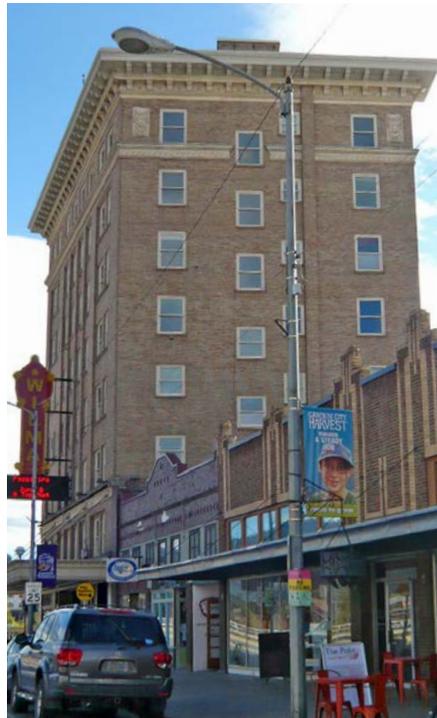


Missoula Design Excellence Project Strategy Report

Public Review Draft Strategy Report
September 12, 2017



Contents

EXECUTIVE SUMMARY AND READER'S GUIDE	5
I. INTRODUCTION	11
II. COMMUNITY OUTREACH PROCESS, INPUT AND OBJECTIVES	17
III. ANALYSIS OF EXISTING DESIGN REGULATIONS AND POLICIES	25
IV. OVERARCHING DESIGN PRINCIPLES	63
V. CORRIDORS STRATEGY	67
VI. DOWNTOWN STRATEGY	85
VII. IMPLEMENTATION STRATEGY	97
VIII. NEXT STEPS	107
APPENDIX A: CORRIDORS DESIGN TOOLS STRATEGY	109
APPENDIX B: DOWNTOWN DESIGN TOOLS STRATEGY	143
APPENDIX C: DEVELOPING DESIGN GUIDELINES	169

EXECUTIVE SUMMARY AND READER'S GUIDE

The City of Missoula is engaged in a project to promote high quality design in the community. The Missoula Design Excellence Project seeks to reinforce recent development successes which have demonstrated that high quality design can add value to properties and to the City at large. It responds to concerns that some development projects have not met the City's objective to maintain its distinct identity and instead are generic, without expressing a unique sense of place that is Missoula. The Project focuses on Downtown and on the City's commercial corridors. How development in those areas can enhance the public realm and be sensitive to abutting neighborhoods are key considerations. The process may result in amendments to the City's zoning code, new design guidelines and incentives to promote high quality development. An overarching goal is to help the community achieve high quality design that reflects Missoula's character.

This Draft Strategy Report identifies a preliminary vision for design and introduces tools that may be applied to achieve that vision. This Executive Summary and Reader's Guide summarizes the primary recommendations for readers who may have different levels of interest in studying the report's findings.

EXECUTIVE SUMMARY

Overarching Directives from the Community:

- Missoulians care about the built environment and its impact on community identity and quality of life.
- They believe the bar should be raised for design in certain areas of focus.
- They want to address differences in contexts that exist.
- They believe design tools should be used that provide sufficient flexibility to support architectural creativity and an efficient development review process.

Common Themes

- Variations in contexts should be treated differently.
- Focus should be on fundamental design principles.
- Standards and guidelines must build on existing plans and policies.
- Design must respond to Missoula's natural environment.
- The tools must permit flexibility.
- The results should support walkability, transit and cycling.
- The tools should balance design expectations with development feasibility.

Overarching Design Principles

These are key design principles to follow in all improvement projects:

Design for Missoula

Convey our distinct sense of place.

Encourage architectural diversity

Promote creativity in design that respects the setting.

Connect to nature

Be sensitive to views to surrounding mountains and other landmarks and use native materials in buildings and landscapes.

Respect traditions and historic resources

Draw from Missoula's design traditions but don't replicate history.

Engage the public realm

Foster pedestrian activity and enhance the aesthetics of the corridors and Downtown.

Support economic benefits and value added

Maintain high quality design that improves quality of life and leverage design to add value.

Focus inward

Promote compact, infill development that concentrates in the urban core where infrastructure and services already exist, to support connectivity, livability and sustainability.

Implement area plans

Build on these valuable policy documents.

Implementation Recommendations

These are the recommended actions:

- 1. Use a Corridor Typology system to establish requirements for designated corridors.** The Typology system facilitates tailoring standards and guidelines to groupings of locations with similar objectives.
- 2. Use Design Overlays to apply new design standards and guidelines.** These should be tailored to address specific design objectives for each Typology.
- 3. Apply new prescriptive standards through the code where feasible.** This will help provide clarity in the regulations, and be easy to administer.
- 4. Apply design guidelines when more qualitative considerations of design are needed.** Design guidelines may address building massing and articulation, for example.
- 5. Tailor standards and guidelines to fit different contexts.** Tailor the degree of review and compliance to meet objectives for the different contexts.
- 6. Promote use of incentives where design guidelines are to be applied.** Apply the guidelines when Missoula Redevelopment Agency offers assistance and apply them when conditional use permits are requested.
- 7. Link design review to size thresholds in some overlays.** In some corridors, the guidelines may apply only when a project exceeds a defined threshold in size or impacts.

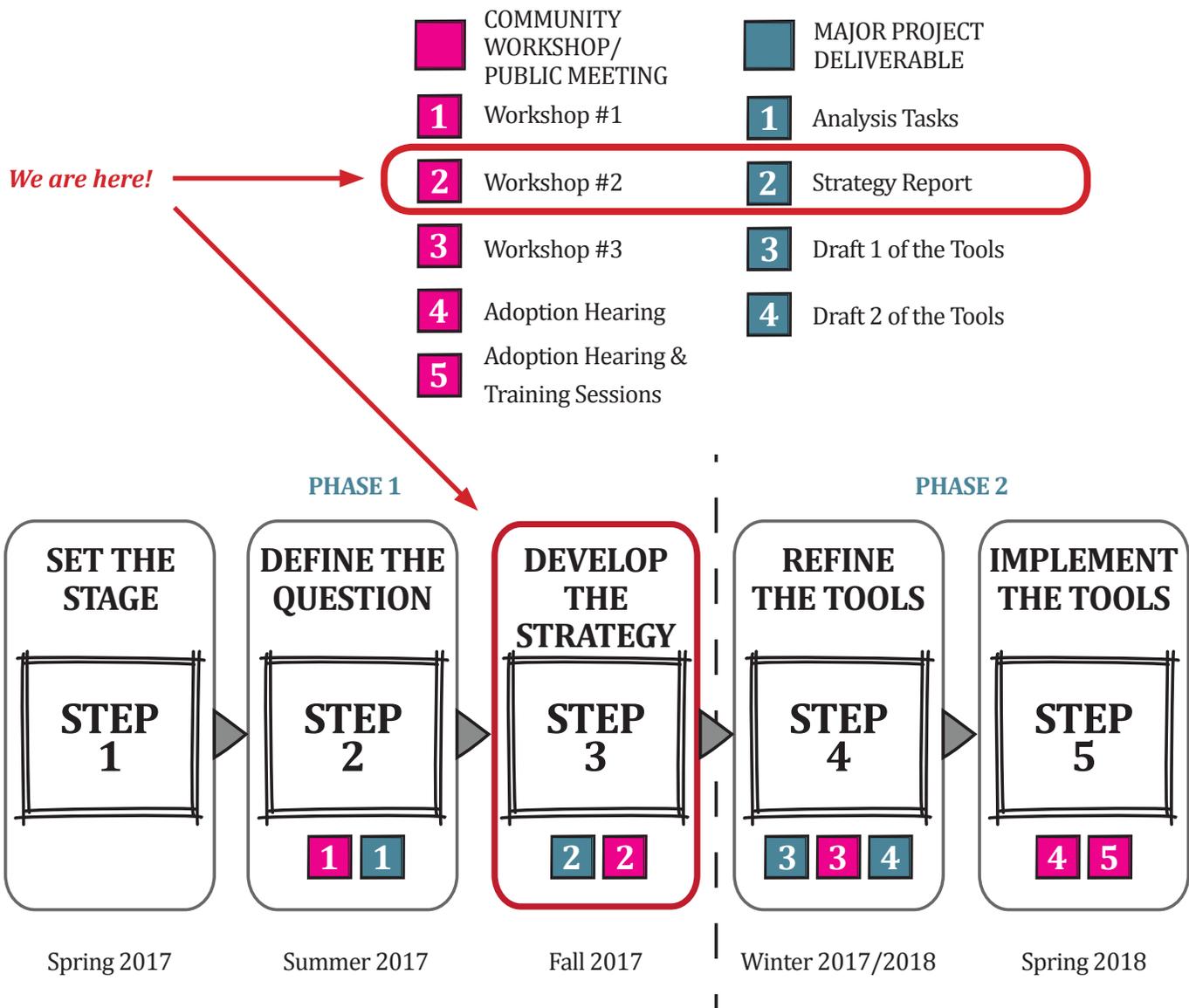
Next Steps

This Strategy Report is the final publication for Phase 1 of the Missoula Design Excellence Project. After collecting feedback from the community, the strategy will be revised and will then form the basis for developing the design standards and guidelines.

Key next steps are:

1. Prepare draft character management tools.
2. Review the draft tools with the community.
3. Conduct community workshop to review the draft tools.
4. Revise the tools based on community comments.
5. Consider tools for adoption.

Project Schedule



READER'S GUIDE

The report contains a lot of information. Some readers may wish to read the information at a “high level” while others may be more interested in some specific details. These are the key elements in each chapter:

Chapter I: Introduction

The Introduction provides the background on the reasons for the Design Excellence Project and describes the organization of the document in more detail.

Chapter II: Community Outreach Process, Input and Objectives

This chapter describes the community outreach process, including a summary of key input themes. It also summarizes design objectives identified by participants.

Chapter III: Analysis of Existing Design Regulations and Policies

This chapter provides a detailed analysis the City’s existing design regulations and policies. It also provides commentary on their strengths and weaknesses. Readers who are interested in understanding how existing regulations support or inhibit design excellence should review this chapter.

Chapter IV: Overarching Design Principles

This chapter sets forth overarching principles that apply to all improvement projects. This is an essential part of the policy direction. All readers should review this chapter.

Chapter V: Corridors Strategy

This chapter provides the strategy for Missoula’s commercial corridors. It establishes a high-level vision for design and identifies a series of “Typologies” for the corridors. A map on page 72 identifies the corridors and a table on page 75 summarizes the basic approach for standards and guidelines for them. Readers who are interested in how standards and guidelines might apply to corridors should read this chapter.

Chapter VI: Downtown Strategy

This chapter provides the strategy for Downtown Missoula. It identifies different design contexts and describes sensitive edges. A map on page 89 identifies the Typologies to be addressed and a table on page 91 summarizes the basic approach for standards and guidelines for them. Readers who are interested in understanding how the standards and guidelines might apply in the downtown should read this chapter.

Chapter VII: Implementation Strategy

This chapter explains alternative tools that may be used and then provides recommendations for how a combination of design standards and guidelines would be applied to the different contexts. A table (on page 106) summarizes how these tools would be applied to each Typology in the downtown and the corridors.

Chapter VIII: Next Steps

This chapter summarizes the next steps in the project. Readers who are interested in providing comments on the draft strategy and in the subsequent development of tools should review this chapter.

Appendices

A series of appendices provides more detail about specific design standards and guidelines that may be developed.

Appendix A: Corridors Design Tools Strategy

This section lists the specific design topics that are recommended to be addressed for the corridors. It describes how existing tools address each topic and then outlines the intent for specific new standards and guidelines. Some illustrations are also presented that may be included in the design guidelines. Readers who are interested in this additional level of detail should read this section.

Appendix B: Downtown Design Tools Strategy

This section lists the specific design topics that are recommended to be addressed for Downtown. It describes how existing tools address each topic and then outlines the intent for specific new standards and guidelines. Some illustrations are also presented that may be included in the design guidelines. Readers who are interested in this additional level of detail should read this section.

Appendix C: Developing Design Guidelines

This section describes the recommended format for new design guidelines and it outlines some key variables to consider in establishing a design review system. Alternative roles of staff and of a design review board are discussed.

I. INTRODUCTION

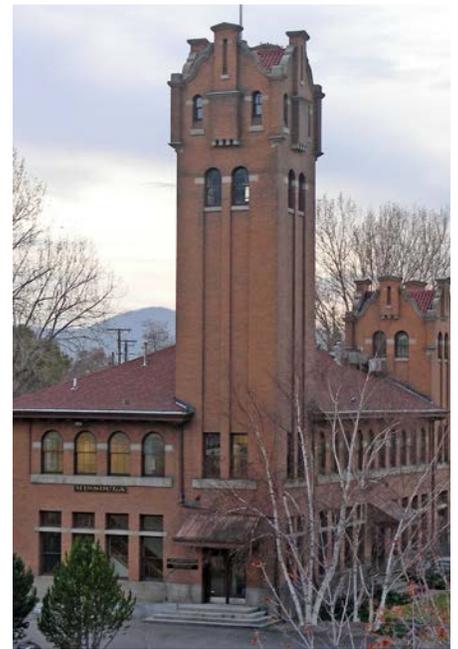


Background

Missoula: A place like no other. Nestled in the Missoula Valley, framed by mountain ranges, and nourished by three rivers, the city enjoys a unique setting with a distinctive sense of place. Its eclectic character and quality of life are valued by all.

In the 1860s, early settlers saw opportunity here and founded the city. Growth was spurred by many sources, but it was especially driven by a lumber industry that supplied timber for railroads, dams and buildings throughout the region. Then, in 1893, the city was designated to be the home of the University of Montana and subsequently, the U.S. Forest Service established a regional office here. These institutions further spurred development and led to construction of many buildings that survive today as some of the city's most important historic resources, especially in the Downtown.

Growth and change have continued since those early days, building a city with a lively downtown at its core. Other commercial areas have evolved along corridors, many radiating from Downtown and others providing major circulation routes following ordinal grid lines or aligning along rivers and other natural features.





Early buildings were constructed of local materials, and exhibited the skilled craftsmanship of early residents. While many designs reflected regional trends, local craftsmen stamped signatures on them, making them distinctly of Missoula. The result is eclectic, yet of the place. Many recent buildings have set new standards for design and innovation, while seeming to fit with the community.



However, as with many other cities across the country, it has also seen development that is out of character. Some are franchise designs that could be from anywhere. Others fall short of making the best use of land or of contributing to the neighborhoods in which they are located. Still others turn inward, leaving edges that are less inviting to pedestrians or that negatively impact abutting neighborhoods.



These shortfalls have impacts on the vitality of Downtown and the commercial corridors, and they also can impede the City's ambitions in achieving other goals of reducing dependence upon automobiles, increasing housing supply and limiting sprawl. They also can affect economic development. While businesses respond to the market, they also seek a high quality of life for their employees, which is reflected in the built environment.

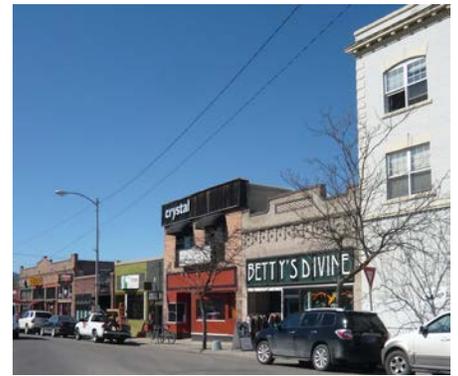
Many community leaders and concerned citizens have raised questions about how to promote high quality design, while also encouraging innovation in development and stimulating economic development. They have sought to explore options for updating design standards in the zoning code, using design guidelines and, perhaps, incentives to further design excellence.

The Design Excellence Project

The City of Missoula is now engaged in a project to promote high quality design in the community. The *Missoula Design Excellence Project* seeks to reinforce recent development successes which have demonstrated that high quality design can add value to properties and to the city at large. It responds to concerns that some development projects have not met the City's objective to maintain its distinct identity and instead are generic, without expressing a unique sense of place that is Missoula. The *Missoula Design Excellence Project* focuses on Downtown (including the Hip Strip) and on the city's commercial corridors, including portions of Brooks Street, Broadway Street, Reserve Street, Russell Street and Higgins Avenue. How development in those areas can enhance the public realm and be sensitive to abutting neighborhoods are key considerations.

The City identified the need for character management tools that are responsive to Missoula's sense of place and initiated the Design Excellence Project in February, 2017. These tools take form through zoning design standards and/or design guidelines along with other potential incentives for compatible building development along commercial corridors and the downtown area of Missoula.

This project came about following an all-day workshop held in February 2016, where attendees explored a range of character management tools that other communities use to ensure high quality design. At that time, while some reservations were raised about how to proceed, the broad consensus was to explore a combination of tools, including prescriptive standards and more discretionary design guidelines. They also noted that the application of these tools should be tailored to differing contexts within the project's areas of focus.



About This Report

This report describes a strategy for promoting design excellence in Missoula, focusing on Downtown and key commercial and mixed-use corridors. It establishes a direction for considering different design contexts and provides recommendations for applying a range of planning tools to achieve that goal.

Organization of this Report

The Strategy Report is presented in these chapters:

II. Community Outreach Process, Input and Objectives

This chapter describes the community outreach process, including a summary of key input themes. It also summarizes design objectives identified by participants.

III. Analysis of Existing Design Regulations and Policies

This chapter analyzes the City's existing design regulations and policies. General observations about the effectiveness of their content and administration are provided, as well as observations about how well the existing design tools respond to the community's design objectives.

IV. Overarching Design Principles

This chapter sets forth a set of overarching principles that should apply to all improvement projects. They are based on a synthesis of community input, an analysis of the areas of focus and of existing design policies.

V. Corridors Strategy

This chapter provides the design strategy for Missoula's commercial corridors. It establishes a high level vision for design and identifies a series of corridor "Typologies." The strategy builds on the recommendations from existing corridor and area plans.

VI. Downtown Strategy

This chapter provides the strategy for Downtown Missoula. It identifies different design contexts in the area and describes sensitive edges that abut lower-scale residential areas and natural features. It builds on policies established in the Downtown Plan and focuses on reinforcing the pedestrian-oriented environment that exists there.

VII. Implementation Strategy

This chapter provides preliminary recommendations for application and administration of the proposed design tools.

VIII. Next Steps

This Strategy Report represents the final project publication for Phase 1 of the *Missoula Design Excellence Project*. The Strategy Report is available to the public for review. After collecting feedback from community members and stakeholders, the strategy will be revised and incorporated into the preparation of formal design tools (design standards and guidelines). These publications will also be available for public review and comment. Key next steps include:

- Preparation of Draft Character Management Tools
- Review the Draft Tools with the community
- Community Workshop #3
- Preparation of Final Draft Character Management Tools
- Adoption of the Character Management Tools

Appendix A. Corridors Design Tools Strategy

This appendix recommends tools for addressing specific design topics in Missoula's commercial corridors and describes how these recommendations relate to existing regulations.

Appendix B. Downtown Design Tools Strategy

This appendix recommends tools for addressing specific design topics in Downtown and describes how these recommendations relate to existing regulations.

Appendix C. Developing Design Guidelines

Appendix C describes the recommended format for new design guidelines and it outlines some key variables to consider in establishing a design review system.

Using This Strategy Report

This report will be introduced in a public workshop, scheduled for September 2017. A period to receive public comment will follow. Based on those comments, the strategy will be refined. Then, in a second phase of the project, specific tools will be drafted. These are anticipated to include design guidelines for some applications and revised design standards in the development code. Those materials will be drafted in the Winter of 2017, with potential adoption in early 2018.

Photos In This Document

The photos in this document show places in Missoula, as well as from around the country. Photos from elsewhere are typically featured to illustrate successful design elements.

II. COMMUNITY OUTREACH PROCESS, INPUT AND OBJECTIVES



This chapter describes the *Missoula Design Excellence Project* community outreach process, including a summary of key themes that arose. It also provides a summary of design objectives that people identified.

Outreach

Outreach efforts in the *Design Excellence Project* included an online questionnaire, a community workshop and focus group meetings with key stakeholders.

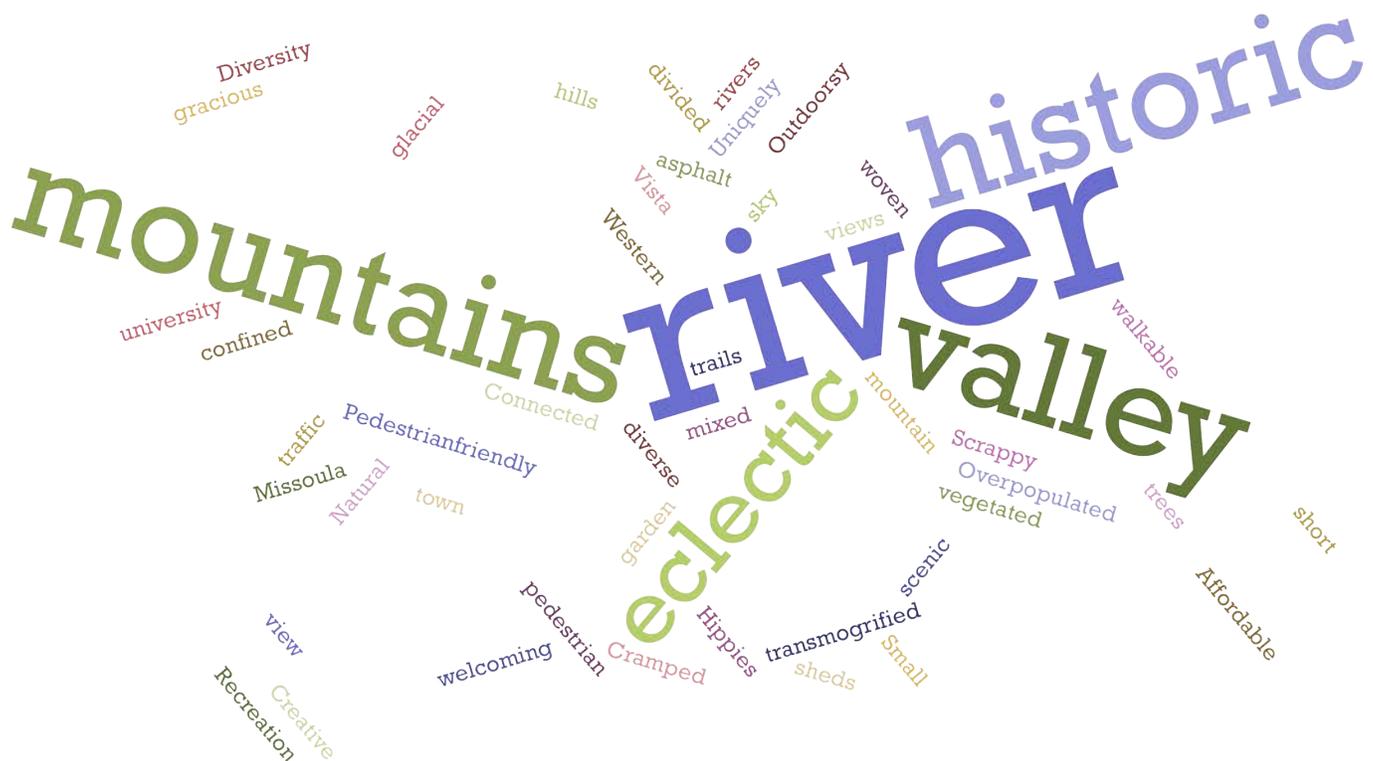


In the online questionnaire, fifty people responded to a list of questions related to design quality along various corridors and in the Downtown. They also evaluated how important design in the corridors and Downtown was to the overall character of Missoula. The questionnaire also asked that people describe the assets of Missoula in three single words, the results of which formed the word cloud below.

Nearly 100 community members participated in a Community Workshop at the Holiday Inn in Downtown Missoula on May 2, 2017. Participants worked in small groups to identify design issues and objectives in a series of hands-on exercises. Some activities focused on Downtown and others focused on Missoula’s corridors. The Workshop yielded clear preferences for design character in Downtown and the Corridors, and also highlighted some of the city’s key design issues.

In addition to the online questionnaire and the community workshop, some stakeholders met in a series of focus groups. These provided valuable insight from individuals who have experience with the existing code and development regulations. The groups included:

- Representatives from City Boards and Commissions
- Representatives from Downtown groups and business owners
- Representatives from the design and development community

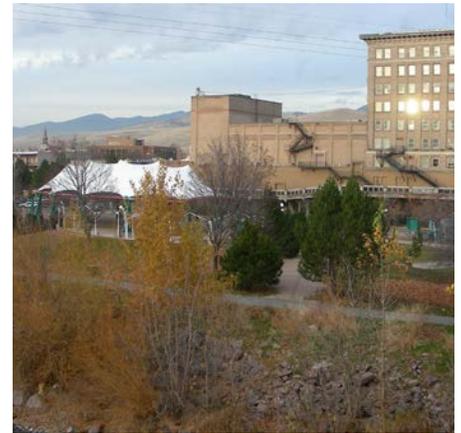


When people described the character of Missoula in single words, some appeared more frequently than others. The relative frequency is reflected in the different sizes of the words in this “word cloud.”

Common Themes

Some common themes came forward from the outreach efforts. These provide a strong foundation with which to understand community priorities and concerns. It should be noted, however, that some dissenting views were expressed, including a few community members who believe no steps are necessary to address design excellence in Missoula. These are the common themes:

- **Variations in Contexts Should Be Treated Differently.** Community input strongly suggests that there is no “one-size-fits-all” approach to design excellence in the city. Different corridors, nodes and sub-districts need to be looked at closely to determine the most appropriate solutions. This includes understanding the relationship of commercial and mixed-use areas to abutting, lower-scale residential neighborhoods.
- **Focus is on Fundamental Design Principles.** While there is no shortage of specific ideas or desires for new development, the community input strongly suggests that the fundamental design principles that accommodate creativity are of the highest importance. Steering Missoula toward a specific architectural style is not an objective. Enhancing walkability, articulating larger building masses and enhancing connectivity to natural features are some fundamental ideas.
- **Guidelines Must Build On Existing Plans and Policies.** Community members feel strongly that the work accomplished in previous planning processes, such as the Downtown Plan and the Brooks Street Corridor Plan, sets the stage for design policies. The community’s hard work should be built upon, and any strategy should be consistent with, the objectives in these policy documents.
- **Design Must Respond to Missoula’s Natural Environment.** Community members clearly value Missoula’s spectacular natural setting. They feel that development, including buildings and sites, should embrace the natural landscape directly and indirectly. Enhancing connectivity to waterways, ensuring sensitivity toward natural resources, considering public viewsheds and drawing influence from the natural landscape should all factor into design in Missoula.
- **Some Issues Are Better Addressed in Subsequent Projects.** During the outreach phase, community members raised some issues that fall outside the scope of the *Missoula Design Excellence Project*. One of these is the role that historic preservation might have in Missoula’s residential neighborhoods. Several community members highlighted this topic. Other neighborhood planning and infrastructure initiatives were also identified. Several community members highlighted objectives for changes in land use designations and the installation of bicycle facilities.



- **The Design Excellence Strategy Must Permit Flexibility.** There is strong affection for the unique and eclectic character in Missoula. This takes many forms including artwork, creative uses of older, smaller buildings, and other forms of creative expression that pepper some of Missoula's neighborhoods. A strategy for design excellence must be flexible enough that it does not suppress creativity or diversity in architectural expression.
- **Support Walkability, Transit and Cycling.** Community members advocate strongly for development that supports citywide objectives for walkability, bikability and increased transit opportunities.
- **Balance Design Expectations and Development Costs.** While the community generally agrees that there should be higher expectations for design, there is an overarching concern that any potential design guidelines or standards not impede feasibility.
- **Focus on Key Corridors.** Some corridors in the city have a higher level of importance to community members. This sentiment emerged through a variety of different exercises and answers to questions.

Common Corridor Input Themes

Participants in the Community Workshop prepared a design vision for several commercial corridors throughout Missoula. In doing so, they considered building placement and setback character conditions that were most appropriate for each corridor.

Workshop participants also considered the appropriateness of various building materials and architectural characteristics for each of the corridors. These are some themes:

Materials

Workshop participants generally support using a wide variety of materials, with some exception for synthetic stucco. They stated that the way in which a material is used, including its durability and detailing, are of the highest importance as opposed to what the material is. However, input from some participants suggests context should sometimes influence materials selection to promote compatibility.

Architectural Character

Diversity in design is appropriate and desirable, as long as projects still respect and respond to the character of Missoula. An exception is the strong rejection of formula or standard corporate designs that appear to be generic.

ACTIVITY 2 - CORRIDOR VISIONING TABLE #2

INSTRUCTIONS
The project's potential areas of focus are highlighted in the map below. In order to understand the design objectives for each area, it is helpful to study or create a vision statement for design. What should development in the area look like? How do buildings interface with the public realm? Some of these areas have existing vision statements from previous plans or studies, others are in need of a solid vision for the future.

POTENTIAL AREAS OF FOCUS

TOPICS TO CONSIDER FOR ACTIVITY 2
(See the full definitions provided on the Activity 2 Reference Sheet)

- Mass & Scale
- Building Placement
- Street Edge Character
- Architectural Character
- Transitions/Edges

NEIGHBORHOOD CORRIDORS

- Typically narrower streets
- Local retail/services
- Small scale commercial buildings closely intermixed with residential areas

CITY CORRIDORS

- Medium-sized streets
- Mix of local and regional retail/services
- Medium scale commercial buildings adjacent to residential areas

REGIONAL CORRIDORS

- Large arterial streets
- Regional retail/services
- Large and medium scale commercial buildings sometimes near residential areas

1 3rd St.

2 Orange St.

3 Mount Ave.

4 39th St./SW Higgins Ave.

5 East Broadway St.
The vision from the Higgins Urban Renewal Plan...
Develop a mix of retail and service uses...
Create a vibrant, walkable street edge...
Use a mix of building heights and setbacks...
Include a mix of building materials and architectural styles...
Use a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...

6 Brooks St.
The vision from the Brooks Street Corridor Plan...
to become an attractive, vibrant and serving walkable Transit Oriented street that provides safe and well connected linkages to the surrounding neighborhoods and the downtown trail...
Use a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...
Use a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...

7 Russell St.
The vision from the Russell Street Development Recommendations...
to become a mixed use neighborhood that provides a range of places in Missoula. A variety of neighborhood oriented services should be encouraged to locate here...
Add a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...
Use a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...

8 South Ave.
Think of South Ave as a pedestrian walkway...
Use a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...
Use a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...

9 Higgins Ave.
CHJ wants to encourage a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...
Use a mix of building heights and setbacks...
Use a mix of building materials and architectural styles...

10 North Reserve St.
The vision from the North Reserve Scott Street Master Plan...
to arrive as a gateway to the City, a strong street and bond corridor at the same time. Development should be Reserve Street and provide clear pedestrian connections between buildings and the sidewalk. Parking should be located behind buildings so it is not visible from Reserve Street.

11 South Reserve St.

12 West Broadway St.

DEVELOP NODES RATHER THAN CORRIDORS THEY WILL GO TOGETHER OVER TIME

MISSOULA DESIGN EXCELLENCE PROJECT - WORKSHOP #1

An activity sheet for visioning along Missoula's corridors



Workshop activity sheet for Downtown

Common Downtown Themes

What Makes Downtown Successful?

Workshop participants listed features that contribute to Downtown's success. The list below reports those features. They are listed in order, with those that were mentioned most frequently at the top. The number to the side of the item indicates the number of groups that highlighted that topic.

- Walkability (9)
- Scale and Density of Development (8)
- Parks and Plazas (8)
- Ground Floor Design/Activation (7)
- Architectural Tradition (7)
- Social Vibrancy/Activity (6)
- Views (6)
- River Access and Proximity (6)
- Presence of Art (6)
- Mix of Uses (5)
- Architectural Diversity (4)
- Special Design Features (4)
- Trails (3)
- Parking Convenience (3)
- Mix of Building Materials (3)
- General Accessibility and Wayfinding (3)
- Bike Facilities (3)
- Landscaping/Trees (3)
- Transit Access (1)
- Landmarks (1)
- Local Businesses (1)
- Masonry Material (1)

What Makes a Downtown Building Successful?

Workshop participants reviewed photos of prominent buildings in Downtown and listed features that contribute positively to their design. The list below shows a series of features identified. These are listed in order in which they were mentioned, with those appearing most frequently at the top. The number to the side of the item indicates the number of groups that highlighted it.

- Ground Floor Design/Active Uses (11)
- Architectural Elements/Features (awnings, windows, cornices) (10)
- Articulation of Building Mass/Façade Arrangement (9)
- Architectural Detailing (7)
- Materials (6)
- General Use of Transparency (5)
- Landscaping (5)
- Orientation to Street and Corner (4)
- Bike Parking (3)
- Lighting (1)
- Historic Character (1)

ACTIVITY 1 - MAINTAINING DOWNTOWN CHARACTER TABLE 5

DOWNTOWN'S VISION FROM THE MISSOULA GROWTH POLICY → THE UNIQUE IDENTITY OF DOWNTOWN WILL BE MAINTAINED BY PRESERVING THE HISTORIC AND CULTURAL ELEMENTS THAT DEFINE THE AREA AND ENSURE THAT FUTURE DEVELOPMENT IS COMPATIBLE AND APPROPRIATE.

PART A DOWNTOWN DESIGN FEATURES

INSTRUCTIONS
What are some of Missoula's most design features that contribute positively to its character? Think about its physical attributes, how things are made, its placement, places to spend time, walk and what makes it unique from other parts of Missoula. Discuss it with your group and list/describe your comments in the space below.



