

# A Vision for the Northeast Neighborhood



**Bozeman, MT R/UDAT Report**

**AIA** Communities by Design 

ENVISION. CREATE. SUSTAIN.



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## THE R/UDAT PROGRAM – HOW IT WORKS

The Regional and Urban Design Assistance Team (R/UDAT) program is a public service of the American Institute of Architects. The Bozeman R/UDAT represents the 155th R/UDAT project the AIA has held since 1967. The program has served a variety of communities over time, with populations ranging from less than 1,000 people to large jurisdictions of several hundred thousand. Through the program, over 1,000 professionals from more than 30 disciplines have provided millions of dollars in professional pro bono services to communities all over the country, engaging tens of thousands of participants in community-driven planning processes. It has made major contributions to unique and authentic places in America, such as the Embarcadero in San Francisco, the Pearl District in Portland and the Santa Fe Railyard Redevelopment in New Mexico. The process has also been widely adapted around the world.

## THE DESIGN ASSISTANCE PHILOSOPHY

The design assistance philosophy is built around a whole-systems approach to communities. While the normal public decision-making process is conducted within the parameters of representative government, design assistance transcends the political process and expands the public dialogue to include other sectors with the intent of building a platform for cross-sector collaboration, civic leadership, and a new approach to public work. The design assistance process brings together government and civic leaders, the business sector, non-profit leaders and the general public in an integrated, 'whole-community dialogue' to build collective action plans for the future. The Design Assistance program operates with four key considerations:

**Context.** *Every community represents a unique place that is the product its own history, tradition and evolution.* There are no one-size-fits-all approaches to community building. Therefore, each project is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community. National experts are matched by subject matter expertise and contextual experience to fit each project. Public processes are designed to fit local practices, experiences and culture.

***“We aren’t going to rebuild our cities from the top down. We must rebuild them from the bottom up.”- David Lewis, FAIA***

**Systems Thinking.** *Successful community strategies require whole systems analyses and integrated strategies.* As a result, each design assistance team includes an interdisciplinary focus and a systems approach to assessment and recommendations, incorporating and examining cross-cutting topics and relationships between issues. In order to accomplish this task, the Center forms teams that combine a range of disciplines and professions in an integrated assessment and design process.

**Community Engagement and Partnership.** *Community building requires collective public work.* Each design assistance project is a public event, an act of democracy. The 'citizen expert' is central to the design assistance process. The AIA has a five decade tradition of designing community-driven processes that incorporate dozens of techniques to engage the public in a multi-faceted format and involve the community across sectors. This approach allows the national team to build on the substantial local expertise already present and available within the community and leverage the best existing knowledge available in formulating its recommendations. It also provides a platform for relationship building, partnership, and collaboration for implementation of the plan.

**Public Interest.** *Successful communities work together for the common good, moving beyond narrow agendas to serve the whole.* The goal of the design assistance team program is to provide communities with a framework for collective action. Consequently, each project team is constructed with the goal of bringing an objective perspective to the community that transcends the normal politics of community issues. Team members are deliberately selected from geographic regions outside of the host community, and national AIA teams are typically representative of a wide range of community settings. Team members all agree to serve pro bono, and do not engage in business development activity in association with their service. They do not serve a particular client. The team's role is to listen and observe, and to provide an independent analysis and unencumbered technical advice that serves the public interest.

***“Consultants work for somebody. R/UDAT works for everybody.” - Chuck Redmon, FAIA***

## BACKGROUND: BOZEMAN R/UDAT

The American Institute of Architects received an official application inviting a Regional/Urban Design Assistance Team (R/UDAT) program to Bozeman in January. Upon accepting the application, team leader Terry Ammons traveled to Bozeman with AIA staff to conduct an initial visit, which was completed on February 6, 2017. The application and initial visit informed the kinds of key expertise that were needed and an interdisciplinary national team was formed to work with the Northeast Neighborhood community.

## Purpose

The purpose of this process was described as providing “recommendations and actionable goals for our community’s future.” The following key project objectives were identified by the local R/UDAT steering committee, consistent with the city’s Northeast Urban Renewal District Guiding Principles, approved in 2005:

- **Neighborhood Character.** The R/UDAT will help us preserve the unique character of existing NE neighborhoods and ensure that all values and desires of both residents and businesses alike are addressed. Our goal is for people to want to visit, live, and work here. The R/UDAT project will ensure that the City of Bozeman and other neighborhoods harmoniously support these developments and consider the impact of city-wide actions as a whole.
- **Land use, zoning, infrastructure, and safety considerations.** The R/UDAT will explore redevelopment opportunities along the Rouse Corridor and Idaho Pole Site. It will look to improve parking and safety measures, and address public facilities and density efficiency in the NEURD. It will also work to integrate Story Mill Park to surrounding areas and explore the development and expansion of future public spaces for an appealing urban environment.
- **Sub Districts.** The R/UDAT will help us outline development concepts and integration ideas for vacant portions of the area's sub districts. It will also help us better define the "essence" or ambiance of these areas within the larger Bozeman character, while working around and preserving current structures (train tracks, old depot building, etc.). Future development projects will embrace sustainable practices as well as excellence in urban design.
- **Connectivity of the NE to Downtown Bozeman.** The R/UDAT will explore ways to improve connectivity, such as pedestrian and transit opportunities and the opportunity for multi-modal transportation, in a way that services the North 7th Corridor and the greater Downtown area.
- **A 10-year plan.** The R/UDAT is skilled and proficient in outlining three-to-four actionable projects that Bozeman and its community members can implement in the near-term, mid-term, and long-term over the next decade. They will make this project tangible for all Bozemanites.

## The Community Process

From April 7-10, 2017, a community process was conducted with broad participation from Northeast Neighborhood residents, business owners and stakeholders. It included the following key elements:

- An extensive bike, car, and walking tour of the neighborhood was led by local steering committee members and university students
- Meetings were held with city planning staff concerning current land use for the neighborhood and ongoing city initiatives.
- Focus groups were held with key neighborhood stakeholders, including local business owners, neighborhood association representatives, and residents
- A public workshop was held involving over 150 participants across two locations in the neighborhood. The event opened with a welcome block party. At the event, participants worked to answer several key questions posed by the design assistance team:

- If you were sending out postcards from the Northeast Neighborhood, what 3 places/images would you use to capture the place?
- The Northeast Neighborhood is...
- In ideal circumstances, what additional amenities would you like to see to make the neighborhood even more livable than it is currently?
- Going back to the postcard images, in 10 years' time what places or images would you hope would capture the neighborhood in a postcard?
- Knowing the area is going to change, what would success look like for you under an ideal scenario 15 years from now?

Team members asked additional questions about residents' hopes and concerns, as well as invited additional ideas on subjects not mentioned in the structured questions. Following these exercises, students from Montana State University led the workshop through some mapping exercises to solicit input on key neighborhood characteristics and thoughts for the future.

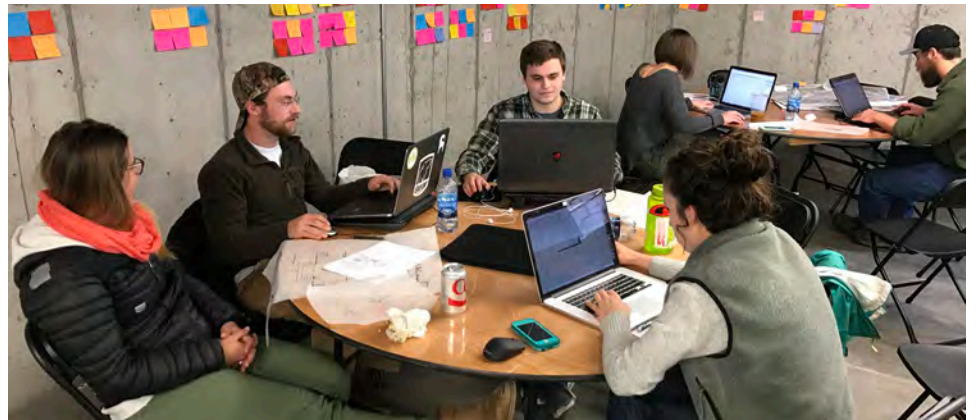
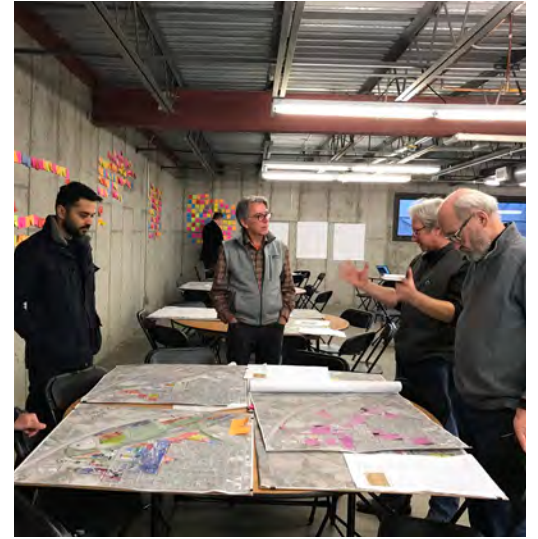
A weekend studio workshop was organized with the team members, university students, and local professionals to analyze community input and existing conditions to produce a series of key recommendations, captured in this report.



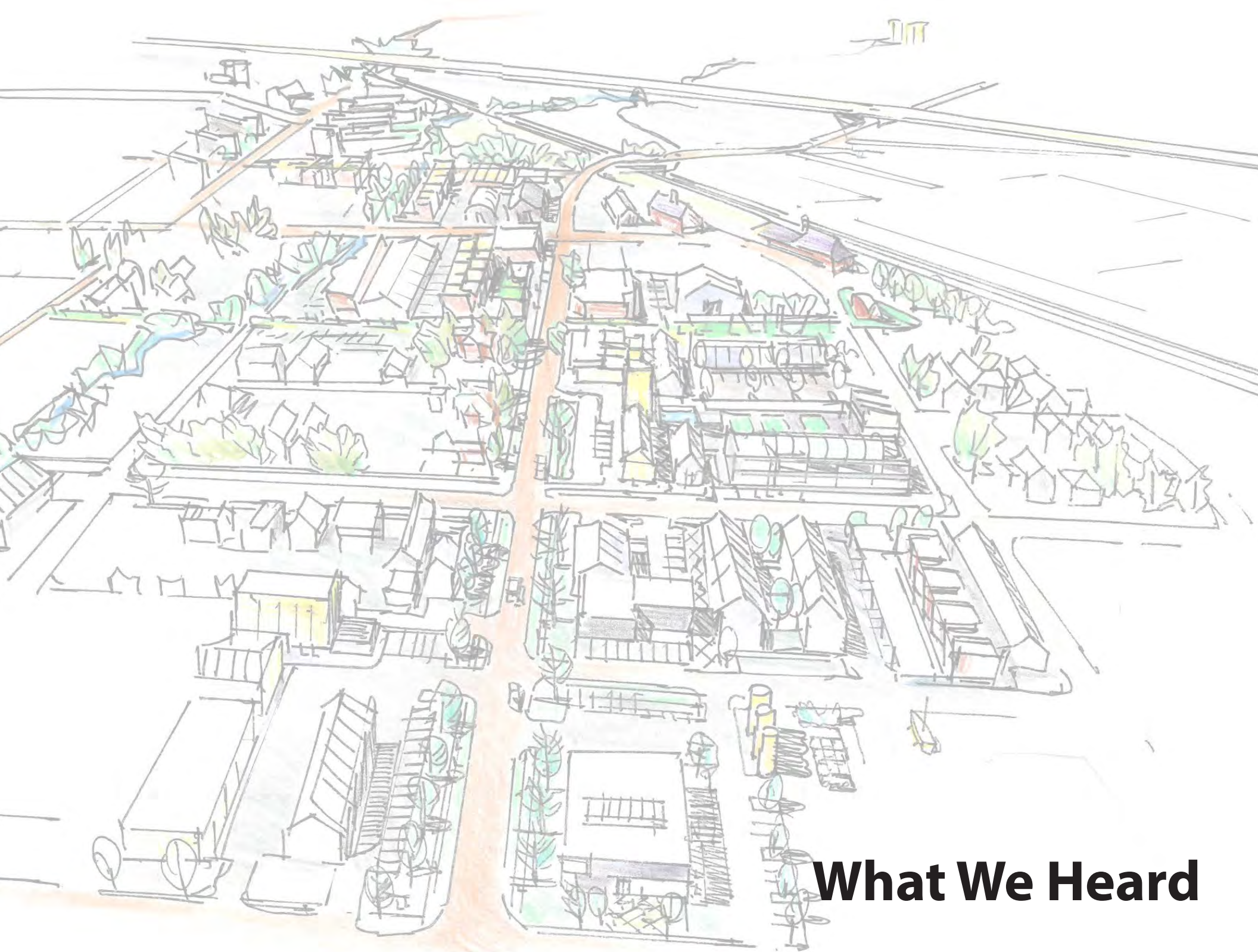












**What We Heard**

## WHAT THE TEAM HEARD

Through its public process with the Northeast Neighborhood community, the R/UDAT team learned several key themes about local identity, community values, and both fears and aspirations for its future. These ideas have informed our work to develop a series of strategies for the area, and are summarized below.

### The Northeast Neighborhood is...

The characteristics that make up the identity of the Northeast Neighborhood are widely held community values. The community told the team that the neighborhood is “funky.” The neighborhood’s character is authentic and unique in the context of Bozeman. It is a real place. The community also put intense value on the eclectic identity of the area and its mix of uses – a quality that is embraced and celebrated. The Northeast Neighborhood is also made up of creative and artistic people who value its diversity and freedom of self-expression. The neighborhood was widely described as livable, both for its adjacency to downtown and the quality of life it provides to the people who work and live here. The neighborhood was also described as “changing” and “in flux,” with some people characterizing it as “quiet” and others as “busy.” Finally, the Northeast Neighborhood is most importantly a community of people who call it home.

### Neighborhood ‘Postcards’

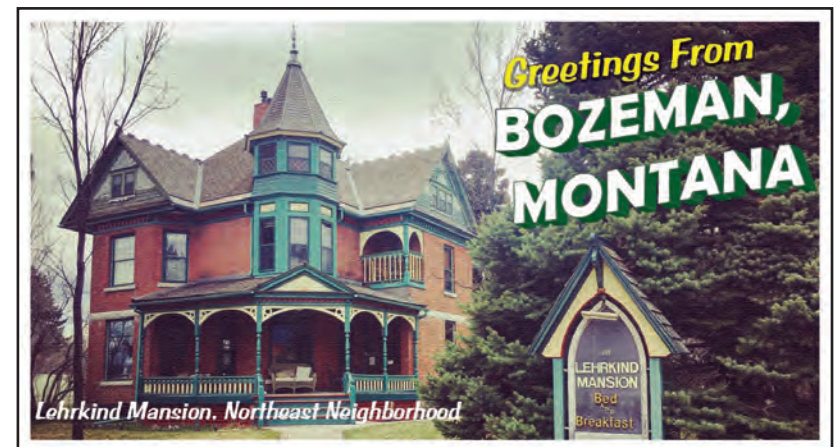
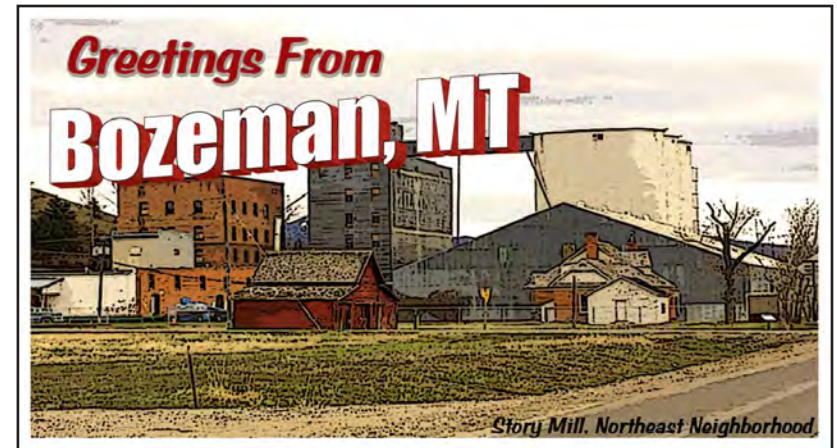
The team asked the community to think visually about what components of the neighborhood they most value today. When asked to identify what places in the Northeast Neighborhood would best represent you on a postcard, there was widespread support for a select group of places. The train depot, the silos, Lehrkind Mansion, the Misco Mill and Story Hills and Story Mill were all identified as iconic and representative places. The lumber yards and Bicycle House were also identified. Finally, the natural setting and viewsheds to the mountains were seen as important representations of the Northeast Neighborhood.

### Community Amenities

In terms of the kinds of amenities the community would like to see in the neighborhood, there was widespread support for a small market or grocer, or a farmers market, cafes or food trucks. Additionally, people placed value on additional open space and trails as well as recreational opportunities. However, one of the most widely shared ideas on future improvements concerned the need to better connect existing assets throughout the neighborhood and make its streets more friendly to pedestrians and bicyclists.

### What is most important to protect?

The team inquired among participants regarding what characteristics of the Northeast Neighborhood are so important and carry so much intrinsic value to community identity that



they must be protected and preserved. Without question, two manifold interests emerged as important. The first is the preservation and strengthening of the unique sense of place in the neighborhood and its contributing components. The second characteristic is the accessible and affordable housing proposition that has traditionally prevailed in the neighborhood, and the value that affordability has in producing a diverse neighborhood that can support creative professionals and working families. Affordability plays a strong role in the underpinning values that predominate in the neighborhood, including a sense of inclusion, freedom of expression and creativity, and compassion for and civic engagement with one another. The Northeast Neighborhoods' sense of community is directly tied to the concept of affordability, as it has produced a mix of residents that share values which honor diversity, the eclectic self-identity of the area, and a shared sense of ownership that respects individual expression. Residents cherish the eclectic neighborhood makeup, the authentic feel of the area, and the key contributing structures that make it what it is. Those structures include things like the mills and the depot, the industrial buildings and modest residential buildings, and the collective funky neighborhood character that is produced by their relationship to one another. Citizens also prioritized the viewsheds of the Montana landscape, including the creeks and trees, the open space, trails, and natural setting; and the small-town friendliness and family-oriented community that exist today.

### **Postcards of the Future**

The team asked community participants to share some of their aspirations for the future by creating a series of postcard images that expressed what kinds of positive change people would like to see. Here the community's message was clear: strengthen what we have – do not fundamentally change its character. When it was described in details, this translated into “more of the same,” building on some of the cherished components that make the neighborhood what it is today while better connecting it and adding upon it. Some of the ideas included development of the depot building, Story Mill, the Idaho Pole site. People would love to see the Bozeman creek enhanced in a way that it is a stronger amenity and more accessible, and they would like to see additional green space and public art. It also included additional housing, with an emphasis on modest and affordable housing. There was also interest in additional cafes and market options. The community articulated that they would like to see more pedestrian-friendly and bike-friendly streets, and greater connectivity across the neighborhood as well as traffic calming. The idea of creating connected, people friendly streets for all ages was a strong theme of the exercise. Finally, there was interest in strengthening the bonds of community further and building a cooperative civic spirit across the neighborhood.

### **What keeps You Up at Night...**

The team also explored an honest conversation about residents' fears and uncertainty

about the neighborhood's future given the pressures of growth and change. This exercise contained some important learning for the team. Two main themes emerged, reflecting the core values and cherished characteristics that define the neighborhood today. First, there is widespread fear about growth and new development leading to gentrification. This concern was two-fold, including both the concern that existing residents might be priced out of the neighborhood, and more importantly, that the very identity and sense of community that exists in the Northeast Neighborhood today would be fundamentally and permanently altered by such change. Second, there is widespread concern about new development altering the unique sense of place that exists in the community today, and this concern is backed by perceptions of recent experience with development elsewhere in town. Residents shared concern that new development would cause them to lose important viewsheds to the natural landscape. Even more importantly, there was significant feeling of complete disempowerment and lack of agency to influence the direction of future development. Some residents expressed dismay that the community they cherish may be lost forever and they have little influence to change the course of events that may be coming. Concerns included perceptions about moneyed interests carrying powerful influence over future development at the expense of the existing community and big developers defining the future of the Northeast Neighborhood rather than the people who give it life and vibrancy today. There was frustration expressed over the governing process and lack of community voice in it. There was also fear that citizens are struggling with understanding what change represents and it is causing greater angst and a loss of community more generally. These are fundamental issues to address moving forward, and everyone must play their part in the solution.

