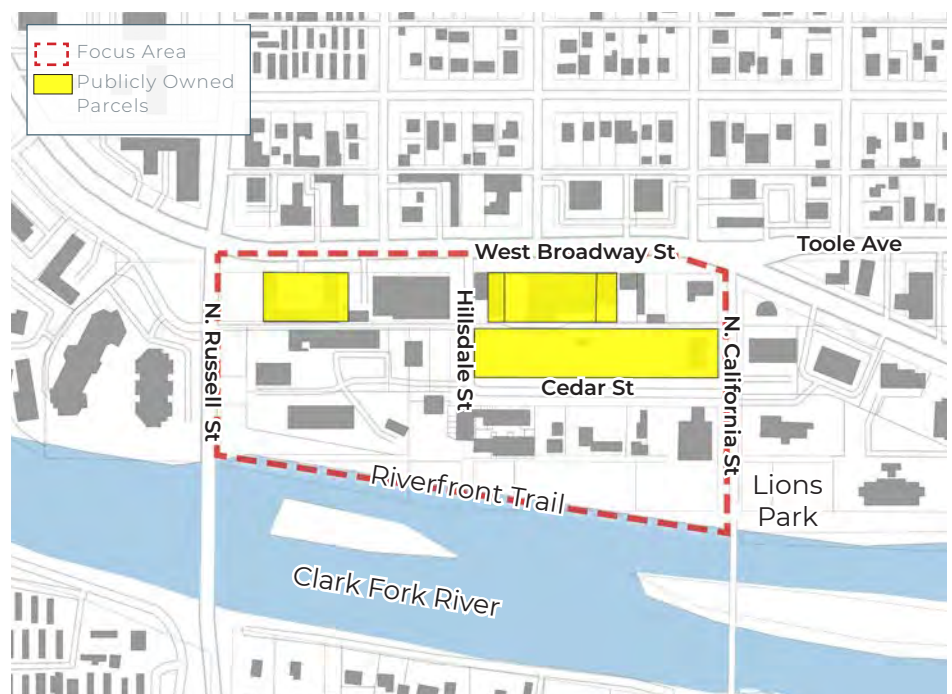
The site is also at the junction of Missoula's major shared-use paths with Ron's River Trail running parallel to the site and the California Street pedestrian bridge providing a connection to the shared-use paths south of the river, including the Milwaukee Trail.

The site is also served by Mountain Line's routes 11 and 14, with 60 minute headways. Route 2 with a 15 minute headway runs along North Russell Street adjacent to the site, but there are currently no stops there.



## OWNERSHIP PATTERN

The ownership of land within the site can help determine the phasing of development and the possibility for new public uses, such as parks. This map highlights the publicly owned parcels as well as other parcels under single ownership.







# 2.

## Process

*This chapter looks at the overall vision for the planning process and community engagement*

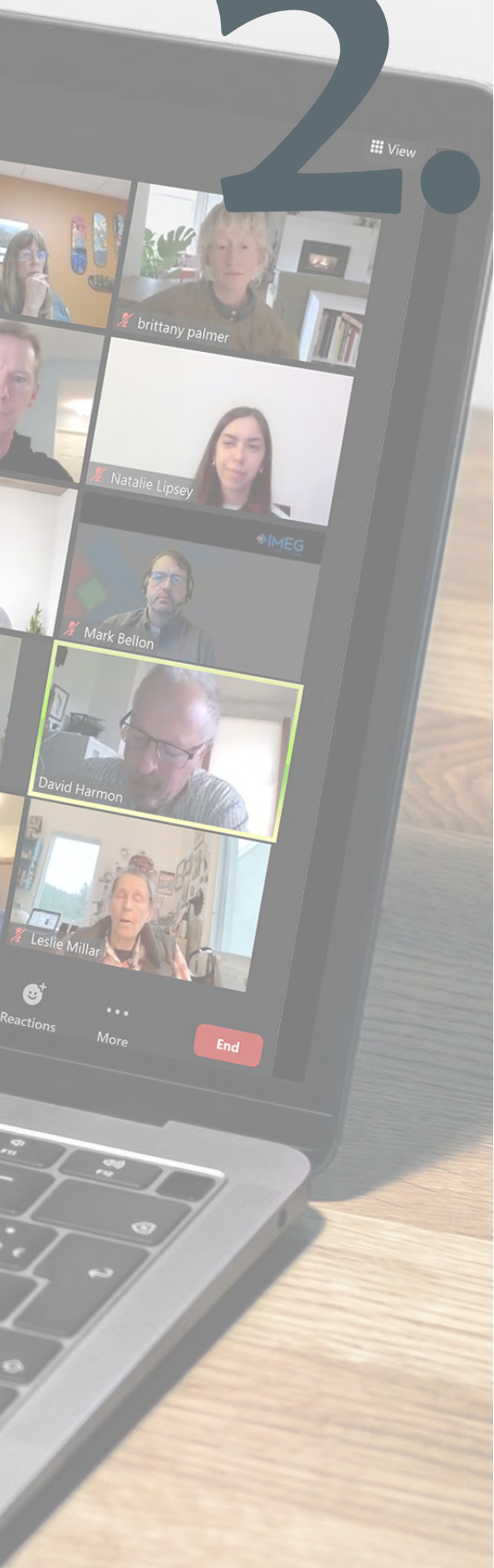
**PROJECT TIMELINE**

**THE PLANNING PROCESS**

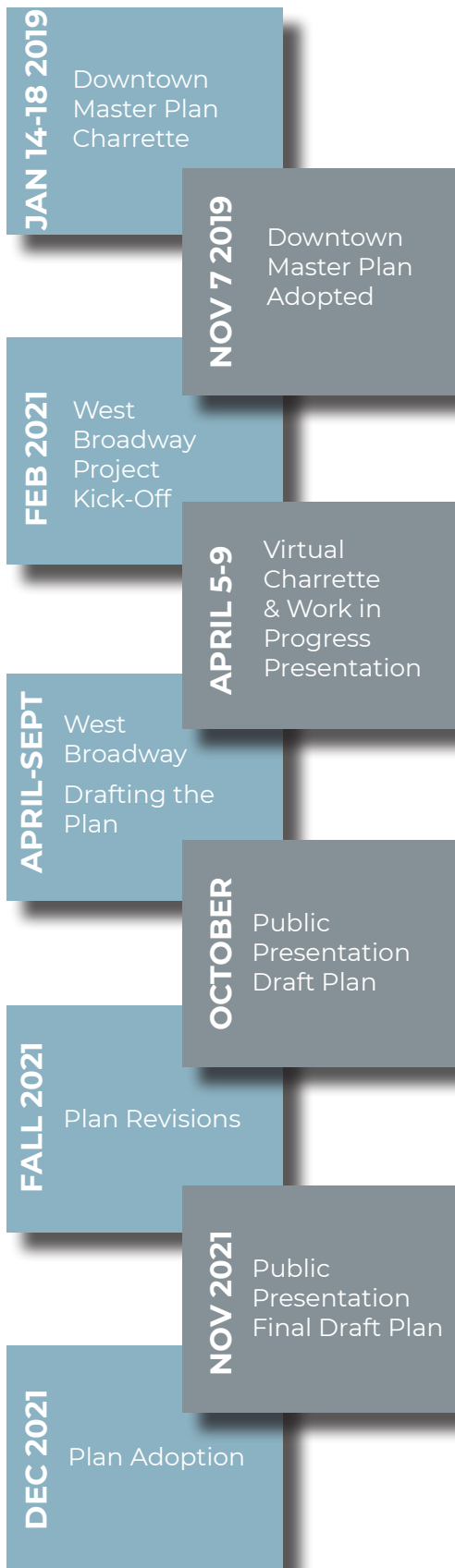
**VIRTUAL CHARRETTE**

**PUBLIC ENGAGEMENT**

**KEY FINDINGS AND ISSUES**



## PROJECT TIMELINE



Dover, Kohl & Partners was tasked with creating a community master plan for the West Broadway area. The team worked in Missoula previously on the Downtown Master Plan in 2019. Throughout the planning process, DK&P worked with the Missoula Redevelopment Agency, Downtown Business Improvement District and IMEG. The project began in February 2021 with an analysis of the area. This analysis was presented at the kick-off of the virtual charrette. The Dover-Kohl team then sought additional information and details, as well as goals and aspirations, from the community to help shape the vision for the West Broadway area.

Due to COVID-19, the West Broadway Community Master Plan community engagement kicked off with a virtual charrette to gather information and input from key stakeholders. Throughout the week the team spoke to over 230 people. The goal was to engage with community members to better understand their needs for the space and to create a vision for the area. The community members that attended the virtual charrette included local business owners, residents, employees within the area. Information gained during the charrette influenced the team's design work throughout the week. After the work in progress presentation, the team continued creating and editing the West Broadway 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. 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. A presentation and public input session on the draft plan was then held on October 7th. This two-hour event covered all key recommendations and big ideas, with multiple question and answer discussions. The formal public input period on the first draft continued until October 20th.

To further refine the plan and help ensure it serves the local community, a detailed survey was created collaboratively by the City of Missoula and the Northside / Westside CREW (Community Rising for Equity and Well-being) and distributed across the Northside / Westside Neighborhoods.

The planning team revised and refined the first draft of the plan based on feedback from the community, including results from the neighborhood survey that were received by November 1st. The final draft of the plan was presented to the public on November 9th at a virtual public engagement session. This draft of the plan began the adoptions process which included presentations to the Business Improvement District (BID) Board (11/16/2021), the Missoula Consolidated Planning Board at a public hearing (11/16/2021), the City Council Land Use and Planning Committee (11/17/2021), and the MRA Board (11/18/2021). The plan was approved by each of these entities. The final draft plan was also presented at a Neighborhood Forum on November 18th.

The City Council public hearing was held on December 6th with final action by the City Council on December 13th at which time the plan was adopted as an amendment to the 2019 Downtown Missoula Master Plan, which is an amendment to the 2035 Our Missoula Growth Policy.



# 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 Piatkowski 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:

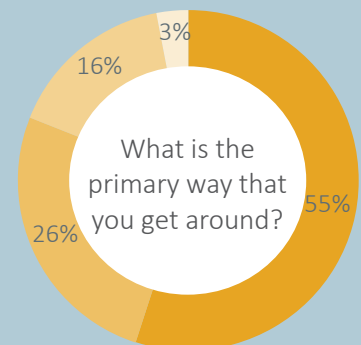
*Questions: Do people have what they need in the area? What are the needs of the people in the area?*



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

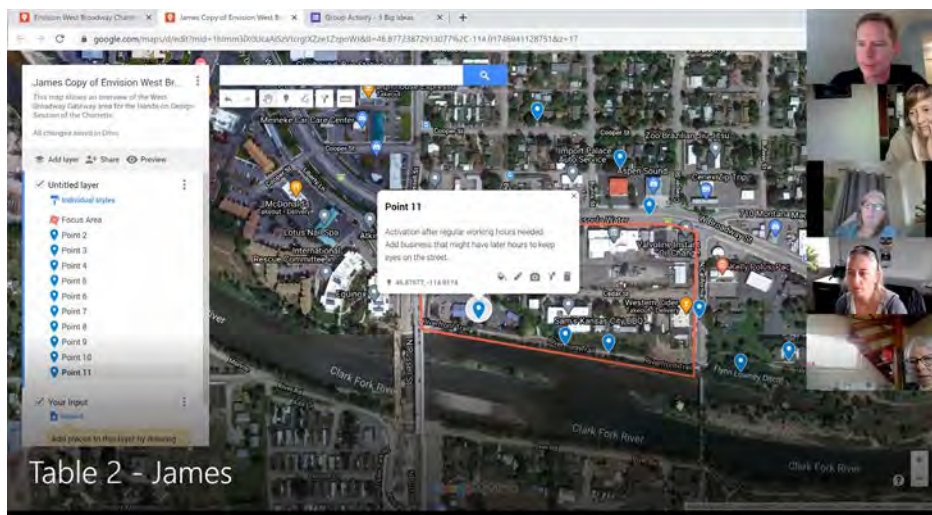


Is it easy to walk and bike in this area?



## SMALL GROUP DISCUSSIONS

During the virtual charrette kick-off meeting, participants broke into five discussion groups of 6-8 people with a facilitator from the DK&P planning team. Participants were encouraged to share their ideas that were drawn on a map to help spatially explain their ideas. The facilitator also filled out a survey about the group's 3 big ideas for the area. Having 3 big ideas helped to summarize the group's discussion and prioritize specific needs. At the end of the small group session, one representative shared the group's big ideas. Each of the group's big ideas were categorized into one of eight categories to help quickly understand what was most important to participants. The results are shown below with Housing & Affordability the dominant first big idea.



Small Group Session - Mapping Ideas

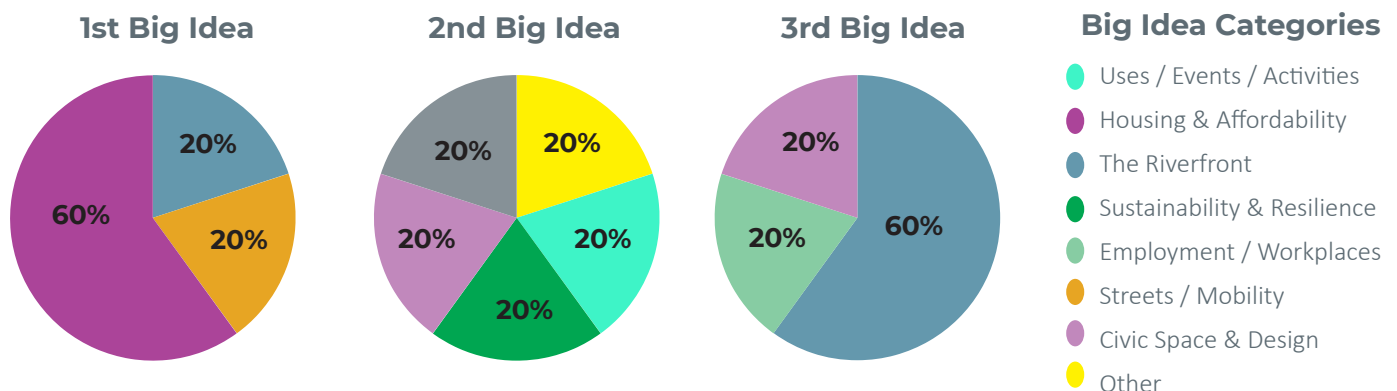
### DISCUSSION QUESTIONS:

- What is missing in the area? Where would it belong?
- Which businesses and buildings do you most value?
- What improvements do you suggest for walking or biking?
- What scale of development would you like to see? Or not like to see?
- What can we do to help existing businesses in the area?
- How can we attract new businesses to the area?
- How would you make the area more beautiful?
- How do we make the area a better gateway?

*"I think the people and businesses already in this area should be made a priority."*

*- Small group participant*

## Categories of Big Ideas from the Small Group Discussion:



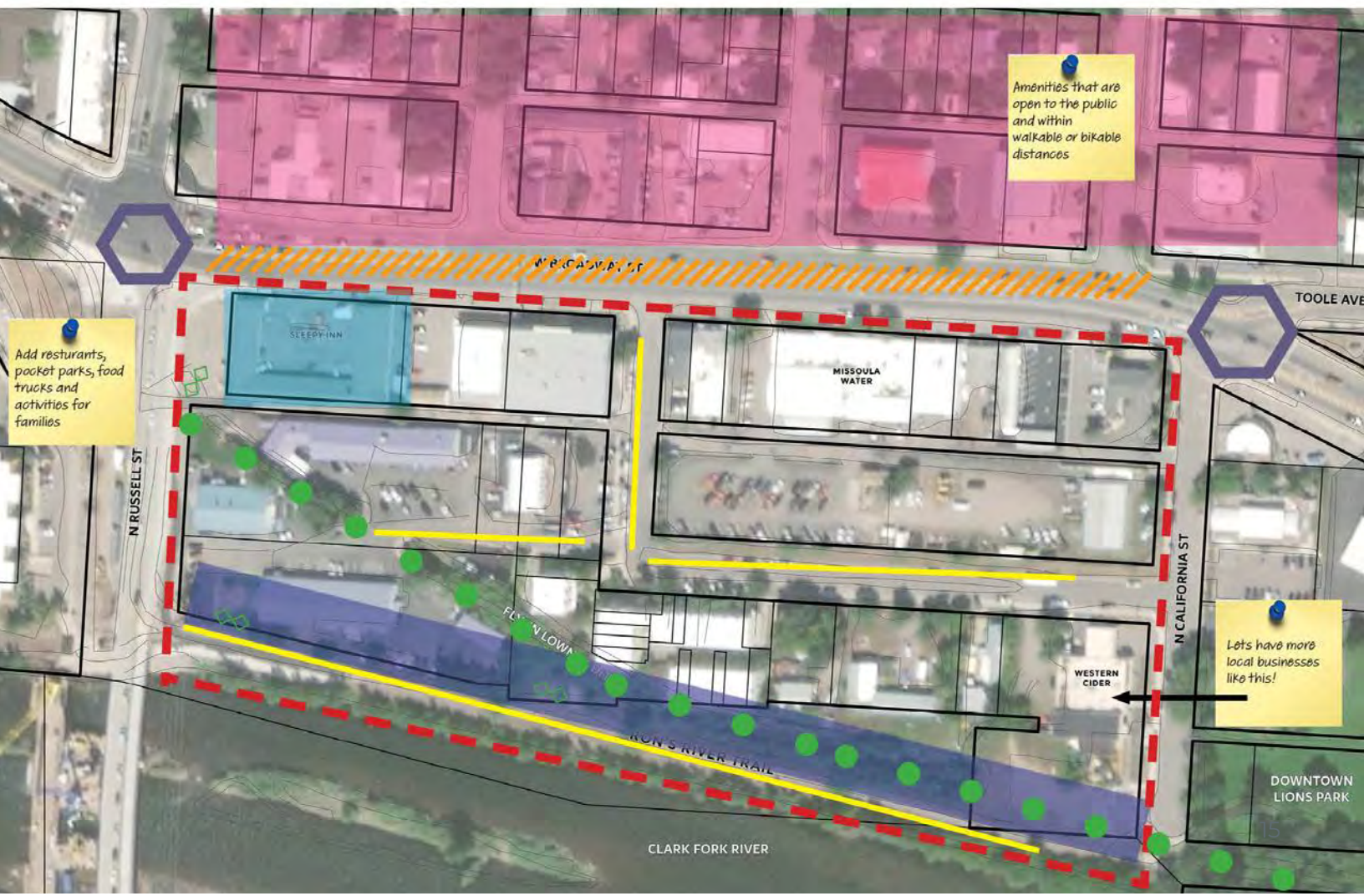


## SYNTHESIS MAP

This map is a depiction of each small group's ideas for the future. Each group was given a base map where they could add ideas and design suggestions. Overall themes from the groups were safety, improved green space, and potentially adding commercial space. For safety it was mentioned adding in pedestrian cross walks, improving lighting, and increasing services. Participants felt that the area has the potential to benefit the community more.

### LEGEND

-  Focus Area
-  Right of Way (ROW)
-  Parcels
-  Priority for Intersection Improvement
-  Potential Gateway Points to the River
-  Priority for Corridor Improvement (pedestrian/bike)
-  Priority for Improved Lighting and safety
-  Potentially Connected Green Space





## IN-PERSON WORKSHOP

*Three opportunities for in-person engagement took place on Wednesday, April 7 at the Poverello Center, Western Cider, and Downtown Lions Park.*

During the week, the city hosted an in-person workshop at Western Cider to engage with more members of the public. At the event were business owners, community members, neighbors, and more. This gave an opportunity to community members in person to meet with city staff in person and give their opinions or ideas. City staff was available to answer any questions about the process and work. Materials were presented during the virtual portion of the charrette, printed, and displayed to give equal access to everyone. Surveys were available on paper and through a laptop on-site that was set up to ensure everyone had a chance to respond. The event took place both indoor and outdoor with social distancing rules applied.



