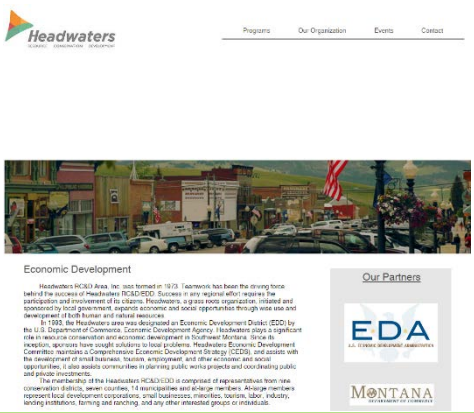
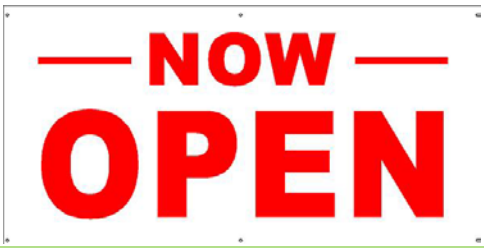
DOWNTOWN DILLON
MASTER PLAN

FEBRUARY 2016

Partners:	City of Dillon, Beaverhead Chamber of Commerce, Beaverhead Development Corporation
Timeline:	Short-term and on-going
Cost:	Minimal, administrative updates to map
Action 1.1.4:	**Inventory existing vacant storefronts, including size and location.** Having an understanding of what type of space is available for rent or for sale will help the community understand the type of new businesses that can start in downtown. See Map 1 for an existing inventory of vacant storefronts. Keeping an updated map will be useful for subsequent actions of business recruitment and temporary uses.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, local Realtors, building owners
Timeline:	Short-term and on-going
Cost	Minimal, data collection from local real estate listings
Action 1.1.5:	**Recruit anchor tenants for largest spaces.** Downtowns are most successful when a large anchor tenant exists to attract a large number of customers. These anchor tenants can attract a variety of customers that will then often shop at adjacent stores and eat at adjacent restaurants. Attracting that tenant can be challenging, but knowing your community, identifying missing retail segments and knowing what storefronts are available can make it easier.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, Chamber of Commerce, Beaverhead Development Corporation, Realtors and building owners
Timeline:	Mid-term and On-going. Other action steps identified here will need to be completed in order to have a solid understanding and position for recruitment.
Cost:	Minimal, volunteer time to develop fact sheets and lists of potential tenants

Action 1.1.6:	**Meet with vacant property owners to discuss building plans, interest in short-term pop-up rentals, temporary window displays, vision outlined in this plan.** The building owners have long term interests in the economic viability of downtown. Their involvement will be essential to achieve the goals of this plan and for the success of downtown. Buildings with vacant storefronts can be used for temporary displays, pop up rentals and other uses that can temporarily fill space, provide vitality for downtown, and encourage a new business with smaller start-up costs. Rather than empty storefronts, work with the owners to fill windows with information about downtown events or other opportunities. *Marmite pop-up shop in 2009" by Gilda from London, UK - Licensed under CC BY-SA*
Champion:	Dillon Main Street, LLC
Partners:	Realtors and building owners, Zoning Commission for compliance review
Timeline:	Short-term
Cost:	Minimal, volunteer and staff time to meet with property owners
Action 1.1.7:	**Create window displays to fill the space of vacant store fronts.** Vacant storefronts can drag down the energy of a community. To fill the gap between uses, the community can work with building owners to fill storefronts with displays. These displays can include artwork from local schools, advertisements for theater and cultural events, public education about a new activity, or a calendar of events. This will also require evaluation of the City of Dillon's ordinances to ensure compliance. *1Vacant Window Display*
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon Zoning Commission, schools, non-profits
Timeline:	Short-term. This will be a step to build off Action 5.
Cost:	Minimal, displays to be completed at the expense of the displayer

Action 1.1.8:	**Create a "why downtown Dillon" flyer and display for potential businesses.** Retailers and business owners are on the lookout for new business locations and market opportunities. Dillon can create awareness of the opportunities that exist in downtown by developing brochures, flyers and website pages that answer the question, "Why should I open a business in downtown Dillon?"
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, Beaverhead Development Corporation
Timeline:	Mid-term
Cost:	Printing costs can be minimal for a one page flyer, or higher for website development and multipage printing.
Action 1.1.9:	**Promote the services of the Small Business Development Center at Headwaters RC&D to new and existing businesses.** The Small Business Development Center at Headwaters is based in Butte and is part of a statewide network to assist new and existing businesses. They offer free counseling services to assist with the development of business plans, marketing and financial analysis. Using this service can provide businesses the expertise they need to either get started or enhance their existing business. Encouraging all new businesses to take use these services will help businesses start on the right track for success. www.headwatersrcd.org 
Champion:	Dillon Main Street, LLC
Partners:	Headwaters RC&D

Timeline:	On-going
Cost:	None
Action 1.1.10:	**Develop fund to help support new business start-ups with rent subsidies.** Starting a business can be very expensive. Establishing a fund to help new businesses with a rent subsidy, or no-interest loan, can help a business start that might not otherwise be able to do so. Providing such a subsidy can also ensure that they will start that business in downtown. Identifying the funding source for this will need to be developed. Programs like this are often funded through a tax increment financing district, but other options are available. Action steps for evaluating development of a TIF district is described in Objective 1.3. 
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon Finance Committee
Timeline:	Mid-term
Cost:	$5,000 per year would help 1-3 new businesses annually
Action 1.1.11:	**Establish a local business market in a vacant storefront where small entrepreneurs can sell their goods and services.** Many small entrepreneurs don't need a large retail space, but would like to have a permanent space. Local markets, similar to a farmers market, provide a small space for businesses. An example of this is the Stumptown Marketplace in Whitefish. Operating as a private business, the owner of the market leases space to tenants, while providing amenities such as indoor seating for food vendors and security. *Photo 1: Pike Place Market: Seattle's tourist destination*
Champion:	Dillon Main Street, LLC
Partners:	Farmers Market, Business entrepreneurs or organization to manage the market.
Timeline:	Mid-term.
Cost:	None, private development costs

Objective 1.2 Identify local funding options, such as tax increment financing and business improvement districts, to enhance investment in the downtown.

Action 1.2.1:	**Create a fact sheet for a potential tax increment financing (TIF) district.** A TIF district can provide opportunities to use tax dollars to reinvest within the district for public improvements, such as infrastructure and building façade improvements. A TIF district is authorized by the state, and would require initiation and approval by the City of Dillon. TIF funds could be used to implement actions within this plan, subject to compliance with state statutes in place at the time. Providing education regarding TIF, opportunities for investment, and impacts to the communities would help the community understand this tool. Many communities throughout Montana use TIF as an economic tool, including the larger cities of Helena, Missoula, Butte, Bozeman and Great Falls, and smaller communities, such as Laurel, Polson and Livingston.
Champion:	City of Dillon Finance Committee
Partners:	Dillon Main Street LLC
Timeline:	Mid-term
Cost:	Minimal, administrative costs involved.
Action 1.2.2	**Explore establishing a Business Improvement District or other funding district.** Securing annual funding for downtown projects, activities and events will be necessary for long-term success. Business Improvement Districts are commonly used by downtowns to provide for management, maintenance and event support. Exploring opportunities and options for a regular funding source should be started to ensure time to develop a program, gain support and approval. A business improvement district collects taxes from property owners within the district to support activities within the district.
Champion:	Dillon Main Street LLC
Partners:	City of Dillon Finance Committee
Timeline:	Mid-term
Cost:	$50,000-$75,000 for start-up and yearly costs

HISTORIC PRESERVATION

Goal 2: Preserve, restore and enhance historically significant resources that contribute to the Dillon's identity, history and quality of life.

Preservation of historic structures is frequently cited as essential when discussing downtown Dillon. As demonstrated in the 1980 nomination for Historic District Designation, the quality and quantity of historic structures complements the downtown.

Historic Preservation has been noted as important to Dillon's present and future. An historic preservation program can take many forms, from simple voluntary education to incentives and grants to preservation regulations in the zoning and building permit processes. This plan can be used as a first step in establishing the basic strategy for historic preservation.

