

DRAFT MATERIAL (January 26, 2015)

The following draft goals and objectives have been compiled from the November and December focus group meetings along with feedback from listening session worksheets. Please note that similar statements/concepts have been combined and some statements have been sorted into either broad goal statements or more specific objective statements. Also, some statements may have been edited to clarify the meaning, provide consistency in style and format or to conform with legal concepts. Further refinement, consolidation, and even shifting of statements to other focus groups are anticipated.

Community Design Topics, Goals & Objectives**Guiding Principals**

1. Focus Inward Vision Statement – see Focus group Guidebook
2. Community Design is intended to emphasize the physical form of our community and consideration of ways that land use, infrastructure systems and design development interact.
 - a. The development and redevelopment of building forms in our community and how they relate to the transportation system and other public facilities such as sewer water and parks and open space;
 - b. The way that people interact/use community space and public facilities through consideration of community character and sense of place and that may result in guidance for development;
 - c. Connectivity (physical form) among the built environment, natural environment, and human environment;
 - d. Adaptability – prepared with resiliency for change;
 - e. The various scale of our community planning ranging from the broad Urban Service Area scale (pulling consideration of housing, transportation, transit, parks, TIF districts and efficiencies together) to neighborhood scale;
 - f. Comprehensive community plan guidance to transportation systems that inform future transportation planning; and
 - g. Waste stream management in the way that waste stream cycles, including consideration of resource efficiencies, sustainability, inform land use relationships.
3. Land Use/Transportation/Infrastructure are connected systems that should be integrated and planned together.
4. Goals and Objectives should support/encourage Green/Sustainable practices.

Topic 1: Community Character and Sense of Place

Issue: Great places offer better choices and access to live, work and play opportunities, while also being grounded in sense of purpose and direction. They are defined by their character. Community character is the distinctiveness of a place and it results from the interaction of a variety of factors such as the built form, transportation systems, parks and open space, landscape, history, people and their activities. Missoula, as seen through comments from the Listening Sessions, already has a distinctive character, the challenge for Missoula is preserving this unique character as new development and redevelopment occurs throughout the City. Missoula's unique qualities provide the backbone to its sense of place. The community should identify what those aspects are and work to preserve and enhance them.

Goals

Please indicate your thoughts regarding draft goals about community character.

Goal 1: Protect and enhance Missoula's strong sense of place by connecting, supporting and protecting what is uniquely Missoula; natural resources, the vibrant diverse community, distinct neighborhoods, and downtown.

Goal 2: Preserve and foster the community's existing distinctive qualities and support future development that enhances the character of Missoula.

Goal 3: Support sustainable, "green" initiatives for new development & redevelopment within the City.

Objectives

1. Create policies or design standards that promote beautification of all aspects of our community.
3. Support pedestrian-scale design that encourages non-motorized transportation and social interaction, especially in areas of the City that are now predominantly vehicular-oriented (e.g., Brooks Corridor).
5. Support cohesive, distinctive, and diverse neighborhoods through neighborhood involvement and planning.
8. Support the design and maintenance of community gathering spaces that encourage public use and social interaction.
9. Use overlay zones to promote how development looks and interacts with the street system, higher density housing on transit corridors and urban design to de-emphasize parking and emphasize pedestrian scale
11. Create a transition zone between different types of uses to clearly define edges and to allow innovative designs in the transition areas.
12. Provide incentives to encourage redevelopment of downtown properties consistent with the downtown plan.
13. Promote and incentivize mixed-use development so that residences are within walking distance to grocery stores and other basic necessities.
15. Promote the integration of green space and the urban forest areas, restoration of riparian restoration, and development of community gardens.
16. Integrate community gardens into neighborhoods and incentivize garden space in new multi-dwelling development.
17. Support programs that require the use of recycled & sustainable building materials.
18. Identify ways to plan for the effects of climate change on the community, its infrastructure, and our assets
19. Develop and implement community design standards through an open community in order to retain and enhance Missoula's unique character.
20. Develop design standards for higher density in-fill projects that are designed to be compatible with the character of the surrounding neighborhood and identify examples of exemplary projects to illustrate design concepts.
21. Develop policies to support local businesses by actively discouraging big chains and box stores.
22. Develop policies to support local businesses.
23. Develop design standards for big box stores that add value and character to the community
25. Develop neighborhood plans based on historic design patterns that unify neighborhood and foster a sense of belonging.
26. Encourage the design and implementation of projects that inspire both residents and visitors to explore and learn about Missoula's unique character and history.
28. Preserve unique character of Missoula's setting by highlighting mountain views and river access.
30. Develop a fair, thorough and open community process for the community to express ideas to the City.
31. Support the development of venues for community events and link these to economic development efforts.