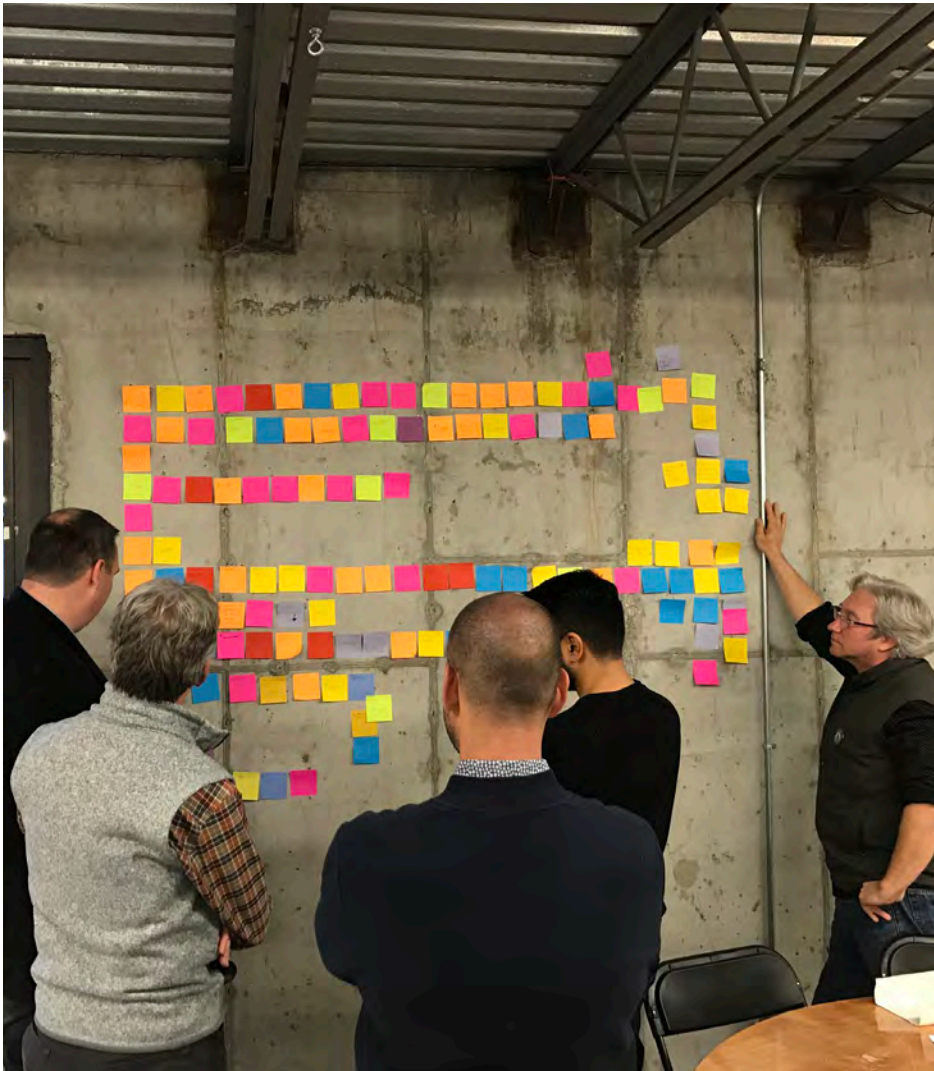
### **How Do You Define Success?**

The team asked participants to explain how they would define community success in the next 15 years. Again, there was a clear community message that was consistent with the preceding dialogue. The community wants to maintain its unique character, evidence of its history, and sustain its vitality and livability. Affordable housing plays a clear role in maintaining accessibility and providing a means for a mix of residents to call the Northeast Neighborhood home. As one person offered, “change means that in 15 years anyone in the Northeast Neighborhood now (in 2017) would not feel like a stranger on their own land.” Residents want new development to reflect and strengthen the unique sense of place that exists today, rather than “generic” or “cookie-cutter development” that has been seen elsewhere. As one person said, “our fear is that the unique fabric we have will be replaced by antiseptic blocks with no character.” They want to maintain the eclectic mix of buildings, uses, and people that make up the neighborhood today, and build upon existing conditions with adaptive reuse and appropriate new development that honors that fundamental identity. They want new development to promote a stronger community, but one that is not fundamentally altered in identity or makeup. As one participant concluded, it must be “thoughtful development.” They want to maintain the “small-town feel” that is shared by the people who live and work in the Northeast Neighborhood today. For the

neighborhood to be successful, growth and new development must reinforce these key characteristics rather than diverge from them.

## Conclusions

The team did not find a community in the Northeast Neighborhood that is anti-development or “NIMBY” (Not-In-My-Back-Yard). The team heard that this community is expressly concerned about how to maintain its funky identity, its overall affordability and continued accessibility to a mix of residents and workers, and its unique sense of place and community as it grows and evolves.



**"This area historically has been the affordable part of Bozeman - where families get started, and people grow old. Please don't gentrify!"**

- maintain friendliness
- affordability
- keep inclusionary zoning
- bike friendly

Robust identity

Local history of community

community to promote community through businesses offering opportunities promote livability

community

area space  
beautiful  
business products

area space  
beautiful  
business products

libelle  
small town

Successful change  
keeping open

community

WORK-PLAY  
neighborhood  
EMPHASIS

NE Bozeman area  
low middle class  
people can afford  
buy or rent  
Maybe use for  
proposed

More affordable housing  
for stroke industry  
- Preserve historic  
architecture  
- connected  
neighborhoods

Racial Diversity  
- Financial Diversity  
- Life style diversity

Area space  
beautiful  
business products

community

Urban Sprawl  
Green Space  
Bike town

No sprawl  
bike friendly  
walk friendly

Bozeman is  
Specifically the  
NE neighborhood  
remains highly  
livable in terms  
of friendly neighbor-  
hoods, keeping  
natural elements &  
green space intact,  
bikeable and walkable

Keep all existing  
appears, what only  
empty lots w/ well  
designed smaller scale  
buildings (not big  
apartments)

Community center  
neighborhoods are  
So many high density  
living situations that  
people don't know one  
another.  
Lots of open space  
like and parks

Protect the  
wetlands  
Keep it  
out of reach  
because they  
are main

great  
White  
Resin. Unpleasant  
only friendly

passing the  
D residential character  
D developing open  
spaces (and public)  
in ways that reflect  
the existing context  
well

Wanted  
to live here  
again

N. Blvd  
Hall -  
W. 11 - 2011  
1 - 2011 - 11/4  
to go on about  
501

7th Street  
Peds NE  
D social memories  
blowing full of  
urban/less  
sprawl

Proximal  
Adaptive  
ra-les of  
historic str

alls +  
sid f  
places

- change, 10-15%  
this building replaced  
More kids playing  
outside

Successful changes  
Housing that  
works

prop of an  
on month  
the 501

10 if you weren't  
Boreman did not  
become Aspen, CO!  
that is all  
wealthy

And you know  
where they go  
neighbor -  
with some  
low cost housing  
continued mixed  
use

**"We love the 'funkiness' of the NE neighborhood. It's wonderful seeing the neighbors' creative use of their space. Too much these days is commercial or modern-looking."**

al here  
to  
to  
to  
to  
to  
to

and Aspen  
would be a  
more walkable  
and less  
suburban zone

UNLIT SIDEWALK  
HERE  
- QUALITY NEIGHBORHOOD  
- GOOD TRAFFIC FLOW  
- ONE COMMERCIAL  
RECEPTION TO FIRST  
FLOOR OF HOUSE

- thoughtfully guided  
growth (density, height,  
setbacks)  
- green spaces  
pedestrian & cycling  
routes  
- strong community  
identification  
responsibility

- growth is needed  
to, so more open  
space  
- minimal high-rise  
(no Black/olive  
- more trails

PLANTING OF  
NEED DEVELOP  
AND ON WALK  
HOUSING BY  
THIRD FLOOR

RE, BUT  
NEIGHBORS  
TO ENCOURAGE  
MIXED (OFFICE  
RETAIL)  
STORES (E  
SHOP), ETC

- Infrastructure  
maintained  
- still mixed income,  
mixed use  
- Wild Crumb is  
still free

MY STREET IS  
STILL DARK & QUIET  
& CAN STILL GET THE SENSE  
OF A NEIGHBORHOOD  
AND A GREAT PLACE

This all change  
means holding the  
character of the  
city, established  
neighborhood. Open up  
the space  
not billboards

and more  
to

become old  
style from  
houses



...with books  
...will be

good sidewalks  
Leave the train  
on Route

con  
more trails  
side walks  
noise to be  
Community  
Center

1 Community Garden  
2 smaller retail  
establishments or  
3 dog park

no more like  
"village downtown"  
more places  
to grow plants,  
gardens, trees  
Bring back the  
train from in the

- more trees  
- ensuring safe  
access to building  
(not building  
shade affect)  
- well-maintained  
- trees, parks,  
gardens  
- well-maintained  
- sidewalks  
- well-maintained

Maintain!  
Walking Bike  
Space  
Thriving  
Community  
Space

Trails (Bike and Walking)  
Fields (for sports)

① plants - 15 years  
② water, more trees, more  
paths, more bike  
③ well-maintained  
④ well-maintained  
⑤ well-maintained

...trails  
...side walks  
...connectivity  
...trails

...trails  
...side walks  
...connectivity  
...trails

...trails  
...side walks  
...connectivity  
...trails

**"The NE has character because of the diversity, because of the tolerance of a variety of income, house size, industrial, commercial, and historic structures. So far it has remained a place for everyone."**

...with books  
...will be

...with books  
...will be

TRAFFIC/crowd  
TECH OFFICES  
High Rise (5) buildings

More Trails  
Side walks  
Connectivity of  
Trails

Co-Op outlet  
trails -  
water features  
bridges

affordable  
housing  
open spaces  
aesthetic  
buildings

Complete sidewalks  
...with books  
...will be

Sidewalks  
Playground  
Crosswalks

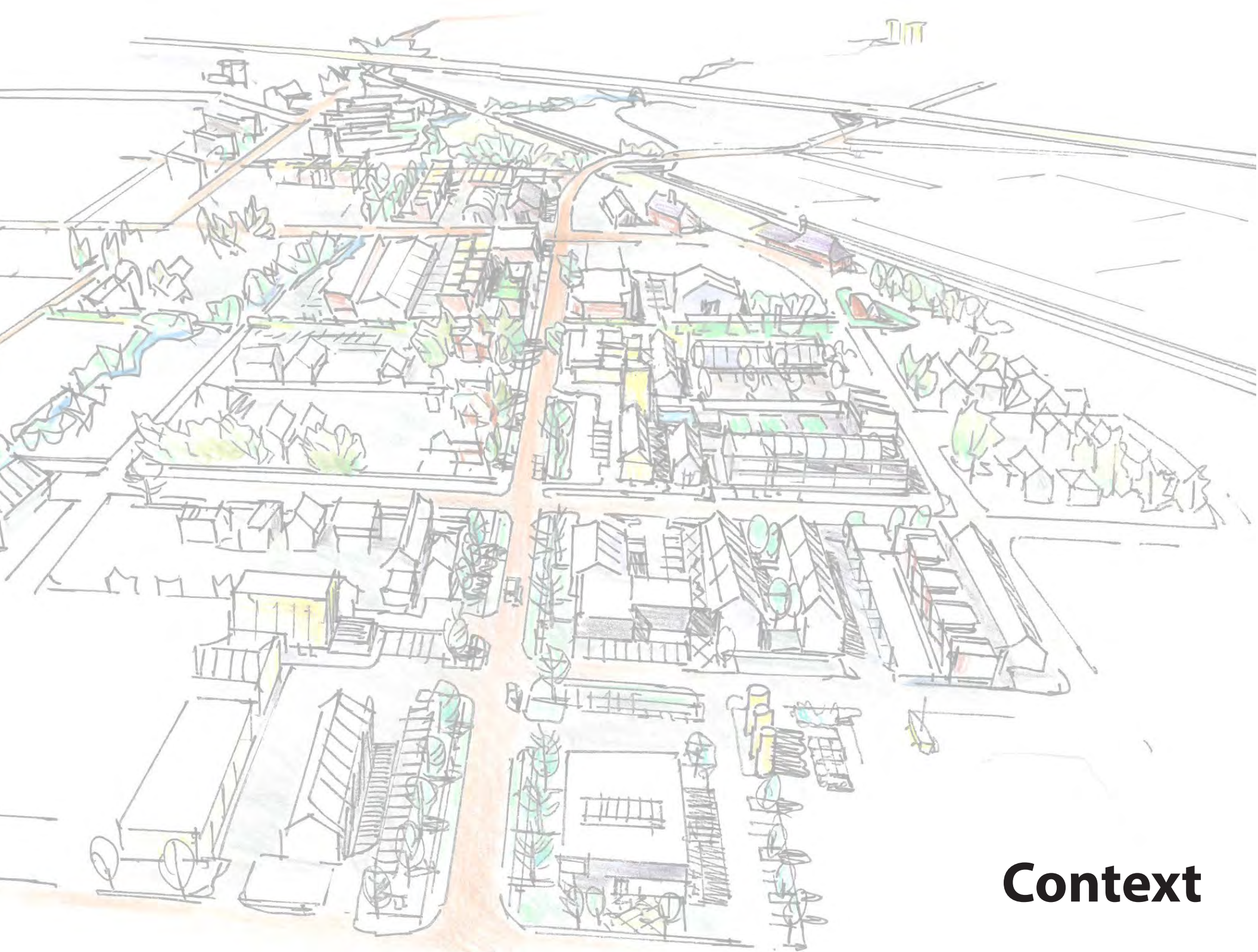
FOODTRUCK  
AREA

...with books  
...will be

Aspen Street design  
Sidewalks  
Gardens  
...with books  
...will be

Add a School  
Cottage Housing and  
more Affordable Housing  
A color array and  
...with books  
...will be





**Context**

## ABOUT BOZEMAN

Bozeman's rich history and future is the result of its strategic location and beauty. The city originated as a connector to access the gold from mines in Virginia City through the Gallatin Valley and on the Oregon Trail. The town was formed 1864, and although vulnerable to Indian attacks, its economic importance survived the conflicts of Western expansion. Montana's fertile prairies led the way to agricultural dominance. Bozeman's economy still continues to benefit from its natural assets and calculated location. As such, Bozeman has become a nationally recognized place to live; with its robust economy and broad outdoor recreation opportunities the city has evolved from a small settlement to one of the most desirable regions of the western United States.

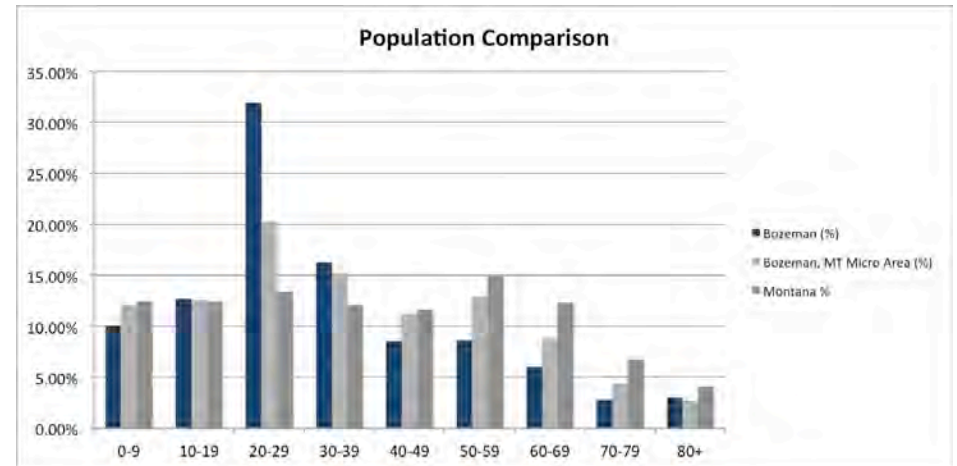
Bozeman, once a gateway trail, has now become the economic center of the State. With a world-class university, first-class international airport and idyllic setting, Bozeman has been able to build an economy consisting of strong industry clusters. Major sectors include photonics and optics, recreation, bioscience, technology, manufacturing, and tourism. Growth continues to be driven by strong home construction, software and technology and visitor spending.

### A Population Explosion

Since the 1980's, Bozeman has grown to become the 4th largest city in Montana, and the fastest growing Micropolitan city in the U.S. (July 2014 and July 2015) among cities with populations less than 50,000. (U.S. Census Bureau).

One of the greatest contributors to this population explosion is a shift in generational preferences and flexibility. Traditionally, workers were tethered to urban centers for workforce activity. However, today technology has enabled Millennials to choose locations, like Bozeman, with amenities that contribute to quality of life, scenery, and nearby recreation. In fact, almost 75% of the local population growth stems from in-migration, which is bringing increased investment and jobs to the local economy. The population comparison chart reflects the high number of Millennials within Bozeman, which is almost twice the rate of the state of Montana.<sup>1</sup>

Currently Bozeman has a population over 45,200. Gallatin County has an estimated population of over 100,700. Assuming existing growth rates, Bozeman would exceed 75,000 people by 2030. Assuming 2.2 units per household. There is a demand over the next 15 years for over 15,000 new residential units in Bozeman. This population increase is both a problem and opportunity. The increased population will increase demand from a broad market which will increase opportunity for the Northeast Neighborhood, however the increased demand and limited supply is increasing values and pricing some people out of the market.



***“There is demand over the next 15 years for another 15,000 housing units in Bozeman. The challenge will be to harness the growth while maintaining Bozeman’s authentic character.”***

Bozeman, MT							
0.5% CAGR		1.0 % CAGR		2 % CAGR		4.0 % CAGR	
Year	Population	Year	Population	Year	Population	Year	Population
2010	37,820	2010	37,820	2010	37,820	2010	37,820
2011	38,009	2011	38,198	2011	38,576	2011	39,333
2012	38,199	2012	38,580	2012	39,348	2012	40,906
2013	38,390	2013	38,966	2013	40,135	2013	42,542
2014	41,660	2014	41,660	2014	41,660	2014	41,660
2015	41,868	2015	42,077	2015	42,493	2015	43,326
2016	42,078	2016	42,497	2016	43,343	2016	45,059
2017	42,288	2017	42,922	2017	44,210	2017	46,862
2018	42,499	2018	43,352	2018	45,094	2018	48,736
2019	42,712	2019	43,785	2019	45,996	2019	50,686
2020	42,926	2020	44,223	2020	46,916	2020	52,713
2021	43,140	2021	44,665	2021	47,854	2021	54,822
2022	43,356	2022	45,112	2022	48,811	2022	57,015
2023	43,573	2023	45,563	2023	49,788	2023	59,295
2024	43,790	2024	46,019	2024	50,783	2024	61,667
2025	44,009	2025	46,479	2025	51,799	2025	64,134
2026	44,229	2026	46,944	2026	52,835	2026	66,699
2027	44,451	2027	47,413	2027	53,892	2027	69,367
2028	44,673	2028	47,887	2028	54,969	2028	72,142
2029	44,896	2029	48,366	2029	56,069	2029	75,027
2030	45,121	2030	48,850	2030	57,190	2030	78,028

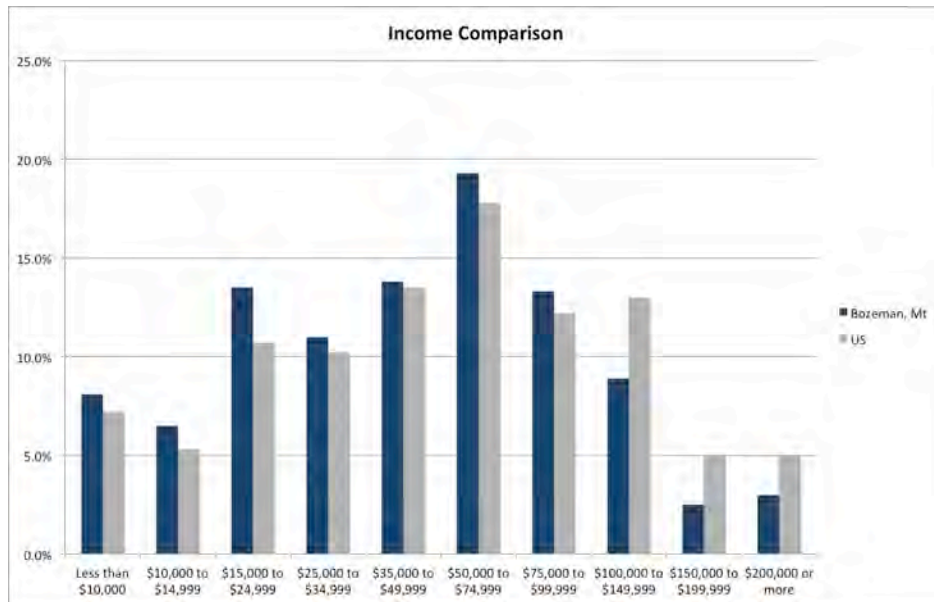
Source: U.S. Census 2010. ESRI

<sup>1</sup> US Census

## Income

Bozeman's income per capita of \$26,506 and the median household income is \$45,729. The income by range chart shows the percentage of income for Bozeman compared the US. According to the Census data, one out of every five people in Bozeman is impoverished and HUD shows that over 30% of households in the Northeast Neighborhood are impoverished. People with limited income have different needs, values, and attitudes which should be considered in the Northeast Neighborhood initiative. Poverty compromises the economic potential of the market and also has a higher propensity for lack of healthcare and social services.

