



# DOWNTOWN GLENDIVE MASTER PLAN

Final Draft  
November 1, 2017





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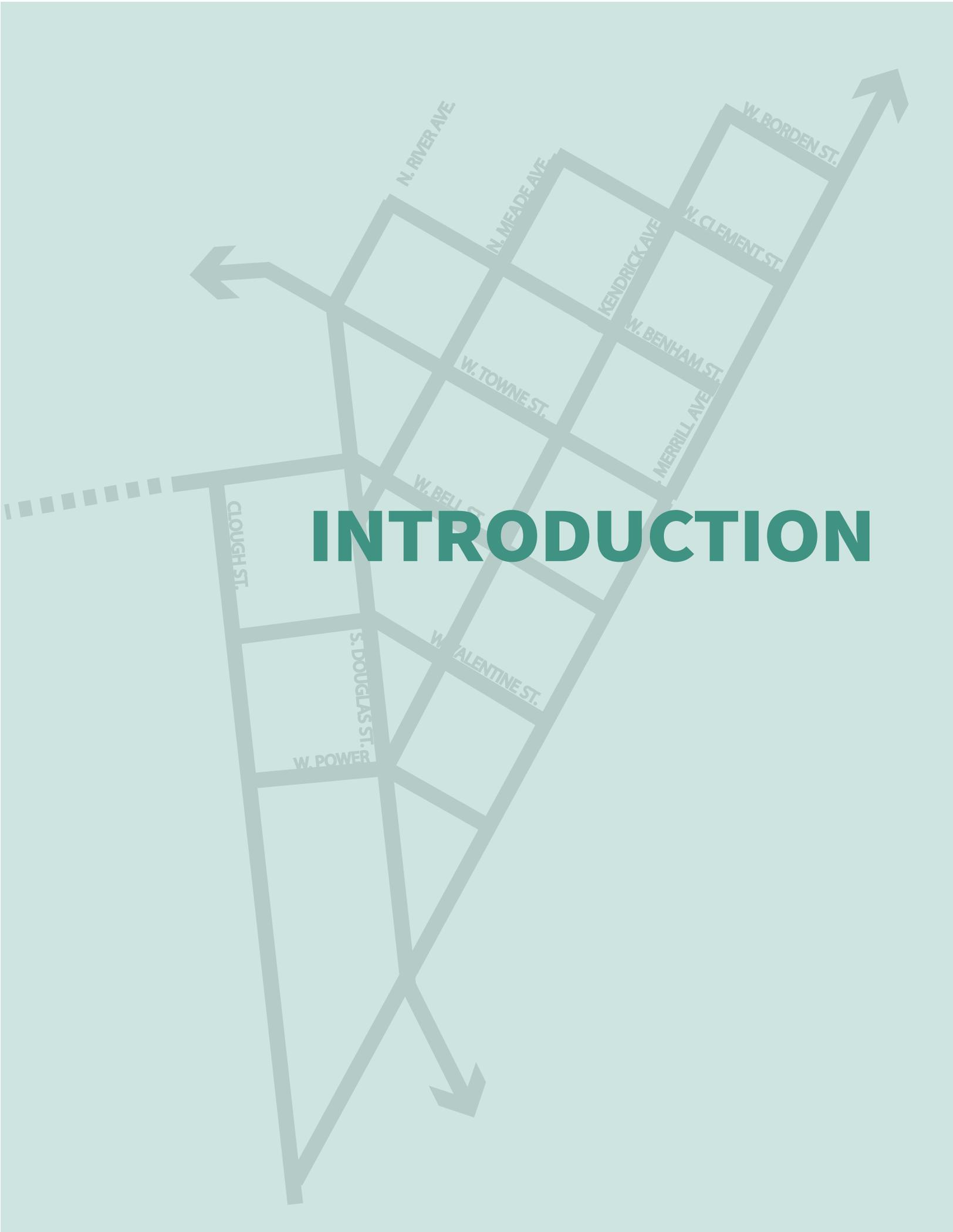
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# INTRODUCTION



## 1: INTRODUCTION

Downtowns are the heart of every community. A strong and thriving downtown creates economic stability and community pride. Rural communities can struggle with population decline, loss of employment, failing infrastructure and deteriorating buildings. Community revitalization is the process to confront those issues, turn losses into opportunities and create a thriving downtown.

Downtowns reflect a vast amount of public and private investment. Glendive has embarked on the process of capitalizing on this investment to create a thriving local economy, attract new businesses and build inviting public spaces.

As an Affiliate Community of the Montana Main Street Program, the community of Glendive is demonstrating this dedication for long-term health and viability of its Downtown and work towards incremental revitalization.

Through plans already completed, such as the Glendive-Dawson County Growth Policy Update, and the vision document created by the MSU Community Design Center, Glendive has established its commitment to downtown.



*Image 1: Merrill Avenue in Downtown Glendive*

## Project Area

The project area for the Downtown Master Plan is roughly bounded by the Yellowstone River to the west, BNSF rail yard to the east, Clement Street to

the north and S. Douglas Street on south. The Plan area encompasses 15 full or partial blocks of mostly commercial uses.



Image 2: Downtown Plan Boundary

## PLAN PURPOSE

The primary purpose of the Master Plan is to articulate the long-term vision and set practical, achievable strategies for improving Downtown's appearance and economic vitality. The Master Plan seeks to build on past efforts undertaken by the community of Glendive to promote Downtown as a thriving commercial district.

The Master Plan provides an opportunity to address the following:

- Long-term planning for the economic vitality for Downtown Glendive.
- Increasing the tax base through evaluation of the economic market overview and profile summary.
- Improving Downtown's physical environment through streetscape improvements, landscape treatments and signage.
- Promoting healthy communities.
- Developing a strategy that prioritizes the reuse of existing buildings while diversifying



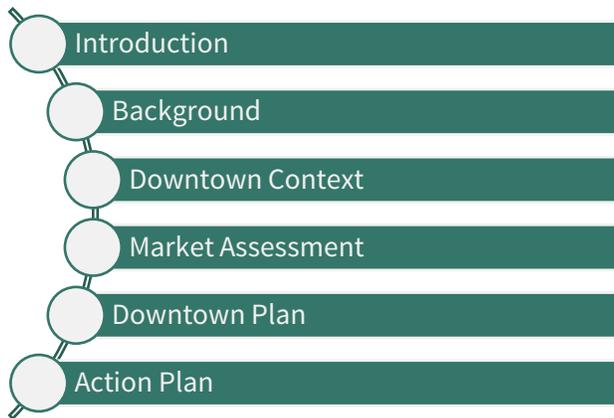
uses to include an appropriate mix of commercial, residential and institutional uses.

- Supporting and growing the tourism economy.
- Assessing transportation and parking issues with a focus on improving pedestrian and bicyclist safety.
- Evaluating and recommending a framework for regulatory changes that promote appropriate land use, reuse of historic structures and addresses community decay.
- Developing implementation strategies that prioritizes projects and actions, outlines roles and responsibilities between organizations and agencies and identifies other stakeholders that should participate.



## PLAN ORGANIZATION

This Downtown Plan is organized into following six chapters: Introduction, Background, Downtown Context, Market Assessment, Downtown Plan, and Action Plan. Within the Downtown Plan and Action Plan chapters, specific strategies and actions that should be undertaken to achieve the Plan are identified.



## GUIDING PRINCIPLES

The following list of characteristics were used to help develop the Downtown Master Plan. These characteristics focus on an idea called *Placemaking*, which is defined as a community-based process that uses local community assets, inspiration and potential to create quality places for people. These characteristics are intended to inspire basic planning and design attributes that will help Downtown Glendive become an even more welcoming place to live, work and play.

- *Establish Downtown as a distinctive destination*
- *Maintain authenticity*
- *Embrace Downtown’s mixed-use nature*
- *Promote walkability*
- *Enhance public spaces*
- *Preserve historic integrity while modernizing structures*

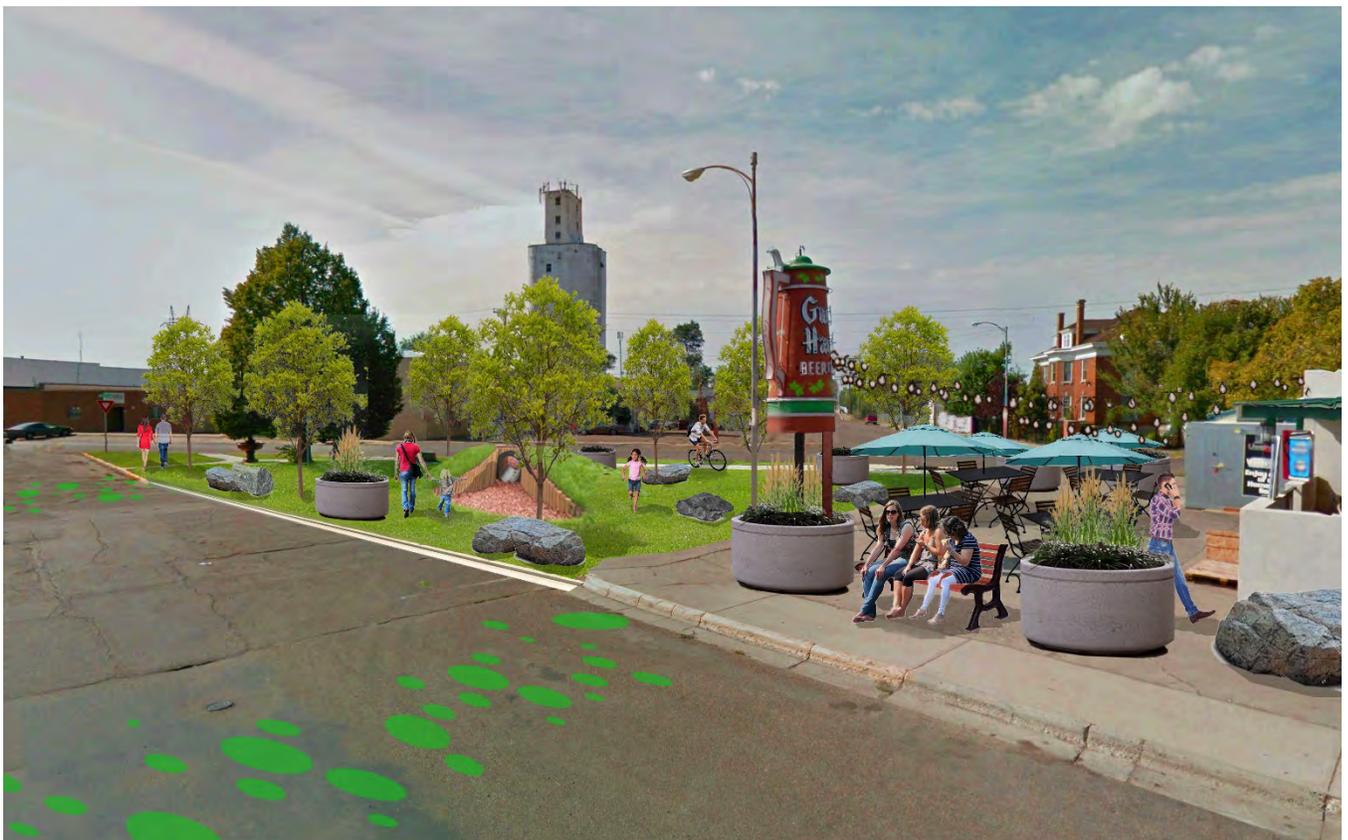


Image 3: Imagining a new public space



# BACKGROUND



## 2: BACKGROUND

### THE CASE FOR REVITALIZATION

Community revitalization is defined as a process that citizens undertake to energize a community and build economic value. It is a process to improve infrastructure, expand employment opportunities and provide a healthy environment for its citizens.

Rural communities often struggle with population decline, loss of employment, failing infrastructure and deteriorating buildings. Community revitalization is the process to confront those issues and turn losses into opportunities.

When communities actively work to revitalize, the effects are felt throughout the community. A revitalized downtown provides benefits beyond the commercial area. According to a study completed by the Sonoran Institute in 2012 (“About Town”), downtowns provide greater value in tax revenues as

compared to a strip mall development or big box retail store. When comparing development in terms of acres, downtown properties contribute five times the property tax revenue as single-use commercial establishments.

Additionally, studies conducted by the National Trust for Historic Preservation and state preservation agencies demonstrate that preservation of historic resources can create jobs, generate revenue and improve community quality.

Downtowns reflect a vast amount of public and private investment. When communities invest in the maintenance and upkeep of public improvements, it encourages and leverages private investment. In Colorado, communities that invest in downtown infrastructure saw four times the amount of private investment in those same downtowns (Colorado Main Street Program, 2014 Annual Report).

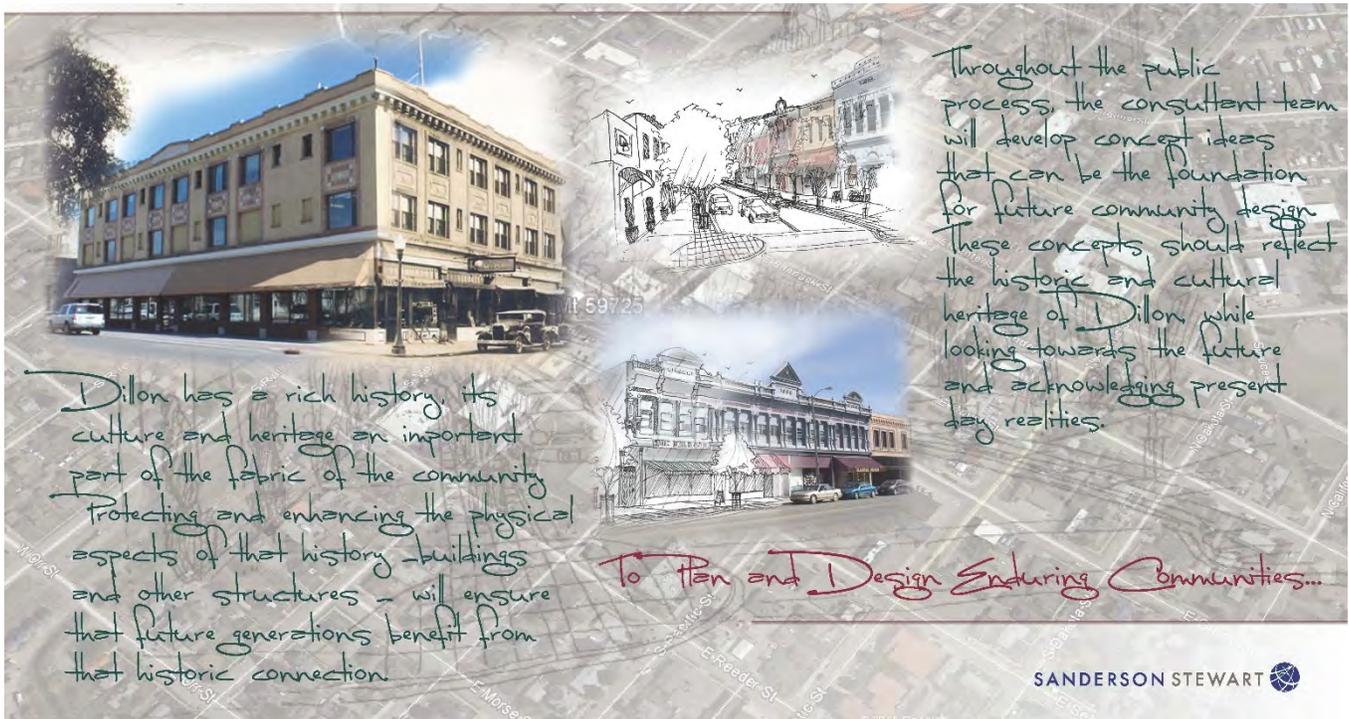


Image 4: Dillon, Montana investigation into historic preservation

## LESSONS LEARNED

In building a plan for revitalizing Glendive’s Downtown, it is helpful to evaluate programs from other communities. The University of North Carolina’s Rural Economic Development Center studied 50 small towns throughout the United States. Their evaluation of these towns highlighted in the publication, *Small Towns, Big Ideas: Case Studies in Small Town Community Economic Development*, demonstrate that the process and methods communities use to achieve revitalization goals vary, but successful outcomes rely on seven basic principles:

- 1. Community development is economic development.** Development of community resources including leadership training, youth entrepreneurship and support of community through philanthropy enhances typical economic development projects.
- 2. Activities should be future oriented, embrace change and accept risk.** Communities that prepare for the next opportunity, or create it themselves, see greater results than communities waiting for opportunities to come to them.
- 3. Broadly held local vision guides strategies.** Local organizations are vital to holding regular conversations regarding revitalization and creating a vision for a community’s future.

- 4. Innovation in government, institutions and partnerships enhance community capacity.** Small towns often lack resources to fully address community issues. Creating partnerships and alliances to address issues allows for greater success.
- 5. Short-term success should be identified and celebrated in order to build support for long-term activities.** However small, celebrating success builds support and enthusiasm for future activities.
- 6. Define assets and opportunities broadly.** Rural communities tend to have limited resources. Providing a broader framework will allow exploration of greater opportunity.
- 7. There is no silver bullet.** No single strategy worked for every community. Successful redevelopment is always multifaceted and occurs over time.



