



GROWTH POLICY & DOWNTOWN REVITALIZATION PLAN

CITY OF HARDIN



Adopted: December 21, 2021



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INTRODUCTION & COMMUNITY VISION

Timely and effective planning is critical for the City of Hardin to maintain orderly growth and development and to protect the health, safety, and welfare of its citizens. The State of Montana recognizes this and requires that each city in Montana adopt a Growth Policy. The State requires that each city update its Growth Policy periodically to ensure that the Policies apply to the current conditions. This Growth Policy has particular focus on the downtown area of Hardin in addition to highlighting catalyst projects for the community. It is through these current successes that Hardin can capitalize on opportunities for the future.

Since the completion of the existing Growth Policy in 2009, Hardin's population growth has been limited. However, over this period, the city has been successful in completing many community-wide projects. This update gives Hardin the necessary tools to continue moving forward while protecting the health, safety, and welfare of the citizens. This Growth Policy charts a course based upon a shared vision for Forward Hardin.



By far the greatest and most admirable form of wisdom is that needed to plan and beautify cities and human communities.”

-Socrates

WHAT IS A GROWTH POLICY?

The term “Growth Policy” describes a broad, comprehensive, long-range statement of goals and action items that guide the future growth and development of a city. A Growth Policy expresses a city’s vision and is a key document that guides and underlies decisions made about the city’s future. The role of the Growth Policy is to serve as a basis for rational decisions regarding a city’s long-term development.

A Growth Policy should not be confused with a zoning ordinance. Zoning is a legal mechanism whereby land is classified according to a specifically allowed use; whereas a Growth Policy is a guide for future growth and development. Zoning should be utilized as an implementation tool for goals, objectives, and policies of the Growth Policy.

IN SUMMARY, A GROWTH POLICY IS:	A GROWTH POLICY IS NOT:
• A statement of policy	• A rigid, static document
• A guide to local decision-making about what kind of community Hardin wants to be;	• A detailed policy for specific areas;
• A presentation of long-term perspectives;	• A zoning ordinance;
• A path to improving the quality of life for city residents; and	• A Capital Improvement Plan
• A legal mandate.	• A management plan.

PURPOSE OF THE HARDIN GROWTH POLICY

The purpose of the Hardin Growth Policy and Downtown Revitalization Plan is to provide an official public document to serve as a policy guide for future development in the City of Hardin. The Growth Policy is intended to be both long-range and visionary while aiming to guide desired future growth over the next five to ten years.

The legal foundations of a Growth Policy are found in Montana's Local Planning and Enabling Act (Sections 76-1-101 through 76-1-606, MCA) which outlines the contents and process for the preparation and use of the Growth Policy. These provisions state that the Planning Board shall prepare and propose a Growth Policy for review and approval by the governing body, in this case, the Hardin City Council. The previous City of Hardin Growth Policy was adopted in 2009.

The Growth Policy is meant to be both practical and accessible as it is intended for a variety of users; municipal officials, including City staff, Planning and Zoning Board members, and City Council members will use the Growth Policy as a basis for

future decision-making to ensure that the City's policies and procedures remain consistent with the Growth Policy. Additionally, the Growth Policy can be utilized by residents, developers, and other interested individuals as a tool to learn about the City's policies and to meet the needs of its citizens and businesses.

RELATIONSHIP TO OTHER POLICY DOCUMENTS

The 2021 Growth Policy and Downtown Revitalization Plan provides broad parameters for organizing the growth and development of Hardin. However, once adopted, the plan must be cognizant of the other documents considered implementation tools of this plan:

- [City of Hardin Zoning Ordinance](#)
- [City of Hardin Subdivision Regulations](#)

USE OF THIS DOCUMENT

This document has been created in 2021 relying on extensive resources available through the internet. We live in a time where active links can provide the reader with greater resources to investigate and inform future decision making. This document is best viewed in pdf digital format with direct access to the internet to allow for exploration of active links.



FUTURE LAND USE & TRANSPORTATION

Hardin is on the move. Positive transition is occurring along the transportation corridors into the community through catalyst projects. While traditional land use plans focus typically on extraterritorial growth, this plan recommends an alternative approach, one based on principals suggested by the “Strong Towns” movement.



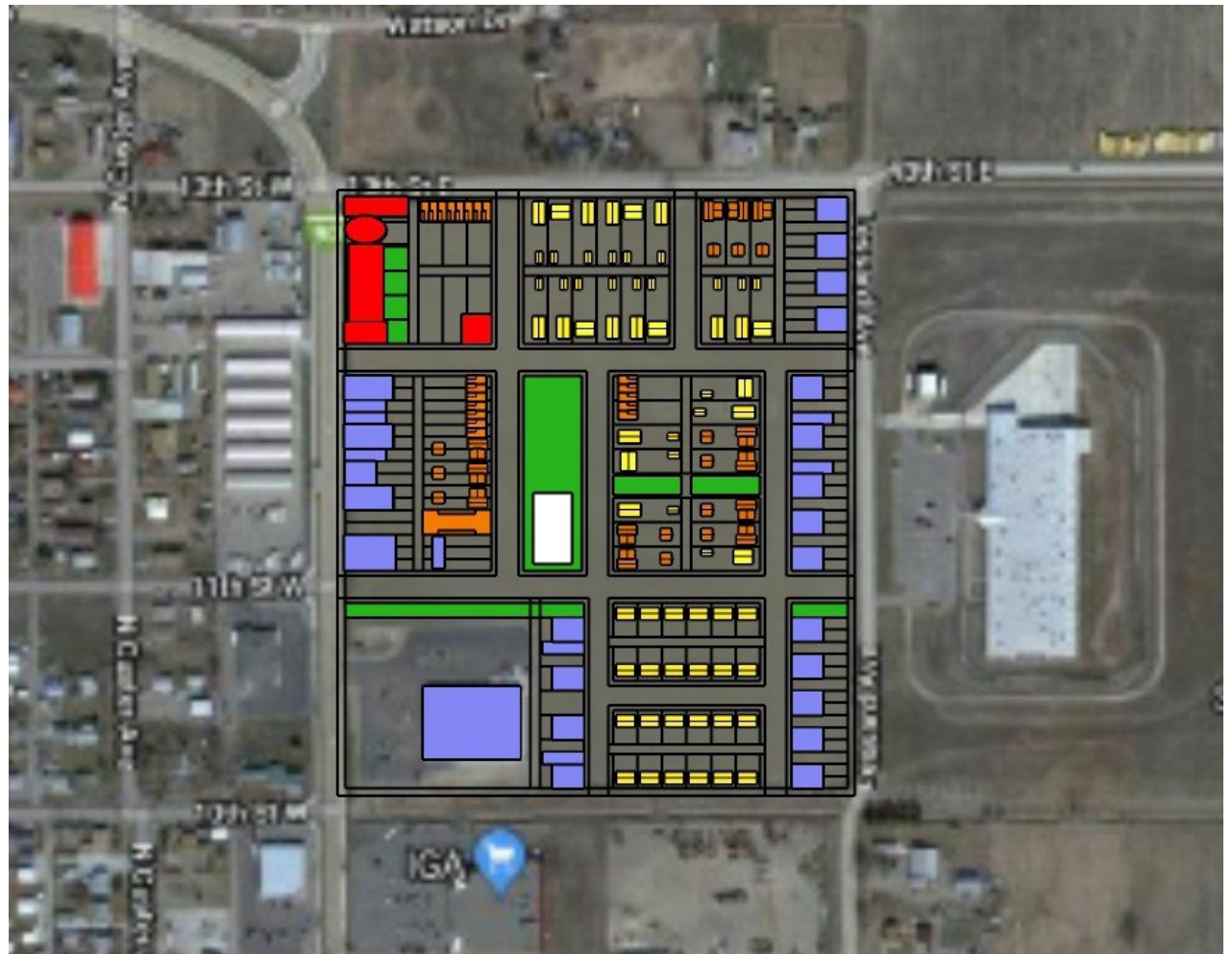
The [Strong Towns](https://www.strongtowns.org/) approach principles suggest that our cities and towns must:

- Stop valuing efficiency and start valuing resilience
- Stop betting our futures on huge, irreversible projects, and start taking small, incremental steps and iterating based on what we learn
- Stop fearing change and start embracing a process of continuous adaptation
- Stop building our world based on abstract theories, and start building it based on how our places actually work and what our neighbors actually need today
- Stop obsessing about future growth and start obsessing about our current finances

- See <https://www.strongtowns.org/about>



Hardin has faced relatively limited extraterritorial growth over the past decade, particularly with regards to residential growth. The Strong Town's movement suggests that strengthening communities through infill development is a better focus than looking beyond the City's edge. Hardin has already begun the process of looking inwards for redevelopment opportunities, and the future land use and transportation goals within the implementation section of this plan suggest continuing to leverage opportunities within the community for economic and community development.



One of the key catalyst projects to have developed in Hardin in recent years is the Bighorn Valley Health Center was developed through Guiding Principles focused on neighborhood and community design. Those principles as applied are:

1. Identifiable Neighborhood
2. Network of Streets
3. Mixed-Use Development
4. Pedestrian First
5. Multimodal Transportation
6. Reduced and Optimized Parking
7. Public Spaces
8. Sustainable Sites
9. Environmentally Responsible Buildings
10. Community Health

[See Appendix C for Master Plan Document created by High Plains Architects](#)

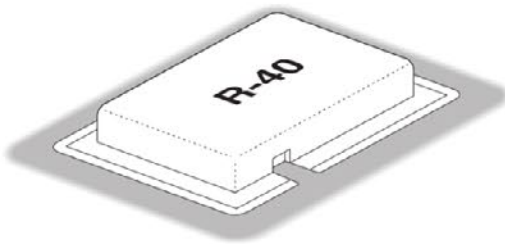


The principles applied in the Bighorn Valley Health Center are rooted in the history of architecture and Town building, adapted to the 21st Century. The City of Hardin was fortunate to have a developer who was willing to innovate and provide a building as a landmark for a neighborhood which will have lasting value. This model development has a potential to reshape the zoning ordinance based upon form-based principles and traditional urbanism.

While modernizing zoning may simplify the development process, it's clear that good projects can occur today in Hardin using the tools you have. As the City considers amending the zoning ordinance, several resources are available to guide those efforts, including the United States Green Building Council's [LEED v4](#), [Reference Guide for Neighborhood Development](#), and the [Form-Based Codes Institute](#).

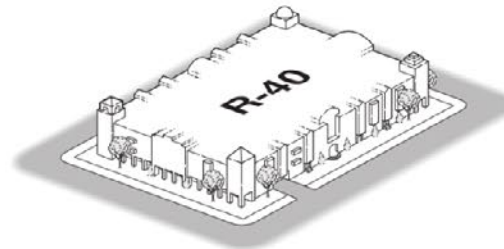
Conventional Zoning

Density use, FAR (floor area ratio), setbacks, parking requirements, maximum building heights specified



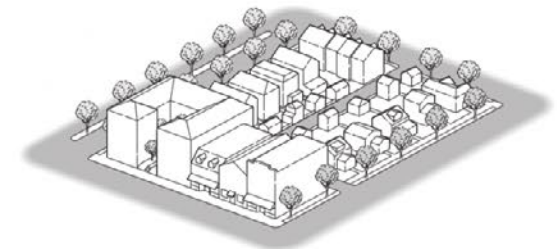
Zoning Design Guidelines

Conventional zoning requirements, plus frequency of openings and surface articulation specified



Form-Based Codes

Street and building types (or mix of types), build-to lines, number of floors, and percentage of built site frontage specified.



The transportation elements codifying these principles are most clearly outlined in the National Association of City Transportation Officials' (NACTO) Urban and Street Design Guide. Considering transportation choices along with land use decisions will be critical for Hardin in the future, particularly along the I-90 Business Loop through town, where recent development is occurring.

This plan recommends a coordinating planning effort with the Montana Department of Transportation, often referred to as context sensitive solutions. Those solutions may include reducing travel lanes in the downtown area through a road diet, implementation of complete streets, and ensuring controlled access along the I90 business loop, in addition to improve wayfinding signage to direct travelers to Downtown and other commercial opportunities. According to the Montana Department of Transportation:

Context Sensitive Solutions

Context sensitive solutions (CSS) is a collaborative, interdisciplinary approach that balances the interests of various stakeholders in providing a transportation facility that fits its setting. It is an approach that leads to preserving and enhancing scenic, aesthetic, historic, community, and environmental resources, while improving or maintaining safety, mobility, and infrastructure conditions.

See [Montana Department of Transportation Context Sensitive Solutions](#)

As a part of that road diet, the City should implement street improvements to include:

- Angled Parking continuing north in the Downtown Area
- Bulb outs at intersections to improve pedestrian safety
- Providing bicycle parking stations along the transportation corridor
- Coordinating transit activities with corridor planning efforts

Hardin was one of six Montana communities to receive money from a federally funded transportation program for the Safe routes to Schools project. The Crow Nation Transit has a fleet of busses that are in full operation that provides affordable transportation to the Indian Health Service, Little Big Horn College, Fort Smith Park Service, St. Xavier, Wyola, Lodge Grass, two locations in Hardin, and three locations in Billings for students and those who work out of town.

