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MONTANA

CITY OF ROUNDUP

2016 Growth Policy

Adopted on December 20, 2016

Prepared for:
City County Planning Board

Prepared by:



CITY OF ROUNDUP

Montana

2016 Growth Policy

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Map 1 - Location of Roundup



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EXECUTIVE SUMMARY



Pappas & Loucas Building - Main Street

Located in central Montana an hour north of the City of Billings, Roundup serves as the County seat and commercial and social center for Musselshell County. The City provides its residents with a high quality of life, including community services such as Roundup Memorial Healthcare, Roundup Public Schools, parks and trails and access to the Musselshell River.

Employment sectors such as education, healthcare, coal mining, construction, agriculture and retail trade are the main

components of the City's economy, but the long term viability of some sectors such as mining are unknown.

The population of the City has experienced a steady decline over the past 60-years, from a high of 2,856 persons in 1950 to the most recent number, 1,740 in 2014.

Roundup faces challenges. The City's water distribution system is aging and provides very poor water quality. Downtown retail businesses are struggling to compete with stores in nearby communities such as Billings. In addition, there are concerns that the physical condition and appearance of Main Street is impacting the economic competitiveness of the area. There are also issues with the poor condition of individual housing units scattered throughout the City. This situation can impact surrounding property values and perceptions about the quality of neighborhoods. In addition, there is a shortage of affordable housing, including rentals for young families and seniors.

Flooding is a fact of life along the Musselshell River. Previous flood events have caused property damage and impacted the lives of those City residents and business owners located in the River's floodplain.

Despite these challenges, there is a lot of optimism on the part of the residents. They are committed to addressing their challenges in practical and effective ways, including the pursuit of grants to fund infrastructure upgrades, developing a downtown master plan, using assistance programs to retain and attract businesses along Main Street, taking steps to address dilapidated commercial and residential structures and working with Musselshell County to mitigate the impacts of flooding on both City and County residents.

This document contains nine sections that provide the rationale for achieving the goals mentioned above and the foundation for other goals identified in the document. These sections include:

- Goals and Objectives: Taking advantage of opportunities and addressing issues does not happen by chance. It requires that residents be willing to set practical and achievable goals. This section identifies the City's Goals and Objectives.
- Introduction: A description of the City, its location, features and history.
- Population Characteristics: A description of the City's population.
- Economy: A description of the City's current economic situation and a vision for addressing issues and capitalizing on economic opportunities.
- Local Services and Facilities: A description of the services the City provides and the infrastructure it maintains.
- Housing: A description of the current housing stock in the City.
- Land Use: A description of current and future land use in the City and a vision for how and where new residential development will take place. There is also a discussion about the impact of flooding and the floodplain upon land use.
- Public Engagement: This section describes the process used to engage City residents in order to obtain their opinions on the issues the Growth Policy should address.
- Implementation Steps: A description of the actual steps the City may take to achieve the Goals and Objectives.

GOALS AND OBJECTIVES

The following pages discuss the goals and objectives that the City would like to achieve in order to address the opportunities and needs identified in the Growth Policy. The actions that the City will take to achieve these goals are found in the Implementation section.

Economy

To be successful, Roundup must provide its residents with opportunities to prosper. Therefore, the City will work to strengthen and diversify its economy.

Goals	Objectives
Create an attractive and business friendly downtown based upon a thoughtful and professional planning process.	a. Improve the visual appearance of the historic downtown area while maintaining the City's western character. b. Restore and reuse historic buildings, storefronts and open space in the downtown to attract new businesses and visitors. c. Market business opportunities that exist in the downtown area.
Attract and diversify business opportunities in the City.	a. Market the City's quality of life, services and amenities: schools, hospital, river etc. b. Market the City's high speed internet to potential businesses and home based professionals. c. Develop a focus on non-natural resource based businesses.
Increase population of the City	a. Market the City as a bedroom community for people working in Billings
Maintain and improve retail services (groceries, clothing etc.) located in the City	a. Assess retail services that are provided to residents to determine needs and opportunities. b. Identify barriers to existing and new retail services opening in the City and work to eliminate those barriers and provide incentives.
Improve availability of tele-communications.	a. Identify gaps in coverage in and surrounding the City. b. Work with cellular providers to determine how service can be improved.
Support the long-term operation of coal mines in Musselshell County.	a. Provide organized verbal and written support to the State and Federal governments.

Infrastructure

Sound infrastructure will protect the health of residents and help ensure the success of Roundup. This ranges from palatable drinking water and effective wastewater treatment to streets and parks. Therefore, the City will provide essential infrastructure in a safe, efficient and economical manner.

Goals	Objectives
Provide City services in a cost effective and efficient manner.	a. Perform regularly scheduled maintenance and replacement based up the updated CIP. b. Ensure that new development is responsible for the cost of installing infrastructure. c. Site new development where it is cost effective to provide service.
Improve the quality and long-term reliability of the City's drinking water.	a. Complete replacement of the water distribution system. b. Convert the City water supply to the Musselshell-Judith Rural Water System.
Provide safe and efficient streets.	a. Repair and maintain streets, particularly those with high traffic volumes or identified as being hazardous. b. Install traffic control devices to slow traffic on residential streets.
Provide safe and efficient pedestrian/bicycle facilities, particularly routes used by children.	a. Repair and/or maintain existing sidewalk system, particularly in those areas most used by pedestrians. b. Promote walkable neighborhoods and interconnected trails systems in the City. c. Identify potential funding sources to incentivize the repair of sidewalks.
Maintain and improve park and recreation facilities and programs, including trails.	a. Inventory and assess the condition of all parks and recreation facilities. b. As resources allow expand park and recreation facilities and programs. c. Identify potential funding sources to enhance parks and recreation.

Community Services

Resident's quality of life is dependent upon many things, but most particularly the provision of services, including healthcare, education, emergency services and recreation, therefore the City will help to encourage adequate community services.

Goals	Objectives
Ensure the long-term and cost effective operation of the hospital.	a. Maintain Roundup Memorial Healthcare's designation as a Critical Access Hospital. b. Retain and attract high quality medical staff. c. Maintain state of the art medical equipment.
Ensure that residents have high quality school facilities and staff.	a. Work with the school district to provide incentives for retaining and attracting staff. b. Assist school district with repurposing surplus facilities.
Ensure residents are provided effective law enforcement and emergency services.	a. Provide adequate facilities, equipment and personnel. b. Encourage better enforcement of City ordinances by both law enforcement and the Justice of the Peace. c. Improve emergency response times.
Provide additional recreational opportunities for residents, including youth facilities and pedestrian/bicycle trails	a. Identify recreational needs and priorities. b. Identify funding sources for additional recreational facilities and programs.
Provide additional assisted living services for seniors.	a. Identify practical and sustainable options to establish, fund and operate additional assisted living services.
Improve tele-communication services in Roundup and the surrounding area.	a. Identify telecommunication needs. b. Work with providers to determine how service can be improved.

Land Use

To be successful, Roundup must grow and attract new residents and businesses, but the accompanying growth should occur in a logical and cost effective manner. New development should also occur in areas having limited potential for natural hazards such as floodplain or wildfire. The City will also strive to address community decay issues such as dilapidated buildings and accumulated junk on residential and commercial properties.

Goals	Objectives
New development should complement the surrounding area and be done in a manner that protects property values and maintains the character of the City.	a. Land use ordinances and regulations shall be enforced and amended as necessary. b. The future land use map will be considered when reviewing new land development.
Development of existing lots within the City will be given priority versus the annexation of new land when possible.	a. Develop policies and procedures to address annexation. b. Incentives should be identified to encourage infill development versus annexation.
Future residential subdivisions in the City should be developed in a coordinated and logical manner that minimizes the cost of operations and maintenance.	a. Land use ordinances and regulations shall be enforced and amended as necessary. b. Development should be sited to minimize the amount of infrastructure needed to provide service i.e. gravity flow sewer etc. c. Developers should pay for needed infrastructure.
Ensure new development is located in areas with minimal hazards.	a. Enforce the City zoning and floodplain ordinances.
Address existing residential and commercial development located in high hazard areas.	b. Work with Musselshell County to find ways to address homes and businesses located in the floodplain.
Improve the visual and structural quality of existing commercial and residential structures.	a. Enforce the current community decay ordinance and revise the ordinance to better address Main Street buildings that have deteriorate to the point that they present a public safety hazard. b. Develop a program to remove or renovate dilapidated commercial buildings and housing.
Encourage the development of safe and affordable housing for all residents.	a. Understand the housing stock in the City. b. Focus on the creation of additional assisted living facilities for seniors c. Encourage the development of multi-family and rental housing

Map 2 - City Features



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INTRODUCTION

Location

The City of Roundup is located in central Montana in Musselshell County, approximately 49 miles north of the City of Billings. In 2014, the City had an estimated population of 1,740 people. The City also serves as the County seat.

Geography

Roundup is located in the Musselshell River Valley, with the River forming the southern boundary of the City. The area surrounding Roundup is characterized by the rolling and timbered Bull Mountains to the south, timbered coulees and breaks to the east and a mixture of flat benches and breaks to the north and east.

Climate

Roundup has a continental climate with cold winters, warm summers and a marked variation in seasonal precipitation which averages 13.5 inches annually. Typically, over 76 percent of the City's annual precipitation falls between April and September, with June being the wettest month of the year followed by May and July. The average annual high temperature is 63 degrees F and the average annual low temperature of 33 degrees F. Like much of Montana, high temperatures in Roundup can range into the 90s and even the 100s in the summer months with low temperatures in the winter months down into the negative digits.

History

The name of Roundup is associated with the cattle roundups that took place in the area surrounding the City in the late 1800's. In fact, the wife of homesteading rancher, James McMillan, claimed to have named Roundup in 1882. The present site of the City is located on the north bank of the Musselshell River across from the original settlement.



Underground Coal Miners -Mine No. 3 Roundup

Roundup began as a coal camp and the first buildings in the area consisted of a long, double-decked bunkhouse that could accommodate 100 miners and dining building called "the Beanery". Although coal deposits had been noted in the area as early as 1873 a party of 26

coal miners from the Milwaukee Road Railroad were the first miners to really work the deposits. The first rail car was filled with coal on September 25, 1908, and the Milwaukee Road Railroad to the Pacific coast was completed through the area in 1909.

Roundup, was first incorporated in 1909 and had a population of 1,500 people. An interesting fact is that Roundup incorporated earlier than any other City in the State. From the early

1900's the City grew steadily, reaching a population of 2,577 by 1930. The City had its highest population in 1950 when it was estimated to be 2,856 persons

POPULATION CHARACTERISTICS

Since the 1960s, Roundup has experienced a steady decline in population and Census data indicates that this trend has continued. In 2000, the City's population was estimated to be 1,931 persons and by 2014 it had declined to 1,740 persons, an almost 10 percent drop. The decline in the City's population is contrasted by the fact that Musselshell County itself has grown in population from 3,726 people in 1970 to 4,589 in 2014. These numbers likely reflect that people shifted from living in the City to living in other areas of the County, due to the creation of subdivisions and other types of development outside the City.

The growth in the County's population may be specifically attributable to the residential development that has taken place south of the City in the Bull Mountains and along Highway 87.

