

# Consider the Possibilities for Polson!

An Urban Renewal Design Plan for

- ◆ Central Business District
- ◆ Salish Point
- ◆ Railyard
- ◆ Commercial/Light Industrial Area

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By: Polson Economic Development Association

# **POLSON REDEVELOPMENT PLAN**

**MARCH 1998 AS REVISED**

**URBAN RENEWAL DISTRICT  
AS AUTHORIZED UNDER  
RESOLUTION #739 ON 11/3/1997**

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**URBAN RENEWAL PLAN FOR  
POLSON URBAN RENEWAL DISTRICT UNDER RESOLUTION #739**

## SUMMARY

The City of Polson, in the four brief years since its Master Plan was adopted, has grown at a rate that has exceeded even the most optimistic projections of the Master Plan. Interim census data provided by the Montana Department of Commerce states Polson's population at the end of 1996 at 4,316 -- already exceeding the Master Plan's projection for the year 2005! This 31.5% growth rate since 1990, although seeming to level off at the present time, demands that the City actively engage in the implementation of its Master Plan.

This Urban Renewal Plan recommends the creation of a Redevelopment Agency to work under the jurisdiction of the City Council to implement the Master Plan's recommendations for the following districts and their adjacent transitional area:

1. Salish Point
2. Central Business District
3. Railyard District
4. Commercial/Light Industrial District

The mission of the Redevelopment Agency is to work with the City Council and the public at-large to create a vision for the Urban Renewal District; to develop a comprehensive set of development plans through which the vision may be made manifest; then to create financial alternatives by which the plans may be implemented.

What follows is the beginning of the public input process. It sets forth some visionary statements and creates guidelines by which such visions may be accomplished. It begins where the Master Plan leaves off, further defining the goals implicated within the Master Plan for these four areas designated for "urban renewal" activities. Its ultimate goal is to create a vibrant and healthy community which will result in the creation of quality jobs with livable wages and an enhanced quality of life for all who live here.

Enhancing the City's attractive location adjacent to Flathead Lake will create the means by which Polson may become a "destination" to be enjoyed by visitors and residents alike. This will be accomplished by creating an urban design and landscaping plan which incorporates the waterfront from Riverside Park, around the City Docks and KwaTaqNuk Resort to Lakeview Village; the Salish Point area and central business district and establishes an easily accessible core area for recreation, shopping, enjoyment of the arts and access to services. The areas will be linked by attractive pedestrian and bicycle pathways and supported by access to parking for cars, bicycles and recreational vehicles.

A plan for the Railyard and light commercial areas will be created which will focus on cleaning up and developing those areas to be made suitable for various light industries which can provide good paying jobs for our citizens and an enhanced tax base for our City. By carefully planning traffic routes, building codes and prime locations for such commercial activity, greater care may be taken to protect and enhance our residential neighborhoods, creating buffer zones and greenways to help separate them from excessive noise and traffic.

Each step in the planning process is open to public review and comment. The proposed Redevelopment Agency is simply the tool by which the plan is implemented.

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## CHAPTER 1: INTRODUCTION

### 1.1 History

Located at the southern tip of Flathead Lake in Lake County, the City of Polson was established in 1910 and formally named the County Seat of Lake County in 1923 when the County was formed. Until the mid 1930's when the first highways around Flathead Lake were completed, Polson was a port city and the end of the road -- and railroad -- from the south. Before the highway, paddle wheel and steamboats frequented the Lake ferrying commerce and people north and towing logs to the mills at Lakeside and Sommers.

Once dependent upon agriculture and wood products manufacturing, these staples are now less than 40% of local economic activity, with primary income having shifted to jobs in retail and service industries; government employment (especially Tribal), "light" industry/electronics manufacturing; health care/social services; and retirement/government transfer payments.

As a population boom became evident by 1991, the City Council could see the potential for conflict over land use escalating right along with the growing population and the increasing demand for municipal utilities and services. As the demand for housing grew, property values escalated, as has Polson's landscape. As the value of lake shore property - and taxes - escalated, the more affluent newcomers gravitated first to the lake, forcing the less affluent residents into the older town site, where, although much of the housing had deteriorated into substandard condition, it was at least affordable. As lake shore property became more unavailable, the upper slopes became attractive for their "vistas". The demand for scarce community resources increased, along with the arguments as to "where" they should be directed. New roads in new subdivisions -- or pave roads in the older parts of town which were still gravel? Sidewalks to create access to schools and shopping from the neighborhoods or equipment to maintain the growing network of roads? Expansion of the sewer and water systems -- which direction first? Should any attempt be made to preserve the traditional downtown business area -- or should Polson's commercial growth be encouraged along Highway 93 which transits the city? If city crews are building new infrastructure, how can they also give attention to blight removal and beautification efforts in the older part of town?

The demands of growth and an evolving area economy have presented a major challenge to the citizens and local government of the Polson area. Their quality of life could not be sustained by standing by and simply reacting to the trends. The necessity for proactive planning - the anticipation and management of community change - became apparent and the City Council set aside funds to develop the City's master planning document in 1992, which was finally adopted late in 1993. The only previous plan for the Polson area was the 1986 *Development Policy and Plan* which was actually adopted in 1969 and only renamed in 1986 under the intention to revise it. The Lake County 1988 *General Plan* did not apply within the Polson Planning Area.

The first scoping meeting for the master planning process took place in January 1992 with about 85 people attending. By September, the City had retained a consulting planner, set up a planning board and board of adjustments to review the plan of work. In October, the first of several "Polson Planning Focus" events was held. This was an all day meeting designed to get interested citizens involved in the planning process and developing policies. Forty people attended that meeting. A citizen's task force was authorized by the planning board to hold the various public meetings and focus group activities scheduled for the next several months. Public meetings were well advertised in advance with plenty of notices placed in very public places. The December meeting regarding expansion of the central business district toward the north and Flathead Lake drew approximately 40 people, as did the January meeting who met to concentrate on the central business area, defining its character and determining how best to ensure its future vitality.

The February meeting, discussing the issues surrounding development around Highway 93 between the central business district and the southeast corner of the planning area drew 80 people to join the discussion. After several more focus meetings, usually attended by 30-40 people, the city-county planning board received the first draft of the master plan in May 1993 and the draft development code in June. After making their revisions, the planning board and city council held hearings between August and November before finally adopting the document.

The jurisdiction of the master plan applies within the Polson City/County Planning Area, established by the City and Lake County in 1963, and included all land within the City plus roughly three miles outside the City in areas that could be considered areas of natural future expansion. Two types of policies were adopted to guide the implementation of the master plan:

- \* **community wide policies** which apply to the entire Polson Planning Area; and
- \* **neighborhood policies** which apply within a stated "policy area".

There were also two types of strategies:

- \* **investment strategies** which require expenditures by the City or other service providers;
- \* **regulatory strategies** which define the Polson Development Code as the administrative tool.

Community infrastructure planning, including roads, sewer, water and parks were defined as "community wide policies" and a capital investment plan became the investment strategy.

A brief outline of the community-wide policy statements and their related investment strategies are as follows:

1. **Maintain a Proactive Planning Board**  
\*Support the Planning Board and Boards of Adjustment... \*Appoint an Administrator,,, \*Conduct and Annual Plan Review... \*Continue to Encourage Public Participation in Planning \*Charge Adequate Administrative Fees
2. **Reemphasize the Community's Connection with Flathead Lake**  
\*Institute a Runoff Management Program... \*Be Prepared to Respond to Hazardous Materials Spills... \*Develop a Pedestrian and Bicycle Trail Linking Points of Public Access to Flathead Lake... \*Develop More of the Salish Point Lake shore for Public Enjoyment... \*Require Site-Specific Runoff Management Plans... \*Require Commercial and Industrial Developments to Safely Contain Hazardous Materials... \*Protect Visual Access to Lake
3. **Provide for Polson's Anticipated Expansion**  
\*Establish an Urban Service Area... \*Inside the Urban Service Area: Require Sequential Development with City Services... \*Outside the Urban Service Area Permit Only Low Density Development... \*Provide Uniform Planning System Throughout the Planning Area
4. **Provide Adequate Infrastructure**  
\*Develop a Capital Improvements Program... \*Utilize All Available Funding Techniques... \*Address Traffic Issues... \*On-site Infrastructure and Utility and Street Extensions Installed to City Specifications at Developer's Expense... \*Developers may also be Responsible for Off-site Facilities... \*Do Not Accept Subdivision Park Sites that Serve no Useful Recreational Purpose
5. **Protect the Municipal Water Supply**  
\*Conduct a Wellhead Protection Study... \*Establish Wellhead Protection Zones, with Performance Standards to Protect Groundwater Quality

6. **Require Land use compatibility, Except in Planned Transition Areas**  
\*Protect Public Facilities from Land Use Conflicts... \*Prevent Incompatible Land Use Changes... \*Require Development to be Compatible with Landscape Setting
7. **Make Salish Point the Focal Point of Polson's Reorientation to Flathead Lake**  
\*Adopt an Urban Renewal Plan for Salish Point... \*Provide for the Salish Point Transition in the Polson Development Code
8. **Nurture the Central Business District**  
\*Link the CBD to Flathead Lake... \*Keep Public Facilities in the CBD... \*Secure Adequate Parking... \*Repair the Sidewalks... \*Consider a CBD Revitalization Program... \*Avoid Excessive Commercial Zoning Outside the CBD
9. **Exploit the Potential of the Railyard**  
\*Adopt an Urban Renewal Plan for the Railyard... \*Provide for Development of the Railyard in the Polson Development Code
10. **Make Highway-Oriented Development Safe and Attractive**  
\*Provide for Safe Pedestrian Movement... \*Minimize Traffic Congestion... \*Highway Oriented Development Should Make a Positive Contribution to the Community's Image
11. **Establish a Compatible Development Pattern**  
\*Extend Water Service to the West Shore... \*Protect the Public Investment in the Airport... \*Develop the Fairgrounds' Recreational Potential... \*Implement the Future Land Use Map... \*Maintain an Attractive West Entrance
12. **Maintain an Attractive East Entrance to Polson**  
\*Acquire an East Side Park Site... \*Protect the Municipal Water Supply... \*Implement the Future Land Use Map
13. **Protect the Integrity of Residential Neighborhoods**  
\*Encourage Affordable Housing... \*Eliminate Existing Nuisances in Residential Neighborhoods... \*Buffer the Edges of Residential Neighborhoods... \*Provide a Single-Family Zoning District
14. **Protect Productive Rural Activities from Conflict with Development**  
\*Phase the Extension of Municipal Services... \*Limit Land Use Conflicts with Agriculture and Gravel Mining

## 1.2 The Urban Renewal District

The Urban Renewal District in Polson (See Map on Page 5 following) responds directly to strategies 6, 7, 8, 9 and 13 (as listed above) and is composed of five areas clustered in and around the central business district, defined within the Master Plan as follows:

1. **Salish Point:** a combined commercial and residential area bounded on the north and west by Flathead Lake and on the south by Highway 93 (2nd Avenue); extending along the lake shore north of the highway only, east to the Lake View Village property line.
2. **Central Business District:** the heart of downtown, positioned south of Highway 93 (2nd Avenue) adjacent to the Salish Point area, bounded by the Flathead River on the west; 5th Avenue on the south; to 2nd Street on the east; then, in stair step fashion to exclude an unblighted residential area, north to exclude the south half of block 8 of Polson Original Township, then south to 3<sup>rd</sup> Avenue, then east again to 5th Street east and north again to the Highway.