Image 5: Existing and redesigned parking lot in Bozeman, Montana



## CASE STUDIES

The following examples highlight the process and tactics that define community revitalization.

### Montana Avenue, Billings, MT

Established as a railroad hub in 1882, Montana Avenue area of Billings hosted the Northern Pacific Railroad Depot, multiple hotels and was the center of early activity in Billings. Decline in the neighborhood began in the 1950s with expansion to newer neighborhoods and reduction in railroad prominence. Passenger rail service ended in 1979. By this time, Montana Avenue had few open businesses. With abandoned buildings, an empty depot filled with pigeons and graffiti, Montana Avenue was left for transients and criminals.

Montana Avenue began to see revitalization efforts in 1994 when a group of concerned residents formed a group to rehabilitate the Depot complex. The renovated Depot opened as in 2001. While local business owners worked to remove abandoned

vehicles and install street lights, the City of Billings adopted at long-range downtown master plan.

The City of Billings and the property owners along Montana Avenue split the costs for streetscape improvements, including lights, widened sidewalks, brick crosswalks, street trees and planters. The project was completed in the late 1990s and is considered the shifting point in Montana Avenue's revitalization.

Local entrepreneurs bought and sold properties along Montana Avenue to help encourage revitalization. Business and property owners supported a local business improvement district tax to pay for ongoing efforts for landscape maintenance, security and trash collection.

Today, Montana Avenue is viewed as a successful revitalization project, serving as Billings' entertainment district.

### Project highlights:

- City and property owner partnerships
- Capital investment
- On-going funding through a business improvement district
- Property owner recruitment of new businesses



Image 6: Montana Avenue before streetscape improvements

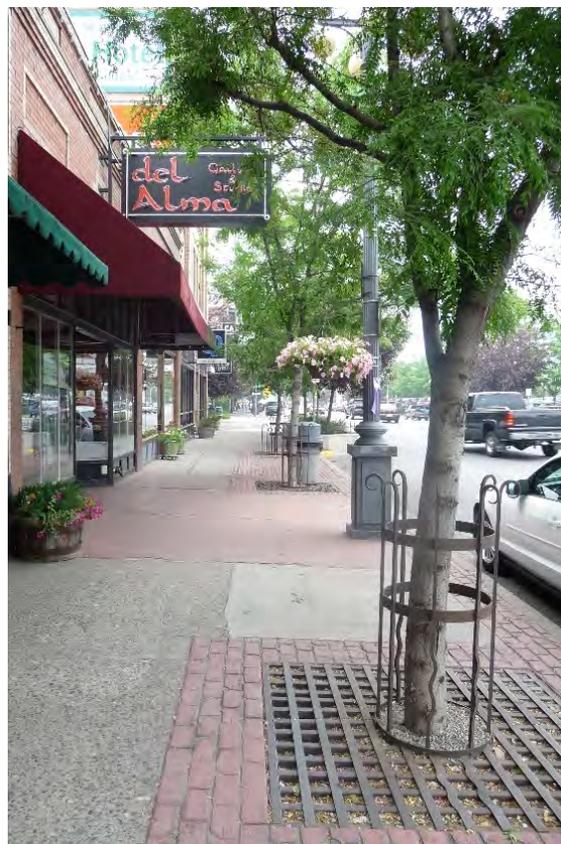


Image 7: Montana Avenue after street and sidewalk improvements

### Letcher County, Kentucky

Located in the heart of the Appalachian coal county, Letcher County is one of the poorest counties in the country, both in terms of wealth and health. In 2014, facing continued job loss in the coal industry, a local economic development non-profit teamed with economists from Lafayette College (PA) to identify strategies to leverage a thriving cultural hub to create economic development. The results of this work created the Letcher County Culture Hub, a collaboration of artists, business associations, governments and educational organizations, private for- and nonprofit organizations working to use local cultural assets to create economic development.

Now a national model and training setting, the Culture Hub is seeking to reimagine economic development for a new generation of Appalachian residents and similar communities throughout the United States.

More information can be found here: <https://www.appalshop.org/our-work/projects/culture-hub/>.



Image 8: Appalshop films culture and social concerns of Appalachia and rural America, photo by Appalshop



Image 9: Letcher County, KY, photo by Jimmy Emerson via Flickr

### Ord, Nebraska

Located in central Nebraska, Ord the county seat of Valley County and home to over 2,100 residents. Surrounded by rich agricultural lands, Ord grew up along the Burlington and Missouri River Railroad. Like many other prairie towns, the 2000 census indicated a population loss of ten-percent during the previous decade. In 2001, Ord began to actively focus on economic development. A partnership was formed with Valley County and the Chamber of Commerce to focus on four elements of economic development: 1) outreach to youth; 2) local leadership development; 3) philanthropy development; and 4) entrepreneurship.

The results from these efforts include increases in population (particularly ages 25-44), taxable property valuations and median household income.

More information about their work can be found at [www.ordnebraska.com](http://www.ordnebraska.com)



Image 10: Downtown Ord, Nebraska, photo via Wikimedia

## PLAN FRAMEWORK

The purpose of this plan is to identify the strengths, obstacles and opportunities to build a program to economically restructure the Downtown. In order to do so, there are several influences in the creation of this Plan.

In 2015, Glendive was accepted as an affiliate member in the Montana Main Street Program. As one of 25 members in the state, Downtown Glendive can benefit from the focus of the Main Street Program on economic restructuring and historic preservation through design, organization and promotion.

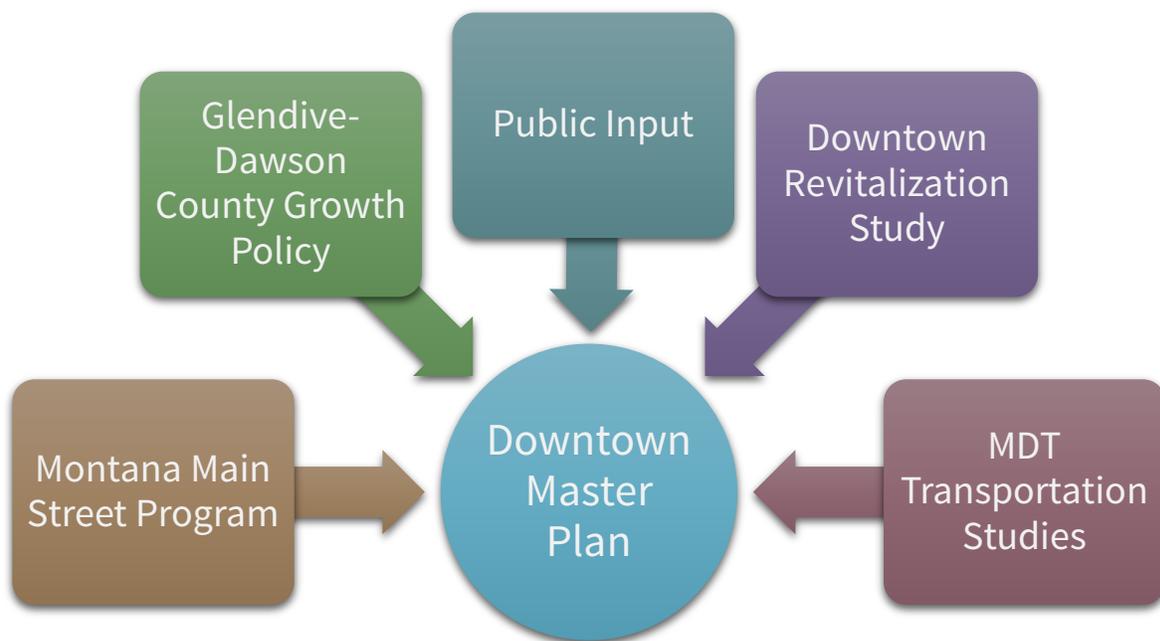
The Downtown Master Plan also seeks to build on past and current revitalization efforts undertaken by

the Glendive community. Review of previous planning and design studies provides opportunity to evaluate prior recommendations for relevance and further exploration.

Public input within the planning process has been used to identify issues and guide the recommendations. Plan elements provide specific actions that are to be undertaken as a holistic approach to economic development.

These actions are divided into categories of Economic Revitalization, Historic Resources, Identify and Design, Organization and Promotion.

The final section of implementation summarizes the actions for easy reference.



### Main Street Approach

The Plan incorporates the National Trust for Historic Preservation’s Main Street Four-Point Approach® program. Used by over 2,000 communities nationwide, the Four-Point Approach focuses on economic restructuring, design, organization and promotion to build a framework for communities to renew their historic downtowns.



Image 11: Main Street Four Point Program

Main Street programs are guided by Transformation Strategies that provide the basis for the action plans. These strategies are based on economically supportable statements in order to create positive changes in the community.

A Transformation Strategy is a statement of economic direction that, over the course of several years, brings about positive, intentional change in a commercial district’s economy.  
 --National Main Street Program

For over 35 years, the National Main Street Center (Center) has assisted over 2,000 historic downtowns in creating investment and vitality in towns across the country.

The strategies developed by the Center focuses on assets of a community to build a program for economic opportunity.

Annual research conducted by the Center demonstrates the success of the Main Street Approach. From 1980 through 2016, for all designated Main Street communities, research shows the following:

Total investment:	\$70.25 billion
Buildings rehabilitated:	268,053
Net gain in jobs:	584,422
Net gain in businesses:	132,092
Reinvestment Ratio:	\$32.56: \$1*

\*The Reinvestment Ratio measures the amount of new investment that occurs, on average, for every dollar a participating community spends to support the operation of its Main Street program, based on median annual program costs.

**The Montana Main Street Program** supports local communities in efforts to improve downtowns. Using the Four-Point Approach, Montana Main Street is dedicated to improving downtown economies and historic districts, through implementation of five goals:

1. Preserve and promote Montana historic and cultural resources
2. Promote long-term planning for revitalization success
3. Organize efforts and coordinate conversations between and within communities
4. Support economic, community and tourism development to facilitate a comprehensive sense of place
5. Enable small business owners to succeed by creating vibrant and healthy downtown district

Montana Main Street has resources and technical assistance available to aid member communities in achieving goals of the program. More information can be found at [www.comdev.mt.gov](http://www.comdev.mt.gov).

## Previous Planning Studies

**Glendive-Dawson County Growth Policy** was adopted in 2016 after a yearlong public process. There are a number of goals and policies within the Growth Policy that relate to Downtown Glendive and this Plan. These include elements specifically addressing land use, economic development and infrastructure, and include the following:

L-G2: Encourage Downtown redevelopment, especially by using adaptive re-use of existing historic structures, and encourage new residential subdivisions to locate adjacent to existing communities.

L-O-1: Consider adoption of design guidelines in the historic Downtown core area.

E-G6: Work to preserve and revitalize the downtown area of Glendive.

E-O-6: Work to improve commercial opportunities in the existing general commercial zoned area of Downtown Glendive

I-08: Expand pedestrian and bicycle trail facilities.

Specific implementation strategies identified within the Growth Policy has relate to Downtown Glendive include the following:

- Develop Downtown design guidelines (mid-term: 5 years)
- Develop engineering plans for Towne and Merrill Streets (mid-term: 5 years)
- Alter street configuration for Towne Street based on studies (long-term: 10 years)
- Fix or upgrade streets to provide bike pedestrian facilities (long-term: 10 years)

In connection with street improvements by Montana Department of Transportation, this Plan is working towards implementation of three of these four strategies.

## Downtown Revitalization Study

In the fall and winter of 2016, students from Montana State University's Community Design Center in the School of Architecture prepared a Downtown Revitalization Study for Glendive. In their evaluation, the students identified the need to undertake an evaluation of the historic structures within the Downtown area and create a strategy for each building. The evaluation would determine the condition of each building needing **repair, maintenance, renovation, replacement or stabilization**. The study provides the following examples for each condition:

**Stabilize:** Stabilization is not improvement or repair. It is what is necessary to stop future damage that will occur if no action is taken. Everything in a building that is not occupied should be stabilized. Sometimes damage to the building structure systems, or aesthetic, makes the eventual reuse of the building more expensive and problematic, causing new tenants and owners to choose other locations and building options.

**Example:** When a façade of a building has been damaged, the protection/stabilization of this façade is necessary to prevent further damage.



*Image 12: When a facade is stabilized, the building can be prepared for renovation*

**Repair:** Once stabilized, the time and money to repair and rejuvenate should be addressed. Repairs improve function and increase value of the structure, driving value back to the downtown. Many building owners will lose buildings if repairs are deferred. Irreparable damage will occur if current conditions are not addressed.

*Example:* The alley walls on multiple buildings are falling apart. Repairing these walls will prevent future deterioration.

**Maintenance:** Maintenance of building exteriors and interiors will prevent future deterioration of surfaces, support systems and surroundings. Upkeep of the historic fabric of Glendive protects the economic, cultural, and character of the community.

*Example:* The renovations and upkeep of the Dion building has allowed the building to continue to contribute to the historic nature of Downtown and maintain the property's value. Continued maintenance will ensure that the investment and value of the property is

**Renovate:** Renovation is the key to restoring building value and revitalizing downtown. A stable, well-maintained building is an obvious candidate for occupancy.

*Example:* Many Downtown structures have upper floor residential units that are not occupied. Renovating these units provides necessary housing in the Downtown and restores building values.



**Replace:** If all the prior strategies are considered too expensive or the building is not in a condition to be saved, the last resort should be demolishing and replacing.

*Example:* Sometimes a building has been left in such a condition, that no amount of renovation and repair can save the structure. In this case, replacement may be the only option.

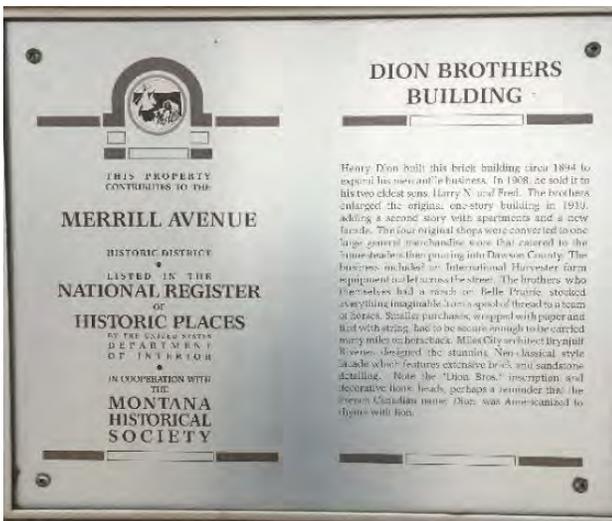


Image 13: Building repairs and routine maintenance will help maintain the character of Downtown Glendive



Image 14: Example of a Replacement along Merrill Avenue. Source: MSU Downtown Revitalization Study

### Montana Department of Transportation: Merrill Avenue and Towne Street Traffic Studies

Two main routes that connect Downtown to the rest of Glendive are Towne Street, connecting to the commercial and residential areas of West Glendive, and Merrill Avenue, the main commercial street from Downtown to the north. These streets are both designated by Montana Department of Transportation (MDT) as urban routes. These streets are both designed as four-lane roadway, with on-street parallel parking.

At the request of the City of Glendive, MDT prepared two traffic studies to analyze opportunities to reduce the number of travel lanes, add turn lanes, and increase pedestrian safety. Each study recommended that the street sections be converted from the four-lane street to a three-lane street equipped with a center two-way left turn lane with pedestrian and bike facilities. Additionally, some intersections were recommended to have curb extension to improve pedestrian crossings (Image I6). Improvements are currently scheduled to be constructed in 2019 and 2020.

