

Glasgow, MT

Downtown Revitalization Plan

2015



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Consulting Planners

Land Solutions, LLC

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STREET SCENE, GLASGOW, MONTANA

1911



Street Scene-Glasgow, Montana #1 Coles Studio

Overview

The City of Glasgow, MT is located along the hi-line of northeastern Montana, just north of Fort Peck Lake. This tight knit community is the largest in Valley County and serves as an economic and cultural hub for rural populations in the region. Glasgow's downtown is the heart of the community and helps define the character of the City.

The 2015 Downtown Revitalization Plan builds on Glasgow's 2013 Growth Policy which calls for Glasgow to invest in the revitalization of downtown. The Revitalization Plan serves as a guide for improving the economic conditions and aesthetic aspects of downtown Glasgow. The plan's study area includes the traditional downtown area on 2nd Avenue S, as well as adjacent commercial blocks. The study area is bounded by 1st Avenue S to the north, 3rd Avenue S to the south, 8th Street S to the west, and 3rd Street S to the east. However, as the success of downtown hinges on its relationship to the rest of the community and region, the plan addresses both the downtown core and adjacent areas.

The Downtown Revitalization Plan is action oriented, with the intent that the City of Glasgow and partnering organizations will use it to achieve measurable results. With that in mind, the plan identifies revitalization strategies with specific short, mid, and long term implementation actions. While the plan is being developed for the City of Glasgow and Two Rivers Economic Growth (Two Rivers), successful implementation will require shared responsibility among a broad range of community stakeholders. In addition to the City and Two Rivers, Glasgow stakeholders include, property and business owners, residents of Glasgow, Glasgow Area Chamber of Commerce, and the Glasgow Area Tourism Business Improvement District.

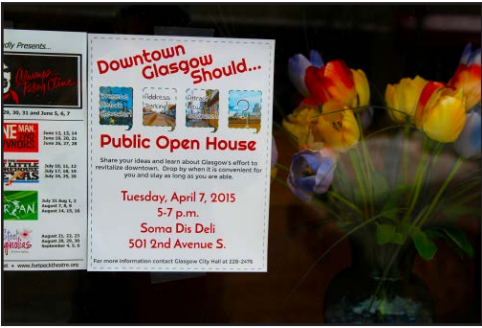
Why Plan for Downtown?

Glasgow's downtown is the historic center of commercial, civic and social activity in the City. Over the last half century, economic and societal changes have resulted in a downtown that is struggling to remain viable. Presently, downtown Glasgow is showing signs of stagnation and slow decline. Vacant storefronts, businesses moving out to Highway 2, and competition with adjacent retail markets are a few examples that exemplify the challenges currently facing downtown.

Despite these challenges Glasgow has several strengths that provide opportunities for revitalization. Downtown historic

Downtown Study Area





character, strong anchor businesses, new unique businesses, and engaged civic groups are several examples of Glasgow’s strengths. With this in mind, the question becomes: how can Glasgow capitalize on these strengths to create a downtown that serves the needs of residents and welcomes visitors to stop and stay awhile?

The success or failure of any small downtown serves to encourage new businesses and residents to relocate there. On the surface it demonstrates a community’s commitment to sustaining local business and maintaining a high quality of life. Most productive revitalization programs are long term efforts that build on incremental improvements. Many small scale projects may not appear to be helping business development initially, but in the long run they will make a difference. After a while, these efforts gain momentum and create a self-sustaining cycle of improvement which creates a place where businesses and residents want to be. Revitalization, ultimately, is multifaceted and requires a long-term commitment, organization, and a common image of the future.

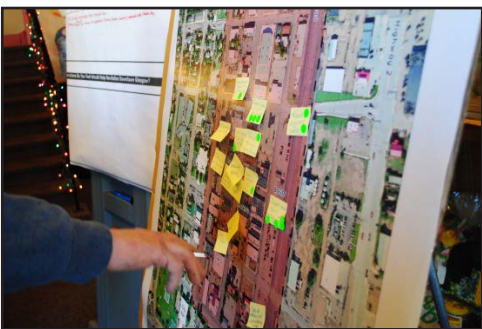
Planning Process

In January of 2015, the City of Glasgow contracted with Land Solutions, LLC to prepare a Downtown Revitalization Plan. To ensure the plan addressed all the relevant issues, and was developed in line with the community’s values and aspirations, public engagement was paramount from the outset of the planning process. At the start of the process interviews were conducted with residents, business owners, and civic leaders in order to identify trends, priority issues, and opportunities for revitalization in downtown Glasgow. Broader public input was then solicited through a community survey and a website (www.planglasgow.com) dedicated to the plan. The information obtained from the interviews and survey results helped the planning team develop a series of draft revitalization strategies which were presented at a public open house on April 7, 2015. At the open house, residents of the Glasgow community were asked to prioritize draft revitalization strategies and provide recommendations for additional strategies that would be well suited for Glasgow.



Plan Structure

While there is no one silver bullet for downtown revitalization, there are strategies which can work to pave a new path forward for Glasgow. To provide structure to these strategies they have been organized under the following four categories, based on the National Main Street Center’s Four Point Approach:



- Organizational
- Design
- Economic Development
- Branding and Promotion

The strategies in this plan are broad steps that Glasgow needs to take to revitalize downtown, while the accompanying actions are the specific steps which implement each strategy. For each action a list of potential implementing partners is provided. However, overall plan implementation is intended to be guided by the City of Glasgow and Two Rivers Economic Growth, the City's designated Main Street Organization. To provide a realistic path to implementation the actions are broken out into short, mid, and long-term timeframes.

Short-term Actions

These actions are meant to take place within a one-year timeframe. They require some organization and collaboration, but they should be within the current capacity of the community. Completion of these actions will demonstrate that local organizations and the City are taking clear, positive steps toward revitalizing downtown.

Mid-term Actions

These actions are meant to take place in a one to three year timeframe. Several mid-term actions may not be attainable given the present capacity of the community, but they are within close reach with some additional organization and resources. They require collaboration, and will build on the relationships that have started to form through the short-term actions.

