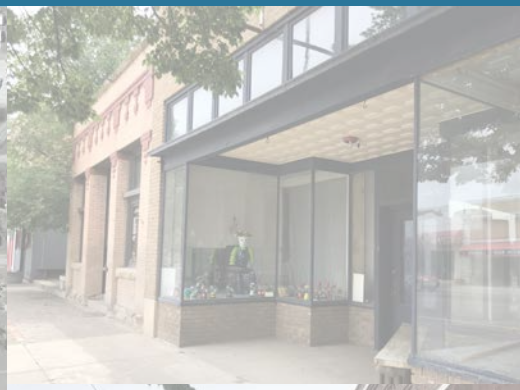
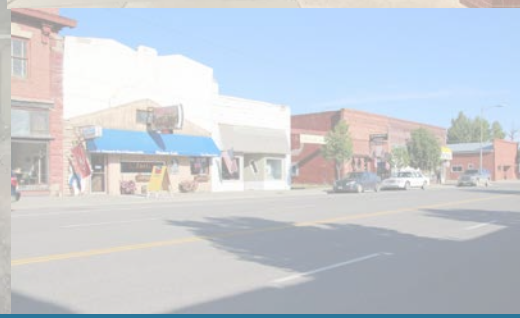
ROUNDUP
DOWNTOWN MASTER PLAN









Prepared for the
Roundup Downtown Steering Committee
and Roundup City Council

February 16, 2018

LAND SOLUTIONS, LLC

This page intentionally left blank.

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 seq; 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 14th **day of** March**, 2018.**

Sandra Jones

Mayor - Sandra Jones

ATTEST:

Tanya Lanter

Clerk/Treasurer - Tanya Lanter

ACKNOWLEDGEMENTS

Roundup City Council

Mayor Sandra Jones

Gary Toombs
James Scladweiler
5 L F K D U G * U L] W K – – –
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
G R Z Q W R Z Q < R X U W L P H H • R U W V D Q G L G H D V D U H Y H U \ P X F K D S S U H F L D

CONTENTS

1 Part 1 - Approach 5

2 Part 2 - Existing Conditions 17

3 Part 3 - Market Analysis 27

4 Part 4 - Planning and Design 37

5 Part 5 - Implementation 51

PART 1 - APPROACH

APPROACH

PART 1 - 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, action-oriented 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 IURP VL[GL•HUHQW VRXUFHV Montana Main Street Program, Roundup Community 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 FRPPXQLW\ DQG GH4QH LWV SODFH RQ WKH map. The project was led by an 11-person volunteer steering committee chaired by Mayor Sandra Jones, and included a FRPSUHKHQVLYH SXEOLF RXWUHDFK H•RUW to include the opinions of all members of the community.

$ VXFFHVVIXO GRZQWRZQ GH4QHV D FLW\ V 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 SROLF\ FKDQJHV RUJDQL]DWLRQDO H•RUWV and elements of spatial design in order to set the stage for future community success.

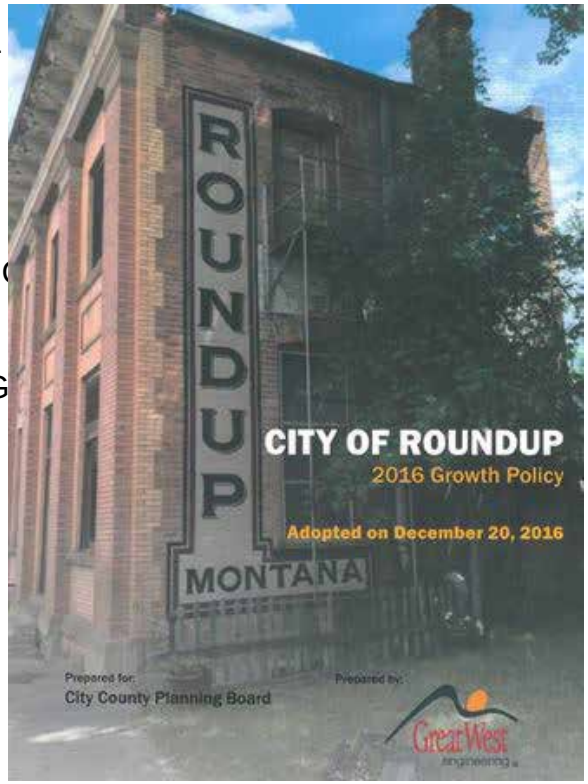
APPROACH

PREVIOUS PLANNING EFFORTS

:KHQ 4UVW DSSURDFKLQJ DQ \HDU VWDUW LQJ project, it is important to take inventory RI DQ\ SUHYLRXV H•RUWV ZLWKLQ WKH FRPPXQLW\ taken place in order to build upon existing data and ensure continuity. Roundup's potential needs and RSSRUWXQLWLHV ZHUH L 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 4UVW SXEOLF PHHWLQJ L understanding of the overall layout of the downtown, visual opportunities DQG FKDOOHQJHV DQG 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 D EULHI VXPPDU\ RI UHO from these resources.

Growth Policy Review

Areas pertinent to the development of the Downtown Master Plan found within the Growth Policy include the 4QGLQJV RU LVVXHV SUHVHQWHG LQ WKLV section.



3UREOHPV LGHQWL4HG WKDW WR WKH GRZQWRZQ DUHD LQF

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 DQG KRZ LW UH5HFWV community
8. The number of abandoned and poorly maintained buildings along Main Street

Advantages of the community/ GRZQWRZQ LQFOXGH

1. Good location at the junction of Highway 12 and Highway 87; the DYHUDJH GDLO\ WUD]F 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



6SHFL4F LQWHUHVW LQ GRZQWRZQ

6SHFL4F LQWHUHVW LQ downtown revitalization strategies are OLVWHG LQ WKH *URZWK

- 7KH EHDXWL4FDWLRQ RI Roundup Community Partners
- A marketing plan to attract new residents
- A Downtown Master Plan, with the IROORZLQJ JRDOV
  - 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 WKHVH JRDOV LV UHIHUHQFHG in the Implementation 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 WKH 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 LQ WR DGGUHVV VSHFL4F the organization with assigned project leaders. The short term, long term, and recurring goals involve addressing economic development, gathering VSDFHV EHDXWL4FDWLRQ 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 WKH ZLVKHV DQG SUHYLRXV H community are built upon.