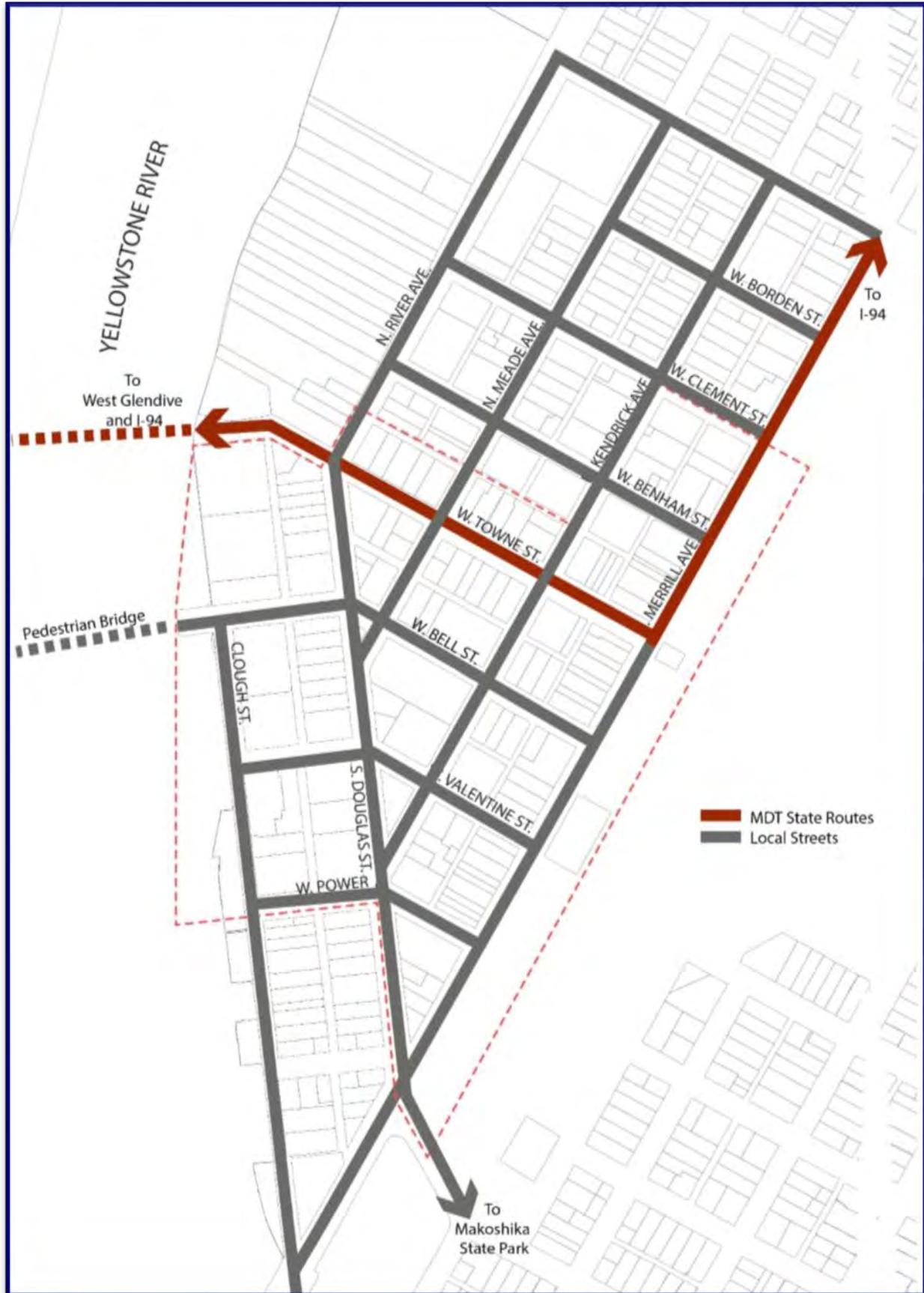
***“Walking and biking is an important component of the transportation system. Enhancing the ability of travelers to walk or bike involves not only providing the infrastructure but also linking design, streetscapes and land use to encourage walking and biking.”***

--Merrill Avenue Traffic Study, Prepared by KLJ for Montana Department of Transportation



*Image 15: Merrill Avenue and Towne Street*





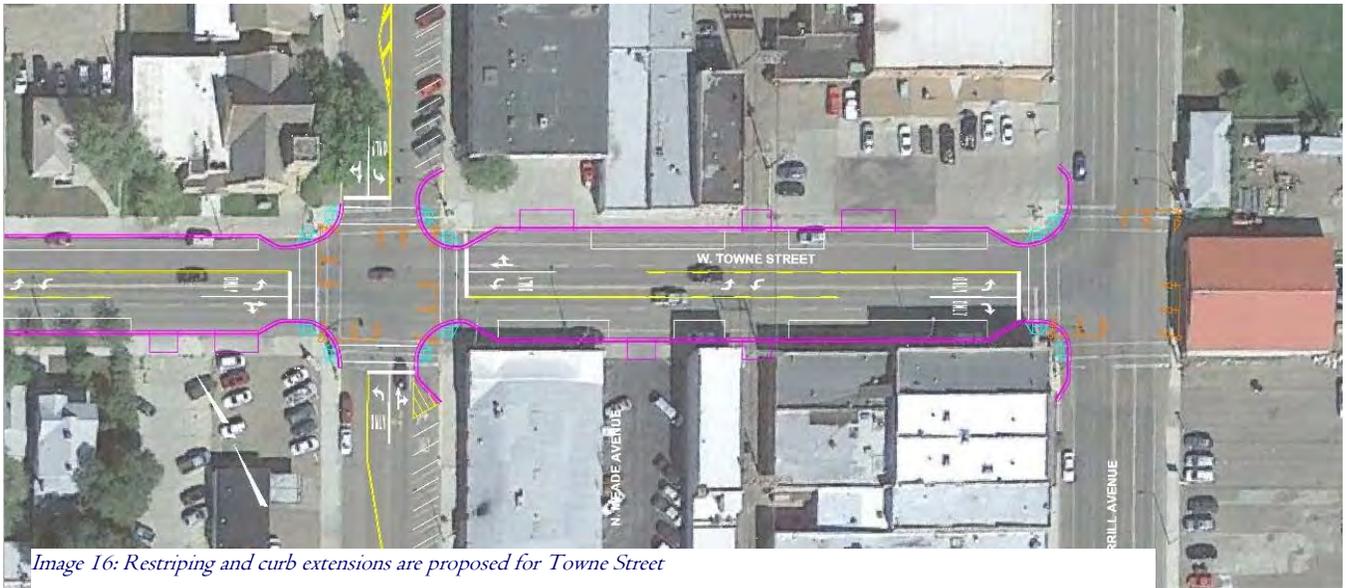


Image 16: Restriping and curb extensions are proposed for Towne Street

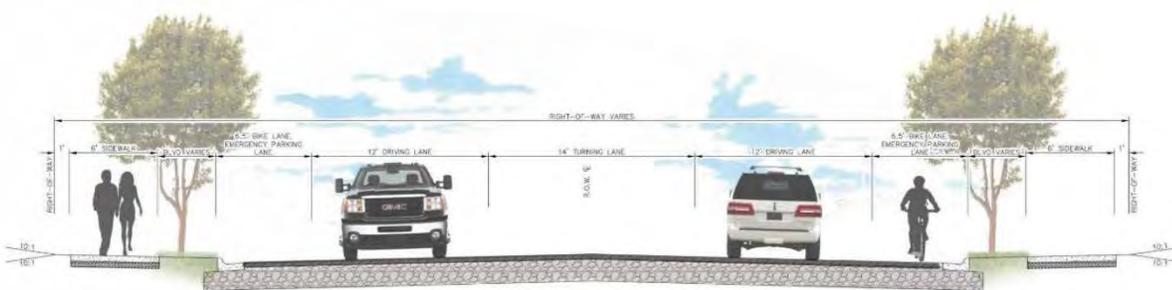


Image 17: Street Section with bike and turn lanes (actual sections for Merrill Avenue and Towne Street may vary)

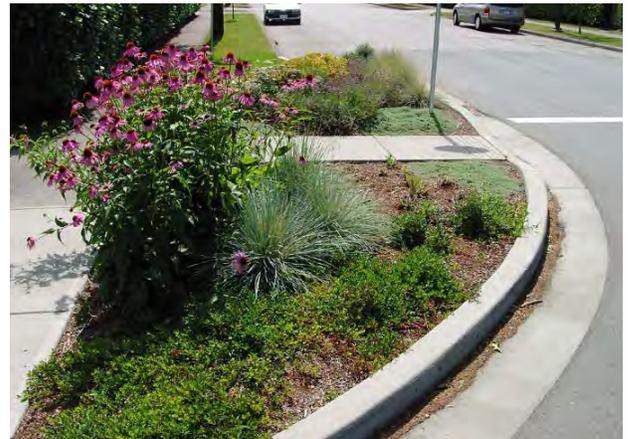


Image 18: Curb Extensions can improve pedestrian safety and provide areas for amenities

**Public Involvement**

A public meeting to discuss Downtown Glendive and items important to community residents was held in June 2017. At that meeting, people had the opportunity to complete a survey, discuss specific issues with other meeting attendees and learn about the planning process for development of the Master Plan.

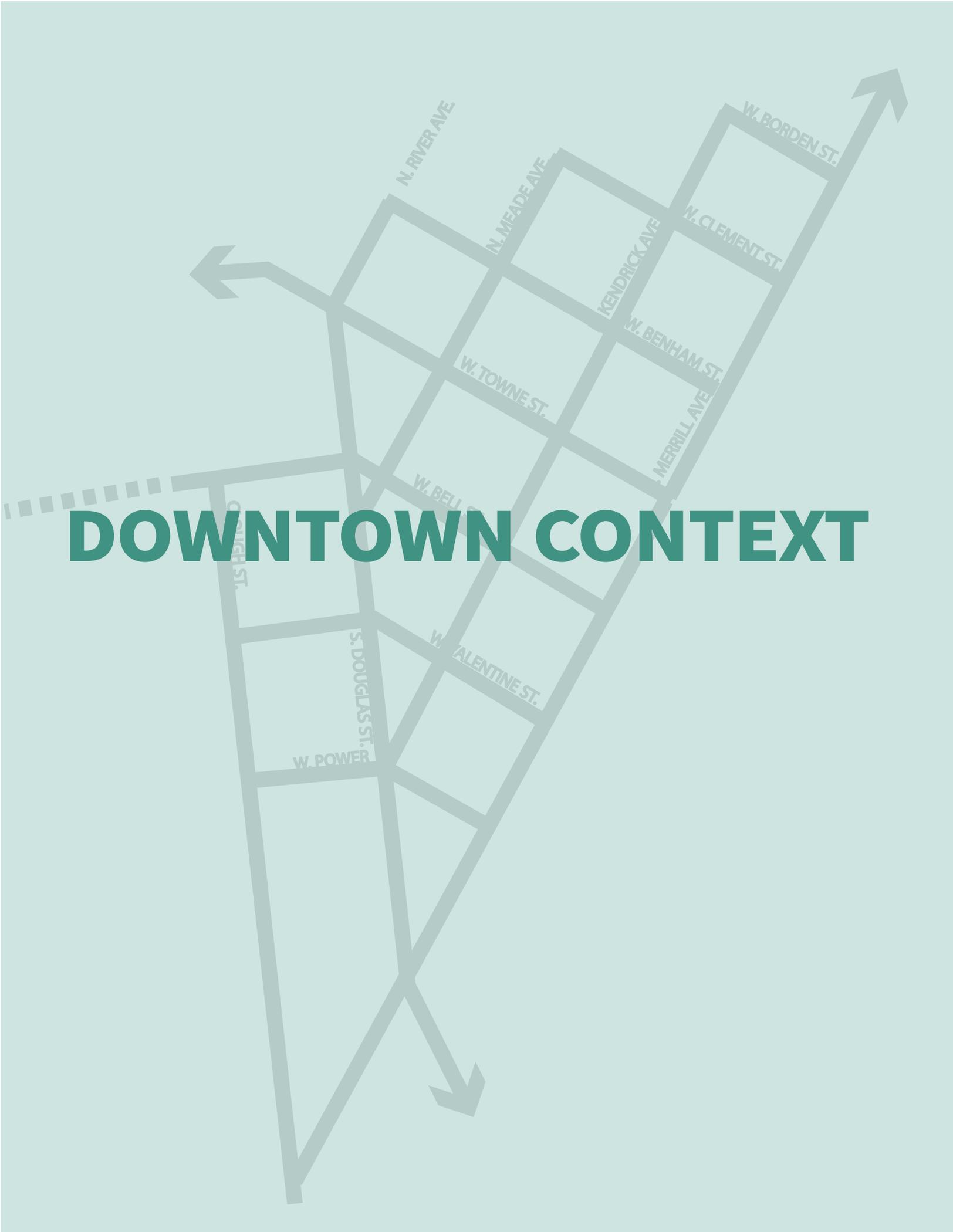
A steering committee was formed as the beginning of the planning process to assist identifying issues and opportunities, as well as to provide input on the plan development. The committee, comprised of seven members, including representatives from the City of Glendive, Glendive Chamber of Commerce staff, Greater Glendive Community Foundation, Building Active Glendive and local business owners.

Comments and suggestions from the stakeholder group and the greater community focused on improving the appearance of Downtown, preserving historic buildings, identifying new businesses and developing ways for businesses to work together to promote Glendive. Details of public input are described in subsequent chapters, and a summary of public meeting comments and survey results are located in the appendix.

A draft plan was available for review by the community during the month of October 2017. The Glendive Planning Board and the Glendive City Council will review the plan to ensure conformance with the Glendive-Dawson County Growth Policy and adopt the plan as a neighborhood plan, incorporating the plan into the Growth Policy.



*Image 19: A public meeting was held in June 2017*



**DOWNTOWN CONTEXT**

N. RIVER AVE

N. MEADE AVE

W. BORDEN ST.

KENDRICK AVE

W. CLEMENT ST.

W. BENHAM ST.

W. TOWNE ST.

MERRILL AVE

W. BELL ST.

CHURCH ST.

W. VALENTINE ST.

S. DOUGLAS ST.

W. POWER



### 3: DOWNTOWN CONTEXT

This provides a description of the current conditions within the Plan area. Evaluating current conditions to identify strengths, weaknesses, threats and opportunities enables development of a specific action plan for Downtown Glendive. The following pages describe the observations and analysis of the following elements: 1.) Land Use; 2.) Historic Resources; 3.) Business Development; 4.) Identity and Design; 5.) Transportation; 6.) Tourism; 7.) Organization.

#### LAND USE

The current land use pattern within the Downtown reflects the early days of Glendive. The main commercial area faces the railroad tracks, expands to the Yellowstone River, with residential areas surrounding east and west of the rail yard. Like other Western communities, new commercial development near the interstate interchanges has dispersed commercial development. The *2016 Glendive-Dawson County Growth Policy* has a generalized existing land use map showing dispersed commercial areas. Specific Downtown land use is on Figure 3.

The commercial area of Downtown is focused within approximately eight blocks. Five of the blocks are located on Merrill Avenue across from the railroad. The remaining three blocks are to the northwest, bordering W. Towne Street, W. Bell Street and W. Valentine Street.

A number of vacant buildings, underused property and parking lots have diminished the vibrancy of the Downtown area. However, these sites provide an opportunity for infill, redevelopment and revitalization within the Downtown.



*Images 20: Underused and Vacant Properties*





The small compact blocks of Downtown provide good connection to adjacent residential neighborhoods and visible street frontage for businesses within the Downtown area. The street and block layout makes walking convenient and provides multiple intersections which encourages commercial activity.

As with many western communities that developed as a result of railroad expansion, the BNSF railyard has a significant influence within the Downtown Plan area. The railyard lies adjacent to Merrill Avenue, allowing limited development on the southeast side of the street. This creates a one-sided street, which can lead to the perception of an incomplete downtown.

Development of commercial areas on the edge of a City often completes with downtown businesses. In order to remain competitive and viable as a business

environment, Downtown will need to be attractive to developers. This will require an active role by the City in directing some of this redevelopment activity. Many communities are threatened by a perception in the community that downtowns are no longer viable as a community commercial area. A strong commitment by the City, property owners, and community residents can overcome that perception and begin the process to revitalize downtown.

Glendive has a foundation of a strong downtown area. Historic buildings, an organized system of streets, sidewalks and alleys, strong community organizations and long-time local business are the backbone to Downtown redevelopment efforts. There are many opportunities to increase land use intensity in the Plan area which would increase opportunities for local products and retailers, increase property values and tax revenues.



## HISTORIC RESOURCES

The Merrill Avenue Historic Commercial District was designated an historic district in 1987 and identified 29 contributing resources within the district. Most contributing buildings were built between 1880 and 1930, and are in the style of Gothic Revival, Neo-Classical, and brick buildings typical of the 1920s. Also noted is the Lulhaven Building, built in 1937 in an Art Deco style.

While some properties have fallen into disrepair, the opportunity to preserve and maintain historic structures should not be overlooked. According to the National Trust for Historic Preservation, local historic districts are beneficial to communities in many ways. A few of those benefits include:

- Historic designations encourage people to buy and rehabilitate properties because they know their investment is protected over time.
- Properties in historic districts appreciate at a greater rate than the overall market. This can lead to greater economic regeneration for the entire community.
- Quality of design is generally greater within a district.
- Historic districts improve the economy through tourism.
- Historic buildings were often designed to take advantage of natural heating and cooling and renovations can take advantage of that energy efficiency.



*Image 21: City Hall is one building that contributes to the historic character of Downtown*

Owners of National Register listed properties may be able to obtain Federal historic preservation funding to help offset the costs of renovation.

There are several of Glendive’s historic resources, such as the Lulhaven, that have fallen into disrepair. Restoring such a landmark can be very expensive, with the cost of renovations reaching into the millions of dollars. While not insurmountable, costs can delay renovations.

It was not uncommon for building improvements completed during the mid to late 1900s to cover historic frontages with modern materials. Materials such as stucco, metal cladding, stone and wood are often used to cover deteriorating brick walls. These remodels, while at the time may have seemed modern, are now mostly viewed as inappropriate and detracting from the historic character of downtown.

There are also vacant and/or underused historic buildings, as well as vacant properties that detract from the overall historic character of Downtown. These properties create opportunities for new buildings and should not be overlooked when considering development sites.

Heritage tourism in America and in Montana is a large piece of the tourism industry. Capitalizing on the Merrill Avenue Historic District can link tourists to the history of Glendive. Increasing signage, both

along the interstate with the installation of historic district signs, as well as individual buildings signs, can provide awareness to the importance of the local historic resources.

Assistance with historic preservation tax credits is also an opportunity to be explored for individual projects. As part of the Merrill Avenue Historic District, all listed or contributing structures are eligible for historic preservation tax credits.

## BUSINESS DEVELOPMENT

The United States is experiencing a fundamental shift in retail trade. Just in 2017, more than 87,000 retail jobs have been eliminated nationwide. Spending preferences, including increased online shopping and more disposable income shifting to experience type spending (particularly dining and travel), have shaken up a traditional industry for local development. This national trend is affecting large retailers, such as department stores and malls, but simultaneously, leading to opportunities for small retailers to fill a local niche that online stores cannot do. Personalized service, local goods and in-store experiences are difficult to replicate in an online marketplace.

