





*Pedestrian & Bike connections*

## PEDESTRIAN+BIKECONNECTIONS

The Street system is an integral part of the pedestrian and bike system and is essential in providing connectivity to the neighborhood. Overtime design implementations should be applied to the street designs to create 'Complete Streets', which serve a multitude of social, recreational and ecological needs by integrating social activities (sidewalk seating, art installations), multiple modes of transportation (bike lanes, public transportation), and sustainable landscape features (storm water capturing, street trees).

Planting, materials, furnishings and other design details are intended to enrich the pedestrian experience and meet goals for sustainability and usability.

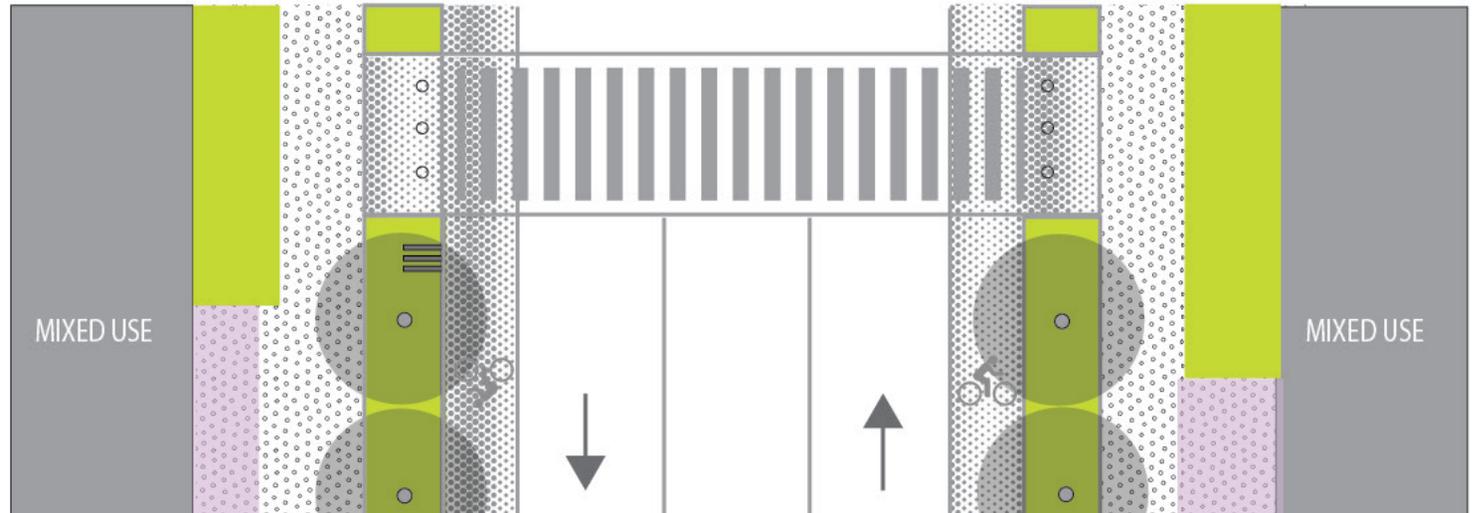
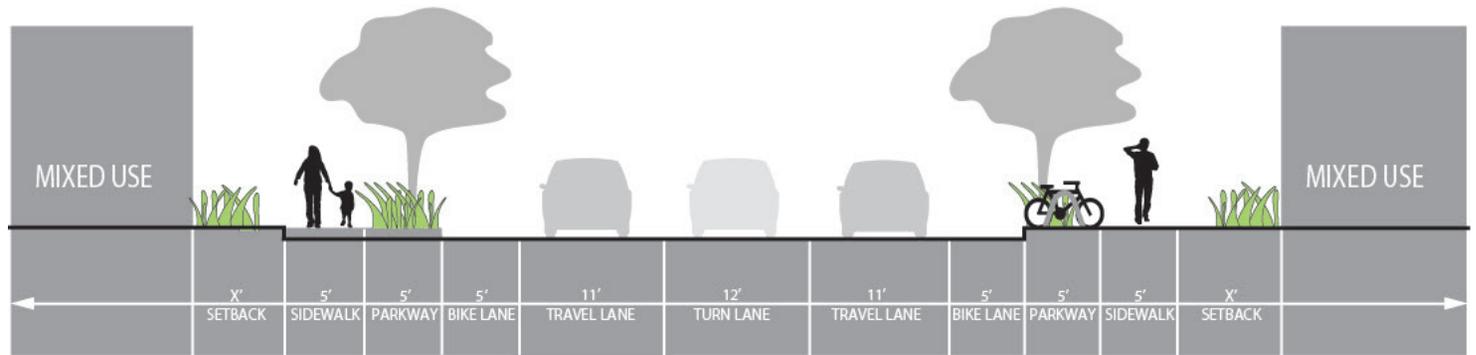
Building upon the existing bike routes, additional connections are added to create additional connectivity within the NE neighborhood. Sidewalks along heavy pedestrian use streets should be the first ones to improved.

Changes can occur immediately with tactical interventions such as painted asphalt to indicate sidewalk or bike routes, and more permanent changes can occur as the neighborhood develops further.

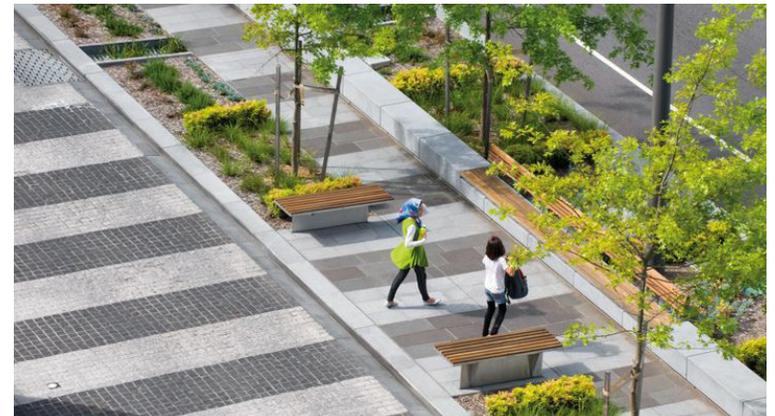
Following are recommended street sections for Rouse Ave, Wallace and Pearl streets that serve as prototypes for different street conditions for the neighborhood.

## ROUSE AVE. STREETSCAPE

Rouse Ave is the major arterial street running through the neighborhood. Adding wider bike paths at 5' is recommended due to faster moving heavy traffic. A wider landscape buffer between the pedestrian sidewalk and street will provide an additional sense of security and increase the overall pedestrian experience.