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## Impacts of Tourism

Another contemporary factor driving Bozeman's growth today is tourism. A recent report by the city of Bozeman indicated the City attracted 5 million tourists last year who spent \$732 million. More and more families are seeking destinations to escape dense cities and explore areas with strong historical significance that can support active lifestyles. Bozeman's national reputation for hiking, skiing, fishing, and rafting is unparalleled.

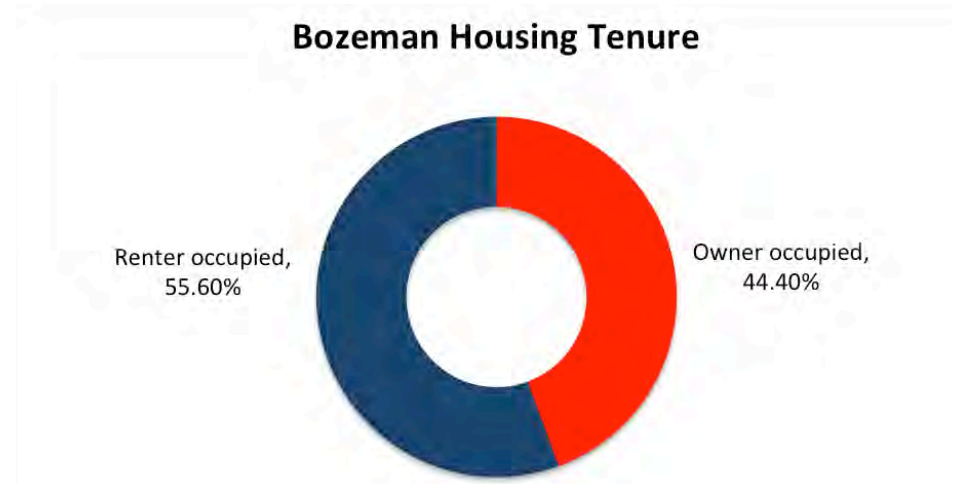
Bozeman's strategic location serves as a major entry point into Montana. In fact, the Bozeman Yellowstone International Airport is the busiest airport in Montana, and the 8th busiest airport in the western U.S. (Bozeman Yellowstone International Airport). Due to the international airport, Bozeman serves as a northern gateway to one of the most visited parks in the Nation. The airport is located less than two hours from Yellowstone National Park, which attracts over 4.1M people per year .

Total tourism In Montana equates to an \$3.6B industry and attracts over 12M visitors per year. A portion of these tourism dollars could be captured within the district if there were additional uses to create destination traffic.

Growth is creating significant management issues for the economy. The population growth and increased tourism has affected both Bozeman and the Northeast Neighborhood study area. One of the greatest challenges when you have such accelerated population growth is maintaining an adequate housing supply. Housing within the district has increased over 127% in the last year.

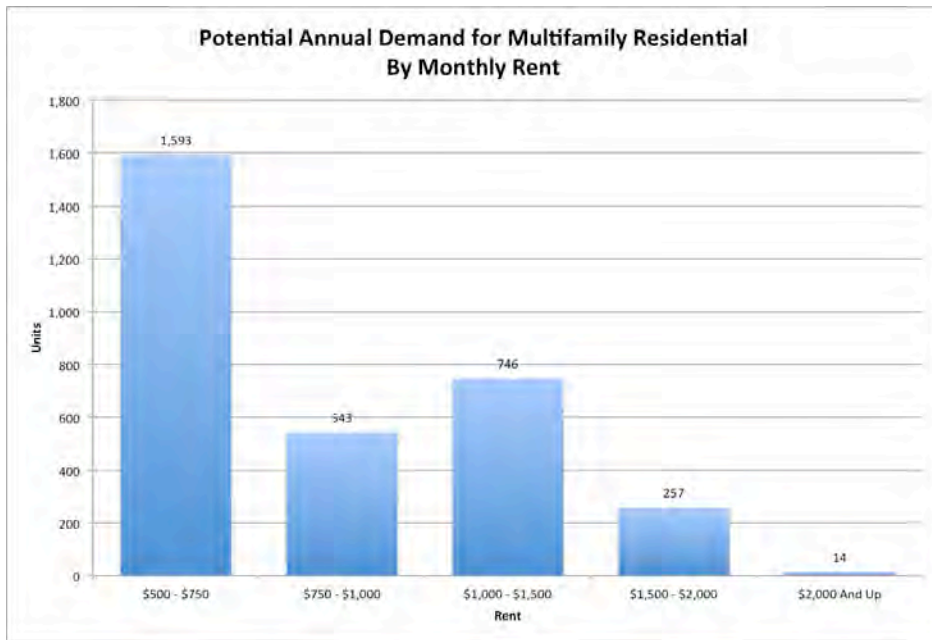
According to community feedback, housing is one of the biggest concerns for the Northeast Neighborhood. Sourcing skilled construction labor supply is an issue, and a large portion of skilled labor are being absorbed in resort areas of Big Sky or West Yellowstone, where skilled construction workers earn a premium on higher construction projects from wealthy owners building second, or third or fourth, homes.

Increased real estate and labor costs are affecting the ability to maintain attainable housing. As a result, the median home price is greater than \$300,000, the highest in the State. Increased housing costs, with the fact that Montana's economy has relatively lower earnings relative to the US, creates a unique imbalance that is a potential threat to maintaining the existing context of the City and study area.



Another issues to mention is the shift in housing preferences. A majority of growth in the region over the last 40 years occurred outside Bozeman city limits. Generational and cultural preferences have shifted populations back to urban areas, but lack of housing choices and affordability is creating challenges for infill, including in the Northeast neighborhood. This has increased the number of rental units. Currently 55.6% of the population rents and 44.4% of the population are homeowners. Currently median rents are \$849/month. For over 1/2 of the population in Bozeman, this equates to over 30% of household income. Mortgage costs also average more than 30% for over 1/3 of the population. Generally, the income share devoted to housing that is below 15 percent is a good proxy for highly affordable, while the income share devoted to housing that is above 30 percent is a good proxy for unaffordable.

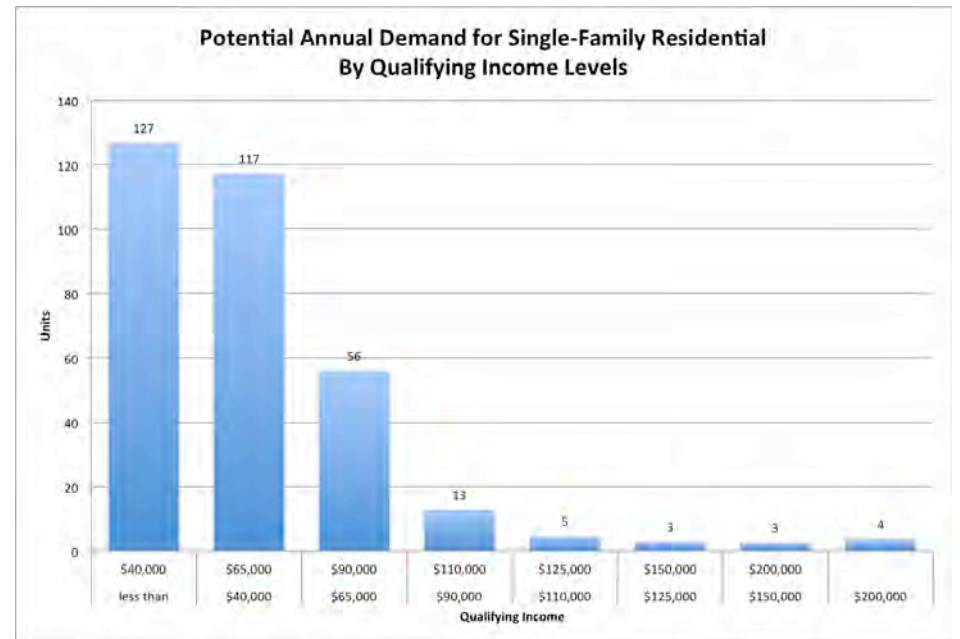
To understand demand, this process explored capacity for new residential, both in terms of rental and ownership. The following chart shows the potential annual multifamily demand by income affordability ranges.



Using historical absorption and existing incomes, current estimates show the market could support approximately 3,100 new rental units per year. However, due to depressed wages, only 50% of the new construction would qualify for market rate housing. Most of the landlords interviewed within the study area stated that they are achieving greater than \$800/m in the Northeast Neighborhood.

Using historical absorption rates and existing Bozeman incomes, Bozeman could support 327 new owner-occupied single-family units per year, of which only 10

new single family units would qualify above \$300,000. This means the majority of construction velocity is non-local, as the local market demands a higher number of buyers are non-local.



This increased growth is also placing pressure on facilities and infrastructure. Higher traffic creates congestion and greater wear on infrastructure. As a result, the natural response creates suburban sprawl towards Belgrade, and beyond, where land costs are less.

## Using the history and honoring the character to inform the vision of the Northeast Neighborhood.

The Northeast Neighborhood was once the economic center of Bozeman. In the 1880s, the district was created as a result of the Northern Pacific Railway. In 1882, Bozeman merchant Nelson Story orchestrated the depot and rail spur. As part of the infrastructure, Story constructed a massive water-powered grain milling complex. Additional improvements included a roundhouse, passenger station and freight depot. The rail and associated infrastructure spawned additional residential development and became a significant manufacturing and distribution hub for the entire region. Early businesses included flour mills, grain elevators, freight storage, ice houses and General Lager Brewery.

The Northeast Neighborhood is located in the northeast sector of the city of Bozeman. The district is approximately  $\frac{3}{4}$  of a mile from Downtown Bozeman. The area completes the block pattern extending from downtown and follows the I-90 Interstate as it curves West towards Rouse Avenue. The R/UDAT study area includes approximately 241 acres and includes over 158 individual parcels. According to the Gallatin County, the current market value of improvements is over \$80M.

The area is generally laid out in a traditional grid pattern, until it reaches the North Pacific Railroad. A majority of the historic structures fan out from the original railroad depot, as it once served the economic center of the district. Bozeman Creek is a tributary from Palisades Mountain to the south and generally runs north south through the district, and feeds into Gallatin River to the north. This watershed bifurcates several blocks paralleling Rouse as it traverses the district, creating several small and irregular lots.

### *Historic Character*

One of the greatest assets within the study area is the historic center, which is located near E Tamarack and Front Street. This area includes a number of historic structures including the historic Bozeman train depot, Lehrkind Mansion and former Brewery site and the MISCO Grain Elevator.

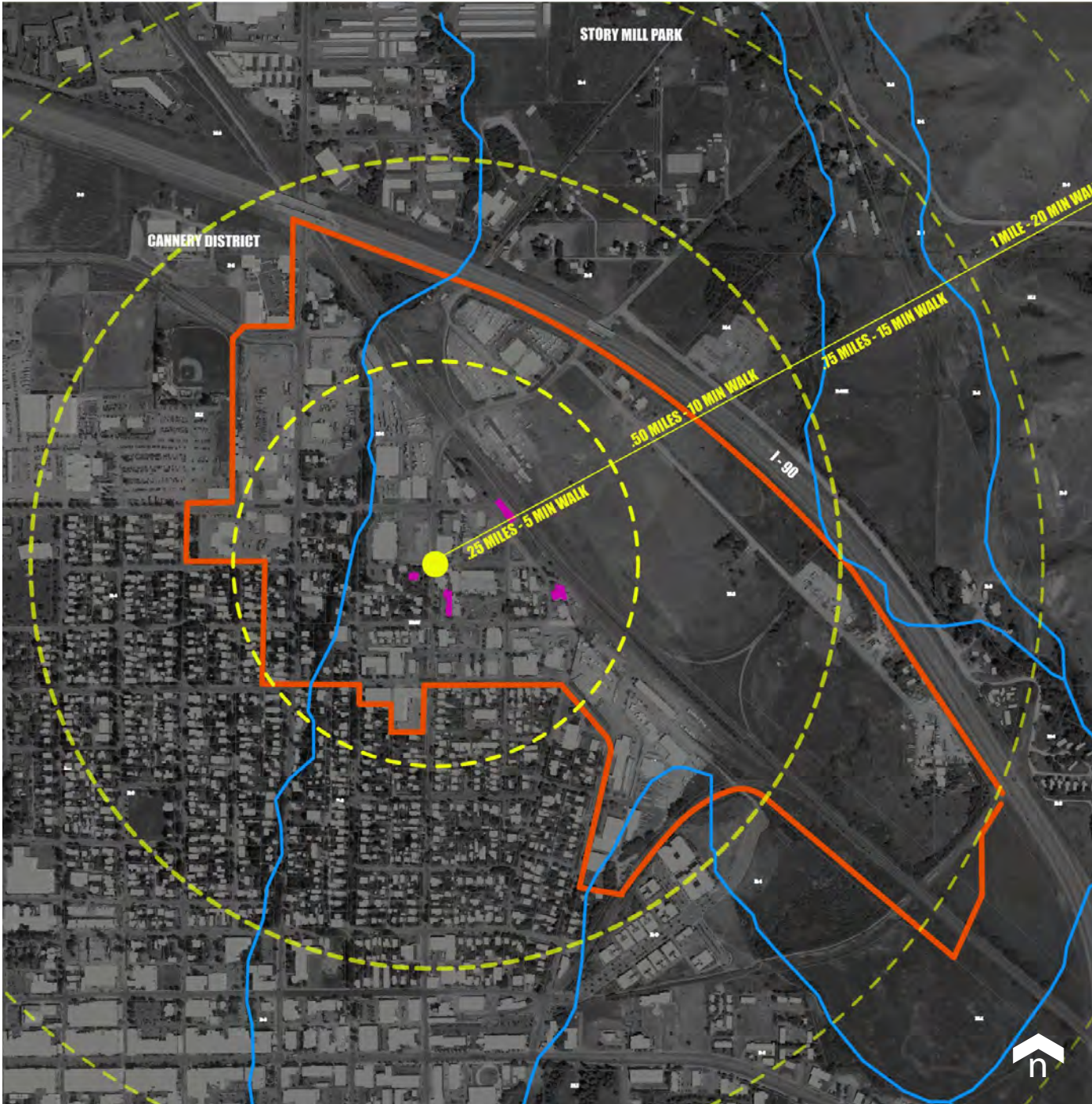
The district contains approximately 56 residential units, however the majority of the district is influenced by established residential neighborhoods, and original houses within the original Northern Pacific Addition.



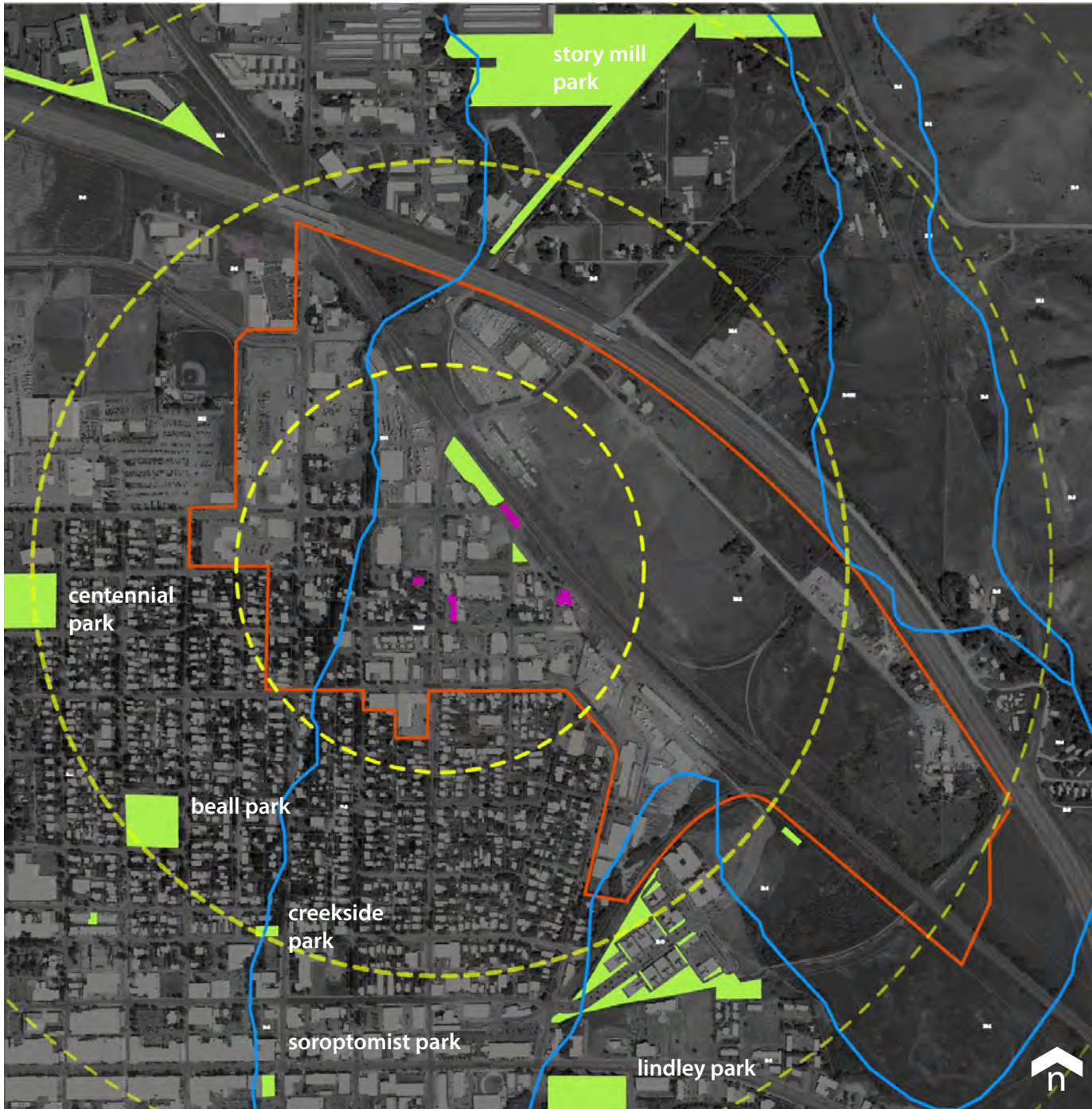
*Bozeman R/UDAT project area.*

### *Connectivity*

There is strong connectivity between the Northeast Neighborhood and downtown, as well as Interstate 90. The grid pattern also allows easy alternative pedestrian options to connect to the remainder of greater Bozeman.



Typical walking radius.

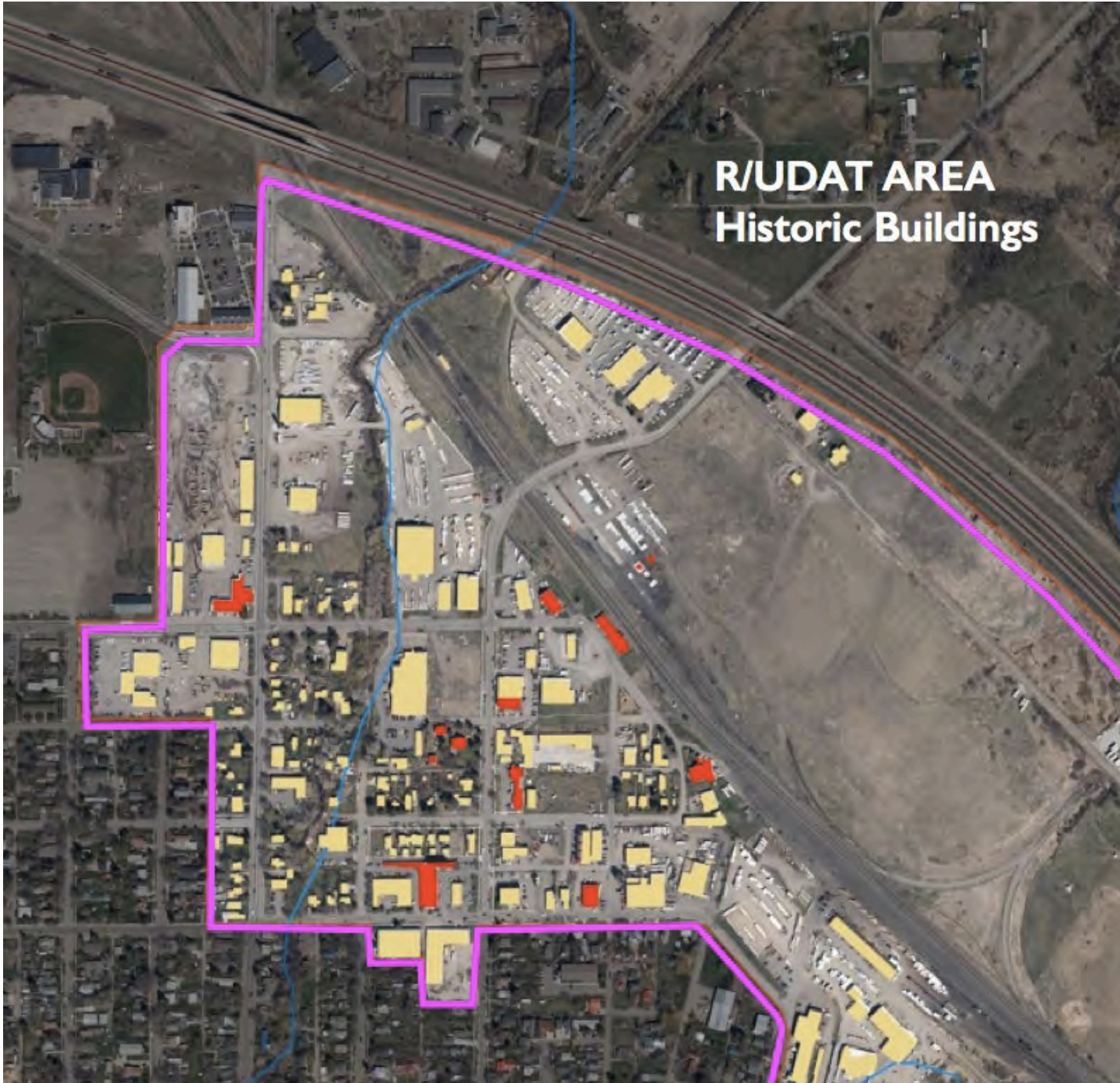


## EXISTING PARKS

While there is plenty of open space within Bozeman, there is a specific lack of civic parks and social gathering spaces in the North East neighborhood. The existing parks are more regional in nature and do not provide opportunities for day to day activities and recreation. They are also disconnected from the North east neighborhood core and not very easily accessible.

