DRAFT MATERIAL (March 12, 2015)

The following draft goals and objectives have been compiled from the November through February 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.

Issue: 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.

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.

Comment [A1]: FYI: The formatting style of listing all goals followed by all objectives followed by all actions is intentionally not consistent among topics at this point so that you can review the language as it was written by the different subgroups.

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 development.
12. E ncourage redevelopment of downtown properties consistent with the downtown plan.
15. Promote green space and the urban forest areas, restoration of riparian restoration, and development of community gardens.
16. Integrate community gardens into neighborhoods.
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.
21. Develop policies to support local businesses by actively discourage big chains and box stores.
25. Encourage 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.
31. Support the development of venues for community events and link these to economic development efforts.

Actions
12. Provide incentives to encourage redevelopment of downtown properties consistent with the downtown plan.
13. Incent mixed-use development so that residences are within walking distance to grocery stores and other basic necessities.
16. Incent garden space in new multi-dwelling development.
19. Develop and implement community design standards through an open community process 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.
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.
27. Enhance "civic" spaces for public gathering downtown.
30. Develop a fair, thorough and open community process for the community to express ideas to the City.

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
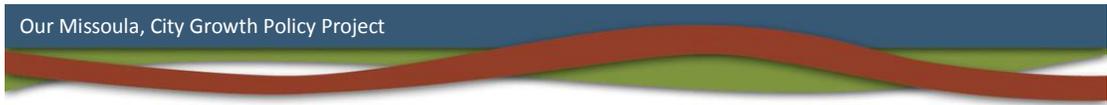
developable and re-developable areas within the City that already receive City services will lessen the costs to the City. Residents value their existing residential neighborhoods so preserving living areas is also important. There is a need to plan for growth and discourage sprawl especially if it lacks 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
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: P arking strategy that supports a more compact development pattern.
Goal 5: Missoula's transportation system will be planned in concert with land use goals. (From Land Use Section)

Objectives
Character
5.   Preserve and enhance existing neighborhoods and open space
10. Encourage growth in the urban core.
15. Encourage living/working spaces and other flexible and sustainable development patterns.
Regulatory
2. Encourage or require development to pay for its proportional share of services and infrastructure.
Agriculture
25. Encourage agricultural land use preservation.
NEW. Update regulations to support the future of agriculture in the City of Missoula.
Infrastructure
18. Develop transit oriented development (TOD) policies and zoning.
**Diversity/Accessibility**
40. Encourage development that provides housing for all income levels.
Existing Commercial Properties
33. Align policies and develop strategies to encourage repurposing commercial or industrial buildings and land.
??. Repurposed existing structures should accommodate a mix of uses including housing, neighborhood centers, civic space, reclaimed landscaping, and commercial opportunities.
Transportation (from Transportation Topic)
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.
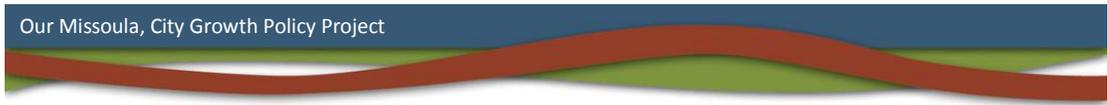
5. Adopt transit-oriented development (TOD) principles that promote efficient transportation systems and high density land use patterns along transit corridors and major transportation corridors.
12. View parking as a system and revise parking standards to reflect future land use needs.
14. Incentivize new development or redevelopment that implements safety techniques.
17. Incentivize development near existing infrastructure, strengthen and ensure the entire community remains bikeable/walkable.

Actions
Character
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.
Regulatory
1. Update impact fees to cover full impact of development.
21. Articulate an annexation policy that identifies growth areas in the County 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.
11. Establish an urban growth boundary to concentrate development inwards, limit sprawl and plan for annexations.
NEW. Update regulations governing development at the City-County interface to ensure desired City growth pattern.
24. Amend regulation to allow for innovative development designs and growth in 21st century (contemporary) industries.
Agriculture
20. Amend subdivision regulations to clearly protect our common values – including open space, agricultural heritage, and connection to local food access.
Infrastructure
1. Incentivize infill development that is close to existing infrastructure and that can utilize non-motorized and public transportation facilities.
Diversity/Accessibility
27. New construction should increase accessibility by adopting updated ADA requirements and design features.
Existing Commercial Properties
34. Identify commercial areas needing repurposing.
Transportation
None at this time.
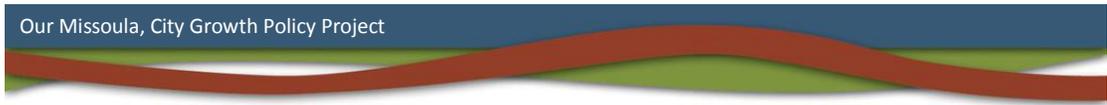
Topic 3:   Transportation

Issue: The transportation system plays an important role on the overall design of a community.

A transportation system supports the movement of people and goods in a community. People lead healthier, more active lives if the community is built to facilitate safe and diverse modes of transportation including walking, biking and public transit as complements to the existing network of roads that support motor vehicle travel and the transport of goods. Missoula offers a good bike and pedestrian trail system and good access to those trails, yet existing gaps in that system currently limit transportation options. Missoula's challenge is to continue to safely enhance a bike and pedestrian infrastructure that promotes healthy lifestyles and diverse modes of transportation while continuing to actively support public transit and maintaining the existing network of roads.