Participants at the in-person workshop

Participants at the in-person workshop





## VIRTUAL DESIGN STUDIOS

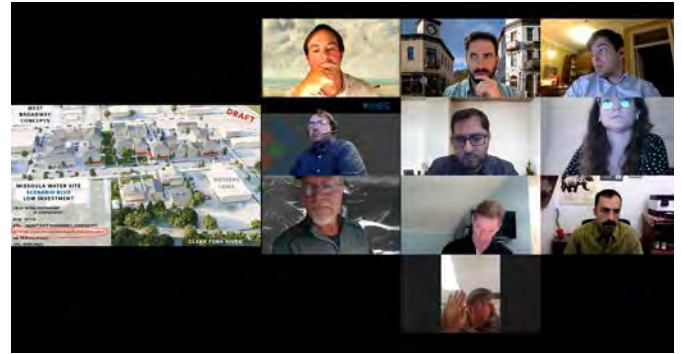
*There were five design studios throughout the virtual charrette.*

During the charrette, there were five virtual design studios where community members could view the team's work in progress. The goal during these sessions was to identify key priorities and to build consensus on a vision for West Broadway. Ideas were gathered to help refine the plan including bike lanes, green space, affordable housing solutions, and land use ideas. In the meetings, different issues affecting the area were discussed. These issues included safety, social equity, and affordable housing. The DK&P team addressed these issues in their designs and the studios allowed participants to see their progress throughout the week.

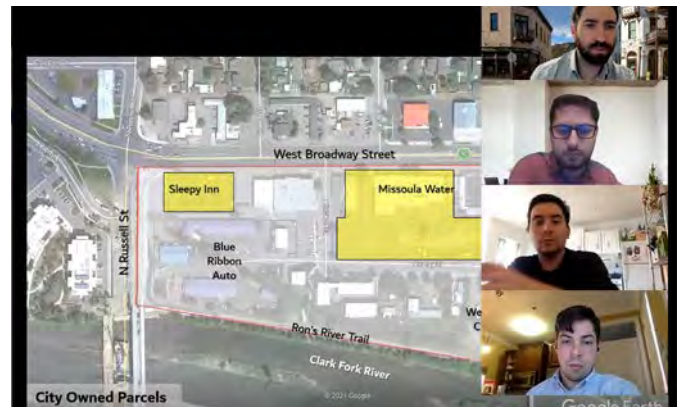
## STAKEHOLDER MEETINGS

*During the virtual charrette, there were meetings held with key stakeholders.*

The design team also met with key stakeholders throughout the week to discuss topics that included green space, financing, neighborhood needs, affordable housing, and safety. The stakeholders included non-profits, property owners, business owners, city officials, community members, and technical experts. Having key stakeholders provide insight helped focus and refine the plan. Each stakeholder had specific ideas for the area that aligned with their needs or goals. The planning team is incorporating these ideas into the plan to help fulfill the needs of community members.



Virtual Design Studio Session



Virtual Design Studio Session

### WHO WE SPOKE WITH:

- Neighborhood Residents
- Local Business and Property Owners
- Homeword
- Poverello Center
- Fourth D Club
- City Department of Community Planning, Development & Innovation
- Northside-Westside Neighborhood Council
- North-Missoula Community Development Corporation (NMCDC)
- Montana Department of Transportation
- Missoula Economic Partnership
- Downtown Missoula Partnership
- Missoula Redevelopment Agency
- Summit Independent Living
- Trust Montana
- YWCA
- Climate Smart Missoula
- City Department of Parks and Recreation

## 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.

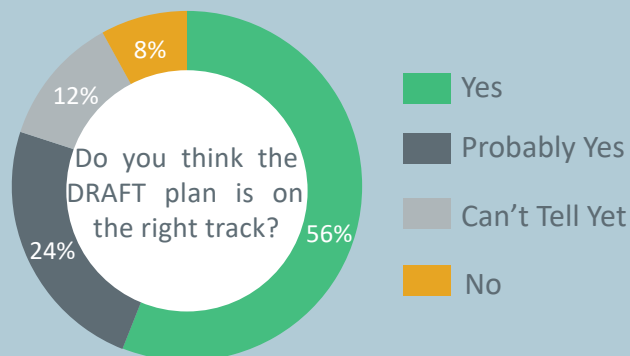


Jason King Presenting

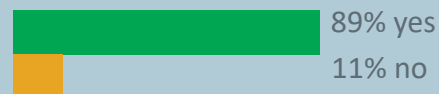
## Presentation Topics

- 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.

*80 percent of participants said the plan is, or probably is, on the right track.*



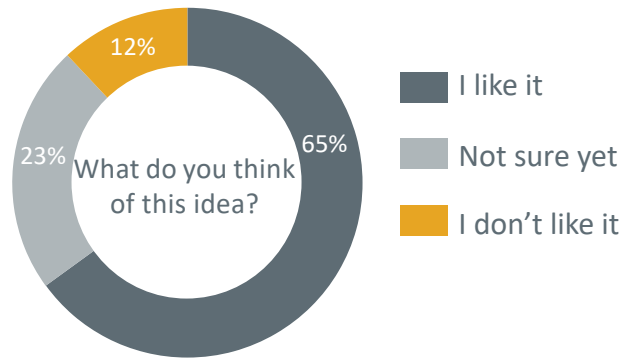
Did you attend any of the charrette events this week?



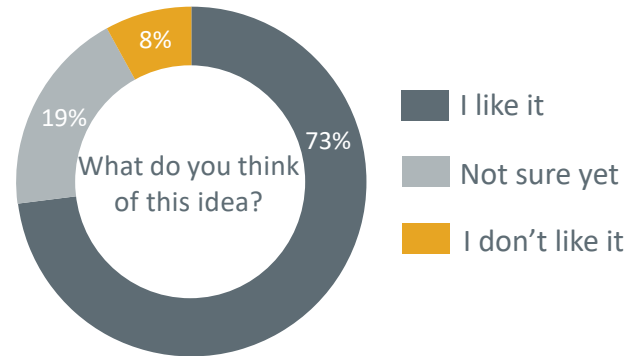




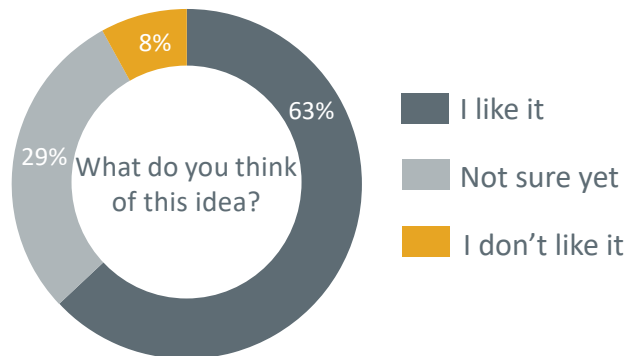
Aerial image of the envisioned neighborhood center



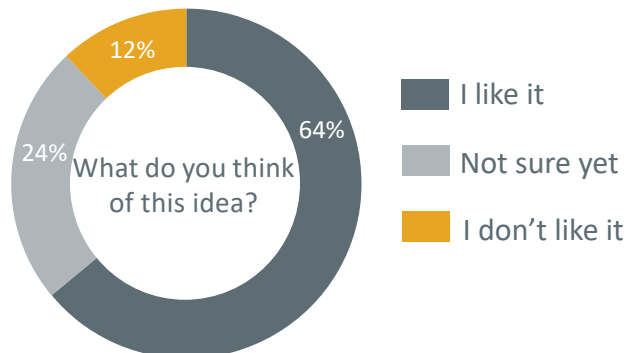
Mixed-use buildings and community-serving business along a new park.



Riverfront trail, park and buildings facing the river.



A new gateway building replacing the Sleepy Inn Motel.



# PUBLIC ENGAGEMENT

## VIRTUAL CHARRETTE HUB/WEBSITE

[www.envisionwestbroadway.com](http://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

 **6**  
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 NMCDC.

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.

## NEIGHBORHOOD SURVEY

A detailed survey was created collaboratively by the City of Missoula and the Northside / Westside CREW and distributed across the Northside / Westside Neighborhoods in October. The survey reached many members of the local community who did not otherwise participate in the planning process. Sixty-five responses were received by November 1st. Over eighty-nine percent of the respondents supported the type of mixed-use development shown in the plan.

## FINAL DRAFT COMMUNITY MASTER PLAN PRESENTATION AND PUBLIC INPUT SESSION

A presentation and public input session on the final draft plan was held on November 9th. Fifteen people attended the meeting, a recording of which 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.

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

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

# WORD CLOUD

The following word clouds provide guidance for the plan and were generated through an exercise conducted during the kick-off presentation and continuously available on the project website. Participants were asked to write down one word that came to mind about West Broadway “Now” and “In the Future.” The more frequently respondents used a particular word, the larger that word appears in the word cloud.

In one word, respondents described West Broadway now with the word “potential” which gives hope that this area can one day better serve the community. In one word, respondents described the area in the future as “gateway, affordable, river,” and “community”. These words embody the vision participants have for West Broadway.

*Now:*



## *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

1



2



3



### Commercial and Mixed-Use Buildings

1



2



3



### Streets and Trails

1



2



3



### Public Space

1



2



3



### Civic Buildings

1



2



3



# KEY FINDINGS & ISSUES

## ISSUES

Throughout the virtual charrette multiple issues within the community were discussed. These issues included affordable housing and rentals, social equity, and safety. The design concepts and overall vision for the area will attempt to mitigate some of these concerns.

### 1 AFFORDABLE HOUSING

Affordable housing is an issue in Missoula that has become more severe during the pandemic. Home and rental prices have seen a dramatic increase while wages have remained fairly stagnant. In 2019 the City of Missoula adopted a comprehensive city-wide Housing Policy, entitled “A Place to Call Home.” The Policy includes recommendations such as providing a continuous funding source to create more affordable housing. While the city has created affordable housing developments, there is still a large deficit. The planning team is focusing on integrating affordable housing into the Community Master Plan in order to increase the number of affordable housing units on the market.



Solstice Affordable Housing

### 2 SOCIAL EQUITY

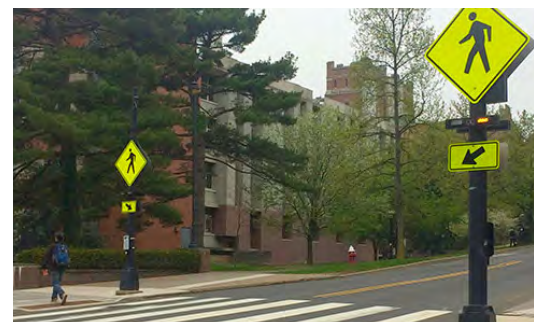
The issue of social equity came up during stakeholder meetings. Some people felt that community services are distributed disproportionately in the Northside / Westside Neighborhoods. Some of these social services include a homeless shelter, rehabilitation facilities, food banks, and affordable housing. Planners believe that community services need to be fairly distributed throughout a city rather than concentrated in one area. The planning team researched and developed a map of community services and their impact on the Westside Neighborhood.



Garden District Apartments

### 3 SAFETY

Safety issues were mentioned in a variety of ways. Community members were concerned about safety along the riverfront trail which is largely lined with the backs of buildings or otherwise isolated and has minimal lighting. Residents felt unsafe walking or biking along the trail especially at night. Adding more lighting was suggested for the entire area to make the space safer at night. Safety along West Broadway for pedestrians and bikers is a concern due to the traffic patterns. There are limited pedestrian crosswalks and no bike lanes to help keep pedestrians safe.



Improve Pedestrian Crossing



## KEY FINDINGS

During the charrette the planning team spoke with a diverse group of people and organizations, discussing a variety of issues facing the community. From these discussions, we developed key findings about the community and its needs. It is vital that this space addresses the needs of everyone in the community including the people who are homeless. Creating safe spaces accessible to everyone is essential for the success of the project. Providing more open green space is a way for residents to enjoy nature and have social gatherings. Throughout the site there will be green space connecting to the riverfront. Public space needs to be truly public by making everyone feel invited.

One way to support residents is by providing commercial space designated for local businesses. Prioritizing local business owners and entrepreneurs will create more jobs for residents, boost the local economy, and enhance the sense of community. The plan design

should provide a range of different commercial space types that accommodate a variety of uses desired in the neighborhood.

Equity and the distribution of social services throughout the community is another key issue. Residents mentioned the services were disproportionately concentrated in the Westside Neighborhood. It is an important topic for the team to address. More affordable housing will be included on the site and ideally throughout the rest of Missoula. Social services should be accessible to people living throughout the entire community. Services need to be fairly distributed so that all residents can have equal access.

## KEY FINDINGS - THE BASIS FOR THE PLAN'S 5 BIG IDEAS

### 1. Affordable Housing

The idea of adding affordable housing came up multiple times throughout the virtual charrette kick off. Many residents felt like it was imperative to add affordable housing to any new development.

### 2. Safety for Everyone

Increasing safety was mentioned in a variety of ways including better lighting, crosswalks, separated bike lanes and in the provision of social services.

### 3. Mixed-use and Diversity of Uses

Participants wanted to increase the number of businesses in the area along with the types of businesses. Types of businesses that were mentioned were daycares, restaurants, laundromats, and markets.

### 4. Celebrate the River and Create Better Connections

The river is a vital part of Missoula which can be enhanced in the West Broadway area. Participants suggested a commercial area along the riverfront.

### 5. Community Spaces and Green Space

These ideas were created by participants in the virtual charrette kick off event. The participants represented residents, business owners, and community members.







An aerial photograph of a city street scene. In the foreground, there are modern, multi-story buildings with large windows and balconies. Some buildings have solar panels on their roofs. Trees are planted along the sidewalks. In the background, more buildings and a parking lot are visible. The overall scene is a mix of urban development and greenery.

# 3.

## ***The Big Ideas***

*This section provides summaries of the Big Ideas and the proposed design concepts and policy strategies for making them happen.*

### **FIVE BIG IDEAS**

#### **BUILD THE NEXT GREAT MISSOULA NEIGHBORHOOD CENTER**

URBAN DESIGN  
STREET DESIGN

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

SUPPORT SMALL AND LOCAL BUSINESSES

#### **CONNECT TO THE RIVER AND COMPLETE THE PATH SYSTEM**

PARKS & CIVIC SPACE TYPES  
PUBLIC SPACE PLACEMENT  
LOW IMPACT DEVELOPMENT (LID) TOOLKIT  
LID MAP  
SUSTAINABLE PRACTICES  
BIKEABILITY

#### **HELP SOLVE HOUSING AND RENTAL SPACE AFFORDABILITY ISSUES**

SNAPSHOT: AFFORDABLE HOUSING  
HOUSING STRATEGIES  
AFFORDABLE HOUSING STRATEGIES FOR THE  
WEST BROADWAY AREA

#### **CREATE A UNIQUE ENTRY EXPERIENCE TO URBAN MISSOULA**

A WELCOMING INTERSECTION

## 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.*

BUILD THE NEXT GREAT MISSOULA  
NEIGHBORHOOD CENTER

BE A GOOD NEIGHBOR & RESPECT LOCAL  
BUSINESSES  
CURRENTLY ON SITE

CONNECT TO THE RIVER AND COMPLETE  
THE PATH SYSTEM

HELP SOLVE HOUSING AND COMMERCIAL  
SPACE AFFORDABILITY ISSUES

CREATE A UNIQUE ENTRY  
EXPERIENCE TO URBAN MISSOULA



*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.*

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.

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.

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.

Support the Poverello Center, Family Resource Center, NMCDC, 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.

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.



Aerial view of the proposed neighborhood center



- 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.



# URBAN DESIGN

## *Shaped, Comfortable, Connected, Safe, and Memorable Places*

The urban design guidelines recommended in this section can help ensure that the neighborhood center becomes a shaped, comfortable, connected, safe, and memorable place. During the public sessions that led to the preparation of this plan, many people identified and expressed the good qualities of the community and the type of place they would like to have as their neighborhood center. The physical qualities identified and the existing architectural character of Missoula are several aspects that can be framed into a few sets of guidelines.

These urban design guidelines inform the way streets, buildings, and public spaces are designed in relation to each other. When combined with the policies and strategies included in this plan related to housing, business incubation, and parks, among other topics, the scenes envisioned by the community during the charrette can start to come to life.

### SHAPING THE SPACE

Streets, plazas, and squares should function as outdoor rooms, surrounding occupants in a space that is welcoming and usable. These outdoor rooms are shaped by the space between building face to building face. How the space is shaped affects the experience we have in it. A 1:3 ratio for building height to width of the public space is often cited as a minimum section for a sense of enclosure. Creating this sense of enclosure involves more than just a narrow street width or tall buildings, however. Streets, plazas, and squares must be sized properly for their use and should be defined with appropriate building sizes. Trees and features such as lighting also play a critical role in defining the space.

### APPROPRIATE HEIGHTS

Many factors must be carefully weighed when considering appropriate building heights for a community: the relative location in the city, the envisioned future, the surrounding existing context, housing needs, opportunities for employment, transportation infrastructure, and financial feasibility, to name but a few.

### 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.



Today, buildings in the study area range from one to three stories, the same as on surrounding blocks. West Broadway Street and North Russell Street are both wide roads currently lined with short buildings, which results in a space that feels exposed and disconnected. The Clark Fork River along the southern edge of the study area is another wide space buffering the site from surrounding development.

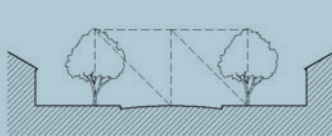
Buildings of up to five or six floors can give shape to the existing streets and new public spaces while accommodating much needed housing within a short distance to Downtown. These heights are recommended to maximize public benefit while still providing a transition from the surrounding neighborhood. With taller buildings comes an increased importance on their design, along with the design and use of the public spaces that they help to shape.

## BUILDINGS

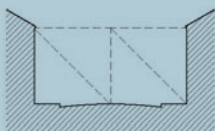
Buildings in the study area should include a mix of a few single-use buildings, mixed-use buildings, and residential only buildings. Residential buildings should have a variety of types for a variety of people. Whatever the use within a structure, buildings should face the streets with short or zero setbacks to enclose the space with building fronts. Building fronts can be used to create well-defined public spaces and outdoor living rooms within civic spaces and along streets. Building attachments like awnings, galleries, colonnades, or arcades can provide shade and shelter from the elements. Ideally, these should be placed over the right-of-way with an easement.