Topic 2: Land Use

Issue: Sprawl is straining existing infrastructure and services in terms of the cost to develop and maintain. Consideration of where proposed development is planned should factor into the best interest of the city overall considering the extent

of service and infrastructure needs, impacts to resources, and support of existing characters. Utilizing existing developable and redevelopable areas within the City that already receive City services will lessen the costs to the City. Residents value their existing residential neighborhoods so preserving living areas is also important. There is a need to plan for growth and discourage sprawl especially if it lacks the distinctive character of Missoula.

Issue: Cities need to remain resilient to emerging needs and changing demographics. In that way, Missoula needs to be ready with innovative planning tools, regulatory responses and comprehensive approaches to growth and development that provide direction, predictability and some flexibility for the future. To move forward, Missoula needs to look inward at the services and qualities currently available and make the best choices for potential changes, honoring what is known about the community. This inward focus encourages new growth in the direction of existing infrastructure, neighborhoods and public services, which ensures a community that uses resources, - from water to fuel to public funds – wisely. Land use regulations need to reflect and support the directions of this growth policy.

Issue: There are currently a number of underutilized commercial and industrial spaces in the City. These are opportunities for future redevelopment and reuse that help to reduce the carbon footprint. The City should encourage and plan for this type of redevelopment.

Goals

Please indicate your thoughts regarding draft goals about land use.

Goal 1: Land use regulations will reflect new building trends and best practices for the 21st century while also protecting our common values and encouraging new growth in the direction of existing infrastructure and public services.

Goal 2: Promote sustainable design initiatives and “green” building practices for all new and redevelopment within the City.

Goal 3: Proactively plan for future infrastructure. **Goal 4:** Parking strategy that supports a more compact development pattern.

Objectives

Character

5. Preserve and enhance existing neighborhoods and open space
 8. Develop design standards for higher density in-fill projects that are designed to be compatible with the character of the surrounding neighborhood and identify examples of exemplary projects to illustrate design concepts.
 16. Develop community design standards to preserve and enhance Missoula’s character.
 17. Develop neighborhood plans based on neighborhood character and history.
- ~~9. Revise and update current land use designations and zoning to align with the growth policy.~~
10. Encourage growth in the urban core.
 11. Establish an urban growth boundary to concentrate development inwards, limit sprawl and plan for annexations.
15. Encourage living/working spaces and sustainable development. FLEXIBLE

Regulatory

1. Update impact fees to cover full impact of development.
2. Encourage development to pay their proportional share of services and infrastructure.
6. Consider the City-County interface and create a plan for how development in this fringe takes place.
21. Articulate an annexation policy that identifies growth areas consistent with the Urban Fringe Development Area

Plan that establishes zoning for these areas, that imposes city development standards and that provides for the cost of providing services in these areas.

- 22. Provide incentives for development that exceeds minimum development standards.
- 23. Designate future land uses in order to provide predictability in the development review process.
- 24. Amend regulation to allow for innovative development designs and growth in 21st century industries.

AG

- 25. Encourage agricultural land use preservation in appropriate areas.
- 20. Provide predictable subdivision regulations that clearly protect our common values – including open space, agricultural heritage, and connection to local food access.

Infrastructure

- 18. Develop transit oriented development (TOD) policies and zoning standards.
- 3. Allow and incentivize infill development that is close to existing infrastructure and that can utilize non-motorized and public transportation facilities.
- 26. Growth outside city limits should not exceed the ability to provide necessary services.