APPROACH

Future Infrastructure Plans

Roundup gets its drinking water from groundwater sources within the Madison Aquifer Formation. For years, WKH FRPPXQLW\ KDV EHHQ D^JrFWHG\ SRRU ZDWHU TXDOLW\ DQG LQVXIILFLHQW TXDQWLW\ 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 H•RUWV DQG UHFRPPHQGDWLRQV 7KH 4XDOLW\ RI DQG UHFRPPHQGDWLRQV RI 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 DQG FXOWXUDO VLJQLI4FDQFH DQG SURYLGH a framework for their preservation. The Historic Preservation Plan should be included in the implementation H•RUWV RI WKH 'RZQWRZQ 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 DQG UHSXUSRVH LW IRU V 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, R]FHDYHQGYDOXH VSDFHV 7 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 W K U R X J K S D U N V V L G H Z D O N V D Q 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 \RXQJ SHRSOH DQG R•HU 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. KLJKHU SD\LQJ

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 EHVW SUDFWLFHV DQG WKH ILQGLQJV RI DQ economic market analysis.

The Master Plan document is divided LQWR WKH IROORZLQJ 4YH SDUWV

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

This approach allows each phase of the SURMHFW WR EXLOG XSRQ WKH ILQGLQJV RI WKH SUHYLRXV H•RUWV downtown and its existing conditions FRPSULVHV WKH 4UVW WKUHH VHFWLRQV 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 UHDOL]H WKH 4QDO SODQ area.

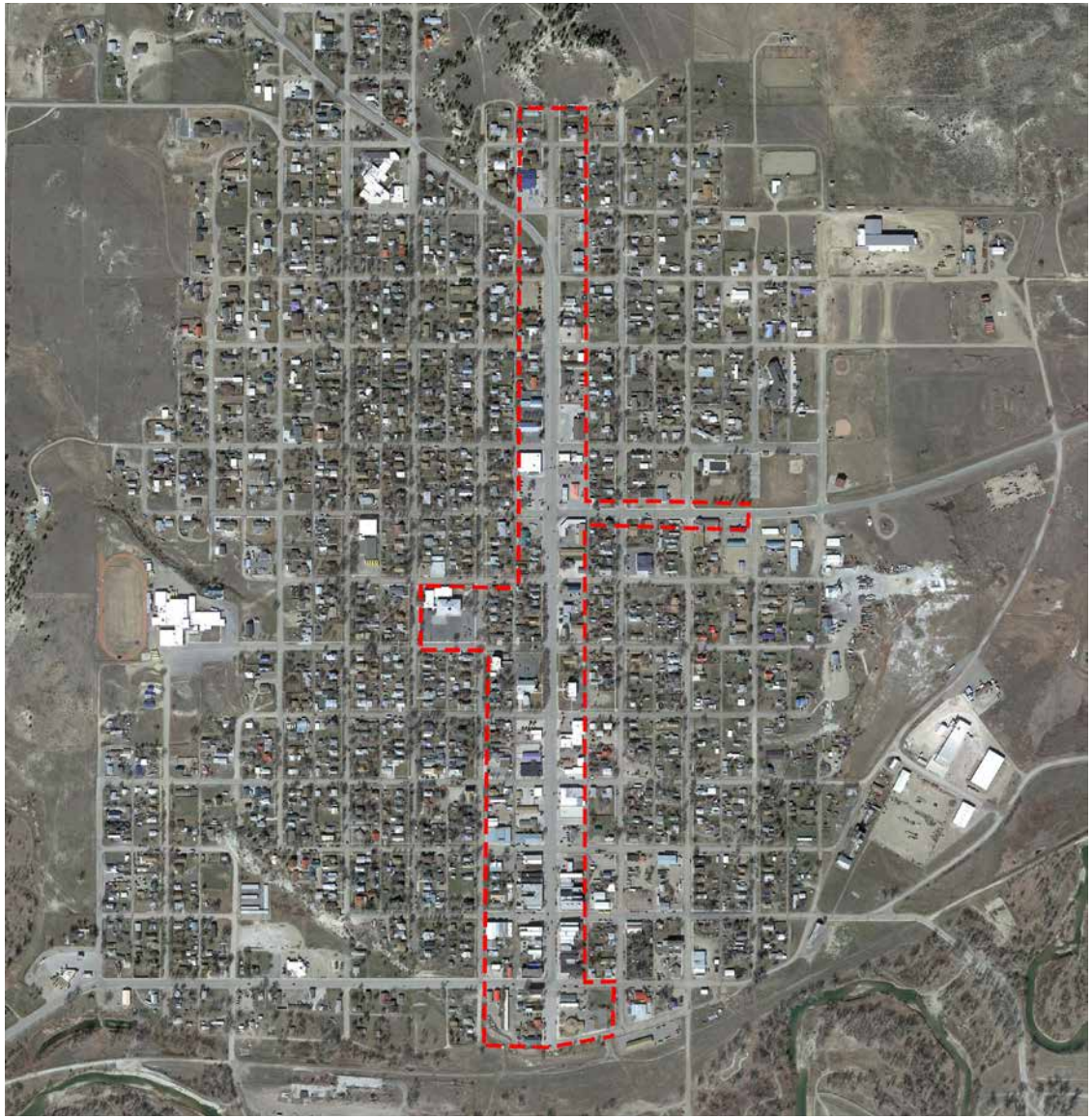
Master Plan Structure

The goal of the Downtown Master Plan is to serve as a guide for downtown improvements and revitalization H•RUWV 7KH SODQ LV LQWHQGHG WR EH VSHFL4F IHDVLEOH DFWLRQV implemented by the City of Roundup and partnering organizations to achieve measurable results. Therefore, the plan includes short, medium, and long-term action strategies to guide future H•RUWV RQ D FRPPXQLW\ ZLGH OHYHO – W ZLOO EH LPSRUWDQW WKDW DOO H•RUWV are a coordinated process between both public and private sectors, as well as members of the community. A 7KH VWUXFWXUH RI WKH 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 WKH SK\VLFDO DUHD RXWOLQHG LQ 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, WKH LPSOHPHQWDWLRQ RI WKH SODQ will EH WKH UROH RI PDQ\ 2UJDQL]DWLRQV and individuals through the Action Plan outlined in this document (see page 49). To organize the Action Plan, the strategies are categorized around the IROORZLQJ EURDG WKHPHV

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

MAP 1 - DOWNTOWN PLANNING AREA BOUNDARIES



PART 2 - EXISTING CONDITIONS

EXISTING CONDITIONS

EXISTING CONDITIONS

INFRASTRUCTURE

Throughout the public input process, one major item kept arising as a primary challenge were members expressed frustration and identified that the city's 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 current installation of a fiber optic line throughout the City is of great benefit to future 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 improvements to parking layouts are addressed on page 42.