### SCALE SPACES COMFORTABLY FOR USERS (Excerpted from: *The Lexicon of New Urbanism*)

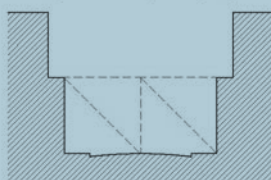
*Enclosure is a physical attribute of thoroughfares and open spaces, contributing to a sense of place. The height-to-width ratio of buildings to the space between them is the proportion of spatial enclosure and is related to how the human eye perceives space. If the width of space is such that the eyes' cone of vision encompasses less street wall than open sky, the degree of spatial enclosure is slight. As a general rule, the tighter the ratio, the stronger the sense of place. The ratio of 1:6 is the perceivable maximum. The ratio of 1:3 is best for public squares. The ratio of 1:1 creates more intimate pedestrian spaces. Note that the ratio is based on the entire distance between buildings, from building face to building face. In the absence of spatial definition by building facades, disciplined tree planting is an alternative. Trees aligned for spatial enclosure are necessary on wider thoroughfares or those with substantial front yards.*



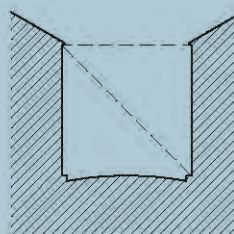
Spatial enclosure by tree canopy



Spatial enclosure by building height

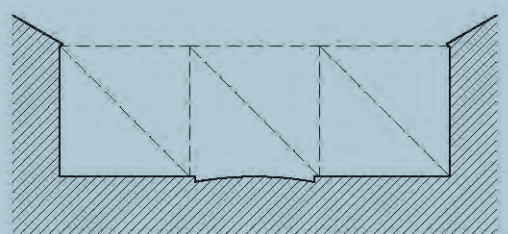


Spatial enclosure by recess line



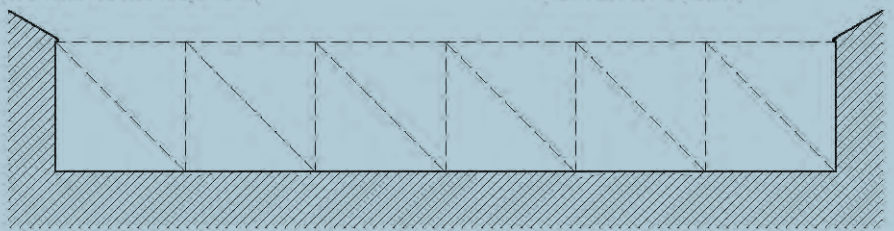
1:1

(The best for thoroughfares)



1:3

(The best for squares)



1:6

(The perceivable maximum)

## BUILDING ORIENTATION

Building orientation is the first step in making great streets and public spaces that define great neighborhoods.

Buildings have fronts, sides, and backs; the appropriate and most carefully designed faces of buildings should front streets and public spaces. Building rears or sides, which often incorporate a building's service functions and typically have fewer doors and windows, should not face the public realm but should face alleys, mid-block parking, or the backs of other buildings.

Establishing the relationship between the fronts and backs of buildings to ensure that public spaces have natural surveillance is another best practice for good neighborhood design.

## PARKING LOCATIONS

The design of a great neighborhood center should prioritize the experience of the people living in, visiting, working at, or otherwise just enjoying the place. This generally means public spaces shaped by buildings with comfortable proportions and lined with street-oriented architecture. However, parking is still necessary and must be accommodated within the design.

On-street parking should be maximized for public use to support local merchants. Other parking should be located behind or to the sides of buildings and shielded from view of adjacent sidewalks and public spaces. Where parking garages are necessary, the structure should be concealed from public view and lined by usable building space along the street frontage. Below grade parking is another alternative to explore.



Examples of well designed shopfronts and mixed-use buildings

## STREET-ORIENTED ARCHITECTURE

### Frontages

Frontage is the privately-owned layer between the façade of a building and the property line. The combination of the private frontage, the public street-scape, and the nature of the street (or square) defines the character of the majority of the public realm.

The frontage of a building is a primary contributor to pedestrian activity. Buildings should have functional doorway entries/exits at an average of 75 feet or less along nonresidential or mixed use buildings or blocks. Functional entries at short intervals allow activity at many street segments and help to keep spaces safer.

The design of building facades and high quality frontages can define streets and public spaces as places of shared use. By clearly defining what is public space and what is private space, ambiguity between the two can be limited.

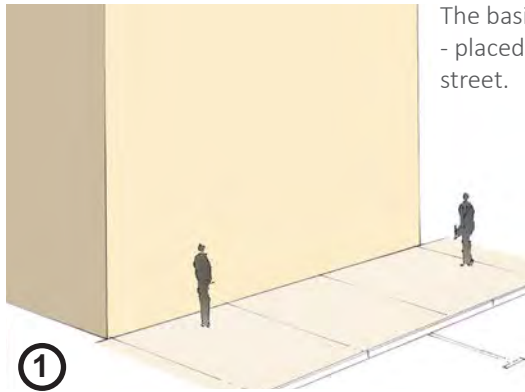
### Shopfronts

There is an economic advantage to creating unique one-of-a-kind environments such as main streets. With mixed-use buildings, great care should be given to the architectural components that make for a good building-to-street relationship that encourages pedestrians and improves sales per square foot. For mixed-use buildings, an expression line (just above the ground floor) such as a cornice or eyebrow that forms a base, should be incorporated into the building design to separate the private upper floors from the public street and commercial space below. The diagrams to the right (as excerpted from the Downtown Master Plan) show the elements that help foster better building-to-street relationships.

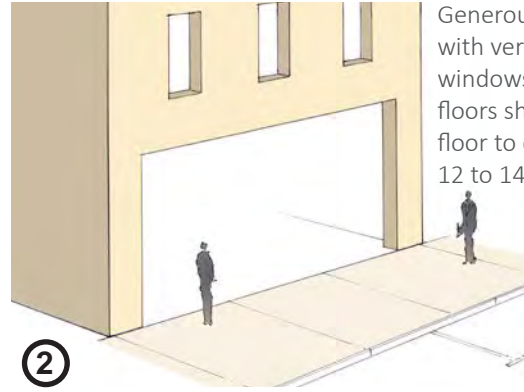
Shopfronts should line West Broadway Street and the proposed long green pedestrian square, at a minimum. They may be appropriate elsewhere in the West Broadway Area as well.



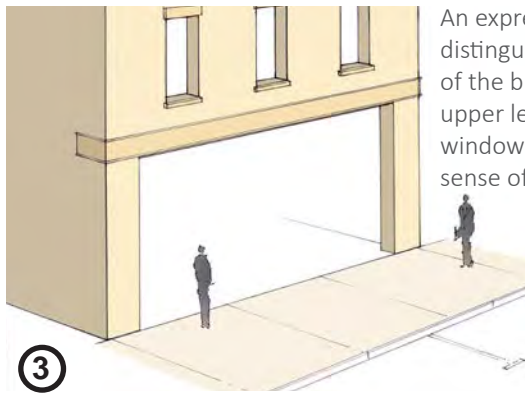
## The Anatomy of a Shopfront



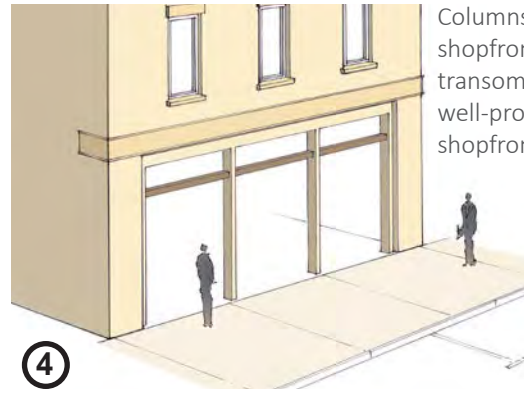
The basic building mass - placed close to the street.



Generous shopfront with vertically-oriented windows above. Ground floors should have a floor to ceiling height of 12 to 14 feet, minimum.



An expression line distinguishes the base of the building from the upper levels. Lintels and window sills provide a sense of structure.



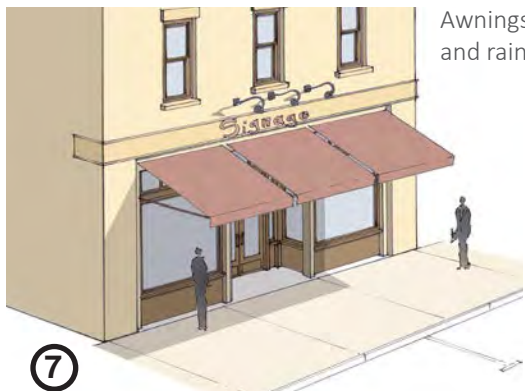
Columns sub-divide the shopfront opening and transoms help achieve well-proportioned shopfront windows.



Large windows with clear glass provide an interface between the private interior and public street-scape allowing for "eyes on the street" and also a display of the business's goods or services.



Pedestrian-oriented entrance, signage, and lighting



Awnings provide shade and rain protection.



A gallery provides a second-floor terrace

# STREET DESIGN

## AN INTRODUCTION TO STREET DESIGN

Streets can be beautiful places. Buildings and street trees give the space a sense of enclosure while proper proportions and details create a comfortable environment to be in. Streets are also for mobility, providing a right-of-way to travel from where we are coming from to where we are going.

In walkable neighborhoods, including successful neighborhood centers, streets must provide a mix of mobility and place-making. They need to be great addresses and provide access to businesses and residences. They must also be spaces for socializing, commerce, dining, gathering, vending, and celebrating.

Streets play a large role in shaping the physical character of a community and the perceptions and memories people have of it. The design of the streets within the neighborhood center, such as the inclusion or lack of sidewalks and street trees, along with how adjacent buildings relate to the street, will help determine if the main street becomes a place where people want to linger and spend time or just pass through on the way to someplace else.

Following the concepts outlined in this section will help ensure that the streets in the West Broadway area become safe, comfortable, and interesting places to be.

### Block Size and Grid Patterns

Block size is one of the most important design considerations when planning for a neighborhood that is walkable. Blocks are generally defined as the aggregate of private lots, passages, and alleys, circumscribed by streets.

With respect to street design, walkable communities are best supported by street grids where the block length is 300 to 400 feet. Much of the existing Downtown and the older neighborhoods of Missoula meet or come close to this ideal condition, with typical blocks about 280 by 330 feet. The residential blocks in the Westside Neighborhood nearest the site are similar in size.

Small block sizes have several benefits for a walkable neighborhood. They result in more street frontage, providing more space for shopfronts and businesses. They also encourage walking and biking, by increasing the number of available routes and shortening trip lengths. Similarly, additional streets are available for on-street parking and for distributing traffic. Smaller blocks also

result in more intersections which can slow traffic and offer more opportunities to cross the street.

These considerations must also be balanced with the need for providing parking in mid-block locations, underground, or in structured parking garages that are lined with buildings and “hidden” from view. The large Missoula Water block can be split into two more walkable blocks with the long green. It is important to keep one of these new blocks large enough to not preclude a structured parking garage and liner buildings, if needed in the future.

### Complete Streets

“Complete Streets” is a concept for streets designed to enable safe access and mobility for all users, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities. Where gaps in the bicycle and pedestrian networks exist, effective and safe circulation is hindered.

### Design the Street as a Unified Whole

An essential distinction of great streets is that the entire space is designed as an ensemble, from the travel lanes, trees, and sidewalks, to the very buildings that line the roadway. Building form and character is particularly important in shaping a sense of place. The best streets invariably have buildings fronting them, with a particular height and massing that creates an appropriate sense of enclosure. The random setbacks generated by conventional zoning rarely produce this effect; form-based regulations must be put in place to control building form and placement. Furthermore, urban buildings must front the street with features such as doors, windows, balconies, and porches. These features promote a lively street-scape, and ultimately provide passive security for pedestrians by focusing “eyes on the street.”

### Keep Speeds Low

Slow traffic speeds, coupled with features such as narrow curb-to-curb cross sections, street trees, on-street parking, architecture close to the street edge, and tight radii at the street corners, work together to create highly walkable environments. A pedestrian involved in a collision with a vehicle has a 95% chance of survival if the car is traveling at 20 miles per hour; there is a 10% chance of pedestrian survival if the car is traveling at 40 miles per hour. Pedestrian-friendly speeds are typically 20-25 miles per hour and are no more than 30 miles per hour.



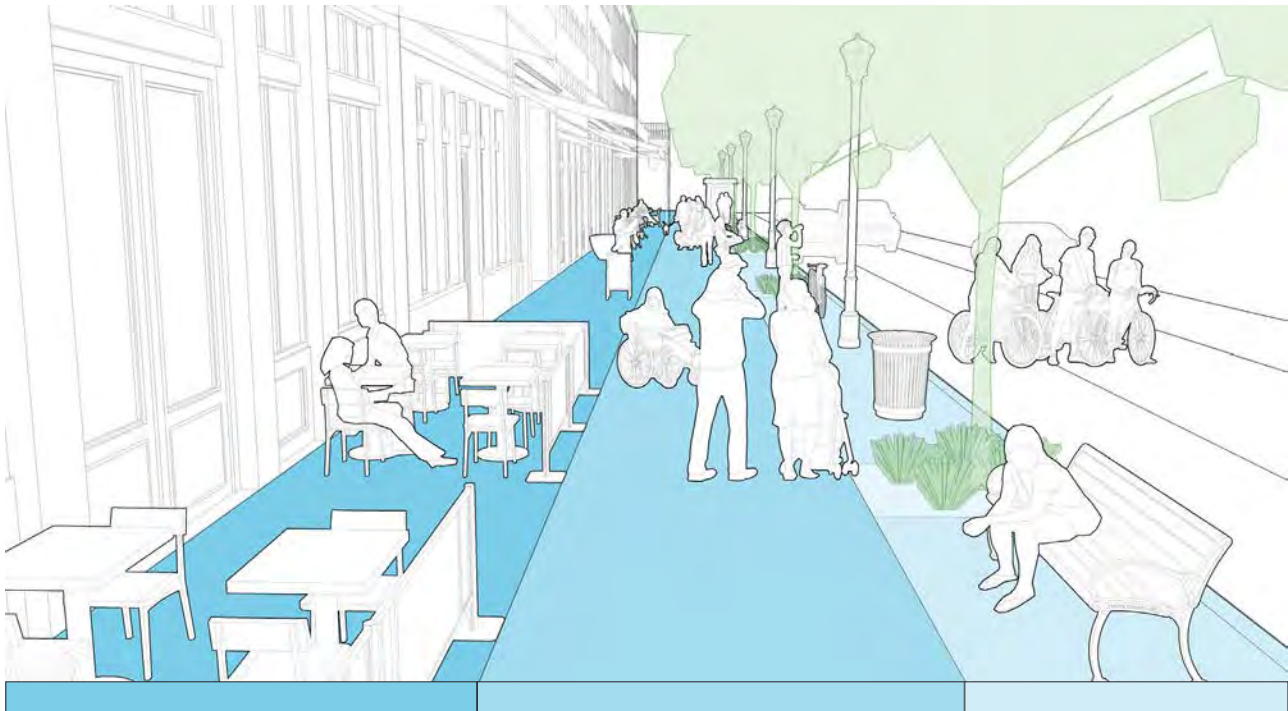
## Street Trees and Sidewalks

Street trees and wide sidewalks are critical street elements in any neighborhood.

All of the components of street design are important; however, street trees and sidewalks are basic urban infrastructure, and are necessary requirements for pedestrian activity. If there are places that are not wide enough to fit these elements within the public right-of-way, trees and sidewalks should be implemented through easements or as part of new development on private properties. In the neighborhood centers, sidewalks should be a minimum of 10 feet wide along commercial or mixed-use streets; if dining is to be accommodated on the sidewalk, the minimum sidewalk width should be 20 feet.

Properly-designed pedestrian networks accommodate persons with disabilities, the elderly, and children. For walking to become a regular, acceptable, and dignified means of mobility in the neighborhood, all streets should include sidewalks and safe street crossings. The street trees should be planted between the sidewalk and edge of pavement to provide a buffer between traffic and pedestrians. All sidewalks should also have a minimum clear zone of six feet, which should be wider along busy shopping or entertainment destinations.

## SIDEWALK DESIGN OVERVIEW FROM THE DOWNTOWN MASTER PLAN



### Frontage Zone

This is the space between the building façade or property line and the clear path. This space supplements the buildings' activities and provides a buffer between pedestrians, building appurtenances, and opening doors. It is the location for seating, signs, retail displays, and landscaping.

### Clear Path

This is the portion of the sidewalk dedicated to pedestrian travel. It must be accessible and free of physical obstructions to allow for the movement of people. It should be well-lit and functional.

### Furnishing/Landscape Zone

This space serves many functions. Its primary purpose is to separate the clear path from motorists and provide a location for street furniture and landscaping. This may include street trees, benches, storm water elements, lighting, transit stops, bike racks, and signage, to name a few.

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





- 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.



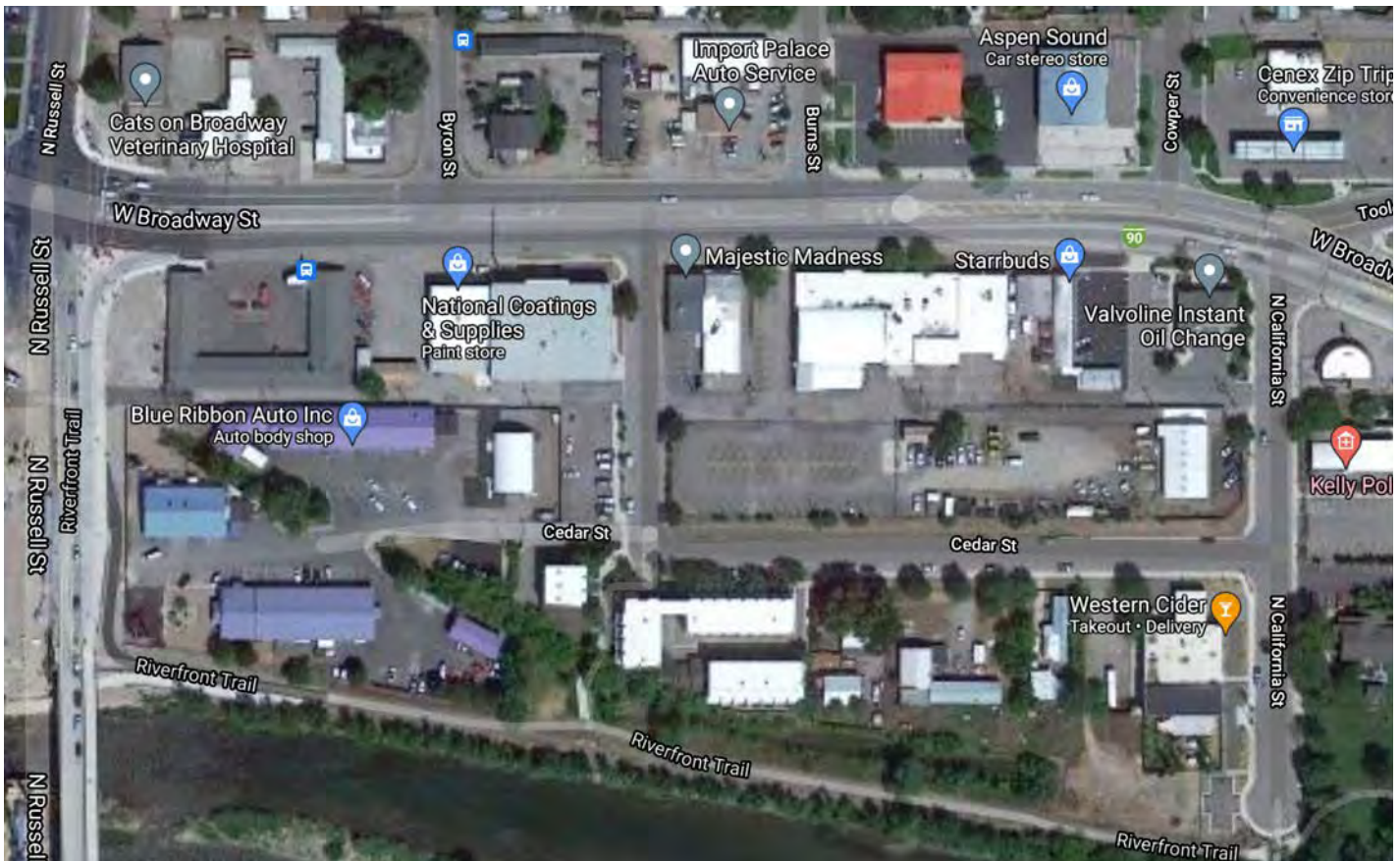


# SUPPORT SMALL AND LOCAL BUSINESSES

*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





# PARKS & CIVIC SPACES TYPES

*Parks are a resource for revitalization and community empowerment.*

The addition of new jobs and households in the West Broadway Area over the next 5 to 20 years will increase demand for programmed parks and open space. Creating new parks in a built neighborhood is challenging because of the competing pressure to use land for other purposes. However, parks and green space are essential to mental and physical health. This section shows several proposed types of parks and open spaces that are appropriate for the West Broadway Area.