3. **Transitional Area:** a small area immediately south of the downtown area currently a mix of older homes, light commercial and retail which is anticipated to lose any residential identity, bounded by 5 Avenue on the north; 1st Street West on the west; 1st Street East on the east; and in stair step fashion, 7th Avenue on the south between 1st Street West and Main Street, and 8th Avenue on the south between Main Street and 1st Street East.
4. **Commercial/ Light Industrial:** a larger area south of the Transitional area, bounded on the north by 7th Avenue between 1st Street West and Main Street and 8th Avenue between Main Street and 2nd Street East; 13th Avenue on the north; 1st Street West on the west and 2nd Street East on the east.
5. **Railyard:** an area with a mix of old residential, substantially abandoned Railyard, and largely undeveloped land bordering the east edge of the Commercial/Light Industrial area. The area proceeds easterly in a somewhat irregular pattern bounded on its northern edge from the corner of 2nd Street East and 8th Avenue easterly to 3rd Avenue East then north to 6th Street East, east to 5th Street East, south to 7th Avenue, then east again to 9th Street East, north to 5th Avenue and east again to the junction of 5th and 7th Avenues; then south along the 7th Avenue curve to 11th Street East, continuing south to 11th Avenue; then west to 9th Street East, south to 12th Avenue, west again to 4th Street East, south to 13th Avenue and west again to the border of the Commercial/Light Industrial area at 2nd Street East.

Polson's Master Plan is the guiding document for the Urban Renewal District. Therefore, from time-to-time, as the Master Plan is reviewed and updated, the boundaries of the district may have to be adjusted to reflect the intent of any adjustments to the Master Plan.

### 1.3 Designation of the Urban Renewal District

During the summer months of 1997, the Polson Economic Development Corporation's ("PDC") Board of Directors assisted the City in evaluating the social and physical aspects of the central business district and adjoining areas and determined that several indicators of deteriorated conditions were found that directly relate to the definition of a "blighted area" as contained in the State Urban Renewal Law (subsection 7-15-4206 MCA).

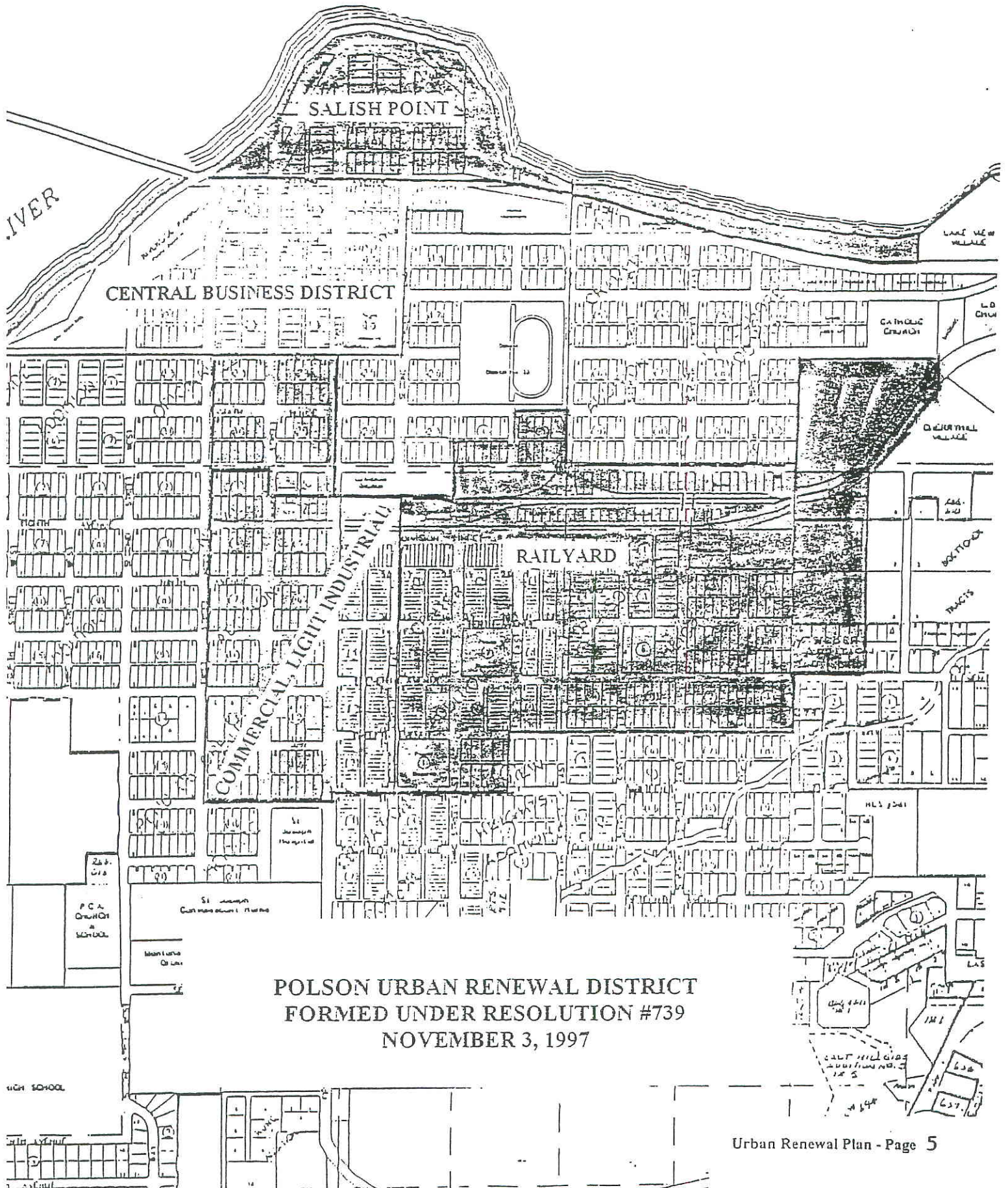
The study included a windshield survey of the residential and commercial structures in the area conducted by the Lake County Community Housing Organization in order to develop background for a Community Development Block Grant application for housing rehabilitation in the area. The study resulted in the finding of several blighted conditions, as follows:

- 1) present urbanized land use patterns incorporate a haphazard and incompatible mix of uses;
- 2) Many of the existing commercial structures appear to be structurally substandard, and several appear to be severely substandard when viewed from the outside;
- 3) interaction of pedestrians, bicycles and vehicles can create dangerous situations; and
- 4) growth within the areas are resulting in increased strains on infrastructure, parking, streets, sidewalks and other city services.
- 5) Dilapidated buildings, refuse, overgrown weeds - all create an unappealing area, which restricts both residential and economic development.

As a result of their findings, the PDC Board concluded that adequate information existed to qualify the area for designation as a blighted area and recommended to the City Council a declaration of blight be adopted. At its regular meeting on November 3, 1997, the City Council adopted Resolution No. 739 declaring the five areas described above as a blighted district. Upon adoption of the resolution, they instructed the PDC Board to prepare an Urban Revitalization Plan for the district.

**FIG 1 MAP OF URBAN RENEWAL AREA**

FIG 1 MAP OF URBAN RENEWAL AREA



POLSON URBAN RENEWAL DISTRICT  
 FORMED UNDER RESOLUTION #739  
 NOVEMBER 3, 1997



#### **1.4 Problems Facing the District**

At this point in Polson's growth, it faces the same problems of nearly all small, high growth areas where downtown areas decline as business flees to the "highway". Polson's business district problems are several: deteriorating sidewalks, streets and downtown amenities; out-dated storefronts and residential areas in this older area of the City; lack of sufficient funds to keep up with infrastructure (especially streets) needs throughout the city; lack of funds and incentives which draw more light industrial and commercial businesses into the Railyard and southern parts of the district designed to accommodate them; poor traffic patterns through the city that would provide easy access to businesses that may locate in these areas; lack of sidewalks and bicycle routes which enable people and children without cars safe access to either the lake or services; lack of parking in the downtown area; and, although the KwaTaqNuk Resort created a lake front focus, there is no way to tie it to the City's commercial area and no detailed plan that develops the rest of the lake shore to take advantage of Polson's greatest asset.

#### **1.5 Why an Urban Revitalization District?**

Revitalization to the central business district and its adjoining areas is a core strategy of the Polson Development Corp. in order to encourage job creation throughout the community and is critical to the well-being of the community. It's vitality is a measurement of community health and demonstrates to the world what the community thinks of itself. It provides a diverse mix of services; can generate a considerable amount of tax dollars and revenues which are essential to the financial health of the City and is an area of substantial capital investment, both public and private. The issues facing the area are too great and too many to cure themselves. A Band-Aid cure in any one area of the district - one issue at a time - will result in a greater hodgepodge of growth without addressing any of the problems that are common to the entire district.

#### **1.6 Goals for the District**

The goal of the Urban Renewal District Plan is to encourage development within the outlined districts in a manner which enhances the entire community and provides for the long term stability, health, and well being of the business and residential community.

These goals can be accomplished in the following manner:

- Activating the Polson Redevelopment Agency
- Identifying Polson's market niche
- Attracting light industry
- Creating a long term economic growth plan

By creating an attractive business climate for light industry, the City assures its long term health by creating permanent well-paying jobs within stable businesses insulated from the seasonal swings of the tourist trade and which provide a growing tax base to support the increasing demand for city services.

This goal will be achieved under a long-term comprehensive plan that encompasses projected growth of the City; creates a focal point for the city through the creative development of Salish Point in such a way as to become a center of attraction for residents and visitors alike; focuses economic development efforts within the Central Business District and adjacent Railyard and Commercial/Light Industrial areas; encourages compatible use of land within the district; encourages compatible buffer zones between commercial and residential neighborhoods within the district; achieves reasonable movement of traffic (including necessary truck traffic) throughout the area and provides for public roads and infrastructure that accommodates such traffic; provides for improvements in parking and movement through the district by pedestrians and bicycles; and provides for reasonable development of the lake shore to further enhance the City as a place to live and do business.

## CHAPTER 2. POPULATION

### Regional Statistics

Lake County had one of the fastest growth rates in Montana over the past seven years... and Polson is the fastest growing City within Lake County, increasing by over 31% between 1990 and 1996 alone (versus the City of Ronan at 21.3% and St. Ignatius at 17.4%). The following chart demonstrates the City's growth versus the County, Region and State.

	<u>1970</u>	<u>1980</u>	<u>% Change</u>	<u>1990</u>	<u>% Change</u>	<u>1996</u>	<u>% Change</u>
Montana	694,409	786,690	13.3%	799,065	1.6%	879,372	10.1%
Region**	99,165	132,615	33.7%	139,270	5.0%	163,474	17.4%
Lake County	14,445	19,056	31.9%	21,041	10.4%	24,921	18.4%
Polson***	2,464	2,798	13.6%	3,283	17.3%	4,316	31.5%

\*\* Five Valley Region Including Missoula, Lake, Ravalli, Sanders, Mineral and Granite Counties

\*\*\* This shows Polson City statistics only and does not include the estimated 1,000 or more residents within the adjacent Polson Planning Area

Another factor affecting our future planning is the shifting age of our population just since 1990. While children under the ages of 16 have remained fairly constant, the population over 45 has shown a slow but steady trend upwards, now making up over 38% of the population base. People between the ages of 24 and 45 tend to leave the area, at least for a time, with a decrease in that age group of 2.5%. This trend is further verified by a continuing increase in transfer payments (social security, retirement income, etc) and a decrease in farm income and most other sources of income remaining steady. Per Capita income from work throughout Lake County increased by 19.6%, while income from transfer payments increased by 31%! The County has been classified as a "destination retirement community" and certainly the Polson community is the most likely to be affected by this continuing immigration. Such factors hugely affect the future face of our community and the services it provides.

### Population Projections - Polson

The master plan projects population for Polson and Lake County in various phases from slow to high growth. Unfortunately, 1996 data shows that actual has already out paced even the most aggressive growth projections made in 1993 which projected Lake County to hit 23,915 by the year 2000 and Polson at 3,886 in the year 2000 and 4176 by the year 2005.

There is every indication that the rate of growth has leveled off through the end of 1996 and 1997; however, the University of Montana's Economic Policy Department projects that the area will continue to grow at a minimum of 2% per year. If the region continues to grow at that level, then the City of Polson can expect to grow by at least 3% per year, which would indicate growth through 2015 as follows:

1996: 4316      2000: 4858      2005: 5631      2010: 6528      2015: 7568

Once again, this does not include the three mile planning area adjacent to the City of Polson which would add an estimated one-third of the City's population to the projections.