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.

CONTEXT

Roundup sits along the Musselshell River, at the intersection of state highways and . While 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 VWDWH KLJKZD\V D•RUG RSSRUWXQLWLHV WR FDS 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 H[SHULHQFHG D GHYDVW ORQJ ODVWLQJ LPSDFWV are underway to mitigate future impacts by limiting development within 5RRGSODLQ ERXQGDULHV 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 GHYHORSPHQW ZLWKLQ WKH
- Enhance areas of noted visibility to highway travelers.
- Strategically market the area as a bedroom community to Billings area residents.
- (QKDQFH EHDXWL4FDWLRQ Main Street to entice those travelling through town to stop and shop or eat.





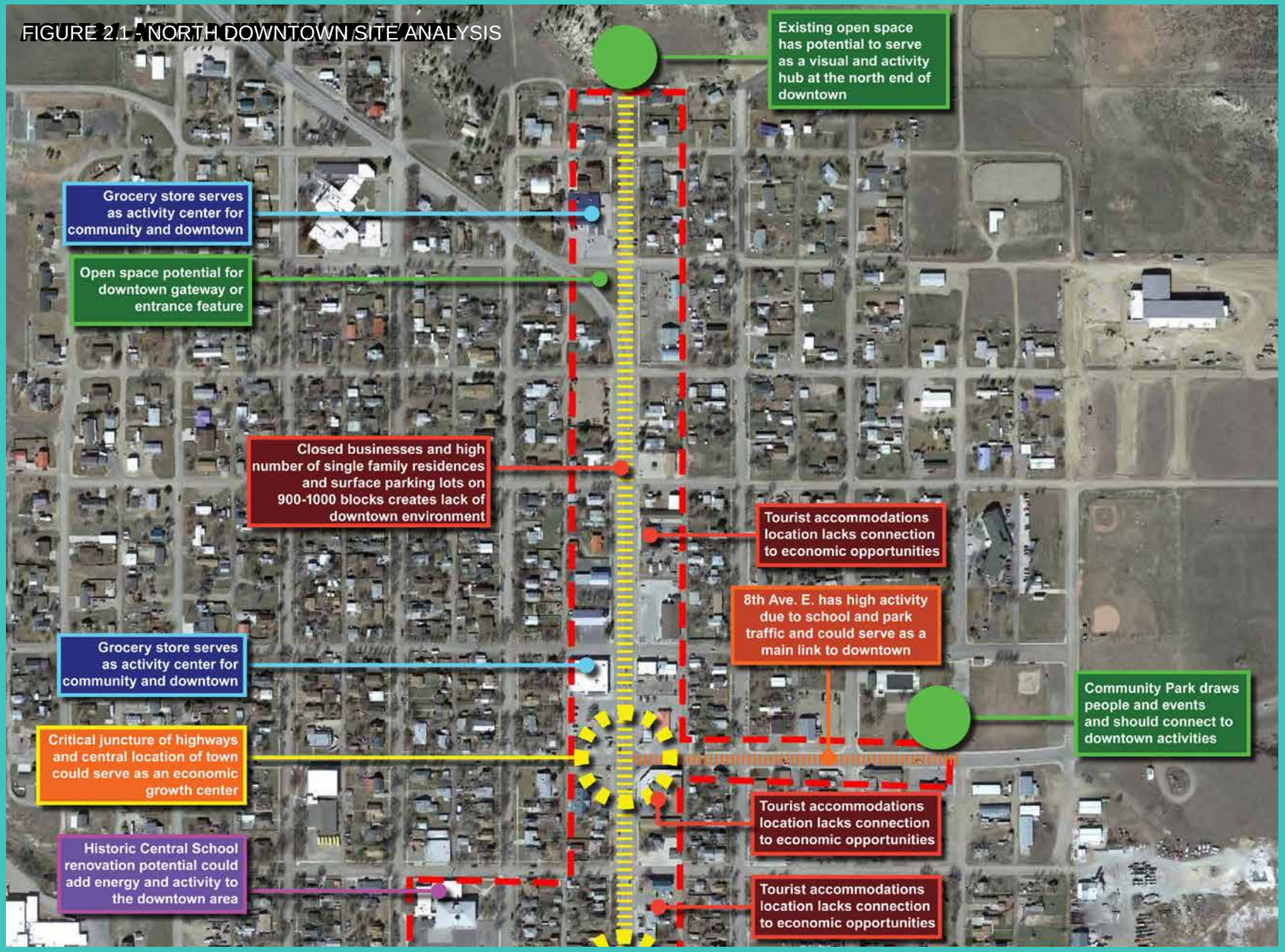
EXISTING CONDITIONS

SITE ANALYSIS

Based on background research and LQLWLDO SXEOLF IHHGEDC 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 D EULHI VXPPDU\ RI WKH VLWH DQDO\VLV

- 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.

