



# City of Thompson Falls Downtown Thompson Falls Master Plan

Prepared for the  
Thompson Falls Down Town Committee  
and  
The Thompson Falls City Council

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# Table of Contents

**Part One: Introduction ..... Page 1**

Vision Statement ..... Page 3

Downtown Master Plan Structure ..... Page 4

Organizing for Action ..... Page 6

Potential Funding Sources ..... Page 7

Implementation Actions Summary ..... Page 11

Long Range Planning Considerations ..... Page 15

**Part Two: Action Plan ..... Page 16**

Access and Mobility ..... Page 16

Awareness ..... Page 24

Amenities ..... Page 31

Appearance ..... Page 44

**Part Three: Existing Conditions Analysis ..... Page 52**

Current Land Use Patterns ..... Page 52

Public Outreach and Involvement ..... Page 66

Demographic & Economic Indicators ..... Page 72

Retail Trade Analysis ..... Page 75

# List of Figures

Figure 1: General Area of Focus on the Downtown Master Plan ..... Page 2

Figure 2: Potential Locations for Improvements in Downtown ..... Page 20

Figure 3: Location and Layout of Potential Park on the River’s Edge ..... Page 32

Figure 4: Priority Sidewalks and Trails Improvements ..... Page 34

Figure 5: Conceptual Drawing of Ainsworth Field Park ..... Page 38

Figure 6: Conceptual Aerial Plan View of Ainsworth Field Park ..... Page 39

Figure 7: Rose Garden/Fort Thompson Conceptual Design Plan ..... Page 41

Figure 8: Conceptual Drawing of Art Piece Serving as a Community Entrance ..... Page 43

Figure 9: Conceptual Drawing of Building Façade Improvements ..... Page 45

Figure 10: Conceptual Pocket Park on Vacant Lot Downtown ..... Page 48

Figure 11: Conceptual Drawing of Streetscape Improvements ..... Page 51

Figure 12: Existing Land Use Map ..... Page 54

Figure 13: Core Area Housing ..... Page 56

Figure 14: Core Area Commercial ..... Page 57

Figure 15: Parking in Downtown Thompson Falls ..... Page 59

Figure 16: The Thompson Falls Trails Plan Map ..... Page 61

Figure 17: Location of Historic Resources in the Downtown Area ..... Page 63

Figure 18: Location of Cultural and Recreational Assets ..... Page 64

Figure 19: Location of Underutilized Properties in Downtown ..... Page 65



## Part One: Introduction

The City of Thompson Falls, Montana is nestled in a scenic valley along the Clark Fork River, roughly mid-way between Missoula, MT and Sandpoint, ID on MT Highway 200. Thompson Falls is the county seat, and with 1,300 people, is the largest city in Sanders County. Thompson Falls' downtown, stretching along Main Street/MT Highway 200 is identified as the heart of the city and is home to numerous local businesses which help to define the character of the community. Outside of downtown, Thompson Falls residents and visitors have access to millions of acres of public land, which offer abundant recreational opportunities throughout the year and a quality of life on par with anywhere in the west.

Thompson Fall's 2015 Downtown Master Plan serves as a guide for improving the economic conditions and aesthetic aspects of downtown Thompson Falls. The plan addresses promotion, physical design improvements as well as cultural and physical ties to nearby amenities. This plan is action oriented, with the intent that the City of Thompson Falls, the Thompson Falls Down Town Committee, and partnering organizations will use it to achieve measurable results. To achieve these results the plan lays specific short, medium and long-term actions to achieve the City's goals and objectives for improving downtown.

The Downtown Master Plan study area includes the traditional downtown along Main Street/MT Highway 200 (Figure 1). The focus of the planning effort generally extends along MT Highway 200 from Wild Goose Landing on the east to just west of Pond Street on the west. However, because the success of downtown hinges on its relationship with the rest of the community and region, the plan's actions address both the downtown core and adjacent areas.

### Part One Contents

- Vision Statement
- Downtown Master Plan Structure
- Organizing for Action
- Potential Funding Sources
- Implementation Actions Summary
- Long Range Planning Considerations



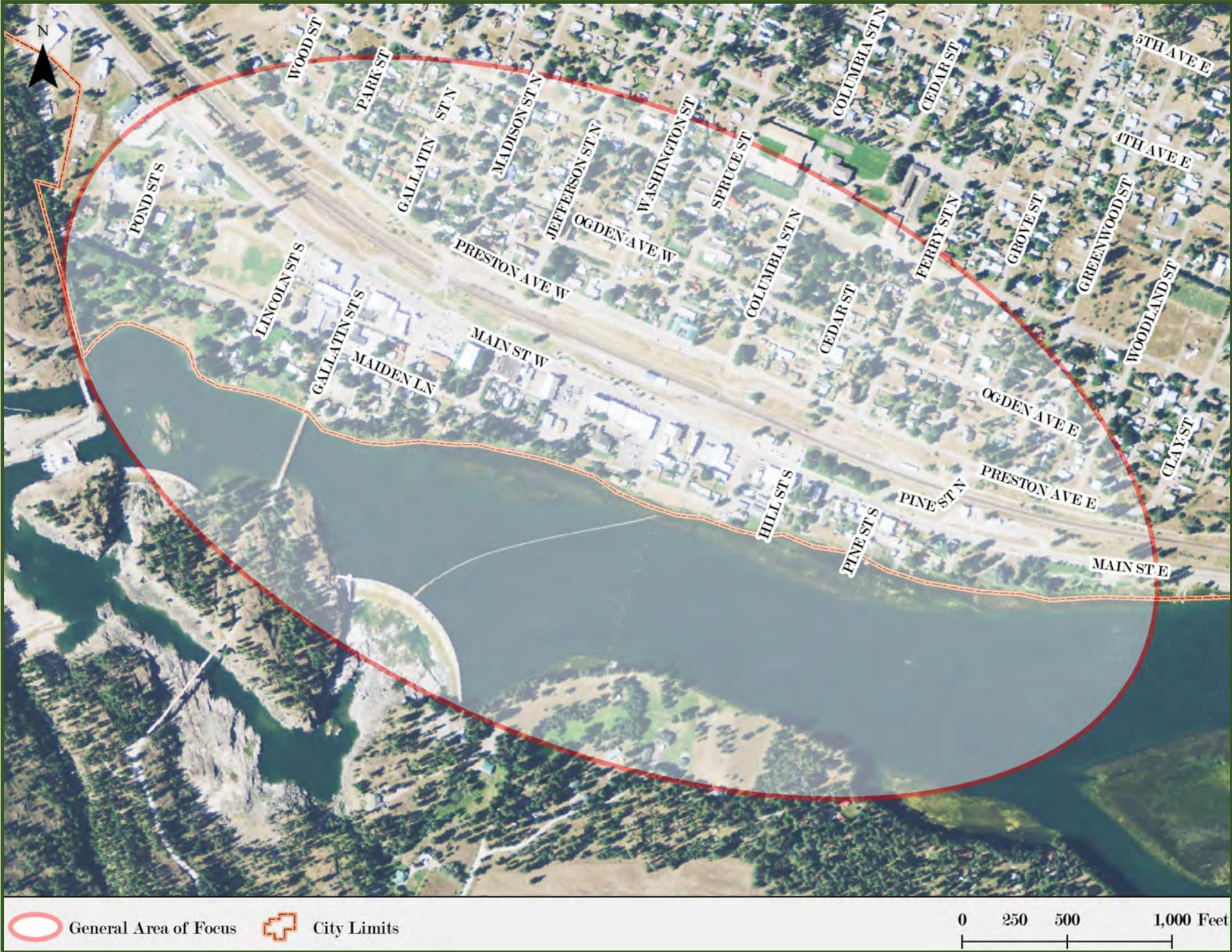


Figure 1: General Area of focus on the downtown master plan.

# Vision Statement

A vision statement is a way for the community to put their aspirations into words. It is a tool to convey the ideal conditions the community of Thompson Falls sees for downtown. It is a description of what this plan strives to achieve. A vision statement is an important part of a planning process because in a way, it is a summary of the goals, objectives and actions. The vision in this plan was developed by listening to the people who live in the community. The comments in the surveys, the discussions at the workshop, the feedback at the open house are the primary components that went into the vision statement's creation.

## A Vision for Downtown Thompson Falls

*Downtown is the heart of Thompson Falls. It is an active place, a vibrant place, a place with attractive and unique small town character. It is welcoming and friendly, quaint and safe. Downtown is an employment center, where historic buildings and new development blend together to house local stores, local restaurants and community services. It is a place to meet friends and family at parks and events, a place where visitors feel at home. It is the community's trailhead for the amenities and recreation that give Thompson Falls a quality of life on par with anywhere in the west. While downtown is a distinct part of the community, it works as a team with all of Thompson Falls. It is a culmination of all of these things that makes Thompson Falls a community where people choose to live.*



# Downtown Master Plan Structure

Thompson Falls' Downtown Master Plan is structured around two primary elements – the Action Plan and the Existing Conditions Analysis. The Existing Conditions Analysis forms a baseline for where Downtown Thompson Falls is today and identifies the key issues it is facing. This analysis serves to help identify opportunities for moving downtown forward.

At the forefront of the Downtown Thompson Falls Master Plan is the Action Plan. The Action Plan is comprised of a series of interrelated goals, objectives, and implementation actions. These elements are the drivers of the plan. The Action Plan is strategically placed at the beginning of the plan, as this part contains the information necessary to implement the community's vision to create a vibrant, economically viable, and welcoming downtown.

## **Action Plan Organization**

From the point of adoption going forward, the community will look to the Action Plan as a guide on what projects and actions the community should undertake. The Action Plan, or Part Two of the Downtown Master Plan, is organized into four sections based on the four key issues identified in the Existing Conditions Analysis.

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### ACCESS AND MOBILITY



Pedestrian and non-motorized connections between the core area and neighborhoods, important sites, and recreational amenities should be made and improved upon. Improvements to the pedestrian infrastructure are recommended throughout the core area.

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### AWARENESS



Thompson Falls should do more to brand and promote itself within its primary trade area and within the region. Signage is needed to direct visitors to amenities. Additional events can bring people downtown.

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### AMENITIES



Thompson Falls has a wealth of quality-of-life amenities, especially outdoor recreational opportunities. These amenities can be used as assets to attract residents and businesses.

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### APPEARANCE



The appearance of the community can help capture business and create a uniqueness to the community that people identify with. Opportunities to improve facades and the streetscape can create a sense of place where people will want to be.

Under each of the four sections of the Action Plan are a series of goals, objectives and actions that will help organize and prioritize the implementation of the plan.

**Goals** are broad statements describing a desired future condition.

**Objectives** are general description of the steps needed to be taken to meet the goals. They should be obtainable and measurable.

Implementation **Actions** are specific steps needed to be taken to attain the objectives.

Each action is accompanied by a narrative description, a list of implementing partners, and a timeline for implementation. To provide a clear path to implementation, actions are broken out into short, mid, and long-term timeframes.

#### **Short-term Actions**

Short-term actions are intended to be implemented within a 1 to 2 year time frame. They are generally within the current capacity of the community.

#### **Mid-term Actions**

Mid-term actions are intended to be implemented in a 3 to 5 year time frame. Several mid-term actions may not be attainable immediately, but with continued collaboration and advanced planning these are within reach.

#### **Long Term Actions**

Long term actions will take more than 5 years to implement. While the community may not currently have the capacity to implement these actions in the near term, with advanced planning they are attainable.

#### **Existing Conditions Analysis**

The Existing Conditions Analysis, Part Three of the Downtown Master Plan, is broken down into 4 primary sections: A description of current land use patterns in Downtown Thompson Falls; a summary of the public outreach and involvement that went into drafting this plan; a discussion of demographic and economic indicators; and a retail trade analysis on the primary trade area for Thompson Falls.

## Organizing for Action

While this plan has been developed for the City of Thompson Falls and the Thompson Falls Down Town Committee, successful implementation will require shared responsibility among a broad range of community stakeholders. Additional stakeholders include the Sanders County Community Development Corporation, Thompson Falls Chamber of Commerce, Tour 200, the Thompson Falls Trails Committee, Sanders County, local property and business owners, state and federal transportation and land management agencies, and Thompson Falls residents.

Additionally, several actions are interrelated and are meant to be implemented sequentially. For example one action calls for the creation a façade improvement program. However, this action is meant to be subsequent to the City of Thompson Falls establishing design guidelines that will inform criteria for how façade improvement program funds will be awarded.

Moving forward, the City and partnering stakeholders will need to prioritize which actions to implement based on organizational capacity, community support, and available funding. On that note, it is recommended that the City organize an annual or bi-annual work session with all stakeholders — private, government and civic groups. The intent of this meeting will be to establish a work plan for the coming year. The work plan should identify a list of prioritized projects for the year, including projects to be completed within the year as well as projects that may take more upfront planning.

In terms of budget, the work plan should identify stable funding sources as well as potential grants to apply for. The work plan should identify roles and responsibilities as well as a time table for completion. The work plan is an important component for keeping people on task and making sure community members see the value of their participation. This last point is especially important: Time is valuable, and if community partners do not see the value of their involvement then participation may languish. As a result the work plan should be focused on action and achieving measureable results.



# Potential Funding Sources

## Thompson Falls Financing Mechanisms

This section of Part One lists examples of different funding mechanisms that can be employed to implement the recommended actions within the plan. This list is not exhaustive, as other funding mechanism may exist. *It is important to note the list included here does not imply the type of funding mechanism is or would be supported by the community or even if it is appropriate for Thompson Falls. These decisions need to be considered by the community.* One thing is certain: To execute most actions within the plan will take some level of funding. In addition, as the community improves its infrastructure, ongoing maintenance of the infrastructure will also need to be considered and some of these funding mechanisms can be effectively used to address ongoing maintenance.

## General Funding

### General Funds

Every year the City Council establishes a budget for the expenditure of general funds. The City Council can direct general funds towards actions implementing this plan.

**Intended Projects:** These funds can go to most public related expenditures as decided by the City Council. General funds are one of the few mechanisms listed in this discussion that can go to matching funds for grants.

### Capital Improvement Fund

The City of Thompson Falls can establish a capital improvement fund for the replacement, improvement, and acquisition of property, facilities, or equipment that has a life expectancy of 5 years or more. The capital improvement fund may receive money from any source, including funds that have been allocated in any year but have not been expended or encumbered by the end of the fiscal year. Money in the capital improvement fund must be invested as provided by law, and interest and income from the investment of the capital improvement fund must be credited to the fund.

**Intended projects:** Replacing equipment ranging from snow plows to playground equipment, acquiring right-of-way for transportation projects, improvements to facilities.

### General Obligation Bonds

General obligation (GO) bonds are debt taken out by the local government that are repaid through general taxes on property owners. When the bond is retired, the obligation of the taxpaying public is also retired. State statutes limit the level of bonded indebtedness of municipalities, restricting the use of GO bonds. General obligation bonds require voter approval.

**Intended Projects:** The sale of general obligation bonds can finance major infrastructure improvements such as parks, trails, sidewalks, roads, etc.

### **Resort Tax**

Communities that meet certain requirements according to state law are eligible to adopt a resort tax. A resort tax is a sales tax adopted by the local governing body in communities that have high a number of tourists. The tax is usually placed on goods and services like dining and beverages or other items usually bought by tourists. A community can issue bonds which are paid back through the resort tax.

**Intended Projects:** Infrastructure improvements such as roads, sewer and water, sidewalks, parks, lighting and signs.

### **Targeted Assessments**

#### **Tax Increment Financing**

Tax increment financing (TIF) is a special district that allows a community to borrow against the district's future tax revenues. The money raised through a TIF district can be invested in projects that will encourage development within the district.

**Intended Projects:** Major infrastructure improvements that stimulate development such as the extension of services, parking, parks and streetscape improvements.

#### **Business Improvement Districts**

A business improvement district (BID) is a special district where an additional assessment is placed on commercial properties. The funds generated by the special assessment are used to fund projects and programs that benefit the property owners within that district. In Montana, they are commonly used in downtowns and are referred to as Downtown Business Improvement Districts. The use of funds is governed by a board of property owners or their representatives from the district.

**Intended Projects:** Promotion and marketing, organizing and executing events, beautification projects, maintenance of existing facilities, security, infrastructure improvements, and funding organizational and management entities.

#### **Special Improvement Districts**

Special Improvement Districts (SIDs) are districts where an additional assessment is placed on properties. The funds are generally targeted towards a specific purpose. SIDs are applied to both commercial and residential properties.

**Intended Projects:** Targeted infrastructure improvements or maintenance of infrastructure.

#### **Hotel Tax**

Hotel taxes are an additional tax on hotel rooms within a jurisdiction. These districts are enacted by the business community. The money generated by the additional tax must be used to generate tourism, generally during shoulder seasons.

**Intended Projects:** Promotions and marketing. Organizing and executing events.

## Private Funding

### Business Owners Association

A business owners association is a common funding mechanism for downtowns across Montana. Businesses pay a membership fee, which is then invested into projects that improve downtown. In larger communities, a business owners association is often part of a larger organizational framework coupled with a BID. Business owners associations are often managed as a non-profit entity.

**Intended Projects:** Funding is spent at the discretion of the association. Typically, the funds go towards promotion and marketing, event organization and execution, beautification and maintenance. They can also be used toward matching funds for grants.

### Private Donations

Private donations can be used to fund projects in downtown. Donations can range from major contributions from a foundation to money raised from a fundraising event. An example of a very successful project funded primarily through private donations is the reconstruction of the Rialto Theater in Deer Lodge, Montana.

**Intended projects:** Private donations can be used for essentially any project. They typically are used to fill in the gaps where other funding mechanisms cannot reach.

## Grants

### Community Development Block Grants

The Community Development Block Grant (CDBG) program assists communities with housing, public facilities and neighborhood renewal projects. Communities must have matching funds for CDBG projects. The program is administered through the Montana Department of Commerce.

**Intended Projects:** Long range planning, water and wastewater projects, housing improvements, streetscape improvements and facade improvements.

### Transportation Alternatives

The Transportation Alternatives program replaces federal funding from pre-MAP-21 programs including Transportation Enhancements, Recreational Trails, Safe Routes to School, and several other discretionary programs, wrapping them into a single funding source.

**Intended projects:** Sidewalk improvements, trails, safe routes to schools, bike infrastructure.

### Montana Office of Tourism Grant Program

This program awards funds to projects that strengthen Montana's economy through the development and enhancement of the state's tourism industry. The program offers funding in four categories.

**Intended Projects:** Digital enhancements such as website development, brick and mortar projects such as preservation, wayfinding production or installation, and advertising in national media and trade shows.

### Main Street Grants

The Montana Main Street Program helps communities strengthen and preserve their historic downtown commercial districts by focusing on economic development, urban revitalization, and historic preservation through long-range planning, organization, design, and promotion.