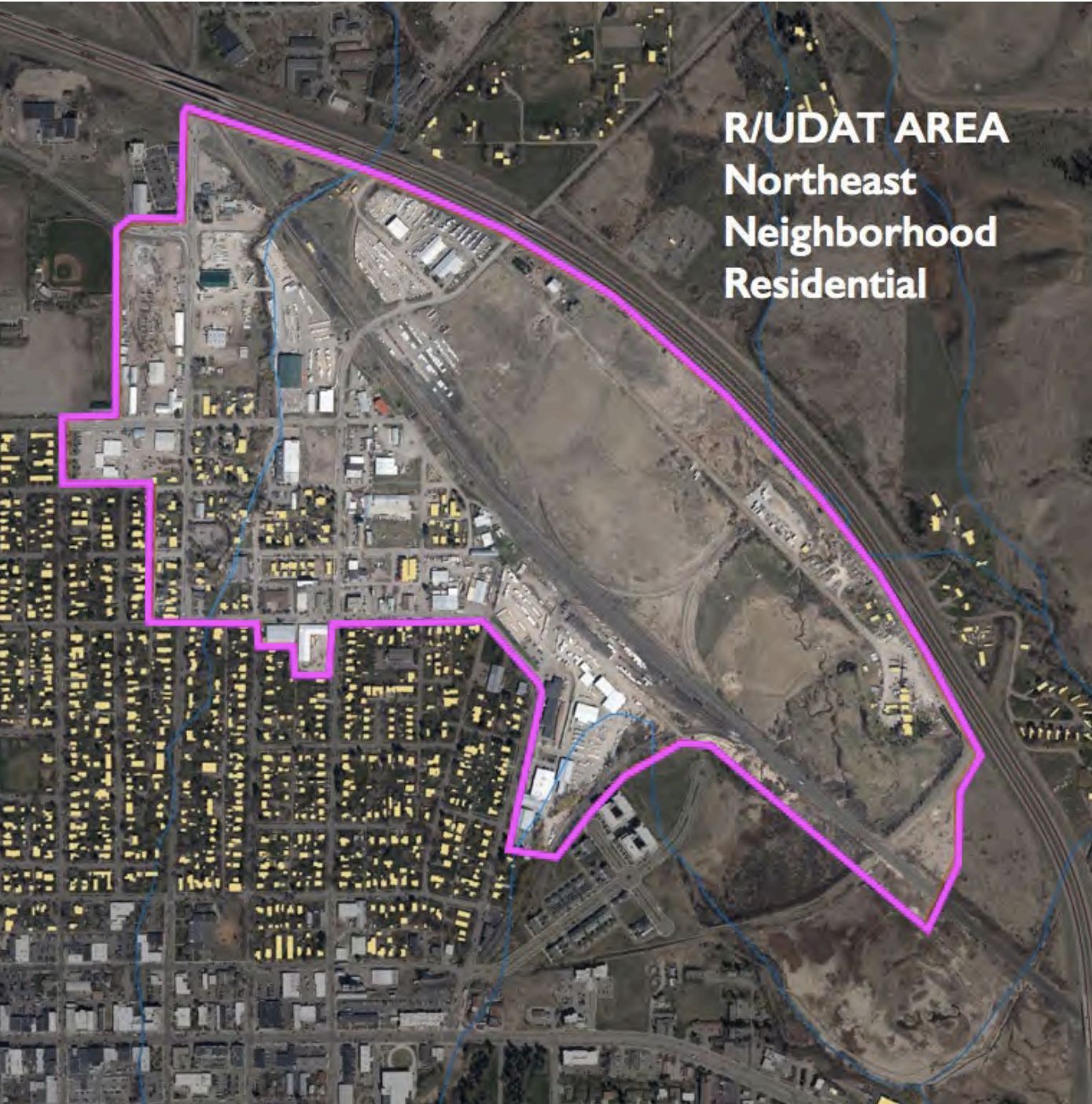
*Existing parks and open space around the NE neighborhood.*

**R/UDAT AREA  
Historic Buildings**

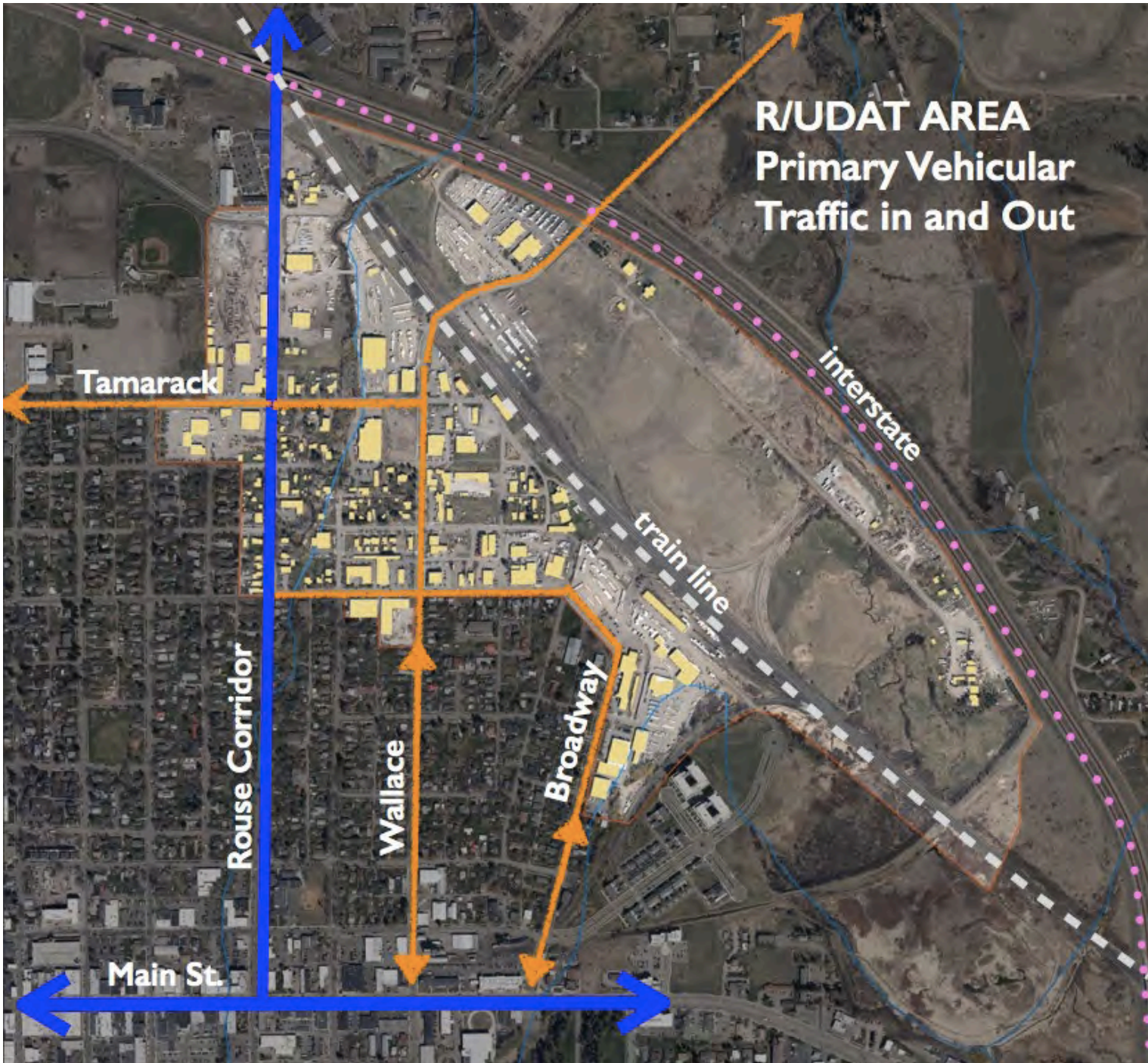


*Historic structures within the project area.*





*Residential units within the project area.*



Primary connections with downtown Bozeman and the highway.

### ***Adjacent Influences***

Directly West of the district is the Gallatin County Fair Grounds. The Fair Grounds are active year round and also houses the Bozeman Bucks American Legion Baseball Team, the Bozeman Amateur Hockey Association and the Bozeman Rifle and Pistol Club indoors shooting Range. On the southern end of the district, developers recently constructed The Village Downtown, a planned development with a modern interpretation of a New England theme. The project contains luxury lofts in mid rise towers, 23 existing condominiums, as well as future home sites.

Just south of the study area is the Babcock and Davis subdivision. This area is bounded by Lamme to the south, Peach to the north, Perkins to the west and Wallace is the central street within the subdivision. Most of the area consists of small lot residential and also contains the Karst State bus depot. A majority of the houses range from 800 to 1,200 square feet in size.

### ***District Gateways***

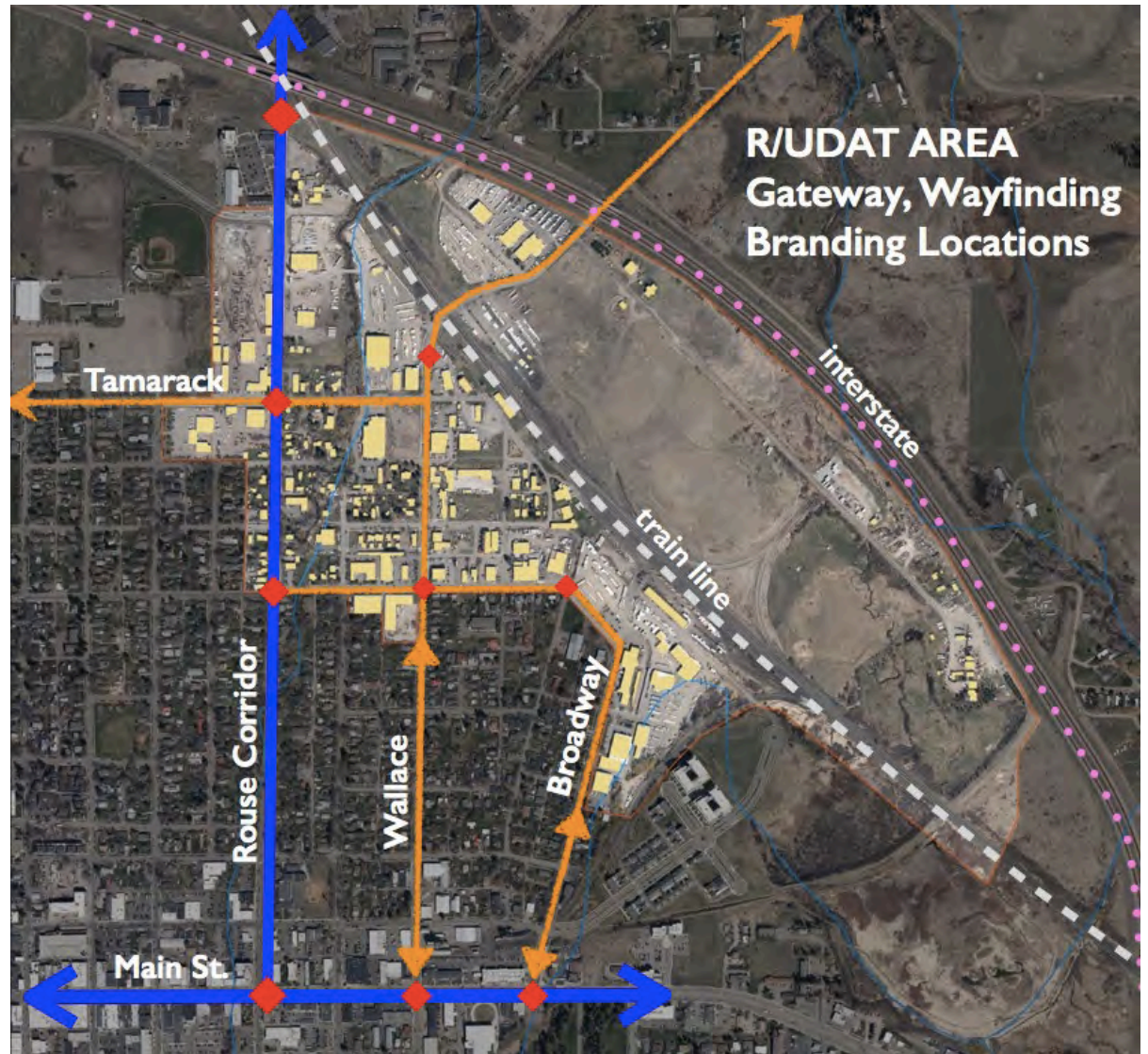
The main gateway to the district is at Rouse and Interstate 90, along the northwest edge of the study area. The district is bounded to the East by Interstate 90. Rouse is the major transportation corridor of the district and also serves as the western boundary of the study area. The district is bisected by the Northern Pacific Rail Line. Peach Street, a local residential collector, serves as the southern boundary.

### ***New Developments***

New development in the core includes contemporary tri-level condos at 626 E Cottonwood. These 3 story units are valued at over \$850,000 each. Newer retail includes the Wild Crumb, a local bakery and coffee shop, Treeline Roasters and Coffee Shop, and Bespoke Bicycles. Other notable retailers include the Meat Shoppe and the Bozeman Brewery.

### ***Commercial and Industrial Buildings***

The area is interspersed with industrial and commercial buildings. The area contains several heavy industrial users, including the city of Bozeman shops at Rouse and E Tamarack, and M&W repair across Rouse to the West. On the northeast



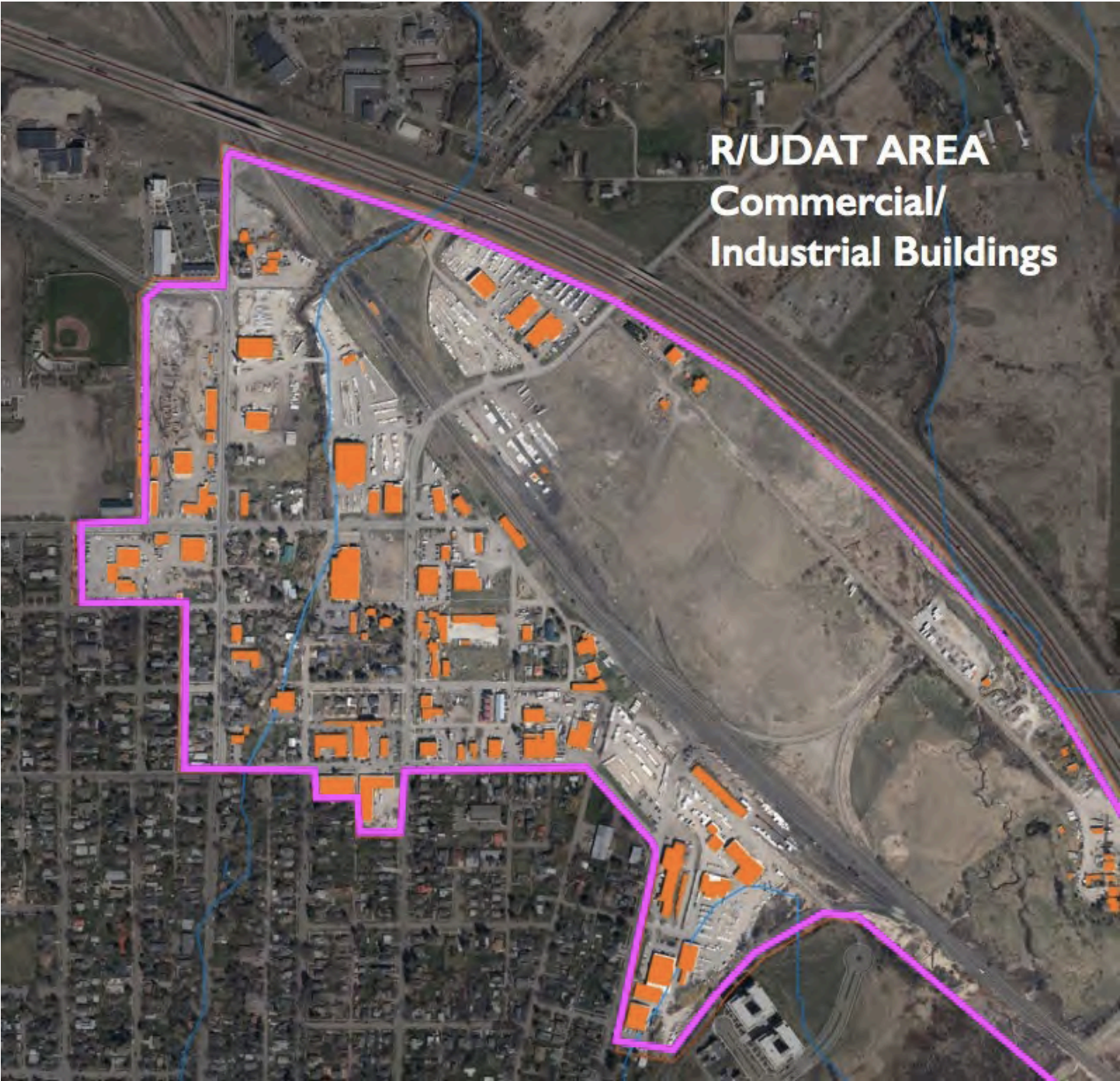
***District Gateways.***

sector of the district is Empire Building Materials with large industrial metal buildings and outside storage. Within the southern most portion of the district and adjacent to the North Pacific rail line is Simkins-Hallin building supply.



*New retail and residential developments within the district.*

**R/UDAT AREA  
Commercial/  
Industrial Buildings**



*Industrial and commercial structures located with the project area.*

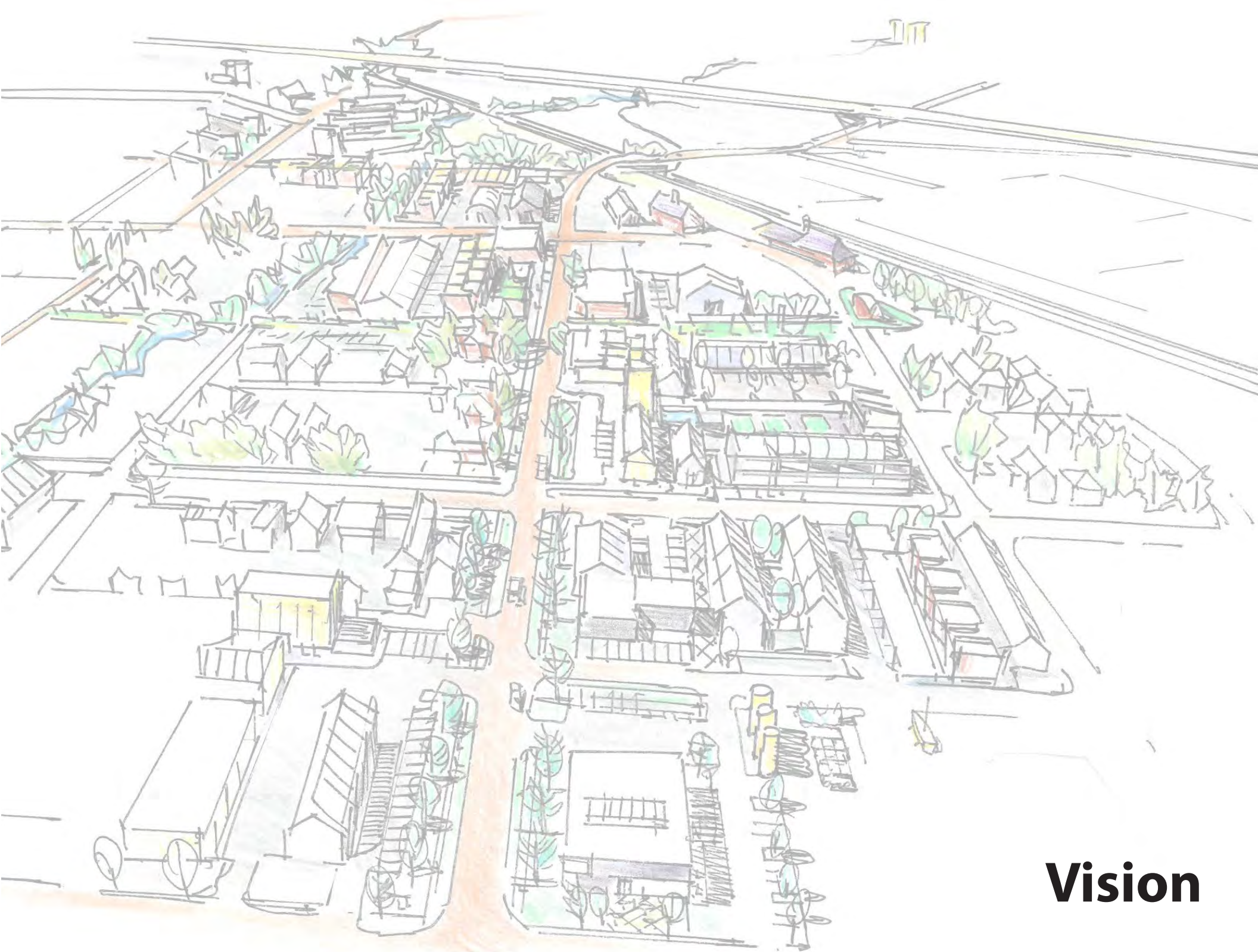
### **The Northeast Neighborhood, a Historic District With Rich Potential.**

Today, the Northeast Neighborhood is strategically located and can support the housing shortage and leverage existing infrastructure encouraging a contemporary form of multi-modal transportation due to its proximity to downtown, the university and access to adjacent natural amenities. The question will be how the Northeast Neighborhood can be strategic without destroying its character and the attributes that make it unique.