Get Downtown's positive business from:
 1. History, 2. Location, 3. Architecture, 4. Landscaping, 5. Walkability, 6. Safety, 7. Community, 8. Amenities, 9. Views, 10. Culture, 11. Transportation, 12. Services, 13. Retail, 14. Entertainment, 15. Education, 16. Healthcare, 17. Government, 18. Non-Profit, 19. Arts, 20. Sports, 21. Recreation, 22. Hospitality, 23. Real Estate, 24. Finance, 25. Technology, 26. Manufacturing, 27. Agriculture, 28. Forestry, 29. Mining, 30. Energy, 31. Telecommunications, 32. Media, 33. Publishing, 34. Professional Services, 35. Consulting, 36. Engineering, 37. Architecture, 38. Design, 39. Marketing, 40. Advertising, 41. Public Works, 42. Utilities, 43. Transportation, 44. Infrastructure, 45. Construction, 46. Real Estate, 47. Finance, 48. Insurance, 49. Law, 50. Education, 51. Healthcare, 52. Retail, 53. Hospitality, 54. Entertainment, 55. Arts, 56. Sports, 57. Recreation, 58. Agriculture, 59. Forestry, 60. Mining, 61. Energy, 62. Telecommunications, 63. Media, 64. Publishing, 65. Professional Services, 66. Consulting, 67. Engineering, 68. Architecture, 69. Design, 70. Marketing, 71. Advertising, 72. Public Works, 73. Utilities, 74. Transportation, 75. Infrastructure, 76. Construction, 77. Real Estate, 78. Finance, 79. Insurance, 80. Law, 81. Education, 82. Healthcare, 83. Retail, 84. Hospitality, 85. Entertainment, 86. Arts, 87. Sports, 88. Recreation, 89. Agriculture, 90. Forestry, 91. Mining, 92. Energy, 93. Telecommunications, 94. Media, 95. Publishing, 96. Professional Services, 97. Consulting, 98. Engineering, 99. Architecture, 100. Design, 101. Marketing, 102. Advertising, 103. Public Works, 104. Utilities, 105. Transportation, 106. Infrastructure, 107. Construction, 108. Real Estate, 109. Finance, 110. Insurance, 111. Law, 112. Education, 113. Healthcare, 114. Retail, 115. Hospitality, 116. Entertainment, 117. Arts, 118. Sports, 119. Recreation, 120. Agriculture, 121. Forestry, 122. Mining, 123. Energy, 124. Telecommunications, 125. Media, 126. Publishing, 127. Professional Services, 128. Consulting, 129. Engineering, 130. Architecture, 131. Design, 132. Marketing, 133. Advertising, 134. Public Works, 135. Utilities, 136. Transportation, 137. Infrastructure, 138. Construction, 139. Real Estate, 140. Finance, 141. Insurance, 142. Law, 143. Education, 144. Healthcare, 145. Retail, 146. Hospitality, 147. Entertainment, 148. Arts, 149. Sports, 150. Recreation, 151. Agriculture, 152. Forestry, 153. Mining, 154. Energy, 155. Telecommunications, 156. Media, 157. Publishing, 158. Professional Services, 159. Consulting, 160. Engineering, 161. Architecture, 162. Design, 163. Marketing, 164. Advertising, 165. Public Works, 166. Utilities, 167. Transportation, 168. Infrastructure, 169. Construction, 170. Real Estate, 171. Finance, 172. Insurance, 173. Law, 174. Education, 175. Healthcare, 176. Retail, 177. Hospitality, 178. Entertainment, 179. Arts, 180. Sports, 181. Recreation, 182. Agriculture, 183. Forestry, 184. Mining, 185. Energy, 186. Telecommunications, 187. Media, 188. Publishing, 189. Professional Services, 190. Consulting, 191. Engineering, 192. Architecture, 193. Design, 194. Marketing, 195. Advertising, 196. Public Works, 197. Utilities, 198. Transportation, 199. Infrastructure, 200. Construction, 201. Real Estate, 202. Finance, 203. Insurance, 204. Law, 205. Education, 206. Healthcare, 207. Retail, 208. Hospitality, 209. Entertainment, 210. Arts, 211. Sports, 212. Recreation, 213. Agriculture, 214. Forestry, 215. Mining, 216. Energy, 217. Telecommunications, 218. Media, 219. Publishing, 220. Professional Services, 221. Consulting, 222. Engineering, 223. Architecture, 224. Design, 225. Marketing, 226. Advertising, 227. Public Works, 228. Utilities, 229. Transportation, 230. Infrastructure, 231. Construction, 232. Real Estate, 233. Finance, 234. Insurance, 235. Law, 236. Education, 237. Healthcare, 238. Retail, 239. Hospitality, 240. Entertainment, 241. Arts, 242. Sports, 243. Recreation, 244. Agriculture, 245. Forestry, 246. Mining, 247. Energy, 248. Telecommunications, 249. Media, 250. Publishing, 251. Professional Services, 252. Consulting, 253. Engineering, 254. Architecture, 255. Design, 256. Marketing, 257. Advertising, 258. Public Works, 259. Utilities, 260. Transportation, 261. Infrastructure, 262. Construction, 263. Real Estate, 264. Finance, 265. Insurance, 266. Law, 267. Education, 268. Healthcare, 269. Retail, 270. Hospitality, 271. Entertainment, 272. Arts, 273. Sports, 274. Recreation, 275. Agriculture, 276. Forestry, 277. Mining, 278. Energy, 279. Telecommunications, 280. Media, 281. Publishing, 282. Professional Services, 283. Consulting, 284. Engineering, 285. Architecture, 286. Design, 287. Marketing, 288. Advertising, 289. Public Works, 290. Utilities, 291. Transportation, 292. Infrastructure, 293. Construction, 294. Real Estate, 295. Finance, 296. Insurance, 297. Law, 298. Education, 299. Healthcare, 300. Retail, 301. Hospitality, 302. Entertainment, 303. Arts, 304. Sports, 305. Recreation, 306. Agriculture, 307. Forestry, 308. Mining, 309. Energy, 310. Telecommunications, 311. Media, 312. Publishing, 313. Professional Services, 314. Consulting, 315. Engineering, 316. Architecture, 317. Design, 318. Marketing, 319. Advertising, 320. Public Works, 321. Utilities, 322. Transportation, 323. Infrastructure, 324. Construction, 325. Real Estate, 326. Finance, 327. Insurance, 328. Law, 329. Education, 330. Healthcare, 331. Retail, 332. Hospitality, 333. Entertainment, 334. Arts, 335. Sports, 336. Recreation, 337. Agriculture, 338. Forestry, 339. Mining, 340. Energy, 341. Telecommunications, 342. Media, 343. Publishing, 344. Professional Services, 345. Consulting, 346. Engineering, 347. Architecture, 348. Design, 349. Marketing, 350. Advertising, 351. Public Works, 352. Utilities, 353. Transportation, 354. Infrastructure, 355. Construction, 356. Real Estate, 357. Finance, 358. Insurance, 359. Law, 360. Education, 361. Healthcare, 362. Retail, 363. Hospitality, 364. Entertainment, 365. Arts, 366. Sports, 367. Recreation, 368. Agriculture, 369. Forestry, 370. Mining, 371. Energy, 372. Telecommunications, 373. Media, 374. Publishing, 375. Professional Services, 376. Consulting, 377. Engineering, 378. Architecture, 379. Design, 380. Marketing, 381. Advertising, 382. Public Works, 383. Utilities, 384. Transportation, 385. Infrastructure, 386. Construction, 387. Real Estate, 388. Finance, 389. Insurance, 390. Law, 391. Education, 392. Healthcare, 393. Retail, 394. Hospitality, 395. Entertainment, 396. Arts, 397. Sports, 398. Recreation, 399. Agriculture, 400. Forestry, 401. Mining, 402. Energy, 403. Telecommunications, 404. Media, 405. Publishing, 406. Professional Services, 407. Consulting, 408. Engineering, 409. Architecture, 410. Design, 411. Marketing, 412. Advertising, 413. Public Works, 414. Utilities, 415. Transportation, 416. Infrastructure, 417. Construction, 418. Real Estate, 419. Finance, 420. Insurance, 421. Law, 422. Education, 423. Healthcare, 424. Retail, 425. Hospitality, 426. Entertainment, 427. Arts, 428. Sports, 429. Recreation, 430. Agriculture, 431. Forestry, 432. Mining, 433. Energy, 434. Telecommunications, 435. Media, 436. Publishing, 437. Professional Services, 438. Consulting, 439. Engineering, 440. Architecture, 441. Design, 442. Marketing, 443. Advertising, 444. Public Works, 445. Utilities, 446. Transportation, 447. Infrastructure, 448. Construction, 449. Real Estate, 450. Finance, 451. Insurance, 452. Law, 453. Education, 454. Healthcare, 455. Retail, 456. Hospitality, 457. Entertainment, 458. Arts, 459. Sports, 460. Recreation, 461. Agriculture, 462. Forestry, 463. Mining, 464. Energy, 465. Telecommunications, 466. Media, 467. Publishing, 468. Professional Services, 469. Consulting, 470. Engineering, 471. Architecture, 472. Design, 473. Marketing, 474. Advertising, 475. Public Works, 476. Utilities, 477. Transportation, 478. Infrastructure, 479. Construction, 480. Real Estate, 481. Finance, 482. Insurance, 483. Law, 484. Education, 485. Healthcare, 486. Retail, 487. Hospitality, 488. Entertainment, 489. Arts, 490. Sports, 491. Recreation, 492. Agriculture, 493. Forestry, 494. Mining, 495. Energy, 496. Telecommunications, 497. Media, 498. Publishing, 499. Professional Services, 500. Consulting, 501. Engineering, 502. Architecture, 503. Design, 504. Marketing, 505. Advertising, 506. Public Works, 507. Utilities, 508. Transportation, 509. Infrastructure, 510. Construction, 511. Real Estate, 512. Finance, 513. Insurance, 514. Law, 515. Education, 516. Healthcare, 517. Retail, 518. Hospitality, 519. Entertainment, 520. Arts, 521. Sports, 522. Recreation, 523. Agriculture, 524. Forestry, 525. Mining, 526. Energy, 527. Telecommunications, 528. Media, 529. Publishing, 530. Professional Services, 531. Consulting, 532. Engineering, 533. Architecture, 534. Design, 535. Marketing, 536. Advertising, 537. Public Works, 538. Utilities, 539. Transportation, 540. Infrastructure, 541. Construction, 542. Real Estate, 543. Finance, 544. Insurance, 545. Law, 546. Education, 547. Healthcare, 548. Retail, 549. Hospitality, 550. Entertainment, 551. Arts, 552. Sports, 553. Recreation, 554. Agriculture, 555. Forestry, 556. Mining, 557. Energy, 558. Telecommunications, 559. Media, 560. Publishing, 561. Professional Services, 562. Consulting, 563. Engineering, 564. Architecture, 565. Design, 566. Marketing, 567. Advertising, 568. Public Works, 569. Utilities, 570. Transportation, 571. Infrastructure, 572. Construction, 573. Real Estate, 574. Finance, 575. Insurance, 576. Law, 577. Education, 578. Healthcare, 579. Retail, 580. Hospitality, 581. Entertainment, 582. Arts, 583. Sports, 584. Recreation, 585. Agriculture, 586. Forestry, 587. Mining, 588. Energy, 589. Telecommunications, 590. Media, 591. Publishing, 592. Professional Services, 593. Consulting, 594. Engineering, 595. Architecture, 596. Design, 597. Marketing, 598. Advertising, 599. Public Works, 600. Utilities, 601. Transportation, 602. Infrastructure, 603. Construction, 604. Real Estate, 605. Finance, 606. Insurance, 607. Law, 608. Education, 609. Healthcare, 610. Retail, 611. Hospitality, 612. Entertainment, 613. Arts, 614. Sports, 615. Recreation, 616. Agriculture, 617. Forestry, 618. Mining, 619. Energy, 620. Telecommunications, 621. Media, 622. Publishing, 623. Professional Services, 624. Consulting, 625. Engineering, 626. Architecture, 627. Design, 628. Marketing, 629. Advertising, 630. Public Works, 631. Utilities, 632. Transportation, 633. Infrastructure, 634. Construction, 635. Real Estate, 636. Finance, 637. Insurance, 638. Law, 639. Education, 640. Healthcare, 641. Retail, 642. Hospitality, 643. Entertainment, 644. Arts, 645. Sports, 646. Recreation, 647. Agriculture, 648. Forestry, 649. Mining, 650. Energy, 651. Telecommunications, 652. Media, 653. Publishing, 654. Professional Services, 655. Consulting, 656. Engineering, 657. Architecture, 658. Design, 659. Marketing, 660. Advertising, 661. Public Works, 662. Utilities, 663. Transportation, 664. Infrastructure, 665. Construction, 666. Real Estate, 667. Finance, 668. Insurance, 669. Law, 670. Education, 671. Healthcare, 672. Retail, 673. Hospitality, 674. Entertainment, 675. Arts, 676. Sports, 677. Recreation, 678. Agriculture, 679. Forestry, 680. Mining, 681. Energy, 682. Telecommunications, 683. Media, 684. Publishing, 685. Professional Services, 686. Consulting, 687. Engineering, 688. Architecture, 689. Design, 690. Marketing, 691. Advertising, 692. Public Works, 693. Utilities, 694. Transportation, 695. Infrastructure, 696. Construction, 697. Real Estate, 698. Finance, 699. Insurance, 700. Law, 701. Education, 702. Healthcare, 703. Retail, 704. Hospitality, 705. Entertainment, 706. Arts, 707. Sports, 708. Recreation, 709. Agriculture, 710. Forestry, 711. Mining, 712. Energy, 713. Telecommunications, 714. Media, 715. Publishing, 716. Professional Services, 717. Consulting, 718. Engineering, 719. Architecture, 720. Design, 721. Marketing, 722. Advertising, 723. Public Works, 724. Utilities, 725. Transportation, 726. Infrastructure, 727. Construction, 728. Real Estate, 729. Finance, 730. Insurance, 731. Law, 732. Education, 733. Healthcare, 734. Retail, 735. Hospitality, 736. Entertainment, 737. Arts, 738. Sports, 739. Recreation, 740. Agriculture, 741. Forestry, 742. Mining, 743. Energy, 744. Telecommunications, 745. Media, 746. Publishing, 747. Professional Services, 748. Consulting, 749. Engineering, 750. Architecture, 751. Design, 752. Marketing, 753. Advertising, 754. Public Works, 755. Utilities, 756. Transportation, 757. Infrastructure, 758. Construction, 759. Real Estate, 760. Finance, 761. Insurance, 762. Law, 763. Education, 764. Healthcare, 765. Retail, 766. Hospitality, 767. Entertainment, 768. Arts, 769. Sports, 770. Recreation, 771. Agriculture, 772. Forestry, 773. Mining, 774. Energy, 775. Telecommunications, 776. Media, 777. Publishing, 778. Professional Services, 779. Consulting, 780. Engineering, 781. Architecture, 782. Design, 783. Marketing, 784. Advertising, 785. Public Works, 786. Utilities, 787. Transportation, 788. Infrastructure, 789. Construction, 790. Real Estate, 791. Finance, 792. Insurance, 793. Law, 794. Education, 795. Healthcare, 796. Retail, 797. Hospitality, 798. Entertainment, 799. Arts, 800. Sports, 801. Recreation, 802. Agriculture, 803. Forestry, 804. Mining, 805. Energy, 806. Telecommunications, 807. Media, 808. Publishing, 809. Professional Services, 810. Consulting, 811. Engineering, 812. Architecture, 813. Design, 814. Marketing, 815. Advertising, 816. Public Works, 817. Utilities, 818. Transportation, 819. Infrastructure, 820. Construction, 821. Real Estate, 822. Finance, 823. Insurance, 824. Law, 825. Education, 826. Healthcare, 827. Retail, 828. Hospitality, 829. Entertainment, 830. Arts, 831. Sports, 832. Recreation, 833. Agriculture, 834. Forestry, 835. Mining, 836. Energy, 837. Telecommunications, 838. Media, 839. Publishing, 840. Professional Services, 841. Consulting, 842. Engineering, 843. Architecture, 844. Design, 845. Marketing, 846. Advertising, 847. Public Works, 848. Utilities, 849. Transportation, 850. Infrastructure, 851. Construction, 852. Real Estate, 853. Finance, 854. Insurance, 855. Law, 856. Education, 857. Healthcare, 858. Retail, 859. Hospitality, 860. Entertainment, 861. Arts, 862. Sports, 863. Recreation, 864. Agriculture, 865. Forestry, 866. Mining, 867. Energy, 868. Telecommunications, 869. Media, 870. Publishing, 871. Professional Services, 872. Consulting, 873. Engineering, 874. Architecture, 875. Design, 876. Marketing, 877. Advertising, 878. Public Works, 879. Utilities, 880. Transportation, 881. Infrastructure, 882. Construction, 883. Real Estate, 884. Finance, 885. Insurance, 886. Law, 887. Education, 888. Healthcare, 889. Retail, 890. Hospitality, 891. Entertainment, 892. Arts, 893. Sports, 894. Recreation, 895. Agriculture, 896. Forestry, 897. Mining, 898. Energy, 899. Telecommunications, 900. Media, 901. Publishing, 902. Professional Services, 903. Consulting, 904. Engineering, 905. Architecture, 906. Design, 907. Marketing, 908. Advertising, 909. Public Works, 910. Utilities, 911. Transportation, 912. Infrastructure, 913. Construction, 914. Real Estate, 915. Finance, 916. Insurance, 917. Law, 918. Education, 919. Healthcare, 920. Retail, 921. Hospitality, 922. Entertainment, 923. Arts, 924. Sports, 925. Recreation, 926. Agriculture, 927. Forestry, 928. Mining, 929. Energy, 930. Telecommunications, 931. Media, 932. Publishing, 933. Professional Services, 934. Consulting, 935. Engineering, 936. Architecture, 937. Design, 938. Marketing, 939. Advertising, 940. Public Works, 941. Utilities, 942. Transportation, 943. Infrastructure, 944. Construction, 945. Real Estate, 946. Finance, 947. Insurance, 948. Law, 949. Education, 950. Healthcare, 951. Retail, 952. Hospitality, 953. Entertainment, 954. Arts, 955. Sports, 956. Recreation, 957. Agriculture, 958. Forestry, 959. Mining, 960. Energy, 961. Telecommunications, 962. Media, 963. Publishing, 964. Professional Services, 965. Consulting, 966. Engineering, 967. Architecture, 968. Design, 969. Marketing, 970. Advertising, 971. Public Works, 972. Utilities, 973. Transportation, 974. Infrastructure, 975. Construction, 976. Real Estate, 977. Finance, 978. Insurance, 979. Law, 980. Education, 981. Healthcare, 982. Retail, 983. Hospitality, 984. Entertainment, 985. Arts, 986. Sports, 987. Recreation, 988. Agriculture, 989. Forestry, 990. Mining, 991. Energy, 992. Telecommunications, 993. Media, 994. Publishing, 995. Professional Services, 996. Consulting, 997. Engineering, 998. Architecture, 999. Design, 1000. Marketing, 1001. Advertising, 1002. Public Works, 1003. Utilities, 1004. Transportation, 1005. Infrastructure, 1006. Construction, 1007. Real Estate, 1008. Finance, 1009. Insurance, 1010. Law, 1011. Education, 1012. Healthcare, 1013. Retail, 1014. Hospitality, 1015. Entertainment, 1016. Arts, 1017. Sports, 1018. Recreation, 1019. Agriculture, 1020. Forestry, 1021. Mining, 1022. Energy, 1023. Telecommunications, 1024. Media, 1025. Publishing, 1026. Professional Services, 1027. Consulting, 1028. Engineering, 1029. Architecture, 1030. Design, 1031. Marketing, 1032. Advertising, 1033. Public Works, 1034. Utilities, 1035. Transportation, 1036. Infrastructure, 1037. Construction, 1038. Real Estate, 1039. Finance, 1040. Insurance, 1041. Law, 1042. Education, 1043. Healthcare, 1044. Retail, 1045. Hospitality, 1046. Entertainment, 1047. Arts, 1048. Sports, 1049. Recreation, 1050. Agriculture, 1051. Forestry, 1052. Mining, 1053. Energy, 1054. Telecommunications, 1055. Media, 1056. Publishing, 1057. Professional Services, 1058. Consulting, 1059. Engineering, 1060. Architecture, 1061. Design, 1062. Marketing, 1063. Advertising, 1064. Public Works, 1065. Utilities, 1066. Transportation, 1067. Infrastructure, 1068. Construction, 1069. Real Estate, 1070. Finance, 1071. Insurance, 1072. Law, 1073. Education, 1074. Healthcare, 1075. Retail, 1076. Hospitality, 1077. Entertainment, 1078. Arts, 1079. Sports, 1080. Recreation, 1081. Agriculture, 1082. Forestry, 1083. Mining, 1084. Energy, 1085. Telecommunications, 1086. Media, 1087. Publishing, 1088. Professional Services, 1089. Consulting, 1090. Engineering, 1091. Architecture, 1092. Design, 1093. Marketing, 1094. Advertising, 1095. Public Works, 1096. Utilities, 1097. Transportation, 1098. Infrastructure, 1099. Construction, 1100. Real Estate, 1101. Finance, 1102. Insurance, 1103. Law, 1104. Education, 1105. Healthcare, 1106. Retail, 1107. Hospitality, 1108. Entertainment, 1109. Arts, 1110. Sports, 1111. Recreation, 1112. Agriculture, 1113. Forestry, 1114. Mining, 1115. Energy, 1116. Telecommunications, 1117. Media, 1118. Publishing, 1119. Professional Services, 1120. Consulting, 1121. Engineering, 1122. Architecture, 1123. Design, 1124. Marketing, 1125. Advertising, 1126. Public Works, 1127. Utilities, 1128. Transportation, 1129. Infrastructure, 1130. Construction, 1131. Real Estate, 1132. Finance, 1133. Insurance, 1134. Law, 1135. Education, 1136. Healthcare, 1137. Retail, 1138. Hospitality, 1139. Entertainment, 1140. Arts, 1141. Sports, 1142. Recreation, 1143. Agriculture, 1144. Forestry, 1145. Mining, 1146. Energy, 1147. Telecommunications, 1148. Media, 1149. Publishing, 1150. Professional Services, 1151. Consulting, 1152. Engineering, 1153. Architecture, 1154. Design, 1155. Marketing, 1156. Advertising, 1157. Public Works, 1158. Utilities, 1159. Transportation, 1160. Infrastructure, 1161. Construction, 1162. Real Estate, 1163. Finance, 1164. Insurance, 1165. Law, 1166. Education, 1167. Healthcare, 1168. Retail, 1169. Hospitality, 1170. Entertainment, 1171. Arts, 1172. Sports, 1173. Recreation, 1174. Agriculture, 1175. Forestry, 1176. Mining, 1177. Energy, 1178. Telecommunications, 1179. Media, 1180. Publishing, 1181. Professional Services, 1182. Consulting, 1183. Engineering, 1184. Architecture, 1185. Design, 1186. Marketing, 1187. Advertising, 1188. Public Works, 1189. Utilities, 1190. Transportation, 1191. Infrastructure, 1192. Construction, 1193. Real Estate, 1194. Finance, 1195. Insurance, 1196. Law, 1197. Education, 1198. Healthcare, 1199. Retail, 1200. Hospitality, 1201. Entertainment, 1202. Arts, 1203. Sports, 1204. Recreation, 1205. Agriculture, 1206. Forestry, 1207. Mining, 1208. Energy, 1209. Telecommunications, 1210. Media, 1211. Publishing, 1212. Professional Services, 1213. Consulting, 1214. Engineering, 1215. Architecture, 1216. Design, 1217. Marketing, 1218. Advertising, 1219. Public Works, 1220. Utilities, 1221. Transportation, 1222. Infrastructure, 1223. Construction, 1224. Real Estate, 1225. Finance, 1226. Insurance, 1227. Law, 1228. Education, 1229. Healthcare, 1230. Retail, 1231. Hospitality, 1232. Entertainment, 1233. Arts, 1234. Sports, 1235. Recreation, 1236. Agriculture, 1237. Forestry, 1238. Mining, 1239. Energy, 1240. Telecommunications, 1241. Media, 1242. Publishing, 1243. Professional Services, 1244. Consulting, 1245. Engineering, 1246. Architecture, 1247. Design, 1248. Marketing, 1249. Advertising, 1250. Public Works, 1251. Utilities, 1252. Transportation, 1253. Infrastructure, 1254. Construction, 1255. Real Estate, 1256. Finance, 1257. Insurance, 1258. Law, 1259. Education, 1260. Healthcare, 1261. Retail, 1262. Hospitality, 1263. Entertainment, 1264. Arts, 1265. Sports, 1266. Recreation, 1267. Agriculture, 1268. Forestry, 1269. Mining, 1270. Energy, 1271. Telecommunications, 1272. Media, 1273. Publishing, 1274. Professional Services, 1275. Consulting, 1276. Engineering, 1277. Architecture, 1278. Design, 1279. Marketing, 1280. Advertising, 1281. Public Works, 1282. Utilities, 1283. Transportation, 1284. Infrastructure, 1285. Construction, 1286. Real Estate, 1287. Finance, 1288. Insurance, 1289. Law, 1290. Education, 1291. Healthcare, 1292. Retail, 1293. Hospitality, 1294. Entertainment, 1295. Arts, 1296. Sports, 1297. Recreation, 1298. Agriculture, 1299. Forestry, 1300. Mining, 1301. Energy, 1302. Telecommunications, 1303. Media, 1304. Publishing, 1305. Professional Services, 1306. Consulting, 1307. Engineering, 1308. Architecture, 1309. Design, 1310. Marketing, 1311. Advertising, 1312. Public Works, 1313. Utilities, 1314. Transportation, 1315. Infrastructure, 1316. Construction, 1317. Real Estate, 1318. Finance, 1319. Insurance, 1320. Law, 1321. Education, 1322. Healthcare, 1323. Retail, 1324. Hospitality, 1325. Entertainment, 1326. Arts, 1327. Sports, 1328. Recreation, 1329. Agriculture, 1330. Forestry, 1331. Mining, 1332. Energy, 1333. Telecommunications, 1334. Media, 1335. Publishing, 1336. Professional Services, 1337. Consulting, 1338. Engineering, 1339. Architecture, 1340. Design, 1341. Marketing, 1342. Advertising, 1343. Public Works, 1344. Utilities, 1345. Transportation, 1346. Infrastructure, 1347. Construction, 1348. Real Estate, 1349. Finance, 1350. Insurance, 1351. Law, 1352. Education, 1353. Healthcare, 1354. Retail, 1355. Hospitality, 1356. Entertainment, 1357. Arts, 1358. Sports, 1359. Recreation, 1360. Agriculture, 1361. Forestry, 1362. Mining, 1363. Energy, 1364. Telecommunications, 1365. Media, 1366. Publishing, 1367. Professional Services, 1368. Consulting, 1369. Engineering, 1370. Architecture, 1371. Design, 1372. Marketing, 1373. Advertising, 1374. Public Works, 1375. Utilities, 1376. Transportation, 1377. Infrastructure, 1378. Construction, 1379. Real Estate, 1380. Finance, 1381. Insurance, 1382. Law, 1383. Education, 1384. Healthcare, 1385. Retail, 1386. Hospitality, 1387. Entertainment, 1388. Arts, 1389. Sports, 1390. Recreation, 1391. Agriculture, 1392. Forestry, 1393. Mining, 1394. Energy, 1395. Telecommunications, 1396. Media, 1397. Publishing, 1398. Professional Services, 1399. Consulting, 1400. Engineering, 1401. Architecture, 1402. Design, 1403. Marketing, 1404. Advertising, 1405. Public Works, 1406. Utilities, 1407. Transportation, 1408. Infrastructure, 1409. Construction, 1410. Real Estate, 1411. Finance, 1412. Insurance, 1413. Law, 1414. Education, 1415. Healthcare, 1416. Retail, 1417. Hospitality, 1418. Entertainment, 1419. Arts, 1420. Sports, 1421. Recreation, 1422. Agriculture, 1423. Forestry, 1424. Mining, 1425. Energy, 1426. Telecommunications, 1427. Media, 1428. Publishing, 1429. Professional Services, 1430. Consulting, 1431. Engineering, 1432. Architecture, 1433. Design, 1434. Marketing, 1435. Advertising, 1436. Public Works, 1437. Utilities, 1438. Transportation, 1439. Infrastructure, 1440. Construction, 1441. Real Estate, 1442. Finance, 1443. Insurance, 1444. Law, 1445. Education, 1446. Healthcare, 1447. Retail, 1448. Hospitality, 1449. Entertainment, 1450. Arts, 1451. Sports, 1452. Recreation, 1453. Agriculture, 1454. Forestry, 1455. Mining, 1456. Energy, 1457. Telecommunications, 1458. Media, 1459. Publishing, 1460. Professional Services, 1461. Consulting, 1462. Engineering, 1463. Architecture, 1464. Design, 1465. Marketing, 1466. Advertising, 1467. Public Works, 1468. Utilities, 1469. Transportation, 1470. Infrastructure, 1471. Construction, 1472. Real Estate, 1473. Finance, 1474. Insurance, 1475. Law, 1476. Education, 1477. Healthcare, 1478. Retail, 1479. Hospitality, 1480. Entertainment, 1481. Arts, 1482. Sports, 1483. Recreation, 1484. Agriculture, 1485. Forestry, 1486. Mining, 1487. Energy, 1488. Telecommunications, 1489. Media, 1490. Publishing, 1491. Professional Services, 1492. Consulting, 1493. Engineering, 1494. Architecture, 1495. Design, 1496. Marketing, 1497. Advertising, 1498. Public Works, 1499. Utilities, 1500. Transportation, 1501. Infrastructure, 1502. Construction, 1503. Real Estate, 1504. Finance, 1505. Insurance, 1506. Law, 1507. Education, 1508. Healthcare, 1509. Retail, 1510. Hospitality, 1511. Entertainment, 1512. Arts, 1513. Sports, 1514. Recreation, 1515. Agriculture, 1516. Forestry, 1517. Mining, 1518. Energy, 1519. Telecommunications, 1520. Media, 1521. Publishing, 1522. Professional Services, 1523. Consulting, 1524. Engineering, 1525. Architecture, 1526. Design, 1527. Marketing, 1528. Advertising, 1529. Public Works, 1530. Utilities, 1531. Transportation, 1532. Infrastructure, 1533. Construction, 1534. Real Estate, 1535. Finance, 1536. Insurance, 1537. Law, 1538. Education, 1539. Healthcare, 1540. Retail, 1541. Hospitality, 1542. Entertainment, 1543. Arts, 1544. Sports, 1545. Recreation, 1546. Agriculture, 1547. Forestry, 1548. Mining, 1549. Energy, 1550. Telecommunications, 1551. Media, 1552. Publishing, 1553. Professional Services, 1554. Consulting, 1555. Engineering, 1556. Architecture, 1557. Design, 1558. Marketing, 1559. Advertising, 1560. Public Works, 1561. Utilities, 1562. Transportation, 1563. Infrastructure, 1564. Construction, 1565. Real Estate, 1566. Finance, 1567. Insurance, 1568. Law, 1569. Education, 1570. Healthcare,

Where Are Downtown's Sensitive Edges?

Workshop participants mapped sensitive edges, where special development transitions should be considered. Based on the results, community members focused on a variety of "Transition Typologies." These are:

- **Transitions to Sensitive Environmental Features.** Points or edges where development abuts sensitive natural features, such as creeks or rivers.
- **Transitions from Commercial to Residential.** Points or edges where commercial activities and operations abut purely residential districts.
- **Transitions from Higher-Scaled to Lower-Scaled Areas.** Points or edges where taller buildings may occur adjacent to lower-scaled structures, such as single-family zones.
- **Transitions from Infrastructure to Residential.** Edges where sensitive residential uses may abut utility infrastructure, such as the railroad edge north of Downtown.



III. ANALYSIS OF EXISTING DESIGN REGULATIONS AND POLICIES



This chapter summarizes and analyzes the City’s existing design regulations and policies. General observations about the effectiveness of their content and administration are provided, as well as observations about how well the existing design tools respond to the community’s identified objectives.

In order to help inform the character management strategy, this memo provides an overview of, and observations about, the existing regulations and policies related to design in Downtown and the commercial corridors. It is broken into three main sections—Existing Zoning Regulations, Existing Planning Policy and Observations. The first section analyzes how the existing framework of zoning standards addresses different urban design topics, which are distilled from various parts of the zoning code into broader categories of “site design” and “building design.” Site design refers to the arrangement and placement of buildings and site features and the relationship of these elements to public areas and neighboring properties. Building design refers to the mass, form, materials and arrangement of architectural features that comprise the structure and its appearance.

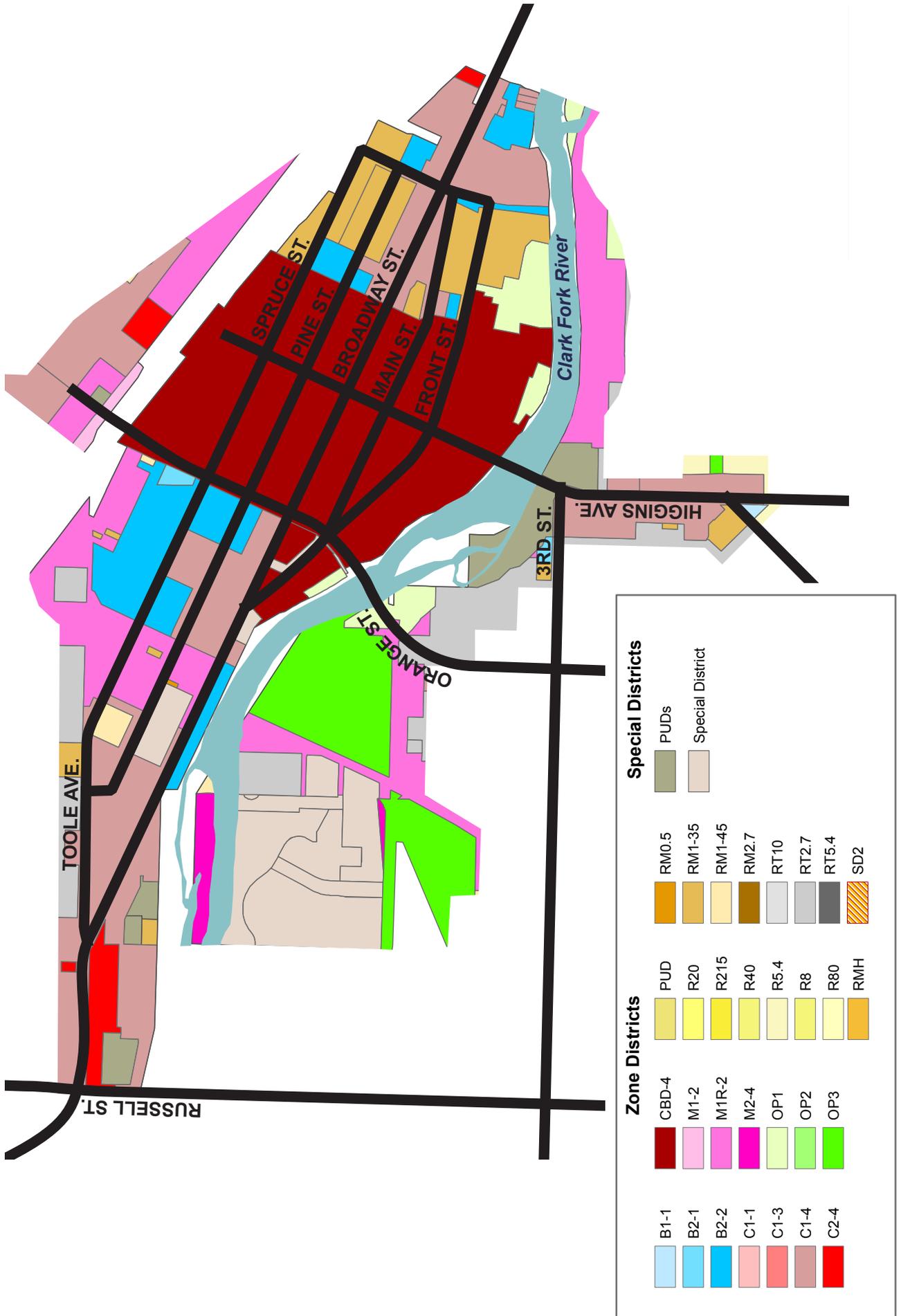
Existing Zoning Regulations

This section summarizes Missoula's current regulatory tools for the physical design of development, including site design and building design. The *Design Excellence Project* is focused on commercial development in Missoula, and thus this section focuses on non-residential zoning. The zoning regulations that are relevant to design in Missoula's commercial corridors and Downtown come from two sources: base zone districts (the conventional, underlying zoning designation) and also from overlay and use-specific standards that can be applied on top of, or in addition to, the base zone district standards.

