



*City
of
Missoula*

ASSETS MAPPING



February, 2015

City of Missoula

| Assets Mapping



Project Partners

Sonoran Institute
City of Missoula
Community Builders initiative

In support of OUR MISSOULA



OUR MISSOULA
Looking inward. Moving forward.



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Downtown: The gold at rainbow's end.
Photo: Jenny Lavey

Executive Summary

Assets mapping uses public engagement to identify the physical spaces and places people treasure about their community. Through community conversations, mapping exercises and online engagement tools, citizens are asked to provide location-specific information about the areas of their community they believe are an asset. Missoulians engaged in this project during the autumn of 2014, and their input was used to create several maps depicting the location of community assets. In addition to maps depicting the community's assets, a map depicting some of the city's challenges was also prepared. Overall, eight maps were produced for this project. These maps depict:

- 1) Natural Resource Assets
- 2) Recreational Assets
- 3) Economic Assets
- 4) Neighborhood, Cultural and Historical Assets
- 5) Transportation and Mobility Assets
- 6) Assets Identified by Elementary-Age Students
- 7) Composite Assets map
- 8) Community Challenges

This report contains a summary of the project, descriptions and depictions of each of the produced maps, and a series of observations and recommendations related to each map. The Missoula assets mapping project is the result of a partnership between the City of Missoula and the Sonoran Institute.



Sunset over the city.
Photo: John Wolverton

Introduction & Overview

About this Report

In 2014, the City of Missoula, Montana began a community discussion to update its growth policy - the visionary document charting the course for the next 20 years of growth and development. Through previous public engagement initiatives, the City identified “focus inward” as the unifying land use and development theme around which the growth policy update would center. The focus inward theme acknowledges the value of sensible and smart town-centered growth, balanced by the support and input of residents.

The focus inward theme is embodied in the “Our Missoula” initiative, which sets forth the City’s overall strategy for the growth policy update and describes key benchmarks along the way. Through the Our Missoula initiative, the city is conducting a series of activities to engage and educate stakeholders about the growth policy effort.

This report describes one of the activities conducted in support of the Our Missoula initiative, called Assets Mapping.

The Assets Mapping project is the result of a collaborative effort between the City of Missoula, its residents, and the Sonoran Institute, through its Community Builders initiative. Project funding was provided by the Sonoran Institute, through the generous gift of a private foundation. Staff from the Sonoran Institute’s Bozeman office were responsible for managing the project.

The report provides an overview of the goals, process, outcomes and recommended next steps for Assets Mapping.

Through its Community Builders initiative, the Sonoran Institute provides communities across the Rocky Mountain West with tools, assistance, and resources to become stronger, more prosperous places through community and economic development activities. Community Builders offers technical assistance, research and training to communities in this region looking to generate real, on-the-ground progress.

The Sonoran Institute inspires and enables community decisions and public policies that respect the land and people of western North America. More information about the Sonoran Institute can be found at: www.sonoraninstitute.org and more information about Community Builders can be found at: www.communitybuilders.net.



McCormick Park is treasured by residents.
Photo: John Wolverton

What is Assets Mapping?

Assets Mapping is a values-based approach to community engagement that uses citizen input to identify, discuss, and visualize assets within the community. The principal output from Assets Mapping is a map, or series of maps, that depict the location of physical assets within a defined region. By showing accumulated individual assets on a single map, a “heat map” emerges, depicting areas of the city where assets exist in close proximity, where they overlap, or where they are absent or scarce.

The resulting map is a unique tool for citizens and elected officials to reference for understanding areas of the community that could be: maintained, due to the richness or concentration of local assets; enhanced, due to the presence of some assets; or renewed, due to the scarcity assets. The map also provides a unique perspective into potential linkages between areas, helping to identify ways to connect areas of the community with many assets, and areas with fewer assets, or to connect two different assets together, synergizing them.

Identifying community strengths – assets – is an important element of modern

economic development practice. Communities who work to identify and build off their unique assets can create more distinctive and authentic places that are attractive to residents and an increasingly mobile workforce.

Assets mapping may also provide a window into the physical challenges residents believe their community faces. During this project, residents were asked to discuss the challenges they think Missoula faces in addition to identifying its assets.

Ultimately, the resulting city-wide maps and report from the Assets Mapping project complement the input and comments heard in related Our Missoula activities, such as listening sessions and focus groups. Together, this information will be used to inform growth policy focus groups and local government officials, who will take the next steps in developing a land use policy for Missoula.

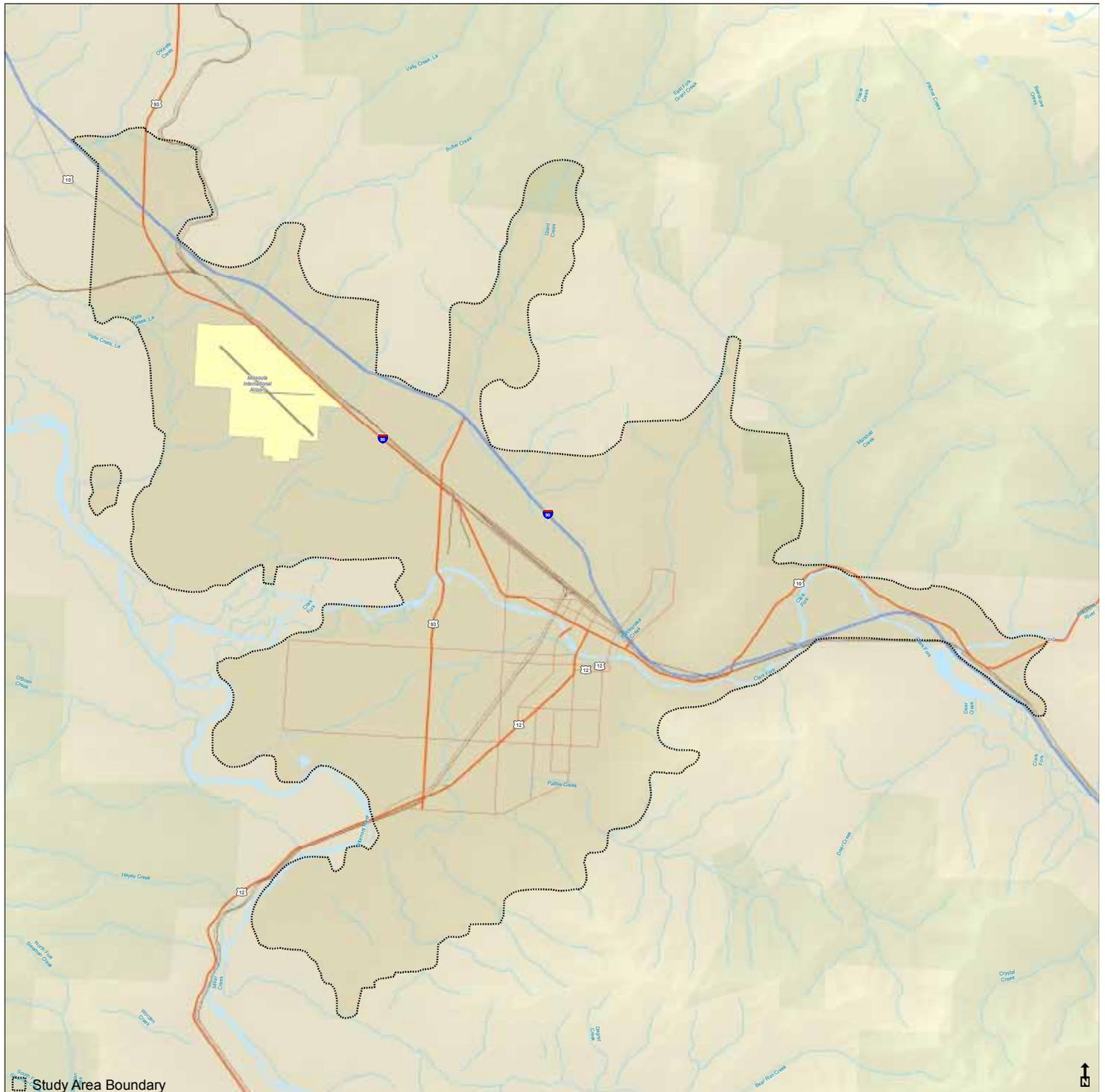


The University District neighborhood is valued for its tree canopy, among other things. Seen here in winter.

Photo: Eric Gabster

Study Area

The **study area** for this project consisted of the city's urban services boundary. The urban service boundary is the area of land served by the city's services including wastewater. The boundary includes all of the incorporated city limits and extends in some areas into parts of the unincorporated county.



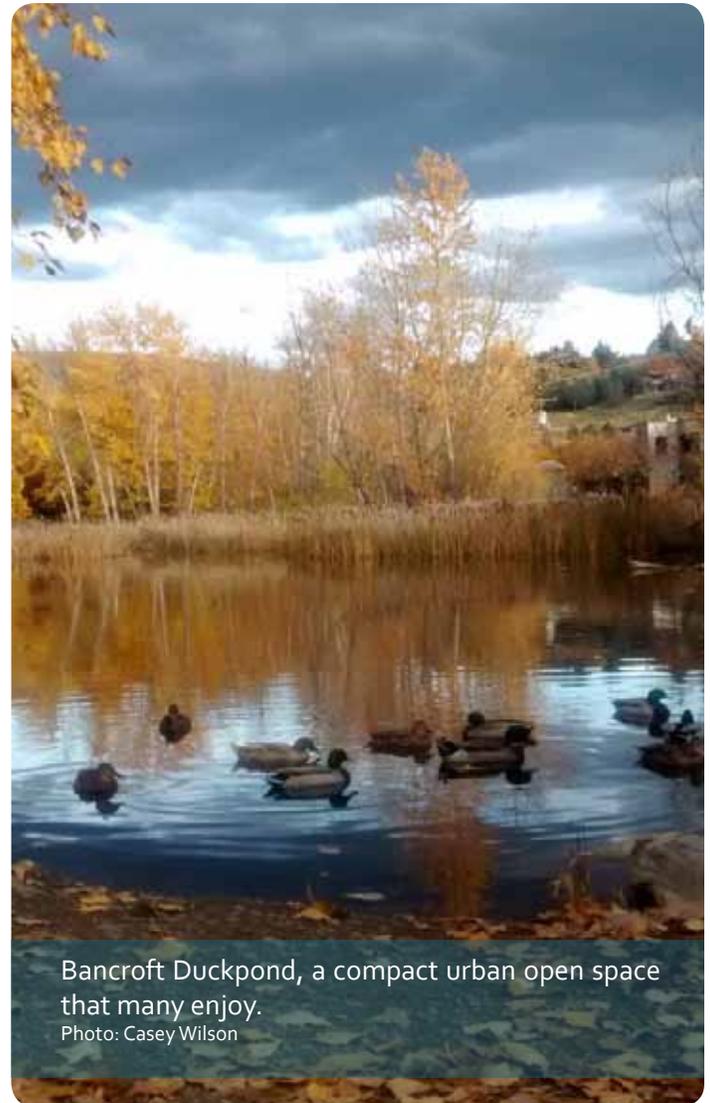
Project Goals

The purpose of the Assets Mapping project is to inform the Our Missoula initiative, helping local leaders assess future land uses, and consider priority investment areas for growth. To meet this goal, the project (1) engaged community members in a series of discussions about the city's assets and challenges, (2) produced a series of maps depicting those assets and challenges, and (3) resulted in this report containing findings and recommendations that help city officials advance projects and policies that support livability goals.