The challenge will be accommodating new housing and commercial development with appropriate policies and design standards to maintain the integrity and quality of life for residents and business owners in the existing area. Design must also honor the past and the historical significance of the location. New policies should regulate new construction so that it fits within the neighborhood and focuses on quality context-sensitive design.

As Bozeman continues to grow, a focus on great public spaces, walkability, and opportunities to cater to active lifestyles will continue to enhance Bozeman as a place and reinforce its great quality of life and economy of choice for knowledge workers and talented professionals.

One fear of additional development in the Northeast Neighborhood is gentrification of the area and increased values in an already price sensitive market. The City should explore a regional policy to make housing more attainable to the region as a whole. However, certain developments could implement a portion of housing that is below market rates in exchange for other concessions. For example, public property could be made available to those developers that conscientiously address some levels of affordable housing. Design should be unique and reflect the existing character distinguishable from other parts of the neighborhood.



**Vision**

## VISION

This plan envisions leveraging the historic core as the anchor of the Northeast Neighborhood’s vision for the future. The central core would provide the key neighborhood “amenities” such as grocery, small makers spaces, retail shops and local businesses surrounded by high quality housing to retain local flair and feel. In this sense, we envision a new economic hub emerging that enhances livability and preserves the integrity of the neighborhood. The reconfigured neighborhood would create new economic vitality in the district while maintaining the existing constituency that understands the importance of the local character and environment and gives voice to the issues and concerns needed to protect what makes Bozeman so great.

Rather than following a legacy of ad-hoc decision-making and unguided developments, this plan supports the neighborhood vision with a renewed set of sustainable policies and initiatives to support multiple generations of residents from a broad range of income levels.

## APPROACH

The R/UDAT project area within the Northeast Neighborhood is a diverse and textured urban area where the story of Bozeman’s past, present, and future intersect. It is the location of some of Bozeman’s most historic structures and sites and is home to a community of passionate residents intent on seeing the neighborhood fulfill its creative potential. The forces of expansion and development are currently being felt throughout Bozeman, and the Northeast Neighborhood is no exception. Property values are climbing steeply while opportunities for residents to both live and work in the city are shrinking. Change is coming to the Northeast Neighborhood. Managed properly, and responsibly, this change can enhance and enrich the lives of Northeast residents, artists, and business owners.

In order to strategically address the range of key neighborhood issues related to preservation, livability, and economic development in the Northeast Neighborhood, we have designated four primary development districts within the R/UDAT project area. This approach allows each zone to have its own unique strategy for preserving what is valued most by the neighborhood residents and managing the inevitable development pressures that are already significantly impacting the neighborhood. Within each district, the issues the community felt were most important to them fall under three main tenets that will help structure recommended projects/improvements in each area.

## TENETS

### Preservation

- History
- Character (Look and Feel)
- Sense of Community
- Sustainability
- Open Space and Views
- Guidelines and Protections

### Livability (Quality of Life)

- Affordability
- Housing Mix
- Green Space
- Safety
- Family Friendly
- Creative Culture
- Walking / Biking
- Services and Amenities
- Public Space
- Incompatible Uses

### Economic Development

- Blight and Dis-Investment
- Adaptive Re-use
- New Development
- Improved Regulatory Structure
- Branding and Merchandising (Identity)





## District 1 — THE CORE

The Core is the central portion of the R/UDAT project area and is an eclectic mix of light industrial buildings intermingled with small cottages, walking paths and historic sites. The look and feel of the core is central to how the residents see themselves. Developing a strategy for Defining and protecting the Core is essential to maintaining the residents' cultural connection to the city's history as well as their neighborhood identity as a "funky," creative, and diverse place to live, work and play.

## District 2 — TRANSITIONAL AREAS

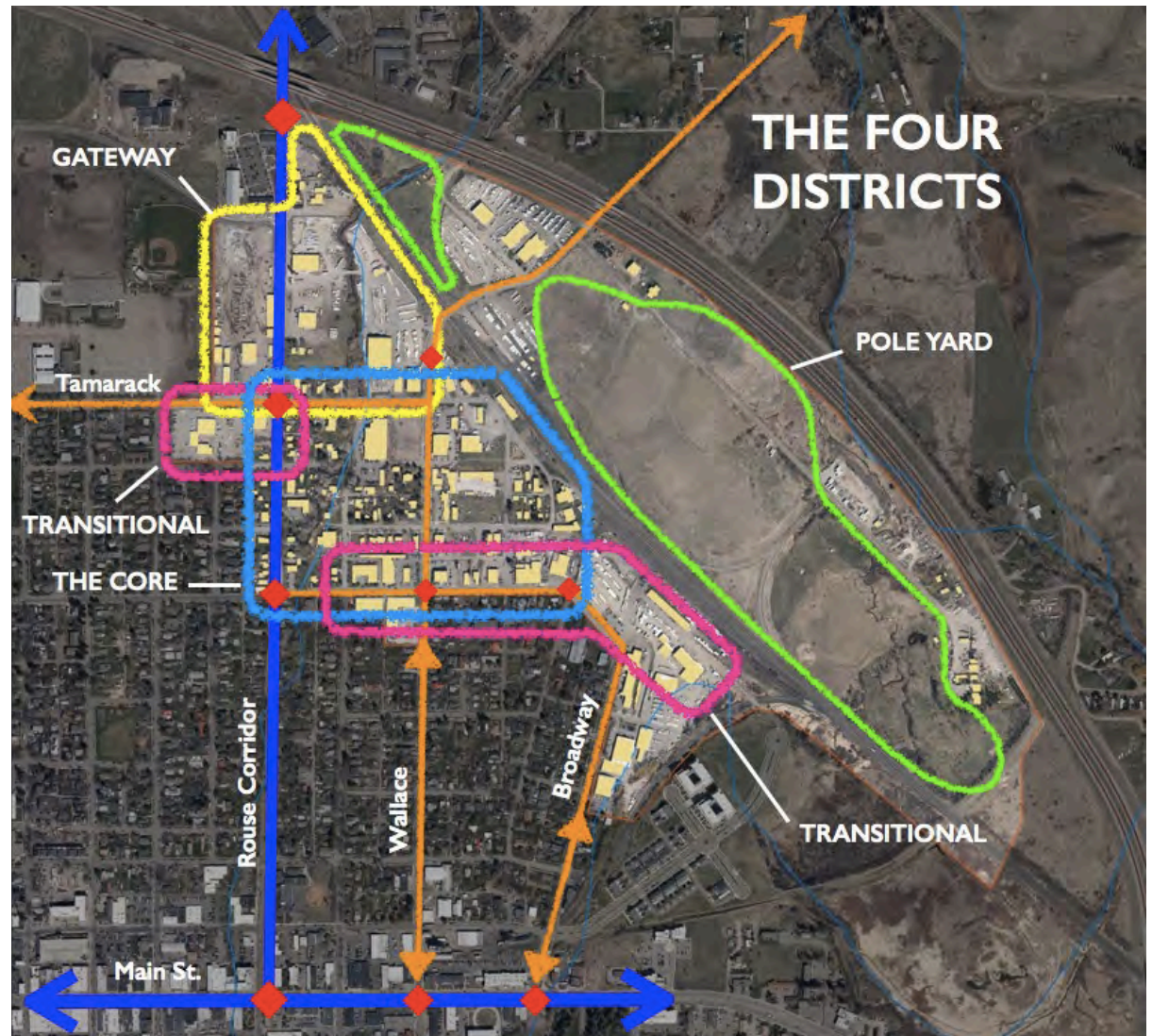
As an aging light industrial area, it is understood that some of the business that currently operate in the Core may outgrow their existing locations or may choose to relocate as more suitable or less expensive sites become available elsewhere. Many of these industries are not very compatible with the adjacent, single family, residential areas where noise or truck traffic can have a negative impact on the quality of life for the residents. These areas have been designated as "Transition Areas," and offer opportunities for adaptive re-use and re-development that maintains the light industrial feel of the core.

## District 3 — GATEWAY CORRIDOR

The northern most portion of the R/UDAT project area has been designated as the "Gateway Corridor" and lies along both sides of Rouse Avenue as it cuts through the neighborhood. The Gateway Corridor offers opportunities to create mixed income, high density development that, if designed and managed properly, will reduce the potential impact of new development on the Neighborhood Core and its surrounding single family residential areas.

## District 4 — POLE YARD

As a brownfield site the Idaho Pole property has limited development potential but represents an wonderful opportunity to expand the local trail network, provide active and passive recreation opportunities for Bozeman residents, open access to a new wetlands preserve, and still provide room for expanding or transitioning industrial uses in designated areas.



## PLACEMAKING URBAN ROOMS

Using this 4-part zoning approach, development challenges in each zone can be addressed by utilizing a 'placemaking' approach to design based on the development of "urban rooms" within each zone. This urban room approach allows for a mix of formal and informal methods to be applied in different ways in different zones with the primary focus being the quality, diversity, and vitality of new and renewed urban spaces. These urban rooms are meant to be lived in and cared for, giving residents a sense of ownership and pride in their community. An urban room can be a tiny place to appreciate a small gesture along a neighborhood sidewalk or the informal space between industrial buildings and storage sheds. Streets, alleys, and paths act like hallways connecting urban rooms which can be developed as public space, or by a property or business owner on their private property as a community amenity.

## DISTRICT 1 — THE CORE

The Core is the central portion of the R/UDAT project area and is an eclectic mix of light industrial buildings intermingled with small cottages, walking paths and historic sites. Residents see the Core as the heart of their neighborhood; a place that is active, energetic and full of creative potential. In the face of new growth and development challenges, residents want to nurture this potential while insuring that they are on a path to maintaining good heart health.

The Core is bounded by the Rouse Corridor on the West and the railroad on the East with its Southern edge along Wallace street where the residential and light industrial areas meet. Tamarack Street forms the North boundary of The Core running along the edge of the, now demolished, historic brewery property. The look and feel of the core is central to how the resident's see themselves and identify with the neighborhood. Developing a strategy for Defining and protecting the Core is essential to maintaining the residents' cultural connection to the city's history as well as their neighborhood identity as a "funky," creative, and diverse place to live, work and play. If you want to see the essence of the Northeast Neighborhood, head down Rouse and "cut to The Core."





## Preservation

Preserving and interpreting Bozeman's rich history: The story of the railroad and Story Mill is a key part of Bozeman's early history and can best be told right here in The Core of the Northeast Neighborhood. The railroad and the mills are not only historically important, but they are a primary character defining feature of the neighborhood.

## Recommendations

- 1) Install new interpretive signage at key locations to help tell the story.
- 2) Utilize zoning overlays and best code enforcement practices to protect and preserve historic structures.
- 3) Begin planning for the eventual renovation of the train station as the community meeting hall and interpretive center where the full story of the railroad and Bozeman can be shared.





Protecting the character of the neighborhood along with its creative culture and eclectic feel is essential to maintaining the neighborhood's identity and sense of value.

#### **Recommendations**

1) Minimize new development and focus on the adaptive re-use of existing light industrial structures when possible.

2) Establish new guidelines and protections through a form-based zoning that recognizes and responds to the inherent character of the neighborhood (building size and scale; setbacks, open space, public space, density, etc.) and provides a mechanism for insuring that specific character is maintained as new development or improvements occur. Appropriate guidelines can help insure that views to local iconic landmarks (the train station or Misco Mill tower) are preserved along with views to the Bridgers and the general sense of open space that currently exists.

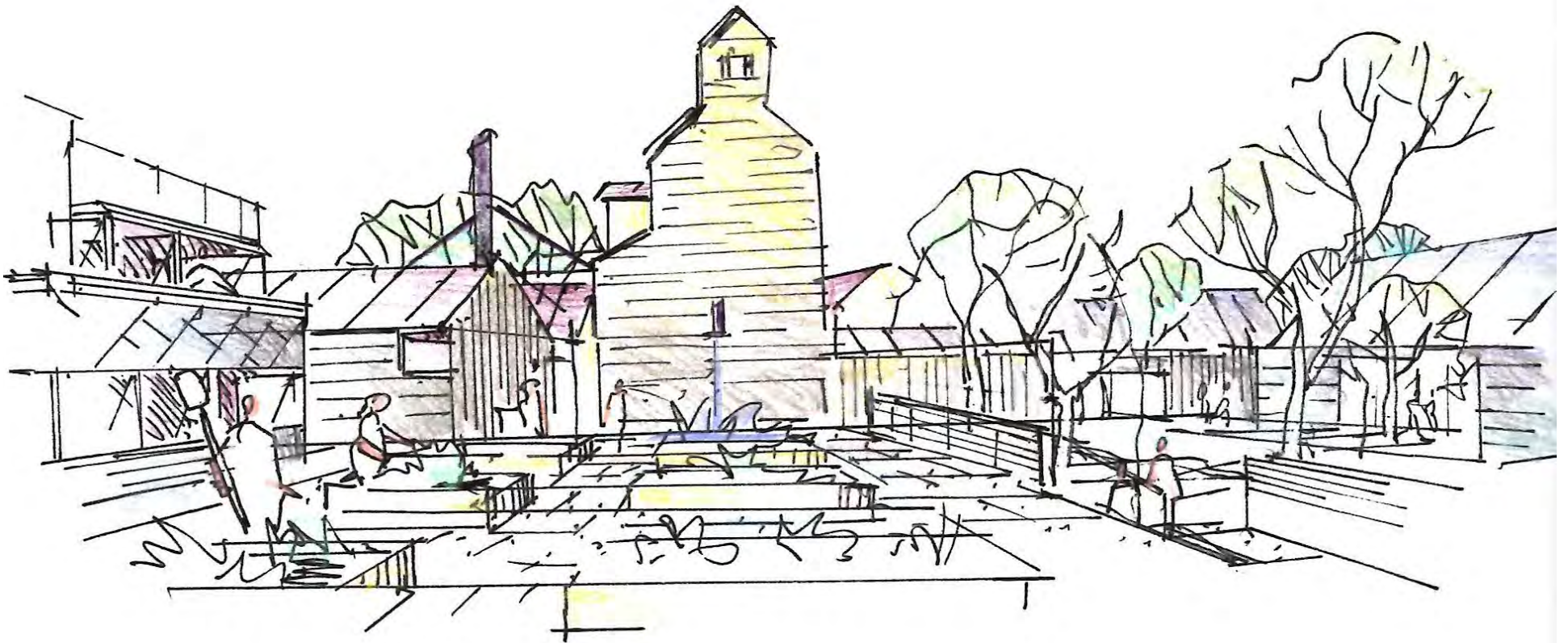
3) Insure that the “Sheds Walk” continues and is expanded, in some form, to include artists studios and other similarly informal businesses throughout the core.

### Livability (Quality of Life)

Although the landscape in the Core are is a mix of light industrial with a few pockets of residential, new family friendly businesses have recently located here providing new amenities to the neighborhood and places to meet and gather. Treeline a new coffee shop and Wild Crumb a local bakery have quickly become the places where neighbors gather to see each other and hang out. Evenings and weekends, when most of the industries are closed, the streets and alleys throughout the core are relatively quiet and lend themselves to family strolls, bike riding, or walking with the creekside trail and the Story Mill Park Spur Trail providing optional outdoor biking/hiking experiences.

### Recommendations

- 1) Find ways to isolate industrial truck traffic to connecting routes either along the edge or outside of the Core (see section 3-Gateway District).
- 2) Use form based zoning and new regulations to limit density in this area (leave it relatively unchanged).
- 3) Complete connections along the trails and walks that are currently broken due to dead end streets or natural barriers.
- 4) create more opportunities for artist live/work space or studio space.
- 5) Provide new and needed public amenities at a scale that is compatible with the neighborhood.



## Economic Development

Economic Development in the Core should focus on the addition of a limited amount of appropriately scaled retail and professional business along with expansion of opportunities for artists and artisans to live, work, and transact business with the public. The artists and their art should be more visible throughout the Core helping to solidify and sustain the Core's identity and sense of vitality. The neighborhood is already a gateway for outdoor enthusiasts and weekend riders to embark on hiking and biking trails. These low impact uses, if better integrated into the Core through the development and completion of current and new trails and walks will help support new and existing businesses while maintaining the casual and eclectic feel of the area.

### Recommendations

- 1) Develop Wallace Street into the neighborhood's "Village Main Street" where there can be a light concentration of new retail, spaces for art and artists, and public gathering spaces.
- 2) Develop new artist studio/gallery space with a public art part as a gathering space at the historic brewery site. (see following pages).
- 3) Develop an Art Mews along the trail across Wallace St. from the Art Park utilizing the full width of the preserved right-of-way between the two existing warehouse buildings. (see following pages).
- 4) As these buildings transition over time, they could be re-developed as artist studio spaces opening onto the Art Mews.

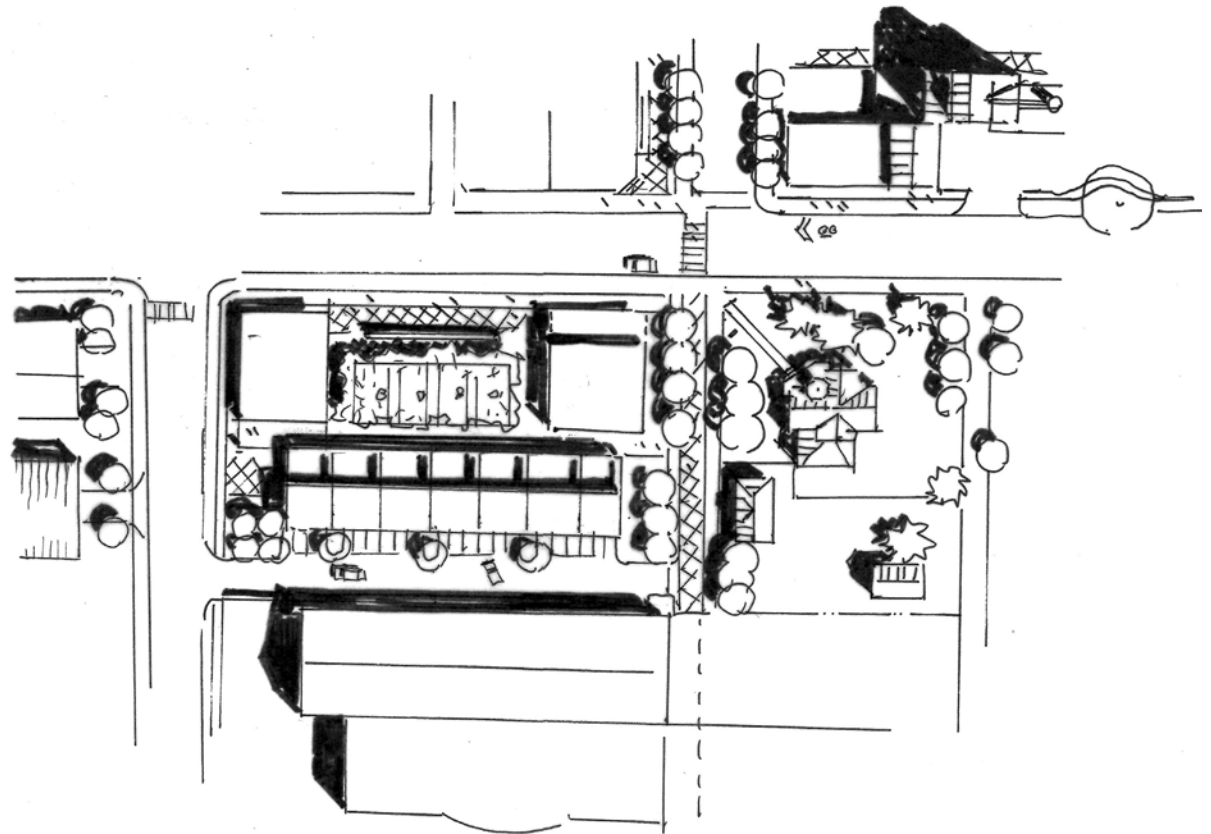
## URBAN ROOMS — ART PARK AT THE CORE

The site of the historic brewery is both a reminder of the neighborhood's history and a reminder of what can go wrong when valued historic assets are not properly protected and preserved. The demolishing of the brewery and its last remaining wall has left a deep void in the fabric and soul of the neighborhood. For this reason we feel that this site, for which the community has such deep affections, be the location of a new transformative project focused on how the neighborhood defines its vision for the future. The "Art Park at

the Core" is a proposal for the development of a new building and public space which would:

- Help establish Wallace Street as the neighborhood Main Street.
- Be a symbol of new life and the future of the neighborhood.
- Contribute to the economic well being of the neighborhood with new retail/gallery space.
- Create a public gathering space, centered around local art and community values.