**Intended Projects:** Historic preservation, urban revitalization, design improvements, promotion and branding.

### Environmental Protection Agency Assessment Grants

Assessment grants from the federal Environmental Protection Agency provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address sites contaminated by petroleum.

**Intended Projects:** Identifying the locations of brownfield sites.

### Targeted Brownfield Assessment Grants

A targeted brownfield assessment (TBA) is an environmental assessment of a brownfield site. A TBA may consist of a phase I site assessment; a phase II site assessment; and/or development of cleanup plans, including cost estimates. Both the Montana Department of Environmental Quality (DEQ) and EPA have funding available for TBAs. For an eligible entity, DEQ or EPA has one of their contractors conduct the work. To qualify, a project must have a clear benefit to the community, the applicant must not have contributed to the contamination, and it must meet the definition of a brownfield site.

**Intended Projects:** A brownfield site is real property, expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant. This grant can help clean up contamination of private property.



# Implementation Actions Summary

The following tables provide a summary of the actions detailed and fully described in Part Two of this Master Plan. This summary is a quick users guide, which includes potential funding sources for the actions (the potential funding source is not included in the text on the actions in Part Two). See Part Two of this Downtown Master Plan for full descriptions of the goals, objectives and actions.

For use in the tables, potential funding sources have been given acronyms. They are:

General Funding—**GF**

Targeted Assessments—**TA**

Private Funding—**PF**

Grants—**G**



<b>Access and Mobility Actions Summary</b>		
<b>Action</b>	<b>Timeline</b>	<b>Funding Sources</b>
1.1a Establish parking time limits for all of downtown and institute periodic enforcement of time limits	Short-term	GF
1.1b Install quick stop parking spots in downtown	Mid-term	GF
1.1c Add signage directing people to public off-street parking	Mid-term	GF, G
1.1d Identify locations for dedicated RV parking during summer months	Mid-term	GF
1.2a Install bike racks in downtown and in parks adjacent to downtown	Mid-term	GF, PF, G
1.2b Install Americans with Disabilities Act (ADA) compliant crossings at all crosswalks in downtown	Long-term	G
2.1a Install crosswalks on Main Street at key crossing locations	Long-term	G
2.1b Install sidewalks on West Ramp Street and East Ramp Street between Preston Avenue and Main Street	Long-term	G
3.1a Adopt a desired future condition for sidewalks on Main Street	Short-term	GF, G
3.1b Work with MDT and other entities to identify funding sources to build sidewalk improvements	Long-term	G



### Awareness Actions Summary

Action	Timeline	Funding Sources
1.1a Develop a brand to be used in materials marketing the community	Short-term	TA, PF, G
1.1b Develop a coordinated retail marketing campaign to attract local customers to downtown businesses	Short-term	TA, PF, G
1.1c Develop marketing materials and distribute in nearby population centers – Missoula, Kalispell, Sandpoint, Spokane, and Canadian markets	Mid-term	TA, PF, G
1.1d Create a Thompson Falls visitors brochure with a map showing trails, parks, cultural destinations and other area attractions	Mid-term	TA, PF, G
1.1e Advertise Thompson Falls by targeting audiences in specific publications – e.g. hunting magazines, bicycling touring publications, auto-touring publications	Mid-term	TA, PF, G
1.2a Add a winter event in Thompson Falls that attracts visitors from outside of Sanders County	Mid-term	TA, PF, G
1.2b Coordinate with organizers of regional events on incorporating Thompson Falls	Mid-term	TA, PF
1.2c Organize a monthly downtown evening event during summer months that attracts residents to downtown	Mid-term	TA, PF, G
1.2d Hold a Thompson Falls walking tour of historic places	Mid-term	PF, G
2.1a Create and install consistent signage that directs visitors to attractions in Thompson Falls, including trails, parks, cultural landmarks and visitor information	Short-term	GF, G
2.1b Construct a one-stop-shop visitor information center in downtown	Long-term	PF, G



### Amenities Actions Summary

Action	Timeline	Funding Sources
1.1a Develop a seasonal park at the reservoir's edge (between Mill St. and Broad St.)	Short-term	PF, G
1.2a Install sidewalks connecting Main Street to area amenities	Mid-term	GF, TA, G
1.2b Install single track trails identified in Thompson Falls Trails Plan	Mid-term	TA, PF, G
1.2c Install off-street paths identified in Thompson Falls Trails Plan	Long-term	TA, PF, G
1.2d Develop shared roads identified in Thompson Falls Trails Plan	Long-term	TA, PF, G
1.3a Finish development of Ainsworth Field Park	Short-term	GF, PF, G
1.3b Improve landscaping and recreational facilities at Wild Goose Landing	Long-term	GF, PF, G
1.3c Make permanent improvements to the reservoir's edge	Long-term	GF, PF, G
1.3d Investigate the possibility of cleaning up the reservoir at Wild Goose Landing	Long-term	G
1.3e Create a bicycle rest stop at Wild Goose Landing	Long-term	PF, G
1.4a Implement the design plan for Rose Garden/Fort Thompson Park as an entrance to the community from the east	Mid-term	PF, G
1.4b Develop a statue or art piece representing the traditional industries of Thompson Falls as an entrance to the community from the west	Mid-term	PF, G
1.5a Develop one or two events that focus on the area's recreational opportunities	Mid-term	TA, PF, G
1.5b Hold a fundraising event downtown for area trails	Mid-term	PF



### Appearance Actions Summary

Action	Timeline	Funding Sources
1.1a Create and adopt guidelines for building facades along Main Street	Short-term	GF, G
1.1b Secure a Main Street Grant to fund small scale façade improvements	Mid-term	GF, PF, G
1.1c Evaluate the potential to create a revolving loan fund to fund higher cost façade improvements	Long-term	GF
1.1d Utilize Sanders County Community Development Corporation's (SCCDC) micro loan program to fund façade improvements	Mid-term	GF, PF, G
1.2a Encourage low-cost temporary uses on vacant properties	Short-term	PF
1.2b Create a one-stop source for information on vacant downtown properties	Long-term	GF, PF
1.2c Install community orientated displays in windows of vacant buildings	Short-term	GF, PF
1.2d Promote development in the core area and within the community in general	Mid-term	GF, PF
1.3a Adopt a desired future condition for streetscape improvements on Main Street	Short-term	GF, G
1.3b Work with the Montana Department of Transportation and other entities to identify funding sources to build streetscape improvements	Long-term	G

# Long Range Planning Considerations

## Performance and Development Standards

Not discussed in the Goals, Objectives and Actions is how downtown might develop over the long term. The downtown plan is a vision with a recommended course of action. As Thompson Falls evolves, and the importance and use of downtown increases over time, the built environment is certain to progress. Currently, performance and development standards are essentially absent. A small zoning district exists, but it is antiquated and limited in scope. There are no mechanisms in Downtown Thompson Falls to ensure development is done in a way that is in concert with the community's vision. Performance and development standards created in a manner that are consistent with the community's vision and facilitate development, rather than act as a constraint to development, is the mechanism needed to ensure development happens in a fashion that is a positive and not a negative for the community. Over time, the community should work to create a planning board, and develop and adopt a growth policy. These steps would not only benefit downtown, but will improve the community's standing and competitiveness for programs and grants providing infrastructure and tools that can serve as a catalyst for economic development in the long term.





## Part Two: Action Plan

Part Two of the Thompson Falls Downtown Master Plan is the Action Plan for the community. This is the meat and bones of the plan; it contains the information necessary for the City, the Down Town Committee and the community as a whole to establish priorities on implementing the plan. Part two is broken into four sections based on the key issues facing downtown Thompson Falls.

### Part Two Contents

- Access and Mobility
- Awareness
- Amenities
- Appearance

## Access and Mobility



Access refers to an individual's ability to access goods, services and activities, whereas mobility refers to the movement of people or goods. For example, someone living without a car in downtown may have access to goods and services but their lack of a car means they have limited mobility. If the only grocery store is located along a highway with no sidewalks or off-street paths, then that same person would also have limited access to groceries. However, by constructing a sidewalk or safe pathway along the highway, that person's mobility and access would improve.

Ensuring residents and visitors have adequate access and mobility is critical to the success of not only downtown Thompson Falls but the community as a whole. Downtown Thompson Falls is fairly separated from the rest of town, and the easiest way to get downtown is by car. The primary barriers to foot traffic are Highway 200, the rail corridor and the fact that much of the adjacent residential neighborhood is located uphill from downtown. It is not a surprise to find that 97% of people surveyed say they go downtown by car. Not much can be done about the hill, but to bring more activity into downtown, Thompson Falls should create connections between downtown and other destinations in town, including residential neighborhoods, parks, trails and the commercial district to the east. The goals, objectives, and actions outlined below are aimed at creating an environment in Thompson Falls where both residents and visitors can easily get around town and access their destinations.

## Goal #1 Thompson Falls is accommodating to all transportation users

### Objective 1.1 Ensure adequate parking is available for customers of downtown businesses

Through the public outreach process and physical observations, it became clear that parking in downtown is an issue for both downtown customers and business owners. The parking issue appears to be relegated to summer months, when more visitors are passing through Thompson Falls. The reasons for downtown parking congestion can vary from downtown residents and employees parking on-street for extended durations, to the simple fact that customer demand for parking outweighs parking supply. Regardless of the reason, a real or perceived lack of available on-street parking in downtown can serve to discourage potential customers from choosing to do business in downtown.

The general idea behind these actions is to increase shorter duration on-street parking on Main Street, and encourage longer duration parking in off-street lots or on side streets. The actions laid out below are intended to help Thompson Falls better manage downtown parking to adequately accommodate current and potential customers of downtown.



### Actions

<p>1.1a</p>	<p><b>Establish parking time limits for all of downtown and institute periodic enforcement of time limits.</b> A popular theory for parking utilization is that an 85% occupancy rate for on-street parking is the most efficient use of public parking. When utilization rates exceed 85%, cars arriving downtown are forced to circle the block looking for parking or, if given the choice, may take their business elsewhere.</p> <p>Currently downtown Thompson Falls has 2-hour parking time limits for a select few side streets in downtown. Outside of a few days in summer, on-street parking congestion in downtown is not a significant issue except in a few busy locations. As a result there is no immediate need to strictly enforce parking time limits throughout the downtown, but it would be advisable in some locations. As downtown Thompson Falls begins to attract more residents and visitors parking will become an issue, necessitating a need to more consistently enforce on-street parking time limits.</p> <p>Establishing and periodically enforcing parking time limits will help ensure adequate parking turnover in downtown. To allow enough time for downtown customers to conduct their business, the City may want to consider increasing parking time limits from 2-hours to 3-hours. Periodic enforcement will help ensure time limits are adhered to, discouraging people from leaving their cars parked on-street for long durations, multiple times per week. This action is aimed at the repeat offender, not the everyday customers of downtown who leave when their business is finished. While this action is not meant to make the City money, the money that is raised from fines could be used to fund downtown improvements or pay for police staff time. To avoid a public backlash the City will want to plan ahead for this action and inform the public through press releases and public meetings.</p>
<p><b>Partners</b></p>	<p>City, Downtown Business Owners, Thompson Falls Police Department</p>
<p><b>Timeline</b></p>	<p>Short-term</p>

<p><b>1.1b</b></p>	<p><b>Install quick stop parking spots in downtown.</b> As the name implies, quick stop parking is short-term parking strategically placed in front of high traffic businesses with short transaction times – e.g. pharmacies, banks, etc. The intent of quick stop parking is to ensure high turnover so that parking is available for customers who are quickly going in and out of downtown businesses. Ideally there would be one to two quick stop parking spots per block on Main Street between Madison Street and Broad Street. In terms of time limits, many communities who employ this strategy use 30 minutes, which is ample time to go to the bank or pick up a prescription. Again as parking congestion is most pronounced during summer months the City would only need to enforce the time limits during that part of the year – May - September</p>
<p><b>Partners</b></p>	<p>City of Thompson Falls, Montana Department of Transportation, Downtown Business Owners</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

<p><b>1.1c</b></p>	<p><b>Add signage directing people to public off-street parking.</b> During summer months downtown Thompson Falls experiences moderate on-street parking congestion. This is likely a result of travelers passing through and stopping to patronize downtown businesses (exactly what the City wants) coupled with existing local customers and employees of downtown. To ease summer-time parking congestion, Thompson Falls should spread out parking use so that visitors and existing parking users utilize both available on-street and off-street parking. There are several public off-street parking lots in downtown that with proper signage could be better utilized to help alleviate on-street parking congestion during summer months. Thompson Falls should ensure visible signs are displayed on Main Street clearly directing people to off-street parking lots.</p>
<p><b>Partners</b></p>	<p>City of Thompson Falls, Montana Department of Transportation</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

<p><b>1.1d</b></p>	<p><b>Identify locations for dedicated RV parking during summer months.</b> Through the public outreach process Thompson Falls community members expressed the need to have dedicated RV parking in (or near) downtown. An RV traveling through Thompson Falls is not likely to stop and take a look around if suitable parking is unavailable or difficult to find. This represents lost revenue for downtown business and a missed opportunity for the City to showcase Thompson Falls to outside visitors. Potential RV parking locations can be seen in Figure 2. Wherever RV parking is located it is crucial that adequate signage be in place on the west and east ends of town directing RV drivers. As peak RV season is during the warmer months of the year, any RV parking would only need to be dedicated during a portion of the year – May – September.</p>
<p><b>Partners</b></p>	<p>City of Thompson Falls, MRL, Montana Department of Transportation, Business Owners</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

## Objective 1.2 Install infrastructure for bicyclists & pedestrians

With the majority of households lying within one mile of downtown, Thompson Falls’ layout is suited for walking and biking. Nevertheless, in the community survey, only 3% of respondents stated they walked or biked downtown. There are many factors that influence an individual’s decision to walk or bike, however, one substantial factor is the level of infrastructure that is available for bicycle and pedestrian users. Adding more bicycle and pedestrian infrastructure in downtown will help create a safer and more comfortable environment for existing Thompson Falls residents as well as encourage visitors to stop, park, and take a stroll in downtown.

### Actions

<b>1.2a</b>	<p><b>Install bike racks in downtown and in parks adjacent to downtown.</b> Bike parking and bicycle infrastructure in general fits well within the chicken-egg analogy. A common sentiment in downtowns is ‘no-one bikes downtown so why should we invest in bike infrastructure.’ However, one reason no one bikes may be because there is inadequate infrastructure in place to accommodate them. In biking communities one may ask, which came first, the bikers or the infrastructure? While the lack of bike racks may not be the reason more people don’t bike to downtown, it is one piece of the puzzle. If a resident knows there is no place to park their bike downtown, then they are more apt to drive if they intend to go downtown in the first place. Or, if that same resident is out on a leisurely bike ride around town, available bike parking could be the motivation to stop in for an ice cream cone or cold beverage.</p> <p>Going beyond local riders, bike parking in downtown is essential if Thompson Falls wants to encourage touring cyclists traveling through town to stop and shop in local businesses. A 2013 University of Montana study found that cyclists touring in Montana spend on average \$75.75 per person per day. With the growth in cycling in western Montana and along MT Highway 200, Thompson Falls can attract these visitors and their dollars. Developing bike racks designed to reflect the Thompson Falls brand is just a small part of the equation to make that happen. Other actions aimed at attracting and accommodating cyclists can be found later in this document.</p>
<b>Partners</b>	City, Downtown Business Owners
<b>Timeline</b>	Mid-term

<b>1.2b</b>	<p><b>Install Americans with Disabilities Act (ADA) compliant crossings in downtown.</b> ADA crossings provide curb ramps and bumps to accommodate wheel chair users and individuals who are visually impaired. As Thompson Falls’ population continues to age, ADA crossings will become increasingly important to ensure downtown is accommodating to people of all ages and abilities. As Main Street is also MT Highway 200, any work will require review and approval by the Montana Department of Transportation. See Figure 2 for potential locations for ADA crossings in downtown.</p>
<b>Partners</b>	City, Montana Department of Transportation
<b>Timeline</b>	Long-term

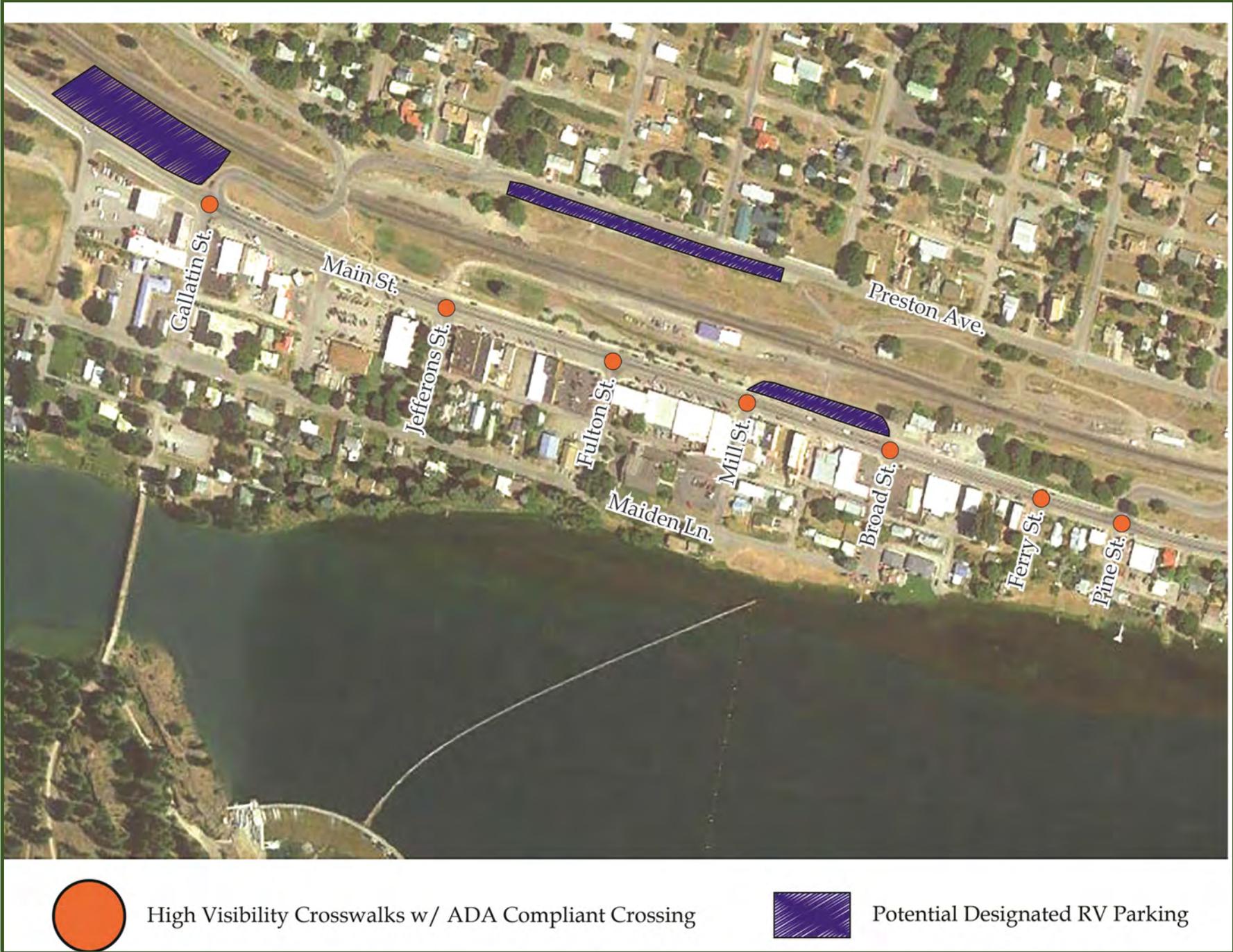
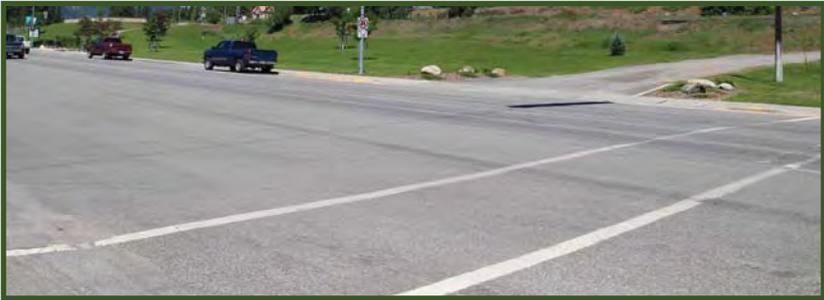


Figure 2: Potential locations for improvements in downtown.