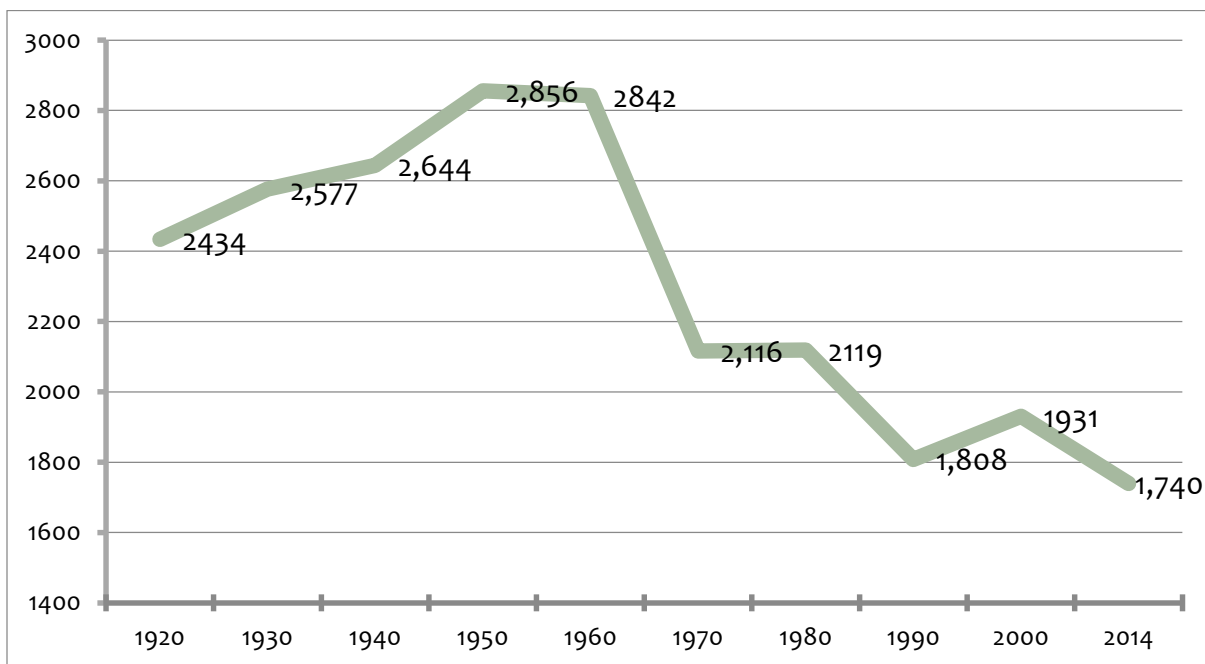


Figure 1 - Population Trends, City of Roundup-1920-2014
(Census Bureau, 2014 Washington, D.C.)

Another indication of this population shift from “in-town” to “out-of-town” is that between 2000 and 2010, although the population of Musselshell County was generally stable, over 5,000 acres of land was converted to residential use, a 257% increase from the year 2000. Despite this trend, residents in Roundup still make up approximately 40 percent of the population of the County.

Demographically, Roundup finds itself in a situation familiar to many other rural communities in central and eastern Montana, the median age of its residents has increased. In 2000, the median age for City residents was estimated to be 41.7 years of age and by 2014 it had

increased to 46.7. In Musselshell County, this is contrasted by a much higher median age, which increased from 47 in 2000 to 50.3 in 2013.

The City has experienced another trend common in the region, a decline in the age group of 35-44 year olds. This age group decreased from an estimated 291 persons in 2000 to 174 in 2014, an almost 40 percent decline. Monitoring the decline in this age group will be important as these people are generally considered the core of a community's workforce. Hence a continued decline could lead to a shortage of labor for local employers. The flip side of this would if the economy of the City and the County improved, it should attract younger people.

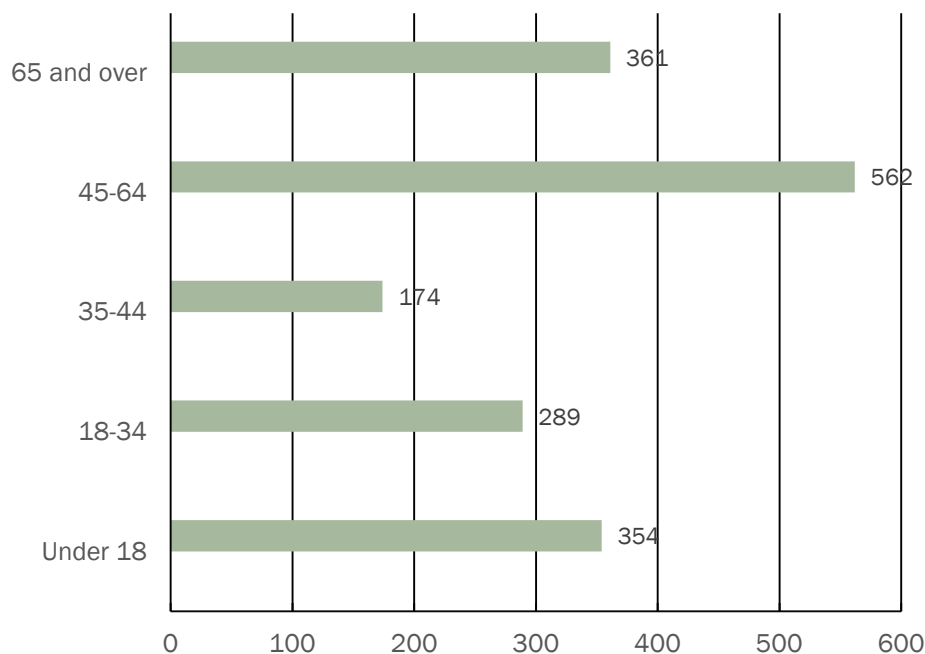


Figure 2 – Population Age Breakout for Roundup, 2014

(Census Bureau, American Community Survey, 2014 Washington, D.C., as reported in Headwaters Economics' Economic Profile System (headwaterseconomics.org/eps))

Another trend that should be watched closely is the increase in the number of people living in Roundup ages 45-64. In 2000, the Census estimated this number at 437 persons, by 2014 it was estimated to be 562.

Ultimately an aging population and the continued decrease in the number of younger people should be something that the City and Musselshell County should monitor closely. Significant changes in these demographics may affect the ability of both the City and the County to provide services such as healthcare and housing and ensure a stable workforce.

ECONOMY



Main Street Looking Northward

Based upon limited economic data from the Census bureau, there are five main sectors employing over 66 percent of residents of Roundup. These include education, healthcare, mining, construction and retail trade. Other important sectors include transportation, hospitality and public administration. Unfortunately, most of the economic data available for Montana is only compiled at the State or County level, hence to understand the economic situation in Roundup it is essential to look at data available for Musselshell County.

In the County as a whole, non-labor income represents over half of all personal income, followed by Non-Services. Non-labor sources include dividends, interest, rent and transfer payments such as Social Security, Medicare and Food Stamps, while non-service income is from industries such as farm, mining, and manufacturing. According to Census data most industries in the County have remained fairly flat - added or lost fewer than 100 jobs over the

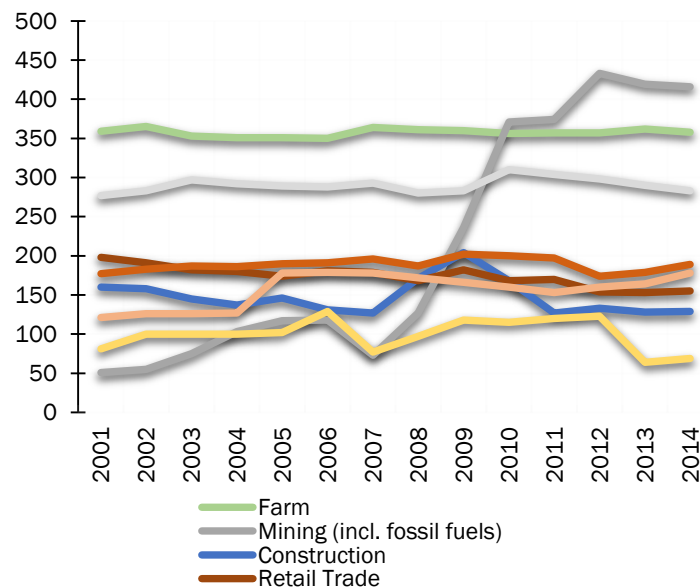


Figure 3 - Top Employment Sectors in Musselshell County 2001-2014

U.S. Department of Labor. 2014. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Washington, D.C., as reported in Headwaters Economics' Economic Profile System (headwaterseconomics.org/eps).

past 10 years. The exception was coal mining, which added nearly 400 jobs in the county in the past 10 years. As other industries have fluctuated, the one stable factor to the area's economy over the years has been agriculture.

With regards to coal mining, of all the industries found in Musselshell County, it has the largest economic impact. For example, according to figures detailed in the Billings Gazette, in 2015 the Signal Peak coal mine paid \$771,680 in property taxes to Musselshell County or 36.3 percent of the County's total revenue. The Roundup School District also a benefits from property taxes paid by the mine, collecting approximately \$385,840 in 2015. These revenues are used for the operation and maintenance of County and School facilities and services. In addition, the Signal Peak mine paid an estimated \$40 million dollars in salaries and benefits to employees in both Musselshell and Yellowstone Counties in 2015. Being a coal-associated community allows Roundup to obtain funding from the Montana Coal Board, which has assisted the City with funding a number of projects in the past.



Main Street Businesses

With this in mind, it was not surprising that the residents of Roundup and Musselshell County expressed concern when the Signal Peak mine announced in late 2015 the layoff of 66 workers and a reduction in production by 30 percent. Based upon these reductions, Musselshell County would be preparing for a \$300,000 budget shortfall. The layoffs and production changes will also have an impact upon the Roundup School District and the entire economy of Roundup.

While support for coal mining is strong in Roundup and Musselshell County, the future of the industry is unknown. Hence, both the City and the County should strive to diversify their economic base.

Per Capita Income

From 1970 to 2014, per capita income in Musselshell County grew from \$21,777 to \$37,459, a 72% increase. Per capita income is a measure of income per person. It is total personal income (from labor and non-labor sources) divided by total population.

Per capita income is considered one of the most important measures of economic well-being for communities. However, the measure can be misleading. Because this total personal income includes non-labor income sources (dividends, interest, rent and transfer payments), it is possible for per capita income to be relatively high due to the presence of retirees and people with investment income.

Personal Income and Earnings

Earnings from labor have seen major changes over the last 36 years. They declined from \$68,783 in 1980, to \$39,039 in 1990 and then dramatically rising to \$85,099 in 2014. This increase is likely due to the increase in well-paying mining jobs. As mentioned earlier, non-labor income is the largest source of income in Musselshell County, representing over 50% of all income earned.

Dividends, Interest & Rents make up the largest share of non-labor income in Musselshell County (22%), and Age-Related transfer payments like Social Security and Medicare make up another 17%. The remaining 10% of personal income comes from hardship and other transfer payments, such as Veterans benefits and workers' compensation.

	1980	1990	2000	2014	Change 2000- 2014
Total Personal Income	120,886	92,568	97,653	172,073	74,420
Labor Earnings	68,783	39,039	41,888	85,099	43,211
Non-Labor Income	52,102	53,529	55,765	86,974	31,209
• Dividends, Interest, and Rent	31,644	31,734	26,298	38,914	12,616
•					
• Age-Related Transfer Payments	11,056	13,509	18,099	30,098	11,999
• Hardship-Related Transfer Payments	2,667	3,517	7,472	12,638	5,166
• Other Transfer Payments	6,712	4,684	3,871	5,324	1,453

Figure 4 – Personal Income Change in Musselshell County 1970-2014

U.S. Department of Labor. 2014. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Washington, D.C., as reported in Headwaters Economics' Economic Profile System (headwaterseconomics.org/eps).

Total personal income is a measure of the total annual gross earnings of an individual from all income sources, such as: salaries and wages, investment interest and dividends, employer contributions to pension plans, and rental properties.



Old Bank Building

According to the 2010 Census data, the median household income in the City was \$37,917 and the percentage of low to moderate income families was 44.82 percent.