The project included four core activities:

1. **Review Relevant Documentation.** Examine existing documents (plans, visions, policy statements) to identify elements of the built environment already considered assets and challenges, and inventory assets and challenges. See appendix A for documents review and associated inventory.
2. **Engage Public and Identify Assets.** Hold three to four outreach events to elicit public feedback regarding the City's physical assets.
3. **Collect Data and Produce Maps.** Gather relevant spatial information related to the city's physical assets and challenges. As a result, two maps – one for assets and one for challenges – will be created. Additional thematic maps will be created, where the data supports it, grouping similar data into like categories to reveal themes.
4. **Develop Final Report.** Develop a project report detailing outreach events, process and results. Organize assets into a strategy report that clearly outlines recommendations as a

menu of tactics that could be applied to each asset area to improve its condition.



Bancroft Duckpond, a compact urban open space that many enjoy.
Photo: Casey Wilson

Project Team

A Project Team composed of City staff, Sonoran Institute staff and staff from Applied Communications, the City's public outreach contractor, formed in order to coordinate activities, oversee the project and provide a thorough public engagement process. A technical advisory team also formed consisting of City staff and Sonoran staff who were responsible for gathering, analyzing and presenting spatial data associated with the assets and challenges identified by citizens.

The Assets Mapping Process

Asset maps are built by following three basic steps:

1. Conduct community outreach and engagement.
2. Assess and gather spatial data.
3. Organize and depict spatial data in maps.

The following sections describe each of these three steps in more detail.

Three Steps:



Community Outreach

Public participation and engagement is the foundation for a successful assets mapping project. The input provided by citizens constitutes the entire library of information the project team uses to populate the maps. Without citizen input, there could be no Assets Maps.

In order to understand what citizens believe are Missoula's assets and challenges, the Project Team focused on public engagement activities and outreach. The project included a wide variety of organized activities and events to ensure that the broadest range of interests had a seat at the table. Community outreach activities for this project included:

- **Public meetings.** The Project Team organized two public meetings held in October, 2014. The public meetings were widely publicized, including newspaper inserts, radio announcements, and a broadcast on Missoula Community Access Television. The meetings were open to the public. During the meetings, participants learned about the project via a short presentation, then organized into small, facilitated break-out groups to convey their thoughts about the city's assets and challenges.

- **Open houses.** Four drop-in open houses were organized to provide an opportunity for people to learn about the project and contribute their thoughts. Three open houses were conducted in October 2014, during the same period that the public meetings were held. These open houses displayed posters explaining the project and solicited public input. The fourth open house was conducted in November, after the initial set of draft maps were created, and included scheduled presentations throughout the day for people to learn about and contribute to the project.
- **Online survey.** Two online surveys were developed for people to contribute their thoughts electronically. One survey was developed for an adult population and the other was targeted to elementary-aged school children. A copy of the raw data for both survey tools is contained in Appendix C (under separate cover).
- **Photo Voice.** Photo Voice is an electronic tool by which participants upload images and text to depict the physical nature of an asset or challenge. Missoulians submitted dozens of images for both assets and challenges, which are in Appendix D (under separate cover).
- **Attendance at public events.** Project staff attended two unrelated public events to engage citizens in the project. One included staffing a booth at the Saturday farmers market, and the other was coinciding a previously scheduled open house with First Friday activities, which drew substantial interest.

In addition to these public events, the Project Team also reviewed existing planning and policy documents prepared by the city during previous planning efforts. The results of this review informed the identification of assets and challenges for this project. The Project Team's analysis of previous planning and policy document review is included as Appendix A.

Gather Data

All the input received during the public engagement activities is analyzed. Since the overt purpose of this project is to produce a series of maps, each item of input received has to be assessed for its 'mapability' – whether or not it is a physical place that can be shown on a map. Ultimately, the input is categorized in one of two ways: Input that can be mapped, and input that cannot be mapped.

This distinction is important. While people contributed a significant amount of input, much of it related to things that could not be mapped. For example, several participants communicated that the vibrancy of downtown Missoula is an asset. While downtown vibrancy is indeed valued, it is not something that in and of itself occupies a physical space. For this reason, vibrancy – and the many other contributions similar to it – was not mapped. On the other hand, the airport, also cited as an asset, can be mapped – it occupies a physical space in the community. For a complete list of all the input received please see Appendix C (under separate cover).



Caras Park serves as a cultural and recreation anchor for downtown
Photo: Aaron Wilson

be mapped is a part of this report, and is made available to city staff. While some of this input could not be shown on a map, the analysis in this report takes into account the context and sentiments contained in that non-mappable input. Further, that information will be reviewed by city officials along with the comments and input heard during other Our Missoula activities, like focus groups and listening sessions.

During the analysis of the input received, it became clear that the input pertaining to assets could be organized into several overarching themes. Five themes emerged:

- Transportation & Mobility
- Recreation
- Natural Resources
- Economic Health
- Neighborhoods, Culture & History

Thematic organization of this information is useful, for two reasons. One is that there are some assets that are valued for more than one reason. For example, people value the Clark Fork River for the recreation it provides. It also provides wildlife habitat and is tied to the city's culture and history. For this reason, the Clark Fork – and many other assets – appears in several themes.

The other is that each thematic map can be overlaid, resulting in a composite map. The composite map reveals areas of the city with highest and lowest asset densities.

In addition to the thematic maps, the Project Team created a special map based solely off the information provided by our elementary-age school participants.

Create Asset Maps

Once the public input was analyzed and the mappable input sorted, the Technical Team began to assemble digital information representing that data to create maps. The maps were assembled using Geographic Information Systems (GIS) software.

GIS datasets for Missoula's assets and challenges maps were largely pulled from data managed by six City of Missoula agencies: the City of Missoula GIS Section, Development Services Transportation and Planning Sections, Parks and Recreation Department, City-County Health Department, and Missoula Redevelopment Agency. Some natural resources data were also gleaned from the on-line data portals of Montana Fish Wildlife and Parks, the Natural Resource Conservation Service, and the Montana Natural Heritage Program.

For this mapping project additional datasets were created and digitized by Development Services Planning staff. Much of the digitized data were points or parcels mapping a specific business, place or type of place (e.g. Museums) that was mentioned as an asset or challenge. Another portion of the digitized data required interpretation to represent the named asset or challenge. These were digitized as large generalized areas. "Mixed Use Neighborhoods" of which they are few and "sprawl by airport" are two examples. A detailed list of all the data that went into the creation of each map can be found in Appendix B.

To provide residents an opportunity to view the final asset maps, the Project Team organized a public open house, which was held in April, 2015.

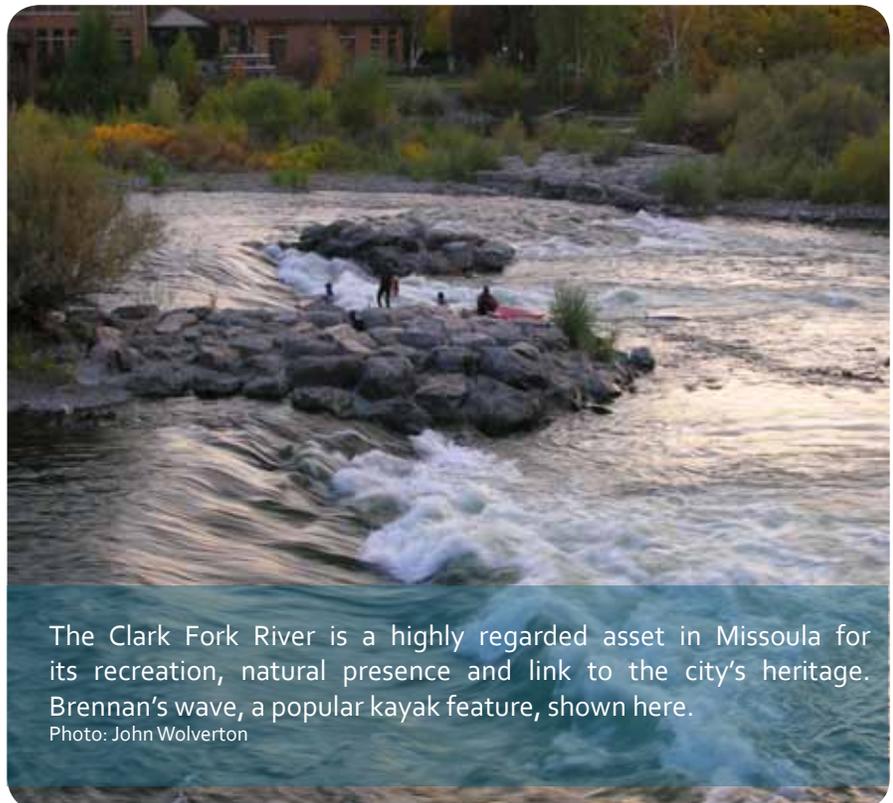
Missoula's Asset Maps

In total, eight maps were produced. One map depicts the city's physical challenges. Five maps depict each of the five asset themes that emerged, and one map depicts the composite of all thematic maps. One final map depicts the input from elementary age students. This section provides an overview of each map, including a brief description of what each map depicts and discussion of the input that went into each map's creation.

Composite Assets Map

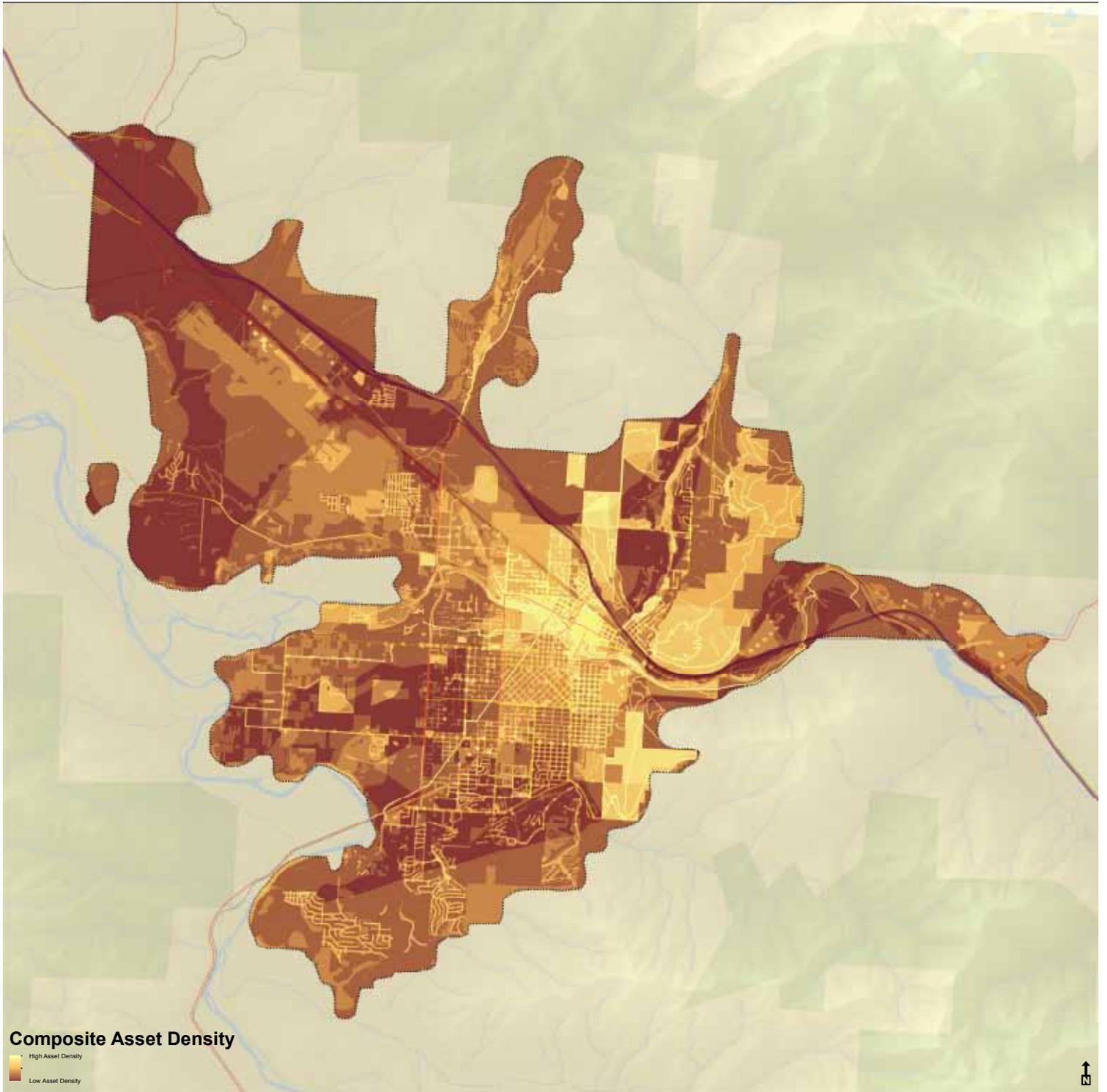
The composite map brings together the individual thematic maps, overlapping them one-by one, to show areas where multiple assets exist in proximity, overlap, or are scarce. Consequently, the composite map can be thought of as a "heat map", with darker areas representing places within the city where there is a high concentration of assets, and lighter areas of the map representing places with fewer assets. A few things stand out:

- Downtown is home to the highest concentration of assets within the city. Given participant's input, and likely citizens' instinctive understanding of Missoula, this hardly comes as a surprise. Downtown is the city's economic and cultural hub. It is the city's transportation epicenter. Downtown is the city's original settlement and has many historic and distinctive buildings.
- Areas to the south and west have fewest assets depicted. These areas are mostly single use and were developed after the original town site was platted. They are relatively lower density than other areas of the city, and do not contain many natural resources. These areas are opportunities for renewal.
- The viewsheds and recreation offered by mountains to the east and north of the city are highly valued. They reflect the community's interest in a healthy environment and the close connection between the built place and the natural setting. These areas are the gateways to great outdoor experiences and in that way transitional linkages that connect Missoula assets.



The Clark Fork River is a highly regarded asset in Missoula for its recreation, natural presence and link to the city's heritage. Brennan's wave, a popular kayak feature, shown here.
Photo: John Wolverton

Composite Assets Map

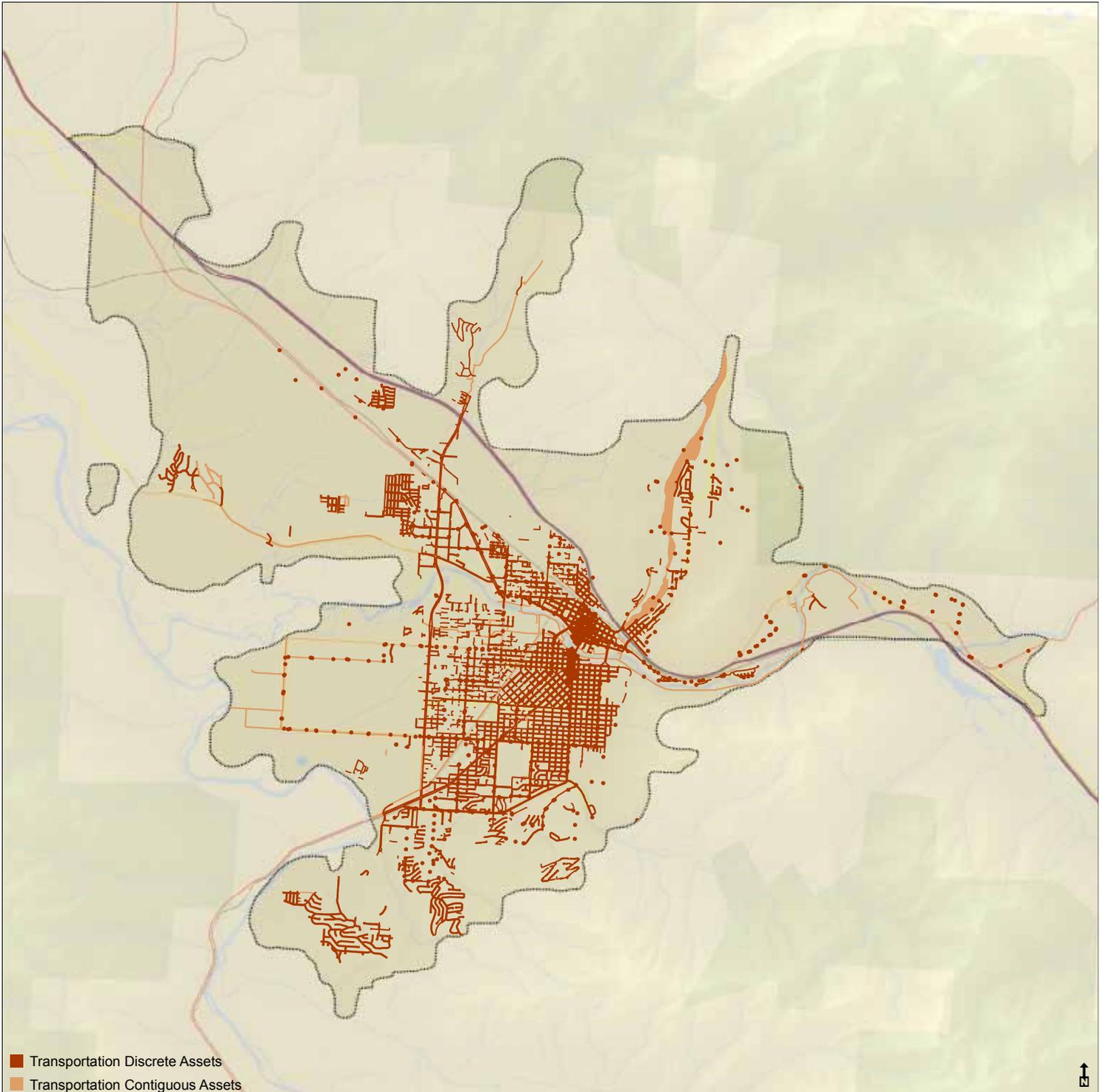


Composite Asset Density

High Asset Density
Low Asset Density

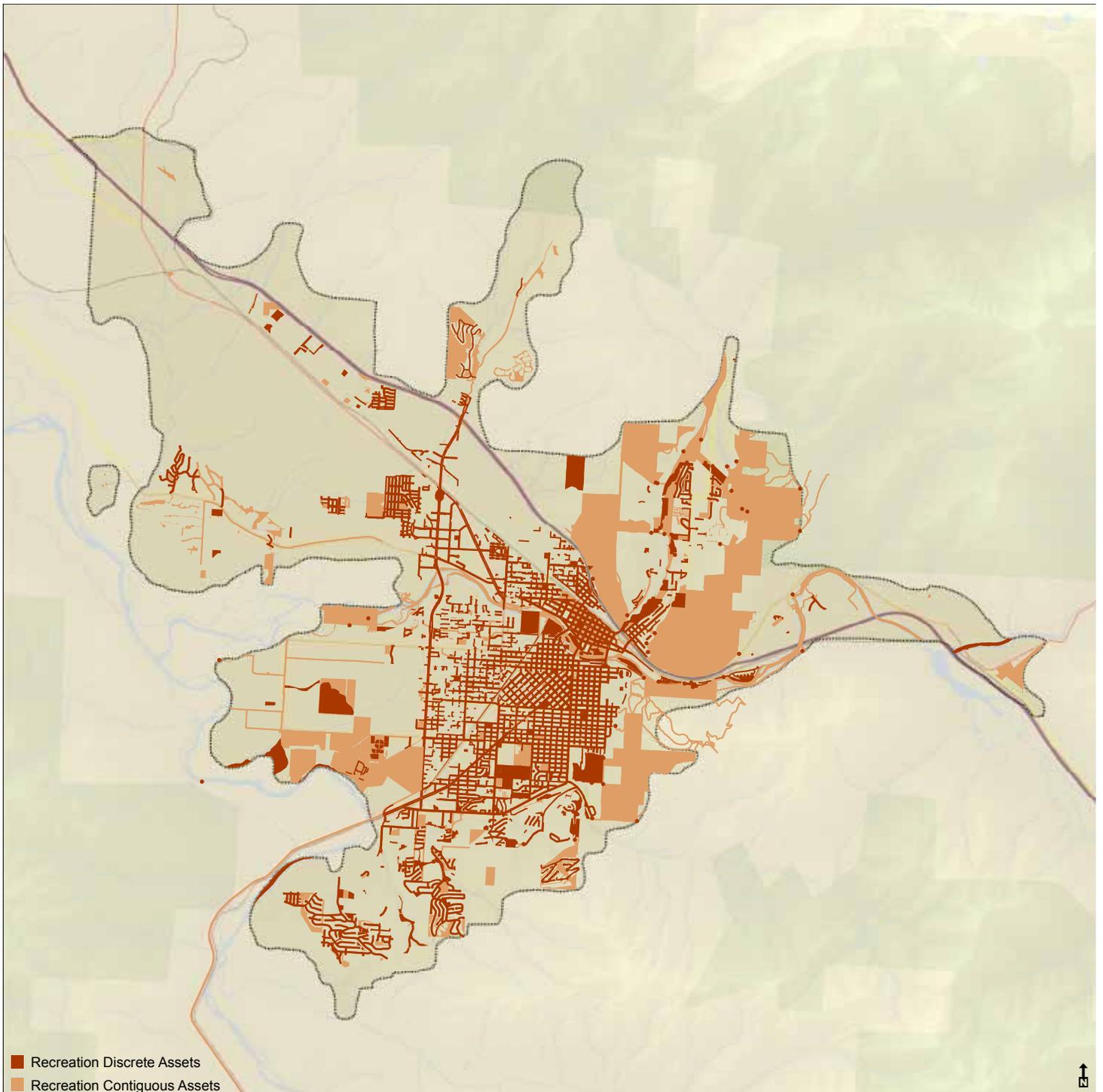
Transportation & Mobility Theme

Missoulians value their transportation system for the options it provides them – whether it's the ability to navigate the city via automobile, by taking public transit, or by biking or walking. Consequently, the Transportation & Mobility map depicts features associated with these values. Prominent features associated with this theme include sidewalks, transit stops, and bike infrastructure.