## Goal #2 Downtown Thompson Falls has strong non-motorized connections to residential neighborhoods and natural amenities

### Objective 2.1 Enhance pedestrian and bicycle connections between downtown and uptown

#### Actions

<p><b>2.1a</b></p>	<p><b>Install crosswalks on Main Street at key crossing locations.</b> Crosswalks encourage pedestrians to cross at preferred crossing locations and improve pedestrian safety by increasing driver’s awareness of pedestrians. Currently downtown Thompson Falls has only one high visibility crosswalk on Main Street at its intersection with Mill Street. Yet there are many locations on Main Street where visitors and residents cross Main Street. Strategically placed, high visibility crosswalks in downtown will direct pedestrians to cross at preferred locations, which will improve pedestrian safety and highlight the walkability of downtown. Crosswalks also add visual appeal if they are constructed using decorative brick or painted in bright colors. As Main Street is also MT State Highway 200, any work will require review and approval by the Montana Department of Transportation.</p> <p>Below are priority locations for crosswalks on Main Street – see Figure 2</p> <ul style="list-style-type: none"> <li>Gallatin Street</li> <li>Pine Street</li> <li>Jefferson Street</li> <li>Fulton Street</li> <li>Mill Street</li> <li>Broad Street</li> <li>Ferry Street</li> </ul> 
<p><b>Partners</b></p>	<p>City, Montana Department of Transportation</p>
<p><b>Timeline</b></p>	<p>Long-term</p>

<p><b>2.1b</b></p>	<p><b>Install Sidewalks on West Ramp Street and East Ramp Street between Preston Avenue and Main Street.</b> West and East Ramp Streets are the only streets in Thompson Falls which cross the railroad tracks, connecting uptown with downtown. Currently neither of these streets have sidewalks, making walking less safe and also uninviting to individuals hoping to walk downtown. Constructing sidewalks on these streets will provide safe walking options for uptown residents and can help to encourage more people to walk downtown.</p>
<p><b>Partners</b></p>	<p>City, Montana Department of Transportation, MRL</p>
<p><b>Timeline</b></p>	<p>Long-term</p>

**Objective 3.1 Create inviting, safe, and unique public spaces on Main Street that invite travelers and residents to stop and shop, encouraging economic activity and instilling a sense of community pride.**

Sidewalks are a crucial piece of infrastructure in a downtown. Beyond simply providing a space for pedestrians they are places where people come together and interact with businesses. If designed well, sidewalks can become valued public spaces. Additionally, visually appealing sidewalks in a downtown signifies to visitors that a community cares about its image and is committed to providing a pleasurable experience for people to get out their car, walk around, and shop in downtown businesses.

On Thompson Falls’ Main Street the sidewalks between Mill Street and Columbia Street are a great example of a sidewalk which is wide enough to accommodate additional features while allowing room for pedestrian travel. Moving one-block west however, on arguably the busiest block in downtown, the sidewalk narrows to a degree that anything beyond accommodating pedestrians would be difficult. Creating and implementing a desired future condition for sidewalks in downtown will help improve the image of downtown and serve to encourage residents and visitors to stop and linger in a beautiful setting.

**Actions**

<b>3.1a</b>	<p><b>Adopt a desired future condition for sidewalks on Main Street.</b> Adopt guidelines for sidewalk improvements that communicate the desired future condition along Main Street. The desired future condition for sidewalks should focus on the south side of Main Street from Lincoln Street to Ferry Street. The desired future condition for sidewalks is closely tied to the desired future condition for streetscape improvements.</p> <p>A desired future condition for sidewalks should contain three zones, each with individual functions:</p> <p><b>Frontage Zone</b> – The first two to four feet of a sidewalk from the building should be designated as a place for businesses to set out merchandise, planters, chairs and tables, etc.</p> <p><b>Pedestrian Zone</b> – Four to eight feet wide, the pedestrian zone is designed for pedestrians. This area should be kept clear of obstacles like signs, light posts, trees etc.</p> <p><b>Utility Zone</b> – The final four to six feet of a sidewalk is designed for landscaping, street trees, benches, signs, lamp posts, garbage cans, bike racks, etc. Any objects placed in this zone should be interspersed with areas for people to access parked cars.</p> <p>The City will need to work directly with the Montana Department of Transportation on implementing this vision. As Main Street is also a state highway, not all aspects of Thompson Falls’ vision for sidewalks will be achievable in all locations as there are certain design considerations which must be met. How close to the vision the community can get will not be known until preliminary designs are complete. Nevertheless, by developing this vision and working in concert with MDT, the City can transform its sidewalks into valued public spaces.</p>
<b>Partners</b>	City, Montana Department of Transportation
<b>Timeline</b>	Short-term

<p><b>3.1b</b></p>	<p><b>Work with MDT and other entities to identify funding sources to build sidewalk improvements.</b> Funding sidewalk improvements is expensive. The City will need to find outside funding sources. Some of these sources may be through MDT or other organizations. The City should work with entities who have the expertise to identify funding sources. The ability to achieve the desired future condition will be dependent upon the issues and constraints of individual improvement projects.</p>
<p><b>Partners</b></p>	<p>City, MDT</p>
<p><b>Timeline</b></p>	<p>Long-term</p>

# Awareness



Communities are like a business. In order to attract visitors, new residents and new businesses, you have to have a brand and market your product. You have to offer something unique to the consumer that other communities can't offer, or don't do as well. Thompson Falls is unique. The downtown has a character and charm that is hard to find. The setting of the City on the reservoir and nestled into the Clark Fork Valley is inspiring. The town has recreational amenities most small towns can only dream of having. The community has the ability to be competitive at increasing visitation, attracting new residents, and inviting new businesses.

The challenge for Thompson Falls, which was mentioned numerous times throughout the public participation process, is that there is a lack of awareness about the community. Thompson Falls would greatly benefit from increasing its profile by highlighting the community's strengths: the high quality of life, the sense of being remote, the outdoor amenities, the shops, the low cost of living, the ability to live in Thompson Falls and work anywhere in the world. A coordinated and focused branding and promotional strategy, increased events, and signage directing visitors to amenities will all raise awareness about the community. The strategy should be aimed at accomplishing three things: increasing visitation to Thompson Falls, attracting new residents and new business, and increasing the profile of the City as a place to shop.



## Goal #1 Thompson Falls establishes itself as one of the premier communities in Northwest Montana

**Objective 1.1 Develop branding and promotional strategies that focus on what makes Thompson Falls unique and on the community's greatest strengths**

### Actions

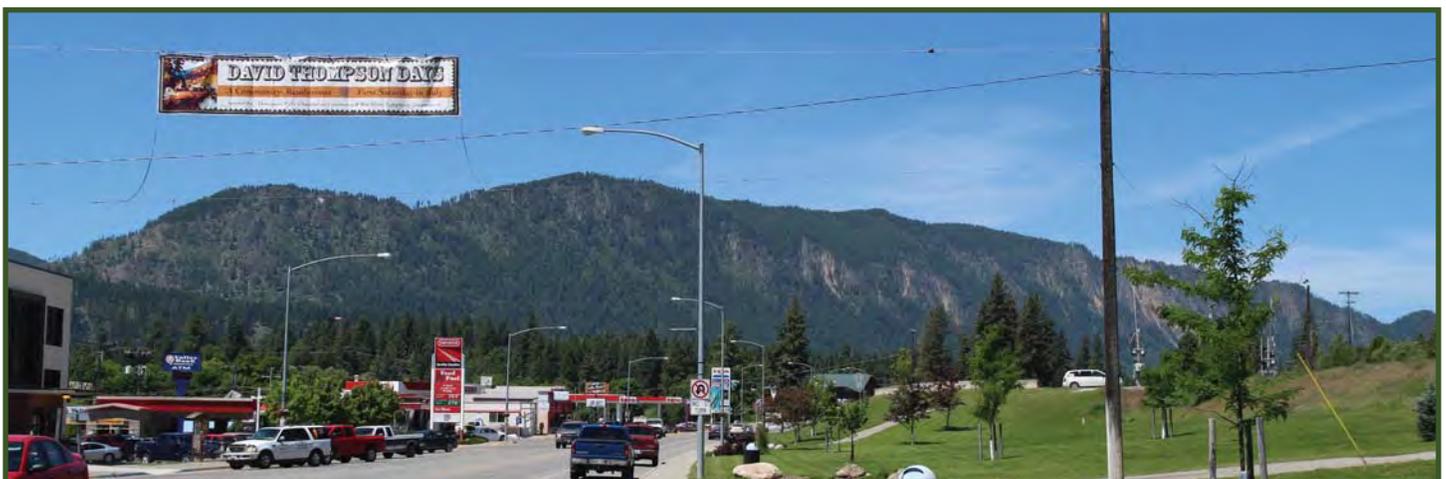
<b>1.1a</b>	<b>Develop a brand to be used in materials marketing the community.</b> The first step in marketing Thompson Falls is developing a brand that can be used to sell the community. Thompson Falls' brand should be focused on aspects that make it unique and appealing – e.g. trails, outdoor recreation, Clark Fork River, isolation from the distractions of city life, historic industries, welcoming community, etc. Thompson Falls' brand should then be used on marketing materials, signage around town, and public infrastructure (benches, garbage cans, bike racks, etc.) In addition to aiding marketing efforts, a Thompson Falls brand will help leave a lasting impression for visitors, and instill community pride in residents. The Montana Department of Commerce Office of Tourism may be a source of funding to create a branding strategy.
<b>Partners</b>	City, Chamber of Commerce, Down Town Committee, local business owners, citizens
<b>Timeline</b>	Short-term

<p><b>1.1b</b></p>	<p><b>Develop a coordinated retail marketing campaign to attract local customers to downtown businesses.</b> The market analysis completed in the existing conditions analysis (Part Three of this plan) identified sectors of the local economy that are underrepresented in Thompson Falls. These sectors of the economy could grow within the current retail trade area. Retail marketing campaigns use promotions, mailers, and coupons to help remind residents about the benefits of shopping downtown. These materials should be distributed within Thompson Falls and neighboring communities. Small financial incentives are a good way to attract residents to downtown to encourage local shopping and attract repeat visits.</p>
<p><b>Partners</b></p>	<p>City, Chamber of Commerce, Down Town Committee, Local Business Owners</p>
<p><b>Timeline</b></p>	<p>Short-term</p>

<p><b>1.1c</b></p>	<p><b>Develop marketing materials and distribute in nearby population centers - Missoula, Kalispell, Sandpoint, Spokane, and Canadian markets.</b> Thompson Falls is in an opportune location with respect to its proximity to population centers. Missoula, Kalispell, Sandpoint, Spokane, and Canada are all within an easy day’s drive, making Thompson Falls an ideal weekend getaway or viable alternative to living in these cities. Marketing materials should raise awareness in these markets of the recreational and other opportunities available in and around Thompson Falls. With the brand developed as part of Action 1.1a the City should create a marketing campaign that highlights Thompson Falls’ greatest assets – hiking, camping, fishing, hunting, boating, enjoying a pleasurable small downtown, etc. Using these talking points as a guide, Thompson Falls should then begin marketing the City through the following outlets:</p> <ul style="list-style-type: none"> <li>Daily and weekly newspapers (print, websites, and mobile applications)</li> <li>Regional tourism magazines and brochures</li> <li>Regional Tourism websites</li> <li>Radio</li> <li>Television</li> </ul>
<p><b>Partners</b></p>	<p>City, Chamber of Commerce, Down Town Committee</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

<p><b>1.1d</b></p>	<p><b>Create a Thompson Falls visitors brochure with a map showing trails, parks, cultural destinations and other area attractions.</b> As Thompson Falls becomes known as a preferred visitor’s destination, the City will need to have materials available that inform visitors of what there is to do in Thompson Falls. One simple solution is developing a small brochure that highlights all there is to do in town. Ideally the brochure would identify lodging, retail, eating establishments, trails in Thompson Falls, and nearby recreational opportunities on public lands.</p>
<p><b>Partners</b></p>	<p>City, Chamber of Commerce, Down Town Committee,</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

<p><b>1.1e</b></p>	<p><b>Advertise Thompson Falls by targeting audiences in specific publications – e.g. hunting magazines, bicycling touring publications, auto-touring publications.</b> There are many recreational opportunities in Thompson Falls that appeal to specific user groups – fisherman, hunters, cyclists, motorcyclists, etc. The City should capitalize on this fact and specifically target these groups in the publications that cater to their interests. Thompson Falls should use the marketing materials developed as part of action 1.1c and develop tailored advertisements targeting specific audiences. This type of targeted advertising should not only focus on visitation, but on Thompson Falls as an excellent place to live and do business. Below are examples of the kinds of publications the City should consider in this effort.</p> <ul style="list-style-type: none"> <li>• AAA magazine (highlight MT Hwy 471 &amp; MT Hwy 200 as a scenic route option)</li> <li>• Adventure Cyclist Magazine (based in Missoula)</li> <li>• Montana Outdoors Magazine</li> <li>• Montana Sporting Journal</li> <li>• Montana Fly Fishing Magazine</li> </ul>
<p><b>Partners</b></p>	<p>City, Chamber of Commerce, Down Town Committee</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>



**Objective 1.2 Increase the amount of people visiting downtown by expanding the number of events in Thompson Falls**

Events are tried and true actions that attract people downtown, getting more people into stores and restaurants while creating a place where people want to be. In addition, events can be used to highlight specific community characteristics and attract people from out of the area.

**Actions**

<b>1.2a</b>	<p><b>Add a winter event in Thompson Falls that attracts visitors from outside of Sanders County.</b> It comes as no surprise that Thompson Falls’ peak visitor season is during the summer. While downtown Thompson Falls needs to bring in customers all year, attracting both residents and non-resident customers during colder winter months is especially challenging. What Thompson Falls can do is give both residents and potential visitors a reason to visit and shop downtown during winter months.</p> <p>For small businesses in downtown an influx of revenue during slow periods could be all that is needed to help them make it through to the next busy season. The City can provide an incentive for visitors to come to Thompson Falls during the winter months when business is slow. There are many small and large ideas out there that have been used with great success by communities around the west, including:</p> <ul style="list-style-type: none"> <li>Holiday themed First Friday (Hamilton, MT – every Friday in December)</li> <li>Holiday Stroll (Kalispell, MT)</li> <li>Christmas Tree Lighting Festival (Leavenworth, WA – December)</li> <li>Whitefish Winter Carnival (Whitefish, MT – January)</li> </ul> <p>The intent of adding a winter event is two-fold. First, it serves to bring people downtown and shop in local businesses – if only for a limited duration. Second it puts Thompson Falls on that map as a fun place to go for visitors all year. One or two winter visitors could turn into three or four summer repeat visitors.</p>
<b>Partners</b>	City, Chamber of Commerce, Down Town Committee, Downtown Business Owners
<b>Timeline</b>	Mid-term

<b>1.2b</b>	<p><b>Coordinate with organizers of regional events on incorporating Thompson Falls.</b> There are numerous regional events and festivals which attract people to Northwest Montana during summer months. Thompson Falls should capitalize on these nearby events by timing retail promotions and marketing campaigns during these times to entice people traveling in the vicinity to come to Thompson Falls and visit downtown. In the case of events that occur throughout Northwest Montana with one common theme (e.g. Blues Festivals), Thompson Falls should approach festival organizers about how to bring these activities to Thompson Falls.</p>
<b>Partners</b>	City, Chamber of Commerce, Down Town Committee, Tour 200
<b>Timeline</b>	Mid-term

<p><b>1.2c</b></p>	<p><b>Organize a monthly downtown evening event during summer months that attracts residents to downtown.</b> One-time large events are a good way to attract visitors and put Thompson Falls on the map. However, these types of events do not bring about lasting sales in downtown businesses as they are generally limited to a couple of days or less. Another event-based strategy for routinely attracting people downtown is organizing smaller more regular events. Many communities throughout Montana and the west have first Friday art walks where downtown businesses stay open later, host art from local artists, and provide refreshments. What the City can do is add regular, scheduled events that attract residents to downtown to mingle with one another and support their local businesses.</p> <p>Examples of Successful regular events are:</p> <p>First Fridays – Art walk the first Friday of every month.</p> <p>Out-to-Lunch – A food and music event featuring local food and music</p> <p>Alive at Five – Similar to an Out-to-Lunch, only held after work hours</p>
<p><b>Partners</b></p>	<p>City, Chamber of Commerce, Down Town Committee, Tour 200</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

<p><b>1.2d</b></p>	<p><b>Hold a Thompson Falls walking tour of historic places.</b> This event would be primarily designed for residents of the area, to strengthen and promote the historic buildings and neighborhoods in and around downtown. This event could be held in the off-season, perhaps around Halloween. Participants could wear historic costumes; people could be encouraged to decorate their homes or businesses. The community could invite historians from the State Historical Society to tell stories about Thompson Falls or the surrounding area. The event could include a chili feed or BBQ in downtown.</p>
<p><b>Partners</b></p>	<p>Down Town Committee, local groups, area businesses</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