Downtown Redevelopment

It is a familiar story across Montana, the downtown area of small cities and towns have experienced the closure of retail businesses, increasing vacant storefronts and poor

maintenance of buildings. This loss of retail trade is due to many factors such as population loss, and competition with retail establishments in larger communities. Roundup finds itself in this situation, particularly in relation to the City of Billings.

This issue was emphasized in a needs assessment completed in early 2016 for the City. One of the questions asked of residents was why they shopped elsewhere. Overwhelmingly, people identified lower prices, selection and availability of goods as the reason.

In addition, a number of people who participated in an April 2016 public workshop expressed concern about how Main Street in the City appeared visually and how it reflects upon the community. A main concern for these people was the number of abandoned and poorly maintained buildings along Main Street, which could reduce interest in revitalization of the area and cause potential business owners to avoid Roundup. Taken together, there are challenges that need to be addressed in order to revitalize the downtown business area.



Main Street Storefronts

There is no simple way to address these issues, but Roundup does have a number of advantages that could help it revive Main Street and to attract new businesses. First it is located at the junction of US Highway 12 and US Highway 87 with all of the associated vehicle traffic. According to the Montana Department of Transportation, the average daily traffic on Main Street just south of the junction of Highway 12 and Highway 87 was 5400 vehicles in 2015.

Second the downtown contains a number of historic buildings that have retained their architectural character, including the bank building at the intersection of First Avenue and Main Street, which was recently purchased from the former owners and is currently being renovated and repurposed. These buildings could serve as the architectural platform for branding and marketing the downtown area and as the location for new retail stores, restaurants and other services.

The City has taken a major step toward branding and marketing the downtown area. In January of 2016, the City became an affiliate of the Montana Department of Commerce's Main Street Program. The program is designed to improve the economic, historic, and cultural vitality of the State's downtown areas through community development, revitalization, and historic preservation. The program is intended to support grassroots downtown revitalization efforts through coordination and technical assistance, which include grant funds. Such funding could help develop a master plan for the downtown area.

The third advantage is that Roundup has the potential to attract new residents. As the City upgrades its infrastructure, particularly the water system, it may want to consider marketing itself as an alternative home (bedroom community) for people living and working in Billings. The City has great services such as schools and the hospital. It provides a high quality of life and has relatively affordable housing and land versus the Billings area. With regards to housing, according to the 2012 Housing White Paper developed by the Montana Department of Commerce the median cost of a single-family home in Musselshell County in 2010 was \$101,000, while in Yellowstone County that figure was \$189,900. This was an almost \$89,000 difference and a substantial one if you are attempting to purchase a home. Factors like services and home prices, coupled with its close proximity to Billings could make attracting new commuting residents a real possibility for the City.



Residential Neighborhood

Successfully attracting new residents, even if they work in Billings will have a positive effect upon the economy of Roundup. New residents will want additional services such as more dining, recreational and personal services and this could lead to new business opportunities. Also, the construction of new homes or the renovation of existing homes would help to increase the City's tax revenues.

Based upon the situation in the City, potential steps in revitalizing

Roundup's downtown area and increasing the population could include the following:

1. Continue volunteer efforts to beautify and clean up Main Street.
 - a. An annual spring clean-up campaign was started approximately four years ago, and involves adult and student members of the community.
2. Develop a marketing plan to attract new residents
3. Develop a downtown master plan to help with
 - a. Retaining and attracting businesses
 - b. Branding downtown Roundup
 - c. Protect and preserve historic buildings
 - d. Removal or renovation of dilapidated buildings
4. Pursue Transportation Alternatives Program (TAP) grants from the Montana Department of Transportation to improve and renovate sidewalks and boulevards.

Tax Increment Financing (TIF)

Based upon public feedback from the needs assessment and public workshops, there is interest in examining the potential use of tax increment financing (TIF) to address redevelopment of areas in the City.

Tax Increment Financing (TIF), otherwise known as a TIF district, is a tool that would allow the City to generate revenues for “blighted” properties targeted for redevelopment. The idea is that as improvements are made within the district, and as property values increase, the incremental increases (tax increment) in property tax revenue would be used to fund improvements within the district. TIF-generated revenues must be spent within the district and could fund projects such as street and parking improvements, streetscape improvements such as tree planting, the installation of new bike racks, trash containers and benches within the district.

There are a number of factors that the City must take into account if it considers creating a TIF district. First, successful TIF districts are generally those that are larger in size encompassing several City blocks or more and are relatively expensive requiring hundreds of thousands to millions of dollars. The success of these types of projects is due to the rapid and substantial spikes in the “tax increment.” Second, prior to creating a TIF district the City should determine whether the district will benefit the residents of the City in the long term. While TIFs depend upon increased real-estate values and associated increased property tax revenues, small business owners, renters, and elderly or low-income homeowners may not be prepared for the higher tax burden generated by the intended higher property values. Therefore, the City should ensure that a TIF does not displace existing residents or place an economic burden upon them.

The third thing to consider is that TIF districts do not generate funds for incentives or infrastructure immediately; instead the tax increments accrue over the life of the district. Therefore, the City would need to find ways of paying for the up-front costs of any initial improvements. Finally, TIF districts are public funding that is subsidizing for profit-making operations. The City would be taking a financial risk in undertaking a TIF district, as there is potential for subsidized projects to not increase in value, or not increase rapidly enough. The City-wide benefit of a TIF district must be assessed, demonstrated and monitored over the life of a TIF.

Targeted Economic Development District

Another option for encouraging economic development within the City would be the creation of a targeted economic development district (TEDD). This is different than a TIF District. TEDDs are districts that are created in support of value-added economic development projects. Examples of value added businesses would include processing cattle into packaged meat or milling timber into lumber. The districts are generally created through tax increment financing (TIF) and the purpose of such a district is the development of infrastructure to encourage the location and retention of value-added projects. TEDDs have to meet a number of statutory criteria which include but are not limited to:

- District must be found to be deficient in infrastructure improvements;

- Existence of a development plan adopted by the City that ensures that the district can host a diversified tenant base; and
- May not be designed to serve the needs of a single tenant or group of non-independent tenants.

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LOCAL SERVICES & PUBLIC FACILITIES

Providing services and maintaining infrastructure in an effective and economical manner are the primary functions of the City government. Services include but are not limited to providing drinking water, treating wastewater, maintaining streets, emergency services, solid waste disposal and parks. The infrastructure that the City is responsible for runs the gambit from water and sewer mains to buildings and parks. The City has been updating their Capital Improvements Plan every two years since 2010 and the Plan serves as the City's strategy for the development, maintenance and replacement of public infrastructure.

Local non-profit organizations such as Roundup Memorial Hospital and Musselshell County Museum also provide services to residents and visitors. A comprehensive list of the services and facilities found in Roundup follows.

City Judge/Justice of the Peace



City Hall

The City and Musselshell County have an inter-local agreement that created a combined City Judge/Justice of the Peace position. The City furnishes an office and court chambers for the judge/justice of the peace and for the court clerk as well as court chambers for court proceedings. The County in turn furnishes the salaries for the judge and the clerk. The City does retain its own City Attorney.

Emergency Medical Services

Musselshell County Emergency Medical Services has 3 full-time paid staff and 18 part-time staff to provide emergency medical services to the City and the entire County. The County EMS operates 4 fully equipped ambulances.

Fire Protection



Fire Hall

The Roundup Volunteer/Musselshell County Rural Volunteer Fire Department is located one block west of Main Street on Third Avenue across from City Hall. City and County vehicles are housed in the same building and agreements between the City and County provide guidelines for maintenance and responsibilities for the respectively owned vehicles. Twenty-three volunteer members staff the department.

Law Enforcement



Sheriff's Office

The Musselshell County Sheriff's Department provides law enforcement for the City of Roundup under a contract between the City and the County. In 2016, the Department was staffed by the Sheriff, Undersheriff, four deputies, an administrative assistant and one detention officer.

Library

The Roundup Community Library is a joint school and public library funded by the City of Roundup, Musselshell County and the Roundup School

District. It is located at Roundup High School. During the school year, the library is open 53 hours per week. In the summer, it is open 20 hours per week. The Library Director is also the grade school, the junior high and high school librarian. There is also a Community Librarian, hired by the Library Board.

Medical Care

Roundup Memorial Healthcare is a not-for-profit, 25-bed, critical access hospital which provides general medical, emergency services and rural health clinic to residents of the City and the County. The hospital includes a 24-hour emergency room, lab, physical therapy, medical imaging including ultrasound, X-Ray, and CAT scan, clinic, and blood bank.

Hospital Services	
Acute Care	Outpatient Services
Emergency Department	Intermediate Care
Hospice	Ultrasound, X-Ray, CAT Scan
Laboratory	Physical Therapy
Immunizations	Respiratory Services
Telemedicine (follow up visits via phone etc.)	E-Emergency (virtual emergency care)

The hospital has one doctor of Osteopathic Medicine, meaning he is a fully licensed physician to practice in all areas of medicine. There are also four Certified Physician Assistants on staff.

The Roundup Memorial Clinic which is part of the hospital is a multi-service clinic that provides: routine physicals, healthcare monitoring, wellness exams, illness care, pediatric

care, minor emergency care, free blood pressure checks, and Department of Transportation physicals.

The hospital's certification as a Critical Access Hospital means it receives cost-based reimbursement from the Medicare Program, instead of standard fixed reimbursement rates that typical hospitals receive. This type of reimbursement can enhance the financial performance of rural hospitals like Roundup Memorial and thus help them continue to operate and serve the community.

To obtain the Critical Access designation, a facility can have no more than 25 inpatient beds; must maintain an annual average length of stay of no more than 96 hours for acute inpatient care; offer 24-hour, 7-day-a-week emergency care; and be located in a rural area, that is at least 35 miles drive away from any other hospital.

Museum



Musselshell Valley Museum

The Musselshell Valley Historical Museum is housed in the old Catholic Church School building, one block west of Main Street. It contains over 7,600 square feet of exhibit area. The Museum displays local history, with a simulated coal mine, Indian artifacts, a large fossil and mineral display, a wildlife exhibit, one room schoolhouse, general store, early telephone switchboard, an original log cabin and a 1932 Peitenpol airplane, built by a local boy.

Parks & Recreation

Park and recreation facilities owned and maintained by the City of Roundup consist of seven designated facilities. These include the Ballfields, Ice Cream Hill, Pine Ridge Golf Course, River Walk, Roundup Community Stage, Roundup City Park, Roundup Commemorative Garden and War Memorial Park. In addition, the City owns two separate parcels of open space that comprise a total of 42- acres.



River Trail

- **The Ballfields** consist of 6.68 acres of land and provide space for little league football fields and baseball/softball fields. The fields are located in the northeast corner of the City adjacent to Roundup Park.

- **Ice Cream Hill** is a grassy parkland area with no improvements.

- **War Memorial Park** is located at the south end of Main Street. It is a landscaped area that has been designated as a war memorial, and includes an armored vehicle and plaques with the name of area veterans killed in action.
- **Pine Ridge Golf Course** is a 163-acre, 9-hole regulation course that features 2,849 yards of golf and a par of 36. The course also has a 15 tee driving range.



Roundup Park

- **Roundup Community Stage:** The people of Roundup and Musselshell County worked together to fund the construction of a permanent performance stage adjacent to Roundup City Park. The project was completely funded with private monies and 2016 is the inaugural year for the stage. It will be used to host music, theater, school functions, and other social gatherings.
- **Roundup City Park** is 4.5 acres in size and serves as the primary park and recreation facility in the City. It includes an outdoor swimming pool, tennis courts, playground equipment, and picnic areas.
- **Roundup Commemorative Garden** is a single lot at the southwest corner of Main Street and Second Avenue owned by the City and being developed as a Main Street green space by a group of local volunteers.
- **The Heritage Trail and River Walk** (commonly known as River Walk) is a 2-mile improved trail located south of Railroad Avenue and primarily along the Musselshell River. The trail is located on properties owned by the City, County and a small portion of privately-owned land and is open to the public year round. The trail provides a non-motorized travel route from the City to the County Fairgrounds.



