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ONE BIG SKY DISTRICT

TRANSFORMING THE ECONOMIC FUTURE OF MONTANA





PROGRAM & VISION STATEMENT



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INTRODUCTION

ONE Big Sky District is a large, mixed-use, multi-anchor program supporting broad development goals driving the long-term economic vitality of the City of Billings, the State of Montana, and the region. This destination concept relies on private/public partnerships to support anchoring institutions, including health care, tourism, education and the financial sector, working together to drive economic growth and job creation.

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GOALS & ASPIRATIONS

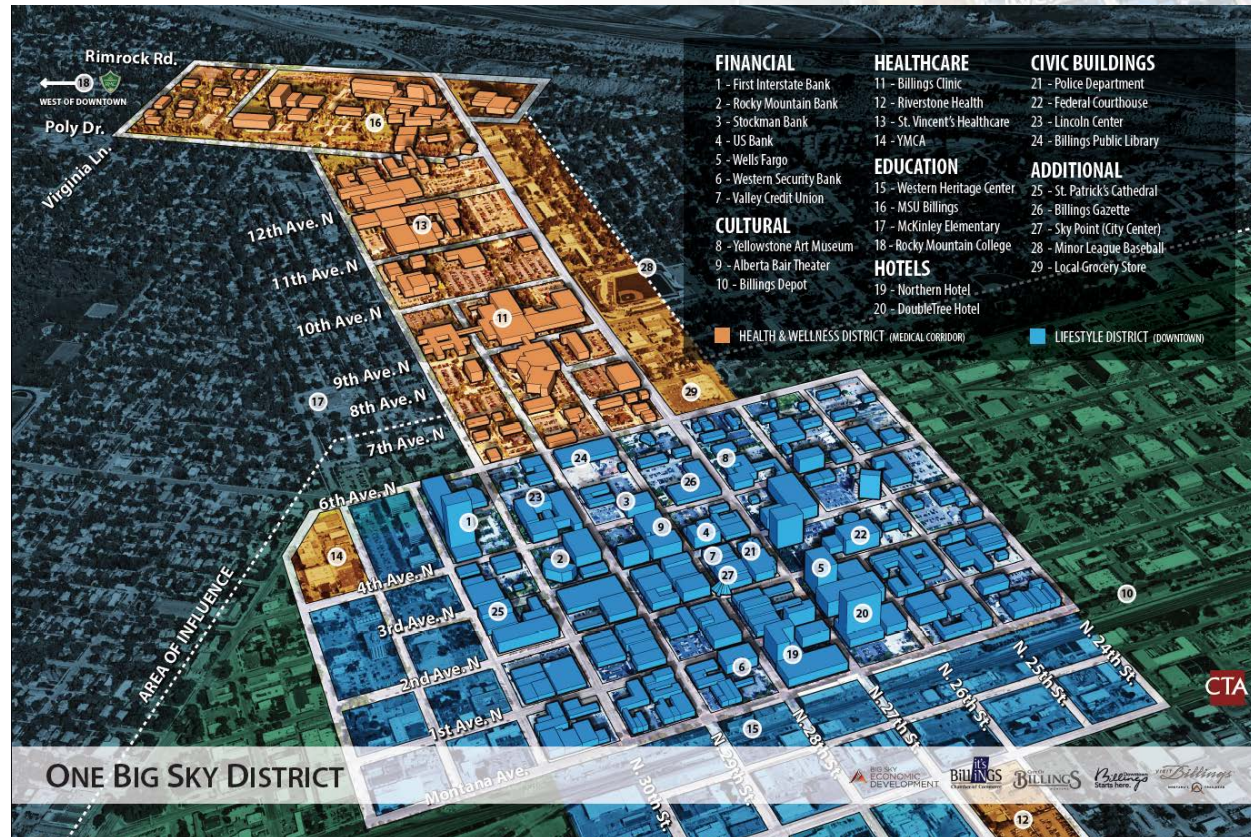
There are several primary goals and objectives for the ONE Big Sky District, including:

- **Lifestyle Goals**
 - Create a development strategy that capitalizes on planning and design that trends toward re-urbanization and more healthy built and natural environments
 - Develop a series of memorable urban experiences and programmatic offerings that appeal to all of Billings' residents and visitors
 - Embrace the authentic Billings and Montana experience
- **Fiscal & Economic Goals**
 - Build a comprehensive plan to grow tax base for the City, the County and the State
 - Strengthen our position in the region to be the most attractive market for new private business
 - Create new jobs to drive not only the local, but also the regional and statewide economies
 - Realize a return on public investment at a significant ratio
- **Civic & Community Goals**
 - Support a range of housing options and more mixed-use developments in the downtown core
 - Establish Billings as one of the Mountain Region's dominant destination cities for visitation driven by anchoring institutions (e.g. health care and education) and an emerging tourism economy to draw meetings, conventions and related activities
- **Tomorrow's Workforce Goals**
 - Become a model city nationally to attract and retain a skilled workforce from professional to industrial and the trades

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DISTRICT DEVELOPMENT PLAN

A strong district development strategy can strengthen Billings as a destination city and enhance the economic climate – using health care and tourism as catalysts to anchor the transformation of Billings into the next generation.



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KEY DRIVERS / CONSTRAINTS

There are a number of key drivers that define the opportunity for major economic development generated from the ONE Big Sky District and certain constraints that must be understood and addressed, including:

KEY DRIVERS

- A dynamic economic development community energized to take action
- Public-private partnerships (P3) are an emerging and proven national trend
- A stable economic base for the future
- An opportunity to define an urban landscape which can support major economic development
- Lifestyle amenities and character in the community and region that can become the foundation to an authentic “Billings and Montana Experience”
- Opportunities for important community anchors that can drive economic development

CONSTRAINTS

- An uncertain political climate and environment at the local and state levels
- A massive and evolving jobs dilemma in Billings
- Limited proven model for public finance in support of major economic development
- Lack of accurate information on the project circulating in the community
- Without vision and an action plan Billings will have limited appeal with institutional capital investors

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PROGRAM STATEMENT

Based on our preliminary market analysis, the City of Billings has the potential to support a diverse program in the ONE Big Sky Center Development Districts of the magnitude as described below.

While these forecasts are preliminary and based primarily on macro-level demand analysis, the demographic strength, economic base, industry growth metrics combined with the regional trade area of Billings indicate that growth patterns will support a robust development program over a 15 to 20 year planning horizon.

	PHASE 1	PHASE 2	
HOTEL	200 KEYS	300 KEYS	500 KEYS
RETAIL / DINING / ENTERTAINMENT	100,000 SF	225,000 SF	325,000 SF
COMMERCIAL OFFICE	150,000 SF	350,000 SF	500,000 SF
BIOSCIENCE	50,000 SF	125,000 SF	175,000 SF
HEALTHCARE	250,000 SF	600,000 SF	850,000 SF
RESIDENTIAL	300 DU	800 DU	1,100 DU
SENIOR HOUSING	150 DU	300 DU	450 DU
MIXED-USE / INFILL DEVELOPMENT	100,000 SF	250,000 SF	350,000 SF
CONVENTION CENTER	100,000 SF	50,000 SF	150,000 SF
CIVIC	80,000 SF	50,000 SF	130,000 SF
PARKING STRUCTURE	1,030 Stalls	827 Stalls	1,857 Stalls



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URGENT ISSUES REQUIRING ACTION

Why the time is now for this project:

- Billings needs a defined vision and plan that will drive our economic future
- Serious workforce challenges that will only get worse in upcoming years
- Flat economic growth which will result in a growing tax burden on existing property owners
- Billings is in a regional competition – with communities around Billings making large investments in their amenities and infrastructure to attract the businesses and workforce of tomorrow