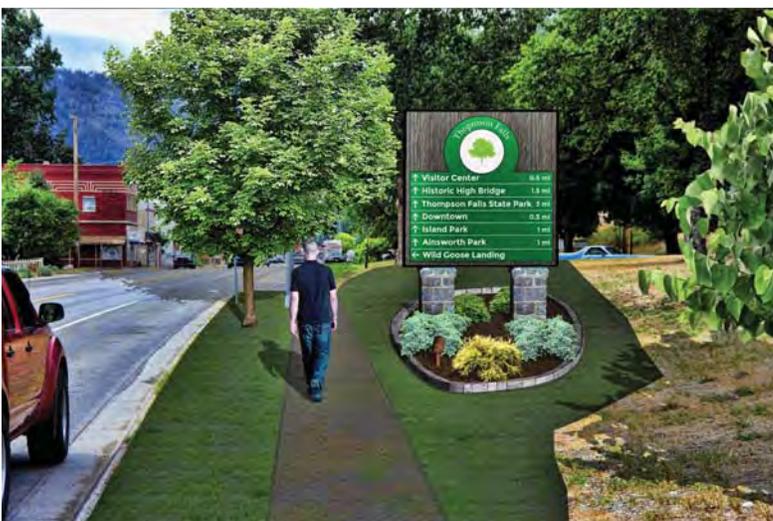


## Goal #2 Visitors can easily obtain information on activities in Thompson Falls

**Objective 2.1** Ensure visitors to Thompson Falls are aware of the recreational and cultural opportunities available

### Actions

<b>2.1a</b>	<p><b>Create and install consistent signage that directs visitors to attractions in Thompson Falls, including trails, parks, cultural landmarks and visitor information.</b> Through the public outreach process it was apparent that many Thompson Falls residents would like to see improved signage in town directing people to attractions. Visitors driving or biking into Thompson Falls have little indication of all that exists in Thompson Falls – notably the abundance of parks and trails. Commonly called a wayfinding program, Thompson Falls can prominently display signs on the east and west end of town (on Highway 200) that direct people to</p> <ul style="list-style-type: none"> <li>• Parks</li> <li>• Trails</li> <li>• Downtown</li> <li>• Public parking</li> <li>• Visitors Center (see action 2.1b)</li> <li>• Public Lands</li> <li>• Boat ramps</li> </ul> <p>As signs should be placed along MT Highway 200, the City will need to work with the Montana Department of Transportation on location, design, and approval to ensure signs meet the Manual on Uniform Traffic Control Devices and MDT standards.</p>
<b>Partners</b>	City, Montana Department of Transportation, Down Town Committee
<b>Timeline</b>	Short-term



<p><b>2.1b</b></p>	<p><b>Construct a one-stop-shop visitor information center in downtown.</b> Thompson Falls residents and civic groups have been actively working on establishing a visitor information center in town to help guide visitors to Thompson Falls’ recreational opportunities. A visitors center would act as a jumping off point for visitors to Thompson Falls, a place where they can obtain information on how to best enjoy their stay in Thompson Falls. Visitors should be able to find information on local trails (in town and on public lands), fishing access points, camping, dining and lodging, and equipment rentals. This effort requires strong partnerships with state and federal land management agencies as well as local utilities who own recreation land in and adjacent to the City. One preferred location for the visitor center is on the north side of Highway 200 in downtown, located on land currently occupied by the automotive service station. Potential funding sources include the Montana Department of Commerce Office of Tourism grants</p>
<p><b>Partners</b></p>	<p>City, Montana Department of Transportation, Chamber of Commerce, Down Town Committee, United States Forest Service, Montana Fish Wildlife and Parks, Avista Utilities, Tour 200, MRL</p>
<p><b>Timeline</b></p>	<p>Long-term</p>



## Amenities



The economics of why people live where they do is changing. Once driven primarily by employment, more and more people choose where they live based on quality of life decisions. People are moving where they want and then find or create a job. Montana ranks #1 in entrepreneurship and small manufacturing in Montana is increasing. This is in large part due to the lure of our “outdoor lifestyle.” Small towns with access to natural amenities and recreational opportunities are now viable alternatives to a big city. For the first time in our modern era, a small town can compete for people and businesses directly with Seattle and LA. The challenge is you have to have the right amenities, they have to be accessible and convenient, they have to be unique to stand out, and you have to let people know they exist.

Thompson Falls has the potential to profit on the changes occurring to our economy. The trails, the lake, the river, the mountains all provide year round top-shelf recreation opportunities. Thompson Falls can capitalize upon these opportunities. Physical connections from the town’s core to the trailheads, parks and mountains need to be established, signed, and marketed. Events, art, branding and marketing need to incorporate what the town has to offer integrating these assets into part of the community’s culture. This strategy, coupled with the economic development efforts already underway, will help grow and diversify the local economy and strengthen businesses downtown.



### **Goal #1 Grow and change the way Thompson Falls is perceived through both physical and cultural connections to amenities**

#### **Objective 1.1 Prior to the development of permanent facilities, develop temporary low cost projects that aim to connect the core area to the surrounding amenities**

Downtowns across this country, both large and small, are finding ingenious low cost temporary ways to bring out the best in their community by creating attractive and vibrant places with few resources. These community driven ideas focus on weakness or blank places, and through volunteerism and hard work, they are transformed into places of use and character. A simple empty lot could become a community garden; the shoulder of a road could become a separated trail. In the short term, through their own ingenuity and hard work, the community can install low-cost temporary facilities to make connections to amenities and bring more life to underused spaces.

Actions

<p><b>1.1a</b></p>	<p><b>Develop a seasonal park at the reservoir's edge (between Mill St. and Broad St.).</b>                  On the south side of Maiden Lane between Mill Street and Broad Street there is an underutilized tract of land with lake access in the heart of downtown Thompson Falls. Working with volunteers it is possible to create a park during peak summer months at this location. The City could easily improve this area with low-cost improvements like benches, planters and playground equipment. Team with local groups or students to decorate the area. A theme could be employed. In areas where swimming would not be appropriate, landscaping and flowers could be planted and an observation deck built (Figure 4).</p>
<p><b>Partners</b></p>	<p>Down Town Committee, interested citizen groups, downtown business owners, Northwestern Energy</p>
<p><b>Timeline</b></p>	<p>Short-term</p>



Figure 3: Location and layout of potential park on the River's edge.

## Objective 1.2     **Make permanent improvements connecting downtown Thompson Falls to surrounding amenities by implementing Thompson Falls Community Trails Plan**

The Thompson Falls Community Trails Plan identifies a variety of trail improvements for connecting recreational and cultural amenities in and adjacent to downtown. Prioritizing the development of these trails is of crucial importance to connecting downtown to residential and commercial neighborhoods and recreational amenities. A well-connected trail system in Thompson Falls will develop these amenities into the community’s greatest strength and will position the town to be increasingly competitive at attracting tourists, new residents and new businesses.

### Actions

<b>1.2a</b>	<p><b>Install sidewalks connecting Main Street to area amenities.</b> Sidewalks are the most appropriate improvements for several of the in-town trail segments identified in the Thompson Falls Community Trails Plan. Sidewalks provide a high level of safety and mobility for pedestrians of all ages and abilities. However, as sidewalk construction can be costly, Thompson Falls should be strategic about prioritizing projects. The following is a list of priority sidewalk projects connecting the core area to amenities for the City to develop.</p> <p><b>South Gallatin Street between Main Street and the Clark Fork River.</b></p> <p>Developing sidewalks on this section of road will provide a seamless pedestrian connection between downtown and the Historic High Bridge.</p> <p><b>Broad Street and Mill Street from Main Street to Maiden Lane.</b></p> <p>Sidewalks on these side streets will create direct and easy access to the reservoir, one of the most unique and important recreational assets to the community. These sidewalks will tie downtown to this important body of water.</p> <p><b>Lincoln Street from Main Street to the entrance of Ainsworth Field Park</b></p> <p>The community is currently making major investments to improve Ainsworth Field Park. The improvement will include facilities for community events and recreation. This park is not well connected to Main Street. Making connections to Main Street will increase foot traffic between the two and encourage people to explore downtown.</p> <p>Other road segments appropriate for sidewalks can be seen in Figure 4.</p>
<b>Partners</b>	City, Montana Department of Transportation, Thompson Falls Community Trails
<b>Timeline</b>	Mid-term

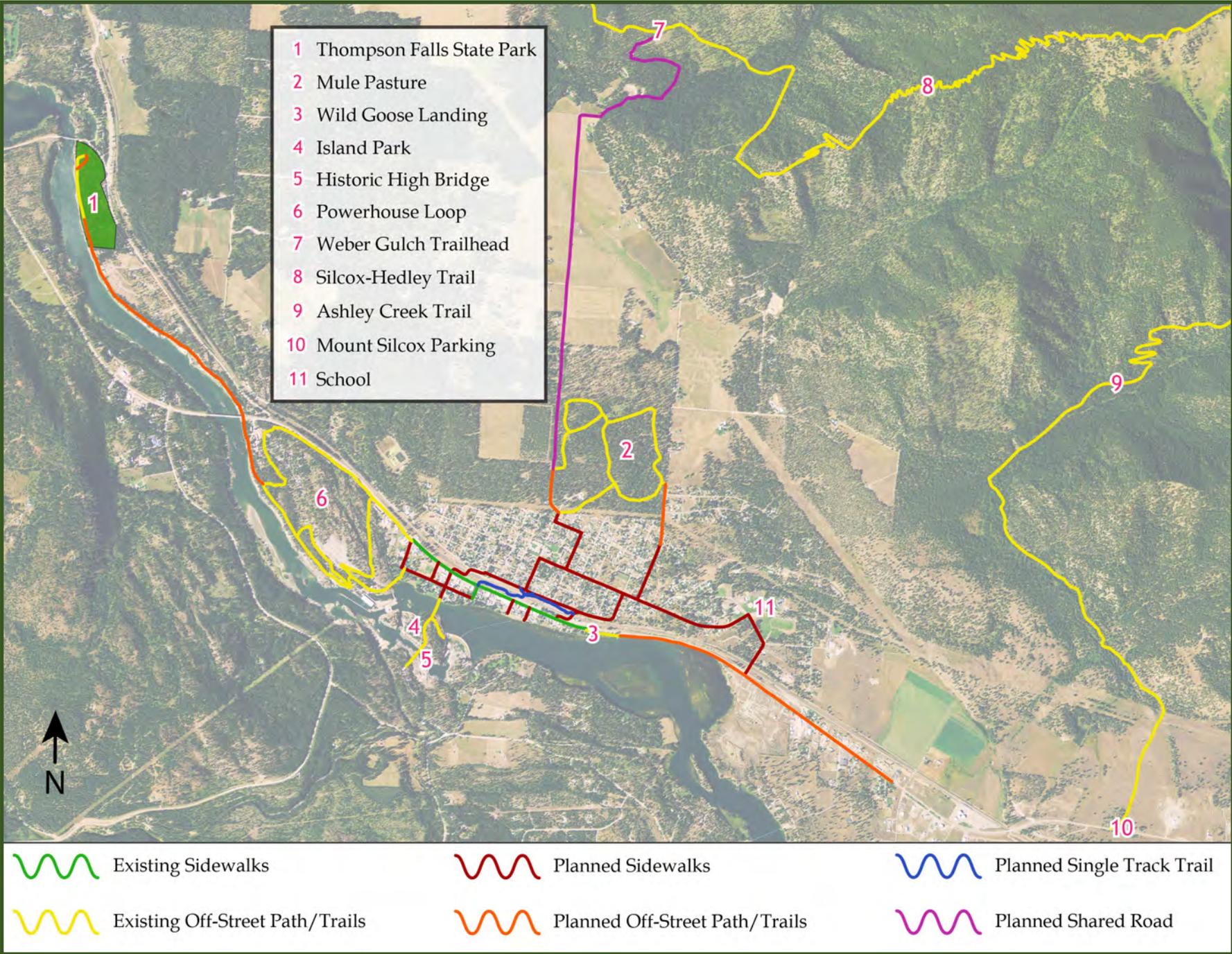


Figure 4: Priority sidewalks and trails recommended as a part of this Downtown Master Plan.

<p><b>1.2b</b></p>	<p><b>Install single track trails identified in Thompson Falls Trails Plan.</b> Single track trails are simple dirt or gravel paths that accommodate pedestrians and bicyclists. Several single track trails already exist north of the railroad tracks in downtown. However, several of these trails could be improved upon by laying gravel and adding wayfinding signage. The downtown trails identified in the Thompson Falls Trails Plan are well suited for single path trails as they could be constructed/improved with less effort than other trail improvements. The intent of these trails is to connect with existing sidewalks and off-street paths. See Figure 4.</p>
<p><b>Partners</b></p>	<p>City, Down Town Committee, Thompson Falls Community Trails</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

<p><b>1.2c</b></p>	<p><b>Install off-street paths identified in Thompson Falls Trails Plan.</b> Off-street paths are physically separated from roads and are designed to accommodate a variety of non-motorized transportation users including walking, biking and skateboarding. Thompson Falls has several off-street paths in place already. The next step is ensuring that these paths connect with each other and with points of interest in town, including downtown and parks in and adjacent to town. With a seamless network of paths in place, Thompson Falls residents will be able to safely travel between downtown, parks, and the commercial area east of town. The following is a list of priority off-street paths for the City to develop. See Figure 4.</p> <p><b>Eastward extension trail connecting Wild Goose Landing and the commercial district on the east side of town.</b></p> <p>This link will create a safe non-motorized route to the commercial district east of town, where currently none exists.</p> <p><b>Off-street path connecting Powerhouse Loop Trails and Thompson Falls State Park.</b></p> <p>This route will connect downtown with Thompson Falls State Park.</p>
<p><b>Partners</b></p>	<p>City, Montana Department of Transportation, Thompson Falls Community Trails</p>
<p><b>Timeline</b></p>	<p>Long-term</p>



<p>1.2d</p>	<p><b>Develop shared roads identified in Thompson Falls Trails Plan.</b> As the name implies, shared roads are when pedestrians and bicyclists share the road with vehicle traffic. Through signage and design improvements, shared roads provide accommodations for pedestrians and bicyclists in a cost-effective manner. While not as safe as sidewalks or off-street paths, shared roads do provide a higher level of safety than what exists currently on roads designed exclusively for automobile travel. There are several improvements that can be done to create shared roads including:</p> <ul style="list-style-type: none"> <li>• Bike lanes – Bike lanes are designated by a white stripe on the road, a bicycle symbol, and signage that alerts drivers that a portion of the road is dedicated to bicyclists</li> <li>• Sharrows – Sharrows are a shared lane bicycle marking, indicating to motorists that bicycles are allowed to use the full lane. Streets with sharrows do not have bike lane markings.</li> <li>• Widening and grading shoulders – Widening and grading shoulders provides space for pedestrians to use while safely being out of the way of passing vehicles.</li> <li>• Signage – The intent of signage is two-fold. First it directs non-motorized users to destinations in town such as downtown, parks, and connecting trails. Second, signs can be used to alert drivers that they are driving on a shared road and should be attentive to non-motorized users.</li> </ul> <p>The most suitable segment for a shared road is the Weber Gulch Trailhead access road.</p>
<p><b>Partners</b></p>	<p>City, Sanders County, Thompson Falls Community Trails</p>
<p><b>Timeline</b></p>	<p>Long-term</p>



## Objective 1.3     **Make permanent improvements to recreational amenities adjacent to downtown.**

Having parks and recreational opportunities in and around downtown will increase the number of people downtown, create a sense of vibrancy, and stimulate economic activity in area businesses. There are a number of facilities in and adjacent to the core area where plans for improvements are in place. Implementing these plans, and in a few locations making additional improvements, will in the long term benefit the residents and businesses of Thompson Falls.

### Actions

<b>1.3a</b>	<b>Finish development of Ainsworth Field Park.</b> Ainsworth Field Park, once complete, will serve as the keystone park in the City's urban system. This park will be capable of holding events, concerts, and family gatherings. Its presence will increase the number of events downtown, stimulating economic activity and contributing to the community's sense of place (see figures 5 and 6 for conceptual drawings).
<b>Partners</b>	City, Parks Planning Committee
<b>Timeline</b>	Short-term

<b>1.3b</b>	<b>Improve landscaping and recreational facilities at Wild Goose Landing.</b> Wild Goose landing provides river access, including a boat launch, right on the edge of downtown. It is a truly unique and important asset to the community. Landscaping in part of the park is well done, but is lacking in other parts. Parking could be better designed and situated to accommodate trailers. Any plans for this property in the future should encourage the use of the boat ramp and swimming area.
<b>Partners</b>	City, Parks Planning Committee
<b>Timeline</b>	Long-term

<b>1.3c</b>	<b>Make permanent improvements to the reservoir's edge.</b> Based on the success of the temporary improvements at this location, the City should consider working with NorthWestern Energy to develop a plan for permanent, low impact facilities.
<b>Partners</b>	City, Down Town Committee, NorthWestern Energy, Parks Planning Committee
<b>Timeline</b>	Long-term



Figure 5: Conceptual drawing of Ainsworth Field Park.



Figure 6: Conceptual Aerial Plan View of Ainsworth Field Park.  
OCTOBER 2015

<b>1.3d</b>	<b>Investigate the possibility of cleaning up the reservoir at Wild Goose Landing.</b> There were numerous public comments on the need to “clean up” the reservoir. According to these comments, it is filling in with silt and other debris, becoming shallower which is impacting the water quality and impacting safety. Dredging out or hauling out debris from the reservoir is a complicated and expensive project involving many agencies. Because it’s so important to the image of the community, it may be worth the expense and regulatory process to clean part of the reservoir. If done, the priority should be in the area around Wild Goose Landing.
<b>Partners</b>	City, Down Town Committee, NorthWestern Energy, Parks Planning Committee
<b>Timeline</b>	Long-term

<b>1.3e</b>	<b>Create a bicycle rest stop at Wild Goose Landing.</b> Bicycle tourism in Montana is increasing, a 2013 University of Montana study found that cyclists touring in Montana spend on average \$75.75 per person per day, and to put Thompson Falls on the map for bicycle tourism, the City should consider building a bicycle rest stop at Wild Goose Landing. This site already has bathrooms. A covered area with benches for cleaning and repairing bikes, a kiosk with information about Thompson Falls, and potentially a limited number of camping sites could all be part of the facility.
<b>Partners</b>	City, Tour 200
<b>Timeline</b>	Long-term

**Objective 1.4 Create entrances to the community on the east and west side of downtown that represent the community’s historic past and cultural identity.**

The entrances to downtown Thompson Falls should signify to travelers along Highway 200 that they have entered the heart of a community with a unique history and culture, and that they should go no further.