## TOWN CENTER SQUARE

Gathering spaces that are free and accessible are desired by the public. Parks and open spaces have the potential to be social gathering spaces for all ages. Benches and trees should be installed along sidewalks around the park to make it inviting and friendly. Cafés and outdoor seating in parks can also encourage social interaction. It is important to make sure the public space feels welcoming and has seating for all, including those who are not patrons at adjacent businesses.



## NEIGHBORHOOD PARKS

Neighborhood parks are easily accessed by nearby residents and visitors. They are usually centrally located and provide community-based amenities. Neighborhood parks are often used for playgrounds and tot lots, small playgrounds for young children. Open lawn areas can be included for unstructured play, seating, and picnics. Community gardens or educational exhibits can also benefit visitors and residents.



## EXPANDED RIVERFRONT TRAILS

The shared-use paths not only provide opportunities for various active uses, but also provide linkages to adjacent parks and neighborhoods. The shared-use paths facilitate access to West Broadway Street. Ron's River Trail should be widened to 12 feet minimum, or 18 feet where possible, to accommodate a high level of year-round use. Wayfinding signage, benches, lighting, and shade trees should be included when possible to create a safe and welcoming environment.





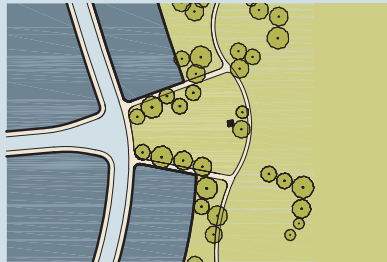
# PUBLIC SPACE PLACEMENT

*The appropriate arrangements for various types of civic open spaces are described below. These types of open space can be applied to different parts of the plan depending on the context conditions.*

Public space in the form of parks, greens, squares, plazas, playgrounds, pavilions, or recreation is crucial to the public realm. The following principles can be followed for the design of public space:

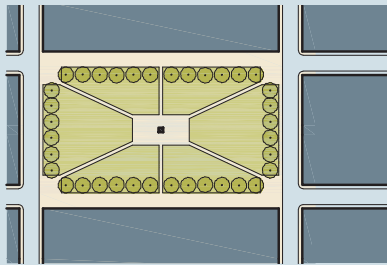
- All designated civic open spaces should be at grade level and accessible to the public.
- The landscape design should support and express environmental, cultural, and historical attributes unique to Missoula. The landscape design should also promote connection with nature, social interaction, and mental restoration.
- Views of natural features should be preserved or maximized.
- The landscape design should promote connection to surrounding neighborhood resources, amenities, and services, and provide for optimum accessibility, safety, and wayfinding.
- Stormwater management improvements should be integrated with the final landscape design as aesthetically and visually-pleasing design elements.
- Whenever appropriate, landscape design should promote sustainability awareness and education through interpretive signs, demonstrations, and other forms of interpretation.

## PARK



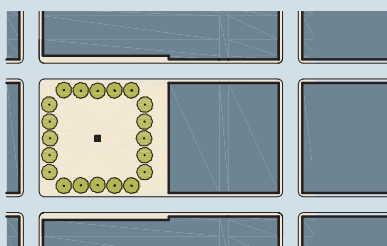
Park: A natural area available for unstructured recreation. The geometry of the park is organic. Its landscape shall consist of paths and trails, meadows, water bodies, woodland, recreational fields, and open shelters, all naturalistically determined. Parks may be lineal, following the trajectories of natural corridors.

## SQUARE



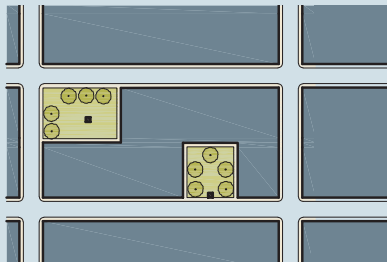
Square: Available for unstructured recreation and public gatherings. A square is spatially defined by building frontages. Its landscape shall consist of paths, lawns, and trees, formally determined. Squares shall be densely shaded and provide seating. Trees and shrubs shall be located as to define a specific geometry of open space and shall promote security by allowing visibility through all areas.

## PLAZA



Plaza: Available for public gatherings and outdoor markets. A Plaza shall be spatially defined by building frontages. Its landscape shall consist primarily of pavement. Plazas should use pervious pavers, where feasible. Trees are optional.

## PLAYGROUND



Playground: Designed and equipped for the recreation of children. A playground should be fenced and may include an open shelter. Playgrounds may be interspersed within residential areas and may be placed within a Block. Playgrounds may be included within parks, greens, and squares.

*Excerpt from SmartCode 9.4*

# 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

### PARKING



### HARDSCAPE



## METHOD: DIFFERENT WAYS OF WATER MANAGEMENT

### FILTER



### INFILTRATE



## TOOLS: MANAGEMENT DEVICES

### GREEN STREET



### VEGETATED SWALE



### TREE PLANTING



### INFILTRATION





**STRUCTURE RUNOFF**



**LANDSCAPE AREA**



**ALTERNATE RESOURCE**



**EVAPOTRANSPIRATION**



**CONVEY**



**STORE/REUSE**



**BIORETENTION**



**PERMEABLE PAVING**



**CONSTRUCTED WETLAND**



**GREEN ROOF**



**RAIN HARVESTING**



**APPROPRIATE DESIGN**



## LID MAP

### FILTER



Filter with vegetation

### INFILTRATE



Porous pavement/  
natural medium

### CONVEY



Convey rainwater  
with vegetated swales

### STORE/REUSE

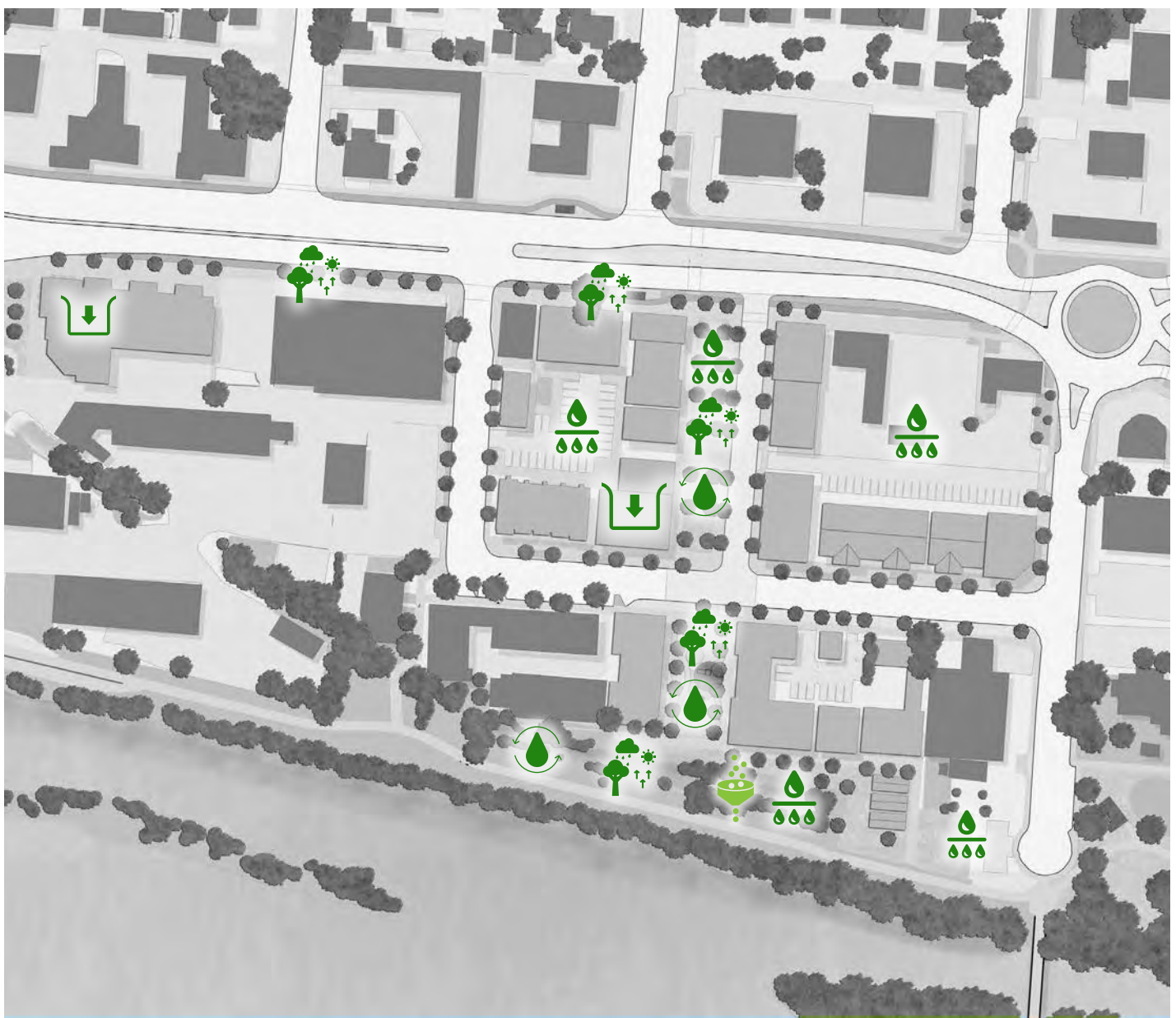


Store and collect  
rainwater from  
rooftop with cisterns

### EVAPOTRANSPIRATION



Increase  
evapotranspiration with  
new trees and plants





# 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.



Community compost collection area

## 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.

### COMMERCIAL BUILDING [SF]

0 to 5,000

5,001 to 15,000

15,001 to 50,000

50,001 to 100,000

100,001 to 200,000

200,001 or greater

### MINIMUM RECYCLING AREA [SF]

82

125

175

225

275

500

*Suggestion from Green Building Council*

## 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.



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

*Ideas from the Downtown Master Plan*

# TEN MEASURES OF SUSTAINABLE DESIGN

*The linked domains of sustainability are environmental, economic, and social. Sustainable design is a collaborative process that involves thinking ecologically—studying systems, relationships, and interactions—in order to design in ways that remove rather than contribute stress from systems. True sustainable design is beautiful, humane, socially appropriate, and restorative.*

## 1. Sustainable Design Intent & Innovation

Sustainable design is rooted in a mind-set that understands humans as an integral part of nature and responsible for stewardship of natural systems. Sustainable design begins with a connection to personal values and embraces the ecological, economic, and social circumstances of a project. Architectural expression itself comes from this intent, responding to the specific region, watershed, community, neighborhood, and site.

## 2. Regional / Community Design & Connectivity

Sustainable design recognizes the unique cultural and natural character of a place, promotes regional and community identity, contributes to public space and community interaction, and seeks to reduce auto travel and parking requirements.

## 3. Land Use & Site Ecology

Sustainable design reveals how natural systems can thrive in the presence of human development, relate to ecosystems at different scales, and create, re-create, or preserve open space, permeable groundscape, and/or on-site ecosystems.

## 4. Bioclimatic Design

Sustainable design conserves resources and optimizes human comfort through connections with the flows of the bioclimatic region, using place-based design to benefit from free energies—sun, wind, and water. In footprint, section, orientation, and massing, sustainable design responds to the site, sun path, breezes, and seasonal and daily cycles.

## 5. Light & Air

Sustainable design creates a comfortable and healthy interior environment while providing abundant daylight and fresh air. Daylight, lighting design, natural ventilation, improved indoor air quality, and views, enhance the vital human link to nature.

## 6. Water Cycle

Recognizing water as an essential resource, sustainable design conserves water supplies, manages site water and drainage, and capitalizes on renewable site sources using water-conserving strategies, fixtures, appliances, and equipment.

## 7. Energy Flows & Energy Future

Rooted in passive strategies, sustainable design contributes to energy conservation by reducing or eliminating the need for lighting and mechanical heating and cooling. Smaller and more efficient building systems reduce pollution and improve building performance and comfort.

## 8. Materials, Building Envelope & Construction

Sustainable design promotes recycling through the life of the building. Using a life cycle lens, selection of materials and products can conserve resources, reduce the impacts of harvest / manufacture / transport, improve building performance, and secure human health and comfort. High performance building envelopes improve comfort and reduce energy use and pollution.

## 9. Long Life, Loose Fit

Sustainable design seeks to optimize ecological, social, and economic value over time. Materials, systems, and design solutions enhance versatility, durability, and adaptive reuse potential. Sustainable design begins with right-sizing and foresees future adaptations.

## 10. Collective Wisdom & Feedback Loops

Sustainable design recognizes that the most intelligent design strategies evolve over time through shared knowledge within a large community. Lessons learned from the integrated design process and from the site and buildings themselves over time should contribute to building performance, occupant satisfaction, and the design of future projects.

Source:

*"Definition of Sustainable Design"*

American Institute of Architects' Committee on the Environment



*Ideas from the Downtown Master Plan***URBAN STORMWATER TRANSECT**

*The urban stormwater management transect approach promotes traditional neighborhood design and at the same time develops an environmentally friendly strategy to manage stormwater. A sample tool set for addressing stormwater runoff is introduced here. The tools are broken down into four categories: paving, channeling, storage, and filtration. Each category has three options representing some typical conditions. The tools can be used jointly at different scales.*

More Urban ← → Less Urban

**PAVING**

Paving plays a large role in receiving, producing, and directing stormwater runoff. Sturdy materials are often less permeable. Paving in dense urban areas requires a larger traffic load, thus they are less pervious.



Concrete



Concrete Paver Block



Crushed Stone

**Channeling/Transport**

Channeling directs and controls the flow of stormwater. Channeling tools should consider the amount of impervious surface and pedestrian movement. Some tools have the potential to create artful expressions with stormwater.



Planting Strip Trench



French Drain



Vegetative/Stone Swale

**Storage**

Many kinds of tools could be applied to collect and store stormwater. Storage tools are utilitarian for the development process.



Pool &amp; Fountain



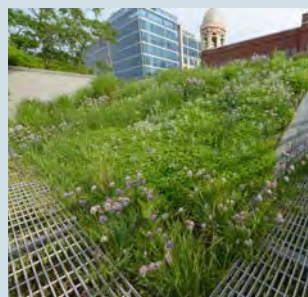
Landscaped Tree Well



Retention Basin

**Filtration**

The goal of filtration tools is to mimic the natural system to reduce and remove contaminants in stormwater. Filtration tools can also serve as an amenity when they are well integrated in a design.



Green Roof



Bioretention Swale



Filtration Pond

# 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 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.

# 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.



A complete neighborhood center includes a variety of h



- 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.



housing types.

# ***The State of Housing Across the Country***

In the U.S., the supply of single-family homes for sale dropped between 2000 and 2020<sup>1</sup>. These homes include both detached single-family homes and attached homes but not rental units. The number of single-family homes for sale went from 1.62 million homes in September of 2000 to 1.24 million in September 2020. In 2020, the supply of for-sale homes was at its lowest level since 1982. With supply tight and demand strong, home prices are rising. Home prices climbed 51 percent between 2000 and 2020 and are back near their previous record highs during the housing boom in the mid-2000s<sup>2</sup>.

## *The supply of single-family housing is decreasing nationally*

Taking a longer view, supply is going down in the U.S. in large part because the number of private housing starts, the number of housing units on which construction has been started in a given period, is the same today as it was in 1959, at roughly 1.6 million. The number of housing starts fluctuates every year peaking, for instance, in the years 1972, 1984, and 2005 at over 2 million, however, since 2005 the number hasn't risen above 1.3 million homes<sup>3</sup>.

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1 Joint Center For Housing Studies of Harvard University. "The State of The Nation's Housing 2020" 2020. Page 11, Figure 11. Retrieved from: [https://www.jchs.harvard.edu/sites/default/files/reports/files/Harvard\\_JCHS\\_The\\_State\\_of\\_the\\_Nations\\_Housing\\_2020\\_Report\\_Revised\\_120720.pdf](https://www.jchs.harvard.edu/sites/default/files/reports/files/Harvard_JCHS_The_State_of_the_Nations_Housing_2020_Report_Revised_120720.pdf)

2 Joint Center For Housing Studies Of Harvard University. "The State Of The Nation's Housing 2020." 2020. Page 13. Retrieved from: THE STATE OF THE NATION'S HOUSING 2018 | Joint Center for Housing Studies (harvard.edu)

3 US Census Bureau. U.S. Department of Housing and Urban Development. Release: New Residential Construction. Retrieved from: <https://fred.stlouisfed.org/series/HOUST>

In 2021 the housing market was strong because of declining unemployment and rising incomes. According to the American Community Survey, the median household income was up 4.7 percent in 2018–2019, to \$65,000. At the same time, the gap between lowest- and highest-income households widened, however. After adjusting for inflation, the average annual income of households in the bottom decile (\$7,800) increased just 5 percent from 2010 to 2019, or about \$340. In contrast, the average income of households in the top decile (\$316,000) soared by 20 percent, or about \$52,000.

Let's pause for a moment to reflect on the effect increased incomes for the upper end income households is likely to be having on the housing market. It makes sense for builders to build for the affluent because the affluent's wealth and spending increased to a greater degree than that of the average household and they are more likely to be in the market to upgrade their homes. Accordingly, the median size of new single-family homes jumped 24 percent from 1989 to 2019, to 2,301 square feet nationally<sup>4</sup>.

One result of decreases in supply (among other factors) is that the homeownership rate is down nationally<sup>5</sup>. In 2004, homeownership peaked at 69% of households and in 2019 it was 64.6% according to the Housing Vacancy Survey. While some forecasters say the economy is still recovering from the Great Recession and suggest that we may see increased housing levels in the years ahead, others say that we should expect a further decline in homeownership as interest rates, which are at record lows, increase, home prices stay roughly the same in most areas, and low rates won't continue to provide a "leg-up" when buying a home. We can speculate on what

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4 Joint Center For Housing Studies Of Harvard University. "The State Of The Nation's Housing 2020." 2020. Page 10. Retrieved from: THE STATE OF THE NATION'S HOUSING 2018 | Joint Center for Housing Studies (harvard.edu)

5 Joint Center For Housing Studies Of Harvard University. "The State Of The Nation's Housing 2020." 2020. Figure 6. Page 7. Retrieved from: THE STATE OF THE NATION'S HOUSING 2018 | Joint Center for Housing Studies (harvard.edu)



will happen next but no matter what happens next, we'll need to build more houses locally (both detached and attached) if we want homeownership, and the financial benefits homeownership brings to low- and middle-income households especially, to rise.

*Public monies for affordable housing are decreasing nationally*

The number of cost-burdened people in the U.S. has grown as housing assistance has become a lower budget priority nationally. The National Housing Act of 1949 was a landmark expansion of the federal role in mortgage insurance and the construction of public housing. The Act authorized funds for “slum clearance programs” associated with urban renewal projects in American cities as well as funding for affordable housing projects.