Challenges to re-establish Downtown Glendive as a strong commercial core remain. Basic goods are difficult to find in Downtown. Small local retailers often have difficulty competing with pricing a large national chain stores. Budget-minded residents will often choose the option that meets their budgets, regardless of awareness of local. One of Glendive's largest opportunities is the possibility of capturing retail sales spent outside of the community. Identifying retail gaps and opportunities to fill them can enhance Glendive's retail market. This gap is further articulated in the next chapter.

Capturing retail sales within the community can bring economic development beyond the business community. Spending by local retailers on such things as wages, charitable gifts and purchasing from other local suppliers, builds economic activity for the entire community.

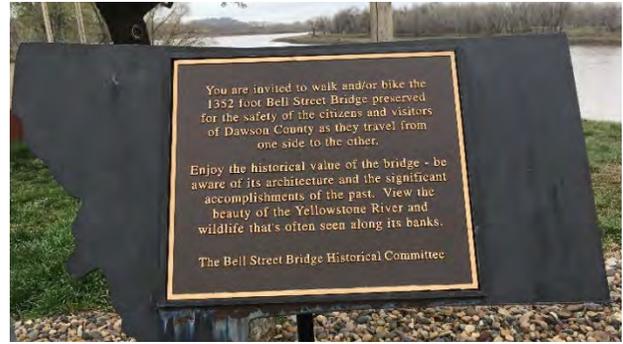


Image 22: Heritage tourism is a growing market in Montana

Local retailers can be successful in this challenging marketplace by focusing on providing unique products, offering great customer service and having an online marketing presence.



Image 23: Local business in Downtown Glendive are an important part of a local economic development strategy

Based on research from the American Independent Business Alliance, local independent stores recirculate 48% of their revenue within the community. The

recirculation supports other businesses and the community as a whole.

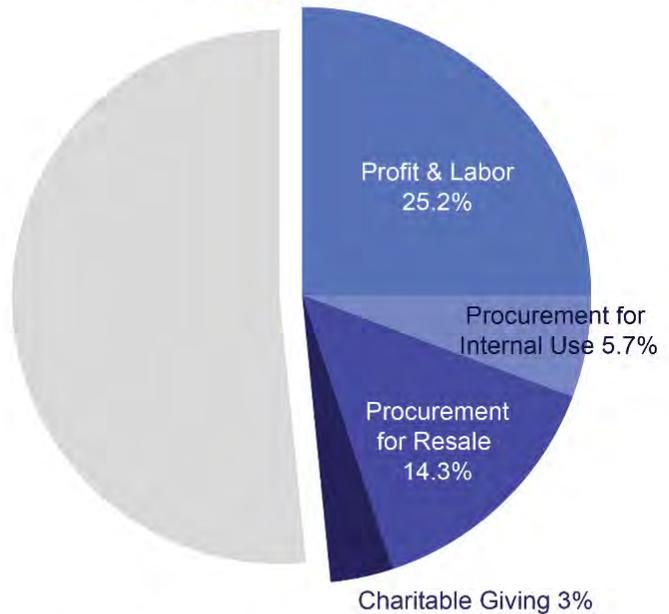
## Local Economic Return of Indies v. Chains

**Chain Retailers**



**Local Recirculation of Revenue: 13.6%**

**Independents**



**Local Recirculation of Revenue: 48%**

\*Compiled results from nine studies by Civic Economics, 2012: [www.civiceconomics.com](http://www.civiceconomics.com)  
Graph by American Independent Business Alliance: AMIBA.net

### IDENTITY & DESIGN

Downtown Glendive and surrounding neighborhoods possess many attributes that contribute to a strong identify of place. The commercial buildings along Merrill Avenue, Towne and Bell Streets, and early 20th century bungalow homes along Meade and Kendrick Avenues contribute to the historic identity of Glendive.

Merrill Avenue, between South Douglas Street and West Benham Street, provides a traditional main street line with a mixed of historic structures. The variety of businesses, churches and residences along

Towne Street provide a glimpse into the small-town charm that Glendive offers.

In addition to the strong architectural traits, Downtown and surrounding areas exhibit desirable physical traits that contemporary urban planning often attempts to replicate. Compact, gridded street networks help ensure that the neighborhoods are navigable and walkable, with many residences within a five-minute walk of services, parks, and churches. This mixed-use environment is an asset to Glendive’s quality of life.

Even with active businesses operating within a building, a deteriorated storefront or adjacent vacant building can give the impression of a struggling downtown. As buildings sit vacant, identity of place crumbles. It will take a concerted effort of the entire community to move forward with an identity that is reflective of a modern Glendive.

Another threat to the unique elements of Glendive is new development that is indistinguishable from other communities. The historic architecture prevalent in Downtown can be costly and difficult to replicate. New construction can be difficult to blend with historic buildings, creating inconsistent character.

Several comments made during the public meeting indicated the identity of the area in relation to the Yellowstone River and Makoshika State Park is important to the community. These regionally

## PUBLIC SPACES

Glendive has a rich array of public places that contribute to the quality of life and sense of place. Public parks for recreation and relaxation provide for a variety of activities within the community. Within Downtown Glendive, Gazebo Park is a setting for public gatherings, community events or a lunch time break.



*Image 25: Gazebo Park along Merrill Avenue is one of several public amenities in Downtown Glendive*

Public streets, sidewalks and on-street parking are generally available throughout the Downtown.



*Image 24: Changes to Merrill Avenue can enhance community identity*

significant landmarks can be used to enhance the identity and appeal of Downtown Glendive through a cohesive signage program, marketing, and other landmarks.

Conditions of these facilities vary block by block. Plans are underway by Montana Department of Transportation to improve Merrill Avenue and Towne Streets to implement changes recommended in the traffic studies previously discussed.

While just outside the Plan area, the Bell Street Bridge is an important public asset within the community. Recognized on the National Register of



*Image 26: The Bell Street Bridge provides unique opportunities for Glendive*

Historic Places, the Bridge is a critical pedestrian and bicycle connection across the Yellowstone River. As only one of three pedestrian bridges to cross the Yellowstone River, the Bell Street Bridge provides a

unique perspective of the river. There is an opportunity to connect Downtown to this historic bridge.

## TOURISM



*Image 27: Makoshika State Park*

Tourism is a large industry in Montana. Counties surrounding Glacier and Yellowstone National Parks see the largest percentage of tourists, however other areas can also benefit. According to research by the Institute for Tourism and Recreation Research at the University of Montana, non-resident spending in 2016 is estimated at \$3.49 billion in the state. Glendive, with its proximity to Interstate 94 and Makoshika State Park, can benefit from tourism spending.

Makoshika State Park is the largest state park in Montana with over 11,000 acres. An estimated 100,000 visits were made to the park during 2016. To access the park, visitors must drive through Downtown Glendive. Tapping into the demand by visitors for local shops, restaurants and other places that provide local authentic experiences can help boost economic activity within the Downtown area.

Annual research conducted by the Institute for Tourism & Recreation Research at the University of Montana indicate that non-resident visitors to the state are interested in a number of activities that the Glendive area has to offer. These activities include hiking, hunting, wildlife viewing, nature photography, visiting historic sites and visiting breweries. These are all place-based activities that are hard to replicate in other areas. Tying these types of experiences to Glendive and the surrounding area can help bolster visitor trips to the area. While in

Glendive, visitors will also be seeking restaurants, unique merchandise and other aspects that can only be found in this community.

It is interesting to note that ‘visiting dinosaur attractions’ ranked low in responses to a 2016 survey that asked non-resident visitors to identify all activities that they participated in while on vacation. This may suggest that incorporating the higher rated activities (hiking, fishing, photography) into the story of Glendive and surrounding area may help visitors find their way to this part of the state.



*Image 28: The Yellowstone River*

## ORGANIZATION

The City of Glendive, the Glendive Chamber of Commerce, the Greater Glendive Community Foundation, Building Active Glendive and other organizations are all involved in efforts to improve Downtown Glendive. From regulations to events, evaluating the organizations and tools involved in Downtown Glendive will help create a framework for success.

While focused on a broader region, additional support and development efforts by the Dawson County Economic Development Council and the Eastern Plains Economic Development Corporation can also leverage economic development activity within Downtown.

A successful community requires many resources. From the development review process by the City of Glendive to the business support by the Chamber of Commerce, these organizations can collaborate to

support downtown economically, socially and physically.

The City of Glendive provides maintenance to public places, amenities such as street trees, public parks and a regulatory framework for development. The City, through these efforts, can encourage the redevelopment and revitalization of Downtown.

The Chamber of Commerce is a collaboration of businesses and organizations to support the needs of the community. The Chamber of Commerce is instrumental in providing local business support, marketing and hosting events in the community.

The Greater Glendive Community Foundation, as part of the Montana Community Foundation, has been working to assist and improve the local community from clean up days and building repairs to youth events. Many activities within Downtown Glendive Plan can be achieved through the support of the Greater Glendive Community Foundation.



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# MARKET ASSESSMENT



## MARKET ASSESSMENT

Understanding the market and economic conditions is an essential element of the analysis and recommendations for Downtown Glendive. The market assessment helps the community better understand how to position Downtown. Due to the small population of the City of Glendive and Dawson County, it is difficult to obtain specific economic conditions for Downtown. However,

analyzing the economic and market conditions of the City of Glendive and Dawson County can provide an overview and insights into the strengths and opportunities for Downtown.

### Demographic Snapshot

Market demographics play a critical role in understanding the potential business growth for Downtown. The effects of the Bakken oil development and subsequent decline in oil production has influenced the population trends in the region. While counties in North Dakota experience greater population growth, counties in Montana also experienced similar trends. With the surge of residents occurring between 2010 and 2015, population trends may not be reflected in long-term analysis.

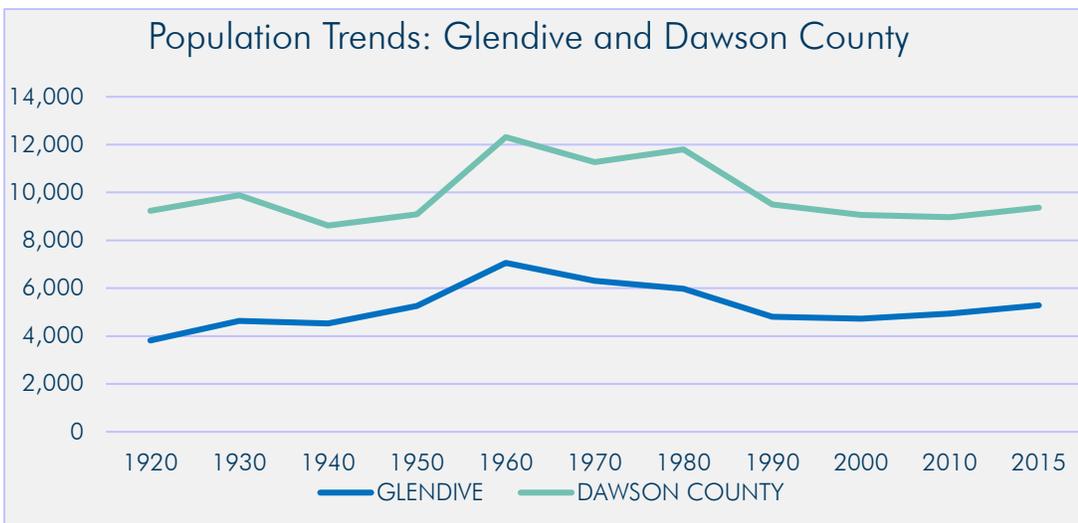
When looking at population since 1920, changes to the population within Glendive mirror changes within Dawson County, suggesting that growth and decline happen within the greater region.

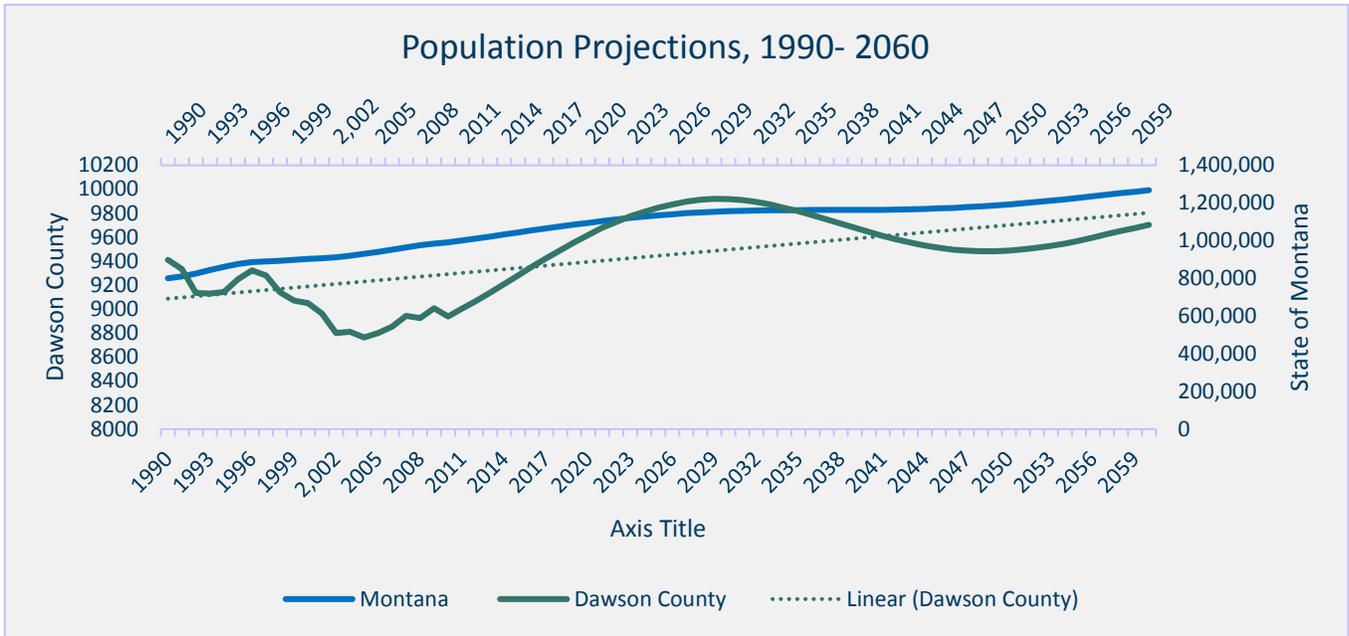
The Montana Census and Economic Information Center (MCEIC) provides population projections for the state and counties through 2060. While Montana is predicted to have steady growth for next 35 years, the MCEIC is estimating that Dawson County will have an uneasy rise in population. According to MCEIC, population between 2012 and 2030 for 16 counties in eastern Montana will be influenced by the Bakken oil development. Even with modest or low growth in oil production, population within the region is still expected to grow. Due to decline in oil production in 2014, the projection for population growth may be exaggerated.

Population

	2000	2010	2016	2021*
City of Glendive	4,891	4,935	5,237	5544
West Glendive	1,833	1,996	2,067	n/a

\*projected





To accommodate a growing population, it is useful to review and look at availability of housing. Currently, housing within Glendive is relatively affordable and plentiful. With a ten percent vacancy rate, the supply of housing is likely keeping home moderately priced.

Households

	2016
Number of Households	2,199
Average Household Size	2.16
Median Household Income	\$46,331
Per Capita Income	\$26,822

Housing

	2016
2016 Housing Units	2,451
Owner Occupied Housing Units	53.9%
Renter Occupied Housing Units	35.9%
Vacant Housing Units	10.3%
Median Home Value	\$157,574

**Employment**

According to the Eastern Plains Economic Development Council, the economy of eastern Montana is driven by three sectors: agriculture, natural resource development and tourism. Within Glendive, sectors that serve the greater Dawson County population provide a wide range of employment opportunities.

Additional economic data, as detailed in the American Census Survey (ACS) of 2015, provides an overview of the employment within Glendive. Of note is the 4,663 total employees within the City. With a population of 5,237, this represents an employee to population ratio of 0.89:1, which is very high. This suggests that a number of employees

commute to Glendive from unincorporated Dawson County or other nearby counties. Additionally, it should be noted that 389 businesses are located within Glendive. While most are small, between one and ten employees, this demonstrates a strong support of entrepreneurship and local business activity.

The *2016 Glendive-Dawson County Growth Policy* identified the Glendive Medical Center as the largest employer in the County. The growth policy also notes that with an aging and increasing population, there may be more demand for health care services in the future.

Income

2016	
Household Income Base	2,200
<\$15,000	15.8%
\$15,000 - \$24,999	9.6%
\$25,000 - \$34,999	13.0%
\$35,000 - \$49,999	14.5%
\$50,000 - \$74,999	20.6%
\$75,000 - \$99,999	9.8%
\$100,000 - \$149,999	11.0%
\$150,000 - \$199,999	3.8%
\$200,000+	2.1%
Average Household Income	\$61,072

Employment by Industry

2016	
Total	2,600
Agriculture/Mining	9.1%
Construction	8.2%
Manufacturing	2.5%
Wholesale Trade	0.6%
Retail Trade	7.3%
Transportation/Utilities	11.8%
Information	4.9%
Finance/Insurance/Real Estate	3.7%
Services	44.5%
Public Administration	7.3%

## Retail Trade Analysis

To understand the role Glendive plays in the area’s economy, a basis retail trade analysis was completed using ESRI Business Analyst Online, which provides market data from a variety of sources including the US Census Bureau, and the American Community Survey. This analysis is useful in identifying three factors of the retail trade:

### Primary Trade Area

This represents the area where Downtown will draw the majority of its customers.

