



*Livingston*  
DOWNTOWN MASTER PLAN

**LAND USE BOARD REVIEW DRAFT - August 2, 2024**





# ACKNOWLEDGMENTS

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## STAKEHOLDERS AND PUBLIC PARTICIPANTS

Special credit should go to the highly-engaged community of Livingston for their support and enthusiastic participation throughout this planning process.

The list of residents - both from within the City of Livingston and from broader Park County - local business owners, and visitors, who generously gave of their time and expertise to enrich this planning process are too numerous to list, however, their contributions to this Downtown Master Plan were absolutely invaluable.

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PLANNING + DESIGN



# SPECIAL THANKS

## PROJECT FUNDING

This project would not have been possible without the generous financial contributions from a pair of key community partners - the Livingston Urban Renewal Agency (URA), and the Montana Department of Commerce's Montana Main Street (MMS) Program.

The URA generously contributed funding to this Downtown Master Plan to specifically supplement the Housing and Parking Study components of the effort.



The MMS Program provided a grant to the City of Livingston to supplement the funding of the overall planning process. The program provides support to rural communities across the state to strengthen and preserve historic downtowns, such as Livingston. The MMS Program works closely with local partners to identify and plan for the community's greatest development needs and provides seed money to help implement high-impact projects, reinforcing the fundamentals of the Main Street America Program - **Economic Vitality, Design, Promotion, and Organization.**



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## TOPICS IN THIS CHAPTER:

- Plan Background
- Planning Process
- Visioning & Public Engagement
- Vision Themes

## MASTER PLAN INTENT & ORGANIZATION

The first official Downtown Master Plan for the City of Livingston, this plan will be used to prioritize and allocate resources for future public improvements and investments in Downtown Livingston.

Historically, Livingston served as the railway gateway to Yellowstone National Park, America's First National Park, and therefore it has had an iconic and vibrant downtown environment for over a century. With the departure of passenger rail in the late 1970's, the Downtown lost one of its primary drivers of visitation and tourism. Remarkably, unlike many other small railroad towns, Livingston's Downtown has retained much of its historic character, charm, culture, and vitality through that transition from a true gateway community, to one that benefits from its adjacency to a National Park. In addition to its unique National Park proximity, Downtown Livingston also benefits from its direct relationship with beautiful natural environments such as the Yellowstone River and its remarkable river parks - Sacajawea & Miles Park - and the Paradise Valley.

Given the richness that already exists in Downtown Livingston, the intent of this Master Plan process was largely focused on leveraging and supplementing successful efforts already underway in the Downtown - aimed at ensuring a continually vibrant and more resilient future for the Downtown - as opposed to attempting to wholly reinvent an atrophying downtown environment, which is the case with many Downtown Master Plan efforts. Therefore, this Plan is organized to reflect the vision of an engaged (and understandably proud) community in its first chapter; to provide a framework for guiding efforts toward realizing that vision for the Downtown in its second chapter; and to articulate specific steps and projects to work toward implementing the Plan in its final chapter.



# PLAN BACKGROUND

## ESTABLISHING THE SCOPE

### Study Area Boundary

With direction from the 2021 Growth Policy, the study area for the Downtown Master Plan was determined to strategically align with the boundary of the Urban Renewal District. The study area encompasses the Urban Renewal District and the CBD Zone District, ~2.5 blocks of which are not currently within the Urban Renewal Boundary (see Study Area map on the following page). This strategic alignment was done to capitalize on the Urban Renewal Agency’s ability to leverage Tax Increment Financing (TIF) dollars to reinvest in this area, as the community implements the Downtown Master Plan. In this way, investments in the Downtown can benefit from this additional funding stream, and the return on those investments can be reinvested into other improvements in the area.

This area within the City is also the beneficiary of active entities that can serve as critical champions and partners in the implementation of this Plan’s recommendations, including the Chamber of Commerce, the Business Improvement District (BID), and the Livingston Downtown Building Owner’s and Business Association (LDBOBA).

Past studies in this area, including, but

not limited to, previous streetscape improvement plans and explorations, as well as the 2022 Trails and Active Transportation Plan, have served as important inputs into the development of this Plan’s final recommendations.

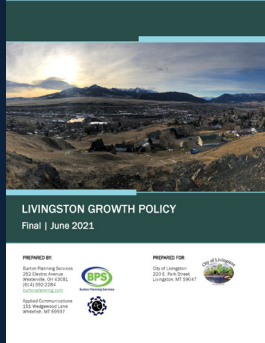
### Leveraging the Downtown’s Character, the Historic Railroad, Sacajawea & Miles Park, and the Yellowstone River

The Downtown Historic District, recognized by the National Register of Historic Places, is an iconic and defining part of Downtown Livingston. Just a few blocks from the Livingston Depot Center, which was the former passenger rail station, and the predominantly commercial core, is a pair of the region’s most distinguished parks - Sacajawea & Miles Park - along with direct access to the Yellowstone River. While each of these unique amenities exists in close proximity to each other, and is unquestionably an advantage for Downtown Livingston, an important part of the scope of this Plan was to encourage linking those assets together with greater intentionality.



The rail side of the Livingston Depot Center

## 2021 GROWTH POLICY DIRECTION



In June of 2021, the City of Livingston adopted its Growth Policy, and this Plan represents a step toward implementation of that policy direction.



Specifically, Objective 6.1.5 in the Growth Policy is to “Plan for and attract new investment into the downtown district to support local businesses.” Strategy 6.1.5.3, nested under that Objective, provided direction to, “Explore creating a downtown master plan focused on the Urban Renewal District,” and the scope of this effort was further shaped by Strategies 6.1.5.1, 6.1.5.2, and 6.1.5.4, which spoke to developing effective wayfinding; developing a parking strategy, while considering the removal of parking space minimums in the downtown; and exploring mechanisms to strengthen and enhance the URA’s effectiveness to encourage redevelopment.