Diversity/Accessibility

- 27. New construction should increase accessibility by adopting updated ADA requirements and including design features that promote “visitability” for disabled individuals.
- 40. Encourage development that provides housing for all income levels.

Existing Commercial Properties

- 33. Missoula will allow for, and encourage, the ability to repurpose commercial or industrial buildings and land.
- 34. Identify commercial areas needing repurposing.
- 35. Ensure repurposing of commercial buildings results in development that provides many opportunities for future uses as are currently available.
- 36. Align policies and develop strategies to allow for the ability to repurpose commercial buildings.
- 37. Incentivize and encourage new design of outdated buildings & commercial space.
- 38. Redefine and incentivize the redevelopment of commercial areas to create opportunities for rich social activity and more intense use by repurposing existing structures to accommodate a mixed use including housing, neighborhood centers, civic space, reclaimed landscaping, and commercial opportunities.

Topic 3: Transportation

Issue: The transportation system plays an important role on the overall design of a community. People can lead healthier, more active lives if the community is built to facilitate safe walking and biking and promotes public transportation use. Alternative transportation options are limited in the community and exist with many gaps. Additionally, many people are not aware of the transportation options available and where they exist.

Issue: Missoula offers a good bike and pedestrian trail system and good access to the trails, but there are still gaps in the system. The Community Design focus group would like to see bike and pedestrian infrastructure of streets enhanced to promote healthy lifestyles and alternative modes of transportation. Safety for bicyclists and pedestrians should be a priority when considering any new or redevelopment projects.

Goal 1: Prioritize a transportation system which provides diverse transportation options while emphasizing safety and livability and reduces reliance on automobiles.

Objectives/Actions:

1. Develop policies that promote the use of active transportation (walking, biking or public transportation, etc.) over the use of single occupancy vehicles (SOV's).
3. Emphasize safety and livability of the transportation network over capacity.
 21. Prioritize safety in the design of the overall transportation network.
6. Consider individual on-demand transportation alternatives that would allow access to a majority of residents within ¼ mile walking distance.
8. Reduce VMT (vehicle miles traveled) by 10% each year.
 11. Determine the current benchmark of total "Vehicle Miles Traveled" and establish a target to limit growth or reduce VMTs.
7. Strive for a mode split of, at most, 25% of all trips are single occupant motor vehicle by 2030
 24. Develop a bike share system to encourage bicycling and
 9. Adopt programs that promote more transit alternatives and different modes of travel.
 23. Encourage programs that support non-motorized infrastructure; increase non-motorized trips to 20% of all trips by 2030.
10. Support and plan for active transportation options such as walking and biking.
 26. Support and plan for active transportation options such as walking and biking.
27. Support a system of complete streets in all neighborhoods.
 25. Develop a robust, thoughtful transportation system that draws people from their cars through the use of well designed, planned and integrated streets, pedestrian facilities and public transportation options.
 19. Upgrade 100% of arterials and collectors with safe bike lanes, safe sidewalks and safe crossings.
 22. Establish safe pedestrian/bicycle crossings in high traffic areas.

Goal 3: Missoula will have a connected, efficient, safe, and attractive system of bike and pedestrian, AND TRANSIT facilities that promotes healthy lifestyles and encourages use of active transportation options.

Objectives/Actions:

13. Prioritize bicycle and pedestrian transportation safety features to result in zero safety fatalities and sever injuries (consistent with Community Safety Transportation Planning Goal).
15. Maintain and increase bike-ability between and among neighborhoods and commercial centers.
16. Establish connectivity in the trail system where links are missing in order to improve ease of their use and provide direct routes to all parts of Missoula.
18. Develop design standards and pedestrian friendly infrastructure that promotes the safety of bikers and pedestrians and decreases conflicts with motor vehicles.
20. Provide safe connections to schools and play areas.

Goal 2: Missoula's transportation system will be planned in concert with land use goals. - LAND USE

Objectives/Actions:

2. Develop new parking standards that reduce parking ratios, incentivize reduced parking supply and demand, and support compact development.
4. Encourage developers to provide incentives that reduce reliance on SOV transportation.