### Retail Leakage

Retail leakage occurs when residents are spending more for goods than local businesses provide. These purchases occur outside of the trade area, indicating that there is unmet demand for retail goods and an opportunity for the local community to fill that demand.

### Retail Surplus

A retail surplus indicates a market where customers are drawn in from outside of the retail trade area. Typically, these areas represent services provided to travelers, or specialty retailers that provide unique goods.

This analysis will identify potential opportunities for new retail development by examining retail trade patterns. This will allow the community to assess what kind of additional stores might be attracted to Downtown. This can also help individual businesses understand how they might diversify products to be attractive to more customers. This is both a retention and recruitment tool. An analysis such as this is not exact and should be viewed as one tool to evaluate trade potential.

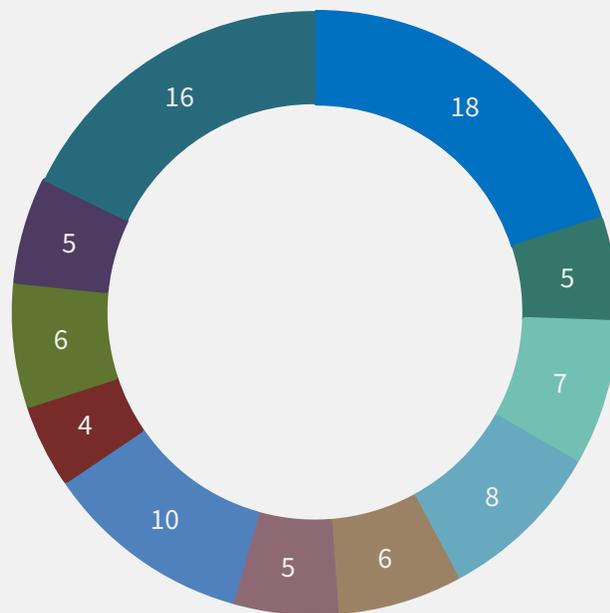
Understanding the retail trade can be useful when evaluating the needs of the community and how Downtown can help provide for those needs.

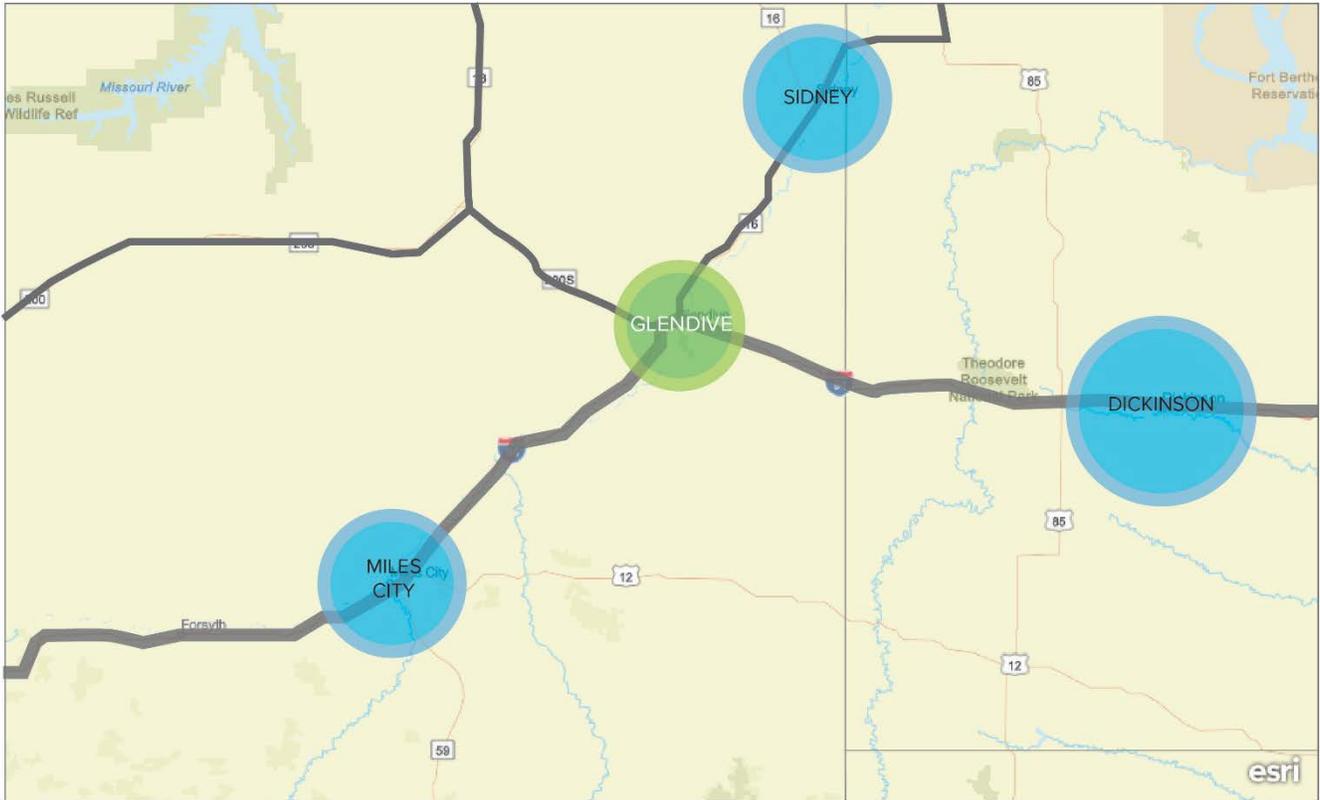
### Glendive Primary Trade Area

Based on the location of Glendive within the region, distance to competing markets and physical barriers, the primary trade area is Dawson County, and portions of Prairie and Wibaux Counties. The nearby cities of Sidney, Miles City and Dickinson (ND) all have larger populations than Glendive and each generally have a greater retail trade market. Nevertheless, the primary trade area is greater than the City of Glendive.

### Retailers by number of businesses

- Motor Vehicle & Parts Dealers
- Furniture & Home Furnishings Stores
- Electronics & Appliance Stores
- Bldg Materials, Garden Equip. & Supply Stores
- Food & Beverage Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing & Clothing Accessories Stores
- Sporting Goods, Hobby, Book & Music Stores
- General Merchandise Stores
- Miscellaneous Store Retailers





Primary Trade Area

2016 Population	9,697
2016 Households	4,070
2016 Median Disposable Income	\$41,077
2016 Per Capita Income	\$29,015

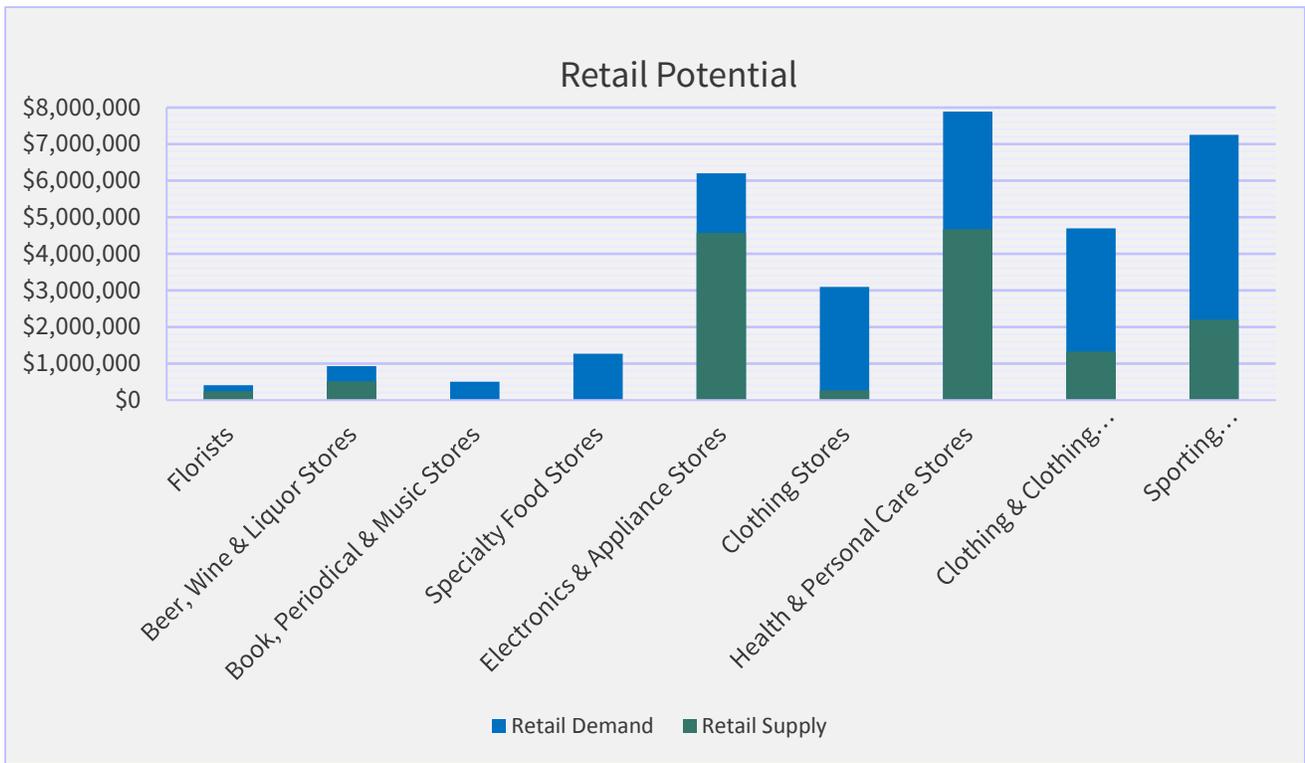
**Retail Leakage and Surplus Analysis**

The market analysis compares total sales (supply) with total consumer purchases (demand) for residents of the Glendive Trade Area.

A retail trade analysis can provide insight into what sectors of the economy have the potential to expand in downtown Glendive. As can be seen in Figure 8, the Glendive trade area has retail leakage in a number of categories that would appropriate to fill with Downtown business. Specialty stores, which are often found in downtown areas, are noted in the retail leakage assessment as having demand with limited

supply to fill. Often when this demand is unmet locally, consumers will use online services to fill the need.

The opportunity to increase spending in these and other areas will depend largely on the residents of Glendive choosing to make purchases locally. The strategies in this Downtown Plan can be used to strengthen local markets, reinforce local buying habits and create a downtown shopping area that attracts and invites residents to visit and find products to meet their needs.



Another source of information that can be useful it to look at consumer spending data provided by the Consumer Expenditure Surveys, Bureau of Labor Statistics, provided by Esri. This information can provide an estimated total amount spent within a category, average spending and also how it compares to a national average. For all the categories below, spending is below the national average.

Consumer Spending			
2016 Consumer Spending	Total \$	Average Spent	Spending Potential Index
Shelter	\$26,130,740	\$11,883.01	76
Health Care	\$10,125,228	\$4,604.47	87
Food at Home	\$9,248,817	\$4,205.92	84
Food Away from Home	\$5,413,529	\$2,461.81	80
Entertainment/Recreation	\$5,229,675	\$2,378.21	82
Apparel & Services	\$3,452,910	\$1,570.22	78
Travel	\$3,098,712	\$1,409.15	76
Furnishings & Equipment	\$3,097,510	\$1,408.60	80
Education	\$2,220,327	\$1,009.70	71
Vehicle Maintenance & Repairs	\$1,917,141	\$871.82	84
Personal Care Products & Services	\$1,294,267	\$588.57	80

**Data Note:** Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.



# DOWNTOWN PLAN



## THE DOWNTOWN PLAN

The Downtown Master Plan provides a vision and framework for the enhancement and revitalization of Downtown Glendive. This Plan is based on local community stakeholder desires and preferences and on strategies that have potential to achieve specific

### Vision Statement

A vision statement captures what community members most value about their community and their shared image of what they want to their community to become. It should be forward looking and describe a community that this Plan should achieve. Based on community input, three major themes for Downtown were identified.

- Downtown is important for the community of Glendive
- Increasing commercial activity in Downtown is desired
- Improving community assets is a priority

These themes then shaped the vision statement.

Glendive can capitalize on the proximity to nearby recreational amenities, such as Makoshika State Park

revitalization goals. The strategies were developed by evaluating the previous planning studies and reviewing the observations and analysis from the previous sections.

and the Yellowstone River to enhance and encourage visitors to downtown Glendive.

Public spaces, including streetscapes and gateways, lighting and signage will be enhanced and updated. Businesses will serve the needs of residents by filling gaps in the marketplace.

Downtown's revitalization will be facilitated by a strong partnership between the City, the Chamber of Commerce, property and business owners. Sustained commitment and participation by the City, the Chamber of Commerce, and other community stakeholders will be required to bring the vision of a revitalized Downtown area, as presented in this Plan, to reality. Working together with other partner organizations and agencies, the following strategies and activities will work toward revitalization.

*Glendive is an authentic community for active and engaged community members and a welcome place for visitors. Glendive embraces its historic Downtown while seeking new opportunities for economic development. It is a hub of social interaction, business, and amenities.*



## Economic Revitalization

Economic revitalization will be the result of many efforts and actions identified within this Plan. However, engaging in specific actions to address economic revitalization will facilitate renewal and implementation of other areas of this Plan.

### BUSINESS SUPPORT STRATEGIES

Local businesses are the key to economic revitalization. Developing programs that support clear strategies to improve the economic vitality of Downtown Glendive are needed. The following strategies should be used to jumpstart the process toward revitalization. These strategies are intended to provide immediate success, while allowing time for long-term strategies to develop.

#### 1. Create a Plan to Retain Existing Businesses

Existing businesses are the foundation of any economic revitalization effort. By building on what already exists, Glendive can support current businesses as it attracts new business. Facilitate discussions with and among business owners, creating a business directory, streamline zoning and approval processes and offering training sessions should all be used to assist existing businesses.

#### 2. Establish a Local Business Assistance Program

Encouraging new businesses to start in Downtown can provide a jumpstart to the local economy. Creating a program to provide local businesses with technical assistance in marketing, accounting and hiring can provide entrepreneurs the tools they need to start a business. Often this means connecting local experts who are willing to assist new businesses.



Coordinating these connections through the Chamber of Commerce, or other entities, can help businesses from the start.

#### 3. Promote Business Support Programs

Programs such as the Montana Business Expansion and Retention, administered by the Eastern Plains Economic Development Corporation, can provide local resources to businesses in the community, and is part of a statewide network to assist new and existing businesses. Using this service can provide businesses the expertise they need to either get started or enhance their existing business. Encouraging all new businesses to use these services will help businesses start on the right track for success.

#### 4. Establish a local business market for local entrepreneurs in a vacant storefront.

Many small entrepreneurs don't need a large retail space, but would like to have a permanent space. Local markets, similar to a farmer's market, provide a small space for businesses. An example of this is the [Stumptown Marketplace](#) in Whitefish. Operating as a private business, the owner of the market leases space to tenants, while providing amenities such as indoor seating for food vendors and security.



*Image 29: Creating a market for small businesses to start in Downtown can help jumpstart the local economy*

#### 5. Recruit anchor tenants to occupy larger building storefronts.

Downtowns are most successful when a large anchor tenant exists to attract many customers. These anchor

tenants can attract a variety of customers that will then often shop at adjacent stores and eat at adjacent restaurants. Attracting that tenant can be challenging, but knowing your community, identifying missing retail segments and knowing what storefronts are available can make it easier.

### 6. Host Business Workshops

Local business owners and community members can share their knowledge by hosting monthly workshops that focus on one aspect of business ownership.

Topics can include marketing, customer service, window displays, website development, social media and other areas of interest or expertise of presenters.



*Image 30: Local business owners are often experts in their field. Tap into this resource to support the growth and*

## REDEVELOPMENT STRATEGIES

### 1. Encourage restoration of second floor residential units within Downtown buildings.

The increase in the number of housing units in the Downtown is a key to the success of the redevelopment. Identifying locations of empty second floor housing units and encouraging property owners to invest in restoration through façade improvement grants, waiving of development review fees, and technical assistance support are all ways that can support and encourage renovation.



*Image 31: Second floor residential units adds value to Downtown*

Residential uses in Downtown are beneficial to the local economy. The Federal Reserve Bank of St.

Louis issued a report in 2013 outlining the benefits of increasing density in small towns. Increasing housing units in Downtown can:

- Reduce infrastructure expansion needs, which reduces costs to government and citizens;
- Increase customers for local businesses. Customers spend two to five times greater if retail is located within walking distance;
- Provide street activity that attracts additional investment;
- Increase tourism. Communities with downtown housing and increased density are viewed positively by tourists.

### 2. Prioritize the development and rehabilitation of vacant and underused buildings within the Downtown.

Acknowledging that Downtown development is important sends a message to the community that Downtown matters. Similar to encouraging housing, technical assistance grants, façade improvements and fee waivers can all be used to support downtown development.