FIGURE 2.1 : NORTH DOWNTOWN SITE ANALYSIS



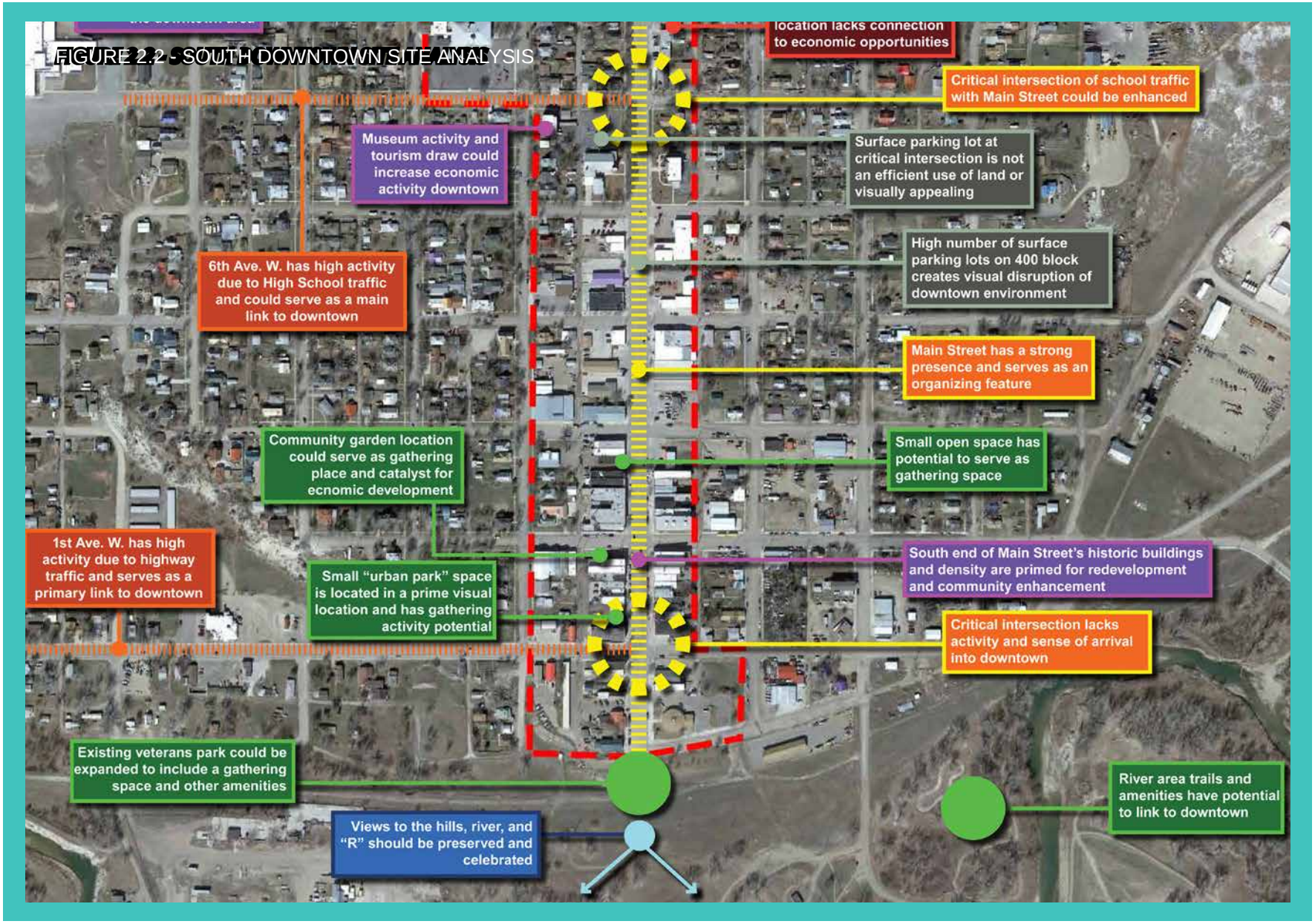


FIGURE 2.2 - SOUTH DOWNTOWN SITE ANALYSIS

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 GLVWULFW &HQWUDO % Highway Business, and R2 (Residential) (see zoning map on page 24).

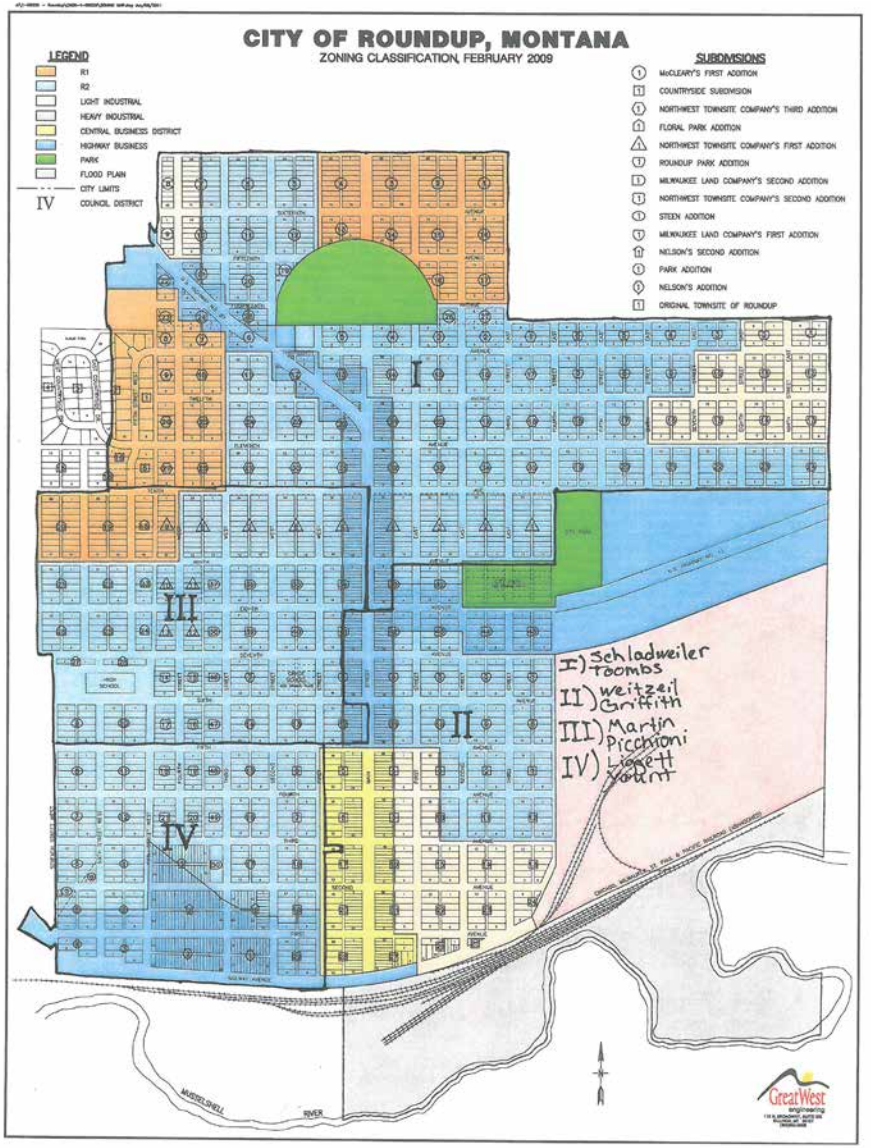
In order to support the overall goals and vision of the Downtown Master Plan, it is recommended to amend or revise some of the zoning designations in the city's code in relation to the downtown area.

Proposed changes include the following items.