Long Term Actions

These actions will take more than three years to complete. Long-term actions may not be within the capacity of the community currently, but with advanced planning they are attainable. As the community builds momentum and collaborative capacity, these actions should be initiated as critical pieces of revitalization in downtown Glasgow.

Organizational Strategies

While all the strategies laid out in this plan are important to revitalizing downtown Glasgow, the key to implementing each strategy, and the accompanying actions, is having a sound organizational structure in place with the capacity to achieve results. This plan is more than simply a City plan, it is a community plan with the responsibility and benefits of implementation shared among a range of stakeholders. Effective organizational structure comes down to multiple agencies, organizations, and individuals working in concert towards achieving the actions presented in this plan.

Currently there are several entities in Glasgow engaged in leading downtown activities, including the City, Two Rivers, Glasgow Chamber of Commerce (Chamber), the Tourism Business Improvement District (TBID), and local business owners. As Glasgow moves forward with revitalization it is crucial these downtown stakeholders develop strong partnerships and coordinate on implementing the actions laid out in this plan.

O-1: Create a Glasgow Downtown Association

While there are many organizations engaged in downtown Glasgow, there does not exist an organization whose sole focus is downtown. As the challenges and opportunities in downtown are numerous and complex, it is vital that there be one organization who can focus exclusively on revitalizing downtown. It would make the most sense if the Glasgow Downtown Association (GDA) were housed under Two Rivers as they are the Main Street organization for downtown and already have a strong organizational structure in place. The existing Two Rivers downtown committee may be able to transition into this role.

Implementation Actions

1.1	Create the GDA. The GDA should be created under Two Rivers as they are already actively engaged in revitalizing downtown Glasgow. This action includes working to identify who will serve on the GDA. The GDA should have a majority representation from downtown businesses as well as representatives from the chamber, TBID, and the City.
Partners	Two Rivers, Downtown Business Owners, City, Chamber, TBID
Timeline	Short-term

<p>1.2</p>	<p>Identify a mission for the GDA. This action would start with organizing a GDA kickoff meeting to develop a mission and a structure for regular meetings. At a minimum the GDA should be charged with:</p> <ol style="list-style-type: none"> 1. Implementing Glasgow’s Downtown Revitalization Plan. 2. Working with downtown business owners to identify and address priority issues. 3. Maintaining the appearance of downtown. <p>It is likely that some GDA activities may fall under the purview of other organizations. The kickoff meeting should be used to work out the division of labor with common tasks – e.g. plant watering, event coordination, hanging banners, etc. For efficiency sake, the GDA should take the lead on tasks related to downtown, with additional support from other organizations as needed.</p>
<p>Partners</p>	<p>GDA, Two Rivers, Downtown Business Owners, City, Chamber, TBID</p>
<p>Timeline</p>	<p>Short-term</p>

<p>1.3</p>	<p>Create a GDA work plan and budget at the start of each fiscal year. The work plan should identify a list of prioritized projects for the year, including projects to be completed within the year as well as projects that may take more upfront planning. In terms of budget, the work plan should identify stable funding sources as well as potential grants to apply for. The work plan should identify roles and responsibilities as well as a time table for completion. The work plan is an important component to keeping people on task and making sure members see the value of their participation. This last point is especially important. Time is valuable, and if GDA members do not see the value of their involvement then participation may languish. As a result the GDA needs to be focused on action and achieving measureable results through the work plan.</p>
<p>Partners</p>	<p>Two Rivers, GDA, City, Chamber, TBID, Downtown Business Owners</p>
<p>Timeline</p>	<p>Short-term</p>

O-2: Expand Capacity for Implementation

Achieving the actions laid out in this plan will require the work of many individuals and groups. While Glasgow has a strong base with the City and local civic groups, successful implementation will require expanding capacity to carry out the additional work load.

Implementation Actions

<p>2.1</p>	<p>Hire a part time planner (or share a planner with Valley County) to implement the actions of Glasgow’s Downtown Revitalization Plan. Implementing the actions laid out in this plan will be a significant undertaking and while the GDA and Two Rivers will take a share of the load, the City of Glasgow, will also play a major role in implementation. Currently the City of Glasgow does not have the staffing capacity necessary to implement the plan in addition to daily tasks. A planner would provide that added capacity, plus, would be able to take on other City duties beyond implementing the plan.</p>
<p>Partners</p>	<p>City, Valley County</p>
<p>Timeline</p>	<p>Mid-term</p>
<p>2.2</p>	<p>Host engaging events to recruit a volunteer base that can be used to implement actions identified in Glasgow’s Downtown Revitalization Plan.</p>
<p>Partners</p>	<p>GDA, Two Rivers, City, Chamber</p>
<p>Timeline</p>	<p>Short-term</p>
<p>2.3</p>	<p>Apply to become an AmeriCorps VISTA project sponsor. AmeriCorps is a national volunteer organization. VISTA volunteers commit a year of service to non-profits and local governments working on fighting illiteracy, improving health services, fostering economic development, and otherwise assisting low-income communities. A VISTA volunteer in Glasgow could help with coordinating implementation of specific actions in the plan, organizing events, and/or grant writing.</p>
<p>Partners</p>	<p>City, Two Rivers, GDA</p>
<p>Timeline</p>	<p>Short-term</p>

O-3: Identify Stable and Diverse Funding Sources

Implementation Actions

3.1	<p>Work with the GDA to request membership dues from downtown businesses. All member dues would go back into downtown and could be used for implementing the actions laid out in the plan and other activities identified by the GDA. Depending on the amount of money raised this work could be performed by hired GDA staff or the GDA could direct funds to the City to complete specific tasks within the City’s capacity.</p>
Partners	Two Rivers, GDA, Downtown Business Owners, City.
Timeline	Short-term
3.2	<p>Apply for no interest loans through First Community Bank. First Community Bank is working on setting up a fund to loan \$100,000 to Glasgow businesses for access improvements, aesthetics, and storefront improvements. Loans will likely be for a maximum of \$5,000 per recipient, with no interest and no equity required. This loan program presents an excellent opportunity for downtown businesses and the GDA to fund several of the short-term actions identified in the Downtown Revitalization Plan.</p>
Partners	Downtown Business Owners, Two Rivers, GDA
Timeline	Short-term

Design Strategies

Design refers to the physical form and function of a place. For a downtown, good design is about creating a place that is accessible, appealing, and inviting. The quality of architecture, streets, sidewalks, storefronts, public art, parks and landscaping, and building facades all contribute to the appeal of a downtown. A well maintained and aesthetically pleasing downtown conveys a message that the community cares about its image and is committed to maintaining the economic viability of its downtown. As a result, a well designed downtown serves to attract visitors and residents alike as well as investors and new businesses.