The project is built out with a "U" shaped with artist studios along the east side of the property and arts oriented retail located in the wings. The building is a low, two story structure which does not compete with the scale of its Queen Anne neighbor. The second floor would contain additional artist studio space with living units above the retail. The art park is an urban room with green space and a pergola shade garden providing a range of seating and gathering spaces in an environment filled with a backdrop of sculpture and local art.





## URBAN ROOMS — THE ARTISTS' MEWS

Currently Wallace Street is connected to the train station and rock climbing park by a small foot path running along side an undeveloped grassy right-of-way between two one story industrial storage buildings.

We envision transforming this area into The Artist' Mews, a walk through a meadow full of sculpture and places to sit and relax. Along each side, as transitional buildings, the metal warehouses would be converted to artist studios that open out onto the mews allowing the artists to be seen when they are working and for their process to be a part of the art on Wallace Street.





## DISTRICT 2 — TRANSITIONAL DISTRICT

As an aging light industrial area, it is understood that some of the business that currently operate in the Core may outgrow their existing locations or may choose to relocate as more suitable or less expensive sites become available elsewhere. Many of these industries are not very compatible with the adjacent, single family, residential areas where noise or truck traffic can have a negative impact on the quality of life for the residents. These areas have been designated as “Transition Zones,” and offer opportunities for adaptive re-use and re-development that maintains the light industrial feel of the core. The Transitional Zone is not a contiguous zone where one set of rules should apply. Transitional Zones provide opportunities for the development of new types of multifamily housing or artist studio/housing at a transitioning location. This approach helps softening the residential neighborhood edge through the introduction of new residential development and green space combined with the adaptive re-use of light industrial buildings maintaining character defining elements of The Core. Transitional Zones are not only located along what would be considered the perimeter of The Core but they can also occur within the core where industrial buildings might go through a transition in use — getting reprogrammed in a way that is compatible with the neighborhood’s vision for its future.



### Preservation

Transitional Districts are, by their nature, preservation tools that work to help preserve and protect the character districts where incompatible uses along district boundaries create abrupt scale changes or might have a negative impact on the quality of life where a small-scale single family residential neighborhood edge butts up against large metal industrial buildings.

### Recommendations

1) Explore the adaptive re-use potential for existing industrial buildings to be converted into multi-family or artist studio housing providing new and affordable opportunities to live and work in the Northeast Neighborhood.

### Livability (Quality of Life)

Some transitional buildings may be positioned at strategic location in or around The Core and would serve the community best as a location for neighborhood amenities that currently do not exist. These buildings might be seen as opportunities to locate a small grocery store, Montessori school, public meeting rooms, or any number of supporting uses. In general, transitioning buildings present an opportunity to become more integrated into community fabric if its new use and configuration fit with the neighborhood’s vision for its future.

### **Recommendations**

- 1) Convert the Karst Stage buildings into cool industrial apartments with artist live/work spaces and a new green space buffer along the South property line helping to provide screening from the adjacent single family residences.
- 2) Convert the current beer distribution buildings into artist studio/lofts as a transitional anchor at the end of Peach Street and a gateway project to a new pedestrian/bike tunnel under the railroad and connecting to a new trail network on the Idaho Pole site.
- 3) Convert the quonset hut and adjacent metal building at Tamarack and Wallace into a Montessori school.
- 4) Two block infill development at Tamarack and Rouse utilizing the concept of creating urban rooms and green spaces on the interior of the blocks and establishing a transition from the single family neighborhood to a more urban feel and density along the Rouse Corridor and Tamarack.

### **Economic Development**

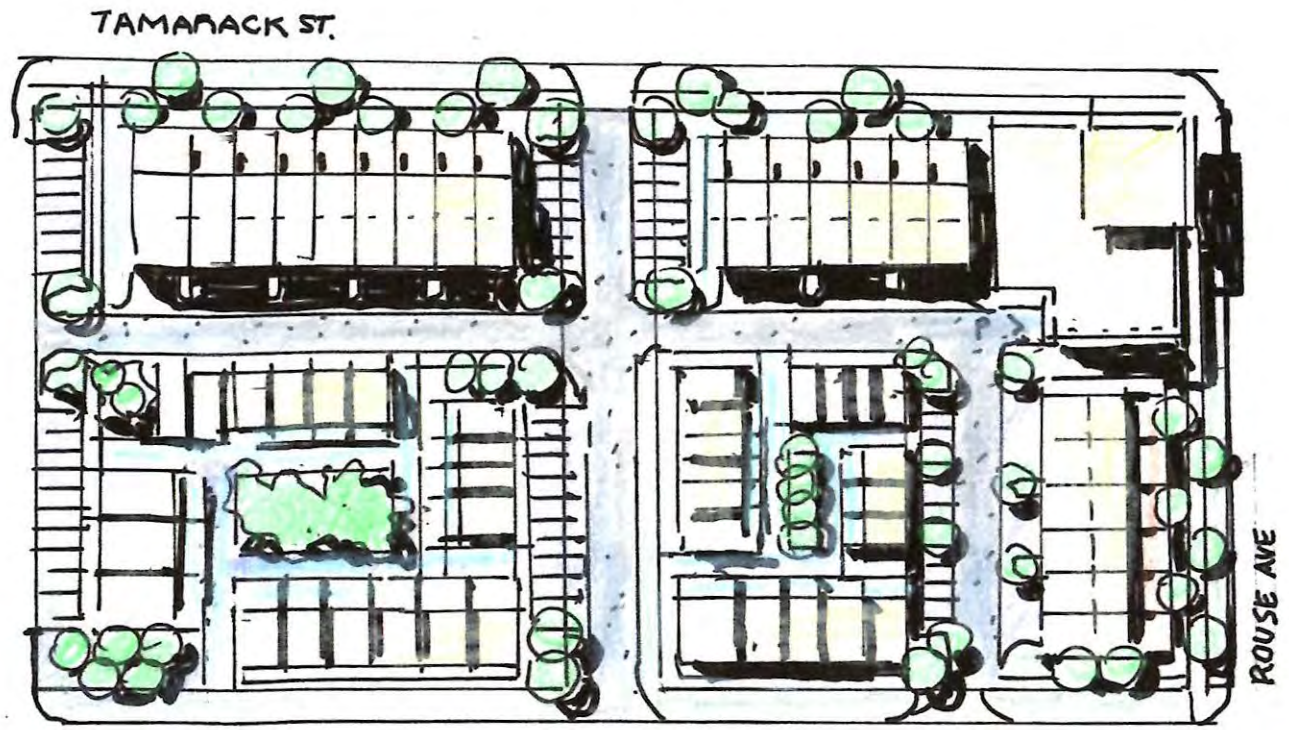
Buildings in the Transitional Districts are most valuable to economic development when they are adapted into new forms of mixed-income housing or specialty retail, helping to provide an opportunity for people to live, work, and spend their money in the same neighborhood contributing to the community's long term sustainability.

### **Recommendations**

- 1) Include small specialty commercial components on the ground level of mixed-income adaptive re-use projects. Target businesses that fill an existing void in available good and services for neighborhood residents.



*Karst Bus Barns — The Karst Stage industrial buildings re-envisioned as artist studio/housing as a transitional project between the residential neighborhood and The Core.*



*Tamarack/Rouse blocks showing infill development helping to make the transition between the existing residential neighborhood and the new higher density housing north of Tamarack.*

## DISTRICT 3 — THE GATEWAY

The Gateway district is the largest development opportunity for the Northeast Neighborhood. Currently made up of large tracks of undeveloped and underutilized parcels, the Gateway provides the opportunity, over time, to completely transform into a unique, new compact gateway which can service the Northeast Neighborhood and also create regional economic development opportunities due to its regional location at Rouse and Interstate 90. The Gateway can support over 1,000 new residents, offering a variety of housing options, with an expanded, connected green network that defines the Gateway and has safe and walkable paths to the historic Core. The central natural feature for the Gateway to the east of the Rouse Avenue is a newly celebrated and protected Bozeman Creek with a new featured green space just to the east of Bozeman Creek as a pedestrian refuge and small park to enjoy the natural setting. These new amenities will include new networks of trails, multi-modal connections, and a neighborhood-scaled market and retail services.

The Gateway's development potential can provide economic capacity to support the entire Northeast Neighborhood. The Gateway becomes the welcoming portal to the Rouse Corridor, providing a resurgent example for how Bozeman can leverage quality growth to create a unique new village that embraces change as it integrates with and supports the old soul of Bozeman, as represented with the Core.

### Preservation

The largest preservation opportunity in the Gateway's redevelopment is to protect and reclaim Bozeman Creek. As the lumber yard owned by Kenyon-Noble property chooses to redevelop, Bozeman Creek can be restored and celebrated as the central north-south organizing feature for the Gateway area east of the Rouse Avenue.

The other consideration would be to carry thought architectural rhythm from The Cannery and provide common pedestrian, vehicular and other adjacency considerations to respect existing development and make the Gateway compatible with the adjacent development.



### ***Recommendations***

- 1) Reclaim and protect Bozeman Creek from Tamarack Street to the rail line to the north. Maintain a critical setback along Bozeman Creek to promote water-quality and riparian health, and maintain easements to provide for trail access and connections.
- 2) Ensure the regulation plan and form-based code considers The Cannery and future potential relocation of The Gallatin Fairgrounds.

### **Livability (Quality of Life)**

Besides the reclamation of Bozeman Creek, the other complementary big move that sets up the Gateway's redevelopment is to introduce a new connector street from the railroad crossing @ Wallace

Street to Rouse Avenue. In the near-term, this new connector would cut across the Kenyon-Noble lumber yard, providing more direct access for heavy truck traffic to Rouse Avenue for the lumber companies that operate adjacent to L Street and the rail line. This new access also reduces the impact of the truck traffic on the Core, creating a safer and more pedestrian-friendly environment for the Core. If the Kenyon-Noble lumber company chooses to redevelop this lumber yard site in the future, the new truck access route can transform into a new complete street that begins to define the block structure for the Gateway east.

In the future, this new street connection, in concert with the reclaimed Bozeman Creek, provide central organizing features for the new redevelopment east of the Rouse Corridor, as it provides pedestrian paths through the Gateway and into the Core.

A new featured green space that is reclaimed between the triangle between the new connector street, Bozeman Creek, and the rail line protects the views to the mountains for the new development, as well as providing a new gathering place for the whole Northeast Neighborhood.

### ***Recommendations***

- 1) Coordinate with the owners to explore creating a new truck access route through the Kenyon-Noble lumber yard.
- 2) In the future, if the Kenyon-Noble lumber yard owner chooses to redevelop, the potential truck access route transforms in to a compete street that accommodate all modes of travel and prioritizes the pedestrian experience.

### **Economic Development**

The Gateway is poised for a wholesale transformation. The reclaimed Bozeman Creek and the creation of the new street from Rouse Avenue and Wallace Street provides a rational framework for new redevelopment to the Gateway's eastern section. The new block that is created between Tamarack Street and the new street provide for a transitionally-scaled row house development on the north face of the new block. North of the new street, higher density mid-rise residential development orients to the mountain views in the distance, and Bozeman Creek and the new green space in the foreground.

The large development site to the west of Rouse Avenue at the site of the former Montana DOT, mirrors the midrise residential development pattern from the eastside. The scale and massing of the two residential developments are articulated along Rouse Corridor to provide for entry courts. This street-facing articulation provides an interesting and varied street wall that frames the view for the gateway along the Rouse Corridor.

The triangular site that is defined by I-90, Rouse Avenue, and Oak Street provides the opportunity to develop a quality convenience market with gas station at the northern entry to the Gateway district. This new convenience market can serve both the Northeast Neighborhoods and travels alike.

The Gateway's new residential developments provide up to 500 new dwelling for a thousand new residents.

Altogether, the density and scale of the Gateway development opportunity provides capacity to support regional retail uses. If the TIF district is expanded to include the Gateway, the whole neighborhood can take advantage of the vastly increased taxable basis. This expanded TIF district would then provide for new value-capture which could fund community benefits throughout the Northeast Neighborhood, particularly the Core.

### ***Recommendations***

- 1) Expand the TIF district to include the Gateway area.
- 2) Establish design guidelines and regulatory frameworks to ensure compatible development.

## Three Big Moves: Physical Framework for the New District

The new district is organized around three defining features:

1. Bozeman Creek is reclaimed and celebrated
2. The new neighborhood green space provides views, a gathering place, and a district "open room" adjacent to the creek
3. The new complete street provides connectivity between Rouse Avenue and the Northeast Neighborhood, defines the block structure to the south, and provides an edge to the denser development to the north



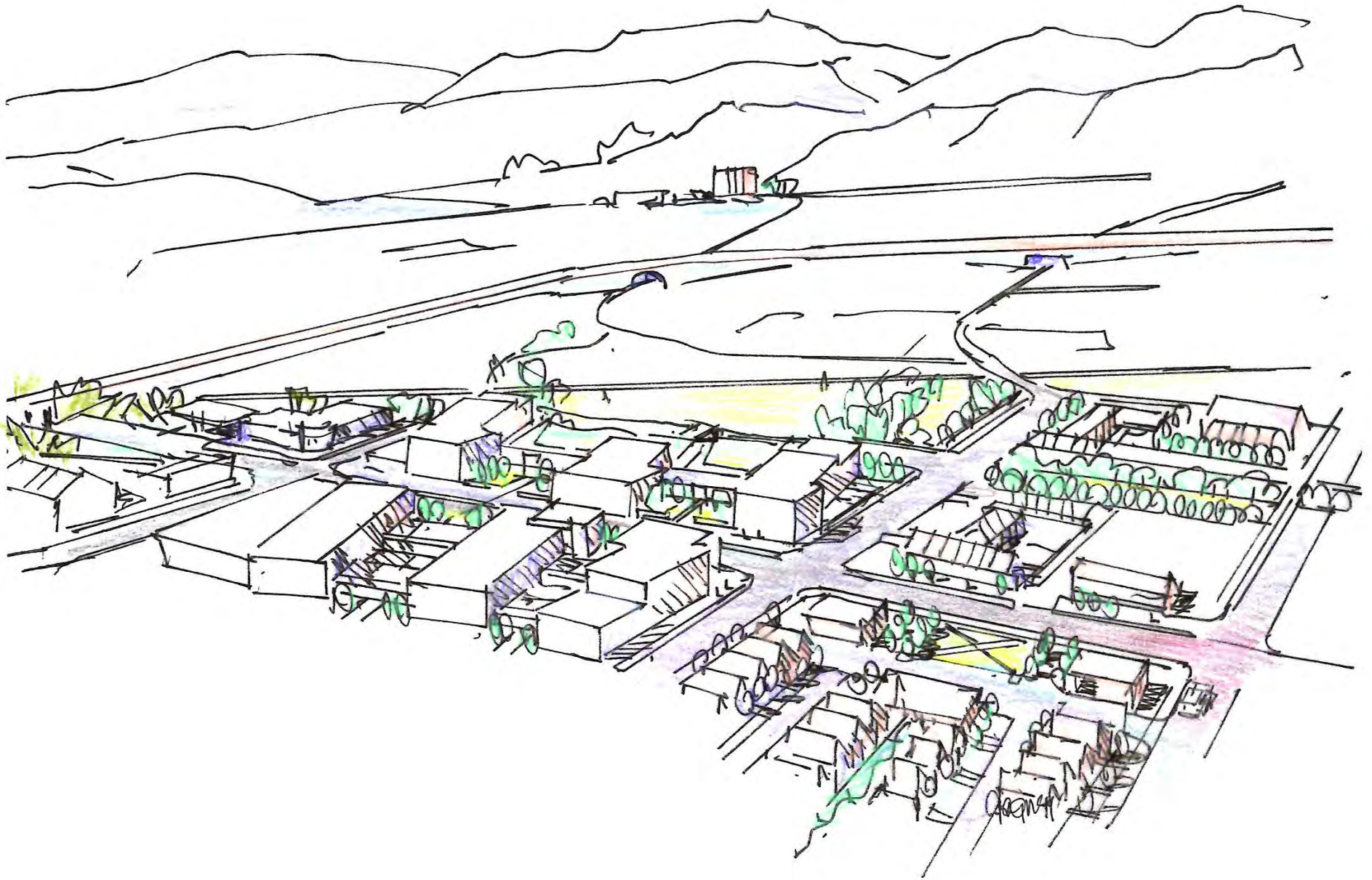
### Three Development Areas: Compact and Connected Development for a Complete Community

A. Row Houses are oriented towards the new street and the creek, filling in the new block and providing a scale of housing that mediates between the lower density of the Core and the higher density of the new development to the north

B. Mid-rise residential development to the east of Rouse Avenue responds to the views, creek and open spaces to the east, and both residential developments on either side of Rouse Avenue are articulated to provide a series of entry courts along the avenue

C. The Gateway Convenience Market is designed with iconic architecture and siting to provide a gateway development to the Rouse Corridor. The Market provides the Northeast Neighborhood with services that are walkable for many, as well as travelers as they enter Bozeman.





*Bird's eye view of the Gateway District. A compact and connected new place that models how Bozeman can grow to respect and support the preservation of the old soul of the Northeast Neighborhood.*



## DISTRICT 4 — THE POLE YARD

As a brownfield site the Idaho Pole property has limited development potential but represents an wonderful opportunity to expand the local trail network, provide active and passive recreation opportunities for Bozeman residents, open access to a new wetlands preserve, and still provide room for expanding or transitioning industrial uses in designated areas.

### PRESERVATION

The Pole yard is a complicated site with a portion of the area categorized as a brownfield site, and a portion covered by naturally occurring wetlands. Future development should be focussed around preserving the natural wetlands, and remediating brownfields. Natural plant and wildlife habitat associated with the wetlands and adjoining corridors should be protected. New development should also consider preserving existing view sheds to the mountains.

#### *Recommendations*

1) Explore creating a Wetland Preserve area complete with trails, overlooks, picnic facilities, education signage and a nature center. This would include provisions for protecting the wetlands, and providing people with open space for camping and camp like activities.

### LIVABILITY (QUALITY OF LIFE)

The Brownfield portion of the site could be an opportunity to provide open space amenities that require large tracts of land currently not available easily to the neighborhood, such as sports and athletic fields, trail connections etc.

#### *Recommendations*

1) Explore creating an Athletic Park that incorporates field sports such as football, soccer, tennis etc. Provide adequate surface parking.

2) Create a new trail and buffer area along the northern side of the rail line which connects the wetland preserve, and athletic park to the story mill trail and the core of the north east neighborhood. Recommend planting palettes that help clean the soil, and provide a visual buffer from the existing industrial areas.







## **ECONOMIC DEVELOPMENT**

With its adjacency to the freeway and the rail lines, limited accessibility, and its classification as a brownfield site this area is not the most suitable for standard economic development. However it does have the potential for accommodating some of the light industrial uses from the core neighborhood, and therefore creating opportunities there for development that carries forward the vision of the core neighborhood. It also has opportunities to for green infrastructure projects that could be economically beneficial for the larger Bozeman area.

### ***Recommendations***

- 1) Recommend relocation of existing light industrial uses currently south of the rail lines to the western portion of the pole yard adjacent to existing industrial areas.
- 2) Recommend installing a solar energy farm in area right adjacent to the freeway that is large enough to provide a considerable amount of energy to the city of Bozeman. Solar panels can also be accommodated on parking areas serving the athletic park and wetland preserve.

## EXPANDING OPEN SPACE

The North East neighborhood provides unique opportunities for new open space which engage with the neighborhood as well as provide opportunities for civic, and social uses for the residents.

