GROWTH. OUR WAY.

5-Year Economic Development Strategic Plan & Downtown Master Plan

May 21, 2024

Welcome & Introductions



Project Timeline (Updated)



Project Approach & Plan Components

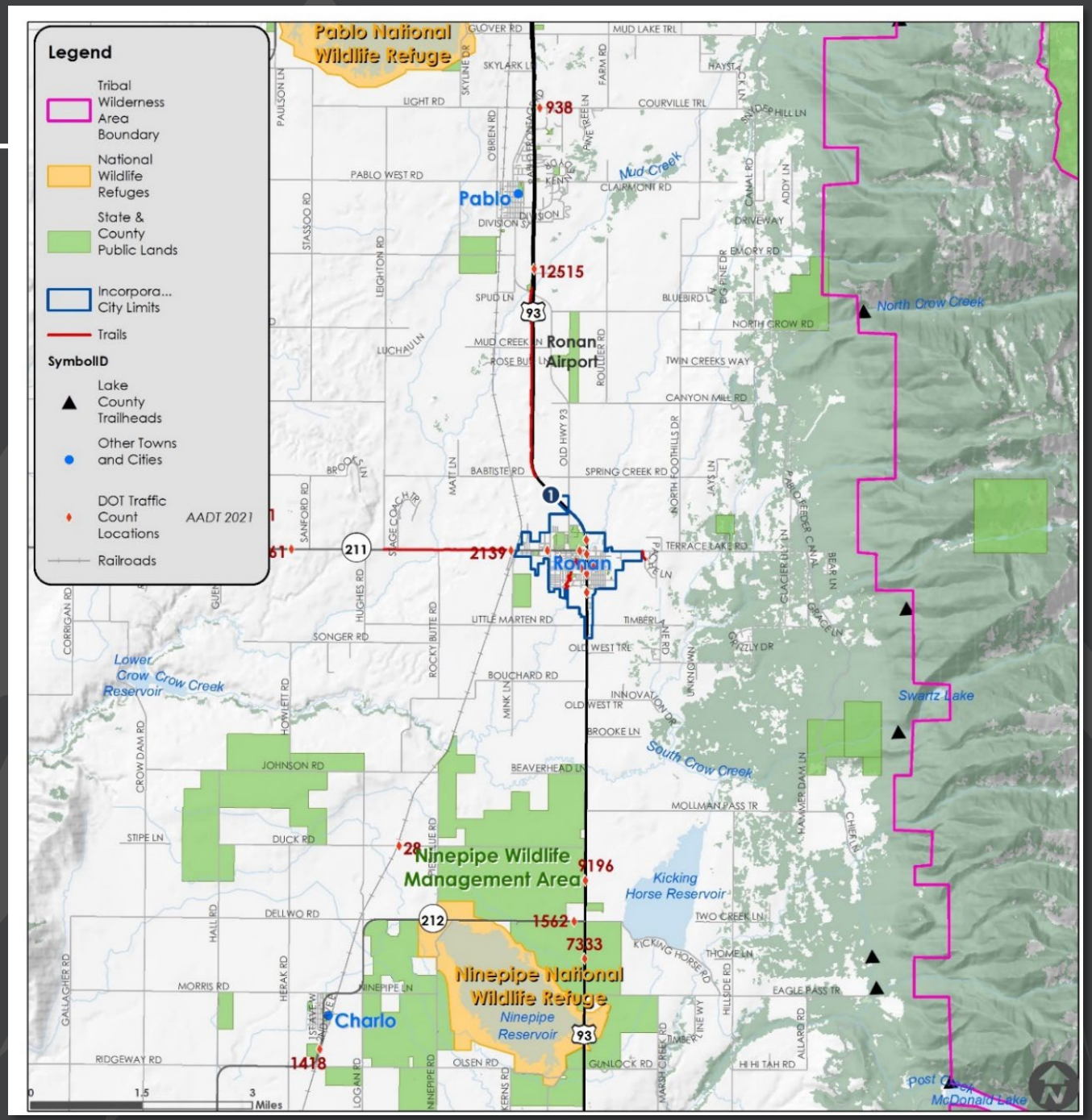
- Baseline Conditions Analysis
  - Data Collection
  - GIS / Base mapping
- Public Engagement
  - (2 Phases – Input Gathering & Draft Report Comment Period)
- 5-Year Economic Development Strategic Plan
- Downtown Master Plan
  - Montana Main Street Program: Four Points
- Community Economic Resilience
- Grant Opportunities
- Action Plan Workbook



1. Economic Vitality
2. Design
3. Promotion
4. Organization

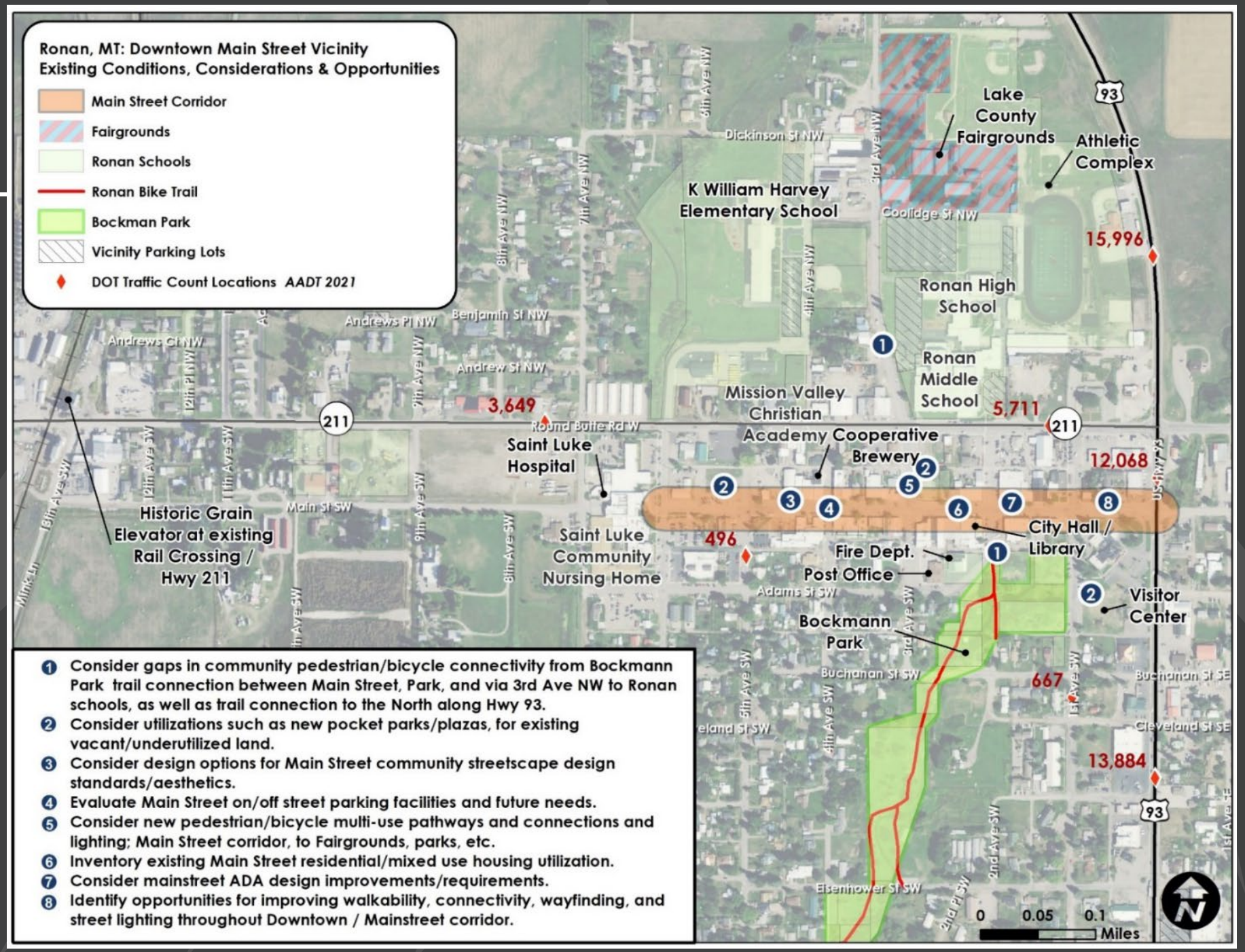
Baseline Conditions

- Geography:
- Ronan is entirely within the CSKT / Flathead Indian Reservation
- US Hwy 93 – Main transportation route between Kalispell and Missoula
- Farms, ranches, Tribal lands and the Mission Mountain Range
- CSKT Tribal Wilderness Area, Pablo National Wildlife Refuge, Ninepipe Wildlife Management Area and Refuge, State and County Public Lands, and Lake County Trailhead locations