Currently, Glasgow's downtown possesses many assets, – an intact built form, storefronts abutting the sidewalk, new unique businesses, complete sidewalks, historic buildings, anchor businesses, and civic leaders who are committed to preserving the long term health of downtown. At the same time there also several opportunities for improving downtown Glasgow. Throughout downtown there are numerous vacant buildings and lots. Sidewalks are in need of maintenance and repair. Currently, the entrance to downtown from Highway 2 is not well marked for motorists and is uninviting to pedestrians and bicyclists. The design strategies below are focused on capitalizing on these opportunities to make downtown Glasgow a preferred destination for residents, visitors, and potential businesses.

D-1: Improve Pedestrian and Bicycle Connections to and Within Downtown Glasgow

One of the appealing aspects of traditional downtowns, including Glasgow's, is their walkability. Interesting architectural and visual details, the diversity of shops and businesses, buildings abutting the sidewalk and the possibility of randomly running into a friend or neighbor are all unique aspects of downtowns that contribute to their walkability and character.

The majority of households in Glasgow live within one-mile of downtown – a 15-20 minute walk or a short bike ride. However, people's willingness to walk is not simply about distance alone. People are more likely to walk or bike if they have an appealing and safe route to choose. While residents living south of Highway 2 have an easy walk to downtown, residents living on the north side of town must cross Highway 2 to reach down-

town, which acts as a barrier for pedestrian and bicycle travel. This barrier is in part physical having to do with the width of the roadway and limited number of signalized crossings – a situation that is unlikely to change. However, part of this barrier has to do with real and perceived safety issues for pedestrians. In addition to making downtown easier to access for north side residents it is equally important that downtown is an easy and safe place to navigate for individuals of all ages and abilities.

Implementation Actions:

1.1	Install sidewalks on 4th Street between Highway 2 and 1st Avenue. Installing sidewalks on this section of 4 th street will create an additional point for pedestrians to access downtown where currently only one exists at the 6 th street underpass. This will help improve pedestrian safety while at the same time making it easier and more enticing for residents living north of Highway 2 to walk downtown.
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Partners	City, Montana Department of Transportation (MDT), Valley County, BNSF
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Timeline	Mid-term
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1.2	Install high visibility crosswalks and pedestrian count down signals at U.S. Highway 2’s intersection with 6th street and 4th Street. High visibility crosswalks encourage pedestrians to walk at preferred crossing locations and increase driver awareness of pedestrians at crossings.
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Partners	City, MDT, Valley County
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Timeline	Mid-term
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1.3	Work with MDT on modifying signal timing at U.S. Highway 2’s intersection with 6th street and 4th Street to provide leading pedestrian intervals. Leading pedestrian intervals give pedestrians a three to seven second head start before the green light is given to motor vehicle traffic in the same direction. As a result pedestrian visibility at intersections is improved and their right-of-way over turning vehicles is reinforced.
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Partners	City, MDT, Valley County
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Timeline	Mid-term
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1.4	Illuminate the 6th Street underpass sidewalk through replacement and maintenance of lighting and repainting the mural. The 6 th Street underpass is the primary access point for pedestrians entering downtown. Currently, the lack of lighting and the black mural create an environment that is dark and uninviting. To make the underpass more inviting, and increase pedestrian’s feeling of safety, partnering organizations should replace broken lighting, add new lighting, and repaint the mural in brighter colors.
Partners	City, Two Rivers, GDA, Glasgow High School
Timeline	Short-term

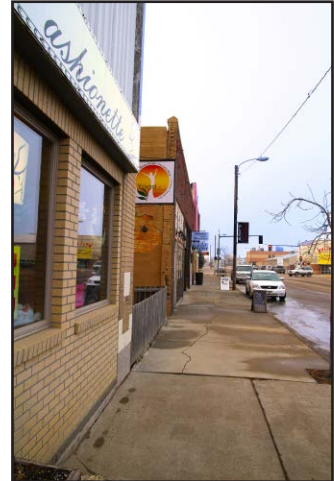


1.5	Install bulb-outs and curb ramps at all downtown intersections. Curb bulb-outs extend the sidewalk into the street, which narrows crossing distances and provides additional space for pedestrians at intersections. Curb ramps provide crossing access for wheel chair users.
Partners	City, MDT
Timeline	Long-term



1.6	Create an off-street path connecting downtown with Sullivan Park. Sullivan Park is a major destination for youth sports and recreational activities in Glasgow. Currently, it is not safe to walk or bike from downtown to Sullivan Park as pedestrians and cyclists have to travel on Highway 42, which does not have sidewalks or bike facilities. A separated path to Sullivan Park would connect downtown to one of Glasgow’s recreational assets and provide a safe option for individuals choosing to walk or bike.
Partners	City, MDT
Timeline	Mid-term

1.7	<p>Work with downtown property owners on repairing sidewalks. Many sidewalks in downtown are in need of varying levels of repair. While sidewalk up-keep is the responsibility of property owners, the required investment for repairs is often cost prohibitive. As such the City should take an active role to incentivize downtown property owners to make needed sidewalk repairs. Options could include offering tax abatements to providing matching funds for sidewalk repair.</p>
Partners	City, Downtown Property Owners, GDA
Timeline	Mid-term



1.8	<p>Consider adding another rail crossing. An additional rail crossing would provide one more option for all transportation users to access downtown, where currently there are only two. An additional rail crossing would also be beneficial for emergency services in the event that the 4th street crossing and 6th street underpass were blocked.</p>
Partners	City, MDT, BNSF
Timeline	Long-term