## CHAPTER 3. ECONOMY

### 3.1 Polson and the Urban Renewal District

As cited previously, the 1990's have brought a burst of building activity and population growth to Lake County, and Polson has been the target of most of that activity. This growth has begun to shift the demographics of the area, as more retirees move in and many younger families move elsewhere, at least for a time, to find more stable employment. Growth is expected to continue, although at a less frantic pace, as long as retirees -- including those who may have been raised here and left and return when they complete their careers elsewhere - and others find Polson an attractive place to live. Local prosperity has become increasingly dependent upon the appeal of a small town atmosphere, the proximity of Flathead Lake, and the recreational opportunities and scenic vistas the lake and other natural attractions.

While only limited income and employment data are available for small cities, the 1990 Census suggests that the Polson economy does differ somewhat from Lake County's. Twenty-two percent of the population living in Polson was over 65 but only 15.7% in Lake County. Polson's per capita income was 10% lower than the county's and fewer residents participated in the labor force. Residents of Polson are less likely to be employed in agriculture, services or government, but more likely to work in construction, retail trade, finance, insurance and real estate. A growing industry throughout the northwest is that of light industry/assembly. The Montana Department of Commerce has invested time and money throughout the state to support industries that grow through government contracting, and this has excellent potential for Polson.

One of the fastest growing industries in the U.S., and an industry with excellent potential for the city of Polson, is the RV (recreational vehicle) industry, as more and more Americans take to the road to experience the Country first-hand. Over \$12 billion of new RV's were sold in 1997, far outstripping industry expectations, and 1998 is expected to attain even greater sales. These RV's buyers are led by the senior population which uses them as their summer homes and search for convenient "destination" areas where they tend to spend a month or more. This is a growth area that Polson can capitalize on by creating a shopping and recreational environment that travelers will include on their list of destinations. The urban renewal plan seeks to identify all such possibilities as it tries to determine the highest and best use within each of its districts. The Urban Renewal District is characterized by its three major areas:

- \* **The Central Business District** : which constitutes the major retail area of town, mixed with some service industry, government offices and residential;
- \* **Salish Point**
- \* **The Light Industrial/Commercial and Transitional Area** immediately south of the Central Business District which is primarily light industrial and larger commercial such as lumber supply stores with a residential mix; and
- \* **The Railyard** which includes the end point of Montana Rail Links spur north into the Flathead Valley and is characterized by largely undeveloped parcels near the rails; older homes generally in fair to substandard condition; and some light industrial facilities.

### 3.2 General Goal

- Create jobs
- Enhance income
- Preserve the private and public investment
- Encourage further private and public investment
- create an environment wherein retail and commercial business will grow and flourish

### 3.3 Specific Goals

The general goals, as described above, are further defined by the following specific goals for the district. These goals are expected to be achieved over a fifteen year period with the intent to enhance neighborhoods and commercial areas thereby increasing the quality of life - and value of property - throughout the district! The first areas of focus must be on the Salish Point and CBD areas.

1. Prepare a development plan for Salish Point that creates a focal point of attractive recreational space combined with highly-attractive, low-impact commercial space which draws people -- and revenues -- into the downtown area. Zoning on Salish Point should be reviewed and if necessary revised to be consistent or compatible with the overall plan.
2. Develop a marketing strategy for the Central Business District to (1) draw shoppers into the area, (2) strengthen its potential as a center for a variety of consumer and professional services, and (3) Develop facilities and amenities which will establish Polson as an "RV Destination".
3. Create safe and attractive links between the recreational and commercial areas on Salish Point and the Central Business district through walkways, bicycle paths, sidewalks and pedestrian crossings controlled by additional traffic lights. Designate parking available for cars, recreational vehicles and trailers; then provide signs along Highway 93 to direct traffic to commercial areas, tourist sites and parking.
4. Create a development plan for the Commercial/Light Industrial area which will include good transportation routes for commercial traffic and which provides adequate -- and attractive -- sites which attract and encourage private investment in non-polluting industries which will provide jobs for area citizens.
5. Work with Montana Rail Link and other appropriate parties to create a development plan for the Railyard area. Such planning must include steps which assure there is no environmental mitigation which must be completed prior to designing an appropriate commercial and/or residential environment.
6. Provide for public infrastructure which supports a thriving commercial and retail economy within the designated areas.
7. Develop a marketing strategy to strengthen movement to and expansion of the commercial and light industrial areas which border the Central Business District. As these areas grow to provide more jobs, they will naturally draw more people through and to the CBD.
8. Develop traffic and parking plans, and sidewalks, which better facilitate the flow of employees, shoppers and service vehicles throughout the District
9. Overall, create incentives for businesses and homeowners which will encourage private renovation of substandard retail, commercial and residential facilities throughout the district.



## CHAPTER 4. COMMUNITY GOALS

The goals for redevelopment of the Urban Renewal District, originated within Master Plan, and have been more fully detailed in the development of this plan. These goals, as summarized below and provided in greater detail in later Chapters, will guide the efforts of the Urban Renewal Agency.

### 4.1 Traffic and Circulation

Circulation of vehicular and pedestrian traffic throughout the district will be enhanced under the following guidelines:

1. Adequate and appropriate access to and throughout all areas of the district should be provided.
2. Adequate circulation should be provided in the downtown area for thru-traffic and downtown business-oriented traffic.
3. Linkages between Highway 93 and the central business area, the Railyard and light commercial areas should be improved.
4. A circulation system must be developed which also provides for adequate parking and terminal facilities keyed to the development plans in each area.
5. Parking and traffic circulation must accommodate such things as recreational vehicles and vehicles with trailers.
6. Routing and parking of commercial vehicles, including trucks must be addressed in order to reduce the conflict with visitor/shopping traffic.
7. Impact on residential areas should be minimized.
8. A system of pathways for pedestrian and bicycle traffic must be developed to link the lake shore and Salish Point with the Central Business District.
9. A comprehensive system of pathways must also be developed to link community parks, schools and residential areas in order to provide for safe passage for the non-driving public.
10. Final planning and recommendations must be based on a detailed traffic analysis and evaluation of impacts by qualified professionals and contingent upon public review and comment.

### 4.2 Parking

Once people arrive in the downtown area adequate parking is necessary. Currently there is inadequate off-street parking, conflicts between employee and customer parking, poor linkage between parking and downtown, inadequate or non-existent parking for RV's and tourist vehicles.

Parking Improvements : Additional parking lots will probably be necessary to provide the quantity and kind of parking required by any renewal plan. An emphasis must be placed on parking policies and locations that accommodate the type of users that the Central Business District wants to attract. Public ownership of at least some parking lots may be necessary. Regulatory changes may also be needed. The City of Polson has set up a Parking Commission to develop and oversee a downtown parking plan.

### 4.3 Marketing

**Central Business District (CBD):** This area, commonly referred to as "Downtown Polson", has a diverse make up of businesses and professional services. The public investment in the CBD should be focused to strengthen and preserve the CBD as a center for consumer services, finance, professional services, government, accommodations and in the future, possibly convention type services.

Specifically, the CBD businesses should expand their marketing strategy for the area to include targeting Missoula, Kalispell, other Montana communities and communities in the Idaho panhandle during appropriate seasons. Advertising and marketing to these cities should be consistent and promote Polson as a whole. CBD businesses should promote the central business district locally and regionally, through cooperative advertising campaigns utilizing existing organizations such as the *Polson Chamber of Commerce* and their active downtown committee, *The Polson Business Association*.

There should be a study made of the assets in the CBD with an eye toward attracting new and needed businesses into the CBD and expanding existing ones. This would include calculating available square footage within the area and monitoring of vacant retail spaces. In addition, the study should conduct a "landlord survey" to determine the long and short term goals of the property owners within the CBD.

The Central Business District should develop a variety of high quality uses such as restaurants, theaters and entertainment which will attract people into the CBD after working hours. Existing retail businesses within the CBD must enhance operating hours consistent with this strategy. Clusters or "niches," of specialty and general retail and professional services, should be developed within the CBD. This should be done in such a manner that the public is aware they should expect a certain kind of store would be located within a certain area. These clusters of retail and professional services should focus cooperatively on the advantage of shopping within the CBD. Products and services available within the CBD should be unique in nature or of higher quality, so should the level of product knowledge and service after the sale. It is essential to the future of the CBD that it retain a high-profile anchor, such as a grocery store, in order to assure a continuing draw of people and traffic to the area.

Marketing and promotion should focus on the level of service, convenience and variety available to consumers downtown, all within walking distance. The CBD's core is approximately the same size as a regional mall.

Every effort should be made by the City of Polson and businesses to keep the CBD clean. This would include streets, storefronts, sidewalk repair, alleys, vacant lots and effective snow removal strategies.

Signage off Highway 93 should be improved to enhance public awareness of the services provided within Polson's CBD. Signage at or near any intersection should indicate the "close" location of the city center and convenient parking.

Places and objects of historical, cultural or architectural significance in the CBD should be preserved and enhanced.

Development of the CBD should always take into consideration the future of the Salish Point area. The provision of attractive pedestrian links between the CBD and Salish Point is the ultimate goal of any development occurring in these two areas. Adequate parking in both areas allowing consumers to park and travel on foot, back and forth, should be encouraged.

All public parking structures should be designed and developed specifically to improve the retail climate within the CBD. Incentives for private development of parking areas should be made available.

**Salish Point:** Salish Point offers tremendous potential to all of Polson. The successful development of this area will have many positive benefits, especially to the Central Business District.

In addition to enhancing and highlighting the recreational and cultural advantages of its location, new, higher density residential and lake oriented commercial uses compatible with public use of shoreline amenities should be promoted and encouraged in the Salish Point area.

Upon completion of the urban renewal plan for the area, an architectural rendition and comprehensive land use plan (concept plan) should be developed immediately. The importance of a professionally created concept plan of the area cannot be over stated. Copies of this document will be a very valuable tool in securing both private and public investment and support.

Incentives should be developed to encourage relocation of existing inappropriate housing or businesses as soon as possible. This should only be done if those relocated receive positive benefits and disruption is kept to a minimum. Marketing of this property must include and stress several key factors:

- 1) Proximity to Flathead Lake.
- 2) Proximity to KwaTaqNuk Resort.
- 3) Cultural sensitivity and inclusion of the Salish and Kootenai Tribes.
- 4) History of site.
- 5) Proximity to the CBD.

The successful development and marketing of this property will depend on a cooperative vision that is shared by the City of Polson and the Confederated Salish and Kootenay Tribe. This project should proceed, from the beginning, with the participation of tribal authorities. The marketing of Salish Point will only enhance the existing tribally owned KwaTaqNuk Resort.

**Commercial/Light Industrial District and Adjoining Transitional Area:** The area described contains a mix of commercial enterprises and residential housing. In order to more fully develop the commercial potential of this area, the first goal must be to improve site access. Presently, the streets are typical of small towns, but limited for increased truck and commercial use. Investment in streets and related infrastructure could bring immediate returns in attracting commercial business to the area.

Such investment may include:

1. Creation of one-way traffic patterns to reduce congestion in the area.
2. Continued enforcement of city development codes so that businesses have adequate off-street parking for customers and employee which will not further block the already congested streets.
3. Creation of incentives to move loading docks and create better access to them to prevent semi-trucks from blocking streets while unloading and loading.
4. Establishment of a truck route that has appropriate signage which directs truck traffic to the area in a manner which will least impact adjacent residential areas.
5. Consideration of traffic or caution lights in the area to assist trucks trying to make left hand turns onto particularly busy streets.

Future single family residential development in this area should be discouraged, although multi-family residential units could be encouraged within the transitional area which may provide a labor base within walking distance of the district.

**Rail Yard Area:** The Rail Yard area of Polson is addressed in the Master Plan because of its location, large size and because it has existing city services. This potential should be actively explored by the City of Polson and redeveloped in a mixture of ways. There is sufficient size to consider a number of alternative uses.

Upon completion of an urban renewal plan for the Rail Yard area, to include an environmental audit and establishment of financing programs, this area should be promoted locally to existing businesses and residents currently located inappropriately. Both locally, regionally and nationwide, a search for private investment capital should be undertaken, specifically targeted for the Rail Yard Area.