Objective 2.1: **Seek approval for commercial historic district**

Action 2.1.1:	**Review 1980 nomination for current applicability.**
Champion:	Dillon Main Street, LLC
Partners:	Beaverhead County Museum, City of Dillon, State Historic Preservation Office (SHPO), Montana Preservation Alliance (MPA)
Timeline:	Short-term
Cost:	Dependent upon work required for update
Action 2.1.2:	**Secure funding to update the 1980 draft nomination.** The inventory needs to be updated, and the list of contributing and non-contributing buildings needs to be updated. The period of significance and inventory in 1980/81 was considered to be 1880-1950. Using the fifty year standard, that period could be expanded to 1965, if warranted. The 1981 survey and nomination called for two historic districts: The Southside Residential District, which extended from the commercial core out to UM Western, and the Dillon Commercial District, from the railroad to the alley behind Idaho Street. This proposal could be simplified to one district, boundaries to be determined.
Champion:	Dillon Main Street, LLC
Partners:	Beaverhead County Museum, City of Dillon, State Historical Preservation Office, Montana Preservation Alliance

Timeline:	Short-term
Cost:	May require assistance of grantwriter
Action 2.1.3:	**Develop proposed district boundary based on current inventory of buildings and building owner interest in inclusion.** The 1980 draft district nomination proposed two districts. It may be simpler to propose one district in this plan for the commercial mixed use and adjacent residential portion, and pursue at a later time, a second district, south and east including the UM Western Campus.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon
Timeline:	Short-term
Cost:	Minimal

Objective 2.2: **All new building construction and existing building renovations should enhance the historic attributes of the downtown.**

Action 2.2.1:	**Develop design and architectural standards for the downtown district**. As this action proceeds, it is important to note that each contributing building was a new and modern building when it was constructed. If design standards are proposed, they should not convey a false sense of history. Rather they should respect the historic pattern of development, and the scale, rhythm and materials present. These standards should include guidelines for façade improvements.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon Zoning Commission and Planning Board
Timeline:	Long-term
Cost:	Depending on scope, range from $20,000-$50,000
Action 2.2.2:	**Develop business sign standards for buildings within historic area**. Business signs play an important part to the overall design of a historic downtown. Typically, business signs that are constructed of traditional materials, with exterior lighting are well received in historic areas. Developing standards would enhance the overall character of the downtown.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon Zoning Commission and Planning Board
Timeline:	Short-term
Cost:	Consultant fees, dependent on scope of work

Action 2.2.3:	**Complete and apply the Historic Mixed Use zoning district.** There is a historic mixed use area in the downtown. Generally speaking it goes from the courthouse to the railyard, and from Sebree to Helena, "characterized by a mixture of uses such as residential and commercial uses, or residential and industrial uses". One goal of the HMU district should be to enable and encourage adaptive reuse of vacant or underused existing structures and sites, particularly for residential uses. This is a very forward thinking part of the code. Many small communities lose the vitality of their historic centers because upper floors remain vacant over commercial and service uses. In Dillon, where there is a need for affordable housing, particularly for UM Western students, and as stated earlier, this is an opportunity missed. The process to enable this economic and social opportunity is to establish a code enabling process for upper floor use for offices or residences. The State has adopted the International Existing Building Code (IEBC), the purpose of which is to adapt and use older buildings for productive purposes. Dillon can make use of the Main Street program to educate owners and agencies about how to work around code issues to provide safe AND usable spaces in older buildings. These possibilities do not require that the buildings be reconstructed to current stair, accessibility and energy standards on upper floors. In the case of the downtown where many of the multi-floor buildings have few or no setbacks and onsite parking, those standards are established by examining the Sanborn Fire Insurance Maps, available on line at http://sanborn.umi.com/mt/4973/dateid-000008.htm?CCSI=2790n, account "bitterroot", password "welcome". In most cases, upper floors were used for residences some or all of the time, and reusing them would not constitute a "change in use". An additional incentive would be to enable owners to set a schedule with the City for upgrades to building infrastructure, which could allow the City to issue temporary occupancy permits to generate revenue for improvements. There are safe and creative options if this is a desirable path to use the HMU.
Champion:	City of Dillon, Zoning Commission
Partners:	Dillon Main Street, LLC
Timeline:	Short-term
Cost:	Minimal, implementation by Zoning Commission
Action 2.2.4	**Develop a façade improvement program.** As buildings in the downtown have been renovated over the years, several had added cladding that cover over the original materials and detail. By removing the cladding and repairing the original brick, these facades can be returned to their historic look. A façade improvement program using local funds with matching funds would enhance downtown improvements.
Champion:	Dillon Main Street, LLC
Partners:	Beaverhead County Museum, City of Dillon, Beaverhead Chamber

Timeline:	Short-term
Cost:	$10,000-$15,000 to start matching program fund.
Action 2.2.5	**Support and encourage the Beaverhead County Museum Association to construct a building on it vacant property along Montana Street that replicates the historic facade.** The Association has plans to construct a building to house the artifacts and archives for the Museum. It is intended that the building front will replicate the historic façade in a modern building. This construction would fill the gap that currently exists along the street and provide necessary space for the Museum. The intent will be to donate the building to Beaverhead County.
Champion:	Beaverhead County Museum
Partners:	Dillon Main Street, LLC, Beaverhead County, State Historical Preservation Office, Montana Preservation Alliance
Timeline:	Mid-term
Cost:	Costs to be developed by the Association

Objective 2.3: Create opportunities to provide education about the history of Dillon and the value of preserving historic buildings.

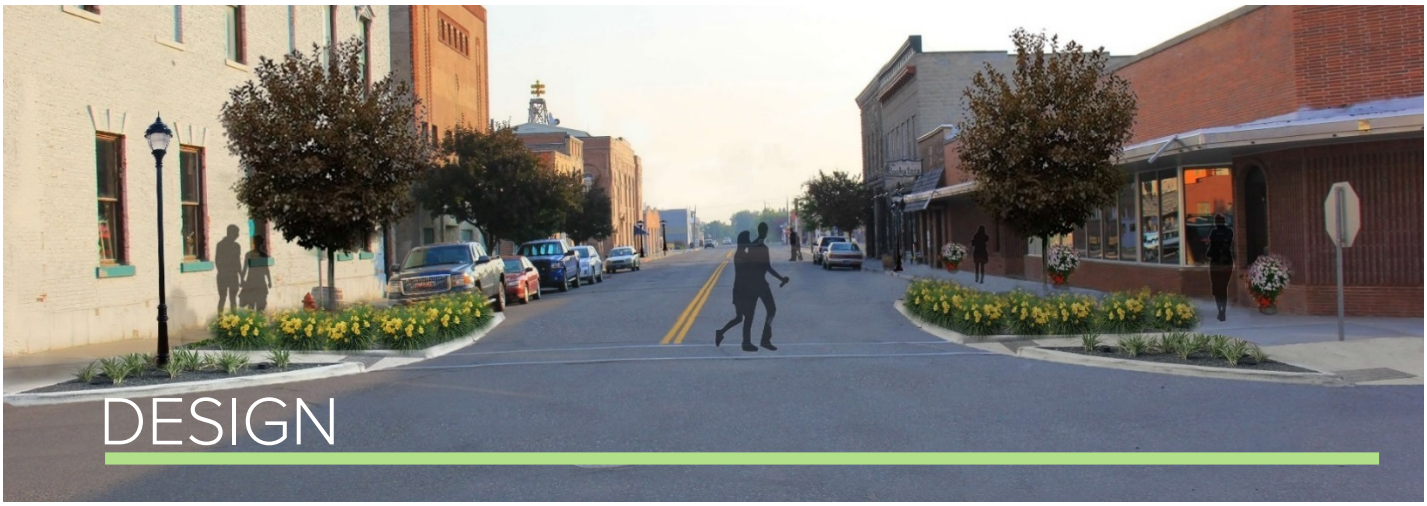
Action 2.3.1:	**Develop historic area walking tours for the downtown and for the adjacent residential neighborhood.**
Champion:	Dillon Main Street, LLC
Partners:	Beaverhead County Museum, City of Dillon, Beaverhead Chamber
Timeline:	Short-term
Cost:	
Action 2.3.2:	**Schedule field trips with students at Beaverhead County High School and UM Western to complete walking tours and participate in research of building history.** Taking students on field trips and tours helps generate a sense of history and awareness of the community.
Champion:	Dillon Main Street, LLC
Partners:	UM Western, Beaverhead County Schools
Timeline:	Mid-Term
Cost:	Minimal, volunteer effort

Objective 2.4: Create Historic Preservation Board to lead preservation activities.