**Actions**

<b>1.4a</b>	<b>Implement the design plan for Rose Garden/Fort Thompson Park as an entrance to the community from the east.</b> The conceptual design for the Fort Thompson Park at the site currently known as Rose Park should be implemented—see Figure 7. The water feature facing east will serve as an ideal entrance to the community from that direction. The waterfall is symbolic of one the most prominent outdoor attractions within the community and the depiction of David Thompson represents the town’s unique past and namesake. The playground (which is already in), the outdoor stage and shelter, public parking, and visitor’s center will contribute to the locations importance to the community and offer convenience to travelers.
<b>Partners</b>	City, Down Town Committee, Parks Planning Committee, MRL
<b>Timeline</b>	Mid-term



Figure 7: Rose Garden/Fort Thompson Conceptual Design Plan

<b>1.4b</b>	<b>Develop a statue or art piece representing the traditional industries of Thompson Falls as an entrance to the community from the west.</b> On the west end of Main Street at the intersection of the West Ramp, install a facility to serve as the entrance to downtown from the west. This facility could represent the town’s railroad or logging roots. The piece should be unique, visually interesting and highly visible. As any art piece will likely be sited along MT Highway 200, review and approval by the Montana Department of Transportation will be required.
<b>Partners</b>	City, Down Town Committee, Parks Planning Committee, MRL, MDT
<b>Timeline</b>	Mid-term

**Objective 1.5      Incorporate the area’s amenities into branding strategies, promotional materials, and community events.**

Incorporating Thompson Falls’ outdoor amenities into a branding and promotional strategy will not only benefit tourism, it will help attract people looking for a high quality outdoor experience who may also be searching for places to locate and start a business.

**Actions**

<b>1.5a</b>	<b>Develop one or two events that focus on the area’s recreational opportunities.</b> The downtown community should work with local groups to organize and promote one or two events each year that highlight recreational opportunities in Thompson Falls. Examples of events held throughout Montana that are successful include triathlons, endurance runs, fishing tournaments, motorcycle rides, and increasingly 24 hour mountain bike races. These events would be designed to attract participants from throughout the region, serving as advertisement for the community and the attractions it has to offer. These events should hold actives downtown such as start or finish lines, and/or award ceremonies.
<b>Partners</b>	Down Town Committee, local groups, area businesses
<b>Timeline</b>	Mid-term

<b>1.5b</b>	<b>Hold a fundraising event downtown for area trails.</b> To raise awareness and monies for the area’s trail system, the community should hold an “All Trails lead to Downtown” or an “Ales for Trails” micro-brew festival. The event can be a partnership between trail organizations and downtown business that will not only bring people downtown during the event, but will help fund the trails that will connect downtown to area amenities.
<b>Partners</b>	City, Chamber of Commerce, Down Town Committee, Downtown Business Owners, Thompson Falls Community Trails, Tour 200
<b>Timeline</b>	Mid-term

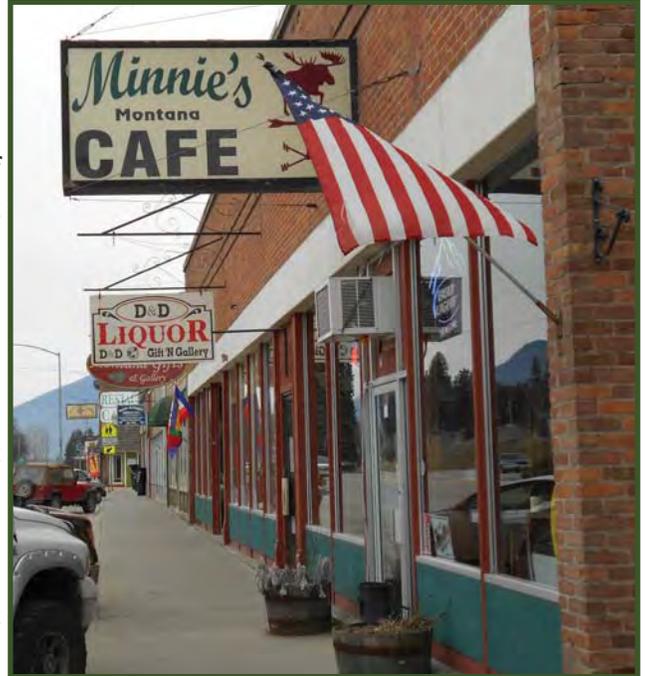


Figure 8: Conceptual drawing of art piece serving as a community entrance.

# Appearance



There are a number of reasons why the appearance of a community is so important. One is it helps the community distinguish itself. As discussed throughout this report, Thompson Falls should focus on what makes it unique. The appearance of Main Street, especially the setting, is no doubt unique. The appearance of a community also gives travelers a lasting impression. Even for people just travelling through Thompson Falls, how Main Street looks will establish the attitudes those people have of the community, and may influence their decision to return or not. Main Street in Thompson Falls is by no means an eye sore -- it is actually very attractive. But it is the potential of Main Street that could really turn Thompson Falls from a pass-through community into a destination for visitors, residents, and even new businesses. Throughout the public participation process, the appearance of Main Street was one of the primary things people wanted this plan to focus on.



## Goal #1 Create a built environment complementing the natural beauty of Thompson Falls that represents the community's high quality of life and attracts visitors, new residents and businesses.

### Objective 1.1 Provide incentives to improve the physical appearance of buildings on Main Street

The physical appearance of buildings on Main Street means everything to how residents of Thompson Falls see their city, and to how visitors perceive the town as a place to visit. A clean, consistent, kept-up look will not only attract more visitors, but also more residents and businesses. The challenge is the majority of buildings are private. Incentives are needed so property owners volunteer to clean up and maintain their slice of town.

### Actions

<b>1.1a</b>	<b>Create and adopt guidelines for building facades along Main Street.</b> Design guidelines are non-regulatory designs for buildings that will work towards creating a uniform look and theme on Main Street. The design guidelines, while adopted by the City Council, will only represent the City's preferred vision and will only be applied by landowners when they choose to do so. In situations when the landowner wishes to take advantages of incentives, then they must meet the guidelines. The guidelines should focus on structural elements of buildings, signs, and awnings that represent Thompson Fall's history and identity. The guidelines should be developed through a public process; preferably led by an architect with experience in this field. This could be funded through a Main Street Grant from the Montana Department of Commerce.
<b>Partners</b>	City, Down Town Committee, Downtown Property Owners
<b>Timeline</b>	Short-term



Figure 9: Conceptual drawing of building façade improvements.

<p><b>1.1b</b></p>	<p><b>Secure a Main Street Grant to fund small scale façade improvements.</b> Work with the Montana Department of Commerce to fund a façade improvement program through a Main Street Grant. The program would grant small amounts of money, \$5,000 or less, to land owners on Main Street who wish to make improvements to their building according to the design guidelines adopted by the City. This small scale program could fund improvements for five or six buildings. If successful, the City could continue the program but without the state funding source.</p>
<p><b>Partners</b></p>	<p>City, Down Town Committee, Downtown Property Owners</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>

<p><b>1.1c</b></p>	<p><b>Evaluate the potential to create a revolving loan fund to fund higher cost façade improvements.</b> The City should evaluate the potential to create a revolving loan fund of very low interest rate loans to landowners who wish to make larger improvements, in the neighborhood of \$20,000, to their facades. The improvements would have to be made according to the City’s design guidelines. The low interest loans would be paid back, and then could be reinvested into another property. The number of properties that could be improved is theoretically limitless as long as the loan program is in place.</p>
<p><b>Partners</b></p>	<p>City, Down Town Committee, Downtown Property Owners</p>
<p><b>Timeline</b></p>	<p>Long-term</p>

<p><b>1.1d</b></p>	<p><b>Utilize Sanders County Community Development Corporation’s (SCCDC) micro loan program to fund façade improvements.</b> By communicating the economic benefit to the community of the City’s design guidelines, the City could work with SCCDC to offer micro loans to property owners wishing to make façade improvements.</p>
<p><b>Partners</b></p>	<p>City, Down Town Committee, SCCDC, Downtown Property Owners, Local Banks</p>
<p><b>Timeline</b></p>	<p>Mid-term</p>



## Objective 1.2 Capitalize upon underutilized properties on Main Street

Underutilized properties such as vacant lots and empty buildings are often seen as blight upon the community. While these properties do exist in Downtown Thompson Falls, it is not nearly the problem faced in other small towns across the state. With a manageable amount of these properties, they can be seen as an opportunity for temporary uses until the time a higher and better use comes along.

### Actions

<b>1.2a</b>	<b>Encourage low-cost temporary uses on vacant properties.</b> On the handful of vacant properties on Main Street, match property owners to community groups wishing to install community based facilities such as community gardens, temporary art, or pocket parks. Other options include matching property owners to private uses such as food trucks or seasonal vendors. Use outdoor furniture and Christmas lights to make temporary outdoor dining areas. Simple low cost actions can turn vacant properties into vibrant, attractive community gathering places.
<b>Partners</b>	City, Down Town Committee, Downtown Property Owners
<b>Timeline</b>	Short-term

<b>1.2b</b>	<b>Create a one-stop source for information on vacant downtown properties.</b> There are several vacant properties in downtown Thompson Falls, each of which may be suitable for different businesses based on their size, layout, and what level of infrastructure/amenities they have in place. This sort of information needs to be pushed out to potential business owners who may be looking for commercial spaces in Thompson Falls or similar communities. This action is about marketing these vacant properties as assets to potential entrepreneurs. The ideal format would be a website (or webpage on a local site) that lists all available commercial properties in Thompson Falls and includes detailed information on each property.
<b>Partners</b>	City, Down Town Committee, Downtown Property Owners, local Realtors
<b>Timeline</b>	Long-term

<b>1.2c</b>	<b>Install community orientated displays in windows of vacant buildings.</b> Match property owners with empty storefronts to community groups or organizations wishing to advertise community events, projects, or private businesses. The simple action of putting information about the community in an empty storefront can turn a distracting vacant space, into an asset for the community and for the property owner. Events and projects can be temporarily displayed diminishing the impression of the vacant building.
<b>Partners</b>	City, Down Town Committee, Downtown Property Owners, Community groups
<b>Timeline</b>	Short-term



Figure 10: Conceptual pocket park on vacant lot downtown.

<b>1.2d</b>	<b>Promote development in the core area and within the community in general.</b> Collect data and resources on the benefits of developing downtown and within all of Thompson Falls in general. Summarize that information into marketable materials and work with local Realtors who have clients interested in commercial properties in downtown to distribute the information and promote the area. The information should include key demographics, tourism figures, traffic counts, and contacts within the City regarding permitting requirements and any requirements for development.
<b>Partners</b>	City, Down Town Committee, Downtown Property Owners, Area Realtors
<b>Timeline</b>	Mid-term

**Objective 1.3      Develop a consistent and attractive streetscape along Main Street**

Like the physical appearance of buildings, the streetscape is an important element of developing a unique sense of place that attracts new residents and visitors. The streetscape comprises the physical elements and infrastructure usually within the right-of-way of the street. Things considered part of the streetscape include lighting, banners, street trees, landscaping, seating, trash receptacles, public art and more.

**Actions**

<b>1.3a</b>	<b>Adopt a desired future condition for streetscape improvements on Main Street.</b> Adopt guidelines for streetscape improvements that communicate the desired future condition for improvements along Main Street. The streetscape improvements will be closely tied to the desired future condition for sidewalks. The guidelines for streetscape improvements will only be a vision document, the specific design and implementation of streetscape improvements on Main Street will need to be a partnership with the Montana Department of Transportation. The ability to achieve the desired future condition will be dependent upon the issues and constraints of individual improvement projects.
<b>Partners</b>	City, Down Town Committee, MDT
<b>Timeline</b>	Short-term

<b>1.3b</b>	<b>Work with MDT and other entities to identify funding sources to build streetscape improvements.</b> Funding streetscape improvements is expensive. The City will need to find outside funding sources. Some of these sources may be through MDT or other organizations. The ability to achieve the desired future condition will be dependent upon the issues and constraints of individual improvement projects.
<b>Partners</b>	City, Down Town Committee, MDT
<b>Timeline</b>	Long-term

**Table 1: Examples of streetscape improvements.**

Type of Improvement	Description	Intended Outcome
<b>Street Trees</b>	Upward branching trees spaced evenly in the outer zone of the sidewalk.	Creates buffer between pedestrian and roadway. Provides shade for pedestrians and parked cars. Reduces noise from traffic.
<b>Landscape strips</b>	At grade landscaped strips interspaced between street trees in the outer zone of the sidewalk.	Planter strips provide attractive areas where signs, hydrants, light poles and other necessary utilities are located keeping them out of the way of pedestrians, while providing an attractive border with the street.
<b>Landscape beds</b>	Raised landscape beds interspaced along the outer zone of the sidewalk and at bulb-outs	Creates buffer between traffic and pedestrians. Integrates benches into landscaping. Creates protected area for landscaping. Can be used for street trees but should not be used for utilities.
<b>Temporary planters</b>	Planters for landscaping that can be moved seasonally, but are heavy enough not to be carried off. Can be made of concrete, wood, or other materials. Can be placed in outer zone of the sidewalk, at bulb-outs, and in the building frontage zone.	Relatively inexpensive alternative to beds. They can be used to buffer pedestrians and traffic, frame entrances to buildings, and frame crosswalks.
<b>Seating</b>	Benches placed in utility zone in areas of high pedestrian traffic or special interest.	Provides places to sit, interact and observe. Usually placed in areas with high visibility and near trash receptacles.
<b>Lighting</b>	Pedestrian scale lighting for sidewalks, paths and crosswalks. Additional lighting for automobiles on the street may still be needed. Placed in between street trees at a given interval in the utility zone.	Provides for a safe walkable environment. Frames buildings and street trees making an attractive and inviting nighttime area.
<b>Trash Receptacles</b>	Garbage cans and cigarette ash trays strategically placed to help keep Main Street clean and attractive.	Trash cans located at each corner that are easily accessible and emptied will be one of the most utilized public streetscape improvements
<b>Public Art</b>	Examples include murals, banners, decorative signs and sculptures. They can be temporary or permanent, created by community members or commissioned artists.	Public art will help establish the community's unique identity, encourage community pride, depict cultural and historic character, and add interest to public spaces.



Figure 11: Conceptual drawing of streetscape improvements.



## Part Three: Existing Conditions Analysis

### Current Land Use Patterns

Downtown can mean different things to different people. For a downtown master planning process, identifying a study area boundary or defining a planning area is not always necessary. Rather, we should recognize that downtown and the surrounding areas are interrelated. This plan generally focuses on the core area of Thompson Falls, which some might consider the community’s “downtown,” but many of the strategies will extend beyond the core area, into adjacent neighborhoods and beyond.

An aerial view of Thompson Falls shows a community of about 1,300 people covering about 1,000 acres along the Clark Fork River in northwest Montana. It is the county seat of Sanders County, and is a locally important community for daily services and employment. Zooming in even closer, Highway 200 and a major rail corridor split the city. The major employers are located on the eastern edge of town. The downtown area is sandwiched between the rail line and the reservoir created by Thompson Falls Dam.

#### Part Three Contents

- Current Land Use Patterns
- Public Outreach and Involvement
- Demographic and Economic Indicators
- Retail Trade Analysis

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### KEY FINDINGS—EXISTING LAND USE

There is limited housing available in the core area

Office / Professional businesses make up the largest share of businesses in downtown

Opportunities to capitalize on the existing supply of parking

Connectivity between downtown and the surrounding neighborhoods and amenities can improve

Sidewalks on Main Street could be wider in spots

There are many historic, culturally significant and recreational amenities in and around downtown

There are some long term vacancies in buildings downtown

There are a number of properties that could be developed or repurposed

## Land Use Areas

The plan’s focus is on the central area of Thompson Falls, a strip of Main Street and the surrounding area about a mile and a quarter long. In this area, you can find four major land use areas.

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### NEIGHBORHOODS

This is where single family residential land uses are dominant. Some duplexes and apartments, and a occasionally commercial use may also be found. Neighborhoods can be found north of the railroad tracks and south of Main Street along the river.




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### TRANSITIONAL AREAS

Transitional areas are a mix of commercial, office, residential, or other uses without a defined land use pattern. These areas often display a more suburban, auto-dependent development type. Transitional areas can be found off Main Street on the west end of town.




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### CORE AREAS

Core areas are what most people would consider the downtown of a community. The streets are lined with sidewalks; buildings take up most of the land area. Travel to and from the area may be by car, but all trips from the car to your destination involve walking.




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### PARKS & RECREATION

Recreation areas are properties either privately or publically owned that are open to the public for their use and enjoyment. Recreation areas can be found anchoring the east and west entrance of the core area, along Main Street between the highway and the train tracks, and to the south of downtown along the reservoir and river.



## Land Use Map

The Land Use Map identifies the location of the four existing land uses in the area of focus. The land uses areas, described above are neighborhoods in orange, transitional areas in purple, core areas in red, and recreation in green.



Figure 12: Existing Land Use Map.

## Housing Inventory

Most of the housing in Thompson Falls is located outside of the core area, either in neighborhoods directly adjacent to the south side of the core area and across the tracks from Main Street to the north. However, there is some housing in the core area. Most of the housing is single family residential, but there also are some apartments, and a limited number of second floor lofts above commercial spaces.

Based on parcels classified as residential by the Montana Cadastral, there are 18 residential tracts in the core area of Thompson Falls. This represents about 10% of the core area’s land base.

According to the Montana Cadastral land evaluation methodology, the taxable value of residential parcels in the core area totals \$2,037,166, averaging \$113,175 per tract. This evaluation is not a representation of the real estate market value of these parcels.

## Business Inventory

There are roughly 60 businesses operating in the core area of Thompson Falls. The majority of these businesses are locally owned and operated with many having appealing storefronts and unique merchandising.

In June of 2015, a general business inventory for this plan was completed for the core area. Through this inventory, businesses were loosely classified into five categories based on the US Department of Labor SIC Division Structure. The majority of business in the core area are classified as Office / Professional, followed by Eating and Drinking Place, Banking / Financial, Medical, and finally Entertainment.

Based on parcels classified as commercial by the Montana Cadastral, there are 42 commercial tracts in the core area of Thompson Falls. This represents commercial properties, not businesses. The land area considered commercial represents about 37% of the core area’s land base.

According to the Montana Cadastral land evaluation methodology, the taxable value of commercial parcels in the Core Area totals \$11,803,488, averaging \$281,035 per tract. This evaluation is not a representation of the real estate market value of these parcels.