1.9	<p>Add bike facilities to downtown and throughout Glasgow. As Glasgow works to become more bike friendly it will be important for cyclists to have facilities to store and lock their bikes downtown. As such Glasgow should invest in bike racks throughout downtown, generally one to two bike racks is sufficient until demand increases. Additionally, cycle tourism is becoming increasingly popular in Montana, with potential for substantial economic impacts. In order for Glasgow to capitalize on this growing recreational activity the City should consider installing infrastructure to accommodate touring cyclists. This could be as simple as identifying a designated area where cyclists can camp, to installing public toilets and showers for touring cyclists to use.</p>
Partners	City, GDA, Two River, MDT
Timeline	Mid-term





D-2: Manage Downtown Parking to Accommodate Demand

Through the plan's public outreach process and physical observations made, it became clear that parking in downtown is an issue for both downtown customers and business owners. There is a sense that on-street parking in downtown is difficult to find especially during normal business hours. The reasons for downtown parking congestion can vary from downtown residents and employees parking on-street for extended durations, to the simple fact that customer demand for parking outweighs parking supply. Regardless of the reason, a real, or perceived, lack of available on-street parking in downtown can serve to discourage potential customers from choosing to do business in downtown. A popular theory for parking utilization is that an 85% occupancy rate for on-street parking is the most efficient use of public parking. When utilization rates exceed 85% then cars arriving downtown are forced to circle the block looking for parking or, if given the choice, may decide to take their business elsewhere where parking is easier to find.



Based on observations of downtown and feedback from residents, parking is most congested on 2nd Avenue between 6th Street and 4th Street and to a lesser extent, on side streets adjacent to 2nd Avenue. Congestion appears to be most pronounced during normal business hours (weekdays from 9-5), but can also be a problem on weekends during summer months. Currently, there are two hour parking limits for on-street parking in downtown, though these limits are rarely, if ever, enforced. In the vicinity of downtown there are several private off-street parking lots, which, at the time of analysis, appeared to have multiple available parking spots.

There are many tools in the parking management tool box. Many cities choose to take an economics approach to efficiently managing parking using meters. While parking meters once graced the streets of Glasgow, this approach is not recommended at the present time. Given the small size of Glasgow's downtown and its proximity to retail on Highway 2 this approach may simply provide further incentive to shop in locations where parking is ample and free and/or push the parking congestion problem into nearby residential neighborhoods. Instead the actions outlined below serve to provide a range of alternatives for how Glasgow can better manage parking in downtown to ensure available capacity can sufficiently accommodate demand.