Baseline Conditions

Considerations & Opportunities



Baseline Conditions

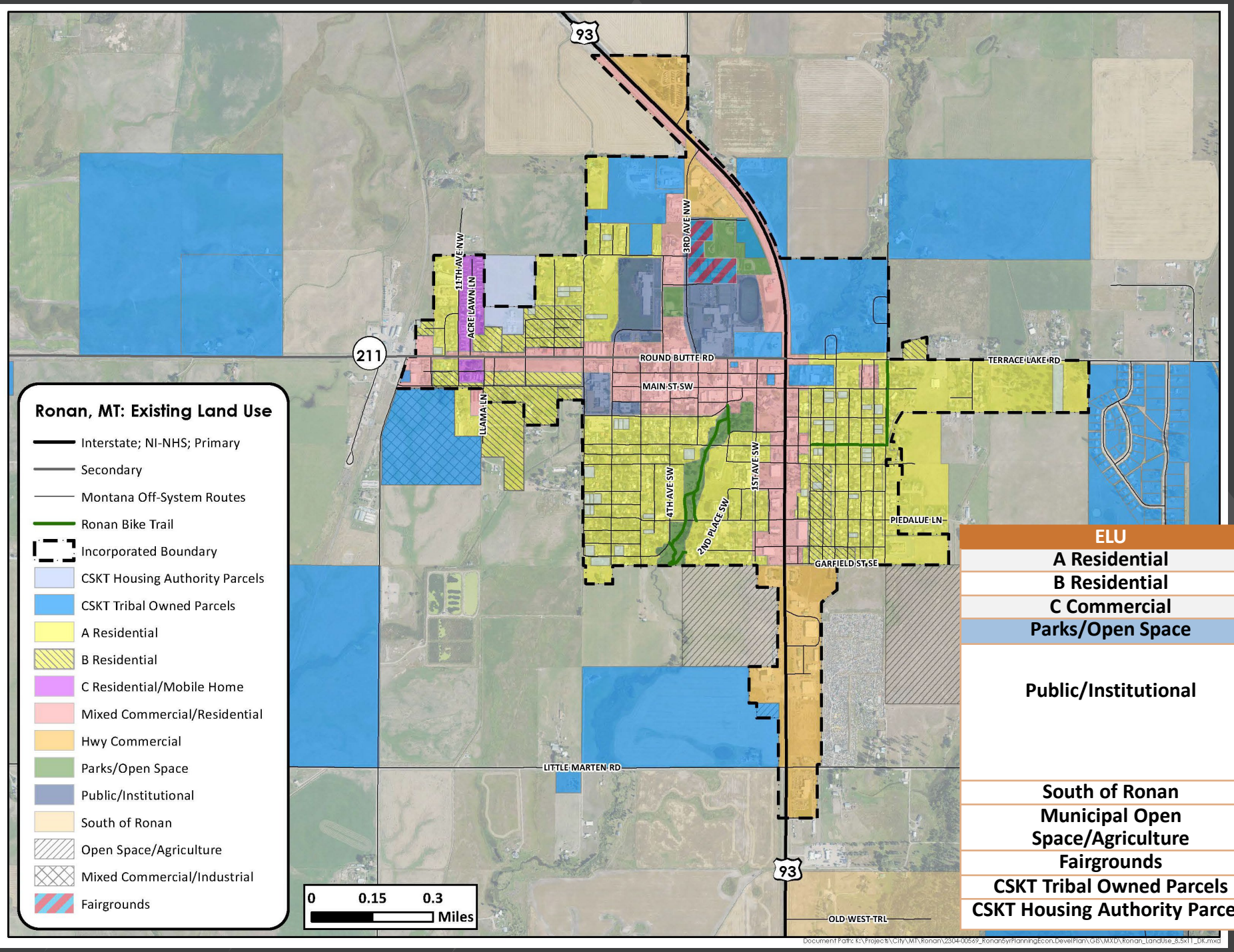
- Demographic Profile Key Statistics – Ronan City, Montana

- Ronan (2020 Census Pop. 1,955) is the 3rd largest community in the Mission West Community Development District (Polson and Pablo having higher populations)
- The predominant racial composition is Caucasian (1,089), followed by Native American (579) & Hispanic (102)
- 91% of Pop. is English speaking (9% speak language other than English; 3% Spanish)
- Majority of the population (and workforce age 16+) is above the age of 35
- Unemployment rate is 8.9% (Highest unemployment age groups are 16-9 and 20-24 years old)
- Median Household income is $34,881 (Families $54,773; Married Couples $75,625)
- 794 Total Households (1 person 278; 2 person 228; 3 person 100)
- 415 residents (24%) live below the poverty level.
- Of Ronan's approximately 108 Children under age 5 - 44% (48 children) live below poverty.
- Of 699 total workers 16 years and older, 2.7% have no access to a vehicle; 23% access to 1 vehicle.

https://data.census.gov/all?q=Ronan%20city,%20Montana

Baseline Conditions

Existing Land Use



Ronan, MT: Existing Land Use

- Interstate; NI-NHS; Primary
- Secondary
- Montana Off-System Routes
- Ronan Bike Trail
- Incorporated Boundary
- CSKT Housing Authority Parcels
- CSKT Tribal Owned Parcels
- A Residential
- B Residential
- C Residential/Mobile Home
- Mixed Commercial/Residential
- Hwy Commercial
- Parks/Open Space
- Public/Institutional
- South of Ronan
- Open Space/Agriculture
- Mixed Commercial/Industrial
- Fairgrounds

ELU	ACRES	
A Residential	276.69	
B Residential	44.59	Bockman Park = 12.8
C Commercial	198.5	
Parks/Open Space	24.65	
Public/Institutional	51.68	Ball Diamonds = 9.9 Other = 1.9
South of Ronan	78.6	
Municipal Open Space/Agriculture	224.88	
Fairgrounds	7.87	
CSKT Tribal Owned Parcels	116.75	
CSKT Housing Authority Parcels	11.94	

Baseline Conditions

Key Community Facilities

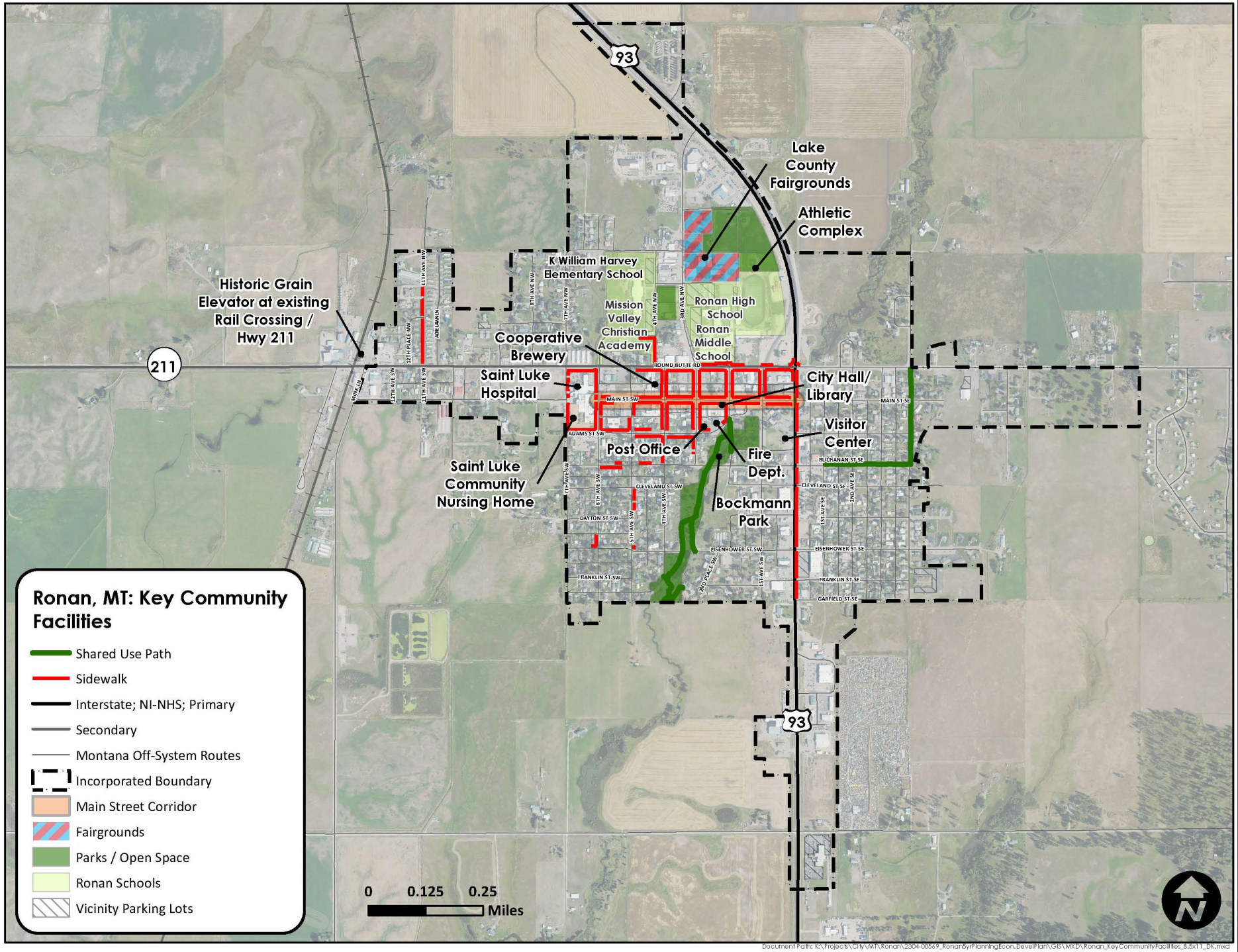
Public and Retail

- City Hall/Library
- Fire Department
- Post Office
- CSKT Tribal Health
- Boys and Girls Club of the Flathead Reservation and Lake County
- Visitor Center
- Saint Luke Hospital
- Fairgrounds
- Cooperative Brewery and other Main Street businesses