Community Stage

The undeveloped open space owned by the City includes:

- **Half-Circle Park** is 15 acres located between Thirteenth and Sixteenth Avenues and between Second Street East and Second Street West in the north end of the City. It is an undeveloped area made up of low bluffs, sandstone formations and pine trees. There are a variety of informal trails located on the property.

- 37 acres located south of downtown which is split approximately in half by the Musselshell River. The portion north of the river contains sections of the River Walk trail and the area south of the River. The area south of the river is mainly a bluff above the river and abuts the “R” for Roundup and a hiking trail built by the CCC and recently closed by the Musselshell County Commission.

In addition to the City-owned parks, there are other facilities owned by local civic groups. The Roundup Rotary Club owns a small park at the southwest gateway to the City known as Rotary Park, which is being further developed to add sidewalks and concrete pads, which will hold an antique tractor, an oil well pump jack and a railroad mining car, all of which were donated by local citizens.

The Roundup Sportsman’s Association is a non-profit conservation organization that owns and operates a 40-acre rifle and pistol range, which also includes a shotgun trap house and archery range with targets. The range is located adjacent to and west of the the golf course.

While the City has wonderful park and recreational facilities, a number of residents would like to see additions and improvements to the system. Based upon the needs assessment completed in early 2016 and upon input gathered at public meetings for the growth policy three issues stand out with regards to parks and recreation:

- A need for more recreational opportunities, particularly for youth. Opportunities might include a dog park or skate park.
- Enhanced maintenance of park facilities
- Desire for additional recreational trails to complement the River Walk Trail.



War Memorial Park

The first step in providing additional recreational opportunities is to identify and assess what City residents and most particularly youth would like to see in the way of recreational facilities and programs. Such an effort could be done in cooperation with Musselshell County and the Roundup School District. Such an assessment could then also assist in the development of a parks and recreation plan to prioritize the use of City and County park funds for the maintenance of existing facilities and programs and the development of new ones.

Schools

The School District is made up of a high school district and an elementary district. The high school district has voters and taxpayers that also live in the community of Musselshell.



New Elementary School Under Construction

Musselshell is part of the high school district. Students that reside in Musselshell or the surrounding area have the option to attend school in Roundup or Melstone.

In the spring of 2016 the district had 75 employees under contract. These included administrative, certified and classified positions that may have work schedules varying from 4 hours to 8 hours per day and potentially 181 days to 260 days per year.

Kindergarten through 6th grade has an enrollment of 335, while the middle school has 100, and the high school was 175. The district's elementary enrollment has climbed in the last 10 years and for the last 5 years has been relatively constant. High school enrollment has fluctuated during the same period to between 165 and 200 students.

According to the district superintendent, the district experiences many students attending K-12 that move into the district with their families and stay only for 1-5 years. He indicated that this is mainly due to parents not being able to find adequate jobs in the area or they commute to work in places such as Billings and eventually move to reduce their commute time.

The superintendent also indicated that the district's biggest challenge from an educational standpoint is hiring and retaining teachers. The number of applicants for teaching positions has dropped dramatically in the last 10 years. He felt that this was not unique to Roundup but is a state-wide problem. He also indicated that they struggle to hire hourly or classified employees and that bus drivers are also difficult to find because of the licensing requirements and due to the split work shift.

The district is currently building a new K-6 school and is working to find a way to either repurpose or sell its currently elementary facility, Central School Elementary. Part of this facility was built in 1911 and creates a challenge to repurpose or sell. A grant was obtained from Big Sky Trust Fund with match provided by the School District to conduct a feasibility study for purposes of exploring repurposing the 1911-1913 historic portion of the facility.

Sidewalks

The declining condition of the sidewalk system in the City has been identified as an issue.



Sidewalk Covered with Soil and Grass

Through 2016 needs assessment and public meeting in April of 2016, the condition of the City's sidewalks was identified by numerous people as something that should be addressed. Poor sidewalk conditions range from broken-up surfacing, sidewalks covered in soil and debris to those that have simply fallen apart. The City could take several steps toward improving the sidewalk system.

First, the City should require that sidewalks be constructed for all new development that will generate pedestrian traffic i.e. residential, retail commercial and public spaces. Over time it will help to ensure that the City has a more complete network of sidewalks. To do this it would be important that the City Council, Zoning Commission and Planning Board

make it standard practice that all applicable new construction and development have sidewalks that will tie into the current and future sidewalk networks.

Next the City can be opportunistic about sidewalk improvements. This means building or repairing sidewalks at reduced cost during other construction activities (replacing water and sewer lines, underground utility work, or street resurfacing). The City could make it a standard operating procedure to repair and upgrade existing sidewalks or to install missing sections during any maintenance, upgrades, or other infrastructure work close to the street or utility corridors.

The City could also consider developing a sidewalk replacement program. In a number of Montana communities this is done in the form of a loan package available to property owners to help offset the cost of sidewalk replacement. Generally, this is a no-interest loan done over a certain period of time. Such a program usually allows a property owner several options such as:

- Pay the total cost of sidewalk work in full;
- Pay part of the balance, with the remaining balance being covered by a no-interest loan through a City sidewalk replacement program; or



Sidewalk Construction in Roundup

- Make no payment initially, and the full amount will be subject to a low-interest loan through a City sidewalk replacement program.
- Surface Transportation Block Grants through the Montana Department of Transportation would be another source of funding.

Solid Waste

The City's Solid Waste Department provides garbage collection for the community and is structured as an enterprise fund. The fund has separate accounting and financial reporting



City Garbage Truck

mechanisms for solid waste service for which a fee is charged to residents in exchange for garbage pickup.

Collection services are provided for all residences and businesses within the City limits. The garbage collected by the City is hauled to a transfer station that is owned by Musselshell County on property owned by the City. The station accepts household garbage and furniture.

The City and County also recently initiated a vigorous recycling program for cardboard, paper, aluminum and metal. The site does not accept motor oil, tires, and hazardous waste, including asbestos. Garbage is hauled to the Billings landfill via a contractor.

Stormwater

The City of Roundup has a storm sewer system that consists of approximately 2.5 miles of collection lines. The ultimate discharge of the storm water is into the Musselshell River.

The development of new areas within or adjacent to the City will require the development of additional stormwater facilities. For example, the Roundup Park Addition, in the northeast corner of the City is an area within the City that holds the potential for much more residential and commercial development. The City's previous storm drainage plan recommended that a stormwater collection system be constructed in order to handle stormwater as the area develops.

Streets

The City has over 23 miles of streets and alleys, of which approximately 15 miles are paved. Many of the paved streets are in relatively poor condition and have problems, including poor drainage, cracks, and potholes.

The City does administer a Street Maintenance District, but the funds generated by the District are insufficient to meet all of the required maintenance and improvements. Currently, the funds for maintaining and improving the streets are generally limited to the funds from the District, the City General Fund, and revenues from gas tax receipts.

Most of Main Street in Roundup is also part of the junction of US Highways 12 and 87 and therefore maintenance is the responsibility of the Montana Department of Transportation

(MDT). Because MDT is regularly evaluating and scheduling maintenance and reconstruction on the roadways under its jurisdiction, it would be beneficial for the City to have conversations with the Department to determine when in the future any maintenance and/or reconstruction may occur on Main Street and what type of work that might entail. Any future reconstruction might provide an opportunity for the City to work with the Department to improve the utilities, streetscape and pedestrian facilities along Main Street.

A review of MDT draft 2016-2020 Statewide Transportation Improvement Program plan indicated that there was only one potential project near Roundup, a reconstruction of 1.59 miles of US 12 just west of the City. Nonetheless, the City should monitor future highway construction projects.

Wastewater Treatment

Major improvements were completed to the City wastewater treatment system in 2013 which included the addition of ultra-violet disinfection to the system. Sections of the sewer collection system are approaching the end of their useful life. This is mainly related to infiltration and inflow problems (groundwater leaking into sewer lines), but this is a low priority in light of the water system needs.

Water

The City of Roundup obtains its water from two wells located south of the River. These wells are drilled into an abandoned coal mine shaft approximately 90 feet below the surface. Water from the wells is pumped through a transmission main, bypassing the old clearwell and infiltration gallery, and into the City distribution system.



Water Line Repair in Roundup

The water quality is generally very poor, with the source water having elevated levels of iron, manganese, sulfates and total dissolved solids. Water quality issues are further magnified by the cast iron mains within the distribution system, which provide substantially more iron, manganese and total suspended solids. Many of the City residents either buy bottled water or have in-home reverse osmosis filtration units, and many homes have water softeners to limit the corrosiveness of water on household appliances.

The age of the system also places high maintenance demands on the City. The City has spent large amounts of time and money repairing leaking mains. Approximately 50 percent of the water valves in the old portions of the system have been rusted into the open



Installing New Waterlines in Roundup

position. This makes it difficult for the City to isolate portions of their system in order to make repairs. The City has had to repair nearly 60 main leaks just within the past seven years.

There are also concerns regarding the use of fire hydrants, since the rust chunks in the water have plugged up the fire engines during fire events, severely limiting the City's ability to put down the fire. Although the fire department has installed special screens in the engines to combat this, they are

not always effective and other neighboring fire departments are unable to help since they do not have the screens installed. Potential catastrophic failure of a pipe is also a concern when opening hydrants. Also, the existing cast iron mains are undersized for fire protection. Consequently, much of the distribution system is unable to provide minimum fire flows specified by the National Fire Protection Agency as determined from computer modeling of the water system that was conducted as part of the water system study.

The City has been aggressively working to address the issues with the water source and distribution system. For the water source, the City is planning on converting its source of water to the Central Montana Regional Water Authority. This Authority's system, when completed, will consist of groundwater wells located near Utica, Montana and a core transmission line of about 230 miles, to supply water for communities from Hobson, south to Judith Gap and Harlowton, east to serve Ryegate, Lavina, Broadview, Roundup and Melstone. This system could provide municipal water for about 5,800 residents initially, and eventually service about 7,500 to accommodate additional future growth in the communities. The distribution line for the system is not expected to arrive in Roundup for another 6 to 8 years.

With regards to replacing the distribution system, the City has taken a phased approach to replacing water mains. Phases 1 and 2 are complete and Phase 3 will be completed in 2016. Phase 1 consisted of installation of new well pumps, 600 feet of transmission mains and about 5300 feet of main rehabilitation. Phase 2 consisted of 4,500 feet of main replacement and the abandonment of another 7 blocks of old main (2500 feet). The City is preparing to complete Phase 3 of project, which will include over 9,000 feet of main replacement. Phase 4, scheduled for completion in 2018, will replace up to 5,500 feet of main. The City is taking a phased approach to water main replacement to keep the impacts to the rate payers to a minimum and utilize grant funding available to assist with the high costs of main replacement.

It is estimate to take up to 9 phases to complete all cast iron main replacements. The priority of which mains to replace is based on the number of leaks in the mains, with the most leaking mains being replaced first.

Map 3 - Condition of Housing



HOUSING



House in Roundup

Like many Montana communities, the City of Roundup has an aging housing stock. 2008 data from the Montana Department of Revenue estimated that there were 797 residential structures in the City. Of those structures, the majority (673) were constructed prior to 1960. Older homes generally require more maintenance and upkeep and are often less energy efficient, which add to housing costs. Low income families are more likely to live in older homes as they have a lower market value.

Thus increased costs for maintenance and utilities can be a significant economic burden for them.

