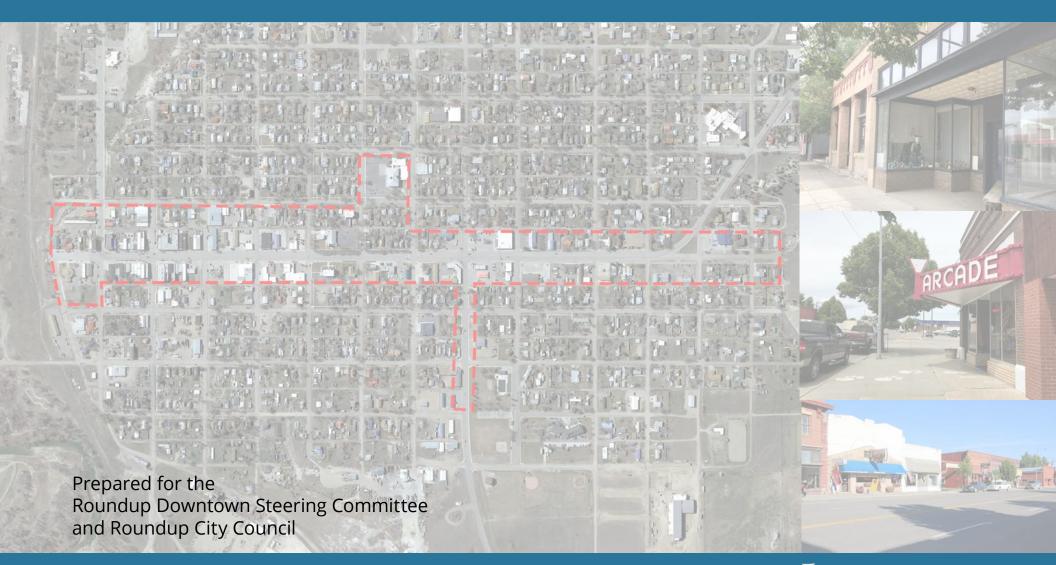
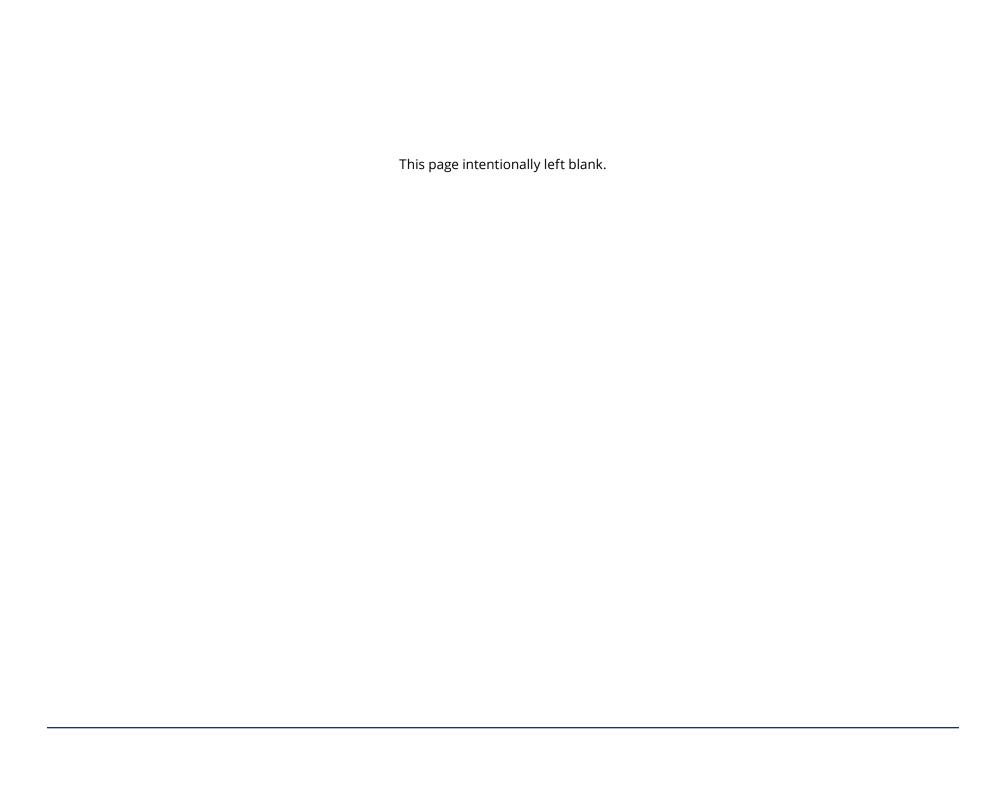
ROUNDUP DOWNTOWN MASTER PLAN







RESOLUTION

Resolution # 1085

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ROUNDUP, MONTANA TO ADOPT THE CITY OF ROUNDUP DOWNTOWN MASTER PLAN

WHEREAS, On December 20, 2016 the City of Roundup adopted the City of Roundup Growth Policy to guide the general policy and pattern of development of the City of Roundup pursuant to Montana Code Annotated Title 76, Chapter 1, Part 601 et seg; and

WHEREAS, the City's Growth Policy recommended actions and steps to address current and projected challenges for the downtown area and the betterment of the city's future; and

WHEREAS, on December 14, 2017 the City of Roundup Planning board held a public hearing on the proposed City of Roundup Downtown Master Plan; and

WHEREAS, after considering the recommendations and suggestions elicited at the public hearing, the City of Roundup Planning Board supports the Roundup Downtown Master Plan and its goals, objectives, and policies therein; and

NOW, THEREFORE, BE IT RESOLVED by the City of Roundup City Council, after considering the feedback of the City of Roundup Planning Board and public testimony, to adopt a Resolution to adopt the Roundup Downtown Master Plan, and to pursue the goals, objectives, and policies therein.

PASSED, APPROVED AND ADOPTED this ________ day of ________, 2018.

Sandia _________, 2018.

Mayor - Sandra Jones

ACKNOWLEDGEMENTS

Roundup City Council

Mayor Sandra Jones

Gary Toombs
James Scladweiler
Richard Griffith III
Woody Weitzel
Dave Picchioni
Dave Liggett
Floyd Fisher
Joan Perrella

Roundup Downtown Master Plan Steering Committee

Roundup Community Partners

Roundup High School and Junior High Student Council Members

Roundup Citizens and Business Owners

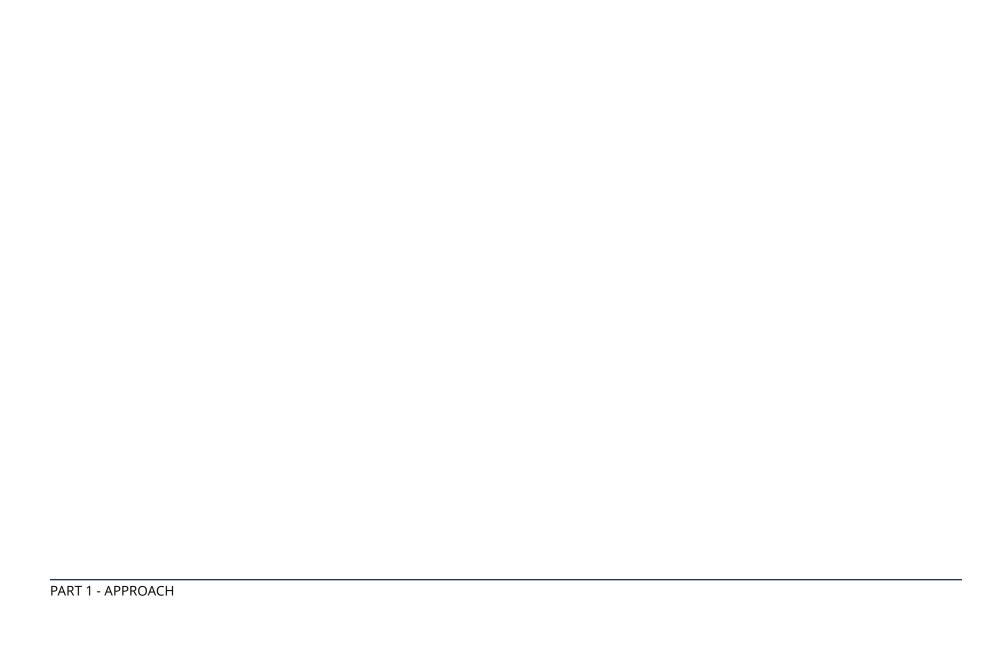
A special thanks to all of the dedicated individuals and business owners in the Roundup community who contributed to this plan by attending meetings and providing input, energy, and direction for the future of your downtown. Your time, efforts, and ideas are very much appreciated and reflected in this plan.

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PART 1 - APPROACH

APPROACH



APPROACH:

INTRODUCTION

This Downtown Master Plan for the City of Roundup, Montana will help guide decisions and development for the community's center of commercial, civic, and social activity. The goal of the plan is to create a feasible, actionoriented strategy and overall vision that enhances the downtown and strengthens the entire community. This report was prepared by planning and landscape architecture consultant, Land Solutions, LLC, and was funded from six different sources: the Montana Main Street Program, Community Roundup Partners, Roundup Chamber of Commerce, City of Roundup, Signal Peak Community Foundation, and an anonymous donor.

As evidenced by the number of entities that funded the plan, the people of Roundup are ready to reinvent their community and define its place on the map. The project was led by an 11-person volunteer steering committee chaired

by Mayor Sandra Jones, and included a comprehensive public outreach effort to include the opinions of all members of the community.

A successful downtown defines a city's identity and culture through unique iconic features and creates a critical mass of activities where commerce and socialization are concentrated. This plan establishes short and long term goals to reach that vision, along with associated action steps to provide the best opportunity to implement the plan and allow the community to thrive. Recommendations involve policy changes, organizational efforts, and elements of spatial design in order to set the stage for future community success.

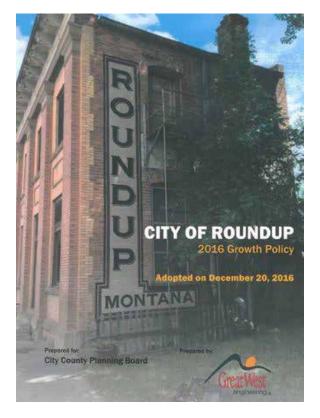
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PREVIOUS PLANNING EFFORTS

When first approaching any planning project, it is important to take inventory of any previous efforts that may have taken place in order to build upon existing data and ensure continuity. Roundup's potential needs and opportunities were initially identified through a review of sections from the city's Growth Policy, zoning, and other related planning and public works documents. Additionally, a site visit was conducted in conjunction with the first public meeting in order to gain an understanding of the overall layout of the downtown, visual opportunities and challenges, and site-specific issues to address. Steering committee individuals and other community members have also provided a vast array of background data and resources to take into account. The following is a brief summary of relevant findings from these resources.

Growth Policy Review

Areas pertinent to the development of the Downtown Master Plan found within the Growth Policy include the findings or issues presented in this section.