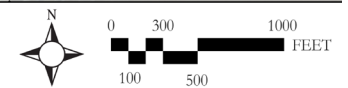




**Downtown Master Plan - Study Area [Aerial]**

*Livingston*  
DOWNTOWN MASTER PLAN

LEGEND  City of Livingston Boundary  
 Plan Area Boundary  
 (Also Urban Renewal Authority [URA]  
 Boundary, except where noted)



Downtown Master Plan Study Area Map



# PLAN BACKGROUND

## STUDY AREA DEMOGRAPHICS

Before commencing the planning process, a high-level analysis of Study Area Demographics was performed, and it identified the following:



1,362 residents in Study Area  
15% of citywide population



776 households in Study Area  
18% of citywide households

Further reflecting on the household and resident demographic data shown above, and compared to statistics for the City overall, Study Area residents were also found to have:

- A **higher median age** (48.3 years)
- A **lower median household income** (\$44,892)
- A **smaller average household size** (1.7 persons)

Additionally, the Study area has shown the following growth since 2010:

- 285 residents
- 126 households

## ECONOMIC / BUSINESS CONDITIONS

In terms of the number of businesses and jobs in the Study Area, the following was identified:



333 businesses in Study Area  
53% of citywide businesses



2,175 jobs in Study Area  
50% of citywide jobs

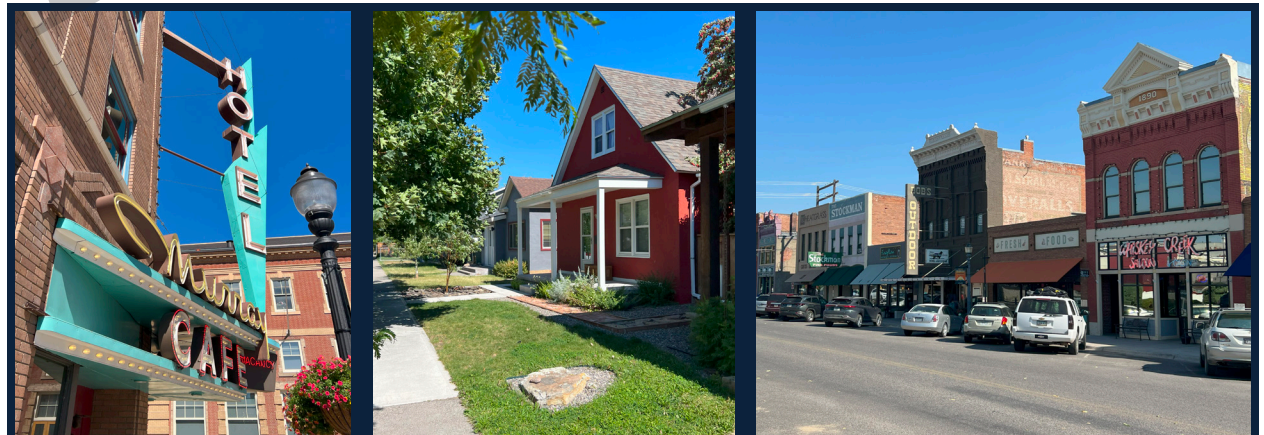
Studying the types of businesses and industries that comprise those statistics, the findings reflected the following:

### Most prevalent Business Types in the Study Area -

- Retail Trade (55)
- Professional Services (32)
- Accommodation / Food Service (25)
- Health Care (25)

### Largest Industries by Employment -

- Public Administration (505)
- Retail Trade (352)
- Education (352)
- Accommodation / Food Service (157)
- Finance / Insurance (144)



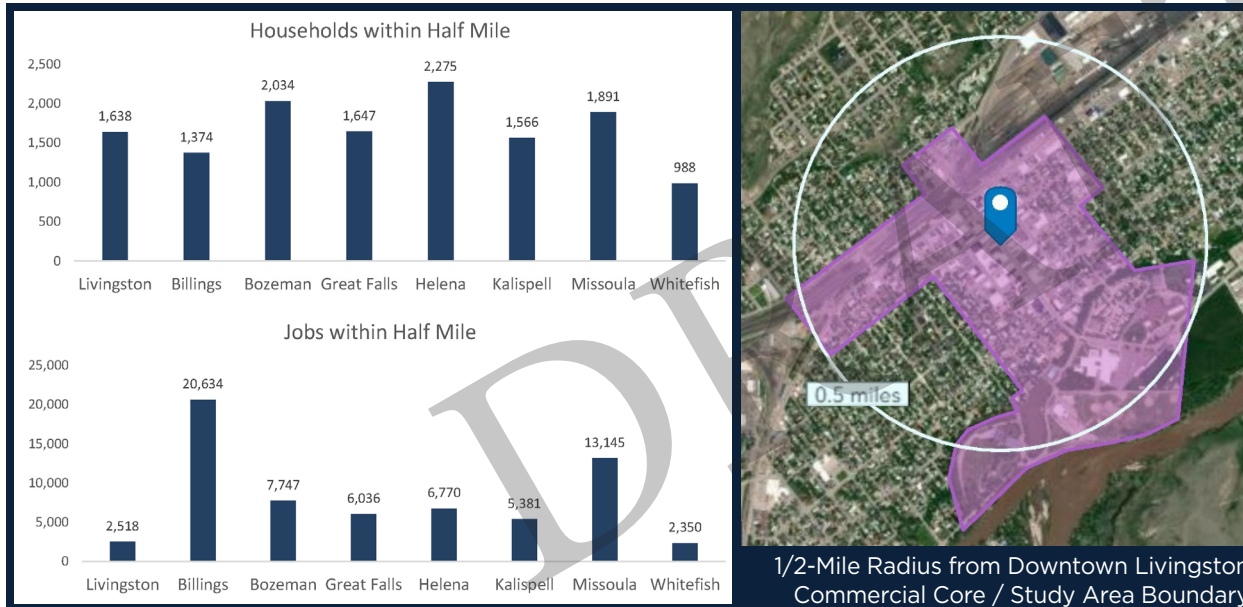
The Study Area is comprised of a robust mix of uses, including hospitality, residential, and commercial.



# PLAN BACKGROUND

## PEER COMMUNITY COMPARISON

Identifying and studying communities with a similar composition of households and jobs inside their Downtowns can provide a shortlist of applicable communities to look to for inspiration and insight into how they may have wrestled with, and addressed, challenges comparable to those in the City of Livingston. Because the Study Area for this Master Plan spans roughly a half-mile radius from the center of the commercial core, potential Peer Communities that were explored also were assessed within that half-mile radius from their commercial cores.



Based upon this research, Downtown Livingston has a comparable number of Households within a half-mile radius of its commercial core as several of the other communities identified, however, in terms of jobs within that same half-mile radius, Downtown Livingston has a significantly lower number than nearly all of the same communities.

## VISITATION TRENDS

Following the COVID-19 pandemic, National Parks have seen a notable uptick in seasonal visitation. For communities such as Livingston, this represents an opportunity to capitalize on that visitation to infuse additional tourism-driven revenue into the downtown.

Yellowstone National Park visitors, in particular, represent the following:

- An estimated 3,645,000 annual visitors to the area;
- 39% of whom spend the night in the Yellowstone area; with
- An average of 5.8 nights spent for overnight visitors.