Schools

Parks, Trails, and Open Space

- Brockman Park
- Athletic Complex & Ball Fields



Baseline Conditions

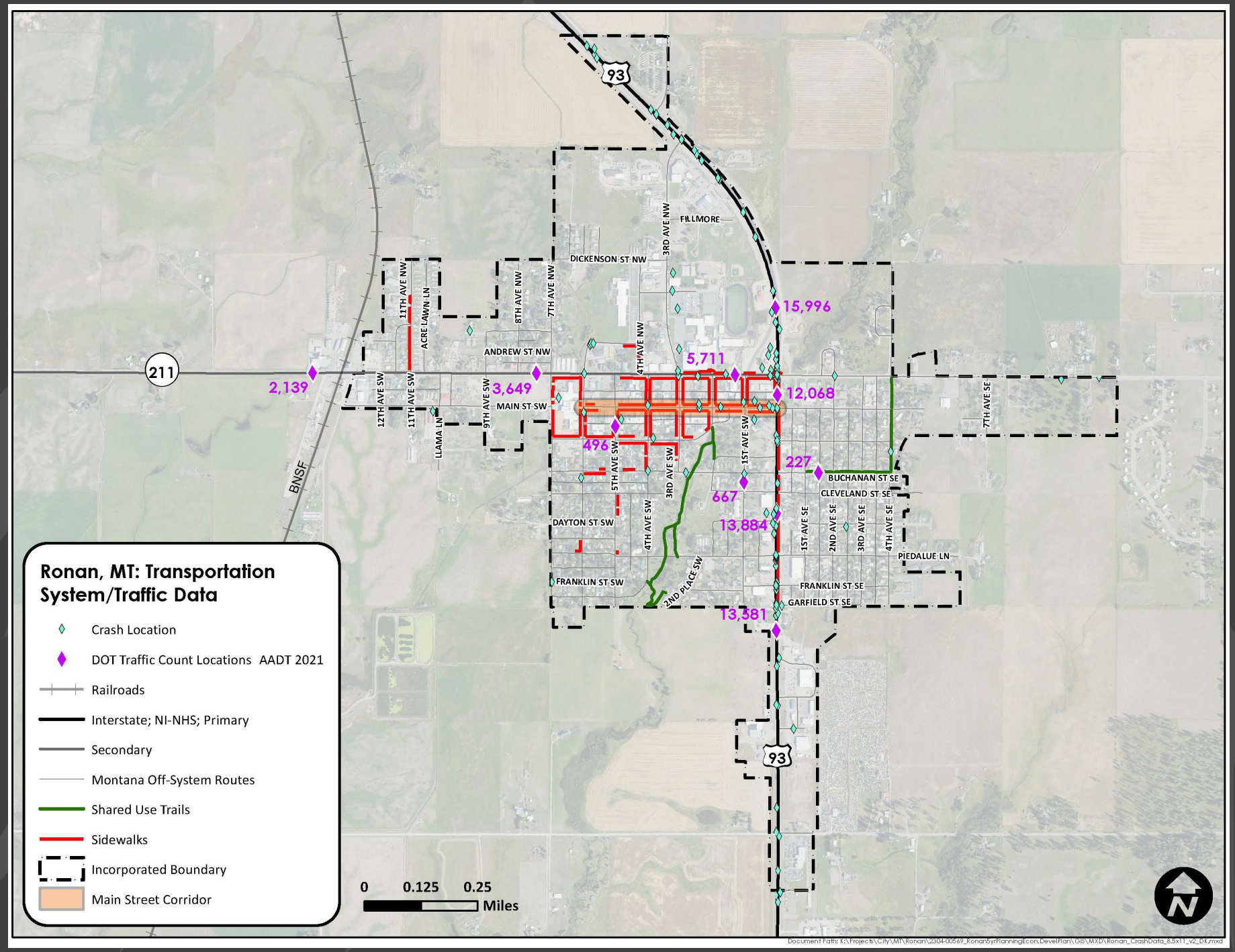
Transportation System

Roads

- County, City and CSKT jurisdiction
- Maintenance Considerations

Safety

- ADT
- Crash Data 2018-2022
  - Ronan = 119 total
  - Main Street = 12



Baseline Conditions

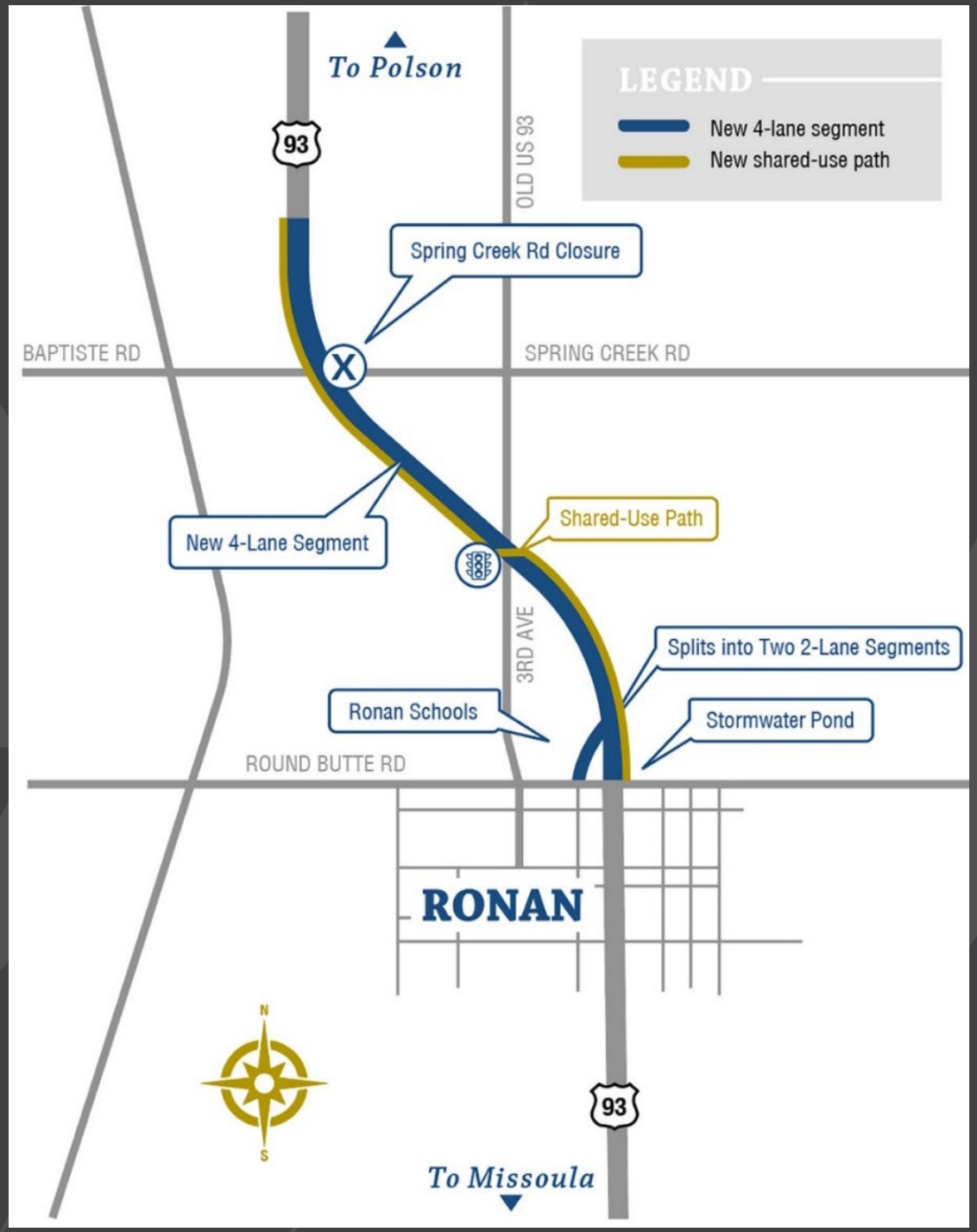
Transportation System

Roads

- Hwy 93 (Realignment)

Trails and Pathways

- Existing Sidewalks & Shared Use Trail system
- Consider future Mainstreet connectivity w/ 3rd St., Round Butte, Bockman Park & Regional Trail System



Public Engagement Summary

- *Stakeholder Meetings - Oct. 10 to 13, 2023*
- St. Luke Community Healthcare
- Ronan Steering Committee
- County Fair Board and Extension
- Ronan City Council
- CKST Tribal Council Meeting
- Mission West
- City of Ronan
- School District
- Personal meetings with Larry Hall, Janet Sucha, & Jason Moore