Spending under the Act or corollary programs has waxed and waned over time. However, from 2000 to 2020, the share of federal expenditures for housing assistance fell from 9% of non-defense discretionary spending to 7.4%. Cities, counties, and states across the country have begun creating their own rental assistance programs as well as housing development programs, often called housing trust funds, to meet local housing needs and help fill in the gaps left by the decline in federal housing production and rental assistance.



# SNAPSHOT: AFFORDABLE HOUSING

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

## CURRENT CONDITIONS

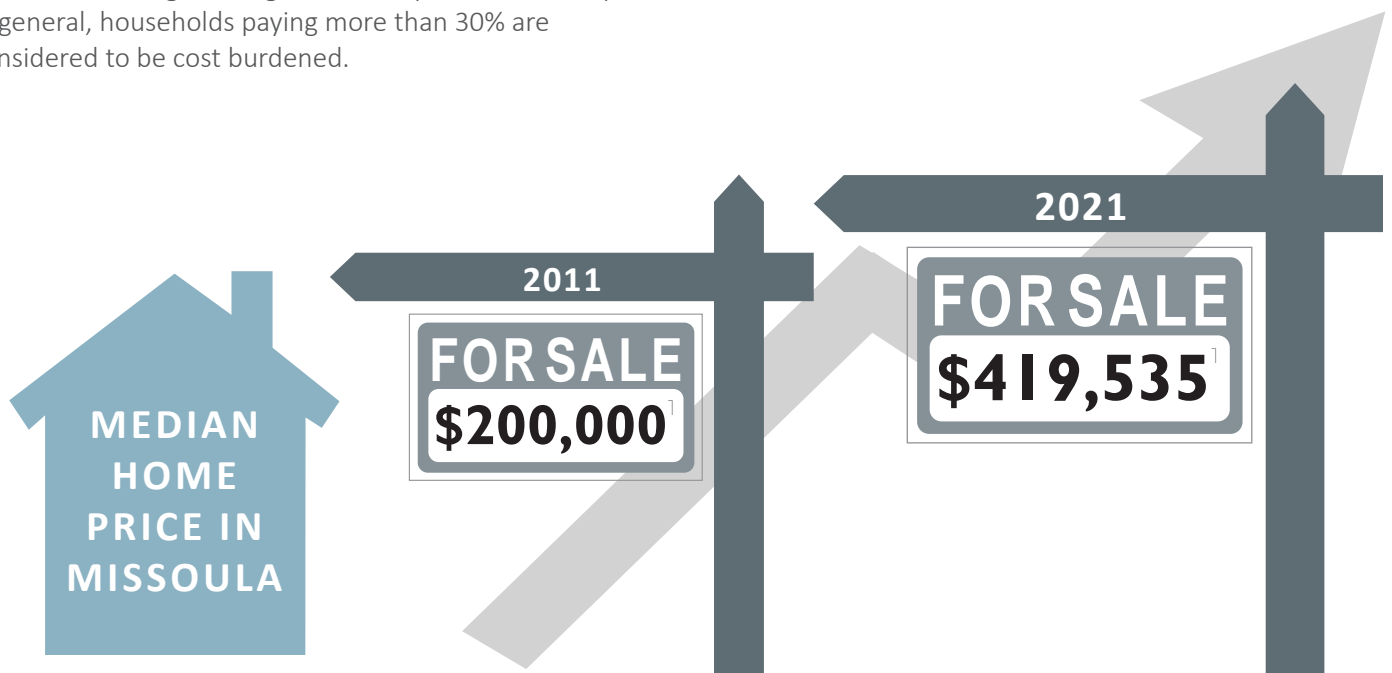
The lack of affordable housing was brought up in every meeting during the virtual charrette. It is a problem affecting residents from all different income groups but especially the lower income group. Missoula is experiencing a high demand for affordable housing due to housing costs increasing, while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



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

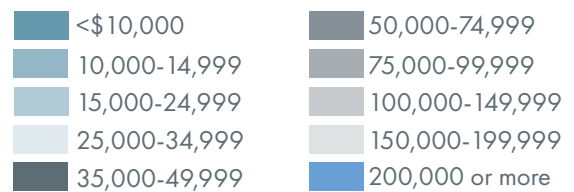
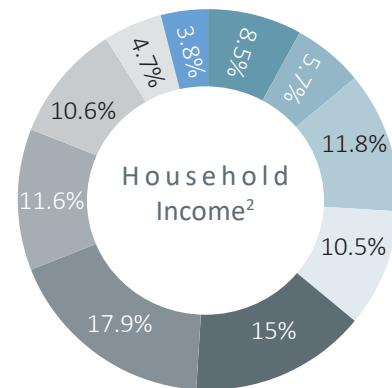


On a citywide level, affordable housing is defined as costs being less than 30% of the area median income (AMI). If a household is making 50-80% of the AMI they are considered low income.

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 2019<sup>2</sup>

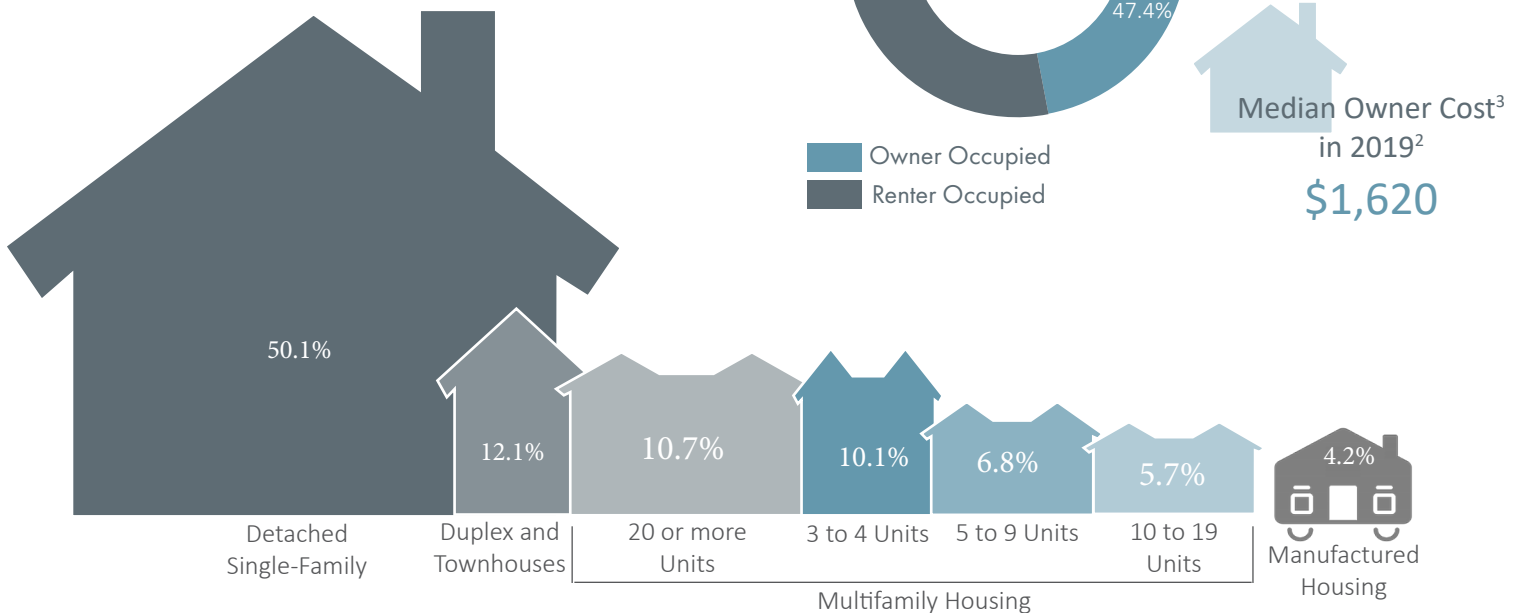
**\$47,426**



*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 MISSOULA<sup>2</sup>



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](https://www.realtor.com/realestateandhomes-search/Missoula_MT/overview)

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

*The City of Missoula and local non-profit organizations are actively increasing the affordable housing stock in the city while also decreasing barriers for residents to access affordable housing.*

### **A PLACE TO CALL HOME: MISSOULA'S AFFORDABLE HOUSING PLAN**

In June 2019, the city adopted *A Place to Call Home*, a citywide affordable housing master plan to address the need for affordable housing and the lack of housing units. The plan recommends a variety of policies that are in various phases of implementation and also proposes new funding sources, code changes, a tracking system, and a partnership strategy.

### **THE AFFORDABLE HOUSING TRUST FUND**

One of the key recommendations of *A Place to Call Home* was to create a trust fund to provide a steady source of funding for affordable housing. The city established the trust fund in July 2020, marking a major milestone in Missoula's affordable housing program. The trust fund will provide loans or grants for affordable housing construction, preservation, acquisition, upfront permitting and development fees, conversion of existing housing to affordable housing, infrastructure, and gap funding.

### **EXISTING AFFORDABLE HOUSING**

The existing stock of affordable housing in Missoula has been created through a variety of local government, land trust and Federal programs.

The majority of affordable units in Missoula, approximately 1,989, are provided through Low Income Housing Tax Credits (LIHTC) and the Federal Department of Housing and Urban Development (HUD). The Missoula Housing Authority manages an additional 195 units and there are 95 units in Community Land Trust properties.

### **A PLACE TO CALL HOME: GOALS AND STRATEGIES**

#### **1. TRACK AND ANALYZE PROGRESS FOR CONTINUOUS IMPROVEMENT**

- Undertake a five-year comprehensive assessment.
- Create new methods for collecting rental data.
- Annual goal setting process.

#### **2. ALIGN AND LEVERAGE EXISTING FUNDING RESOURCES TO SUPPORT HOUSING**

- Establish an affordable housing trust fund.
- Support new community development financial institution (CDFI) financing tools.

#### **3. REDUCE BARRIERS AND PROMOTE ACCESS TO AFFORDABLE HOUSING**

- Incentivize affordable housing development.
- Change the general land use code to reduce development costs and barriers.
- Support housing consumers through services.
- Promote infill through accessory dwelling units and small lot sizes.

#### **4. PARTNER TO CREATE AND PRESERVE AFFORDABLE HOMES**

- Track affordable rental properties.
- Create an acquisition program for Community Land Trusts.





# HOUSING STRATEGIES

The affordable housing crisis is of national concern, and the strategies needed to combat it range from Federal policy and funding down to the construction of housing on a single lot. Unfortunately, there are no easy answers or solutions to the affordable housing problem. What is needed is a comprehensive approach across multiple scales and multiple jurisdictions. It will take the action, skills, and resources of both the public and private sector working in coordination to begin to arrive at a point where affordable housing is available and accessible to all.


Addressing the housing crisis requires an increase in the overall housing supply, support and stability for homeowners and renters, and public sector funding. None of these three sets of strategies will be able to


create the needed availability and accessibility of housing on its own and an emphasis on one while neglecting the others can exacerbate the problem that it intended to solve.

The *Downtown Master Plan* emphasized the need to retain and build affordable housing across downtown. A matrix of strategies illustrated housing policy recommendations from the city and proposed additional approaches from around the country.

*Envision West Broadway* prioritizes the creation of affordable housing and an updated matrix is provided below. The strategies best suited for the West Broadway Area are highlighted in purple and described in more detail.

Zoning & Planning		Financing / Funding		Partnerships	Tenant Support	Shared Equity
State Override of Local Zoning	Density Bonuses (Height / FAR)	LIHTC program	Affordable Housing GO Bonds	Annually track Progress and Assess Goals	Representation in Eviction	Public Lands for Affordable Housing
Rezoning Res-1 Districts to Allow 2 Units	Micro-Units and Design Incentives	Assessment Districts (BID or TRID)	Fees in Lieu into a Housing Fund	Public-Private Partnerships	Emergency Services	Community Land Trust
Parking Reductions	Historic Districts: Preserve NOAH Units	Millage Increase on Property Taxes	General Operating Funds for Housing	Funding for Infrastructure & Open Space	One-time Rental Assistance	Housing Cooperatives
Allow Accessory Dwelling Units	Demolition Delay Ordinance on NOAH Units	Homeowner Rehab Grants	Tax Increase Relief for Residents	Land Control & Equity	SOI Laws & Enforcement	Rental Equity
Subsidize Development Costs	Conservation Districts	Vacancy Tax on Vacant Homes	Affordable Housing Fund/ Loan Program	Joint Development	Section 8 Housing Choice Voucher	Shared Equity Ownership
Townhome Exemption Standards	Reduce Minimum Lot Size	Reduce taxes on new affordable housing	Jobs Housing Linkage Fees			
		CDFI Program	Wealth Building Home Loans			

 Strategies in the Affordable Housing Plan

 Strategies to Apply to the West Broadway Area

**Terms & Acronyms**  
 FAR: Floor Area Ratio  
 NOAH: Naturally Occurring Affordable Housing  
 SOI: Source of Income

# 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.



Intersection of West Broadway Street and North Russell Street



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



ell Street: what-if?

# A WELCOMING INTERSECTION

Special consideration should be given to the arrival in downtown Missoula at the intersections of West Broadway Street with North Russell Street and North California Street. These intersections must create a welcoming gateway to the community while also managing traffic. West Broadway Street must also be safer for pedestrians and bicyclists to cross. For the intersection with North California Street, a roundabout, can serve these functions.

## MODERN ROUNDABOUTS

A modern roundabout accommodates traffic flow and capacity while allowing safer conditions for pedestrians. Walkability at a roundabout is increased because traffic speeds are lower as vehicles approach and exit the roundabout, and pedestrians have fewer lanes of traffic to cross at one time. Roundabouts can provide a distinct sense of place because of their unique design and opportunities for urban design. In some cases, a sculpture, fountain, or tree can be placed in the center of the roundabout, although care must be taken to preserve adequate sightlines.

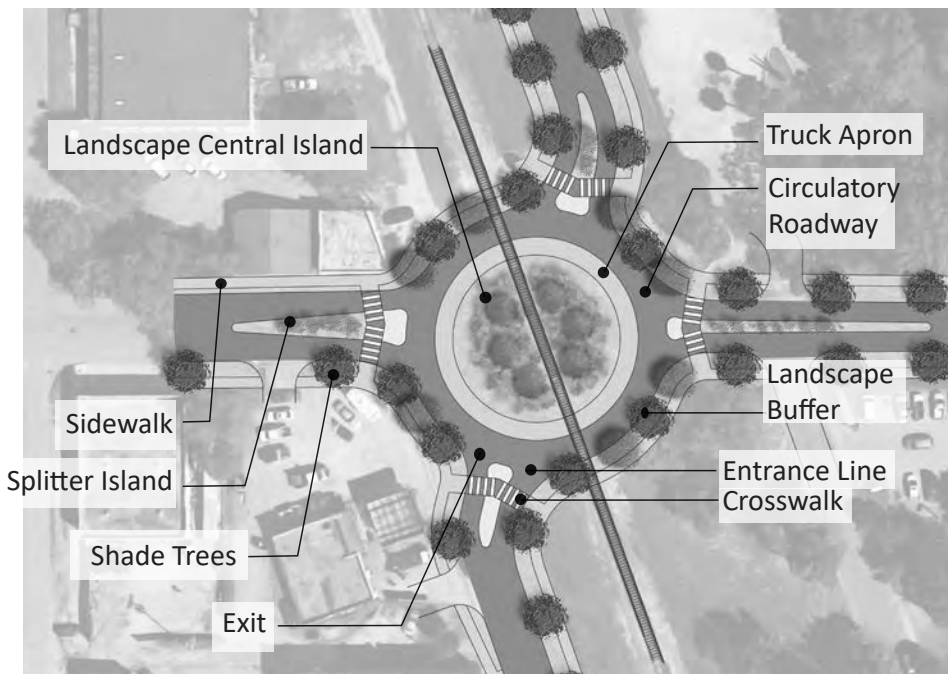
The use of truck aprons can allow roundabouts to accommodate large trucks (WB-65) or vehicles towing trailers.

### Pedestrians

Roundabouts are designed to achieve a consistent, low vehicle speed (15 to 25 mph) to minimize crash potential. When traffic volumes are light, many gaps are available for pedestrian crossing. When vehicle volumes are high, more vehicles pause at the yield line, allowing pedestrians to cross safely behind the first vehicle. The pedestrian crosswalk should occur one car length back (approximately 20 feet) from the yield line to place the pedestrian safely in view of the second waiting vehicle's driver.

### Bicyclists

Entering and circulating at 25 mph or less, automobiles can easily share space with bicycles traveling through a roundabout. To traverse the roundabout, the cyclist simply travels through in the vehicle lane just like an automobile. Cyclists who are uncomfortable sharing the road with automobiles may, alternatively, use the sidewalk system as if a pedestrian.




## MODERN ROUNDABOUTS

A modern roundabout is not the same as the traffic circles common in the northeastern United States. Traffic circles do not contain many of the pedestrian-friendly elements of the roundabout:

- Smaller (110' to 180' diameter)
- Slower (15 to 25 mph)
- Friendly
- Yield at entry
- Safer

The image shown here identifies the key features of a modern roundabout.



An aerial architectural rendering of a city street intersection. A new, modern, light-colored building with multiple stories, large windows, and balconies is the central focus. It is situated at a roundabout intersection. Surrounding it are older, multi-story brick and stone buildings. The scene includes trees, sidewalks, and a body of water in the background. A text box in the upper right corner provides context for the roundabout.

The roundabout at West Broadway Street, Toole Ave, and California Street creates another gateway to the West Broadway Area. A prominent location for a focal building is created at the intersection and there is space for landscaping or public art in the center of the roundabout.







An aerial illustration of a city block. The top part shows a row of grey rectangular buildings with green trees in front of them. Below this is a light grey paved area, possibly a street or plaza. The middle section features several large, reddish-brown rectangular buildings, some with smaller structures in front. There are green trees and a row of small, light green structures along the bottom edge. The bottom-most part shows a blue river or water body with a line of green trees along its edge.

# 4

## ***The Plan***

*This chapter looks at the overall vision for the West Broadway Area and provides a tour of the site highlighting key proposals of the vision.*

### **ILLUSTRATIVE PLAN**

### **PROJECT PHASING**

### **A TOUR OF THE PLAN**

**A NEW ENTRY TO URBAN MISSOULA  
CREATING A NEW MAIN STREET AND PUBLIC SQUARE  
THE LONG GREEN**

### **STREET SECTIONS**

**WEST BROADWAY STREET**

### **PARKING**

### **DEVELOPMENT PROGRAM**

## 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



## A TOUR OF THE PLAN

### *A walkable Neighborhood Center for the Westside Neighborhood*

The plan for the West Broadway Area envisions a neighborhood center for Missoula's Westside Neighborhood that engages the Clark Fork River and connects to the greater Downtown shared-use path system. The neighborhood center fabric, as shown, is designed to achieve a high degree of walkability and encompasses the principles of a complete neighborhood.

The plan envisions the neighborhood to be compact, at 30 units to the acre. Density along with artful design can create complete, compact, walkable mixed-use places.