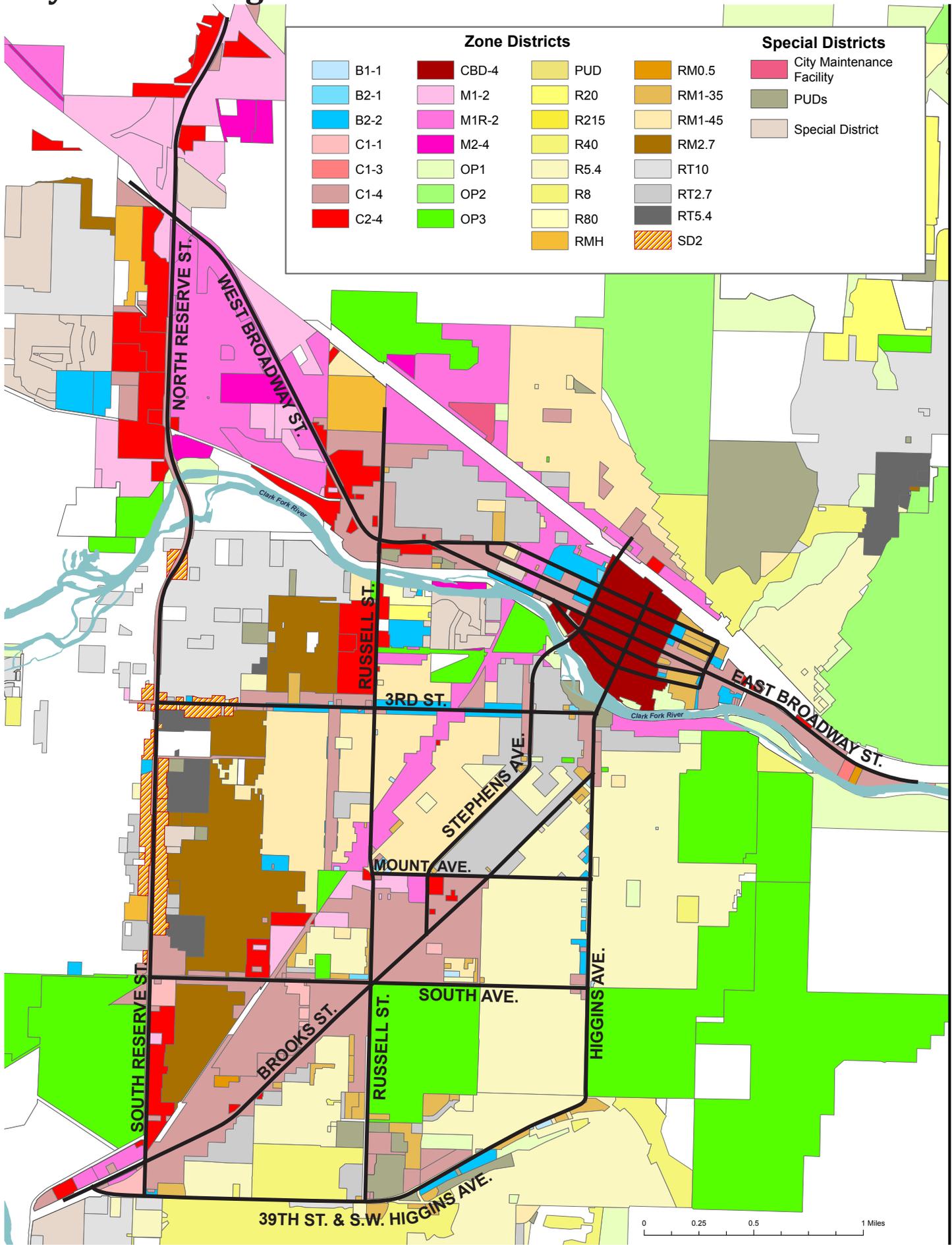
Generally, the City regulates use and building envelope standards (building height, setbacks, etc.) in the base zone districts. The City also takes a general approach to other citywide issues such as parking, signage and landscaping. Additional building and site development standards exist in separate sections of the zoning code in order to offer additional guidance for specific building types or land uses. Overlay zones are provided to address a cohesive approach for specific areas within the city.

After the sources of zoning standards are described and summarized, this document offers observations about what each one does effectively, and what each one does not address. The map on the next page illustrates the current zoning designations in Downtown. A map that illustrates the zoning along the corridors is provided at the end of this document.

Zoning in Downtown Missoula (within the borders of the Greater Downtown Master Plan)



Citywide Zoning



Base Zone Districts

Business and Commercial Zone Districts (B, C, CBD)

Missoula's business and commercial zone districts are primarily intended to accommodate and promote neighborhood and community-serving business and commercial uses (e.g., retail, service, office), as well as mixed-use development consisting of business uses and residential uses in the same building or on the same site. Each C, B, and CBD zone district is accompanied by an intensity designation (-1, -2, -3, -4,) that indicates maximum building height.

Site Design Standards

Parcel Size

- Minimum parcel area (except in CBD districts)
- Minimum parcel area per unit (except in CBD districts)

Setbacks and Building Placement

- Front, side and rear setbacks are required only when a B- or C-zoned parcel abuts an R-zoned parcel with frontage on the same street. In such cases, the B- or C-zoned parcel provides a setback that is the same as, or similar to, the minimum required setback of the adjacent R property.

Accessory Buildings

- Accessory buildings must be subordinate to the primary building in height and placement (must be to the side or behind the primary building).

Parking and Access (Parking space requirements are established in section 20.60.020)

- Shared parking facilities are allowed among different uses or among uses with different hours of operation.
- Off-site parking and parking reductions are allowed as alternate compliance.
- Drive-throughs must be set back and buffered from the street.
- Mid-block connections across abutting properties may be required.

Pedestrian Connections

- Pedestrian walkways are required to connect primary structures to each other and to adjacent public sidewalks, parking areas and other common areas.

Landscaping at the Street Edge (general landscaping requirements are established in section 20.65)

- Minimum landscaping requirements are established in section 20.65.
- Other landscaping/activity area requirements exist for multi-family development with 10+ units.
- Landscaping is required along a property's street frontage, unless the building is set back less than 5 feet. Street trees and shrubs are required, and only a certain percentage is allowed to be paved walkway.

Transitions Between Uses

- Buffers are required when non-residential development occurs on parcels abutting R districts (except when separated by an alley). Any of these options may be used:
 - Landscape Buffer
 - Fence or Wall
 - Landscape Berm

Screening of Mechanical & Service Areas

- Ground-mounted mechanical equipment must be screened from view of the street and located away from adjacent residential properties.
- Roof-mounted mechanical equipment must be screened from the street.
- Structure-mounted mechanical equipment must be screened so it is not visible from adjacent residential areas.
- Trash receptacle areas must be contained and screened from view of public rights-of-way other than alleys, and may not be located in setbacks along streets.
- Above-ground utility cabinets must be screened from view of the street.
- All materials, supplies and equipment must be screened from a public ROW, park, civic use or residential property.

Building Design Standards

Building Height

- Maximum building height varies from 40', 50', 65', 125' depending on the intensity designation.
- Building height must step down towards residential uses. Height may increase by 1 vertical foot for each 6 inches of building step-back, starting from the setback line.

Industrial and Manufacturing Zone Districts (M1R, M1, M2)

Missoula's industrial (M) zoning districts are primarily intended to accommodate manufacturing, warehousing, wholesale and industrial uses. The regulations are intended to promote the economic viability of manufacturing and industrial uses, encourage employment growth, allow residential uses in the M1R district, but limit the encroachment of unplanned residential and other non-industrial development into M1- and M2-zoned areas. Each M1R, M1, and M2 zone district is accompanied by an intensity designation (-1, -2, -3, -4,) that indicates maximum building height.

Site Design Standards

Parcel Size

- Minimum parcel area

Setbacks and Building Placement

- Front and street side setbacks are required only when an M-zoned parcel abuts an R-zoned parcel with frontage on the same street. In such cases, the M-zoned parcel must provide a setback that is the same as, or similar to, the minimum setback of the residential property.
- Rear setbacks are required only when abutting an R district, and are established as a percentage of the parcel depth.
- Interior side setback required only when an M-zoned parcel abuts R-zoned parcel. In such cases, the M-zoned parcel must provide the same interior side setback as required for the abutting R-zoned parcel.

Accessory Buildings

- Accessory buildings must be subordinate to the primary building in height and placement (must be to the side or behind the primary building).

Parking and Access (Parking space requirements are established in section 20.60.020)

- Shared parking facilities are allowed among different uses or among uses with different hours of operation.
- Off-site parking and parking reductions are allowed as alternate compliance.
- Drive-throughs must be set back and buffered from the street.
- Mid-block connections across abutting properties may be required.

Landscaping at the Street Edge (general landscaping requirements are established in section 20.65)

- Minimum landscaping requirements are established in section 20.65.
- Other landscaping/activity area requirements exist for multi-family development with 10+ units.
- Landscaping is required along a property's street frontage, unless the building is set back less than 5 feet. Street trees and shrubs are required, and only a certain percentage is allowed to be paved walkway.

Transitions Between Uses

- Buffers are required when non-residential development occurs on parcels abutting R districts (except when separated by an alley). Any of these options may be used:
 - Landscape Buffer
 - Fence or Wall
 - Landscape Berm

Screening of Mechanical & Service Areas

- Ground mounted mechanical equipment must be screened from view of the street and located away from adjacent residential properties.
- Roof-mounted mechanical equipment must be screened from the street.
- Structure-mounted mechanical equipment must be screened so it is not visible from adjacent residential areas.
- Trash receptacle areas must be contained and screened from view of public rights-of-way other than alleys, and may not be located in setbacks along streets.
- Above-ground utility cabinets must be screened from view of the street.
- All materials, supplies and equipment must be screened from a public ROW, park, civic use or residential property.

Building Design Standards**Building Height**

- Maximum building height varies from 40', 50', 65', 125' depending on the intensity designation.
- Building height must step down towards residential uses. Height may increase by 1 vertical foot for each 6 inches of building step-back, starting from the setback line.

City Special District #2

Special District #2 is different from traditional city zoning districts in that it is a “performance” based system where development projects must satisfy traditional mandatory prescriptive standards, and also must satisfy a certain number of other relative/performance standards. For each relative/performance standard a project satisfies, it receives points based on how well the project addresses the particular standard. The special zoning permits a variety of uses but is aimed at achieving safe and convenient circulation while minimizing the conflicts between vehicular traffic and intense land uses with adjacent residential areas. Different uses require varying quantities of points from the relative/performance standards. Building permits are issued only after a project satisfies all of the mandatory standards and obtains the appropriate quantity of overall points. Permitted uses in the district require no points from the relative/performance standards, so they must only satisfy the mandatory standards. These permitted uses include single and two-family development, residential accessory uses, child day care and community residential facilities (serving 8 or fewer people). Conditional uses, such as multi-family or retail uses, require 20% or 40% of the maximum possible relative/performance points (the percentage varies depending on the use). Finally, special uses, such as retail, food or auto service uses, require 60% or 80% of the maximum possible points (depending on the use). The Special District #2 Standards include:

Site Design Standards

Building Placement

- Minimum front setbacks of 25'-100', depending on building type (mandatory standard)
 - Rear setbacks must be equal the building height. (mandatory standard)
 - Side setbacks must be 1/3 of the building height. (mandatory standard)
-

Landscaping

- Landscaping is required in the front setback area. (mandatory standard)
- Open Space must be provided for residential development. (mandatory standard)
- Landscaping in parking lots is encouraged. (relative/performance standard)

Parking and Access (Parking space requirements are established in section 20.60.020)

- Driveway quantity and location is limited, especially on Reserve Street on which only one entry is allowed. (mandatory standard)
- Shared parking is encouraged. (relative/performance standard)

Landscaping at the Street Edge (general landscaping requirements are established in section 20.65)

- Landscaping is required along a property's street frontage, unless the building is set back less than 5 feet.

Transitions Between Uses

- Visual barriers should be provided between non-residential and residential uses. (relative/performance standard)
- Multi-family residential development must build berms/walls or non-residential structures to buffer the residential units from the street to block noise. (mandatory standard)

Pedestrian Connections

- Internal pedestrian connections are encouraged to facilitate site circulation and connect to existing sidewalks and walkways. (relative/performance standard)

Building Design Standards

Building Scale

- Maximum building height of 30'. (mandatory standard)

Building Materials

- Materials should draw from, and be compatible with, nearby residences. (relative/performance standard)

Overlay and Use-Specific Standards

Commercial Use Not Exceeding 30,000 Square Feet

Section 20.40.170 of the Zoning Code (effective 1-13-2016) establishes design standards for certain commercial uses (including office, lodging, retail, restaurant) up to 30,000 SF.

Commercial design standards apply to new construction (not remodels or renovations) in all Commercial and M1R and M1 zoning districts. They do not apply to residential development in commercial or industrial zone districts. Exceptions may be granted where strict application of these standards would result in site or building designs deemed inconsistent with designated historic sites, buildings or districts, or where strict application of the design standards is impractical due to physical constraints and topographic conditions of the site. A signing plan must be submitted with building plans for zoning review.

The intent is to ensure that commercial buildings are oriented to face public and private streets, minimize the visual impacts of surface parking and ensure building facades feature some level of architectural detail.

Site Design Standards

Building Orientation

- Buildings must face the street and anchor the corner.
- Buildings must have at least one customer entrance facing the street.

Parking and Access (Parking space requirements are established in section 20.60.020)

- Parking areas cannot be located between the building and the street, and must be located behind the building or within or under the building.
- Any parking that does occur to the side of a building can't occupy more than 50% of the street frontage and has to be separated from the sidewalk by landscaping or a solid wall.

Screening of Mechanical & Service Areas

- Mechanical equipment and utilities may not be placed on the primary facade facing the street.
- Trash receptacles must be contained and screened from view.

Landscaping

- Street frontage landscaping is required from all street adjacent parcel lines, extending inward for 5'-10' (not required if building is set back less than 5').
- Minimum of 15% of the lot must be landscaped (see code section 20.65.020)

Building Design Standards

Facade Articulation

- Primary facades facing the street must incorporate a combination of design elements in order to enhance the visual appearance of commercial development (with some variation for different zoning districts). Design elements include:
 - Color variation
 - Modulation (projections, recesses, off-set planes, overhangs, arcades)
 - Variation in texture and materials
 - Minimum level of transparency (windows and doors)
 - Varied rooflines
 - Customer entrance/covered entryway

Enterprise Commercial Uses

Section 20.40.050 Zoning Code requires Conditional Use approval (from City Council) and establishes design standards for commercial uses over 30,000 SF. Enterprise Commercial Uses do not apply to vertical mixed-use or to residential buildings.

EC Standards apply to new construction and expansions of >20% in Commercial and M1R and M1 zoning districts, excluding CBD districts. They address:

Site Design Standards

Site Location

- Site location (typically must be located on an arterial street)

Building Orientation

- Buildings must face the street and anchor the corner.
- Buildings must have at least one customer entrance facing the street.

Pedestrian Connections and Walkways

- Sidewalks, crosswalks and internal pedestrian connections must be provided.

Parking and Access (Parking space requirements are established in section 20.60.020)

- Parking areas must be designed to reduce their visual impact, using at least one of the following:
 - Locate at least 50% of the parking to the side or rear of the building.
 - Provide a hedge or decorative wall to screen the parking lot.
 - Provide a berm to screen the parking lot.
 - Locate the parking lot at least 2.5' below the street grade and landscape the embankment.
 - Provide a hardscape plaza space equal to 5% of the building's square footage.

Screening of Mechanical & Service Areas

- Outdoor storage must be screened.
- Trash receptacles must be contained and screened from view.

Landscaping

- Street frontage landscaping is required from all street adjacent parcel lines, extending inward for 20'. Street trees and shrubs are required, and only a certain percentage is allowed to be paved walkway.
- Minimum of 20% of the lot must be landscaped (see code section 20.65.020).

Building Design Standards

Facade Articulation

- Primary facades facing the street must incorporate a combination of design elements in order to enhance the visual appearance of commercial development (with some variation for different zoning districts). Design elements include:
 - Color variation
 - Modulation (projections, recesses, off-set planes, overhangs, arcades)
 - Variation in texture and materials
 - Minimum level of transparency (windows and doors)
 - Varied rooflines
 - Foundation landscaping

Multi-Dwelling Buildings

Section 20.40.090 Zoning Code establishes design standards for multi-dwelling buildings (including apartments, condos and retirement homes except for multi-dwelling buildings in CBD, mixed-use buildings and vertical mixed-use buildings).

Multi-Dwelling Building Standards apply to new construction and expansions that result in an increase in the number of dwelling units. They include:

Site Design Standards

Storage Space (Private)

- Enclosed storage areas must be provided for each unit.

Parking and Access (Parking space requirements are established in section 20.60.020)

- Surface parking areas cannot be in front of the building or in required side yard setback.

Pedestrian Connections and Walkways

- Sidewalks, crosswalks and internal pedestrian connections must be provided.

Landscaping

- Street frontage landscaping is required from all street adjacent parcel lines, extending inward for 5'-10' (not required if the building is set back less than 5'. Street trees and shrubs are required, and only a certain percentage is allowed to be paved walkway.
- Minimum of 35% of the lot must be landscaped (see code section 20.65.020).
- For multi-dwelling developments with ten or more units, 20% of the required landscaping must be devoted to activity area.

Building Design Standards

Entry Treatment

- Each multi-dwelling building must have a ground floor entrance that is clearly defined and highly visible on the front building facade or other street-facing wall (or an alley is acceptable in some situations).
 - Entrance must be in the form of a porch, deck or covered entry.
-

Glazing

- Each multi-dwelling building must provide windows or glazed area equal to at least 15% of each street-facing wall.
-

Facade Articulation

- Primary facades facing the street must incorporate a combination of design elements (with some variation for different zoning districts). Design elements include:
 - Color Variation
 - Modulation (projections, recesses, off-set planes, overhangs, arcades)
 - Texture and Materials
 - Transparency on public streets (beyond what is required above)
 - Varied Rooflines
 - Balconies or Bay Windows
 - Additional Landscaping along the street
- Buildings must step down in height when abutting an existing single-family home or an area zoned for single-family.

Pedestrian Overlay District (/P)

Section 20.25.020 in the Overlay Districts Chapter of the Zoning Code establishes a /P Pedestrian Overlay that was brought in with the creation of Title 20 (in 2009) but has not been applied to any areas in the city.

The stated purpose of the overlay district is to “preserve and enhance the character of pedestrian-oriented streets and, in turn, to promote street-level activity, economic vitality and pedestrian safety and comfort.”

The standards that would apply to a corridor if the /P Overlay was adopted address:

Site Design Standards

Building Placement

- Building must be placed at, or close to the front property line.

Parking and Access (Parking space requirements are established in section 20.60.020)

- Surface parking must be behind or to the side of the building and curb-cuts should be minimized.
- Some small retail uses aren't required to build any parking .

Building Orientation

- Buildings must have a functioning entrance on the public street.

Building Design Standards

Facade Articulation

- Ground-floor glazing must be provided.
- Buildings must have a functioning entrance on the public street. A portion of the ground floor of a building must be devoted to active uses (specifically retail, restaurants, bars, personal improvement services and artist studios/galleries).
- Minimum floor-to-ceiling heights are established for the ground floor.

Neighborhood Character Overlay District (/NC)

There are /NC Overlay Districts in the Chapter (20.25) of the Zoning Code. /NC Overlays have been applied to Historic Fort Missoula, to the Southside Riverfront Area (Russell Street corridor from the Clark Fork River south to S. 4th Street), to the Rattlesnake Gardens (a small scale mixed-use node) and to properties flanking Brooks Street between Higgins Avenue and Mount Avenue.

The overall purpose of the neighborhood character overlays is to recognize and protect the character of neighborhoods that exhibit unique development and building patterns. Each overlay zone has district-specific development and design standards. The two relevant overlay zones for Missoula's commercial corridors are the Southside Riverfront Overlay and the Boulevard Neighborhood Character Overlay,

The stated purpose of the Southside Riverfront Overlay District is to "permit a mixture of residential and neighborhood-serving commercial uses"... "The overlay district classifies existing parcels and existing uses as permitted. New development and new uses must address all design standards... when development is proposed." This overlay also prohibits certain uses.

The standards that apply to the Southside Riverfront Overlay District address:

Site Design Standards

Topics Covered Include

- Setbacks and building placement, including maximum setback
- Quantity of impervious surfaces
- Surface parking location

Building Design Standards

Topics Covered Include

- Maximum building heights
- Facade design elements
- Entryway location
- Minimum amount of glazing/transparency

The stated purpose of the Boulevard Neighborhood Character Overlay District is to preserve and enhance the appearance and civic value of boulevards that are bordered by mature trees, contain a landscaped plaisance or mall along the streets or down the center, or are otherwise arranged or landscaped.

The standards that apply to the Boulevard Neighborhood Overlay District address:

Site Design Standards

Topics Covered Include

- Parking and access
- Landscaping

Existing Planning Policy

The purpose of this section is to provide a summary of the different planning documents that are relevant to the commercial corridors in Missoula. For each of the plans, this chapter provides a summary and then offers the key takeaways/priorities. It is organized into three categories: Citywide Planning Policy, Downtown Planning Policy and Corridor Planning Policy. Within each of these categories, the plan documents are listed chronologically by their date of creation.

Citywide Planning Policy

City Growth Policy 2035 (2015)

This document provides an overarching plan and vision for managing growth and development over the next 20 years. It addresses land use, housing, economic conditions, local services, community character, culture and history. The foundation for the City Growth Policy is the overarching strategy of “Focus Inward.” Focus Inward is a land use principle that encourages new growth in the direction of existing infrastructure, neighborhoods and public services. It promotes sustainable urban development and re-use rather than consumption and expansion into open space, agricultural resources and natural areas. The principle encourages preservation of neighborhoods and community assets while making more efficient use of underutilized or undeveloped spaces.

The Growth Policy contains a Community Design section that focuses on connectivity, building form, infrastructure, transportation, City-County jurisdiction interface, and land use. Key design principles include:

- Protect and enhance Missoula’s strong sense of place by connecting, supporting and protecting the community’s existing distinctive qualities including natural resources, the vibrant diverse community, distinct neighborhoods and downtown.
- Support future development that enhances the unique character of Missoula.
- Reflect new building trends and best practices in Missoula development.
- Strive for a more compact development pattern.
- Improve the community’s urban outdoor amenities, and prioritize the creation of more public spaces (more plazas downtown, more neighborhood parks).
- Support pedestrian-scale design that encourages non-motorized transportation and social interaction, especially in areas of the city that are now predominately vehicular-oriented (e.g. Brooks Corridor).
- Support the design and maintenance of community gathering space that encourage public use and social interaction.

- Consider ways to address how development looks and interacts with the street system, higher density housing on transit corridors, and urban design to de-emphasize parking and emphasize pedestrian-scale development.
- Promote green space and urban forest areas, restoration or riparian areas, and development of community gardens.
- Encourage the design and implementation of projects that inspire both residents and visitors to explore and learn about Missoula's unique character and history.
- Preserve the unique character of Missoula's setting by highlighting mountain views and river access.

Downtown Planning Policy

The focus of this section is on the policy directives in each plan that are concerned with the design of private development, not of public infrastructure or design within public rights-of-way.

Front Street Urban Renewal District Plan (2007)

This Plan outlines the existing conditions and the goals and strategies for revitalization and infrastructure improvements in the Front Street Urban Renewal District. The Plan identifies a broad vision for the District as well as specific urban design recommendations:

- Maintain a sense of neighborhood and promote a diverse population, emphasizing the importance of the district as a location for students and University and Downtown employees.
- Encourage a thriving commercial atmosphere that stimulates private development compatible with adjacent neighborhoods.
- Promote appropriate transitions between commercial and non-commercial uses.
- Promote the use of sustainable and leading environmental practices in construction methods, materials and design.
- Promote public art throughout the district.
- Promote projects that preserve structures that significantly contribute to the community's heritage and character.

Greater Downtown Master Plan (2009)

The Missoula Greater Downtown Plan is a comprehensive, balanced-center strategy for strengthening and expanding downtown Missoula's role as the economic and cultural heart of the community. Its planning area includes the Front Street Urban Renewal District and portions of the Hellgate Urban Renewal District. Many of its goals are focused on maintaining downtown character and existing neighborhoods while accommodating new compatible development and growth. The Plan delivers recommendations regarding regulation and zoning changes to achieve its vision. It offers some design-centered recommendations:

- Discourage disruptive uses on the ground-floor that are not active and street-oriented.
- Require ground-floor retail frontages or commercial uses along core areas of downtown on Main Street, Front Street and Higgins Avenue.
- Establish required build-to lines and transparency throughout core areas of Downtown.
- Step down building height towards historic areas or natural resources; vary heights to protect view corridors.
- Ensure new development in the neighborhoods surrounding Downtown carefully considers building forms, massing, setbacks and building materials.

*Note that many of these recommendations have not been codified.

Hellgate Urban Renewal Plan (2014)

This Urban Renewal Plan supports the goals of redevelopment and revitalization of the Hellgate Urban Renewal District. It offers a vision in which the district becomes an employment anchor that will attract businesses and complement Downtown and the University. The Plan offers the following urban design principles for the Hellgate Urban Renewal District:

- Encourage high density redevelopment along primary streets.
- Incorporate walkability and complete streets into design in the district.
- Develop planning tools that address urban design elements: imageability, enclosure, human scale, transparency, complexity, coherence, legibility and linkage.
- Promote transitional uses to reduce incompatibilities.
- Increase public green space, and support existing public spaces and also promote additional private landscaping.

Corridor Planning Policy

The focus of this section is on the policy directives in each plan that are concerned with the design of private development, not of public infrastructure or design within public rights-of-way.

Russell Street Development Recommendations (2014)

This document develops recommendations for MRA policy and City regulations to help realize the character anticipated by the future Russell Street corridor vision. The plan boundaries are similar to, but not synonymous with the boundaries of Urban Renewal District II. The document addresses potential strategies for regulating development, including zoning changes and design standards. The following design recommendations are provided for the Russell Street area:

- No building should turn its back to Russell Street, and building mechanicals should not face Russell Street. Development should also engage the riverfront and regional trails.
- The intersection of Wyoming & Russell should be prioritized as a retail node/nucleus of development.
- High quality materials, such as wood, brick, stone, and steel, for surfaces and buildings should be encouraged and/or required.
- Ground floor glazing and fenestration should be provided and front and side entrances should be encouraged/required.
- Building heights should step down into the surrounding community. The tallest buildings should front Russell and step down into the adjacent neighborhoods. Four stories is a comfortable max height limit.
- Auto-oriented uses should be screened from view, and outdoor storage should not be allowed.
- Long building frontages without pedestrian access should be discouraged. If that is not possible, there should be breeze-ways/cut-throughs between the buildings.
- Drive-throughs should be attractive, pedestrian scaled, and located so the drive-thru lane is not between the front of the building and the street.

- Parking should be on the sides or rear of a building, and structures should have an active ground floor use so there is no blank wall facing Russell.
- Gateway features should be utilized to create a distinct character for the Russell Street corridor. Public art can be one method of providing a unique gateway, or bridge features on the new Russell Street Bridge.
- Pedestrian connections are key, as are new street connections to enhance the grid.
- Curb cuts should be minimized to reduce vehicle/ped/bike conflicts.
- Use of permeable materials should be encouraged.
- Light trespass should be avoided along Russell, and lighting should be pedestrian scale.
- Usable public places such as plazas or pocket parks should be built to fulfill the open/green space requirements rather than unusable green space such as grass berms.
- Streetscape furnishings are desirable—benches, bike racks, trash receptacles, benches, banners, lighting, tables etc.
- Chain link and barbed wire fences should not be allowed in the front yard setback

Urban Renewal District III Plan (2000)

The Urban Renewal District III Plan identifies the need for further planning to create a vision for the District, which was an impetus for the Brooks Street Corridor Plan.

Brooks Street Corridor Plan (2016)

This document provides recommendations for future land uses of the area and tools that can help the market capitalize on the transit enhancements. It also includes potential regulatory tools and policies that improve development. The Plan provides design recommendations and regulatory recommendations for the corridor:

- Vacate short streets along Brooks, to provide developable land or public space.
- Break up mega blocks with new streets to improve connectivity, and encourage new development.
- Make streetscape improvements, including streetscape furnishings, landscaping & street trees, etc.
- Increase residential density along the corridor. Four stories is a comfortable height, and 5-6 stories would be appropriate in some areas (such as primary activity nodes).
- Four primary activity nodes exist along the corridor and they should be prioritized for development opportunities: Southgate Mall; McDonald Ave. & Schilling St. intersection; the former Staples and Hastings site; Holiday Village.
- Encourage developers to build taller while maintaining step-downs abutting residentially-zoned parcels.
- Change the current minimum front setbacks of zero feet to 10-20ft from Brooks (north of Paxson) to provide additional space for an adequate sidewalk and street trees/landscaping.
- Provide flexibility in how development satisfies landscaping requirements, but in general, encourage more landscaping along Brooks Street.
- Orient buildings to face the public realm, including streets and trail systems.
- Encourage development at the full-entitled intensity of a parcel to maximize efficient land use.

North Reserve Scott Street Master Plan (2016)

This Plan provides a long-term vision for the future of the North Reserve Scott Street Urban Renewal District, to help guide public investment and private development. This vision includes a concept for circulation, land use and recommendations for urban design in three different districts within the Plan Area. The design recommendations that focus on Reserve Street include:

- Transition appropriately between uses, and use buffers/screening and/or variation in scale and mass when necessary.
- Ensure high quality design responds to the area's gateway location and its visibility.
- Demand that private development contribute to great streets and other inviting public areas.
- Orient buildings to the street.
- Minimize parking that occurs between the building and the street.
- Utilize upper floor stepbacks along key view corridors to preserve views to surrounding natural landmarks.
- Minimize curb cuts and access from primary streets to reduce interruptions in the streetscape.
- Tie development into regional paths/trails.

Administration

Staff Administration

Many development projects in the City are reviewed administratively by staff to assess whether they are compliant with zoning. Generally, staff are responsible for reviewing zoning amendments, Planned Unit Developments (PUD's), conditional uses, historic preservation permits, variances, administrative adjustments, zoning compliance and design review. However, staff only have decision-making power in a handful of those situations.

Staff review typically allows greater flexibility in how a project satisfies development requirements. Another benefit of staff review is that the overall permitting process is shorter than board review that requires a public hearing.



Typical review procedure

Design Review Board Administration

The City of Missoula uses design review for consideration of alternative compliance plans when an applicant proposes deviations from otherwise applicable development standards. Design review is primarily used for signage packages and building graphics. Applications first go to the zoning officer, who will review the proposal and prepare a report for the Design Review Board (DRB). The DRB must hold at least one public hearing before it makes its decision on the application. The DRB will evaluate whether the project's alternative compliance does as good as or better job of meeting the overall intent of the subject regulations and the zoning ordinance, as a whole, than would strict compliance with the standard from which relief is sought. Also, this should result in a project design that is as good as or better than would strict compliance with the standard from which relief is sought.

In making that determination, the following factors may be considered by the DRB:

- That new buildings and structures are located to create a positive relationship with their environment, both urban and natural.
- That the site design properly addresses building orientation, open space, light, sun exposure, views and protection of natural features.
- That buildings, structures and uses are compatible with adjacent properties and uses in terms of physical design elements such as volume and mass management, building materials, color, open space design, screening, and any other design elements considered important by the Design Review Board.
- That the overall project will be attractive, functional and safe in terms of pedestrian, bicycle and vehicular access, parking, loading, and servicing.
- That Agency and public testimony is considered.

Observations

This section provides observations on the existing zoning regulations, planning policy and administration in Missoula

Observations on Existing Zoning Regulations

Observations about the Base Zone (C, B, CBD, M1R, M1, M2) Standards

The base zone district standards provide adequate guidance on setbacks and building placement, but do not provide guidance on building orientation. Parking and access is also covered by the base zone standards, and includes information on parking space requirements, shared parking, pedestrian walkways, drive through facility locations, and cross-block connections. The base zoning establishes the general norms for space, building envelope and use, but are not tailored to context. Some standards also lack clear intent statements.

Pros

- Address setbacks, building placement, parking and access, drive-through location, pedestrian walkways, cross-block connections and screening of utilities and service areas.
- Address building height.
- Address transitions between residential and other conflicting uses.
- Generally, the base district standards are consistent with the community's vision, by establishing expectations for different land use and development types.

Cons

- Do not address building orientation, parking location or site lighting.
- Do not address building entries, windows, roofs, materials, building articulation, street level interest or and compatible building design (compatible with existing/traditional development)
- Do not provide additional options for different transition solutions.
- Do not consider context because they apply citywide.
- Lack clear intent statements for the standards.

Observations about the City Special District #2

Overall, the Special District #2 (SD#2) does allow greater flexibility than the traditional base zones in setbacks and uses, but the point system may not lead to well-rounded design since projects may accumulate points in only a few particular categories. One critique of SD#2 is that the low height limit and large setbacks tend to result in low-density sprawling development. Also, many of the standards lack detailed intent language.

Pros

- Address building placement, landscaping, parking and access, transitions and pedestrian connections.
- Address transitions between higher intensity uses and sensitive edges.

Cons

- Do not address building orientation, accessory buildings or site lighting.
- The 25' required front setback may be excessive in some cases, and causes parking to be placed in the front yard.
- The rear and side setbacks may also be excessive because they are based on building height.
- Low height limit encourages low density development.
- Do not address the creation of street edge, such as maximum front setbacks and build-to lines.
- Do not provide additional options for transition solutions.
- SD#2 does not meet the community's vision for this area of Reserve St. Although Reserve St. is anticipated to remain largely auto-oriented, SD#2 tends to promote development that is more suburban than what the community desires.
- The cumbersome point system may deter property owners from developing.
- The unique review process and point system is also an administrative burden on staff.

Observations about the Standards for Commercial Uses Under 30,000 SF

These use-specific standards provide fundamental design ideas about building orientation and building articulation. Ways to improve the standards include additional clarification about the intent of the standards and definitions of terminology. Additionally, the standards for commercial uses are limited in their applicability because they don't apply to all commercial uses and currently do not apply to remodels, expansions or permanent seasonal uses (such as rock chip repair tents).

Pros

- Address building orientation and location of parking areas.
- Address location/screening of mechanical equipment, utilities and service areas.
- Address facade articulation for street-facing walls and require some combination of color variation, modulation, texture/material variation, transparency, varied rooflines and entryways.
- Allow some flexibility and options for how a project might satisfy the standards.
- Generally, the Standards for Commercial Uses Under 30,000 SF are consistent with the community's vision for small format commercial development. However, because the standards don't consider context, they may not adequately reflect the community's vision for each specific commercial area.

Cons

- “Architectural Detail” lacks a more clear definition,
- Do not offer guidance for design review for exceptions, and exception criteria are not always clear.
- Does not address view corridors/natural environment.
- No minimum density requirements or incentives for increasing density
- Do not address site lighting or landscape design.
- Do not address windows, building materials, street level interest, compatible design (compatibility with traditional development).
- Do not address non-street facing walls, which could be an issue if the building is adjacent to a park, plaza, public space or residential area.
- Do not address corporate architecture and architecture as signage, or architectural/accent lighting on a building.
- Do not address minimum sidewalk/boulevard width where there is inadequate ROW for sidewalks.
- Do not address building/parking orientation in terms of how to respond to arterial vs. local streets.
- Lack graphics and guidance on how to combine articulation methods
- Do not apply to remodels, additions or permanent seasonal uses (such as rock chip repair tents).
- Do not apply to all commercial uses; only apply to lodging, retail, office, restaurant and other specific commercial uses.
- Lack consideration of context because they apply citywide
- Flexibility to choose options means that projects won’t always do all of the following: color variation, modulation, texture/material variation, transparency, varied rooflines and entryways.

Observations about the Standards for Enterprise Commercial Uses

Overall the Enterprise Commercial Standards provide fundamental design ideas about building orientation and articulation. They are helpful in addressing street-facing wall design and provide some flexibility in how a project can meet the standards. However, the Enterprise Commercial Use standards don't provide detailed guidance on how to combine articulation methods and would benefit from more detailed intent statements to support the standards. Finally, they also lack contextual considerations because they apply citywide.

Pros

- Address building orientation, landscaping of parking areas, screening of mechanical and utility equipment and pedestrian connections.
- Address facade articulation for street-facing walls and require a combination of color variation, modulation, texture/material variation, transparency, varied rooflines and entryways.
- Provide fundamental design ideas about orientation and articulation.
- Allow some flexibility and options for how a project might satisfy the standards.
- Generally, the Enterprise Commercial Use standards are consistent with the community's vision for larger commercial development. However, because the standards don't consider context, they may not adequately reflect the community's vision for each specific commercial area.

Cons

- Do not address site lighting.
- Do not address windows, building materials, street level interest, compatible design (compatibility with traditional development).
- Do not address non-street facing walls, which could be an issue if the building is adjacent to a park, plaza, public space or residential area.
- Lack graphics and guidance on how to combine articulation methods.
- Lack detailed intent statements to support the standards.
- Lack consideration of context because they apply citywide.
- Do not address the creation of street edge, such as maximum front setbacks and build-to lines.
- Requirement that 20% of the lot be landscaped may be excessive in some contexts.