In a corresponding trend, Lodging Tax collected in the Livingston Convention and Visitor's Bureau Area rose from an average of \$267,761 from 2015-2020 (topping out at \$297,629 in 2017) to \$519,818 in 2021 and \$500,610 in 2022. This significant increase only further reinforces that there is currently tremendous momentum and visitation interest in Downtown Livingston, and the opportunity for local economic growth is ripe.

# PLAN BACKGROUND

A Housing Study, completed as a part of this Downtown Master Plan process (See Appendix), took a detailed look at the Economic & Demographic profile of the Downtown Area, and compared that to Real Estate Market conditions over the last ~10+ years. The study confirmed community feedback received throughout the process related to the need for attainable housing in the Downtown, identifying the following existing gaps in Housing, along with a projection of the corresponding future demand.

## HOUSING NEEDS AND DEMAND

The population and housing stock in Livingston has been growing at a steady rate for the past 10-15 years. However, the cost and composition of the housing stock in Livingston has started to shift. The City attracted a greater share of new for-sale housing in the past decade, as for-rental housing has not kept pace and the number of rental units in the Downtown has even declined since 2010. Housing prices have also been increasing in the City, especially in the past 5 to 7 years. The median list price in the City has grown to \$637,500 and the average list price is over \$1 million. The median home price is now out of reach for residents earning 150% or less of the AMI (\$133,800 annually for a family of 4), which is 60% of owner-occupied households.

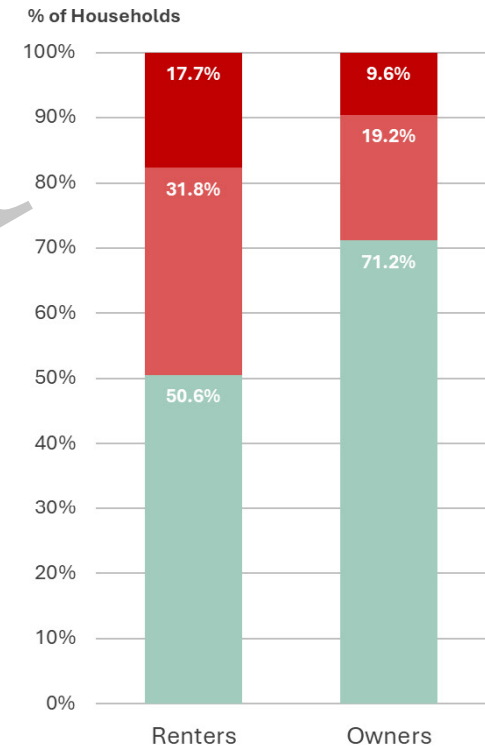
This growth in for-sale housing has occurred despite the employment growth in the City and Park County having been predominately in industries that pay average to below average wages. Since 2018, 80% of job growth in Park County has been in industries that equate to households earning less than 120% of AMI (\$90,000 to \$120,000 household income per year depending on households' size). During the past decade, the small inventory of traditional apartments in the City has grown only slightly. Housing availability and affordability have become more pressing issues, especially for renters.

### Cost Burdened Households

Nearly half of renter households (49.5%) in Livingston are cost burdened, meaning they spend more than 30% of their income on rent, or severely cost burdened, meaning they spend more than 50% of their income on rent.

The median rental rate in the City has increased to \$1,900 per month. This rental rate is not affordable for households earning less than 100% of AMI, which is about 2/3rds of rental households in the City. In comparison, approximately 28.8 percent of households who own their homes are cost burdened. Because

homeowners typically have more stable housing and housing costs, a higher share of renter households are often more likely to be cost burdened.



Source: U.S. Census ACS 5-Year Estimates, Economic & Planning Systems

- Not Burdened
- Cost Burdened (30-49%)
- Severely Cost Burdened (>50%)



# PLAN BACKGROUND

The City has also experienced growth in the number of seasonal residents and households. The housing vacancy rate for the City is 16 percent. Over half of these vacant homes are used as seasonal homes or rentals. The City has attracted recent housing development in multifamily housing with new for-rent and for-sale housing projects occurring in the City (but outside of the Downtown Study Area). Rental rates for the new units have ranged from \$1,700 to \$2,000 per month, with some units above \$2,000 per month. The new multifamily condos built in the City have sold for under \$400,000, which has added more attainable for-sale housing for residents and workers.



Opportunities to add “gentle density” at the rear of a lot, while adaptively reusing an existing structure, is a method of subtly adding a diversity of units in a manner compatible with the existing block structure and development patterns in the Downtown.

## Employment Driven Demand

The City of Livingston overall needs to continue to attract a diversity of housing product to the City to keep pace with employment driven demand. It is projected that Park County needs roughly 130 housing units annually to keep up with job growth at 2.0 percent per year. For reference, the average annual rate of growth since 2010 has been 0.9 percent in the City of Livingston. More attached and multifamily housing can help provide a greater diversity of options that are often more affordable than detached single family homes. The demand for more rental options affordable to the City’s workforce is the most pressing need for the community.

Downtown can help play an important role in supporting housing diversity as it is the place that is best suited for more dense housing product. Based on these county housing demand projections, Livingston can support approximately 85 new housing units per year over the next 10 years to keep pace with workforce demands. Using past construction trends and that employment growth expectation, the following is an estimated unit mix reflecting that projected housing demand - showing a mix of Single Family, Missing Middle (Townhome/Triplex/Duplex), and Multifamily housing need, with a greater share demand for attached and multifamily housing.

Description	Factors	2022-2026	2027-2032	Total	Annual
New Unit Demand in Livingston	85/yr.	425	425	850	85
Livingston Construction Projection					
Single-Family (Detached)	40.0%	170	170	340	34
Townhome/Triplex/Duplex	20.0%	85	85	170	17
Multifamily	40.0%	170	170	340	34
<b>Total</b>	<b>100.0%</b>	<b>425</b>	<b>425</b>	<b>850</b>	<b>85</b>

[1] Mobile homes and other miscellaneous housing types are not included

Source: Economic & Planning Systems

# PLANNING PROCESS

## A COMMUNITY-LED VISION

The roughly year-long planning process was “soft launched” in July 2023 - with the debut of a webpage hosted on the Livingston Business Improvement District’s (LBID) website ([www.downtownlivingston.org](http://www.downtownlivingston.org)), and a Preliminary Visioning Survey.