Action 2.4.1:	**Explore opportunity to create Historic Preservation Board** There is currently no historic preservation program or plan in Dillon. The state of Montana through the historic preservation office and the Main Street

	program could work with the Dillon community to establish an historic preservation program. This would be a public planning process guided by public participation for open discussion of Dillon's preservation resources and opportunities.
Champion:	City of Dillon
Partners:	Beaverhead County Museum, Dillon Main Street, LLC
Timeline:	Long-term
Cost:	Administrative costs related to staff
Action 2.4.2:	**Explore incentives for voluntary historic preservation improvements, including education, training in preservation, workshops in simple preservation practices (masonry, carpentry, painting, and door and window repair) tax incentives, TIF options for façade improvements and historic tax abatement.** Eligible and National Register listed properties are eligible for federal and state tax credits for improvements to commercial properties, including rentals.
Champion:	City of Dillon City Hall Committee, Historic Preservation Board (if created)
Partners:	Dillon Main Street, LLC
Timeline:	Long-Term
Cost:	Administrative costs related to staff
Action 2.4.3:	**Develop Work Plan for the Board.** The Dillon zoning code refers to an historic preservation committee, in the 17.44.050 Historic Lighting section, but there is no committee at this writing. The work plan could include enabling an historic preservation board or commission that would review items such items.
Champion:	City of Dillon Historic Preservation Board
Partners:	Dillon Main Street, LLC
Timeline:	Long-Term
Cost:	Administrative costs related to staff
Action 2.4.4:	**Document historic and cultural resources.** There are currently seven sites in the city that are individually listed in the National Register of Historic Places (NRHP): Martin Barrett Residence, Dillon City Library, Metlen Hotel, Oregon Short Line Passenger Depot, Montana State Normal School/the UM Western Campus and Dillon Main Post Office. There are many more that could be "determined eligible" by the state historic preservation office. Additional resources could be documented and nominated for listing. Partnering with UM Western to assist in the research could make this action low cost and completed in a shorter time period.
Champion:	City of Dillon
Partners:	Dillon Main Street, LLC

Timeline:	Mid-Term
Cost:	Low cost, if working with volunteers or local students
Action 2.4.5:	**Establish historic preservation policy.** With some public education and discussion, a brief "white paper" could be developed that would include as an appendix the draft 1981 nomination. This could be used to establish clear city policies for the encouragement and/or regulation of designated historic and cultural resources. Some historic preservation policies have already been established in the city Code. Title 17, the zoning code already contains numerous rules for historic and cultural resources, including for signs, parking, historic overlay zones, but it is not clear how they are being applied. An example of this would be 17.52.120 Historic Overlay Zone. Signage within the Historic Overlay District shall be reviewed by the designated Administrative Official and the Historic Presentation Committee to verify compliance with all standards of this title.
Champion:	City of Dillon Historic Preservation Board (if created), Zoning Commission
Partners:	Dillon Main Street, LLC, Beaverhead Museum
Timeline:	Long-Term
Cost:	Administrative costs related to staff and code revisions



DESIGN

Goal 3: Enhance the appearance of downtown through the design of public spaces with parking, sidewalks, landscaping, and other furnishings.

Pedestrian safety, traffic circulation, visual enhancement and improving streetscape are all items identified through the public process. These items can be addressed by looking at the design of the public portion of downtown – the streets and sidewalks. Improvements can address all these items and contribute to the overall enhancement of downtown.

Objective 3.1: Identify key gateways for Downtown.

Action 3.1.1:	**Develop a gateway design motif for the downtown.** Creating a standard and uniform design for future entryway signs and landscaping will allow for improvements to be made over time, but with a consistent design. The design should include sign design, fonts, colors, monument structure and landscaping. Design ideas are shown on page 31.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon
Timeline:	Short-term
Cost:	Either through volunteer efforts, or consultant
Action 3.1.2:	**Create a consistent wayfinding sign program to and within the downtown.** Design and develop a system for directional signs to and within the downtown that fits Dillon's sense of place. Below is a sample from the City of Knoxville, Tennessee. Using unifying color and style, the signs can be used to guide visitors to key locations in downtown.

Champion:	Dillon Main Street, LLC
Partners:	City of Dillon
Timeline:	Long-term
Cost:	$12,000 design fee, plus $25,000 – 35,000 fabrication and installation
Action 3.1.3:	**Explore a gateway idea for Atlantic and Glendale.** Visitors arriving from the south need wayfinding to the downtown as well. Identifying potential locations and keeping with the previous design motif will help to establish consistency in the wayfinding. Because it is a state highway designation, coordination with Montana Department of Transportation will be required.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, Montana Department of Transportation
Timeline:	long-term
Cost:	Minimal cost of initial work; implementation cost unknown

Concepts of downtown entry features

Photo 2: Entry option with center island

Photo 4: Entry option with arched gateway and center island

Objective 3.2: Create enhancements of the public areas, including streets, landscaping and parking.

Action 3.2.1:	**Increase street trees, particularly along Montana Street**. Street trees are some of the most cost effective improvements that can be made to make streets more inviting to pedestrians. Historically, trees were not part of the downtown environment. However, recognizing the important attributes of trees in an urban environment, many western cities and towns have added trees as part of a streetscape program. The existing trees along the west side of Montana Street provide shade and visually screen the parking on the adjacent lot.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon Parks, Dillon Tree Board, MDT, DNRC
Timeline:	Short-term
Cost:	$1,000 - $5,000 annually, depending on number and type of trees
Action 3.2.2:	**Create and adopt a downtown tree master plan to complement sidewalk and street design improvements.** In addition to trees along Montana Street, completing a comprehensive tree plan should be considered. This plan could be used for businesses and individuals wishing to donate trees to the downtown area, as well as budgeting for future needs.
Champion:	City of Dillon
Partners:	Dillon Main Street, LLC, DNRC, Dillon Tree Board
Timeline:	Mid-term
Cost:	Grant funding is available to assist in the cost

Action 3.2.3:	**With the Dillon Tree Board, apply for an Urban Forestry Grant from Montana Department of Natural Resources for downtown street trees.** DNRC offers matching grants, up to $15,000, to plant and develop management plans for urban trees. This grant funding can help off-set costs of developing and managing new trees in the downtown.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, Dillon Tree Board
Timeline:	Mid-term
Cost:	Matching required, in kind costs of personnel or volunteers are accepted
Action 3.2.4:	**Create a design for permanent improvements in the current dirt lot on Montana.** The site of former warehouses, currently owned by the City of Dillon, has been used as informal parking. Identifying the need for public facilities, such as public restrooms and a performance stage, permanent parking should be evaluated. Additionally, it may be a desirable development opportunity, which should also be explored. As a short term alternative, improvements to the parking lot should be pursued. Paving and striping of parking spaces would convey a sense of order, adding sidewalk, curb and gutter along Montana Street would provide a more welcoming experience to visitors. The City has indicated that a fence will be installed between the parking area and the railroad tracks.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon Streets and Alleys Committee
Timeline:	Mid-Term
Cost:	$50,000 – 300,000, depending on extent of improvements
Action 3.2.5:	**Adopt a downtown parking plan.** As downtown spaces fill up and downtown becomes more popular, space for parking will be at a premium. Planning for future needs, including management, reconfiguring or expansion of existing parking areas and new parking areas should be evaluated.
Champion:	City of Dillon Streets and Alleys Committee
Partners:	Dillon Main Street, LLC

Timeline:	Mid-term
Cost:	Minimal, if enough sponsorships are provided

Objective 3.3: Develop activity spots within the downtown to attract residents and visitors.