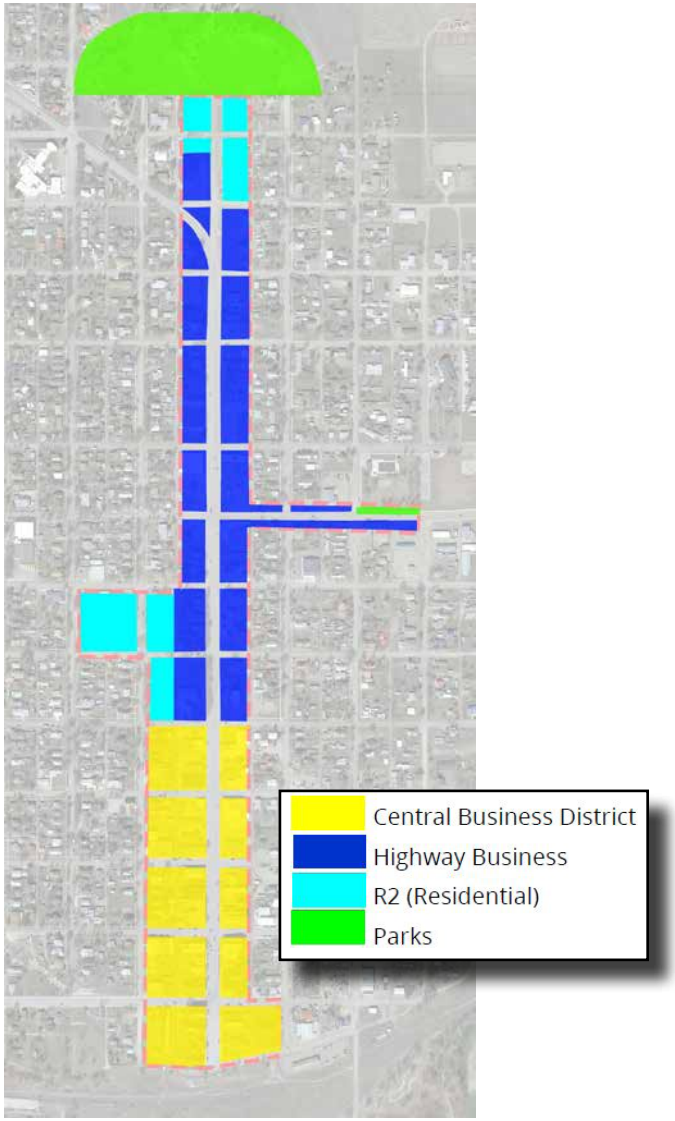
1. Allow mixed-use commercial/residential and short-term rentals in the central and historic core of downtown to allow for more economic development and tourism activities.
2. Create transitional zoning between the downtown commercial district and residential QHLJKERUKRRGV WR EX•HU LQFRPSDWLEOH DGMDFHQW
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 LQWHJULW\ RI EXLOW HOHPHQWV WKH 4QDO ERXQGDU 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

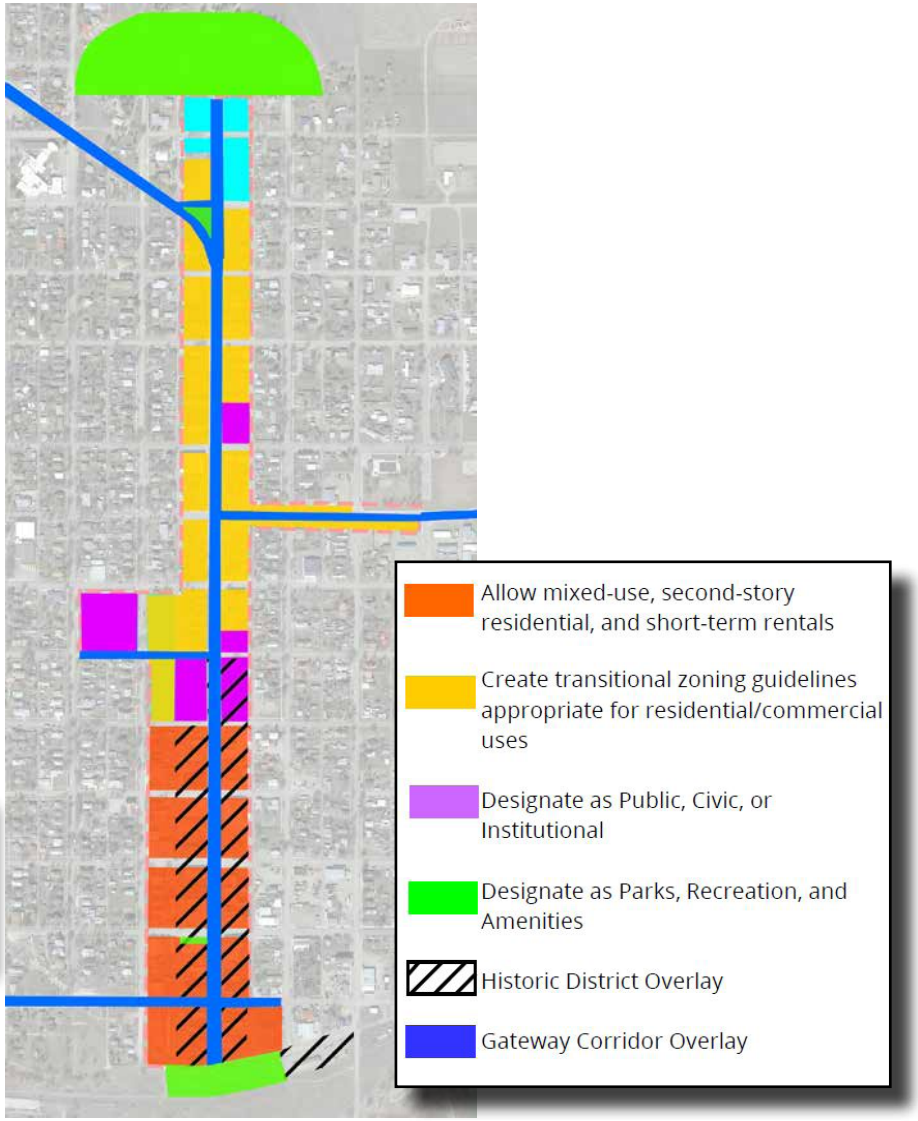
ZONING MAP



CURRENT LAND USE



PROPOSED LAND USE CHANGES



PART 3- MARKET ANALYSIS

MARKET ANALYSIS

MARKET ANALYSIS

DOWNTOWN INVENTORY

As part of the data gathering phase of the downtown plan, an inventory RI H[LVWLQJ JURXQG 5RXQGXS VWZDV 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.