A search for private investment capital should be undertaken. All public investment in the Rail Yard Area should be done in such a way as to encourage future private investment. The success of the redevelopment may be in a public/private partnership. The attraction of private investment to this area may be more difficult than Salish Point and initial public investment will be crucial.

#### 4.4 Land Use

Land use goals and policies must be consistent with the most recent versions of the Polson Master Plan , Development Code and Zoning Ordinances utilizing guidelines as follows:

1. Land use goals for each of the areas within the District must be integrated with the goals for both the District and the Community as a whole.
2. Retain and enhance the retail trade sector in the commercial business district and encourage commercial/light industrial business to locate in or relocate to the designated industrial/light commercial areas.
3. Good housekeeping and maintenance of all areas should be encouraged
4. A landscape plan compatible to all areas should be developed
5. A sign control ordinance tailored to each of the areas within the district should be encouraged
6. New buildings should preserve existing vistas of the Lake and Mountains and integrate the character of the area within which it is built
7. Historic buildings should be preserved
8. An architectural theme should be developed to reflect the history and general flavor of the region.
9. A full spectrum of housing types and prices should be encouraged throughout the area.
10. The first effort of the district should be to authorize a detailed land use and renewal plan which, in addition to developing a waterfront, landscape design, fully integrates Salish Point and the lake shore with the Central Business District and creates an environment within Salish Point to attract businesses, primarily service and/or retail.

## CHAPTER 5. HOUSING

### 5.1 Results of Windshield Survey of Housing with District

A windshield survey of Polson took place in August 1997, surveying 901 buildings within the old city limits. The survey was conducted by the staff of the Lake County Community Housing Development Organization, with various staff and volunteers working under the direction of the Construction Supervisor. The standard "Survey Form for Structural Condition of Housing Units" as provided by the Department of Commerce was used for each building surveyed. Each survey form was identified by number and street address; the type of structure (i.e. mobile home, residential single family, commercial, etc.) and notations were made regarding any blighted conditions observed in addition to the scored items.

The surveys were collected every day, and tabulated using a point system that evaluated the building based on the condition (as viewed from the outside) of six major areas, including the foundation; walls, porches and/or stairs; windows and doors; roof; chimney and vents; and the condition of the electrical service to the building. The total points determined its rating of "standard", "moderately substandard", "substantially substandard" and "severely substandard". No judgement was made regarding appearance of signs, paint or other such "subjective" areas. Of the 901 buildings surveyed, 848 (94.1%) were single-family residences. 507 (56.3%) of them are within the urban renewal district. For comparative purposes, the results are as follows:

	<u>Polson</u>	<u>Target Area</u>
Households	848	507
Number Low/Moderate Income Households*	458	274
Number Owner Occupied	448	268
Number of Standard Owner Occupied Units	266	146
Number of Substandard Owner Occupied Units	182	122
Number Renter Occupied	400	239
Number of Standard Renter Occupied Units	238	130
Number of Substandard Renter Occupied Units	162	110

\* *Number of low/moderate income households is estimated based on percent of low/moderate income households in the total population of Polson - no individual surveys of household income were taken.*

In addition, there were 53 commercial buildings surveyed within the district, 24 of which are to some degree, apparently substandard; and approximately 47 acres of vacant land, most of which are included in the Railyard area. The District will address substandard homes by a plan to assist homeowners in repairing and upgrading current homes; removing area blight and assisting homeowners in transitioning to or from other areas.

As population statistics indicate, the population of Polson is aging, both due to natural aging of current residents and a significant in-migration to this picturesque retirement area. It is assumed that the average household size will shrink in this process and demand will be based on an average household size not greater than two. There were 1,565 housing units in Polson in 1990, 61.2% of which were conventional single family homes. This grew by over 100 units by 1996, 60 of which were single family homes. This indicates that the area within the District designated for new housing development will likely be targeted to smaller single family homes and multi-family residential with a large percentage geared toward the senior population.

### 5.2 Goals and Policy Alternatives for Residential Compatibility within District

The following general goals are viewed as guiding philosophy in the consideration of providing housing alternatives throughout the area.

1. Ensure access for all residents to affordable, decent and safe housing
2. Encourage variety of choice in housing types and prices based on present and future needs.

3. Ensure that residential development is compatible with the natural environment and is situated in a sound social climate and neighborhood.
4. Preserve the integrity of the surrounding neighborhoods and encourage green ways and other buffer zones between commercial and residential areas.
5. Encourage the removal of blight in all neighborhoods and work to develop programs which enhance neighborhood beautification and revitalization.
6. Discourage development of new housing within established or proposed retail and commercial zones
7. Develop a compatible land use plan specifically for Salish Point which provides incentives to encourage an appropriate mix of commercial uses within the existing residential areas.

In achieving these goals, several policy alternatives are available, including: 1) maintain the status quo with no particular emphasis on either upgrading the market or decreasing the housing stock; 2) maintain existing housing with policies directed toward rehabilitating dilapidated structures and stabilizing the current market; 3) develop adequate housing and incentives for new construction; and 4) adopt policies and actions which ultimately serve to diminish the vitality of housing within the district.

Obviously the first alternative avoids the need for a guiding policy, as the declining trend in certain older areas within the district would only continue. The second and third alternatives, together, achieve a more satisfactory goal, and policies which support these alternatives include:

1. Coordinate Housing Efforts - wherein the efforts of all agencies involved in the provision of housing (both public and private) should be coordinated and better organized to the fullest extent possible.
2. Encourage Income Mix - Housing within the district should accommodate a mix of people, including low, moderate and high income people.
3. Provide Human Environment - Housing will be enhanced with the provision of adequate police, fire, health protection, lighting, service centers, parks, pedestrian and bicycle systems and other public use facilities such as restaurants and recreational facilities.
4. Replace Housing Units - Low and moderate income housing units removed through federal, state, or local actions should be replaced on a one-to-one basis.
5. Eliminate Blight - Local government should pursue the elimination of blight and the prevention of neighborhood deterioration through rehabilitation and revitalization programs.

Growth of housing within the district should be encouraged through the following policies:

6. Establish Multi-use Overlay Zone - After an adequate feasibility study, the use of structures for both commercial and residential uses should be facilitated. This policy could potentially encourage new housing unit opportunities in buildings vacant above commercial uses.
7. Minimize Incompatible Uses - Encourage the concentration of housing in areas in which incompatible uses are minimized.
8. Low and Moderate Income Development Incentives - Provide incentives to housing developers willing to produce units which low/moderate income families can afford. These might include density bonuses, financial backing or other innovations.

## CHAPTER 6. URBAN DESIGN

This area concerns the character and appearance of the District and addresses the desire that its design and implementation reflect its highest possible potential. Goals are outlined and several policy alternatives are suggested which would establish measures to preserve and enhance Polson's Central Business District and Salish Point and develop its adjacent commercial areas in a manner which will augment the business potential within the CBD and attract private investment throughout the area.

### **6.1 Findings**

#### Central Business District and Salish Point

The setting of Polson's CBD and Salish Point, adjacent to Flathead Lake and River, present unique opportunities which, if capitalized on, would add immeasurably to the quality of the "downtown" experience. There are significant investments in the area, including KwaTaqNuk and the Salish, as well as the banking and retail establishments. If properly developed, the potential exists to reverse currently declining retail trends and promote a thriving area for retail, service, government and recreation.

Polson's natural setting by the Lake offers the City a great opportunity to draw people into the CBD through increasing access and enjoyment of the Lake and River at Salish Point and city parks. Appropriate development of the shoreline would greatly enhance the vitality and beauty of the CBD. The opportunity exists to create an amenity that will be supported through increased shopping and commercial activities, use of the waterfront and increased recreation. As mentioned previously, a landscaped design plan for the entire waterfront area must be a high priority for the agency to achieve.

Certain problems exist within the CBD which detract from both its beauty and accessibility.

- Parking is limited or non existent;
- It is difficult to find points of lake access;
- Signs are confusing;
- It is difficult to get on and off Highway 93 at critical streets;
- Movement between Salish Point and KwaTaqNuk and downtown is difficult and dangerous;
- The downtown area has no cohesive image of itself;
- Visitors have a difficult time figuring out what, if anything, the town has to offer

While primarily retail and service oriented, the presence of manufacturing and an assortment of housing units on Salish Point prevent its full utilization as the City's premier focal point.

Finally, several buildings in the CBD are have fallen into a state of some disrepair. There are no design standards for signs, and many business signs and storefronts have no aesthetic appeal. A general face lifting with compatible design standards and enforced construction guidelines will help mitigate the adverse impacts of its haphazard development. An overall landscaping design, and a possible theme would lend to the area's visual unity and harmony.

#### Railyard and Commercial/Light Industrial Area

The Railyard and Commercial/Light Industrial Areas south and east of the CBD are generally marked by their overall deteriorated appearance, vacant parcels of land, poor street access to Highway 93 and a little used railroad. There are obvious exceptions, such as Woody's lumber supply store and neighboring commercial enterprises. These areas could provide an opportunity for economic growth and expansion.

## 6.2 Goal and Policy Alternatives

### Central Business District and Salish Point

A. **Overall Goal:** Improve the commercial business climate and promote growth through public and private investment within the CBD/Salish Point area and enhance its visibility and use, by creating a visual and accessible link with the Lake and River.

B. **Policy Alternatives:** The following policy alternatives should be considered to achieve this goal:

- 1) Create a comprehensive urban design plan which includes a landscape design element with a possible theme, design standards and appropriate construction guidelines which would lend to the area's visual unity and harmony.
- 2) Work with the Confederated Salish and Kootenai Tribe in developing and implementing any plan which involves lakeshore or tribal lands.
- 3) Establish Development Guidelines - Guidelines, within the framework of the existing Polson Development Code, but specific to the area, will be adopted which will reduce the adverse impact of blighted areas and incongruous development. Site and architectural design standards (including height, bulk, density, traffic impact, vista retention, landscaping and other environmental, social and economic impact criteria) shall be established.

Such guidelines will include design review procedures for the area under the guidance of a *design review board* which would be formed as a committee of the Redevelopment Agency.

- 4) Sign Ordinance - To alleviate the clutter, confusion and unattractiveness of signing practices now in effect, signs for new or rehabilitated structures and other forms of visual advertising shall be consistent with city ordinances and regulated to complement and enhance the surrounding area.

Owners of buildings not under rehabilitation will be encouraged to adopt new signage which complements the area. Low interest loans or other incentives could be provided to encourage replacement of non-compliant signs.

- 5) Encourage Public Building Design Excellence - Public buildings and facilities are a community focal point, and as such, should represent standards of excellence in design, appearance and sensitivity to the downtown's character.
- 6) Minimize Utility Facilities Impact - Coordination of local government and utilities to improve the appearance of excessive street clutter in the form of utility poles and overhead wires by undergrounding or relocating to less obtrusive locations, wherever possible, would greatly enhance the attractiveness of the area.
- 7) Initiate Public Education and Design Assistance - Programs designed to promote aesthetic awareness of site and architectural design practices should be instituted, with design assistance provided through the Redevelopment Agency. Resource lists and design alternatives could be provided to merchants wishing to upgrade their buildings.
- 8) Improve Public Right-of-Way: Public street design should be upgraded to improve public access and visual impact. These improvements could include repairing and installing curbs, gutters, and sidewalks; establishing uniform public and directional signage; creating green zones with landscaping; designating streets and alleys to be one way; designating loading zones; adding traffic control lights to ease pedestrian and vehicular access to the CBD; and ensuring that parking spaces and sidewalks are appropriately handicap accessible.



- 9) Provide Improved Corridors Between Lake/River and CBD: - create public walkways/bicycle paths throughout the district, especially along the lake and river. Provide ample parking, public access to the Lake, park settings to draw people and make the CBD easily and safely accessible from all points.
- 10) Within the CBD, focus on retail and service businesses - provide incentives to commercial and light industrial companies to move to the commercial district south of the CBD. Retain and/or recruit anchor stores to the CBD.
- \* 11) Todd Erickson to provide handicap accessible language.