Action 3.3.1:	**Develop a splash pad at Jaycee Park.** Creating activities can bring residents and visitors alike to downtown. A splash pad for summer use is a low cost option for many communities. The Jaycee Park has space to add amenities and its proximity to downtown is an ideal location.
Champion:	Dillon Main Street, LLC
Partners:	Dillon Jaycees, City of Dillon Parks and Recreation Committee, Beaverhead Development Corporation
Timeline:	Mid-term
Cost:	$120 -$150,000
Action 3.3.2:	**Develop a bike camp in or adjacent to downtown for travelling bicyclists.** Bicycle tourism is one of the fastest growing tourist segments in Montana. According to a survey by the Montana Institute for Tourism and Recreation Research, cyclists reported spending an average of $75 per day while touring in Montana. Trips averaged 8 days in length. Providing an affordable accommodation to cyclists encourages more time spent in town, enjoying what the town has to offer. There are several sites in and near downtown that could work for such a bike camp. Walkable access to downtown is preferred. *Photo 3: Twin Bridges Bike Camp*

Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, Beaverhead Trails Coalition, MDEQ, Headwaters RC&D, Beaverhead Development Corporation
Timeline:	Mid-Term
Cost:	$10,000 - $30,000, dependent upon utility work involved

Objective 3.4: Create a safe, enjoyable pedestrian environment.

Action 3.4.1:	**Conduct walking tour to identify small items that can be fixed, cleaned or maintained.** A polished, clean and comfortable environment will encourage people to spend more time in downtown. We often become immune to things that gradually degrade because we see them every day. Conducting a tour to specifically look at things from an outsider's point of view can help identify those things, and get them taken care of.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon Director of Operations, Street and Alley Committee
Timeline:	Short-term
Cost:	Volunteer hours, cost for repairs as needed
Action 3.4.2:	**Evaluate block by block need and urgency for improvements to the streetscape.** After addressing minor issues in the previous action, taking a longer approach to improvements, and identifying where the streetscape is in most need of improvement. This would include looking at the need for street furnishings (benches and trash receptacles, street lighting, sidewalk conditions, and crosswalk markings.
Champion:	Dillon Main Street, LLC,
Partners:	City of Dillon Street and Alley Committee
Timeline:	Mid-term
Cost:	Volunteer hour for evaluation only
Action 3.4.3:	**Improve pedestrian experience by replacing damaged sidewalks and installing ADA ramps at all intersections.** Ensuring a safe and comfortable walk downtown will be essential for economic vitality and business development. While this can be a costly upgrade for the community, it is one that should be a top priority for funding.
Champion:	City of Dillon Director of Operations, Street and Alley Committee
Partners:	Dillon Main Street, LLC
Timeline:	Mid-term
Cost:	Dependent upon extent of work to be completed

Action 3.2.4:	**Adopt a downtown streetscape plan.** A long term goal of a streetscape plan for downtown should be established. This will help ensure improvements are completely in a unified style.
Champion:	City of Dillon Director of Operations, Street and Alley Committee
Partners:	Dillon Main Street, LLC
Timeline:	Long-term
Cost:	Planning effort - $20,000 - $40,000, depending on extent of area

PROMOTION

Goal 4: Create promotions to highlight community and business events

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

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

Objective 4.1: Increase sales and opportunities for local businesses while enhancing the vitality of downtown

Action 4.1.1:	**Organize retail promotions, including a "buy local" campaign.** Retail events are designed to increase sales at local businesses by attracting new customers and strengthening relationships with existing ones. While retail shops are limited in downtown, organizing events collectively to have specials, promote certain products or services, and highlight the available goods can all work to highlight the economic activity in downtown. The American Independent Business Alliance has many free resources available for communities to use to support small businesses.

Champion:	Dillon Main Street, LLC
Partners:	Beaverhead Chamber of Commerce, local merchants
Timeline:	Short-term
Cost:	Minimal. Advertising costs and materials.
Action 4.1.2:	**Create a special promotion during the holidays.** The busiest shopping season of the year – November and December – has direct impact on small businesses. Creating a special promotion during this time of year – free gift wrapping, holiday music from local musicians, winter market and other activities to encourage people to shop downtown.
Champion:	Beaverhead Chamber of Commerce
Partners:	Dillon Main Street, LLC, local merchants
Timeline:	Short-term
Cost:	Minimal. Use of volunteers can keep costs to minimum

Objective 4.2: Support events that promote and support downtown businesses

Action 4.2.1:	**Create seasonal downtown events for residents and guests.** Identify up to four events per year that can be hosted in downtown. These are generally not events to generate retail sales, but instead to create a positive image and awareness of downtown. These events could include parades, Christmas Stroll, Halloween events, are examples of events. Building on existing events, such as the Art Walk or Dinner in the Park, can help promote and expand events.
Champion:	Dillon Main Street, LLC
Partners:	Beaverhead Chamber of Commerce, Southwest Montana Arts Council, City of Dillon
Timeline:	Short-term
Cost:	Dependent on event
Action 4.2.2:	**Identify one main visitor event per month to be hosted in downtown during the summer months.** Taking advantage of the number of visitors to the area in the summer by creating events to showcase downtown. Ideas include street fairs, music festivals or heritage days.
Champion:	Dillon Main Street, LLC
Partners:	Chamber of Commerce, City of Dillon, Beaverhead County Museum
Timeline:	Short-term
Cost:	Dependent on event

Objective 4.3: Develop awareness of Dillon through website development and marketing campaign

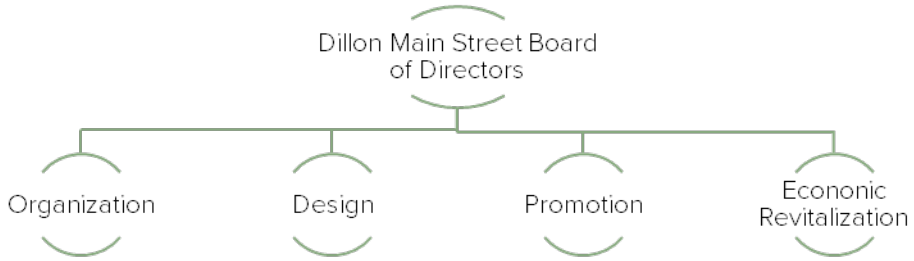
Action 4.3.1:	**Create a website for downtown Dillon.** Build awareness of downtown by developing a website, or work with the Chamber of Commerce to expand and include downtown on the Chamber website.
Champion:	Dillon Main Street, LLC
Partners:	Beaverhead Chamber of Commerce
Timeline:	Short-term
Cost:	Consultant time, if needed. Web hosting fees
Action 4.3.2:	**Create a marketing campaign to promote Dillon.** Promoting Dillon for its history, events and local attractions can be used to educate travelers and nearby residents of what Dillon has to offer.
Champion:	Chamber of Commerce,
Partners:	Dillon Main Street, LLC , City of Dillon, Southwest Montana Gold West Country, Montana Main Street
Timeline:	Mid-term
Cost:	Depending on extent, work with Montana Gold West Country for collaborative work

Goal 5: Create a strong and supported downtown environment with a unified downtown organization

Providing a strong organizational foundation will create a sustainable revitalization effort. It can take many forms, but providing support and resources for the organizations involved will be imperative. The organizations involved not only will be completing the action items, but will also be evaluating the progress made toward downtown revitalization. Providing measurements of success – number of jobs created, new businesses started, new events or increased number of visitors will monitor success and provide opportunities for the organization to focus and enhance revitalization efforts.

It is recommended that Dillon Main Street, LLC adopt and transition toward the Main Street model. An important component of the Main Street model is a broad base of volunteer support and organizations committed to the revitalization of downtown Dillon. This group has been active to seek grants and inclusion in the Montana Main Street Program, and is well situated to guide the actions within this Plan. However, they cannot act alone. Partnerships with the City of Dillon, Beaverhead Chamber of Commerce and other organizations will be necessary to fulfill the vision of the Plan.