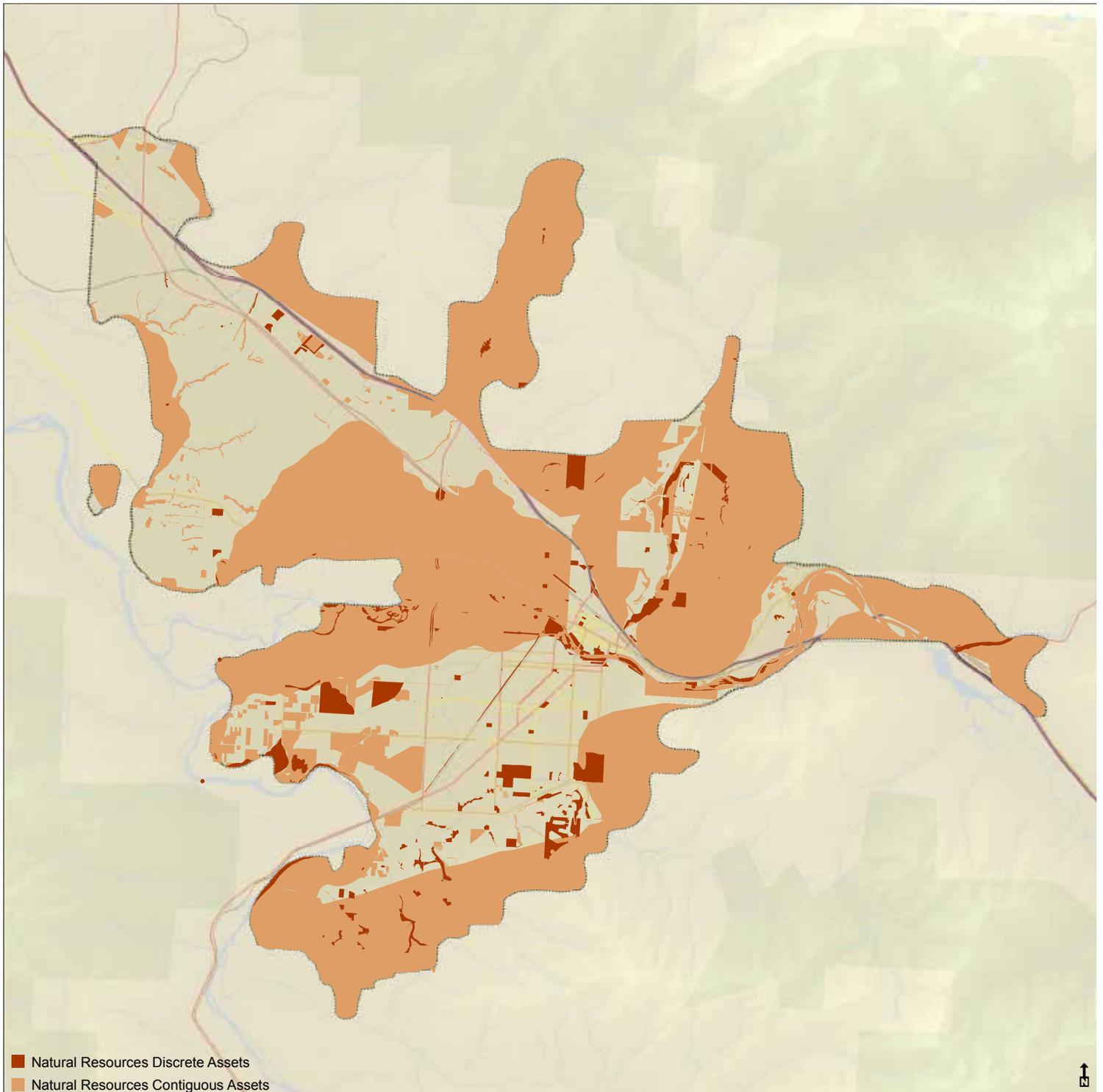
Recreation Theme

Recreational assets are tied to both the ability to have a place to play (parks and open space) and enjoying oneself while getting there (non-motorized facilities). Therefore, this map features two elements most prominently: Parks/Open space, and non-motorized transportation infrastructure like bike lanes and sidewalks. Participants also clearly communicated their appreciation for nearby recreational amenities such as the Rattlesnake Wilderness and Snowbowl Ski area, though these lay outside the study area.



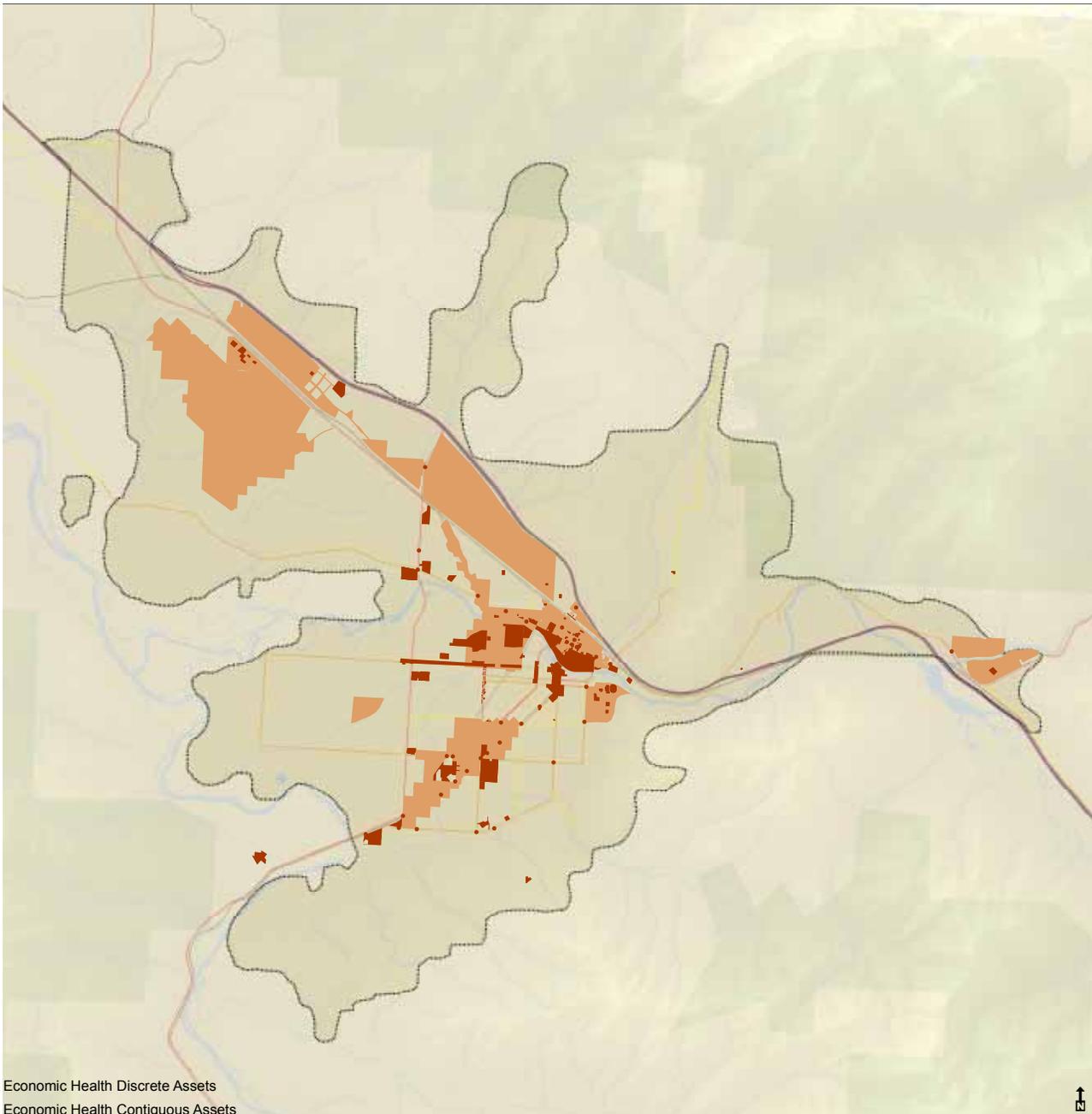
Natural Resources Theme

Participants value access to and protection of the natural amenities in and around Missoula. Natural resources in Missoula fall generally into three categories: water, backstopped mainly by the Clark Fork River; green spaces like protected open lands, parks, and urban forest; and the less tangible wildlife habitat and agricultural soils.



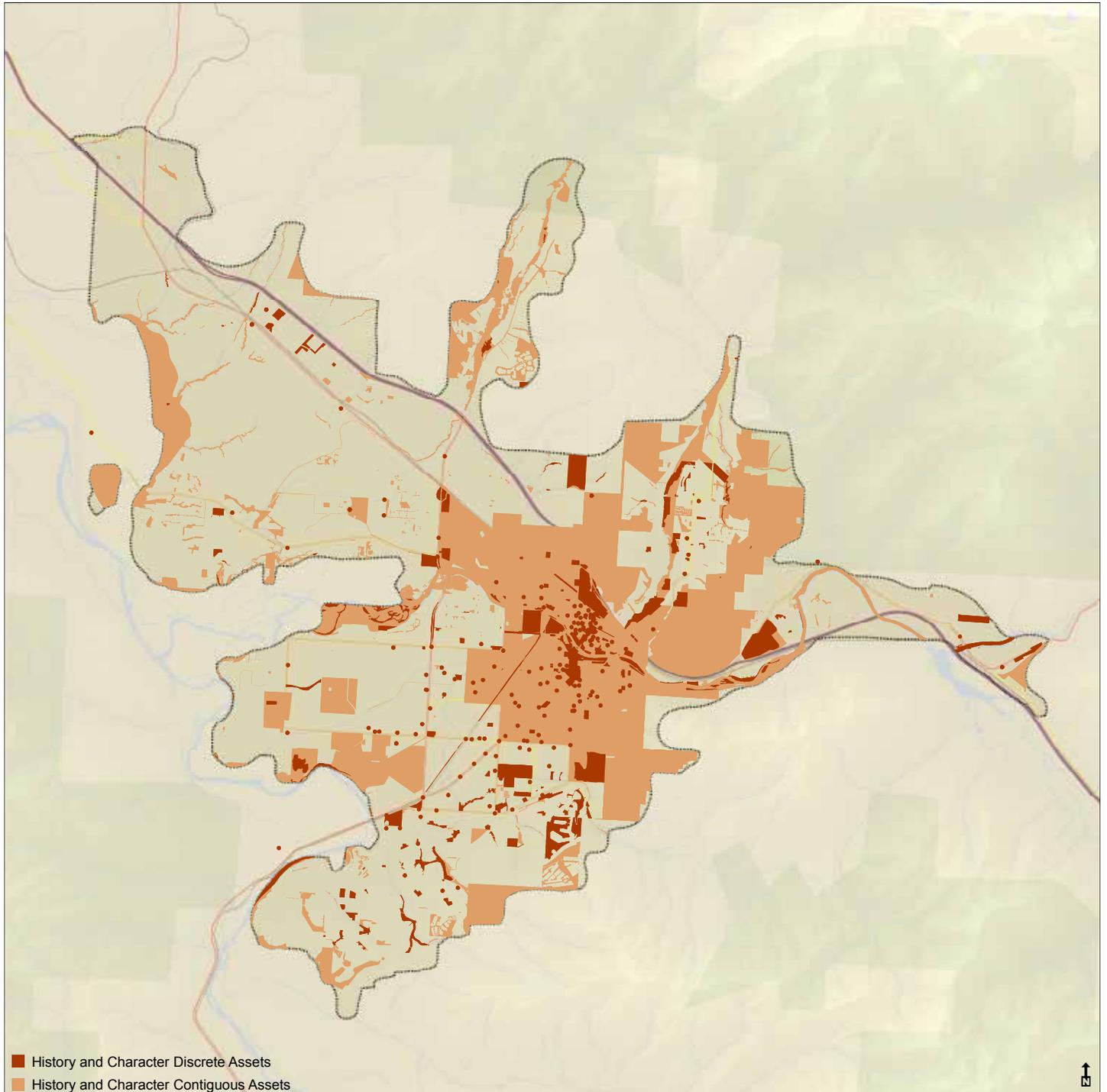
Economic Health Theme

The **economic well-being** of the city and its citizens was a significant focus of conversation. Downtown and the businesses that anchor downtown are seen as contributing significant economic advantage to the city, for two reasons. One, many of the establishments are locally owned, which participants feel adds resiliency to the economy. And two, because those establishments, along with the arts and the culture they support, contribute to a unique downtown “vibe”, which is not replicated anywhere else in town and results in a very original, human-scaled place. Participants also feel strongly that the city’s historic, mixed-use neighborhoods contribute to the city’s economic health, even as they recognize that homeownership in these areas is increasingly unattainable for first-time buyers. The areas around the airport, University, and Brooks Street - anchored by Southgate Mall - are all valued for their contributions to the city’s economy. Finally, participants are impressed with the economic activity occurring in the east, particularly around Bonner, which lies outside city limits.