5. Adopt transit-oriented development (TOD) principles that promote efficient transportation systems and high density land use patterns along transit corridors and major transportation corridors.
12. View parking as a system and revise parking standards to reflect future land use needs.
14. Incentivize new development or redevelopment that implements safety techniques.
17. Incentivize development near existing infrastructure, strengthen and ensure the entire community remains bikeable/walkable.

Infrastructure

Issue: It is difficult for many cities across the nation to maintain existing infrastructure. Pressures of growth and sprawl around the City increase the long term maintenance costs for the City. A need for a sustainable, long term solution to maintain and upgrade infrastructure is needed.

Goal 1: Build and maintain infrastructure that will be economically and environmentally sustainable and adaptable for the community.

1. Prioritize maintenance of existing infrastructure over new construction.
 - use of sustainable/recycled materials
 - clay pipes
 - recycled rubber
 - funding priority for capital improvements
- Expanded infrastructure...
 9. Update development impact mitigation costs of community infrastructure to reflect the real costs of development.
 - review of the annexation policy is warranted.
 - expand within urban service boundary
3. Provide infrastructure that supports desirable land use patterns.
 2. Integrate infrastructure (water/sewer) service area decisions with land use and transportation patterns to create a more compact community.
 6. Evaluate existing, strengthen and build new infrastructure that aligns with long term growth goals.
 - condition, capacity to handle additional development
 - need to replace, upgrade existing infrastructure
 - Subtopic
 12. Identify future growth areas and invest in water and wastewater system improvements to encourage development in these areas.
4. Encourage and develop energy infrastructure that shifts supply and demand away from fossil fuels.
 13. Review regulations to allow for renewable energy options such as roof-top solar and investigate financial mechanisms to encourage investments in such systems.
 - city lead by example
 - climate action plan
5. Infrastructure services should be guided by a principle of resource conservation and best practices to mitigate and adapt to climate change.
 - Waste
 10. Revise policies to reflect waste management as resource management and foster an environment to maximize benefits to local economies, environment and communities.
 - no incentives for recycling
 - msla is much lower than national and state recycling rates
 - target % recycling

- adopt zero waste goal
- composting
- recycling infrastructure/public utility

11. Consider individual transportation needs and options and ensure local and national (broader) travel options are available.

- 7. Develop the transit system as a community utility (or basic infrastructure).
move to Transportation?
- 8. Encourage the development of “complete streets” for all new roadway improvements.
move to Transportation?

Affordable

Goal 2: Missoula will have secure access to water, sewer, energy and waste/resource management infrastructure.

- such as...water, sewer, energy and waste/resource
- secure access?
- managed for the public interest/good

Infrastructure is the services and facilities necessary for a community to function.

- social services
 - schools
 - hospitals
 - parks
- physical services
 - sewer, water, storm drainage
 - power, gas
 - communications
 - transportation
 - waste

Infrastructure influences land use and design.

- density (sewer/water)
 - access (roads/trails/transit)
 - type of use (housing/commercial/industrial)
- Subtopic

City's role is to provide and maintain infrastructure.

- maintaining infrastructure has become increasingly difficult
 - new infrastructure is a major public investment
 - sprawl increases initial and long-term costs
- Subtopic

Investment in infrastructure should be strategic:

- Facilitate development where appropriate
- Efficient use of public resources
- Discourage sprawl/leap-frog development
- sustainable = ability to maintain
- sustainable = climate, social impact

Topic 5: Natural Areas and Outdoor Recreation

Issue: Missoula has an extensive system of natural, open spaces that provide opportunities to recreate in and around the City. It is important to provide access to and between these important features of the community in a thoughtful, well designed manner. While increasing the connectivity to the natural areas and outdoor recreation, it is also important to ensure that open spaces remain uncluttered and uncrowded.

Goals

Please indicate your thoughts regarding draft goals about natural outdoor/recreation.

Goal 1: Recognize and strengthen preservation and responsible access/use of Missoula's outdoor resources.

Goal 2: Maintain and expand access to Missoula's trails, parks, open space and recreational areas through a connected system.