EXISTING LAND USE AND URBAN FORM

The vast majority of development within Hardin, including all the residential development, is concentrated centrally. Most of Hardin was originally platted on approximately 7,000 square foot lots (50 feet wide by 140 feet long) which are usually found 12 per 300-square city block. There are six lots on each side with a 20-foot alley separating the lots. This created a development pattern that consisted of fairly deep, narrow lots that could largely only accommodate a linear single-family dwelling unit.

Overall, the existing land use development pattern in Hardin consists of low density, suburban development in which people are highly dependent upon an automobile. Typical of many smaller rural towns, the majority of commercial and industrial uses are located along the well-traveled primary transportation corridors. The remaining development within the Hardin area consists of one and two-story single-family homes.

There is a large industrial park that the City invested heavily in with utilities, (water and sewer), however, it remains largely unoccupied. The zoning in the industrial park should be reviewed as there is a single-family home located within the park it and according to the Two Rivers Development the lots are not ideally sized for most development that has expressed interest.

Since the last Growth Policy in 2009, much of the anticipated development identified in several planning areas has not occurred. Development activity is occurring though through the business corridor into the Community. The impact of commercial development at the north interstate interchange is likely drawing some business away from the downtown area, but better signage to direct visitors and residents alike to the Downtown area has the potential to draw people to the Downtown.



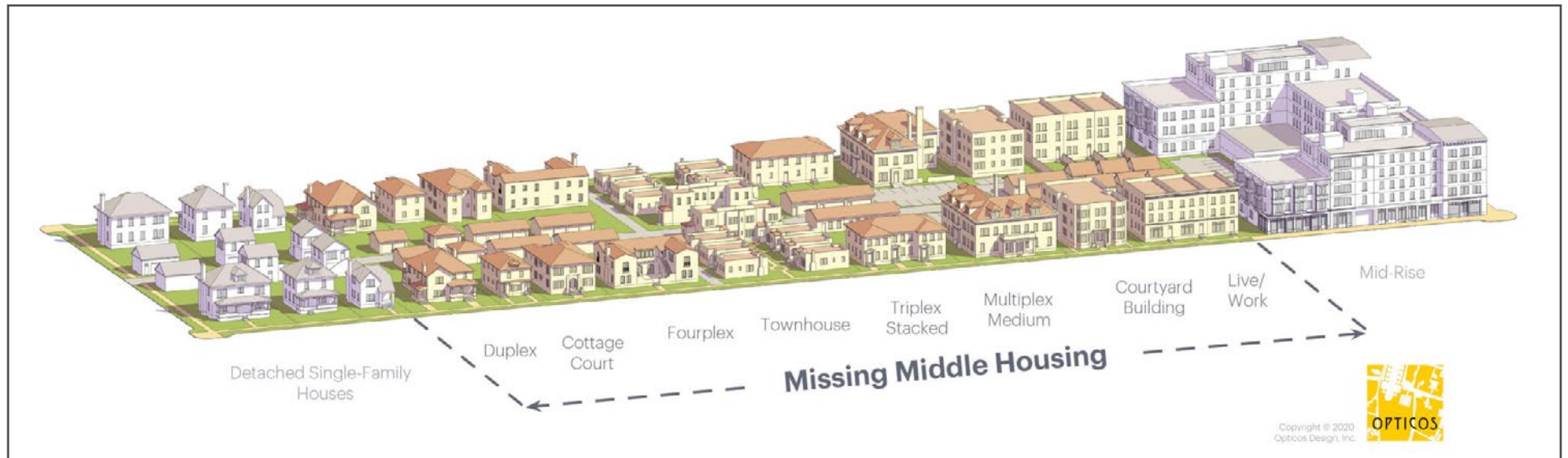


Due in part to economic conditions and needed infrastructure improvements, the desired residential and commercial growth has yet to emerge. While land annexation can bring in more revenue in terms of taxes for Hardin, it is also a financial commitment for Hardin in terms of the costs of providing and/or maintaining related City services and infrastructure. Therefore, land use planning techniques and policies are needed to both manage the added stressors of growth and place growth as to ensure the existing neighborhoods and services within Hardin are not negatively impacted, are preserved and/or enhanced as the result of future development in the area. Again, supporting infill development vs. extraterritorial growth through the next planning horizon is the recommended approach in the implementation section of this document.

The revitalization of the downtown by encouraging building renovation and adaptive re-use, improved amenities, a walkable scale and a unique sense of place will be the best antidote to development challenges.

HOUSING - THE MISSING MIDDLE

The existing housing stock within Hardin largely consists of single-family detached homes, which creates a limited opportunity to meet the different lifestyle and life-cycle needs. Like many rural communities throughout Montana, Hardin has experienced increased residential demand post-covid. Hardin should capitalize on this demand by supporting a mixture of housing types to meet a wide variety of housing needs. Often referred to as the “missing middle”, these housing types include a diversity beyond single family home to attract single professionals, young couples and retirees. Going forward, promoting infill residential development in Hardin and the downtown area that caters to these different lifestyles, such as townhomes, duplexes, apartments, condominiums, additional assisted living facilities, and nursing homes could lead to an increase in the number of new housing units built in Hardin.



From: [Missing Middle Housing](#)



DOWNTOWN REVITALIZATION

Hardin, like most small rural communities, has a downtown that traditionally served as the retail and service center of the community. The founding and development of Hardin created wealth that was accrued and demonstrated in many of the historic structures currently lining the Downtown area. Over the past several decades, however, commercial activity in the Downtown area has struggled to compete with newer development to the north and towards the interstate.

Over those same years, business owners have persevered and established various programs and activities to promote the community. It is clear though that even with existing partner organizations like the Chamber of Commerce, it's helpful for Hardin to consider greater involvement in the Montana Main Street Program. Hardin has participated as an affiliate in the Montana Main Street Program since 2009. There are three tiers of engagement in the main street program, with being a designated at certified communities the next levels of participation. As the City faces transitioning planning duties for a long-term contract planner, integrating the Main Street approach into future planning efforts and staff responsibilities should be considered for improved implementation.



MONTANA MAIN STREET

[From: Montana Main Street Program](#)

New development and redevelopment in downtown Hardin should continue in a manner that respects the character, scale, and historical value of the City. This approach will limit any negative physical or social effects from a disjointed downtown and enhance the harmony between new and redevelopment. Encouraging a future in the downtown area that is shaped positively by aspects of its past will enhance the community image, protect cultural and historical resources, and revitalize the adjacent residential neighborhood and downtown commercial areas.

The Main Street Program provide a proven method and organization to address numerous public improvements over time through the four- point approach. The four-point approach, as depicted below, provides a framework for community and specifically downtown revitalization.

THE MAIN STREET APPROACH



IMPLEMENTATION



To attract investment and activity to downtown Hardin, a concentrated and focused revitalization strategy or plan is needed that will address the physical and programmatic initiatives that are necessary to enact positive economic growth and redevelopment. Initiatives that enhance the public realm, promote existing businesses, bring together downtown merchants, and recruit complementary new businesses that will contribute and allow for the downtown district to achieve its full potential. These initiatives are outlined in the implementation section of this plan.

While participation in the Main Street Program will provide access to resources and action item beyond the scope of this plan, several critical implementation measures arose as ripe opportunities for action in terms of downtown revitalization.

One highlight of the entire planning process for this project was attending the local Farmer's Market in September of 2021. The River Valley Farmer's Market is held in August and September in Downtown Hardin in a central Plaza. The Farmer's Market includes produce and local goods from the area along with activities for youth and adults alike, and various food vendors. In addition to the temporary vendors, several of the adjacent businesses open and benefit from the Market. The Market is led "Healthy Hardin", a local, active civic group promoting public health and activities in the community. "Healthy Hardin" is listed in the implementation section of this plan as a primary partner for moving Hardin Forward and should be the initial spark for the formation of an active Main Street Promotion committee.





SERVICE DELIVERY

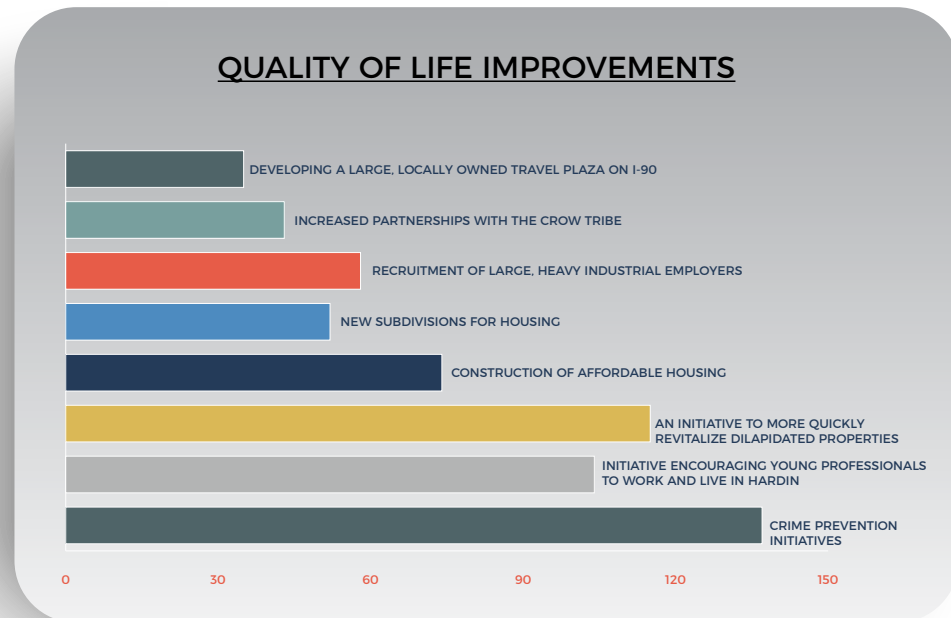
Safety and security are critical for moving Hardin Forward, and the City of Hardin has responded to this through the recent creation of a City Police Department. Throughout the community survey, the overall response was residents were not feeling as safe as they would like. The City is developing its own City Police Department and dissolving its contract with the County. The Council voted in January 2020 to establish its own department and have the City serve the residents.

The primary goal is to provide professional law enforcement services to the residents of Hardin:

- Provide better coverage of the City of Hardin
- Ensure the Department is being effective, efficient and productive
- City has greater control as to the direction of it's Department; including staffing and budget
- Communication to Police from Mayor and Council is achieved faster and more direct
- More effective enforcement of City Code violations
- Allow better coverage of the County by the County
- Improve the reputation of the City to help promote economic development and growth

[From City of Hardin](#)

In addition to creation of a Police Department, and to support the new Chief's efforts along with the entire police force, the Community should consider programs like the Citizen Corps which can assist with the creation of neighborhood watch groups (see www.nnw.org/citizen-corps). The creation of neighborhood watch groups could develop a stronger sense of ownership and overall safety in areas. These and other measures discussed in the implementation section of this plan reinforce the need to continue to address safety and security in Hardin as reflected in the survey responses.



In addition to police protection, the planning department's role within the Community should include code enforcement coordination with the building and police department. As the City transitions to consider the role of the planning department to include such services as code enforcement, it will be helpful to examine Planning fees and revenue to support a planning department. The following provide a summary of City's throughout Montana and a range of fees they are charging for planning applications to be referenced when the City considers updating fees:

TYPE OF APPLICATION	PLANNING DEPARTMENT FEE RANGES	MAIL FEES
Pre-Application- Major, Minor, Subsequent Minor	\$375-\$550 + \$25/lot	No
Preliminary Plat-Minor	\$450-\$600 + \$25-40/lot	No
Preliminary Plat- Major or Subsequent Minor	\$1125-\$1400 + \$40-\$50/lot	Yes
Final Plat Review- Minor	\$225-\$350 + \$25-\$40/lot	No
Final Plat Review- Major or Subsequent Minor	\$450-\$550 + \$15-\$25/lot	No
Variance	\$400-\$500	Yes

From Belgrade, Laurel, Red Lodge, Billings and Gallatin County

As the City considers updating planning department fees, there has been some consideration in the past of reviewing development projects for their fiscal impacts on the Community. While evaluating projects for fiscal impacts on a case-by-case basis does occur in larger, often growing metro areas, it's less common in rural communities like Hardin. However, should the City decide they want to pursue fiscal impact analysis policies, a good place to start is at Smart Growth America.

An action recommended in the implementation section of this plan suggest an alternative approach to supporting development the City desires through examining principles of the Strong Towns movement as discussed in the land use section of this plan. Those principles suggest that if growth is directed and supported where there is capacity in the City's infrastructure, it stands to reason that growth will have a positive net impact on City services.

Related to growth and development, the City's annual budgeting process along with the Capital Improvements Plan over time can be integrated with other planning documents. This will insure the City continues to consider development where infrastructure is available or planned. The City has developed accountability and transparency by posting the annual budgeting to the City's website as well as making the budgeting process clear. Strong financial budgeting on an annual basis tied to a Capital Improvements Plan will bolster the City's efforts in the future deliver services at a reasonable cost.





TOURISM & PLACEMAKING



Hardin has a unique history and numerous attractions that add to its appeal as a tourist destination, and which serve as the basis for defining its place.