Observations about the Standards for Multi-Dwelling Buildings

Overall the use standards provide fundamental design ideas about orientation and articulation and allow some flexibility and options for how a project might satisfy the standards. However, the standards apply to multi-dwelling uses citywide, and therefore lack consideration of context. They also lack detailed intent statements to support the standards.

Pros

- Address outdoor space in the form of activity areas and landscaping, as well as pedestrian connections, and parking location.
- Address facade articulation for street-facing walls, and require some combination of color variation, modulation, texture/material variation, transparency, varied rooflines and balconies/bay windows.
- The standards also reiterate the requirement that multi-dwelling buildings step down in height towards single-family neighborhoods.
- Generally, the Standards for Multi-Dwelling Buildings are consistent with the community's vision for multi-dwelling buildings. Similar to the Standards for Commercial Uses Under 30,000 SF and Enterprise Commercial standards, they don't consider context and so may not adequately reflect the community's vision for each specific neighborhood.

Cons

- Do not address building orientation, open space, driveways and access and site lighting.
- Do not address non-street facing walls, which could be an issue if the building is adjacent to a park, plaza, public space or residential area.
- Lack an overall intent statement.
- Do not apply in CBD districts or to mixed-use development.
- Exceptions require a Design Review Board hearing.
- Activity area requirement can be vague/confusing for developers.

Observations about the Pedestrian Overlay District Standards

Overall the pedestrian overlay standards provide fundamental design ideas about ground floor design and articulation. However, the standards lack consideration of context, but context could be added when the overlay is actually applied. They also lack detailed intent statements to support the standards. The pedestrian overlay district also may not provide enough flexibility in meeting the standards, as compared to the above use-specific standards.

Pros

- Address building placement, building orientation, and additional parking standards.
- Address transparency, entries and doors, street level interest and minimum ground floor heights.
- Provide alternatives (including shared parking and bicycle parking) as alternatives.
- The Pedestrian Overlay District Standards are consistent with the community's vision for a more walkable community.

Cons

- Do not address open space and landscape design, site lighting and streetscape design.
- Do not address the creation of street edge, such as maximum front setbacks and build-to lines.
- Has not been used by any developers so far; lacks clear benefits or incentives from the developer's perspective.

Observations about the Neighborhood Character Overlay District Standards

The Neighborhood Character Overlay districts only address select design topics because they are only meant to identify and maintain specific characteristics. They provide standards for various site and building design topics, including landscaping, parking, building heights, façade standards, entry ways and transparency.

Observations about Miscellaneous Relevant Standards from Elsewhere in the Code

Long-Term Bicycle Parking (Section 20.60.010C.2-3)

- Off-street parking requirements can be reduced if extra long-term bicycle parking spaces are required.
- Does not consider proximity to bike-served locations (such as bike routes, bike lanes or trails); these places could receive greater reductions in parking requirement since bike use potential is higher.

Shared Parking (Section 20.60.010C.5)

- Shared parking is encouraged and allows projects to receive a reduction in the requirements if they share parking with another use.
- Currently not used very frequently; perhaps increased shared parking allowances could provide more incentive.

Transit-Served Locations (Section 20.60.080)

- Parking reductions are allowed for nonresidential uses that are close in proximity to transit stops with frequent service.
- Applicability is limited to nonresidential uses, but could be expanded to include residential uses.
- Also, does not provide any break for locations that are served by other modes of transportation such as a bike route or trail.

Landscaping (Section 20.65.010)

- Provides 12 specific goals to preserve, maintain and enhance the beauty of Missoula.
- Limited in applicability because it does not include the CBD district and does not apply to remodels or parking lot resurfacing.
- Does not encourage integration of landscaping as a component of site design that complements and enhances the aesthetic and safety of the site.
- Offers alternative compliance for projects that have a licensed architect prepare and stamp a landscape plan. However, this alternative compliance may be too lenient in some situations and may allow a project to bypass important standards.

Landscape Area Requirements (Section 20.65.020B.2)

- Establishes minimum area of a lot that must be landscaped (35% for Multi-Dwelling, 20% for Enterprise Commercial, 15% for all others). However, these minimum percentages may be excessive in some contexts.
- The required plant density is very low, which results in large areas with sparse planting.
- Incentives or options could be created to increase density of planting or reduce minimum area required; additional options could include walls or screening in some situations.

Public Boulevards (Section 20.65.020B.6)

- Establishes a requirement that a portion of the street frontage is maintained as landscaped public boulevard area.
- However, public boulevard areas do not count toward satisfying the general site landscaping requirements, except boulevard trees.
- Could be changed to allow public boulevards to count, which would eliminate the need for additional landscaping on a site.

Activity Area Requirements for Multi-Dwelling Buildings (Section 20.75)

- Establishes a minimum % of the lot area that must be activity area.
- Does not apply in CBD districts, the Greater Downtown Master Plan area (see 20.65.020.C.2.a) or to remodels.
- A negative consequence of the requirement is lower intensity/density when combined with landscaping requirement.
- Does not take proximity to parks/trails into account.
- Could add green roofs or vertical gardens as options to satisfy the requirement.
- Requires a separate review process by the Parks Department prior to zoning compliance or building permit, which is burdensome and unpredictable.

Signs (Section 20.75)

- Establishes criteria for the design, construction, location, illumination and maintenance of signs.
- Does not promote integration of signage as a component of site/building design that complements and enhances the architectural detail, safety or aesthetics of the site.
- Sign regulations lack flexibility for large sites with multiple signs.
- Most must go through the Design Review Board with upfront guidance that can sometimes be vague.

Observations on Existing Planning Policy

The City has a solid policy base for planning and design. The community has voiced their desires for development citywide through the City Growth Policy. The overarching principle of the Growth Policy is Focus Inward, which prioritizes infill and redevelopment that takes advantage of existing infrastructure and services. This is relevant and helpful guidance for the Corridors and Downtown.

The numerous corridor and small area plans provide additional clarity for what the community desires in terms of development and design. They identify goals for walkability, design, transportation and land use. Multiple plans cover Downtown, in addition to the Greater Downtown Master Plan. Brooks Street and Russell Street have corridor plans, and numerous urban renewal district plans offer additional guidance for many sections of the various commercial corridors that are the focus of this project.

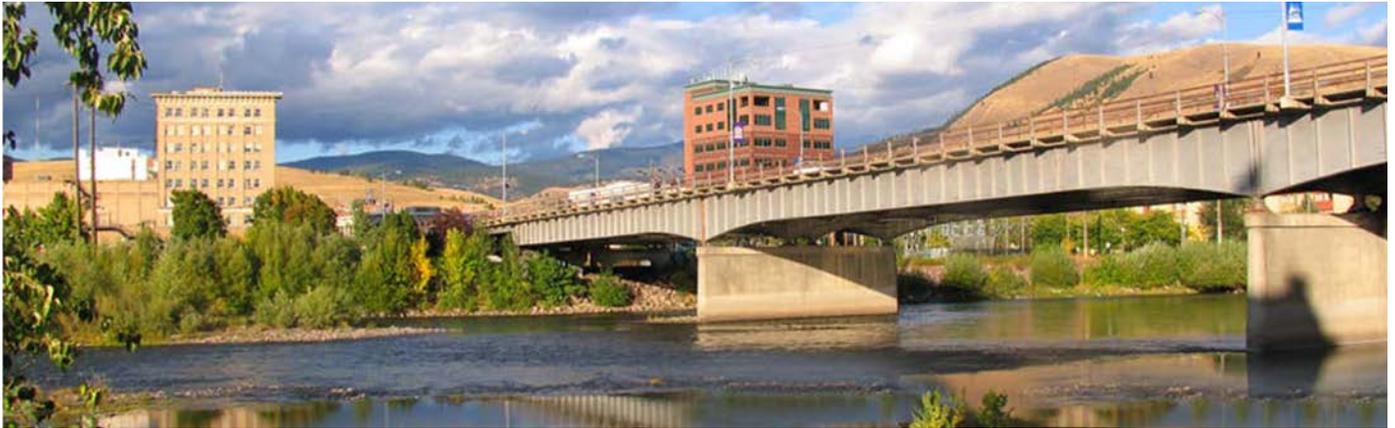
Observations on Existing Administration

The intent of design review in Missoula is to provide a transparent, public review process for consideration of alternative compliance plans, and the review of signage and graphics packages. In regard to alternative compliance, the Design Review process in Missoula is only invoked when a project deviates from some of the applicable development standards. Design Review only applies to certain use and building specific requirements and does not apply to typical building envelope requirements such as setbacks, building height, etc. which require a separate zoning variance process. It could be revised to allow it to be used in other situations.

Currently, Design Review is primarily only used to review signage and graphics packages. It is less common for projects to go through design review seeking alternative compliance. The Design Review ordinance could be changed to allow for administrative review of certain topics or certain situations, to expedite the review, as it currently requires eight weeks and at least one public hearing. Administrative review might be more feasible with new guidelines that could help inform and guide decisions.

Additionally, a potential issue with the existing administration system is that the standards do not always apply to remodels or renovations. The Enterprise Commercial standards specify that they apply to new construction and expansions of >20% in Commercial and M1R and M1 zoning districts, excluding CBD districts. However, other standards in Missoula do not specify such a threshold for when compliance is required in remodels. Additionally, some communities require that at least some number of members of the DRB possess an architecture, design or preservation background.

IV. OVERARCHING DESIGN PRINCIPLES



MISSOULA DESIGN EXCELLENCE PRINCIPLES

Some key principles for design excellence should apply for all areas addressed in the MDEP, regardless of the location or type of project. These are based in part on recurring themes from community and stakeholder input.

Design for Missoula

Missoula is a unique city with a strong sense of place. The city's special identity is part of what people love about it and that's what attracts people. A key part of the city's identity is its built environment. Each project in Downtown and the commercial corridors should contribute to Missoula's strong sense of place by connecting, supporting and protecting its distinctive qualities. These include its natural resources, a vibrant, diverse community, its distinct neighborhoods and the Downtown.

Encourage Architectural Diversity

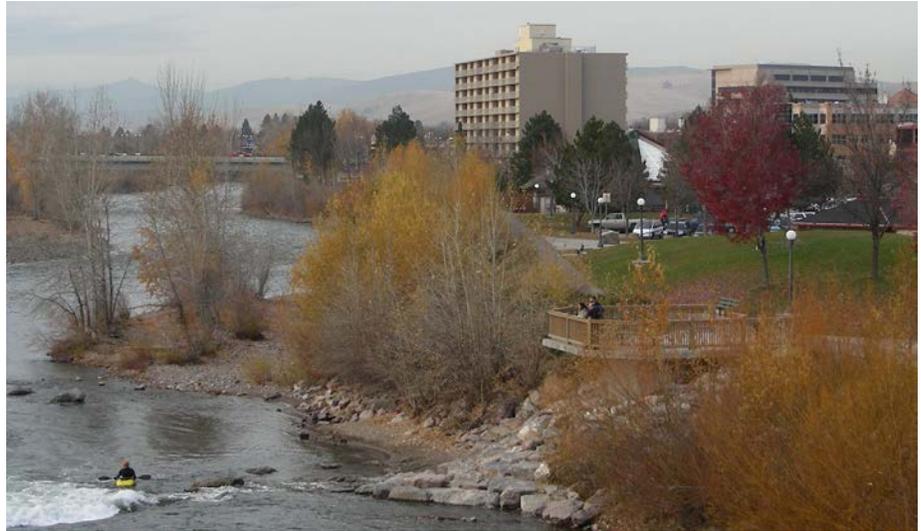
Architectural diversity is a critical component of design in Missoula. The city's character reflects decades of development and creativity. The Strategy supports future development that enhances this unique character, and reflects best practices in urban design.





Connect to Nature

Missoula is a city profoundly influenced by its connection to nature. Development should maintain and enhance this connection by incorporating natural materials for buildings, native plants for landscaping, and through use of green space, urban forest areas and restoration of riparian areas and community gardens. Connecting to nature also means being sensitive to, and maintaining views from, the public realm to the surrounding mountains and other landmarks.



Respect Traditions and Historic Resources

Some traditional development in Downtown and along the corridors is a cherished component of the city's character. It is important that new buildings draw from these design traditions in terms of building materials, scale and architectural character, while encouraging creativity and innovation. A key goal of the City Growth Policy is to encourage the design and implementation of projects that inspire residents and visitors to explore and learn about Missoula's unique character and its history. The intent is not to replicate history, but draw inspiration from it to promote a cohesive character.



Engage the Public Realm

Development in Missoula must respect and engage the public realm to foster pedestrian activity and enhance the aesthetics of the corridors and Downtown. The City Growth Policy urges projects to consider ways to address how development looks and interacts with the street system, while accommodating higher density housing on corridors and promoting urban design that de-emphasizes parking and emphasizes pedestrian scale development.



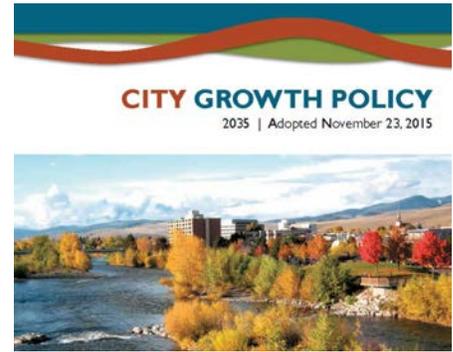
Support Economic Benefits & Value Added

Urban design and placemaking provides tangible economic, social and environmental benefits. Potential benefits include higher property values, improved pedestrian safety and reduced property crime. Furthermore, greater accessibility/mobility and more efficient use of existing public infrastructure can be achieved. Maintaining high quality design that contributes to community character can help improve quality of life and create an environment where people want to live, work and invest. Policies should encourage high quality design to add value to new development and promote the reuse of the existing building stock.



Implement the Growth Policy

The Missoula Growth Policy serves as a road map for development in the city. The plan provides a snapshot of existing conditions in Missoula and establishes goals, objectives and actions for the City to strive for, in order to achieve the community’s vision for the future. The Growth Policy specifically calls for creating design standards that enhance Missoula’s unique characteristics and promotes beautification.



Focus Inward

An overarching theme in the City’s Growth Policy is to “focus inward.” This promotes compact, infill development that concentrates in the urban core where infrastructure and services already exist, in order to support connectivity, livability and sustainability. This idea discourages expansion into open space, agricultural resources and natural areas.



Implement Area Plans

In addition to the citywide growth policy, the City has created visions for the Downtown and several corridor segments. Each plan represents the hard work, hopes and desires of the community. Design excellence should build on these valuable policy documents.

V. CORRIDORS STRATEGY



This chapter describes the core design strategy for the corridors being addressed in the Design Excellence Project. It establishes a high level vision for design, identifies a series of Corridor Typologies and recommends tools for addressing specific design topics.

Corridors Design Vision

The Corridors Design Vision provides a high-level vision for the commercial corridors in Missoula as a group, regardless of Typology or location.

Transform/Enhance Current Character

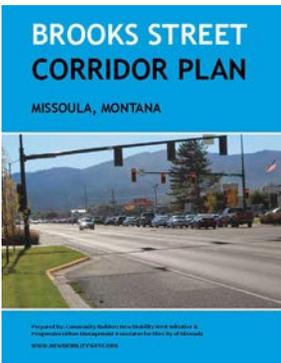
Development along the corridors should always convey high quality design that both respects Missoula's current character, and also improves the aesthetics of the commercial corridors.

Promote Intensity and Efficient Land Use

In accordance with the Focus Inward principle of the City Growth Policy, development on the corridors should be directed towards underutilized or low-intensity lots. Efficient land use and higher intensity land uses are a key focus for the corridors.

Prioritize Community Character and Identity

All development in the corridors should respect and contribute to the unique identity of Missoula. The community has a strong desire to remain distinct in character. Identity is created through the use of building materials, architectural styles and compatibility with existing development. It is also created by development that is memorable and relatable.



Enhance Walkability and Connectivity

Walkability and connectivity are extremely important in Missoula’s commercial corridors. Regardless of Corridor Typology, projects should consider how they can contribute to a safer, more convenient experience for pedestrians. Connectivity benefits mobility for all users, and should be enhanced as much as possible. It also brings more people to the corridors, supporting cross access of services.

Consider Functionality of the Roadway and Current Needs

The consideration of design quality mustn’t overlook the core necessity for the roadway to remain functional in conveying traffic and contributing to regional mobility and the economy of Missoula.

Recognize Conditions may Supersede Typology

Missoula is a unique city, with many unique development settings. Thus, it is important that the particularities of each condition be considered.

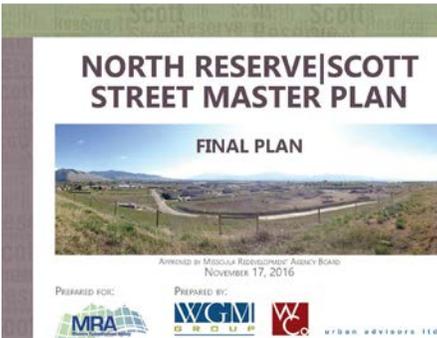
Consider the Impact of Nodes

There are numerous nodes along the corridors at key intersections or at a key group of buildings/blocks. Because these nodes are highly trafficked and visible, high quality design is critical. Buildings should help frame the node, and help define the intersection as a gateway.

Respect and Build Upon Previous Planning Work

This initial strategy seeks to recognize and build upon the community input, analysis and design work conducted in previous planning processes for the city’s corridors. The most notable corridors that have been addressed in previous planning processes are North Reserve Street, Brooks Street and Russell Street.

Where specific design and regulatory recommendations are made in these planning documents, this design strategy incorporates these recommendations as well as additional input received from the community.



Corridor Typologies

Identification of Corridor Typologies.

Given the citywide coverage of the Missoula Design Excellence Project, it is necessary to categorize commercial corridors into Typologies to identify community design priorities and desired character. Identification of preliminary Corridor Typologies was based on a variety of factors, including the following:

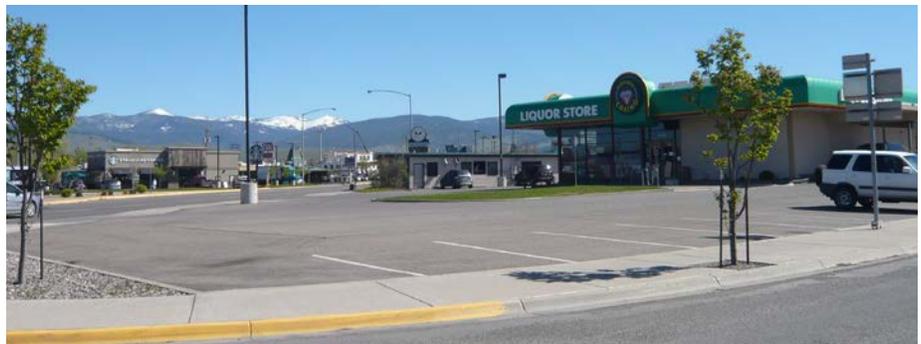
- **Parcel Depths.** The parcelization patterns of properties fronting a corridor were taken into account. These patterns sometimes indicate the traditional scale of development along a corridor and, in many cases, influence the type and scale of development that can occur.
- **Neighborhoods Interface.** The degree to which a corridor is integrated with a surrounding residential neighborhood influenced the identification of Typologies. In some cases, properties along a corridor are more significantly separated from neighborhoods, whereas others are nestled in very closely to neighborhoods.
- **Existing Land Use and Traffic Patterns.** The land use character, business mix and traffic needs of each corridor will in part influence its Typology.
- **Community Vision.** The community's vision for the future of a given corridor, as indicated in workshops for the Missoula Design Excellence Project and previous community planning efforts, including concepts that support the focus inward vision, strongly influences the preliminary Typologies.
- **Desired Pedestrian Character.** While all streets should be designed to provide adequate pedestrian facilities and a comfortable walking environment, there are corridors and nodes where walkability is more highly valued. Traffic volume and speeds are also key elements that affect pedestrian character.



Preliminary Corridor Typologies

This section provides a preliminary design vision for each Corridor Typology:

- **Type 1 (Brooks Street, Russell Street).** Type 1 corridors are those that have been identified in previous planning processes to be redeveloped as mixed-use, pedestrian-oriented streets that support transit and prioritize placemaking. Walkability in these areas should be heavily emphasized. Mid-rise development is encouraged. Buildings should be located to frame the street with a generally consistent street wall, but some minor fluctuation in the exact front setback is encouraged. Parking should be located behind a building and shared among multiple buildings wherever possible. High levels of transparency and detailing should be promoted at the street level. Type 1 corridors are also those that provide neighborhood-serving commercial and are near residential areas.
- **Type 2 (South Avenue, 3rd Street, Higgins Avenue).** Type 2 corridors are closely knit with the residential neighborhoods that surround them; in some cases single-family residential development is currently intermixed with commercial development. Where residentially zoned properties front a corridor, adjacent commercial development should be designed to respond sensitively to these properties. Development fronting a corridor should exhibit a “village character,” with smaller buildings that may be clustered at key neighborhood nodes or elsewhere along the corridor. Buildings should generally be of a lower scale (2-3 stories), and should be designed to be sensitive to their adjacent residential contexts. The visual impact of parking should be minimized by locating parking to the side or rear of a building. These corridors should provide a highly walkable street edge. Buildings should be designed to be oriented to the street, but flexibility in the exact placement of a building should be promoted. Smaller sets of a buildings that cluster around interior courtyards or other amenities are encouraged.

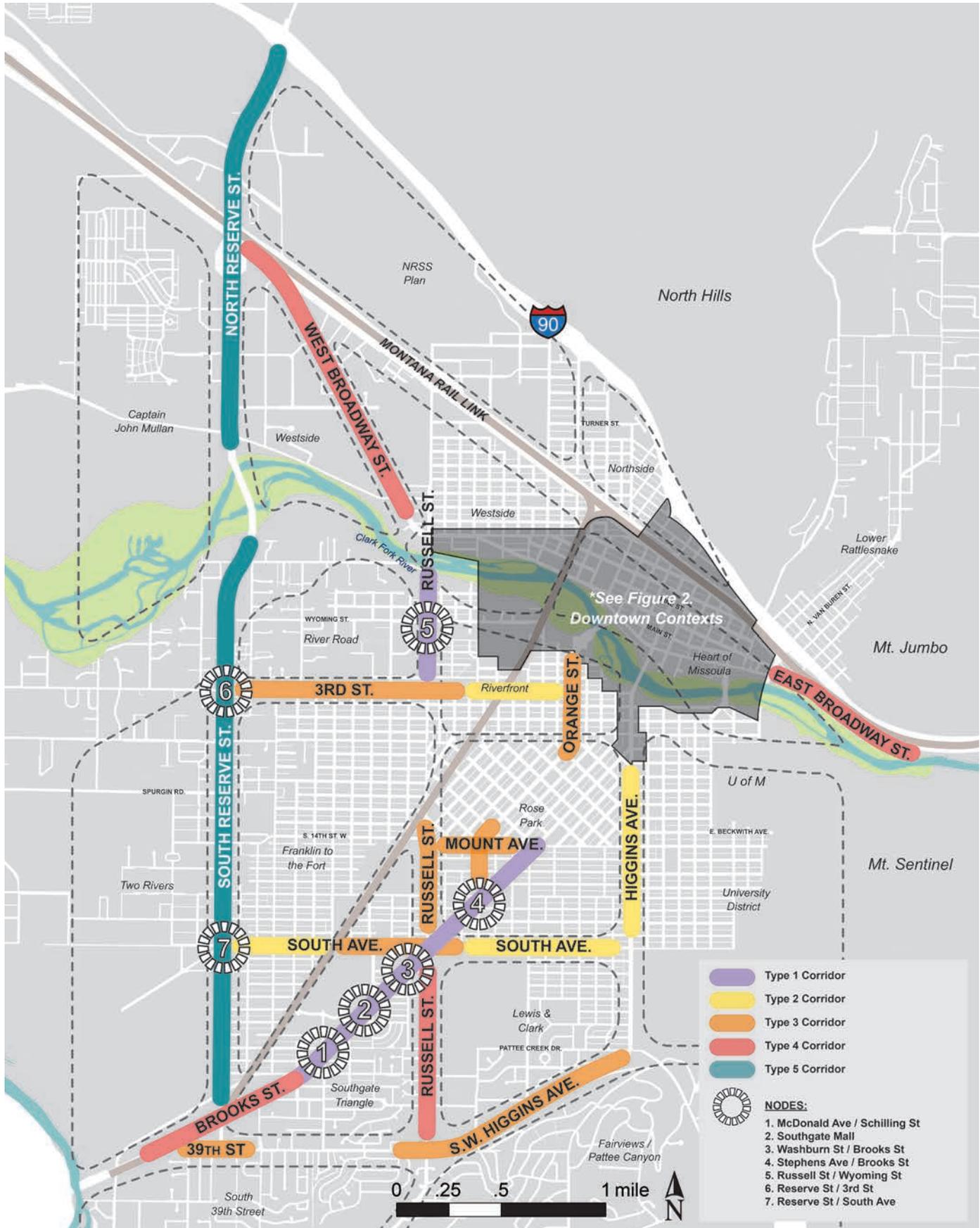


- Type 3 (3rd Street, Mount Avenue, Russell Street, South Avenue, SW Higgins Avenue, 39th Street).** Type 3 Corridors are closely knit with the residential neighborhoods that surround them. Development fronting a corridor should exhibit a “village character,” with smaller buildings that may be clustered at key neighborhood nodes or elsewhere along the corridor. Buildings should generally be of a lower scale (2-3 stories), and should be designed to be sensitive to their adjacent residential contexts. The visual impact of parking should be minimized by locating parking to the side or rear of a building. These corridors should provide a highly walkable street edge. Buildings should be designed to be oriented to the street, but flexibility in the exact placement of a building should be promoted. Smaller sets of buildings that cluster around interior courtyards or other amenities are encouraged.
- Type 4 (E and W Broadway Street, Russell Street, Brooks Street).** Type 4 Corridors should be designed to promote an enhanced entry experience for those coming into the city or Downtown, and establish a stronger emphasis on walkability and visual interest when compared to Type 5 Corridors. Development along Type 4 Corridors should provide a moderately-strong building presence along the street to frame the street and pedestrian space. Parking adjacent to the street should be limited, with the majority of surface parking located to the side or rear of a building.
- Type 5 (Reserve Street).** Type 5 Corridors in Missoula will continue to facilitate larger format, commercial development that caters to the needs of drivers, but will provide an attractive edge environment that softens the visual impact of parking and provides buffering for pedestrians. Flexibility in the siting of parking and variety in the placement of buildings relative to the street should be supported. Still, Type 5 Corridors should not be a barrier to connectivity, and opportunities to enhance pedestrian and multi-modal mobility should be sought. Nodes at key intersections offer opportunities to enhance design and concentrate development with walkable, mixed-use projects.



Table 1 shows each Corridor Typology and the proposed approach to a variety of design topics. The Table provides a framework for comparison and prioritization regarding the fundamental design characteristics. Figure 1 maps the Corridor Typologies.

Figure 1. Corridor Typologies.



The boundaries of these contexts are preliminary and may be refined/edited as the strategy is finalized.

Key Design Considerations for Corridor Typologies

This section outlines the most critical design considerations for Missoula's corridors. These definitions are provided to explain the terms that are used in Table 1: Corridor Typologies.

- **Pedestrian Activity Level.** The quality of the pedestrian environment along a corridor is based on a number of factors, including the location and design of adjacent buildings, parking, landscaping, traffic speed and pedestrian connections to nearby development. Development intensity also impacts pedestrian activity, as lower intensity and vacant parcels reduce walkability. Table 1 rates the pedestrian activity level from “very high” to “moderate.” These ratings represent the desired level of pedestrian activity for each of the corridors.
- **Street Edge Character.** The interface between a building, site features and the sidewalk and street strongly impact character. Street edge character is partly defined by the placement of buildings, landscape features and the amount of variation of these elements. Table 1 describes the desired street edge character for each of the corridors. When used to describe the street wall, the term “consistent” is used to indicate the degree to which building placement is uniform along the street between multiple buildings. A consistent street wall is one that has more uniformity in building placement, while a moderately consistent street wall has less uniformity in building placement.
- **Parking Location.** Surface parking near the street can negatively impact visual character and street experience. The proximity of surface parking to the street and the amount of it is a key consideration for corridor design. Table 1 describes the desired location of parking for each of the corridors.

- **Building Types.** The mix of building types in an area is another key consideration in defining the character for a corridor. The presence of a mixture of different building types enhances pedestrian activity by encouraging multiple uses that attract different type of users. Table 1 describes the “target” (desired) and “typical” (existing) building types for each of the corridors.
- **Building Size.** Size refers to both the height and also the horizontal size of a building. In other words it describes the 3-D space that a building occupies. Table 1 indicates the target and typical building size in each of the corridors, in terms of both building height and overall length.
- **Mass and Scale.** The vertical scale of development and the variation of its massing can strongly impact the character of a corridor and how it is experienced and perceived. Building articulation and mass variation is important to break up massing and create a human-scaled built environment. Table 1 rates the relative importance of building articulation and mass variation for each of the corridors. The ratings range from “High Importance” to “Moderate Importance,” to indicate how critical articulation and variation are in each of the corridors.

TABLE 1: CORRIDOR TYPOLOGIES

	Type 1	Type 2	Type 3	Type 4	Type 5
Pedestrian Activity Level	Very high	High	High	Medium	Moderate
Street Edge Character	Generally consistent street wall/ some flexibility and variation appropriate (with courtyards and landscaping)	Moderately consistent street wall/flexible front setbacks within a limited range (with courtyards and landscaping)	Moderately consistent street wall/flexible front setbacks within a moderate range	Moderate street wall/flexible front setbacks within a range (with landscaped edge)	Landscaped edge/ buildings set Back (buildings closer to the Street allowed)
Parking Location	Behind building/ shared wherever possible	Side or behind the building	Side or behind building	Flexible location/ limited parking in front, buffered	Flexible location, buffered
Building Types	Target: Vertical mixed use/commercial; multi-dwelling residential Typical: Small to medium format commercial	Target: Small to medium commercial and multi-dwelling residential buildings Typical: Small format commercial with a large amount of residential throughout	Target: Small to medium commercial buildings; multi-dwelling residential Typical: Small format commercial	Target: Medium to large format commercial mixed use; multi-dwelling residential Typical: Medium to large format commercial	Target: Medium to large format commercial; multi-dwelling residential Typical: Medium to large format commercial
Building Size	<u>Height</u> Target: 4-6 stories Typical: 1-2 stories <u>Length</u> Target: Typical: 75'-150'	<u>Height</u> Target: 2-3 stories Typical: 1-2 stories <u>Length</u> Target: Typical:30'-60'	<u>Height</u> Target: 2-3 stories Typical: 1-2 stories <u>Length</u> Target: Typical: 40'-80'	<u>Height</u> Target: 2-5 stories Typical: 1 story <u>Length</u> Target: Typical: 50' to 100'	<u>Height</u> Target: 1-2 stories Typical: 1 story <u>Length</u> Target: Typical: 150'+
Mass and Scale	High importance (finer grained)	High importance	High importance	Medium importance	Moderate importance

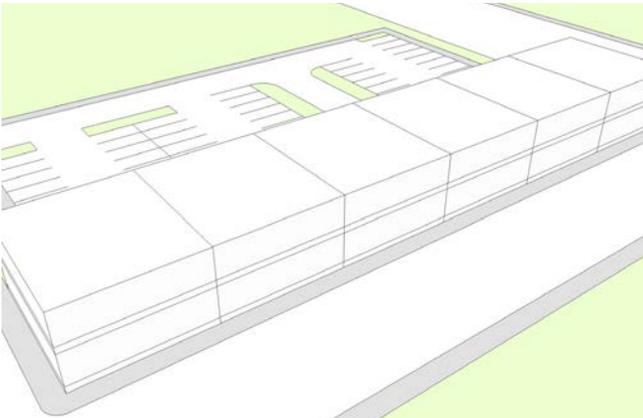
[1]Maximum building height is established in the zoning code.

Scale for interpreting Table 1.

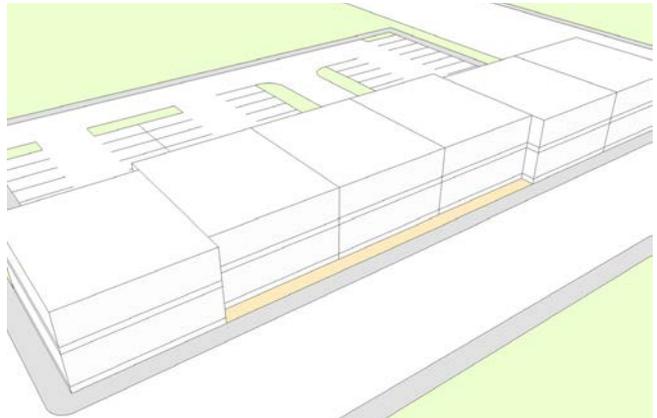
This scale is intended to rank the relative degree or importance of design considerations in the above table. The scale is used to rank Pedestrian Activity Level and Mass and Scale.



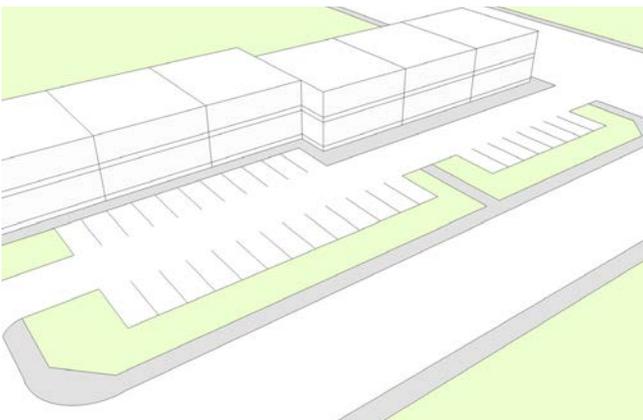
Street Edge Character



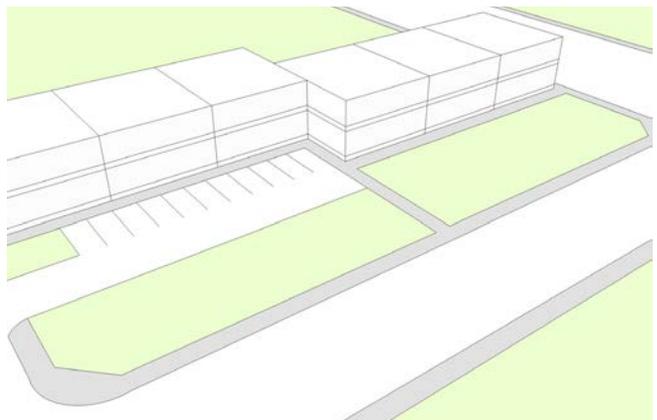
Consistent street wall/limited flexibility in front setbacks



Moderately consistent street wall/flexible front setbacks within a limited/moderate range

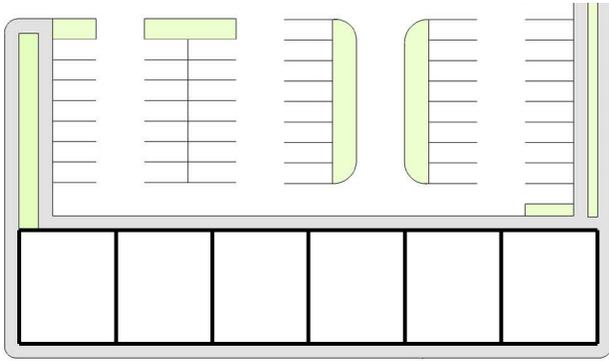


Moderately consistent street wall/flexible front setbacks within a range



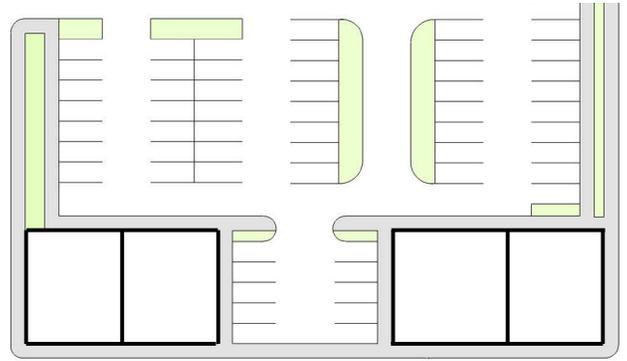
Landscaped edge/buildings set back (buildings are also allowed closer to the street)

Parking Location



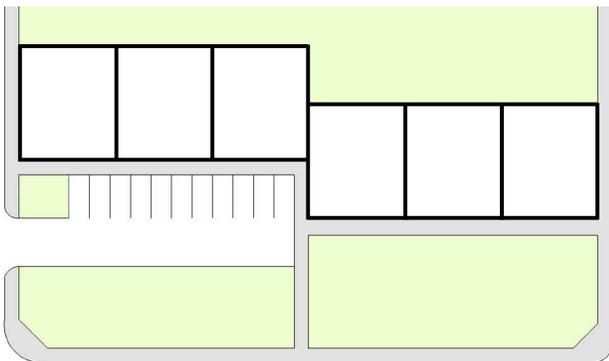
STREET

Parking behind building.