Comment [A2]: Transportation format change to be made consistent on next edit round.

Comment [A3]: Staff thought: Suggest keeping this sentence or similar to reflect transportation and land use are generally interconnected.

Comment [A4]: Staff thought: Suggest there could be more language added to encourage updating road design or redesign with new techniques such as woonerfs or new safety design techniques, or overall effeciency, *etc.* ?

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

Objective

1. Develop policies that promote the use of active transportation (walking, biking or public transportation, etc.) and discourage the use of single occupancy vehicles (SOV's).

Actions

7. Strive for a mode split of, at most, 25% of all trips are single occupant motor vehicle by 2030.
9. Adopt programs that promote more transit alternatives and different modes of travel.
24. Develop a bike share system to encourage bicycling

Objective

23. Encourage programs that support non-motorized infrastructure; increase non-motorized trips to at least 20% of all trips by 2030.

Action
Objective

11. Determine the current benchmark of total "Vehicle Miles Traveled" and establish a target to limit growth or reduce VMTs.

Actions

8. Reduce VMT (vehicle miles traveled) by 10% each year.

Objective

25. Develop a robust, thoughtful transportation system that reduces driving through the use of well designed, planned and integrated streets, pedestrian facilities and public transportation options.

Actions

6. Consider individual on-demand transportation alternatives that would allow access to a majority of residents within ¼ mile walking distance. - THIS ACTION IS TOO VAGUE. NEEDS TO BE BETTER DEFINED.
10. Support and plan for active transportation options such as walking and biking.

Objective

3. Emphasize safety and livability of the transportation network over capacity.

Actions

21. Prioritize safety in the design of the overall transportation network.
27. Support a system of complete streets in all neighborhoods.
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.
20. Provide safe connections to schools and play areas.

Objective

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

Goal 2: 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

13. Prioritize bicycle and pedestrian transportation safety features to result in zero traffic fatalities and severe 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.

Comment [A5]: This indicates objective.

Comment [A6]: Should be more like this: "Establish a mode split goal though Long Range Transportation Plan that reduces single occupant trips" (A specific number of this type with foundation is more appropriately located in the transportation plan/policy. Review with Transportation Division for more background.

Comment [A7]: This seems like an action and should be be coordinated with Transportation Division.

Comment [A8]: Seems like an objective. Coordinate with Transportation Division..

Comment [A9]: Yes

18. Develop design standards and pedestrian friendly infrastructure that promotes the safety of bikers and pedestrians and decreases conflicts with motor vehicles.

Actions
8. Require "complete streets" standards for all new roadway improvements.

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.
 Objectives
1. Prioritize maintenance of existing infrastructure over new construction.
3. Update development impact mitigation costs of community infrastructure to reflect the real costs of development.

> **Comment [A10]:** More clarity needed. Add an example?

4. Provide infrastructure that supports land use and transportation patterns to create a more compactly designed community.
6. Evaluate existing, strengthen, and build new infrastructure that aligns with long term growth goals.
12. Encourage development in future growth areas by investing in water and wastewater system improvements in these identified areas.
4. Encourage and develop energy infrastructure that shifts supply and demand away from fossil fuels.
5. Infrastructure services should be guided by a principle of resource conservation and best practices to mitigate and adapt to climate change.
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 recyling rates
        target % recycling
        adopt zero waste goal
    composting
    recycling infrastructure/public utility

> **Comment [A11]:** Send to Env Qual?

7. Develop the transit system as a community utility (or basic infrastructure).

Actions
00. Require use of sustainable building materials such as clay utility pipes and recycled rubber.
00. Prioritize funding for capital improvements.
Review of the annexation policy.

> **Comment [A12]:** Need more direction.

Expand within urban service boundary

> **Comment [A13]:** Expand "only" within urban services area? More detail needed

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 should lead by example.) (climate action plan

> **Comment [A14]:** More direction needed.

Goal 2: Secure access to water, sewer, energy and waste/resource management infrastructure managed for the public interest.
Objectives
00. City's role is to provide and maintain infrastructure.
00. Investment in infrastructure should be strategic and:
- Facilitate development where appropriate

- Efficiently use public resources
- Discourage sprawl/leap-frog development

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
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.

> **Comment [A15]:** Is there a better way to express or write this?

Topic 6:   Affordable Housing/Infill Development

> **Comment [T16]:** Group realized that that a lot of the goals/objectives they developed overlapped with the Housing group, but didn't want to give up the Housing topic completely, wanted to discuss this more to be sure it was covered from a Community Design perspective – possibly combining into the Land Use heading.

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

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 regard 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.
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.

Comment [A17]: What kind of services? Social?

Actions

3. Incentivize infill development, particularly housing in downtown.
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 1: Promote sustainable design initiatives and "green" building practices for all new and re-development within the City.

Objectives

7. Promote sustainable building practices.
4. Develop standards for zoning and subdivisions that encourages new development where infrastructure can support it and discourages "greenfield" development.
28. Encourage incorporation of green building design into all public buildings.
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.

Actions

19. Create mixed use zoning areas that allow for the growth of small manufacturing using recycled materials. (Example: Recycling Development Zone in LA)
12. Promote net zero energy districts through incentives.
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.
29. Revise regulations to allow for alternative energy options such as roof-top solar and investigate financial mechanisms to encourage investment in such systems.

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.