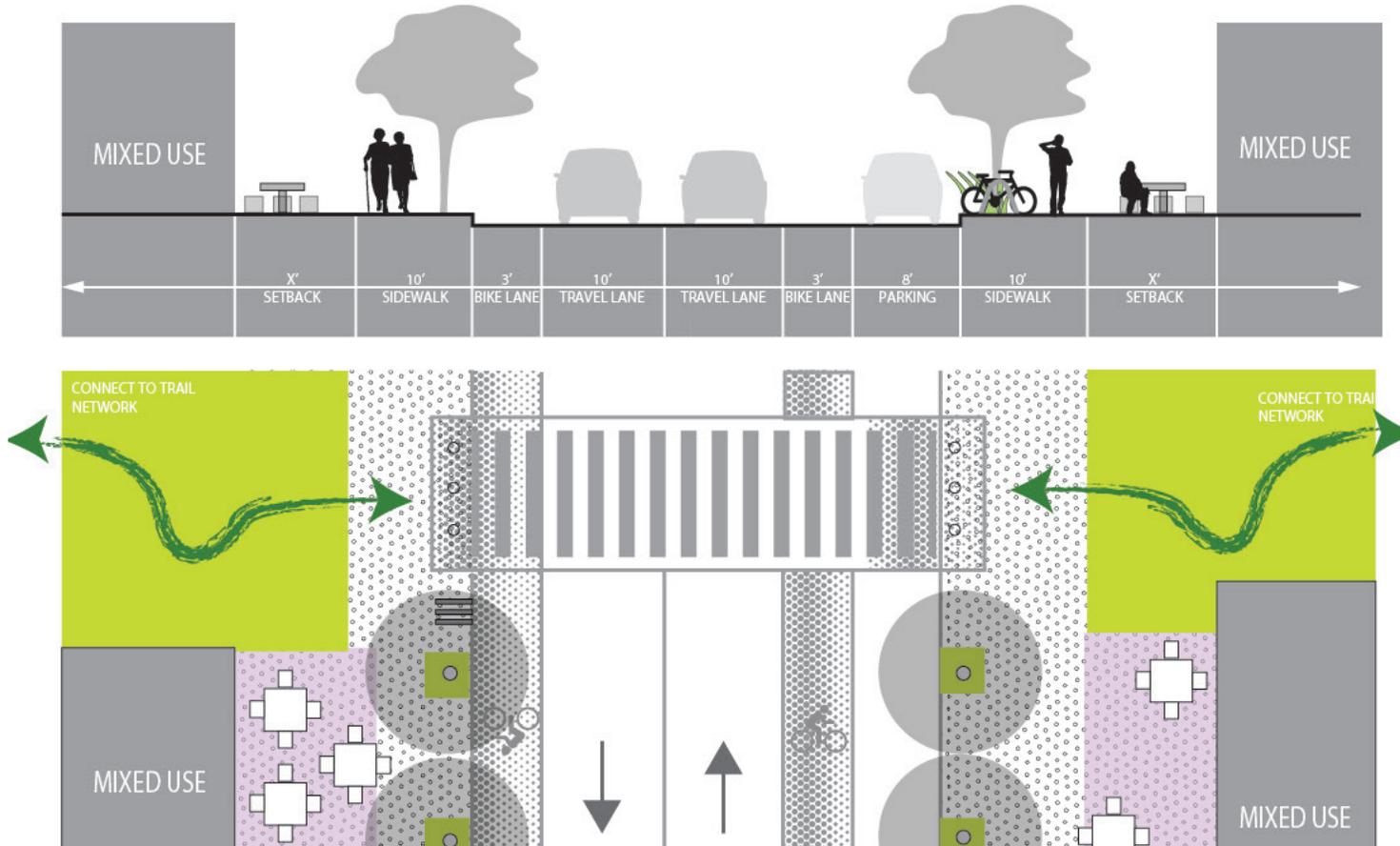


*Recommended Rouse Ave Section*



## WALLACE STREETScape

Serving as the main retail corridor, the Wallace streetscape design is intended to provide a high level of activity and energy on the street. The wide sidewalks allow for retail, cafes and restaurants to expand seating outside during summer time to activate the street. Artists will be encouraged to have installations that function as site furniture providing casual social settings. Street trees can still be incorporated within the sidewalk without a parkway encouraging a more urban experience. Eliminating parking one side will help add designated bike lanes in each direction.

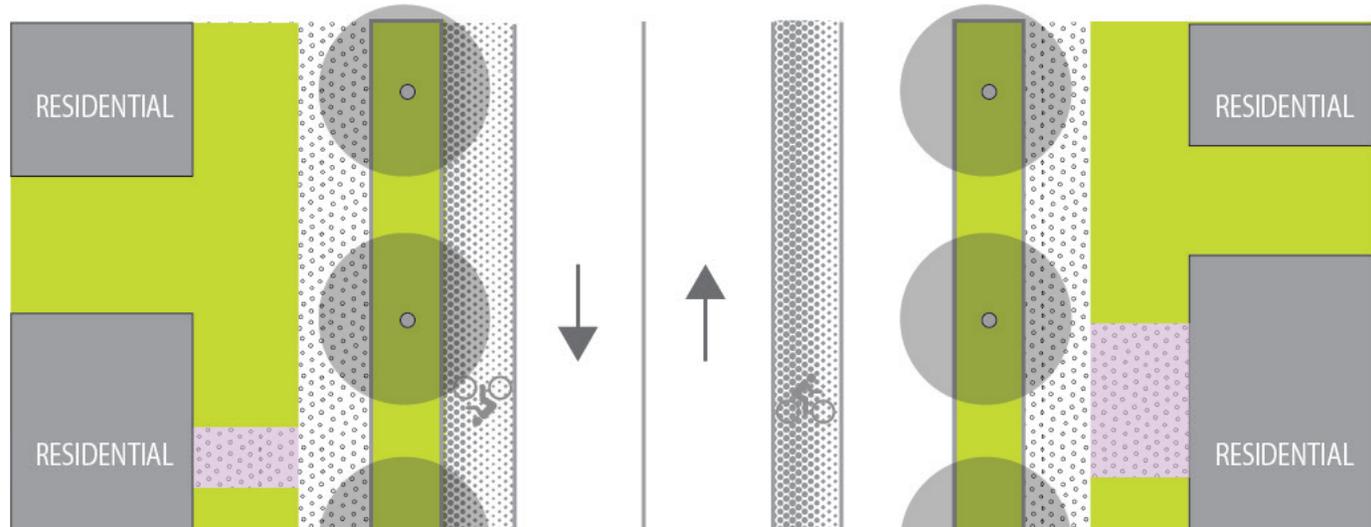
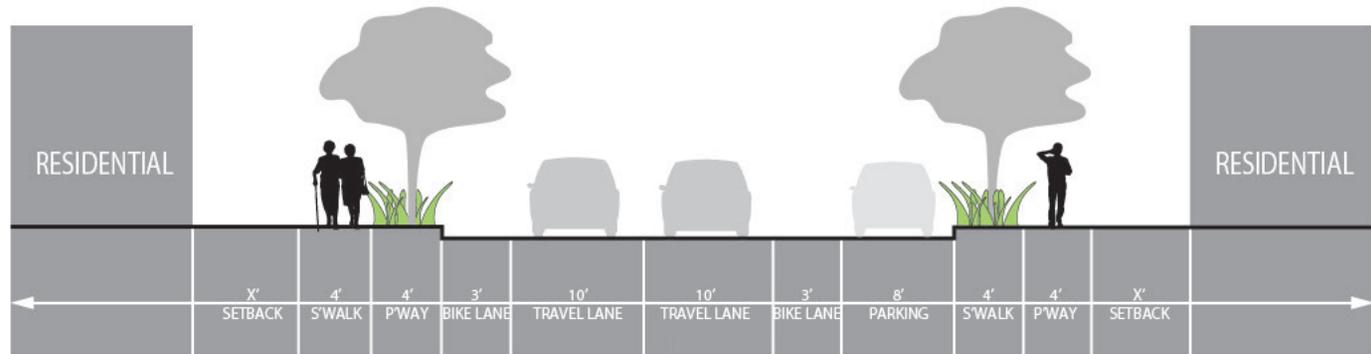


*Recommended Wallace St. Section*



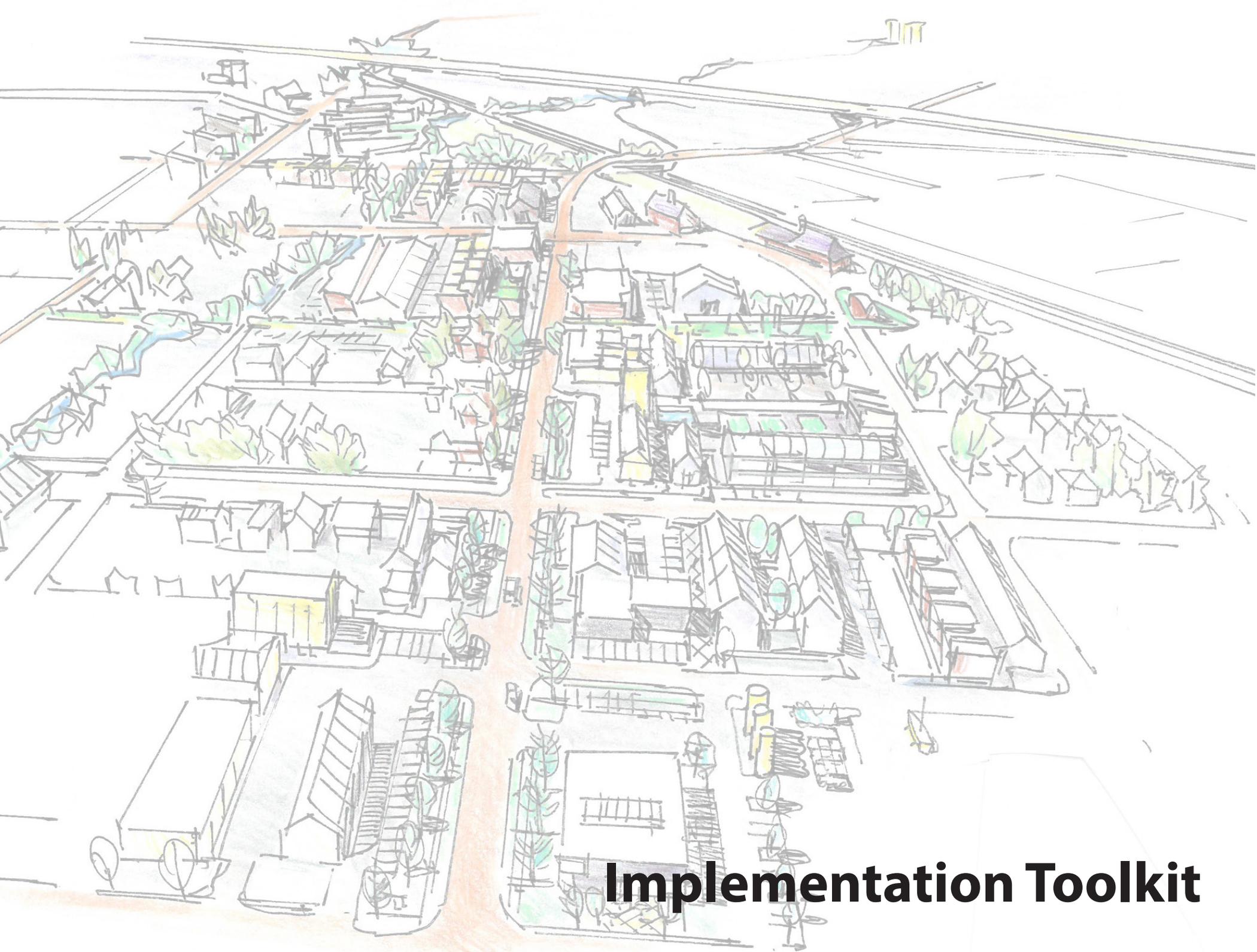
## PEACH STREETSCAPE

Peach street is primarily a residential street but is heavily used by pedestrians and bike users to get to the core of the neighborhood. Eliminating one side of parking, allows for incorporation of 3' bike lanes in each direction. Wider parkways help buffer excess traffic, allow for a neighborhood scaled environment and enhance pedestrian experience.