The Bighorn River and National Recreation Area and the Yellowtail Dam provide the area a variety of water recreation activities including excellent fishing, boating, tubing, camping, and swimming just to name a few. The Fort Custer Golf Course is a short drive from downtown Hardin.

The Big Horn County Museum is the largest outdoor museum in the state of Montana. It also serves as the point of entry for the State Visitor Center on Interstate 90. The museum expanded in 2012 to 35-acres and, “has become a focal point for our area’s rich culture and provides facilities for community gatherings and educational experiences.”

Many businesses cater to tourism. Visitors traveling from the Black Hills to Yellowstone Park find two major attractions operated by the National Park Service. The Little Bighorn Battlefield National Monument is located 20-minutes from downtown Hardin and is open year-round for an interesting historical experience. The monument hosts over 300,000 tourists each year. They visit the museum, bookstore, Custer’s Last Stand Hill, 7th Cavalry Monument , Indian Memorial , Custer National



Image from: Big Horn County Library

Cemetery and drive the 4.5 mile self-guided tour road. Every summer there is a Battle of the Little Bighorn Reenactment held on the anniversary of the battle. It is performed on the banks of the Little Big Horn River near the actual site. While visiting people are encouraged to see the Custer Battlefield Museum as it houses some of the areas only relics of the battle and historical photos making it a truly immersive experience. The Crow Fair and Rodeo is one of the biggest powwows in the country. It is also known as, “the Tipi Capital of the world,” and attracts more than 50,000 spectators and participants from around the world. Crow Fair was created in 1904 and is held annually on the third weekend in August.

The Bighorn Canyon National Recreation Area is a destination for over 200,000 visitors each year. It lies 43 miles south of Hardin where the Bighorn River flows through the third largest canyon in the United States. Visitors enjoy sightseeing, fishing, hiking and boating. The Bighorn River, known as the finest trout river in the country, is open year round. Other noted attractions in Big Horn County are the Pryor Mountains Wild Horse Range, Rosebud Battlefield State Park, Chief Plenty Coups State Park, and the St Xavier Catholic Mission.



The Hardin area's community facilities include the Big Horn County Library, operated by the County. Carnegie library was originally built in 1916. The recreational facilities include three developed park sites and an undeveloped site at the corner of Mitchell Ave and 10th Street. The Community Activity Center is a Hardin School District-owned community recreational facility, with an Olympic-sized indoor swimming pool, wading pool, hot tub, weight room, and running track.

There are approximately two acres north of the Community Activity Center that are improved open space with landscaping and pedestrian paths. The Hardin high school and middle school athletic fields and tennis courts and the kid's playground at the primary school supplement the City's recreational resources. Three large city parks are fully developed with restrooms, playgrounds and picnic areas. A fourth park at 10th St and Cody Ave. offers playground equipment only. The Big Horn County fairgrounds is located south of downtown Hardin and contains three baseball fields, fully lit rodeo grounds, two large exhibit areas, a swine barn, enclosed exhibit areas, grandstands, livestock stalls, and the availability and willingness to host events.

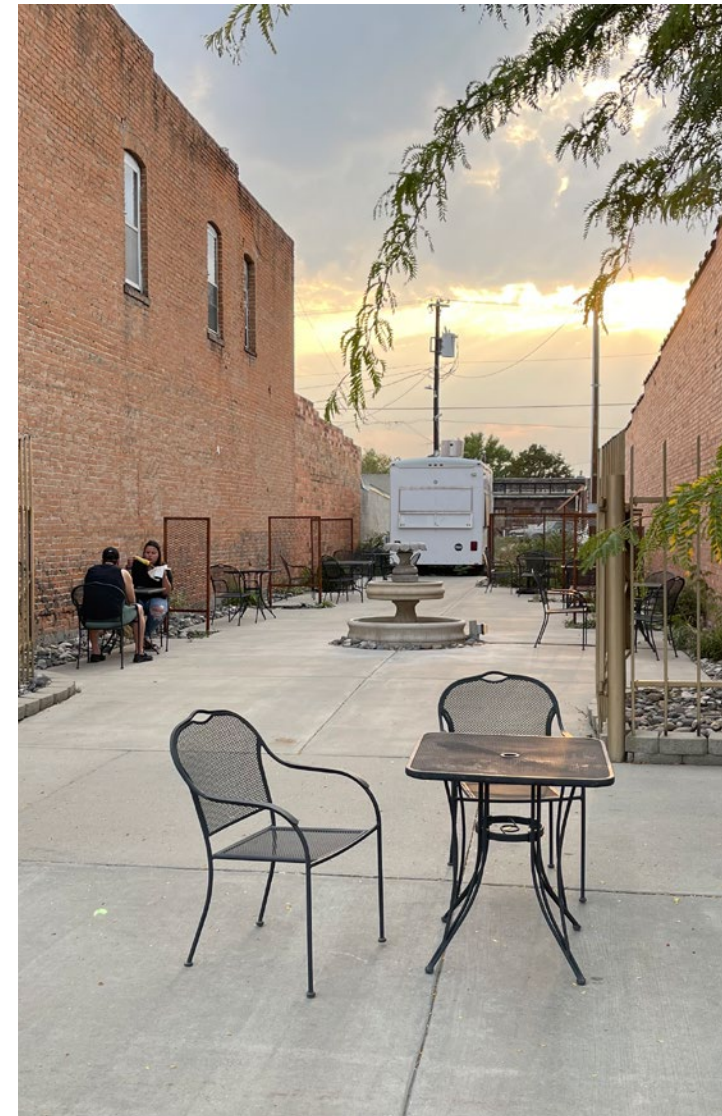
There is an abundance of recreational opportunities within the City. However, as the City begins to focus on safety and security, improving parks and recreational amenities through a Comprehensive Parks Plan is a recommended long term action item.

Given the integration of the Growth Policy with the Downtown Plan, it's critical to think of implementation items identified in the Downtown Revitalization section of this plan as related to long term tourism and placemaking. Establishing a Main Street Committee, along with a Promotion Committee focused on the Downtown area will be critical to continuing to move Hardin Forward. As the Main Street Committee forms and coordinates with the City, a strategic plan that brings volunteers and the City together will continue to build momentum.

In addition to strategic planning, funding will also become an increasingly important consideration in unifying various elements of this plan and the community. One funding option recommended for a near-term action item is a Tourism Business Improvement District, and there are substantial resources available to the community to pursue this funding option. Following securing funding for tourism related activity, building on existing resources such as the existing historic walking facilitated through the Big Horn County Preservation office will be critical to continued momentum.

When properly integrated, art and culture are additional elements that can enhance the vitality of a City by creating opportunities that express a community's values and identity. Making art and culture accessible can bring people together to find solutions to a community's challenges. Hardin has a rich culture and history with the Crow and Cheyenne Tribes both being so close to the community that can be supported but also which will provide returns to the community. Art can be promoted in parks, the downtown, the library, senior center, roadways, historical spots of interest, and other public venues. Hardin has the real potential to establish itself as an artistic hub for creativity within the region. Beyond simply displaying artistic or cultural items, this effort should embrace an environment where a multitude of art forms are created, performed, and taught.

A last important element for the community to consider is the re-birth of an urban forestry program. Over the years, community members have organized various tree planting initiatives, and there are significant resources available to improve on those initiatives moving forward as outlined in the implementation section of the plan.





PLAN IMPLEMENTATION

The purpose of this Section is to outline specific strategies the City of Hardin should take toward the implementation of the 2021 Hardin Growth Policy. The Growth Policy provides the framework for community decision-making as it relates to growth and development. However, to implement the plan, the community must commit to it. Therefore, the Implementation Strategies presented in this Section are intended to successfully achieve the Policy's goals and action items.

GENERAL PLAN AMENDMENT PROCEDURES

The Hardin Growth Policy constitutes a policy statement for growth and development for the incorporated boundaries. This policy statement was developed by examining current needs, existing development, current zoning classification, current physical constraints (artificial or natural), and potential opportunities for future development. However, it is essential to note that these issues are subject to change. Communities grow, evolve, and change; the Growth Policy must respond to these changes. Therefore, the Growth Policy must be reviewed periodically and amended if it is to remain effective.

Amendments to the Growth Policy should not be allowed to occur without thorough study by the City regarding the impact of the change and allowing the public to provide input. Public input went into the development of the Growth Policy, and the public should have an opportunity to consider changes. The statutory requirements which guided the adoption of the Growth Policy must be followed for all amendments as they pertain to public hearings. The City Council and the Planning Board shall hold public hearings before making any changes to the Growth Policy.

When considering amendments to the Policy, the City should decide on facts warranting the necessity for the amendment. The City should examine the impact the proposed change will have on the community as a whole or the community's service delivery system. A determination will need to be made to evaluate the amendment and ask whether it constitutes an overall improvement to the community or benefits a select few. Additionally, the amendment must be consistent with the vision, goals and action items of the Hardin Growth Policy.

GENERAL PLAN ACTION PROGRAM

The following implementation tables provides a framework for ensuring that the Hardin Growth Policy is successful. The table provides a comprehensive list of the goals and action items identified within the 2021 Growth Policy and outlines targeted timeframes for community action on each measure.

IMPLEMENTATION CHART KEY:

> ACTION ITEM

> **REAL WORLD EXAMPLE.** Some of the examples highlight successes within Hardin. Other examples are from other communities who have found success with specific action items.

> **THE TIMEFRAME** for the action items is as followed:

● ○ ○ **HOP** Short Term indicates action item can be implemented within 1 year

● ● ○ **SKIP** Intermediate Term indicates action item can be implemented in 1-5 years.

● ● ● **JUMP** Long Term indicates action item will likely take more than 5 years

> **LEAD DEPARTMENT(S)/AGENCY** column provides a suggestion for which division of City government is likely best equipped to implement a given action item.

> **KEY PARTNERS** are those entities the City can partner with to implement a given action item. Some key partners may still need to be identified.

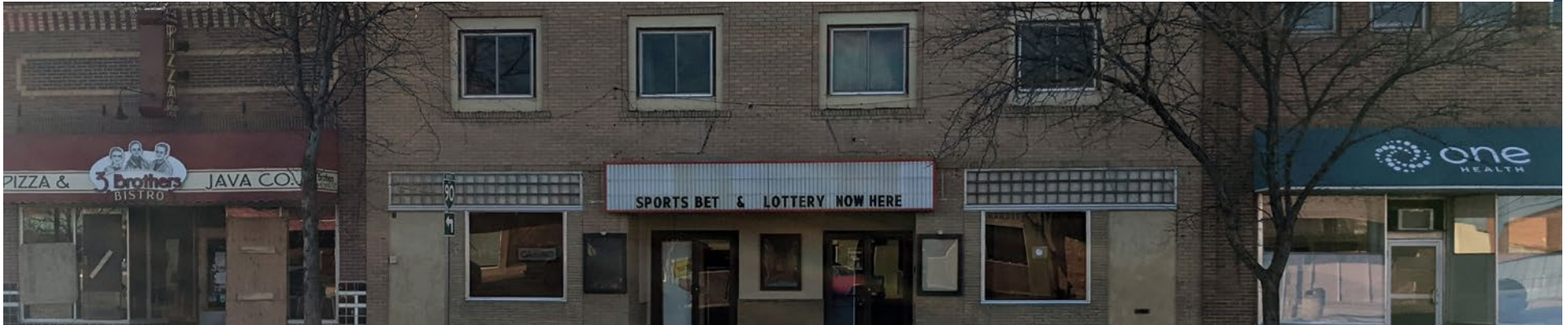
- [Healthy Hardin Community Development Partnership](#)
- [Montana Main Street Program](#)
- [Hardin Chamber of Commerce](#)
- [Montana Department of Commerce, CTAP Program](#)
- [Montana Department of Transportation](#)
- [Beartooth RC and D](#)



LAND USE AND TRANSPORTATION GOAL 1:

To be a City that supports redevelopment efforts that build upon the assets of the City, while pursuing new opportunities for investment to expand the City’s asset base.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>LUT 1a:</p> <p>Capitalize on success of Bighorn Valley Health Center as a model for supporting good development.</p>	<p>Bighorn Valley Health Center</p>	<p>HOP</p> <p>● ○ ○</p>	<p>Planning Board, City Council</p>	<p>Developers, Consultants</p>
<p>LUT 1b:</p> <p>Partner with Montana Department of Transportation (MDT) for a Corridor Plan from the interchange through the Business Loop to consider coordinated transportation and land use and reduction of lanes in the downtown area (Road Diet).</p>	<p>Whitefish Corridor Plan</p> <p>&</p> <p>Road Diets</p>	<p>SKIP</p> <p>● ● ○</p>	<p>Planning Board, City Council, Public Works Department</p>	<p>MDT</p>
<p>LUT 1c:</p> <p>Invest in necessary public infrastructure to support implementation of specific projects and Corridor Planning efforts.</p>	<p>Montana Coal Endowment Program</p>	<p>JUMP</p> <p>● ● ●</p>	<p>City Council, Finance Director, Public Works Department</p>	<p>MDT, Developer, State and Federal Grant Programs</p>



LAND USE AND TRANSPORTATION GOAL 2:

Invest in staff development and updated tools to manage and support desired development activity.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>LUT 2a: Consider adding full time staff to fill the role of planning and GIS services or issue an RFQ for on-call planning and GIS assistance to allow time for training with current contract planner.</p>	<p>Planning for Buffalo, WY</p>	<p>HOP ● ○ ○</p>	<p>Planning Board, City Council</p>	<p>Montana CTAP Program, Montana Association of Planners, Consultant</p>
<p>LUT 2b: Transition to a form-based zoning ordinance to encourage rather than regulate desired development.</p>	<p>Marshall Code- Fauquier County, VA</p>	<p>SKIP ● ● ○</p>	<p>Planning Board, City Council</p>	<p>Consultant</p>
<p>LUT 2c: Direct growth where there is existing infrastructure by developing updated water and sewer information in a GIS System.</p>	<p>GIS System - City of Sheridan, Wyoming</p>	<p>JUMP ● ● ●</p>	<p>City Council, Public Works Department</p>	<p>Consultant</p>



LAND USE AND TRANSPORTATION GOAL 3:

Provide increased mobility, pedestrian and bicycle alternatives, and public transportation within the City of Hardin and to Billings.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>LUT 3a:</p> <p>Continue to participate and support the Montana Rural Health Initiative, and continuously train volunteers in the Building Active Communities Initiative.</p>	<p>Montana Rural Health Initiative</p>	<p>HOP</p> <p>● ○ ○</p>	<p>Planning Board, City Council</p>	<p>Healthy Hardin, Other Local Civic Organizations</p>
<p>LUT 3b:</p> <p>Identify and pursue opportunities to enhance bicycle routes and pedestrian safety through the development of an Active Transportation Plan.</p>	<p>Red Lodge Active Transportation Plan</p>	<p>SKIP</p> <p>● ● ○</p>	<p>Planning Board, City Council</p>	<p>Healthy Hardin, Consultant</p>
<p>LUT 3c:</p> <p>Develop a City-sponsored transit program and partner with the Crow Tribe to develop a Transit Plan to access federal funding to improve Transit Opportunities.</p>	<p>Laurel Public Transit</p> <p>&</p> <p>LTBB Tribal Transit Plan</p>	<p>JUMP</p> <p>● ● ●</p>	<p>City Council, Finance Director</p>	<p>MDT, Crow Tribe</p>



DOWNTOWN REVITALIZATION GOAL 1:

Preserve and enhance the small-town atmosphere through the revitalization of Downtown Hardin area as an aesthetically pleasing and enjoyable place to walk, shop, and participate in events.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>DR 1a: Develop capacity by organizing volunteers and programs around the Main Street Program.</p>	<p>Montana Main Street Program</p>	<p>HOP ● ○ ○</p>	<p>Planning Board, City Council</p>	<p>Montana CTAP Program, Montana Association of Planners, Consultant</p>
<p>DR 1b: Develop a Historic Preservation Plan to guide future re-use of historic structures.</p>	<p>Roundup Downtown Preservation Plan</p>	<p>SKIP ● ● ○</p>	<p>Planning Board, City Council</p>	<p>Consultant</p>
<p>DR 1c: Develop and implement a Wayfinding program to direct visitors and residents to retail businesses and amenities in the City.</p>	<p>Great Falls Wayfinding Plan</p>	<p>JUMP ● ● ●</p>	<p>City Council, Public Works Department</p>	<p>Consultant</p>



DOWNTOWN REVITALIZATION GOAL 2:

Continue support of local businesses by combining resources of existing organizations and developing specific programs of support.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>DR 2a: Support and grow the farmer’s market through sponsorship and marketing support.</p>	<p>River Valley Farmer’s Market</p>	<p>HOP ● ○ ○</p>	<p>City Council, Main Street Promotion Committee</p>	<p>Chamber of Commerce</p>
<p>DR 2b: Annually raise funds for Flower Baskets and other downtown amenities.</p>	<p>Red Lodge Proud and Beautiful</p>	<p>SKIP ● ● ○</p>	<p>City Council, Main Street Promotion Committee</p>	<p>Chamber of Commerce</p>
<p>DR 2c: Develop a program to support re-use of underutilized buildings through supporting makers, start-ups and local manufacturers.</p>	<p>Renew Newcastle</p>	<p>JUMP ● ● ●</p>	<p>Planning Board, City Council, Main Street Economic Committee</p>	<p>Recast</p>



DOWNTOWN REVITALIZATION GOAL 3:

Ensure existing and potential businesses and industries have the support needed to grow.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>DR 3a:</p> <p>Promote economic development activities through a positive shift in discussing Hardin and envisioning the future.</p>	<p>13 Ways</p>	<p>HOP</p> <p>● ○ ○</p>	<p>City Council, Main Street Economic Committee</p>	<p>Chamber of Commerce</p>
<p>DR 3b:</p> <p>Develop a micro-grant program to promote creative placemaking of public spaces and building storefronts.</p>	<p>Space2Place - Billings</p>	<p>SKIP</p> <p>● ● ○</p>	<p>City Council, Main Street Promotion Committee</p>	<p>Chamber of Commerce, Healthy Hardin</p>
<p>DR 3c:</p> <p>Work with Hardin Schools and other local partners to formulate business and community partnerships that develop technological innovation and workplace readiness skills in graduating students.</p>	<p>Red Lodge Career Center</p>	<p>JUMP</p> <p>● ● ●</p>	<p>City Council, School District</p>	<p>Recast, Hardin</p>



SERVICE DELIVERY GOAL 1:

Promote public safety and beautification efforts in the community.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
SD 1a: Establish neighborhood watch groups.	Great Falls Neighborhood Watch	HOP ● ○ ○	Police Department, City Council	Local Civic Organizations
SD 1b: Continue to develop a City Police Department with focus placed on Downtown safety.	Downtown Police Officers	SKIP ● ● ○	City Council, City Police Commission, Police Department	Main Street Program
SD 1c: Establish a code compliance program and regularly enforce building and zoning codes.	Code Enforcement	JUMP ● ● ●	Planning Board, City Council, Police Department	Local Civic Organizations



SERVICE DELIVERY GOAL 2:

Ensure City facilities and services are planned appropriately to provide maximum benefit to the Community.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>SD 2a: Invite Strong Towns to visit Hardin for a curbside chat or community presentation.</p>	<p>Strong Towns</p>	<p>HOP ● ○ ○</p>	<p>Planning Board</p>	<p>Strong Towns, Healthy Hardin</p>
<p>SD 2b: Develop and Maintain a capital improvements plan.</p>	<p>CIP – Wahpeton, ND</p>	<p>SKIP ● ● ○</p>	<p>City Council, Finance Director, Public Works Director</p>	<p>City Staff, Consultant</p>
<p>SD 2c: Align the Capital Improvements Plan with the next update to the Growth Policy.</p>	<p>American Planning Association PAS Memo</p>	<p>JUMP ● ● ●</p>	<p>Planning Board, City Staff, City Council</p>	<p>Consultant</p>



SERVICE DELIVERY GOAL 3:

Develop and support public safety and human service initiatives.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>SD 3a: Train Police and code enforcement staff in Crime Prevention Through Environmental Design (CPTED) principles to foster safer communities.</p>	<p>CPTED</p>	<p>HOP ● ○ ○</p>	<p>City Council, Police Commission</p>	<p>Local Civic Organizations, Main Street</p>
<p>SD 3b: Develop an ADA Transition Plan in order to better serve citizens and obtain funding for infrastructure projects.</p>	<p>Helena ADA Transition Plan</p>	<p>SKIP ● ● ○</p>	<p>City Council, Public Works</p>	<p>Montana Department of Commerce</p>
<p>SD 3c: Develop a multi-organization partnership with Bighorn County and Crow Tribe to address crime reduction through youth development and community engagement.</p>	<p>Community Policing</p>	<p>JUMP ● ● ●</p>	<p>Police Chief, Police Commission, County Sheriff, Crow Tribal Police</p>	<p>BIA</p>



TOURISM AND PLACEMAKING 1:

Focus on improving local amenities to serve existing residents and attract future residents to the Community.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>TP 1a: Partner with the Chamber of Commerce to recruit volunteers to serve on a Main Street Promotions Committee to develop programming and activities throughout the year.</p>	<p>Williston Downtowners Association</p>	<p>HOP ● ○ ○</p>	<p>City Council</p>	<p>Chamber of Commerce, Main Street Promotions Committee</p>
<p>TP 1B: Develop a Strategy for Growth to retain and attract residents to the community.</p>	<p>Fit for Growth- John Day, OR</p>	<p>SKIP ● ● ○</p>	<p>City Council, City Department Heads</p>	<p>Main Street Committee, Local Government Center</p>
<p>TP 1C: Develop a Comprehensive Parks Plan.</p>	<p>Parks and Open Space</p>	<p>JUMP ● ● ●</p>	<p>City Council, Public Works Department</p>	<p>Confluence Design</p>



TOURISM AND PLACEMAKING GOAL 2:

Develop organizational capacity and funding to capitalize on existing tourism resources and the unique history of the Hardin area.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>TP 2a: Establish a Tourism Business Improvement District (TBID) to promote local attractions and partnerships.</p>	<p>Montana Lodging and Hospitality Association</p>	<p>HOP ● ○ ○</p>	<p>City Council</p>	<p>Chamber of Commerce, Main Street Committee</p>
<p>TP 2b: Develop an activity passport that highlights key places, events, and businesses.</p>	<p>The Santa Fe Margarita Trail Paper Passport</p>	<p>SKIP ● ● ○</p>	<p>City Council</p>	<p>Chamber of Commerce, Main Street Committee, Crow Tribe</p>
<p>TP 2c: Develop a Sustainable Tourism Management Plan.</p>	<p>Whitefish Sustainable Tourism Management Plan</p>	<p>JUMP ● ● ●</p>	<p>City Council</p>	<p>Chamber of Commerce, Main Street Committee, Crow Tribe</p>



TOURISM AND PLACEMAKING 3:

Improve the experience of being in Hardin by investing in history, art and trees.

ACTION ITEMS	REAL WORLD EXAMPLE	TIMEFRAME	LEAD DEPARTMENT(S)/ AGENCY	KEY PARTNERS
<p>TP 3a: Update the Historic Walking Tour of the Downtown Area.</p>	<p>Missoula Historic Walking Tour</p>	<p>HOP ● ○ ○</p>	<p>City Council</p>	<p>Chamber of Commerce, Main Street Committee</p>
<p>TP 3b: Foster the display of Hardin’s cultural identity through the development of a public art program aimed at promoting a sense of community identity.</p>	<p>Sioux Falls Sculpturewalk</p>	<p>SKIP ● ● ○</p>	<p>City Council, Public Works Department</p>	<p>Chamber of Commerce, Main Street Program, Crow Tribe</p>
<p>TP 3c: Coordinate with the State of Montana DNRC to identify resources and grant opportunities to establish an urban forestry program.</p>	<p>Urban and Community Forestry</p>	<p>JUMP ● ● ●</p>	<p>City Council, Public Works Department</p>	<p>Montana DNRC, Extension Office</p>

APPENDIX A: COMMUNITY INVOLVEMENT & PARTNERSHIPS

A major element of the Hardin 2021 Growth Policy update included proactively engaging community members throughout the planning process. The project began during the early stages of Covid 19, so much of the initial efforts were targeted at online engagement starting in October 2020.

As Covid continued, planning team members attended Planning Board meetings to gain a better understanding of some of the opportunities, challenges, and concerns of Planning Board members. During late 2020 and early 2021 planning team members conducted several stakeholder interviews via telephone. In June of 2021, planning team members presented initial findings to the Planning Board. Public involvement culminated in attendance at the Local Farmer's Market in September of 2021.



In addition to engaging leaders in the community, the planning team used visual observation through conducting several windshield surveys of the community and a walking audit of the Downtown Area.



Hardin has local resources and partnerships that have formed over the years to promote long-term sustainability and vitality of the community. Like many communities similar to Hardin, those organizations are based upon volunteers who cycle through involvement in the community. Having success over the long term depends on the ability to support volunteers who have excitement and energy around community development.