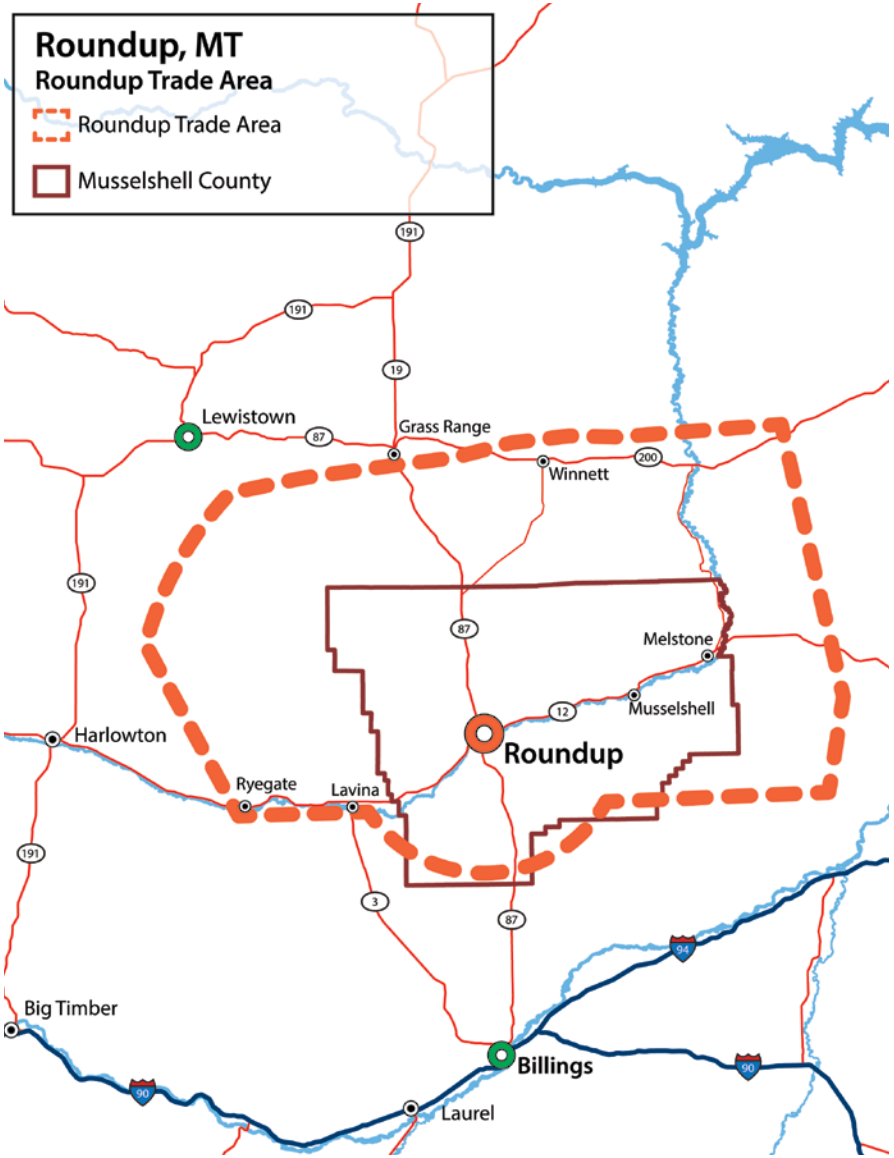
On a parcel basis, the predominant use in the area inventoried is vacant buildings, which are particularly concentrated south of 3rd Avenue. Outside of vacant buildings, the dominant ground 5RRU XVH LV SURIHVVLRQ single-family residential, retail, and surface parking. While the downtown core south of 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/ R]FH VSDFHV ZKLFK LV EHQH4FLDO WR downtown, as these employees can

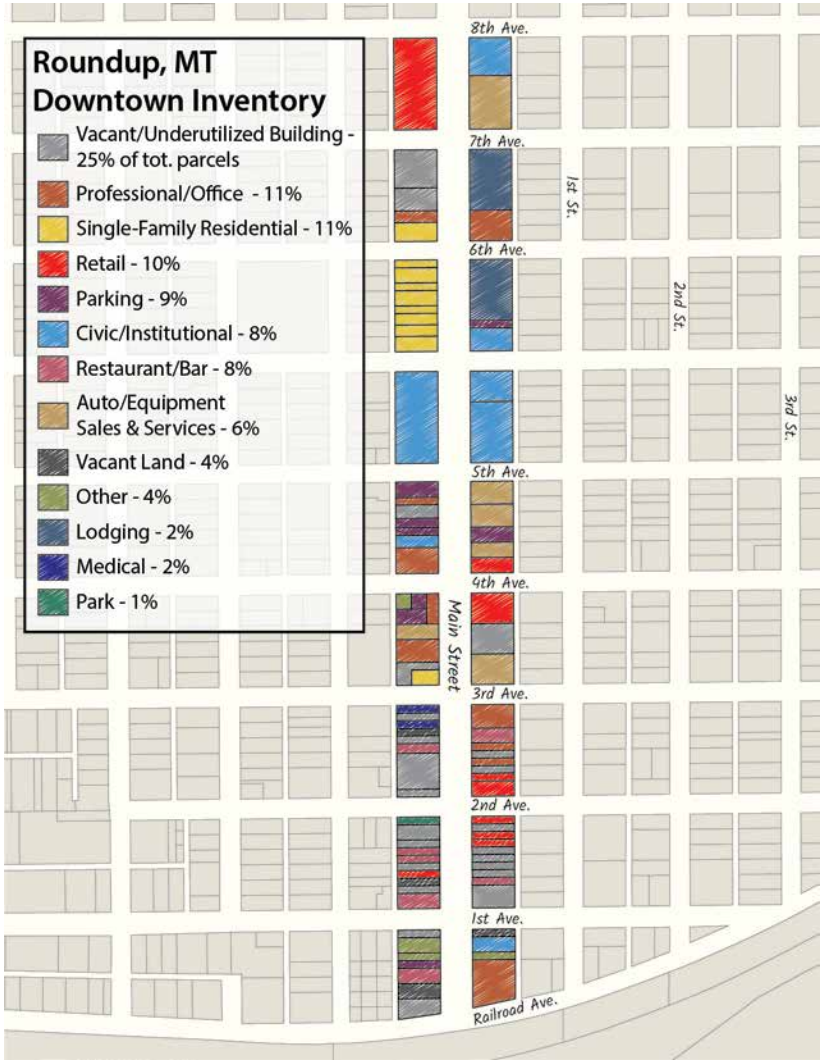


serve as a reliable customer base for downtown businesses.

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 SHGHVWULDQ 5RZ DQG YLVXDO 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.