#### NEIGHBORHOODS ARE

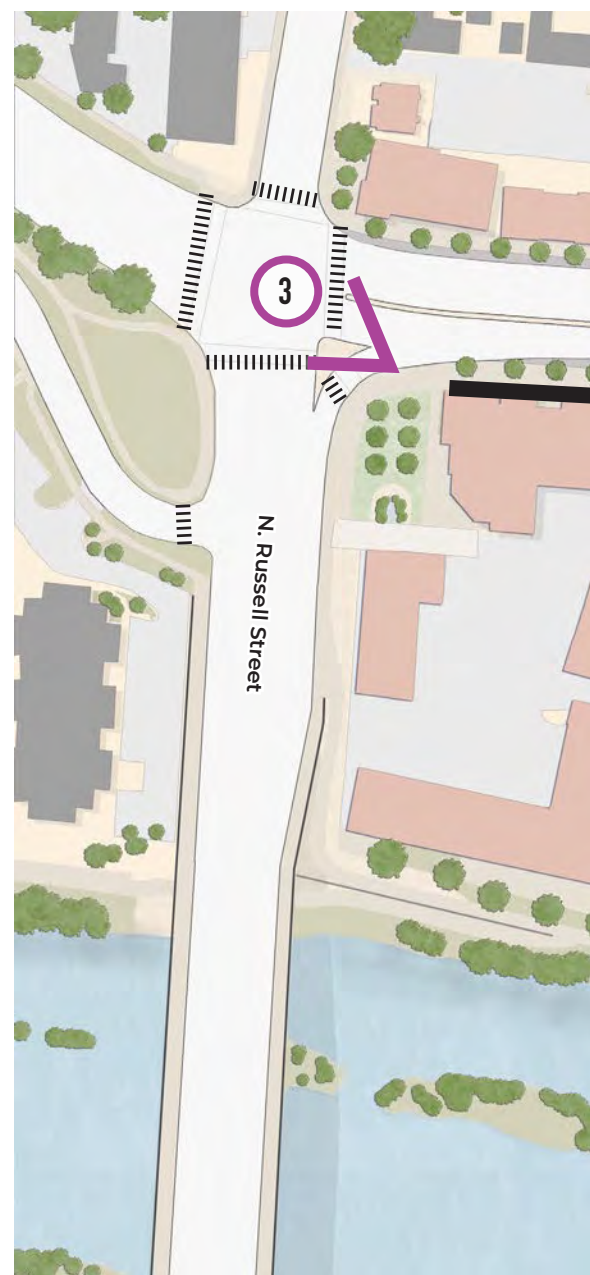
- **COMPACT:** As dense as parking will allow to not waste land
- **WALKABLE:** 5 minute walk from edge to center and all the streets are pedestrian friendly
- **DIVERSE:** Shopping, workplaces, housing for all ages and incomes
- **CONNECTED:** Integrated into the street and trail network

#### 1 INTEGRATED NETWORK OF WALKABLE STREETS

The plan integrates new streets and shared-use paths into the city's larger street and shared-use path networks. The site is comprised of four blocks roughly 200 feet by 500 feet, forming a walkable network of streets. This size results in blocks that are compact and comfortable to walk around. The heart of the neighborhood center fabric is a new neighborhood square, a "green outdoor living room" for the community. It is large enough to be useful for a wide range of community gathering functions.

A network of streets allows pedestrians, cyclists, and motorists to move safely and comfortably throughout the area. The plan sizes the blocks such that a structured parking garage lined with buildings can fit within one of the blocks if needed to meet parking demand.

Streets in this area should be designed to be walkable first while also serving cars, deliveries, and emergency vehicles. They should be open to the public, have slow travel speeds, coupled with features such as narrow curb-to-curb street sections, street trees, on-street parking, architecture close to the street edge, and tight radii at the street corners (where possible), working together to create highly walkable environments. The street design must also accommodate the needs of existing businesses and still provide for access and deliveries.





2

**BUILDINGS**

Buildings should be positioned along “build-to-lines” requiring short setbacks or zero setbacks from the edge of the right-of-way or sidewalk to create a space enclosed with building fronts and to create a continuous, interesting street wall.

Building heights should be comparable with their surroundings at four to five stories.

Building attachments like awnings, galleries, colonnades, or arcades should provide shade.

Small tower elements or other special architectural features should be created for a memorable view at the end of streets.

3

**ARRIVING TO MISSOULA**

For those arriving to Downtown Missoula from the west, this area will be a welcoming experience, indicating that they have arrived somewhere special. More important than the building itself, this new focal building on the site of the former Sleepy Inn Motel, is the precedent it will establish for mixed-income housing and community-serving non-residential uses. As a city-owned property, this building should contain a portion of the site’s permanently affordable housing.





# A NEW ENTRY TO URBAN MISSOULA

*The West Broadway Street and North Russell Street intersection re-imagined as a picture postcard entry to the neighborhood.*

The former Sleepy Inn Motel site is shown re-imagined to form a landmark and gateway feature for the area with new street-oriented focal architecture. 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.

- 1 The West Broadway St and N Russell St intersection marks a key entry point into Missoula's urbanized core.
- 2 West Broadway St is shown with more pedestrian-friendly features such as continuous sidewalks sheltered from moving cars by planting strips containing shade trees.
- 3 The adjacent vacant lot is shown as a new signature public green space.
- 4 A trail and trees create a connection along the Flynn-Lowney Ditch to the riverfront.
- 5 A mix of uses brings life to the area throughout the day.
- 6 Neighborhood entry signage.



Intersection of West Broadway Street and North Russell Street.





Intersection of West Broadway Street and North Russell Street: before





# CREATING A NEW MAIN STREET AND PUBLIC SQUARE

Perhaps the most important design recommendation in the plan is the creation of a new public connection from West Broadway Street to the Clark Fork River. This connection would include a new main street perpendicular to West Broadway Street and a parallel long green. The new main street and long green serve many key purposes:

- 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.

## THE MAIN STREET

Creating a new street and square perpendicular to West Broadway Street provides an ideal location for a “main street” to develop. The best main streets and plazas are lined with buildings fronting the sidewalks and are easy to walk across from one side to the other. They create spaces “shaped” with buildings and trees that create a well proportioned outdoor room.

They must also be safe and comfortable places to be, separated from fast moving vehicular traffic. The conditions for a great main street or square would be difficult to achieve on West Broadway Street itself due to the width of the roadway and its fast moving traffic. By creating this new perpendicular street and square on land owned by the city, it is possible to control both sides of the street and square and ensure that the space is designed to meet these standards. Locating the main street perpendicular to West Broadway Street provides visibility businesses desire from the major thoroughfare while being a more intimate and pedestrian focused space.

The plan imagines local-serving businesses along the main street so that at least some weekly shopping needs can be satisfied with a walk or bike ride.

## THE PUBLIC SQUARE

The main street and the adjacent green together form the public square. Designed as a curb-less shared street, the main street is a hardscaped continuation of the green, which taken together create a single larger square – from building façade to building façade. During special events, the street can be closed to traffic creating a large space.

These events could include craft fairs, maker markets, food truck rallies, or perhaps even a local, regularly occurring event that highlights the community’s talents (the “westside bazaar”). The street can be closed to traffic through the use of retractable bollards or swinging, landscape gates. The design of the main street and public square should include utility hookups to support food trucks and market stalls.



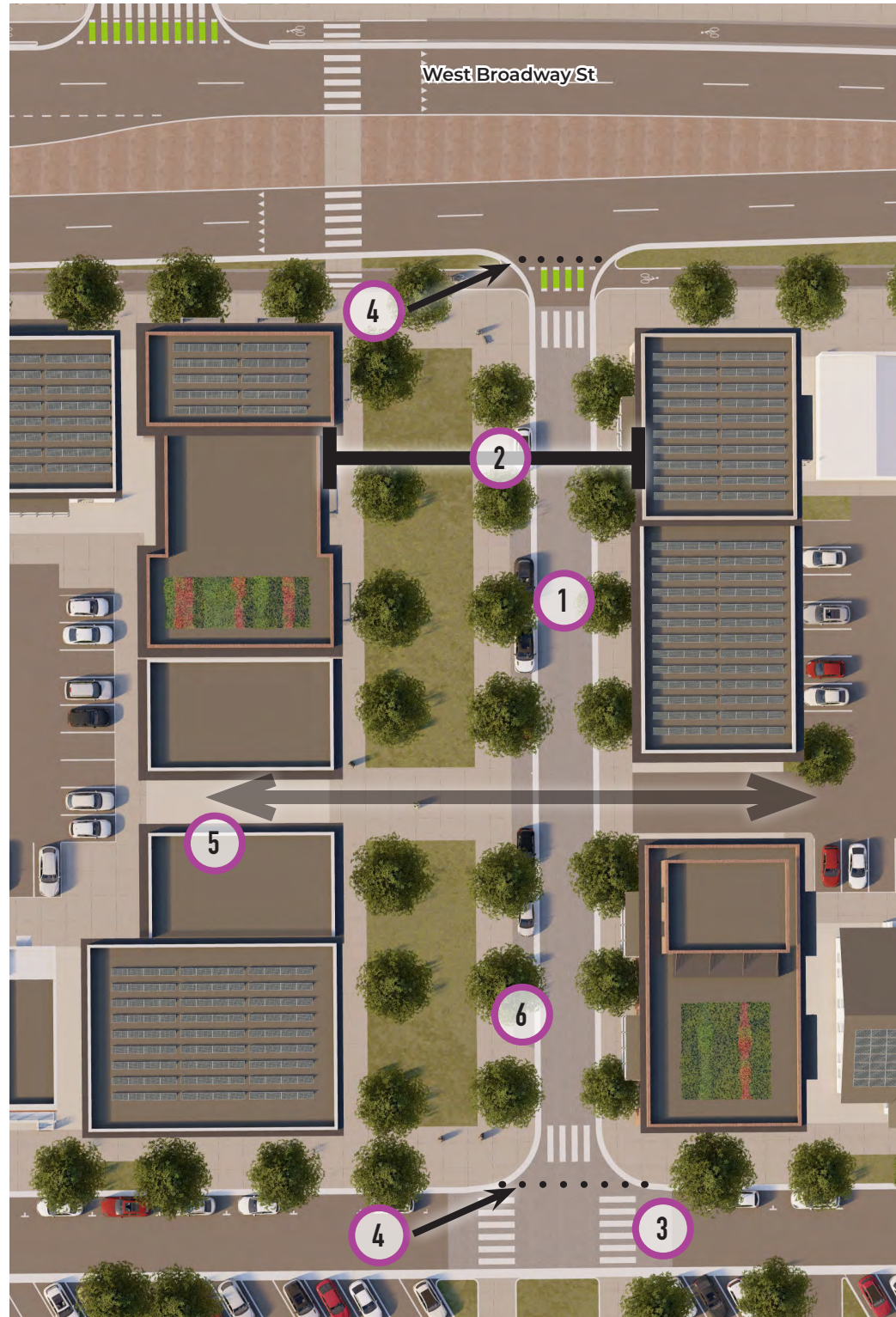
Retractable bollards, such as those shown here, could be located at the north and both ends of the main street to allow for flexibility.



During special events, the main street can be closed to traffic and become park of the neighborhood square along with the adjacent green.



- 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.





# 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.*

## A PLACE TO GATHER

The long green is designed to function as a “green outdoor living room” for the community. Lined with residences and a variety of neighborhood-serving uses, it features a variety of informal seating areas and playful, engaging landscaping elements designed to encourage neighbors to relax and spend time together. Pedestrian-scaled lighting and the glow from adjacent upper floor windows and shopfronts help make the space inviting well into the evening hours.

The long green is part of the larger connected weave of nature through Missoula, and is configured to provide a landscaped connection from West Broadway Street all the way through the new development to the Flynn Lowney Ditch and then on to the Clark Fork River.

The northern segment of the long green and the adjacent main street together form the public square which can hold community events.

The long green forms an important part of a “green infrastructure” system for the new development. Sculpting of the ground in the center of the long green can be configured to help hold and manage stormwater during stormwater events.





- 1 The Long Green is shaped and activated by pedestrian-friendly buildings housing a diverse variety of uses.
- 2 Plentiful doors and windows provide “eyes” on the space for comfort, activation and security.
- 3 The edges of the Long Green feature pedestrian walkways and seating terraces.
- 4 Nature is an important element of the Long Green, with shade trees and landscaping woven throughout.
- 5 The center of the Long Green features playful, informal seating areas encouraging neighbors to linger and interact.
- 6 The Long Green can be shaped to help hold and manage stormwater during stormwater events.





# 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.

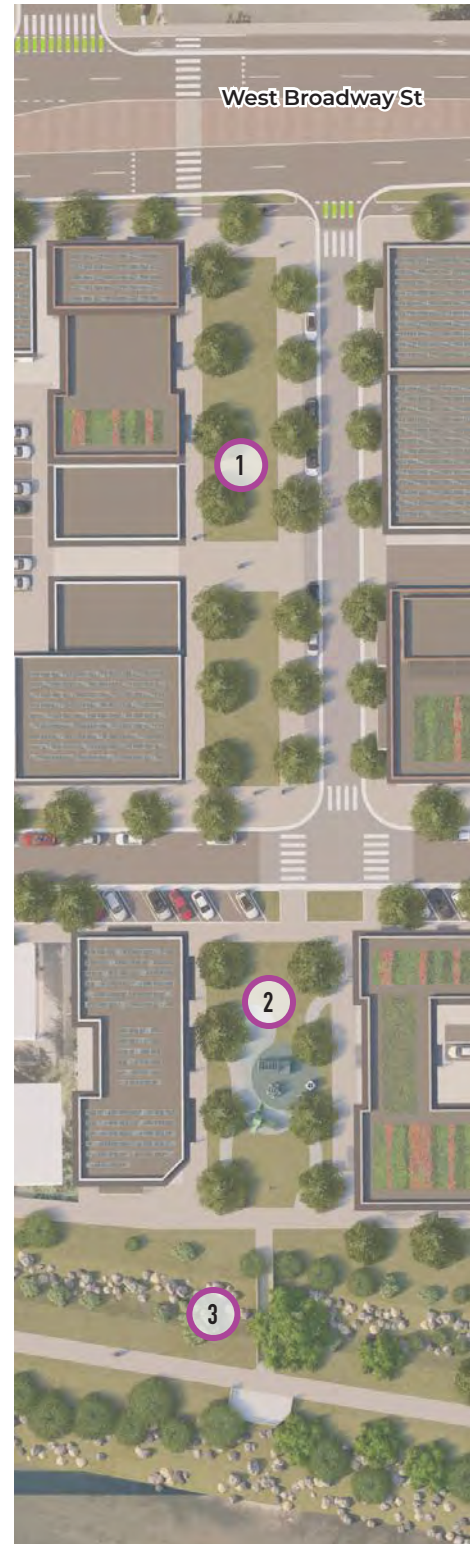
Too often in real estate development the best views are located behind private property, however, *Envision West Broadway* emphasizes public spaces with the best views. The southern end of the Long Green terminates on a new riverfront overlook. Connecting the Long Green to the river, where the green 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 are three types of open space from West Broadway Street to the River:

- 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 and residences.

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.





# 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.*

## RIVERFRONT OVERLOOK

The plan proposes several new paths perpendicular to West Broadway providing more convenient and direct access to the riverfront trails. The vacant land along the river trail poses potential for future new businesses and development to face the river. The rendering shows a new boardwalk over the Flynn Lowney ditch connecting to the riverfront trails. A new overlook is proposed where people enjoy views to the Clark Fork River and gather.

Opportunities should be explored to transform the Flynn Lowney Ditch into usable park space. Some uses for this space could include a community garden, lawns, and a dog park.





- 1 Riverfront overlook: A new overlook terminates the “long green.”
- 2 A boardwalk bridge connects the “long green” to the riverfront trail, providing new, direct public riverfront access.
- 3 Flynn Lowney ditch and adjacent Ron’s River Trail lined with shade trees and native landscape.
- 4 A neighborhood park with a playground provides a family-centered activity.
- 5 Trail (and River)-Oriented Development: New development faces the shared-use paths and river.
- 6 Residences, shops and business front along the green spaces, activating the space.





## STREET SECTIONS

The plan seeks to turn every street into a complete street, designed for cars, pedestrians, and bicycles. The typical street sections on the following pages illustrate recommended designs for complete streets that are appropriate for this site. Dedicated bike facilities are not necessary on the local streets here as Ron's River Trail provides the separated shared-use path for traveling longer distances. However, vehicle speeds must be kept slow on these streets to ensure a safe and comfortable sharing of the street space. The proposed typical street sections are intended to achieve this result.

### PARKING

The plan adds on-street parking, parallel and angled, where possible to increase the number of parking spaces and encourage slower speeds. The long, linear, arrangement of cars parked on-street is much less intrusive and less destructive to urbanism than large surface parking lots.

### STREET TREES

Street trees will provide continuous tree cover and planting wells and landscaped boulevards will provide locations for green infrastructure to allow water to filter into the ground and reduce the expense of moving water with underground pipes into retention ponds.

### STREET FURNITURE

Pedestrian-scaled streetlamps and additional street furniture like benches and receptacles for waste, recycling and compost should be located along every street. Street lighting can help the pedestrian feel safer and more comfortable. Light fixtures should be downcast or low cut-off to prevent glare and light pollution.