There are a number of groups that are active in Hardin, including:

- Chamber of Commerce
- Healthy Communities
- Planning Board Members
- City Council Members and Mayor

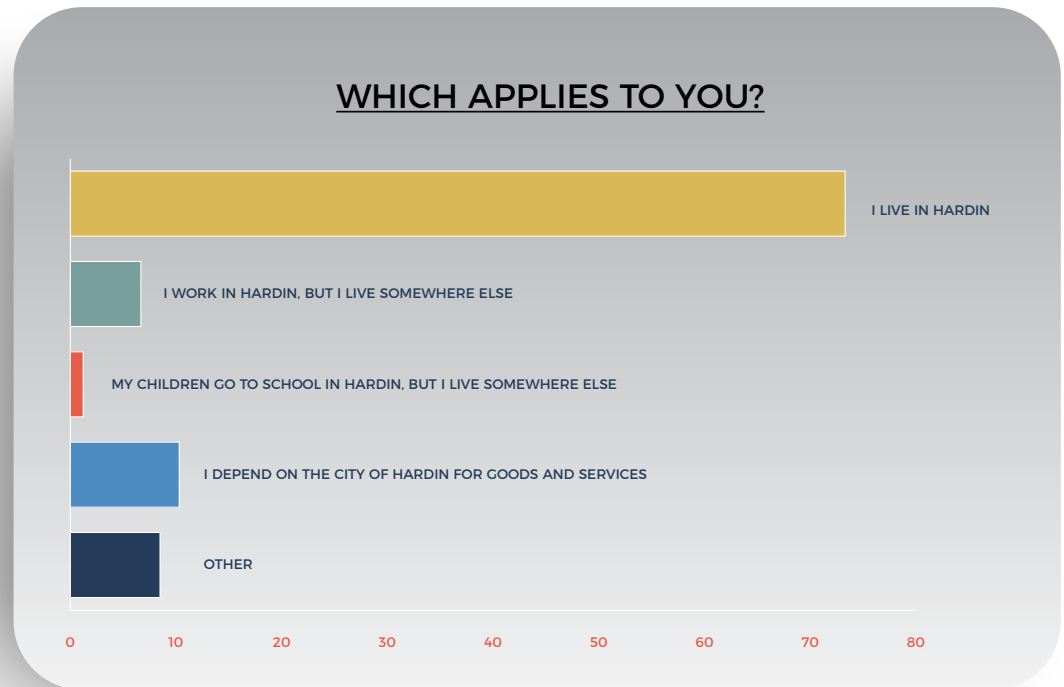


While it's important to recognize, support and encourage these groups to continue their activity in the community, stakeholder interviews and planning board member interviews indicate volunteer fatigue over time, and various different organizations that have come and gone as projects have taken off and

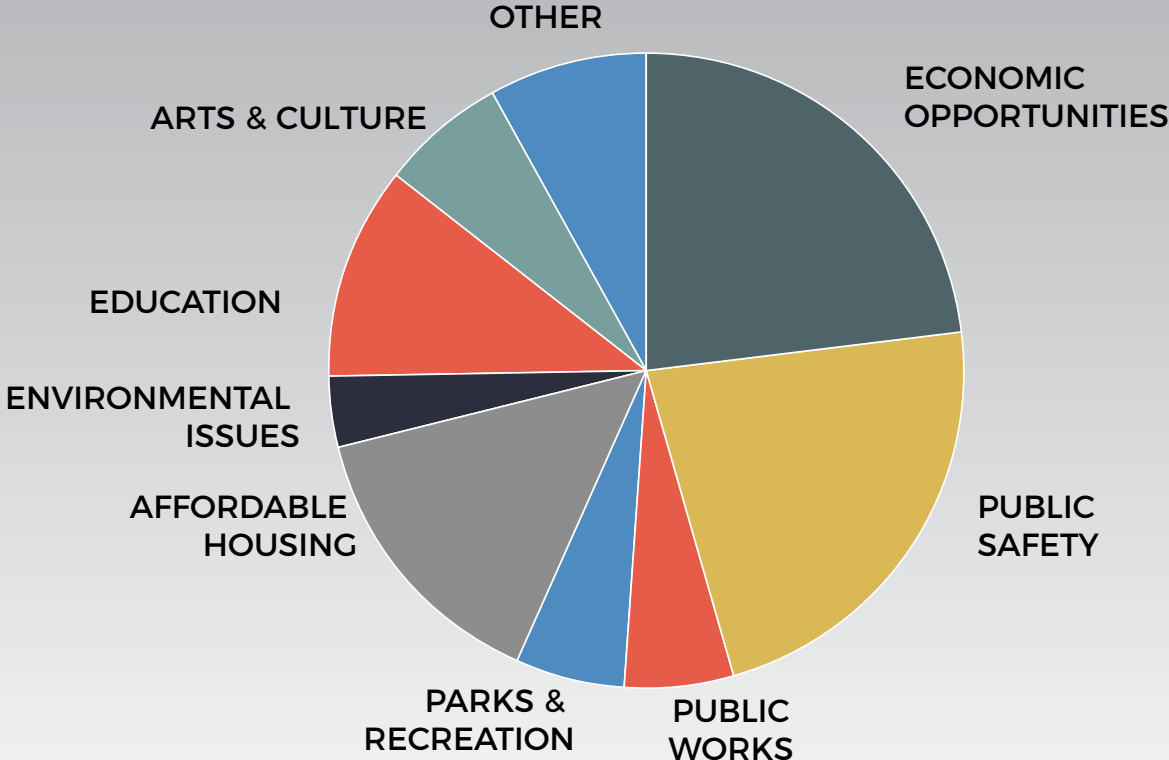
then tapered off. This plan recognizes and acknowledges the efforts of community members for past projects, but also recommends moving forward the community consider greater participation in the Montana Main Street Program (<https://comdev.mt.gov/Programs-and-Boards/Montana-Main-Street-Program/>). Hardin has been an affiliate member of the Main Street program since 2009. Hardin should consider formally organizing a Main Street committee to better organize around the Main Street principals, and even consider in the future becoming a designated and even a certified Main Street Community. Additional discussion of this program will occur in the Downtown Revitalization element of the plan.

In addition to interviewing stakeholders and identifying groups/organizations currently active in the community, the on-line survey was able to reach further into the community to individuals who may not currently be active in a community organization.

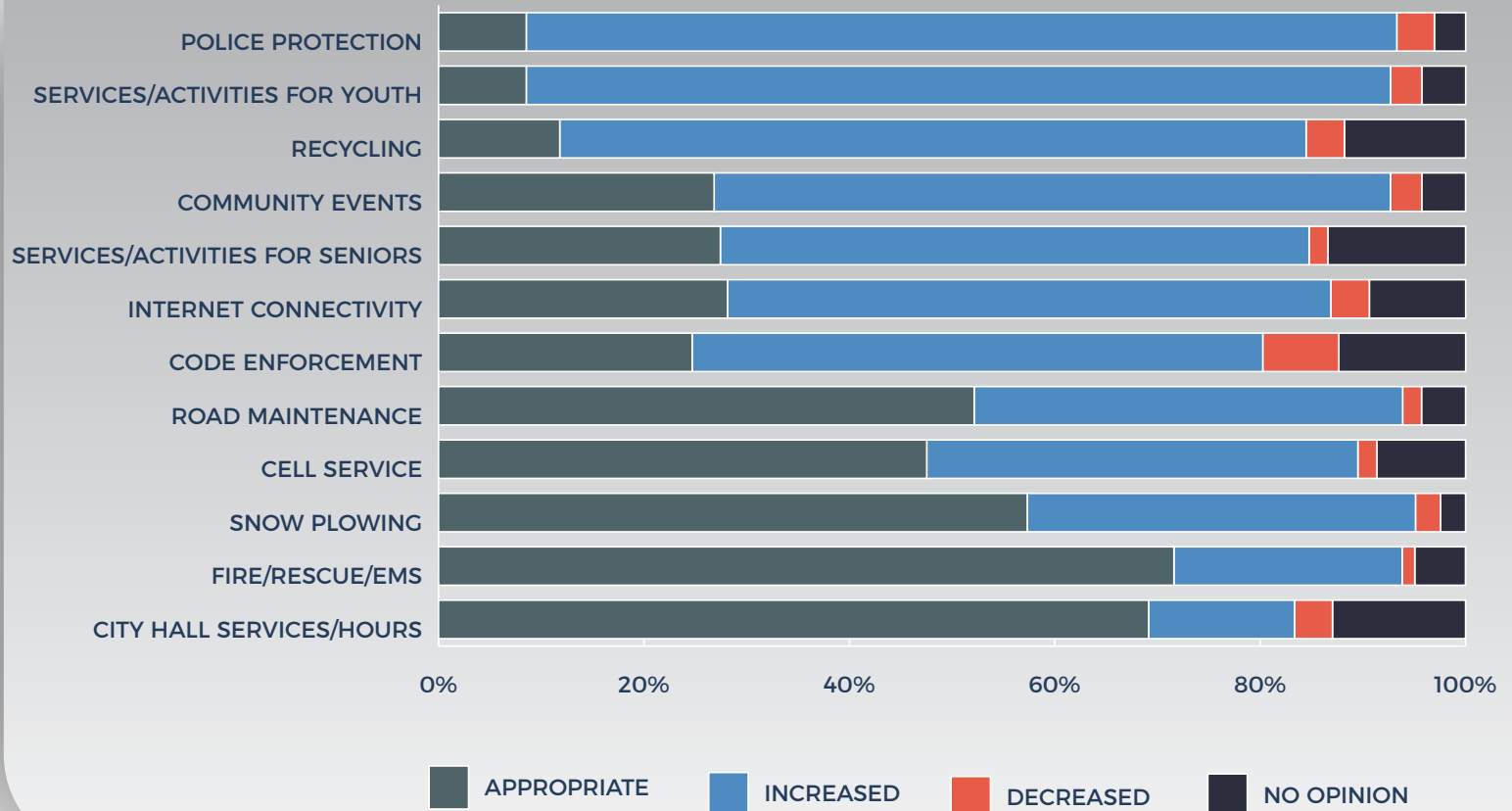
With limited public interaction due to COVID-19, ensuring there was enough engagement to achieve a full cross-section of the community could have been difficult. However, there were over 170-responses to an online survey asking 11 questions about the City. The survey was posted on the Hardin City website, Facebook, and the Hardin Growth Policy website. Questions ranged from residency, in or around Hardin, to allowing participants to “put in their own words” things they would like to see in the community. Many common themes arose from the answers, such as the community would like to see more police presence, along with redevelopment and “clean-up” of downtown. The following charts and graphs are the data collected from the surveys.



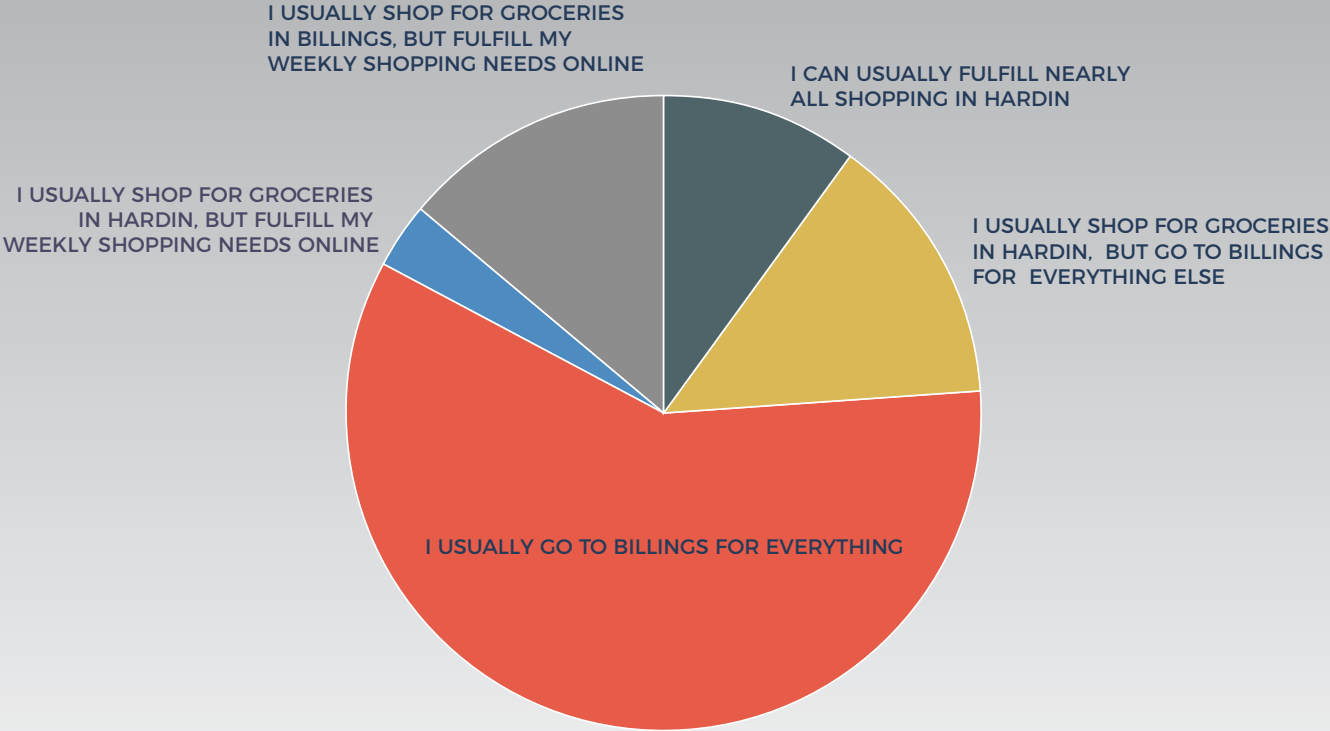
WHAT AREAS DO WE NEED THE MOST IMPROVEMENT