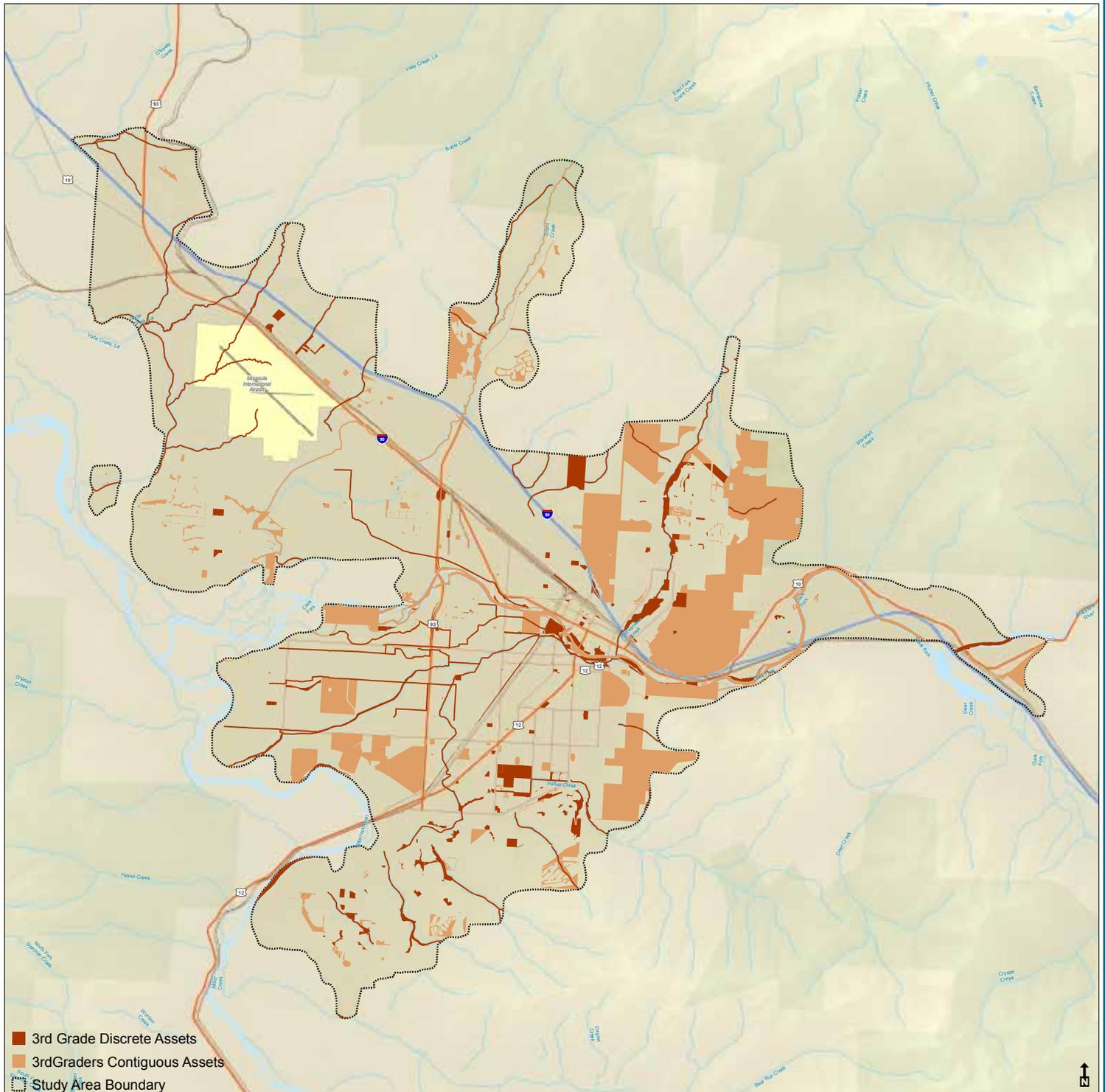
Neighborhoods, Culture & History Theme

Missoula has a rich and storied history, and that history is clearly valued by residents for the mark it has left on the shape and character of their city. This is evident through the appreciation participants expressed for the city’s historic development patterns – the slant neighborhoods, bungalow and craftsman style residential architecture, architecturally diverse buildings in downtown – and for how arts and cultural institutions are weaved into those patterns. This map depicts chiefly the locations of historic neighborhoods and elements that define the city’s heritage such as older buildings, the river and parks.



Elementary Assets Map

65 third-graders from Missoula public schools participated in this project by completing an online survey, which asked them about the places and spaces they like, and don't like, within Missoula. It's not often that we get to truly view our environment through the eyes of young people, and in that regard their input is very revealing. By and large their worldview is framed by recreation. Where are the places one can play, ride a bike, and get wet? These take prominence on the map. For the full unabridged comments, see Appendix C (under separate cover).



Challenges Map

Communities identify and address their challenges to become more prosperous and livable places. Missoulians recognize that the city faces a range of challenges, and understand that addressing them relies on a mix of time, resources and leadership. When presented with the opportunity to describe the city's challenges, participants input runs the gamut from the economy, transportation, environment, leadership and more.

From a substantive point of view, the nature of the input provided could, like the maps for community assets, be grouped together into themes. However, many of the issues people communicated to the Project Team simply cannot be mapped, for a few different reasons.

One is due to an *absence*. For example, participants stated the absence of a dedicated trail connection between Reserve Street and the YMCA challenges their ability to safely ride bikes between the two. There are likely several routes between the two that could be developed to serve this purpose, but depicting them on a map is speculative and beyond the scope of this project.

Another is due to *desire*. Working from the example presented above, participants simply desire more bike and pedestrian friendly infrastructure in the city. There are many locations throughout the city where new bicycle infrastructure could be built, but without a specific accounting of these locations any depiction on these maps would be speculative. Challenges that represent a desire for more assets in the absence of specific examples were not mapped.

Another is due to a *threat*. For example, participants stating that new growth encroaching into undeveloped areas threatens the intrinsic value of the open space. Mapping perceived threats – like new growth – in the absence of location specific examples is an inelegant and inexact approach to this issue, and thus was not performed.

The last is due to *policy*. Here, participants pointed to particular policy or process issues they felt were unfair or unwise. This covers a wide variety of topics, and the most detailed presentation of this material can be found in Appendix C (under separate cover). However, in summary, several policy issues stand out.

- Participants taking exception with the city's management of financial policy, particularly as it relates to public expenditures like road construction, purchase of city vehicles, and the bid to acquire Mountain Water.
- New development and growth, both from the perspective of approving development in places citizens believe it should not go, and from the perspective that the process to get approval is expensive and time consuming.
- Housing affordability for existing residents. There is a feeling that those looking to purchase a home in the city must come with a degree of independent wealth, and new product is not being developed at an attainable price-point for others.

The great majority of items that could be mapped relate to transportation challenges – infrastructure deficiencies, poor intersections, challenging roadways for pedestrians to cross, etc. Therefore, the map represents mainly challenges along corridors within the city.

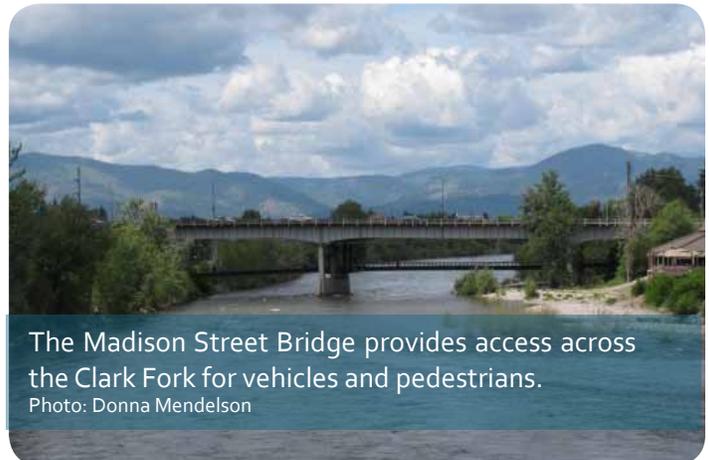
Observations

This section contains the findings and observations of the Project Team as they relate both to the contents of the asset maps as well as the input that could not be mapped. Each of the individual maps reveal something unique about the city of Missoula. Moreover, the context and substance of what people relayed to the project team beyond the realm of what can be mapped plays a central role in the observations and recommendations contained in this report.

Observations are roughly categorized around topical areas.

Transportation

- Freedom of movement via multiple modes of transportation is important to Missoulians. Participants clearly voiced a preference for a well-connected street grid with well-maintained roads that provide efficient circulation. These roads are most valued when they provide non-motorized infrastructure, especially sidewalks and bike lanes. Infrastructure dedicated specifically for pedestrians – like the Milwaukee and Kim Williams trail – are especially treasured.
- Connections in the transportation system optimize the experience of users. From a pedestrian’s perspective, there are many broken links in the system like disconnected sidewalks and intermittent trails. This is especially evident in Missoula’s south hills and the newer neighborhoods out Mullan Road. Neighborhoods east of Reserve Street in the Franklin to the Fort and north of the MRL line also exhibit discontinuous connections.
- Corridors that privilege the automobile, like Reserve, Brooks and Russell, tend to be associated with the greatest number of challenges, from both the pedestrian and drivers perspective. Participants expressed frustration about the amount of traffic on these roads and reservations about their safety as they experience it in a car and as a pedestrian.
- Public transit is appreciated, as evidenced by the many individual points representing bus stops, and participants articulated a desire for more routes and frequency – particularly noticeable in the central-west portion of the city.



Recreation

- Parks and open spaces help to define Missoula's recreation experience. The city has provided areas for many different recreational interests: skateboarding, ball fields, natural spaces, bicycling, water sports, and multi-use fields.
- Recreation is closely tied to transportation. Sidewalks, shared-use paths and bike/ped facilities are valued not only for their ability to transport people, but for the enjoyment people experience as a product of that transportation.
- Connections, again, are important. Currently, it appears several park and open space areas, such as Fort Missoula, are not provided pedestrian access.
- Access to inter-city and wilderness trail systems are highly valued sources of recreation. There appears to be minor concern with potential access closures. Instead, participants seek system expansion in essentially all areas of town. The Milwaukee, Bitterroot and Kim Williams trails are vital links in the trail system, and participants clearly value these facilities and would like to see similar trails built serving other areas of town, particularly the south and growing areas in the west.
- The Clark Fork River is a central feature in Missoula's recreation system. The ability to float, flyfish, play, kayak, or simply access its waters to cool off is of significant worth to residents. Concern about access as river-front properties are developed is evident, though the Old Sawmill is cited as a positive example to accommodate both growth and expanded river access.

Natural Resources

- Rivers and natural open spaces (like protected lands, the urban forest and viewsheds) characterize much of what Missoulians' value about the city's natural resources.
- The location of natural resources within and around Missoula give this map something of a "donut hole" resemblance. The city is surrounded by forests and mountains, containing important winter wildlife habitat, especially for elk, much of which are connected into the city by the growth of the urban forest. While there are clearly pockets within the city that have few natural assets, all of Missoula has access to mountain viewsheds.
- Missoulians value the potential of their agricultural soils for the growth of local food, and an emerging local food system is building a strong support infrastructure.