Problems identified that have relevance to the downtown area include:

- 1. A declining population
- 2. An aging water distribution system and poor water quality
- 3. Flooding is an issue community-wide
- 4. Downtown retail businesses are struggling to compete with stores in nearby communities such as Billings
- 5. The physical condition and appearance of Main Street is impacting the economic competitiveness of the area
- 6. Downtown has experienced a loss of retail trade and economic decline; people shop in Billings as a result of lower prices, selection, and availability of goods
- 7. How Main Street appears visually and how it reflects upon the community
- 8. The number of abandoned and poorly maintained buildings along Main Street

Advantages of the community/ downtown include:

- 1. Good location at the junction of Highway 12 and Highway 87; the average daily traffic on Main Street was 5,400 vehicles in 2015
- 2. Historic architectural character
- 3. The community is a member of the Montana Main Street Program
- 4. The City is currently upgrading its water infrastructure system
- 5. Low housing prices
- 6. Proximity to Billings
- 7. Roundup's name and its history



Specific interest in the following downtown revitalization strategies are listed in the Growth Policy:

- The beautification of Main Street
- A marketing plan to attract new residents
- A Downtown Master Plan, with the following goals:
 - Retain and attract businesses
 - Branding downtown Roundup
 - Protect and preserve historic buildings
- Removal or renovation of dilapidated buildings

Many goals and objectives listed in the Growth Policy are relevant to the downtown area. The overall intent of these goals is reflected in the Action Plan section of this document (see page 49).

Additional items noted in the Growth Policy that are relevant to the downtown include an interest in exploring Transportation Alternatives Program (TAP) grants to improve and renovate sidewalks and boulevards, and an interest in the possibility of Tax Increment Financing (TIF).

Roundup Community Partners

A group of local citizens make up the Roundup Community Partners group which aims to restore a healthy commercial district, preserve historic structures, and promote community events. A strategic plan was created in 2015 to address specific goals of the organization with assigned project leaders. The short term, long term, and recurring goals involve addressing economic development, gathering beautification, historic spaces, preservation, fundraising, and overall community betterment.

The goals and strategies developed by the Roundup Community Partners have been included in the development of this Downtown Master Plan to ensure the wishes and previous efforts of the community are built upon.

APPROACH =

Future Infrastructure Plans

Roundup gets its drinking water from groundwater sources within the Madison Aguifer Formation. For years, the community has been afflicted by poor water quality and insufficient quantity. Through the Central Montana Regional Water Authority system, Roundup and the surrounding area will receive new water lines that will serve the community and provide clean and safe water. The City should coordinate efforts and recommended actions found in this master plan with the water project improvement plans. In some instances, time and money could be saved when coordinating projects (such as the Main Street redesign and the water line replacement along the right-of-way).

Historic Preservation Plan

The City is currently working with High Plains Architects to create a Historic Preservation Plan for the downtown district. This plan will identify and analyze historic properties in the downtown area that have historic and cultural significance. Additionally, vacant or underutilized lots will be identified which could have value if they are able to be turned into assets or redeveloped. Buildings with second-stories that may be suitable for residential or office uses will also be identified.

The findings and recommendations of the Historic Preservation Plan should be included in the implementation efforts of the Downtown Roundup Master Plan Steering Committee.

Central School Redevelopment

A feasibility study for redevelopment the Roundup Central Elementary building was completed in September of 2016. This study analyzed options to save the building from demolition and repurpose it for the benefit of the community and its cultural heritage. The study outlines the potential for the community to turn the property into a new mixed-use development which includes residential, commercial, office, and public spaces. The building is located in close proximity to the downtown, and the potential redevelopment would increase activity and excitement in downtown, further supporting many of the goals and actions of the Downtown Master Plan.





VISION STATEMENT

The vision statement is intended to serve as guidance for the shape and direction of the future of downtown Roundup. It answers the question, "What do we want downtown to be in the future?" The following vision statement was developed in response to community input during public meetings.

Historic Downtown Roundup is a thriving community center and gathering place that embraces its unique heritage through architecture, events, and commerce. Our downtown is safe, inviting, walkable, and connects surrounding neighborhoods and community assets through parks, sidewalks, and wayfinding signage. Families, neighbors, and visitors enjoy various activities and themed events throughout the year, while historic buildings are proudly preserved and utilized as stores, restaurants, and second-story accommodations. With employment opportunities and incentives for growth and economic development, downtown Roundup is recognized regionally for its high quality of life, historic and cultural heritage, and vibrant and unique businesses.

APPROACH

IMPORTANCE OF DOWNTOWN PLANNING

The City of Roundup's history is rich with stories of cowboys, cattle drives, mining, homesteading, and the railroad. Over the past few decades, we've seen a decrease in the population and economic conditions in rural towns like Roundup, as larger urban areas attract young people and offer higher paying jobs. Economies have changed, and the once thriving industries of agriculture and mining are experiencing a decline in job numbers, and a loss of population and economic vitality along with it. To remain sustainable, rural areas need to diversify their economic options and reinvent themselves by highlighting their unique qualities. Investing in small businesses and a healthy commercial core allows the community to create a strong foundation for economic sustainability.

The downtown of a small community serves as a concentrated area for social and economic activities to occur, creating a source of community pride and identity. When functioning at the highest level, downtowns hold a vibrant mix of activities and uses that provide a place for residents to live, work, and play, and encourage visitors to stop and contribute money and energy into the local economy.

Roundup is currently in a unique position to capitalize on the momentum and dedication of its people who are committed to a prosperous future. The people of Roundup know that the heart of the community is its downtown, and that investing in the long-term health of its central business district will improve the quality of life for residents, create an environment primed for investment, and support growth.

When downtowns are full of walkable community services and amenities, social connections are improved and a strong sense of place is created.













Typical downtowns that are healthy have a variety of components including a mix of uses, a walkable environment, gathering spaces and community events, indoor and outdoor public spaces, programmed events, and unique retail stores.

This Downtown Master Plan is an important step in coordinating efforts and creating a long term strategy for the reinvention of downtown Roundup. The plan serves to communicate a level of understanding to the public of what the future goals of the City are in relation to growth and economic development.

To create a healthy downtown, the City must invest in policy changes that support economic development and enhance the physical conditions. This will increase confidence in business owners and investors, and will support efforts to create new businesses and enhance those that are existing. Residents and visitors will experience a unique sense of place and a better

quality of life as a result of a strong local economy and community.

APPROACH

METHODOLOGY

The process of creating the Downtown Roundup Master Plan included a review of physical design, adopted policies, and community desires, rooted in technical best practices and the findings of an economic market analysis.

The Master Plan document is divided into the following five parts:

- 1. Approach
- 2. Existing Conditions
- 3. Market Analysis
- 4. Planning and Design
- 5. Implementation

This approach allows each phase of the project to build upon the findings of the previous efforts. The study of the downtown and its existing conditions comprises the first three sections, while the fourth section utilizes the results to create place-based strategies. The last section gives detail to the individual actions needed to be achieved to realize the final plan of the downtown area.

Master Plan Structure

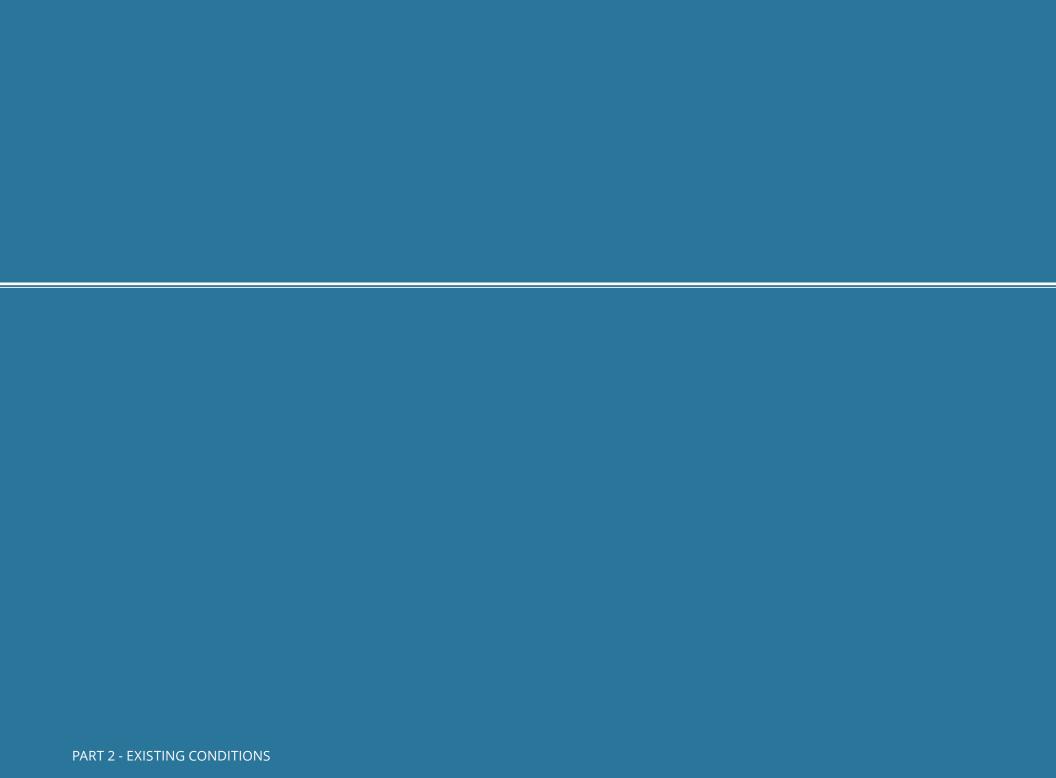
The goal of the Downtown Master Plan is to serve as a guide for downtown improvements and revitalization efforts. The plan is intended to outline specific, feasible actions that can be implemented by the City of Roundup and partnering organizations to achieve measurable results. Therefore, the plan includes short, medium, and longterm action strategies to guide future efforts on a community-wide level. It will be important that these efforts are a coordinated process between both public and private sectors, as well as members of the community. A Master Plan Implementation Steering Committee is recommended to ensure the recommendations of the plan are put into action in a timely manner (see Action E.1).

The Downtown Master Plan includes the physical area outlined in Map 1. The plan also addresses important elements of the community that are related to the downtown's success and connections. While the Master Plan has generally been led by the City and technical steering committee, the implementation of the plan will be the role of many organization and individuals through the Action Plan outlined in this document (see page 49). To organize the Action Plan, the strategies are categorized around the following broad themes:

- a. Activity Centers
- b. Community Design
- c. Function
- d. Economic Development
- e. Organization and Programming
- f. Marketing

MAP 1 - DOWNTOWN PLANNING AREA BOUNDARIES





EXISTING CONDITIONS

EXISTING CONDITIONS=

INFRASTRUCTURE

Throughout the public input process, one major item kept arising as a primary challenge: water. Community members expressed frustration and identified that the City's lack of quality water services was creating a hindrance for the area's economic growth and development. Fortunately, the water main replacement project is underway, and the community's future growth should not be held back by its lack of water infrastructure.

The recent installation of a fiber optic line throughout the City is of great benefit to future growth. Other functional and policy issues studied include parking along Main Street and the City's existing zoning code and map. Relevant changes to the zoning code that support the implementation of this plan are proposed in the Land Use section (see page 25).