An emphasis of the process was to ensure that the vision, and the resulting Plan, were truly reflective of the Livingston community. In order to meet this charge, efforts were made to reach a diverse set of stakeholders, including both the local community, as well as Park County residents and visitors to the Downtown. Targeted demographics included local business and property owners, developments, members of local non-profit organizations, youth and seniors in the community. To solicit input from those stakeholders, and incorporate their feedback into the overall community-led vision, a variety of touch points were employed, including:

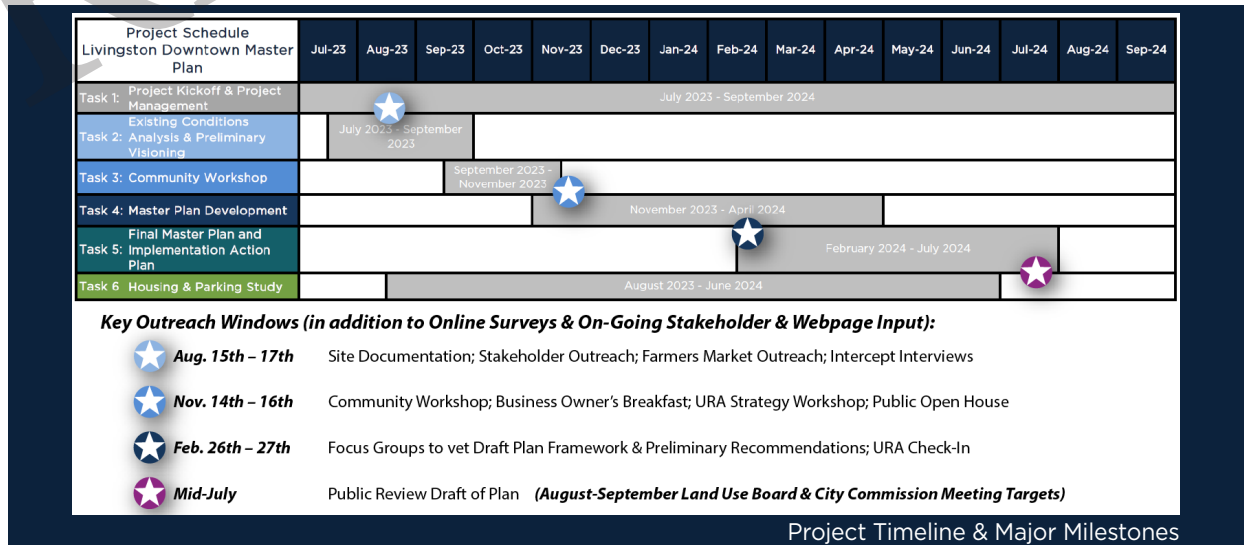
- “Intercepts” at community events
- Stakeholder Interview phone calls & Zoom meetings
- Email correspondence
- Surveys - online and hard-copy
- Study Area Walking Tours
- A Community Workshop/Charrette

- A Business Owner Breakfast
- A Public Open House
- Focus Group Meetings
- Presentations at Public Meetings - City Commission & URA Board
- A 24/7 “Share Your Ideas” Online Interface

Those various engagement methods were employed throughout the process, but there were three “Key Outreach Windows” (see Project Timeline graphic below) in which a number of touch points were scheduled over consecutive days, in order to generate additional interest and momentum, and to consolidate the ask of more robust and active public participation.

## PRELIMINARY VISIONING

A Preliminary Visioning Survey was launched in July 2023 through promotion at City events coinciding with Independence Day, fliers posted at local businesses, introductory project presentations as public meetings with the URA Board and City Commission, a booth at the mid-August Farmer’s Market, through the project website, the City Manager’s newsletter, and email distribution lists. Applicable to an audience including Livingston residents, Park County residents, and visitors, the survey primarily focused on assessing the frequency of Downtown visits, soliciting reasons for Downtown visits, identifying assets in the Downtown, asking for ways





# VISIONING & PUBLIC ENGAGEMENT

in which the Downtown experience could be improved, and finally, asking Livingston and/or Park County residents to provide their personal vision for Downtown Livingston in one word. The most frequent response to that one-word vision - “Community” - echoed similar sentiments expressed in the citywide Growth Policy effort in 2021, as well as responses to a prompt for a one word “favorite part of Downtown Livingston” (see Word Clouds below).

The survey was offered via the website using an online interface, but was also distributed as a hard copy version in key locations (such as the Park County Senior Center) to help reach those that may not have access to, or a level of comfort with, the online interface. Over 390 individual respondents participated across both formats, and a wealth of open-ended inputs were collected, in addition to the specific prompts contained within the survey.

Those who identified as residents of Livingston and/or Park County were asked, “What brings you to Downtown Livingston most often?” Their top 3 responses were “Dining,” “Shopping,” and “Events,” with “Socializing with my community” in a close 4th. This greatly reinforced a sentiment of the Downtown’s role as primarily an entertainment hub for the community. Visitor respondents also indicated that “Events” were a strong draw for coming to Downtown Livingston.



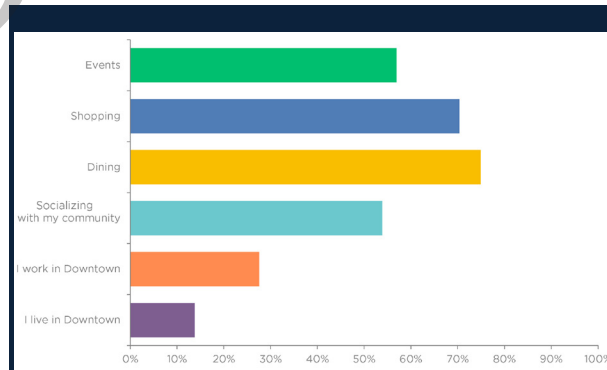
Locals’ “One-Word Vision” responses [most frequent responses shown in larger, bolder typeface]



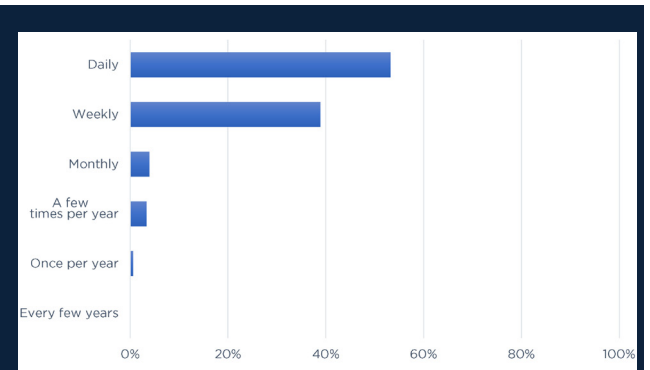
Locals’ “One-Word Vision” responses [most frequent responses shown in larger, bolder typeface]

Of those who participated, 77% identified as Livingston residents, 15% identified as a resident of a surrounding community in Park County, and 8% identified as a visitor to the Downtown from outside Park County. About 1/3rd of participants indicated that they live and/or work in the Downtown.

In terms of frequency of visitation, approximately 92% of those same respondents said they spend time in Downtown Livingston at least weekly, showing a consistent visitation from locals. (See charts below.) Conversely, over half of visitor respondents said they only visit a few times per year.