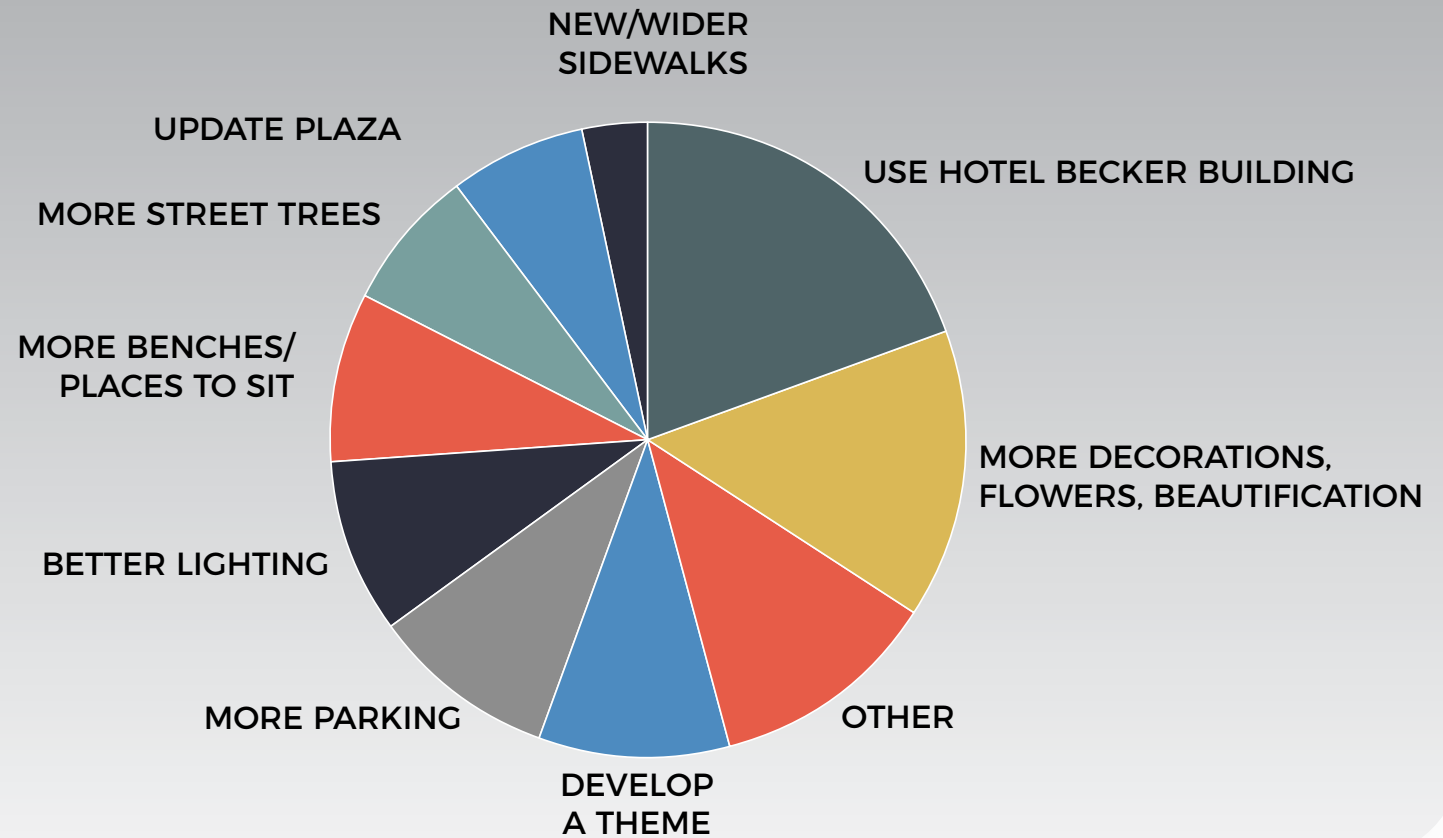
LEVEL OF SERVICE INDICATOR



WEEKLY SHOPPING HABITS



DOWNTOWN PRIORITIES



WHY DO YOU LIVE IN HARDIN?



APPENDIX B: COMMUNITY OVERVIEW & CONDITIONS



To plan effectively for the future, the City of Hardin must have a clear understanding of where the community is today. The existing conditions element presents the current situation of the community from a regional, socio-economic, land-use, and community facility context. In addition, this section explores the history of the Hardin area, which is essential in understanding the City's current condition.

REGIONAL SETTING

The City of Hardin is located in Big Horn County, near the Big Horn River, approximately 51 miles from the City of Billings, Montana's largest city. The City is located adjacent and immediately north of the Crow Indian Reservation and the Northern Cheyenne Indian Reservation is located approximately 40 miles to the east. The City of Hardin is 2.62 square miles, including the Hardin Industrial Park.

The climate of the Hardin area is classified as continental and semi-arid. Although temperatures can vary considerably both from day-to-day and season-to-season, general characteristics of the area are low relative humidity, moderate winds, generally sunny, and relatively light precipitation. Temperatures in the summer easily reach the nineties, with July being the hottest month. The low humidity keeps the hot daytime temperatures tolerable and the nights are generally cool. In winter the coldest month is January when temperatures below zero are common. Warm pacific winds, known as Chinook winds help to relieve the extreme cold. Year-round winds in Hardin are generally westerly or northwesterly. The City generally receives 12.1 inches of average precipitation. The growing season

in Hardin is typically 5.5 months or 169 days, from around April 24 to around October 10, rarely starting before April 4 or after May 14, and rarely ending before September 20 or after October 20⁴. The semi-arid climate provides for wide variations in moisture, leaving irrigation as an important moisture stabilizer to increase land productivity. The Yellowtail Dam, 45 miles southwest of Hardin has greatly increased the irrigation potential in the area and protects against spring flooding.

The natural drainage in the Hardin area consists of the Whitman Coulee, the other smaller drainages flow directly into the Bighorn River. As new areas are proposed for development, the USDA-SCS office should be consulted on flooding potential. Much of the Hardin area lies on relatively flat, poorly drained silty clay soils underlain by a mantle of heavy clays at depths of 15 to 20 feet. The porous gravel underneath the clay mantle is generally saturated with groundwater. These conditions contribute to the poor drainage in the area. The silty soils are formed from alluvial materials deposited by the stream flows. The soils are generally rated as having severe to very severe limitations for private sewage both well-water and septic tank/drain field systems for sewage treatment and disposal.

HISTORY

The area that is now known as Hardin, was home to the Absaroka or Crow Indians. The history of the valley can be traced back to the mid-eighteenth century, long before the town of Hardin was founded in 1907, making it one of the younger towns in the state of Montana. With the community being so closely tied to the Crow and Cheyenne Native Indian Tribes, many indigenous names were considered before Hardin, named after Samuel H. Hardin, an area cattleman and close friend of the Lincoln Land Company. By 1911, the City had become incorporated making the City of Hardin the county seat. The land on which the community is located was purchased in 1906 by the Lincoln Land Company of Nebraska, and the original plats were surveyed by A.G. Smith and his nephew, Carl Rankin. Nearby Fort Custer was abandoned in 1902. For its 20-year existence, Fort Custer, with its hospital, opera house, military band, and tree-lined avenues, was the general hub of the area; paddlewheel riverboats brought tourists up the river, contributing mightily to area commerce. The C.B. & Q Railroad Depot which had been located across the Little Big Horn River was moved to its present site on the south side of Hardin; the morse key for the Hardin Station is still “FC” (Fort Custer).

The first lot was sold to M.C. Spencer on May 30, 1907, for \$900. The Big Horn Motor Company was located on this site for many years, then a trucking company, and now it is abandoned. Hitching rails accommodated the primary means of travel in early day Hardin, and Custer Avenue hosted many dusty horse races. In 1910, 63 residents circulated a petition to incorporate Hardin. Incorporation won the favorable vote and on January 3, 1911, the town was official. Big Horn County was formed in 1913 from parts of Rosebud and Yellowstone Counties, and Hardin became the County seat. The County Courthouse was moved five times in Hardin before it was located in its present site in 1936.

As the service area for the surrounding farm and ranch land, Hardin grew and prospered, and the population increased to over 2,500 people. The population had risen to nearly 3,000 in 1938 and has stayed relatively stable since then. By the 1960s the Yellowstone Dam was under construction and the Sugar Factory closed, but coal mining started hiring and there was almost a fully paved highway from Boston to Seattle. Unfortunately, once the interstate was completed Hardin’s booming economy of the time began to bust.

⁴WWW.WEATHERSPARK.COM

PLANNING AREA

In May of 1969, the City of Hardin expressed its wishes to conduct a city planning program under enabling legislation granted by the State of Montana. The request included a portion of the county area surrounding Hardin as allowed under state law. The jurisdictional area of the Hardin Big-Horn City-County Planning Board was delineated and a map created and recorded on October 7, 1969. This jurisdictional read includes the incorporated City of Hardin and those areas extending out of the City limits one-mile south, two-miles north, one-mile east, and three-miles west. The Hardin Big Horn City-County Planning Board was formed and, contained nine appointed members; two by the city council; two appointed by the Mayor; four by the county commissioners; and a 9th member selected by the above eight.

In 2020, the City of Hardin encompasses approximately 2.57 square miles. The community strives to balance the development of new attractive neighborhoods and sound local businesses while protecting Hardin’s historic heritage and the downtown district. This Growth Policy provides the ability to achieve a healthy balance of land uses, based on the sense of community and small-town values upon which Hardin was founded.

POPULATION

The City of Hardin’s population has remained on a slow, but steady, increase for over a decade, showing an average of 9.53% population growth rate throughout 2010-2020. The City of Hardin is projected to continue to grow at this rate and has a current population of 3,839 persons. In comparison, from 1990 to 2020, the population of Big Horn County has grown 3.5% to a total of 13,319 persons². The State of Montana has grown 8% on average a year since 2010, so Hardin and Big Horn County are not keeping up with the state average.

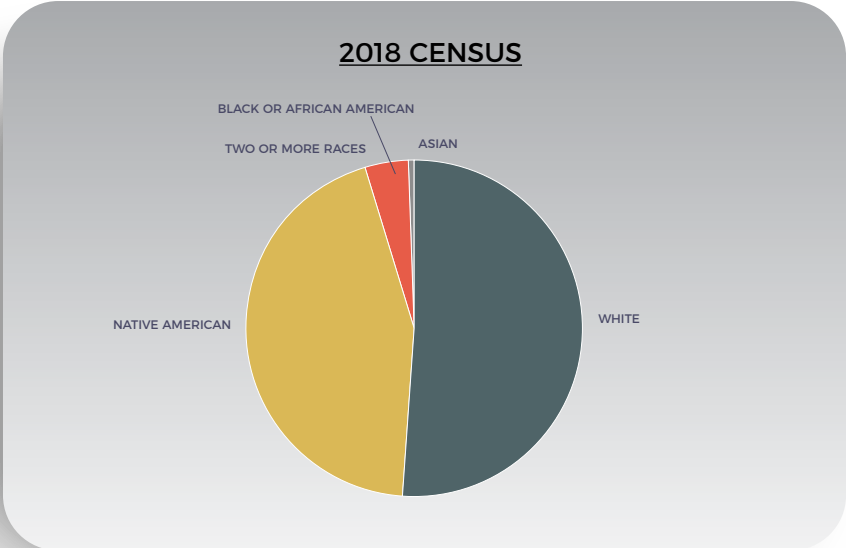
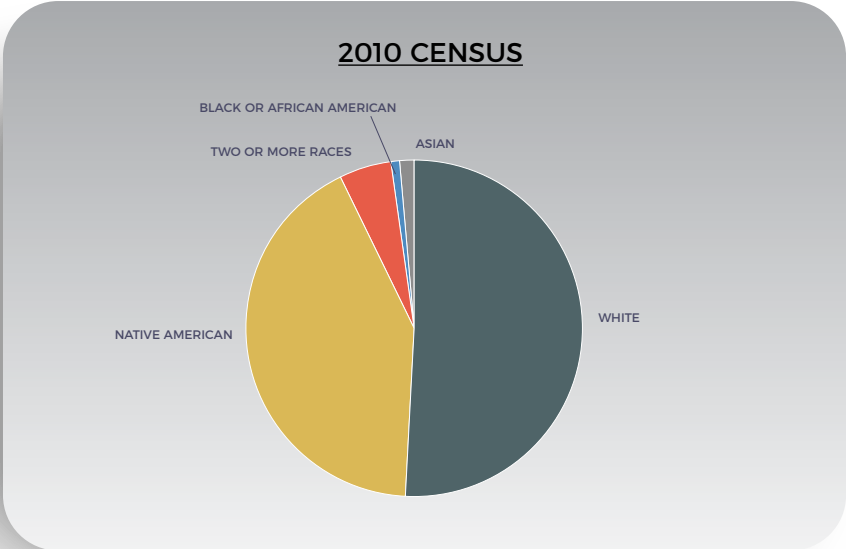
While many social, economic, and environmental factors can contribute to the fluctuations in a City or regions population, the fact that Hardin has experienced a relatively flat growth rate during a period of good growth for the State of Montana as a whole, suggests there may be some constraints inhibiting growth in the area.

Year	POPULATION		
	HARDIN City of Hardin	Big Horn County	GROWTH State of Montana
1990	3,010	11,311	799,824
2000	3,010	12,663	887,885
2010	3,675	12,915	980,152
2018	3,833	13,338	1,069,000

²[CEIC.MT.GOV/MPs/DEMOGRAPHICS/POPULATION](https://ceic.mt.gov/mps/demographics/population)

RACE

According to the 2010 census, 49.8% of Hardin residents considered themselves White, 0.7% African American, 40.8% Native American, 1.2% Asian, 0.1% Pacific Islander, 2.2% from other races, and 5.1% from two or more races Hispanic or Latino of any race were 7.1% of the population. In 2020 using 2018 as the most current information 50.7% of residents consider themselves White, 43.88% Native American, 3.96% two or more races, .94% other race, and 0.52% Asian. It appears the City of Hardin is pretty homogeneous in its racial make-up over 10 years.