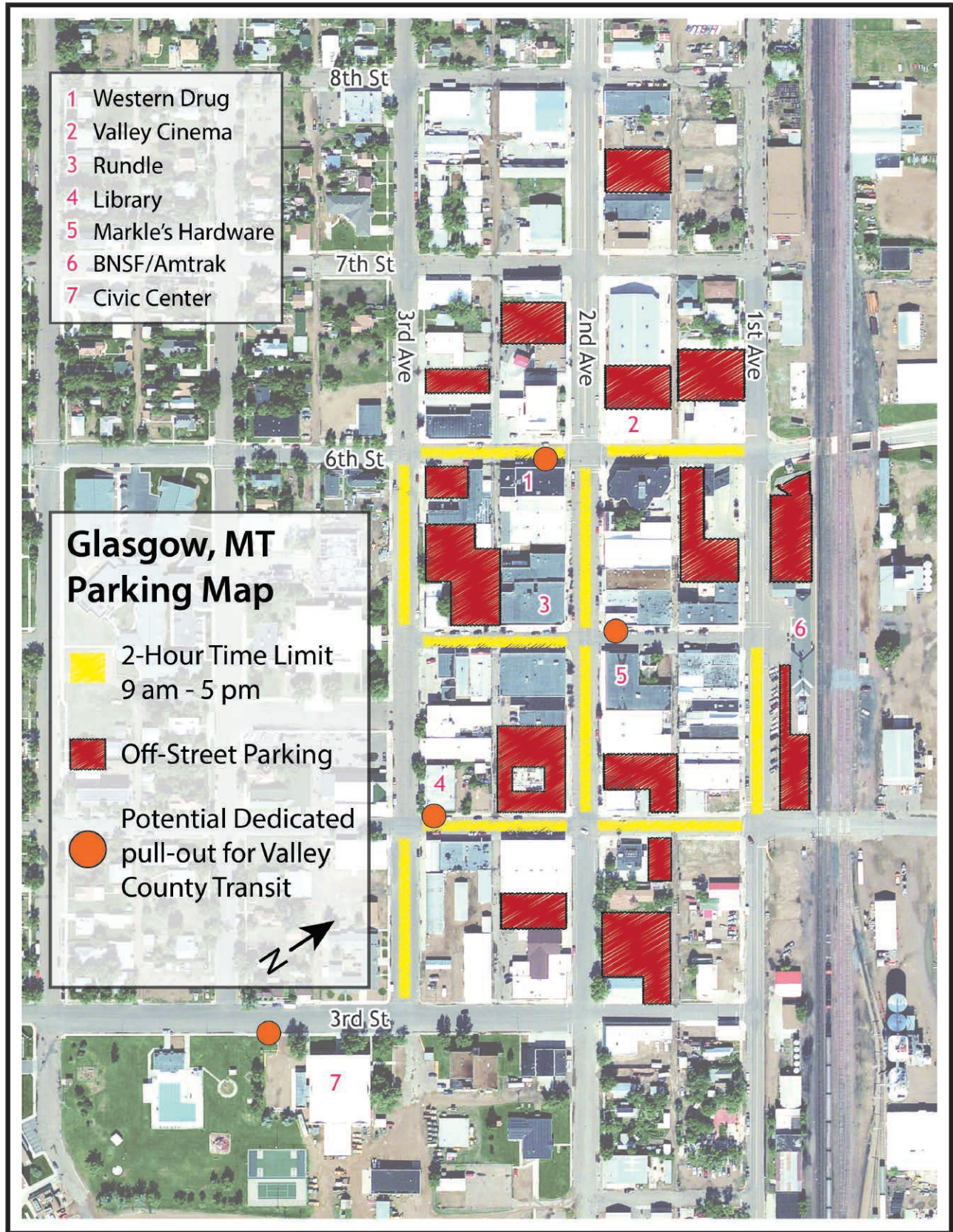
Implementation Actions

<p>2.1</p>	<p>Consider switching parking along 2nd Avenue to diagonal parking. This approach could be applied to one or both sides of the street. At one point in time on-street parking along 2nd Avenue was diagonal but was changed to parallel. While diagonal parking will increase on-street parking capacity in downtown it should be noted, that it can also lead to more minor collisions with cars having to back out. However, with the slow movement of vehicles in downtown it is unlikely to be a significant safety concern.</p>
<p>Partners</p>	<p>City, Glasgow Fire Department, Downtown Business Owners</p>
<p>Timeline</p>	<p>Mid-term</p>
<p>2.2</p>	<p>Work with owners of private off-street parking lots on making their parking available to the public during times of the day when their parking demand is low. Currently there are several off-street parking lots in downtown that remain partially full during times of the day when on-street parking is hard to come by. By making more efficient use of this unused parking capacity the City could free up valued on-street parking. To ensure on-street parking is available for customers of downtown, it might make sense to encourage employees of downtown businesses to utilize newly available off-street parking. As this idea may not go over well with owners of off-street parking lots, the City should start small. This could be done through a short-term pilot project (1-3 months) where the idea is tested out on one off-street parking lot in downtown. If the outcomes are mutually beneficial then the program could be expanded to other off-street parking lots. To provide an incentive the City could direct a portion of parking fines to participating parking lot owners.</p>
<p>Partners</p>	<p>City, Downtown Property Owners, Downtown Business Owners, GDA</p>
<p>Timeline</p>	<p>Short-term</p>

2.3	Allow for fees in lieu of private parking. Under this approach developers are given an option to pay a fee in lieu of providing the required amount of off-street parking spaces for their use. The City could use these fees to pay the owners of downtown off-street parking lots referenced in action 2.2. The in lieu of option could also be applied along Highway 2, where there is currently more development taking place.
Partners	City, Glasgow Property Owners
Timeline	Mid-term

2.4	Work with the Glasgow Police Department on periodically enforcing downtown parking time limits. The objective behind periodic enforcement is to discourage people from leaving their cars parked on-street for long durations, multiple times per week. It is aimed at the repeat offender, not the everyday customers of downtown who leave when their business is finished. While this action is not meant to make the City money, the money that is raised from fines could be used to fund downtown improvements or pay for police staff time. To avoid a public backlash the City will want to plan ahead for this action and inform the public through press releases, radio spots, and public meetings.
Partners	City, Glasgow Police Department, Downtown Business Owners
Timeline	Short-term

Downtown Parking Map





<p>2.5</p>	<p>Provide a dedicated drop-off and pick-up location for Valley County Transit. During the public outreach process it became clear that Valley County Transit needs a dedicated spot for dropping off and picking up passengers in downtown. Currently, buses stop in the middle of the street, which is not the safest option and can also cause backups. Any dedicated turnout(s) will need to be located close to where passengers need to go, and preferably off of 2nd Avenue to avoid removing on-street parking on downtown’s busiest street. Through conversations with Valley County Transit and community members it became evident that many passengers travel downtown to go to Western Drug. With this in mind one preferred turnout location would be on 6th Street just south of 2nd Avenue. Other potential locations are identified on the Glasgow parking map.</p>
<p>Partners</p>	<p>City, Valley County Transit, Downtown Business Owners</p>
<p>Timeline</p>	<p>Mid-term</p>

D-3: Preserve the Historic Character of Downtown Glasgow

Downtown Glasgow’s historic character is why it is a unique place and a source of community pride. The architectural building styles, the way buildings interact with the street, and the small glimpses of Glasgow’s past all contribute to the historic feel and visual interest of downtown. Across the country, residents and visitors alike value historic downtowns as places to shop, do business, and interact with the community in ways that are not available in low-density suburban shopping centers. Downtown’s historic character is both a connection to Glasgow’s past and an economic asset that brings people into downtown businesses. As such historic preservation is a key ingredient to downtown revitalization.

While several historic buildings in downtown Glasgow are well cared for, there are many buildings that are in serious need of rehabilitation – both vacant and occupied. The actions outlined below are aimed at helping Glasgow preserve its historic buildings at all cost, as they serve as a tool to attract residents, visitors, and potential businesses to downtown.

Implementation Actions

3.1	Establish a façade improvement program. Façade improvement programs use financial incentives to encourage property owners and businesses to improve the exterior appearance of their buildings and storefronts. Financial incentives can take the form of matching grants, loans, tax incentives, and design assistance. The City could apply for a grant from the Montana Main Street Program to develop a façade improvement program in Glasgow.
Partners	City, Two Rivers, GDA, Downtown Property Owners
Timeline	Mid-term

3.2	Work with the State Historic Preservation Office (SHPO) on becoming a certified local government (CLG). The certified local government program is a National Park Service program administered at the state level. By becoming a certified local government Glasgow will have access to federal and state historic preservation funding that is otherwise unavailable. There are several steps that need to be taken by the City to become a certified local government including establishing a historic preservation commission and appointing a historic preservation officer. The Montana SHPO can assist the City in working through the steps to become a certified local government.
Partners	City
Timeline	Long-term

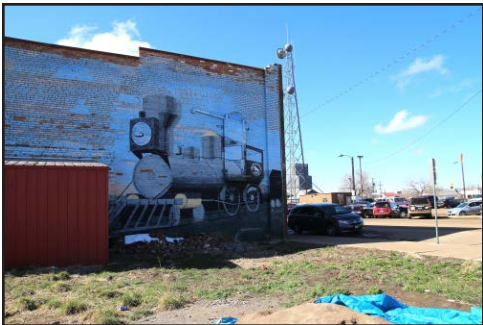
D-4: Improve the Image of Downtown Glasgow

The image of a place has substantial influence over people’s decision of where to live, shop, vacation and do business. First impressions are important. While the historic character of downtown adds to its visual appeal, there are also many opportunities for improving the overall image of downtown. Throughout downtown there are numerous blank walls, vacant lots and empty storefronts which do not reinforce a positive image of downtown. Furthermore, when viewed from Highway 2, downtown Glasgow struggles to be noticed, let alone look inviting or



unique. The intent behind this strategy is to lure residents and visitors to downtown. Once they are in downtown the beautiful streetscape, interesting visuals, and unique businesses will entice them to get out of their car, walk around, and shop. A positive impression of downtown can encourage return visits and referrals to others. In time this can serve to attract more people and businesses to downtown.