Locals’ reasons for visiting Downtown Livingston



Locals’ frequency of visits to Downtown Livingston

# VISIONING & PUBLIC ENGAGEMENT

## PRELIMINARY VISIONING - KEY TAKEAWAYS

Based upon all of the inputs from the Preliminary Visioning Survey, as well as all aggregated and summarized inputs from all of the other outreach conducted, a Results Summary was produced, which articulated the following Key Takeaways:

- A strong emphasis on the community, as well as an appreciation of the history/historic architecture/main street character & charm in the Downtown
- Reinforcing the favorite part of Downtown, a desire to maintain and preserve the community and character, while making it more vibrant and accessible (including from a parking standpoint)
- Sampling of Consistent Themes of “One Thing to Improve” shown at right

## WELCOME VISITORS; PLAN FOR LOCAL NEEDS

One nuanced sentiment that was consistently expressed throughout the entirety of the Preliminary Visioning phase was a desire to prioritize local needs first, while still welcoming visitors. The thinking was that if Downtown can thrive as a place that locals will dependably visit and patronize, then tourist patrons will only further contribute to, and enhance, the Downtown’s vitality and resilience.





# VISIONING & PUBLIC ENGAGEMENT

## COMMUNITY WORKSHOP / CHARRETTE

On Tuesday, November 14, 2023, from 5:00 - 7:00 pm, the City of Livingston hosted a public Community Workshop / Charrette at the Livingston Depot Center - the 1902 Northern Pacific railway station, located right in the heart of Downtown Livingston. Over 55 community members were in attendance, in addition to City Staff and consultant team members.

The workshop began with a Map Gallery / Open House session, where participants were encouraged to mingle with fellow community members, viewing maps and boards of Existing Conditions analysis, Early Takeaways, and Emerging Ideas, providing some initial feedback and asking questions of the City Staff and consultant team. Next, members of the consultant team delivered a presentation, highlighting the vision of the community during the Growth Policy process; the study area, scope and preliminary timeline for the Downtown Master Plan effort; demographic and economic conditions in the Downtown, and a selection of peer communities; and emerging Vision Themes based on the community input received to date. Following the presentation, participants were asked to work collaboratively in small groups to complete four map-based Charrette

exercises. Each group was asked to use sticker dots, post-it notes, markers and pens to mark up the maps with their collective input. The first exercise focused on Land Use & Activation; the second focused on Key Connections; the third focused on Parking Management; and the fourth focused on Art, Amenities & Events.

Following the completion of the exercises, the consultant team discussed next steps for the project, and then participants were encouraged to walk around and view other small groups' exercise results.

Preliminary results from the Community Workshop / Charrette were then presented on Wednesday, November 15th, at a public joint session of the then, Planning Board & Zoning Commission (now reestablished as the as the Consolidated Land Use Board).



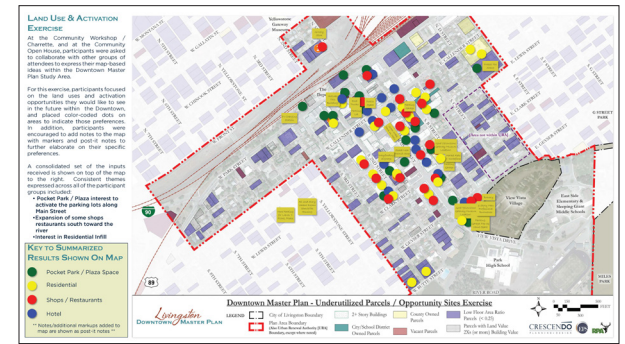
Community Workshop / Charrette Presentation



Community Workshop / Charrette Small Group Participants



Community Workshop / Charrette Presentation



Compilation of Land Use Exercise Results from Community Workshop / Charrette



# VISIONING & PUBLIC ENGAGEMENT

## BUSINESS OWNER BREAKFAST

The morning of Wednesday, November 15, 2023, from 7:00 - 8:30 am, the City of Livingston hosted a Business Owner Breakfast, at the Northern Pacific Beanery. The intent for this early morning engagement session was to provide an opportunity for local Business Owners to participate in the Downtown Master Plan process, outside of their normal operating hours, so they would not have to compromise their operations. Over 35 Business Owners attended the breakfast working session, where the consultant team presented much of the information from the previous night's Community Workshop / Charrette, with a greater focus on economic and business conditions in the Downtown. Following the presentation, the consultant team facilitated a discussion with all in attendance to identify - from a business owner perspective - the strengths, weaknesses, opportunities and threats to the Downtown. Finally, business owners were asked to identify the one change / improvement they would most like to see in the Downtown, with consistent themes revolving around:

- Greater collaboration and cross-promotion among businesses
- Infill & 2nd-story (specifically, housing) development
- A cleaner, more vibrant environment

## URA STRATEGY WORKSHOP

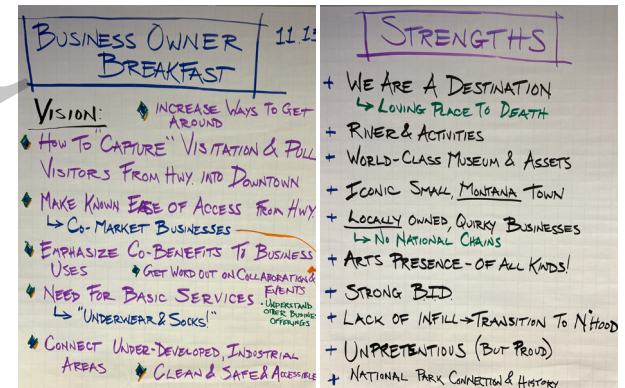
In addition to engaging the broader community in mid-November 2023, the consultant team also conducted an initial Strategy Workshop with the Urban Renewal Agency (URA) Board on Tuesday, November 14, 2023. Given the strategic alignment of the Downtown Master Plan study area with the Urban Renewal District boundary, the URA is poised to be a critical implementation partner for recommendations coming out of this Downtown Master Plan effort.

The Strategy Workshop, therefore, focused on the role of the URA in the Downtown, how URAs in the state of Montana have a wide range of potential actions that can make use of Tax Increment Financing (TIF) funds, and what programs URAs in other Montana communities have decided to invest in. URA Board Members then discussed their individual visions for the Downtown and for the URA's role in support of that vision. From a vision standpoint, key themes from the URA Board were:

- Supporting local business & ownership
- Activating downtown (living, working, visiting)
- Better connecting downtown's assets
- Ensuring the downtown is an inviting place to be



Business Owner Breakfast Attendees at the Beanery



Sampling of Business Owner Breakfast feedback



Business Owner Breakfast Discussion



# VISIONING & PUBLIC ENGAGEMENT

## PUBLIC OPEN HOUSE

To further diversify the engagement opportunities presented during the visioning stage of the process, the City of Livingston also hosted a Public Open House on Thursday, November 16, 2023 from 5:00 - 7:00 pm at the Shane Lalani Center for the Arts.