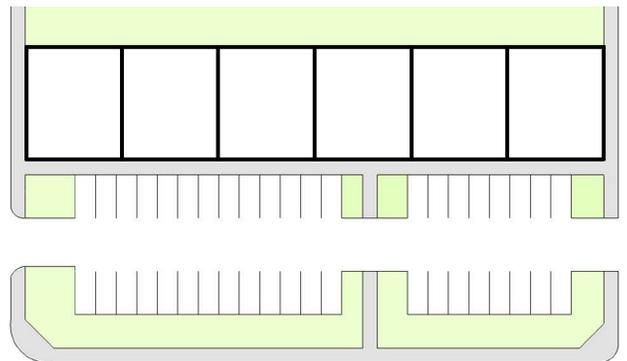
STREET

Parking to side/behind.



STREET

Limited parking in front, buffered.



STREET

Flexible location, buffered.

Pedestrian Activity



Very high level of pedestrian activity



High level of pedestrian activity



Medium level of pedestrian activity



Moderate level of pedestrian activity

Building Types



Mid-rise mixed use



Medium scale mixed use



Small scale mixed use



Medium scale residential



Low scale residential



*Medium format commercial
(Industrial)*

Key Conditional Design Topics

Nodes

Nodes are critical geographic centers that occur at key intersections, gateways or special groupings of buildings or blocks. Good urban design is particularly critical in nodes because they are often highly visible places.

- **Recognize the Role of Neighborhood Nodes.** Community input suggests that there are nodes along a corridor for which greater emphasis should be placed on design and walkability. A node may be an intersection or group of blocks that is particularly important for a variety of reasons, including:
 - A location where two or more key streets converge
 - A gateway location
 - A focal point for a neighborhood or group of neighborhoods
 - An identified transit-oriented development opportunity
 - A community focal point or node identified in a previous planning effort
- **Nodes That Have Already Been Identified.** In some cases, development nodes emphasizing walkability, access to transit, encouragement of greater development intensities and a mix of uses have already been identified. These are indicated on Figure 1, and are based on recommendations in the City Growth Policy, Russell Street Development Recommendations and the Brooks Street Corridor Plan.
- **Future Identification of Nodes.** This initial strategy recommends preparation of design guidelines and/or standards for a series of community node typologies. These will be able to be applied to identified nodes immediately, but may also be applied to future nodes. These could be identified based on future neighborhood planning processes or other methods. Once identified, design tools could be applied differently for a node than the remainder of a corridor.



Commercial node along a corridor built close to the street edge



Commercial node along a corridor provides a connection to the interior of the site and provides outdoor dining opportunities.

Transitions

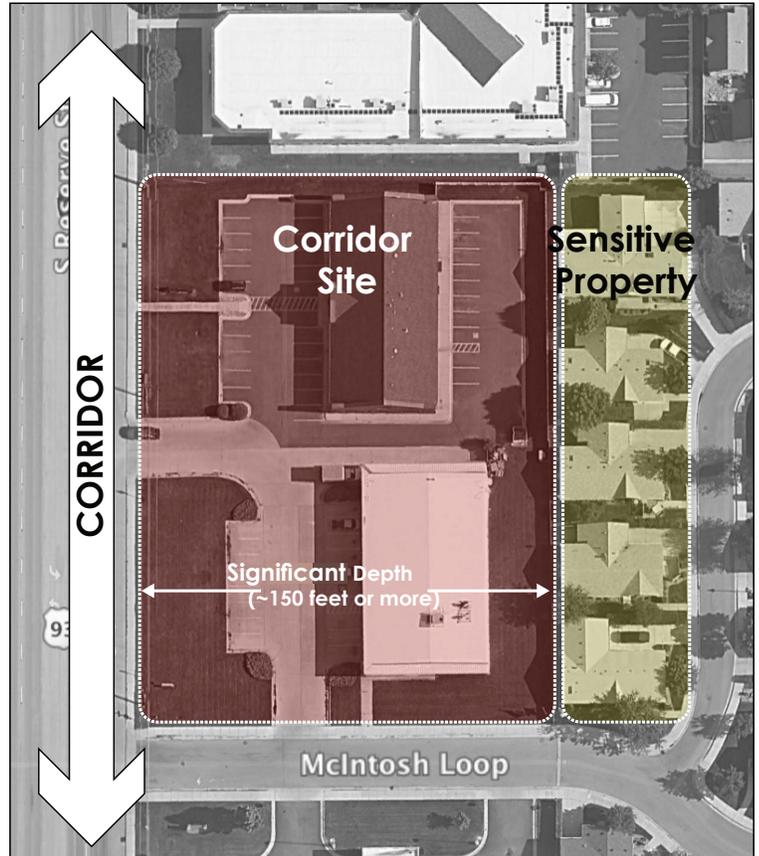
Transitions Conditions for Corridor Properties

Development along Missoula's corridors will encounter a variety of edge conditions, particularly at the rear lot line. The depth of a parcel, the presence of a shared lot line with a residentially-zoned property and other factors may influence considerations for establishing a sensitive transition to a residential neighborhood. Since a variety of edge conditions exist along the corridors, this strategy identifies the conditions that could be encountered at any location rather than mapping them. Successful transitions ensure compatibility while also balancing the ideas of Focus Inward, efficient use of land and increased land use intensity.

- **Constrained Commercially-Zoned Properties.** Where a relatively shallow property is located along a corridor and a residentially-zoned property is located immediately behind it. Under this condition, transition solutions will be more limited but may also be highly critical.
- **Unconstrained Commercially-Zoned Properties.** Where a commercial property along a corridor is located adjacent to a residentially-zoned property, but there is significant depth to consider a wide variety of transition solutions.

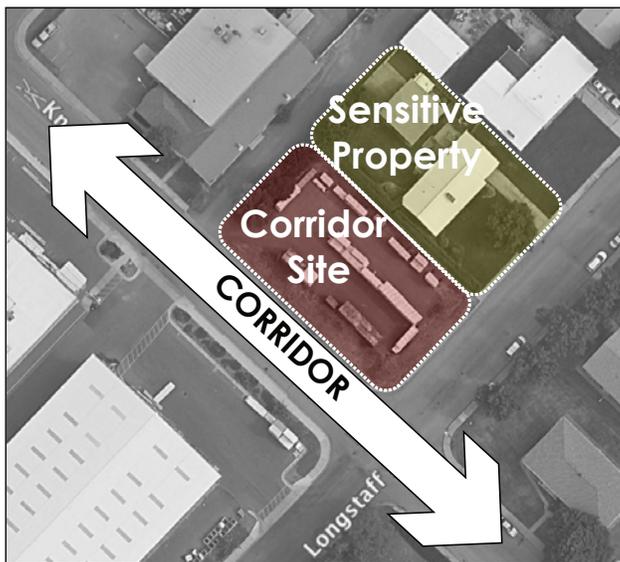


Constrained Commercially-Zoned Property

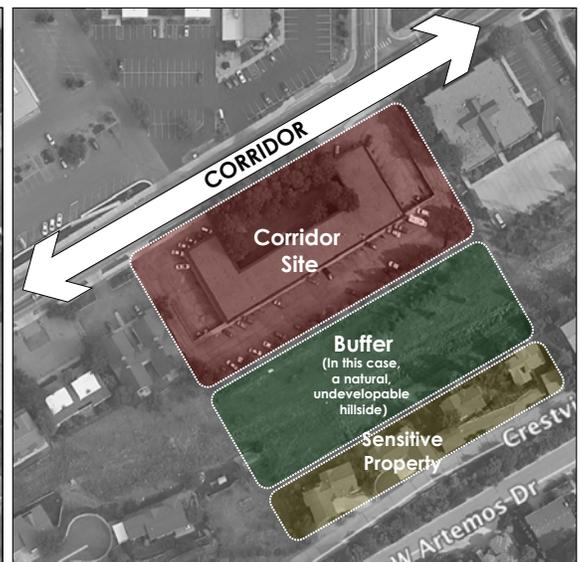


Unconstrained Commercially-Zoned Property

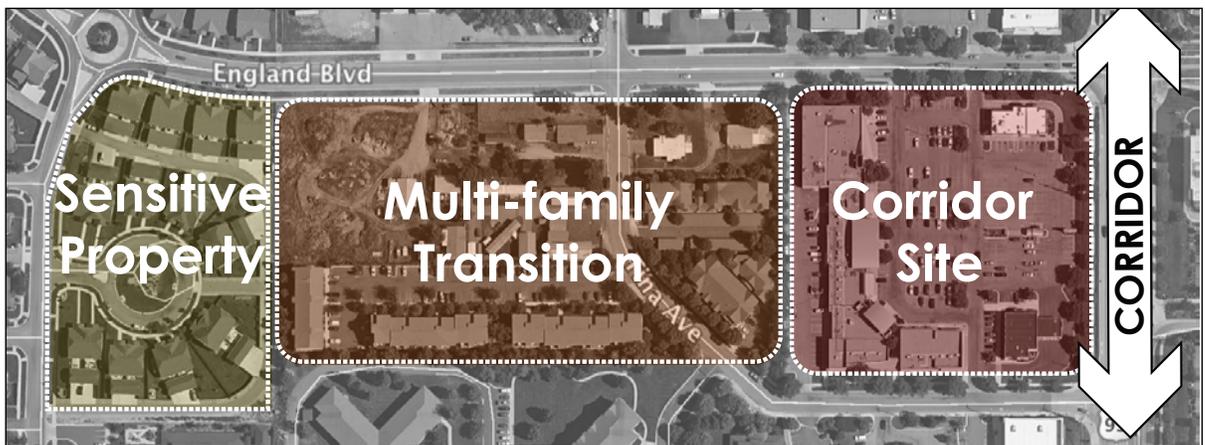
- **Shared Lot Line Conditions.** Where a commercially-zoned property is located immediately adjacent to a residentially-zoned property and the two properties share a lot line. Under these conditions, establishing sensitive transitions may be more critical since there is no buffer provided by an alley or other feature.
- **Buffered Relationship.** Where a commercially-zoned property is located immediately adjacent to a residentially-zoned property, but some buffer exists (alley, drainage ditch, open space, etc.). Under this condition, a built-in transition is provided and may reduce the need for additional transition standards or guidelines.
- **Multi-family Transition.** Where a commercial property is buffered from a single family residential zone by a multi-family property. Under this condition, transitions may not be as critical since the multi-family project provides one.



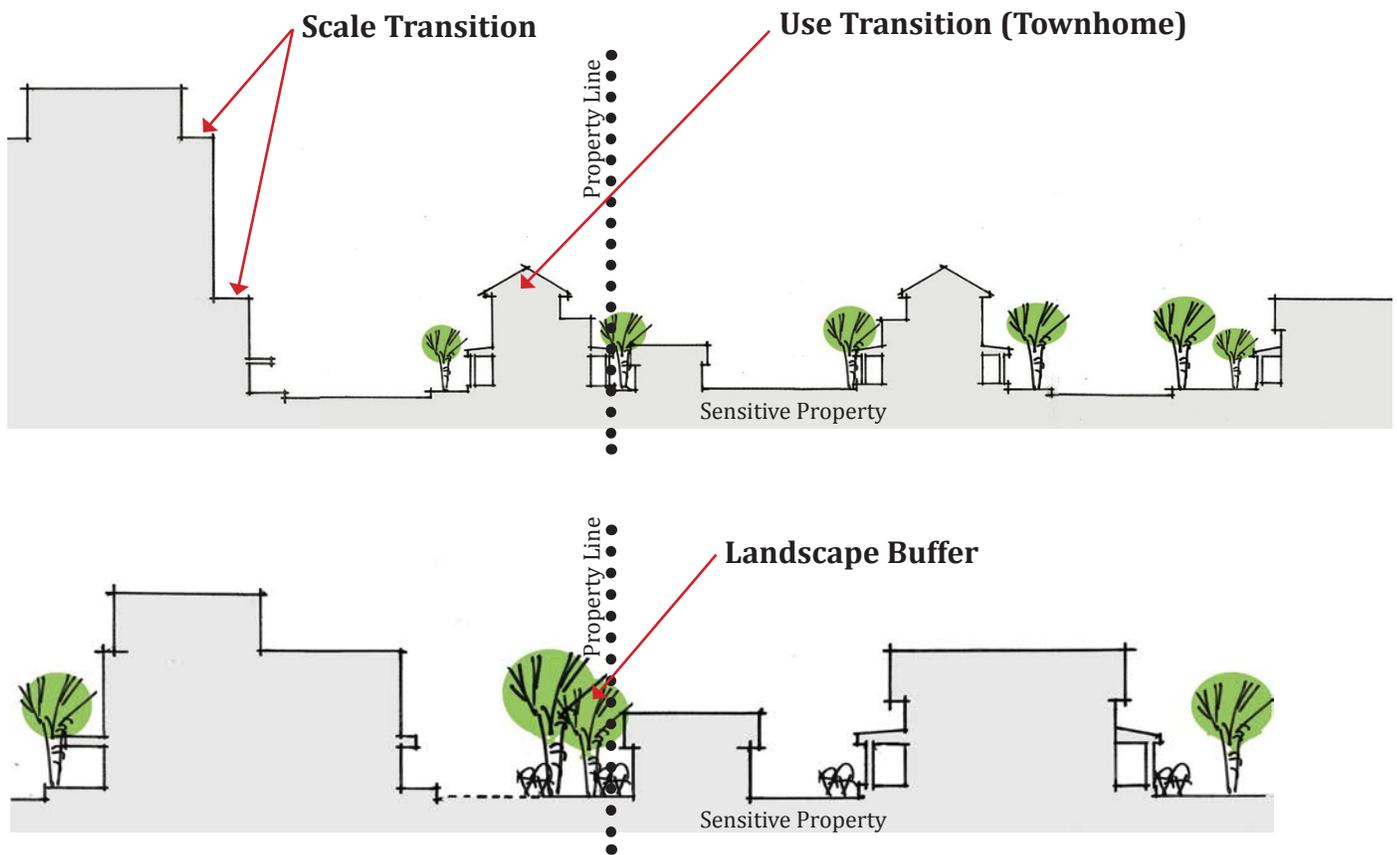
Shared Lot Line Condition



Buffered Relationship



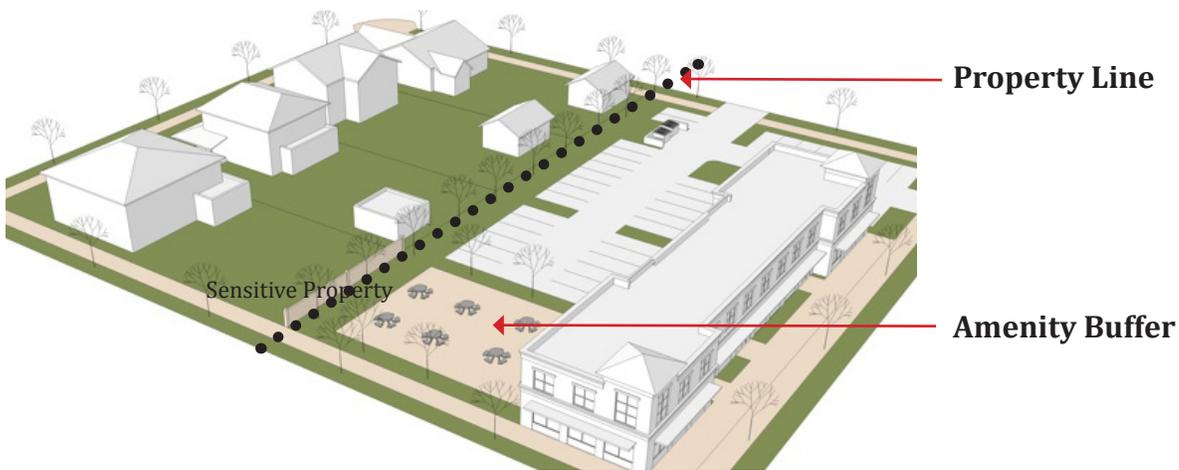
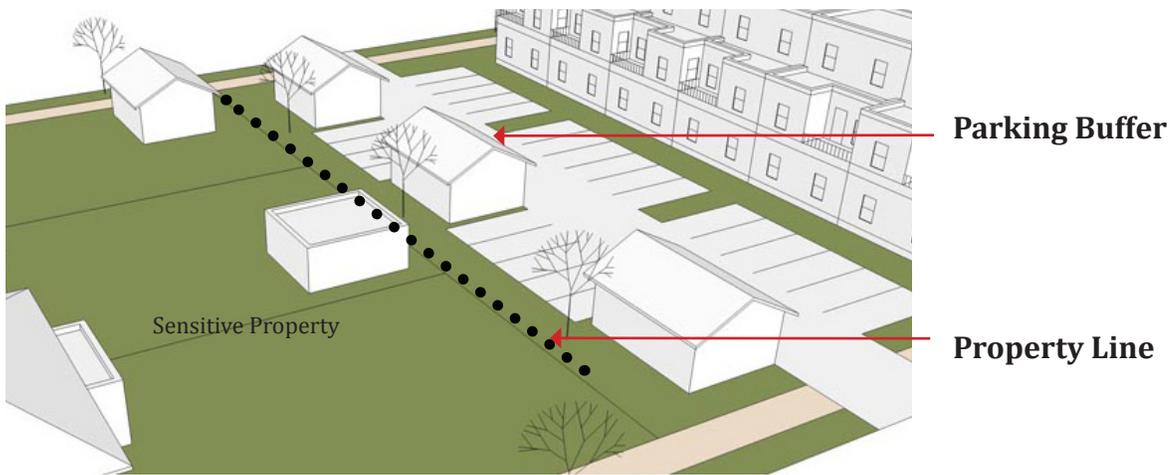
Multi-family Transition



Identify a Range of Transition Solutions

A range of transition solutions should be considered to mitigate potential impacts associated with the transition conditions identified above. The appropriate transition solutions will vary depending on the parcel sizes and depth, and also context. For example, when the transition is in a more constrained urban context, there may be less physical space with which to implement the solution.

- **Scale Transitions.** Reduction in scale of a building toward the transition interface. This is an ideal approach in tighter conditions where there is a dramatic change in scale between two properties.
- **Use Transitions.** Inclusion of a more compatible use as part of a horizontal mixed-use development adjacent to the sensitive property. For corridors, this would typically be accomplished by providing a commercial or mixed-use building adjacent to the corridor and a multi-family component (such as a set of townhomes) adjacent to the sensitive property.
- **Increased Setbacks.** An increase in the required setback distance between a building on a commercial property and the sensitive property.
- **Landscape Buffers.** A landscaped area between a development and a sensitive property. This could range in size and could be used for other purposes, like stormwater capture, a community garden, common open space amenities or other features.



- **Fence Buffers.** A simple fence providing a visual separation between a commercial or mixed-use property and the sensitive property. This is typically provided in coordination with an increased setback, landscape buffer or other transition solution.
- **Parking Buffer.** Locating on-site surface parking between a mixed-use or commercial building and the sensitive property. This can be effective when a conflict in scale is the issue.
- **Amenity Buffer.** Locating an on-site amenity for a mixed use or commercial property between a commercial or mixed use building and a sensitive property.

VI. DOWNTOWN STRATEGY



Downtown Design Vision

Maintain and Enhance Fundamental Downtown Design Character and Identity

The key design principle for Downtown is to maintain and enhance the existing identity. Downtown's traditional buildings are pedestrian-friendly, are well-detailed and feature durable materials. They engage the public realm through carefully designed facades, ground floor spaces, entries and other design elements. Development in Downtown should seek to preserve these basic design qualities while also promoting the more specific directives of the Downtown Master Plan.

Respect the Historic Districts in Downtown

Specific Downtown character areas have been identified and designated as historic districts, including the Downtown Missoula, East Pine Street and Northside Missoula districts. The character of these districts is established, and the goal for new development is to be compatible with their design and aesthetics.

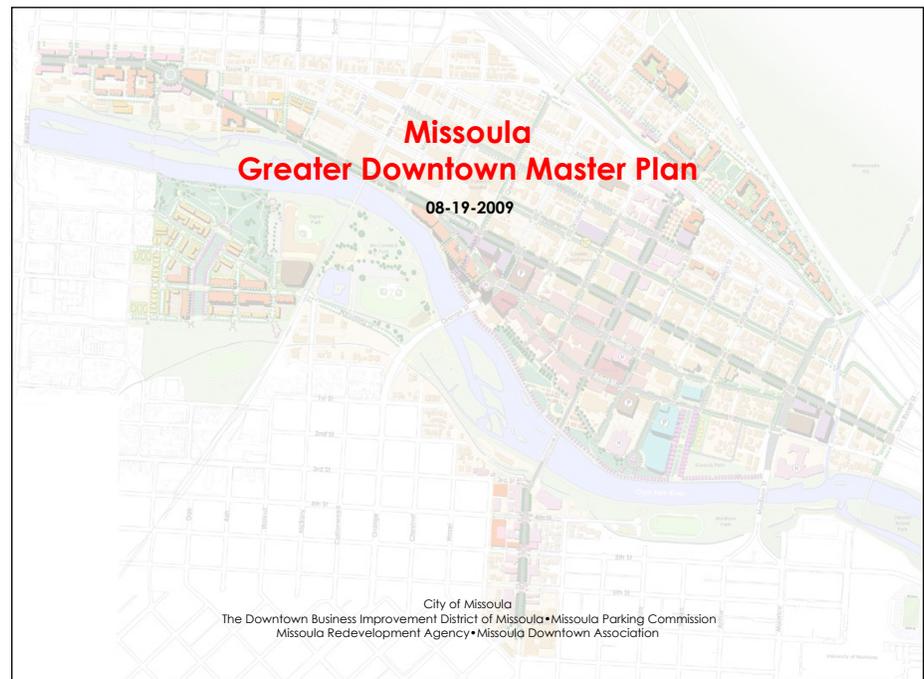


Implement the Downtown Master Plan

The Downtown Master Plan identifies a clear vision for land use and design. The Missoula Design Excellence Strategy uses the document as a starting point for organizing the fundamental design principles for development.

Design Diversity

Diversity in architectural design should be celebrated and encouraged in Downtown. Projects should not be directed to be designed in a specific architectural style. Downtown is a major cultural hub for the region and, as such, architectural creativity and experimentation are positive, provided that a building is fundamentally compatible with the design qualities of Downtown’s traditional buildings. The key focus is on maintaining and enhancing the identity of Downtown.



Downtown Contexts /Primary Streets

Identification of Downtown Contexts

The Downtown Master Plan identifies some general land use/design districts in the Land Use Diagram on page 15. The Plan also includes an illustrative plan, which helps to identify the community's priorities for Downtown development and design. The Missoula Design Excellence Strategy will use these materials as a starting point for identifying design principles for the area.

Missoula's preliminary Downtown Design Contexts, as informed by the Downtown Master Plan and further study of the area, are identified on Figure 2.

Preliminary Downtown Contexts

As an initial step in the development of a design strategy for Downtown, this paper identifies five Downtown contexts. This section lists the contexts and provides a preliminary vision for future design in each. Contexts are generally consistent with the Downtown Master Plan. They also consider and respond to the boundaries of the Downtown historic districts, including the Downtown Missoula, East Pine and Northside Missoula Districts, to the extent feasible. Existing residential areas anticipated to remain residential, areas planned exclusively for future residential use (Railyards Housing) and areas for which special design standards have been or will be created (Sawmill) are not addressed as Downtown Contexts. These areas are shown in gray on Figure 2. However, the interface between Downtown Contexts and many of Downtown's residential districts are addressed in subsequent sections of this document.

- **Downtown Inner Core.** Design in the Downtown Inner Core will contribute to a highly engaging street experience, with active uses on the ground floor (shops, restaurants,

bars). New buildings will be designed to be compatible with the architectural traditions of the past, while still exhibiting design creativity and modern techniques. Developments will establish a "downtown feel" by using buildings to create a street wall at the back of the sidewalk that tightly frames the space. Buildings at a greater scale (up to 8 - 12 stories) should be encouraged, provided they are well articulated, detailed and respectfully transition to sensitive areas.

- **Downtown Outer Core.** Design in the Downtown Outer Core will contribute to an engaging street experience; however, more variety in how this experience is created is appropriate. New buildings will be designed to be compatible with the fundamental elements of Downtown's historic buildings, but experimentation with alternative materials is supported. Developments will establish a "downtown feel" by using buildings to create a street wall at the back of the sidewalk that tightly frames the space. Buildings at a greater scale (up to 8 - 12 stories) should be encouraged, provided they are well articulated, detailed and respectfully transition to sensitive areas.
- **Downtown Gateways.** Gateway areas will contribute to a sense of entry to Downtown along key corridors. Compatibility with Downtown's historic buildings is less critical here, but buildings should still be designed to promote an attractive, visually interesting and walkable entry to Downtown. Developments should frame the street rights-of-way but flexibility in the specific placement of a building relative to the street is appropriate. Further, buildings at a greater scale (up to 8 - 12 stories) should be encouraged provided that they are well articulated, detailed and respectfully transition to sensitive areas.



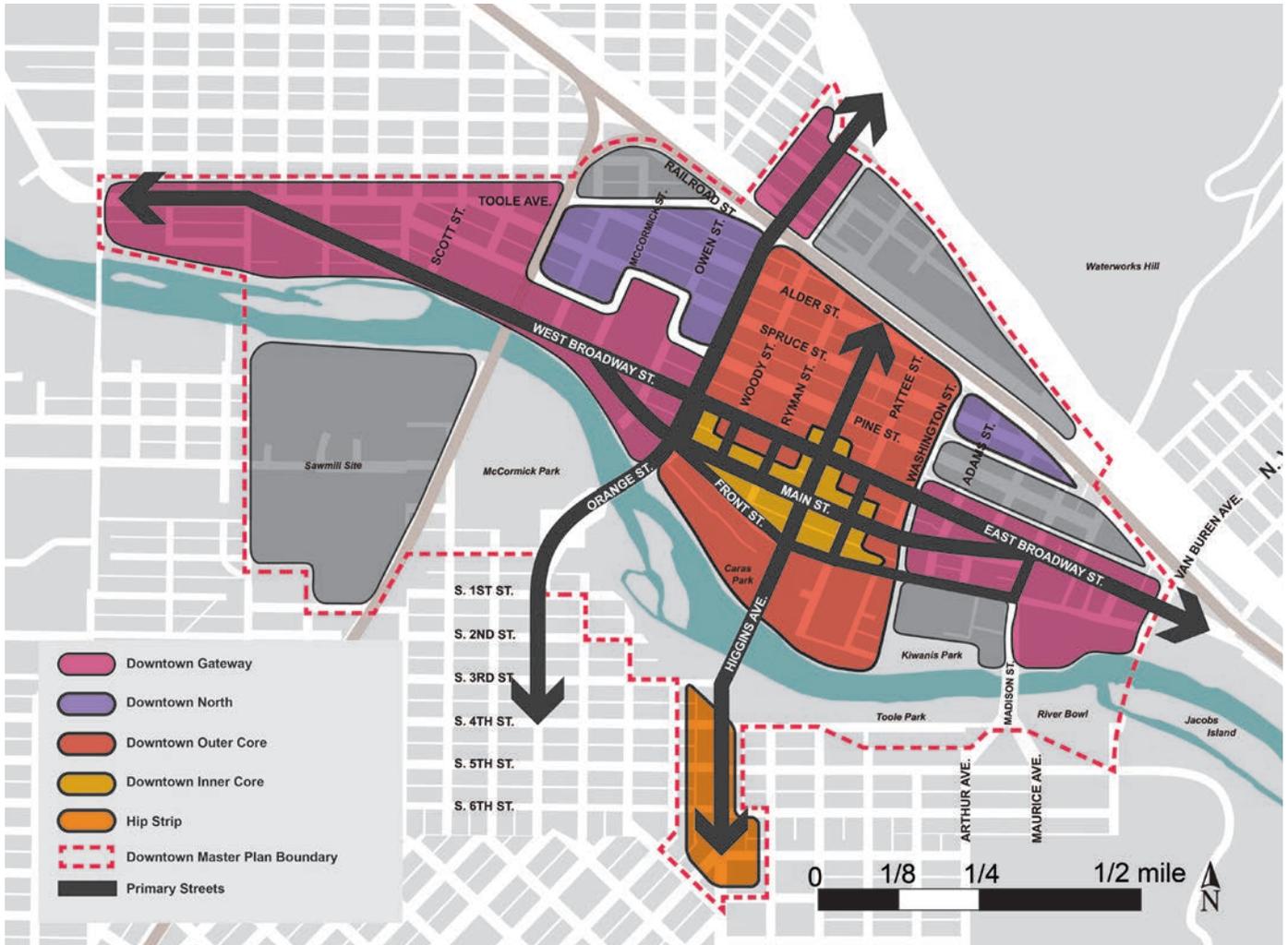
- **Hip Strip.** Development in the Hip Strip area will contribute to a highly engaging street experience, with active uses on the ground floor (shops, restaurants, bars). New buildings will be designed to be compatible with the fundamental elements of traditional buildings in the area, but experimentation with alternative materials is supported. Developments will reinforce the current character of the Hip Strip by creating a street wall at the back of the sidewalk that tightly frames Higgins Avenue. Buildings at a moderate scale (up to 4-6 stories) should be encouraged, but smaller buildings are also highly encouraged to add to the Hip Strip’s eclectic character. The use of art and display of creative signage, colors and artistic elements is encouraged.
- **Downtown North.** Downtown North will continue to be home to a variety of building types and forms. It will serve as a moderately-scaled transition area between the Downtown Gateway Area around Broadway Street and the residential neighborhood to the north. Buildings should provide some minor setback from the street at a minimum, and some degree of variation is appropriate in keeping with the development patterns there. The character of the area is currently defined, in part, by the residential feel provided by the single-family homes located here. Buildings should provide landscaping within setback areas to remain compatible. A moderate scale (1-3 stories) should be maintained.

Primary Streets

The Downtown Master Plan identifies a series of streets where street level interest and a prominent street wall should be emphasized. These are indicated on Figure 2 in black. These streets rise above others in the area due to their location in the Downtown Core and their role as primary gateways to Downtown. Special design tools should be considered for these key streets above and beyond the recommendations for each Downtown Context.



Figure 2. Downtown Contexts.



The boundaries of these contexts are preliminary and may be refined/edited as the strategy is finalized.

Key Design Considerations for Downtown

- **Street Level Interest.** Design of the street level is critical for Downtown. Buildings should be designed to enhance the relationship of the inside of the building with the public realm. Creating active and vibrant streets, sidewalks and public outdoor spaces in Downtown is critically important. Entries, windows, outdoor seating, retail spill into the public realm and other design features should all contribute to a lively Downtown environment. Table 2 describes the desired techniques for creating street level interest in each of the contexts. Retail storefront indicates a desire for retail ground floor uses that are active and pedestrian oriented. The commercial ground floor category includes retail storefronts but is more flexible and also includes office or service uses that are not specifically retail. A residential entry refers to a stoop, recessed shared entryway, etc.
- **Compatibility with Traditional Character.** In general, sites and buildings should be designed to respond to the fundamental design traditions of Downtown and the Historic District. This does not mean that a building should be designed to imitate older Downtown buildings. Instead, a new building should be designed to be compatible with the fundamental design features, materials, fenestration patterns, building widths, orientation and placement. Compatibility with traditional compositional features, including recognizable base middle and cap, and the horizontal alignment of ground floors are important considerations. Building scale and articulation are also key elements of traditional design character. Scale refers to the perceived size of a building, and new projects should be compatible with existing buildings

in Downtown. Table 2 rates the importance of compatibility in each of the contexts. The ratings range from “high” to “moderate,” to indicate the relative importance for compatibility with traditional character in each of the contexts.

- **Street Edge Character.** The interface between a building, site features, the sidewalk and street strongly impact character. Street edge character is partly defined by the placement of buildings, landscape features and the amount of variation of these elements. Table 2 describes the desired street edge character for each of the contexts. When used to describe the street wall, the term “consistent” is used to indicate the degree to which building placement is uniform along the street between multiple buildings. A consistent street wall is one that has more uniformity in building placement, while a moderately consistent street wall has less uniformity.
- **Building Size.** Size refers to the overall height of a building. In other words it describes the vertical scale of a building. Table 2 indicates the target (desired) building size in each of the contexts, in terms of both a rating designation and the appropriate height in stories. The ratings range from “high” to “moderate” to indicate relative height for each context.
- **Materials.** Materials in Downtown should exhibit the primary qualities of durability, detailing and texture as the traditional masonry materials that typify many of Downtown’s buildings. The use of masonry materials is encouraged to promote compatibility with Downtown’s traditional character, particularly in the traditional core. Mixing masonry with new and innovative materials is also appropriate and encouraged, depending on cohesion and overall sensitivity to the traditional historic character. Table 2 indicates appropriate building materials for each of the contexts.

TABLE 2: DOWNTOWN CONTEXTS

	Downtown Inner Core	Hip Strip	Downtown Outer Core	Downtown Gateway	Downtown North
Street Level Interest	Retail Storefront	Retail Storefront	Commercial Ground Floor	Variety of Methods-commercial or residential entry	Variety of Methods-commercial or residential entry
Compatibility with Traditional Character [1]	High	Medium	High	Medium	Moderate
Street Edge Character	Highly Consistent/Urban	Highly Consistent/Urban	Highly Consistent/Urban	Generally Consistent/More Flexibility appropriate	Generally Consistent/More Flexibility appropriate
Building Size [2]	High, 6+ stories	High, 4+ stories	High, 6+ stories	High, 4+ stories	Moderate, 1-3 stories
Materials	Focus on Masonry	Focus on Masonry but Other Materials as Complementary	Focus on Masonry but other Materials as Complementary	Greater Diversity of Materials Appropriate, but should ease transition into Core	Greater Diversity of Materials Appropriate

[1]Compatibility with traditional character is particularly critical for development that occurs within or adjacent to a historic property or district.

[2]Maximum building height is established in the zoning code.

Scale for interpreting Table 2.

This scale is intended to rank the relative degree or importance of design considerations in the above table. The scale is used to rank Compatibility with Traditional Character and Building Size.