The age of the City's housing stock is also highlighted in physical assessment of each structure from the Montana Department of Revenue. In 2008, the Montana Department of Revenue also conducted an assessment of the physical condition of residential structures in the City. Of the structures in the City, 65 were classified as being in either unsound or in poor physical condition.

Age of Residential Structures in Roundup (2008) (Montana Department of Revenue)		
Year Built	Number of Units	Percentage
2000 to 2009	7	1%
1990 to 1999	14	2%
1980 to 1989	31	4%
1970 to 1979	55	7%
1960 to 1969	17	2%
1959 or earlier	673	84%

Through the 2016 needs assessment and initial public workshop completed in April 2016, residents of the City have identified that there is a need to improve the quantity and quality of housing, particularly for seniors and low income families. Providing additional assisted living facilities for seniors has also been identified consistently over the last decade as a major housing need in the City. This is particularly true since the facilities that do exist are not sufficient to meet the current demand.

Condition of Residential Structures – 2008 (Montana Department of Revenue)		
Condition	Number of Structures	Percentage
Unsound	2	0%
Poor	63	8%
Fair	173	21.5%
Average	301	38%
Good	245	31%
Excellent	9	1%
Unknown	4	0.5%



Home on the Range

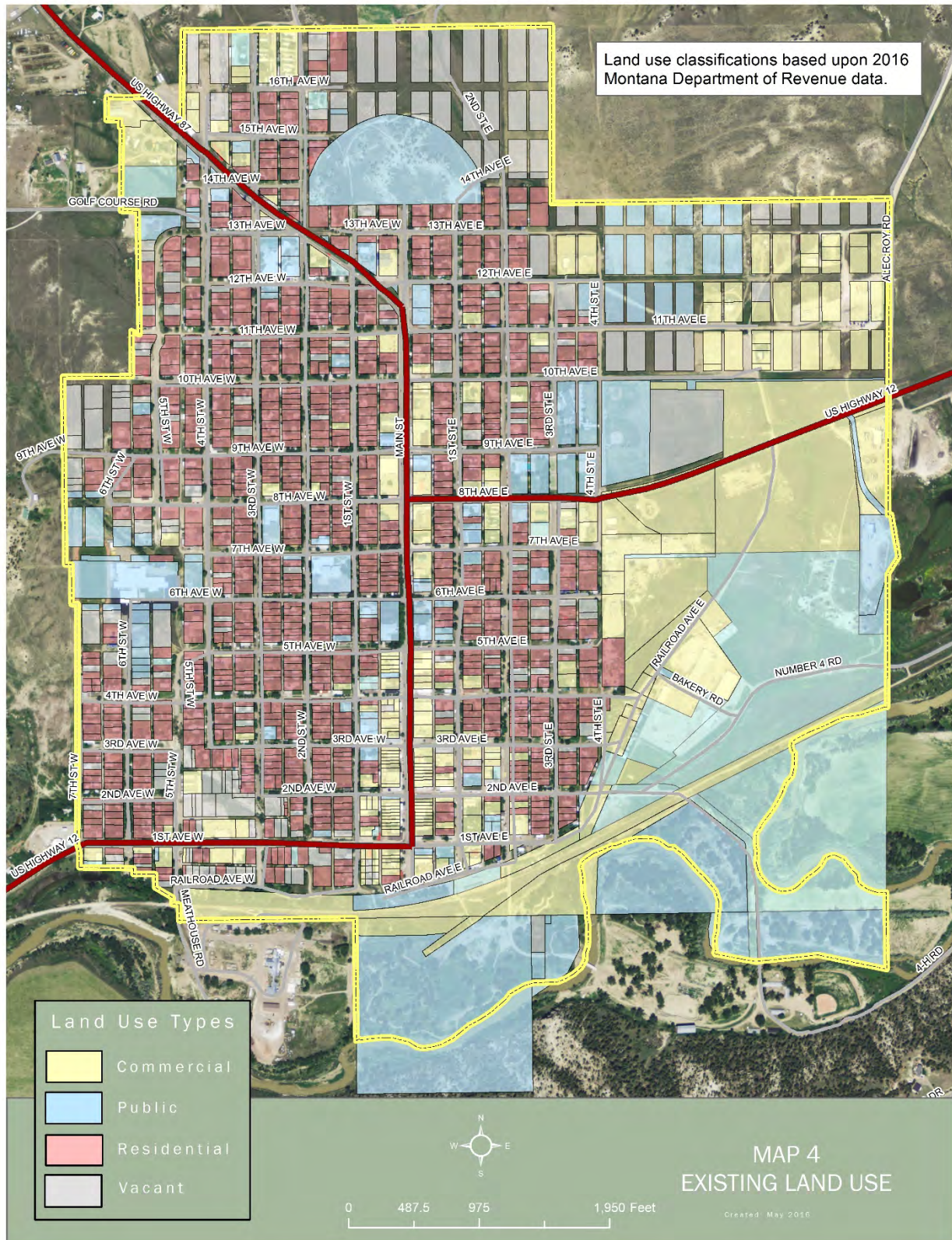
There are three independent living facilities in Roundup. Homes on the Range provides housing for seniors and low-income individuals still able to handle their day-to-day affairs. It is a three-story building located on the northeast edge of the City and contains a total of 50 apartments (four two-bedroom and 46 one-bedroom). Two other units are owned and operated by Tri-County Housing. One of those units is located on Highway 12 East and First Street East and contains 8

units. The second is located on Highway 87 North and First Street West and contains 16 units. Residents must be self-sufficient and provide their own meals, cleaning and any required medical care. There are also two assisted living facilities within the City limits. Sunflower Gardens is located just northwest of Homes on the Range and TLC Assisted Living is located on Eighth Avenue and Second Street West. There is one assisted-living facility (Whispering Pines) located just west of the City on Horsethief Creek Road. With an aging population, it is likely that more assisted living facilities will be needed in the future.

As with any challenge, the first step in improving the housing stock in the City is to better understand the situation and then figure out how to address the issue. This could take the

form of undertaking a detailed update of the City's previous housing plan. Such a process would allow the City to identify achievable goals such as renovating substandard housing and spell out specific steps that could be taken to actually fund and complete such a project. Since providing safe and affordable housing is an issue that affects both the City and Musselshell County, it would appear that a joint approach might be the most efficient and beneficial.

Map 4 - Existing Land Use



LAND USE

Existing Land Use

In general, residential development in the Roundup area has been limited since the completion of the 2011 County Growth Policy, with most of the development occurring outside the City limits. Existing land use for Roundup is shown in Map 4 and provides a sense of the existing conditions based upon the land use classifications as designated by the Montana Department of Revenue (DOR).

Single family housing is distributed fairly uniformly throughout the City except along the main highway corridor/business district. Multifamily dwelling units are mixed in with single family development in several areas of the City, but are generally more concentrated in the areas closest to the highway corridor/business district.

There are a number of vacant lots in the City, with most concentrated in the north and northeast area of the City. Hence there are opportunities for infill with new housing on existing vacant lots within the City limits.

The commercial district of Roundup is concentrated within a two block deep area along the US 12/US 87 Highway corridor that traverses the center of the City. The commercial area also extends down Railroad Avenue East on the south side of the City. The district is characterized by a mixture of traditional core commercial uses ranging from banks, hardware, bars, restaurants, motels, and a variety of specialty retail and service shops. The western and eastern ends of the highway commercial area contain motels, service/convenience stations, and restaurants.

Industrial uses in the City are limited to the southeast area of the City near Alec Roy Road South. The uses in this area include warehousing, utility companies, and agricultural support services. There are currently no intensive heavy industrial uses in Roundup.

Land Use	Number of Properties
Commercial	256
Public	151
Residential	965
Vacant	264

Future Land Use

A future land use map was developed by the City-County Planning Board. The map depicts future development that could take place within and adjacent to the City. Future residential additions to the City are anticipated to occur mainly on the northeast corner of the City and along its western edge. There are a significant number of vacant lots located in the northeast

portion of the City that are already platted and that could serve as the basis for new residential housing. These lots are associated with the plats known as the McCleary First Addition and Roundup Park Addition. On the west side of the City, the Countryside Subdivision is located adjacent to the City just south of Golf Course Road. The subdivision was created in the County and none of the lots have been annexed into the City.

New commercial development should be guided either along Highway 12 east of the City or west of the City and north of the Highway 12 with a focus on mixed use development i.e. residential/commercial. In addition, it is hoped that the historic Central Elementary School can be repurposed for commercial and residential uses. Hence, the site of the School has been identified on the map as future site for mixed use development.

Based upon the map, industrial development would be guided to the southeast corner of the City in the area north of the old Milwaukee railroad bed.

Infill Development

Residents of the City have expressed a desire to locate as much new housing as possible on the existing lots in the City. As mentioned earlier, there are a significant number of vacant lots that are located in the north and northeast area of the City.

Encouraging “infill” development of housing in Roundup would have multiple benefits. Constructing homes on existing lots within the City means providing services will be much more efficient and economical. Also, building on vacant lots can improve surrounding property values and increase the City’s municipal tax revenues. Development of housing on existing lots can help reduce housing costs related to transportation and the provision of City services.

Zoning Ordinance

The City of Roundup does have a zoning ordinance, which was last updated in 2009 and was reviewed by the City Council in early 2016. The ordinance currently designates areas of the City into eight districts addressing different land uses:

- R-1 Residential Single-Family
- R-2 Residential General
- HB Highway Business District
- CBD Central Business District
- LI Light Industrial
- HI Heavy Industrial
- P Park
- FP Flood Plain

The basic structure of the ordinance is districts with a list of permitted and conditional uses. Since the zoning ordinance must be “made in accordance” with the Growth Policy, the ordinance should be updated to reflect the goals and objectives found this document. There

are a number of issues identified in Growth Policy that could be addressed through the use of the zoning code, including: infrastructure standards for new development, addressing community decay and poorly maintained buildings. Hence, the existing ordinance should be reviewed in the context of the goals and objectives of the growth policy and amended as necessary. Ultimately enforcement of the zoning ordinance is meant to promote the common good and general welfare of the City as a whole. Map 6 shows the current City zoning map.

Annexation

While some new development will occur via the construction of homes and businesses on existing vacant tracts of land, inevitably the annexation of new land into the City will be necessary.

Potential annexations should be reviewed in order to determine their effect upon the City's ability to provide services including fire protection, water, sewer, stormwater drainage, and street maintenance. Typical requirements for the annexation of property include a plan concerning the extension of City water and sewer, stormwater detention requirements and the construction of additional streets including curb, gutter, and sidewalks. The City of Roundup does not currently have an annexation policy to provide a formalized and predictable process for annexing new properties. Developing and adopting such a policy and procedures is something that the City should consider.

It is important to note that if the City is proposing to annex property that will also be subdivided, the City Council must officially annex the properties prior to conditionally approving or denying a subdivision application.

Subdivision Regulations

The City's adopted subdivision regulations were originally developed in 2007 for use by Musselshell County.

In combination with the City's zoning code, subdivision regulations can be used to address issues related to new residential and commercial development such as ensuring accurate surveying, providing legal and physical access, provision of utilities, parkland requirements, right-of-way location, mitigating hazards and ensuring the overall development fits the character of the City. Subdivision review can also help ensure that the installation of infrastructure (water, sewer, streets) is completed in accordance with City standards.

The City's current subdivision regulations appear to be out of date and should be reviewed to ensure that they comply with current state statute and are consistent with the guidance provided in the growth policy and dovetail with the requirements of the City zoning ordinance.