While parking availability is always an important component to a downtown,

observational studies indicated that downtown Roundup does not have a lack of on-street parking throughout the course of an average business day. What is seen as a lack of parking by some may be more of a perception issue rather than a physical lack of adequate parking spaces. Conversations with community members uncovered concerns that business employees and residents on and near Main Street may be utilizing prime parking spaces during business hours. Potential

Planning for Infrastructure:

- Highlight the area's high speed internet capabilities in economic development marketing materials.
- Update the City's zoning code to support the recommendations of the Downtown Master Plan.
- Explore opportunities to add diagonal parking on certain street segments within downtown.

improvements to parking layouts are addressed on page 42.

CONTEXT

Roundup sits along the Musselshell River, at the intersection of state highways 87 and 12. While off the beaten path of the well-traveled interstate, Roundup serves as a prime stopping point for those traveling to and from Billings, which is only 50 miles away and has a population over



166,000 people. While located in a rural area, the community's strategic location at the intersection of two state highways affords plenty of opportunities to capture visiting traffic and attract new residents. Additionally, the natural beauty of the community's setting among mountains and rivers has appeal to recreationists and outdoorsmen alike. Although the natural features in the area provide recreational and aesthetic value, there are also challenges. In 2011, Roundup experienced a devastating flood with long-lasting impacts. Current efforts are underway to mitigate future impacts by limiting development within floodplain boundaries. While built structures are not appropriate within low lying areas, those areas present an opportunity to utilize the land for open spaces and parks.

Planning for Context:

- Visually highlight natural features and amenities while avoiding built development within the flood zone.
- Enhance areas of noted visibility to highway travelers.
- Strategically market the area as a bedroom community to Billings area residents.
- Enhance beautification efforts along Main Street to entice those travelling through town to stop and shop or eat.





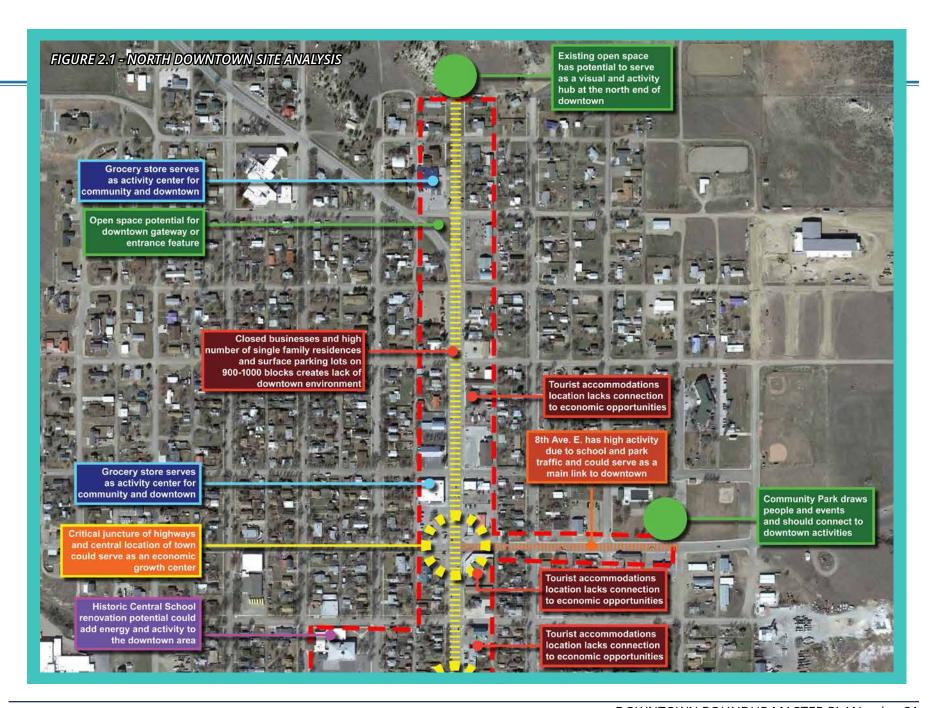
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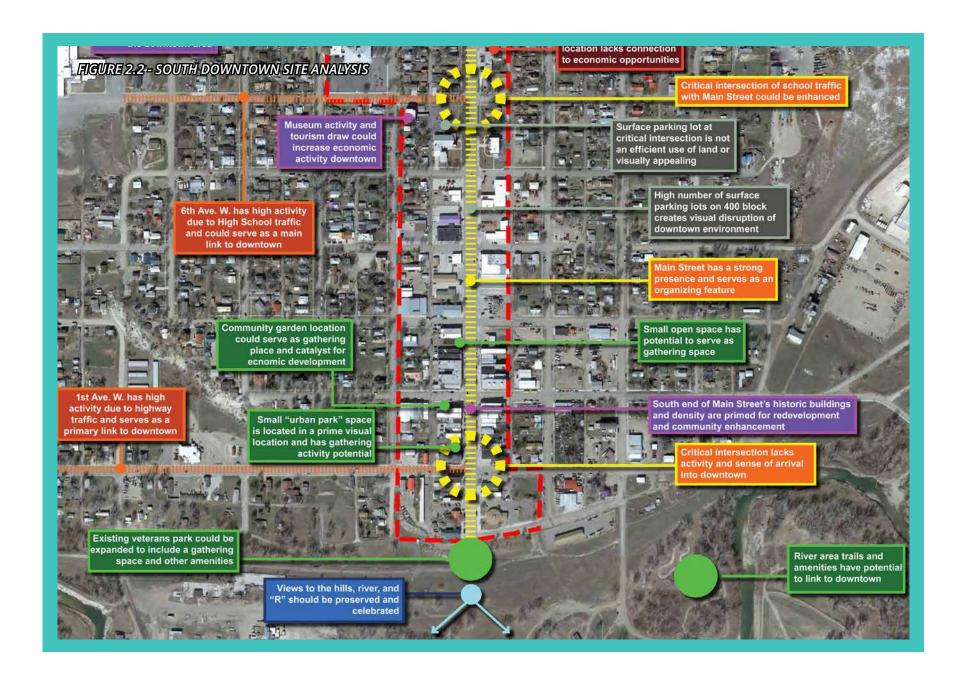
SITE ANALYSIS

Based on background research and initial public feedback efforts, a site analysis was created to determine the physical strengths, weaknesses, and opportunities of the downtown. Additionally, the overall context and how the downtown relates to the rest of the community and physical features was studied. The following points are a brief summary of the findings of the site analysis:

- Existing open spaces (both utilized and underutilized) have potential to serve as visual and activity hubs for the community.
- Downtown lacks a sense of arrival at critical points and intersections.
- Closed businesses and surface parking lots lack downtown character.
- 1st Avenue, 6th Avenue, and 8th Avenue are important links to downtown that could be highlighted.
- Critical intersections lack activity and could be better utilized and highlighted as economic growth centers.

- Area motels lack a connection to downtown and economic development opportunities.
- Main Street has a strong presence and serves as a primary organizing feature.
- Trails, parks, and views should be preserved and enhanced in connection with downtown.
- Existing and proposed community features (such as the historic Central School, the Museum, etc.) should connect to and promote visitation to other downtown features.





EXISTING CONDITIONS =

LAND USE

In order to instigate change in downtown, land use policies and ordinances must align with overall goals for the community. Currently the City's land use map highlights three zones that fall within the downtown district: Central Business District, Highway Business, and R2 (Residential) (see zoning map on page 24).

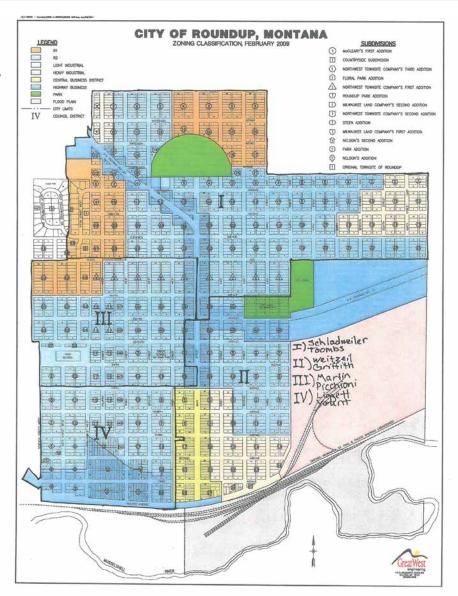
In order to support the overall goals and vision of the Downtown Master Plan, it is recommended to amend or revise some of the zoning designations in the city's code in relation to the downtown area.

Proposed changes include the following items.

- 1. Allow mixed-use commercial/residential and short-term rentals in the central and historic core of downtown to allow for more economic development and tourism activities.
- 2. Create transitional zoning between the downtown commercial district and residential neighborhoods to buffer incompatible adjacent uses.
- 3. Designate public, civic, or institutional uses where those facilities are currently located.
- 4. Create an open space/amenity zone to integrate more open and community gathering spaces and amenities in and near downtown.
- 5. Include a "Historic District Overlay Zone" in the downtown core to protect the historic integrity of built elements (the final boundaries should align with the findings from the Historic Preservation Plan currently in development).
- 6. Include a "Gateway Corridor Overlay Zone" that would provide design guidelines for properties adjacent to main visual corridors.

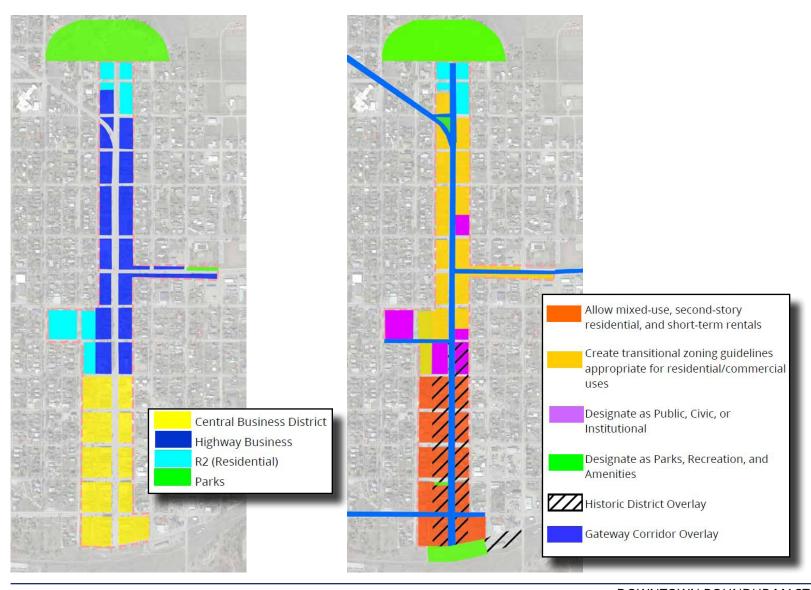
EXISTING CONDITIONS =

ZONING MAP



CURRENT LAND USE

PROPOSED LAND USE CHANGES





MARKET ANALYSIS

MARKET ANALYSIS =

DOWNTOWN INVENTORY

As part of the data gathering phase of the downtown plan, an inventory of existing ground floor uses was performed to gain an understanding of the business mix in downtown. Because Main Street is the commercial heart of Downtown Roundup, the inventory was conducted for business on Main Street between 8th Avenue and Railroad Avenue, totaling 93 unique parcels. The map on page 29 displays the results of the inventory in its entirety.