The Open House was designed as a drop-in, gallery-style event, consisting of a series of interactive stations that attendees could engage with at their leisure, and as their availability allowed. The first station in the Open House gallery included an overall introduction to the project - including discussion of the project scope and study area boundary, timeline, opportunities to get (and stay) involved through the website and email distribution lists, and advertisement of the “Share Your Ideas” interface (explained in greater length on p. 17). This station also identified the specific direction from the Growth Policy that recommended the creation of the Downtown Master Plan effort, and shared a sampling of the preliminary visioning feedback that had been received from the community. The next station presented a set of 8 Emerging Ideas - gleaned from initial community feedback - for each of 4 categories (Land Use & Activation Improvements; Arts, Culture & Amenities Improvements;

Streetscape & Mobility Improvements; and Parks & Open Space Improvements). Participants were asked which of these ideas should be prioritized or further explored, and opportunities were available to add new ideas to that list. The third station presented some Early Takeaways from analysis performed by the consultant team looking at Underutilized Parcels & Opportunity Sites in the Study Area, as well as a map showing Parking Utilization, based on parking counts performed in the month of August. The final station presented a summary of feedback received at the Community Workshop / Charrette two nights prior, and welcomed input from Open House attendees on the same set of exercises.

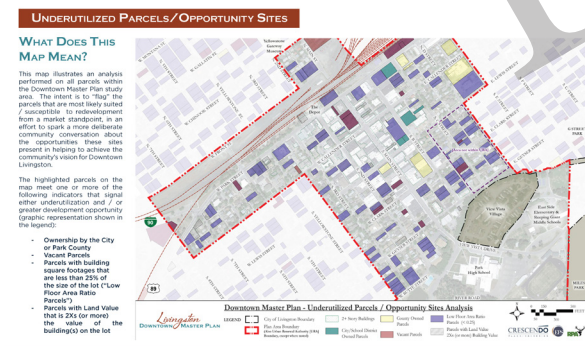
City Staff and consultant team members were available at each of the stations to help participants navigate the exercises and answer questions about the content at each station, or about the project in general. Attendees also had the opportunity to provide open-ended feedback via a comment form, and via a short survey on their mobile devices through Mentimeter.



Public Open House Attendees



Public Open House Attendees



Opportunity Sites Analysis from Public Open House

# VISIONING & PUBLIC ENGAGEMENT

## EMERGING IDEAS SURVEY

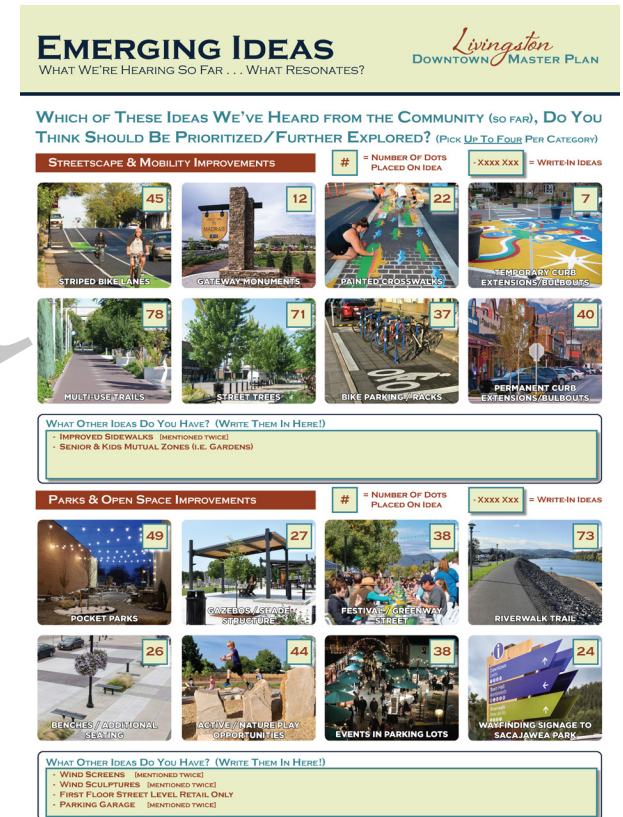
Acknowledging that not all community members have the interest or availability to participate in the variety of in-person engagement events that were offered, the project team felt it was important to offer additional opportunities for community members to provide feedback on the same materials in other venues/methods.

One such additional opportunity was the creation of an Emerging Ideas survey to replicate the feedback that was solicited at the Community Workshop / Charrette and the Public Open House. The survey was offered in an online format, which was shared with the project's email distribution list and posted on the website, as well as a hard copy format, which was specifically deployed at the Park County Senior Center, as well as a community bike event in the Downtown.

Feedback collected from the Emerging Ideas survey was then aggregated with the feedback collected on those same inputs from the in-person events.



Emerging Ideas Survey Results

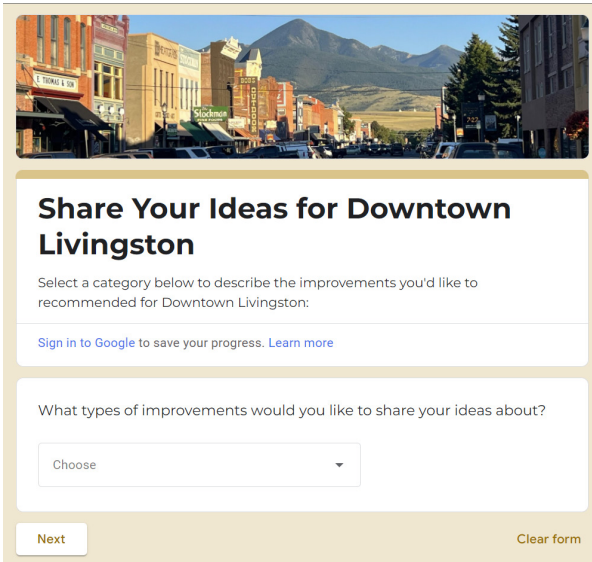


Emerging Ideas Survey Results



# VISIONING & PUBLIC ENGAGEMENT

## “SHARE YOUR IDEAS” INTERFACE



Screenshot of “Share Your Ideas” Interface widget

One community-driven engagement method that provided great insight throughout the process was an online “Share Your Ideas” interface, where community members could contribute their ideas for the Downtown 24 hours per day, and 7 days per week. The desire for an “all hours” engagement interface was an idea that was mentioned at a number of the in-person engagement events, including the Farmers Market, the Community Workshop / Charrette, and the Public Open House. Multiple community members mentioned that a great idea often comes to them at times outside of scheduled engagement events, and having to send an email to City Staff and/or the consultant team can be an intimidating barrier to contributing that idea.