#### Railyard and Commercial/Industrial Area

- 1) Establish Development Guidelines – Adopt guidelines, within the framework of the existing Polson Development Code, but specific to the area, which will reduce the adverse impact of blighted areas and incongruous development. Site and architectural design standards (including height, bulk, density, traffic impact, vista retention, landscaping and other environmental, social and economic impact criteria) shall be established.

Such guidelines will include design review procedures for the area under the guidance of a *design review board* which would be formed as a committee of the Redevelopment Agency.

- 2) Survey the Area to Determine Parcels Available for Development - A survey of vacant lands and ownership needs to be developed in order to determine what might be available for development. Survey will note any empty buildings, parcels, identified as “blighted” and specific commercial enterprises within the area.
- 3) Conduct Negotiations with Montana Rail Link - Determine what MRL plans are for development of the railyard area or willingness to sell or donate all or part of land for redevelopment. Determine likely businesses to recruit to the area needing the available services and search for funding to promote development of light, pollution-free industry in the area.
- 4) Upgrade Street Access to Commercial Areas - Identify appropriate streets for commercial traffic through (or around neighborhoods) and upgrade streets to more adequately handle truck and commercial traffic.
- 5) Upgrade Infrastructure - Work with city to determine other infrastructure requirements needed throughout the area to support increased commercial activity
- 6) Develop Incentives - Encourage relocation and new business development through use of such incentives as low interest loans, economic development grants/loans, reservation tax credits, etc.

## CHAPTER 7. TRANSPORTATION AND CIRCULATION

### **GENERAL TRAFFIC CONDITIONS**

Adequate access to, and circulation within, the downtown and railroad area, is essential to revitalizing the central business district. An efficient circulation system must also provide adequate parking and terminal facilities which are keyed to development plans in the core area. Parking and traffic circulation must also accommodate the unique traffic (e.g. RVs) associated with a destination community based on tourism. Impact on residential areas should be minimized. Any proposals discussed in this section are contingent upon detailed traffic analyses and evaluation of the impacts by qualified professionals and by public review and comment. The discussion and proposals are meant to be general and starting points for the planning process, not final recommendations or decisions.

#### **7.1 Traffic Movement ----Trucks, Commercial, Passenger**

The major traffic flows into downtown Polson are on Highway 93, Main Street, 1st Street East, 4th Ave., and Kerr Dam Road. The ADT for the junction of Main and Hwy 93 is about 8,000, and at the eastern city limits and Hwy 93 about 13,000. On Main Street the number is about 3,200. There is a mix of commercial, RV's, and passenger vehicles. Problems include congestion and conflict between large trucks and other traffic, through traffic and downtown traffic, delivery services and downtown traffic, bicycles and pedestrians, and vehicles. These problems will only increase if the rail yards and commercial areas are developed and if we increase tourist and other business activity in the downtown area.

#### **7.2 Traffic Related Improvements**

Suggested improvements include: a new signal at Main and Hwy 93; improving traffic and truck flow by creating appropriate one-way streets between Hwy 93 and 7th Ave; designating 1st Street East to 11th or 12th as a truck route; designating and enforcing compliance with delivery zones; adopting a street improvement plan; improving 4th Ave to provide a safer road which is already used as an alternate route to downtown; designating 7th Street East as alternate truck route to the railroad yards, and using one-way alleys for unobstructed delivery routes. The planned designation of one-way streets would be based on traffic flow and ease of getting on and off Highway 93. All these alternatives need further study and evaluation considering other factors including truck and delivery requirements and pedestrian movements.

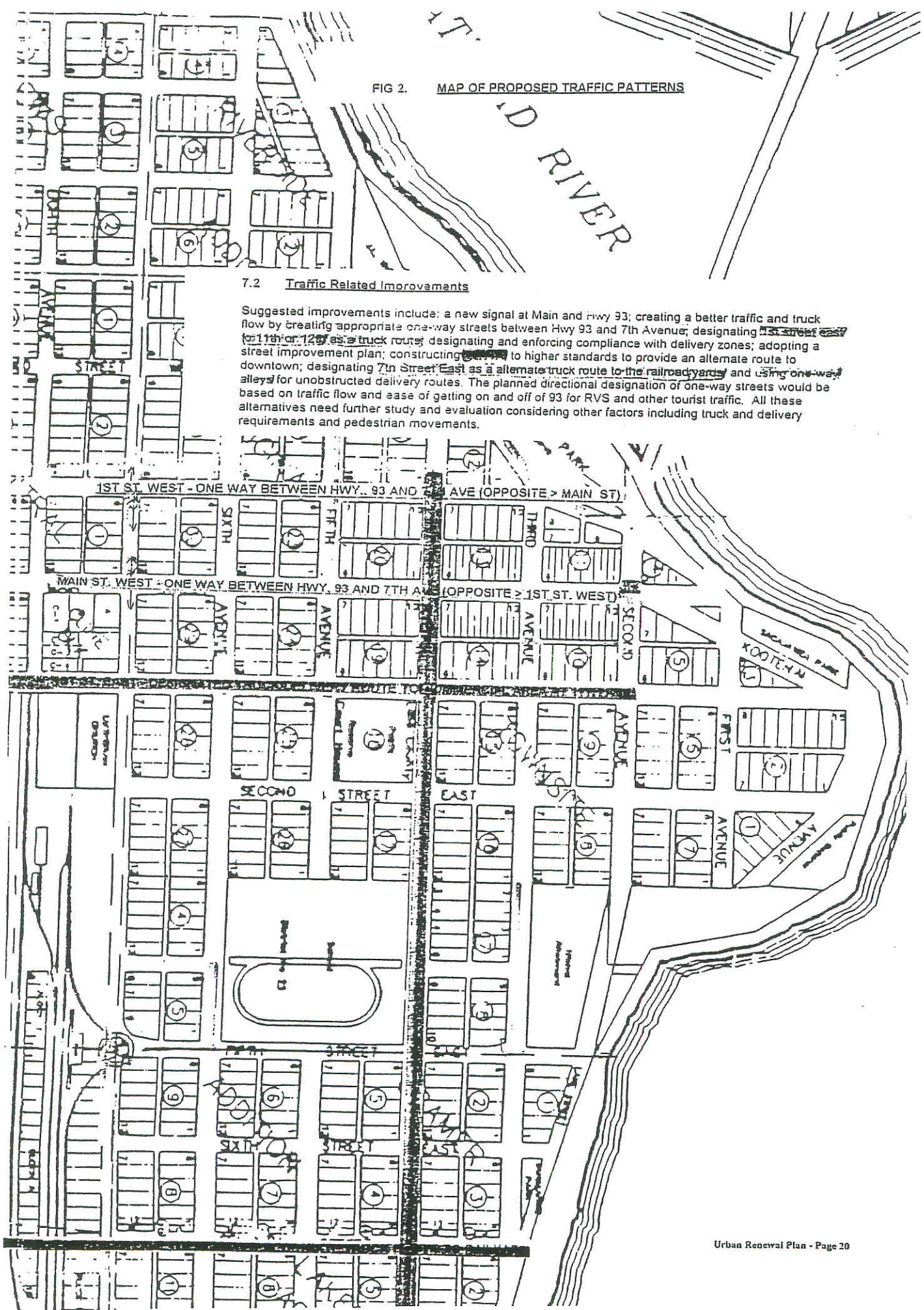
#### **7.3 Pedestrians and Bicycles**

For the downtown to remain viable, the plan must provide safe and convenient pedestrian/bicycle links for people to get to businesses and circulate throughout the downtown area. Suggested improvements could include; traffic light at Hwy 93 and Main; improved downtown sidewalks; bicycle racks; and a network of pedestrian/bicycle links to downtown from the golf course/Boettcher park to the east; Rocky Point road to the west; and the high school/sports complex fields to the south. Each of these would improve the pedestrian/bicycle flow into the downtown area.

FIG 2. MAP OF PROPOSED TRAFFIC PATTERNS

7.2 Traffic Related Improvements

Suggested improvements include: a new signal at Main and Hwy 93; creating a better traffic and truck flow by creating appropriate one-way streets between Hwy 93 and 7th Avenue; designating ~~1st Street east~~ ~~to 11th or 12th~~ as a truck route; designating and enforcing compliance with delivery zones; adopting a street improvement plan; constructing ~~to~~ to higher standards to provide an alternate route to downtown; designating 7th Street East as an alternate truck route to the railroad yards and using one-way alleys for unobstructed delivery routes. The planned directional designation of one-way streets would be based on traffic flow and ease of getting on and off of 93 for RVS and other tourist traffic. All these alternatives need further study and evaluation considering other factors including truck and delivery requirements and pedestrian movements.





**FIG 2. MAP OF PROPOSED TRAFFIC PATTERNS**

## 7.5 PARKING

**Central Business District(CBD):** The City of Polson should initiate plans to encourage development of both private and publicly owned parking. The City of Polson and land owners within the CBD, must recognize that adequate parking is the responsibility of both the public and private sector. Cooperation toward securing public development of parking and promotion of private development is necessary. The City of Polson should proceed with assistance and guidance from the City of Polson Parking Commission.

The Parking Commission should:

- 1) Identify all land owners within the CBD.
- 2) Identify and update annually, the approximate number of employees within the CBD.
- 3) Identify and price all available lots suitable for parking within the CBD.
- 4) Identify viable financing options and provide cost estimates to the land owners and the City of Polson. The success of these financing programs should be demonstrated with historical examples from other communities similar to Polson.
- 5) Identify parking that is pedestrian friendly in relation to the Salish Point area.
- 6) It is recommended that a parking time limit be established within portions of the CBD and make arrangements for enforcement; the City of Polson to promote private development of parking within the CBD, and remove as many barriers as possible to that development; the City of Polson improve signage within the CBD to direct the public to available parking; the City develop parking suitable for recreational vehicle day use. This should include parking designed to hold vehicles with trailers; no new development occur within the CBD without including adequate parking for both customers and employees. This is not addressed in current zoning.
- 7) Notify new tenants and businesses of CBD parking strategies and goals.

**Rail Yard:** In the event the Rail Yard area begins the redevelopment process, the City of Polson should carefully plan and enforce the parking guidelines within that area. This will prevent the City from having to retrofit the area for parking at a later date. The primary focus should lie in the regulatory planning for the Rail Yard. All private and public investment in this area should be required to provide adequate on site parking for both anticipated customers, tenants and employees. This should include parking lots for public areas such as parks or ball fields and parking lots for multi-family housing projects or light industria and other commercial projects.

**Salish Point:** Development in the Salish Point district should include regulatory strategies that mandate all new investment include adequate parking for customers, tenants and employees. The point could be further improved by providing increased access to boat slips for both limited day use and seasonal rentals; upgrading the boat ramps to provide lake access for boats even when lake is at its low levels; and providing adjacent parking for both vehicles with trailers and RV's. Providing a one-way, easy route to and from the ramp area should be considered. Directional signage should be placed far enough ahead (in either direction) for the traveling public. All public parking facilities in the Salish Point district should have safe and well marked pedestrian access to and from the Central Business District.

## CHAPTER 8. LAND USE

The Urban Renewal Plan proposes the following guidelines by which development should be guided within the District:

### 8.1 Land Use Policies Common to All Areas

- An architectural theme should be established based on the history and general character of the region and historic buildings should be preserved.
- A high standard of Upkeep and Maintenance should be developed and implemented. Beautification should be encouraged throughout all areas.
- A Conceptual Landscaping Theme should be developed for all areas to insure compatibility within and between each area.
- A Sign Control ordinance that is specifically tailored to each Area should be followed.
- All land use goals and policies should be compatible with 1998 rewrite of the *Polson Master Plan, Development Code* and related Zoning Ordinances.
- Integrate Community-wide Policies within the Goals for each of the areas.