Onaparcelbasis, the predominant use in the area inventoried is vacant buildings, which are particularly concentrated south of 3rd Avenue. Outside of vacant buildings, the dominant ground floor use is professional/office space, single-family residential, retail, and surface parking. While the downtown core south of 3rd Avenue, has a high concentration of vacant buildings, this area also has a greater concentration of retail and restaurants/bars which

enhances the draw of downtown for residents and visitors. One of the greatest strengths of Downtown Roundup is the fact the majority of historic structures in the downtown core are largely intact, creating a walkable and inviting building form. However, the high number of vacant buildings detracts from the visual appearance of downtown. Additionally, there is a healthy mix of professional/office spaces, which is beneficial to downtown, as these employees can

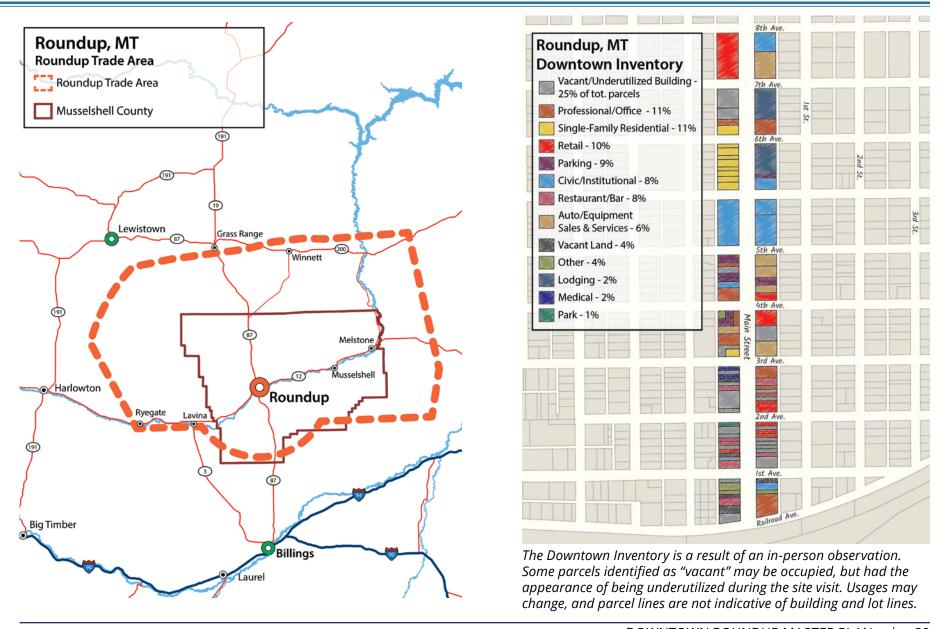


serve as a reliable customer base for downtown businesses.

During the inventory, the following themes were observed concerning the mix of uses in and form of Downtown Roundup.

- Downtown (especially south of 3rd Avenue) has a largely intact building form, creating a pleasing environment for pedestrians.
- Several buildings in the downtown core are in need or major structural repairs.
- The historic neon signs add unique visual appeal to downtown.
- Several vacant storefronts have done well to create engaging visual displays.

- The high concentration of vacant store fronts south of 3rd Avenue disrupts the pedestrian flow and visual appeal of Main Street.
- Bars and restaurants are concentrated south of 3rd Avenue.
- The walk along Main Street north of 3rd Avenue is not as engaging for pedestrians as a result of building setbacks and a greater number of surface parking lots.



MARKET ANALYSIS =

DEMOGRAPHIC AND ECONOMIC INDICATORS

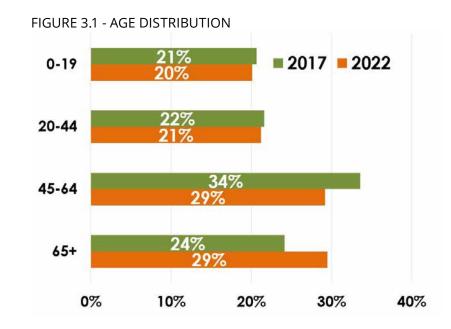
As of 2017, the Roundup trade area had a population of 6,122, which includes approximately 1,900 people who live in the City of Roundup. Since 2010, the trade area has experienced a marginal population decline and is projected to continue to decline slightly over the next five years (see Table 3.2). The median age in the trade area is 51 which is older than that of Montana at 39.7. In terms of age distribution, as of 2017, the 45-64 age group made up the largest share of the trade area's population (34%) followed by 65+ (24%), 20-44 (22%) and 0-19 (21%) (see Figure 3.1). Note that, due to rounding, age distribution figures may not add up to exactly 100%.

Over the next five years, the trade area's population is expected to age, with the 65+ population projected to increase by 21%, equating to 29% of the total trade area population.

During this time, all other age groups are projected to decline both in terms of total numbers and as a share of the total trade area population. This aging trend may suggest a need for housing, transportation, and medical options that meet the demands of an older population. The median household

TABLE 3.2 - DEMOGRAPHIC INDICATORS

	2010	2017	2022
Population	6,136	6,122	6,077
Households	2,771	2,778	2,761
Families	1,760	1,728	1,702
Median Age	48.7	51	52.5



income in the Roundup trade area is \$41,554 which is lower than that of the state at \$47,169. However the City of Roundup conducted an income survey in 2017 which did not reflect those findings.

In terms of employment in Musselshell County (reliable trade area figures not available), the industries employing the most people as of 2015 were mining, farming, government, other services, health care, retail, and construction collectively making up 72% of all jobs in the county (see Figure 3.3). The 2016 unemployment rate in Musselshell County was 5.1%, slightly higher than the unemployment rate for Montana which was 4.1% for 2016. However,

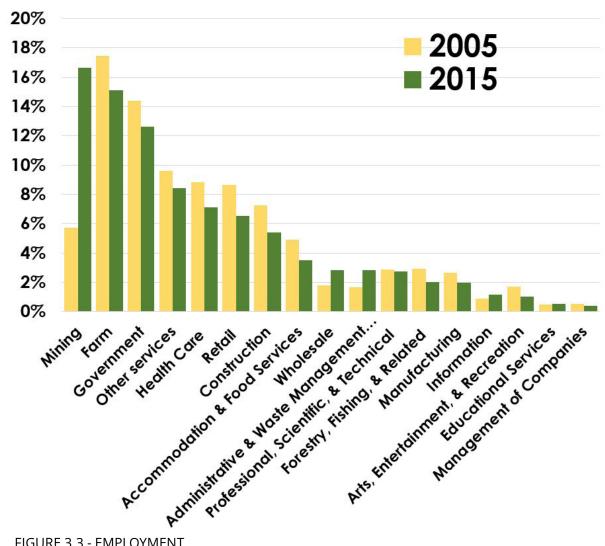


FIGURE 3.3 - EMPLOYMENT

MARKET ANALYSIS=

Musselshell County's unemployment rate is down from its ten-year high in 2010 of 6.9%.

RETAIL TRADE ANALYSIS

Trade Area

For purposes of analyzing local economic conditions in Roundup and identifying market opportunities, a custom drawn trade area was developed for Roundup (see map on page 29). The trade area was developed based on Roundup's proximity to competing retail markets as well as drive times to nearby communities. Roundup's trade area includes the areas where downtown is likely to draw the majority of its day-to-day customers. Communities in the trade area include Roundup, Ryegate, Lavina, Musselshell, Melstone, and Winnett. Outside of this area, individuals are more likely to rely on other regional communities for their shopping needs, including, Billings, Lewistown, and Harlowton.

Analysis

To better understand Roundup's downtown economy, a retail trade analysis was completed using ESRI Business Analyst Online, which provides custom market analyses using extensive demographic, consumer expenditure, and business data from a variety of public and private sources. This analysis will identify two things:

- 1. Industries within the Roundup trade area experiencing retail leakage, and
- 2. Industries within Roundup trade area experiencing retail surplus.

The retail trade analysis will give insight into what sectors of the economy have the potential to expand in downtown Roundup and provide the basis for further study. It provides a window into which industries in the trade area are under-performing and over-performing. Under-performing industries represent opportunity to grow within the trade area, while over-performing sectors represent sectors

of the economy where Roundup is perhaps out competing other markets or attracting tourism.

RETAIL SUPPLY AND DEMAND

The retail market analysis compares total local sales (supply) with total consumer expenditures (demand) of residents in the Roundup trade area, to identify whether industries are experiencing a retail leakage or surplus. Retail leakage occurs when consumers are making purchases outside of the trade area, indicating that the supply of locally available retail



goods is inadequate or that prices are not competitive enough to meet local demand. Retail leakage represents opportunity in the local economy; areas where businesses could theoretically expand or where new businesses could open. Retail surplus occurs when sales are greater than local consumer demand. A surplus signifies that the trade area is attracting outside spending. This is good because it most likely means people from outside the area, likely tourists, are spending money in Roundup.

It is important to note that in a community as small as Roundup the revenue data could be either higher or lower and has limitations. It should be analyzed as trends to reflect the gaps instead of specific numbers.

As can be seen in Table 3.4, the Roundup trade area is experiencing a retail leakage (the gap between retail sales and demand) of \$37,581,523, for the sum of industry categories analyzed. This makes sense in that the online marketplace and the Billings retail

	Demand	Supply	Retail Gap
Motor Vehicle & Parts Dealers	\$17,760,680	\$1,165,904	\$16,594,776
General Merchandise Stores	\$14,853,117	\$284,754	\$14,568,363
Restaurants/Other Eating Places	\$6,409,596	\$1,650,885	\$4,758,711
Bldg Materials, Garden Equip. & Supply Stores	\$5,510,598	\$2,023,322	\$3,487,276
Health & Personal Care Stores	\$4,356,120	\$1,610,626	\$2,745,494
Furniture & Home Furnishings Stores	\$2,058,240	\$161,228	\$1,897,012
Other Miscellaneous Store Retailers	\$1,791,552	\$0	\$1,791,552
Grocery Stores	\$9,961,704	\$8,323,275	\$1,638,429
Sporting Goods, Hobby, Book & Music Stores	\$4,138,837	\$2,955,487	\$1,183,350
Office Supplies, Stationery & Gift Stores	\$816,387	\$94,359	\$722,028
Used Merchandise Stores	\$487,043	\$0	\$487,043
Jewelry, Luggage & Leather Goods Stores	\$595,491	\$124,336	\$471,155
Specialty Food Stores	\$468,605	\$0	\$468,605
Shoe Stores	\$256,072	\$0	\$256,072
Florists	\$189,374	\$0	\$189,374
Special Food Services	\$56,708	\$0	\$56,708
Beer, Wine & Liquor Stores	\$499,569	\$511,401	-\$11,832
Drinking Places - Alcoholic Beverages	\$365,786	\$727,031	-\$361,245
Electronics & Appliance Stores	\$2,054,750	\$2,450,031	-\$395,281
Nonstore Retailers	\$348,556	\$2,171,110	-\$1,822,554
Gasoline Stations	\$10,846,030	\$16,281,317	-\$5,435,287
Clothing Stores	\$1,666,157	\$7,374,383	-\$5,708,226
Total	\$85,490,972	\$47,909,449	\$37,581,523

TABLE 3.4 - RETAIL MARKET ANALYSIS

*data is compiled using the market area of Mussellshell County, which includes a larger area than the city itself, and is averaged over a series of years, and not taken at a specific point in time. Findings may reflect averages over time, and should be analyzed as trends, not specifics.