Implementation Actions



<p>4.1</p>	<p>Paint murals on blank walls in and around downtown. Murals provide interesting visual elements to a downtown, conveying a sense of civic pride and adding character to the streetscape. A mural project could be an opportunity to engage local artists or Glasgow High School students on design and implementation. One successful mural could catalyze other projects if it is well received by the community. In terms of design, residents may respond well to a mural that reinforces Glasgow’s identity – agriculture, trains, Scottish heritage, or fishing. Funding could come from a variety of sources including Two Rivers, GDA, or crowd sourced funding via internet resources such as www.kickstarter.com.</p>
<p>Partners</p>	<p>Two Rivers, GDA, Downtown Property Owners, Local Artists</p>
<p>Timeline</p>	<p>Mid-term</p>



<p>4.2</p>	<p>Develop transitional uses on vacant and underutilized lots. There are several vacant and underutilized lots in and around downtown, which, with a little love and sweat equity, could become community assets. There are several options available for developing small pocket parks and/or community gardens. If implemented these locations could turn into spaces for residents and visitors to gather and enjoy downtown. One way to implement this would be to reach out to the Master Gardner program (through the MSU extension office), or local garden clubs, to design, build, and maintain a community garden or pocket park. This approach is used by communities throughout Montana with great success.</p>
<p>Partners</p>	<p>City, Downtown Property Owners, Two Rivers, GDA, MSU Extension Master Gardner Program, Local Nurseries</p>
<p>Timeline</p>	<p>Mid-term</p>

<p>4.3</p>	<p>Install iconic gateway art on Highway 2 that leads people to downtown. Currently there is little indication to motorists traveling on Highway 2 that downtown even exists. A large iconic piece of art located strategically on Highway 2 could serve to attract people to downtown and leave a positive impression of Glasgow. Ideally the piece would reinforce Glasgow’s identity – agriculture, trains, Scottish heritage, or fishing – but could be anything that the community decides. The planning process for this project will be long as there are many pieces that need to fall into place, including identifying a location, working with property owners on siting, design, and funding. As such the City should initiate planning in the short-term with the idea that the project will be completed in the long-term. Funding sources could range from grants from the Montana Arts Council, donations from local businesses and civic organizations, and/or, through crowd sourced funding via internet resources such as www.kickstarter.com.</p>
<p>Partners</p>	<p>MDT, Two Rivers, GDA, Chamber, City, Property Owners on Highway 2,</p>
<p>Timeline</p>	<p>Long-term</p>

<p>4.4</p>	<p>Reestablish tree canopy on corridors leading to and from downtown. Street trees contribute to an inviting and vibrant streetscape for residents and visitors alike. Tree lined streets leading to downtown will create an environment where the journey is as enjoyable as the destination, with the intent being that more people will walk downtown. In addition, street trees also provide shading, act as wind buffers, and increase property values. The City can look to the Montana Department of Natural Resources & Conservation’s (DNRC) Urban and Community Forestry program for guidance and potential grant funding for expanding Glasgow’s urban forest.</p>
<p>Partners</p>	<p>City, Downtown Property Owners, DNRC, Local Nurseries</p>
<p>Timeline</p>	<p>Mid-term</p>