## Parking

There are essentially three types of parking in the downtown area. On-street parking, off-street public parking, and off-street private parking — all of which are important to the overall supply and demand of parking in downtown Thompson Falls.

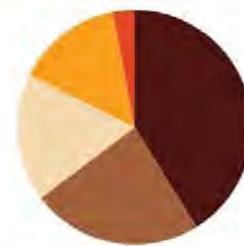
### KEY HOUSING STATS

**681 Total Housing Units**  
 618 occupied units  
 9.3% vacancy rate  
 64% of housing is owner occupied  
 2.11 people per household



Source: 2010 US Census

### KEY BUSINESS STATS



- Office / Professional (41%)
- Eating and Drinking Places (24%)
- Banking / Financial (18%)
- Medical (15%)
- Entertainment (3%)



Figure 13: Core Area Housing.

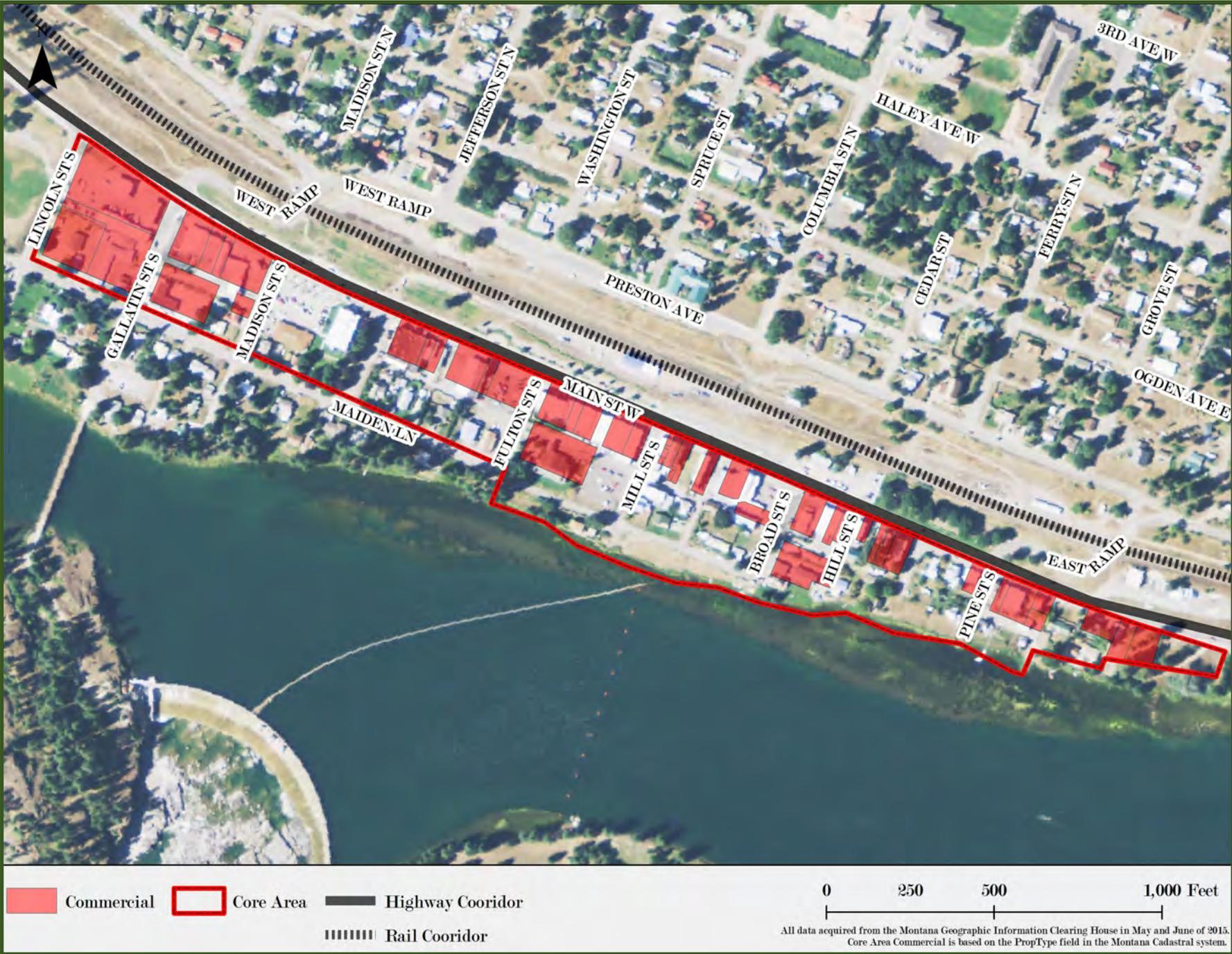


Figure 14: Core area commercial.

On-street parking is managed by the City and the Montana Department of Transportation. There is angled parking and parallel parking. The on-street parking in the downtown is free, however there are areas where it is prohibited or restricted to loading zones and a two-hour limit. On-street parking is primarily found along Main Street, but unimproved, unmarked on-street parking is allowed on most side streets.

Public off-street parking includes improved parking lots where spaces are well defined. These lots are found at sites on both the east and west side of the downtown area and north of Main Street. Public off-street parking also includes less improved gravel or dirt lots, which can be found east of downtown and at the Museum.

Private off-street parking is privately owned and managed parking that is usually used at the discretion of a specific business or property owner.

Through interviews, survey findings and observations, parking does not appear to be a major concern except during summer months. Most concern is likely due to the lack of available spots where demand is the highest — along Main Street where the highest concentration of businesses are located. Overall, there is more capacity than demand at present.

The highest demand for parking is generally during regular business hours on weekdays and in the summer. Demand drops in the evenings. If downtown grows or visitation increases, parking could become an issue over time. Strategies to maximize use of existing capacity would then need to be identified. Potential opportunities include parking on the west bound side of Main Street, in alleys and on side streets.





Figure 15: Parking in Downtown Thompson Falls.

## Access and Mobility

Access to and mobility in downtown are critical to the success of a community. Downtown Thompson Falls is fairly separated from the rest of town, and the easiest way to get downtown is by car. The primary barrier to foot traffic are Highway 200 and the rail corridor. It is not a surprise to find that 97% of people surveyed say they go downtown by car.

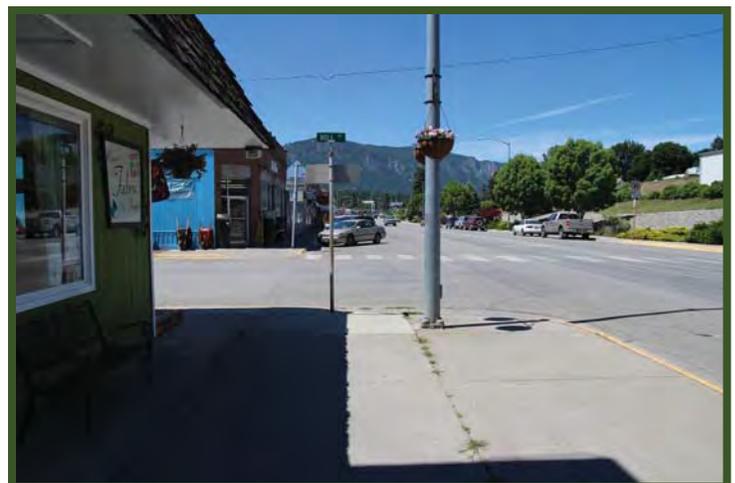
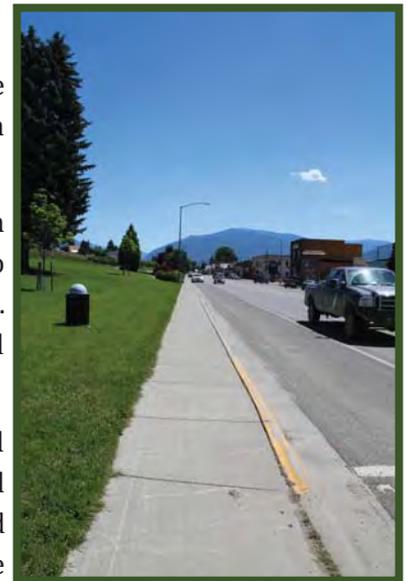
There are three crossings of the tracks between the neighborhoods to the north and the core area. Two of them are roads, the westernmost has sidewalk to the tracks but not beyond. The eastern road crossing lacks any pedestrian facilities. There is a pedestrian crossing north of the intersection of Main Street and Columbia Street. While this pedestrian crossing is improved, it likely does not meet modern safety standards.

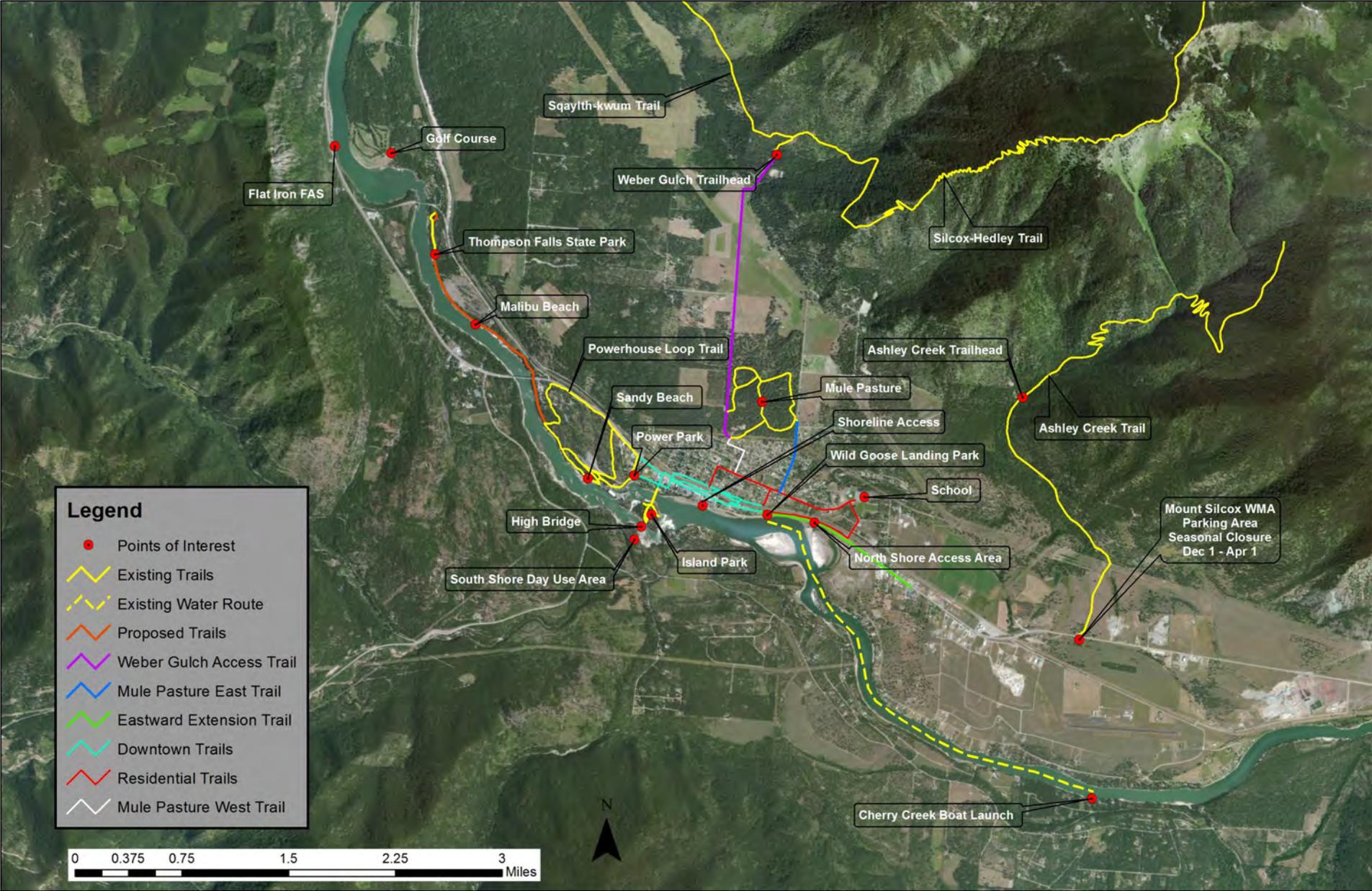
Within downtown, Main Street is lined with sidewalks on both sides. On the north side of the road, the sidewalk is estimated to average 5 feet wide. On the south side of the road, where all the businesses are located, the sidewalk width varies. In spots it is only 5 feet wide, and in others it is at least 12 feet wide. In general, there is a correlation between sidewalk width and pedestrian activity. Wider sidewalks are preferable.

Most of the side streets in downtown do not have pedestrian facilities, let alone curbs and gutters. The streets do create a grid, providing connectivity from Main Street to the River.

The core area is anchored by two parks on the west and east ends. Ainsworth Field Park is currently being improved, but there is not a pedestrian connection to the core area. Wild Goose Landing does have a sidewalk connection to downtown. Two of the most prominent recreation areas in Thompson Falls, Island Park and High Bridge, do not have continuous pedestrian connections to the core area.

Thompson Falls has an active group working to develop a trail system in and around the community. The Thompson Falls Community Trails group completed a planning process, and has produced a map of their vision for non-motorized transportation. This vision includes many connections in and around the core area—see Figure 16.





**Figure 16: The Thompson Falls Community Trails group’s vision for non-motorized transportation in and around Thompson Falls. This map was prepared by the Thompson Falls Community Trails group.**

## Historic, Recreational and Cultural Assets

### Historic Assets

There are 18 sites designated on the National Register of Historic Places in Thompson Falls. Seventeen are structures and one is a historic district, the Thompson Falls Hydroelectric Dam Historic District. Most of the sites on the Historic Registry are located in or around the downtown area.



Name	#
Ainsworth House	1
Gem Saloon	2
IOOF Lodge	3
Northern Pacific Warehouse	4
Preston House	5
Bedard House	6
Griffen House	7
Grandchamp House	8
House at 112 Park Street	9
House at 916 Preston	10
Hoyt House	11
Rinard House	12
Sanders County Jail	13
Thayer House	14
Weber's Store	15
Ward Hotel	16
Tourist House	17

### Cultural and Recreational Assets

Cultural and recreational assets could be considered part of the quality-of-life infrastructure that makes Thompson Falls such an enjoyable place to live. These assets extend far beyond downtown but the map in Figure 17 focuses on the assets in the downtown area.



Name	#
Ainsworth Field Park	1
Old Jail Museum	2
Sanders County Courthouse	3
City Hall	4
Fish Ladder	5
High Bridge	6
Wild Goose Landing	7
Fort Thompson/Rose Garden	8
Thompson Falls Public Library	9
Island Park	10
South Shore Day Use Area	11
Shoreline Access	12

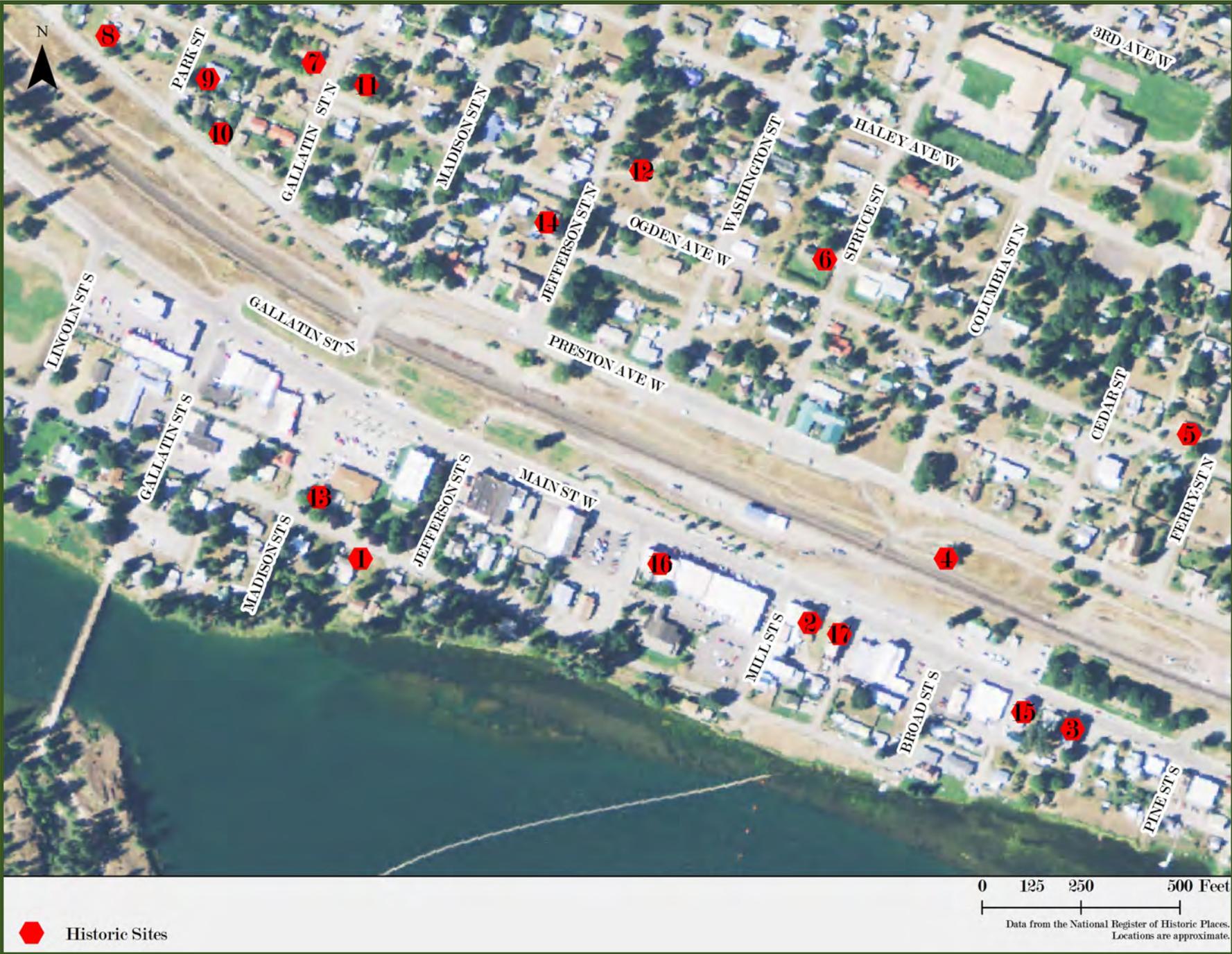


Figure 17: Location of historic resources in the downtown area.



Figure 18: Location of cultural and recreational assets.