SOURCE: 1990, 2000, 2010 AND 2018 CENSUS DATA

AGE

Based on the 2018 Census data, the Hardin community is relatively young, with a majority of the population being around 30 years of age, which is considerably lower than the average age of the State of Montana which is 39 years old. Only 409 residents of Hardin or 6% of the population are classified in the senior category. With Hardin being such a young community, the City of Hardin may want to consider that as it defines its long-term policy recommendations regarding services, such as housing, employment, and community/recreation facilities. It is important to recognize the youth in the community and want them to make Hardin their permanent family home. Services for children and young families would be of great importance to them. It is also important to recognize that in 2018, 31% of all residents of the Crow Reservation were under the age of 18, which is directly adjacent to the City of Hardin.

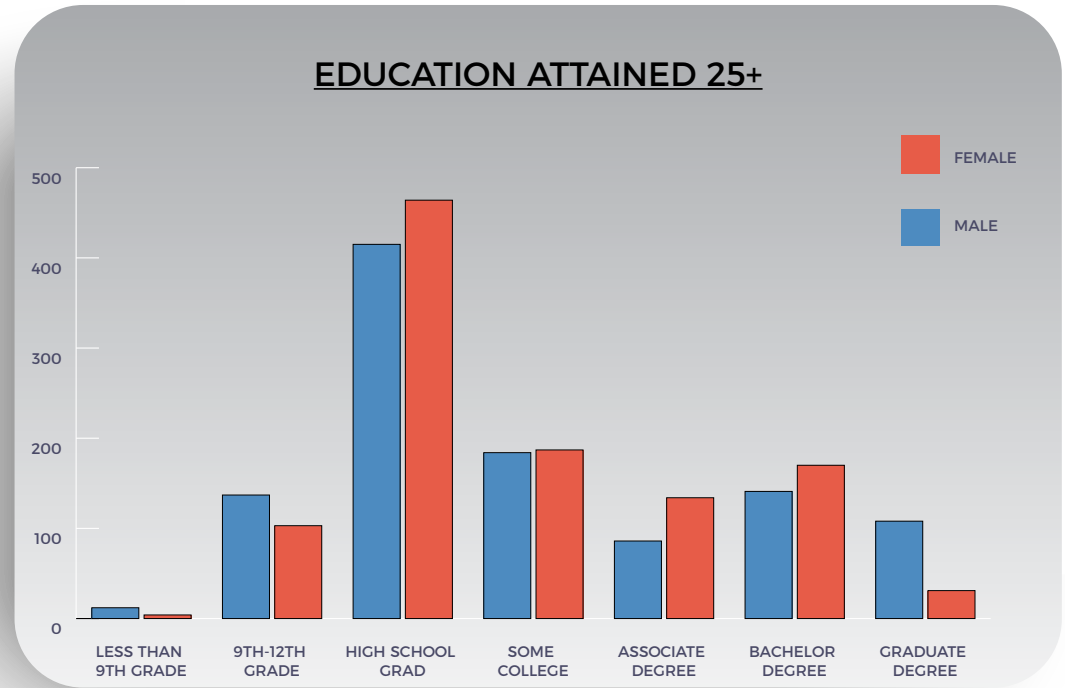


34
MEDIAN AGE
CITY OF HARDIN

BIG HORN COUNTY	30.8
YELLOWSTONE COUNTY	38.2
STATE OF MONTANA	39
CITY OF BILLINGS	36.8

EDUCATION

The 2018 Census data indicates that within the City of Hardin, 40% of residents over the age of 25 have graduated from high school. The overall graduation rate for the City is 88%, which is lower than the Montana State average of 93%. An average dropout rate of 12% still exists within the City. There is a significant difference in the percentage of Hardin residents with a Bachelor’s degree (12%) compared to the State of Montana (31%) which can be viewed as one indicator of a need to create more high-paying job opportunities within the Hardin community that can help to attract and/or retain more college graduates.



EDUCATION ATTAINED	COUNT	PERCENTAGE
Less than 9th Grade	16	0.74%
9th to 12th Grade	240	11.03%
High School Graduate	879	40.40%
Some College	371	17.05%
Associates Degree	220	10.11%
Bachelors Degree	311	14.29%
Graduate Degree	139	6.39%

HOUSEHOLD INCOME

Since 2009, the median household income in Hardin rose by 8% to \$43,377, which is below the average median income for Big Horn County, which is \$46,365. Both the City and County are significantly behind the State average household income of \$57,153, which all indicates the above-referenced information for the need for more high paying quality jobs in the area. Over 25% of the persons living in Big Horn County are living below the poverty line.

\$43,377

MEDIAN INCOME

CITY OF HARDIN

BIG HORN COUNTY	\$ 46,365
YELLOWSTONE COUNTY	\$57,172
STATE OF MONTANA	\$57,153
CITY OF DEER LODGE	\$53,299

**APPENDIX C:
GUIDING
PRINCIPLES
FOR BIGHORN
VALLEY
HEALTH
CENTER**

MASTER PLAN: GUIDING PRINCIPLES

FOR BIGHORN VALLEY HEALTH CENTER PROPERTY IN HARDIN, MONTANA

The guiding principles document provides a list of general themes to be applied when approaching neighborhood and community design. The list starts at the more general scale of neighborhood streets and infrastructure, and moves toward the building scale. These guidelines are intended to influence each other resulting in positive feedback loops. This list incorporates design guidelines from the LEED for Neighborhood Development program, Smart Growth Principles, and *A Pattern Language* by C. Alexander, et al., and the National Association of City Transportation Officials' (NACTO) Urban Street Design Guide. A selection of these references are included in the appendix.



1. IDENTIFIABLE NEIGHBORHOOD



The intent of this goal is to distinguish the neighborhood development in such a way as to bind the residents and users together. The neighborhood will thrive when its distinguishing characteristics are appreciated by the residents such that they want to protect and proliferate them. Naturally, the neighborhood does not want to be identifiable to the point of ostracizing people, but rather provide charm, character, and uniqueness while still interfacing with existing systems, neighborhoods, and communities.

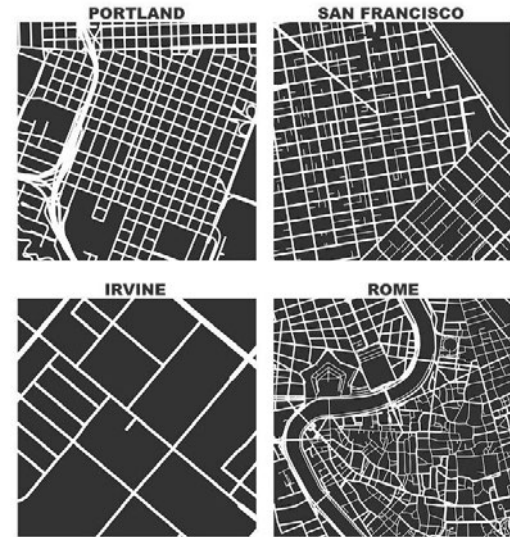
See:
Pattern 14: Identifiable Neighborhood
Pattern 15: Neighborhood Boundary
Pattern 53: Main Gateways



MASTER PLAN: GUIDING PRINCIPLES
BIGHORN VALLEY HEALTH CENTER
HARDIN, MONTANA

HIGH PLAINS ARCHITECTS

2. NETWORK OF STREETS



Geoff Boeing (the grids shown are at the same scale and cover the same area)

The continuity of American street grids should be maintained for the facilitation of automobile traffic, but not at the cost of pedestrian safety. To this end the local street grid should be maintained only insofar as it is useful, while internal neighborhood streets should promote multimodal circulation and support moderate car travel. This is compared to other, less functional street layouts such as dendritic, cul-de-sacs, and county lanes.

See:
LEED NPD 6: Street Network
Pattern 49: Looped Local Roads
Pattern 50: T Junctions
Pattern 52: Network of Paths and Cars



MASTER PLAN: GUIDING PRINCIPLES
BIGHORN VALLEY HEALTH CENTER
HARDIN, MONTANA

HIGH PLAINS ARCHITECTS

3. MIXED-USE DEVELOPMENT



Missing Middle, Opticos Design



Tehachapi General Plan, Moule & Polyzoides

For a neighborhood to truly thrive there should be a mixture of development types to keep the area alive and thriving. Offices, single- and multi-family residential, commercial and mercantile spaces should all be encouraged; additionally, there should be a variety of income levels supported.

See:
LEED SLL 5: Housing and Jobs Proximity
LEED NPD 3: Mixed Use Neighborhood Centers
LEED NPD 4: Mixed-Income Diverse Communities
Pattern 9: Scattered Work
Pattern 35: Household Mix
Pattern 41: Work Community
Pattern 48: Housing In Between
Smart Growth 2: Safe, Convenient Neighborhoods with Homes that People can Afford



MASTER PLAN: GUIDING PRINCIPLES

BIGHORN VALLEY HEALTH CENTER
HARDIN, MONTANA

HIGH PLAINS ARCHITECTS

4. PEDESTRIAN FIRST



Too much focus has been spent on the automobile in the past 70+ years of development. In order to have a productive, safe, and established community the pedestrians' needs should come first. This means crafting spaces, buildings and street edges for pedestrian mobility, safety, and pleasure.



Harrisburg Comprehensive Plan, BeHBG.org

- See:
- LEED NPD 1: Walkable Streets
 - LEED NPD 14: Tree-Lined and Shaded Streets
 - Pattern 54: Road Crossings
 - Pattern 55: Raised Walk
 - Pattern 59: Quiet Backs
 - Pattern 100: Pedestrian Street
 - Smart Growth 8: Places Designed for People



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5. MULTIMODAL TRANSPORTATION



With a network of pedestrian-first designed streets, consideration also needs to be made for other active modes of transportation – especially the bicycle. The bicycle is a tool used by all ages and incomes and should be encouraged as a form of locomotion. Streets should be designed to allow for bicycles as well as cars, and off street parking spaces—racks—provided for storage. Additionally, provisions for mass transit can also be made in street layout and service location.

See:
LEED SLL 5: Bicycle Network and Storage
Pattern 56: Bike Paths and Racks
Smart Growth 6: Freedom to Choose How We Get Around



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6. REDUCED AND OPTIMIZED PARKING



Permeable pavement, by California Green Paving

Automobile parking lots takes up an enormous amount of space while not being very efficient. Parking should be designed such that balanced numbers of on-street and off-street parking are provided. Streets should include on street parking, to reduce the demand and scale of on-site parking. That on-site parking should be small, away from the street, treed and shaded, control stormwater, and facilitate pedestrian movement and safety.



See:
LEED NPD 5: Reduced Parking Footprint
Pattern 22: Nine Per Cent Parking
Pattern 97: Shielded Parking
Pattern 103: Small Parking Lots



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7. PUBLIC SPACES



Neighborhoods thrive when there is public space available, but the space needs to be designed well, and intentionally, not merely an afterthought. Public space can take many forms from small squares to greens or lawns. They should be designed as rooms with edges, amenities, shelter, high-low spaces, and support community activities.



See:
LEED NPD 9: Access to Civic and Public Spaces
Pattern 60: Accessible Green
Pattern 61: Small Public Squares
Pattern 67: Common Land
Pattern 69: Public Outdoor Room



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8. SUSTAINABLE SITES



Dark sky compliant alley light fixture

NACTO: Urban Street Design Guide



Coffee Creek Center, Smart Growth Network



NACTO: Urban Street Design Guide



NACTO: Urban Street Design Guide

Development within the neighborhood should conform to sustainable site best practices. Every effort should be made to best manage the land with regard to density, landscaping, stormwater, and services management (i.e. solid waste). Zero or minimal setbacks should be enforced to connect buildings to on-street parking, reduce unnecessary landscaping and awkward buffer zones, and encourage pedestrian friendly density. A sustainable site does not just use resources wisely but also promotes long-term use of the site and building.

See:
LEED NPD 2: Compact Development
LEED GIB 4: Water-Efficient Landscaping
LEED GIB 8: Stormwater Management
LEED GIB 16: Solid Waste Management Infrastructure
LEED GIB 17: Light Pollution Reduction
Pattern 51: Green Streets
Pattern 96: Number of Stories
Pattern 104: Site Repair
Smart Growth 5: Protecting and Preserving Our Natural Heritage and Working Lands



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9. ENVIRONMENTALLY RESPONSIBLE BUILDINGS



Ankeny Row, Green Hammer



The SxS, High Plains Architects

Buildings within the neighborhood should meet or exceed sustainable building best practices and as such, take less from their community than they give. This involves both placement on the site with respect to streets, solar orientation, green space, and the energy/water/waste efficiency of the building itself.