MARKET ANALYSIS:

market, likely attract customers from the trade area due to the fact that they have a greater diversity of goods and services to choose from. As a result, potential customers likely choose to drive a bit further (or order online) to take care of all their shopping needs in one trip. Nevertheless, the Roundup trade area is experiencing a retail surplus in several industry categories, including pharmacies, arts, banks, gas stations, electronic stores, and bars. However, there are far more industries experiencing a retail leakage in the Roundup trade area. The industries experiencing the greatest amount of leakage are shown in Figure 3.5. This indicates there is demand for these kinds of businesses in Roundup and possibly in the downtown area.

Table 3.4 is the full outcome of the retail market analysis. The demand column represents the amount of sales the trade area could support. The supply column represents the amount of sales occurring in each industry sector. The retail gap column

FIGURE 3.5 - RETAIL LEAKAGE



is the difference between demand and supply. A negative number means that industry is outperforming what the trade area should support, suggesting people from outside the trade area are spending money in Roundup. A positive number represents retail leakage, suggesting people are spending money outside the trade area, and indicating an opportunity for growth.

MARKET-BASED STRATEGIES AND IMPLICATIONS

The findings of the retail market analysis are important to the development of the downtown master plan. The data helps inform which market segments are underutilized and should guide economic growth actions during the implementation process. Reviewing which sectors of the economy that Roundup is performing well in may highlight local strengths in the market which should be highlighted and built upon.

Currently high performing industries include:

- Pharmacy
- · Health and Personal Care
- Banks

- Gas stations
- Electronic stores
- Bars

Opportunities for growth include:

- · Motor vehicle and parts dealers
- General merchandise stores
- Restaurants and other eating places
- Building materials, garden equipment and supply stores
- Health and personal care stores

These findings should help guide the actions related to marketing economic development opportunities and attracting new businesses and business owners related to those industries that are needed in Roundup.



PLANNING AND DESIGN

PLANNING AND DESIGN =

PUBLIC INPUT

Throughout the planning and design process, multiple public participation sessions were held to gather input from the community regarding the goals and priorities of the future of downtown.

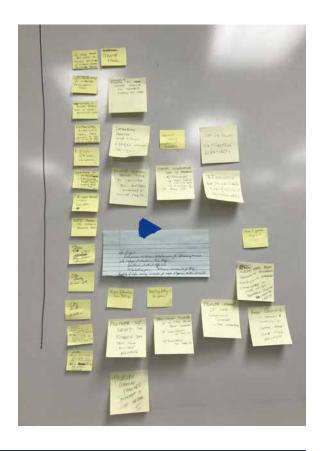
The first meeting was held in mid-June of 2017 to kick-off the planning process and obtain feedback from the community. The meeting was generally well attended and included an overview of the project and an initial listening session with the members of the Steering Committee. The public in attendance was invited to provide feedback on the following issues:

- 1. Identifying downtown's greatest assets, strengths, and opportunities.
- 2. Identifying downtown's challenges and obstacles.
- 3. Identifying what the community would like the downtown to look like in five, ten, and 20 years.

The results of these efforts led to the

creation of draft recommendations and action steps. These draft materials were presented at the second round of public meetings that were held in late August. There were two meetings arranged, one of which allowed the opportunity for local junior high and high school students to provide feedback on draft recommendations and options. In the evening, a public open house meeting was held where participants received an introduction and a selection of sticker dots to provide feedback for the draft recommendations and options. Staff from High Plains Architects was also available at the open house to provide information regarding the Historic Preservation Plan that has been developed concurrently with the Downtown Master Plan. The general purpose of the meetings was to present key issues and potential recommendations to the public, and garner feedback to prioritize issues according to the community's preferences. The result of the public

meeting efforts was a series of principles and prioritized recommendations, along with preferences for the design of Main Street.

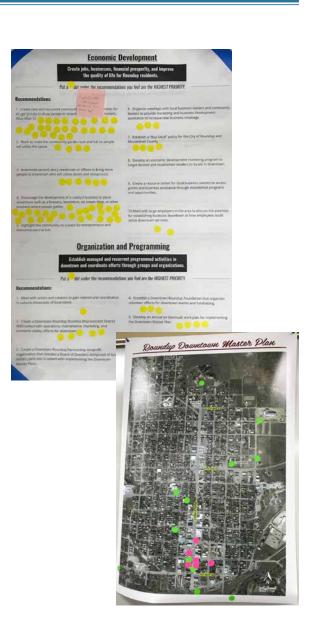


GOALS OF DOWNTOWN ROUNDUP

An active and successful downtown is a key feature to an enhanced qualify of life for Roundup residents. The overall goals of the downtown are comprised of the needs and the desires of those that live in the community. These goals then give rise to the principles of the Master Plan, which are then further expressed into implementable action steps.

Overall goals developed during the public input process include:

- The appearance of an attractive and business friendly downtown.
- Establish a unique identity and brand that celebrates the rich heritage of the community.
- Enhance mobility options with a functional street network and focus on walkability.
- Create a downtown that holds a concentration of people who live, work, shop, dine, and are entertained.
- Establish programmed events that create continuous energy and activity, drawing people to downtown.
- Allow a mix of retail, service, and civic businesses and industries, along with upper story residential uses.
- Establish new spaces for people to gather and be entertained.



PLANNING AND DESIGN =

MASTER PLAN PRINCIPLES

The master planning process has defined a set of guiding principles that give direction to the plan, future policies, and implementation strategies. The principles will guide the evolution of the downtown and are important for defining the expectations of the future of downtown.

Activity Centers:

Create a downtown where people want to gather, socialize, recreate, live, and shop by promoting a mix of uses and activities.

Areas for people to congregate are important components of downtowns. Gatherings promote a strong sense of place and increase economic development opportunities in the adjacent blocks and streets. In rural communities, it is especially important that these centers of activity are visible from transportation corridors and are often concentrated with people to provide the appearance of a healthy and active community. The programming of year-round events is especially critical for the success of these activity centers, and thus the downtown. Typical design concepts for these types of spaces are plazas, squares, courtyards, parks, and promenades.

Community Design:

Establish a sense of community pride throughout downtown by enhancing visual aesthetics and a creating a cohesive downtown theme.

The aesthetic appeal of a downtown has a measurable impact on the community's economic prosperity. Design elements such as streetscape amenities (trees, benches, art, planters, lighting, etc.) help reinforce the community theme and identity, and city policies can be put in place to protect the historic integrity of the downtown. Design efforts can focus specifically on the density and appropriate scale of the buildings in relation to the street, further creating a fitting "small town feel" that many residents envision for the future.

Function:

Establish a safe and secure downtown environment, while allowing multi-modal transportation options and clear wayfinding features.

It is important that the downtown planning area is easily accessible to all individuals. That includes providing an efficient flow of traffic and parking, while also creating a safe and visible downtown environment walkable for pedestrians. Streets should be designed to promote walking, as this increases chance social interactions and the likelihood that people will stop and shop or dine at local businesses. Connectivity between key features is also important, as is the development of mixed uses within walkable distances of one another.

Economic Development:

Create jobs, businesses, financial prosperity, and improve the quality of life for Roundup residents.

Promoting opportunities for economic development is a vital component to a successful downtown. The goal of this master plan a functional, attractive, and engaging physical space, along with supportive policies and development assistance that allows and incentivizes small businesses to thrive in the downtown area.

Organization and Programming:

Establish managed and recurrent programmed activities in downtown and coordinate efforts through groups and organizations.

Establishing a sense of activity is an important component to drawing people downtown. Through actions

to coordinate year-round activities, the community will benefit, social interaction will increase, and economic development opportunities will become more plentiful. The downtown will become a destination, further enhancing the community's unique identity.

Marketing:

Highlight the assets of the community and downtown through coordinated marketing outreach efforts.

Promotion of the qualities that make Roundup unique and appealing to both visitors and new residents is a key component to attracting more energy and activity to the downtown area.

These categories were identified from the results of research, background data review, and public input process. The action steps related to each principle are found on page 49.

PLANNING AND DESIGN=

MASTER PLAN DESIGN ELEMENTS

The physical design of a community's downtown is an important component to the overall health and vitality of the town. Adjacent uses should be compatible and complementary; as an example, a second-story apartment building will provide regular customers for the coffee shop located below on the first floor, and the plaza across the street will provide a place for the coffee shop employees to eat lunch outdoors and socialize. The overall physical arrangement of elements such as streetscapes, parks, shops, and parking contributes to the identity of the community, and allows the downtown to be seen as a destination.

Iconic gateways announcing entry into the downtown area help to enhance visitors' arrival, and the physical design elements should make people welcome to stop and stay awhile while they visit shops and restaurants. See the Master Site Plan illustration at the back of the document for complete details regarding a site design concept for the downtown. Additional details for specific design elements found in the plan are as follows:

Open/Green Spaces:

Open spaces located throughout downtown are opportunities for people to gather, recreate, relax, and explore. Carefully planned open spaces can contribute to a variety and hierarchy of spaces in areas such as downtowns that generally have higher densities and large building masses. A

series of smaller "pocket-park" type of spaces are proposed, along with areas specific to arts and culture and youth recreation.

Streetscape and Amenities:

Beautification along Main Street and important downtown connectors are vital to creating an appearance of a cared-for community. Roundup's wide sidewalks provide a perfect opportunity to add themed streetscaping elements such as benches, planters, artwork, and wayfinding signage.



Main Street Parking and Street Design:

Based on community feedback and interest received during the first public meeting, this plan presents options for the future redesign of Main Street.

Main Street is a state highway (87) controlled and maintained by Montana Department of Transportation (MDT). All concepts shown are intended to express the community's preferences based on feedback received during public input sessions and are not to be used as a final design.

The following basic design standards shown on this page relate to elements of Roundup's Main Street are taken from MDT's "Montana Traffic Engineering Manual", 2009 edition, Chapter 31, "Special Design Elements". Preliminary conversations with MDT have indicated there is potential in the short to midterm to resurface and restripe Main Street, allowing a new configuration of parking and drive lanes for fairly

Basic Design Standards for Roundup's Main Street:

Functional Class of Main Street =

• Principal Arterial (Non Interstate)

Parking Dimensions (minimum) =

- Parallel Parking Width = 10' wide (20' long)
- Diagonal (Angled) Parking = 9' wide, 27' long (includes back-out buffer)

Bike Lane Width = 4' wide minimum

Travel Lane Width = 12' wide minimum

Raised Median Width = 4' wide minimum

Design Considerations:

- MDT's preference is parallel parking over diagonal (or "angled" parking), however, if there is community support for diagonal parking, MDT will generally consider the option.
- Diagonal parking allows more spaces per linear foot than parallel parking.
- Total entrance and exit time for parallel parking is greater than it is for diagonal parking.
- Diagonal parking may require backing up into a lane of traffic with reduces visibility and can cause safety issues.

minimal costs. These efforts should be coordinated with MDT and the City's water main replacement project.

