

TRANSFORMATION STRATEGY WORK PLAN

FY 26/27

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| Organization Name: Downtown Development Partnership Town, State: Great Falls, MT | | Date: 1/27/2026 Completed by: Executive Director/Board members | |
| Vision: Downtown is the heart and center of Great Falls. Like the Missouri River, it is dynamic, fluid, attractive, and welcoming, connecting our heritage to our future. The River’s Edge Trail, historic neighborhoods, and parks and open space support and enhance a unique mix of local shops, restaurants, entertainment, and special events that make Downtown the place to be – day and night | | | |
| Transformation Strategy #1: <i>Economic Vitality</i> | | Transformation Strategy #2: <i>District Workers & Residents</i> | |
| Goal 1 | Goal 2 | Goal 1 | Goal 2 |
| <i>Attract developers downtown to fill vacant spaces and building gaps. Attract businesses downtown to fill gaps in resident/visitor market demand.</i> | <i>Implement the strategies detailed in the Economic Vitality Transformation Strategy completed in the fall of 2024.</i> | <i>Continue the work of implementing our Downtown Master Plan by creating an inviting and unique space for residents, workers, and visitors to feel welcome. Including conducting a lighting study and continuing the mural lighting program.</i> | <i>Work with our partners at the City of Great Falls to spruce up downtown with new trash receptacles, tree maintenance, and regular pressure washing of sidewalks to make for a clean and safe environment.</i> |
| Lead: GFDA | Lead: GFDA | Lead: BID | Lead: Kellie Pierce |
| Annual Responsibilities | | | |
| <i>Economy: Having conducted the Economic Vitality Market Analysis, it is time to implement the 3-5 year plan based on findings. Work with downtown stakeholders, developers, and property owners to implement actionable items lined out in the plan.</i> | | | |
| <i>District Workers and Residents: Create a clean and welcome place for residents and workers to spend their day, while appealing to visitors as well. Our trash receptacles are from 1995, our sidewalks are full of stains and gum, and our trees have a low hanging canopy. Conducting a comprehensive lighting study of our district will help us better identify safety concerns and areas of opportunity. We will work with our partners to procure new amenities and make downtown sparkle.</i> | | | |

| Transformation Strategy #1: Economic Vitality | | | | | |
|---|------------------------------|---|---|--------------------|-----------------|
| Goal 1: <i>Attract developers to the downtown to fill the gaps in infrastructure and resident/visitor needs. Attract businesses downtown to fill gaps in resident/visitor market demand.</i> | | | Define Success: <i>Private investment in high quality renovation and new construction. New businesses opened downtown.</i> | | |
| Partners: <i>City of Great Falls, Chamber of Commerce, property owners, Business Improvement District, NeighborWorks Great Falls, GFDA</i> | | | | | |
| Task | Volunteer Responsible | Staff Responsible | Due Date | Progress | Budget |
| <i>1. Continue to identify and pursue developer and business targets to generate new leads</i> | | <i>Katie Carvell, GFDA</i> | <i>On-going</i> | <i>In-progress</i> | <i>\$0</i> |
| <i>2. Use 2024 downtown market analysis to demonstrate opportunities for developers and businesses.</i> | | <i>Katie Carvell, GFDA</i> | <i>On-going</i> | <i>In-progress</i> | <i>\$0</i> |
| <i>3. Support developers and businesses in pipeline to move projects to fruition.</i> | | <i>Katie Carvell, GFDA</i> | <i>Ongoing</i> | <i>In Progress</i> | <i>\$0</i> |
| <i>4. Develop new downtown real estate and business attraction marketing materials</i> | | <i>Katie Carvell & Jamie Rapley, GFDA</i> | <i>June 30, 2026</i> | <i>In Progress</i> | <i>\$7,000</i> |
| <i>5. Launch property opportunities window decal program to raise visibility of vacant spaces</i> | | <i>Katie Carvell, GFDA</i> | <i>April 1, 2026</i> | <i>In Progress</i> | <i>\$3,000</i> |
| <i>6. Enhance GFDA Downtown Investment website pages</i> | | <i>Katie Carvell & Jamie Rapley, GFDA</i> | <i>September 30, 2026</i> | <i>In Progress</i> | <i>\$5,000</i> |
| <i>7. Use Great Falls Housing Market Demand Assessment to attract market rate housing development.</i> | | <i>Katie Carvell & Jake Clark, GFDA</i> | <i>Ongoing</i> | <i>In Progress</i> | |
| | | | | | |
| | | | | Total | <i>\$15,000</i> |