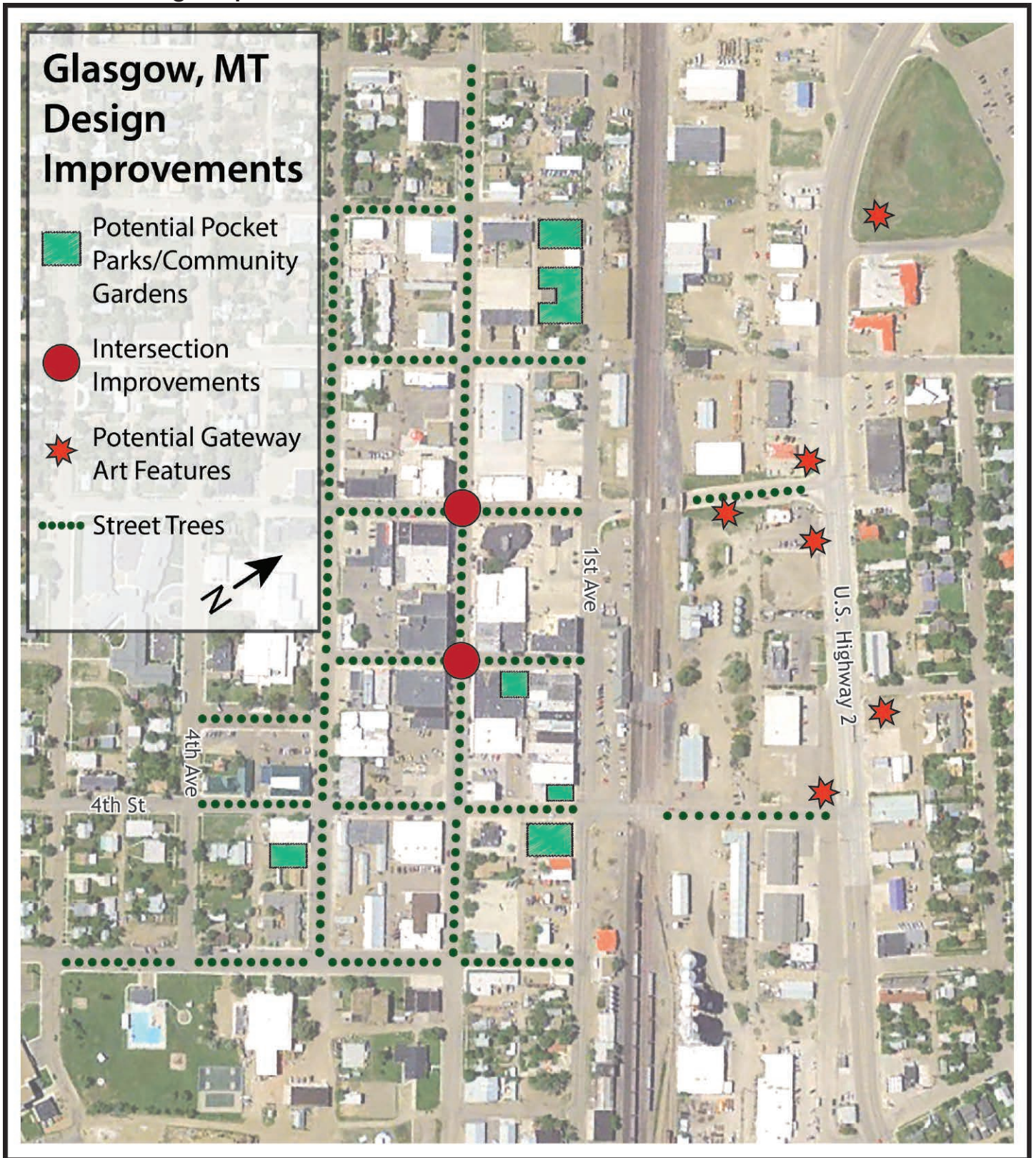
4.5	<p>Make the intersections of 2nd Avenue & 5th Street and 2nd Avenue & 6th Street the focal points of downtown. These two intersections serve as the heart of downtown Glasgow and the City should work on making the design of these intersections reflect this fact. This action is aimed at making these intersections into public squares. The kind of places where people meet, sit down, and take in the downtown scene. Intersection improvements could include:</p> <ul style="list-style-type: none"> • Paving the intersection with decorative brick • Painting a mural on the intersection • Widening sidewalks around the intersection and allowing adjacent businesses to offer sidewalk seating • Planting decorative plants at every corner • Seating at every corner
Partners	City, Downtown Property Owners, Two Rivers, GDA,
Timeline	Long-term

4.6	<p>Improve the drainage system in downtown. Managing storm water runoff with aging infrastructure is an issue that downtown districts must address and Glasgow is no exception. The City plans to periodically address drainage issues in downtown by replacing old infrastructure and installing new facilities as opportunities arise</p>
Partners	City
Timeline	Long-term

D-5: Create Land Use Regulations which Reinforce Downtown’s Unique Form

Under Glasgow’s current zoning ordinance both downtown Glasgow and land along Highway 2 share the same commercial zoning designation. However, these two areas differ in both form and function. Highway 2 is characterized by large lot, auto oriented, development, with large parking lots abutting the street. On the other hand downtown is oriented to the pedestrian scale with

Downtown Design Improvements



small lots, high lot coverages, limited parking, and buildings abutting the street.

Several elements of the commercial zoning district appear to be oriented more towards highway commercial development rather than to the character of development that currently exists in downtown Glasgow. For example, the minimum front yard setback in the commercial district is 40 feet, which makes sense for development along Highway 2, but can be problematic in downtown Glasgow where lots tend to be smaller. As it exists now, many of the uses in Glasgow’s downtown core are nonconforming with respect to setbacks, lot width, and parking requirements, yet this historic pattern of development is what makes downtown Glasgow unique. As a result any new development in downtown would have a difficult time being built under current zoning.

Implementation Actions

5.1	<p>Establish a central business district (CBD) zoning designation. A CBD zoning designation would help allow the pattern of development that ought to be encouraged in downtown Glasgow – development similar to what exists currently. Were the current commercial zoning designation strictly enforced, a potential downtown project would have a difficult time getting off the ground due to setback and parking requirements. A CBD zoning designation should be flexible and not overly rigid, to allow for a mix of uses that add vibrancy to downtown. Specifically, the CBD zoning designation should:</p> <ul style="list-style-type: none"> • Remove front and side yard setback requirements • Reduce minimum parking requirements. • Allow for housing above businesses <p>For funding this undertaking, the City could apply for a grant from the Montana Department of Commerce.</p>
Partners	City, Downtown Property Owners
Timeline	Mid-Term

Economic Development Strategies

Economic development strategies focus on strengthening Glasgow’s existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space into economically productive property can also help boost the profitability of downtown. The goal is to build a sustainable downtown that responds to the needs of today’s consumers.

ED-1: Support Existing Downtown Businesses

The key to the success of any downtown is strong local businesses. In small communities like Glasgow, the best strategy to grow the economy is through supporting existing businesses. Locally owned small businesses have a substantial impact on local economies. Nationally, statistics show that between 40% and 80% of all new jobs are created by small businesses. Downtown Glasgow benefits from having several strong anchor businesses which help attract people downtown. A key component to revitalizing downtown Glasgow is working to ensure these successful businesses remain in downtown.