### ACCESSIBILITY

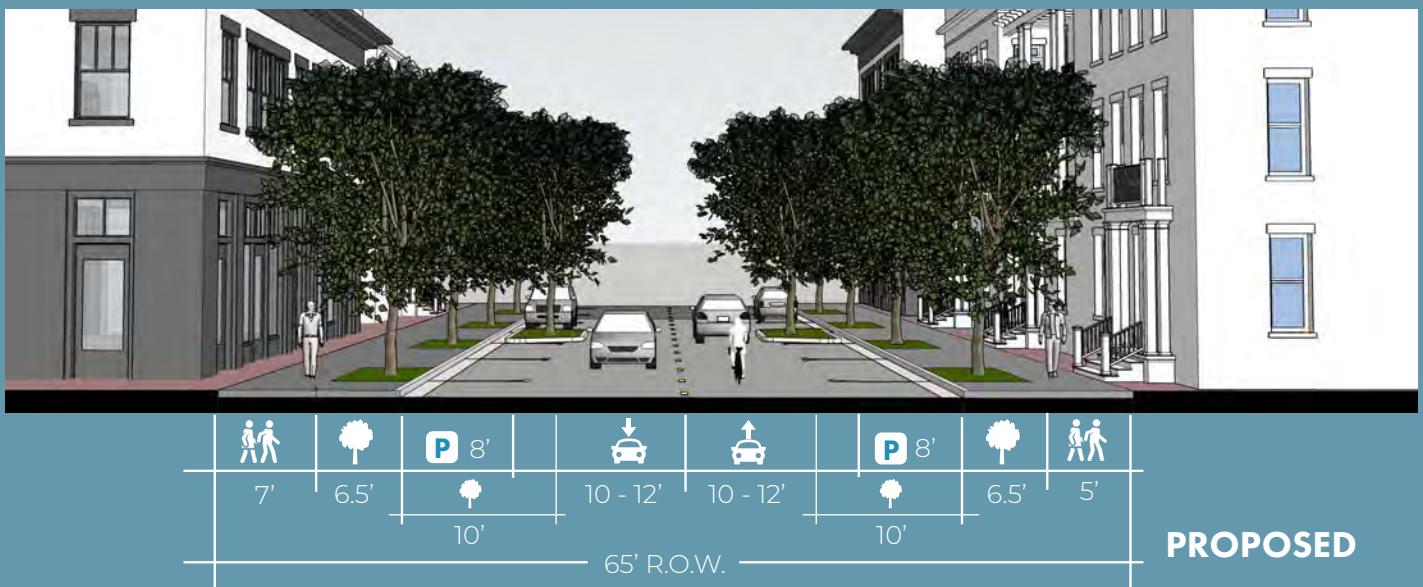
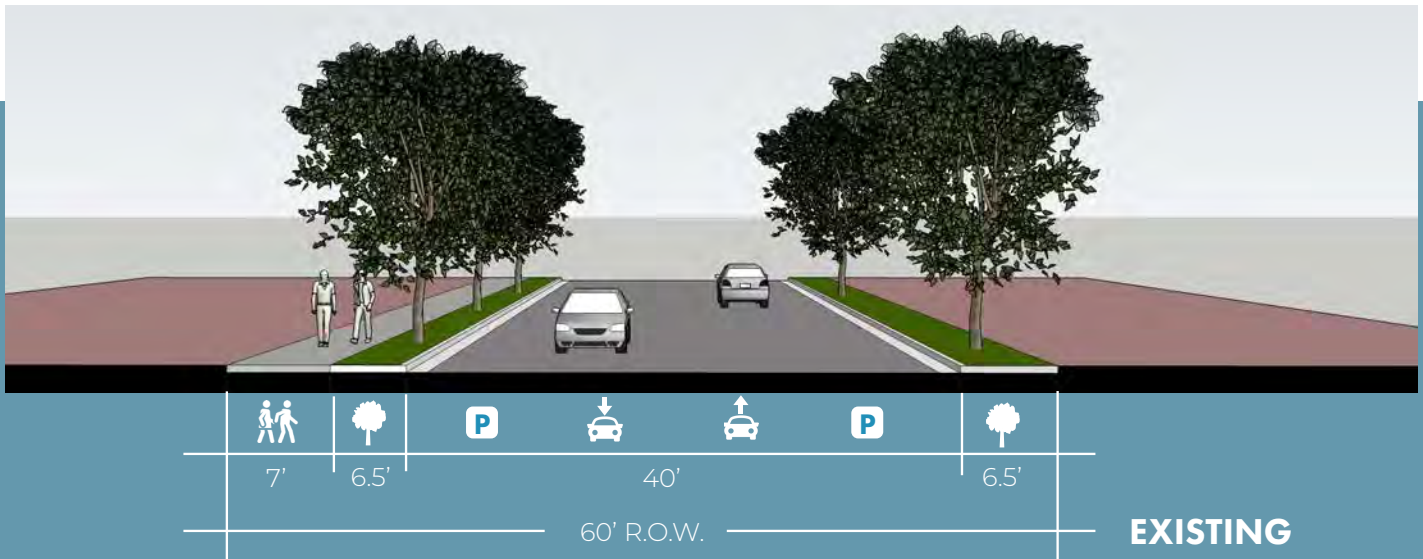
Each street within the site must be accessible to people of all ages and ability, especially those who are mobility- and accessibility- challenged. The plan follows the recommendations made to insure compliance with the American Disabilities Act (ADA), and recommends when possible using guidelines from the American Society for Landscape Architecture (ASLA) to incorporate elements like tactile pavements—raised bumps on curb ramps—and accessible pedestrian signals—auditory cues that tell blind and low-vision pedestrians when it is safe to cross.

### IMPLEMENTATION

Many design elements to keep pedestrians safe can be implemented using TIF monies, including stop signs, “bulb-out” sidewalks which pinch at the intersections to reduce the time it takes for pedestrians to cross the street, narrow curb radii (as opposed to chamfered curbs shaved in such a way as to allow cars to take turns without slowing) and wide and visible zebra crosswalks.



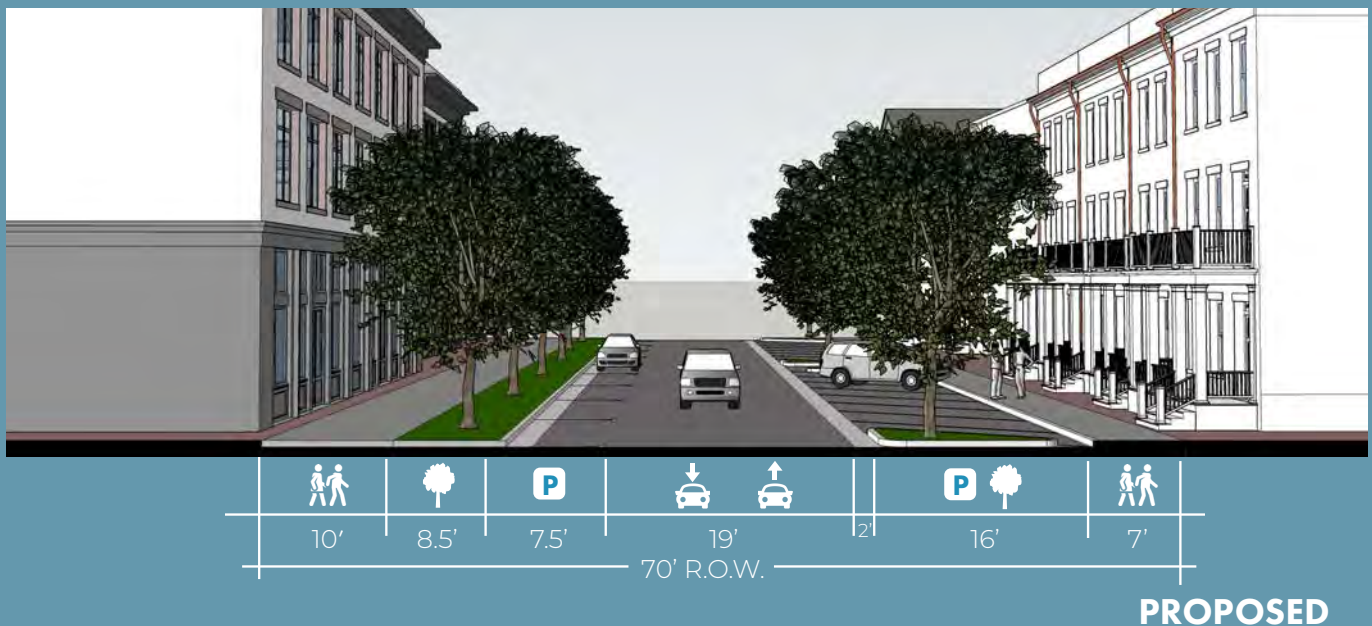
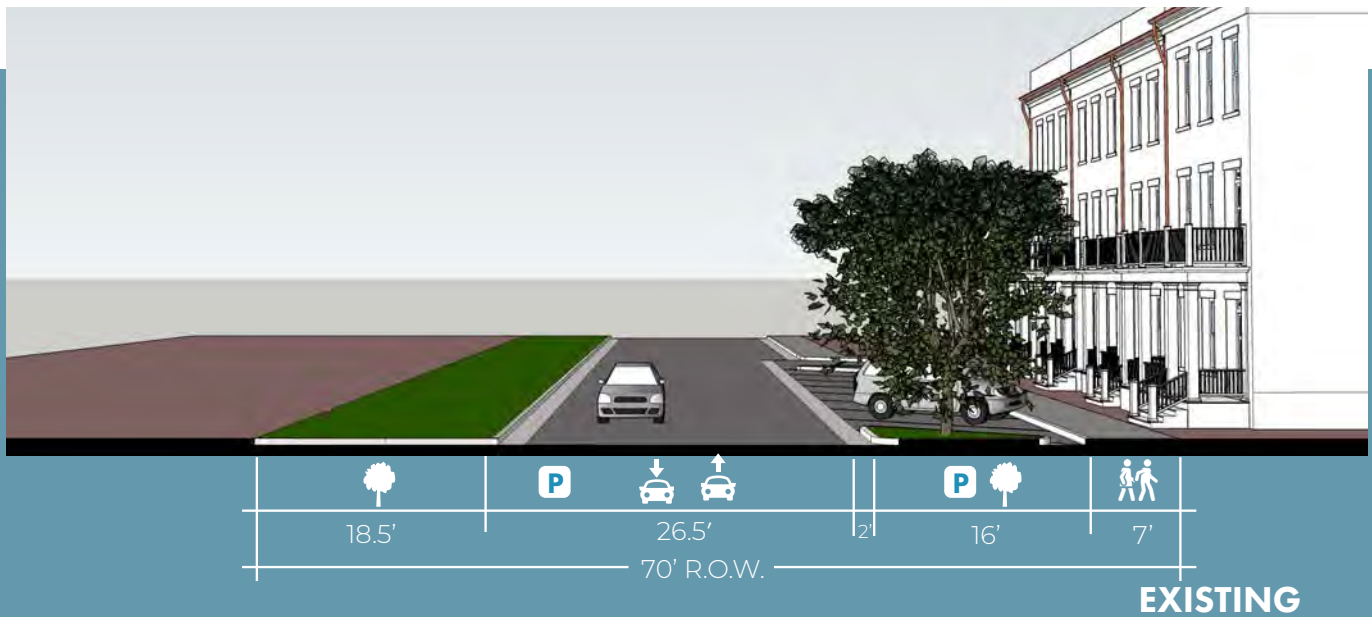




## HILLSDALE STREET

**Existing:** Hillsdale Street has a right of way (ROW) of 60 feet with a curb to curb dimension of 40 feet, including two travel lanes and two lanes of parallel parking. A continuous sidewalk is located on the west side of the street along with a landscaped boulevard.

**Proposed:** A boulevard (planting strip) is added to the east side and a new sidewalk from West Broadway Street connects down to Cedar Street. This requires widening the ROW by 5 feet. The boulevard on the west side can be converted to tree wells if commercial uses line the future street. One or two sets of planter islands with shade trees are added as a traffic calming device to reduce the curb to curb dimension and encourage lower speeds without requiring street reconstruction.

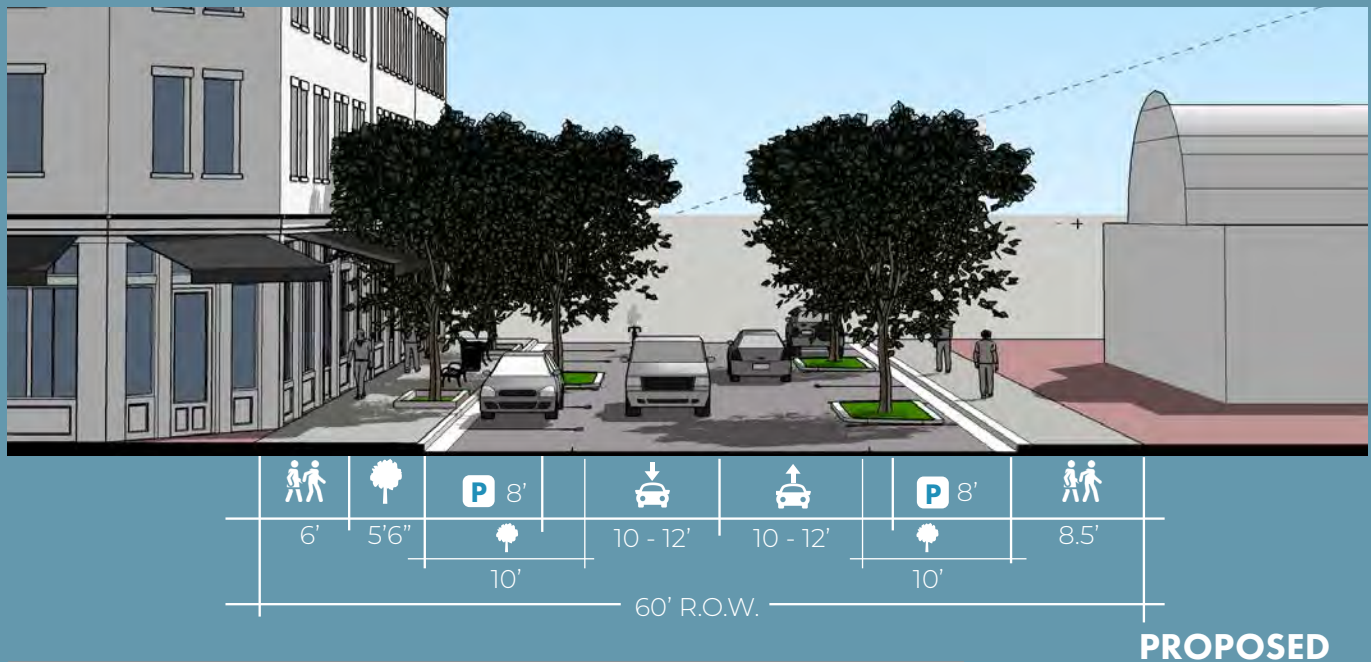
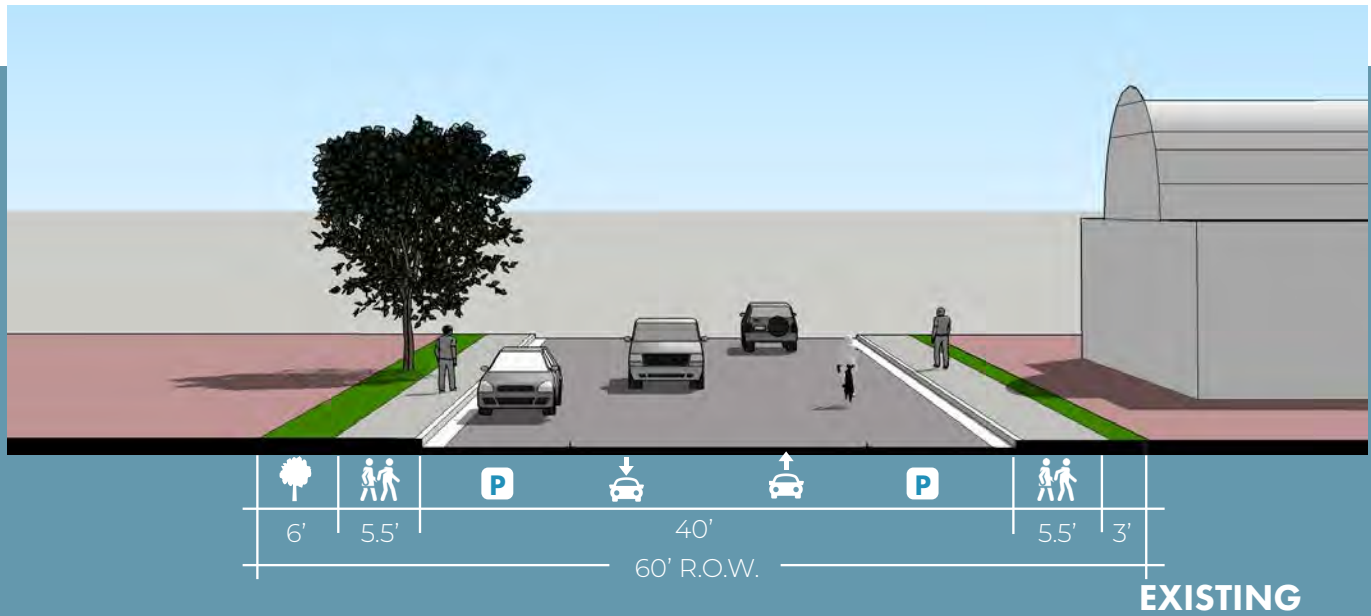


## CEDAR STREET

**Existing:** Cedar Street has two existing typical sections. Adjacent the Clark Fork Commons there is a wide sidewalk and angled parking interspersed with street trees. There are then two travel lanes and a lane of on street parallel parking on the north side of the street. The remainder of the ROW remains undeveloped. Further east, the angled parking transitions to parallel and the rest of the section remains the same.

**Proposed:** The angled parking on the western end of Cedar Street is extended along its length to create additional parking spaces. Planting areas for shade trees are interspersed within the parking spots and the sidewalk runs along the length of the street. A new sidewalk on the north side of Cedar Street provides access to the new buildings and space for street trees, lighting, seating, other street furniture and outside dining.





## N. CALIFORNIA STREET

**Existing:** North California Street has a 60 foot ROW with 40 feet curb to curb providing on-street parking and travel lanes in each direction. 5 foot sidewalks are located directly adjacent to the curbs and the remainder of the ROW consists of undeveloped area.

**Proposed:** Landscaped planter islands can be located regularly spaced along the east side for regular street tree planting. One or two carefully located planter islands can be located on the west side of the street as traffic calming features to narrow the travel lanes in specific locations to encourage slower speeds. The western sidewalk can be reconstructed as an 11 foot sidewalk with tree wells and curb. The sidewalk on the eastern side can remain as is or be widened by three feet and function as a narrow shared-use path for those uncomfortable biking in the street.

# 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.

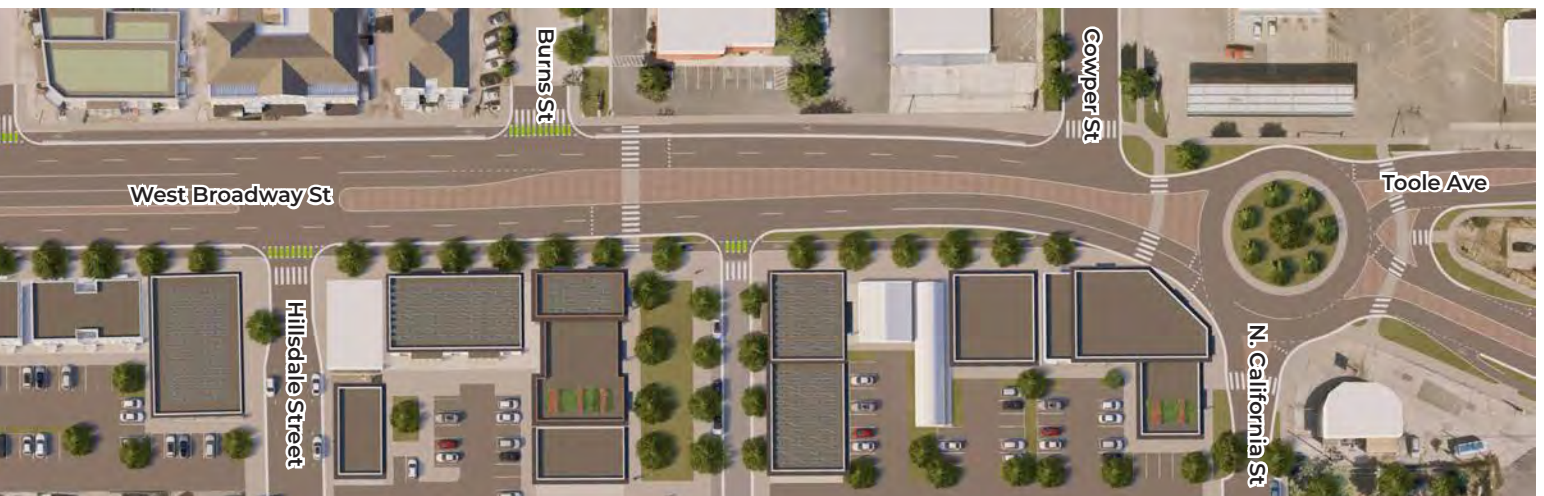


#### 2 Interim Improvements

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







*Note: The recommended designs for West Broadway Street shown here, including the roundabout at North California Street, require further study and coordination with the Montana Department of Transportation (MDT).*