## Underutilized or Vacant Properties

While underutilized and vacant properties represent opportunity in a growing downtown, in a struggling downtown, they are often considered blight. As the country and region continue to climb out of the recession, tourism will once again increase. In addition, the economic analysis described later in this report indicate there is room for growth in downtown. In Thompson Falls, these properties should be considered opportunities.

Underutilized properties are those that already have a use, but that use might be very limited or could be changed to a better or higher use. An example might be a structure on only a portion of a property, or a store that receives very little traffic.

Vacant properties are self explanatory: these include properties without structures and buildings without tenants. About a half dozen vacancies existed in June of 2015 when a walking survey was completed. It is important to note that any downtown has buildings without tenants — it is not a cause for alarm. What is more important is the length of the vacancies. Through interviews, it appears that vacancies can occasionally run long, or the businesses turn over very quickly.

There are a handful of vacant properties in downtown. A couple are on Main Street in the heart of the commercial area, creating a gap in the urban fabric. In addition, there are a number of vacant lots on the east end of downtown.



Figure 19: Location of underutilized properties in downtown.

# Public Outreach and Involvement

## Public Workshop

On June 9, 2015 the Thompson Falls Down Town Committee and Land Solutions, LLC held a public workshop to discuss ideas for downtown and to obtain feedback from community members. The workshop was advertised in the June 4th addition of the Sanders County Ledger. The paper also ran a front page article on the downtown plan and workshop on June 4th. Businesses throughout town posted flyers advertising the workshop. The Down Town Committee mailed an invitation to around 120 potential stakeholders. Approximately 40 individuals attended the workshop.

Mayor Carla Parks kicked off the workshop by welcoming the participants and introducing the consultants. The consultants gave a short presentation on why to plan for downtown, and explained the format of the workshop. The attendees then broke into groups and worked together to identify downtown Thompson Falls' strengths, weakness and opportunities for improvement. Following the breakout session, each group reported back to all those in attendance their top results. The workshop closed with the consultants explaining the next steps in the process, and leading an open public comment period.

### Workshop Results

Below are the key findings from the group breakout sessions.

## KEY FINDINGS—PUBLIC WORKSHOP

The top strengths of downtown Thompson Falls include the proximity to recreation and natural amenities, and the beauty and isolation that create the sense of community and quality of life

Top weaknesses of downtown Thompson Falls include the lack of directional signage and promotions and the need for more events

Top opportunities include the potential to create a consistent theme downtown, increased promotions to increase visitors, and continued improvement of recreation opportunities



## STRENGTHS OF DOWNTOWN

- ◆ Trail System
- ◆ Parks
- ◆ Access to Cherry Creek
- ◆ Fish ladder
- ◆ Access to Clark Fork River
- ◆ Proximity to outdoor recreation (hunting, fishing, camping, Clark Fork River)
- ◆ Thompson Falls' walkability
- ◆ Sense of community and quality of life
- ◆ High Bridge
- ◆ Cheap land prices
- ◆ Civic engagement
- ◆ Ainsworth Field Plan
- ◆ Nearby natural resources
- ◆ Compact downtown

### WEAKNESSES OF DOWNTOWN

- ◆ Inadequate signage highlighting Thompson Falls' attractions – i.e. trail system, high bridge, river access
- ◆ Lack of good walking paths from uptown
- ◆ Appearance of water in downtown - algae, seaweed, and driftwood make water look dirty and uninviting
- ◆ Lack of events to draw non-resident visitors
- ◆ Lack of a visual theme unifying downtown
- ◆ No one-stop-shop for local information
- ◆ Lack of funding for community activities
- ◆ Little parking for RV's
- ◆ Lack of evening attractions to draw people downtown
- ◆ Downtown businesses have inconsistent and limited operating hours
- ◆ Downtown is on one side of Main Street, essentially cutting downtown in half
- ◆ Parking
- ◆ Eastside entrance to Thompson Falls is uninviting
- ◆ Lack of street lighting
- ◆ Riley Creek Mill site – blighted area

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### OPPORTUNITIES FOR DOWNTOWN

- ◆ Restore Clark Fork River frontage near downtown
- ◆ Develop consistent signage that highlights Thompson Falls' attractions
- ◆ Add wayfinding signs that direct visitors to Thompson Falls' attractions
- ◆ Restore Rex Theater and Black Bear Hotel/Café
- ◆ Develop a one-stop-shop for visitor information
- ◆ Promote and market Thompson Falls' to nearby population centers – focus on outdoor recreation, parks & trails, and events
- ◆ Promote Thompson Falls' trails and parks
- ◆ Create a unified theme for Thompson Falls and develop uniformity in storefronts
- ◆ Restore aging buildings and storefronts
- ◆ Add more cross walks on Main Street
- ◆ Upgrade telecommunications infrastructure to attract telecommuters
- ◆ Organize more events and festivals that attract non-resident visitors
- ◆ Piggy back on nearby events
- ◆ Expand trail system
- ◆ Develop a vision for the Riley Creek Mill site
- ◆ Create events calendar

## Consumer Preferences (Survey Results)

In mid-May of 2015 a community wide survey was released to obtain feedback from area residents on issues related to downtown Thompson Falls. Of the 108 survey respondents, 50% live in Thompson Falls, 42% live outside Thompson Falls in Sanders County, and 9% live outside Sanders County.

The majority of survey respondents (79%) do most of their grocery shopping in Thompson Falls. However, only 13% of respondents stated they do most of their non-grocery item shopping in Thompson Falls, with 56% choosing Missoula and 19% electing to shop online. These figures are not surprising given the fact that consumers have a broader selection of goods and services in Missoula and via online retailers. This last sentiment was echoed in the survey results with 94% of survey respondents stating that the limited selection of goods and services is a disadvantage of shopping in downtown Thompson Falls, followed by high prices (57%) and limited hours (49%).

In terms of advantages to shopping in downtown Thompson Falls, 87% of respondents cited supporting local business, followed by convenience (77%) and knowing store owners and employees (66%).

When asked about which activities were most important to improving downtown, 63% of respondents said that restoring older buildings is very important or important. Respondents also voiced a need for more events with 59% stating that adding more events is very important or important.

### KEY FINDINGS—CONSUMER PREFERENCES

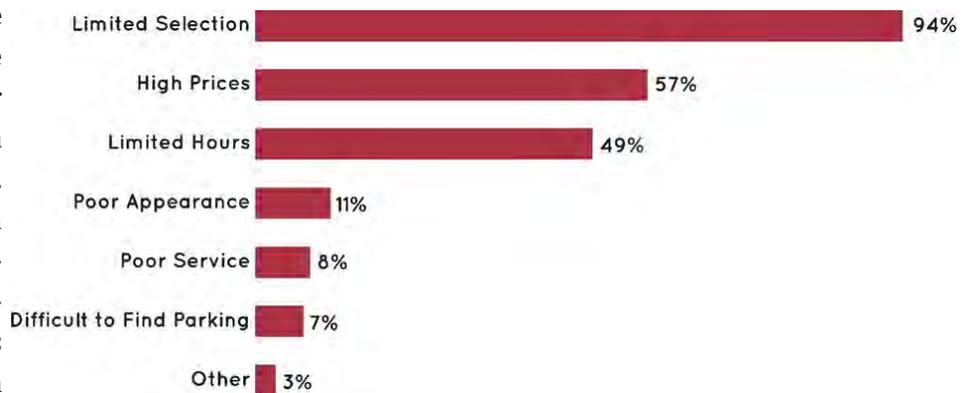
People come downtown to eat and drink, for entertainment and for shopping

The vast majority of people drive downtown, and surprisingly, they are satisfied with the parking

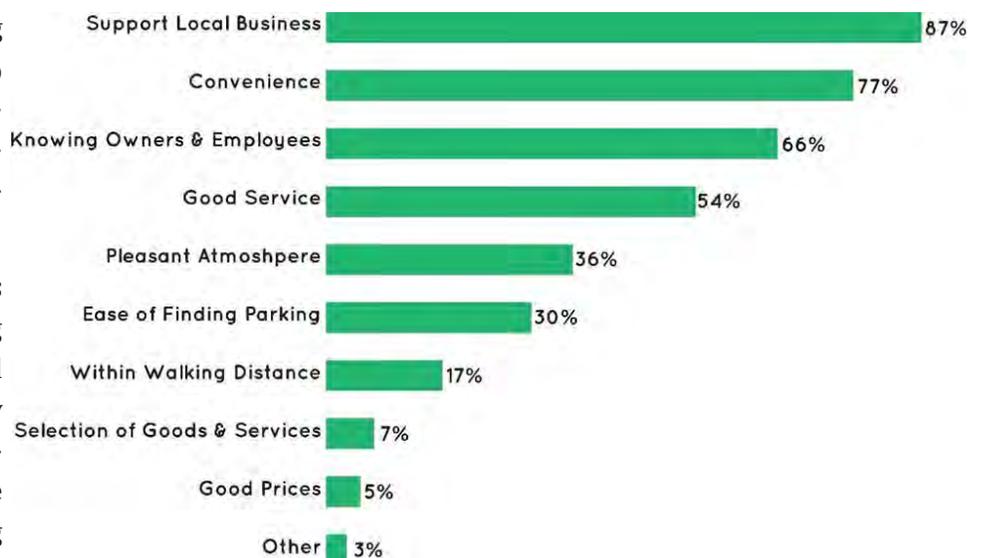
People think it is important to improve the appearance of downtown and restore historic buildings

Survey results show people want a greater variety of businesses and more events in downtown

### WEAKNESSES OF DOWNTOWN

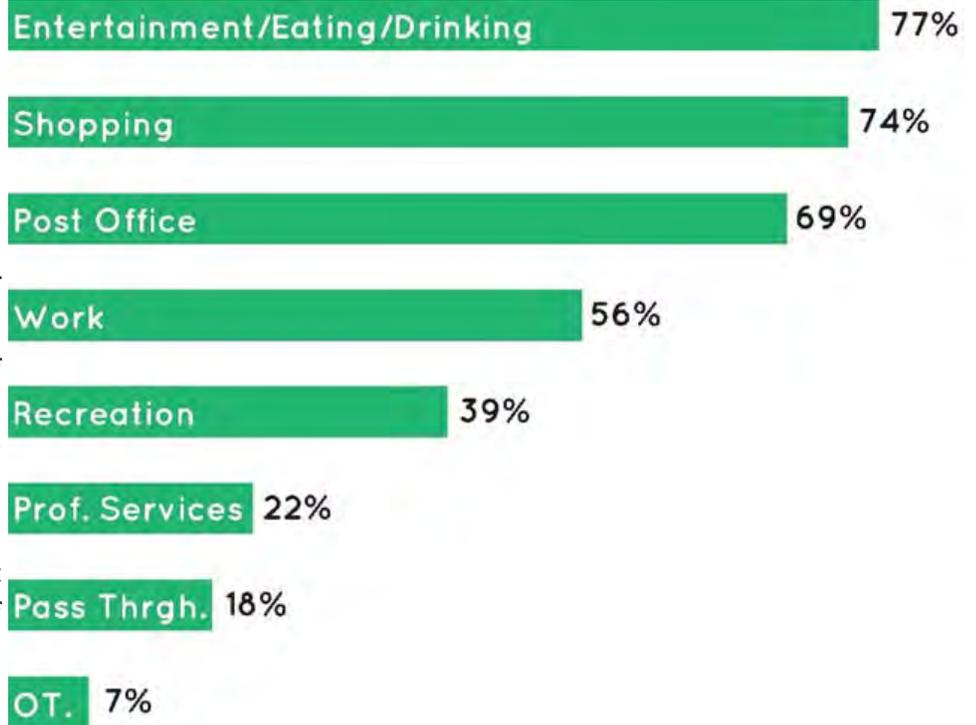


### STRENGTHS OF DOWNTOWN



When asked to rate downtown Thompson Falls in various categories, 88% of respondents categorized the friendliness of business owners as excellent or good. However, 76% of respondents categorized the variety of businesses as fair or poor. In terms of operating hours in downtown, 58% of respondents categorized the convenience of store operating hours as fair or poor. In light of this last figure, respondents were also asked when they do most of their shopping. 30% of respondents do most of their shopping during normal business hours (weekdays 8 A.M. – 5 P.M.). However, a substantial number of respondents noted that they do their shopping during off hours – 32% after 5:00 P.M on weekdays and 32% on Saturdays.

**WHY PEOPLE COME DOWNTOWN**



**Voices from downtown**

**Select quotes from the survey**

When asked “what other actions do you feel are important to improving Downtown Thompson Falls? People stated...

*“Improvement of access to the river. There are streets that end at the river. Each of these streets have river access that is not kept up or improved.”*

*“Focus on the substance of good business rather than just the appearance.”*

*“More activities to bring people to our town.”*

When asked “if you could CHANGE two things about Downtown Thompson Falls what would they be?” People stated...

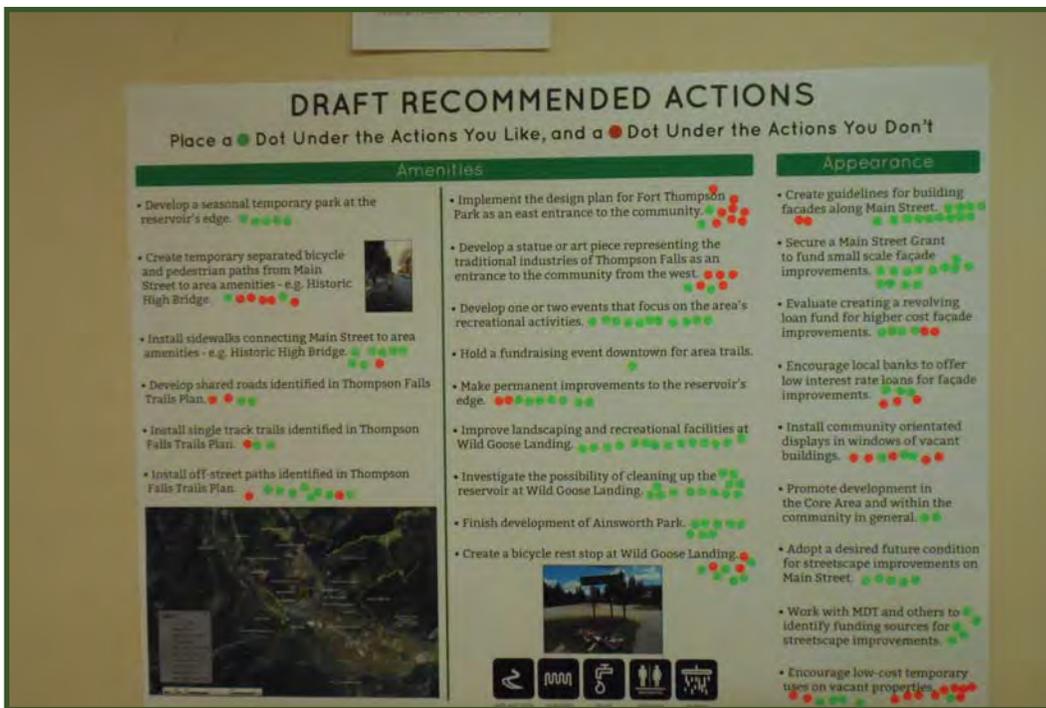
*“More entertainment”*

*“More use of trees and greenery intermixed with hardscapes, to make the main sidewalk more appealing, along with wider walking space with tables to sit outside and enjoy the shade and scenery. “*

*“Do something with the Black Bear Hotel”*

## Open House

On August 18th, 2015 the Thompson Falls Down Town Committee and Land Solutions, LLC held a public open house to share a series of draft implementation actions with Thompson Falls community members. At the open house community members were led through an exercise where they were asked to prioritize which actions they felt were most needed in Thompson Falls and which actions they felt were not well suited for the community. Over 40 people attended the open house, with the majority of feedback being positive. Open house attendees expressed strong support for actions geared towards branding and promoting Thompson Falls, while actions that were more regulatory in nature received more negative feedback. Based on the feedback received at the open house, the draft implementation actions were revised to better reflect the interests and values of Thompson Falls community members.



## Business Owners Survey

In June of 2015 a survey was sent out to all business owners in downtown Thompson Falls. The business owner's survey expanded on the community-wide survey by asking specific questions that addressed unique issues faced by small business owners. In total, 16 business owners responded to the survey.

In response to the question, "What changes in downtown Thompson Falls do you feel would bring the most improvement?" the following common themes emerged from respondents:

- Uniform theme
- Improved signage

- Clean up vacant lots and buildings on Main Street
- Visitors Center
- Designated RV parking

In terms of infrastructure, over half of respondents noted a need for pedestrian improvements, including more high visibility cross-walks and better maintained sidewalks. Other infrastructure needs highlighted included more attractive lighting and general upkeep of storefronts.

When asked about options for financing downtown improvements, business owners had varying opinions. Business owners were generally not supportive of an additional tax being levied on downtown businesses (e.g. a business improvement district) with 37% of respondents stating they are “unsupportive” or “very unsupportive” of this approach with 56% undecided. A voluntary membership fee for a downtown association received more positive support however, with 56% percent of respondents stating they were either “supportive” or “very supportive” of this approach.

**Table 2. Summary of the results on funding mechanisms from the business owners survey.**

	Very Supportive	Supportive	Undecided	Unsupportive	Very Unsupportive
Additional Tax Levied on Downtown Properties	0%	6%	56%	25%	12%
Voluntary membership fee for a downtown association	25%	31%	25%	6%	6%
Resort tax	25%	6%	56%	0%	6%

# Demographic & Economic Indicators

Beginning in 1980 Thompson Falls' population began steadily decreasing. While the rate of decrease has leveled out since the 1980s, Thompson Falls' population continues to decrease. As of 2013 the population of Thompson Falls was estimated at 1,131, which is a 14% decrease since 2000.

At the same time, Thompson Falls' population is also aging. Between 2000 and 2013 the median age increased from 40.9 to 46.6 and the percentage of individuals over the age of 65 increased from 17% of the total population to 26%.

Along with state and national trends, locally the aging trend is largely due to two factors. First, cheap land prices in the Thompson Falls area have attracted retirees from outside the area. Second, the lack of suitable employment opportunities in Thompson Falls has caused younger, working age adults to leave the area to find employment. This last fact is reinforced by employment data showing that between 2000 and 2013 the unemployment rate in Thompson Falls increased from 4% to 12%. During this same time period the percentage of employed individuals in the labor force decreased from 51% to 45%.

At the same time unemployment rose, the occupational mix also changed. Since 2000 the percent of individuals employed in the service occupations has more than doubled, while the percent of individuals employed in sales and office occupations has decreased by six percentage points. See the Thompson Falls snapshot on following page.