*Recommended Peach St. Section*





# Implementation Toolkit

## IMPLEMENTATION PLAN

As part of this initiative, the R/UDAT explored a list of recommendations and actions that are critical to the success of the outcomes. These recommendations include actions that should be considered across all districts and specific actions for the Core district, the Transitional district, Gateway and The Yard.

In addition, the team assembled a list of potential funding options that can be explored, which includes both local, state and federal funding options to support preservation, livability and economic development for the Northeast Neighborhood.

The following is a summary of recommendations.

DISTRICT-WIDE						
Element	ACTION	TIMELINE			PARTNERS	COSTS
		short	med.	long		
Planning	Expand TIF District ✓ Adopt and champion the existing Goals & Implementation Actions from the NURD Plan	✓			NURD Board	\$
Planning	Align TIF infrastructure projects with SID and CIP strategy to ensure strategic allocation of funds for catalytic infrastructure	✓			NURD Board City of Bozeman	\$
Planning	Negotiate new access road to connect lumberyards with Rouse to mitigate traffic conflicts		✓		Landowner City of Bozeman MT.DOT NURD Board	\$
Planning	Negotiate with Northern Pacific Railroad for pedestrian underpass connection from Core to The Yard for additional circulation and public safety		✓		Montana Rail Line & Burlington Northern RRs City of Bozeman	\$
Planning	Consider implementing a public art program to commission local artists to create unique streetscape components (benches, bike racks, etc) to reflect the distinctive character of the district		✓		City of Bozeman NURD Board	\$
Project	Refine master plan and regulatory plan and adopt form based code for Northeast Area to coincide with expanded TIF district	✓			City of Bozeman	\$
Project	Partner with EDC in retail recruitment strategy to identify and conduct outreach to suitable merchants		✓		City of Bozeman EDC	\$
CORE district						
Element	ACTION	TIMELINE			PARTNERS	COSTS
		short	med.	long		
Policy	Expand Historic District to include the entire Core	✓			City of Bozeman	\$
Policy	Develop and Adopt Design Guidelines to protect iconic structures and ensure compatible new development	✓			City of Bozeman	\$

Project	Design and install interpretative trail		✓		City of Bozeman	\$
Project	Design and install way finding system		✓		City of Bozeman NURD Board	\$
Project	Construct a new Central Park on the former Old Brewery site		✓		City of Bozeman	\$\$
Project	Tactical Demonstration Interventions		✓		City of Bozeman NURD Board	\$
Project	Adopt street standards for the Core		✓		City of Bozeman	\$
Project	Construct new sidewalks, streetscape, bike lanes according to new standards		✓		City of Bozeman	\$\$\$
Project	Upgrade Bozeman Stream corridor			✓	City of Bozeman	\$\$
TRANSITIONAL						
Element	ACTION	TIMELINE			PARTNERS	COSTS
		short	med.	long		
Planning/Process	Work with MDot on Rouse Street improvements to ensure computability. Explore turn-back options to allow for alternative standards		✓		MDOT City of Bozeman	\$
Policy	Expand TIF to include Transitional district		✓		City of Bozeman NURB	\$
Project	Construct new sidewalks, streetscape, bike lanes according to new standards				City of Bozeman	\$\$
GATEWAY						
Element	ACTION	TIMELINE			PARTNERS	COSTS
		short	med.	long		
Planning/Process	Reclaim and protect Bozeman Creek with setback along Bozeman Creek to promote water-quality and riparian health		✓		City of Bozeman NURB	\$
Project	Ensure the regulation plan and form-based code considers The Cannery and future potential relocation of The Gallatin Fairgrounds.		✓		City of Bozeman	\$
Project	Coordinate with the owners to explore creating a new truck access route through the Kenyon-Noble lumber yard.		✓		City of Bozeman	\$
Project	Phase II would be to upgrade the truck access into a compete street that accommodate all modes of travel and prioritizes the pedestrian experience.			✓	City of Bozeman	\$\$
Policy	Expand the TIF district to include the Gateway area.		✓		City of Bozeman NURB	\$
Policy	Establish design guidelines and regulatory framework to ensure compatible development.		✓		City of Bozeman	\$
THE YARD						
Element	ACTION	TIMELINE			PARTNERS	COSTS
		short	med.	long		
Planning/Process	Acquire athletic fields and parking			✓	City of Bozeman	\$\$\$
Project	Explore new interchange with I-90			✓	MDOT	\$\$\$
Project	Explore solar farm potential			✓	City of Bozeman EDC	
Project	Add trail connection under railroad			✓	Burlington Northern RRs City of Bozeman	\$\$
Project	Add trail and green buffer along corridor			✓	City of Bozeman Burlington Rail Line	\$\$
Project	Wetlands Preserve & Education Center			✓	Public Land Trust City of Bozeman	\$\$
Project	Planting for bioremediation		✓			\$
Project	Install wayside horns to minimize noise from train whistle		✓		Montana Rail, Burlington Northern RRs and City	\$

## FUNDING TOOLKIT

The project team evaluated possible funding tools based upon local needs specifically for the Northeast Neighborhood. This should be used as a guide to identify potential funding strategies to address factors and support outcomes outlined for the district. The financial toolkit identifies funding tools that can fund public improvements and offset development costs that otherwise would not occur, if not for the economic incentives “but-for test.” The potential tools include:

	Public Infrastructure	Parks and Open Space	Affordable Housing	Workforce Development
<b>Example funding sources:</b>				
Tax Increment Financing (TIF)	X		X	
GO bonds		X <sup>1</sup>		
CIP funds	X			
Special Improvement District (SID)	X	X		
Montana Board of Housing (MBOH) bond			X	
Montana’s CDBG Program			X	
Bozeman Revolving Loan Fund (Bozeman RLF)				X
Department of Commerce CDBG-ED	X			X
<b>Privately Funded</b>				
Low Income Housing Tax Credit			X	
New Market Tax Credits				X
Tax Abatement for Remodeling				

## Example Funding Sources

Tax Increment Financing (TIF) is one of the few economic development tools available to local municipalities and TIFs provide needed gap financing and offset public improvements on a performance basis within the district rather than burdening the general fund. A TIF only is funded by the portion or increment above the original value of the properties within the TIF when formed. The additional revenue accrues and then can be reinvested within in the TIF district, based upon certain rules. TIFs can be used for demolition and removal of structures, construction and improvement of public improvements or infrastructure, including streets, curbs, gutters, sidewalks, alleys, parking lots and off-street parking facilities, sewer lines, storm sewers, waterlines, and impact fees.

Special Improvement Districts can be used for improvements for a period not exceeding 20 years or, if refunding bonds then 30 years to make the assessments and pay all expenses of whatever character incurred in making the improvements with special improvement warrants or bonds. A SID can be used for irrigation or other water, municipal swimming pools and other recreation facilities, street improvements, sidewalks, crosswalks, culverts, bridges, gutters, curbs, steps, parkings (including the planting of grassplots and setting out of trees), sanitary or storm sewers, water, public facilities, opening of streets, avenues, and alleys and the planting of trees on the streets, avenues, and alleys, natural gas and electric distribution lines and telecommunications facilities, public park or open-spaces, conversion of overhead utilities to underground alternative energy and maintain, preserve, and care for any of the improvements authorized in this section.

Department of Commerce (CDBG funding): Job Creation/Retention: The CDBG-ED Program is designed to stimulate economic development activity by assisting the private sector to create or retain jobs for low and moderate-income persons primarily through loans to businesses, provide public improvements, and training.

The Bozeman Revolving Loan Fund (Bozeman RLF) provides capital to local Bozeman companies to further economic expansion and the creation of “quality” jobs within the city. Typically, these loans are made to local projects that cannot attract sufficient private financing or are unable to secure all of their financing needs through a commercial lender. Eligible businesses must be located within the Bozeman city limits. Priority is given to those businesses engaged in basic economic activities providing “quality jobs”, with 50% or more of their gross annual revenues derived from outside Gallatin County. “ Bozeman RLF loan funds can be used for most typical business start up and expansion activities including land purchase, construction, rehabilitation, expansion or installation of commercial and industrial buildings or facilities, purchase of machinery or equipment; working capital and employee training.

1. TOP committee administers GO Bond revenue for parks
2. Trust Land Grant

CDBG Grants is inclusive of new construction of multi-family housing or multiple single family housing development, rehabilitation of multi-family rental housing, temporary housing facilities such as homeless shelters or domestic violence shelters, neighborhood revitalization and renewal activities such as improvements to sidewalks, street lighting, or neighborhood playgrounds. Projects are for rehabilitation of substandard housing, construction of new housing, finance or subsidize the construction of new residential units, site improvements of public facilities for new housing, demolition of vacant, deteriorated housing units for development and acquisition, and other neighborhood renewal activities (cleaning up junk and debris, constructing sidewalks, streets, or neighborhood parks).