The Downtown Inventory is a result of an in-person observation. 6RPH SDUFHOV LGHQWL4HG DV YDFDQW PD\ E appearance of being underutilized during the site visit. Usages may change, and parcel lines are not indicative of building and lot lines.

MARKET ANALYSIS

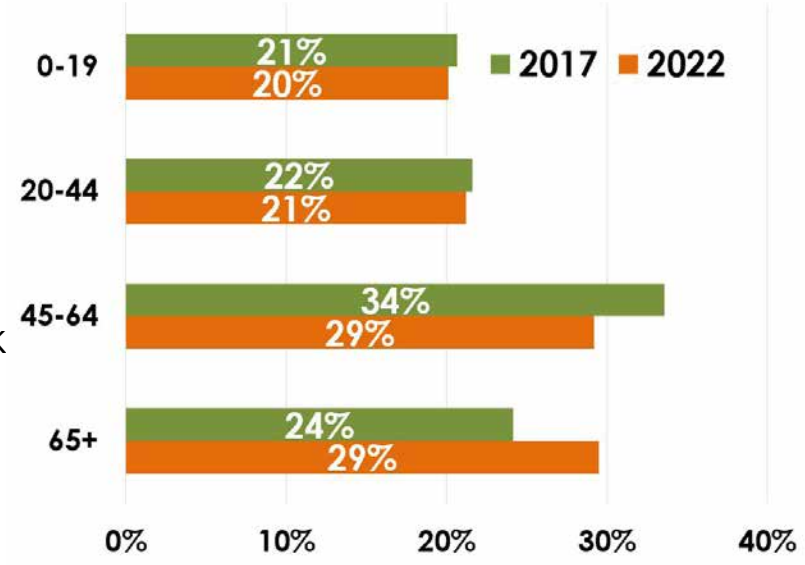
DEMOGRAPHIC AND ECONOMIC INDICATORS

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 5 years. 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 distributions may not exactly 100%.

Over the next 5 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

FIGURE 3.1 - AGE DISTRIBUTION



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 L Q Z K L F K G L G Q R W 4 Q G L Q J V

In terms of employment in Musselshell & R X Q W \ U H O L D E O H W U D G 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,

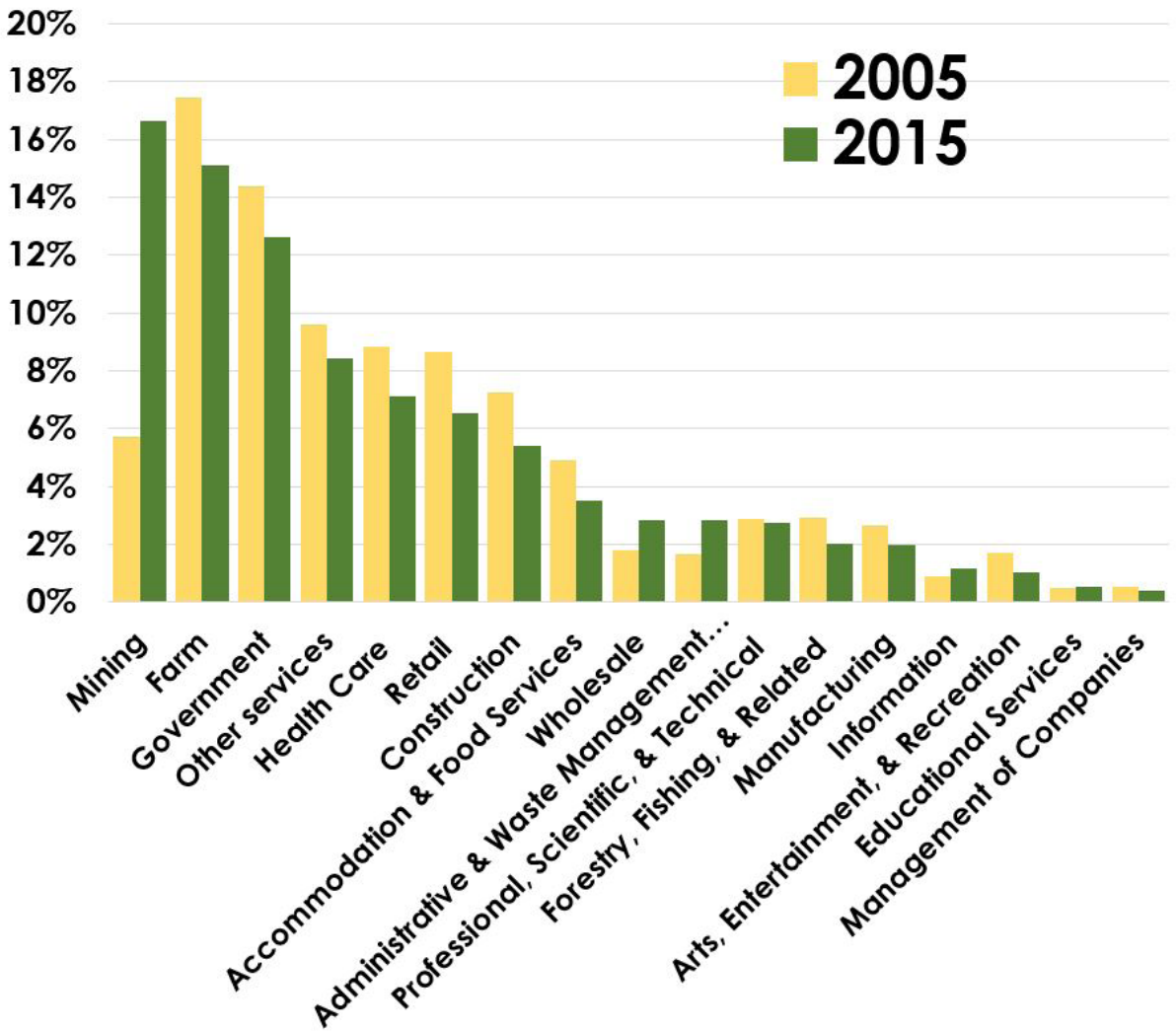


FIGURE 3.3 - EMPLOYMENT

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. 7 K L V D Q D O \ V L V Z L O O L G H Q W L I \ Z K L F K

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 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 FRQVXPHU GHPDQG $ VXUSOXV VLJQL4HV 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 DQDO\]HG DV WUHQGV WR UH5HFW WKH JDSV LQVWHDG RI VSHFL4F QXPEHUV

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

TABLE 3.4 - RETAIL MARKET ANALYSIS

*data is compiled using the market area of Mussellshell County, which includes a larger area than WKH FLW\ LWVHOI DQG LV DYHUDJHG RYHU D VHULHV RI \HDUV D)LQGLQJV PD\ UH5HFW DYHUDJHV RYHU WLPH DQG VKRXOG EH DQ

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



L V W K H G L • H U H Q F H E H W Z H H Q G H P D Q G D Q G 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

7 K H 4 Q G L Q J V R I W K H U H W D L O H [W U D G H D Q D O \ V L V 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 L Q F O X G H
- Pharmacy
- Health and Personal Care
- Banks
- Gas stations
- Electronic stores
- Bars

2 S S R U W X Q L W L H V I R U J U R Z W K L Q F O X G H
- 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

7 K H V H 4 Q G L Q J V V K R X O G K H O S J X L G H W K H actions related to marketing economic development opportunities and attracting new businesses and business owners related to those industries that are needed in Roundup.