## Addressing decay

The public comments at the public meeting input for this Plan noted that poorly maintained buildings and a general sense of lack of pride and investment in buildings contribute to an overall sense of decay in the Downtown.

Additionally, vacant properties become a problem when the property owner abandons the basic responsibilities of ownership, such as routine maintenance or property tax payments. According to the US Department of Housing, research links vacant and abandoned properties with reduced property values, increased crime, increased risk to public health and increased costs to municipal governments.

Addressing issues of decay can improve overall community appearance and encourage investment in the community.

Action steps to address decay include the following:

1. *Create a database of vacant and at-risk properties to facilitate collaboration in response.*

Development of a database can be as simple as a spreadsheet that lists vacant properties and whether the property has key indicators of abandonment, including tax delinquency, documented code violations, utility shut-offs, or foreclosure filings.

Identifying and locating these properties ensures that they don't deteriorate and become nuisances. It also allows information to be provided to owners regarding options and incentives to improve and occupy a residence. It can also identify areas of concentrated vacancies, focus code enforcement activities and coordinate action to address negative effects of the vacancy.

2. *Create a vacant building registry to motivate owners to maintain buildings and return them to productive use and identify the party responsible for maintenance.*

In conjunction with the database of properties, creating a vacant building registry requires owners to



*Image 32: Repairing and restoring buildings is an important aspect of addressing decay*

register vacant buildings with the City. According to research in 2013 by Yun Sang Lee, over 550 communities in the United States have adopted a vacant property registration ordinance.

A small fee will help defray the additional costs of providing municipal service associated with each property. The registry could include requirements for maintenance and secure vacant properties, which would reduce the need to code violation activities.

3. *Review and develop code enforcement regulations.*

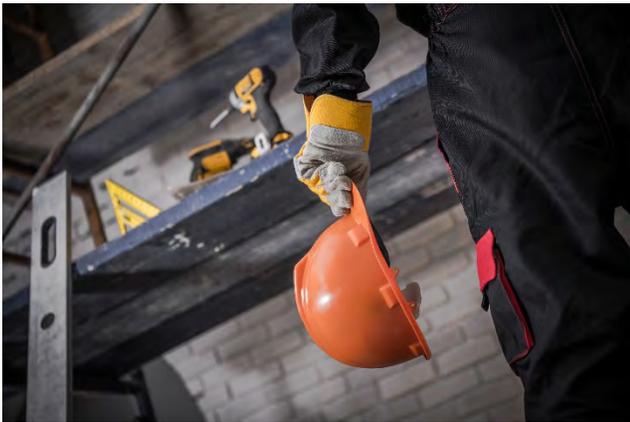
Unfortunately, some property owners will only improve their property if a formal code citation is issued by the City. Current code enforcement regulations address blight that is visible from the public right-of-way, limiting enforcement for properties that are blighted and only visible from adjacent properties. Placing more responsibility on property owners to maintain their property would help address property decay.

Developing a community-wide outreach program on the value and importance of property maintenance will be critical to the success of enforcement efforts. Such an outreach program increases public understanding of the role enforcement can play in revitalization. The Center for Community Progress is a non-profit devoted to providing communities resources to address the vacant properties and turn them into community assets. Their work throughout

the country has found that enforcement is a critical element in fighting decline and restoring distressed communities. More can be found at [www.communityprogress.net](http://www.communityprogress.net). An example is a Butte/Silver Bow County, Montana adopted a community decay ordinance in 2017 can be found [here](#).

*4. Provide incentives to improve deteriorated property.*

Property owners may need financial help or incentives to improve property. Creating a variety of incentives for property owners will promote improvement and upkeep. Below are several examples of incentives that should be pursued. Public funds, through Community Development Block Grants and HOME Program, can assist homeowners and/or landlords in rehabilitation of affordable housing. Grants are awarded to local governments for program administration. Property improvement tax abatement can incentivize improvements by minimizing property tax increases



for five years. Abatements must meet State of Montana requirements (Montana Code Annotated 15-24-15). Creation of a local fund for grants or low interest loans for property improvements provide the necessary funds for façade improvements, technical assistance and improve blighted properties.

*5. Establish a fund to support new businesses with start-ups with rent subsidies.*

Establishing a small grant program for to support new Downtown businesses with start-up costs can very successful. Establishing a permanent fund to help new businesses with a rent subsidy, or a no-interest loan can help a business start that might not otherwise be able to do so. Providing such a subsidy can also ensure that they will start that business in Downtown.



**OPPORTUNITY SITES**

1. *Create a strong pedestrian connection between the Bell Street Bridge and Merrill Avenue.*

Creating a visual and physical connection from Downtown to the historic Bell Street Bridge should be prioritized. This connection should include improved sidewalks, street trees and signs to create an interesting walk between these two points.

Improvements would include an enhanced intersection at Merrill Avenue (depicted below), the addition of street trees, landscape plantings, benches and sculptures. These types of improvements provide pedestrians with shade in the summer, a place to rest and something interesting to look at along the way.



*Image 33: Rendering of a reimagined intersection with Merrill Avenue*



2. *Build a park plaza in the triangle park at the intersection of Bell, Douglas & Meade Streets.*

The Bell Street Bridge is not visible from Downtown due to the configurations of the streets. At the intersections of these three streets, a small park has been created. Closing off Bell Street adjacent to the park can create a visual connection between the Bridge and Downtown.

One of Glendive's assets is the abundance of parks and open space. Creating connections between these places facilitates healthy lifestyles, increases tourist opportunities and places for residents to gather.

In order to create an opportunity to convert this excess street area into a public plaza, a series of public improvements would need to be completed. Examples of an incremental design and construction process has been provided to demonstrate how short-term inexpensive improvements can be used to kick-start a larger project.

Phase 1 improvements would include the following:

- Setting up planter barricades to change the traffic flow and create a safe area for the park
- Using paint to establish the boundaries of the park
- Add benches, tables, and trees to create a park like setting
- Invite food trucks, musicians and others to set up
- Design a plan for Phase 2 and fundraise



Public spaces not only make the community a more attractive place, but also facilitate opportunities for social interactions and areas for play as well as respite.

Additionally, research shows that well-maintained parks and open space can improve property values within a quarter mile of these spaces.



Phase 2 improvements would include the following:

- Remove asphalt and prepare site for park surfacing
- Plant trees, flowers, shrubs and grass
- Add amenities, such as play structures, benches, sculptures and tables

### 3. Evaluate and design improvements to enhance the public spaces within the Plan area.

Public spaces can enhance community life. Providing attractive parks that can host activities or provide a quiet resting place are important to downtowns.

Specific improvements include:

- Identifying key intersections for signage, street furnishings, pedestrian crossings and other enhancements;
- Continue to enhance the public parking lot at Merrill Avenue. Add additional landscaping along the railyard for screening;
- Add landscaping, including trees and bushes to Gazebo Park to provide shade and visually enhance the park;
- Coordinate with the EPEC building to improve the parking lot for the building. Fixing the adjacent sidewalk, adding landscaping, and screening the railyard could all be completed. Doing so would make the parking lot more viable for outdoor activities and enhance the property;
- Railroad underpass at Douglas Street has previously been sterilized and lacks vegetation. Working with BNSF to create a plan for vegetation would be benefit this as the direct route to Makoshika State Park.



*Image 34: Adding landscape and other improvements at the Douglas Street underpass would enhance the route to Makoshika State Park*



*Image 35: Adding landscaping can provide opportunities for shade on hot days, as well as screening of the adjacent railroad.*

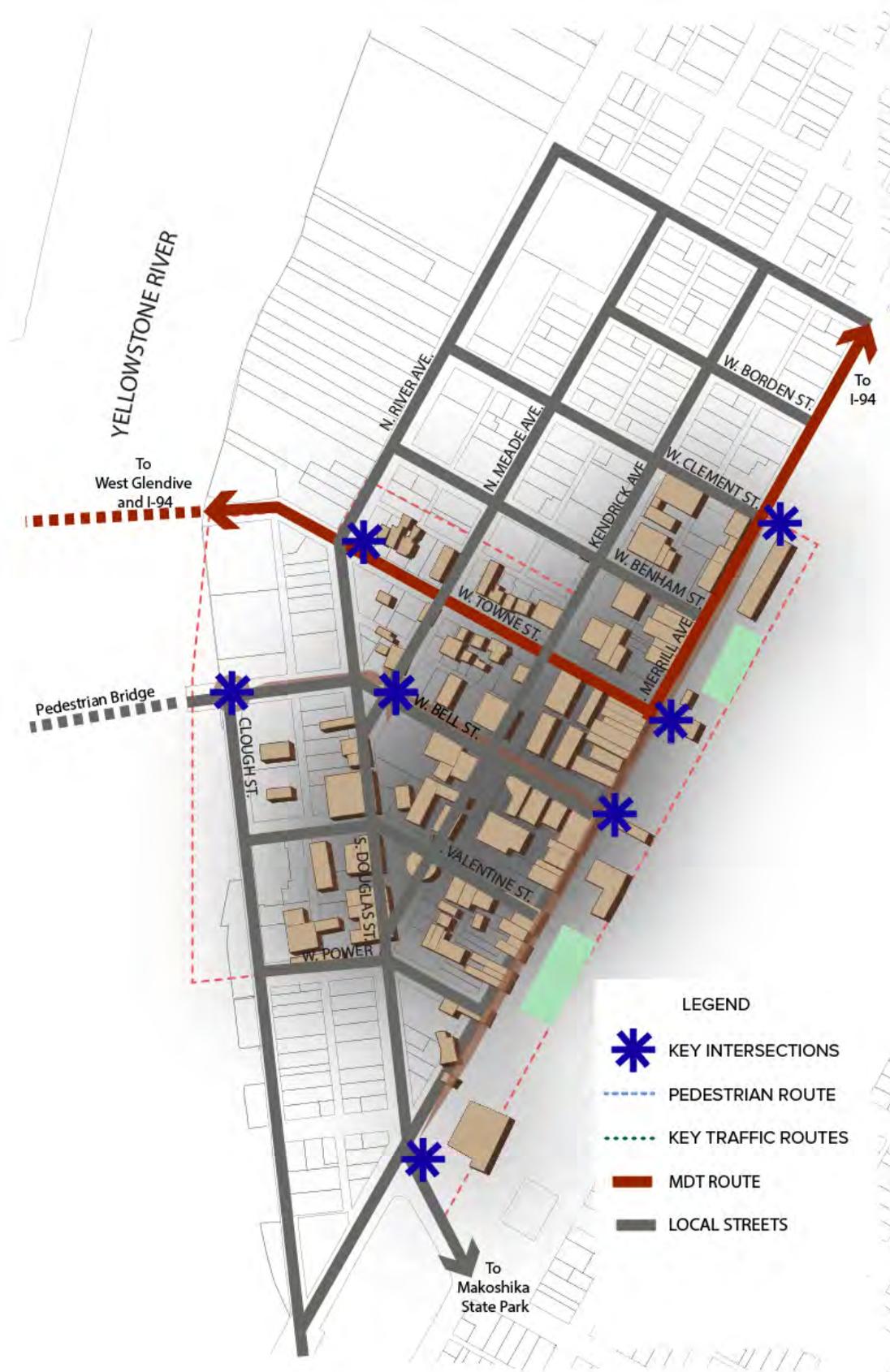


Image 36: Downtown Opportunities

## Identity and Design

Previous planning efforts have focused extensively on issues of community identity and design. From branding the community and streetscape improvements to building façade improvements, improving the physical aspects of the community can lead to reinvestment and revitalization of the community. Specific actions for Downtown Glendive include:

### 1. *Design streetscape improvements for Towne Street and Merrill Avenues.*

Because Towne Street and Merrill Avenue are part of an MDT route, improvements within the right-of-way must be approved by MDT. Design improvements, including turn lanes, street parking and bike lanes are currently in design by MDT. Coordinating streetscape improvements to complement these traffic improvements, the design should focus on the following elements:

- Adding street trees provide shade for pedestrians, adds color and interest along the street and has been documented to slow down traffic.
- Add benches, planting beds and other amenities to the curb extensions planned at intersections.
- Create a unified design for street furniture, including benches, trash containers and light fixtures.
- Identify options to expand sidewalk widths to allow for outdoor seating for restaurants and cafes.

### 2. *Create a Downtown branding strategy.*

Creating a “brand” or identity for the community can be invaluable in revitalization. It can strengthen a community’s sense of place and help instill a sense of familiarity with visitors.

A branding strategy can help a community articulate what is important and can help chart a direction for where it wants to go.

There are multiple strategies that could be employed in order to make Downtown Glendive a unique destination. On the marketing and branding side, Glendive should begin to generate a strong “brand” for the Downtown.

The branding strategy should include well-developed products such as up-to-date websites that help to promote Downtown. A well design campaign will not only attract visitors, but also potential businesses and investors.



Marketing Hometown America, a program through the University of South Dakota has resources and program to assist communities.

### 3. *Develop comprehensive signage and wayfinding.*

Along with the development of external marketing strategies, establishing a comprehensive wayfinding plan to include a signage strategy that helps to direct visitors both to and around Downtown. The wayfinding plan should encompass a hierarchy of elements that range from vehicular to pedestrian experience.

### 4. *Conduct walking tour to identify small items that can be fixed, cleaned or maintained.*

A polished, clean and comfortable environment will encourage people to spend more time in downtown. We often become immune to things that gradually degrade because we see them every day. Conducting a tour to specifically look at things from an outsider’s point of view can help identify those things, and get them taken care of.

## Historic Resources

Glendive's historic buildings should be heralded and marketed. The preservation and rehabilitation of historic buildings can be a vital economic component to the revitalization of the Downtown. Bringing people to Glendive to explore history can be an economic generator. Providing trails, marketing materials, maps and other items, visitors are able to explore Glendive and discover its rich history.

### 1. *Develop and adopt design standards for historic properties within Downtown*

As development and building modifications occur, it is essential that renovation and new construction complements the historic character of Downtown. Creating design standards (regulatory) or guidelines (suggestions) can ensure that the character of the downtown is maintained. A sample regulation can be found in the appendix.

### 2. *Develop and adopt building infill standards in the commercial district.*

New buildings should adapt the traditions of older commercial buildings in scale, rhythm of openings, materials and forms. New buildings should be

located at the front property line, adjacent to the sidewalk, to mimic the traditional forms.

Encourage the use of architectural elements found on historic buildings that should be used for new infill:

- Brick details
- Hanging awnings that reflect the time period
- Signage

### 3. *Encourage Adaptive Reuse and Rehabilitation.*

Property owners should be encouraged to explore practical new uses for historic buildings. Identifying sources of funding

### 4. *Create a Facade Improvement Program*

Promoting historic preservation addresses issues of blight as buildings are renovated and maintained. Facade improvements can be identified using the examples from the MSU Glendive Revitalization Study. Establish the fund, either through a grant program or local resources. Develop an application process so that improvements are tied to improving the historic character of the building.

## Organization

Completing the elements of the Downtown Plan will take coordination among different organizations and a clear structure of responsibility to ensure progress is made. As noted earlier, residents have expressed concern about leadership and a driver of redevelopment efforts. Ultimately, that will need to be decided by the community. These actions are intended to assist in that discussion, resulting in a strong organizational structure. Formal organizations that are, or will be, involved in the revitalization efforts of Downtown Glendive include:

- City of Glendive
- Glendive Chamber of Commerce
- Greater Glendive Community Foundation
- Building Active Glendive

### 1. *Create a Main Street organization to help implement this Plan.*

An organization devoted to the efforts of Downtown Glendive will be essential in the success of completing this Plan. This should consist of government representatives, property owners, business owners, and other people who are interested in the success of Downtown Glendive.

### 2. *Document and articulate the roles and responsibilities of each organization according to the implementation of this Plan.*

Having a clear and written understanding of the role that each organization plays in the implementation of this Plan will be essential for the success in Glendive. Chapter 6 of this Plan provides a summary of the recommended actions according to type and can be used as a basis for defining roles.

3. *Assign a champion organization for implementation of this Plan.*

Even with clearly articulating roles and responsibilities, without a leader, the implementation of this Plan will be difficult.

## Promotion

Promoting Downtown can take many forms, but the goal is to position downtown as the center of community and hub of economic activity. Promotions can involve cultural traditions, shopping events, cooperative marketing and other activities that encourage people to visit downtown.

An overall marketing campaign should be established, which identifies the primary focus of the marketing, audience and branding for the community. Tourism attracts a number of visitors to the area. Identifying specific areas of interests – historical, recreational or educational – would help define the marketing and identify the audience.



Image 37: Buy Local, courtesy of the American Independent Business Alliance

Actions to encourage and promote events within Downtown include:

1. *Organize retail promotions, including a “buy local” campaign.*

Retail events are designed to increase sales at local businesses by attracting new customers and

4. *Coordinate a yearly work plan for Downtown Glendive that assigns actions and responsibilities.*

Revitalization of Glendive will be a long-term process. Creating and updating work plans will be essential to ensure that all organizations are involved and committed to the process. The work plan will be used to help establish budgets and priorities for the upcoming year.

strengthening relationships with existing ones. While retail shops are limited in Downtown, organizing events collectively to have specials, promote certain products or services and highlight the available goods can all work to highlight the economic activity in Downtown. The American Independent Business Alliance has many free resources available for communities to use to support small businesses.