### 8.2 Land Use Policies Regarding Salish Point and Central Business District

- Change zoning of Salish Point to a "*Transitional Zoning District*" as provided in the *Polson Development Code* and develop a comprehensive design plan which creates a focal point for residents and tourists; makes the shoreline and docks accessible; and provides attractive, safe pedestrian links between the areas, especially Salish Point and the CBD. (See Salish Point and CBD Conceptual Drawings, Pages 23 and 24, following)
- Retain and enhance retail as the commercial function to maximize utilization of the area.
- Develop strategy to find a downtown anchor and develop incentives to encourage light industrial facilities to move out of downtown to commercial or light industrial areas.
- Encourage a high concentration of retail and commercial utilization, and optimize use of available ground space.
- Provide adequate public facilities and utilities to facilitate a high level of pedestrian access and utilization of the core area. Study one-way circulation for vehicles and parking for cars, trailers and RV's.
- Need language re: Resolution of disputed land
- An open space network should be established to include lake front walkways and parks, other parks, and bicycle and pedestrian connections. An attractive and inviting access to Salish Point and the shore area should be developed, including a possible lake overlook/plaza with area for restaurant or commercial development which utilizes the lake as an attraction; terraced stairs to the waterfront inviting pedestrian traffic to and from the waterfront; and landscaping (trees and walkways) which encourages pedestrian use.
- New buildings, while being compatible with the architectural theme, should preserve view corridors of the Lake and the surrounding mountains. This will be accomplished utilizing the Open Space Network and building setbacks as defined in the *Polson Development Code*.

**FIG 3. CONCEPTUAL DRAWING OF THE POSSIBILITIES FOR THE SALISH POINT AREA**



FIG 3. MAP OF DOWNTOWN PARKING

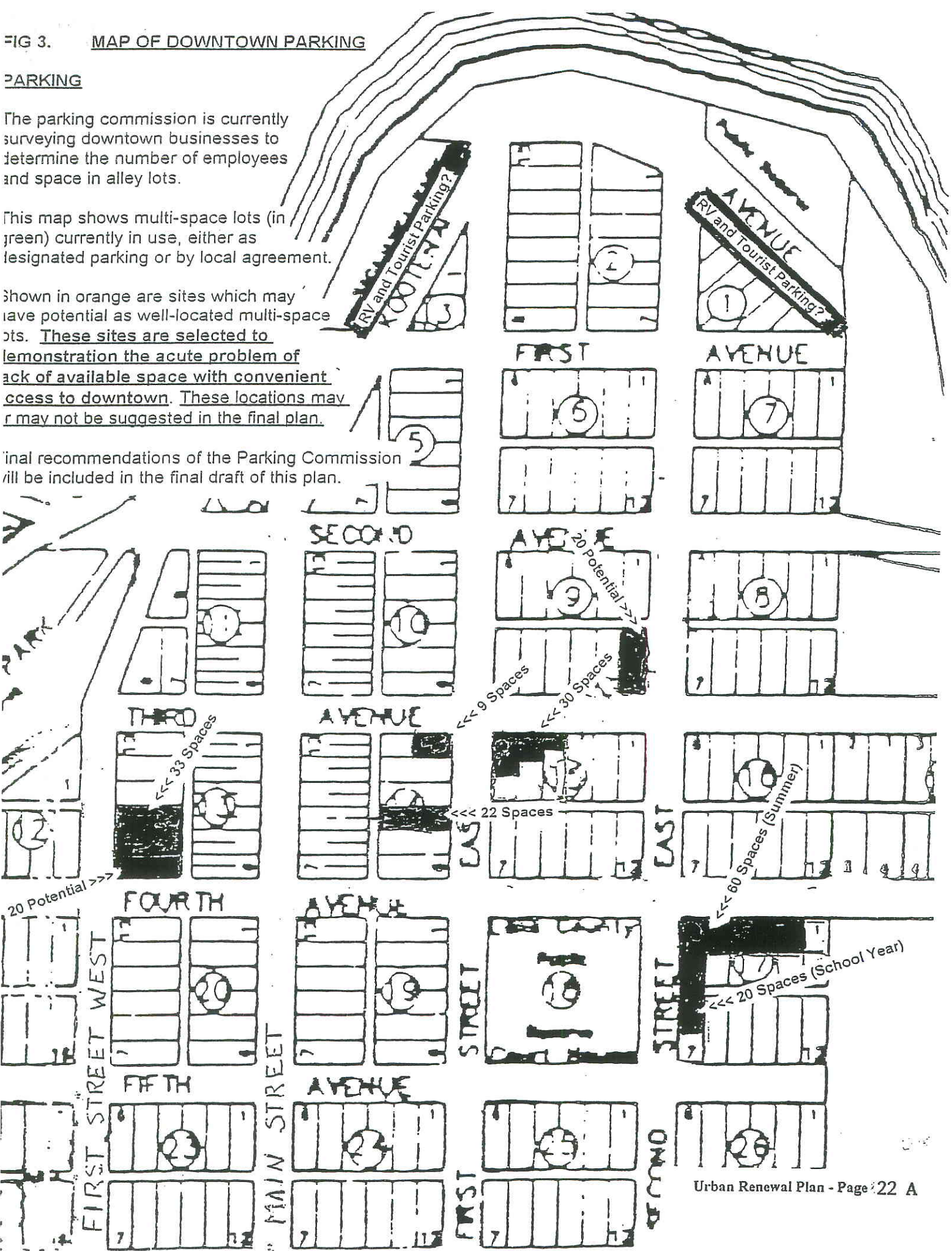
**PARKING**

The parking commission is currently surveying downtown businesses to determine the number of employees and space in alley lots.

This map shows multi-space lots (in green) currently in use, either as designated parking or by local agreement.

Shown in orange are sites which may have potential as well-located multi-space lots. These sites are selected to demonstrate the acute problem of lack of available space with convenient access to downtown. These locations may or may not be suggested in the final plan.

Final recommendations of the Parking Commission will be included in the final draft of this plan.



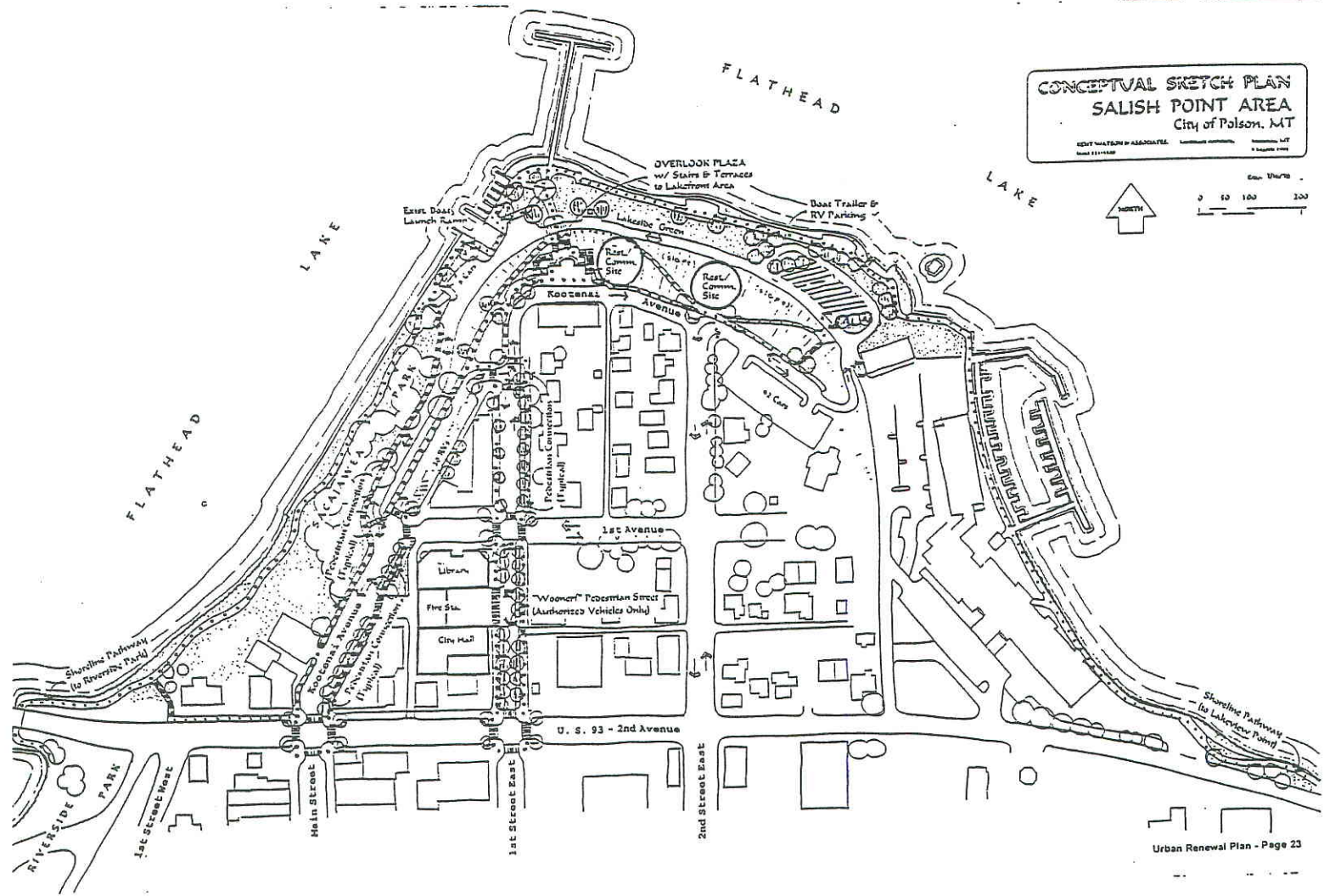


**CONCEPTUAL SKETCH PLAN  
SALISH POINT AREA**  
City of Polson, MT

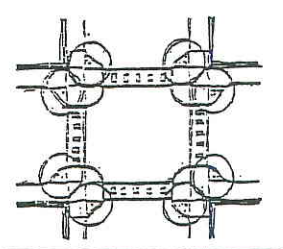
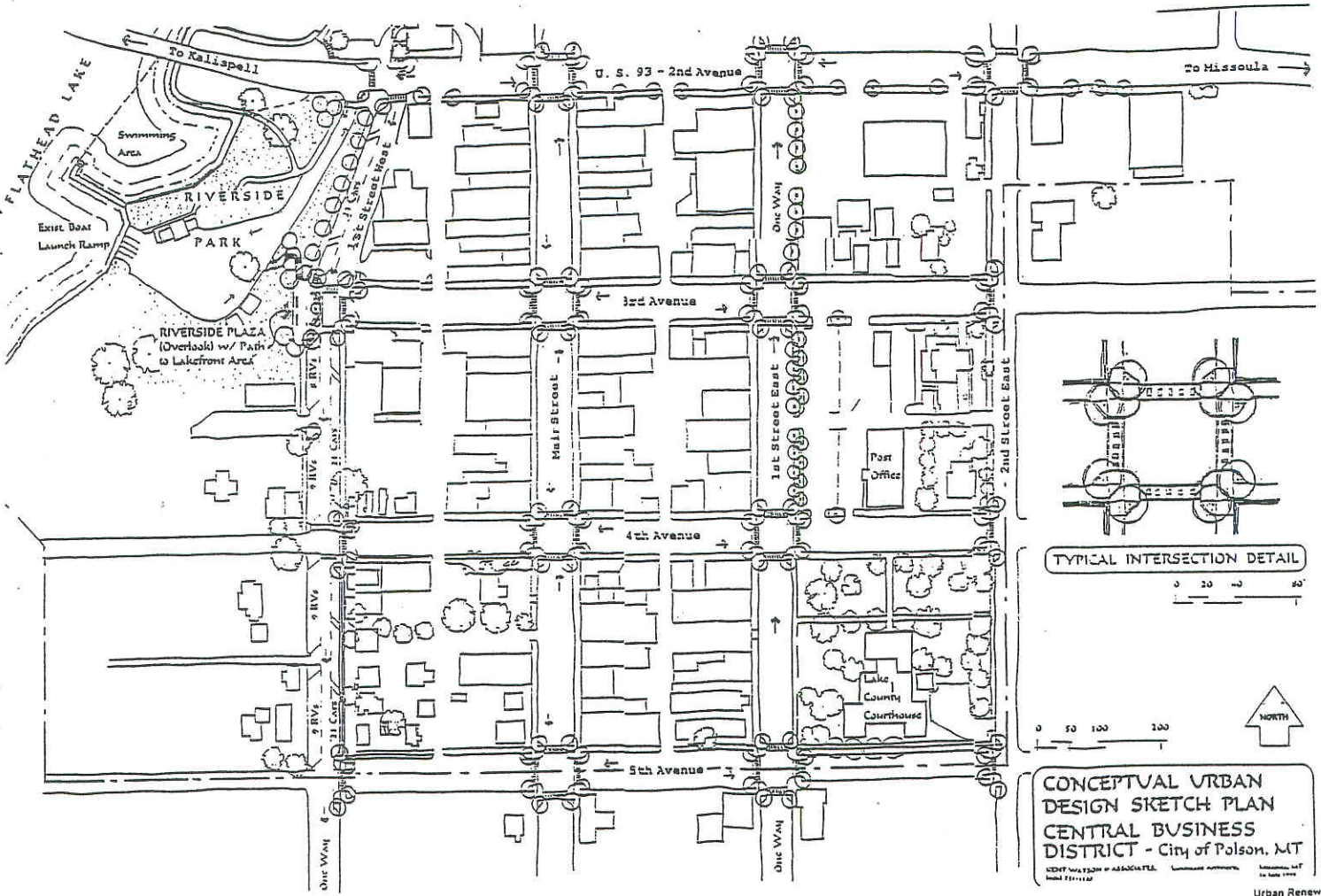
LEWIS HALLFORS BY ASSOCIATES  
Landscape Architecture  
10000 1st Avenue  
Polson, MT 59860  
Phone: 406/328-1111  
Fax: 406/328-1112