The concepts presented in this document do not finalize the revised design of Main Street, but are intended to express the preferred concepts that arose from the public input process. These concepts can be used as a starting point for discussions with MDT

to determine what is feasible based on budgets, timelines, and engineering standards. Initial efforts of the planning team to coordinate with MDT on what alternatives would be feasible indicated that moving to a two-drive lane with one center turn lane layout would be possible. Additionally, diagonal parking was addressed, and it was stated that this configuration along state highway routes tends to cause some safety

PLANNING AND DESIGN

issues and is typically not a preferred design of MDT highways.

The following images are conceptual in nature only and are intended to depict the community's preferences for the design of Main Street, based on public input sessions.

Main Street Concept A

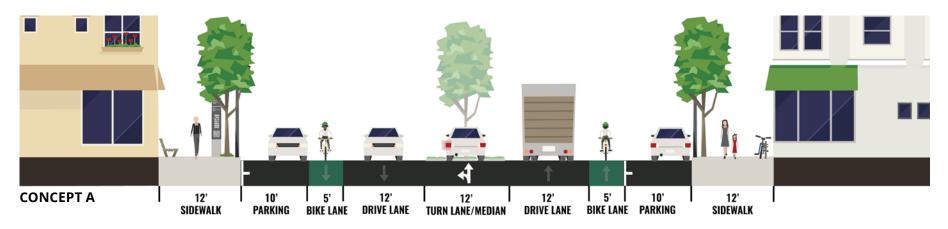
This concept allows the required widths for driving and turn lanes, creates bike lanes, and reduces the asphalt width through the raised landscaped median, which creates safer crossings and an urban scale more conducive to pedestrians. Weaknesses of the concept include the bike lane conflict with parked vehicle doors, and higher costs associated with the construction and maintenance of the landscaped median. Additionally, some public input indicated concern over the disruption of traditional events such as parades which typically travel down the center of Main Street.

Alternatives to this concept include curb bump-outs instead of a center median that would also reduce the pedestrian crossing length and provide aesthetic improvements to intersection corners (see facing page).

Design Features:

- Approximate 90-foot right-of-way (from building face to building face)
- Approximately 66-feet of asphalt from curb to curb
- Two 12-foot drive lanes
- One 12-foot turn lane alternating with landscaped median
- 12-foot sidewalks
- Two 5-foot bike lanes
- Parking would remain parallel

Also shown are streetscape improvements. A "clear zone" for pedestrians is important to maintain ADA requirements.



Curb "bump-outs" or "extensions" are an option that increases pedestrian safety by reducing the traffic lane crossing length.





<u>Main Street Concept B - Diagonal</u> <u>Parking</u>

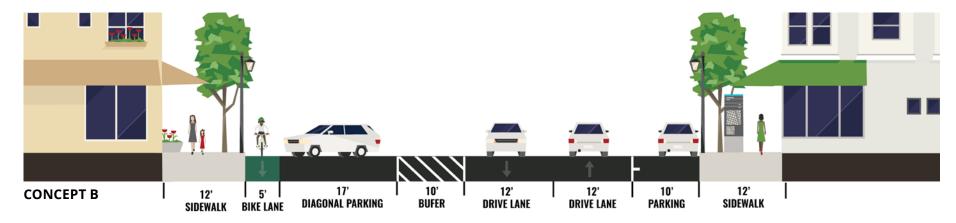
Concept B reconfigures the curb-tocurb area with two drive lanes and diagonal parking on one side.

Merits of this concept include that is generally low cost (resurfacing and repainting only), there would be an increase in parking spaces on the side of the street with diagonal parking, and the new parking design may allow for a better "small town feel". Issues include the lack of a turn lane and that the wide asphalt width is not conducive to safe pedestrian crossings.

Design Features:

- Approximate 90-foot right-of-way (from building face to building face)
- Approximately 66-feet of asphalt from curb to curb
- Two 12-foot drive lanes
- No turn lane
- 12-foot sidewalks
- Pull-in diagonal parking with a 10' buffer on one side of the street
- 5 -foot bike lane

Concept B also shows awning extensions over the street which provide weather protection and aesthetic appeal.



PLANNING AND DESIGN

<u>Gathering Spaces, Plazas, and Promenades</u>

Active gathering spaces are critical in establishing activities and economic development opportunities in a downtown. The plan proposes the creation of two important spaces as a high priority: the Welcome Plaza and the Promenade. The Promenade would close Main Street to through traffic during events, from 1st Avenue to Railroad Avenue. The street would need to be designed as a "convertible street" which allows it to be easily converted between pedestrian and vehicular use. During events, the street would be blocked off with removable bollards to provide safety.

The Welcome Plaza would provide an impactful entrance into downtown for those turning onto Main Street from the south, and would entice visitors to stop, shop, and recreate in the plaza during activities and events. An open grassy area and youth skate park are proposed to the east of the plaza on

land currently owned by Musselshell County that is being underutilized. The development of these public gathering spaces will act as a catalyst to bring energy, excitement, and entertainment options to downtown.

In order to determine the best locations for gathering spaces, participants at the public meetings were asked to place a sticker on a map of downtown where they felt that the "heart" of the community is located. The majority





PLANNING AND DESIGN=

of stickers were placed on Main Street between Railroad Avenue and 7th Avenue. Specifically, the highest concentration of stickers was on the southernmost three blocks of Main Street. The results of this exercise were helpful in discovering the perception of the community as to where the natural spaces for gathering are located. The gathering spaces proposed in this plan build on these opinions of the community.

Gateway/Entrance Corridors

Entrance points to the downtown and community are important for visitors' first impressions. The gateway signage or feature should reflect the community's unique identity and make visitors feel welcomed into the community. These features should be placed at key locations to announce a sense of arrival into the downtown. Additionally, the vehicular corridors used to arrive to downtown should include design guidelines to reflect the community theme, along with

additional emphasis on streetscape aesthetics such as landscaping and amenities.

Anchor Developments

Anchor developments are key businesses that attract customers to

downtowns as a primary reason, with adjacent businesses benefiting from the increased pedestrian activity. A successful downtown has a few anchor businesses in prime, visual locations. These businesses typically need a larger facility footprint and additional offstreet parking for employees. Potential



locations for anchor shops are noted on the Master Site Plan illustration.

Design Guidelines

Downtown design guidelines are an important component to the perception of a clean, organized, and cohesive downtown brand. Guidelines should address signage (both directional and commercial), streetscape amenities,

and other aesthetic features of downtown. Design guidelines could be developed in conjunction with wayfinding plans (see Action C.3).







PART 5 - IMPLEMENTATION

ACTION PLAN

The Roundup Downtown Master Plan includes recommendations and design strategies that are intended to guide the community into a future with a successful downtown. In order to make the plan actionable and achievable, the following action steps are included, and are a vital component to the downtown revitalization efforts that have only begun with the creation of this document. Each action step includes a detailed description, list of potential partnering organizations, and a timeline of how long the step should take. Additionally, each step is ranked by priority level (1 being the highest), as a result of the public input process and the community's desires and analysis of the highest and best use of efforts and funds to spur economic devleopment. Additionally, each action step includes an estimated timeline that it should take to implement.

Timelines categories are defined as:

- Short-term: will take 1-5 years to implement from start to finish depending on the scope of the project
- Mid-term: will take 5-10 years to implement from start to finish depending on the scope of the project
- Long-term: will take 5-20 years to implement from start to finish depending on the scope of the project
- On-Going: implementation will occur continually

NOTE: Any development of any proposed projects such as a corridor, promenade, splash or skate park will be SUBJECT TO PROPOSED LOCATION AND DESIGN.

Potential partners listed under each action step would be organized by the steering committee (see Action E.1.).

The steering committee will help identify a feasible timeline and the order and timeline of which action steps to proceed with.



Activity Centers:

Create a downtown where people want to gather, socialize, recreate, live, and shop by promoting a mix of uses and activities.

Action A.1

Create a central gathering area to serve as the "heart" of downtown through the creation of a plaza, promenade, or town square.

Investment in creating a central gathering space that can hold programmed activities year-round will create excitement, change, and spur economic development opportunities as a result of increased activity downtown. The overall master site plan describes one option for a small plaza and adjacent convertible street to serve as a promenade during activities. This action step should start with the development of an interest committee tasked with overseeing the project from start to finish. Once a specific property is determined to be a suitable location for the plaza and ownership issues are addressed, a concept and marketing graphics should be developed to assist with fundraising efforts. Once funds are in place, a consultant should be selected to complete a final design and construction documents. Construction could be phased as funds become available and grant opportunities should be pursued throughout.

Partners

City of Roundup, Roundup Community Partners, Musselshell County, Chamber of Commerce, downtown business owners and community stakeholders

Priority 1

Timeline Short to mid-term (this project should be a priority pilot project to

spur development in the rest of the downtown)

Action A.2

Promote the development of central community amenities and business anchors to locate in downtown, such as a theater, bowling alley, restaurant, large store, etc.

Actively encouraging locals and outside residents to create new anchor businesses downtown should be a key focus of the Master Plan Implementation Committee. To incentive this, an economic development marketing package should be created that provides a quick and easy way for potential business owners to determine what properties are available in the downtown area, the assets of each specific location, and details related to square footage, uses allowed, and city ordinance requirements. Additionally, these packets should also contain resources regarding historic tax credits, grant funding opportunities, and business development assistance programs to encourage and aid the creation of new businesses. Additionally, ongoing efforts should be included that seek out potential developers and business owners that may have an interest in downtown Roundup.

Partners

City of Roundup, Roundup Community Partners, Chamber of Commerce, Downtown Master Plan Steering Committee

Priority 1

Timeline Mid-term

Action A.3

Define locations and create plans for additional recreation opportunities for youth and seniors, including options such as a skate park, splash park, street games (chess, checkers, etc.), and shaded observation areas.

To save time and resources on the design, this action can happen concurrently with Action A.1. The master site plan illustration shows a proposed option for a skate park and playground adjacent to the Welcome Plaza. Additional areas for recreation items can also be explored. The implementation of this step would include the development of a concept, fundraising efforts, and the creation of construction plans.

Partners

City of Roundup, Roundup Community Partners, Chamber of Commerce, Downtown Master Plan Steering Committee, downtown business owners and community stakeholders

Priority 1

Timeline Short to mid-term

Action A.4

Allow and incentivize secondstory residential and office units in downtown commercial buildings by creating an incentive program that allows permitting and utility fee reductions for buildings that combine mixed-uses into a single structure or development.

Along with the incentive program, the City's zoning code should be updated to reflect these changes and allow mixed-uses in second-story buildings within the downtown district. Other zoning code changes to address include increasing the minimum square footage required for second-story apartments, and reducing the number of off-street parking spaces required in downtown in conjunction with residential uses.

Partners City of Roundup, Downtown Steering Committee

Priority 1

Action A.5

Support and coordinate with efforts to renovate the historic Central School and connect it to downtown.

Once the next steps of the Central School development are determined, ensure coordination with the future of the property by planning signage and streetscaping improvements to connect to and enhance the usage of the site.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 2

Timeline Short to mid-term

Action A.6

Support the continued development of the Roundup Commemorative Garden and create additional green spaces in appropriate locations downtown.