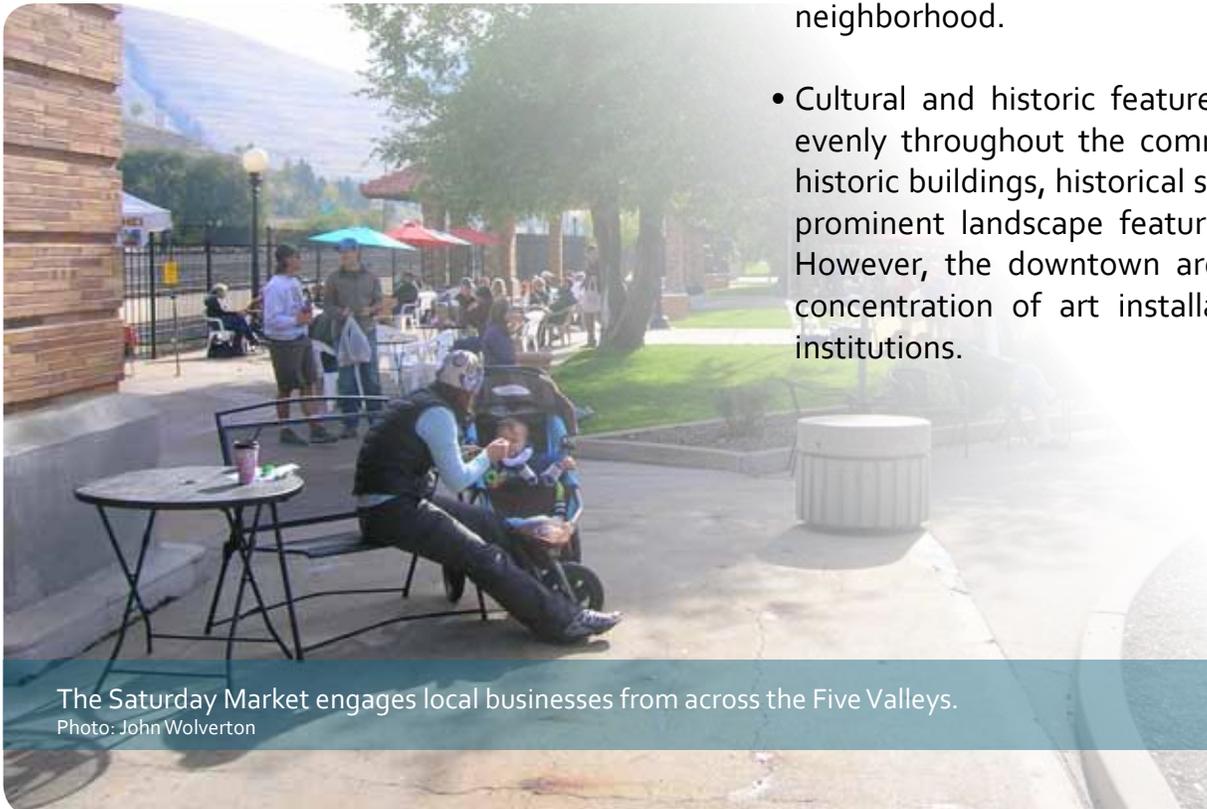
An elk herd near the North Hills
Photo: Bert Lindler

Economic Health

- By and large, participants focused on the downtown area as the most visible sign of the city's economic health. The downtown serves as the city's hub of commerce, and features a concentration of locally owned and operated businesses, which participants clearly appreciate. Outside of the downtown, participants feel that the main economic generators are centered on arterial roadways like Brooks and Reserve.
- The University is a major economic driver for Missoula. The interaction between campus and community effect employment, brings population into Missoula, elevates the community through association with University notoriety, and is a source of cultural and recreational activities that bring visitors and residents together.
- Like the transportation system, connections are important for propagating resiliency in the economy.

Neighborhoods, Culture & History

- Neighborhoods are valued for their authenticity, serenity and charm. From the feedback provided by participants, these neighborhoods tend to be older, long-established areas that have created their own sense of boundary and place. They are walkable, include healthy and mature street trees and provide multiple modes of transportation for residents.
- Housing within the city needs to include options for all income levels. Generally, participants said that housing is safe and there are programs to help low-income residents find housing. There is a bit of a fear that as the community becomes more popular, low-income residents will not be able to afford housing in town. Missoulians support a variety of housing options including multi-family developments and accessory dwelling units. However, most want "appropriate density" – which we take to mean essentially fitting with the existing neighborhood.
- Cultural and historic features are dotted fairly evenly throughout the community and include historic buildings, historical sites and landmarks, prominent landscape features and public arts. However, the downtown area has the highest concentration of art installations and cultural institutions.



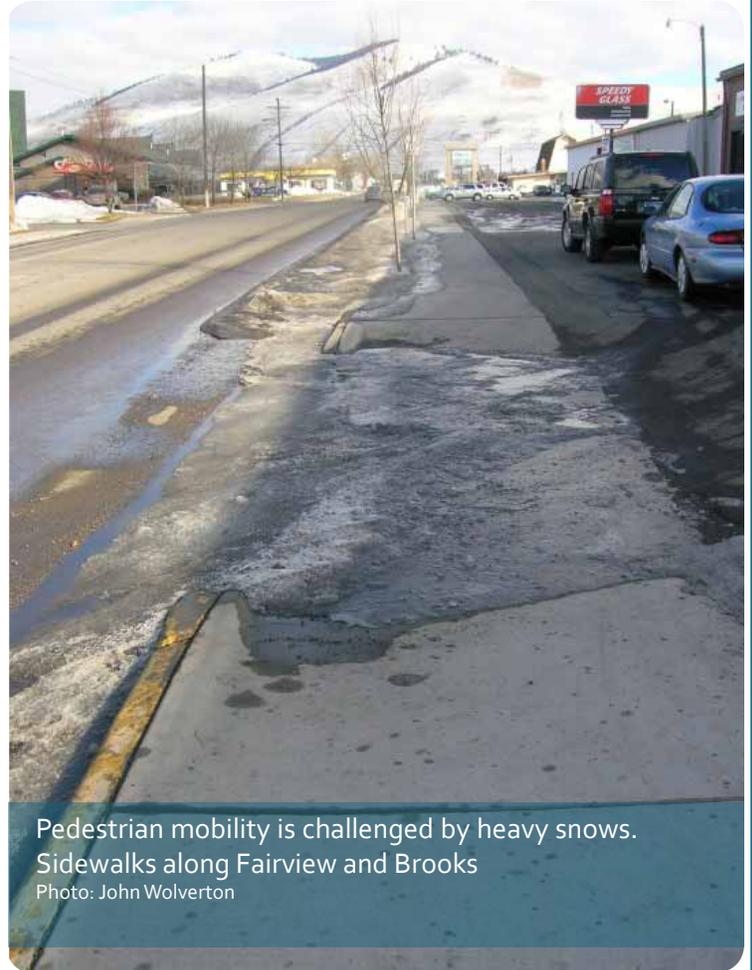
The Saturday Market engages local businesses from across the Five Valleys.
Photo: John Wolverton

Challenges

As stated earlier, many of the challenges people reported cannot be mapped. Considering that many other activities associated with the Our Missoula initiative take a more focused look at the challenges and issues facing the city, and that the input received through this values mapping project will be considered along with those other activities, the observations in this report will center around what can be learned from the challenges map.

Transportation constitutes the most perceptible challenge. Participants voiced concerns over what they felt to be dangerous intersections, and annoyances with travelling particular corridors. Reserve Street, followed by Russell Street, were far and away the focus of most people's concerns, citing issues with travel times, congestion, crossing the intersection by bike or foot, and alternatives when traffic was backed up.

Another way to think about the challenges present in Missoula is through the lens of the composite assets map. That is, to consider those areas of the city where assets are scarce. Participants stated that many of the things they felt challenged portions of the city were due to an absence or paucity of elements that make the city nice. This most often came down to transportation and neighborhood character objections. For example, that sidewalks are lacking or an area lacks distinctive character.



Pedestrian mobility is challenged by heavy snows.
Sidewalks along Fairview and Brooks
Photo: John Wolverton



Open spaces are valued, though some are more functional than others.
Photo: John Wolverton

Recommendations

This section presents recommendations as they relate to the information and maps produced in this project. The recommendations are organized roughly around the thematic topics of each map.

Neighborhoods

- Consider context appropriate design for new neighborhoods to respect existing design characteristics. Missoulians love their neighborhoods for their authenticity, character and charm and want to see new developments mirror that distinctiveness. Changes to housing densities in primarily residential neighborhoods must be approached very carefully. While there is clearly the desire on the one hand to encourage town-centered growth and provide urban densities in more areas of the city limits, there is also the desire to retain the character and fabric of existing neighborhoods on the other.
- Encourage citizen-led placemaking activities, and conduct city-sponsored placemaking activities for neighborhood or sub-neighborhood areas. Placemaking activities can help add distinctiveness and attractiveness to neighborhoods through a variety of means, many of which can be quite affordable. There are a host of online resources available for placemaking. Observe what existing neighborhoods are doing to create a sense of place (i.e garden roundabouts, pocket parks, local arts, etc) and apply those lessons in neighborhoods where citizens are interested – not to replicate or copy, but for ideas to leverage existing neighborhood features.
- Neighborhoods include homes, and people of all incomes and age need a home. Consider context appropriate enhancements, such as close access

to transit, visitability standards, and a diversity of housing types when designing or revitalizing neighborhoods.

Economic Health

- Promote the city's assets. From the exceptional recreational and outdoor amenities, to its storied history and burgeoning arts and culture scene, Missoula is an attractive, fun and desirable place to be. Together, they create a unique brand and sense of place that defines Missoula, one that from a marketing perspective results in competitive advantage over places that are not intrinsically endowed with similar assets.
- Transportation policy is economic policy. Do what can be done to maintain and enhance the city's transportation system for all modes – pedestrians, automobiles, and freight. To the extent feasible, tie pedestrian systems more closely to economic outcomes; as the adage goes: *a wallet on the street is better than a hundred in a car.*
- To the extent resources support it, make deliberate connections between the city's history, arts and cultural sectors with recreational amenities, tourism and manufacturing, which can create an economic multiplier effect. People may be drawn to one of these elements and discover another.

Transportation

- Transportation and recreation are closely tied. Future transportation decisions should take into account system performance not only from an efficiency perspective, but from a social perspective. Incorporation of sidewalks, shared use paths and bike lanes into new vehicular corridors both creates new connections and expands recreation options.
- Support transit. Both the ASUM and Mountain Line transit systems are highly regarded by citizens, who are eager to see expansion in service geography and scheduling.
- Conduct civic street audits with citizens and officials. Streets can serve their purpose of efficiently moving vehicles at the same time as they synergize surrounding activity. In conducting street audits, participants are asked to observe and relate their observations about the quality and character of the street under consideration. These observations can form the basis of treatments (not all of which must be expensive infrastructure upgrades) to soften the experience of pedestrians and bicyclists and create more of an inviting place for people to be.
- Encourage consideration of a light timing study. Many participants expressed frustration over the time they felt was spent waiting at lights. A timing study could help alleviate this.

Natural Resources

- Promote and protect the city's parks and open spaces. From the inside looking out, the surrounding geography defines the city's sense of space, and citizens highly regard that viewshed. From within, the city's urban forest, street trees and natural spaces are important

habitats for urban wildlife at the same time they provide enjoyment, shade and a softening of the landscape for residents.

- Expand the urban forest (such as additional boulevard trees) to areas of the city where these features are scarce, particularly in the south and the west.
- Protect the rivers. The Clark Fork, Bitterroot and Blackfoot rivers are crucial to citizens' enjoyment of the city and provide a natural relief from the urban bustle of the city.

Recreation

- Foster connectivity between transportation networks in and of themselves, and also between transportation networks and parks/open spaces. Particular areas of focus are east-west connections over busy arterials to the south (Brooks St area and into south hills) and to the west (generally Franklin to Fort area). A "Milwaukee-like" trail from downtown to growing western neighborhoods in the Mullan area could be especially valuable.
- Protect the rivers. The Clark Fork, Bitterroot and Blackfoot rivers are crucial to citizens' enjoyment of the city and provide a natural relief from the urban bustle of the city.
- Access to parks, open spaces, and recreational fields - and creation of new facilities for these varied interests - should be kept in mind as the city continues to grow and expand.
- Considering that Missoulians value their transportation system as a recreational amenity and that they value parks and open space, the degree to which the latter can be connected to the former via safe bike/ped infrastructure, the better both systems will be served.

Appendix A

Existing Planning & Policy Document Review

An essential step in creating the assets map is to compile the assets that Missoula has already identified and that are described in existing planning documents. The Project Team reviewed existing documents and identified assets and challenges stated in each. This section includes a summary of these assets and challenges.