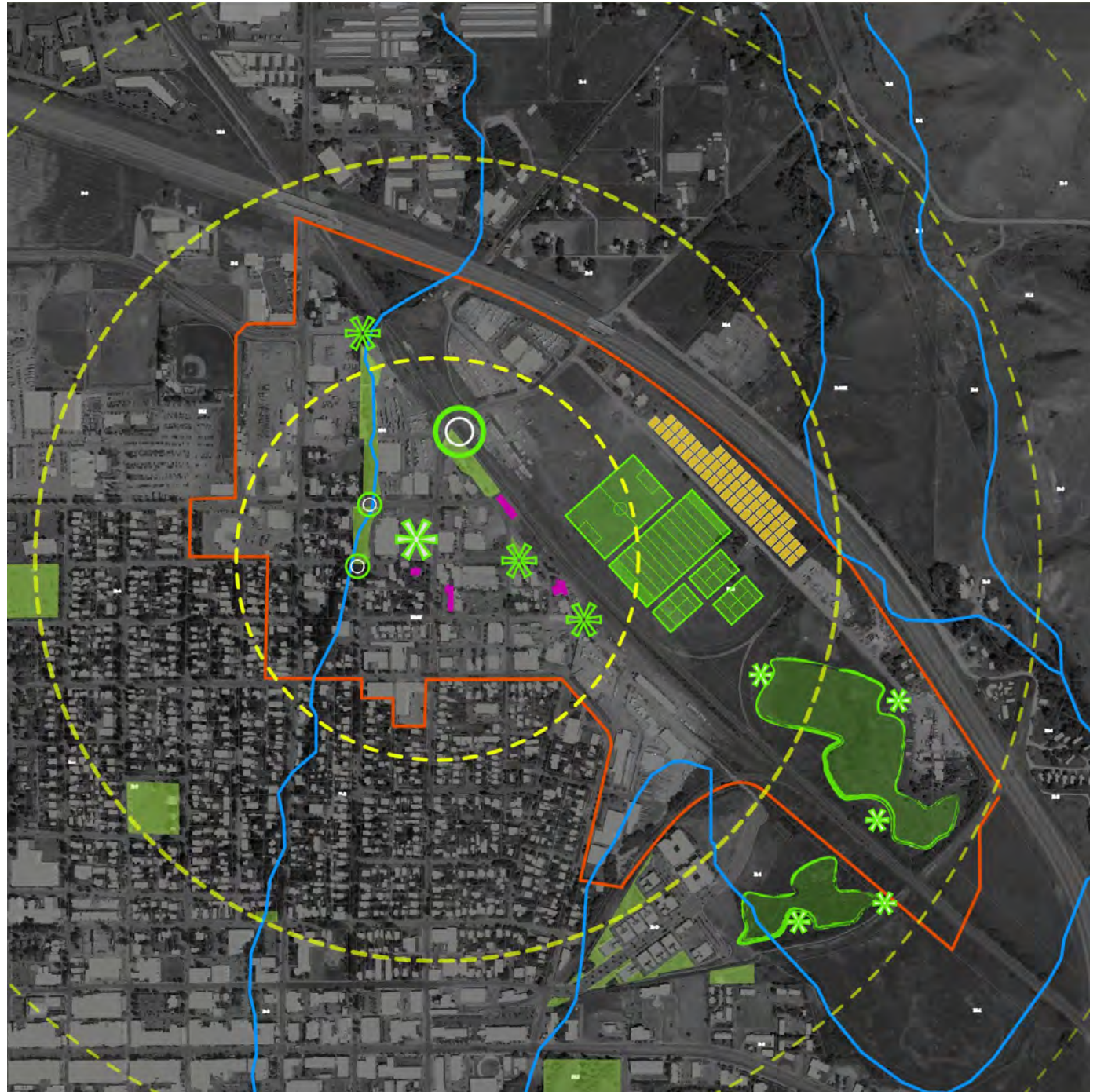
Flexibility should be inherently built into the open space design allowing for changing uses, different design approaches and evolving neighborhood changes.

The following strategies can start informing the open space network:

1. Create flexible, multi use, sustainable landscapes.
2. Open Spaces cater to all types of users, by providing a diverse range of programming and allowing people to gather and interact in a broad variety of activities.
3. Create open spaces that capture and emphasize the essence and eclectic character of the North east neighborhood.

The adjacent diagram starts to indicate a few opportunities of how new open spaces can be easily integrated into the current infrastructure, but also could be used as a tool for new development to integrate new public spaces.

Open Space typologies in the following pages will help identifying new opportunities for additional public space implementation.



## EXPANDING OPEN SPACE

The North East neighborhood trails in their current state are disjointed, and sporadic. Creating connections at strategic locations provide a more immersive experience for the users.

The recommended new trails will connect the various new open spaces creating a comprehensive network, as well as provide connections to other regional trails such as Story Mill Trail, etc.

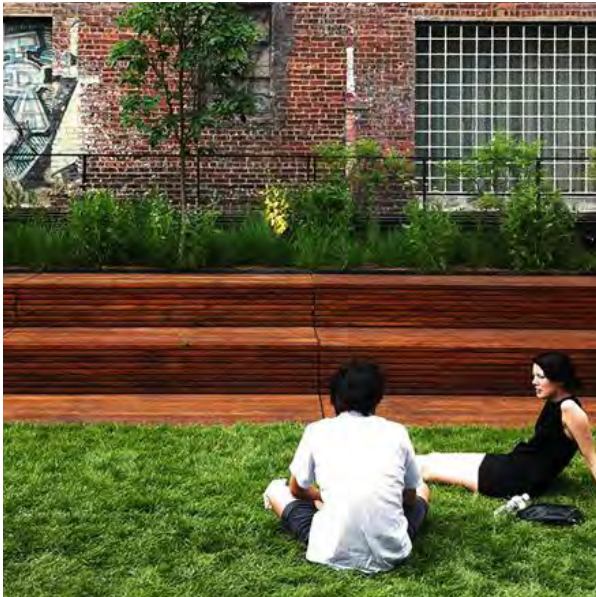


## LANDSCAPE TYPOLOGIES

# XS

- Street furniture interventions
- Crosswalks & Trail Connections
- Interstitial Seating
- Art Installations

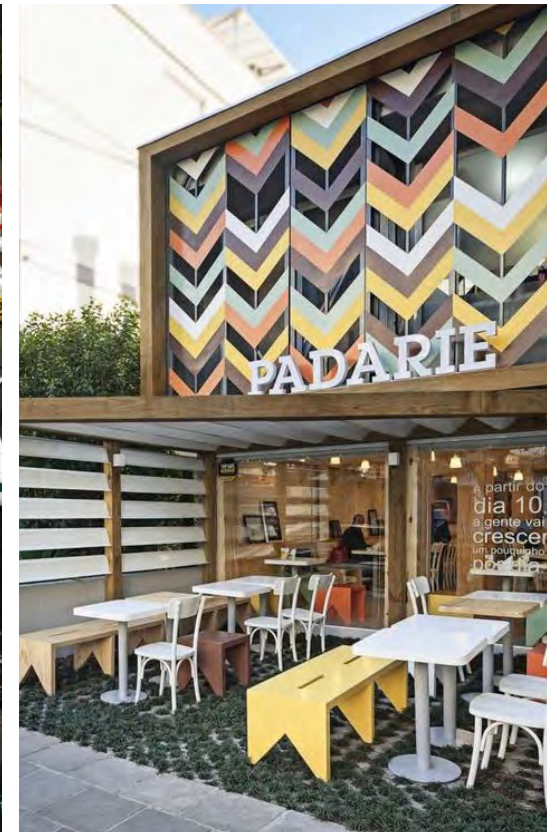




## LANDSCAPE TYPOLOGIES

# S

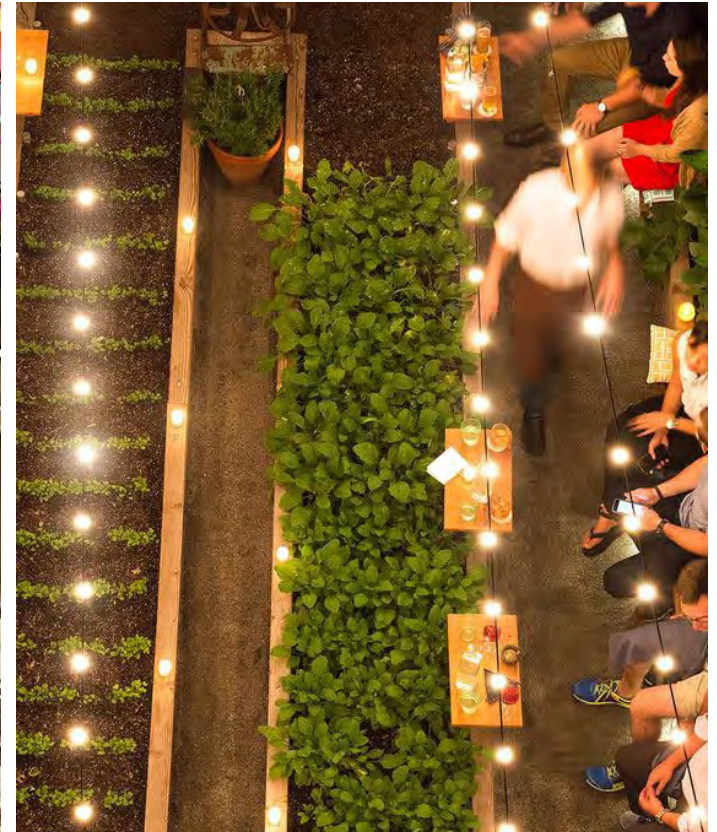
- Interstitial Gardens
- Pocket Parks
- Overlooks
- Social meeting spaces



## LANDSCAPE TYPOLOGIES

# m

- Alley Installations
- Community gardens
- Neighborhood Parks
- Playgrounds





LANDSCAPE TYPOLOGIES

# lg

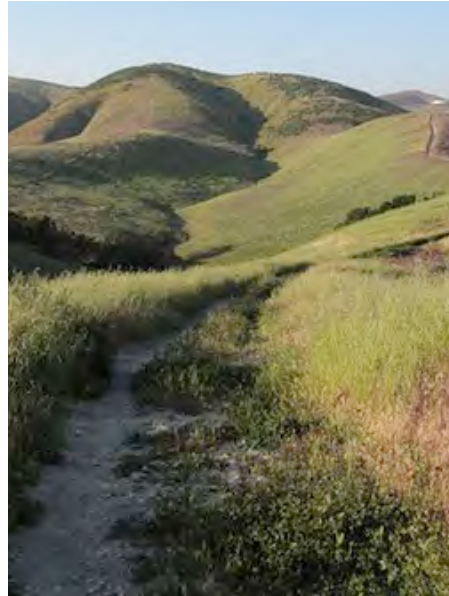
- Civic parks / plazas
- Picnic areas
- Nature Centers



## LANDSCAPE TYPOLOGIES

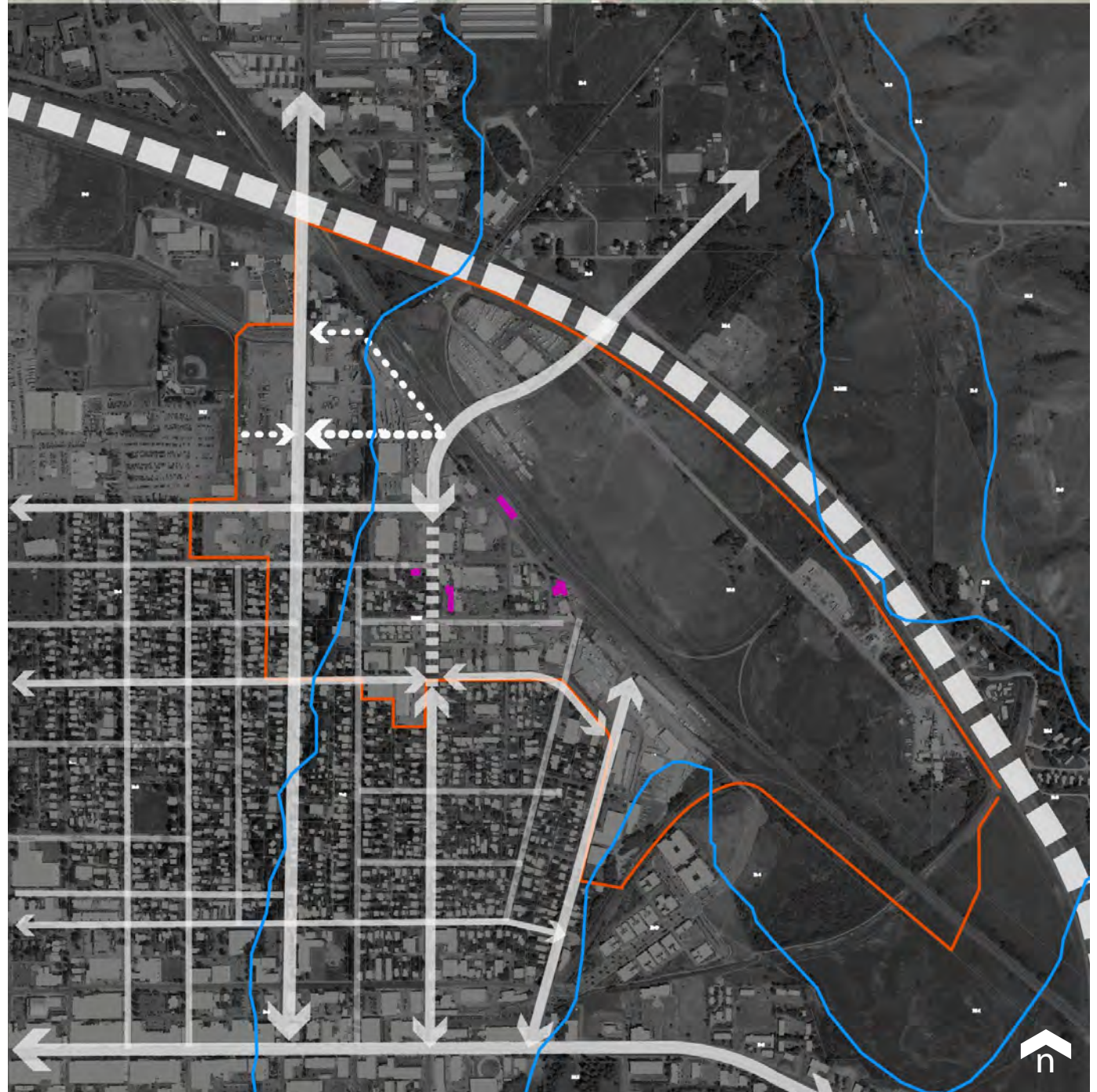
# xl

- Nature Preserves
- Camp Grounds
- Education Center
- Trails



## VEHICULAR CIRCULATION

There are some specific traffic issues that need to be resolved within the North East neighborhood such as conflicts between truck and vehicular traffic. Adding new connections near the Interstate will help mitigate some of the heavily used truck routes and allow for a more neighborhood scaled street.



*Typical Vehicular circulation. Proposed new streets. Truck re-route.*



*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.

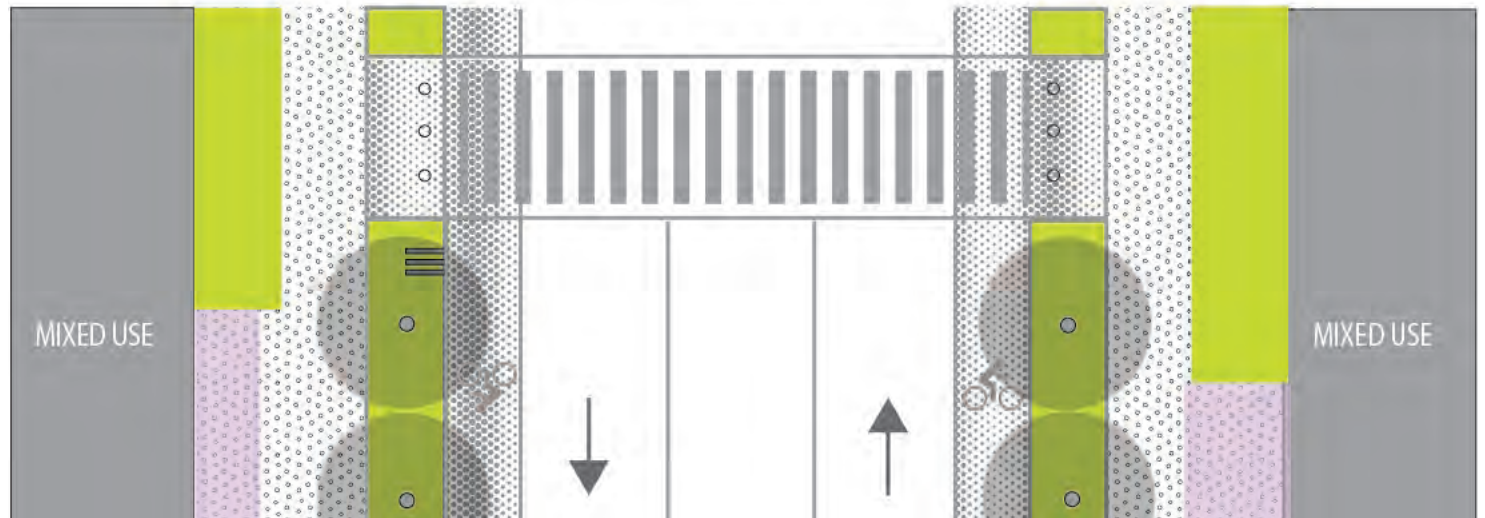
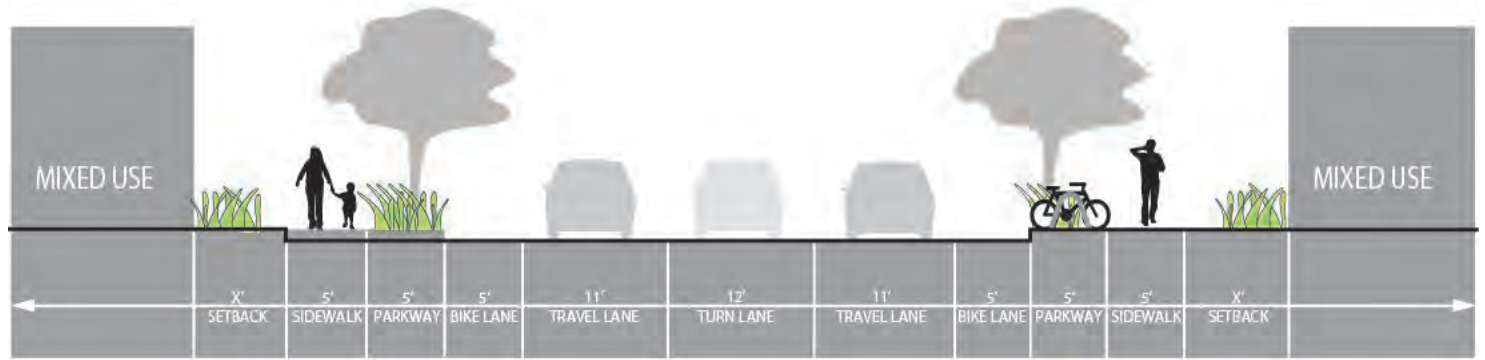
Building upon the existing bike routes, additional connections are added to create additional connectivity within the NE neighborhood. Sidewalks along heavy pedestrian use streets should be the first ones to improved.

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.