Flooding and Floodplain Regulations

The City is no stranger to flooding from the Musselshell River, but in the spring of 2011 it reached records never seen before. In May of that year, flooding near Roundup was at least



2011 Flood Looking West Along Highway 12

2 feet above record levels and on Thursday, May, 26th, floodwaters were flowing at over 3,670 cubic feet per second at the US Highway 87 bridge, which was more than 10 times the normal rate.

During that flood event, waters from the River forced the evacuation of 30 homes in the City and the closed US Highway 87 between Roundup and

Billings. This also created a situation where access to potable water, food, and medicine were major concerns during and after the flood.

It is with these sorts of events in mind that both the City and the County have adopted and enforce floodplain ordinances and require floodplain permits for any new construction in the 100-year floodplain.

Both the City of Roundup and Musselshell County also participate in the National Flood Insurance Program. The National Flood Insurance Program aims to reduce the impact of flooding on private and public structures. It is meant to achieve this by providing affordable insurance to property owners and by encouraging communities to adopt and enforce floodplain management regulations. These efforts help mitigate the effects of flooding on new and improved structures. Overall, the program reduces the socio-economic impact of disasters by promoting the purchase and retention of general risk insurance, but also of flood insurance, specifically.

Flood Mitigation

Musselshell County is working on a mitigation program to address homes located within the floodplain. The primary focus of the County's mitigation plan is intended to purchase and remove homes in the County which are located between the River and the old Milwaukee Railroad bed. This part of the project encompasses a general area from the intersection of Highway 12 and 87 on the west, then between the highway and the river up to the City limits on the east end. If successful, the County would convert the purchased properties to open space.

The secondary focus of the County's project is the lower portion of the City of Roundup that is located in the floodplain. There are approximately 10 homes in the floodplain in this area. As proposed, the project would entail the City purchasing the homes and the County would reimburse the City for the purchase. The area would then be converted to open space. With

this in mind, the City should prepare a plan for the redevelopment and use of these properties as parkland or open space.

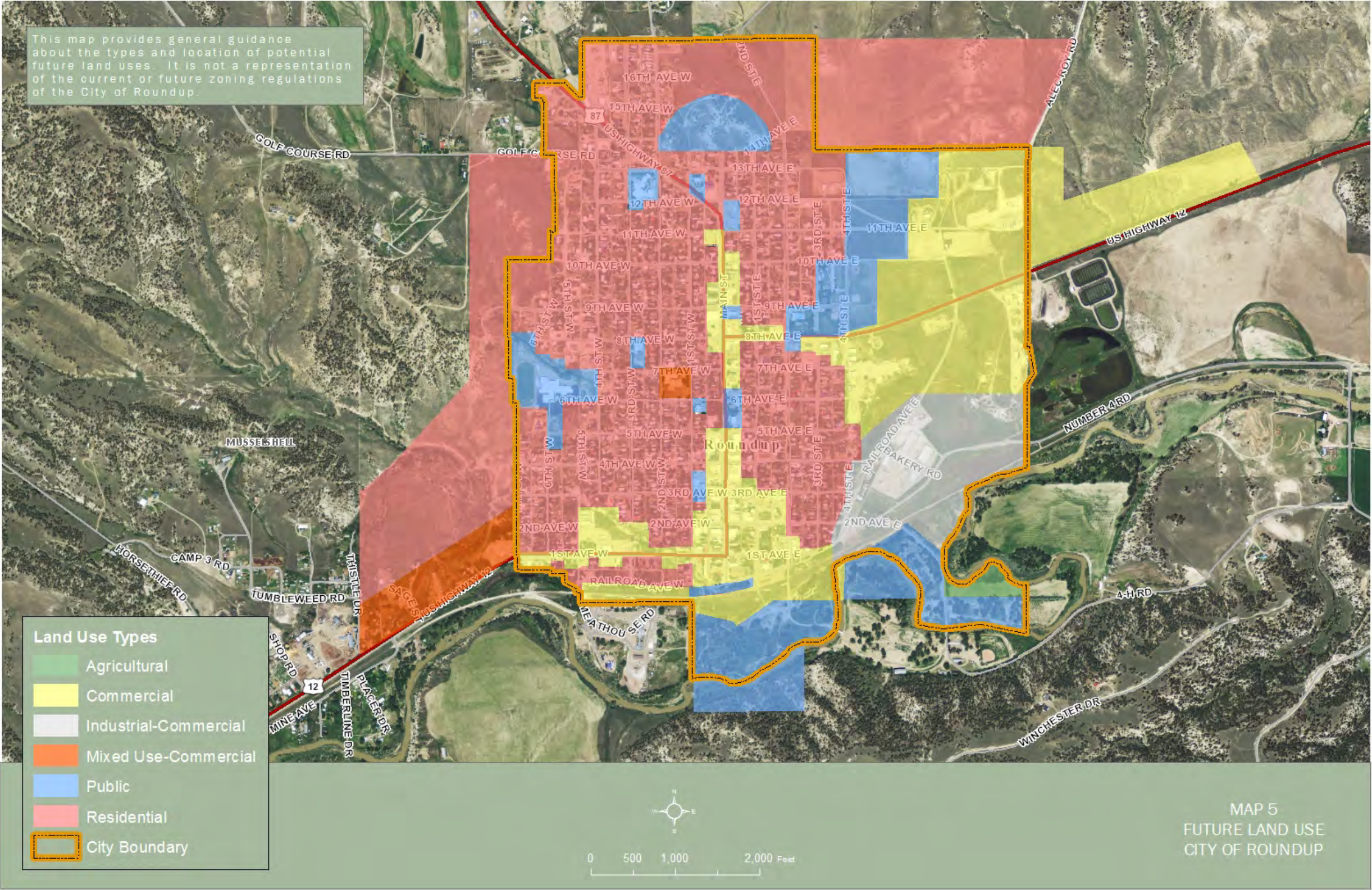
In addition, in the future the City should actively participate in the update of the County's Predisaster Mitigation Plan. Doing so will position the City to take advantage of funds from the Federal Emergency Management Agency (FEMA) in order to address potential threats to public health and safety in the City well in advance of them occurring.



Aerial Photo of 2011 Flood Around Roundup

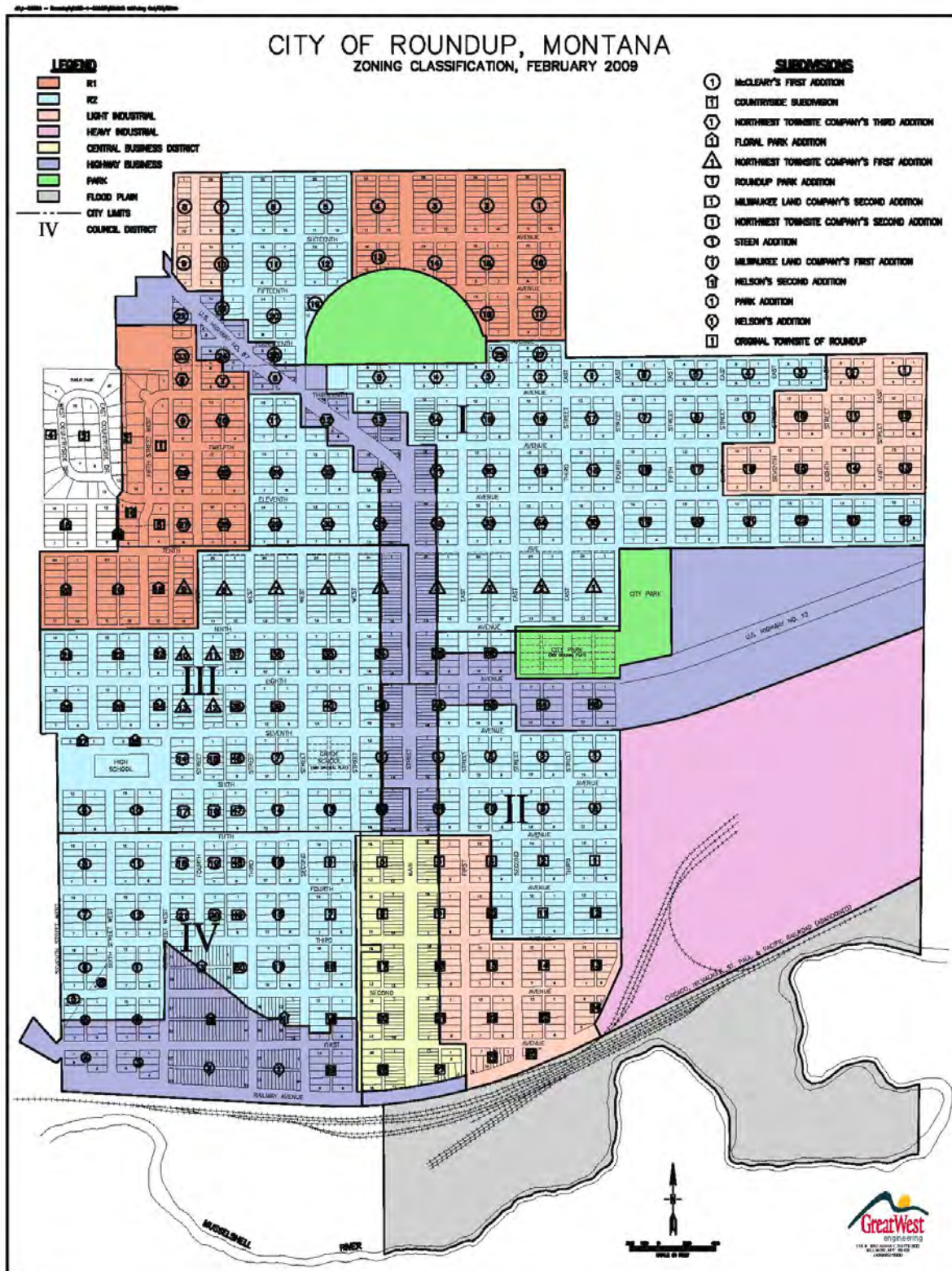
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Map 5 - Future Land Use



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Map 6 - Zoning



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Sand & Gravel Resources

Sand and gravel are important resources for the construction and maintenance of streets and roads as well as the construction of new homes and businesses. According to the Montana Department of Environmental Quality Open Cut Mining Program there are 28 permitted gravel pits in Musselshell County. None of those pits are located within one mile of the City limits.