CDBG Single-Family Housing Rehabilitation Grants are for the rehabilitation of occupied homes and residential properties determined to have critical health and safety deficiencies and new construction of in fill development residential properties on vacant lots; and demolition of blighted structures that results in replacement of housing on a one-for-one basis. Eligible housing units must have an inspection to determine the specific health and safety deficiencies, ADA improvements needed, and housing units cannot exceed the median home price for the project area;

New Markets Tax Credits use federal tax credits to fund business start ups and expansions in Montana and Idaho. Northeast Neighborhood is within a qualified census tract. Qualified projects must demonstrate high community impact, with a total project cost \$4.0M+. 25% of income from the completed project will come from commercial use (nonresidential).

Reduced Rate for Remodeling of Building or Structures is a tax abatement for the remodeling of existing buildings or structures is eligible for a reduced tax rate for five years following construction.

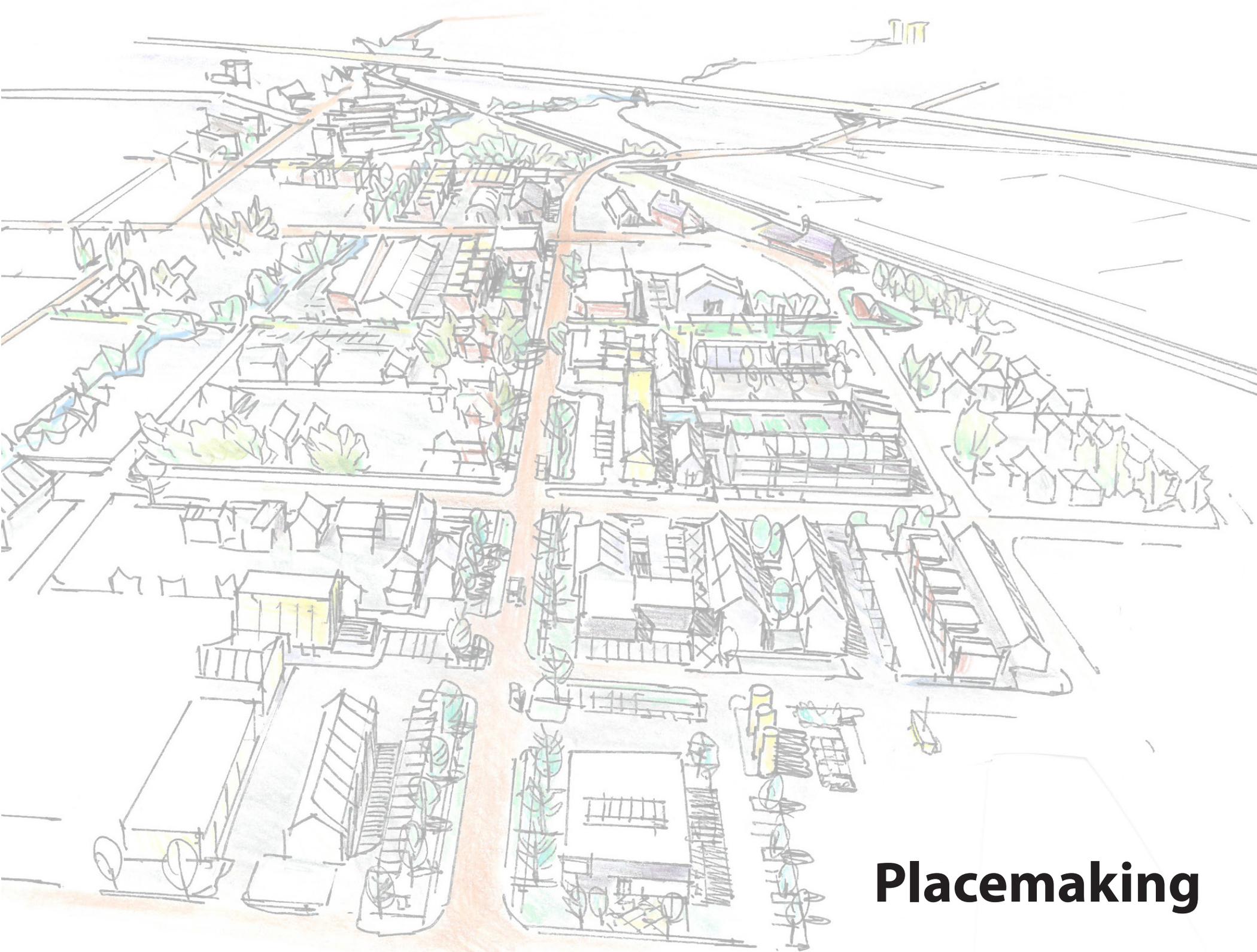
The Montana Department of Commerce works with seven Microbusiness Development Corporations around the state that can provide loan financing to micro businesses. Loans can be made for up to \$100,000 to qualified Montana micro businesses. A qualified micro business has 10 or fewer employees, and gross annual revenue of less than \$1,000,000. Micro business Development Corporations can provide capital to businesses, in addition to training and technical assistance.

The Rehabilitation Tax Credit program is for commercial buildings such as rental housing, commercial space, barns, or offices.

Low Income Federal Tax Credit Program is a federal income tax credit for owners of qualifying rental housing which meets certain low income occupancy and rent limitation requirements. The credit is taken as a reduction in participant's tax liability over a 10 year period. The credit can also be sold to investors to act as a financing source.

Except for certain buildings substantially financed with tax-exempt bonds, an owner must first obtain a credit allocation from the appropriate state agency before claiming the tax credit. The amount of tax credit which may be allocated annually for housing within each state is limited to the greater of \$2.30 per state resident or the minimum dollar amount dictated by IRC (as of year 2014 such minimum dollar amount is just over \$2.60 million). The Montana Board of Housing (MBOH) is the state agency which allocates the tax credit for housing located in Montana. The Board will provide fixed rate mortgages for low income rental housing which meet underwriting eligibility and receive approval of HUD mortgage insurance.

The Montana Board of Housing offers Multifamily Loans, including Risk Share and General Obligation, to produce rental housing that is affordable for low-income Montanans.



**Placemaking**

## WHAT IS PLACEMAKING?

The concept of placemaking is built on honoring and respecting the distinct identity of place. When the values of place are embedded in the design and development philosophy of new projects, they contribute to unique identity, rather than change it. Placemaking takes its inspiration from what exists: context, history, people and culture. It includes architecture and urban design, public art and public space, and people. It is development that leverages the essential qualities of a place to amplify and strengthen them. It is development that not only aspires to achieve performance outcomes economically, environmentally and socially, but more importantly seeks to capture and represent the meaning of place. Placemaking elevates the importance of citizens because they are the place experts of their neighborhood. No one understands the experience of place better than the citizens who contribute to it every day – the people who give a neighborhood narrative life and meaning. As Marjorie Smith writes in *Outside Bozeman*, “Nothing epitomizes the combination of funk and attitude that is Northeast Bozeman better than its annual Parade of Sheds.” The event is a fantastic model of the kinds of organizing efforts that capture place identity and community culture. As the community moves forward, the team believes the Northeast Neighborhood should seek opportunities to expand placemaking and community efforts that reinforce your unique sense of place and leverage it to pursue your vision for the future. Almost every successful community narrative around placemaking is centered on how neighbors have leveraged small actions to build momentum for large investments and long-term attainment of community visions.



*Quebec Frame*



*Detroit, MI*



*Bozeman Parade of Sheds*

## What You Can Do: Start Tomorrow!

The Northeast Neighborhood should organize a placemaking initiative. A leadership committee could be organized from the R/UDAT Local Steering Committee, or the neighborhood association, or the creative community. Regardless of how it is led or organized, it should seek to engage the entire community in the effort. Everything you do should reinforce your community identity, your values and your aspirations for the future of the Northeast Neighborhood. Every action should serve as an articulation of identity and vision. There are dozens of people-friendly interventions that the Northeast Neighborhood can engage in to reinforce its quirky self-expression and promote the animation of its vision for the future. The following is a brief illustrative selection of examples. Some of them require virtually no resources, and others require volunteers, materials, and other resources. The examples are illustrative, but the Northeast Neighborhood should decide what it might take inspiration from and create its own unique path to placemaking.



*Bozeman Parade of Sheds*

## Creating Community Together

The Northeast Neighborhood's industrial character should be leveraged for "tactical urbanism," small-scale interventions that use materials and volunteers to build opportunities for public gathering and a stronger, people-friendly public realm. For instance, "chair bombing" has become a popular phenomenon in many communities – especially warehouse areas. Chair bombing involves using donated warehouse pallets to build chairs and then program a public area as a people-friendly gathering space. These kinds of creative ideas are easily scalable. For instance, in Christchurch, New Zealand, volunteers came together to build the "Pallet Pavilion" as a public gathering and event space following an earthquake event that left many properties vacant and in need of activation. In Houston's Fifth Ward, local artists gathered lumber from housing demolitions and built the "Fifth Ward Community Jam" amphitheater which quickly became the main civic space in the neighborhood and is programmed for community events throughout the year. Given the Northeast neighborhood's industrial character and creative community, these kinds of interventions represent ripe opportunities.