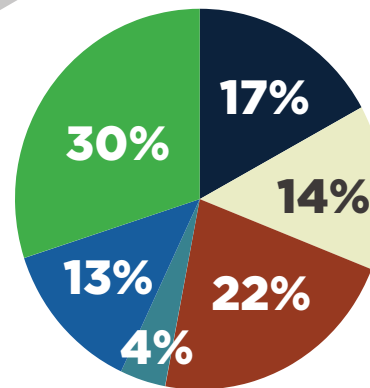
A simple form was added to the project webpage that prompted the user to choose a category for the type of improvement they would like to share ideas about, in one of the following categories:

- Streetscape & Mobility Improvements;
- Arts, Culture & Amenities Improvements;
- Parks & Open Space Improvements;
- Land Use & Activation Improvements;
- Community Assets; and
- Other

After selecting a category, participants were free to share open-ended input and ideas. Over 200 ideas were submitted through this interface by 140 participants.



Map Exercises at the City’s Farmers Market Booth



- Arts, Culture & Amenities Improvements
- Community Assets
- Land Use & Activation Improvements
- Other
- Parks & Open Space Improvements
- Streetscape & Mobility Improvements

Distribution of Responses by Category

# VISIONING & PUBLIC ENGAGEMENT

## FOCUS GROUPS

As all of the community input from the visioning stages of the process was translated into a preliminary draft of a Master Plan Framework, a series of topic-based Focus Groups were convened to solicit input on those “big ideas.” These topic-based Focus Groups, hosted in-person in the Green Door Gallery space at Wheatgrass Books on February 27, 2024, were organized into the following categories, in an effort to solicit input from a broad variety of perspectives:

- Environment & Active Transportation
- Housing & Development
- Business Owners
- Arts, Culture & History
- Economic Development & Tourism

The Focus Groups were comprised of dozens of community members who are advocates and subject matter experts in each of the topics, and generously gave their time and expertise to better inform plan recommendations.

Focus Group participants were presented with a preliminary draft of the Master Plan Framework diagram, while the consultant team explained the physical locations and scope of each of the recommendations illustrated on the diagram. A discussion on how to better align the framework with the community’s Vision Themes followed,

and participants were welcomed to mark up the diagrams with their feedback.

Another forum that functioned as a Focus Group meeting was a follow-up session on February 27, 2024 with the URA Board. During that public meeting, the consultant team presented a draft Strategy Framework to the URA Board that aligned with the preliminary draft of the Master Plan Framework, and solicited feedback and refinement from the Board to coincide with adoption of the Downtown Master Plan - better setting the URA up to be an impactful Plan implementor.

In addition to the more topic-based Focus Groups and the URA Board, an effort was made to specifically engage a set of youth voices in the community - an often underrepresented perspective in the more technical aspects of plan recommendations - during this stage of the process. With a Downtown Master Plan envisioning next 15-20 years, youth in the community will be some of the greatest beneficiaries of Downtown improvements. On February 28, 2024, a group of Park High School students generously spent some of their afternoon participating in a Focus Group conversation over Zoom, providing invaluable feedback on the preliminary draft of the Master Plan Framework.



Draft Plan Framework Diagram feedback



Draft Plan Framework Diagram feedback



Student participants from Park High Green Initiative



# VISION THEMES



A mix of uses in the Downtown core helps to keep the public realm vibrant.



The Yellowstone River, Sacajawea Park & Miles Park are spectacular amenities in the Downtown area.



The Downtown has an already robust emphasis on the arts.

## ESTABLISHING THE CHARGE

Through the wealth of ideas and input gleaned from the various forms of community engagement, a set of common Vision Themes emerged. These Vision Themes, though a higher-level set of ideas, can be thought of as the “charge” that the community has stated for what it would like to achieve for the future of its downtown.

The following five Vision Themes were consistently expressed desires throughout the process regarding the future of Downtown Livingston:

### Diversify the Mix of Uses in the Downtown

- Serve the daily needs of locals with a variety of uses in the Downtown, while supplementing those uses with authentic interests for visitors.

### Strengthen Connections to the Wealth of Assets

- Engage the rail history, Yellowstone River & strengthen the gateway relationship to the National Park.

### Right-Size Parking for Economic Vitality

- Ensure parking supply supports local business needs along with any future redevelopment.

### Find Opportunities to bring the Parks into Downtown and provide better access from Downtown to the Parks

- Leverage the Downtown’s proximity to National Register of Historic Places amenities Sacajawea and Miles Park, and find ways to extend the beauty of the parks into the Downtown and while providing more comfortable access from Downtown into the parks.

### Build Upon Arts/Culture/ Programming to continue to activate Downtown

- Celebrate Livingston’s unique history, character & local culture by making the Downtown the community’s gathering place.







### TOPICS IN THIS CHAPTER:

- Master Plan Framework Recommendations
- Land Use, Building Form & Activation
- Streetscapes & Mobility
- Parks & Open Space
- Arts & Culture
- Economic Development & Housing

### MOVING FROM VISION TO ACTION

Building upon the Vision Themes articulated by the community throughout the engagement process (and outlined in the previous chapter), the Master Plan framework diagram, and accompanying Master Plan Framework recommendations in this chapter, provide physical planning guidance on how to begin to move that vision toward action. This guidance is organized by five primary categories, the first four of which align with the categories for which the community provided input throughout the process - Land Use, Building Form & Activation; Streetscapes & Mobility; Parks & Open Space; and Arts & Culture. The fifth category, Economic Development & Housing, provides guidance on maintaining and growing the economic vitality of the downtown.

For each of the five categories, flexible guidance is provided on how to move forward to implement the vision - in some cases, through incremental steps and/or “quick wins,” and in other cases, through longer-term, strategic policies, initiatives, and investments.

More detailed, implementation-oriented projects and strategies to advance the Master Plan Framework are found in the next chapter’s Implementation Action Plan.