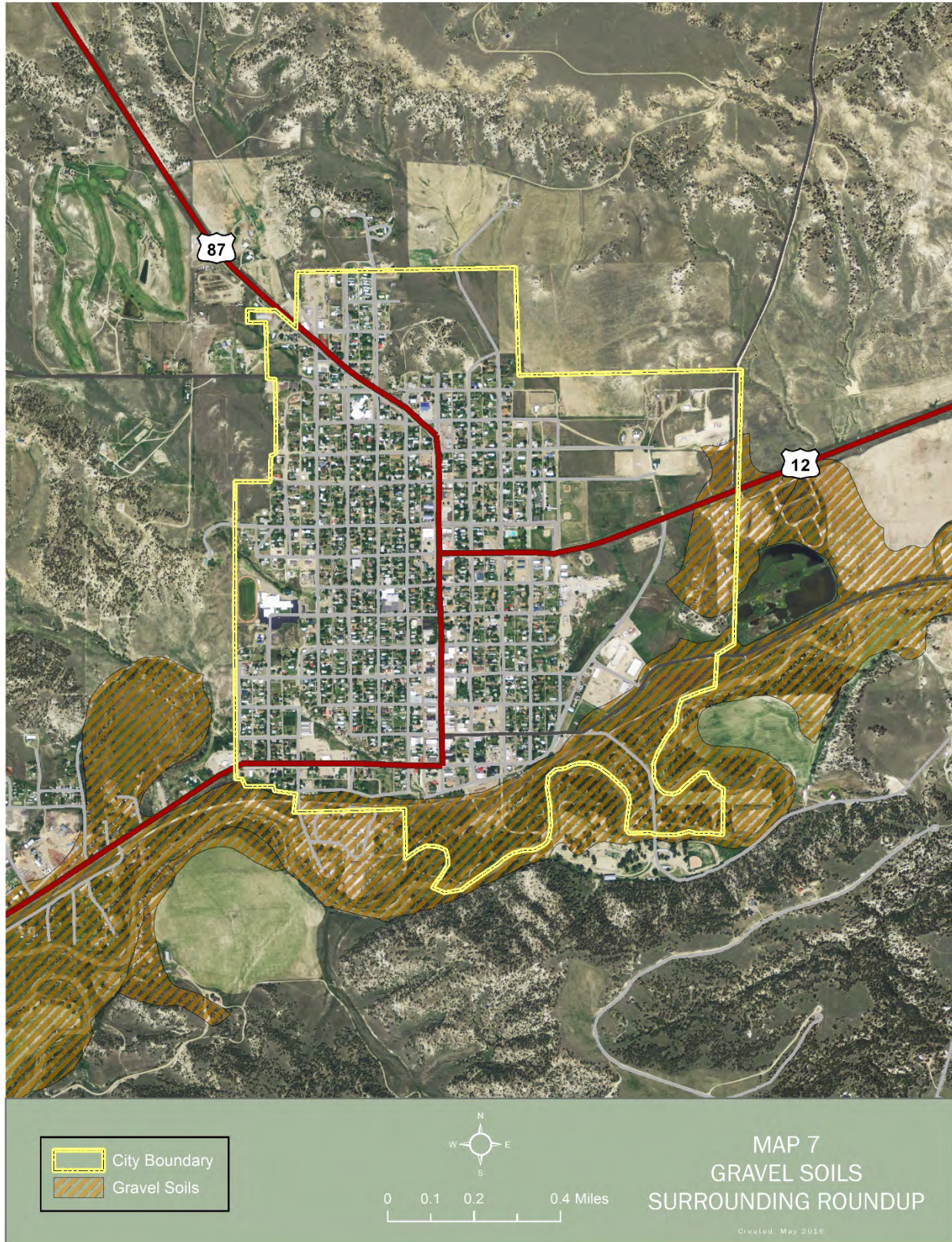
The Soil Survey completed for Musselshell County by the Soil Conservation Service shows only two (2) soils (Havre and Cabbert-Crago) near the City that are suitable for use as gravel. See Map 7 for the location of these soils in relation to the City.

Wildland-Urban Interface

The City of Roundup is located adjacent to land identified as part of the wildland urban-interface. This include the area south of the City in the Bull Mountains and also in the forested breaks and rim rock to the west of the City

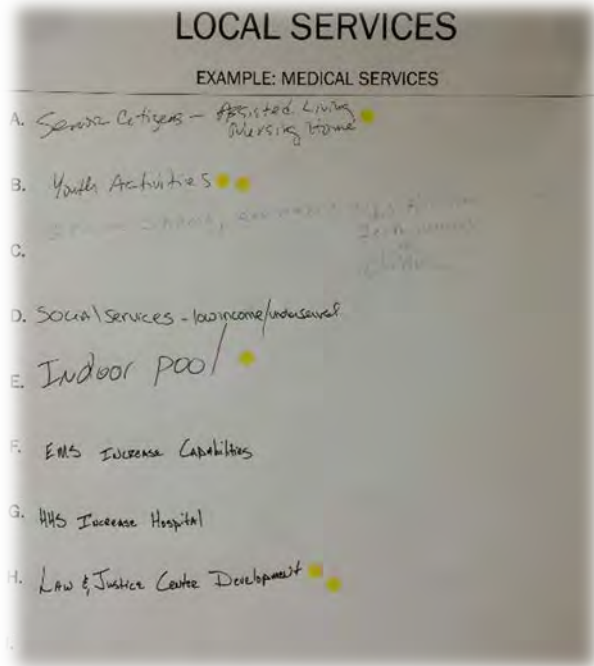
The City has addressed the potential for wildland fire through its existing codes and infrastructure. The City zoning code requires building setbacks for new structures from one another and it has standards for the development and construction of streets that facilitate adequate ingress and egress. It also has a water system that includes fire hydrants located throughout the City. That being said, the City does not currently have or require defensible space standards for residential or commercial structures from wildland vegetation.

Map 7 – Gravel Soils



PUBLIC ENGAGEMENT

Gathering the public's ideas and advice has been critical to the development of the Growth Policy. To date, four public meetings have been held to discuss the Growth Policy. The first



Public Comment Sheet - April 2016

two were held on the evening of February 11, 2016. The first meeting was with the City Council to discuss the purpose of the project, the roles and responsibilities of participants and the approximate schedule for completing the project. The second meeting that evening was held with the City-County Planning Board and was an identical conversation as the one with the City Council.

Following the February meetings, a project website was created to assist in sharing information and updates on the project.

The third meeting was held on April 14, 2016 and was a public workshop designed to gather resident's ideas about what opportunities and issues the City faces.

Topics of discussion included local services,

infrastructure, the economy and many others. Seventeen (17) people attended this meeting. Participants identified opportunities and issues that they felt should be addressed in the future.

A fourth meeting of the City-County Planning Board took place on July 14, 2016. At that meeting hardcopies of the preliminary draft were distributed to the Board and to the City Council. In addition, the Board and members of the public developed a draft future land use map by marking up a hardcopy map and showing where they felt new growth might occur in the future.

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IMPLEMENTATION PLAN

Implementation of goals identified in this Growth Policy will take time and resources. Most important of all implementation will require a commitment by the residents and the City Council to follow through on the guidance provided by the document. Implementation of this plan also includes meeting the statutory requirements for subdivision review, cooperation between the City and the County and the review and update of the document in the future.

Implementation Schedule

ECONOMY		
Action	Responsibility	Schedule
Using State and Federal grant funds, develop a downtown master plan that includes: a. Marketing and branding plan b. Historic preservation plan c. Assess retail needs d. Identify barriers	City of Roundup, Roundup Chamber of Commerce, Snowy Mountain Development Corporation and Montana Main Street Program	2 years
Create a residential marketing plan to attract commuter residents from places such as Billings	City of Roundup, Roundup Chamber of Commerce, Snowy Mountain Development Corporation	3-5 years
Create a local business assistance program.	City of Roundup, Roundup Chamber of Commerce and Snowy Mountain Development Corporation	1-2 years
Pursue grant funds from the Montana Main Street Program and Tourism Grant Program to improve the visual appearance of downtown and its visitor signage and facilities	City of Roundup, Roundup Chamber of Commerce and Snowy Mountain Development Corporation	2-3 years
Examine the potential for using a tax increment financing district (TIF) or targeted economic development district (TEDD).	City of Roundup, Roundup Chamber of Commerce and Snowy Mountain Development Corporation	2-3 years
Create a marketing plan to communicate the importance of coal mining in Musselshell County to State and Federal officials.	City of Roundup, Musselshell County and Roundup Chamber of Commerce	6 to 12 months

LOCAL SERVICES & INFRASTRUCTURE		
Action	Responsibility	Schedule
Update and use the Capital Improvements Plan to prioritize infrastructure projects.	City of Roundup	Ongoing
Complete rehabilitation of the City's water distribution system.	City of Roundup	6-12 years
Join the Central Montana Regional Water Authority in order to provide water to the City.	City of Roundup	6-8 years
Pursue State and Federal grants and loans to fund the costs of replacing the water distribution system and joining the Musselshell-Judith Rural Water System.	City of Roundup	Ongoing
Based upon an updated capital improvements plan and the accompanying priority list, repair and improve City streets.	City of Roundup	Ongoing
Initiate discussions with the Montana Department of Transportation regarding any potential future upgrades to US 12 and US 87 through Roundup to: a. Ensure improvements improve the character of downtown i.e. lighting, trees, etc. b. Provide improved pedestrian facilities i.e. sidewalks, crosswalks, etc.	City of Roundup	1-2 years
Pursue Surface Transportation Block Grant funds from the Montana Department of Transportation to improve sidewalks and streetscape along Main Street.	City of Roundup	2-3 years
Assess and create a program to fund and implement the replacement or construction of sidewalks with priority on: a. Main Street, b. Primary student and pedestrian routes.	City of Roundup	2-3 years

COMMUNITY SERVICES		
Action	Responsibility	Schedule
Assist the school district in the repurposing or sale of the Central Elementary School upon the completion of the new school.	City of Roundup, Musselshell County, Roundup Chamber of Commerce, Roundup School District and Snowy Mountain Development Corporation	1 year
Pursue grant funds from the Montana Department of Commerce to update the previous housing plan for the City that will: a. Assess current housing stock b. Identify issues and opportunities for providing new or renovated housing c. Provide concrete implementation steps d. Identify viable funding options.	City of Roundup, Musselshell County and District 6 Human Resource Development Council	2-5 years
Update law enforcement and emergency service plans including: a. Assessing the need for a new law enforcement and emergency operations center. b. Implementing comprehensive E911 services	City of Roundup and Musselshell County	2-5 years
Develop a City-County parks and recreation plan to address the maintenance, operation and expansion of parks, trails and recreation programs.	City of Roundup, Roundup School District, Roundup Chamber of Commerce, City civic clubs	3-4 years
Conduct conversations with cellular telecommunication providers about how to improve coverage.	City of Roundup and Musselshell County	6 to 12 months

LAND USE		
Action	Responsibility	Schedule
Review and update City Subdivision Regulations.	City-County Planning Board, City Council, City Attorney	1 year
Develop and adopt annexation policies and procedures.	City-County Planning Board, City Council, City Attorney	1-2 years
Enforce the zoning ordinance.	Zoning Administrator, Zoning Commission, City Council, City Attorney	Ongoing
Enforce the community decay ordinance.	Zoning Administrator, Zoning Commission, City Council, City Attorney	Ongoing
Enforce the floodplain ordinance.	Floodplain Administrator, City Council, City Attorney	Ongoing
Work with the County to purchase of homes in the City that are located in the floodplain.	City of Roundup and Musselshell County	2-4 years
Develop an open space/parks plan for the floodplain properties to be purchased.	City of Roundup	3-5 years
Participate in the next update of the County's Predisaster Mitigation Plan.	City Fire Chief, City Floodplain Administrator, City Council and County DES Coordinator	5 years
Work to repurpose Central Elementary School into a mixed use development through appropriate mechanisms such as a planned unit development (PUD) etc.	City of Roundup, Musselshell County, Roundup Chamber of Commerce, Roundup School District and Snowy Mountain Development Corporation	2 to 4 years

Subdivision Review

The Montana Code Annotated requires that the City Council provide a statement in the Growth Policy explaining how they will:

- define the criteria in 76-3-608 (3) (a) M.C.A.;
- evaluate and make decisions regarding proposed subdivisions with respect to the criteria in 76-3-608 (3) (a) M.C.A.

Definition of 76-3-608 Criteria:

The City of Roundup will use the following definitions as found in the Subdivision Regulations for each of the criteria listed below.

- Agriculture: Montana Code contains definitions for the words “agriculture” and “agricultural” as follows: Agriculture: All aspects of farming and ranching including the cultivation or tilling of soil; dairying; the production, cultivation, growing, harvesting of agricultural or horticultural commodities; raising of livestock, bees, fur-bearing animals or poultry; and any practices including forestry or lumbering operations, including for market or delivery to storage, to market, or to carriers for transportation to market. "Agricultural and food product" includes a horticultural, viticulture, dairy, livestock, poultry, bee, other farm or garden product, fish or fishery product, and other foods.
- Agricultural Water User Facilities: Those facilities, which provide water for irrigation or stock watering to agricultural land as defined in 15-7-202, MCA, or which provide water for the production of agricultural products as defined in 15-1-101, MCA, including, but are not limited to ditches, head gates, pipes and other water conveying facilities.
- Local Services: Any and all services that local governments entities are authorized to provide.
- Natural Environment: The physical conditions, which exist within a given area including land, air, water, mineral, flora, fauna, noise, and objects of historic or aesthetic significance.
- Public Health and Safety: A condition of optimal well-being, free from danger, risk or injury for a community at large, or for all people, not merely for the welfare of a specific individual or a small class of persons.
- Wildlife: Living animals, which are neither human nor domesticated.
- Wildlife Habitat: A place frequented by wildlife or site where wildlife naturally lives.