Objective 5.1: Support the newly established Dillon Main Street LLC as the primary lead organization to lead the efforts to fulfill the actions in this plan and the Main Street program.

Action 5.1.1:	**Develop a mission statement, goals and objectives for the organization.** Developing an overall mission statement for the organization, as well as goals for the next 12-18 months will be important for staying focused and getting things done. Much of the work plan for the organization will be derived from this plan, but additional items, such as filing non-profit status, creating bylaws, selecting insurance and other items essential to the organization will also need to be addressed in the initial work plan.
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, Beaverhead Chamber of Commerce
Timeline:	Short-term
Cost:	none
Action 5.1.2:	**Create a work plan using committees based on the Main Street structure.** The Main Street Program structure recommends using committees based on the Four Point Approach – Economic Restructuring, Design, Promotions and Organization. The Dillon Main Street, LLC should establish these committees and recruit volunteers to serve. These committees will overlap the work of other organizations, and therefore, coordination will be necessary to avoid duplication. 
Champion:	Dillon Main Street, LLC
Partners:	City of Dillon, Beaverhead Chamber of Commerce, Montana Main Street Program
Timeline:	Short-term
Cost:	none
Action 5.1.3:	**Identify organizational partners who will engage to complete items within this master plan.** In addition to the primary partners – the City and the Chamber, other organizations and individuals will be essential to success of the Plan. These include the Southwest Montana Arts Council, local

	merchants, Beaverhead County Museum, Jaycees, Kiwanas, Dillon Garden Club, Lions Club, Rotary Club, and others.
Champion:	Dillon Main Street, LLC
Partners:	As listed above
Timeline:	Short-term
Cost:	none
Action 5.1.4:	**Use the benchmarks in the Main Street program to evaluate progress and stay focused.** The Main Street program has been successfully used in thousands of communities across the community. Identifying benchmarks and showing progress will be essential for success. These benchmarks should be both short-term and long-term. Short-term actions can be effective and energize the community that change is possible. Simultaneously, building a foundation for long-term projects will create substantial change over time. Benchmarks should be established early in order to measure early successes.
Champion:	Dillon Main Street, LLC
Partners:	Montana Main Street Program, Beaverhead Chamber of Commerce
Timeline:	Mid-term and Long-term
Cost:	none

IMPLEMENTATION

FUNDING

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

City of Dillon Financing Mechanisms

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

General Funds

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

Capital Improvement Fund

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

General Obligation Bonds

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

such as a community center.

Targeted Assessments

The City could establish a targeted assessment process, which limits the assessment and expenditure to a specific geographic area of the community. While the following tools are not currently used by the City, implementation of one or more of these tools could be used to finance projects within the plan area.

Tax Increment Financing

Tax Increment Financing (TIF) is a special district that allows a community to borrow against future tax revenues. Money is collected within the TIF and must be spent within the District. Examples of expenditures using TIF funds include major infrastructure projects that stimulate private development, such as new infrastructure or street improvements.

Business Improvement Districts

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

Special Improvement Districts

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

Bed Tax

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

Private Funding

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

Business Owner Association

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

Beaverhead Development Corporation

The Beaverhead Development Corporation is a non-profit supporting the local community.

Corporate Foundations and Giving

Wells Fargo

Wells Fargo supports nonprofit organizations that work in areas of human service, arts and culture, economic development, and education. Grant applications are reviewed on a quarterly basis.

Dennis and Phyllis Washington Foundation

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

Nonprofit Grant Funding

Humanities Montana

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

Public Grant Funding

Community Development Block Grants

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

Treasure State Endowment Program

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

Transportation Alternatives

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

Montana Office of Tourism Grant Program

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

Environmental Protection Agency's Brownfields Program

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

Main Street Grants

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

USDA Rural Development – Rural Business Development Grants

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

EPA Smart Growth Technical Assistance

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

Montana Department of Natural Resources and Conservation

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

Montana Arts Council

The Montana Arts Council provide grants through the Cultural and Aesthetic Project Grants program. The program is funded biannually, with a match required. Examples of government sponsors are county art or historical museums, public libraries, public educational institutions or

school districts, state agencies, city arts commissions, parks and recreation departments, and tribal cultural or educational committees.

The Montana State Historic Preservation Office

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

Montana Department of Commerce, Special Events Grants Program

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

U.S. Department of Commerce, Economic Development Administration

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

Institute of Museum and Library Services (IMLS)

The Institute of Museum and Library Services provides funding for conservation assessments and projects to museums and libraries.

IMPLEMENTATION

The following table is a summary of the actions detailed in the Plan. This summary is a resource to view all actions in one section.

	Action	Lead Organization	Priority
ECONOMIC REVITALIZATION			
Objective 1.1: Support business creation, retention and expansion within the downtown area.			
1.1.1	Coordinate new business events with the Beaverhead Chamber of Commerce	Dillon Main Street	Short-term
1.1.2	Establish a business license program.	City of Dillon	Short-term
1.1.3	Identify downtown blocks to cluster retail stores	City of Dillon	Short-term
1.1.4	Inventory existing vacant storefronts, including size and location	Dillon Main Street	Short-term
1.1.5	Recruit anchor tenants for largest spaces	Dillon Main Street	Mid-term
1.1.6	Meet with vacant property owners	Dillon Main Street	Short-term
1.1.7	Create window displays	Dillon Main Street	Short-term
1.1.8	Why Downtown Dillon	Dillon Main Street	Mid-term
1.1.9	Engage the Small Business Development Center at Headwaters RC&D	Headwaters RC&D	Short-term
1.1.10	Develop a fund for rent subsidies	Dillon Main Street	Mid-term
1.1.11	Establish a local business market	Dillon Main Street	Mid-term
Objective 1.2 Identify local funding options to enhance investment in the downtown.			
1.2.1	Develop a TIF fact sheet	City of Dillon	Mid-term
1.2.2	Explore a business improvement district	Dillon Main Street	Mid-term
HISTORIC PRESERVATION			
Objective 2.1: Seek approval for commercial historic district			
2.1.1	Review 1980 nomination	Beaverhead Museum	Short-term
2.1.2	Secure funding to update the 1980 draft		Short-term
2.1.3	Develop proposed district boundary		Short-term

Objective 2.2: All new building renovations should enhance historically significant buildings			
2.2.1	Develop design and architectural standards	City of Dillon	Long-term
2.2.2	Develop business sign standards	City of Dillon	Short-term
2.2.3	Apply the Historic Mixed Use zoning	City of Dillon	Mid-term
2.2.4	Develop a façade improvement program	Dillon Main Street	Short-term
2.2.5	Support the Beaverhead County Museum Association to construct a building on the vacant parcels on S. Montana.	Beaverhead County Museum Association	Mid-term
Objective 2.3: Create education about the history of Dillon and the value of preserving historic buildings			
2.3.1	Develop historic area walking tours	Beaverhead Museum	Short-term
2.3.2	Schedule student field trips	Beaverhead Museum	Short-term
Objective 2.4: Create Historic Preservation Board			
2.4.1	Explore opportunity to create Historic Preservation Board	City of Dillon	Long-term
2.4.2	Explore incentives for historic improvements	City of Dillon	Long-term
2.4.3	Develop work plan	City of Dillon	Long-term
2.4.4	Document historic and cultural resources	City of Dillon	Mid-term
2.4.5	Establish historic preservation policy.	City of Dillon	Mid-term
DESIGN			
Objective 3.1: Identify key gateways for Downtown			
3.1.1	Develop a gateway design motif for the downtown.	Dillon Main Street	Mid-term
3.1.2	Create a wayfinding sign program	Dillon Main Street	Mid-term
3.1.3	Explore a gateway for Atlantic and Glendale Entry	Dillon Main Street	Long-term
Objective 3.2: Create enhancement to public areas			
3.2.1	Increase street trees	City of Dillon	Short-term
3.2.2	Create a street tree master plan	City of Dillon	Long-term
3.2.3	Apply for Urban Forestry Grant	Dillon Main Street	Mid-term