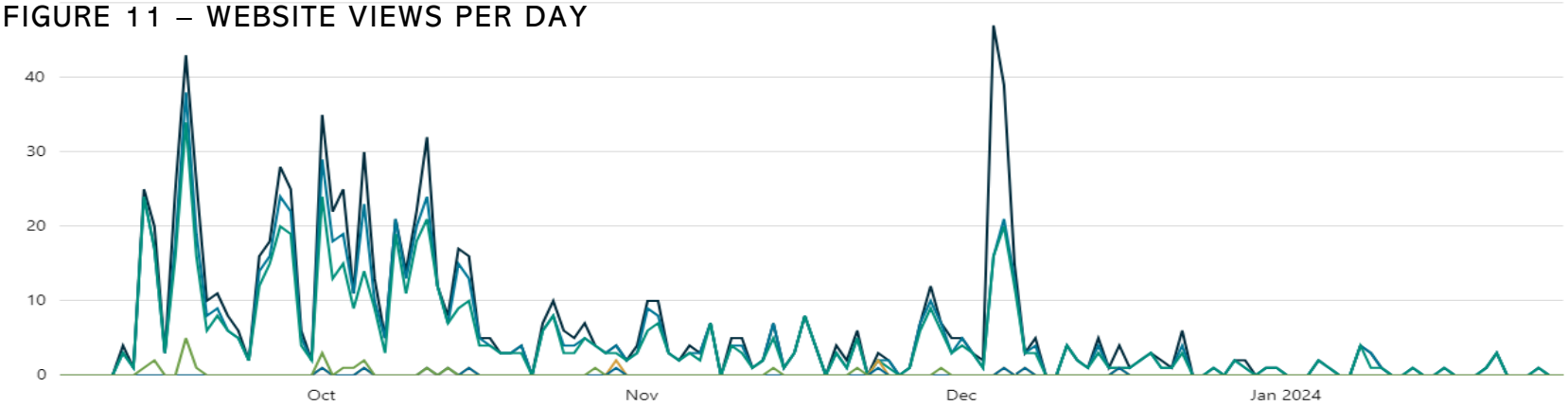
- *Public Pop-In Events*
- Harvest Foods
- Pizza Café
- Senior Volleyball Night
- Dobson Creek Coffee
- Co-Op Brewery
- Farmer's Market
- Football Game

Website Traffic Data

940 website views and 595 visitors in total.

117 visitors from social media, 431 from clicking a direct link, and 45 visitors from a Google search.

FIGURE 11 – WEBSITE VIEWS PER DAY



Public Engagement Summary

Social Media

Multiple Ronan Chamber and Mission West Facebook page posts

Earned Media

KPAX published an article on Oct. 6 titled, “Public input sought on Ronan Master Plan, Economic Development Strategic Plan”.

Press Release

A press release titled “City of Ronan Begins Visioning Process” was issued on Tuesday, Oct. 3, 2023, to the following outlets:

- The Lake County Leader
- The Valley Journal
- KKMT (Ronan)
- KERR (Ronan)
- KIBG (Big Fork)
- KQRT (Pablo)
- KPAX (Missoula)
- KAJ (Kalispell)

Survey Data Summary

- 227 survey responses.
  Average time spent: 7 minutes.
  Roughly 10% of respondents were associated with the Salish Kootenai Tribes.

- Zip codes reached:
  - 59864 (150 respondents)
  - 59860 (26 respondents)
  - 59865 (19 respondents)
  - 59824 (12 respondents)
  - Other (20 respondents)

Public Engagement Summary

Survey Results Highlights

Question 2: Pick three words to describe your vision for Ronan.

Top 5 words people used included:

1) Clean
2) Community
3) Friendly
4) Family
5) Welcoming



Public Engagement Summary

Survey Respondent Results Highlights

- **Greatest Community Asset:** Qualify of Life ranked at 82% followed by agriculture at 57%.
- **Biggest Community Needs:** Revitalize Downtown at 69%; followed by "more entertainment options, better housing options, and retaining/expanding local businesses" (average of 41% each of response).
- **How to meet stated needs:** Partner with surrounding counties, invest local funding into infrastructure (tax increment financing).
- **Businesses with most growth potential:** Tourism 48%; Agriculture 47%; Retail 45%; Service 38%
- **Business Preferences:** Main Street Retail/Service 70%; Restaurants/Bars/Coffee 66%; Entertainment 61%; Value Added Ag 43%
- **Obstacles to new business:** Workforce Challenges 61%; Population/Location 46%; Startup Capital 45%; Lack of Community Support 39%
- **Desire to participate in small focus groups:** Workforce 53%; Infrastructure 46%; Housing 45%

Strategic Direction: Vision, Goals, & Objectives

POLL QUESTION:

- What is your VISION for Ronan?
- SWOT Analysis Conducted

FOCUS:

- Workforce/Resident Retention
- Community Development Maintenance
- Growth in Agriculture & Food Production Industries
- Community Infrastructure
- Tourism and Supporting the Visitor Economy
- Community/Tribal Collaborations
- Access to Financial Resources



5-Year Comprehensive Economic Development Strategy

Goals and Objectives:

1. Foster Economic Development and Opportunity.
2. Increase the size and quality of the workforce (via housing, community amenities, childcare, and training).
3. Create a welcoming community that supports small business and encourages an entrepreneurial environment.

Montana Main Street:

4 Points

1. Economic Vitality
2. Design
3. Promotion
4. Organization

5-Year Comprehensive Economic Development Strategy

1. Workforce/Resident Retention & Community Development

Goal 1: Business development and financial assistance for workforce, customer service, and business succession planning.

Goal 2: Address Main Street and downtown barriers that are hindering business growth or community positivity.

Goal 3: Increase available housing with special emphasis on increasing the supply of affordable and workforce housing.

5-Year Comprehensive Economic Development Strategy

2. Growth in Agriculture and Food Production

Goal 1: Protect agricultural land.

Goal 2: Increase opportunities for access for beginning farmers/ranchers and entrepreneurs.

Goal 3: Support local and regional “food pathways” and creation of a local food systems plan, focusing on creating more local resilience and value-added economic drivers.

5-Year Comprehensive Economic Development Strategy

3. Community Collaborations & Access to Financial Resources

Goal 1: Continue to facilitate communications between community leadership, county leadership, Tribal leaders, state, and federal legislators, and community non-profit organizations.

Goal 2: Work collaboratively with county, tribal, and state governments in formally identifying needs (planning) and then identifying potential financial resources (loans/grants) that support completion of projects that meet those needs.

Goal 3: Work in partnership with the Salish & Kootenai Tribes to support and coordinate efforts as outlined in their 2021 CEDS.

5-Year Comprehensive Economic Development Strategy

4. Tourism and Supporting the Visitor Economy

Goal 1: Develop “specialized” tours and attractions and expand individual community events/tourism campaigns.

Goal 2: Give special consideration (as part of the Transportation Safety Action Plan) of non-motorized travelers, specifically bicyclists.

Goal 3: Develop/expand individual community tourism campaigns.

5-Year Comprehensive Economic Development Strategy

5. Transportation and Community Infrastructure

Goal 1: Develop a communitywide comprehensive Transportation Safety Action Plan (SS4A).

Goal 2: Support and encourage prioritizing of resources to support critical water and sewer infrastructure.

Goal 3: Develop/expand individual community tourism campaigns.

Downtown Master Plan

Montana Main Street (MMS) Program Guidance and Goals:

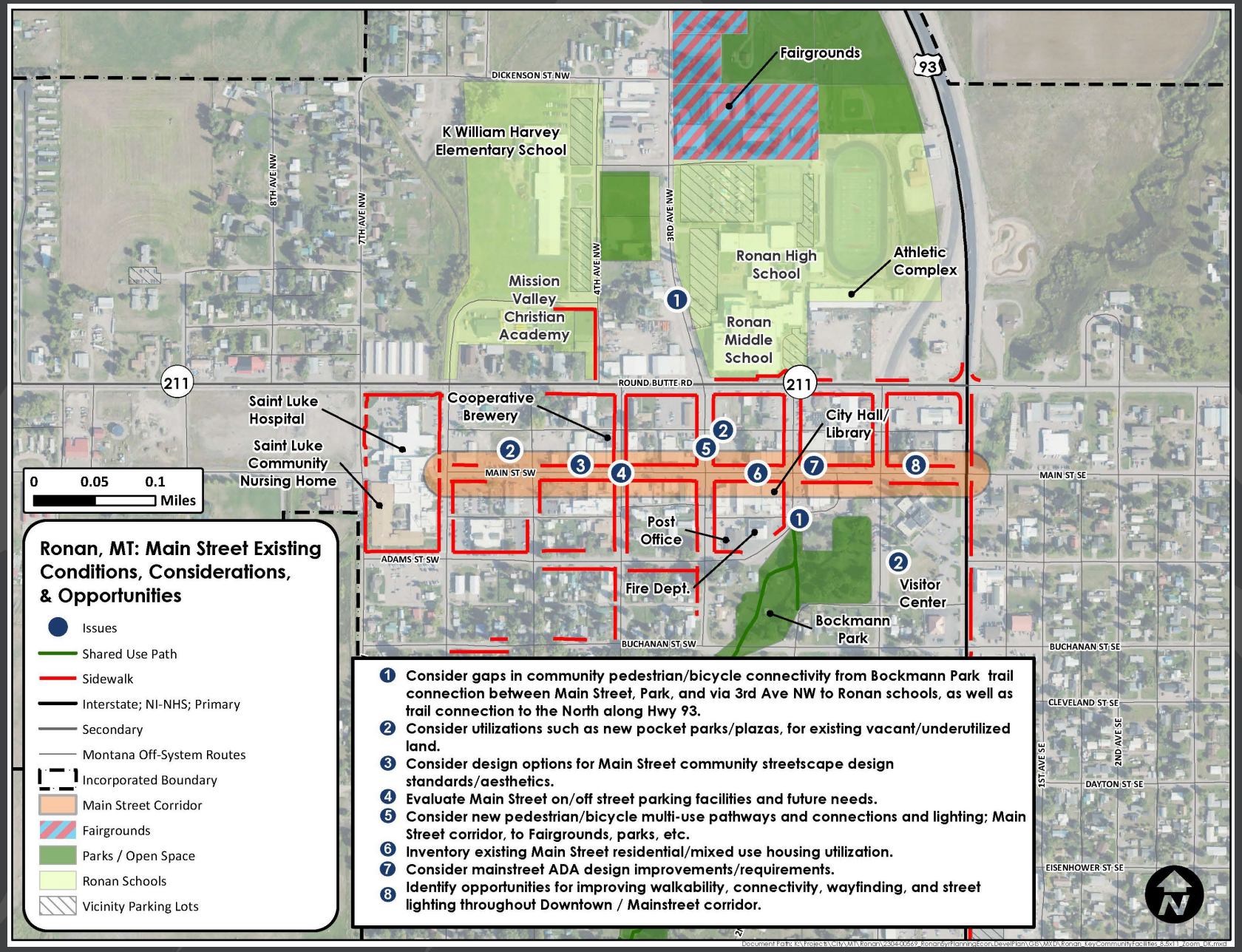


1. Economic Vitality
2. Design
3. Promotion
4. Organization

Downtown Master Plan

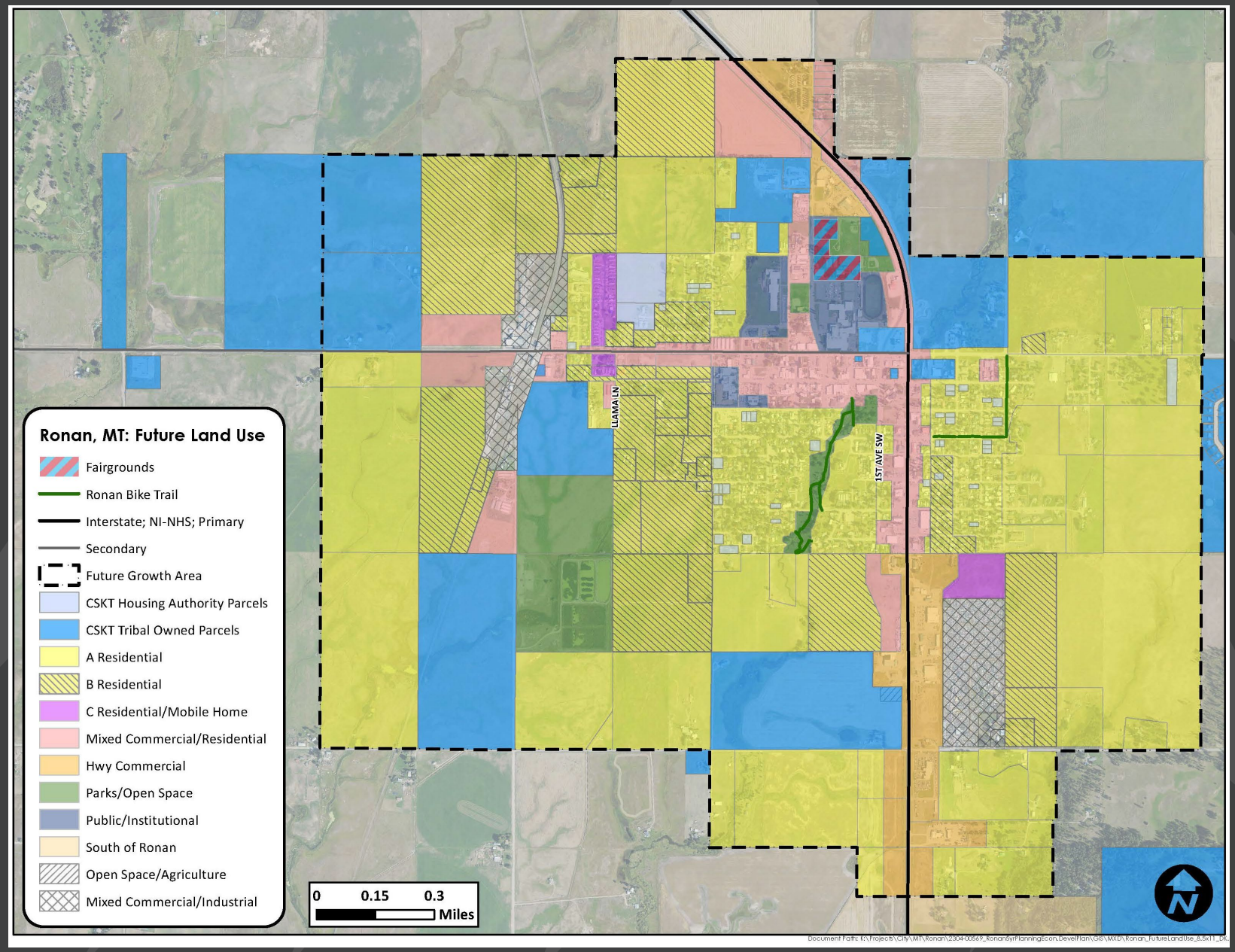
Main Street Study Area:

Key Considerations and Opportunities



Downtown Master Plan

Future Land Use Map

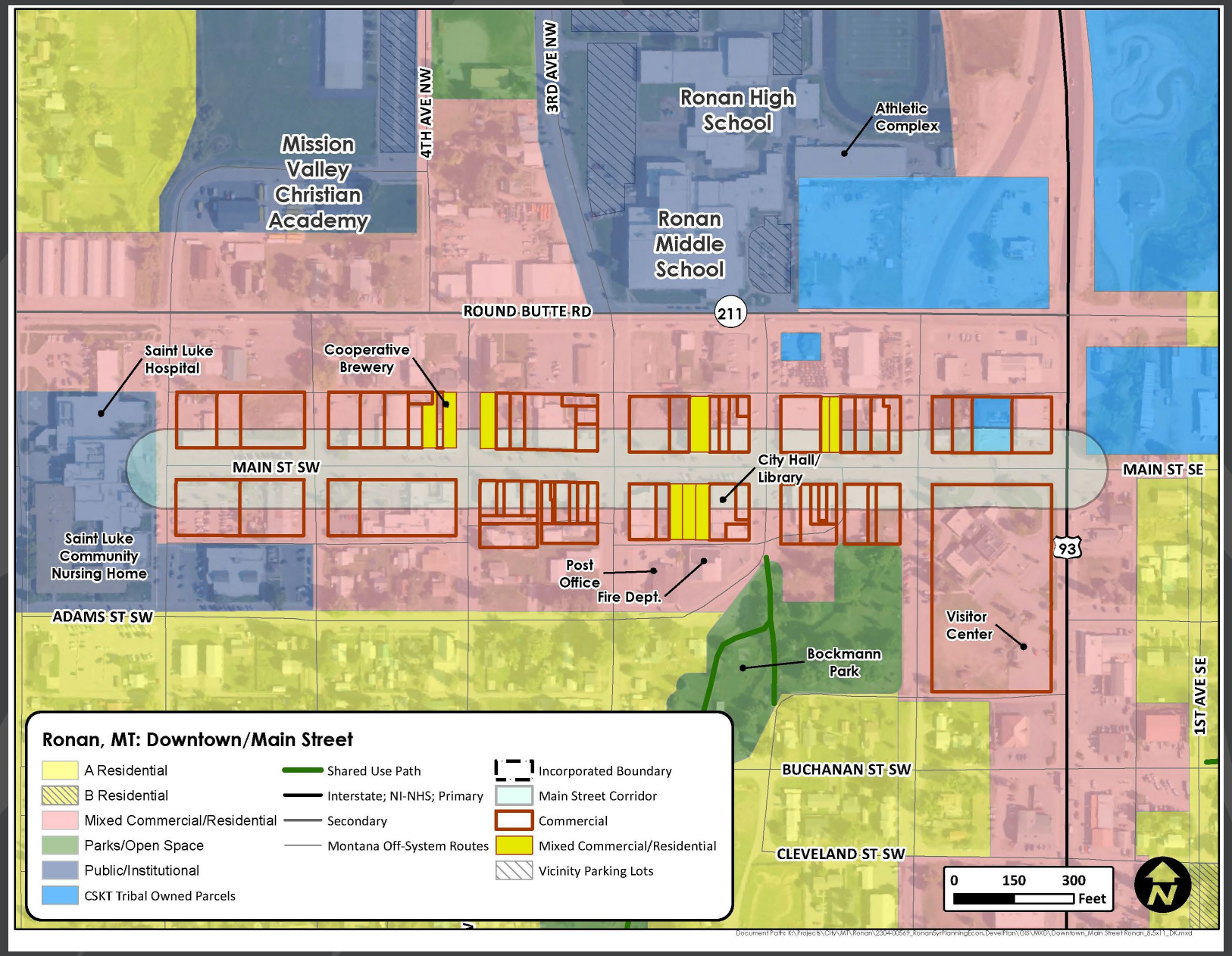


FLU ACREAGES BY CATEGORY	ACRES
A Residential	1018.3
B Residential	429.13
C Residential/Mobile Home	21.13
C Commercial	198.5
Mixed Commercial/Residential	193.93
Mixed Commercial/Industrial	74.71
Hwy Commercial	51.57
Parks/Open Space	96
Ball diamonds	12.2
Bockman Park	12.8
Other	71
Public/Institutional	50.09
South of Ronan	42.47
Municipal Open Space/Agriculture	102.48
Fairgrounds	7.87
CSKT Tribal Owned Parcels	274.63
CSKT Housing Authority Parcels	25.91
TOTAL FLU ACRES:	2,682.72

Downtown Master Plan

MAIN STREET RONAN: ELU/FLU

- Existing Main Street Parcels
- Mixed Use Commercial / Residential
- Shared Use Pathways (Existing)



Downtown Master Plan

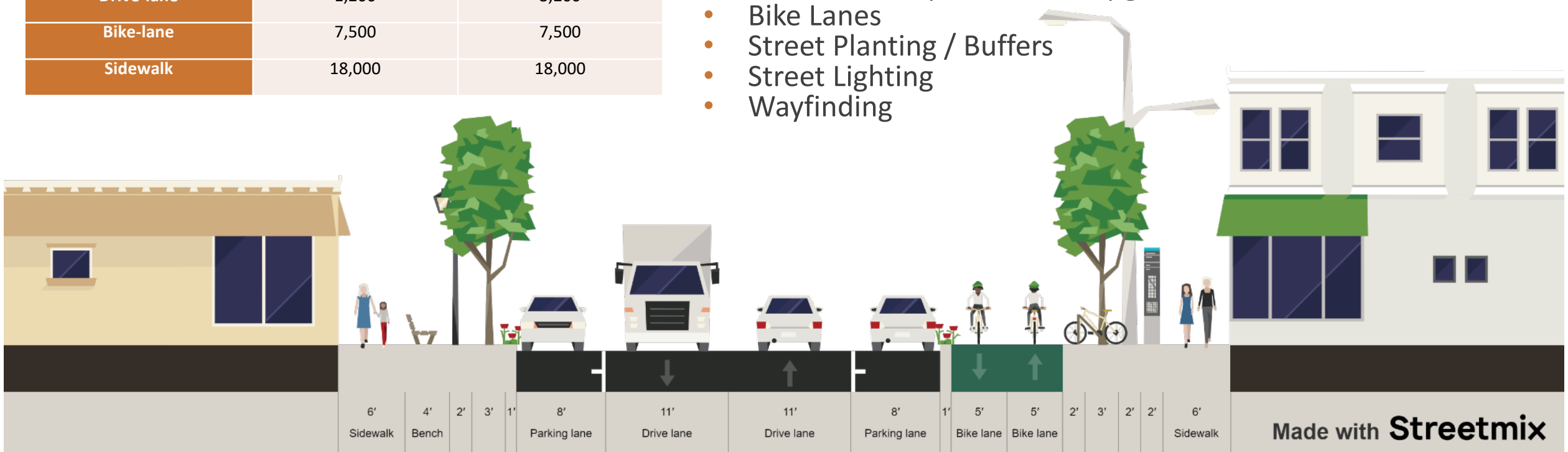
Landscape / Streetscape Plan

- Community Infrastructure Design Guidelines, Standards, and Recommendations
  * Bike and Ped/Mobility/Connectivity as Major MMS Design/Promotion Theme

TRANSPORTATION AMENITY	AVERAGE CAPACITY/HR.	POTENTIAL CAPACITY / HR.
Drive-lane	1,200	3,200
Bike-lane	7,500	7,500
Sidewalk	18,000	18,000

Typical Streetscape Sections

- Street Amenity / Sidewalk Upgrades
- Bike Lanes
- Street Planting / Buffers
- Street Lighting
- Wayfinding



Downtown Master Plan

Main Street Design Recommendations (MMS) to Enhance Tourism and Economic Development

Public Spaces

- Event space - take a vacant lot, add a small stage and amenities
- Public art

Sustainable Features

- EV Charging stations
- Bike lanes, bike parking
- Street stormwater planters (raingardens)
- Tree boxes
- Urban tree canopy (heat island effect)
- Public water refill stations for reusable bottles
- Locally sourced materials
- Habitat planting - in stormwater planters and larger tree pits, plant for pollinators, native birds
- Daylight the creek

Economic Development

- Facade improvements
- Design guidelines
- Encourage outdoor dining (on wide sidewalks)
- Load zones

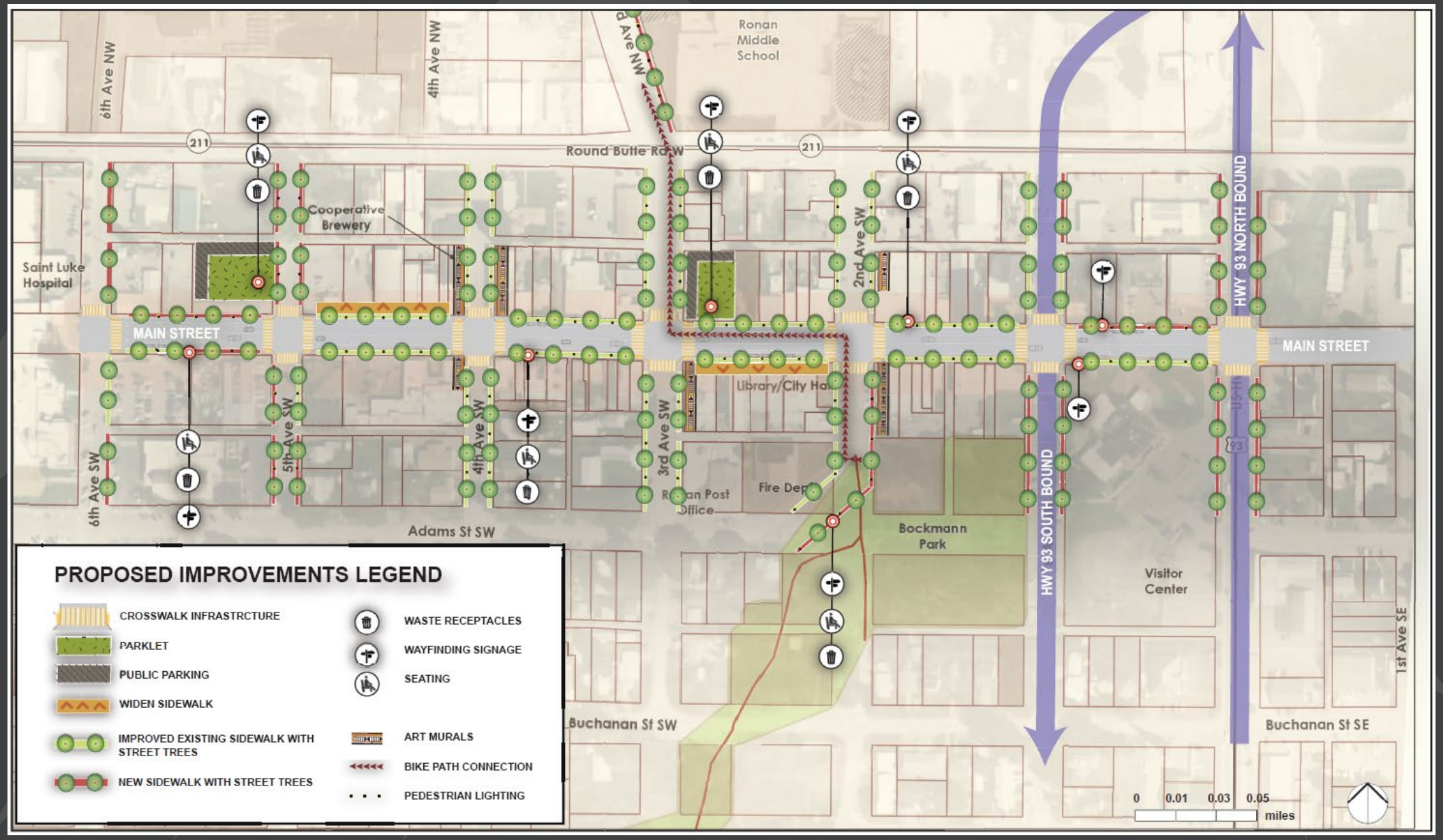
Downtown Master Plan

Priority list of recommended Main Street revitalization project improvements

- Crosswalk Infrastructure
- Improved Intersection Traffic Control
- Parklets
- Public Parking
- New Sidewalk & Improvement/Widening of existing sidewalks
- Bike Paths
- Street Trees
- Waste Receptacles
- Seating
- Wayfinding
- Bike Racks
- Street Lighting(Pedestrian)
- Art Murals
- Public Gathering & Event Spaces / Pocket Plaza / Outdoor Amphitheater or Band Shell
- Raingarden Buffer