Downtown Transitions

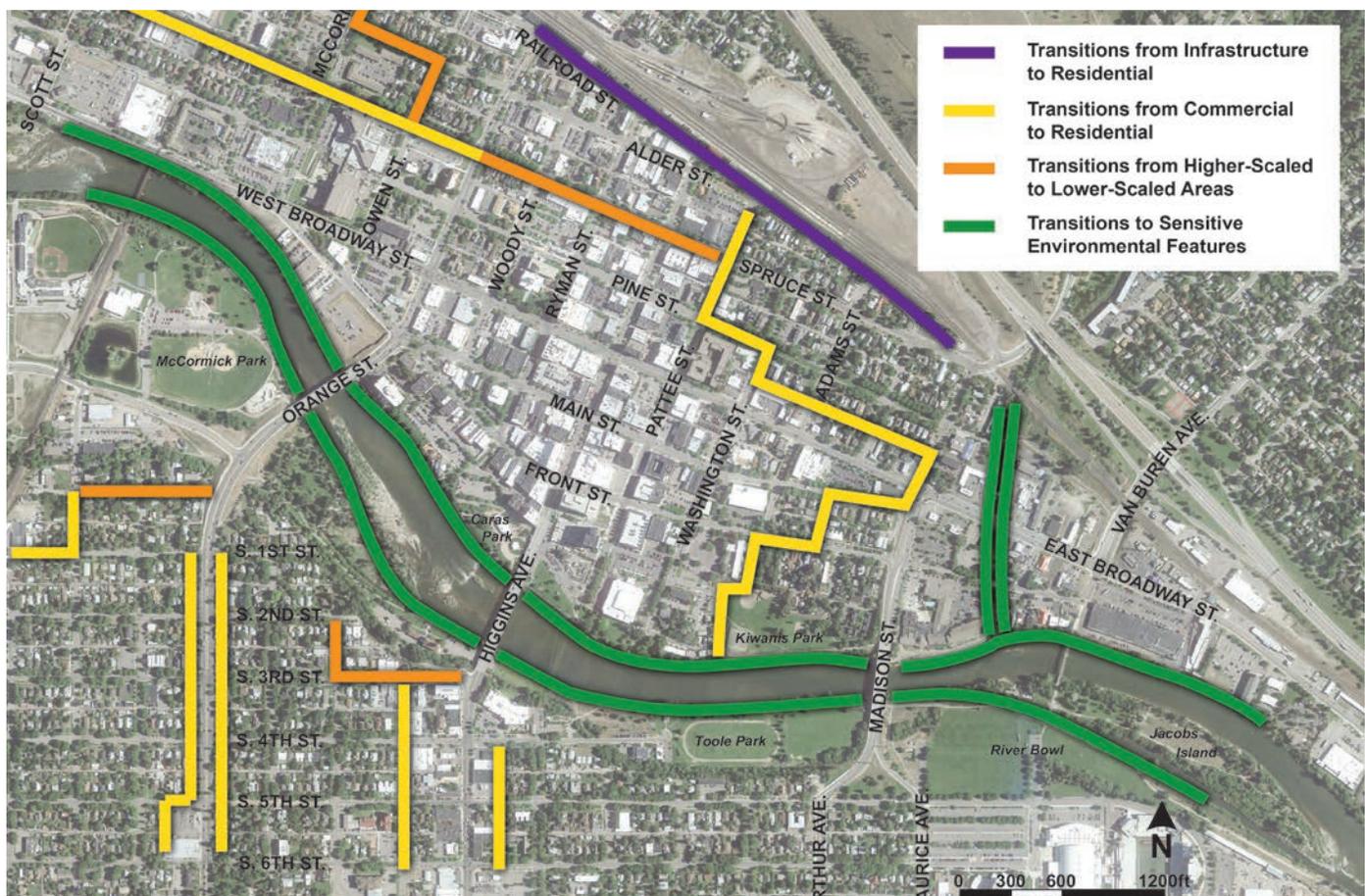
Transition to Sensitive Areas and Features

While higher intensities and scale of development is generally encouraged in Downtown, in some cases a site interfaces with a highly contrasting land use, an area of lower scale, a component of infrastructure or an environmental feature. Under these circumstances, development should be designed or arranged in a manner that reduces the impact on these features. The following transition typologies exist in Downtown.

- **Transitions to Sensitive Environmental Features.** Points or edges where development abuts sensitive natural features, such as creeks or rivers.
- **Transitions from Commercial to Residential.** Points or edges where commercial activities and operations abut purely residential districts.
- **Transitions from Higher-Scaled to Lower-Scaled Areas.** Points or edges where taller buildings exist or are allowed to be developed adjacent to lower-scaled structures like single-family homes.
- **Transitions from Infrastructure to Residential.** Edges where sensitive residential uses may abut utility infrastructure, such as the railroad edge at the north of Downtown.

In some cases, a single Downtown edge may reflect more than one transition typology. Figure 3 below illustrates the typology that is most relevant to an identified Downtown edge.

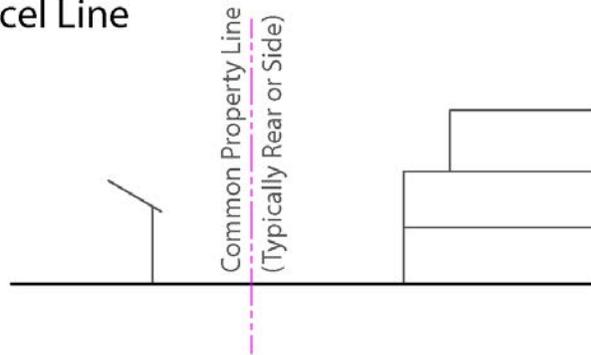
Figure 3. Transition Typologies.



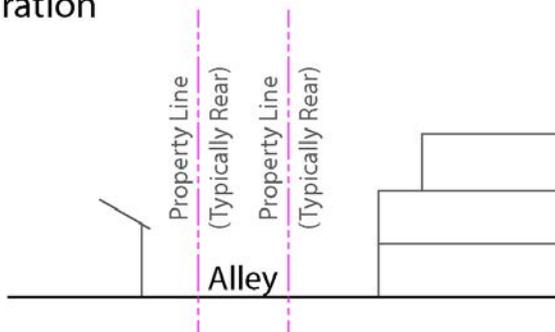
The interface that occurs under the various typologies identified above can be quite different. The interface should be considered when determining the best transition solution.

- **Shared Parcel Line.** Points or edges where development abuts sensitive natural features, such as creeks or rivers.
- **Alley Separation.** Points or edges where commercial activities and operations abut purely residential districts.
- **Street Separation.** Points or edges where taller buildings exist or are allowed to be developed adjacent to lower-scaled structures like single-family homes.

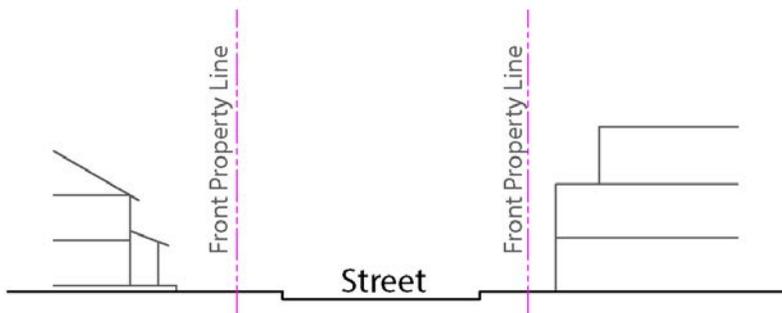
Shared Parcel Line



Alley Separation

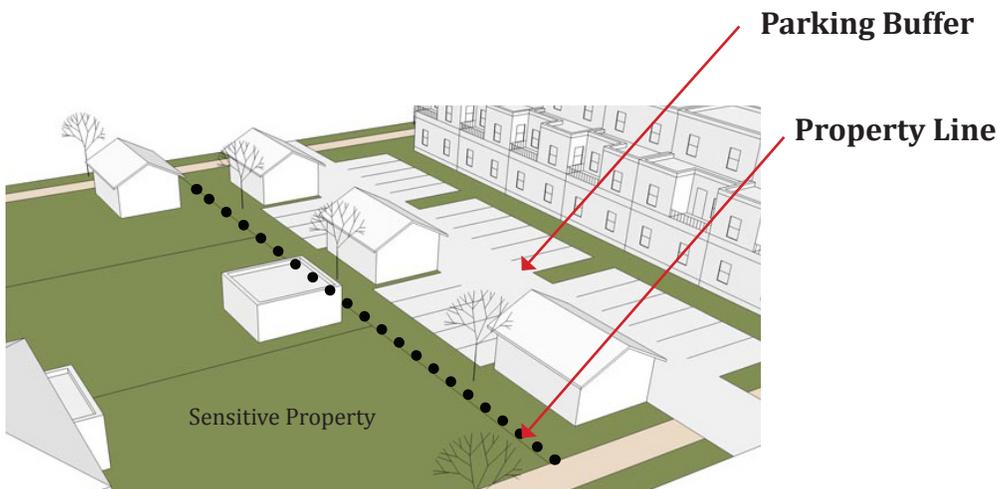
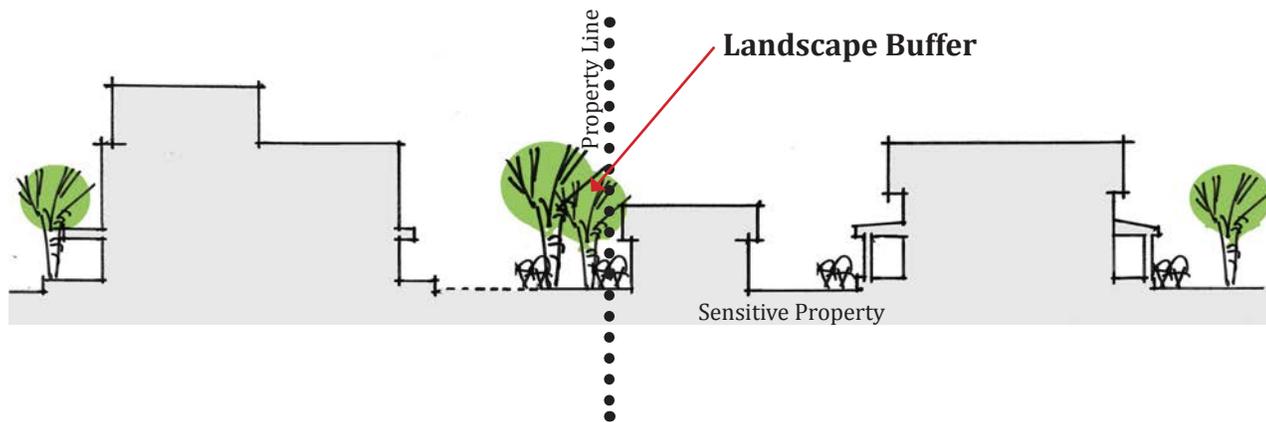
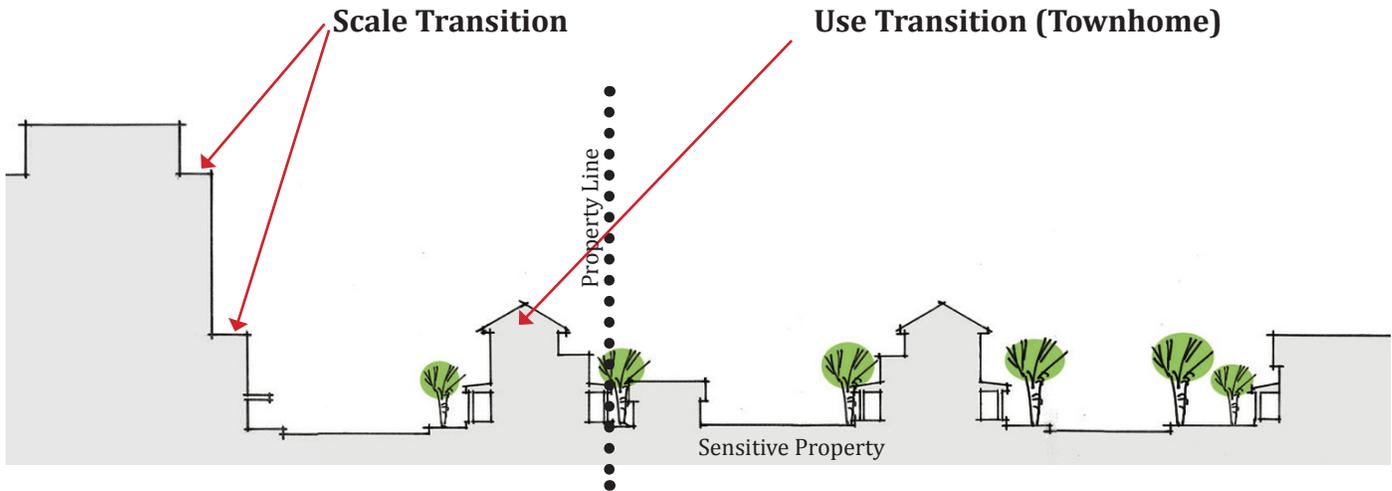


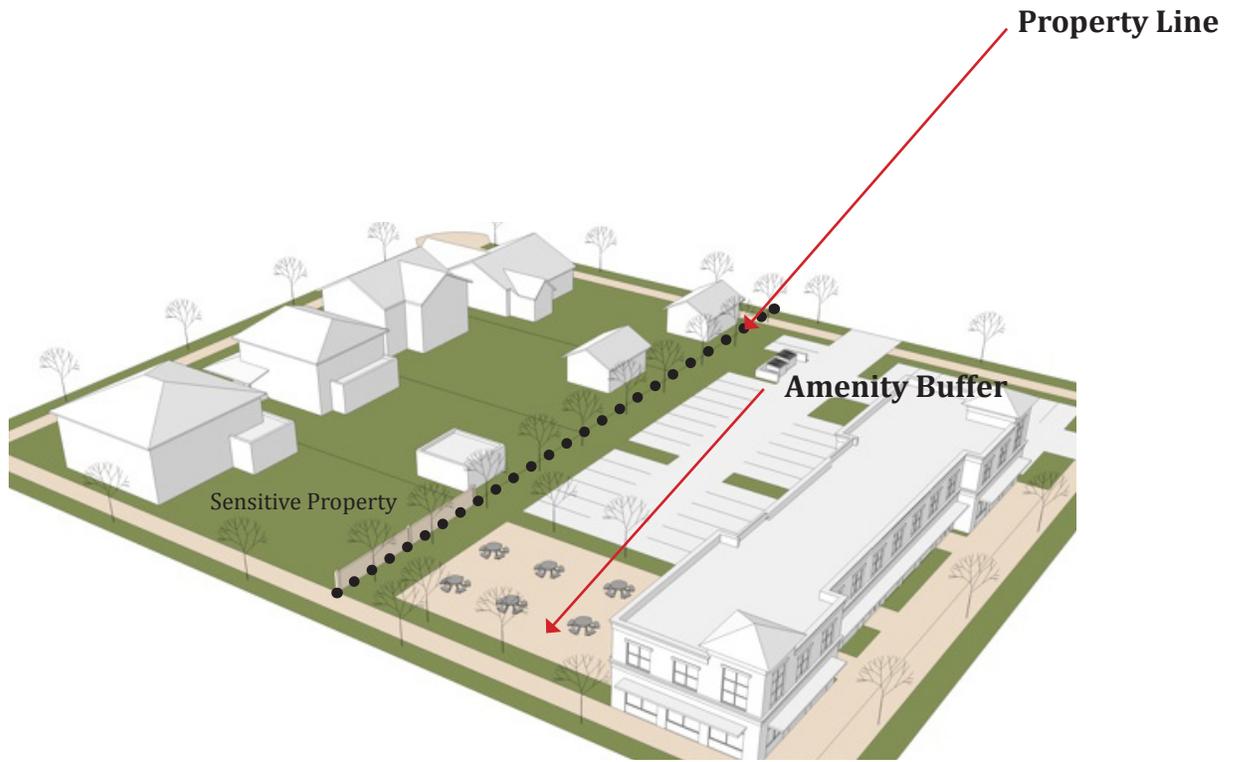
Street Separation



Identify a Range of Transition Solutions for Downtown

There are a wide range of transition solutions that may be relevant to a given condition. As such, this initial strategy identifies potential solutions that should be considered for specific edge conditions. Many of these are relevant along the corridors as well, so a similar solution may be shown for both contexts.





Scale transition



Landscape buffer



Parking buffer

VII. IMPLEMENTATION STRATEGY



Introduction to the Implementation Recommendations

Missoula may combine a range of tools to help promote design excellence. These include basic zoning, with prescriptive standards, and design review using design guidelines. These can be used in combination, and they may be applied to selected parts of the City in different ways. The degree to which compliance is required, the ways in which incentives may be offered, and the manner in which flexibility can be built into the system are variables addressed in these recommendations for implementation.

Alternative Tools for Design Excellence

A range of tools can promote design excellence in Missoula. These include standards that may be embedded in the base zoning regulations and a variety of special overlays with custom-tailored standards and design review systems using guidelines. Some are basic standards, while others can offer more flexibility.

This section describes some basic terms used in design regulations and incentive programs, and then outlines a range of options for applying tools to further the City's objectives for design excellence. These are organized into two sections: The first describes alternatives for zoning standards and the second describes alternatives for using design guidelines in a review process.



Understanding Some Terms

Standards vs. Guidelines

It is important to establish a common vocabulary of terms when discussing design excellence. Two terms that are essential to differentiate are design standards and design guidelines.

Design Standards

For purposes of this strategy report, design “standards” are prescriptive requirements, which must be met in order to obtain a permit for improving a property. They usually are measurable, such as the dimension of a minimum setback, or the maximum height of a building. Some simply require, or prohibit, the presence of a particular feature of site or building design.

Design standards are embedded in the development code, as a part of the base district or in an overlay, and a proposed project must meet all of the applicable standards. Such standards may appear in text, in tables or with illustrations and may be preceded by a statement of intent in order to clarify interpretation.

The appeal of using prescriptive standards in the development code is that they can be administered by staff “at the counter,” and they are predictable in their application. Owners can understand all of the requirements when planning a project, and neighbors also know what can happen around them.

However, prescriptive standards sometimes stop short of addressing some of the design characteristics that are important for compatibility within a specific context or that would result in higher quality design. It is difficult to address many subtleties of design or each property’s conditions with “one size fits all” standards.

In response, many communities employ “menus” of prescriptive options that can be included in the code. These can be tailored to different contexts or building types, to respond more precisely to varying conditions. Even so, there still may be places where a menu of options is too limiting, or where more discretionary consideration of a specific proposal is needed. This is when design guidelines may be appropriate.

Design Guidelines

In this strategy report, a “guideline” means a more discretionary criterion for determining the appropriateness of a proposed improvement. These are more qualitative, and offer flexibility in the way in which they may be applied to individual projects. When guidelines are used in a review process, it usually is not necessary to comply with all of the guidelines that are published for a particular district, but instead to adequately meet a sufficient number of them in order to have the proposal be determined appropriate.

Design guidelines may be incorporated directly into a development code, but more often they are adopted as a separate, supplementary document. The basis for design review, including the range of powers and roles of the decision-makers, is defined in the development code, along with some basic criteria that serve as the foundation for the guidelines. This makes compliance with guidelines a requirement.

Requirements vs. Suggestions

Sometimes, applicants argue that, because they are termed “guidelines,” they are simply suggestions. In most jurisdictions, however, there is a clear connection between the development code and the guidelines, which makes compliance with them mandatory. Quite simply, if the zoning code establishes a design review mechanism which says that compliance with design guidelines is required, then they are regulatory.

Design guidelines can also serve an educational function, in that they can be more conversational than development standards, and can include more examples of preferred design outcomes. In that respect, they can help to inform residents and property owners about the City’s goals for design character in specific areas. Guidelines can focus on identifying the most important features of a district that should be respected, and provide suggestions for appropriate solutions without dictating outcomes.

Review vs. Compliance Requirements

It is important to distinguish the requirement of an owner to submit a design for review from the requirement to *comply* with review findings. Some systems require that owners submit their design for discussion and yet do not require approval as a step in receiving construction permits.

Options for Applying Prescriptive Standards

For those design regulations that would be set forth as requirements in the City's zoning code, these are the options:

Option 1: Change the Base Zoning

The analysis of Missoula's existing code in Chapter III identifies some areas where refinements would be appropriate, to improve design character and in some cases to provide more flexibility. It may be feasible to enact some of these changes to apply citywide, but it may be more practical to modify them only for the areas targeted in the *Missoula Design Excellence Project*. This is because situations exist along some corridors where a base zone district extends much deeper than the area directly related to the corridor. It would be difficult to rely solely on amending the base zoning in these situations because it would affect unintended areas. Those same zone districts also exist in other parts of the City not identified as key to this project. An alternative is to apply new standards in an Overlay Option, which is described below.

Option 2: Adopt a Form-Based Code

A Form-Based Code establishes design standards for all permitted building types within a designated part of a city, or even the entire community. This type of code focuses more on framing the public realm and activating street edges and less on use. A form-based code includes standards for the character of a building front, its position relative to the sidewalk, a percentage of windows and even materials. Form Districts are drawn to reflect the desired building types, massing, street frontage, site design and lot coverage for the designated areas. Form-based standards apply to all areas within a specified form district, or to individual building types that are permitted.

A form-based code can address many of the design topics of interest in fundamental ways, but alone may not provide the degree of flexibility that the community has indicated is desired. It also is a more substantial undertaking, in terms of time and resources required to develop a complete form-based code. It involves establishing a regulating plan for a designated area, crafting standards for the public realm (streets) as well as for private property, creating a section on administration, and definitions tailored to the code. Once adopted, it applies to all properties and all projects within the designated area.

While many form-related standards are relevant to Missoula, the strategy recommended in this report involves applying some standards and guidelines in different ways for specific corridors. It is possible, however, to introduce some form-related standards, in an overlay.

Option 3: Adopt Special Zoning Overlays

Design standards also may be added in an overlay that applies to special areas that can be mapped in the City, where additional rules would apply. The standards in an overlay supersede those in the underlying base zones. These overlay standards may modify the underlying ones, or may add additional design variables. This permits the City to focus standards on a sub-area without affecting other parts of the City where the same zone district exists. It can even straddle a combination of different base zone districts. This facilitates a system that addresses “places” rather than zoning categories as the starting point for considering context. The standards in the overlays then may be tailored to individual overlay categories, such as the different Corridor Typologies that are described in Chapter V.

Option 4: Adopt Standards that apply by project size

The City has adopted some special design standards that apply to projects of designated sizes and land uses. These are threshold-driven and function as overlays of sorts, but rather than being geographically defined, they apply to designated base zones, when the project fits within the specified size threshold. (See the summaries in Chapter III for more information about these.) These existing provisions could be modified, but, as with the underlying base zoning, they would apply citywide and could not be tailored to different contexts.

Options for Applying Design Guidelines

The way in which design review occurs also can vary. While most cities use a process that requires compliance, some are “advisory,” in that they require a review step, but compliance is voluntary. Others are linked to incentives and bonuses that may be offered in exchange for projects that incorporate elements that the City seeks to promote. The incentives that the Missoula Redevelopment Agency can offer is an example of an incentive program. When, for example, the MRA offers assistance, then compliance with the design guidelines could be required. These are the basic alternatives for design review and applying design guidelines:

Option 1: Design Review Required

In this approach, both the design review step and compliance with the findings are required. This appears in more conventional design review overlay districts. This approach requires formal administration, with proper due process. Hearings are noticed, and the owner and other affected parties have the right to be heard. Record keeping also is more formal.

Option 2: Design Review by Threshold

In this approach, review and compliance with the findings is required only for construction work that hits a defined threshold. Large projects, those near sensitive neighborhood edges or those involving certain uses are examples of thresholds.

Option 3: Incentive-Based & Conditional Use Design Review

Sometimes communities use the guidelines with special incentive programs or in a conditional use review. Again, the MRA program is an example, but other conditional uses or site plan considerations that exist in the current code could encourage property owners to enter into a design review process. In other applications, bonuses may be offered, in exchange for providing specified community benefits. A project that includes an affordable housing component, for example, may be awarded increased density or building height.

With such increases in scale or specific uses, compatibility with context can become even more important, and therefore design review may be required in order to determine that the benefit is appropriate for a specific project. In this case, the owner voluntarily enters into the program, but then compliance is required in order to receive the benefits.

Option 4: Alternative Compliance Review

Some communities adopt design review as an adjunct to their codes in order to provide more flexibility to accommodate projects that may meet the intent of the prescriptive standards, but in different ways. In this case, an applicant may opt to enter into the design review process in order to gain additional flexibility in meeting certain standards that exist in the code. This permits the City to adopt relatively simple base standards, which could apply to most situations, but still provide the option for allowing new design approaches. The City's design review currently functions like this, with design review required for projects that do not meet the zoning. However, no guidelines are in place to provide predictability and assist in the process.

Option 5: Advisory Design Review

Some communities mandate that a proposal for improvements must be reviewed, but no compliance with the recommendations is required. There is simply a box on a development permit that indicates the applicant has met with the design advisory group (administrative or reviewing body). This provides a forum for discussion of design, at which a review committee can seek to persuade the owner to follow their recommendations. The objective is to raise the bar in terms of quality. Advisory review is relatively easy to administer, because formal hearing procedures need not be followed. Anecdotal reports indicate that in an Advisory Review, "good" projects get better, but "not so good" projects remain so.

Option 6: Voluntary

In this approach, there is no formal review function. Design guidelines are simply distributed as a "handbook," to use as an educational tool. Property owners are encouraged to use the guidance. To be effective, some on-going promotion of the guidelines is desirable. The degree of predictability of the outcome of this approach is relatively low.

Recommended application of the tools for Missoula

Considerations for a strategy

This section sets forth the recommendations for implementing Missoula's Design Excellence program. It should be structured to address the key issues and be implemented in a timely manner. It also should provide flexibility and be efficient to administer. Administrative approvals are preferred. This includes applying standards in the code as well as design guidelines, to the extent feasible. Design review, using guidelines, should be applied strategically, in those areas where it is most needed. The program also should use incentives to leverage higher quality design.

Recommendations

With an understanding of the alternative tools that could be applied (described in the Alternative Tools for Design Excellence section, presented earlier in this chapter), these are the recommendations for *Missoula's Design Excellence Program*:

1. Use the Corridor Typology system to establish requirements for designated corridors.

The Typology system facilitates grouping areas to apply the same standards and guidelines.

2. Use Design Overlays to apply new design standards and guidelines.

Overlays should be established for the Downtown and the Corridor Typologies. These should be tailored to address specific design objectives for each Typology.

3. Apply new prescriptive standards in the base zones where feasible, and otherwise in design overlays.

This will help provide clarity in the regulations, and be easy to administer. For example, new building setback and build-to requirements would be established for the different Corridor Typologies. Standards that prevent generic franchise designs and instead promote more regional characteristics also should be included, as well as those that promote a landscape palette that reflects the natural setting. (See Appendices A and B for specific recommendations for code revision topics.)

4. Apply design guidelines when more qualitative considerations of design are needed.

Design guidelines should address building massing and articulation, for example. They also should provide alternatives for buffering and transitions to sensitive edges, such as single family neighborhoods, and address views. (See Appendices A and B for specific recommendations for design guideline topics.)

5. Tailor standards and guidelines to fit different contexts.

Tailor the degree of review and compliance to meet objectives for the different contexts, especially the Corridor Typologies. (See Table 3 for specific recommendations.)

6. Promote use of incentives where design guidelines are to be applied.

Apply the guidelines when MRA assistance is offered. Also apply them when approval of a conditional use is considered or when other flexibility in applying base standards is requested. Conditions for incentives may include applying for reductions in parking, landscaping and minimum percentages of Activity Area requirements for multifamily housing.

7. Link design review to size thresholds in some overlays.

In some corridors, the critical design issues relate to project size. As buildings pass a certain threshold, they have the potential for creating a greater impact. At that point, design of building massing and articulation become more important.

Application of the Design Guidelines

Table 3 summarizes the recommendations for how standards, guidelines, thresholds and incentives would be applied to different areas. Each of the alternative methods of applying design guidelines (described in the Options for Applying Design Guidelines section, presented earlier in this chapter) is used, in varying combinations.

Thresholds are indicated that would trigger design guidelines in many of the Corridor Typologies. The exact numbers would be established in the next phase of the *Design Excellence Project*, but the intent is to have a lower threshold for those typologies that are envisioned as being more strongly pedestrian-oriented and that are more closely tied to established single-family neighborhoods.

Also note that, where design review approval is not required, the relevant base zoning standards, and any new ones attached to an overlay, would continue to apply.

Table 3: Recommended Application of the Design Guidelines

Note that if design review approval is not required, the base zoning standards continue to apply.

Application	Description	Downtown	Corridor Type 1	Corridor Type 2	Corridor Type 3	Corridor Type 4	Corridor Type 5
DR Required	Design review & compliance with design guidelines required	Yes	Yes				
DR by Threshold	Design review & compliance with design guidelines required above set threshold			For project > xSF	For project > xxSF	For project > xxxSF	For project > xxxxSF
Incentive Based & Conditional Use DR	Design review & compliance with design guidelines required to receive incentives	Yes	Yes	Yes	Yes	Yes	Yes
Alternative Compliance	Design review with design guidelines optional for alternative compliance to zoning standard	Yes	Yes	Yes	Yes	Yes	Yes
Advisory	Design review required, but compliance with design guidelines is voluntary						
Voluntary	No review required; design guidelines are informational only			For project < xSF	For project < xxSF	For project < xxxSF	For project < xxxxSF

VIII. NEXT STEPS



This Strategy Report represents the final project publication for Phase 1 of the Missoula Design Excellence Project. The Strategy Report is available to the public for review. After collecting feedback from community members and stakeholders, the strategy will be revised and incorporated into the preparation of formal design tools (design standards and guidelines). These publications will also be available for public review and comment. Key next steps include:

- Preparation of Draft Character Management Tools
- Review the Draft Tools with the community
- Community Workshop #3
- Preparation of Final Draft Character Management Tools
- Adoption of the Character Management Tools

APPENDIX A: CORRIDORS DESIGN TOOLS STRATEGY

This appendix presents recommendations for applying design tools to the designated Corridors in Missoula (see Figure 1 on page 72 of Chapter V). These appear as a series of design topics related to site design, building design and signage. For each design topic, the following information is provided:

- **Topic Definition.** An explanation of what a topic addresses
- **Intent Statement.** A description of the objectives for the design topic
- **Tool Recommendation.** Preliminary suggestion of which tool to use, such as a code amendment, a prescriptive standard or a design guideline
- **Additional Considerations.** Special conditions that will be considered when developing the specific tools, in Phase 2 of the Missoula Design Excellence Project. These include certain exceptions that may be noted, special conditions that may affect how the tool is applied or other mechanisms that should be developed.

The following information is provided in the “**Tool Recommendation**” section for each design topic:

- **Relationship to Current Tools.** Indicates one or a combination of the following actions as an overlay for properties fronting identified Corridors:
 - **Maintain Existing Standard.** Where an existing standard in the underlying zoning is recommended to be maintained as is. Under this scenario there is typically a recommendation to create guidelines to supplement the standard or provide options for flexibility and alternative compliance.
 - **Eliminate Existing Standard.** When removing a standard is recommended for properties fronting identified corridors. This may occur when the topic would be better handled in guidelines or when the code does not adequately address the community’s design objectives.
 - **Modify Existing Standard.** When a standard in the base zoning should be modified to better meet a design intent.
 - **Create New Standard.** When a topic is not currently addressed in the base zoning, but should be added as a prescriptive standard.
 - **Create New Guideline.** When a topic is recommended to be addressed with discretionary, flexible guidelines.
- **Potential Standards and/or Guidelines.** Indicates a preliminary direction for addressing a design topic, either as a guideline or standard.

SITE DESIGN

Site design refers to the arrangement and placement of buildings and other site features and the relationship of these elements to public areas and neighboring properties.

Building Placement

Building placement refers to the location of a building in relation to the boundaries of its lot. Building placement influences how a structure impacts adjacent spaces, such as the sidewalk, street and adjacent properties. Where a building is placed on a lot also strongly impacts how other site elements are located, including open space, outdoor use areas and parking.

Intent

As it relates to the street, a primary building should be located close to the front property line such that it frames the public realm space, enhances it and provides visual interest at the street level. In some cases, a building should be set back from the front property line to provide adequate buffering from a busy roadway.

As placement relates to adjacent properties that face the same corridor, buildings should be spaced to provide a desired rhythm of buildings and spaces along the street, as well as to ensure adequate access to light and views. As placement relates to an adjacent residential property to the rear, a setback should provide adequate privacy and access to light for neighbors.

Tool Recommendation: Design Standards

Using design standards to provide quantifiable minimum and maximum setbacks will provide clear parameters for how a building is placed relative to the front lot line, but still provide some flexibility. Establishing maximum setbacks will prohibit locating a building that is excessively set back from the street in Typologies where this condition is not appropriate. Where needed, required minimum side and rear setbacks should also be addressed with design standards.

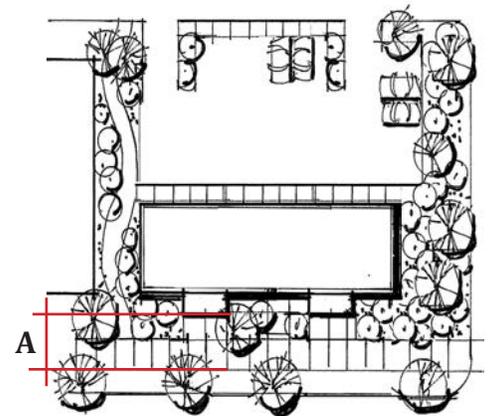
Relationship to Current Tool:

Modify Existing Standards

Potential Standards for Front Setbacks

Provide a defined range for front setbacks (some limited, and others more permissive, based on typology), based on a desire for:

- A consistent street wall that frames the public realm
- A desire to incorporate landscaping and variation in the street wall while still framing the street



A = Front setback

Building placement refers to the location of a building in relation to the boundaries of its lot. This front setback allows for pedestrian amenities in front, such as landscaping.

- The placement of a building relative to the street to be more flexible to meet tenant needs or other operational requirements (particularly in areas where lower levels of pedestrian activity are anticipated)

Potential Standards for Side and Rear Setbacks

Provide relatively minor side and rear setbacks as standards.

Where a highly consistent street wall is desired along a street, a side setback of zero should be allowed. Please also see the strategy for “Compatibility (Transitions)” for special considerations where a non-residential property is adjacent to a residentially-zoned property.

Additional Considerations

Special considerations for building placement that need to be considered and addressed in the design standards include:

- **Typologies Emphasis.** Rear setbacks should be emphasized equally regardless of typology. Emphasize narrower ranges of front and side setbacks for Typology 1, somewhat broader ranges for Typologies 2 and 3, and more significant ranges in Typologies 4 and 5.
- **Encroachments into Required Setback Areas.** Existing zoning defines which building and site elements are allowed to encroach into required setback areas. This should be carried forward into any new standards that include required setback areas.
- **Exceptions to Maximum Front Setbacks for Amenities.** While establishing a consistent street wall may be desired for some typologies, exceptions to a maximum setback should be allowed where an amenity, such as a plaza, outdoor seating area or a pocket park, is provided.
- **Properties on Roadways With Limited Right-of-Way.** Where a limited right-of-way exists adjacent to a property, it may be appropriate to allow adjustments to the maximum setback to provide adequate sidewalk facilities along the street, even when a consistent street wall and tightly framed street is desired.
- **Properties Adjacent to Residentially-Zoned (R-) Properties.** Under this condition, the basic building placement and setback requirements proposed in the design standards may not be adequate to ensure a sensitive transition to a residential property. To address this, design guidelines are recommended that identify alternatives to addressing sensitive edges, and are described in the section on “Compatibility (Transitions).”
- **Nodes.** Building placement and setback ranges for an identified node could be different from those otherwise stipulated for an overall Corridor Typology. This would be based on the design vision for the node.

Building Orientation

Building orientation refers to how a building and/or a site element connects visually and physically to the public realm. The way a building faces the street, where entries are located in relation to public space and how it connects to public space are factors to consider.

Intent

A building should be sited and oriented to establish a visual and physical relationship between it and the public realm. Doing so provides visual interest, creating an inviting presence and generating activity.

Tool Recommendation: Design Guidelines

Use design guidelines to address building orientation and provide flexibility based on typology or site conditions. Many configurations and approaches exist for successfully orienting a project to the public realm; thus guidelines would be more effective.