Christchurch "Pallet Pavilion"



Fifth Ward Community Jam Amphitheater



Community chair bombing event

## Leverage Public Art for Placemaking

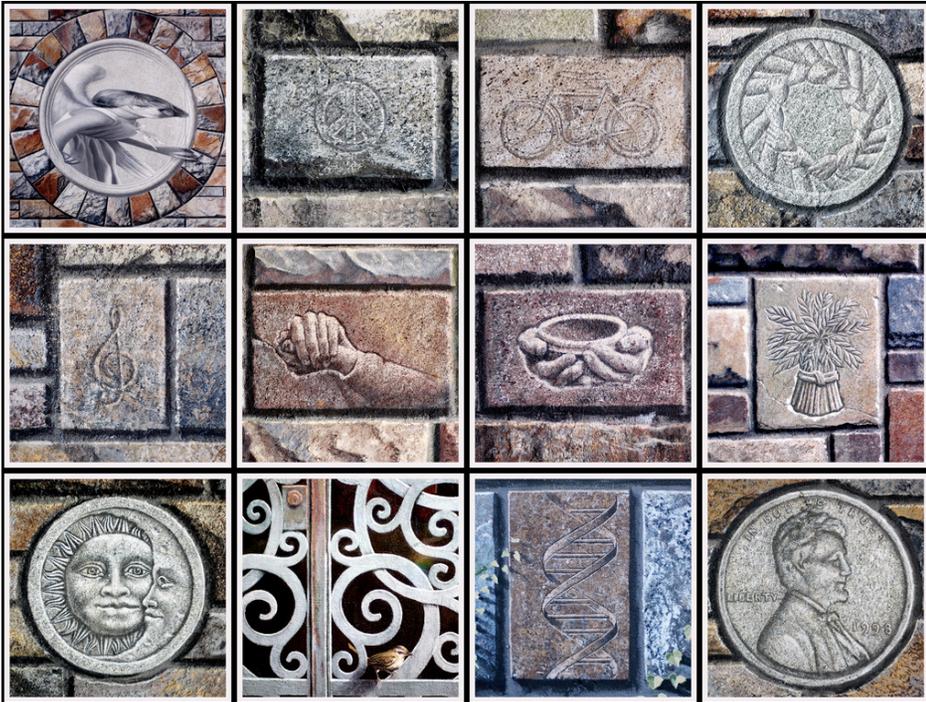
Public art has played an important role in placemaking initiatives across the country. The Northeast neighborhood's emphasis on diversity, creativity and self-expression – as well as its self-image as a funky community – lend themselves to public art projects that engage residents as well as produce important cultural representations and animate place. For one, it offers the opportunity to hold community events that feature local artists and their work. The team heard that there has already been a successful pilot of an Art Walk, and we recommend that programs like this expand. Public art also offers an opportunity to engage the community in continuing self-expression about its collective vision for the future. Artist Candy Chang's "Before I Die..." chalk designs are a global phenomenon, and the team saw a version of one of those projects in city hall. Those kinds of participatory art projects can help engage the community in the Northeast Neighborhood too, and offer an opportunity for the community to put its unique stamp on them culturally as well as the chance to articulate aspirations for the future. For example, one neighborhood in Seattle held a planning process to envision what they would like to see for a vacant block. They had an artist produce a large scale mural of the envisioned uses for the block, and it created so much interest that an investor developed the block accordingly as a result. In the Fremont neighborhood of Seattle, a community planning process reimaged a derelict area under a bridge with a giant Troll. The troll has now become the iconic image for the neighborhood, is the central meeting location for civic life, and draws visitors from around the world. The derelict space has now become a hub and an economic asset. In Frederick, Maryland, the community organized a participatory art project for a concrete bridge, and the Community Bridge solicited ideas, symbols and stories from thousands of people for the resulting project. The result was not only a spectacular piece of public art, but a meaningful contribution to the community that led to exponential investment in surrounding development the community wanted. One can also imagine how public art could play a role in neighborhood wayfinding and placebranding, creating a formal "Funk Trail" for Bozeman's funkiest neighborhood.



Candy Chang's "Before I Die..." chalk installation.



*Seattle's Fremont Troll.*



*Frederick, MD Community Bridge.*

**Take it to the Streets**

Placemaking ideas can also extend into strengthening the public realm, particularly streets. For instance, in Portland, Oregon neighbors organized to pain the streets as a

traffic calming measure. In Tampa, locals organized street festivals to reclaim the public realm for people and test new ideas regarding street design. Through the Build a Better Block initiative, communities all over the world have engaged in community-driven pop-up street design interventions to reclaim public space and create a more human-friendly neighborhood context. It is not hard to imagine how these ideas might apply to the Northeast Neighborhood context, whether they are forerunners to the Rouse Avenue improvements or pilots for change in other neighborhood streets. They can also complement organizing efforts for resident activities like critical mass bike rides or night rides that are often organized to demonstrate demand for bike facilities or experience biking at untraditional times. The alleys in the area offer further opportunities for community gathering and creative placemaking design pilots. Vacant lots could be sites for pop-up dog parks or community events. Even if these initiatives are organized as one-off events, they help the community imagine how improvements to connectivity and the public realm would promote community and improve livability. They also build momentum for additional interest in the community's vision for its future.



*Portland, Oregon street painting.*



*Tampa, FL Street Festival.*



## Enhancing Livability

Placemaking can also be used to enhance livability. For instance, Newport, Vermont started its R/UDAT implementation by focusing on a donated parking lot, with donated materials and volunteer labor, to produce a community garden. This led to the “Grow A Neighborhood” program, giving families plots and teaching them urban agriculture. The effort began supplying local restaurants with produce, which led to 6 new cafes opening. Several years later, it has expanded to a full community farming effort with plots all over the city. Similarly, community tree planting efforts can enhance livability by adding to the tree canopy on streets or enhancing local parks. Once again, it can also be connected to specific programming like trail walks and related activities which share the community’s identity and vision. One can see the opportunities for these kinds of efforts expanding as Story Mill Park becomes a reality as well.



*Newport, VT community garden.*



*Tasting Center for locally grown food.*

## Seasonal Pop-up Parks: Join the Winter Party

Bozeman is a winter city and seems to have an active winter culture regarding parks and open space, events like Winterfest, seasonal ice skating, skiing and ice climbing. The Northeast Neighborhood should become an active part of this tradition with its own offerings that reflect its unique assets and culture. Its industrial character, natural setting and open space, and its creative community offer unique assets to leverage.

The Russian city of Krasnoyarsk, there is a winter ‘Parade of Snowmen’ competition which offers a creative opportunity for community self-expression that requires nothing more than a space and competitors to organize, and can be expanded to include food, retail and other offerings. In Washington, DC, a “Snowball Fight Association” formed several years ago to organize a flash mob snowball fight in Dupont Circle – over 2,000 people turned out for the event. It has now become a tradition whenever weather permits, and occasionally includes themes such as all competitors dressing as characters from the star wars movies. Other communities have organized snow sculpture events, something that may suit the Northeast Neighborhood’s artistic community well.



*Russian ‘Parade of Snowmen’.*

## Pop-up Parks and Seasonal Opportunities

As Story Mill Park and trail connections come into play, greater opportunities for winter placemaking opportunities will become available. However, given the number of vacant spaces and public areas in the Northeast Neighborhood today, the opportunity for winter pop-up parks and placemaking events is a great way for the community to express its identity and animate active uses that reinforce its vision for the future. Often, communities miss these opportunities in industrial neighborhoods, but there are recent urban trends that have produced exciting placemaking in industrial neighborhoods.

In Philadelphia an industrial site at Penn’s Landing into a winterized riverfront park as a seasonal pop-up. The team is aware that the Bozeman Fairgrounds hosts such an event for the city currently, but the opportunity for the Northeast Neighborhood to think about complementary pop-up programming that is specific to its industrial character and artistic culture is something that shouldn’t be missed. In Philadelphia’s version, a parking lot is used to create a skating rink, more than 100,000 LED lights illuminate the area, a ski-chalet-style heated tent offers sofas and fireplaces, and

industrial storage containers are programmed to sell food, house games, create bars, and produce retail offerings. The industrial heritage and character of the area is leveraged and celebrated while animating it and making it a people-friendly environment. These kinds of strategies would apply well in the Northeast Neighborhood and reinforce its eclectic identity and creativity while expressing a vision for the kind of place it wants to be in the future. The team believes that the community should think creatively about these kinds of interventions and make sure they express your unique, funky culture and existing assets.

The Newport, Vermont R/UDAT included recommendations for re-establishing the community's connection to its lakefront. One of the events Newport has begun hosting is the United States Winter Swimming Championship, an outdoor swim complete with swimming lanes cut into the frozen lake. The competition brings swimmers from all over the world, but the main impact is a celebration of the community and its connection to its natural environment. The Northeast Neighborhood offers many similar opportunities.



*Philadelphia's Winterfest.*

## **Build Understanding for Your Vision**

Where possible, the Northeast Neighborhood should continue to pursue community dialogue about its future, particularly surrounding growth and development. It was clear from the R/UDAT public process that there is existing mistrust of the development community. Additionally, many residents expressed feelings of frustration and disempowerment regarding the community voice in government and development decisions. There are two key things that productive dialogue would serve well here. First, it is important that community residents and stakeholders understand the inevitability of growth and change, and the consequences of different policy approaches to address the challenges it poses to existing communities. Secondly, it is important for the city and development community to understand the neighborhood's values and vision for its future. Too much of the existing debate in the city is driven by development proposals as they emerge. What is needed at this stage is a broader shared vision about how the city will accommodate growth while protecting affordability and strengthening the existing fabric and sense of place – elements that the Northeast Neighborhood identified as absolute priorities in the public process for the R/UDAT. The Northeast Neighborhood Association is the logical convener for these dialogues at the local level, though a citywide dialogue would be warranted at this stage. The costs of not having such a dialogue will be an inevitable further erosion of trust in local government, frustration with the development process, and a greater likelihood of gentrification and negative impacts to maintenance of community character over the long term.