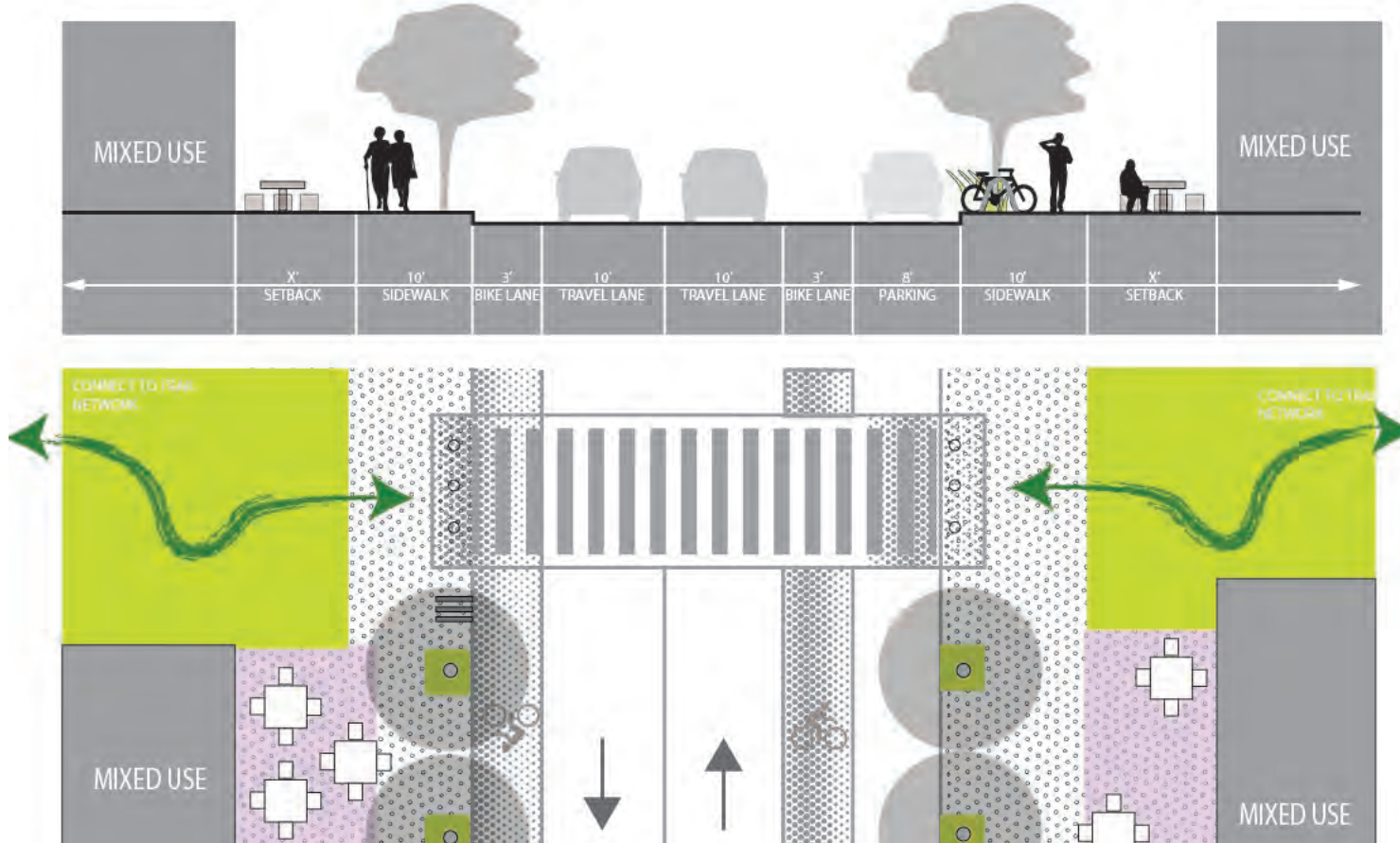


*Recommended Rouse Ave Section*



## 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.

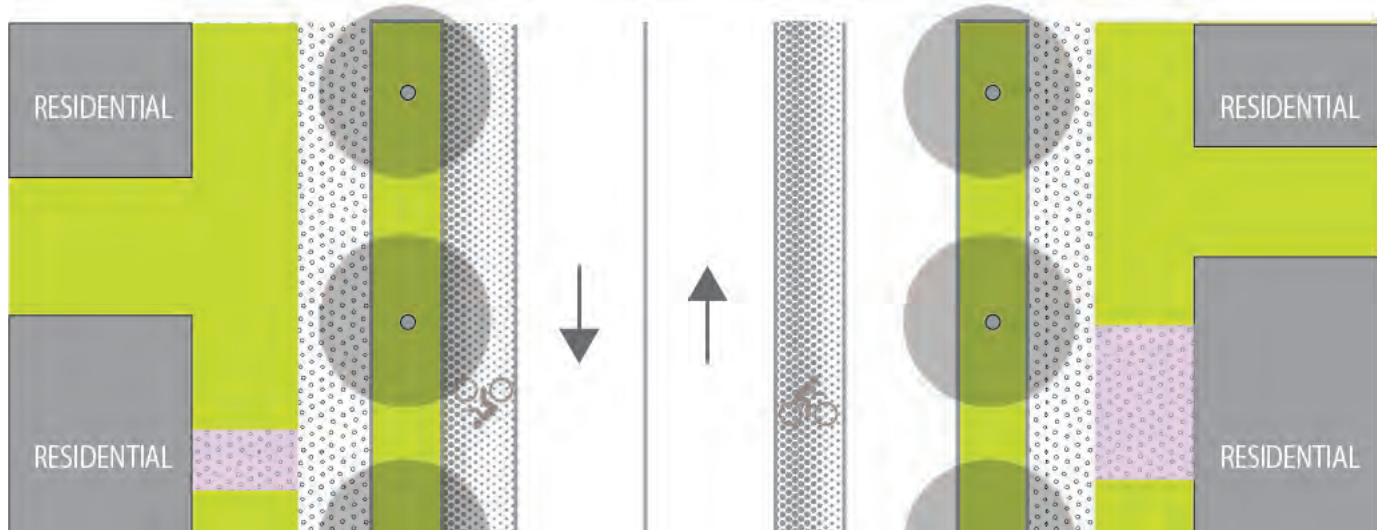
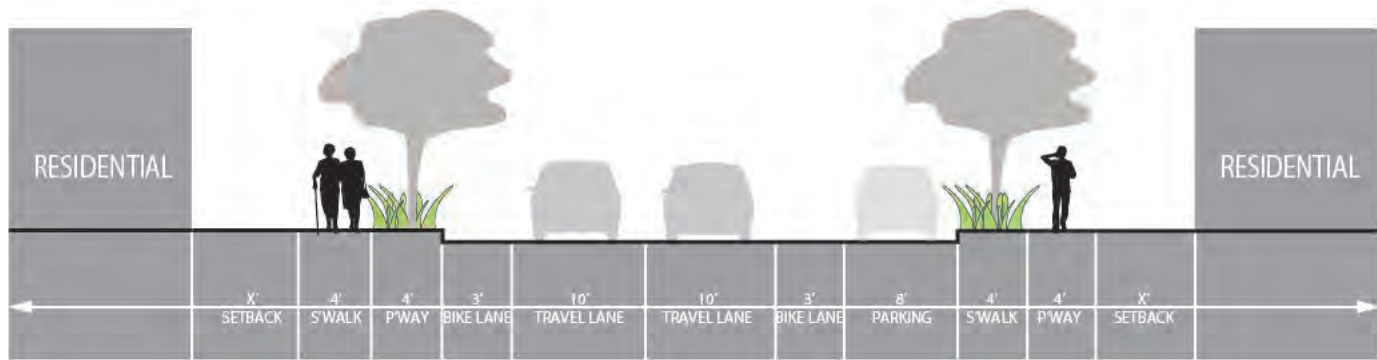


*Recommended Wallace St. Section*



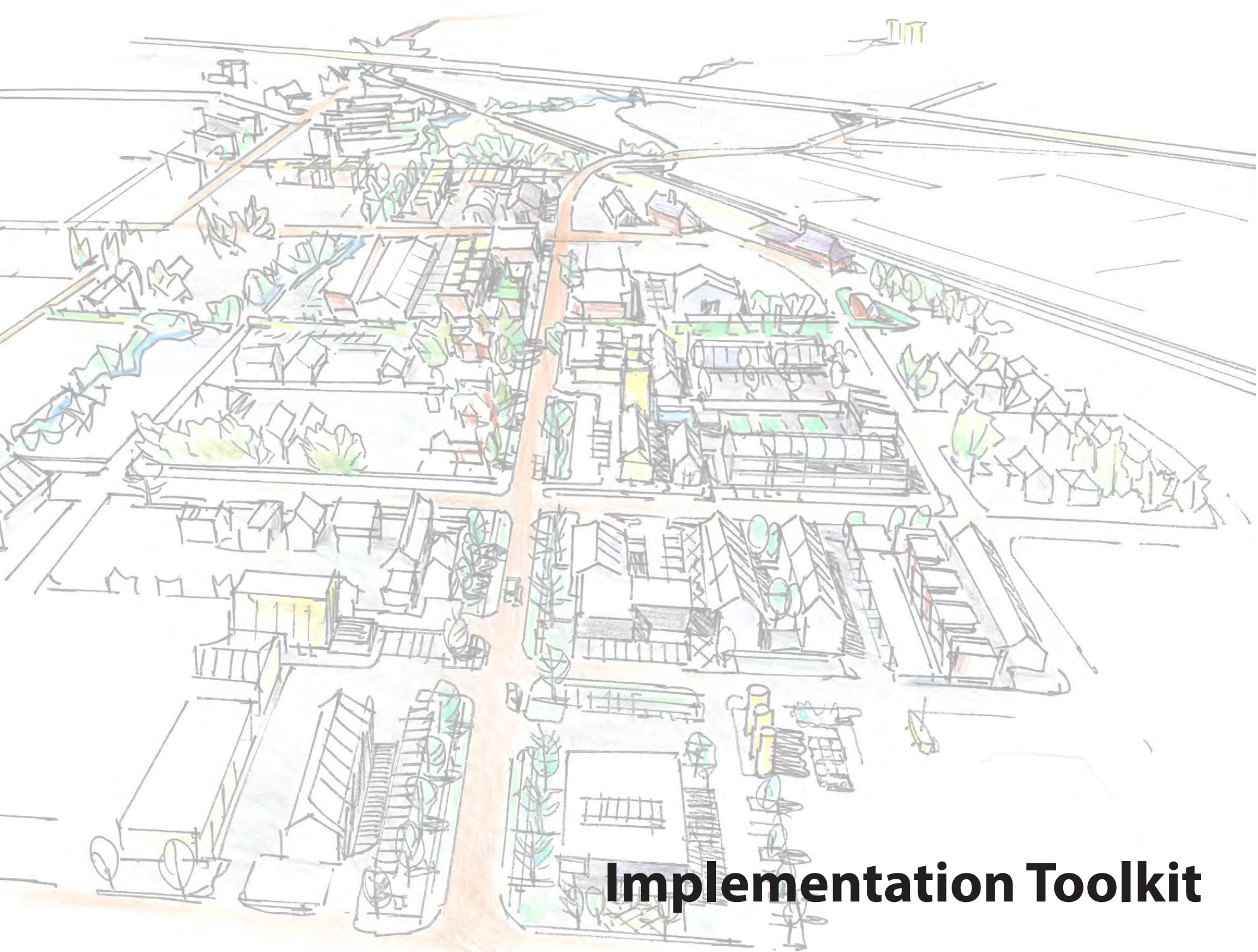
## PEACH STREETScape

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.

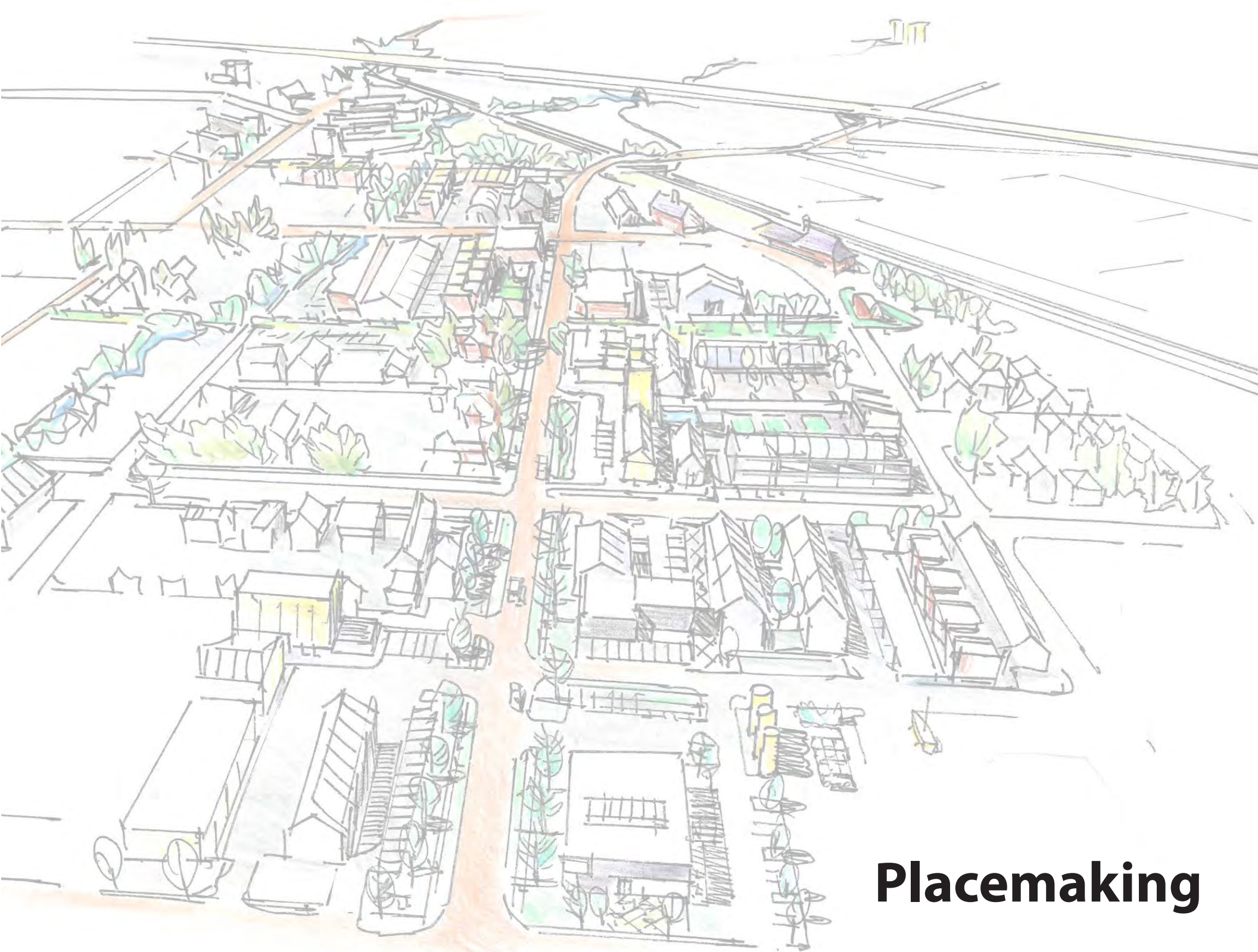
The Montana Department of Commerce works with seven Microbusiness Development Corporations around the state that can provide loan financing to micro businesses. Loans can be made for up to \$100,000 to qualified Montana micro businesses. A qualified micro business has 10 or fewer employees, and gross 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.

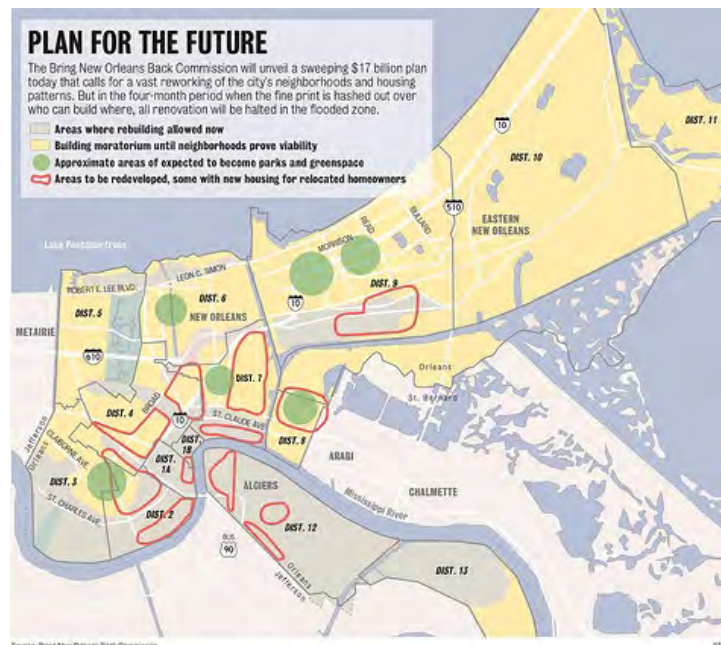
### The Power of Community – Broadmoor, New Orleans

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.



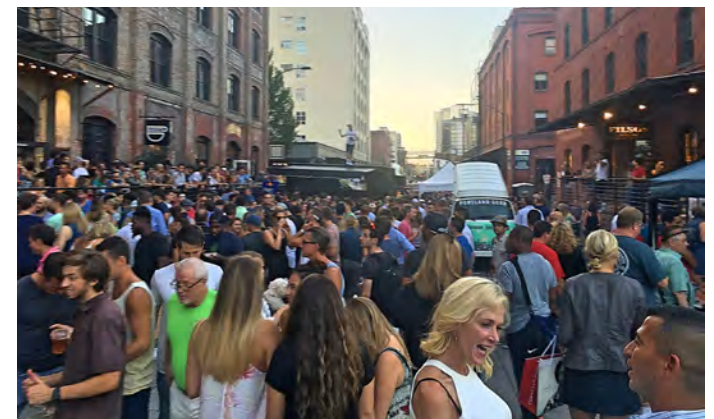
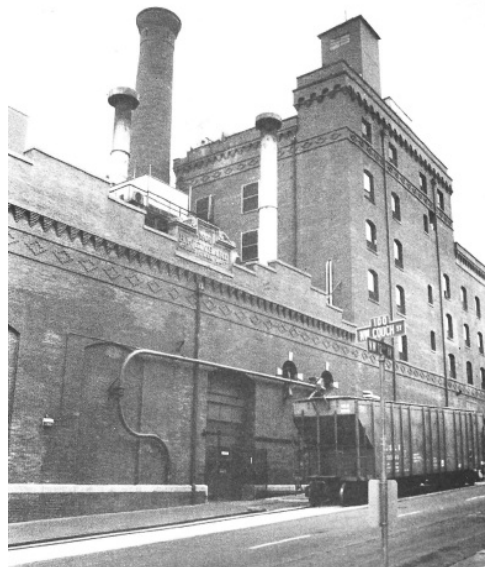
The AIA's R/UDAT program has a long history of community success stories that also relate well to some of the recommended actions for the Northeast Neighborhood.

### 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.



## 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."



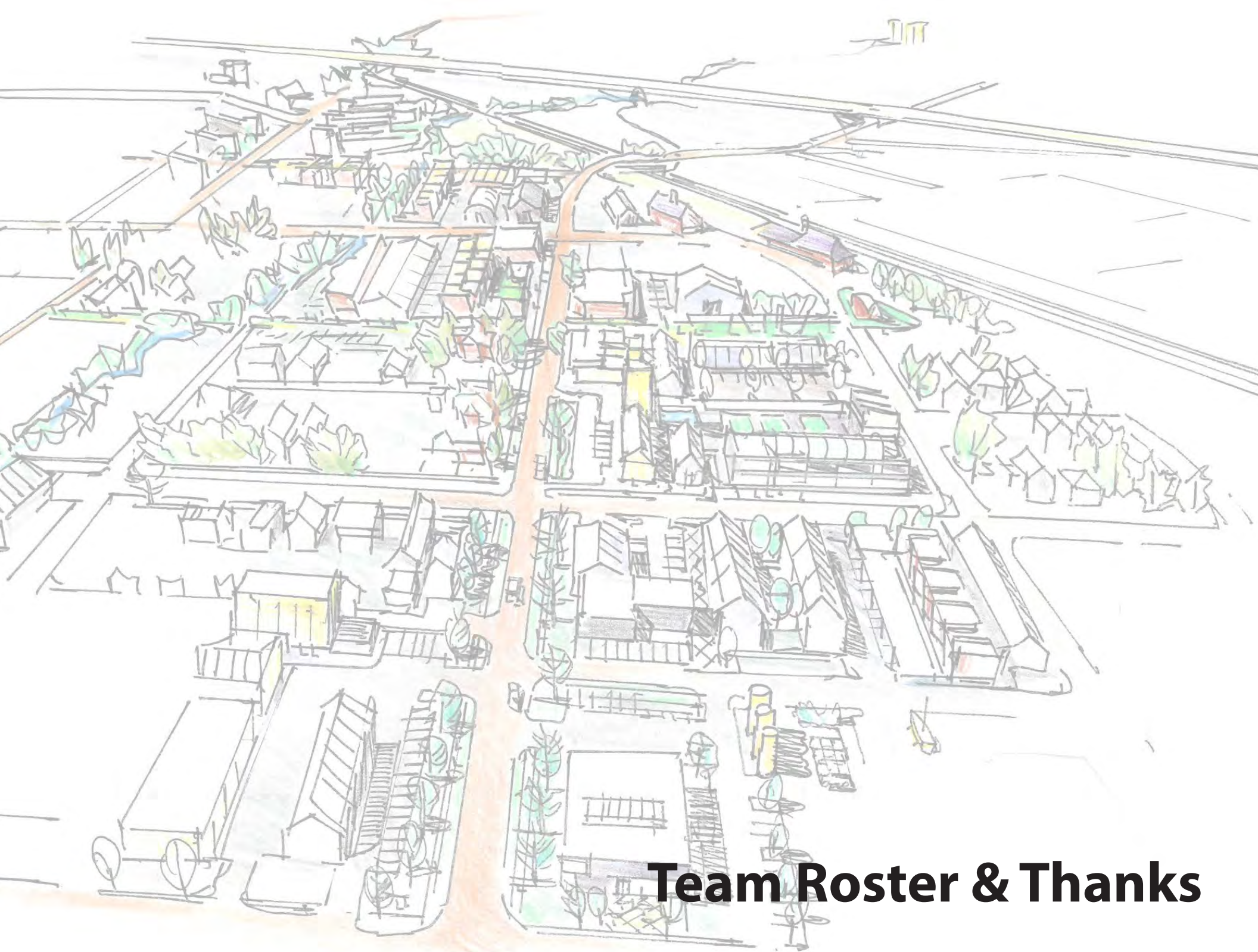
## San Angelo, Texas

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 Fullbright 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*

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*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*

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