3.2.4	Design permanent improvements on vacant lot	City of Dillon	Mid-term
3.2.5	Adopt a downtown parking plan	City of Dillon	Mid-term
Objective 3.3: Develop activity spots			
3.3.1	Develop a splash pad at Jaycee Park	Dillon Main Street	Mid-term
3.3.2	Develop a bike camp in or adjacent to downtown for travelling bicyclists.	Dillon Main Street	Mid-term
Objective 3.4: Create a safe and enjoyable pedestrian environment			
3.4.1	Conduct walking tour to identify small items that can be fixed, cleaned or maintained.	Dillon Main Street	Short-term
3.4.2	Evaluate block by block need and urgency for improvements to the streetscape.	Dillon Main Street	Mid-term
3.4.3	Replace damaged sidewalks and install ADA ramps at intersections	City of Dillon	Mid-term
3.4.4	Adopt a downtown streetscape plan	City of Dillon	Long-term
PROMOTION			
Objective 4.1: Increase sales and opportunities for local businesses			
4.1.1	Organize retail promotions, including a buy local campaign	Dillon Main Street	Short-term
4.1.2	Create special promotions during the holidays	Chamber of Commerce	Short-term
Objective 4:2: Support events that promote and support downtown businesses			
4.2.1	Create seasonal events for residents and visitors	Dillon Main Street	Short-term
4.2.2	Develop summer events for visitors	Dillon Main Street	Short-term
Objective 4.3: Develop awareness of Dillon through website development and marketing campaign			
4.3.1	Create website for downtown Dillon	Dillon Main Street	Short-term
4.3.2	Create tourism marketing campaign	Chamber of Commerce	Mid-term
ORGANIZATION			
Objective 5.1: Support the Dillon Main Street LLC for the Main Street Program			
5.1.1	Develop mission statement, goals and purpose	Dillon Main Street	Short-term
5.1.2	Create a work plan for Main Street Committees	Dillon Main Street	Short-term
5.1.3	Identify organizational partners	Dillon Main Street	Short-term
5.1.4	Use Main Street program benchmarks for program evaluation.	Dillon Main Street	Mid-term

APPENDICES

A: Survey Responses

B: Parking Counts

C: Empty Storefront Agreement

D: Sample Flower Program

E: Work Plan

F: Main Street Model

APPENDIX A: SURVEY RESPONSES

Downtown Master Plan Survey

Wednesday, September 30, 2015

1. Where do you live?	Responses	Percent
In Dillon	28	72%
In County	11	28%
Outside County	0	0%
Total	**39**	**100%**

2. What is your age range?	Responses	Percent
Under 18	0	0%
19-34	6	15%
35-44	3	8%
45-64	18	46%
Over 65	11	28%
Unknown	1	3%
Total	**39**	**100%**

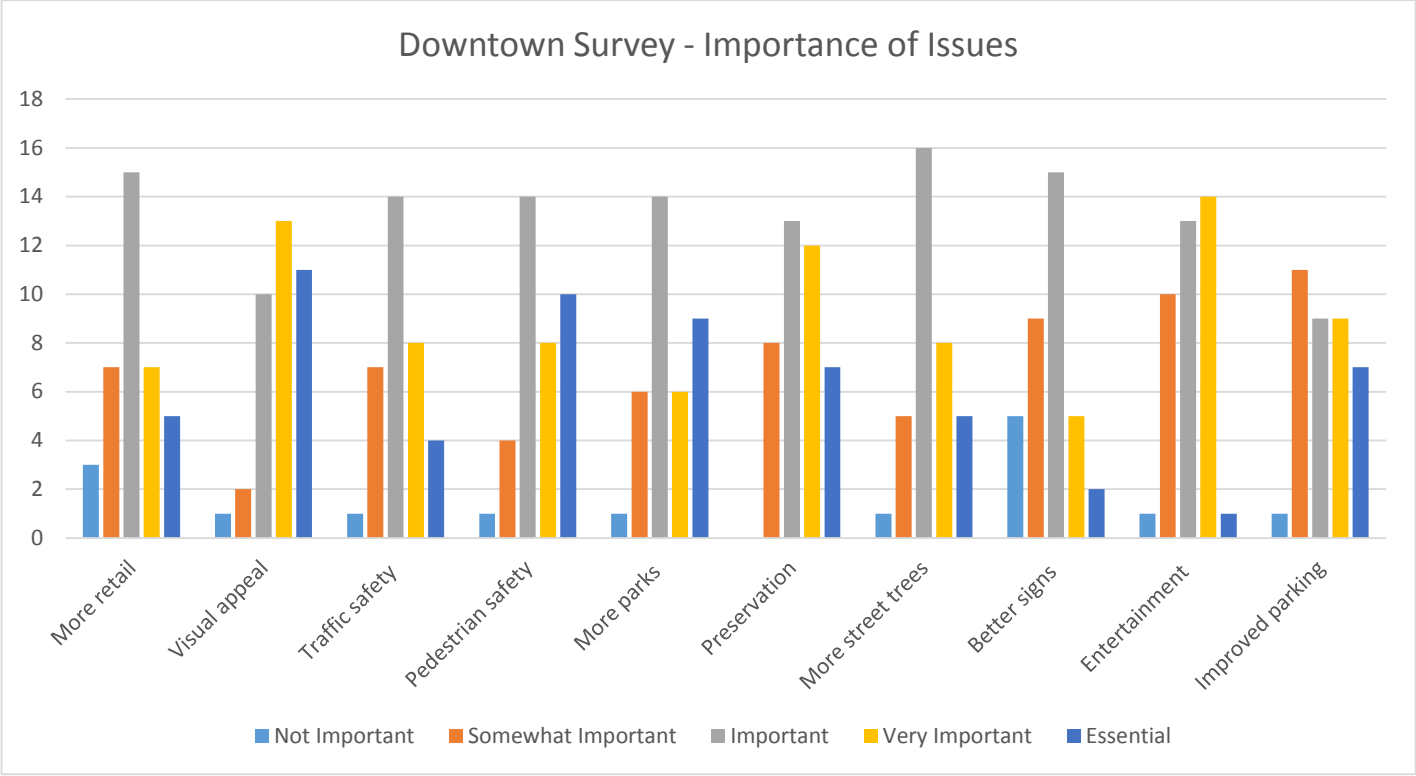
3. How often do you visit downtown?	Responses	Percent
Every Day	26	67%
2-3 days a week	8	21%
Once a week	3	8%
Once a month	2	5%
Total	**39**	**100%**

4. For what purpose? (Select Multiple)	Responses	Percent*
Work	16	21%
Restaurants	25	30%
Shopping	30	36%
Visiting/Passing through	4	5%
Other (Specify)	9	11%
Total	**84**	

*Because respondents could select more than one response, percentages total above 100%

5. When thinking about improving downtown, please rate the following issues:

Element	Not Important	Somewhat Important	Important	Very Important	Essential	Total
More retail	3	7	15	7	5	37
	8%	19%	41%	19%	14%	100%
Visual appeal	1	2	10	13	11	37
	3%	5%	27%	35%	30%	100%
Traffic safety	1	7	14	8	4	34
	3%	21%	41%	24%	12%	100%
Pedestrian safety	1	4	14	8	10	37
	3%	11%	38%	22%	27%	100%
More parks	1	6	14	6	9	36
	3%	17%	39%	17%	25%	100%
Preservation		8	13	12	7	40
	0%	20%	33%	30%	18%	100%
More street trees	1	5	16	8	5	35
	3%	14%	46%	23%	14%	100%
Better signs	5	9	15	5	2	36
	14%	25%	42%	14%	6%	100%
Entertainment	1	10	13	14	1	39
	3%	26%	33%	36%	3%	100%
Improved parking	1	11	9	9	7	37
	3%	30%	24%	24%	19%	100%



6. Would you support additional businesses in downtown?

	Response	Repeated response
1	General	
2	Specialty	
3	Retail	5
4	Clothing	7
5	Household	
6	sporting goods	
7	deli	
8	grocery store	
9	outdoor recreation	3
10	shoes	3
11	family entertainment	2
12	restaurants	6
13	tech	
14	art	2
15	local food	
16	better restaurants	
17	music	
18	places that stay open past 8	4
19	fun places to hang out	
20	coffee shops	
21	family restaurants	
22	no response	9