**Communities in Action**

## BUILDING MOMENTUM OVER TIME

There are a number of illustrative community stories that provide interesting associations for the Northeast Neighborhood. While every community is unique, these accounts of what has happened in other communities are instructive regarding what is possible with vision and collaboration. These are places that have deep meaning to the people who call them home or work in them or visit them. Their physical character is a representation of their civic identity, and as a result they inspire remarkable pride from their citizens, who work together to protect and enhance them.

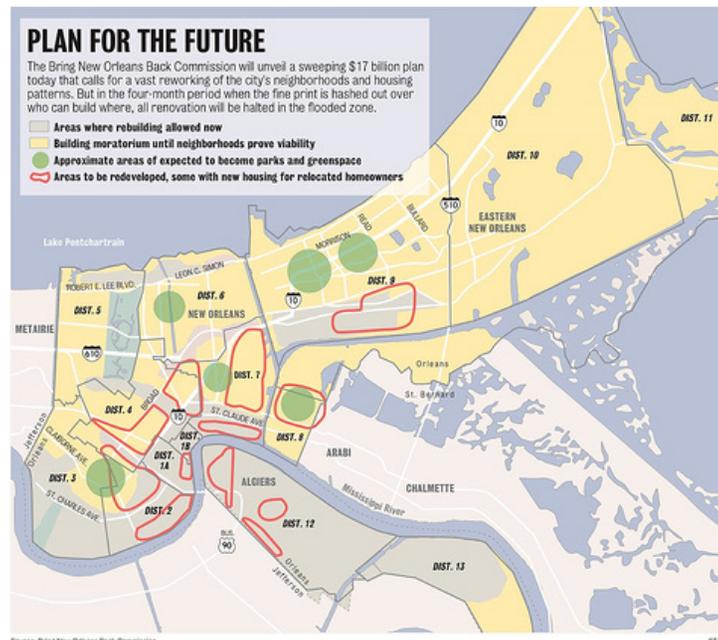
### The Power of Community – Broadmoor, New Orleans

The Broadmoor neighborhood revitalization effort demonstrates how grassroots neighborhood efforts can serve as a game-changer in achieving community aspirations. Five months after Hurricane Katrina, the Broadmoor Neighborhood Improvement Association (BIA) rallied residents to join a neighborhood revitalization crusade. The neighborhood, home to both wealthy families and low-income residents, made plain the urgency in their message with a tangible and salient call to participate:

“In the aftermath of Hurricane Katrina, the time for action is now.

It is imperative that we unite as one to rebuild a stronger Broadmoor; not one of us can do it alone. Being faced with the challenges of crafting a vision for the future of our community, BIA needs your presence and voices every step of the way. So let’s pull together, join the Broadmoor Improvement Association and put a better Broadmoor in the center of the map of New Orleans. The BIA exists for every resident of Broadmoor. Our neighborhood has a sense of awareness, unity, and pride.”

The initial catalyst for this effort was a recommendation from urban planners in one recovery plan that their neighborhood not be redeveloped after the storm, but be turned into green space instead. A now infamous planning map with a green dot on the Broadmoor neighborhood outraged residents and kicked off a sustained neighborhood effort led by the neighborhood association. As a result, citizens led and implemented a multi-faceted campaign that started with a neighborhood-based recovery masterplan which outlined the values of the neighborhood and the goals for recovery, with the goal to be “Better than Before.” The resulting effort leveraged over 13,000 volunteers and over 300,000 hours of volunteer public service to the community. The neighborhood formed its own community development corporation, and leveraged over \$40 million in resources to restore the neighborhood’s historic housing stock, the Andrew H. Wilson Charter School, and the Rosa F. Keller Library and Community Center. Residents successfully lobbied the Louisiana legislature for a bill to designate Broadmoor as a Neighborhood Improvement District. Broadmoor voters approved funding the improvement district through an annual \$100 parcel-fee. These investments tipped the scales and made the neighborhood an attractive place, and drew new residents. Over the first seven years, the effort led to the recovery of 85% of all Broadmoor residential properties – in an area where 100% of properties suffered between 6 and 10 feet of flooding following Hurricane Katrina. Underpinning the entire effort was a commitment to participation in every step of the process. The contrast with other city neighborhoods that did not organize successful public participation early on was clear in the outcomes that were realized. The team feels that Bozeman’s Northeast Neighborhood has



the necessary capacity to organize its residents and stakeholders for efforts that can fuel implementation of their aspirations. By doing so, the neighborhood can begin to advance a vision of what it wants to become and draw new partners from the public and private sectors in support of that vision, rather than having to use so much energy to fight development battles over things the neighborhood does not want to see. By organizing around a clearly articulated vision and beginning to draw the community together for implementation efforts, the Northeast Neighborhood can build momentum to strengthen its eclectic character and sense of place.

### **The Barlow, Sebastopol, California**

Sebastopol, California is a community of less than 8,000 residents that has long-struggled with community debates over growth and density, place and character. As one local history reports, “closure in 2004 of Sebastopol’s last major apple juice and sauce processor, the Barlow Company, left 54 acres of outdated warehouses and vacant land straddling Highway 12 along Sebastopol Avenue.” In this former industrial neighborhood, a proposal emerged that built on the key characteristics of the existing place to create an innovative new development that respects and honors the local context. As the New York Times described it, “In Sebastopol, about an hour north of San Francisco, a development called the Barlow has replaced a 12.5-acre industrial site largely devoted to apple processing with an artisan-friendly commercial district. It’s now home to wineries, a distillery, microbreweries and boutique producers of everything from soap to furniture. Planters filled with herbs and vegetables edge newly plotted streets separating buildings clad in corrugated metal. An outdoor fire pit, bocce court and public lawns invite lingering on the campus, which also has restaurants and tasting rooms. A hotel with rooftop pool is on the drawing board.”The local perspective describes the evolution of the area as follows:

“After five long years of the West Country’s renowned civic and community deliberation on what best to do with an antiquated, starting-to-be dilapidated apple packing warehouse district, walking distance to the east of the small city of Sebastopol’s quirky little downtown, all eyes are on the wine country’s most ambitious regional development in recent years. The 12-acre former Barlow Apple Cannery is busting out at the seams of a \$23.5 million project touting itself as the first business community in the U.S. to focus on connecting customers not only with products and the people who make them, but also with the production itself. This bold, expansive new adaptation of a warehouse district that provided work for generations is not just a marketplace but a creative center for regional food, wine and art.”

Respect for place was honored through design, commemorating the heritage of the district by preserving original signage and paying attention to architectural details. Today, “you’ll find an area populated with artists, craftsmen, brew pubs, bakeries, wine tasting rooms, cafes and restaurants. And more.”The character of place is honored and celebrated while giving it new life.



## Improving Public Dialogue – Alexandria, Virginia

Following some heated development conflicts on its waterfront, the City of Alexandria underwent an innovative process to design how it should engage citizens in decision-making in the future. From 2012-2013, the city conducted a community engagement process aimed at strengthening the relationship between municipal government and residents. It included a series of citywide meetings and online engagement focused on building a process people could support and trust. As they reported, “the focus of the process asked residents to envision and design the ideal process through which the City should engage citizens in decision-making.” The outcomes of the What’s Next Alexandria process resulted in three key elements:

- Principles for civic engagement.
- Standard Framework for civic engagement.
- Tools and Strategies for communications and engagement.

Together, these important pieces make up Alexandria’s Civic Engagement Handbook, which serves as a guide for public decision-making processes in the city. The city included the following additional goals as it moves forward with improving citizen engagement, including aspirations to enhance the following:

- Understanding about how to participate in public decision-making in Alexandria.
- Knowledge about planning and development in Alexandria.
- Skills to participate in civic engagement processes in a meaningful way.
- Participation to include a broad representation of our diverse city.
- Solutions for cooperative, productive, and sustainable public decision-making.



## The Wynward Quarter, Auckland, New Zealand

The Wynward Quarter in Auckland represents another community placemaking achievement that creates a spectacular setting for civic gatherings and a people-friendly public realm while accommodating ongoing industrial use and the unique heritage of the district. As one local description offers, “Bordered on three sides by the sparkling Waitemata Harbour, the 37 hectare area has been home to the hard-working marine and fishing industries for decades. Recently, alongside the ongoing marine activity, some exciting developments have taken place. This once industrial and port area, closed off to public access for many years, is now being opened up. The first stage of the Wynyard Quarter revitalization centred around Jellicoe Street opened in 2011 - and Aucklanders haven’t looked back since. With a variety of restaurants, cafes and a healthy calendar of events, this area quickly established itself as a popular destination for both locals and visitors.” The goal to achieve a balanced approach to place is explicit in their vision for the district. As they explain, “The vision for the Wynyard Quarter is to create a mix of residential, retail and commercial development to enable the growth of a strong, diverse, resilient and vibrant residential and business community whilst retaining and celebrating the existing successful marine and fishing industries. Panuku Development Auckland, as the major landowner, will ensure the project area is developed in an environmentally sustainable way. Taking a design-led approach it will deliver a high quality public space, new parks, sustainable built form that is comfortable in scale, providing light, views and weather protection and an environment where people want to develop business, live and visit.”