| Transformation Strategy #1: Economic Vitality | | | | | |
|--|------------------------------|---------------------------------|---|------------------------|-----------------|
| Goal 2: <i>Implement the strategies detailed in the Economic Vitality Transformation Strategy completed in the fall of 2024.</i> | | | Define Success: <i>Use Market Analysis as a tool to successfully attract developers to bring housing, mixed use, and rehab projects to life.</i> | | |
| Partners: <i>City of Great Falls, Planning Department, property owners, Business Improvement District, NeighborWorks GF, GFDA</i> | | | | | |
| Task | Volunteer Responsible | Staff Responsible | Due Date | Progress | Budget |
| <i>1. Support existing and future downtown entrepreneurs with Small Business Development Center trainings and cohorts</i> | | <i>Deb McGregor, GFDA</i> | <i>On-going</i> | <i>In-progress</i> | <i>\$0</i> |
| <i>2. Educate businesses, property owners, developers and partners about downtown funding sources and incentives</i> | | <i>Katie Carvell, GFDA</i> | <i>On-going</i> | <i>In-progress</i> | <i>\$0</i> |
| <i>3. Undertake redevelopment catalyst site project, potentially utilizing Brownfield funding.</i> | | <i>Christian Nichols, GFDA</i> | <i>December 31, 2026</i> | <i>In-progress</i> | <i>\$75,000</i> |
| <i>4. Pursue redevelopment of under-utilized city-owned sites</i> | | <i>Brock Cherry, City</i> | <i>1-3 years</i> | <i>Not yet started</i> | <i>\$0</i> |
| <i>5. Develop new downtown parking management program</i> | | <i>Jeremy Jones, City of GF</i> | <i>May 2026</i> | <i>On-going</i> | <i>\$0</i> |
| <i>6.</i> | | | | | <i>\$0</i> |
| <i>7.</i> | | | | | <i>\$0</i> |
| <i>8.</i> | | | | | <i>\$0</i> |
| <i>9.</i> | | | | | |
| | | | | Total | <i>\$75,000</i> |

Transformation Strategy #2: District workers and residents

Goal 1: Continue the work of implementing our Downtown Master Plan by creating an inviting and unique space for residents, workers and visitors to feel welcome.

Define Success: Creating an environment where people want to visit, live, and work that has a sense of safety and cleanliness. Update amenities and clean up downtown sidewalks.

Partners: City of Great Falls, Planning Department, Great Falls BID, NeighborWorks GF, GFDA, Property owners

| Task | Volunteer Responsible | Staff Responsible | Due Date | Progress | Budget |
|---|-----------------------|---------------------|----------------|-------------|-----------|
| 1. Review Master Plan to identify other opportunities and goals. | | Kellie Pierce/CofGF | April 2026 | In Progress | \$0 |
| 2. Continue working with the contractor to pressure wash sidewalks in the district | | Kellie Pierce | May 2026 | In Progress | \$8,000 |
| 3. Continue programs such as Great Walls Great Falls and Traffic Signal Box work that promote public art in the downtown area | | Kellie Pierce | August 2026 | In Progress | \$62,500 |
| 4. Commission a lighting study to analyze opportunities for safety enhancements and better visitor experiences. | | Kellie Pierce | August 2026 | In-Progress | \$100,000 |
| 5. Continue mural lighting project to brighten alleyways and create a safer environment | | Kellie Pierce/GFDA | Summer of 2026 | On-going | \$275,000 |
| 6. | | | | | |
| 7. | | | | | \$0 |
| | | | | | \$0 |

Transformation Strategy #2: District Workers and Residents **Total** \$445,500

Goal 2: *Work with our partners at the City of Great Falls to spruce up downtown with new trash receptacles, tree maintenance, and regular pressure washing of sidewalks to make for a clean and safe environment.*

Partners: *City of Great Falls, City Public Works, Great Falls BID, Building Active Communities Initiative (BACI), NeighborWorks GF*

Define Success: *Install phase one of new garbage receptacles, trim the tree canopy and upgrade tree grates, complete pressure washing of sidewalks. Gain community involvement.*

Task

| | Volunteer Responsible | Staff Responsible | Due Date | Progress | Budget |
|---|------------------------------|----------------------------|-----------------------|--------------------|-------------------------|
| 1. <i>Work with partners at the City to implement projects and create clean, vibrant spaces</i> | | <i>Kellie Pierce/CofGF</i> | <i>August 2026</i> | <i>In Progress</i> | <i>\$0</i> |
| 2. <i>Identify groups to help with clean-up efforts</i> | <i>BACI</i> | <i>Kellie Pierce</i> | <i>April 2026</i> | <i>In Progress</i> | <i>\$0</i> |
| 3. <i>Install phase one of new trash receptacles and complete tree trimming/grate work</i> | | <i>Kellie Pierce/CofGF</i> | <i>June 2026</i> | <i>Not started</i> | <i>\$225,000</i> |
| 4. <i>Create a regular schedule for sidewalk/alley cleaning</i> | <i>BACI/NWGF</i> | <i>Kellie Pierce</i> | <i>September 2026</i> | <i>On-going</i> | <i>\$0</i> |
| 5. <i>Host community events that showcase the improvements, and garner feedback</i> | <i>BACI</i> | <i>Kellie Pierce</i> | <i>Summer 2026</i> | <i>Not started</i> | <i>\$1500</i> |
| 6. | | | | | <i>\$0</i> |
| 7. | | | | | <i>\$0</i> |
| | | | | | <i>\$0</i> |
| Total | | | | | <i>\$226,500</i> |