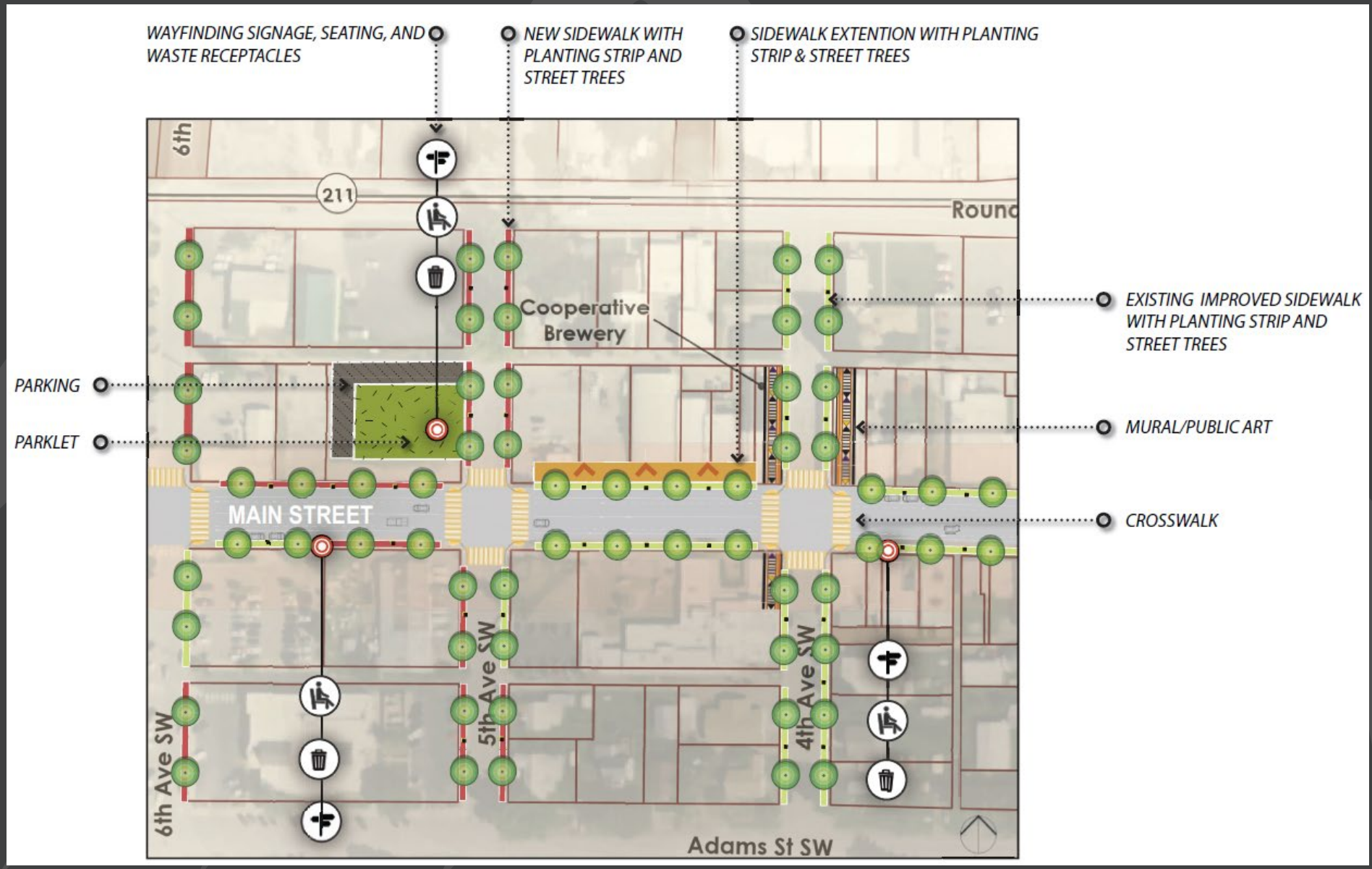
Downtown Master Plan

Main Street Site Plan w/ Proposed Improvements (Conceptual)



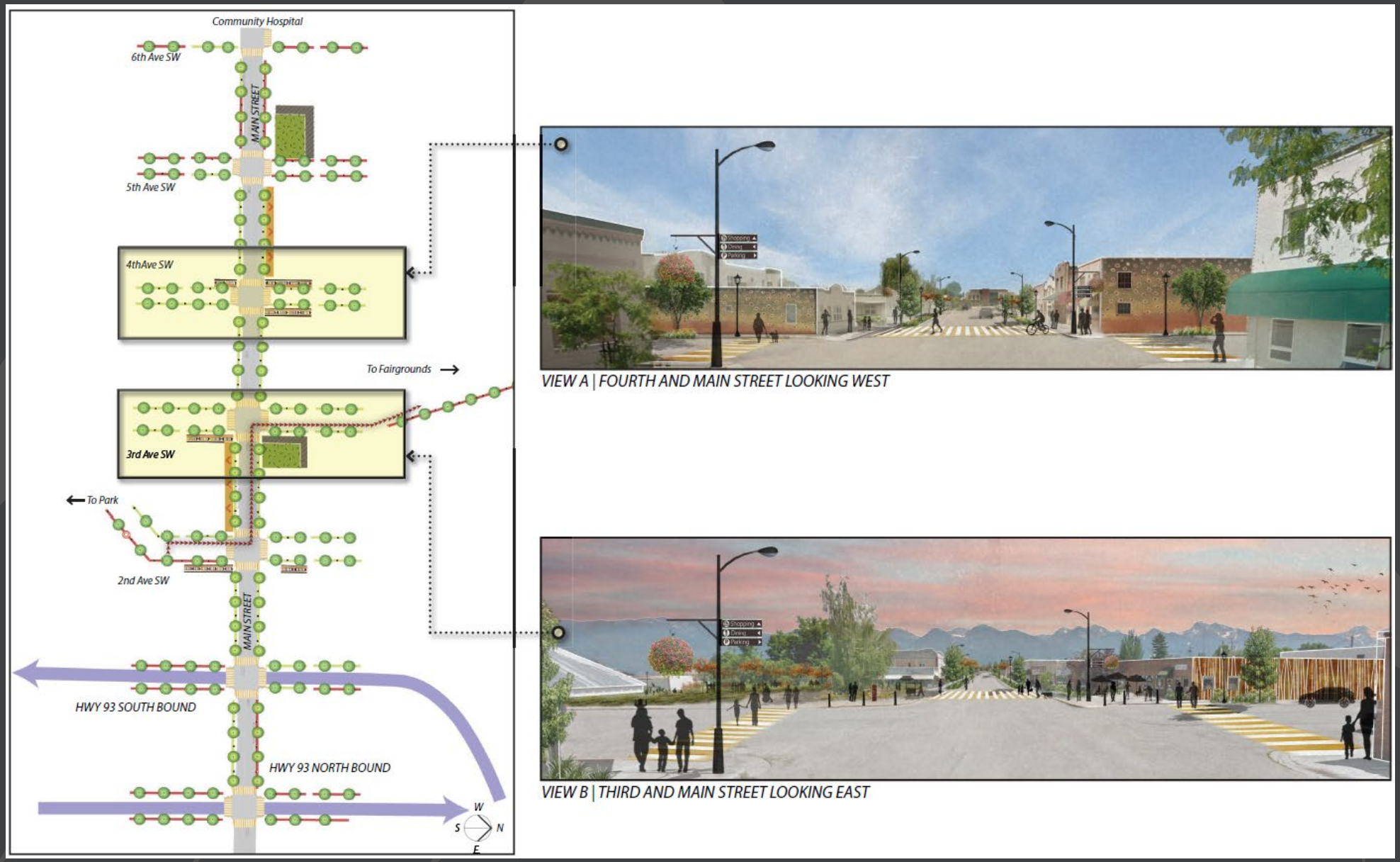
Downtown Master Plan

Plan Enlargement at West End of Main Street (Conceptual)



Downtown Master Plan

Main Street Corridor Improvements – Street Level Perspective Renderings (Concepts)