### *Silo Park*

The center of Wynward Quarter is defined by a spectacular civic space, Silo Park. As Panuku Development describes it, “Silo Park is a free public space that can be enjoyed by both young and old. During the summer season, Silo Park plays host to more than 50 events, activations and exhibitions attracting people from all over Auckland. Events include the ever-popular Silo Cinema where films are projected onto the side of Silo7 to create a magical open-air movie theatre. Silo Sessions bring live music to Silo Park in a range of different ways, with local and international artists taking to the stage around the area. The Silo Sessions and Silo Cinema are complemented by the hustle and bustle of the Silo Markets that take place on Friday nights and Saturday afternoons - weather permitting.” Silo 6 has been re-envisioned as a unique gallery space. As they describe it, “From a repository for cement to Auckland’s newest art and exhibition space, Silo 6 is a great example of how iconic structures from the past can be cherished by being given a new lease of life. It’s been home to stunning photography, cutting edge audio installations, pop-up theatre, live traditional Maori carving and many other art events - all benefitting tangibly from an exhibition space unlike any other in the world.” Silo Park also includes major public art installations such as the Wind Tree sculpture, as well as recreational facilities, playgrounds, and green space. Silo Park has provided the community with a spectacular civic space that pays homage to the character and history of place while accommodating both people-friendly activity and ongoing industrial use.



The AIA's R/UDAT program has a long history of community success stories that also relate well to some of the recommended actions for the Northeast Neighborhood.

### The Pearl District, Portland, Oregon

In Portland, Oregon, a derelict warehouse district with rampant vacancy and no identity was transformed during the last two decades of the 20th century into the "Pearl District," a neighborhood known worldwide for its vibrant life and unique character. The city brought a R/UDAT team to examine the area in the 1980s. At the time, the conventional thinking was focused on demolition for the entire district as a strategy to facilitate new development. The public process changed the course of future development. One local reflection captures the area's transformation:

"Ever squinted your eyes and tried to imagine something that's only in your head? That's how it was for those of us who looked over the rail yards and abandoned warehouses of inner northwest Portland some 20 years ago. Rundown and dilapidated, it was a sight that even the best of us squinters had trouble overcoming. And yet, slowly, a largely forgotten part of Portland's past became an urban icon of living unlike anything the country had ever seen: A unique blend of verve and vibrancy, with more than a passing nod to Portland's uncommon brand of originality. Today, the Pearl District has earned a worldwide reputation for urban renaissance."

The components of the plan for the Pearl included specific affordable housing strategies built into new development, innovative parking strategies, important investments in the public realm and civic space – particularly Jamison Square – and an emphasis on adaptive reuse of existing historic buildings as well as preservation of the historic fabric of the area. A creative community was nourished and grew, and the Pearl today is known for its unique sense of place and vibrancy.



neighborhood Notes

## Santa Fe Railyard Redevelopment, Santa Fe, New Mexico

In Santa Fe, a conventional development slated for a former rail yard was rejected by the community in favor of a bold experiment that achieved an authentic community place celebrated by locals and recognized as a national model for placemaking. As one local leader noted, "It was an experiment in deep democracy which resulted in the Community Plan, approved by the City Council in 1997 as a conceptual Master Plan." The plan was then developed through an innovative partnership that produced a uniquely local district celebrated by citizens. As a local account notes, "The Santa Fe Railyard Redevelopment is a testament to the power of community involvement in the realization of great civic spaces. When the 40-acre rail yard was threatened by private development in the early 1990s, the city mobilized to purchase and protect the historic site for a local vision. With involvement from over 6,000 community members, a master plan was developed and implemented over the next decade through a unique partnership between a non-profit community corporation and the Trust for Public Land. Today, Santa Fe enjoys a vibrant, multi-use civic space that preserves the industrial heritage of the rail line while strengthening the city's future. The historic rail depot now serves as the northern terminus of New Mexico's commuter rail, and the Railyard's cultural and commercial amenities draw new visitors every year." Locals in Santa Fe now refer to the area as the community's "family room," as opposed to the central square downtown (the "living room"), a place where local residents gather to experience community. It is a remarkable achievement. As local architect Gayla Bechtol reflects, "People see it as a real community space. I'm most proud of the democracy that happened. Helping someone have a voice who otherwise wouldn't have a voice in the process, was to me the most gratifying part. The greatest lesson is that we can work together."

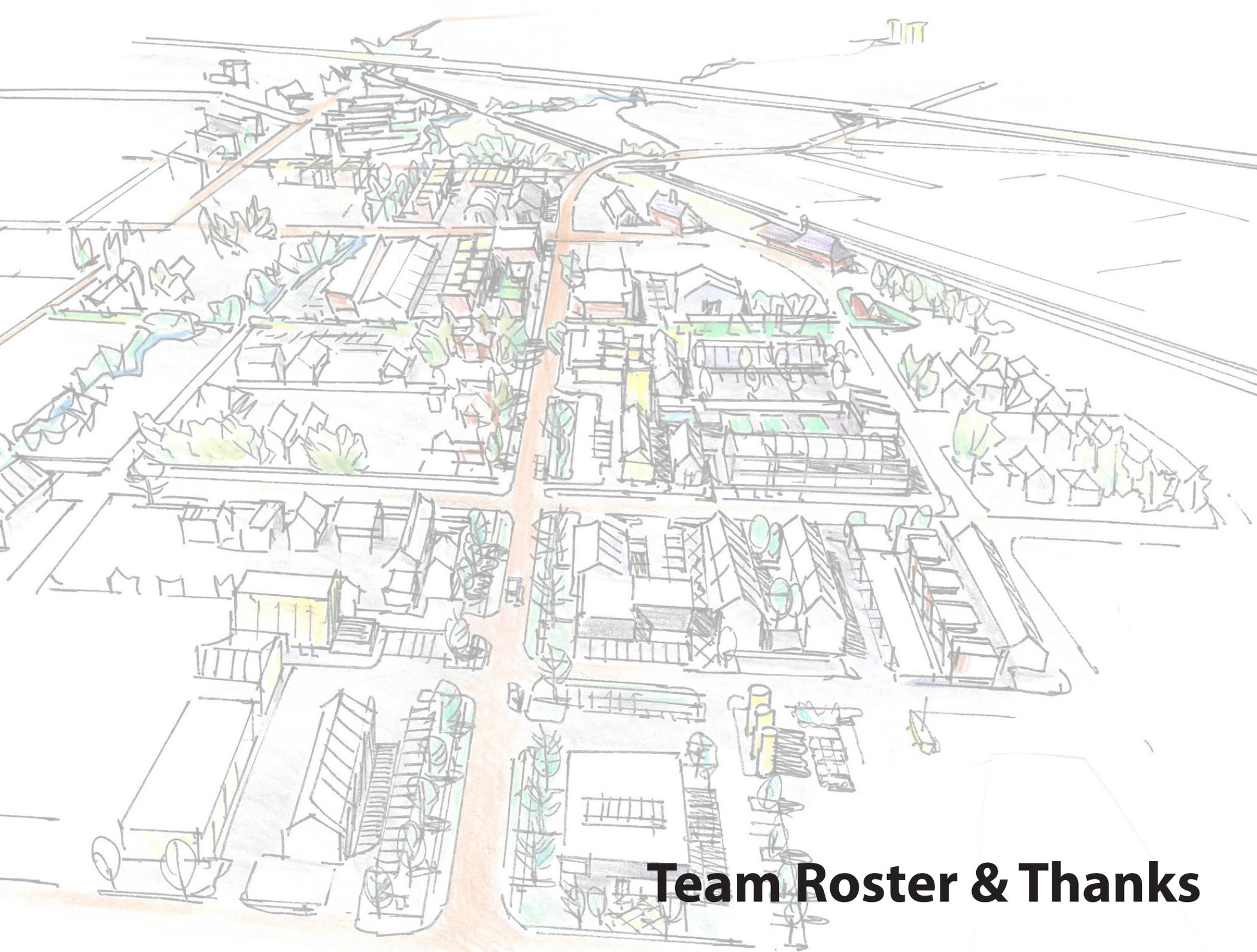


## San Angelo, Texas

In 1992, San Angelo, Texas was suffering. As one account relates, "Civic-minded residents fretted about the discouraging situation, meeting informally but unable to pinpoint the necessary steps toward progress. Above all, what was missing was a unified vision for wrangling the disparate pieces of San Angelo into a cohesive working whole." The R/UDAT process was organized to work on that goal. What happened as a result was noteworthy. By one estimate, "more than \$70 million in public and private projects were successfully completed in the decade that followed the R/UDAT. More recently, the \$16 million renovation of a former department store transformed the abandoned building into a new public library. Other projects include a \$11.2 million restoration and renovation of the historic San Angelo City Hall. Meanwhile, ongoing discussions are taking place to create a master plan for a 200-acre cultural district that will encompass the Museum of Fine Arts, Fort Concho, the historic railroad depot, and other properties on both sides of the river. On the 20th anniversary of the R/UDAT process, the editor of the local newspaper published a letter to the team. As he noted, "When I tell my younger friends about the part you played in revitalizing our city, they think it's an urban fairy tale: Once upon a time, a group of architects, planners and urban design experts from around the nation volunteered to travel to San Angelo and work day and night to find ways to change the future of the city. You had help, of course. You carefully listened to our homegrown ideas, hundreds of them. Everyone from children to civic leaders stepped up to the microphone and shared dreams for San Angelo. It was an exciting week, which ended with a strategy laying out short, medium and long-term actions." Reflecting on all that had occurred in the community, and its achievements to date, he observed that, "Many San Angeloans worked many years to transform the Historic City Center. But you affirmed our ideas, planted seeds and sketched a possible map for our future. And you gave us hope. Back in 1992, your ideas seemed like dreams. Now we are living those dreams".