7. Are you a business owner?

Response	
Yes	14
No	25

8. Where do your customers come from?

Response	
Dillon	14
Nearby	10
Travelling	5

9. What would you like to see preserve in downtown?

1	historic integrity of buildings	21	museum
2	buildings	22	old buildings
3	historic buildings	23	trees
4	small town looks	24	historic buildings
5	clean	25	basic needs businesses
6	walking tours of buildings	26	good small town service
7	old buildings	27	old store fronts
8	viable retail businesses	28	historic buildings
9	historic storefronts	29	small town feel
10	Mary Innes School building	30	library
11	Mary Innes School building	31	depot
12	courthouse	32	depot
13	old buildings along Montana and Idaho	33	older structures
14	None	34	buildings
15	buildings and their facades	35	clean streets, sidewalks and buildings

16	manufacturing businesses	36	historic buildings and features
17	full time jobs	37	The history - but not just to look at, but to use it
18	historic look of buildings	38	Its wholesomeness
19	depot	39	depot
20	Metlen	40	depot

10. What are the top issues to address in downtown?

1	enhancing what is there	33	businesses need to stay open later to accommodate shoppers and need to take pride in their storefront appearance
2	economy of community	34	Keeping businesses in the store downtown
3	no bike camp in town	35	Need to draw people in on Saturdays
4	safety	36	Get people to stay overnight
5	trail head marked	37	Use trails to promote them in Dillon advertising
6	traffic	38	better hours in summer (open in evenings)
7	clean up/fix up programs w/ youth	39	clean up front of businesses, more litter clean up
8	water park	40	to keep customers shopping here
9	clean up area along RR tracks	41	making this a town people want to visit
10	dillon could be more progressive	42	signage
11	enough people to support whatever we do	43	Finding viable businesses
12	money to pay for it	44	clean storefronts, sidewalks and gutters
13	change has always been difficult	45	signage
14	not maintaining landscaping	46	empty buildings
15	too many cigarette butts - no ashtrays	47	empty buildings
16	get rid of med. Marijuana dispensary	48	People buy at box stores and online
17	Awkward intersection by high school	49	Occupy vacant buildings
18	Parking, mentioned 10 times	50	fix existing streets
19	visual appeal of buildings	51	fix existing streets
20	buildings need to be preserved	52	Street maintenance -worst streets in Montana
21	aesthetics	53	Need sidewalks
22	Preserving buildings	54	streets need replacing not patching
23	metal on historic buildings	55	improve streets
24	tasteful business signage	56	street repair
25	aesthetics	57	more benches
26	more bike parking/paths	58	Need venues for special events with public restrooms
27	more bike lanes	59	Roads and sidewalksare difficult for wheelchair access
28	designate walking and biking routes	60	Need business support for events
29	more bike racks		
30	walkable and bikeable is key to city viability		
31	make downtown more walkable, inviting and attractive		
32	more walking paths		

APPENDIX B: PARKING COUNTS

	6/23/15 2pm			7/7/2015			7/28/2015		
Block #	Observed	Capacity	%	Observed	Capacity	%	Observed	Capacity	%
1	4	9	44%	3	9	33%	6	9	67%
2	0	0	0%	0	0	0%	0	0	0%
3	3	7	43%	2	7	29%	2	7	29%
4	4	7	57%	5	7	71%	5	7	71%
5	4	7	57%	3	7	43%	5	7	71%
6	13	16	81%	16	16	100%	12	16	75%
7	2	8	25%	3	8	38%	3	8	38%
8	9	25	36%	10	25	40%	12	25	48%
9	0	3	0%	0	3	0%	1	3	33%
10	18	24	75%	22	24	92%	20	24	83%
11	4	11	36%	6	11	55%	6	11	55%
12	2	8	25%	3	8	38%	2	8	25%
13	2	6	33%	4	6	67%	1	6	17%
14	3	6	50%	3	6	50%	4	6	67%
15	7	9	78%	8	9	89%	8	9	89%
16	8	12	67%	9	12	75%	9	12	75%
17	4	11	36%	3	11	27%	5	11	45%
18	3	11	27%	4	11	36%	4	11	36%
19	7	7	100%	6	7	86%	5	7	71%
20	4	7	57%	3	7	43%	5	7	71%
21	4	7	57%	5	7	71%	5	7	71%
22	3	8	38%	4	8	50%	2	8	25%
23	3	7	43%	3	7	43%	2	7	29%
24	6	11	55%	8	11	73%	5	11	45%
25	8	8	100%	6	8	75%	7	8	88%
26	6	9	67%	5	9	56%	8	9	89%
27	5	8	63%	6	8	75%	6	8	75%
28	5	8	63%	6	8	75%	4	8	50%
29	4	6	67%	3	6	50%	3	6	50%
30	4	7	57%	5	7	71%	5	7	71%
31	8	8	100%	8	8	100%	8	8	100%
32	7	8	88%	8	8	100%	8	8	100%
33	4	4	100%	4	4	100%	4	4	100%
34	6	8	75%	8	8	100%	5	8	63%
	174	301	58%	192	301	64%	187	301	62%

APPENDIX C: EMPTY STOREFRONT AGREEMENT

Empty Storefront Agreement – Property Owner

The Dillon Main Street, LLC is working with the City of Dillon to help property owners in downtown Dillon market their vacant storefront properties. Our goal is to fill vacancies while improving the retail experience for residents and visitors

Displays

Vacant storefronts give visitors the impression that nothing is happening in town. Instead of an empty space, we want to make your storefront appealing to potential tenants and visitors to downtown. Displays of art, advertisements for theater and cultural events, and community events will be used to create visual interest in your space.

What do you provide?

In order for displays to be attractive and inviting, some interior lighting of the display would be necessary. This would be minimized to evening hours, but would require electricity be available.

General clean-up of the storefront. This would include any materials left by the previous tenant that would be visible and windows clean of signs or dirt.

What do we provide?

We provide the display highlighting upcoming community events, clean up after the event has ended and any lighting that may be required.

Dillon Main Street is a downtown revitalization project focused on making downtown Dillon a great place to be. The efforts of Dillon Main Street are made possible by volunteers from the community and are not responsible for any loss, theft of damages to personal property.

Name: _____

Property Address: _____

Phone Number:_____ Email: _____

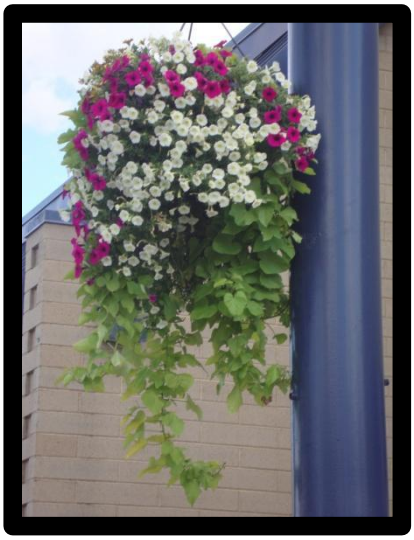
Signature:_____ Date: _____

APPENDIX D: SAMPLE FLOWER PROGRAM

La Grande Main Street Downtown

Engage the community to create a welcoming and economically diverse downtown rooted in La Grande's history and culture.

P.O. Box 3321 · 118 Depot Street · La Grande, OR 97850
Phone: (541) 963 -1223 · Email: director@lagrandemainstreet.org · Web: www.lagrandemainstreet.org



Although it still feels like winter, spring is just around the corner, and the La Grande Main Street Downtown program is gearing up for summer. We will once again be contracting with a local grower to produce 30 hanging flower baskets for the commercial district.

2015 marks the sixth year of this citizen-supported downtown beautification project. The baskets are guaranteed to bring a fresh and inviting feel to the downtown retail core, inviting downtown patrons to linger longer and shop some more!

Big, bright flower baskets filled with petunias and other heat resistant flowers will make their appearance in late May. Basket Sponsorships are being offered to downtown businesses and individuals to help spruce up our downtown core for the summertime. The sponsorship is $100.00 per basket which includes the 15" diameter planted pot ***plus*** maintenance all summer long. Sponsors will be recognized in local news media and the Main Street newsletter. Can't swing $100.00 on your own? Consider co-sponsoring a basket with other businesses, families, friends or groups!