The reviewed documents include:

- Missoula County Growth Policy Update (2010)
- Missoula Urban Comprehensive Plan (1998)
- Missoula Greater Downtown Master Plan (2009)
- 2006 Open Space Plan
- Master Parks and Recreation Plan for the Greater Missoula Area (2004)
- Mountain Line Long Range Transit Plan (2012)
- Missoula Downtown Riverfront Plan (1990)
- Joint Northside/Westside Neighborhood Plan (2000) and Limited Scope Update (2006)
- Wye-Mullan Plan (2005)
- Farviews Pattee Canyon Parks Study (2008)
- Fort Missoula Regional Park Master Plan (2008)
- Miller Creek Area Comprehensive Plan
- Historic Southside Neighborhood Plan (1991)
- South Hills Comprehensive Plan (1986)
- Grant Creek Area Plan (1980)
- Rattlesnake Valley Comprehensive Plan Amendment (1995)
- Reserve Street Plan (1990)
- Listening Sessions hosted via the Growth Plan update process (2014)

The documents were reviewed for high-level value statements and assets that are physical spatial-specific places. The project team also pulled out high-level challenges facing the city of Missoula. Some documents included specific assets associated with high-level values. These are included in the appendix.

The findings in this section provided the Project Team with two things: (1) some background information to be able to better assist the community through the Assets Mapping project, and (2) a starting point for collecting data for mappable assets and challenges. As discussed in the body of the report, some values, assets, and particularly challenges, will be difficult to map. Those values, assets and challenges will contribute to the Growth Policy update process even if they cannot be placed on a map.

Assets

Generally, in Missoula's existing documents, several overarching areas of emphasis emerged.

Natural Resources: Missoulians love the surrounding natural resources and want to protect them. These assets include air, water, scenic views, open space, wildlife and the habitat that supports wildlife. The rivers were called out repeatedly as an asset that provides riparian habitat in addition to being of value in and of themselves for their water value. The urban forest is highly valued in Missoula. Floodplains which serve a function for riparian habitat as well as safety are also highly valued.

Cultural and Historic Resources: Many neighborhoods in Missoula were founded in the railroad days and have since grown and expanded with the organic feel of a small community. Missoulians want to keep these cultural values and also protect historic structures and design elements within the community. The community members say they like the diversity in Missoula and the small-town feel. They like the community events and the kid-friendly environment.

Neighborhood Character: Missoulians are welcoming. They welcome diversity, arts, vibrancy, taking care of each other, and friendly people. In-town development seemed to be encouraged over new, greenfield developments and residents like architectural design that matches the existing neighborhood. Citizens value the character of existing neighborhoods and want to see new growth and development respect the character of existing neighborhoods. It will be important to find a sensible, context-appropriate solution when new development occurs. Most Missoulians value their neighborhoods and want to maintain the established character therein. Missoulians generally feel safe in their neighborhoods and like to walk and interact with their neighbors. They feel

connected to their neighborhoods and feel a sense of place.

Infrastructure: Missoula has a robust city infrastructure system. Residents want to make sure that new development occurs where the infrastructure already exists. Missoulians also see community water and sewer systems as a way to protect ground water and support municipal systems.

Transportation/Mobility: Missoula has a great trail and pathways system, a good transportation grid and a transit carrier providing services for those not in automobiles. Multiple mobility choices (bicycle, walking, bus and car) were valued. Several plans mentioned street systems that allowed multiple access points and continuous flow instead of cul de sacs. Complete streets that allow many modes of transportation are valued.

Recreation: Outdoor recreation options in Missoula abound. Missoulians love them, use them, and want to keep them or create more. This includes trails, parks, open space, conservation land, rivers and access to public lands. Many people passively enjoy parks, but they also hike, walk, picnic, bird watch, float, bike and enjoy winter activities.

Economic Vitality: Missoulians appreciate a healthy, diverse economy. They are looking for jobs that pay well and provide security and allow a healthy lifestyle. They are looking for a variety of jobs for all levels of Missoula residents from the recently graduated college student to the experienced executive. Missoulians admire, and support, local businesses. They respect those who earn their living in the agriculture business, but also understand that the economy is shifting from an extractive economy to one based on Missoula's outstanding natural amenities.

They see downtown as the hub of the Missoula economy, spilling into commercial strips such as Higgins and Reserve.

Wellness/Healthy Lifestyle: Missoulians are active. They like the recreation options available to them. They like the options for local food sources including the Farmers Market. They like access to a good health care system and education system. They enjoy a healthy environment and meaningful interactions with their neighbors. Missoulians understand that, generally, their neighborhoods are safe and are supported by quality emergency response and public care professionals.

Challenges

Challenges provide opportunity. Challenges identify areas where things are difficult and there are barriers to achieving a given value. But overcoming the challenge can lead to increasing value and increasing assets. Identifying challenges is the first step to overcoming them. Focusing on where they are located within the City of Missoula can help break them up into pieces that are easier to address and overcome. Challenges are often less location-specific than assets and present more mapping difficulties. Sometimes, challenges are represented as a lack of assets in a certain area (for example, a desire for bike lanes). Some challenges were stated as a desire for more of an asset (for example, a desire for 24/7 transit instead of the current level of service). Often challenges are a threat to an asset (development encroaching on open space). Sometimes the challenges are associated with process, such as governmental regulations, rather than specific places and physical attributes.

One of the main challenges in Missoula is its growth potential and management. Missoula has been growing quickly. The challenges of growth include accommodating new people while maintaining the neighborliness and natural amenities that draw people to the area to begin with. More people bring more stress on environmental and social resources. Most documents described desired actions that would minimize the impacts to existing values and assets. For example, the Rattlesnake Valley Master Plan advocated community water and sewer systems in new developments to protect valued groundwater. The Mountain Line Transit Plan advocated increasing the comfort of bus shelters to increase the ridership on existing transit lines.

A few standout challenges include:

Growth Management: Protect Missoula's natural resources while accommodating growth and development in the community. This includes threats to ground and surface water, air quality, especially during fire season, and wildfire risk as more homes are built near forests. Agricultural land consumption as a result of sprawl-like development is a challenge Missoula faces. Missoulians state a need for open space protection. As land is developed for residential uses, open space and the views, recreation opportunities and natural resources afforded by open spaces are diminished. Growth also affects recreation through over-use of resources and crowding of otherwise quiet trails and areas.

Housing: Missoula has a high proportion of renters. In some areas, housing prices are too high for the median income. The quality of housing in low income brackets is lacking. Missoula has services for the homeless population, but they are overburdened and the homeless population continues to struggle. Developers need a regulatory environment that allows multi-family housing and other low-income,

market rate options. Developers stated the regulatory environment makes infill and/or small-lot development difficult. Financing options to complete mixed use projects is difficult. Transit-oriented development patterns would also contribute to affordability if residents could spend less money on transportation.

Social Capacity: Missoulians want the city to continue to be welcoming and accessible for all income, socio-economic, age and ethnic communities. High population turn-over was identified as a challenge to neighborhood stability. An aging population was also identified as a challenge. Programs can be put in place to assist these populations' ability to succeed in Missoula. As the community grows, it will need to be aware of its disadvantaged populations and continue to provide support for them. Law enforcement personnel and facilities will also be taxed as the population grows and they will be less available to help with non-emergency situations. A need for more public-private partnerships to address some of these issues was identified.

Transportation: Missoulians would like to see more options for transportation into and between neighborhoods and downtown. Most notably, they would like the community to be more bike-friendly and provide more and safer routes for bicyclists. Transit improvements, such as improving shelters, scheduling and routes will help increase ridership on the Mountain Line.

Infrastructure: The community wants next-generation broadband. They also want new development close to existing infrastructure to avoid the costs of new infrastructure and maintenance. Snow removal is difficult during big storms, especially on the side streets.

Acronym key for reviewed planning and policy documents:

- ML = Mountain Line Long Range Plan- 2012
- MCGP = Missoula County Growth Policy- 2010
- LS = Listening Sessions- 2014
- MUCP = Missoula Urban Comprehensive Plan- 1998
- JNWNP = Joint Northside/Westside Neighborhood Plan and 2006 Amendment
- SRACP = Southside Riverfront Area Comprehensive Plan Amendment- 2000
- WMW = Wye Mullan West Comprehensive Area Plan- 2005
- MOSP = Missoula Urban Area Open Space Plan- 2006
- MPR = Master Parks and Recreation Plan for the Greater Missoula Area- 2004
- DRP = Missoula Downtown Riverfront Plan- 1990
- FPC = Farviews Pattee Canyon Parks Study- 2008
- FMRP = Fort Missoula Regional Park Master Plan Refinement/Design Development- 2008
- MC = Miller Creek Area Comprehensive Plan-
- HSNP = Historic Southside Neighborhood Plan- 1991
- DMP = Missoula Greater Downtown Master Plan- 2009
- SHCP = South Hills Comprehensive Plan- 1986
- GC = Grant Creek Area Plan-1980
- RV = Rattlesnake Valley Comprehensive Plan Amendment- 1995

Results of review of existing planning and policy documents, separated by unmappable values and mappable assets.

EMPHASIS AREA	<i>Value - Depicted in Bold italic; high-level that may not be mappable</i> Asset - Depicted in plain text, mappable location	Reference Document
Natural Resources	Open space	MCGP; LS; MUCP; MOSP; MPR; MC; DMP; GC; RV
	<i>Air quality</i>	MCGP; LS; MUCP; WMW; MOSP; MPR; MC; GC; RV; ML
	Surface and subsurface water	MCGP: LS; MUCP; WMW; MOSP; DRP; MC; GC; RV
	Floodplains	MCGP: MUCP: WMW; MOSP; GC
	<i>Natural stream function</i>	MCGP: MUCP; WMW
	Riparian corridors	MCGP: MUCP; WMW; MOSP; MPR; MC; RV HSNP
	Wetlands	MCGP: MUCP; WMW; MOSP
	<i>Wildlife</i>	MCGP: MUCP; WMW; MOSP; DRP; MC; GC
	Wildlife habitat	MCGP: MUCP; WMW; MOSP; MPR; MC; GC; RV
	<i>Plant communities</i>	MCGP: MUCP; WMW; MOSP; MPR
	<i>Urban forests</i>	MCGP: LS; MPR; RV
	<i>Scenic views</i>	MCGP; MUCP; MOPS; MPR; GC; RV
	Clay Hills	WMW
	Upper Clark Fork Terrace	WMW
	Lower Clark Fork Terrace	WMW
	Grass Valley	WMW
	Clark Fork River	WMW; MOSP; MPR; DRP; HSNP; DMP
	Grant Creek	GC; WMW
	Tower Street Conservation Area	MOSP
	Agricultural Soils	MC; GC
Waterworks Hill	RV	
<i>Fire protection</i>	RV	

EMPHASIS AREA	<i>Value - Depicted in Bold italic; high-level that may not be mappable</i> <i>Asset - Depicted in italics, mappable location</i>	Reference Document
Cultural and Historic Resources	Agriculture	MCGP; MUCP; WMW; MOSP; MC; GC; RV
	Historic buildings	MCGP; MUCP; JNWNP; LS; DMP; HSNP
	<i>Landscapes and cultural sites</i>	MCGP: MUCP
	Archeological resources	MCGP: MUCP
	Downtown	DMP;
	LS	
	University	LS
	<i>History and traditions</i>	LS
	Northside Missoula Railroad Historic District	JNWNP; HSNP
	Historic architecture	JNWNP; DMP; HSNP
	Ceretana Feeds Stensrud Building adaptive re-use	JNWNP
	Flynn Farm House- Nat'l Register of Historic Place	WMW
	DeSmet School House- Nat'l Register of Historic Place	WMW
	Hell Gate Village site	WMW
	Grass Valley French Ditch	WMW
	Old Milwaukee Railroad	WMW
	Bitterroot North to Jocko Valley Trail	WMW
	Mullan Road- Historic Engineering Landmark	WMW
	Parks and open space	MPR; DRP
	Fort Missoula	FMRP
	Historic Southside Neighborhood District	HSNP
	Milwaukee Railroad Depot	HSNP; JNWNP
Orange Street Underpass	JNWNP; HSNP	
Arts District in downtown	DMP	
Depot Square and Roundhouse Park	DMP	