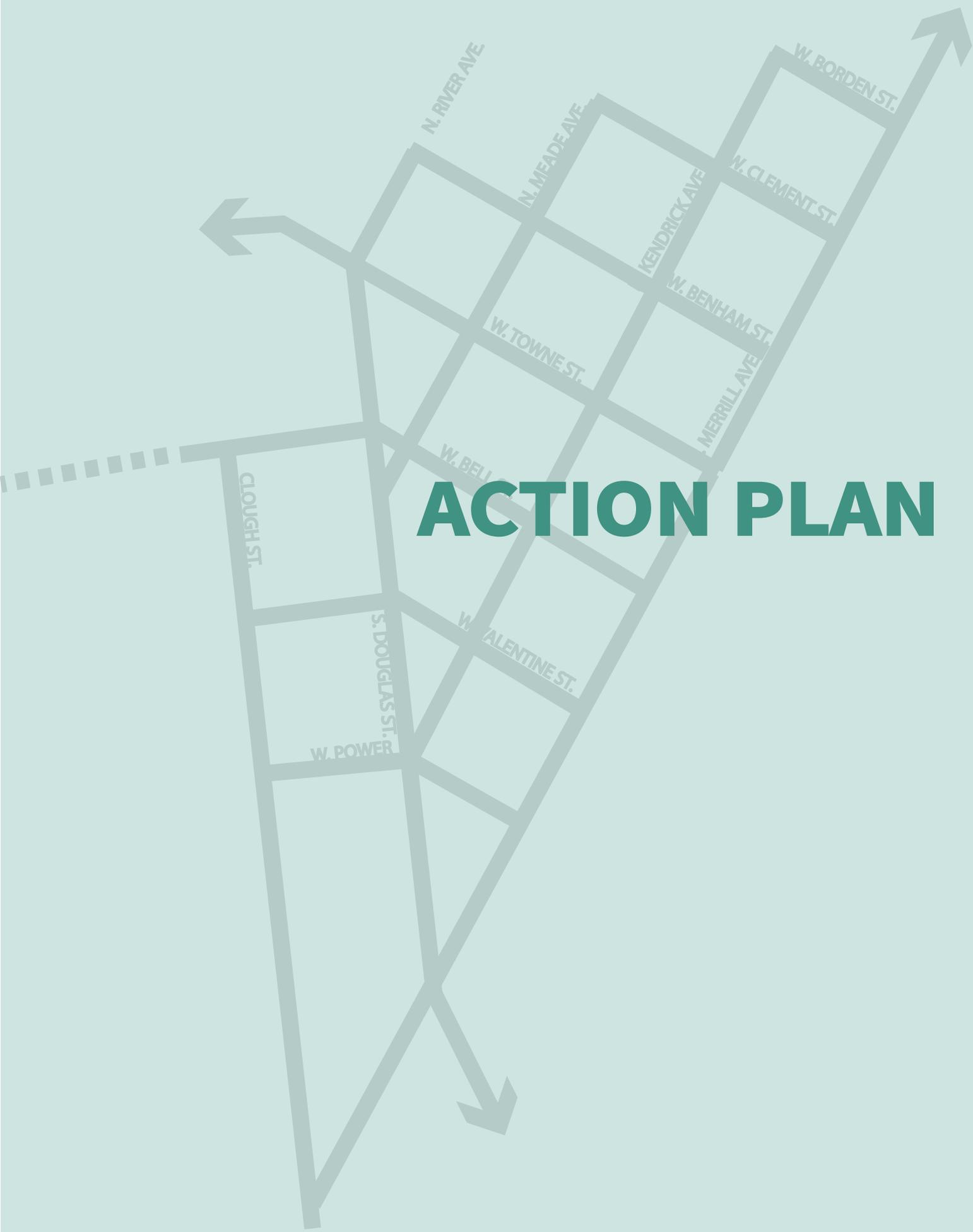
2. *Develop and promote seasonal Downtown events for residents and guests.*

Identify up to four events per year that can be expanded to attract a larger audience. These are generally not events to generate retail sales, but instead to create a positive image and awareness of downtown. These events could include parades, winter festival or Halloween events.



Image 38: Parades and other community events can promote Downtown Glendive

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# ACTION PLAN



## ACTION PLAN

Implementation of this Plan will require multiple actions by various organizations. To help identify organizations to champion and complete the action, the below table has each action from the Plan, divided into the following categories: Regulatory, Design, Organization and Promotion. A recommended timeline for implementation is also included.

**Key Organizations:** City of Glendive (City), Chamber of Commerce (Chamber), Dawson County Economic Development Council (DCEDC), Eastern Plains Economic Development Corporation (EPEDC), Building Active Glendive (BAG), Greater Glendive Community Foundation (GGCF)

Item	Action	Plan Area	Key Organization	Timeline
<b>REGULATORY</b>				
1	Create a data base of vacant and at-risk properties	Economic Revitalization	City	Year 1
2	Create a vacant building registry	Economic Revitalization	City	Year 1
3	Review and develop stronger code enforcement regulations	Economic Revitalization	City	Year 2
4	Provide incentives to improve deteriorated property	Economic Revitalization	City, DCEDC	Year 2
5	Encourage restoration of second floor residential units	Economic Revitalization	City	Year 2
6	Encourage the development & rehabilitation of vacant properties	Economic Revitalization	City	Year 2
7	Develop and adopt historic guidelines	Historic Resources	City	Year 3
8	Develop and adopt building infill standards in the commercial district	Historic Resources	City	Year 4
9	Encourage adaptive reuse and rehabilitation	Historic Resources	City	Year 4
<b>INFRASTRUCTURE</b>				
1	Design and fund interim improvements to Triangle/Fountain Park	Economic Revitalization	City, BAG, GGCF	Year 1
2	Evaluate and identify downtown improvements	Identity & Design	City, Chamber	Year 1
3	Design streetscape improvements for Towne Street and Merrill Avenue	Identity & Design	City	Year 2
4	Design and fund pedestrian improvements for Bell Street	Economic Revitalization	City, BAG, GGCF	Year 3
5	Design and fund improvements to Triangle/Fountain Park	Economic Revitalization	City, BAG, GGCF	Year 4
6	Build streetscape improvements for Towne Street and Merrill Avenue	Identity & Design	City	Year 5

**BUSINESS SUPPORT**

1	Create a plan to retain existing businesses	Economic Revitalization	Chamber, DCEDC	Year 1
3	Promote business support services	Economic Revitalization	Chamber	Year 1
2	Establish a local business assistance program	Economic Revitalization	DCEDC, EPEDC	Year 2
4	Establish a local business market	Economic Revitalization	Chamber, EPEDC	Year 3
5	Recruit Downtown anchor tenants	Economic Revitalization	Chamber, DCEDC	Ongoing
6	Host business workshops	Economic Revitalization	Chamber	Ongoing

**ORGANIZATION**

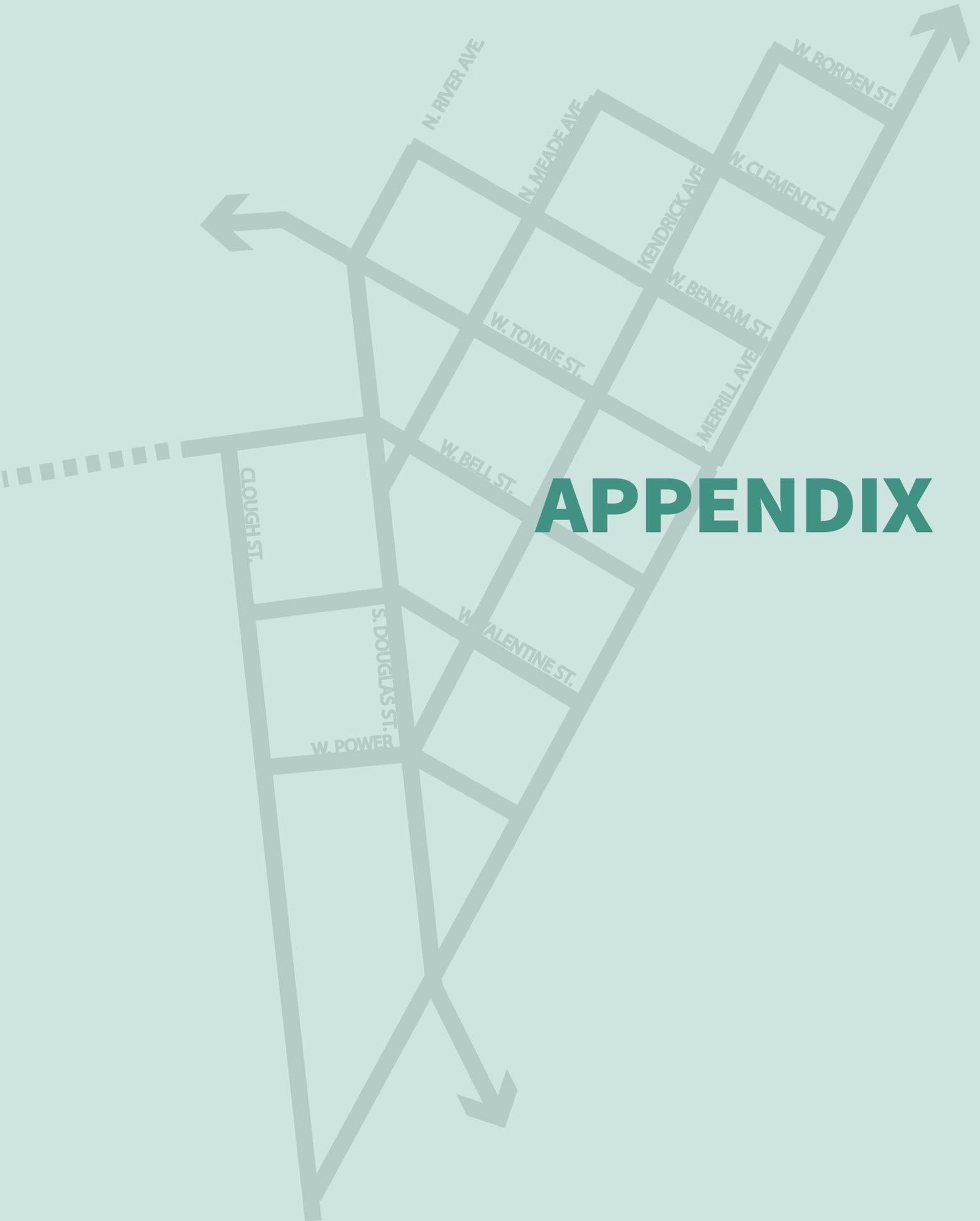
1	Assign roles and responsibilities for Plan implementation	Organization	City	Year 1
2	Assign a champion organization for Plan implementation	Organization	City, Chamber	Year 1
3	Create a main street organization	Organization	City, Chamber	Year 2
4	Create a yearly work plan for Downtown Glendive	Organization	City, Chamber	Ongoing

**PROMOTION**

1	Continue and promote the “buy local” campaign	Promotion	Chamber	Year 1
2	Expand Downtown seasonal events	Promotion	Chamber	Ongoing

**DESIGN**

1	Identify Downtown elements that can be fixed, cleaned or maintained	Identity & Design	City, Chamber, GGCF	Year 1
2	Create a Downtown branding strategy	Identity & Design	Chamber	Year 1
3	Create and fund a façade improvement program	Identity & Design	City, GGCF	Year 2
4	Design a comprehensive wayfinding program	Identity & Design	City, Chamber	Year 3
5	Implement the wayfinding program	Identity & Design	City, Chamber, GGCF	Year 4



# APPENDIX



## APPENDIX A: FUNDING SOURCES

Financing the actions within this Plan will take effort. In order to successfully revitalize downtown, many sources of funding will be necessary. Often private sector investment in downtown is not enough to change the vitality of a community. Public investment, through general fund expenditures, special taxing districts, grants or loans are usually necessary to complete revitalization projects. This section identifies common sources of funding for various downtown improvement projects.

### City of Glendive Financing Mechanisms

The City uses funding mechanisms for a variety of government services. Some of these funding mechanisms could be used for actions identified within this Plan. However, it should be noted, that any mechanism included here does not imply the funding is available and would be supported by the community to be used activities within the plan. This list is intended to identify potential sources of funding

#### General Funds

Every year, the City establishes a budget for the expenditure of general funds. The City Council can direct general funds towards actions within this plan. Examples of expenditures from the general fund include street maintenance and infrastructure improvements.

#### Capital Improvement Fund

The City can establish a capital improvement fund to pay for large projects to improve or build new improvements. A capital improvement fund typically pays for facilities, equipment or acquisition of property. Examples of expenditures from a capital improvement fund include sidewalk replacement and acquisition of property for public purposes.

#### General Obligation Bonds

General obligation bonds are debt taken by local government to pay for projects, with repayment through property taxes. There are limits in the State statutes for the level of bonded indebtedness, so general obligation bonds can be restricted. They require voter approval. Examples of expenditures from general obligation bonds include major infrastructure projects such as a community center.

### Targeted Assessments

Targeted assessments are collected and expended within a specific geographic area of the community.

#### Business Improvement Districts

A business improvement district collects funds from a special assessment on commercial properties within the district area. The funds are used for special projects that benefit the property owners within the district. Examples of business improvement district expenditures include maintenance and beautification of downtown.

#### Special Improvement Districts

A special improvement district is established to assess properties for funds that target a specific purpose. Examples include infrastructure improvements and maintenance of infrastructure.

#### Bed Tax

Raising money for promotions and tourism can be accomplished through a local hotel tax. This tax is an additional fee on hotel rooms within the community. Expenditures of the funds are to be used to promote tourism.

## Private Funding

There are several opportunities to use private funding for action items within the plan. Private funding can be from individuals, businesses, community funds and private foundations.

### Business Owner Association

A business owners' association can be used to support the efforts of a downtown revitalization program. Businesses pay a membership fee and the fees are invested in projects that improved downtown. Examples of expenditures includes promotions, maintenance and organizational costs.

## Corporate Foundations and Giving

### Dennis and Phyllis Washington Foundation

The Dennis and Phyllis Washington Foundation supports organizations that have identified needs and worked to provide life-changing opportunities within the areas of education, health and human services, arts and culture and community service. Emphasis is placed on supporting organizations that primarily serve youth and those that exhibit strong community support.

## Nonprofit Grant Funding

### Humanities Montana

Humanities Montana provides funding for public programs in the humanities, including events, lectures, conferences, oral histories and workshops. These grants provide opportunities for community exploration of topics ranging from significance of historical events, cultural understanding, and interaction between scholars and the public.

## Public Grant Funding

### Community Development Block Grants

Community Development Block Grant (CDBG) Program is a federally funded grant program to assist communities with needs such as housing, public facilities, economic development and planning. All projects must be designed to principally benefit low and moderate-income families. Grant applications are typically reviewed once a year and funds are awarded on a first come first served basis. Grants are administered through the Montana Department of Commerce.

### Treasure State Endowment Program

The Treasure State Endowment Program is a state-funded program to assist communities address deficiencies in vital infrastructure. Grants are provided to assist in necessary maintenance and help to lower the cost of constructing public infrastructure. The program is administered by the Montana Department of Commerce.

### Transportation Alternatives

The Transportation Alternatives (TA) Program provides funding for transportation projects and programs for pedestrian and bicycle facilities, recreational trail projects and safe routes to school. Public entities may submit applications and there is a requirement for a cash match to the grant.

Montana Office of Tourism Grant Program

Montana Tourism Grants are available to assist communities in digital development, tourism infrastructure, event paid media advertising and trade show assistance. The current grant pool is \$1 million and the grant process is a first come, first serve, starting July 1st. Preference is given to projects that are identified as key tourism projects in a community master planning process, undertaken with other programs within the Montana Department of Commerce (i.e. Main Street Program), complement, enhance and incorporate design elements of the Montana Brand. A matching fund is required.

Environmental Protection Agency's Brownfields Program

The EPA's Brownfields programs provides grants and technical assistance to communities to assess, clean up and reuse brownfields. Use of these funds can help assess a site and remedy conditions, allowing for redevelopment to occur. Grants for technical assistance are also available. Grants are typically awarded annually, with deadlines in December of each year.

Main Street Grants

Main Street member communities may apply for grants to assist in planning and completing revitalization projects. A local match is required and communities may apply on an annual basis. Awards are capped at \$10,000. The Main Street Program is a program of the Montana Department of Commerce.

USDA Rural Development – Rural Business Development Grants

The Rural Business Opportunity Grants provides a grant for technical assistance, training, and economic development in rural areas to support the creation of new rural business development. Matching funds are not required, but help with the project score. Typically grants range from \$10,000 to \$500,000. Applications are accepted through the USDA Rural Development State office in Bozeman.

EPA Smart Growth Technical Assistance

The EPA offers technical assistance to help communities learn about and implement smart growth approaches. The tools are available to help communities assess and develop strategies such as creating policies and regulations, evaluation of neighborhood design, walking audits, zoning code evaluations.

Montana Department of Natural Resources and Conservation

Department of Natural Resources and Conservation (DNRC) administers a wide range of grants and loans. Urban and Community Forestry Grants are available to help support Urban Forestry projects. Grants range from \$2,000 to \$15,000 and can be used for tree inventories, development of a management plan, or writing a tree ordinance.