Relationship to Current Tool:

Eliminate Existing Standard/Create New Guidelines

Potential Guidelines

A building should be oriented to the street via a combination of one or more of the following options:

- Entry opening directly onto the sidewalk
- Entry opening onto a path that connects directly to the sidewalk
- Entry opening onto a plaza or open space that connects directly to the sidewalk
- Entry opening onto a parking area or internal sidewalk that directly faces street
- Entry facing a side street, but visible from corridor
- Entry oriented diagonally to intersection or other location, but visible from corridor



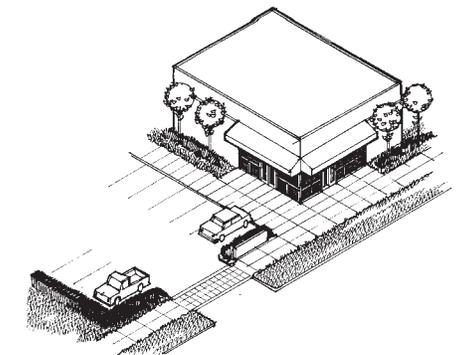
Entry orients to corner plaza.



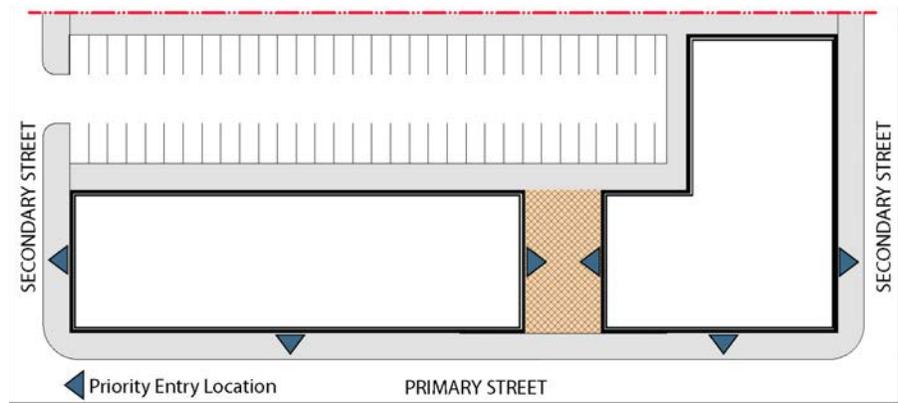
Entries orient to street.



Entry orients to plaza.



Double-fronted building entrances



Orient the primary building entrance to the street. Additional entrances are appropriate on larger buildings.

Additional Considerations

Special considerations for building orientation that need to be addressed in the design guidelines include:

- **Typologies Emphasis.** Address building orientation in all Typologies, but emphasize stronger building orientation design approaches for Typologies that are intended to have high levels of pedestrian activity.
- **Double Fronted Buildings.** Some projects may orient a building toward the public realm (street), but also to a customer parking area or other internal feature.
- **Internal Buildings Located Behind a Street Facing Building.** Where a second building is located at the interior of a site, orienting it toward the street is less important provided that another building(s) on the site is oriented to the street.
- **Buildings with Long Frontage or Several Entries.** Where a single building will have a very long frontage, providing multiple entries may be encouraged, particularly in Typologies 1, 2 and 3.
- **Dual Street Orientation.** On a corner, a building may be oriented toward more than one street.
- **Parcel Size and Configuration Constraints.** The depth, size and shape of a parcel will impact building orientation options and should be considered.
- **Adaptive Reuse and Renovations.** More flexibility related to building orientation should be provided for altering or expanding an existing building.
- **Corner Sites.** On a corner site, orientation toward the intersection may be preferred.
- **Nodes.** Building orientation requirements could be different for an identified node than are otherwise stipulated for an overall Corridor Typology. This would be based on the design vision for the node. For example, corner orientation may be required or a more limited range of options may be available if the desire is to create a node that supports a high level of pedestrian activity.

Parking Location

Parking location refers to the placement and size of vehicular surface parking areas within a property, especially in relation to the primary structure and the street.

Intent

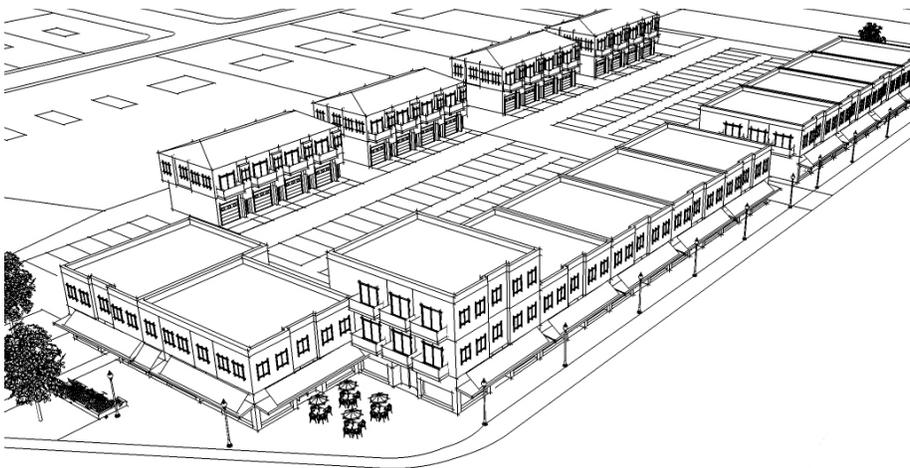
Surface parking location strongly influences the visual and physical character of the streetscape. Parking adjacent to the street can negatively impact walkability of the overall streetscape. For this reason, the visual impact of parking should be minimized.

Tool Recommendation: Design Standards

Use design standards to identify allowed parking locations and provide limitations on the depth and linear frontage of a parking area along a street. This will directly address strong community concerns about the negative visual impact of surface parking areas in most typologies. Where a larger parking area is allowed adjacent to the street, specific buffering requirements should be established. Since limiting the visual impact of surface parking is less influenced by site conditions, a prescriptive design standard is appropriate.

Relationship to Current Tool:

Modify Existing Standards



Parking is located towards the interior of a site, behind or beside a building, to minimize its visual impact on the public right-of-way.

Potential Standards

Standards for locating parking location and for the size of parking lots should address a range of parking allowances, ranging from significant to minor restrictions. Some options and factors to address include:

- Prohibiting parking within a certain distance from the front property line outright
- Prohibiting parking within a certain distance from the front property line, but only for a specified percentage of the street frontage
- Prohibiting parking between a building and a street
- Limiting the amount of parking between a building and a street to a specified depth
- Allowing a significant amount of parking within a front setback area, but requiring specific buffering and screening standards

Additional Considerations

Special considerations for parking location that need to be addressed in the design standards include:

- **Typologies Emphasis.** Strongly discourage large amounts of visible surface parking in Typologies 1, 2 and 3. Promote a wider range of options for minimizing the impact of surface parking in Typologies 4 and 5.
- **Adaptive Reuse and Renovations.** Provide more flexibility about parking location for the alteration and expansion of an existing building.
- **Nodes.** Parking location requirements and ranges could be different for an identified node than are otherwise stipulated for an overall Corridor Typology. This would be based on the design vision for the node.
- **Structured Parking.** When structured parking occurs at the street-level, it should be subject to the same restrictions as surface lots that limit parking within a certain distance from the front property line. Instead of building a parking structure to the street edge, it should provide an active wrap around the ground floor that sets the parking back from the street.

Parking Ratios

Parking ratios refer to the number of parking spaces provided in proportion to the parking demand for a particular use. They are based on empirical studies and are measured by the total leasable area of a building, number of units, seats, employees or other criteria. Parking is an important driver of development density, often consuming 50 percent or more of a site and making up a significant portion of the development cost.

Intent

The intent of regulating parking is to ensure that enough parking is provided to support a particular use, without providing more parking than is necessary. Undersupplying parking can result in spillover into adjacent neighborhoods or adjacent properties, excessive vehicle circulation, and unhappy users. An oversupply of parking can result in poor land utilization, increased cost, excess storm drainage and other negative environmental impacts. While parking supply is often market-driven, the amount of on-site parking should be minimized where feasible.

Parking regulations are also intended to help protect the public health, safety and general welfare by helping avoid and mitigate traffic congestion; encouraging multi-modal transportation options and enhanced pedestrian safety; promoting reductions in the amount of impervious surfaces and providing adequate drainage structures to reduce impacts of storm water runoff; encouraging paving or alternate means of surfacing of parking areas in order to address dust abatement and improve air quality; and providing flexible methods of responding to the transportation and access demands of various land uses in different areas of the city.

Tool Recommendation: Design Standards

Relationship to Current Tool:

Modify Existing Standard

Basic parking requirements currently in the Parking and Access chapter of the zoning code should be maintained in place, but potential reductions should be considered as incentives for Corridor properties.

Potential Standards

The following items are recommended for qualifying Corridor properties:

- Increase allowances for uses without parking.
 - Allow up to 2,500 square feet of retail for some or all Typologies.
 - Add flexibility for parking exemptions, reductions and special use areas.
 - Allow on-street parking to count toward off-street parking requirements for some or all Typologies, or when certain conditions are met.
 - Currently, off-street motor vehicle parking may be reduced up to 25 percent by providing additional bicycle parking spaces in excess of what is required (one space for every eight additional long-term bicycle spaces provided). These existing regulations should be modified to allow greater reductions that are directly proportional to the bicycle spaces provided (one space for each additional long-term bicycle space provided).
 - Additionally, locations served by bike routes, lanes or trails should be allowed to reduce motor vehicle parking proportionate to the desired mode split (15-20 percent).
 - Existing regulations allow a 15 percent reduction in parking for non-residential uses located within 500 feet of a transit stop. These regulations should be modified to include residential uses and increase the distance to 1,250 feet (five-minute walk).
 - Shared parking is encouraged in the existing regulations as a means of reducing the negative impacts of parking. The existing regulations allow reductions of 20 to 90 percent for specific conditions among different categories of uses or among uses with different hours of operation. Developments may also use a shared parking analysis based on the Urban Land Institute's (ULI) shared parking analysis methodology upon review and approval by the Zoning Officer in consultation with the City Engineer. Design standards should be modified to allow greater flexibility for shared parking. This could include increasing the percentage of shared parking allowed in certain zoning districts, allowing more flexibility in the mix of uses and reducing the minimum parking requirements.

Additional Considerations

Special considerations for parking ratios that need to be considered in the design standards and guidelines include:

- **Typologies/Nodes Emphasis.** Parking ratios can be lower in areas that are more walkable, have access to transit or are near bicycle routes and trails. Mixed use areas offer the opportunity to combine trips, resulting in lower parking demand. Areas that are not conducive to walking will necessarily require more parking. As such, the base standards may be able to be decreased for certain Typologies or nodes identified specifically for mixed use.



Public art enhances the setback area.



Landscape buffers surface parking that is located within the setback area.



This adaptive reuse project incorporates a dining area into the existing setback.

Setback Area Character

Setback area character refers to the design and use of an open space within the private realm that sits between a building and the street. Where a building is placed directly at the front property line with no front setback, front setback area character is not applicable.

Intent

Where a building is set back from the front property line, the area between the building and the front property line should be designed to provide visual interest at the street level. While a variety of treatments are appropriate, it should be designed to enhance the public realm. Design should be encouraged that uses native landscaping which speaks to Missoula’s environmental identity, provides outdoor spaces that generate activity and enhances the streetscape with public art. Other devices may be used in this space that contribute to placemaking and community identity, and connect a building to the public realm through pathways or other features.

Tool Recommendation: Design Guidelines

Use discretionary design guidelines to address the treatment of this area. This will provide an opportunity to clearly state a desired intent, but provides latitude for determining creative designs that contribute to the eclectic and natural character of Missoula.

Relationship to Current Tool:

Eliminate Existing Standard/Create New Guidelines

Potential Guidelines

Use design guidelines to indicate the desired impact to the public realm of a front setback area and then indicate potential options for its design, which include:

- Landscaping treatments
- Outdoor dining areas
- Plazas
- Pocket parks
- Public art
- Outdoor display areas
- Pathways and circulation
- Stormwater management features
- Signage
- Street furniture
- Parking
- Any combination of these or other design treatments that achieve the desired intent



Dining activates the setback area.



Landscape and connectivity enhances the setback area.

Additional Recommended Considerations

Special considerations for setback area character that need to be addressed in the design standards include:

- **Typologies Emphasis.** Encourage more of a predominantly hardscaped treatment in Typology 1 and a variety of treatment options in Typologies 2, 3, 4 and 5.
- **Planting Palette.** It is desirable to identify an acceptable planting palette or other landscape guidelines for the front setback area given its prominent visibility from the street and its ability to strongly impact Missoula's character.



The multifamily building steps down to single-family residential building, providing a compatible transition in building height.



The horizontal mixed-use building provides a commercial and multi-family component. The commercial portion orients to the commercial street and wraps the corner. The multifamily portion provide a compatible mass and scale transition to the adjacent residential neighborhood.



This row of townhouses provides a compatible mass and scale transition to an adjacent residential neighborhood (not shown).

Compatibility (Transitions)

Compatibility relates to sensitive transitions between two properties and refers to the use of site and building design techniques that enhance this interface. It is especially important where an incompatible contrast in scale or land use occurs. A sensitive transition is one that alleviates or avoids potential negative impacts to the more sensitive property.

Intent

New commercial, mixed-use and multi-family residential (including multi-family built in commercial zones) along the corridors should be designed to mitigate impacts on adjacent residentially-zoned (R-) properties where the two properties interface (typically the rear lot line of the non-residentially-zoned property). Ensure compatibility between uses of differing scales or intensities.

Tool Recommendation: Design Guidelines

Using design guidelines to address compatibility and sensitive transitions will provide significant flexibility in responding to the variety of site conditions and transition interfaces seen along the corridors. Suggestions for appropriate design elements to address these interfaces are discussed extensively in The Key Conditional Design Topics section on page 80 of Chapter V.

Relationship to Current Tool:

Maintain Existing Standard/Create New Guidelines

Potential Guidelines

As discussed in The Key Conditional Design Topics Section of this report, the design guidelines will identify the potential property interfaces that are likely to be encountered by development along the corridors. For each type, the guidelines will identify appropriate design techniques to be used, which may include one or more of the following:

- Scale transitions
- Use transitions
- Increased setbacks
- Landscape buffers
- Walls
- Parking buffer
- Amenity buffer



The commercial development shown above provides a compatible mass and scale multifamily cluster that transitions to an adjacent residential neighborhood (not shown).

Additional Considerations

Special considerations for compatibility and sensitive transitions that need to be addressed in design guidelines include:

- **Transitions to Multi-family Zoned Areas.** Depending on the scale of development allowed in an adjacent multi-family zone, some design features may be recommended to ensure a sensitive transition between a commercial or mixed-use property and the multi-family site. Under this condition, the guidelines will provide more flexibility or perhaps simply encourage, but not require, action.
- **Development Adjacent to Historic Resources.** Sensitive edges may occur where new development exists next to a historic landmark. These edges are particularly important to consider, so that historic integrity is preserved.

Vehicular Access

Vehicular access relates to the interaction of vehicles between public streets and private property, as well as cross-access between adjacent properties. Vehicular access primarily refers to cars and service vehicles (delivery trucks, garbage) but also extends to emergency vehicles, transit and bikes. Cross-access refers to providing vehicular access between two or more contiguous sites so that motorists do not need to reenter the public street system to gain access to abutting properties.

Intent

The number of access points directly affects safety and walkability. Vehicular access should be designed to protect public safety and promote better land use by controlling the design and use of the public right-of-way. Well-designed vehicular access reduces the number of conflicts between motor vehicles, bikes, and pedestrians resulting in fewer accidents and improved traffic flow.

Tool Recommendation: Design Standards with Guidelines

Prescriptive design standards should be established to minimize the number of access points and combine access wherever possible. Access to secondary streets should be required over access to primary arterials, and cross-access should be required for all commercial properties. Driveways should be located a specified safe distance from intersections. Prescriptive standards will improve consistency and predictability in the review process. Design guidelines should be developed to allow additional flexibility in applying the standards.

Relationship to Current Tool:

Expand Existing Standard/Create New Guidelines

The existing zoning regulations provide minimal guidance relative to access. Additional requirements are included in the Missoula Municipal Code and City Engineering Division standards and specifications; however, none of these documents provide prescriptive standards for access location and design.

Potential Design Standards

Design standards will be prepared that include diagrams of preferred access layouts. Standards will indicate the following regarding vehicular access to Corridor properties:

- No more than two access points per frontage
- No access from the primary street when secondary street access is available (corner lots)



- Cross-access or alleys between adjacent commercial properties are required where feasible
- Minimum 50-foot setback from intersections

The Missoula Municipal Code and City Engineering Division standards and specifications require commercial vehicle loading and unloading to occur off-street without backing into the private property from public alleys, roadways and streets. Truck and emergency vehicle access are important design considerations for safety and site function, and can be a significant challenge on small sites in more urbanized areas.

Potential Design Guidelines

Design guidelines will recommend maximizing the use of public streets and alleys for loading and unloading, while balancing public safety and convenience.

Additional Recommended Considerations

Special considerations for vehicular access that will need to be considered and addressed in the design standards and guidelines include:

- **Typologies Emphasis.** Minimize access on Typologies that anticipate higher levels of pedestrian activity to promote safety and an improved walking environment.
- **Traffic Speeds and Volumes.** The level and frequency of access will depend on traffic volumes, speeds and the desired character for a Corridor Typology. Streets with higher volumes and speeds should have less access for safety.
- **Shared Access.** Once curb cuts have been created, they are often kept by new projects. This tends to perpetuate auto-oriented development without improving the multi-modal environment. To the extent feasible, existing access points should be eliminated or consolidated when new development occurs.



Pedestrian connectivity is created by directing a walkway through a midblock courtyard.

Pedestrian Access and Connectivity

Pedestrian access and connectivity refers generally to the movement of people from the public realm throughout a site. It also encompasses pedestrian connections to adjacent sites/developments and natural areas, open space and trails.

Intent

Pedestrian access and connectivity on a site should enhance walkability within a site and provide clear visual and physical connections between a site and the public realm. On larger sites where neighborhood connectivity is desired and where feasible, public pedestrian access should be provided through a site to connect two or more public features (streets, parks, etc.).

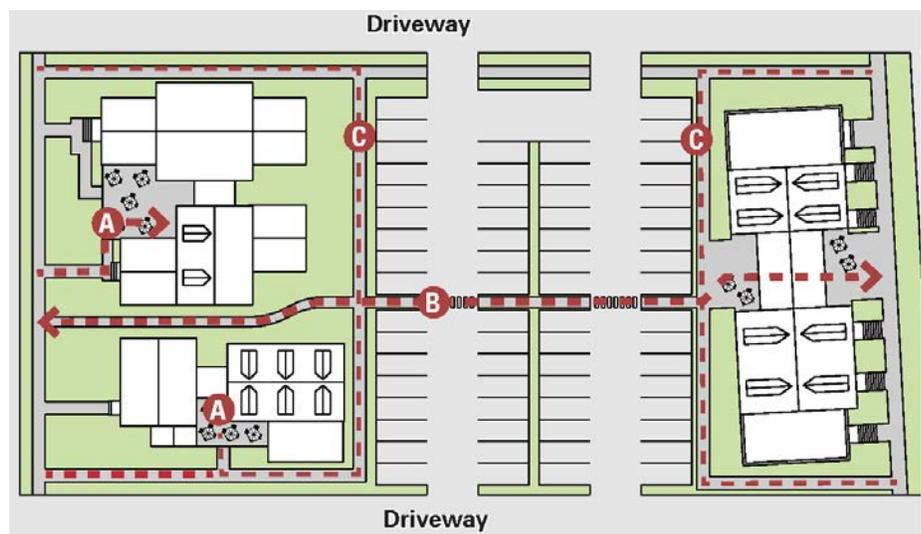
Tool Recommendation: Design Standards with Guidelines

Using design guidelines to address on-site and “through-site” connectivity is appropriate since an on-site pedestrian circulation system could be configured in numerous ways and still meet the overall intent described above. Note that guidelines for through-site connectivity will likely be advisory unless a mechanism or incentive is in place that can facilitate it.

Relationship to Current Tool:

Modify Existing Standard/Create New Guidelines

The existing design standard in Missoula’s B- and C- zones requires that all primary structures, adjacent public sidewalks and parking areas be connected to one another with walkways. This should be expanded to apply to all development on a property fronting a corridor.



Pedestrian connectivity options include the following: A) directing a walkway through a courtyard, B) providing a mid-block connection, C) connecting with internal walkways on neighboring properties.

Potential Guidelines

Guidelines will be created that illustrate options for the design of pedestrian access facilities. These include:

- Recommended widths
- Potential materials
- Integration with an overall site design
- Other topics

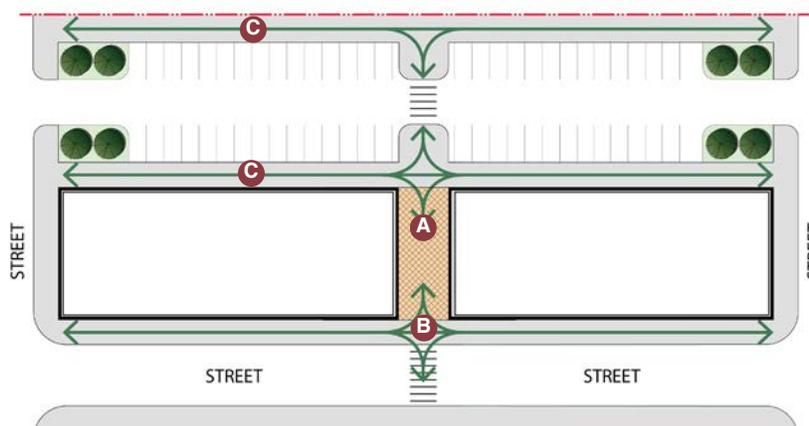
Guidelines will also be created to encourage through-site connectivity where appropriate, and will demonstrate considerations and options for their design of pedestrian access facilities. These may identify a number of options, including:

- Through the interior of a site
- Along a side property line
- Along a rear property line
- Along an alley
- Shared with neighboring property
- A private vehicular roadway in coordination with a public connection

Additional Considerations

Special considerations for pedestrian access and connectivity that need to be considered and addressed in the design standards and guidelines include:

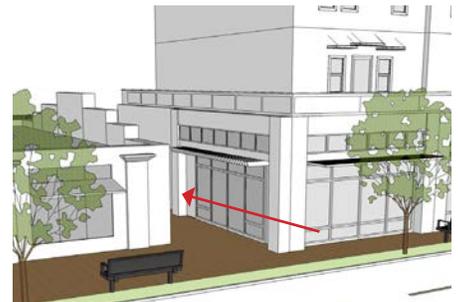
- **Security Concerns for Industrial Land Uses.** Industrial or other uses requiring security may require some flexibility regarding internal site connectivity and connections to public areas.
- **Connectivity to Natural Features.** Through-site connections will be more strongly encouraged on sites adjacent to a natural public amenity such as a park, public bicycle facility or other similar feature.



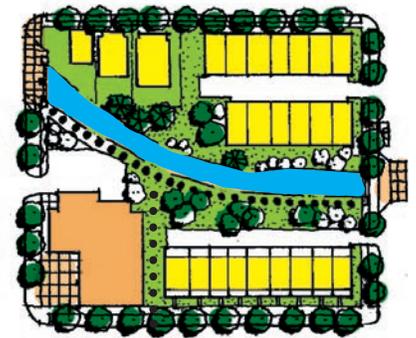
Pedestrian connectivity options include the following: A) directing a walkway through a courtyard, B) providing a mid-block connection, C) providing internal cross property walkways.



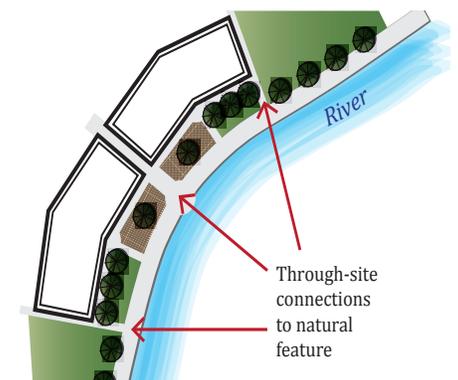
Pedestrian connectivity is provided by a midblock pass through. The walkway is activated with a plaza and buildings are oriented to it.



Pedestrian connectivity is provided by a midblock pass through.



Pedestrian connectivity is provided by internal multiuse paths.



Through-site connections will be more strongly encouraged on sites adjacent to a natural public amenity.



Landscape enhances entryway.



Landscape enhances pedestrian zone.



Landscape enhances corridor frontage.



Landscape buffers service area.



Mountain landscape palette.

Landscape Design

Landscaping refers to all areas of a site that are not covered by structures, driveways, parking areas or other paved surfaces. It generally refers to vegetation but can also include sidewalks, trails, plazas, courtyards and street furniture.

Intent

Landscaping should enhance the quality and appearance of a project while mitigating the adverse effects of development. This includes screening and buffering higher intensity uses, reducing environmental impacts, enhancing pedestrian areas and promoting sustainable landscape practices.

Tool Recommendation: Guidelines

Maintaining the existing standard, but providing guidelines for alternative compliance, will help to provide flexible options for satisfying landscape requirements. It may also serve as an incentive to use landscaping in a manner that more significantly benefits the public realm and meets sustainability objectives.

Relationship to Current Tool:

Maintain Existing Standard/Create New Guidelines

The existing standards that are applied according to land use should be modified to allow more options for satisfying a landscape requirement in addition to the current standard, which is a flat percentage. The current standards require:

- 35% of the site for multi-dwelling buildings
- 20% of the site for enterprise commercial uses
- 15% of the site for all others

Potential Guidelines

Add the following alternatives for providing landscaping in guidelines:

- Preserve existing healthy trees and shrubs.
- Increase planting density.
- Landscape at least 10 feet inward from the right-of-way along the full length of the street frontage.
- Landscape at least 15 feet, including sidewalk, between the street edge and the building face along the full length of the street frontage.
- Landscape at least 10% of the paved parking lot area.
- Provide a continuous 36-inch height buffer along the full length of the parking area frontage using any combination of berms, plantings, walls or fences.

- Provide pervious pavement, solar, reflectivity and other low impact design (LID) features.
- Provide green roofs or vertical gardens.

Also, provide design guidelines for landscape elements to cover the following:

- Integration with overall site design
- Design of landscaped areas
- Stormwater treatment opportunities
- Plant selection
- Drought tolerant
- Planting palette

Additional Considerations

Special considerations for landscape design that will need to be considered and addressed in the design standards and guidelines include:

- **Renovations and Adaptive Reuse.** Complying with landscape requirements may be too burdensome for smaller adaptive reuse and renovation projects.
- **Items that Can be Counted Toward Landscape Requirement.** Standards will need to specify whether or not landscape elements in the public realm (particularly planting areas between the curb and sidewalk) may count toward a project’s landscaping requirement.
- **Activity Areas for Multi-family Properties.** This provision in the zoning for multi-family properties could potentially be redefined to count toward landscaping requirements if it is a preferred approach.



Pervious paving materials



Landscaped dining plaza amenity



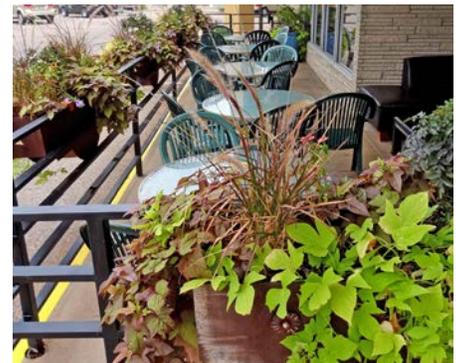
Landscaped pocket park amenity



Landscaped parking buffer



Landscaped plaza and dining area



Planted basket accents



Six-story residential building.



One-story building height with second-story step back

BUILDING DESIGN

Building design involves permanent structures on a site, including the overall massing and scale of a building and its individual elements.

Building Size and Scale

Building size and scale refers to the overall length of a building wall adjacent to the public realm, the overall height of a structure, the height of the portion of a building adjacent to the street and the height of a building relative to a residentially-zoned (R-) property.

Intent

A building should be sized to not be relentlessly long (significantly longer than a typical block face length in the area), thereby restricting views and neighborhood connectivity. It should maintain a pedestrian scale at the street to reflect community desire for character, allow solar access to the street and, in some cases, respond to a nearby lower scale context.

Tool Recommendation: Design Standards with Guidelines

Using design standards to address building size and scale will provide predictability regarding the approximate building footprint, height and overall volume that can be achieved. Adding guidelines to address the options for stepping down in scale toward a sensitive property will provide flexibility to respond to varying site constraints and conditions as described in The Key Conditional Design Topics section on page 80 of Chapter V.

Relationship to Current Tool:

Modify Existing Standard/Create New Guidelines

Potential Standards

Existing standards should be modified for some Corridor Typologies, to include:

- Establish a maximum continuous building wall length adjacent to the street.
- Maintain current overall building height maximums as established under existing zoning.
- Increase allowable maximum building heights for projects that provide certain design features and where community input suggests support for buildings taller than allowed under existing zoning. (This would require the identification of design features that would qualify for the additional height allowance).
- Require a minimum space between buildings that varies based on the total length of building frontage of the two buildings

- Establish a maximum building height within a certain depth of the front property line in areas where a high level of pedestrian activity is projected.

Potential Guidelines

New guidelines should be created for designated Typologies to address scale transitions to residentially-zoned (R-) properties. Please see the Key Conditional Design Topics section on page 80 of Chapter V for additional details.

Additional Considerations

Special considerations for building size and scale that need to be considered include:

- **Typologies Emphasis.** Permitted size and scale ranges should vary based on Typology, with greater flexibility permitted in Typology 5 and tailored maximum dimensions established for Typologies 1, 2, 3 and 4.
- **Distance of a Building from a Sensitive (R-) Property.** If a building is located a specified distance away from a sensitive property, a step down in scale may not be necessary..



Two-story building height



The overall length of the building wall and building height will be considered for the different typologies.



Articulation of building mass techniques that are provided include wall offsets and height variation.

Variation in Building Mass

Varied massing refers to the displacement of or fluctuations in an otherwise flat building wall or roof. Articulation of mass can occur for the entire dimension of a building wall or roof, or for a portion of this dimension.

Intent

Larger building masses should be broken down using articulation methods to establish a sense of human scale, add visual interest, prevent monotonous walls and enhance access to light and views. Human scale is used to describe how a person perceives a building element or a group of building elements in relation to themselves. A person relates better to building features that are of a size and scale similar to that of a human.

Tool Recommendation: Design Guidelines

Using design guidelines to address articulation of building mass will allow for flexibility in the application of articulation methods to meet the needs and design of a specific project and promote architectural creativity and diversity.

Relationship to Current Tool:

Eliminate Existing Standards/Create New Guidelines

Potential Guidelines

New guidelines should be created that identify and illustrate effective options for varying a building's mass. Options include:

- Wall offsets of 5 feet or greater
- Upper floor setbacks a minimum distance of linear street frontage
- Height variation (of one or more full floors)
- Diagonal wall oriented to the intersection in a building at the corner
- Increased setback or notch in the building at the corner



Articulation of building mass techniques that are provided include wall offsets and height variation.



Articulation of building mass techniques that are provided include wall offsets and height variation.



Articulation of building mass techniques that are provided include wall offsets and height variation.

Additional Considerations

Special considerations for articulation of building mass that will need to be considered and addressed in the design guidelines include:

- **Small Building Height/Length.** For a relatively small building, variation in building mass may be less necessary.
- **Large Building Height/Length.** For a larger building, variation of building mass may be more critical.
- **Distance of the Building from the Street.** Where a building is set back further from the street, articulation of building mass may be less important.
- **Typologies Emphasis.** Articulation requirements may be more extensive for Typologies where a higher level of pedestrian activity is anticipated.
- **Side of the Building.** Articulation of building mass may be less critical on walls that are not highly visible from the street.
- **Parcel Sizes and Constraints.** On parcels that are constrained in size or depth, articulation of a building's mass may not be feasible.



Articulation of building wall techniques that are provided include wall offsets, change in material and change in color.

Articulation of Building Walls

Articulation of a building wall refers to application of surface features that break up the area of a building wall into smaller components.

Intent

A larger building wall should utilize design features to visually break down the wall into smaller components to establish a human scale, add visual interest and prevent a monotonous appearance.

Tool Recommendation: Design Guidelines

Using design guidelines to address articulation of building walls will allow for flexibility in the application of articulation methods to meet the needs and design of a specific project and promote architectural creativity and diversity.

Relationship to Current Tool:

Eliminate Existing Standard/Create New Guideline

Potential Standards and Guidelines

New guidelines should be created that identify and illustrate effective options for articulating a building wall. Options include:

- Wall offsets
- Accent lines (flush with wall)
- Accent lines (projecting from a wall; sills, moldings, etc.)
- Change in color
- Change in material
- Balconies
- Decks or other design features that create a void in the wall of a minimum specified size
- Continuous transparent area/ glass curtain wall



Articulation of building wall techniques that are provided include wall offsets, change in material and change in color.

Additional Considerations

Special considerations for articulation of a building wall that will need to be considered and addressed in the design guidelines include:

- **Small Building Height/Length.** For a relatively small building, variation in building mass may be less necessary.
- **Large Building Height/Length.** For a larger building, variation of building mass may be more critical.
- **Distance of the Building from the Street.** Where a building is set back further from the street, the number of articulation methods may be less.
- **Typologies Emphasis.** Articulation requirements may be more extensive for Typologies where a higher level of pedestrian activity is anticipated.
- **Side of the Building.** Articulation of building mass may be less critical on walls that are not highly visible from the street.



Articulation of building wall techniques that are provided include recessed balconies, change in material, change in color and wall offsets.



Articulation of building wall techniques that are provided include recessed entry, change in material, change in color and stepped roof line.



Articulation of building wall techniques that are provided include balconies, change in material, change in color and wall offsets.



Articulation of building wall techniques that are provided include recessed balconies, change in material, change in color and wall offsets.



Articulation of building wall techniques that are provided include upper wall offsets, recessed entry, change in material, change in color and stepped roof line.



This building reflects a connection to the environment in its design using natural materials such as wood timber, metal gusset details and wood plank stamped concrete.



This building reflects a connection to the environment in its design using materials such as wood siding and corrugated metal.



This building reflects a connection to the environment in its design using natural materials such as river stone and heavy timber.

Architectural Character/Community Identity

Architectural character results from a structure’s building materials, composition of windows and doors, articulation of building mass, roof form and more. Community identity refers to the degree to which a building’s design conveys a character that reflects Missoula’s identity and community values, including a diversity of architecture, eclecticism and connection with the environment.

Intent

Buildings in Missoula should exhibit architectural creativity and uniqueness. Each should reflect in some way a connection to the environment. Franchise designs that are not unique to Missoula should be discouraged.

Tool Recommendation: Design Standards with Guidelines

Using a combination of design standards and design guidelines will provide a strong measurable standard to discourage generic franchise architecture. The guidelines should provide a variety of options of how this can be accomplished.

Relationship to Current Tool

Create New Standard/Create New Guidelines

Potential Standards

Standards to encourage and enhance community identity and discourage franchise architecture will include:

- Defining “unique”
- Prohibiting buildings that are not “unique”

Potential Guidelines

Guidelines to encourage and enhance community identity and discourage franchise architecture will include:

- Minimizing the use of corporate logos, colors and other trademarked items on a building
- Confining corporate trademarked logos to signage at the allotted area per underlying sign code requirements

Additional Considerations

Special considerations for community identity/architectural character that need to be considered and addressed in the design guidelines include:

- **Typologies Emphasis.** More flexibility may be appropriate in Typology 5 provided it is not an identified node where a different condition is desired. The expectations for architectural character should apply to development in the city, but the expectations may be higher in the corridors that were identified during the public outreach as being more critical to the character of Missoula.



This building incorporates traditional building materials and details in a traditional design.



Adaptive reuse buildings provide unique design opportunities. The projects shown house a brewery (above) and an art gallery (below.)



This building incorporates traditional building materials in a unique design that reflects Montana heritage.