Scale: 1/8" = 1'-0"

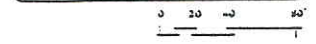
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TYPICAL INTERSECTION DETAIL



**CONCEPTUAL URBAN DESIGN SKETCH PLAN**  
**CENTRAL BUSINESS DISTRICT - City of Polson, MT**  
DESIGN TEAM: [unreadable] CONSULTANTS, INC. [unreadable] [unreadable] [unreadable] [unreadable] [unreadable]



**FIG 4. CONCEPTUAL DRAWING OF POSSIBILITIES FOR THE CENTRAL BUSINESS DISTRICT**

### **8.3 Land Use Policies Regarding the Transitional Area**

- Encourage the development of the full spectrum of housing types allowed in the *Polson Development Code* to facilitate a well-planned transition from predominantly single-family residential to higher density residential or commercial uses in specific designated areas.
- The open space network established in Salish Point and the Central Business District should be extended into the Transitional Area, and should include bicycle and pedestrian corridors.

### **8.4 Land Use Policies Regarding the Commercial/Light Industrial**

- Encourage a low to moderate concentration of retail and commercial utilization where functions like parking, delivery and storage are all provided on one site.
- Encourage the development of a wide variety of commercial uses that do not rely on primary highway access or a central core location.
- Consider a recruitment effort to attract suitable, non-polluting businesses to this area to fill empty space, develop vacant land and to provide jobs, and further increase tax base.

### **8.5 Land Use Policies Regarding the Railyard**

- Work with the primary property owners to facilitate a major clean-up of the entire area. A Phase I environmental review should be conducted to determine if any adverse environmental conditions exist.
- Determine which areas are most suitable for housing and encourage developers to consider the development of the full spectrum of housing types allowed for the area within the *Polson Development Code*.
- Attract additional non-polluting, multi-employee, industrial tenants to the area who can potentially use its location, available space and access to transportation to its fullest advantage.



## CHAPTER 9. IMPLEMENTATION

### **9.1 Introduction**

Polson's Redevelopment Plan for its Urban Renewal District identifies community opportunities, and sets a direction for achieving redevelopment throughout the District. **Upon adoption by the City Council, this document becomes a policy guide for public action.** These policies can only be transformed into action through an effective implementation program, the framework for which is contained below. The successful implementation of community policies depends entirely upon the City's ability to develop a sound process of administration, financing and evaluation.

### **9.2 Administration**

A Polson Redevelopment Agency (PRA) shall be organized to implement and administer the Redevelopment Plans within the Urban Renewal District. Such PRA is authorized by the Mayor and City Council, and require that they appoint a five member Board of Commissioners as provided by M.C.A. 7-15-4234. Such Commissioners are empowered with the responsibility of conducting the business of the agency. A majority of the commissioners present shall constitute a quorum.

The PRA is responsible for the administration of the District's redevelopment effort under the provisions of M.C.A. 7-15-Parts 42 and 43. As soon as funding can be developed, the PRA will fund its own staff. There are several options for the staff requirements:

1. Utilize staff already in place within the City's personnel structure.
2. Use the staff and facilities provided to Polson Development Corporation through Lake County Community Development Corporation by entering into a contract for services.
3. Contract for services with another public agency.
4. Develop a separate staff exclusively for the operation of the PRA
5. Contract for services with a private urban redevelopment consulting firm.

The Polson Redevelopment Agency is authorized to work only within the boundaries of the Urban Renewal District as established by the City Council under Resolution 739 and may exercise only those urban renewal project powers as may be specifically granted to them by the City Council as provided under M.C.A. 7-15-4233 which follow. **Such authorization is provided to the Agency only by the City Council and may, at Council's discretion, include all or any portion of the following:**

1. To formulate and coordinate a workable program as specified in M.C.A. 7-15-4209;
2. To prepare urban renewal plans and project plans for each area of the District;
3. To prepare recommended modifications to an urban renewal project plan;
4. To undertake and carry out urban renewal projects as required by the Polson City Council;
5. To make and execute contracts as specified in M.C.A. 7-15-4251, 7-15-4254, 7-15-4255, and 7-15-4281, with the exception of contracts for the purchase or sale of real or personal property;
6. To disseminate blight clearance and urban renewal information;

7. To exercise the powers prescribed by M.C.A. 7-15-4255, except the power to agree to conditions for federal financial assistance and imposed pursuant to federal law relating to salaries and wages shall be reserved to the local governing body;
8. To enter any building or property, in any urban renewal area, in order to make surveys and appraisals in the manner specified in M.C.A. 7-15-4257;
9. To improve, clear, or prepare for redevelopment any real or personal property in an urban renewal area;
10. To insure real or personal property as provided in M.C.A. 7-15-4258;
11. To effectuate the plans provided for in M.C.A. 7-15-4254;
12. To prepare plans for the relocation of families displaced from an urban renewal area and to coordinate public and private agencies in such relocation;
13. To prepare plans for carrying out a program of voluntary or compulsory repair and rehabilitation of buildings and improvements;
14. To conduct appraisals, title searches, surveys, studies and other preliminary plans and work necessary to prepare for the undertaking of urban renewal projects;
15. To negotiate for the acquisition of land;
16. To study the closing, vacating, planning or replanning of streets, roads, sidewalks, ways or other places and to make recommendations with respect thereto;
17. To organize, coordinate and direct the administration of the provisions of M.C.A. 7-15-Parts 42 and 43.
18. To perform such duties as the local governing body may direct so as to make the necessary arrangements for the exercise of the powers and performance of the duties and responsibilities entrusted to the local governing body.

Any powers granted in M.C.A. 7-15-Parts 42 and 43 that are not included above as powers of the Polson Redevelopment Agency or a department or other officers of the municipality in lieu thereof may only be exercised by the Polson City Council or other officers, boards and commissions as provided under existing law. The provisions of this Plan or other documents entered into pursuant to this Plan may also be enforced by court litigation instituted by either the Agency or the City. Such remedies may include, but are not limited to, specific performance, damages, injunctions, or any other remedies appropriate to the purposes of the plan. In addition, any recorded provisions that are expressly for the benefit of owners of property in the District may be enforced by such owners.

### **9.3 Annual Program and Budget**

The Agency shall prepare an annual work program and budget that will list the activities and costs of activities for the coming fiscal year, as well as the proposed method of financing those activities. All budgets and revised budgets shall be reviewed and approved by the City Council.

### **9.4 Bi-Annual Independent Audit**

The Agency shall cause to be performed a bi-annual independent audit covering the operations of the Agency in carrying out the Plan. The first such audit shall be completed within ninety (90) days of the

close of the first fiscal year following the adoption of the Plan by the City Council. All such bi-annual independent audits shall be public records of the agency.

#### **9.5 Evaluation**

The PRA shall file annually with the City Council, a report of its activities for the preceding fiscal year. Such report shall include a complete financial statement setting forth its assets, liabilities, income and operating expenses as of the end of the fiscal year. At the time of filing, the Agency shall publish in a newspaper of general circulation in the community a notice to the effect that such report is available for inspection during business hours in the office of the City Clerk and in the office of the Agency.

#### **9.6 Amendment**

The Redevelopment Plan may be amended in accordance with Montana statute. In addition, changes to the land use element shall be made consistent with the *Polson Development Code* and the most current version of the *Polson Master Plan*.

#### **9.7 Property Acquisition**

**It is contemplated that the Agency will be purchasing little, if any, of the property in the Project area, but will be assisting and encouraging public and private entities to eliminate blight or blighting influences and strengthening the City's economy by developing property within the District consistent with this Redevelopment Plan and the City's Master Plan.** Except as specifically exempted herein, the Agency may acquire, but is not required to acquire, any real property located within the District, by gift, devise, exchange, purchase, eminent domain, or any other means authorized by law. The Agency shall have the power to enter into a development agreement with the owner of real property within the District and undertake activities, including acquisition, removal or demolition of structures, improvements, or personal property located on the real property, to prepare the property for redevelopment. Such a development agreement must contain provisions obligating the owner to redevelop the property for a specified use consistent with the urban renewal plan and offering recourse to the municipality if the redevelopment is not completed as agreed.

**However, the Agency shall not acquire real property for any renewal project within the District, nor enter into any development agreement, unless the City Council has approved the urban renewal project plan as provided under M.C.A. 7-15-4216 and 7-15-4217.**

The Agency shall not acquire real property to be retained by an owner pursuant to a participation agreement if the owner fully performs under the agreement. The Agency shall not acquire real property on which an existing building is to be continued on its present site and in its present form and use without the consent of the owner, unless (1) such building requires structural alternations, improvements, modernization, or rehabilitation; or (2) the site or lot on which the building is situated requires modification in size, shape, or use; or (3) it is necessary to impose upon such property any of the standards, restrictions, and controls of the Plan and the owner fails or refuses to participate in the Plan by executing a participation agreement.

#### **9.8 Acquisition of Personal Property**

In general, personal property shall not be acquired. However, where necessary in the execution of the Plan, the agency is authorized to acquire personal property in the Project area by any lawful means. For the public interest and in order to eliminate the conditions requiring redevelopment and to execute the Plan, it may be necessary for the power of eminent domain to be employed by the Agency. Exercise of such powers shall be used judiciously and in accordance with state law as set forth under M.C.A. 7-15-4259.

## **9.9 Acquisition Governed by Federal, State and Local Law**

Any acquisition made under the Plan will be in accordance with appropriate federal, state and local laws.

## **9.10 Participation by Owners and Tenants**

### **Opportunities for Owner and Tenant Participation:**

The Agency may extend incentives to persons who are engaged in business in the Project area, to reenter in business within the Project area if they otherwise meet the requirements prescribed the Plan. The Agency may also extend preferences to other owners and tenants in the Project area if they otherwise meet the requirements prescribed by the Plan. The Agency is authorized to permit business, residential, institutional and semi-public owners and tenants, if they so desire, to purchase and develop real property in the Project area.

The Agency is also authorized to permit persons who are owners of residential, business and other types of real property in the Project area to be given the opportunity to participate in redevelopment by rehabilitation, by retention of improvements, or by new development by retaining all or a portion of their properties, by acquiring adjacent or other properties from the Agency and by purchasing other properties in the Project area.

In the event an owner-participant fails or refuses to rehabilitate or newly develop his real property pursuant to this and the agreement, the real property or any interest therein may be acquired by the Agency and sold or leased for rehabilitation or development in accordance with the Plan.