Montana Arts Council

The Montana Arts Council provide grants through the Cultural and Aesthetic Project Grants program. The program is funded biannually, with a match required. Examples of government sponsors are art or historical museums, public libraries, public educational institutions or school districts, state agencies, City arts commissions, parks and recreation departments and tribal cultural or educational committees.

The Montana State Historic Preservation Office

The Montana State Historic Preservation Office is eligible to receive grants from the National Park Service and to re-issue funds as sub-grants to eligible Montana communities. The SHPO can fund brick and mortar projects, National Register surveys, preservation planning, historic sign, and technical assistance and training.

Montana Department of Commerce, Special Events Grants Program

Supports sustainable economic development through the creation and/or substantial enhancement of an annual on-going event. Special Events Grants Program (SEGP) funding is to be used for advertising and promotion of an event to target audiences outside a 100-mile radius of the event site.

U.S. Department of Commerce, Economic Development Administration

The Economic Development Administration provides funds for technical assistance, planning and the development of projects that result in the creation of significant levels of private sector employment.

## APPENDIX B: WORK PLAN

Below is a sample work plan using the recommendations from this plan with the recommended timeline from the Implementation Section. This work plan allows for easy reference to see the tasks and projects contemplated over the course of the next five years. As indicated, annual review and development of a detailed work plan will be essential to the success of downtown revitalization.

Item	Action	Plan Area	Key Organization	Timeline
<b>YEAR I</b>				
1	Assign a champion organization for Plan implementation	Organization	City	Year I
2	Assign roles and responsibilities for Plan implementation	Organization	City	Year I
3	Identify Downtown elements that can be fixed, cleaned or maintained	Identity & Design	City, Chamber, GGCF	Year I
4	Create a data base of vacant and at-risk properties	Economic Revitalization	City	Year I
5	Create a vacant building registry	Economic Revitalization	City	Year I
6	Create a plan to retain existing businesses	Economic Revitalization	Chamber, DCEDC	Year I
7	Promote business support services	Economic Revitalization	Chamber	Year I
8	Conduct an annual business survey	Economic Revitalization	Chamber	Year I
9	Evaluate and identify downtown improvements	Identity & Design	City, Chamber	Year I
10	Continue and promote the “buy local” campaign	Promotion	Chamber	Year I
11	Design and fund interim improvements to Triangle/Fountain Park	Economic Revitalization	City, BAG, GGCF	Year I
12	Create a yearly work plan for Downtown Glendive	Organization	Assigned Champion	Ongoing
13	Recruit Downtown anchor tenants	Economic Revitalization	Chamber, DCEDC	Ongoing
14	Host business workshops	Economic Revitalization	Chamber	Ongoing
15	Expand Downtown seasonal events	Promotion	Chamber	Ongoing

YEAR 2				
1	Create a main street organization	Organization	City, Chamber	Year 2
2	Provide incentives to improve deteriorated property	Economic Revitalization	GGCF	Year 2
3	Design streetscape improvements for Towne Street and Merrill Avenue	Identity & Design	City	Year 2
4	Encourage restoration of second floor residential units	Economic Revitalization	City	Year 2
5	Encourage the development and rehabilitation of Downtown vacant properties	Economic Revitalization	City	Year 2
6	Establish a local business assistance program	Economic Revitalization	DCEDC, EPEDC	Year 2
7	Create a Downtown branding strategy	Identity & Design	Chamber	Year 2
8	Identify Downtown elements that can be fixed, cleaned or maintained	Identity & Design	City	Year 2
9	Review and develop stronger code enforcement regulations	Economic Revitalization	City	Year 2
10	Fund a façade improvement program	Identity & Design	GGCF	Year 2
YEAR 3				
1	Establish a local business market	Economic Revitalization	Chamber, EPEDC	Year 3
2	Design and fund pedestrian improvements for Bell Street	Economic Revitalization	City, BAG, GGCF	Year 3
3	Design and fund improvements to Triangle/Fountain Park	Economic Revitalization	City, BAG, GGCF	Year 3
4	Develop and adopt historic guidelines	Historic Resources	City	Year 3
5	Develop a program to assist property owners to use Historic Preservation Tax credits	Historic Resources	City, DCEDC	Year 3
6	Develop comprehensive signage and wayfinding	Identity & Design	City	Year 3
YEARS 4-5				
1	Develop and adopt building infill standards in the commercial district	Historic Resources	CITY/	Year 4
2	Encourage adaptive reuse and rehabilitation	Historic Resources	City	Year 4
3	Build streetscape improvements for Towne Street and Merrill Avenue	Identity & Design	City	Year 5

## Appendix C: Resource and Reference Documents

### Trail, Open Space and Landscapes

Several empirical studies have shown that property values increase when an urban neighborhood has trees and other greenery. For example, one study reported an increase in property value of two- to ten-percent for properties with new street tree plantings in front (Wachter 2004; Wachter and Wong 2008). Another study done in Portland, Oregon, found that street trees add \$8,870 to sale prices of residential properties and reduce time on market by 1.7 days (Donovan and Butry 2009).

Wachter, S. and G. Wong. (2008). "What is a Tree Worth? Green-City Strategies, Signaling and Housing Prices." *Real Estate Economics*. 36(2): 213-239.

Donovan, G. and D. Butry. (2010). "Trees in the city: Valuing street trees in Portland, Oregon." *Landscape and Urban Planning*. 94(2): 77-83.

### Creating Healthy Places

Pratt, M., C. A. Macera, and G. Wang. (2000). "Higher Direct Medical Costs Associated With Physical Inactivity." *Physician and Sportsmedicine*, 28(10): 63-70.

### Vacant and Abandoned Properties

United States Housing and Urban Development, (2014) "Vacant and Abandoned Properties: Turning Liabilities into Assets", *Evidence Matters*, Winter 2014.

Yun Sang Lee, Patrick Terranova, and Dan Immergluck. (2013). "New Data on Local Vacant Property Registration Ordinances," *Cityscape: A Journal of Policy Development and Research* Volume 15, Number 2. Center for Community Progress, (2014), Technical Assistance Scholarship Program: "Community Assessment and Recommendations to Address Vacancy and Abandonment in Uptown Butte and the City and County of Butte-Silver Bow, Montana"

Center for Community Progress, Strategic Code Enforcement

### Downtown Housing

Pack, Andrew, (2013), Federal Reserve Bank of St. Louis, "Increasing Density: A Small-Town Approach to New Urbanism".

United States Environmental Protection Agency, Office of Sustainable Communities, (2015), "Smart Growth Self-Assessment for Rural Communities"

### Economic Development

United States Environmental Protection Agency, Office of Sustainable Communities, (2015), "How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies: Lessons from Successful Places"

Lambe, Will, (2008), "Small Towns: Big Ideas", North Carolina Rural Economic Development Center

### Transportation

Ehrenhalt, Alan, "The Return of the Two-Way Street", *Governing*, Dec 2009.

Charlier, Jim, 2013, Community Builders Webinar, When Main Street is a State Highway. <http://communitybuilders.net/webinars/when-main-street-is-a-state-highway/>

## Appendix D: Survey Responses

Survey Responses, June 2017	# of responses
<b>What do you especially love about Glendive?</b>	
Hometown feeling	
people	3
Unique shops	
giving community	
customer service	
convenient location	2
safety	
Small community	
looks like where I grew up	
Makoshika State Park	4
Originality of downtown	
unique and attractive setting	
meeting of river, plains and badlands	
Yellowstone River	3
<b>What are the important places in downtown? Why?</b>	
Library	
Oasis	
Beer Jug	2
Charlie Montana	
Magic Diamond	
Towne Street Shops	3
River	
Park with Gazebo	2
Lulhaven	
Jordan Inn	
Bell Street Bridge	3
Post Office	3
Court House	
City Hall	2
Historic area	
Trinity Bakery for coffee gathering spot	
The Dion Building	2
Attic	3
Shops on Merrill Ave	5
BN Depot	
Grain Elevator	

EPEC	2
<b>What places in downtown are important to restore and revitalize?</b>	
Theater	
water plant	2
Old Ben Franklin	
Radio Shack	
Places near and along the river	2
Hell Creek Music	3
Merrill Avenue Historic District	4
Jordan Inn	3
Bell Street Bridge	2
Lulhaven	
EPEC	
Motel along Bell Street (clean up)	
Dion Building	
<b>What should stay the same? Why?</b>	
Unique Shops	
Bell Street Bridge	2
Hell Creek Music is the model to follow	
Dion Building	
Not much	
People	
Historic Buildings, but cleaned up	4
<b>What should change? Why?</b>	
Buidlings near Beer Jug	
Jordan Inn	
Dooways	
old faded awnings	
more dino signs	
old western charm	
building clean up	
better sidewalks (restored)	
more businesses next to river	
more places for children	
2nd floor use with anchor businesses	
just about everything	
preserve historic buildings	
need a coffee shop	
more buildings occupied	
Saturday extended hours	
more community events downtown	

How often do you visit?

- seldom
- weekly
- rarely
- almost daily
- 3 times a week

Would you visit more if there were more local businesses? What types?

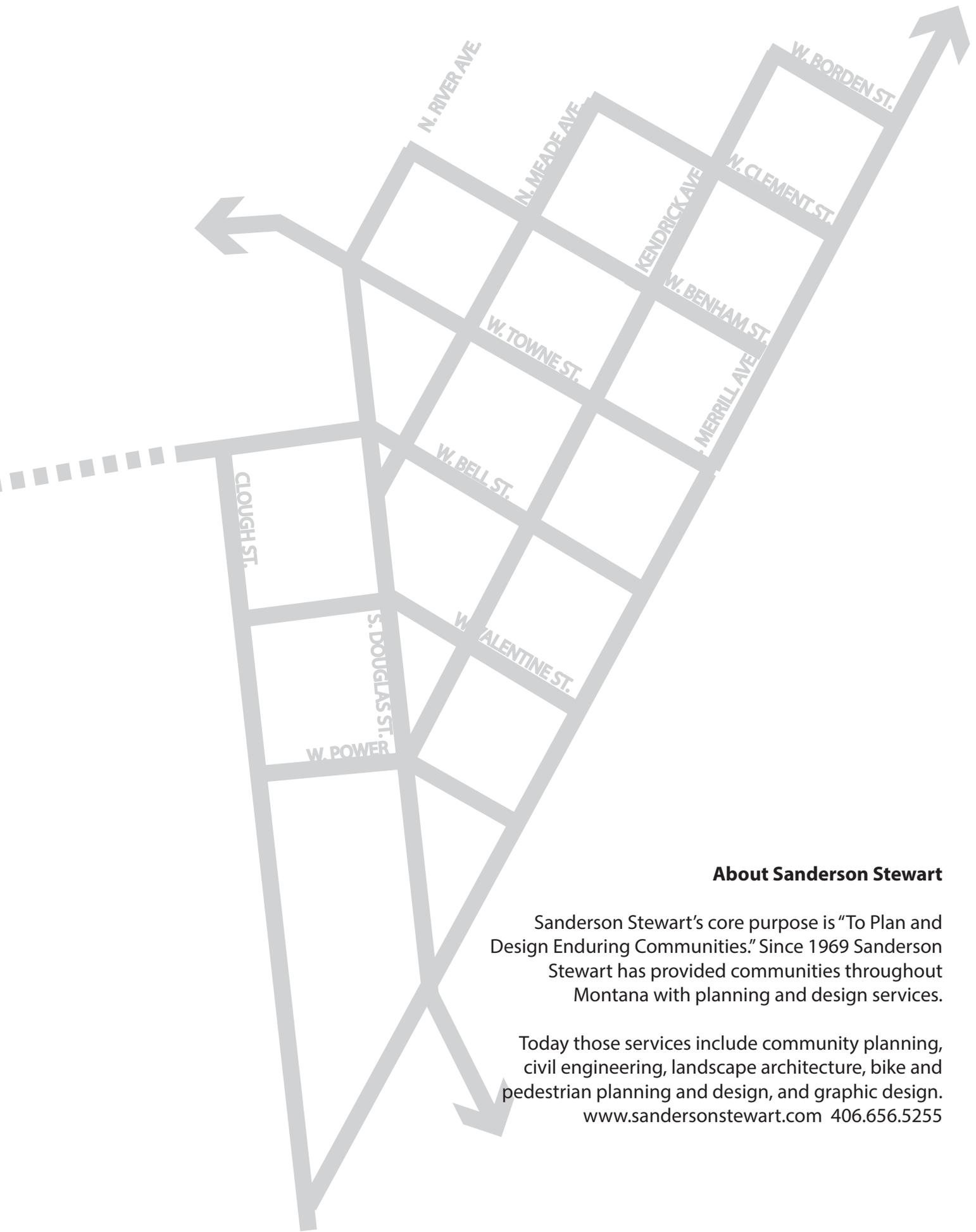
- gift stores
- restaurants
- clothing stores
- events
- Unique Shops
- sporting goods
- general retail
- ice cream
- bakery
- coffee
- restaurants

Would you support downtown businesses that invested in redevelopment?

- Yes, to support businesses that keep history and show off historic buildings
- absolutely
- Yes
- Depends on the business and prices paid
- Depends on how much investment the business contributes back into the community
- Yes
- yes
- yes, if it allowed me to experience a unique event
- very difficult

I want Glendive to be...

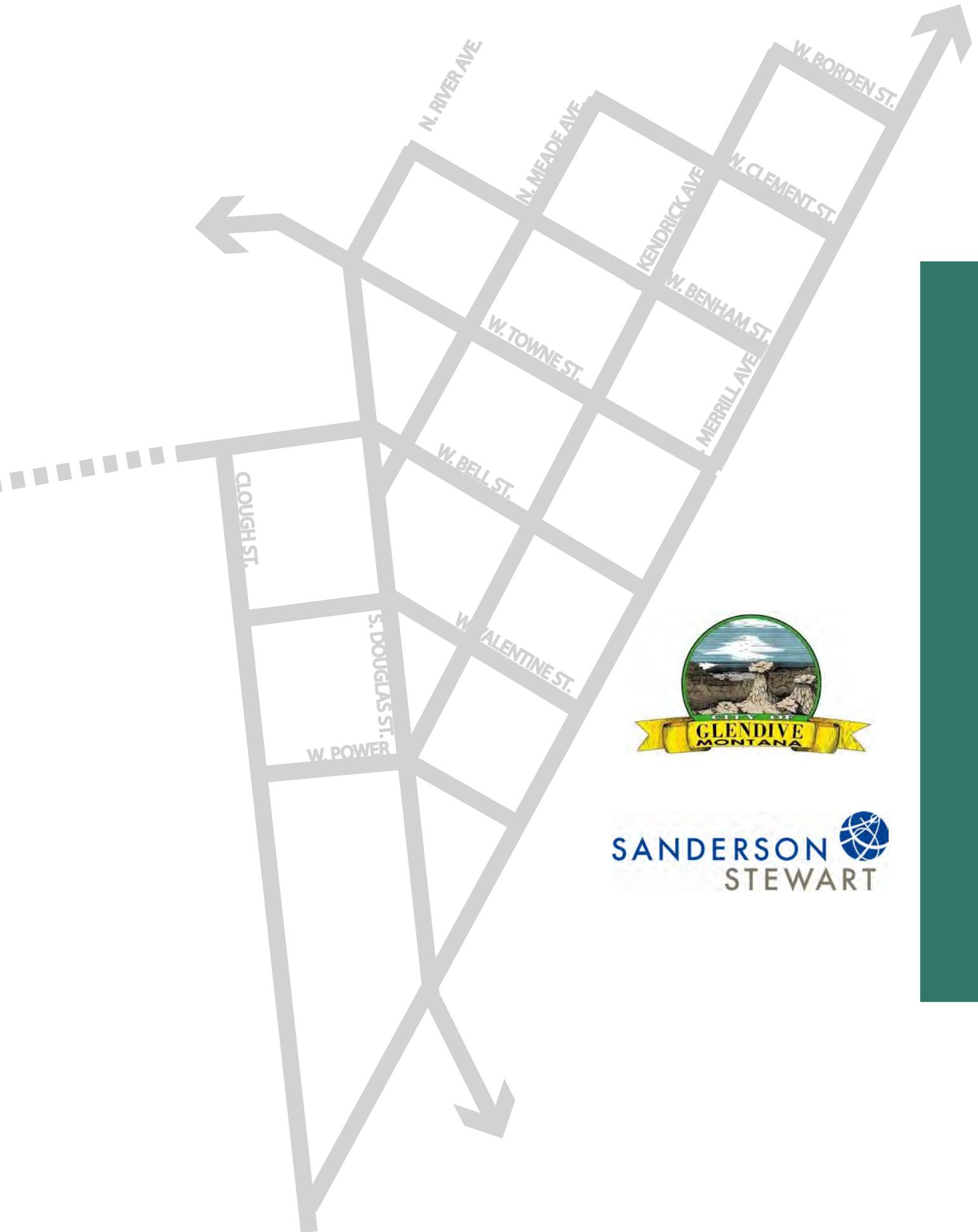
- cleaned up from trash
- dino and recreation main attraction in region
- here for my grandchildren



### **About Sanderson Stewart**

Sanderson Stewart's core purpose is "To Plan and Design Enduring Communities." Since 1969 Sanderson Stewart has provided communities throughout Montana with planning and design services.

Today those services include community planning, civil engineering, landscape architecture, bike and pedestrian planning and design, and graphic design.  
[www.sandersonstewart.com](http://www.sandersonstewart.com) 406.656.5255



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