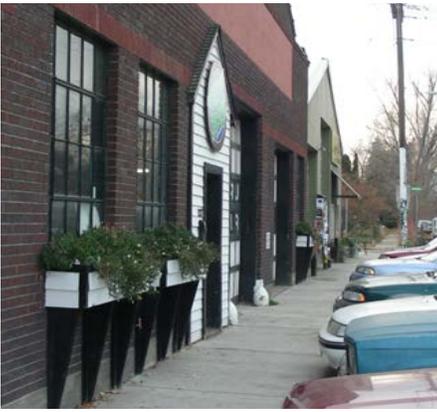
This brewpub reflects a connection to the environment in its design using natural materials such as rusticated siding and plank wood detailing.



This building reflects a connection to the environment in its design using materials such as poured, scored concrete with masonry accents and metal details.



This building front incorporates traditional building materials and details in a unique design.



Materials refer to the raw components used to construct the exterior of a building, such as masonry.

Materials

Materials refer to the raw components used to construct the exterior of a building, such as brick, wood or stone.

Intent

Design a building to use materials that are durable, provide a sense of scale and convey visual interest at the street level. Utilize some degree of natural materials, in keeping with traditions in Missoula.

Tool Recommendation: Design Standards with Guidelines

Using design standards in designated Typologies will establish a baseline list of materials allowed by-right. Then, use guidelines to provide alternatives for compliance.

Relationship to Current Tool:

Create New Standards/Create New Guidelines

Potential Standards

Design standards will be established to:

- Identify a list of appropriate materials for street-facing walls along the Corridors.
- Require a minimum percentage of natural materials that reflect the traditions and natural environment of Missoula.

Potential Guidelines

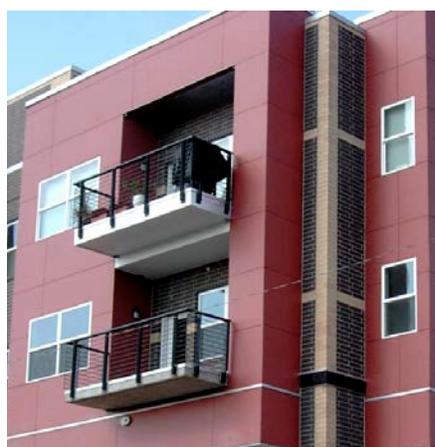
Design guidelines will provide flexibility for alternatives to materials identified in the design standards. They will:

- Identify the design intent for materials, including the visual qualities that are expected of a material.
- Identify recommended primary and secondary materials.

Additional Considerations

Special considerations for materials that need to be considered and addressed in the design guidelines include:

- **Typologies Emphasis.** A wider range of materials may be appropriate for Typology 5, while a more focused palette is appropriate in other Typologies.



Examples of appropriate materials for street facing walls along the corridors may include some of the materials shown above.

SIGN DESIGN

This section provides a strategy for tools to address signage.

Signage and Buildings as Signs

Signage includes the physical display of a company's name or logo such that it functions as an important architectural feature. Architecture as signage refers to when a building's design is integrated and coordinated with its signage scheme to the point that the building itself becomes a sign. Color, lighting and architectural details that match the business' logo and signage create an overall effect that functions as a sign instead of architecture.

Intent

Signs should be designed so they are subordinate to the building. They should be placed such that they do not obscure architectural features or details. A sign should be integrated with the building's other architectural features.

Tool Recommendation: Design Standards with Guidelines

Using a design standard to ensure that a building is not designed to function as a sign is recommended. The intent is best met by establishing a measurable threshold for corporate branding used on the building.

Relationship to Current Tool:

Modify Existing Standard/Create New Guidelines

Potential Standards

Add standards that set a threshold for the use of corporate colors, logo or other features. The design standards should indicate that once that threshold is exceeded, those elements above the threshold are included in the calculation of the maximum signage area allowed per the sign code.



A signage scheme should be subordinate to the building.



Scenario A:
Logo color on sign
and canopies only.



Scenario B:
Logo color on the
sign, canopies and
on a small surface
area (such as an
accent stripe).



Scenario C:
A moderately
larger surface area
of logo color, but
still subordinate to
the overall build-
ing character and
color scheme.



Scenario D: Major-
ity of color scheme
is logo color and is
not subordinate to
the overall building
character.

Potential Guidelines

Add guidelines that provide general design guidance for the following:

- Placement
- Design
- Sign lighting
- Special guidelines and considerations for each sign type

Additional Considerations

Special considerations for signage that will need to be considered and addressed in the design standards and guidelines include:

- **Building Placement.** Recommended signage types may in some cases relate to the placement of the building relative to the street and the level of pedestrian activity anticipated. For example, a monument sign may be discouraged when a building is built relatively close to the sidewalk.



Other Topics to Be Addressed for Corridors in Design Guidelines

- Bicycle Facility Design and Placement
- Public Art
- Site Lighting
- Parking Area Design
- Entry Design
- Windows
- Adaptive Reuse
- Crime Prevention Through Environmental Design (CPTED)
- Street Level Design
- Glare
- Building Illumination (location and quantity of neon, etc.)

APPENDIX B: DOWNTOWN DESIGN TOOLS STRATEGY

This appendix presents recommendations for applying design tools to Downtown Missoula. These appear as a series of design topics related to site design, building design and signage. For each design topic, the following information is provided:

- **Topic Definition.** An explanation of what a topic addresses
- **Intent Statement.** A description of the objectives for the design topic
- **Tool Recommendation.** Preliminary suggestion of which tool to use, such as a code amendment, a prescriptive standard or a design guideline
- **Additional Considerations.** Special conditions that will be considered when developing the specific tools in Phase 2 of the *Missoula Design Excellence Project*. These include certain exceptions that may be noted, special conditions that may affect how the tool is applied or other mechanisms that should be developed.

The following information is provided in the “**Tool Recommendation**” section for each design topic:

- **Relationship to Current Tools.** Indicates one or a combination of the following actions as an overlay for Downtown properties:
 - **Maintain Existing Standard.** Where an existing standard in the underlying zoning is recommended to be maintained as is. Under this scenario there is typically a recommendation to create guidelines to supplement the standard or provide options for flexibility and alternative compliance.
 - **Eliminate Existing Standard.** When standards in the base zoning are recommended to be removed for Downtown properties because the topic is better handled in the guidelines or does not adequately address the community’s design intent.
 - **Modify Existing Standard.** When standards in the base zoning are recommended to be modified or rewritten to better meet a design intent.
 - **Create New Standard.** When a topic is not currently addressed in base zoning, but is recommended to be added and addressed with prescriptive standards.
 - **Create New Guideline.** When a topic is recommended to be addressed with discretionary, flexible guidelines.
- **Potential Standards and/or Guidelines.** Indicates a preliminary direction to address a design topic using a guideline or standard.

SITE DESIGN

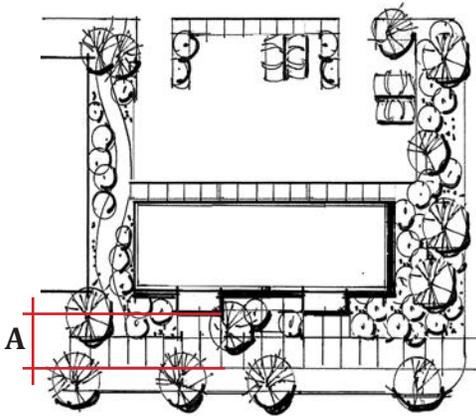
Building Placement

Building placement refers to the location of a building in relation to the boundaries of its lot. Building placement influences how a building impacts adjacent spaces, such as the sidewalk/street or adjacent properties. Where a building is placed on a lot also strongly impacts the arrangement of other site elements (open space, parking etc.).

Intent

As it relates to the street, a primary building should be located relatively close to the front property line such that it frames the public realm space, enhances it, provides visual interest at the street level and is compatible with the traditional Downtown development pattern.

Since buildings in Downtown are likely to cover a significant portion of a property in keeping with the traditional development patterns, front setbacks should be moderate or non-existent. As placement relates to an adjacent residential property to the rear, a setback should provide for adequate privacy and access to light for neighbors.



A = Front setback

Building placement refers to the location of a building in relation to the boundaries of its lot. This front setback allows for pedestrian amenities in front, such as landscaping.



A building should be located relatively close to the front property line such that it frames the public realm space, enhances it, provides visual interest at the street level and is compatible with the traditional Downtown development pattern.

Tool Recommendation: Design Standard with Guidelines

Using a combination of design standards and guidelines will help to ensure that all properties are required to establish a street wall near or at the back of the sidewalk. Guidelines will illustrate successful approaches to building placement for areas where a range of front setbacks are allowed.

Relationship to Current Tool

Modify Existing Standard/Create New Guidelines

Potential Standards

Establish build-to zones throughout Downtown that require a minimum percentage of a street-facing building wall be located within a range of minimum and maximum front setbacks (build-to zone).

Potential Guidelines

Guidelines help determine where in the build-to zone your building should be placed to ensure compatibility, visual continuity along the street and enhanced walkability.

Additional Considerations

Special considerations for building placement that need to be addressed in Downtown include:

- **Contexts Emphasis.** Minimal setbacks and tight build-to zones that result in a consistent street wall very close or at the back of the sidewalk are most appropriate in the Downtown Inner and Outer Cores and the Hip Strip. More flexibility is appropriate in other contexts.
- **Exceptions to Maximum Setbacks.** The standards and guidelines need to address exceptions to a maximum setback, such as providing a public amenity like a plaza or pocket park.



Contexts are a special consideration for building placement.



Entry establishes connection to the sidewalk and street.



Entry establishes connection to the public plaza space.

Building Orientation

Building orientation refers to how a building and/or a site element connects visually and physically to the public realm. How a building faces the street, where entries are located in relation to public space and how it connects to public space are factors to consider.

Intent

A building should be sited and oriented to establish a visual and physical relationship between the building and the public realm (this may include the street, sidewalk and public spaces like parks and plazas). Doing so provides visual interest, creates an inviting presence and generates activity.

Tool Recommendation: Design Standards with Guidelines

Design standards should continue to require an entry that faces the street to ensure that a building is oriented to the public realm. Guidelines should provide additional options for orienting toward the street where an entry facing the street is not feasible.

Relationship to Current Tool

Modify Existing Standard/Create New Guidelines

Potential Standards

Modify the existing standard that requires a building to provide an entry facing the street for specified uses to apply to all development in Downtown.

Potential Guidelines

Guidelines should identify alternatives to providing a street-facing entry per the standards described above.

Additional Considerations

Special considerations for building placement in Downtown that need to be addressed include:

- **Contexts Emphasis.** More options for orienting a building to the street are appropriate outside of the Core areas of Downtown.

Parking Location

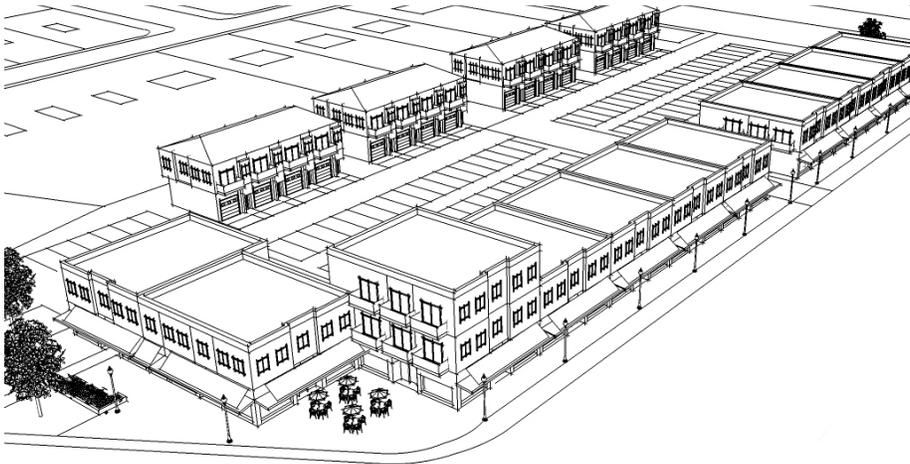
Parking location refers to the placement and size of vehicular surface parking areas within a property, especially in relation to the primary structure and the street.

Intent

Surface parking location strongly influences the visual and physical character of the streetscape. Parking adjacent to the street can negatively impact walkability of the overall streetscape. For this reason, the visual impact of parking should be minimized.



Parking is tucked under the building to reduce its visual impact.



Parking is located towards the interior of a site, behind or beside a building, to minimize its visual impact on the public right-of-way.



Design standards should address the visual impact of parking on the public realm.

Tool Recommendation: Design Standard

Use design standards to address the location of surface parking lots in Downtown and provide clear parameters to aggressively address the visual impact of parking on the public realm.

Relationship to Current Tool

Modify Existing Standard

Potential Standards

Standards for parking location and for the size of parking lots should address a range of parking allowances, ranging from significant to minor restrictions. Some options and factors to address include:

- Prohibiting parking within a certain distance from the front property line outright
- Prohibiting parking within a certain distance from the front property line but only for a specified percentage of the street frontage
- Prohibiting parking between a building and a street
- Limiting the amount of parking between a building and a street to a specified depth (where it is to be permitted)

Additional Considerations

Special considerations for parking location in Downtown include:

- **Contexts Emphasis.** Strongly discourage visible surface parking (even a limited amount) in the Hip Strip, Downtown Inner Core and Downtown Outer Core. Promote a wider range of options for minimizing the impact of surface parking in the Downtown Gateway and Downtown North contexts.
- **Adaptive Reuse and Renovations.** Provide more flexibility about parking location for the alteration and expansion of an existing building, given the constraints that may be faced.
- **Structured Parking.** When structured parking occurs at the street-level, it should be subject to the same restrictions as surface lots that limit parking within a certain distance from the front property line. Instead of building a parking structure to the street edge, it should provide an active wrap around the ground floor that sets the parking back from the street.

Compatibility (Transitions)

Compatibility relates to sensitive transitions between two properties and refers to the use of site and building design techniques that enhance this interface. It is especially important where an incompatible contrast in scale or land use occurs, or when a building is placed adjacent to a sensitive environmental feature. A sensitive transition is one that mitigates or avoids potential negative impacts to the more sensitive property.

Intent

Development in Downtown should be designed to mitigate impacts on adjacent residentially-zoned (RM1-35) and lower-scaled properties zoned for commercial uses (B2-2) where the two properties interface. As discussed in the Downtown Transitions section on page 92 of Chapter VI, there are several interfaces that are encountered in Downtown. Ensure compatibility between uses of differing scales or intensities and design a development adjacent to a natural amenity to provide a transition in scale toward the amenity.

Tool Recommendation: Design Guidelines

Use guidelines to address compatibility with respect to transitioning at a sensitive edge. This will provide appropriate flexibility for a wide variety of conditions.

Relationship to Current Tool

Maintain Existing Standard/Create New Guidelines

R zones exist in the outer edges of the Downtown Area. While the existing base zone districts require transitions when abutting an R district, new guidelines should be created to provide additional options for addressing a sensitive transition for different types of edges.

Potential Guidelines

As discussed in the Downtown Transitions section on page 92 of Chapter VI, the design guidelines will identify the potential property interfaces that are likely to be encountered in Downtown. For each type, the guidelines will identify appropriate design tools to be used, which may include one or more of the following:

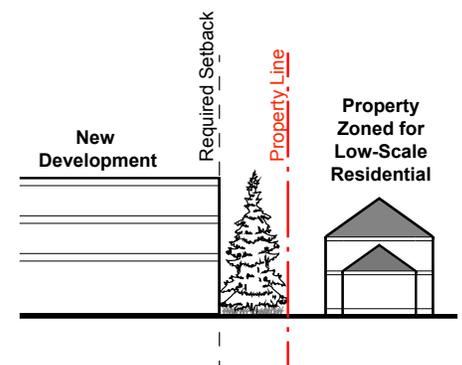
- Scale transitions
- Use transitions
- Increased setbacks
- Landscape buffers
- Walls
- Parking buffer
- Amenity buffer



Scale transition



Increased setback



Landscape buffer

Additional Considerations

Special considerations for compatible transitions in Downtown include:

- **Single-family Buildings On Property Zoned for Higher-Scale Buildings.** Community input suggests that some sensitive edges that need to be addressed in Downtown are where a single-family home exists adjacent to a commercial or mixed-use area. When identifying the need for compatible transitions, it is important to consider whether the sensitive property containing the single-family building is actually zoned for higher-scale development. In this situation, it may be less important to address the transition, particularly if the single-family building is anticipated to redevelop at a higher scale in the near future.
- **Development Adjacent to Historic Resources.** Sensitive edges may occur where new development occurs next to a historic landmark. These edges are particularly important to consider, so that historic integrity is preserved.

Pedestrian Access and Connectivity

Pedestrian access and connectivity refers generally to the movement of people from the public realm to a site and throughout a site itself. It also encompasses pedestrian connections to adjacent sites/developments and natural areas, open space and trails.

Intent

Pedestrian access and connectivity on a site should enhance walkability within a site and provide clear visual and physical connections between a site and the public realm. On larger sites where neighborhood connectivity or connectivity to a public amenity is desired and where feasible, public pedestrian access should be provided through a site to connect two or more public features (streets, parks, riverfront, etc.).

Tool Recommendation: Design Standards with Guidelines

Use design guidelines to address on-site and “through-site” connectivity. This is appropriate since an on-site pedestrian circulation system could be configured in numerous ways and still meet the overall intent described above. Note that guidelines for through-site connectivity will likely need to be advisory unless a mechanism or incentive is in place that can facilitate it.



Pedestrian access and connectivity on a site should enhance walkability within a site.



Pedestrian connectivity is provided by a midblock pass through. The walkway is activated with display windows.

Relationship to Current Tool

Modify Existing Standard/Create New Guidelines

The existing design standard in Missoula’s B- and C- zones requires that all primary structures, adjacent public sidewalks and parking areas be connected to one another with walkways. This should be expanded to apply to all development occurring in Downtown contexts.

Potential Guidelines

Guidelines will be created that illustrate options for the design. These include:

- Recommended widths
- Potential materials
- Integration with an overall site design
- Other topics



Pedestrian connectivity is provided by a midblock pass through. The walkway is activated with display windows, lighting and architectural interest.

Guidelines will also be created to encourage through-site connectivity where appropriate, and will demonstrate options for their design. These include:

- Through the interior of a site
- Along a side property line
- Along a rear property line
- Along an alley
- Shared with neighboring property
- A private vehicular roadway in coordination with a public connection

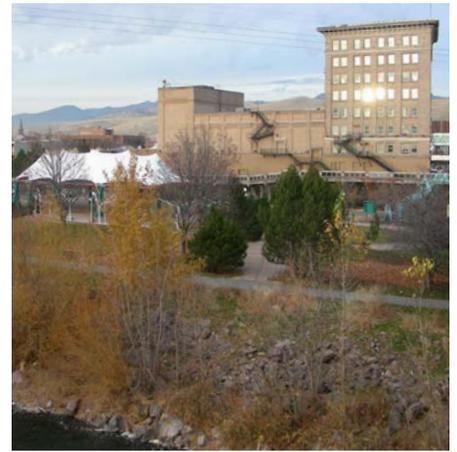


Pedestrian connectivity is provided by interior walkways through the site.

Additional Considerations

Special considerations for pedestrian access and connectivity that need to be addressed in the design standards and guidelines include:

- **Connectivity to Natural Features.** Through-site connections will likely be more strongly encouraged on sites adjacent to a public amenity such as a park, public bicycle facility or other similar feature. This is particularly important for Downtown waterfront properties, including in the Downtown Core and for properties along East Broadway Street.



Connectivity to natural features is a special consideration.



High-rise mixed-use building

BUILDING DESIGN

Building Scale

Building scale refers to the overall height of a structure, the height of the portion of a building adjacent to the street and the height of a building relative to a residentially-zoned (R-) property.

Intent

A building should be built at a scale that reflects the vision in the Downtown Master Plan for a high intensity, compact development pattern.

Tool Recommendation: Design Standards

Using design standards for establishing maximum heights is consistent with the recommendations in the Downtown Master Plan.

Relationship to Current Tool

Modify Design Standards

Potential Standards

Adjust the allowed building heights in Downtown to reflect those planned for in the Downtown Master Plan. This includes:

- Increasing permitted building heights at targeted locations in Downtown.



Mid-rise mixed-use building



Variation of building mass techniques that are provided include wall offsets and height variation.



Variation of building mass techniques that are provided include wall offsets and height variation.

Variation of Building Mass

Variation of building mass refers to the displacement of or fluctuations in an otherwise flat building wall or roof. Variation of mass can occur for the entire dimension of a building wall or roof, or for a portion of this dimension.

Intent

Larger building masses should be broken down using variation methods to establish a sense of human scale, add visual interest, prevent monotonous walls and enhance access to light and views. Human scale is used to describe how a person perceives a building element or a group of building elements in relation to themselves. A person relates better to building features that are of a size and scale similar to that of a human.

Tool Recommendation: Design Guidelines

Using design guidelines to address variation of building mass will allow for flexibility in the application of articulation methods to meet the needs and design of a specific project and promote architectural creativity and diversity.

Relationship to Current Tool

Eliminate Existing Standards/Create New Guidelines

Potential Guidelines

New guidelines will be created that identify and illustrate effective options for variation of a building's mass. Options potentially include:

- Wall offsets of 5 feet or greater
- Upper floor stepbacks of 5 feet or greater for a minimum distance of linear street frontage
- Height variation (of one or more full floors)
- Diagonal "cut" in the building wall at the corner/intersection
- Increased setback or notch in the building at the corner

Additional Considerations

Special considerations for variation of building mass that will need to be considered and addressed in the design guidelines include:

- **Building Length.** For a relatively small building, variation of the building mass is less necessary.
- **Building Height.** For a larger building, variation of the mass may be more critical.
- **Contexts Emphasis.** Variation requirements may be more extensive for Contexts where there is a greater expectation for street level interest and street edge character, such as the Downtown Core and the Hip Strip.
- **Side of the Building.** Variation of building mass may be less critical on walls that are not highly visible from the street.
- **Parcel Sizes and Constraints.** On parcels that are constrained in size or depth, variation of a building's mass may not be feasible.
- **Reflecting Traditional Building Widths.** Where a relatively narrow range of traditional building widths exist, guidance on the use of variation of mass will focus on reflecting the range of building widths seen in the Downtown.



Variation of building mass techniques that are provided include wall offsets and upper floor stepbacks.

Articulation of Building Walls

Articulation of a building wall refers to application of surface features that break up the area of a building wall into smaller components.

Intent

A larger building wall should utilize design features to visually break down the wall into smaller components to establish a human scale, add visual interest and prevent a monotonous appearance.

Tool Recommendation: Design Guidelines

Using design guidelines to address articulation of building walls will allow for flexibility in the application of articulation methods to meet the needs and design of a specific project and promote architectural creativity and diversity.

Relationship to Current Tool

Eliminate Existing Standards/Create New Guidelines

Potential Standards and Guidelines

New guidelines should be created that identify and illustrate effective options for articulating a building wall. Options include:

- Wall offsets
- Accent lines (flush with wall)
- Accent lines (projecting from walls; sills, moldings, etc.)
- Change in color
- Change in material
- Balconies
- Decks or other design features that create a void in the wall of a minimum specified size
- Continuous transparent area/ glass curtain wall



Articulation of building wall techniques that are provided include wall offsets, continuous glass curtain wall and material changes.

Additional Considerations

Special considerations for articulation of a building wall that will need to be considered and addressed in the design guidelines include:

- **Building Length.** Where a building is narrow, the number of articulation methods may be less.
- **Building Height.** Where a building is taller, articulation of the building wall may be more critical.
- **Contexts Emphasis.** Articulation requirements may be more extensive for Contexts where there is a greater expectation for street level interest and street edge character, such as the Downtown Core and the Hip Strip.
- **Side of the Building.** Articulation of a building wall may be less critical on a wall that is not highly visible from the street.
- **Reflecting Traditional Building Widths.** Where a relatively narrow range of traditional building widths exist, guidance on the articulation of walls will focus on reflecting the range of building widths seen in the Downtown.



Reflecting traditional building widths is a special consideration in Downtown.

Street Level Interest

Street level interest describes the extent to which the design and function of a ground floor of a building that is adjacent to a sidewalk or other public space in Downtown provides visual interest and activity to the space.

Intent

The ground floor of buildings in Downtown should be designed to generate activity, animate the sidewalk space, provide visual interest and help to establish a visual connection between the inside of the building and the outdoor area that is adjacent.

Tool Recommendation: Design Standards with Guidelines

Using design standards to address street level interest will allow the Downtown Master Plan's recommendations to be implemented. However, adding guidelines will provide more flexibility for instances where a different approach to that required by the standard is requested.

Relationship to Current Tool

Modify Existing Standards/Create New Guidelines

Potential Standards

Employ design standards based on the recommendations in the Downtown Master Plan, including:

- Require ground floor retail uses in the Inner Core.
- Require ground floor commercial uses in the Downtown Outer Core for walls facing Higgins and Front Street.
- Use non-reflective glass on the ground floor.
- Establish minimum ground floor heights.
- Require minimum transparency levels, particularly for the ground floor.

Potential Guidelines

Provide an array of options for addressing street level interest, including those that can be used when transparent windows and storefronts are not feasible.



Outdoor dining



Landscaped wall



Wall art/display windows

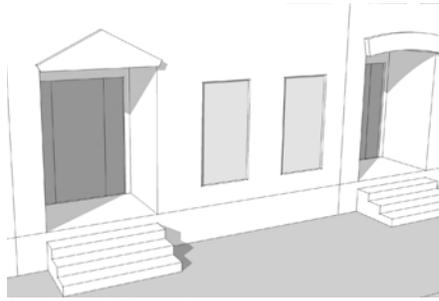
Additional Considerations

Special considerations for design standards and guidelines include:

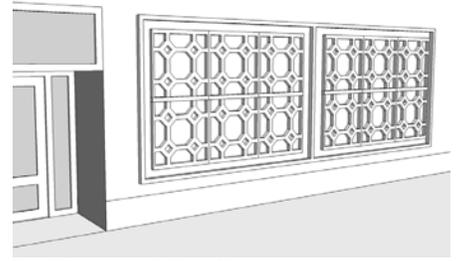
- **Identifying Requirements and Guidelines For Specific Street Frontages.** Different streets in Downtown may be allowed more or less flexibility in establishing street level interest.
- **Contexts Emphasis.** Similarly to streets, some variation on how a project meets design intent for street level interest may be appropriate from context to context.



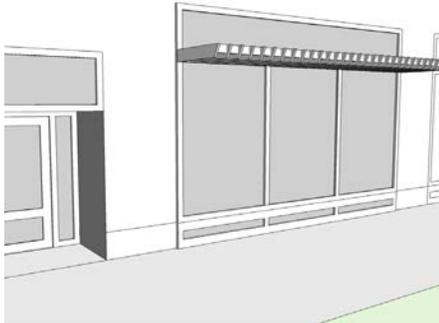
Commercial entries



Residential entries



Architectural detail



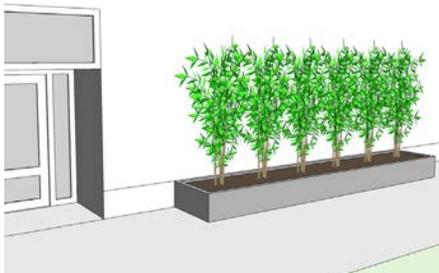
Storefront



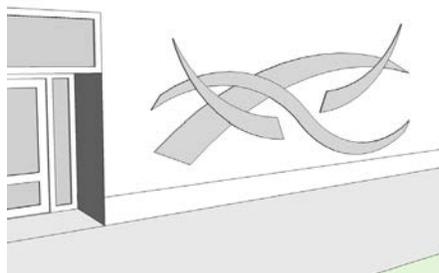
Display windows



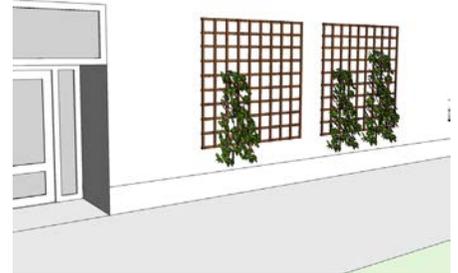
Outdoor dining space



Landscaped planter



Wall art



Vertical wall landscaping

Appropriate tools for street level interest may include some of the options shown above.



Materials

Materials refer to the raw elements used to create features and/or a building as a whole. In Downtown, masonry materials, such as brick and stone, are most common.

Intent

Buildings in Downtown should utilize materials that are compatible with those used on traditional buildings in Downtown. Traditional materials may be combined with more contemporary materials to express architectural trends today.

Tool Recommendation: Design Guidelines

Using design guidelines to address materials in Downtown will provide a clear expectation for the quality and performance desired, provide visual and text descriptions, and maintain flexibility for an applicant to put forward a material that is consistent with design intent but may not be on a list of preferred materials.



Relationship to Current Tool

Create New Guidelines

Potential Guidelines

Guidelines will identify the qualities that a material used on a Downtown building should convey, including quality, texture, durability, depth, visual interest and other similar qualities. In addition, design guidelines will establish:

- Preferred materials palette for Downtown buildings
- Identification of materials that are most appropriate as primary and secondary materials
- Guidelines about considering context when selecting a material
- Flexibility for the use of alternative materials that are not on the list of appropriate materials, but meet the design intent for materials overall in Downtown



Buildings in Downtown should utilize materials that are compatible with those used on traditional buildings.

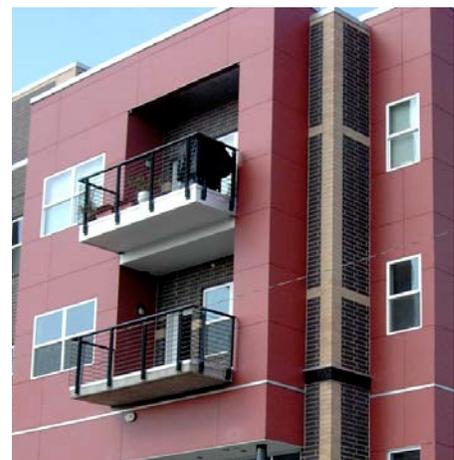
Additional Considerations

Special considerations that will need to be addressed in the design guidelines include:

- **Contexts Emphasis.** The degree of compatibility with traditional materials is most critical in the Downtown Inner Core and the Downtown Outer Core (although to a lesser extent). More flexibility should be afforded buildings in other contexts, provided they do use materials to convey visual continuity within Downtown.
- **Alternative Materials.** Clearly defining the design intent for materials is critical. Since new materials are developed frequently in the building industry, it is important to define the performance qualities desired so that materials developed in the future can be reviewed for compatibility and appropriateness.



Alternative materials may be appropriate if they satisfy the intent of the guidelines.



Appropriate materials for street-facing walls in Downtown may include some of the materials shown above.

SIGN DESIGN

This section provides a strategy for tools to address signage.

Signage and Buildings as Signs

Signage includes the physical display of a company's name or logo such that it functions as an important architectural feature. Architecture as signage refers to when a building's design is integrated and coordinated with its signage scheme to the point where the building itself becomes a sign. Color, lighting and architectural details that match the business' logo and signage create an overall effect that functions as a sign instead of architecture.

Intent

Signs should be designed so they are subordinate to the building. They should be placed such that they do not obscure architectural features or details. A sign should be integrated with the building's other architectural features. Furthermore, a building should not be used as signage.

Tool Recommendation: Design Standards with Guidelines

Using a design standard to ensure that a building is not designed to function as a sign is recommended. The intent is best met by establishing a measurable threshold for corporate branding used on the building.

Relationship to Current Tool:

Modify Existing Standard/Create New Guidelines

Potential Standards

Add standards that set a threshold for the use of corporate colors, logo or other features. The design standards should indicate that once that threshold is exceeded, those elements above the threshold are included in the calculation of the maximum signage area allowed per the sign code.



A signage scheme should be subordinate to the building.

Potential Guidelines

Add guidelines that provide general design guidance for the following:

- Placement
- Design
- Sign lighting
- Special guidelines and considerations for each sign type

Additional Considerations

Special considerations for signage that will need to be considered and addressed in the design standards and guidelines include:

- **Building Placement.** Recommended signage types may in some cases relate to the placement of the building relative to the street and the level of pedestrian activity anticipated. For example, a monument sign may be discouraged when a building is built relatively close to the sidewalk.





Scenario A:
Logo color on sign
and canopies only



Scenario B:
Logo color on the
sign, canopies and
on a small surface
area (such as an
accent stripe)



Scenario C:
A moderately
larger surface area
of logo color, but
still subordinate to
the overall build-
ing character and
color scheme



Scenario D: Major-
ity of color scheme
is logo color and is
not subordinate to
the overall building
character

Other Topics to Be Addressed in Design Guidelines for Downtown

- Bicycle Facility Design and Placement
- Public Art
- Site Lighting
- Parking Area Design
- Entry Design
- Windows
- Adaptive Reuse
- Crime Prevention Through Environmental Design (CPTED)
- Street Level Design
- Glare
- Building Illumination (location and quantity of neon, etc.)

APPENDIX C: DEVELOPING DESIGN GUIDELINES

Developing Design Guidelines

A successful design review program uses guidelines that are well crafted. They should provide sufficient guidance to assist in interpretation, while leaving room for a variety of design solutions.

At the same time, it is important to understand that they also will (usually) serve a regulatory function. For that reason, they must be clear and concise. It may be tempting to veer toward a design treatise, which may be educational, but can be difficult to administer in a formal review setting. Finding the right balance between brevity and detail is therefore a key consideration.

Components of a Design Guideline

A typical guideline format has these components:

Design Topic Heading

The guidelines are grouped into topics related to the different types of improvements and components of design.

Policy Statement

The second component presents a policy statement, which explains the desired outcome for the treatment of the specific design element. This typically includes the term “should” and provides a broad basis for the more detailed design guidelines that immediately follow. In some cases, if the guidelines do not specifically address a particular design issue, then the City can use this policy statement to determine appropriateness.

Design Guideline

The third component is the design guideline statement itself, which is typically performance-oriented, describing a desired design outcome. This is numbered to facilitate reference during design review discussions and formal documentation of findings.

Additional Information

The design guideline statement is followed by supplementary information that is treated as sub-points of the guideline. These are shown in bulleted lists, and may include examples of how, or how not to, comply with the guideline.

Illustration

A design guideline is further explained with photographs and illustrations. These convey more detail about appropriate, or inappropriate design solutions.

Key Variables in a Design Review System

Key variables in the different applications of design guidelines are:

- The initial effort needed to establish the guidelines
- The administrative requirements
- The role of boards and commissions
- The role of community advocates and neighbors
- The effort to maintain the system in effective working order

The Role of Staff

In many situations, staff serves an administrative role, working with applicants to prepare a project submittal that meets the requirements, scheduling meetings, preparing reports and otherwise assisting a design review board.

There are many examples, however, in which staff also serve as a hearing officer, making determinations of appropriateness themselves. They may hold this responsibility exclusively, with no board involvement, or they may be authorized to approve projects only with a determined threshold.

Administrative Requirements

When a formal approval is required, then due process procedures need to be followed. If a public hearing is a part of the process, public notices, staff reports and findings of fact will be essential. If a review board is involved, then meeting notes, application packets and other management procedures will be needed as well. Staff also must determine that an application is complete prior to initiating the design review step.

Role of Boards and Commissions

If a review board is involved, what will be its responsibilities? In most cases, the board is the decision-making body. In doing so, they hold a public hearing to consider project proposals, and staff provides administrative assistance.

There are cases, however, in which the board is advisory only. This occurs in two options: First, the board may make recommendations to a higher authority. For example, a design review committee may recommend actions to the Planning Commission or City Council. Second, in some situations in which staff make the decisions, the board may serve as advisors to them.

In whatever role a board plays, it is important that they have experience in addressing the design topics that they will administer. Professional experience in design fields is important as is regular training that assures reasoned, objective decision-making. The appropriate combination of review by staff and a design review board will be developed in the implementation phase.