EMPHASIS AREA	<p><i>Value - Depicted in Bold italic; high-level that may not be mappable</i></p> <p><i>Asset - Depicted in italics, mappable location</i></p>	Reference Document
Neighborhood Character	Neighborhoods	MCGP: MUCP
	Diversity of ages	LS
	Services for elderly	LS
	Community events	LS; DMP
	Appropriate density	LS; JNWNP; MC; DMP; GC; RV; MGCP; MUCP; WMW
	Safety and security	LS; JNWNP
	Diverse local economy	JNWNP; MUCP; LS
	Diverse population	LS
	Sense of place	LS; MCGP; MUCP;
	Farmers Market	LS
	Small town feel	LS
	Vibrant downtown	LS; DMP; MCGP
	Cooperation	LS; JNWNP
	Activity Centers	JNWNP; WMW
	North Missoula Tool Library	JNWNP
	Murals at Whittier School, Lowell School and BFI Recycling Facility	JNWNP
	Moon-Randolph Homestead	JNWNP
	Southside Riverfront Area	SRACP
	Cluster neighborhood commercial	WMW
	Walkability	WMW; DMP; ML
	Parks and open space	MPR; MC
	In town development	JNWNP; MC; DMP
	Higgins-Third-Myrtle business area	HSNP
	Orange Street business area	HSNP
	Sawmill District	DMP
	Riverfront Triangle	DMP
Higgins Hip Strip	DMP	

EMPHASIS AREA	<p>Value - Depicted in Bold italic; high-level that may not be mappable</p> <p><i>Asset - Depicted in italics, mappable location</i></p>	Reference Document
Housing	Housing for all incomes	MCGP; WMW MUCP; MC; HSNP
	Home ownership	MCGP; MUCP; JNWNP
	Affordable housing options	MCGP; MUCP; MC; DMP; JNWNP
	Gold Dust housing development	JNWNP
	North Missoula Housing Partnership	JNWNP
	Multi-unit housing	WMW; MC; MUCP; MCGP; JNWNP; HSNP
	Accessory units	WMW; MC; JNWNP
	Downtown housing	DMP; MCGP; UFDA
	Community Land Trust	JNWNP

EMPHASIS AREA	<p>Value - Depicted in Bold italic; high-level that may not be mappable</p> <p><i>Asset - Depicted in italics, mappable location</i></p>	Reference Document
Infrastructure	Road and street system	MCGP
	Coordinated planning for infrastructure	MCGP; WMW
	Building close to existing infrastructure network	MUCP; MCGP
	Shady Grove River Trail	JNWNP
	Connected street grid plan	WMW
	Airport	WMW

EMPHASIS AREA	<i>Value - Depicted in Bold italic; high-level that may not be mappable</i> <i>Asset - Depicted in italics, mappable location</i>	Reference Document
Transportation / Mobility	Activity centers	MCGP; DMP; JNWNP
	Sustainable modes of transportation	MCGP; DMP; ML
	Bike/transit system	LS; MC; ML; DMP; RV
	Corridor connectivity via Mountain line	MLLRP; JNWNP; WMW
	Northside Bicycle/Pedestrian Bridge	JNWNP
	Public Safety	JNWNP; DMP; RV; ML
	North First and Railroad Streets (as pedestrian corridors)	JNWNP
	Grid network with alleys	JNWNP; WMW; MC
	Connected neighborhoods via trails and sidewalks	JNWNP
	Kim Williams Trail, Bitterroot Railroad Spur Line Trail, Russell to Hickory St Trail	JNWNP
	Northside Greenway System	JNWNP
	Ride-share/alternative transportation	JNWNP; ML
	California Street Pedestrian Bridge	JNWNP
	Efficient parking	DMP
	Complete streets	DMP; ML
	Protected bike lanes/biking facilities	DMP
	Pedestrian loops: Clark Fork Riverfront, Retail/commercial, Arts/culture, neighborhood connectors	DMP
	Bicycle and pedestrian mobility	RV; DMP; ML
	Mobility options	ML
	Accessible mobility options	ML
	Transit-oriented development	ML
	Priority Transit Network	ML
	Connectivity- trail to North Hills	JNWNP
Rattlesnake trail system	RV	
Connectivity between parks	JNWNP	

EMPHASIS AREA	Value - Depicted in Bold italic; high-level that may not be mappable <i>Asset - Depicted in italics, mappable location</i>	Reference Document
Recreation	Rivers	MCGP; LS; MUCP; WMW; JNWNP
	Neighborhood recreation spaces	MCGP; LS; WMW; MSOP
	Community centers	MCGP; JNWNP; LS
	Trails	LS; MOSP; WMW; DRP; FPC; RV
	Access to recreation	LS; MPR; DRP; WMW; FPC; RV
	Outdoor recreation	LS: MPR; DRP
	Westside Park	JNWNP
	McCormick Park	JNWNP
	Playing fields	MPR; JNWNP
	Pocket parks	JNWNP
	North Hills	MOSP; JNWNP
	Milwaukee Trail	WMW; MOSP; MPR
	Mullan Road Bicycle/Pedestrian System	WMW; MOSP; MPR
	Grant Creek Trail	GC; WMW
	Grass Valley Area Trail	WMW
	Riverfront Trail	MPR; WMW
	Park lands	MOSP; MPR: FPC; MC; DMP; RV
	Mount Jumbo, Mount Sentinel, Waterworks Hill, Moon-Randolph Homestead	MOSP; MPR; RV
	Council Grove and Kelly Island	MOSP
	Rattlesnake, Pattee Canyon and Blue Mountain Recreation Areas	MOSP; MPR
	Rattlesnake Greenway	MOSP; MPR
	Community Parks: Playfair, McCormick, Big Sky and Fort Missoula	MOSP; MPR; FMRP
	Memorial Rose Garden and Sacajawea Park	MOSP
	Caras Park	MPR; DMP
	Bonner, Greenough Parks	MPR; RV
	Youth sports programs	MPR

EMPHASIS AREA	<i>Value - Depicted in Bold italic; high-level that may not be mappable</i> <i>Asset - Depicted in italics, mappable location</i>	Reference Document
Recreation (cont'd)	Hemayagen, Takima Kokaski, Highland, Northview, High, Woodbine and Whitaker Parks	FPC
	Marilyn, Rainbow, Meadow Hills, Cold Springs School and Peery Parks	MC
	Clark Fork Greenway	DMP
	Pine Street Parkway	DMP
	Kiwanis Park	DMP

EMPHASIS AREA	<i>Value - Depicted in Bold italic; high-level that may not be mappable</i> <i>Asset - Depicted in italics, mappable location</i>	Reference Document
Wellness / Lifestyle	Easy access to food	LS
	Outdoor recreation	LS; MOSP; MPR; GC; RV
	Lifestyle	LS; MCGP; MUCP; JNWNP; WMW; MOSP; ML
	Access to education	LS; MUCP; JNWNP
	Health care facilities	MUCP; MCGP; JNWNP; LS
	Farmers Markets	LS
	Social services	JNWNP; LS
	Anchor institutions: schools, hospitals, churches, non-profits	JNWNP
	Missoula Food Bank	JNWNP
	Lowell School	JNWNP
	Clean environmental conditions	JNWNP
	Safety	JNWNP
	Opportunity for meaningful social interaction	JNWNP
	Schools	RV
	Walkable as health benefit	ML
	Affordable city	MUCP; MCPG; ML

Appendix B

Data Sources Used to Create Maps

Missoula Shapefiles	Asset	Challenges	Source
AffordableRussellHsg	Yes		Generated from CAMA Ownership
AgSoilUndeveloped	Yes		NRCS new Development extracted
Airport	Yes		Development Services
AthleticFields	Yes		City GIS
BaseballDiamonds	Yes		City GIS
Bearbufferzone		Yes	Development Services-Ordinance
BIDZone1	Yes		City GIS
BIDZone2	Yes		City GIS
Big_Flat_irr	Yes		City-County WQD
BigGameWinterRange	Yes		MT FWP
bike routes	Yes		City GIS
BreweriesDistill	Yes		Digitized
Bridges	Yes	Yes	City GIS
BusRoutes	Yes		Transportation
Churches	Yes		Digitized
CityProposedURD	Yes		Missoula Redevelopment Agency
CityTrailsSDE	Yes	Yes	City GIS
CoffeeShops	Yes		Digitized
CommunityCenter	Yes		Digitized
ConservationEasementsSDE	Yes		City GIS
Courts	Yes		City GIS
CRASHES.GIS.PEDESTRIAN_RELATED	Yes	Yes	
CulturePoints	Yes		Digitized
Dougherty_Flynn_irr	Yes		City-County WQD
DownTownBikeRacks	Yes		Transportation
GCH_Gardens	Yes		Development Services
GrassValley_irr	Yes		City-County WQD
GroceryStores	Yes		Development Services
HipStrip	Yes	Yes	Development Services
HistoricDistricts	Yes		Development Services

Missoula Assets Mapping

HistoricResources	Yes		Development Services
Hospitals	Yes		Digitized
IndoorParks	Yes		Digitized
Intermittent Streams	Yes		City GIS
Intersections	Yes	Yes	Transportation
LargerMotels	Yes		Digitized
Listed	Yes	Yes	Development Services
LocalBanks	Yes		Digitized
LocalBizandVenues	Yes		Digitized
LongEstNeighborhoods	Yes		City GIS and digitized addtions
MCL_Trailheads	Yes		City Parks and Rec
Missoula_irr	Yes		City-County WQD
Missoula_polygon_assets	Yes		Digitized
NeighborhoodCouncilDistricts	Yes		City GIS
NewSidewalks	Yes	Yes	City GIS
NewSubAirport		Yes	Development Services
NRCS_ImportantAgSoils	Yes		NRCS
OH_irr	Yes		City-County WQD
PandR_BikePedConnectionIssues		Yes	City Parks and Rec
PandR_NeededTrailConnections		Yes	City Parks and Rec
PaintedSignalBoxes	Yes		Digitized
Parks	Yes	Yes	City GIS
PHASE1_STOPS_032813t	Yes	Yes	Transportation
PlaygroundSDE	Yes		City GIS
RandomBldgFtprt	Yes	Yes	Development Services
RiparianResourceDistrictCity	Yes	Yes	Development Services
Roads	Yes		City GIS
Schools	Yes	Yes	Development Services
SchoolProperties	Yes		Development Services
SDEFeatures.GIS.Alleys	Yes		City GIS
SDEFeatures.GIS.Msla_FEMA_Flood_Plain_DFIRM_091812	Yes		City GIS
SDEFeatures.GIS.MSLA_Golf	Yes		City GIS
SDEFeatures.GIS.Msla_Riparian	Yes		City GIS
SDEFeatures.GIS.MSLA_Rivers	Yes	Yes	City GIS
SDEFeatures.GIS.MSLA_Streams	Yes	Yes	City GIS
SDEFeatures.GIS.OpsFacility	Yes		City GIS
SDEFeatures.GIS.Railroad		Yes	City GIS
sdeOpsFacilities	Yes		City GIS

SidewalkInventory	Yes	Yes	City GIS
symbol_river_access	Yes		City Parks and Rec
CountyTIFFandTED	Yes		County Planning
trafficCalmingSDE	Yes	Yes	Transportation
URD_all	Yes		Missoula Redevelopment Agency
Wetlands South	Yes		Montana Natural Heritage Program
WetlandsNorth	Yes		Montana Natural Heritage Program

Appendix C

Unfiltered Survey Responses

Please see related file with same name.

Appendix D

Photo Voice Entries

Please see related file with same name.



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