See:
LEED GIB 1: Certified Green Buildings
LEED GIB 2: Building Energy Efficiency
LEED GIB 3: Building Water Efficiency
LEED GIB 10: Solar Orientation
LEED GIB 11: On-Site Renewable Energy Sources
Pattern 105: South Facing Outdoors
Pattern 106: Positive Outdoor Space



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10. COMMUNITY HEALTH



Adventure Playground, Central Park Conservancy



Slavic Village, Smart Growth Network



Evergreen Skateparks

Communities and neighborhoods should promote health and the well-being of their occupants. Several of the other guidelines address aspects related to health such as walkable blocks, plenty of greenery, social interaction, but neighborhoods should also have overt areas for health. These can take the form of health clinics in the neighborhood, community gardens for local food production, recreation facilities, playgrounds and fields for children **and** adults to play.

See:
LEED NPD 10: Access to Recreation Facilities
LEED NPD 13: Local Food Production
Pattern 47: Health Center
Pattern 73: Adventure Playground
Smart Growth 7: Health Communities for All Ages



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IMPLEMENTATION STRATEGIES

In order to achieve the desired results of the master planning process a strategy for implementation must be in place. There are several different implementation strategies, a few of which are explored below.

Deed Restrictions: Deed restrictions are legal agreements made between the seller and buyer of property such that the seller controls how the property is developed. Restrictions that are against public law may not be used or enforced (such as discriminatory practices). Restrictions travel with the deed and cannot be removed by new owners.

Planned Unit Development (PUD): The city of Hardin allows the formation of PUDs within the city limits and contains rules and regulations for their creation in the city code. “[PUDs] provide flexible land use and design regulations through the use of performance criteria so that developments that incorporate land uses which contain individual building sites and/or common property may be planned and developed as a unit” (Hardin, MT, city code: 11-1-2-4.A). A PUD allows landowners and developers to control the development of their property in partnership with the city regulations while remaining flexible to new construction types and uses that could be proposed for development.

Form Based Zoning: A second type of partnership may be made with the local municipality and zoning authority aside from PUDs and those are form based zoning regulations. These types of regulations prescriptively control how land may be developed including not only approved uses and densities, but also building form, material, amount and style of fenestration, and others. Form based zoning would likely need to be approved of by the municipal zoning authority and government, depending on local regulations.



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APPENDIX D: RETAIL LEAKAGE





Retail MarketPlace Profile

3034225 (Hardin city)
 3034225 (Hardin city)
 Geography: Place

Prepared by Esri

Summary Demographics

2021 Population	3,393
2021 Households	1,262
2021 Median Disposable Income	\$38,256
2021 Per Capita Income	\$23,024

NOTE: This database is in mature status. While the data are presented in current year geography, all supply- and demand-related estimates remain vintage 2017.

2017 Industry Summary	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$34,461,021	\$103,032,576	-\$68,571,555	-49.9	58
Total Retail Trade	44-45	\$31,531,078	\$93,295,910	-\$61,764,832	-49.5	40
Total Food & Drink	722	\$2,929,943	\$9,736,666	-\$6,806,723	-53.7	18

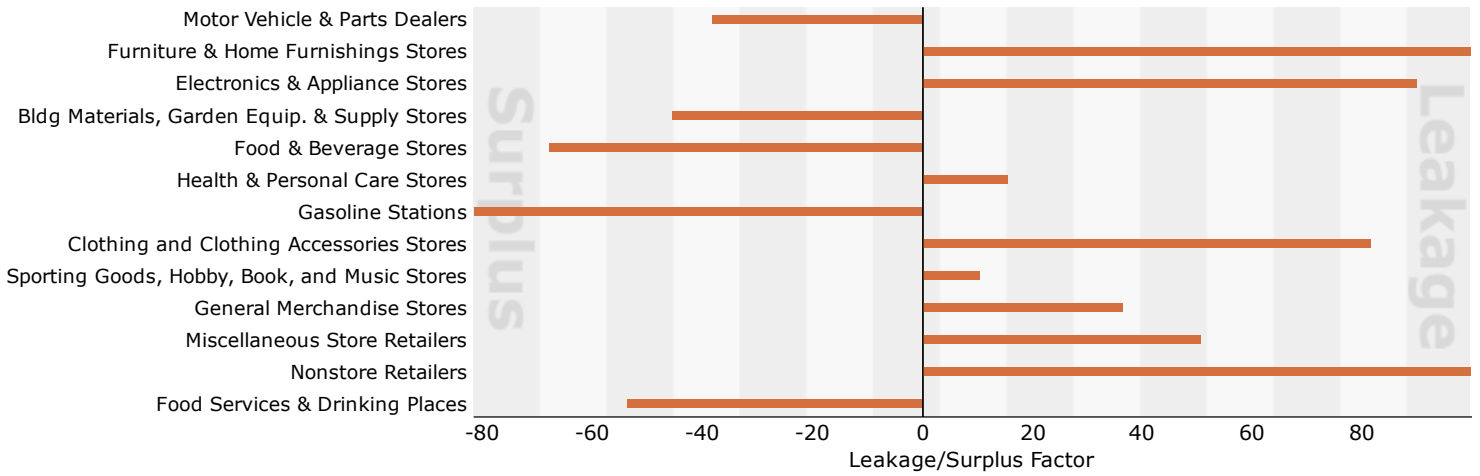
2017 Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$6,842,069	\$15,331,492	-\$8,489,423	-38.3	4
Automobile Dealers	4411	\$5,481,235	\$13,951,068	-\$8,469,833	-43.6	2
Other Motor Vehicle Dealers	4412	\$730,397	\$0	\$730,397	100.0	0
Auto Parts, Accessories & Tire Stores	4413	\$630,437	\$1,380,424	-\$749,987	-37.3	2
Furniture & Home Furnishings Stores	442	\$875,492	\$0	\$875,492	100.0	0
Furniture Stores	4421	\$555,039	\$0	\$555,039	100.0	0
Home Furnishings Stores	4422	\$320,453	\$0	\$320,453	100.0	0
Electronics & Appliance Stores	443	\$875,571	\$44,390	\$831,181	90.3	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$1,949,944	\$5,202,692	-\$3,252,748	-45.5	7
Bldg Material & Supplies Dealers	4441	\$1,760,077	\$4,776,320	-\$3,016,243	-46.1	5
Lawn & Garden Equip & Supply Stores	4442	\$189,867	\$426,372	-\$236,505	-38.4	2
Food & Beverage Stores	445	\$4,509,200	\$23,543,365	-\$19,034,165	-67.9	6
Grocery Stores	4451	\$4,101,725	\$23,543,365	-\$19,441,640	-70.3	6
Specialty Food Stores	4452	\$194,392	\$0	\$194,392	100.0	0
Beer, Wine & Liquor Stores	4453	\$213,083	\$0	\$213,083	100.0	0
Health & Personal Care Stores	446,4461	\$1,717,388	\$1,254,327	\$463,061	15.6	1
Gasoline Stations	447,4471	\$4,349,079	\$43,119,688	-\$38,770,609	-81.7	9
Clothing & Clothing Accessories Stores	448	\$1,094,000	\$109,293	\$984,707	81.8	1
Clothing Stores	4481	\$724,794	\$109,293	\$615,501	73.8	1
Shoe Stores	4482	\$111,977	\$0	\$111,977	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	\$257,229	\$0	\$257,229	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	\$1,753,906	\$1,420,197	\$333,709	10.5	3
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,650,378	\$1,420,197	\$230,181	7.5	3
Book, Periodical & Music Stores	4512	\$103,528	\$0	\$103,528	100.0	0
General Merchandise Stores	452	\$6,136,256	\$2,847,458	\$3,288,798	36.6	3
Department Stores Excluding Leased Depts.	4521	\$3,722,944	\$1,545,554	\$2,177,390	41.3	1
Other General Merchandise Stores	4529	\$2,413,312	\$1,301,904	\$1,111,408	29.9	2
Miscellaneous Store Retailers	453	\$1,296,849	\$423,008	\$873,841	50.8	5
Florists	4531	\$71,305	\$0	\$71,305	100.0	0
Office Supplies, Stationery & Gift Stores	4532	\$341,086	\$40,761	\$300,325	78.7	1
Used Merchandise Stores	4533	\$218,519	\$74,036	\$144,483	49.4	1
Other Miscellaneous Store Retailers	4539	\$665,939	\$308,211	\$357,728	36.7	3
Nonstore Retailers	454	\$131,324	\$0	\$131,324	100.0	0
Electronic Shopping & Mail-Order Houses	4541	\$62,458	\$0	\$62,458	100.0	0
Vending Machine Operators	4542	\$10,683	\$0	\$10,683	100.0	0
Direct Selling Establishments	4543	\$58,183	\$0	\$58,183	100.0	0
Food Services & Drinking Places	722	\$2,929,943	\$9,736,666	-\$6,806,723	-53.7	18
Special Food Services	7223	\$23,160	\$40,805	-\$17,645	-27.6	1
Drinking Places - Alcoholic Beverages	7224	\$163,998	\$860,246	-\$696,248	-68.0	1
Restaurants/Other Eating Places	7225	\$2,742,785	\$8,835,615	-\$6,092,830	-52.6	16

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please click the link below to view the Methodology Statement.

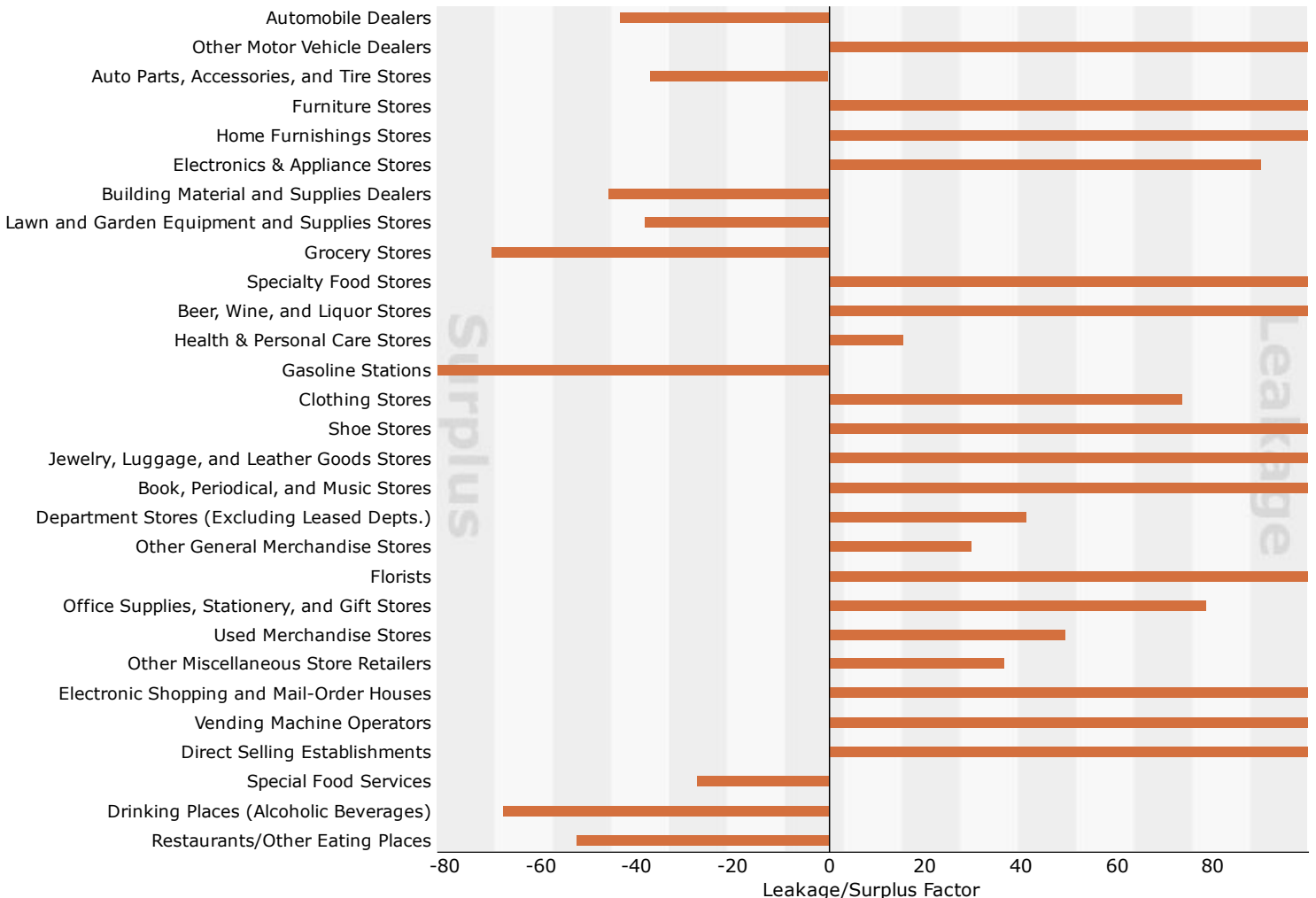
<http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>

Source: Esri and Data Axle. Esri 2021 Updated Demographics. Esri 2017 Retail MarketPlace. ©2021 Esri. ©2017 Data Axle, Inc. All rights reserved.

2017 Leakage/Surplus Factor by Industry Subsector



2017 Leakage/Surplus Factor by Industry Group



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