Goal 3: Improve the community's urban outdoor amenities, and prioritize the creation of more public spaces (e.g., more plazas downtown, more neighborhood parks).

Objectives

2. Provide well designed, convenient access to trails, open space, and recreation through connected public transportation system.
3. Prioritize and develop standards that preserve and protect Missoula's natural resources and natural areas for the entire community.
4. Create incentives for protection of open space and conservation during the development process
5. Manage and protect natural and outdoor recreation areas in order to protect the resources and maintain beneficial uses.
6. Create policy that mitigates and adapts to climate change to conserve and preserve natural areas.
7. Provide conveniently located park space for all neighborhoods, and provide connectivity between parks through trails and greenways systems.

Topic 6: Affordable Housing/Infill Development

Issue: Opportunities for housing to meet the needs of a variety of people is key to a successful city. It is important to have a diverse selection of housing integrated throughout the City including affordable housing options near the urban core where there is easier access to the public transportation system, shopping, employment and other basic needs. Additionally, consideration should be given to the design of all types of housing so that the character fits with the established sense of the community.

Goals

Please indicate your thoughts regarding draft goals about affordable housing/infill development.

Goal 1: Promote opportunities for well designed affordable housing for all Missoulians.

Goal 2: Provide opportunities to develop a variety of housing types to meet the needs of a diverse population in regards to age, income, abilities and family size.

Objectives

1. Prioritize policies that incentivize development of affordable housing such as density bonuses, ADU's, land trusts,

land use patterns, building types and inclusionary zoning.

2. Promote affordable housing in the urban core that avoids pushing people with low to moderate incomes out of the City.
3. Incentivize infill development, particularly housing in downtown.
4. Develop and provide incentives for energy efficient “above-code” green building and development to reduce developer and owner/tenant costs.
5. Encourage new development to pay their proportional share of services and infrastructure.
6. Existing level of services should be maintained or improved.
7. Encourage redesign of vacant lots in approved subdivision for affordable smaller lot development.
8. Promote the development of a range of affordable housing types to meet the needs of different households sizes, age and income levels.
9. Modify land use regulations to provide more options for affordable housing with tools such as revised minimum lot size and inclusionary zoning.

Topic 7: Sustainable Development

Goal 2: Promote sustainable design initiatives and “green” building practices for all new and redevelopment within the City.

Green/Sustainability

19. Create mixed use zoning areas that allow for the growth of small manufacturing from recycled materials. (Example: Recycling Development Zone in LA)
7. Promote sustainable building practices.
4. Develop standards for zoning and subdivisions that encourage new development where infrastructure can support and discourage “greenfield” development.
12. Incentivize and promote net zero energy districts.
13. Provide standards to encourage the use of permeable pavement and green building techniques.
14. Consider changes to land use regulations in order to reduce the impervious surface of developments and incorporate such practices into the remodeling, expansion or rehab of existing developments as well.
28. Encourage incorporation of green building design into all public buildings.
29. Review regulations to allow for alternative energy options such as roof-top solar and investigate financial mechanisms to encourage investment in such systems.
30. Explore development of a green best practices/building code.
31. Identify and promote the benefits of green buildings such as the reuse of building materials.
32. Incentive green building through a streamlined approval process.
39. Develop a green space policy for repurposing commercial buildings that requires a minimum amount of green space (i.e. 15%) whether indoor or outdoor spaces.

Sub-committees were formed as follows:

Group One Topics

- Community Character/Sense of Place
- Natural/Outdoor Recreation

Group One Members

- Neva
- Jessica

Group Two Topics

- Land Use
- Housing
- Green/Sustainable Issues

Group Two Members

- Don
- Heather
- Prairie

Group Three Topics

- Transportation
- Infrastructure

Group Three Members

- Jeremy
- Jeremy
- Bob

Parking Lot

Guiding Principles

- Green/Sustainable initiatives or practices. The group felt that these relate to all of the topic areas so maybe this could be incorporated into a guiding principle vs. having its own topic heading or including the same objectives in every topic area??
- Relationship between Land Use/Transportation/Infrastructure. The group felt very strongly that these are all connected systems and that they should not just be considered separately, they should be integrated and synthesized together.