Making sure the garden is fully planted and maintained will encourage people to utilize the space, creating more activity in downtown. Coordinate efforts to ensure the ongoing maintenance of the garden. The master site plan illustration shows potential locations for additional green spaces in the downtown area. The green spaces should be rezoned to "Park" and long term maintenance and improvement plans should be created.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 2

Timeline Short-term and ongoing

Action A.7

Highlight and enhance existing community gathering spaces near and in the downtown area.

Highlight the City Park and support renovation efforts and events through private/public partnerships. Enhance War Memorial Park with repairs, landscape, irrigation, and possible additional gathering spaces.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 3

Timeline Mid-term

Action A.8

Identify lots or areas that are within walking distance of downtown that would be suitable for cluster-home developments.

Downtown living is a rising trend and is specifically appealing to certain target age groups such as millennials and retirees. Cluster-home developments have multifamily residential units along with shared open spaces and amenities. These types of developments can be adapted to fit unique lots and are appealing to those looking for a walkable lifestyle. The Roundup community expressed interest in locating multi-family developments within walking distance (1/4 mile) of downtown which would help bring commerce and activity to the area. Potential locations for such types of development should be identified, with a strategic outreach effort following that may help attract residential developers. Changes to the zoning code may be required.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 3

Timeline Long-term

Action A.9

Create a Parks and Trails Master Plan for the recreational areas along the Musselshell River to connect to downtown.

Coordinate with Musselshell County to create additional park space, trails, and recreational amenities along the Musselshell River, and include efforts to connect walking and biking trails to downtown. The existing plans and data compiled for the Roundup Riverwalk Heritage Trail publication should be utilized as a starting point for the Parks and Trails Master Plan.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Musselshell Valley Community Foundation

Priority 2

Timeline Long-term



Community Design:

Establish a sense of community pride throughout downtown by enhancing visual aesthetics and a creating a cohesive downtown theme.

Action B.1

Update the zoning ordinance to permit downtown businesses to have sidewalk cafés, and encourage the addition of such features through educational sessions for business owners.

Sidewalk cafes add additional seating for dining establishments and increase activity in visible areas, further adding to the vibrancy of downtown. The zoning code should establish minimum pedestrian clear zones to ensure ADA accessibility. The City should consult with MDT for any changes that take place within the highway right-of-way. The City should make an effort to discuss the merits of sidewalk cafes with business owners and help provide resources that may aid in funding furnishings and improvements.

Partners

City of Roundup, Downtown Master Plan Steering Committee, MDT, downtown business owners

Priority 1

Action B.2

Create a downtown façade improvement program to incentivize building improvements and create a City ordinance that requires a minimum level of sidewalk and exterior upkeep for downtown buildings.

The façade improvement program could provide matching funds or loans for construction or design assistance for business owners wishing to upgrade the exterior of their building. Improvements could include windows, doors, siding, landscape, lighting, or other significant features that would enhance the streetscape. The City should organize and becoming familiar with additional funding sources and resources that may help business owners with these efforts, such as Community Development Block Grant funds and the National Trust for Historic Preservation grants.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, downtown business owners

Priority 2

Timeline Mid-term and ongoing

Action B.3

Create welcoming entrance features at the north and south ends of Main Street to enhance the sense of arrival to downtown.

Downtown Roundup should feel like a destination, and the first impression is important. In order to enhance one's sense of arrival, "Welcome to Roundup" features, art, or sculptures should be created that establish the downtown as a destination point. These efforts should be coordinated with Action E.3 and may be in conjunction with a downtown gathering space (see "Welcome Plaza" images on page 45 for one potential concept).

Partners City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 1

Action B.4

Create overlay zones within the zoning ordinance to include a "Historic District Overlay Zone" and a "Gateway Corridor Overlay Zone" that include design standards and guidelines.

These efforts should include revisions to the City's zoning ordinance and maps to help preserve and protect the visual character of the downtown. Limits of the Historic District should coincide with the recommendations of the final Roundup Historic Preservation Plan. The Gateway Corridor Overlay Zone should include Main Street, 1st Ave. W., 8th Ave. E., and Highway 87 to the north of downtown. See the master site plan illustration for more detail. The Gateway Corridor Overlay Zone should include additional landscape requirements and signage restrictions to reduce visual clutter. Additionally, the replacement of street lights in downtown that are representative of the historic character but are energy efficient should be explored in the district.

Partners

City of Roundup, Downtown Master Plan Steering Committee

Priority 2

Action B.5

Create a streetscape plan for Main Street that establishes design standards and a plan to add unique lighting, banners, benches, bike racks, planters, trees, and other amenities.

This plan should include specifying the physical design and placement of these elements, design standards that showcase the community theme, and a plan for ongoing maintenance. This effort can be coordinated with a Downtown Beautification Program to incentivize the addition of sidewalk amenities by business owners that are in alignment with the streetscape plan. Additionally, a downtown fund for community improvements can be created that offers low or no interest loans for development or beautification projects in the downtown area. Existing efforts for planting, maintaining, and replacing street trees on Main Street should be supported and included in this action.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 1

Timeline Mid-term and ongoing

Action B.6

Update the zoning ordinance to include more intensive landscape requirements for the downtown and gateway corridor areas.

The City's zoning ordinance should be revised to reflect more intensive requirements along important visual corridors. Landscape ordinance requirements generally include a minimum number of trees, shrubs, and ground cover depending on the size of the property frontage being developed. Additionally, undesirable usages should be screened with landscape materials and parking spaces should be balanced with an appropriate amount of shade and green space.

Partners City of Roundup, Downtown Master Plan Steering Committee

Priority 2

Action B.7

Preserve the view and assign the upkeep of the "R" hill (painting and tree trimming) to civic organizations.

Coordinate with private property owners to establish legal access to the "R" hill. Create a maintenance plan that outlines ongoing needs and identifies volunteer efforts and interested organizations.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, County Fair Board

Priority 1

Timeline Mid-term and ongoing

Action B.8

Implement a public art program that enhances the community theme throughout downtown and creates attractive temporary aesthetic improvements for vacant downtown windows.

The goal of this action is to upgrade the aesthetic appeal of the downtown in the immediate short-term. The window displays could be artistic in nature, or could serve as sponsorship opportunities for businesses and organizations.

Partners City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Arts & Culture Committee of the Musselshell Valley Community Foundation

Priority '

Timeline Short-term and ongoing

Action B.9

Support and coordinate with the findings and efforts of the Historic Preservation Plan to restore, remove, or renovate dilapidated commercial buildings and housing.

The Historic Preservation Plan gives specific detail regarding buildings with historic and cultural significance to Roundup. All efforts within the Downtown Master Plan should coordinate with the findings of the Historic Preservation Plan and recommendations.

Partners City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 1

Timeline Mid-term



Function:

Establish a safe and secure downtown environment, while allowing multi-modal transportation options and clear wayfinding features.

Action C.1

Create and implement a disaster resiliency plan and coordinate downtown improvements with planned utility expansion projects.

Although not an action specific to the downtown itself, a functional community as a whole is dependent upon adequate and consistent utility services. A separate committee should be formed to initiate and manage a disaster resiliency plan that coordinates with the current planned extension of new water services throughout the community. The Downtown Master Plan Steering Committee should coordinate with the City regarding utility upgrades, and coincide projects such as the Main Street redesign and streetscape improvements with these planned service projects.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Musselshell County, EPA

Priority 1

Action C.2

Improve pedestrian sidewalk connections and safety throughout the downtown and to important community interest points.

Walkability is an important component to a healthy downtown and community. This action step should be spearheaded by the City with an analysis of sidewalks that need renovations and other improvements. Specifically, sidewalk connections from the downtown to the City Park (along 8th Ave. E.), and the High School (6th Ave. W.) should be placed at a high priority to receive improvements. Additionally, high-visibility cross-walks that are needed at Main Street intersections should be inventoried. As improvements are listed, cost estimates should be included along with a plan to seek grant funding through sources such as the Transportation Alternatives Program (TAP) that can be used for pedestrian connectivity projects.

Partners

City of Roundup, Downtown Master Plan Steering Committee

Priority 1

Timeline Mid-term

Action C.3

Create a wayfinding plan and design standards that highlight local sites and landmarks and clearly orients tourists to community amenities.

Key features and locations should be visually marked with signage that highlights the community theme. This effort should include the creation of well-marked entrances to the river front trail system (and themed kiosk maps), and directional signage to fishing access sites, parks, schools, the museum, and other community service centers. A plan and corresponding budget should be created, and the design standards for signage should be developed by a wayfinding consultant or artist with knowledge of architectural standards and sign fabrication methods.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 2

Timeline Mid-term

Action C.4

Coordinate with MDT to redesign the traffic and parking configurations on Main Street to be more pedestrian friendly through downtown.

See page 42 for detailed information regarding the Main Street redesign. This action step should be instigated by the City coordinating with MDT. Meetings to determine the feasibility, timeline, and budget of the redesign process should be held, and efforts should be coordinated with the City's ongoing utility improvement projects. Additionally, a snow mitigation removal plan should be considered along with the redesign plan.

Partners City of Roundup, Downtown Master Plan Steering Committee, MDT

Priority 1

Timeline Short to mid-term

Action C.5

Fix missing links in the river front trail system and provide seamless connections between trails and the existing street network.

While not directly located in the downtown district, the river front trail system is an important community amenity that can draw residents and visitors. Increasing public activity in close proximity to the downtown can have measurable impacts on the business community if people choose to utilize other services or businesses while they're out. A plan should be created that identifies missing links in the trail system and enhances the connections to the city streets located to the north. Once needed improvements are identified, a budget, design, and phased construction process should be implemented. Grant opportunities should be explored as there are sources for recreational trails that could help fund these projects.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners

Priority 2

Timeline Long-term



Economic Development:

Create jobs, businesses, financial prosperity, and improve the quality of life for Roundup residents.

Action D.1

Encourage the development of catalyst businesses in vital locations downtown.

Targeted businesses should be those where people tend to gather, such as a brewery, bookstore, ice cream shop, family-friendly restaurant, or business that is open after 6:00 pm and welcome to all ages. The City and Chamber of Commerce should initiate activities that encourage and support potential entrepreneurs in the region, highlighting available spaces and regularly organizing "Downtown Business Idea Tours" which showcase vacant buildings and includes up-to-date market information for buildings that may be suited for catalyst types of businesses and provide federal, state, and local business assistance resources.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Chamber of Commerce, downtown property owners, realtors, investors

Priority 1

Timeline Short-term and ongoing

Action D.2

Establish a "Buy Local" policy for the City of Roundup and Musselshell County.

Create and uphold a policy for the City and County to utilize and purchase goods and services from businesses based in and around the community to support the local economic prosperity.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Musselshell County

Priority 2

Timeline Short-term

Action D.3

Meet with large employers in the area to discuss the potential for establishing locations downtown or how employees could utilize downtown services.

This could be accomplished by holding monthly "coffee talk" or lunch gatherings, where community leaders, City officials, and steering committee members invite representatives from Roundup's large employers to discuss opportunities of how employees can utilize downtown services more by shopping, eating out, or living downtown.

Partners City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, downtown business owners, regional large employers

Priority 2

Timeline Short-term

Action D.4

Create a resource center for local business owners to access grants and business assistance through established programs and opportunities.