# 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

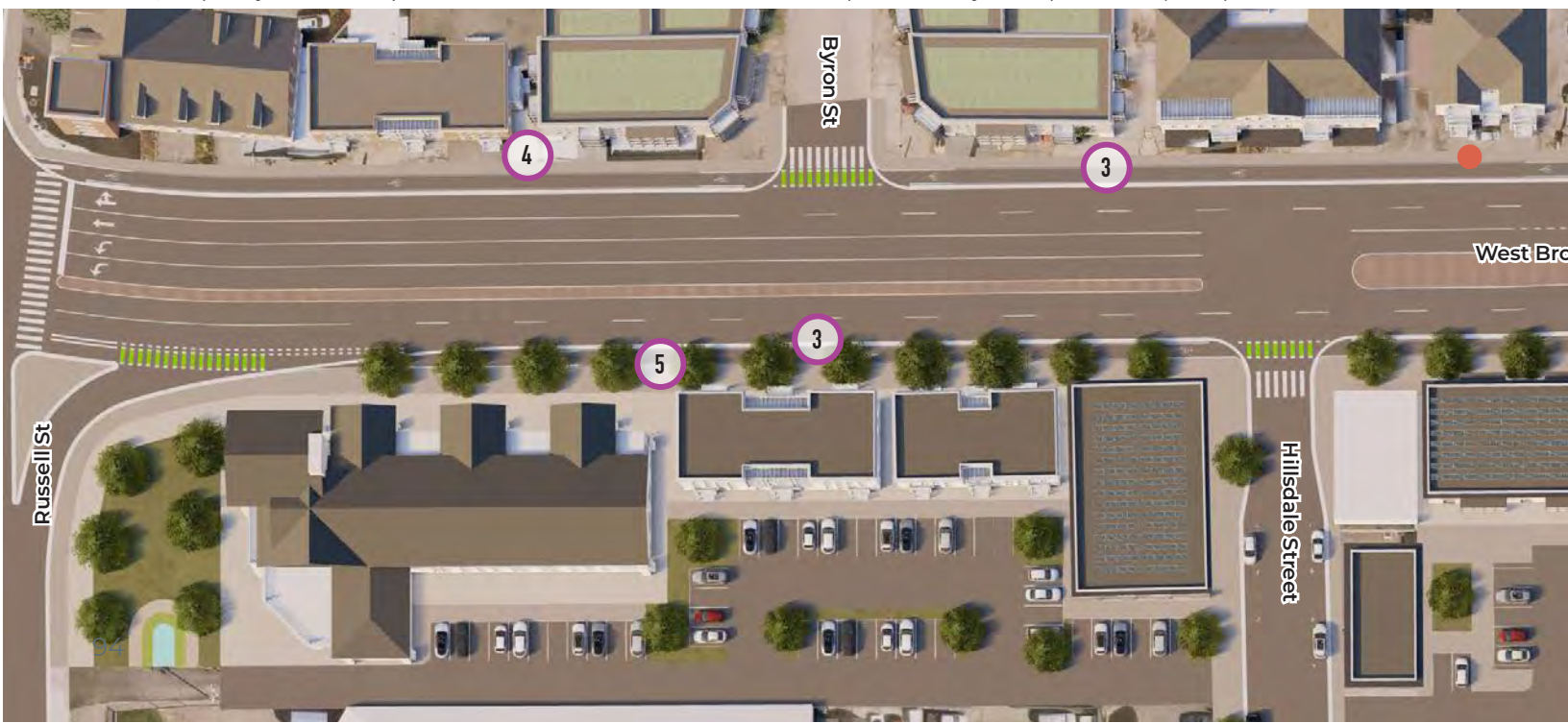
## 2 ROUNDABOUT AT CALIFORNIA STREET

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.

*Note: The recommended designs for West Broadway Street shown here, including the roundabout at North California Street, require further study and coordination with the Montana Department of Transportation (MDT).*





## 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



# PARKING

## PARKING MANAGEMENT

Parking will need to be provided for the residents and businesses. While Missoula has ambitious goals to reduce dependence on cars, there will still be demand to have enough parking for those traveling from further away and from residents who wish to own a car, even if just for trips to the mountains.

As the site transitions into a vibrant center and the ideas in this document begin to materialize, parking will likely become an increasingly important need. While parking may seem like a simple issue, its impacts have far reaching effects on the ability of the site to become the vibrant center envisioned.

Parking management is a set of programs and regulations that affect the supply, demand, location and price of parking. Parking is currently managed through the city's zoning ordinance, and in the heart of downtown by the Missoula Parking Commission (MPC). When properly managed, the parking system can support economic vitality and make neighborhoods and business districts more livable.

1

### Maximize On-Street Parking

On-street parking should be maximized along Hillsdale, Cedar, and North California Street to reduce the need of on-site parking and surface lots. On-street parking is especially important for meeting commercial and business parking requirements and is convenient for customers.

Angled parking on Cedar Street should be extended along its length on the south side. Parallel parking should be provided on the north side and along both sides of Hillsdale and California Streets. The new street proposed through the Missoula Water block can provide additional on-street parallel parking spaces.

ADA accessible parking should be included in key locations.

2

### Provide Bike Parking & Related Facilities

Ample bicycle parking should be provided, including sheltered long-term parking for residents and workers and short-term public and private parking. Regulations identifying the minimum amount and type of parking should be required. Workplace showers and lockers further support commuting by bike and should be part of new development.

## RECOMMENDED PARKING STRATEGIES

The first step to reducing excessive, inefficient, and unattractive surface parking in prime town center locations is to address the root cause: reducing the need for and amount of un-managed surface parking. This can be done by encouraging more people to walk, bike, or ride transit instead of driving. Several strategies to improve walkability and bikeability are described across this plan, and are necessary steps towards an attractive and vibrant town center. The second step is to address the supply of parking on the site with the goal of creating a vibrant mixed-use center that supports the creation of a "park once" environment. In such a place, many trips require only one parking space.

3

### Provide Centralized Shared Parking

In place of on-site parking, centralized parking should be provided in mid-block locations on publicly-owned parcels to serve multiple developments and leverage shared parking to reduce the number of spaces needed. Mid-block parking can help to preserve a more pleasant walking environment and better views by shielding the parking with buildings.

4

### Establish a Fee-in-Lieu Program

Private development can pay into a fee-in-lieu program to utilize and support the centralized parking and reduce the number of surface spaces required on each lot.

5

### Explore the Feasibility and Need for Below Grade or Structured Parking

If the need for parking after the application of transportation demand management strategies and shared parking necessitates additional spaces, explore the feasibility of structured or below grade parking to limit excessive surface parking lots.



# 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.



# PROJECT PHASING

*Focus on what can change and what can have the greatest impact first*

The plan for the future of the West Broadway area will not be realized over night. It involves many different property owners and the coordination of city and state agencies. Individual private landowners have their own time frames and personal visions for what their property may become in the future. Yet it is the hope that this plan inspires a coordinated vision for the future such that as individual properties change and develop on their schedule, they will do so in a way that prioritizes the plan's Big Ideas and harmonize with adjacent development.

## START WITH CITY-OWNED PROPERTIES

While the implementation of the overall plan has a long-term time frame, early phases in the short-term could begin with the redevelopment of city-owned parcels in the site. With city ownership of the Sleepy Inn and Missoula Water sites, it is important to start here. The first step will be creating a new iconic building and entry experience and then creating the main street of the neighborhood center. The development of these sites will set the stage and the standard for what happens at the rest of the site. With a solid foundation established by public investment, the transformation of the remaining privately-owned parcels can complement the build-out of the neighborhood center.

### EARLY PHASES ARE KEY:

- The redevelopment of city-owned properties can be the catalyst for the transformation of the area into a walkable neighborhood center.
- Initial phases of development will set the expectations for later development and become a template for projects on private parcels.



Existing conditions of the West Broadway area highlighting city-owned land.



## Initial Opportunity

The creation of a new neighborhood center is likely to begin on the properties owned by the city. The Sleepy Inn site at the southeast corner of North Russell St and West Broadway St is where the transformation can begin. By redeveloping this parcel with an architecturally-significant building with uses reflecting the community's needs, the expectations can be set for the evolution of the rest of the site. Improvements to West Broadway Street, including enhanced crossings and a new roundabout at the intersection with California Street should also occur.



## Short-Term Possibilities

The city-owned Missoula Water site is the next likely location for seeing change once Missoula Water relocates its operation to another site, potentially within the next 5 years. This site is large enough to create a complete central public space, or core, for the new neighborhood center. With city ownership, it is possible to imagine a large public space lined with street-oriented buildings. By transforming this site into a complete space, a new center can be created without depending on adjacent properties.



## Mid-Term Possibilities

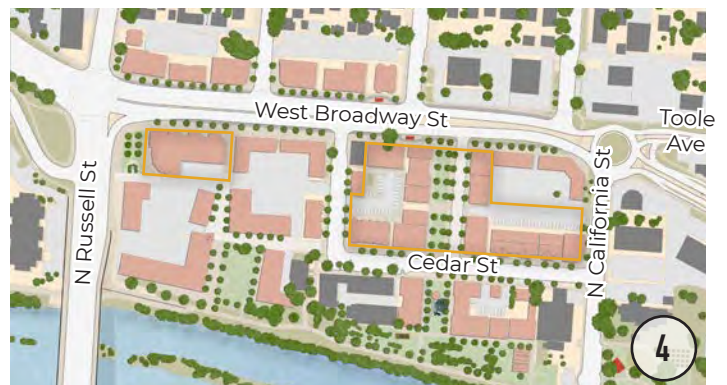
It is then possible to imagine extending the long green a block further south, completing the connection from West Broadway Street to the Clark Fork River. This would involve coordination of multiple property owners. The Flynn Lowney Ditch can also be replaced and transformed into usable park space in the area south of the long green with a community garden and possibly a playground.



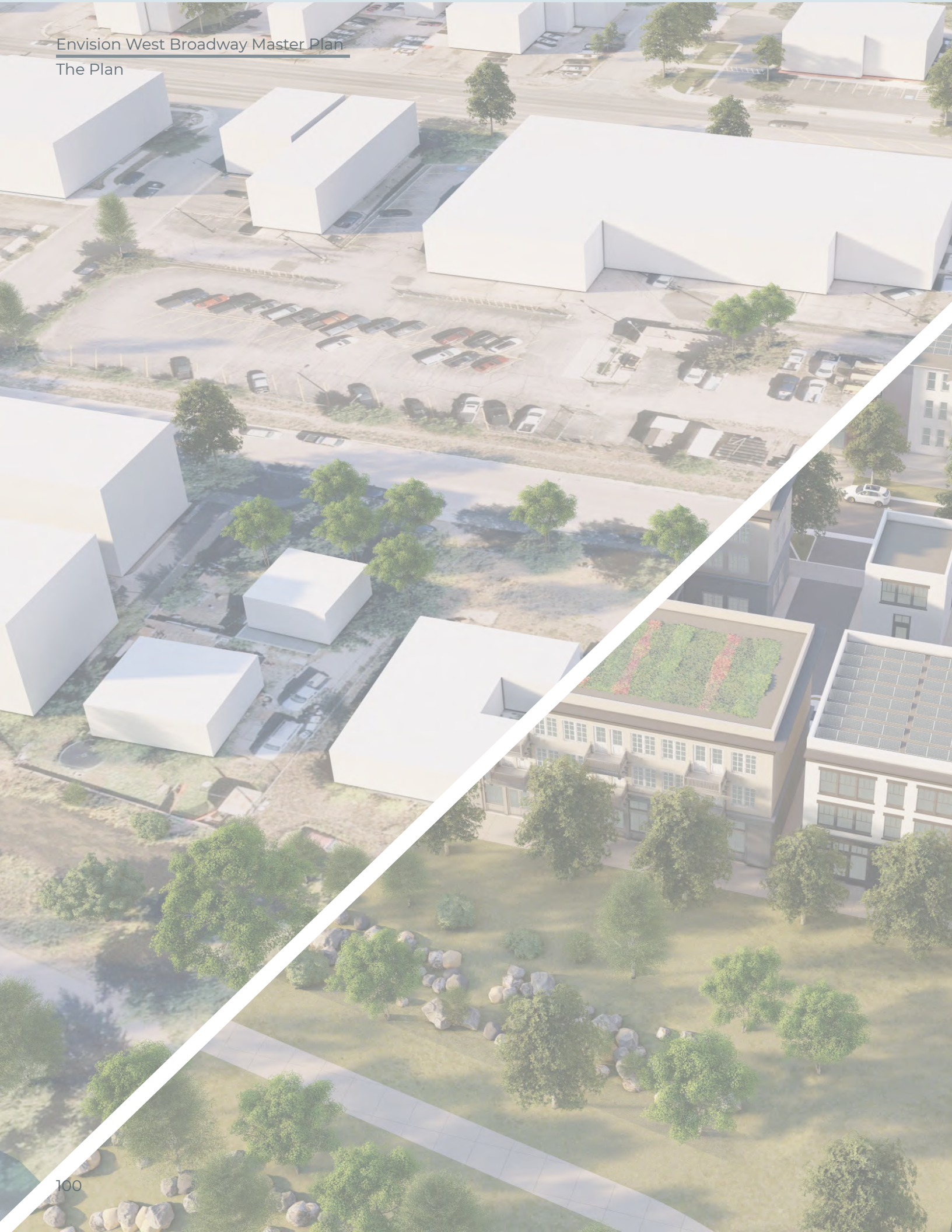
## Long-Term Possibilities

In the long term, possibly a 10-year or longer horizon, it is likely that the private property would redevelop into new, walkable mixed-use urbanism on the remaining blocks and across West Broadway Street. Changes on private property would occur as property owners decide.

Within this time frame, a further redesign of West Broadway Street is possible with wider sidewalks, street trees, on-street parking, or dedicated transit lanes.









An aerial photograph of a city street scene. In the foreground, there are modern, multi-story buildings with large windows and balconies. Some buildings have solar panels on their roofs. Trees are planted along the sidewalks. A white diagonal line runs from the top left corner towards the center of the page, partially obscuring the buildings.

# 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.<sup>1</sup>

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.

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<sup>1</sup> Duran-Brown, Bernadette. Redevelopment by Any Other Name Would Still Be Redevelopment. May 27, 2015. JD Supra Business Advisor. Los Angeles. Nossaman LLP



CRA's 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.

CRA's also use TIF funding to finance debt. CRA's tend to issue bonds based on projects TIF revenue. CRA's 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
<b>STRATEGY 1.1: UPDATE ZONING AND LAND DEVELOPMENT REGULATIONS TO ALLOW AND ENCOURAGE THE DESIRED REDEVELOPMENT</b>			
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
<b>STRATEGY 1.2: MAKE ALL STREETS COMPLETE STREETS</b>			
Action 1.2.1	Redesign and enhance Hillsdale 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
<b>STRATEGY 1.3: REDEVELOP THE MISSOULA WATER SITE</b>			
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 curbless 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
<b>STRATEGY 2.1: SUPPORT SMALL AND LOCAL BUSINESSES</b>			
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
<b>STRATEGY 2.2: ENCOURAGE LOCAL OWNERSHIP AND LOCAL BUSINESSES</b>			
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
<b>STRATEGY 2.3: ESTABLISH A MAKER DISTRICT</b>			
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
<b>STRATEGY 2.4: FOCUS ON THE LOCAL COMMUNITY</b>			
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
<b>STRATEGY 3.1: INCREASE ACCESS TO PARKS AND NATURE</b>			
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
<b>STRATEGY 3.2: BUILD SUSTAINABLY</b>			
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
<b>STRATEGY 3.3: COMPLETE THE SHARED-USE PATH NETWORK</b>			
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
<b>STRATEGY 3.4: PUBLIC SPACE</b>			
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
<b>STRATEGY 3.5: SUPPORT THE CITYWIDE GOALS OF ZERO-WASTE AND 100 PERCENT RENEWABLE ENERGY</b>			
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
<b>STRATEGY 3.6: PLAN FOR BICYCLISTS</b>			
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

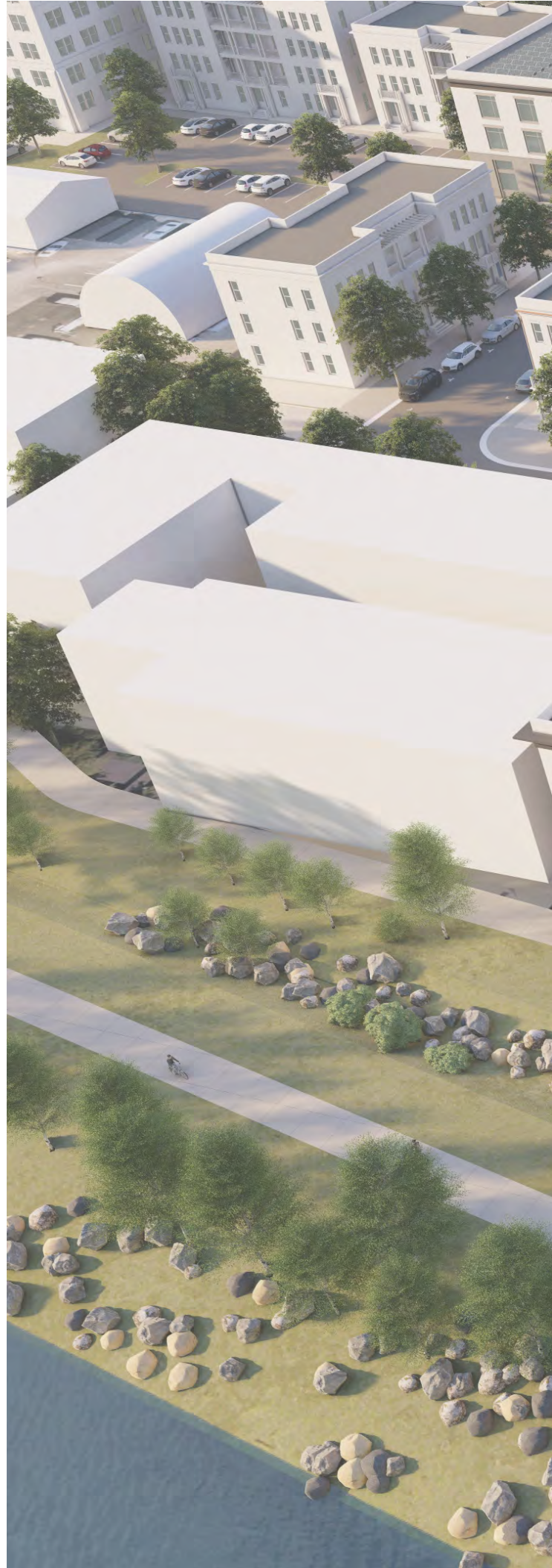
## ***BIG IDEA 4: HELP SOLVE HOUSING AND COMMERCIAL SPACE AFFORDABILITY ISSUES***

STRATEGY / ACTIVITY		LEAD AGENCY	TIME FRAME
<b>STRATEGY 4.1: DEVELOP MIXED-INCOME HOUSING WITH PERMANENT AFFORDABLE HOUSING ON CITY-OWNED LAND</b>			
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
<b>STRATEGY 4.2: ENCOURAGE AFFORDABLE HOUSING AS PART OF PRIVATE DEVELOPMENT</b>			
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
<b>STRATEGY 4.3: FOCUS ON THE LOCAL COMMUNITY</b>			
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
<b>STRATEGY 4.4: EXPAND AFFORDABLE HOUSING OPTIONS</b>			
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
<b>STRATEGY 4.5: ZONING AND PLANNING</b>			
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
<b>STRATEGY 5.1: REDEVELOP THE SLEEPY INN SITE</b>			
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
<b>STRATEGY 5.2: ESTABLISH A DISTINCT IDENTITY FOR THE DISTRICT</b>			
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 identifies 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
<b>STRATEGY 5.3: CONSTRUCT A ROUNDABOUT AT THE INTERSECTION OF WEST BROADWAY STREET, TOOLE AVENUE AND NORTH CALIFORNIA STREET</b>			
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
<b>STRATEGY 5.4: RE-IMAGINE WEST BROADWAY STREET</b>			
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



*Envision*  
*West Broadway*