Evaluation of Subdivisions Based Upon 76-3-608 Criteria

Subdivision applications and subdivision review by City staff will include documentation and an analysis of as to whether and to what extent the proposed subdivision will impact agriculture, agricultural water user facilities, local services, the natural environment, wildlife, wildlife habitat, and public health and safety as defined in this Growth Policy.

The City will evaluate each proposed subdivision with regards to the expected impacts upon each of the criteria, and the degree to which the subdivision applicant proposes to mitigate any adverse impacts. This evaluation will be based upon the subdivision application, staff review and reports and information gathered from public hearings and other sources of information as deemed appropriate.

Upon completion of its review and evaluation, the City will render a decision on the proposed subdivision with respect to the requirements of the City of Roundup Subdivision Regulations, the City of Roundup Growth Policy, and the Montana Subdivision and Platting Act.

Evaluation Criteria for Effects on Agriculture

- a. The number of acres that would be removed from the production of crops or livestock. Acreage will be obtained from Department of Revenue tax records.
- b. Removal of agricultural lands critical to the Musselshell County's and Roundup's agricultural base. Maps and land capability classifications developed by the USDA Natural Resource Conservation shall be used to determine the agricultural significance of land.
- c. It will be determined whether the un-subdivided parcel is part of a continuing farm or ranch unit by evaluating the use of the remainder and adjoining properties.
- d. Potential conflicts between the proposed subdivision and adjacent agricultural operations shall be evaluated including:
 - Interference with the movement of livestock or farm machinery
 - Interference with agricultural production and activities
 - Maintenance of fences
 - Proliferation of weeds
 - Increased human activity
 - Harassment of livestock by pets

Evaluation Criteria for Effects on Agricultural Water User Facilities

- a. Location and proximity to a ditch, canal, headgate, sprinkler system, watering tank or developed spring shall be considered.
- b. Potential subdivision nuisance complaints or problems due to agricultural water user facilities such as safety hazards to residents or water problems from irrigation ditches, headgates, siphons, sprinkler systems or other facilities shall be considered.

- c. Ownership of water rights and the historic and current use of facility on the proposed subdivision shall be examined. Easements to protect the use of water user facilities on or accessed through a subdivision shall be considered.
- d. Allocation of water rights within a subdivision shall be considered.

Evaluation Criteria for Effects Upon Local Services

- a. Increased demand on services and need to expand services for a proposed subdivision:
 - Ambulance Service
 - Drinking water sources and distribution system
 - Fire Department
 - Parks and recreation
 - Police protection
 - Schools
 - Solid waste management
 - Streets and stormwater management
 - Wastewater treatment and collection system
- b. Cost of services
 - Current and anticipated tax revenues
 - Cost of services for the subdivision
 - Evaluate the need for special improvement districts

Evaluation Criteria for Effect on Natural Environment

- a. Expected alteration of any streambanks. Any draining, filling or alteration of any wetland.
- b. Needed cuts and fills on slopes as a result of road or building construction.
- c. Significant removal of vegetation contributing to potential soil erosion or bank or slope instability.
- d. Evaluate whether the subdivision design maintains significant open space.

Evaluation Criteria for Effect on Public Health and Safety

- a. Potential hazards to residents of subdivision from high voltage lines, high-pressure gas lines, highways, roads, railroads or railroad crossings, nearby industrial or mining activity.
- b. Evaluate existing activities taking place in the vicinity of the subdivision.
- c. Evaluate traffic conditions.
- d. Presence of natural hazards such as flooding, high winds, wildfire, or difficulties such as high water table, expansive soils or excessive slopes.

Evaluation Criteria for Effect on Wildlife and Wildlife Habitat

- a. Location of subdivision streets with respect to critical wildlife areas such as big game wintering range, calving areas, migration routes, nesting areas, wetlands, or habitat for endangered or threatened species.
- b. Expected effects of pets and human activity on wildlife.
- c. Upon completion of its review and evaluation, the City will render a decision on the proposed subdivision with respect to the requirements of the City of Roundup Subdivision Regulations, the City of Roundup Growth Policy, and the Montana Subdivision and Platting Act.

Public Hearing Procedure

Public hearings on proposed subdivisions will be conducted by the City-County Planning Board for subdivision proposals in the City. Hearings shall be structured according to the following procedures:

1. Planning Board President opens the public hearing.
2. Planner provides a summary of the subdivision application and staff report.
3. Subdivision applicant is given an opportunity to make comments.
4. Planning Board members are given an opportunity to ask clarifying questions of the subdivision applicant and planning staff.
5. Members of the public have an opportunity to make comments. ¹
6. Public comment is closed and Planning Board discussion takes place.
7. If Planning Board members feel prepared to make a decision on the application, they will vote to either recommend project approval, conditional approval, or denial.
8. If Planning Board members feel they need more information or time to consider the project before voting, or if the subdivision applicant wishes to modify the project and bring a revised proposal back to the Planning Board, the Board may opt to extend the public hearing in accordance with the review period outlined in statute. An extension of the public hearing must take place with the concurrence of the applicant.
9. Once all public comments have been received within the allowable timeframe, and once the Planning Board has taken its vote, the Planning Board President closes the public hearing.

Coordination with the Musselshell County

The City of Roundup will examine the potential to coordinate efforts with the Musselshell County in the following ways:

- a. Leverage and coordinate resources with the Musselshell County in providing emergency services in staffing, equipment and infrastructure.
- b. Jointly examine the need for enhanced emergency services and new law enforcement center.

- c. Development of a joint housing plan
- d. Promote the continued mining of coal in the County
- e. Improvement of cellular telephone service
- f. Development of a joint parks and recreation plan

Conditions and Timing for Review and Revision

To be a useful and relevant document that will assist the City in making decisions regarding the issues the City faces; the Growth Policy will need to be periodically reviewed and updated.

The document will be reviewed every 5 years from the date of its adoption. The City-County Planning Board will be the entity responsible for reviewing the Policy, and will make any recommendations regarding revisions or changes to the City Council. Future reviews will include an evaluation of every section of the Policy. It is anticipated that a full update of the Policy will be necessary within 10 years of its original adoption.

The Growth Policy may also be revised when a situation or issue has been identified by the public that necessitates changes or when changes are deemed to be in the public interest by the Planning Board or the City Commission. It is also possible that Legislative changes to the Growth Policy statutes may require significant amendments or changes. Finally, amendments to the Policy may also be necessary when litigation in the City or elsewhere in Montana sets legal precedent that is clearly contrary to the stated goals, objectives or implementation strategies in the growth policy.

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SOURCES

Introduction

1. City of Roundup
2. National Weather Service
3. Musselshell County
4. United State Census Bureau

Population Characteristics

1. Headwaters Economics, Economic Profiling System, 2014
2. United States Census Bureau

Economy

1. Billings Gazette
2. Headwaters Economics, Economic Profiling System, 2014
3. Montana Department of Commerce, Housing Division
4. Montana Department of Transportation

Local Services & Public Facilities

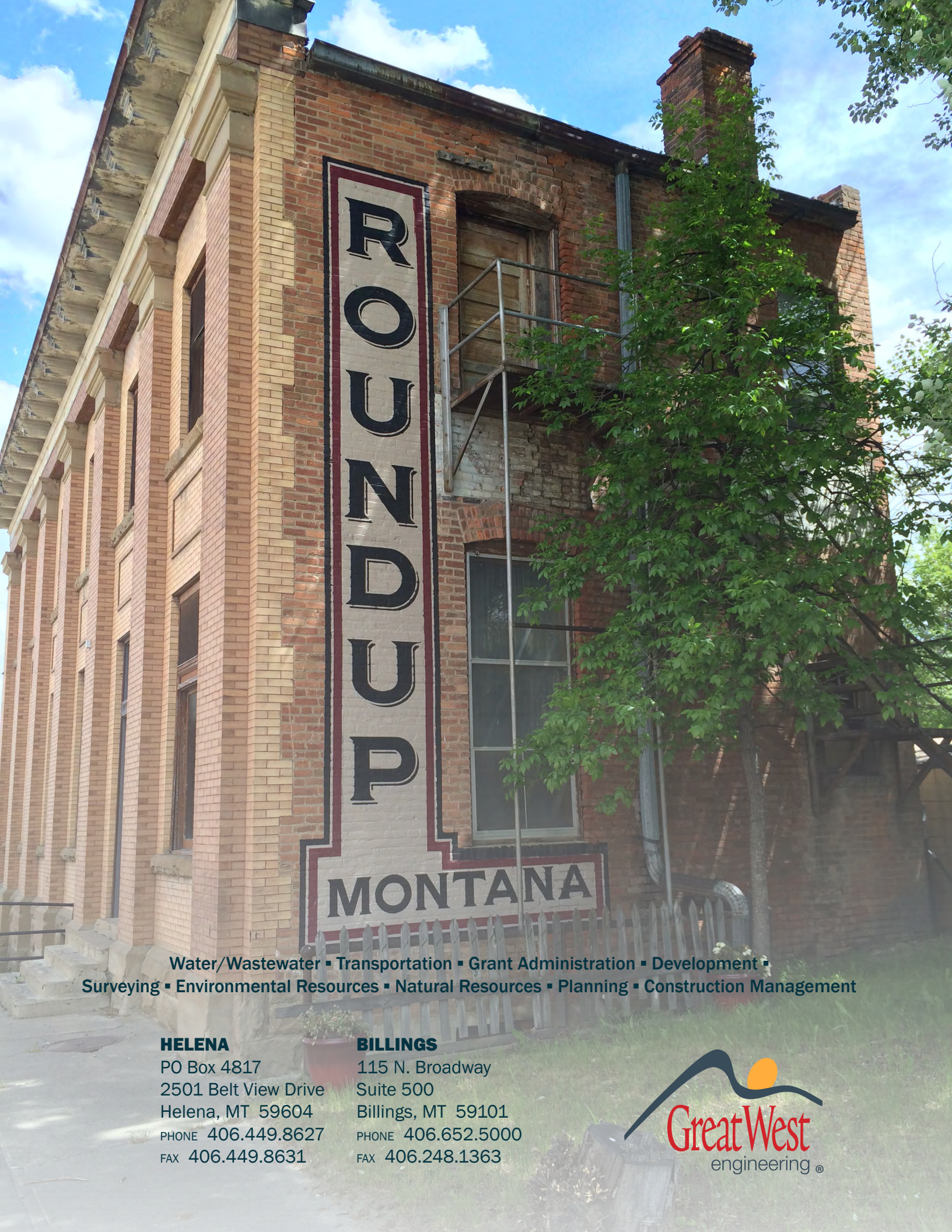
1. City of Roundup
2. Montana Department of Transportation
3. Musselshell County
4. Roundup Capital Improvements Plan
5. Roundup Memorial Hospital
6. Roundup School District

Housing

1. American Community Survey, Census Bureau
2. Montana Department of Revenue

Land Use

1. City of Roundup
2. Montana Department of Natural Resources and Conservation
3. Montana Department of Revenue
4. Musselshell County



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**Water/Wastewater ▪ Transportation ▪ Grant Administration ▪ Development ▪
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