Last year the baskets sold out within a few weeks, so don't wait! Orders need to be in by April 15th. Please call Saira Siddiqui, Main Street Program Director at 541-963-1223 for more information.

(Please detach and return this form with payment to the address below by June 8th)

_____ Yes, I would like to sponsor the *Downtown in Bloom Project*

▢ $100.00 ▢ $200.00 ▢ $500.00 ▢ Other $_____

Name of Business:_____

Contact Person:_____ Phone:_____

Address:_____

Contribution given in form of: _____ Cash _____ Check _____ Credit Card

Card # Exp. Date CCV #

PLEASE REMIT PAYMENT TO:

APPENDIX E: WORK PLAN

ECONOMIC REVITALIZATION
HISTORIC PRESERVATION
DESIGN
PROMOTION
ORGANIZATION

SHORT-TERM GOALS (0-2 YEARS)			
1.1.1	Coordinate new business events	Dillon Main Street	Short-term
1.1.2	Establish a business license program.	City of Dillon	Short-term
1.1.4	Inventory existing vacant storefronts, including size and location	Dillon Main Street	Short-term
1.1.6	Meet with vacant property owners	Dillon Main Street	Short-term
1.1.7	Create window displays	Dillon Main Street	Short-term
1.1.9	Engage the Small Business Development Center at Headwaters RC&D	Headwaters RC&D	Short-term
2.1.1	Review 1980 nomination	Museum	Short-term
2.1.2	Secure funding to update the 1980 draft	Dillon Main Street	Short-term
2.1.3	Develop proposed district boundary	Dillon Main Street	Short-term
2.2.4	Develop a façade improvement program.	Dillon Main Street	Short-term
2.3.1	Develop historic area walking tours	Museum	Short-term
2.3.2	Schedule student field trips	Museum	Short-term
3.2.1	Increase street trees	City of Dillon	Short-term
3.4.1	Conduct maintenance walking tour	Dillon Main Street	Short-term
4.1.1	Organize retail promotions, including a buy local campaign	Dillon Main Street	Short-term
4.1.2	Create special promotions during the holidays	Chamber of Commerce	Short-term
4.2.1	Create seasonal events for residents and visitors	Dillon Main Street	Short-term
5.1.1	Develop mission statement, goals and purpose	Dillon Main Street	Short-term
5.1.2	Create a work plan for Main Street Committees	Dillon Main Street	Short-term
5.1.3	Identify organizational partners	Dillon Main Street	Short-term

MID-TERM GOALS (2-4 YEARS)			
1.1.8	Why Downtown Dillon	Dillon Main Street	Mid-term
1.1.3	Identify downtown blocks to cluster retail stores	City of Dillon	Mid-term
1.1.5	Recruit anchor tenants for largest spaces	Dillon Main Street	Mid-term
1.1.10	Develop fund for rent subsidies	Dillon Main Street	Mid-term
1.1.11	Establish a local business market	Dillon Main Street	Mid-term
1.2.1	Develop a TIF fact sheet	City of Dillon	Mid-term
1.2.2	Explore a business improvement district	Dillon Main Street	Mid-term
2.2.1	Develop design and architectural standards	City of Dillon	Mid-term
2.2.2	Develop business sign standards	City of Dillon	Mid-term
2.2.3	Apply the Historic Mixed Use zoning	City of Dillon	Mid-term
2.2.5	Support the Beaverhead County Museum Association to construct a building on the vacant parcels on S. Montana.	Beaverhead County Museum Association	Mid-term
2.4.1	Explore opportunity to create Historic Preservation Board	City of Dillon	Mid-term
2.4.2	Explore incentives for historic improvements	City of Dillon	Mid-term
2.4.3	Develop work plan	City of Dillon	Mid-term
2.4.4	Document historic and cultural resources	City of Dillon	Mid-term
2.4.5	Establish historic preservation policy	City of Dillon	Mid-term
3.1.1	Develop a gateway design motif for the downtown.	Dillon Main Street	Mid-term
3.1.2	Create a wayfinding sign program	Dillon Main Street	Mid-term
3.2.3	Apply for Urban Forestry Grant	Dillon Main Street	Mid-term
3.2.4	Design permanent improvements for existing parking lot	City of Dillon	Mid-term
3.2.5	Adopt a downtown parking plan	City of Dillon	Mid-term
3.3.1	Develop a splash pad at Jaycee Park	Dillon Main Street	Mid-term
3.3.2	Develop a bike camp in or adjacent to downtown	Dillon Main Street	Mid-term
3.4.2	Evaluate need and urgency for improvements to the streetscape	Dillon Main Street	Mid-term

3.4.3	Replace damaged sidewalks and install ADA ramps at intersections	City of Dillon	Mid-term
4.2.2	Develop one summer event for visitors	Dillon Main Street	Mid-term
4.3.1	Create website for downtown Dillon	Dillon Main Street	Mid-term
4.3.2	Create tourism marketing campaign	Chamber of Commerce	Mid-term
5.1.4	Use Main Street program benchmarks for program evaluation	Dillon Main Street	Mid-term
5.1.2	Create a work plan for Main Street Committees	Dillon Main Street	Mid-term
LONG TERM GOALS (5+ YEARS)			
3.1.3	Explore a gateway for Atlantic and Glendale Entry	Dillon Main Street	Long-term
3.2.2	Create a street tree master plan	City of Dillon	Long-term
3.4.4	Adopt a downtown streetscape plan	City of Dillon	Long-term
5.1.4	Use Main Street program benchmarks for program evaluation	Dillon Main Street	Long-term

APPENDIX F: MAIN STREET MODEL

National Trust Main Street Center Four Point Approach™

The Main Street Center Four Point Approach™ is a preservation-based economic development tool that provides a foundational method for local efforts to revitalize downtown historic and commercial districts. As an essential component of the method, Montana communities utilize their local assets—historic architecture, cultural and natural resources and heritage, local enterprise and community pride. The four points of the Main Street approach (described below) allow Montana communities to harness local ideas and goals in a unified and organized community revitalization effort.

ORGANIZATION

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the community. By getting everyone working toward the same goal, a Main Street program can provide effective, ongoing management and support for the downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, a program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are often coordinated and supported by a paid program director; for Affiliate communities that may not have paid staff, coordination efforts may be led by a mayor or council member, planning director or a leader within the local Chamber or economic development organization. Active participation of, and coordination with local elected officials and municipal staff is a must. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various community members.

PROMOTION

Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in the commercial district and beyond. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate the unique characteristics, amenities, business establishments and activities your community has to shoppers, investors, potential business and property owners, and visitors.

DESIGN

Design means getting Main Street into top physical shape and creating an inviting environment for residents and visitors alike. It takes advantage of the visual opportunities inherent in a community by directing attention to all of its physical elements: architectural form and function of both public and private buildings, storefronts, signage, public spaces, parking, street furniture, public art, landscaping, merchandising and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the community and what it has to offer. Design activities also include instilling good maintenance practices, enhancing a community's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

ECONOMIC RESTRUCTURING

Economic restructuring strengthens a community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, 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 also helps boost the profitability of the district. The goal is to build a sustainable commercial district that responds to the needs of today's consumers.

The Eight Principles

The National Trust Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach™ succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street program to be successful, it must embrace the following time-tested Eight Principles.

1. ***Comprehensive: No single focus*** — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.
2. ***Incremental:*** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening" in the community. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
3. ***Self-help:*** No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
4. ***Partnerships:*** Both the public and private sectors have a vital interest in the success of a community and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
5. ***Identifying and capitalizing on existing assets***: Communities must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
6. ***Quality:*** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to

educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image. Instead, concentrate on quality projects over quantity, with a focus toward proactive – instead of piecemeal – planning efforts.

7. ***Change:*** Skeptics turn into believers and attitudes on Main Street will turn around. Changes in attitude and practice can be slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the community as a whole. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

8. ***Implementation:*** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.