If conflicts develop between the desires of the participants for the particular sites or land uses, the Agency is authorized to establish reasonable priorities and preferences among the owners and tenants and to determine a solution by consideration of such factors as length of time in the area; accommodation of as many participants as possible; ability to perform; and conformity with intent and purpose of the Plan.

In addition to opportunities for participation by individual persons and firms, participation to the extent feasible shall be available for two or more persons, firms, or institutions, to join together in partnerships, corporations, or other joint entities.

Participation is desired in the redevelopment of the Project area by as many business and residential owners and tenants as possible. Participation opportunities shall necessarily be subject to and limited by such factors as the expansion of public facilities; elimination and changing of land uses; realignment of streets; the ability of owners to finance acquisition and development in accordance with the Plan; any reduction in the total number of individual parcels in the Project area; and assembly and development of areas for public and/or private development in accordance with the Plan.

## **9.11 Participation Agreements**

Subject to the provisions below (Paragraph 97.12 – “Determination of Conformance”), each person desiring to become a participant shall enter into a binding agreement with the Agency by which the participant agrees to rehabilitate, develop, or use the property in conformance with the Plan and which provides recourse to the Agency if the redevelopment is not completed. The development agreement may not, however, constitute the acquisition of an interest in real property under the terms stated in M.C.A. 7-15-4258.

Whether or not a participant enters into a participation agreement with the Agency, the provisions of the Plan are applicable to all public and private property in the Project area.

### **9.12 Determination of Conformance**

The District is large and contains many parcels of real property, therefore there is a need to simplify the availability of participation opportunities. As an alternative to requiring a participation agreement for each property not purchased or subject to acquisition by eminent domain, the Agency is authorized to make determinations of those properties that conform to the Plan. The Agency shall in good faith review the property and issue Certificates of Conformance to qualifying properties consistent with the redevelopment permitted by the approved Urban Renewal Plan and specific designs for development as adopted by the Agency. The Agency is authorized to enter into participation agreements regarding properties not purchased or not to be purchased by eminent domain by the Agency and not included in any Agency Determination of Conformance.

### **9.13 Property Management**

During such time as property, if any, in the District is owned by the Agency, such property shall be under the management and control of the Agency. Such property may be rented or leased by the Agency pending its disposition for redevelopment. Any residential property acquired by the Agency shall be rented to the person or family occupying the premises at the time of acquisition, if such person or family desires, until suitable comparable, decent, safe, sanitary and standard replacement housing is available.

The Agency shall not charge a monthly rental to such person or family in excess of, in the case of renters, an amount equal to the average monthly rental paid since occupancy or over the twelve months preceding Agency acquisition (whichever period is shorter), and in the case of owner occupants, one twelfth of the amount of the most recent annual property tax bill plus the amount of the most recent monthly mortgage payment, if any, less an adjustment of up to three fourths of such monthly mortgage payment to compensate the owner-occupant for any loss of equity built-up and income tax deductions involved. In the alternative, in the case of owner-occupants, the Agency shall, if the owner-occupant desires, extend the close of escrow as close as practicable to the date of displacement. The Agency may, but is not required to, in any year during which it owns property in the District, pay to the City, County or any district or other public corporation that would have levied a tax upon such property had it not been exempt, an amount of money in lieu of taxes, on a pro rata basis for the taxable year, provided that no such payment shall be made for any sums devoted to a public use.

### **9.14 Relocation of Persons Displaced by any Project within the District**

Assistance in Finding Other Locations: The Agency shall assist all persons (including families, business concerns, and others) displaced by Agency acquisition of property in the Project Area in finding other locations and facilities.

Relocation Payments: The Agency shall pay all relocation payments required by federal, state or local law and provide relocation assistance to all Project residents and business concerns.

### **9.15 Demolition & Clearance and Public Improvements, Public Facilities and Public Utilities**

Demolition and Clearance: The Agency is authorized to demolish and clear buildings, structures and other improvements from real property in the area to carry out the purposes of the Plan.

Public Improvements, Public Facilities and Public Utilities: The Agency is authorized to install and construct or to cause to be installed and constructed: the public improvements, public facilities, and public utilities (within or outside the District) as appropriate or necessary to carry out the Plan or of benefit to the Project. Such improvements, facilities and utilities include, but are not limited to, over- or underpasses, bridges, pedestrian walkways, malls, streets, curbs, gutters, sidewalks, street lights, sewers, storm drains, traffic signals, electrical distribution systems, natural gas distribution systems, water distribution systems, parks, plazas, playgrounds, telephone systems, motor vehicle and/or boat parking facilities, landscaped areas, civic buildings, bus or pedestrian shelters, bicycle paths, docks, beaches and transit facilities.

Preparation of Building Sites: The Agency is authorized to prepare or cause to be prepared as building sites any real property in the Project area owned or acquired by the Agency.

#### **9.16 Rehabilitation and Moving of Structures by the Agency**

Rehabilitation: The Agency is authorized to rehabilitate or cause to be rehabilitated any building or structure in the Project area. The Agency is also authorized to advise, encourage and assist in the rehabilitation of any designated property within the Project area.

Moving of Structures: As necessary or appropriate in carrying out the Plan, the Agency is authorized to move, or to cause to be moved, any standard or habitable structure or building to a location within or outside the District.

#### **9.17 Disposition of Municipal Property within the District**

- 1) The Agency may :
  - a) sell, lease or otherwise transfer real property or any interest therein acquired by it in the Project area for residential, recreational, commercial, industrial or other uses or for public use, and may enter into contracts with respect thereto; or
  - b) retain such property or interest only for parks and recreation, education, public transportation, public safety, health, highways, streets and alleys, administrative buildings or civic centers, in accordance with the Plan, subject to such covenants, conditions and restrictions, including covenants running with the land, as it may deem to be necessary or desirable to assist in preventing the development or spread of blighted areas or otherwise to carry out the purposes of this section.
- 2) Such sale, lease, other transfer, or retention and any agreement relating thereto may be made only after the approval of the urban renewal plan by the local governing body.
- 3) Such real property or interest shall be sold, leased, otherwise transferred, or retained at not less than its fair value for uses in accordance with the Urban Renewal Plan. In determining the fair value of real property for uses in accordance with the urban renewal plan, the Agency shall take into account and give consideration to the uses provided in such plan; the restrictions upon, and the covenants, conditions, and obligations assumed by the purchaser or lessee or by the Agency retaining the property; and the objectives of such plan for the prevention of the recurrence of blighted areas.
- 4) Real property acquired by the Agency which, in accordance with the provisions of the Plan, is to be transferred, shall be transferred as rapidly as feasible, in the public interest, consistent with the carrying out of the provisions of the Plan.
- 5) The Agency may dispose of real property in Project area to private persons only under such reasonable procedures as it shall prescribe or as hereinafter provided.
  - a) The Agency shall by public notice invite proposals from, and make available all pertinent information to, private redevelopers or any persons interested in undertaking to redevelop or rehabilitate a part of the Project area.
  - b) Such notice shall be by publication once each week for three consecutive weeks in a newspaper of general circulation in the community, prior to the execution of any contract or deed to sell, lease or otherwise transfer real property and prior to the delivery of any instrument of conveyance with respect thereto under the provisions of M.C.A. 7-15-4262 through 7-15-4266.
  - c) Such notice shall identify the area, or portion thereof, and state that further information as is available may be obtained at such office as shall be designated in said notice.

- 6) The Agency shall consider all redevelopment or rehabilitation proposals and the financial and legal ability of the persons making such proposals to carry them out. The Agency may accept such proposals as it deems to be in the public interest and in furtherance of the purposes of M.C.A. 7-15 Part 42 and 43. Thereafter, the Agency may execute, in accordance with the provisions in M.C.A. 7-15-4262 and 7-15-4264 and deliver contracts, deeds, lease and other instruments of transfer.

#### **9.18 Obligations of Transferees of Municipal Property within the District**

The purchasers or lessees and their successors and assigns shall be obligated to devote real property transferred only to the uses specified in the urban renewal plan and may be obligated to comply with such other requirements as the Agency may determine to be in the public interest, including the obligation to begin within a reasonable time, any improvements on such real property as may be required by the Plan.

The Agency, in any instrument of conveyance to a private purchaser or lessee, may provide that such purchaser or lessee shall be without power to sell, lease, or otherwise transfer the real property without the prior written consent of the Agency until he has completed the construction of any and all improvements which he has obligated himself to construct.

The inclusion in any such contract or conveyance to purchaser or lessee of any covenants, restrictions, or conditions (including the incorporation by reference therein of the provisions of the Plan or any part thereof) shall not prevent the recording of such contract or conveyance in the land records of the clerk and recorder of the County in such manner as to afford actual or constructive notice thereof.

#### **9.19 Actions by the City**

The City shall aid and cooperate with the Agency in carrying out the Plan and shall take all actions necessary to ensure the continued fulfillment of the purposes of the Plan and to prevent the recurrence or spread in the area of blighting conditions. Action by the City may include the following:

- 1) Assisting the Agency in developing policies and guidelines within the intent and structure of the City's most current *Master Plan* and *Development Code*.
- 2) Revising zoning issues within the District as necessary to permit the land uses and development authorized by the Plan.
- 3) Institution and completion of proceedings necessary for changes and improvements in publicly owned utilities within or affecting the District.
- 4) Institution and completion of proceedings for opening, closing, vacating, widening or changing streets, alleys and other public rights-of-way, and for other necessary modifications of the streets, the street layout, and other public rights-of-way within the District. Such action by the City shall include the requirement of abandonment and relocation of the public utility companies of their operations in public rights-of-way as appropriate to carry out the Plan.
- 5) Performance of the above, and of all other functions and services relating to public health, safety, and physical development normally rendered in accordance with a schedule which will permit the redevelopment of the District to be commenced and carried to completion without unnecessary delays.
- 6) Apply for federal or state grants on behalf of the Agency where such grants are only available to the City, although for purposes directly related to the activities of the Agency and the approved Plan.

## 9.20 Financing

The Agency is authorized to develop financing programs for the redevelopment projects from the City, State of Montana, property tax increments, Special Improvement Districts (SID), interest income, Agency bonds, or any other available sources such as gifts and federal grants.

### Tax Increment Financing as a Possible Source of Funding

Tax increment financing is being recommended as a primary source of funding for redevelopment activities. The implementation of this feature, if adopted, will be according to M.C.A. 7-15-4282 through 7-15-4292. In addition to the provisions of state law, there are several options available for actual financing of the structure:

- 1) Retain all revenues generated by the increment for use in operating expenses, debt service and non-bonded improvements.
- 2) Retain all revenues generated by the increment for two specific periods of time or until the new taxes generated by the direct application of the Agency's effect equal or exceed the amount needed to cover operating expenses and debt service; then adjust the increment to allow the tax base available to other taxing authorities to rise according to the trend of the tax base before the implementation of the redevelopment program.
- 3) Allow the tax base to increase according to the trends before the implementation of the redevelopment program and only use the increment created by the direct efforts of the Agency.
- 4) Retain only the increment created by new construction and reevaluation and not collect the increment caused by changes in the millage.

Each program year will be developed through the establishment of a program budget to be reviewed and adopted by the City Council. During this procedure, specific actions will be proposed in detail for community review. This process will allow maximum community input to further the redevelopment interests of the community and to evaluate past actions of the Agency.

## 9.21 First Year Project Goals

Goals for the first year will primarily focus on the Central Business District and Salish Point areas.

1. Authorize a comprehensive design and landscape plan for the entire waterfront, Salish Point and CBD areas, to include a three-dimensional model or conceptual art rendering of the plan for public view and comment.
2. Develop an in-depth project plan and implementation schedule for the CBD/Salish Point area
3. Establish administrative funding and staff
4. Establish procedures for acquisition of property, relocation assistance, rehabilitation, contracts, equal opportunity and affirmative action and working relationships with other public bodies, agencies, departments.
5. Determine sources of funding and create appropriate districts or other mechanisms as necessary to generate such funds
6. Set priorities for development of the Railyard and Commercial/light industrial areas.