VIEW A | FOURTH AND MAIN STREET LOOKING WEST

VIEW B | THIRD AND MAIN STREET LOOKING EAST

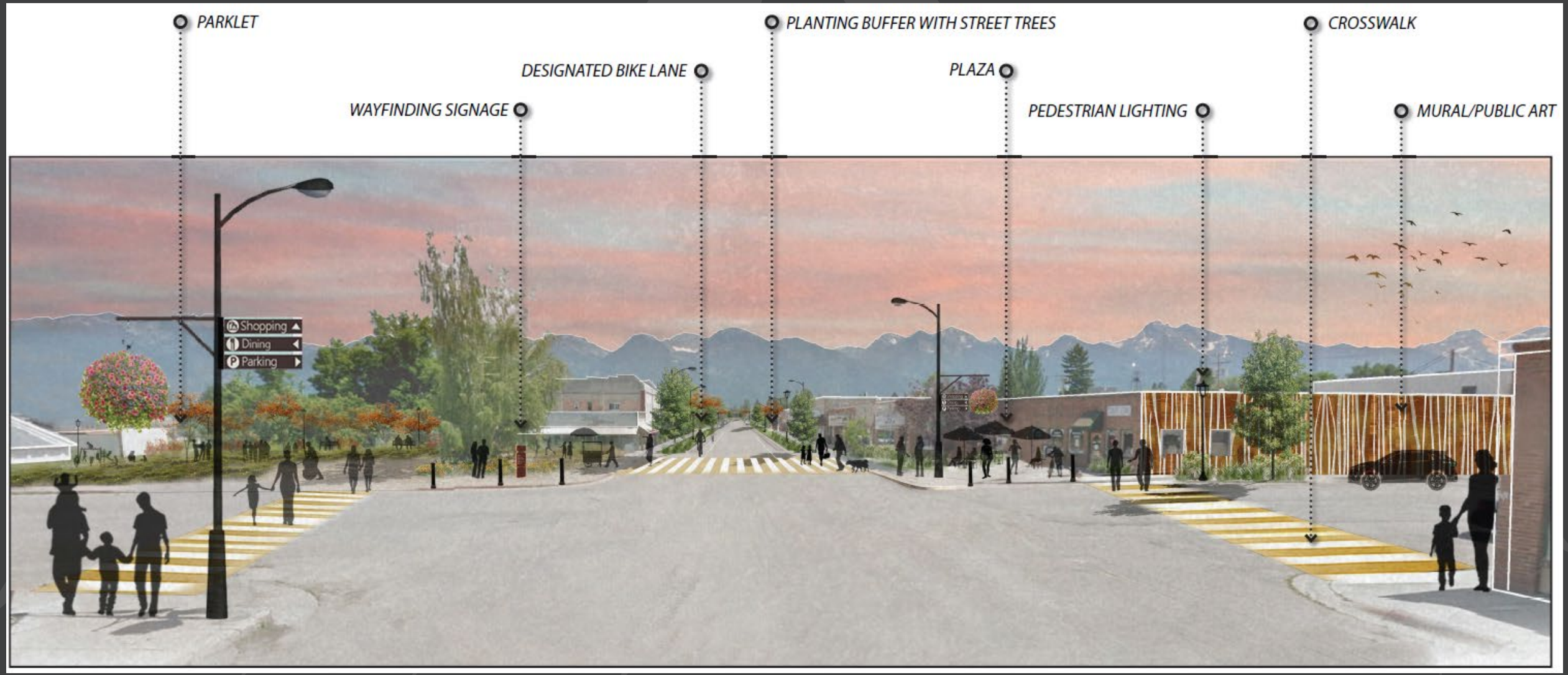
Downtown Master Plan

View A: Fourth and Main St. (Looking West)



Downtown Master Plan

View B: Third and Main Stree (Looking East)



Downtown Master Plan

VIEW C2 PROPOSED: THIRD ST. AT MAIN STREET (LOOKING NORTH ACROSS MAIN STREET)



Downtown Master Plan

VIEW D2 PROPOSED: MAIN STREET (LOOKING EAST ACROSS INTERSECTION OF 1ST STREET / REALIGNED HWY 93 SOUTHBOUND LANES)



Community Economic Resilience

The community of Ronan intends to integrate resilience in two ways:

STEADY STATE INITIATIVES

- Planning for and implementing resilience through specific goals and actions that increase the long-term economic durability of the region.

RESPONSIVE INITIATIVES

- Establishing and/or enhancing information networks among stakeholders that encourage active and regular communications between the public, private, educational, and non-profit sectors, promoting collaboration that allows for faster and more effective response to potential future challenges (responsive).

Grant Opportunities (Highlights)

Federal Level

- RAISE Grants
- Active Transportation Infrastructure Investment (ATII) Program
- HUD PRICE Grant
- SS4A Grants
- EDA Grants
- Reconnecting Communities Grants
- Tribal Grants

State Level

- Community Development Block Grant
- Transportation Alternatives
- Strategic Investment Grants
- Hart Family Fund for Small Towns
- Dept. of Natural Resources Renewal Resource Grants

County / City Level



- Local Funding Sources
- Ballot Initiatives / Tax Referendums
- Increment Tax Financing

Action Workbook Plan (Implementation)

- Based on the identified key Community & Economic Development Strategies (CEDS):

1. Workforce/Resident Retention & Community Development
2. Growth in Agriculture and Food Production
3. Community Collaborations & Access to Financial Resources
4. Tourism and Supporting the Visitor Economy
5. Transportation and Community Infrastructure

- *Each key CEDS category has a set of goals and tasks to be assigned to key community advocates/strategists with realistic timelines for completion, for implementation and progress, tracked within the Action Workbook Plan.

Action Workbook Plan (Implementation)

ACTION PLAN WORKBOOK

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES
City of Ronan / Ronan Revitalization / Mission West
Companion Action Plan Worksheet and Task Organization/Assignments

Workforce/Resident Retention and Community Development

Task	Assigned To	Completion Yr.	Status
Goal 1: Continue development and financial assistance for workforce, customer service, and business succession planning			
Objective 1: Improve access to secondary education and trade schools (including broadband development that allows for consistent virtual access)			
Objective 2: Continue to attend trainings, meetings, and seminars designed to increase skills and resources related to workforce development			
Objective 3: Develop access to college credits and trade courses for high school students and build improved partnerships with programs to meet needs			
Objective 4: Identify/access federal resources currently available to develop workforce and related broadband infrastructure that supports remote access to educational and workforce training resources			
Objective 5: Partner with local companies to create specific "on the job" training programs that specifically support workforce development for existing businesses seeking to expand and grow			
Objective 6: Develop and facilitate a "succession planning" training for small and family-owned businesses at risk of closing should the originating owner/operator retire or pass away			
Objective 7: Continue to provide technical assistance to local business owners as they contemplate starting or growing local businesses			
Objective 8: Continue to support and advocate for existing tax incentives for businesses including tax abatements, and development of TIF Districts and TEDDs			
Goal 2: Address Main Street and Downtown barriers that are hindering business growth or community positivity			
Objective 1: Repair/replace building facades to ensure a consistent, clean, and safe "Main Street," including repairs/replacements to empty buildings when possible			
Objective 2: Host community clean-up days in which residents/business owners take time to clean blighted areas/empty buildings			
Objective 3: Utilize state/federal dollars to repair/construct/improve basic pedestrian infrastructure which encourages walkability in the primary business arena			
Objective 4: Install new streetlights, building lighting, flower planters, and other aesthetics that encourage community engagement and reduce crime			

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES
City of Ronan / Ronan Revitalization / Mission West
Companion Action Plan Worksheet and Task Organization/Assignments

Workforce/Resident Retention and Community Development (Continued)

Task	Assigned To	Completion Yr.	Status
Goal 2 (Continued): Address Main Street and Downtown barriers that are hindering business growth or community positivity			
Objective 5: Plan/host multiple "Main Street" activities that bring current/new residents into the core of the community for relationship building and development of community pride			
Objective 6: Target infrastructure investments (water, sewer & roads) that support community growth development of new businesses and expansion of existing business			
Objective 7: Continue to support participation in the Montana Main Street Program			
Objective 8: Continue to assist communities in accessing brownfield planning and construction grant dollars to assist in addressing blighted properties in redevelopment			
Goal 3: Increase available housing with special emphasis on increasing the supply of affordable and workforce housing			
Objective 1: Establish/fortify affordable housing programs with USDA RD, HUD, and the Montana Community Reinvestment Initiative, and other state and federal organizations to establish/fund sufficient financial incentives to promote and/or implement affordable housing projects			
Objective 2: Advocate for and support regulatory and financial incentives for affordable and workforce housing development			
Objective 3: Aid community leadership in implementation of workforce housing zoning in the towns/counties that include subdivision standards for the appropriate location, size, and design standards			
Objective 4: Target infrastructure investments (water, sewer, and roads) that support development of housing			
Objective 5: Consider how multi-family/multi-housing might be developed to meet specific needs			
Growth in Agriculture and Food Production			
Goal 1: Protect Agricultural Land			
Objective 1: Identify and partner with Extension and Montana Ag & Food Development Network resources to continue education to farmers/ranchers			
Objective 2: Conduct research and foster partnerships that address and take advantage of changes in the commodity markets that could add value to the agricultural region			
Objective 3: Support implementation/development of land use policies that prohibit or severely limit annexation of property by municipalities, supporting the protection of agricultural land surrounding existing municipal limits			

GROWTH. OUR WAY.

Thank You City of Ronan, CSKT, & All Stakeholders!!!

Question and Answers

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