## Conclusion

The Bozeman community should investigate these and other successful models to inform its efforts and find inspiration for the challenges ahead. During the Bozeman R/UDAT, residents were asked to think ahead 15 years and imagine their key community and the potential key changes that could occur to help achieve their aspirations. Now we are asking you to join hands to pursue your collective aspirations. Great achievements are not beyond your grasp if you choose to work together in the public interest. Come together to take control of your future now, and you may have much to celebrate in 15 years.



**Team Roster & Thanks**



### **TERRY AMMONS, TEAM LEADER**

Terry Ammons, the Principal of StudioAmmons, is a 1987 architectural graduate of Virginia Tech and has worked for over 28 years in the architecture and museum fields working on museums throughout the U.S. and Europe. His recent interpretive designs at Sailor's Creek Battlefield and several Virginia state parks have won plaudits across the state. He also provided award winning restoration and exhibit design for the recently completed Robert Russa Moton Museum, the national center for the study of Civil Rights in

Education and has recently provided planning and design services to such nationally recognized museums as Wyoming's National Museum of Wildlife Art and the Chrysler Museum in Norfolk, Virginia.



### **THOMAS LAGING, FAIA**

Tom Laging is an emeritus professor of the architecture at the University of Nebraska and a Killinger Distinguished Professor of Urban Design. He has been an invited critic at numerous universities—including the Isthmus School in Panama and Tianjin University. He was a Fulbright Scholar at Simon Bolivar University in Caracas and contributed to the first metropolitan plan for Lima as a Peace Corps Volunteer. As a skilled environmental visualizer Professor Laging informs his teaching through an

urban design consulting practice and many years on community design teams. He has been involved with retail and environmental graphics projects for many Barnes and Noble College bookstores; town center design developments for St. Louis, MO, Anchorage, AK and Fairfax, VA and many campus-design efforts including University of New Mexico and DePaul University. Laging is serving his sixteenth year on the Nebraska State Board of Engineers and Architects. He is a founding member of the Nebraska Capitol Environs Commission and was a member of the recently completed Centennial Mall design team. He was elevated to fellow in the AIA for his service to communities and was awarded the Cunningham gold medal for distinguished service to the Nebraska architecture community. He holds a Masters Degree from the Harvard Graduate School of Design.



### **KUSH PAREKH, ASLA**

Kush Parekh, a Senior Associate at Mia Lehrer & Associates has over 12 years of project experience in design, strategic planning, and construction administration. Passionate about cities, he is inspired by the complex relationships between socio-cultural factors and ecological systems in urban environments. With a holistic understanding of the built environment, he strives to apply the highest level of design and sustainable principles while exploring creative use of materials and building techniques. Kush is

currently leading MLA's effort for the new LA NFL Stadium and Entertainment District—a 298 acre, multi phased project to reimagine, design and build on the site of the old Hollywood Park race track.



### **JASON CLAUNCH**

Jason Claunch is President of Catalyst, a retail consulting and recruiting firm based in Dallas, Texas. Catalyst has recently completed market analysis and recruitment projects with many communities including Arlington, Farmers Branch, Kyle, Edmond, Red Oak, Midlothian, Colleyville, Northlake, Trophy Club and DFW International Airport. Jason is currently working on projects that included Panera, Whole Foods, HEB and Wal-Mart as well as over 100 local and regional tenants. Jason has consummated

over 1,000,000 square feet of leases and closed over 190 raw land transactions. Jason is experienced with the full lifecycle of real estate from initial market strategy, planning, entitlements, due diligence, design, vertical development and disposition using his extensive relationships with owners, developers, vendors, end users, and the brokerage community. Prior to Catalyst Commercial, Jason directed Billingsley's retail division, consisting of over 4,000 acres of raw land and portfolio value of over \$1B. Prior to joining Billingsley Company, Jason was a partner of a Dallas based development company and was responsible for site/market planning, acquisition and development of projects in Colorado, Oklahoma, Arkansas, Louisiana, Georgia, and Texas for national tenants. Jason also worked as a National Accounts Broker on multiple projects in Dallas, exclusively representing national accounts such as Wachovia Bank, Valvoline, Taco Bueno, CVS Pharmacy, Walgreens. Additionally, he completed projects for Target, Albertson's, Wendy's, Brinker, Eckerd's, Home Depot, Ross, PetsMart, Pier One, Staples and many other national concepts. He also developed additional business opportunities with third parties, and was responsible for internal development projects. Jason is an active member of the North Texas Commercial

Association of Realtors (NCRAR), International Conference of Shopping Centers (ICSC), Certified Commercial Investment Manager (CCIM), Urban Land Institute (ULI), National Association of Industrial and Office Professionals, (NAIOP), Texas Municipal League (TML), Oklahoma Municipal League (OML), Texas Economic Development (TEDC) and NCRAR Young Professionals. Jason has previously served on national design assistance teams in Georgia, Illinois, and Utah.



### **ALAN HOLT, AIA**

Alan Holt has focused his career as an architect in promoting well designed, vibrant, healthy communities with positions in municipal government, education, and his own private practice. Alan obtained his Masters in Architecture from Columbia University, spent his early career working for architectural offices in NYC, and practiced most of his career in New England until moving to Austin in 2010. Since then, he has served as a Principal Planner in the City of Austin's Urban Design Division where he leads the City's

waterfront planning. His previous stents as a municipal urban designer include serving as the Deputy Director of Design for the City of New Bedford, Massachusetts, and as the City of Portland, Maine's Urban Designer. Alan has served as the chair of the Texas Society of Architect's Urban Design Committee, and now serves on the AIA Regional and Urban Design Committee Leadership Group. AIA Austin awarded him the 2015 Community Service Award for his efforts to plan Austin's South Waterfront, which was begun with an SDAT in 2012 and culminated in the creation and adoption of the South Central Waterfront Master Plan in 2016. Since adoption last summer, the Plan has received planning honors by Texas chapters of both the American Planning Association and the American Society of Landscape Architects.

### **JOEL MILLS**

Joel Mills is Senior Director of the American Institute of Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and democratic design for community success. Its programs have catalyzed billions of dollars in sustainable development across the country, helping to create some of the most vibrant places in America today. The Center's design assistance process has been recognized with numerous awards and has been replicated and adapted across the world. Joel's 24-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives across four continents. In the United States, Joel has worked with over 100 communities, leading participatory processes that facilitated community-generated strategies for success. His past work has been featured in over 1,000 media stories, including ABC World News Tonight, Nightline, CNN, The Next American City, The

National Civic Review, The Washington Post, and dozens of other sources. He has served on numerous expert working groups, boards, juries, and panels focused on civic discourse and participation, sustainability, and design. He has also spoken at dozens of national and international conferences and events, including the Remaking Cities Congress, the World Eco-City Summit, the Global Democracy Conference, the National Conference on Citizenship, and many others.

### **ERIN SIMMONS**

Erin Simmons is the Senior Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. The Center is a leading provider of pro bono technical assistance and participatory planning for community revitalization. Through its design assistance programs, the AIA has worked in over 250 communities across 47 states, and has been the recipient of numerous awards including "Organization of the Year" by the International Association for Public Participation (IAP2) and the "Outstanding Program Award" from the Community Development Society. Erin is a leading practitioner of the design assistance process, providing expertise, facilitation, and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community leaders to provide technical design assistance to communities across the country. Her portfolio includes work in over 100 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the recent publication "Assessing Sustainability: A guide for Local Governments". Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, and conducted historic resource surveys. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

## **BOZEMAN R/UDAT STEERING COMMITTEE**

*Carson Taylor, Mayor of Bozeman*

*Martin Matsen, Planning Director*

*Ralph Johnson, MSU*

*Brian Caldwell, R/UDAT sponsor*

*Amy Hoitsma, NENA*

*Tod Hoitsma, NENA*

*Paul House, NENA*

*Jeanne Wesley-Wiese, NENA*

*Chris Nixion, Business Owner/Resident*

*Bobbi Clem, TIF Board Member*

*Alan McCollim, Kenyon Noble*

*Brodey Simkins, Simkins Hallin*

*Dave Curry, Simkins Hallin/Resident*

*Troy Scherer, Landscape Architect*

*Erik "Ole" Nelson, Business owner*

*Ethan Barlow, Business owner*

*Shane Strong, KLJ Engineering/NEURB engineer*

*Jessica Johnson, City of Bozeman Neighborhood Coordinator*

*Erik Nelson, Thinktank Design Group INC*

*Rob Pertzborn, Intrinsk Architecture*

*Stacie Wunsch, MERCURYCSC*

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*Shane Caye*

*Adam Schilling*

*Stephanie Irwin*

*Kara Baldwin*

*Marley Robb*

*Katherine Schmachtenberger*

*Katie O'Niell*

*Tanner Houselog*

*Brooke Jackson*

*Jordan Cann*

## **WITH SPECIAL THANKS TO THE R/UDAT SPONSORS**

*The Northeast Urban Renewal District Board*

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*Wild Crumb*

*Montana State University*



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