PART 4 - PLANNING AND DESIGN

PLANNING AND DESIGN

PLANNING AND DESIGN

PUBLIC INPUT

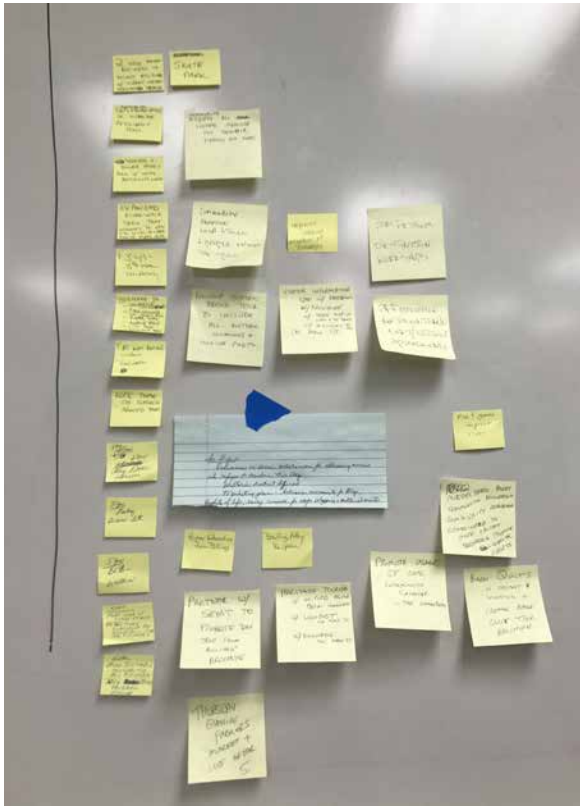
Throughout the planning and design process, multiple public participation sessions were held to gather input from the community regarding the goals and priorities of the future of downtown.

The first meeting was held on June 18th and was the kick-off meeting for the 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:

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 and ten years.

The results of the public 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 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 gather feedback to prioritize issues according to the community's preferences. The results of the public meetings were a series of key issues and prioritized recommendations, along with preferences for the design of Main Street.

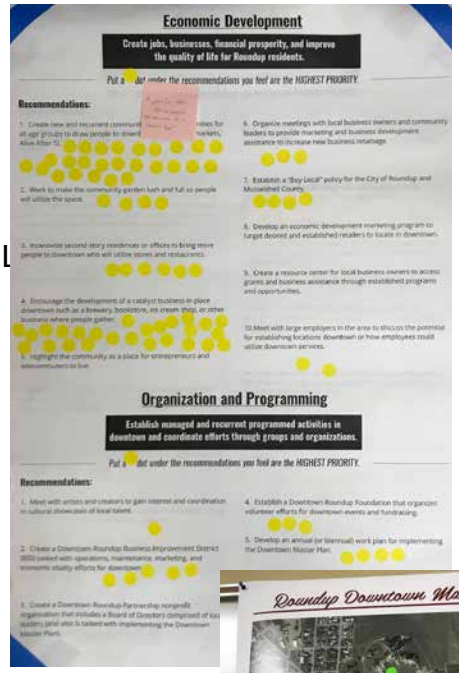


GOALS OF DOWNTOWN ROUNDUP

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 SXEOLF LQSXW SURFHVV L

- 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 GH4QHG D VHW RI JXLGLQ give direction to the plan, future policies, and implementation strategies. The principles will guide the evolution of the downtown and are important for GH4QLQJ WKH H[SHFWDWLRQV RI WKH IXWXUH 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. 'HVLJQ H•RUWV FDQ IRFXV VS the density and appropriate scale of the buildings in relation to the street, IXUWKHU FUHDWLQJ D 4WWLC 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 walkable downtown environment 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, business 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 with 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 be engaged, 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 and 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 as 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 IRU WKH FR•HH VKRS ORFDWHG EHORZ RQ WKH 4UVW 5RRU DQG WKH SQDJD DFURVV the street will provide a place for the FR•HH VKRS HPSOR\HHV WR HDW OXQFK 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 IRU VSHFL4F GHVLJQ HOHPHQW4 WXQGUL0V DQG FXOW WKH SODQ DUH DV IROORZV

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

Streetscape and Amenities:

%HDXWL4FDWLRQ DORQJ 0DL 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, DQG ZD\4QGLQJ VLJQDJH



SPLASH PARK CONCEPT IN WELCOME PLAZA

Main Street Parking and Street Design:

Based on community feedback and LQWHUHVW UHFHLYHG GXU 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 XVHG DV D 4QDO GHVLJQ

The following basic design standards shown on this page relate to elements of Roundup's Main Street are taken from 0'7 V 0RQWDQD 7UD]F (QJLQHHULQJ Manual", 2009 edition, Chapter 31, "Special Design Elements". Preliminary conversations with MDT have indicated there is potential in the short to mid-term to resurface and restripe Main 6WUHHW DOORZLQJ D QHZ FRQ4JXUDWLRQ 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' ORQJ LQFOXGHV EDFN RXW EX•HU

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 XS LQWR D ODQH RI WUD]F ZLWK visibility and can cause safety issues.

PLQLPDO FRVWV 7KHVH H[DPSOHV coordinated with MDT and the City's water main replacement project.

(QJLQHHULQJ

The concepts presented in this GRFXPHQW GR QRW 4QDOL]H 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 VWDQGDUGV –QLWLDO H•RUW team to coordinate with MDT on what alternatives would be feasible indicated that moving to a two-lane with one center turn lane layout would be possible. Additionally, diagonal parking was addressed, and it was stated that WKLV FRQ4JXUDWLRQ DORQJ 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 width 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 is for pedestrians to maintain ADA requirements.