Implementation Actions

1.1	Develop a Business Expansion and Retention (BEAR) program. The BEAR program is made available by the Montana Department of Commerce, Department of Labor, and Montana Economic Developers Association. The program is supported by organizations in local communities who provide staff and financial support so that local businesses can access the resources needed to improve and/or expand their business. Through the BEAR program volunteer assessment teams are formed to help address local needs. Assessment teams are trained on how to best assist the businesses in their community.
Partners	Chamber, City, Two Rivers, GDA, Great Northern Development Corporation (GNDC)
Timeline	Mid-term

1.2	Create a business retention advisory committee (BRAC). The committee could serve as the local area assessment team formed as part of the BEAR program, but remain in operation after the program has been completed. The BRAC would serve to engage downtown businesses on issues they are facing and help connect them with supportive resources. This will help create a coordinated approach to retaining businesses in downtown Glasgow. With a firm understanding of the challenges faced by downtown businesses, the BRAC, GDA, Chamber, and Two Rivers, will be able to identify appropriate resources.
Partners	Two Rivers, GDA, Chamber, GNDC, Downtown Business Owners
Timeline	Mid-term

1.3	Establish a buy local campaign. Buy local campaigns use promotions, mailers, and coupons to help remind residents about the benefits of shopping in local businesses as opposed to online or in larger regional centers. Small financial incentives are a good way to attract residents to downtown to encourage local shopping and attract repeat visits.
Partners	Two Rivers, GDA, Chamber, Downtown Business Owners
Timeline	Short-term

ED-2: Attract New Businesses that Add Diversity to Downtown’s Business Mix

Retailers and entrepreneurs are always on the lookout for new locations and opportunities. Glasgow has many vacant spaces in downtown that could become home to a new business. To encourage occupancy of these spaces, partnering organizations need to work with local entrepreneurs and downtown property owners on establishing businesses in downtown.

Implementation Actions

<p>2.1</p>	<p>Work with the Great Northern Development Corporation on providing small business development services in Glasgow. Through their Wolf Point Small Business Development Center, the GNDC offers assistance to small business owners and entrepreneurs. Services provided include helping potential business owners develop the financial, managerial and technical skills necessary to run a small business in today’s competitive market place. Partnering organizations could work with the GNDC on offering small business development courses in Glasgow to inform potential business owners of the opportunities available to them.</p>
<p>Partners</p>	<p>Two Rivers, GDA, Chamber, GNDC, Downtown Business Owners</p>
<p>Timeline</p>	<p>Mid-term</p>
<p>2.2</p>	<p>Work with owners of downtown vacant storefronts on offering short-term pop-up leases. Pop-up leases offer flexible lease terms ranging from a few days to a year, with rates generally lower than ordinary commercial leases. Pop-up leases benefit landlords because some rent is better than no rent and they can also serve to attract more customers to downtown as a once empty storefront becomes open for business. This approach could be used to offer small business owners a chance to reach a wider market during summer months and the winter holiday shopping season.</p>
<p>Partners</p>	<p>City, Downtown Property Owners, GDA, Two Rivers, Chamber</p>
<p>Timeline</p>	<p>Mid-term</p>

ED-3: Market Vacant Properties

Implementation Actions

3.1	Create a downtown property database. A downtown property database would include information on what vacant properties exist and what level of infrastructure/amenities they have in place. This information could be used to maintain a list of available properties in Glasgow that are open for potential business opportunities. Ideally, this information would be hosted on a local website, possibly Two Rivers or the Chamber.
Partners	City, Downtown Property Owners, GDA, Two Rivers, Chamber, Real Estate Professionals
Timeline	Mid-term
3.2	Fill empty storefronts with window displays. Window displays could include local art, community events, or signs suggesting potential business opportunities. In addition to adding an impression of activity in downtown, window displays also call attention to empty storefronts and the opportunity for potential businesses to locate there.
Partners	City, Downtown Property Owners, Two Rivers, GDA
Timeline	Short-term

Branding & Promotion Strategies

The intent of branding and promotional strategies is to create a positive image of downtown Glasgow that will be inviting for visitors and potential businesses and instill community pride. Glasgow should look at downtown like a business and brand, promote and market the unique product that is downtown. There are numerous reasons for people to visit Glasgow and branding and promotional strategies are tools to help attract visitors who could one day turn into future residents and business owners.

BP-1: Create a Marketing Campaign to Promote Glasgow

Implementation Actions

1.1	Create a brand for Glasgow. Successful communities often have a brand that identifies who they are to the world. Branding serves to aid in marketing, helps leave a lasting impression for visitors, and instills community pride. Glasgow should think about what its unique attributes are in developing a brand – agriculture, trains, fishing & hunting, and/or Scottish heritage. After it has been developed Glasgow’s brand could then be used on street signage, public art, bike racks, benches, garbage cans, etc.
Partners	City, Downtown Business Owners, GDA, Two Rivers, Chamber, TBID, Glasgow Residents
Timeline	Short-term

BP-2: Attract Motorists on U.S. Highway 2 to Downtown

Implementation Actions

2.1	<p>Install signs on U.S. Highway 2 directing motorists to downtown. Currently motorists traveling through Glasgow on U.S. Highway 2 have little indication that downtown even exists. The City should work with MDT on installing large signs on U.S. Highway 2 directing people to downtown. Ideally, signs would be placed on either side of 6th Street as this serves as the main entrance to downtown. In addition to signs directing people downtown, Glasgow should also install larger signs at the east and west ends of town (on U.S. Highway 2) identifying attractions and listing businesses in downtown. This would let travelers know what goods and services are available in downtown and highlight all that downtown has to offer.</p>
Partners	City, GDA, Two Rivers, Chamber, MDT
Timeline	Mid-term

BP-3: Add Events to Attract People Downtown

Implementation Actions

3.1	<p>Coordinate promotions with larger regional events. There are several large events in the region which attract people to the Glasgow area, including Blues to Brews and the Governor’s Cup Walleye Tournament. Downtown Glasgow needs to capitalize on these, and other, regional events by targeting retail promotions during these times to entice people to visit downtown.</p>
Partners	City, Downtown Business Owners, GDA, Two Rivers, Chamber
Timeline	Short-term

<p>3.2</p>	<p>Add family friendly events after 5:00 P.M. In the public outreach process many Glasgow residents expressed an interest in having more family friendly activities in downtown. Adding several small, but regular, downtown events is one way to provide this and bring people downtown after working hours. Potential ideas include:</p> <ul style="list-style-type: none"> • A bi-monthly street dance during the summer. This could be achieved by closing down a portion of a downtown street, bringing in live music, and working with food establishments to stay open later. • Art Walk where businesses stay open late and invite artists to display their work. • Downtown scavenger hunt.
<p>Partners</p>	<p>City, Downtown Business Owners, GDA, Two Rivers, Chamber, Glasgow residents</p>
<p>Timeline</p>	<p>Short-term</p>