A local business development center (either new or through an existing entity such as the City or Chamber of Commerce) can be created that provides marketing and business development assistance to increase potential new business owners and those that are existing.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Chamber of Commerce, local business owners

Priority 3

Timeline Mid-term



Organization and Programming:

Establish managed and recurrent programmed activities in downtown and coordinate efforts through groups and organizations.

Action E.1

Develop an annual work plan for implementing the Downtown Master Plan, and create a steering committee charged with moving the process forward.

Using the actions and recommendations in this plan, create a strategy for moving forward with the implementation process. The Downtown Roundup Master Plan Steering Committee should be comprised of local leaders, business owners, and community members from a broad cross section who are connected to resources and opportunities. This effort should also include the creation of a Downtown Volunteers network, which are businesses, organizations, and individuals that can be assigned tasks to help with events and fundraising efforts. The Steering Committee should also be tasked with ensuring the community is maintaining its status in important programs such as Montana Main Street, and looking for additional opportunities and programs that may help with implementation efforts.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Chamber of Commerce, downtown business owners, community members, Musselshell County, Musselshell Valley Community Foundation

Priority 1, Immediate

IMPLEMENTATION

Action E.2

Create new and recurrent year-round community events for all age groups to draw people to downtown.

This action step is vital to the success of downtown. An existing community group should take ownership of this task, or a new organization should be formed. Generally, an executive director position should be created to oversee and implement downtown event programming, which could be funded with BID revenue or grants. A year-round community calendar should be created with events planned to draw people to downtown. Potential events include a farmers market, Alive After 5, 5k and "fun runs", beer and wine festivals, art in the park, cowboy church, fall festivals, Christmas stroll, heritage festival, food festivals, dance performances, local musician spotlights, outdoor movies, First Friday art walks, wellness fairs, film festivals, and more. These events should utilize new and existing downtown gathering spaces, and should highlight opportunities for people attending to utilize adjacent retail, restaurant, or other downtown businesses. Temporary food vendors should be assisted and encouraged to service these events to enhance the user experience.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, possible new organizing entity

Priority

Timeline Short-term and ongoing

Action E.3

Meet with artists and creators to gain interest and coordination in cultural showcases of local talent.

One of Roundup's unique assets is the local arts community. Meetings with these individuals should be set up to coordinate future events that can highlight these unique talents and can aid in creating activity and energy in downtown events. These efforts should be coordinated with Action D.1.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, possible new organizing entity, Arts & Culture Committee of the Musselshell Valley Community Foundation

Priority 2

Timeline Short-term and ongoing

Action E.4

Create a Downtown Roundup Business Improvement District (BID) tasked with operations, maintenance, marketing, and economic vitality efforts for downtown.

A BID is a tool utilized by many communities in which additional assessment is placed on commercial properties within a special district. The funds generated by the assessment are used to fund projects and programs that benefit the property owners within that district. Funds can only be used within the district. The use of funds is governed by a Board of Directors (consisting of property owners or their representatives from the district). Funds can be used for promotion and marketing, events, beautification projects, maintenance of existing facilities, security, and infrastructure improvements. A BID in Roundup would provide a reliable funding source for completing and maintaining improvements projects that will aid downtown businesses. Under Montana state law, the creation of a BID must have the support of at least 60% of the owners within the district, at which point the City must pass a resolution to create a BID.

Partners City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Chamber of Commerce, downtown business owners

Priority 1

Timeline Short-term

Action E.5

Explore Tax Increment Financing (TIF) and establish in Roundup if the community supports its development.

Tax increment financing (TIF) is a special district that allows a community to borrow against the district's future tax revenues. The money raised through a TIF district can be invested in projects that will encourage development within the district. Intended projects to benefit from the funds include major infrastructure improvements that stimulate development such as the extension of services, parking, parks and streetscape improvements.

Partners City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, BID board, City Council

Priority 1

IMPLEMENTATION



Marketing:

Highlight the assets of the community and downtown through coordinated marketing outreach efforts.

Action F.1

Develop a strategic marketing plan that targets Billings residents and highlights Roundup's quality of life, affordability, culture, and potential to serve as a bedroom community to the larger city.

These efforts should include the creation of a marketing package and website that highlights Roundup's amenities, focusing on the quality of life, high speed internet, and lower cost of living compared to Billings. Specific and measurable marketing initiatives should be undertaken, with special events and activities that invite Billings residents to visit Roundup. Options include a "Day Trip from Billings" brochure with discounts provided by local shops and restaurants. Efforts should be coordinated with other tourism organizations such as Visit Southeast Montana Tourism (SEMT).

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Chamber of Commerce, SEMT

Priority 1

Action F.2

Create new, and support existing self-guided tours around the community.

Support the printing and distribution of existing historic walking and driving tours and work collaboratively to create new materials. Ensure the ongoing distribution of these materials and consider a regional distribution plan to attempt to draw more tourism to the community.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Chamber of Commerce, Musselshell County, Musselshell Valley Historical Museum, Musselshell Valley Community Foundation

Priority 2

Timeline Short-term

Action F.3

Establish a unified vision through a community brand that can be used on visual elements throughout downtown.

This effort should include a public input process and the creation of branding options for downtown Roundup that highlights the community's unique history and culture. The resulting brand will be used on wayfinding signage, websites, print materials, light poles, banners, and streetscape elements throughout downtown. This is an important aspect is establishing an iconic and unique identity and can strengthen the perception of downtown. This action step should be coordinated with Action E.3 to be cost and time effective.

Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, downtown business owners and stakeholders, the general public

Priority 1

IMPLEMENTATION

Action F.4

Create a modern community website that highlights Roundup's assets and promotes relocating to the area, specifically targeting entrepreneurs and telecommuters.

In order to entice new residents to the area (particularly those who may work remotely, independently, or telecommute), it is important that Roundup's web presence is modern, fresh, and inviting for people who are accustomed to a high tech working environment. A new stand-alone website should be created that displays the community's assets, opportunities, and quality of life attributes that may be appealing to the target market. Additionally, a community calendar with the region's events should be included to encourage people to visit during downtown events, further enhancing their experience. This project could be funded through online sponsorship opportunities, which would allow local businesses to entice visitors to visit their locations through promotional deals on the website.

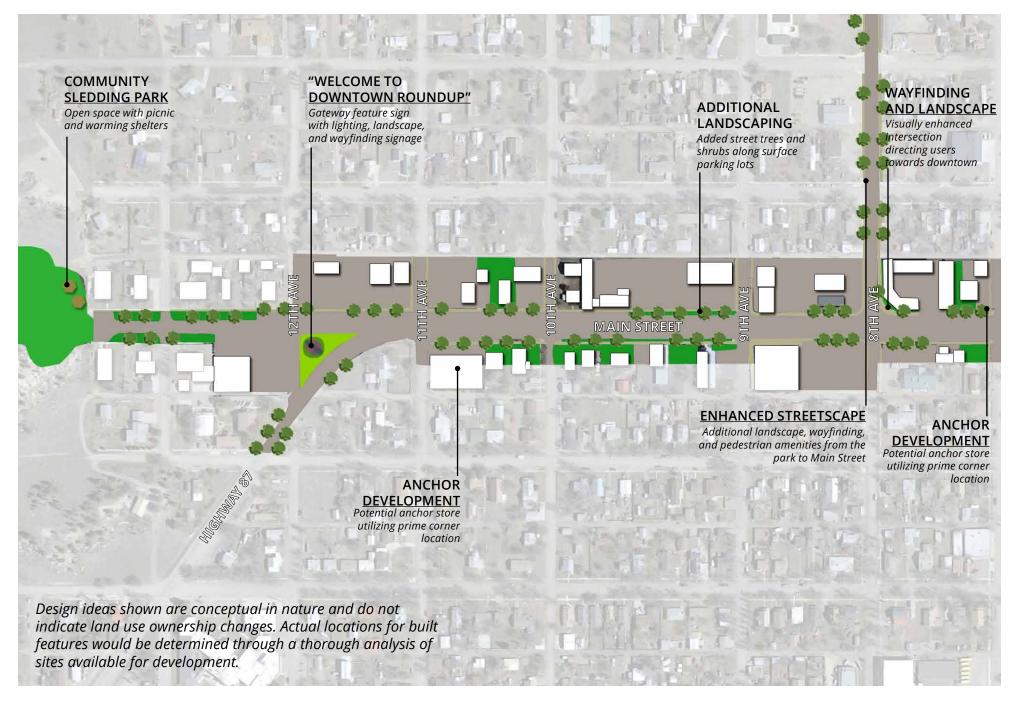
Partners

City of Roundup, Downtown Master Plan Steering Committee, Roundup Community Partners, Chamber of Commerce

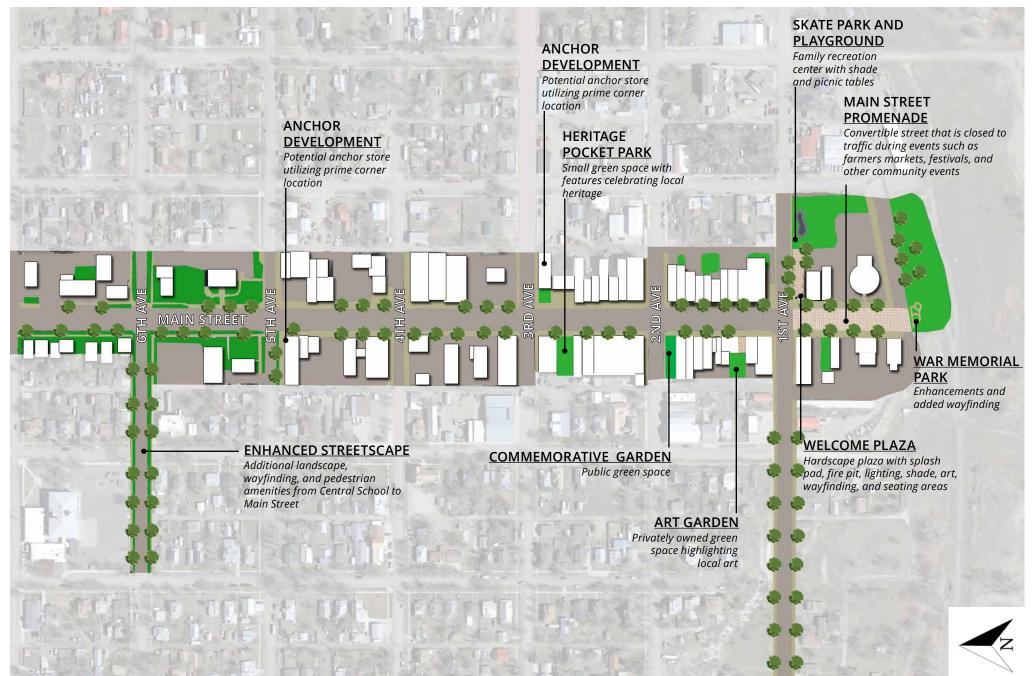
Priority 2

Timeline Short-term and ongoing

DOWNTOWN MASTER PLAN ILLUSTRATION



It is important to view the specific locations as depicted on the illustration as conceptual ideas only, and not actual site-specific designs. A thorough analysis and complete project would determine actual designs and locations for built projects.



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