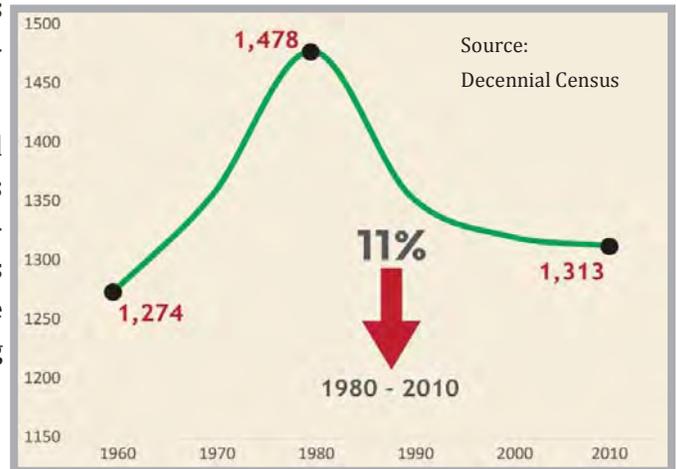
## KEY FINDINGS—DEMOGRAPHICS

The long term population trend is declining  
 The average age is increasing  
 Long term unemployment rates have been rising

## KEY STATS

	2000	2013
POPULATION	1,321	1,131
MEDIAN AGE	40.9	46.6
MEDIAN HOUSEHOLD INCOME	\$28,103	\$32,031
AVERAGE HOUSEHOLD SIZE	2.38	2.27

## POPULATION TRENDS

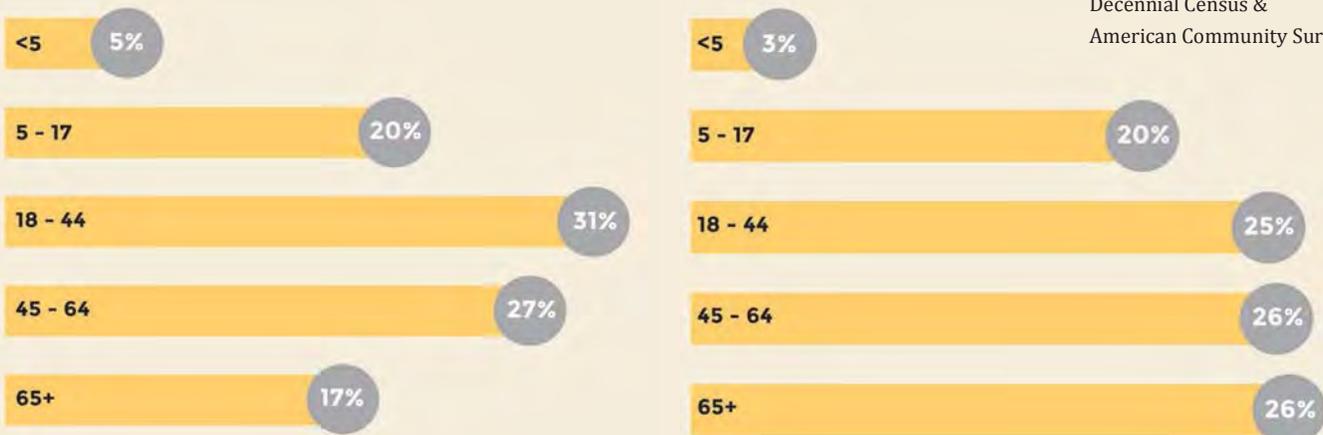


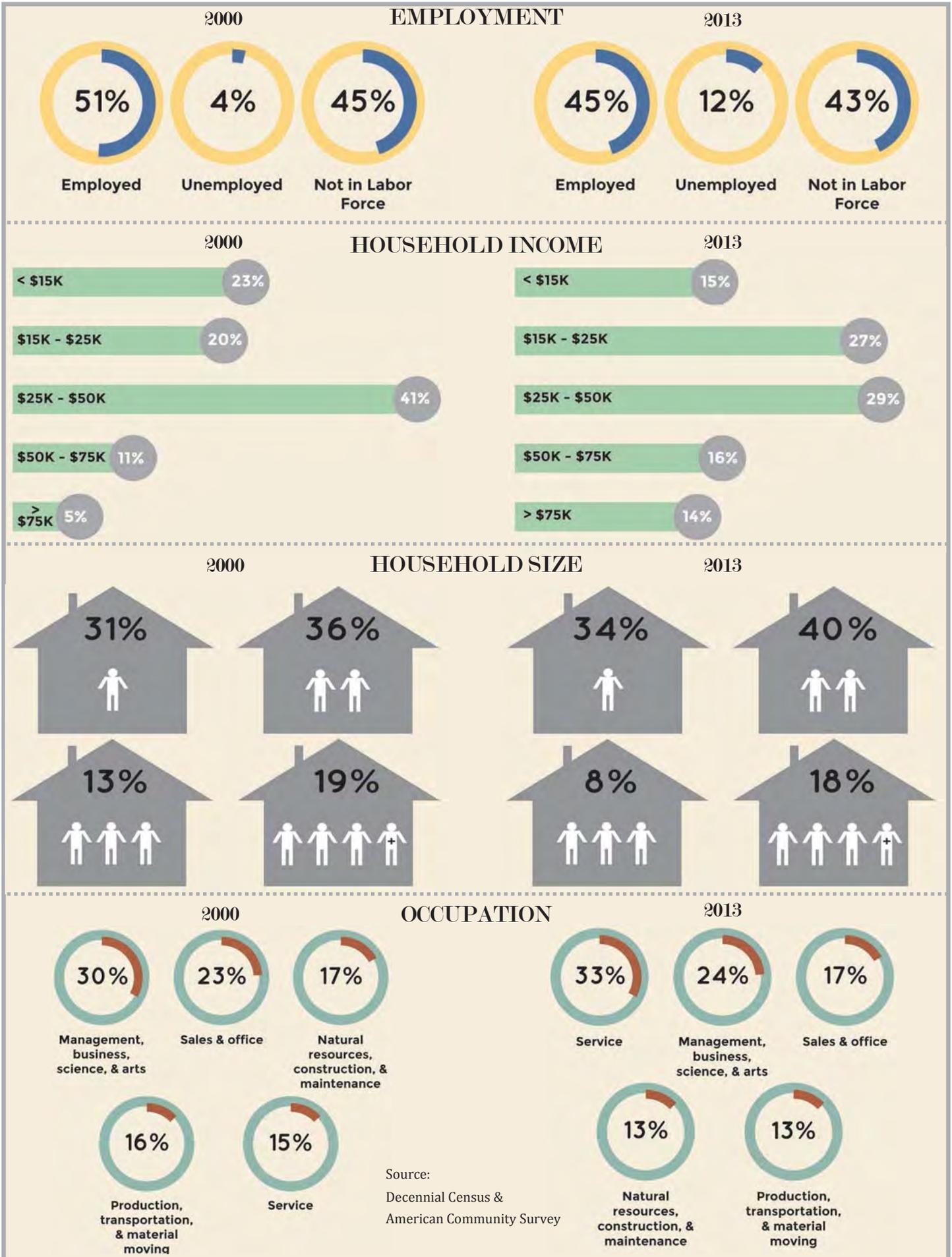
2000

## AGE DISTRIBUTION

2013

Source: Decennial Census & American Community Survey





## Peer Communities

A peer community analysis was performed to see the direction Thompson Falls is moving relative to other communities in Montana. The communities chosen for this analysis are Darby, Eureka, Stevensville and the state of Montana as a whole. These communities were chosen based on similarities in population size, economic base and proximity to natural amenities. For the peer communities analyzed, only Thompson Falls and Darby decreased in population between 2000 and 2013 – see Table 3. In terms of aging, all peer communities and the state of Montana are aging, with increases in both median age and the percentage of individuals over the age of 65. However, Thompson Falls has the highest median age and is tied with Eureka for the highest percentage of individuals over the age of 65. Across all peer communities the unemployment rate increased between 2000 and 2013, with Thompson Falls having the second lowest unemployment rate at 12%. During this same time period, the percentage of individuals in the labor force who are employed decreased for all communities with the exception of Eureka.

**Table 3. A comparison of demographic trends between Thompson Falls and peer communities.**

		Popula- tion	Median Age	% Over 65	Median HH In- come	Unemploy- ment	% Employed
<b>T-Falls</b>	<b>2000</b>	1,321	40.9	17%	\$28,103	4%	51%
	<b>2013</b>	1,131	46.6	26%	\$32,031	12%	45%
	<b>Change</b>	<b>-14%</b>	<b>5.7</b>	<b>9%</b>	<b>14%</b>	<b>8%</b>	<b>-6%</b>
<b>Darby</b>	<b>2000</b>	710	32.7	9%	\$25,221	7%	56%
	<b>2013</b>	585	42.6	12%	\$33,235	18%	44%
	<b>Change</b>	<b>-18%</b>	<b>9.9</b>	<b>3%</b>	<b>32%</b>	<b>11%</b>	<b>-12%</b>
<b>Eureka</b>	<b>2000</b>	1,017	40.2	18%	\$27,120	10%	44%
	<b>2013</b>	1,121	45.2	26%	\$25,980	18%	47%
	<b>Change</b>	<b>10%</b>	<b>5</b>	<b>8%</b>	<b>-4%</b>	<b>8%</b>	<b>3%</b>
<b>Stevens- ville</b>	<b>2000</b>	1,553	38.9	21%	\$27,951	5%	54%
	<b>2013</b>	2,041	39.4	23%	\$29,819	16%	49%
	<b>Change</b>	<b>31%</b>	<b>0.5</b>	<b>2%</b>	<b>7%</b>	<b>11%</b>	<b>-5%</b>
<b>Montana</b>	<b>2000</b>	902,195	37.5	13%	\$33,024	4%	61%
	<b>2013</b>	998,554	39.9	15%	\$46,230	7%	60%
	<b>Change</b>	<b>11%</b>	<b>2.4</b>	<b>2%</b>	<b>40%</b>	<b>3%</b>	<b>-1%</b>

Source: Decennial Census & American Community Survey

# Retail Trade Analysis

To understand the role Thompson Falls currently plays in the area’s economy, a basic retail trade analysis was completed using ESRI Business Analyst Online, which provides custom market analyses using extensive demographic, consumer spending and business data from a variety of public and private sources. This analysis identifies three things:

## **The Primary Trade Area for Thompson Falls**

The Primary Trade Area represents the area where downtown Thompson Falls will draw the majority of its customers.

## **Sectors of the economy where Retail Leakage is occurring**

Retail leakage occurs when consumers are making purchases outside of the trade area, indicating that the supply of locally available retail goods is inadequate or that prices are not competitive enough to meet local demand. Retail leakage represents opportunity in the economy, areas where businesses could theoretically expand.

## **Sectors of the economy where Retail Surplus is occurring**

Retail surplus occurs when sales are greater than local consumer demand. A surplus signifies that the trade area is attracting outside spending. This is good because it most likely means people from outside the area, probably tourists, are spending money in Thompson Falls.

The Retail Trade Analysis gives insight into what sectors of the economy have the potential to expand in downtown Thompson Falls and provide the basis for further study.

## **Primary Trade Area**

Based on Thompson Falls’ location within the region, the distance to competing markets, physical barriers and drive times, the primary trade area (PTA) stretches from Noxon to Plains along the Highway 200 corridor.

One strategy to expand a local economy is to grow the size of the PTA. Two possible strategies to expand a PTA include building new transportation connections or developing facilities that can draw customers from competing markets. In Thompson Falls’ case, expanding the PTA is not likely to prove to be an effective strategy. There are two reasons for this: First, the competing markets are likely the much larger communities of Sandpoint and Missoula. Secondly, the physical barriers in the area prevent establishing new transportation corridors and connections.

This is where the retail leakage and surplus analysis comes into play. It will help understand sectors in the economy that are

## KEY FINDINGS—RETAIL TRADE ANALYSIS

Thompson Falls primary trade area is unlikely to grow

The greatest opportunity to capture more of the market lies in general merchandise

The analysis shows there are opportunities for more businesses in downtown Thompson Falls

under-performing and over-performing in the PTA. Under-performing sectors represent opportunity to grow within the existing PTA, and over-performing sectors represent sectors of the economy where Thompson Falls is perhaps out competing other markets or attracting tourism.



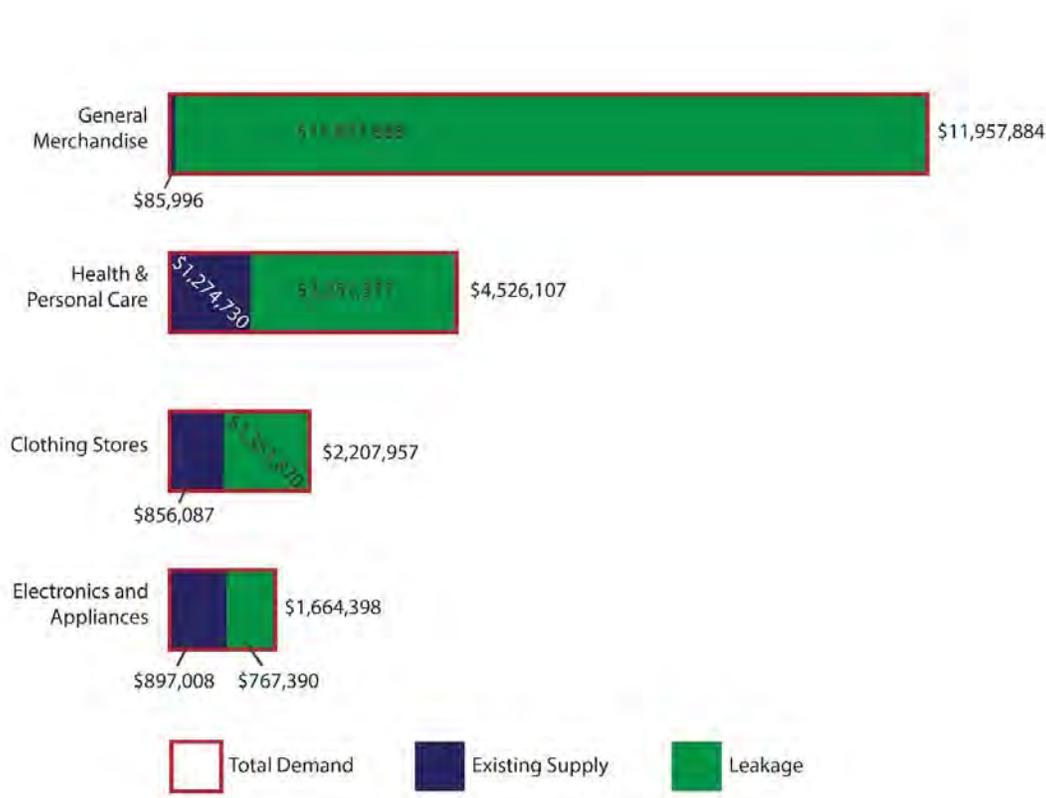
## Retail Leakage and Surplus Analysis

The retail market analysis compares total local sales (supply) with total consumer expenditures (demand) for residents of the Thompson Falls trade area. Retail leakage occurs when trade area consumers are making purchases outside the trade area, indicating that the supply of locally available retail goods is inadequate or that prices are not competitive enough to meet local demand.

As can be seen in Table 4 on the following page, the Thompson Falls trade area has a retail surplus for the sum of industry categories analyzed, which makes sense because it is the primary local shopping destination for area residents and also draws shoppers from outside the region during summer months. However the trade area is experiencing major retail leakage in general merchandise, health care, clothing and electronics. This indicates there is demand for these kinds of businesses in Thompson Falls as a whole and possibly in the downtown area.

Because of the small market size of the Thompson Falls trade area, the exact dollar figures presented in Table 4 should not be the focus; instead, the retail gap figures generally show where additional consumer spending might be captured by businesses in both the downtown and the greater Thompson Falls area.

Categories with Major Retail Leakage



Source: ESRI Business Analyst Online

The table below is the full outcome of the retail market analysis per economic sector. The column labeled demand represents the calculated demand based on the PTA for Thompson Falls. The potential demand could be considered the amount of sales the market could support. The column labeled supply represents the calculated amount of sales occurring for each economic sector. The final column, labeled retail gap, is the difference between the demand, and the supply.

A negative number in green means that sector of the economy is out performing what the PTA should support. This is good, in that it suggests people from outside the PTA are spending money in Thompson Falls. A positive number in red represents the retail leakage. These numbers suggest the opportunity for growth within the PTA, or in other words, the market is leaking dollars to other PTAs. It is important to note that in a community as small as Thompson Falls the data has limitations and these numbers are rough estimations. The figures should be analyzed for obvious trends instead of specific numbers.

**Table 4. Retail gap of different sectors of the Thompson Falls’ economy.**

Category	Demand (Potential)	Supply (Sales)	Retail Gap
Grocery Stores	\$10,026,616	\$11,400,309	-\$1,373,693
Specialty Food & Beverage Stores	\$803,522	\$2,167,040	-\$1,363,518
Full Service Restaurants	\$2,623,841	\$1,550,136	\$1,073,705
Limited Service Eating Establishments	\$3,254,107	\$3,824,445	-\$570,338
Specialty Food Services	\$295,547	\$45,520	\$250,027
Drinking Establishments	\$337,491	\$1,455,621	-\$1,118,130
Health & Personal Care Stores	\$4,526,107	\$1,274,730	\$3,251,377
Clothing Stores	\$2,207,957	\$856,087	\$1,351,870
Shoe Stores	\$418,728	\$0	\$418,728
Jewelry, Luggage, & Leather Goods	\$527,264	\$0	\$527,264
Florists	\$80,424	\$483,407	-\$402,983
Office supplies, Stationary, & Gift Stores	\$667,325	\$264,075	\$403,250
Used Merchandise Stores	\$266,934	\$627,501	-\$360,567
Miscellaneous Retail	\$1,333,702	\$1,866,091	-\$532,389
General Merchandise Stores	\$11,957,884	\$85,996	\$11,871,888
Home Furnishings Stores	\$1,311,589	\$1,466,120	-\$154,531
Electronics and Appliances Stores	\$1,664,398	\$897,008	\$767,390
Sporting Goods, Hobbies, & Musical Inst. Stores	\$1,484,573	\$1,750,393	-\$265,820
Books, Periodical & Music Stores	\$359,219	\$0	\$359,219
Building & Garden Supply Stores	\$2,627,434	\$11,527,245	-\$8,899,811
Motor Vehicle & Parts	\$14,420,008	\$17,907,787	-\$3,487,779
Gasoline Stations	\$8,286,307	\$17,912,629	-\$9,626,322
Non-store retailers	\$2,003,822	\$5,237,481	-\$3,233,659
<b>Total</b>	<b>\$71,484,799</b>	<b>\$82,599,621</b>	<b>-\$11,114,822</b>

Source: ESRI Business Analyst Online

*Welcome to*  
**Thompson Falls**  
*Home of Western Hospitality*