# MASTER PLAN FRAMEWORK RECOMMENDATIONS

Although the Master Plan Framework Recommendations are organized into five primary categories, the recommendations tend to be inextricably linked to recommendations in other categories. In this way, progressing a specific recommendation into implementation can represent progress for the City of Livingston across each of the four categories, and ultimately is a step toward realizing the Downtown Master Plan's Vision Themes to: **Diversify the Mix of Uses in the Downtown; Strengthen Connections to the Wealth of Assets; Right-Size Parking for Economic Vitality; Find Opportunities to bring the Parks into Downtown and provide better access from Downtown to the Parks; Build Upon Arts/Culture/Programming to Continue to Activate Downtown.**

The five categories in which the recommendations are organized are: Land Use, Building Form & Activation; Streetscapes & Mobility; Parks & Open Space; Arts & Culture; and Economic Development & Housing. The following are the areas of emphasis for each of these categories - included in recommendations pages that follow in this chapter:

## LAND USE, BUILDING FORM & ACTIVATION

- Building Height & Massing
- Building Form
- Use-Based Activation
- Spatial Activation

## STREETSCAPE & MOBILITY

- Streetscape Improvements
- Enhanced Connectivity & Mobility Options
- Parking

## ECONOMIC DEVELOPMENT & HOUSING

- Economic Development
- Housing

## PARKS & OPEN SPACE

- Existing Parks
- Pocket Parks & Programmable Open Spaces
- Street Trees/Landscaping/Shade Opportunities
- Natural Environments

## ARTS & CULTURE

- Public Art & Storytelling
- Events & Amenities

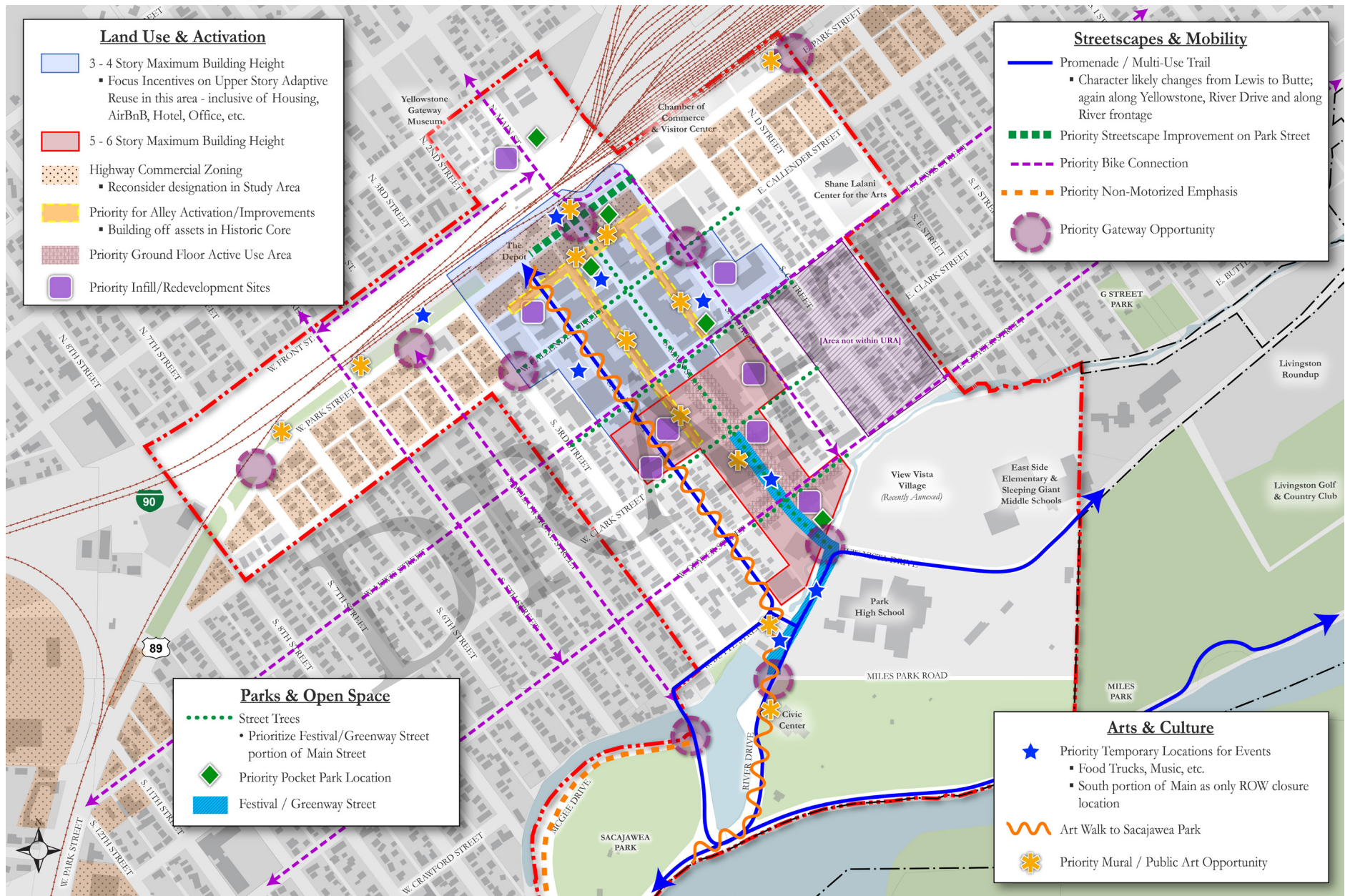
## MASTER PLAN FRAMEWORK DIAGRAM

The Master Plan Framework Diagram on the following page is a graphic representation of the physical location of many of the Master Plan Framework recommendations. It is intended to illustrate how the recommendations, across each of the first four categories (Land Use, Built Form & Activation; Streetscapes & Mobility; Parks & Open Space; and Arts & Culture) are spatially interconnected and can work in concert to advance the realization of the community's Vision Themes.

Economic Development guidance, and some of the more policy-oriented recommendations may not be represented on the diagram, as their spatial distribution may either be yet to be determined, or may impact the Downtown Study Area more holistically.

Similarly, some of the more geographically defined, project-based elements illustrated on the diagram may be mentioned at a high-level in this chapter, but then are explained and illustrated in greater detail in the Implementation Action Plan chapter that follows. Such projects are noted on the diagram and in this chapter.





Master Plan Framework Diagram [Study Area Boundary = ]



# LAND USE, BUILDING FORM & ACTIVATION

## BUILDING HEIGHT & MASSING

### LU-1. Prioritize compatibility with the historic building fabric in the Central Business District, by introducing a height limit to the CBD Zone District in the upcoming Zoning Code Update.

(SEE MASTER PLAN FRAMEWORK DIAGRAM FOR RECOMMENDED LOCATIONS)

- Current “Maximum Height for all Buildings” in the CBD Zone District is “n/a.” Although unlikely that market conditions would support excessive height, clear communication with respect to community priorities should be contained in the Zoning Code. Therefore:
  - \* Consider a 3-4 story height limit within existing Historic District boundary.
  - \* Consider a 5-6 story height limit in the southern portion of Downtown around Main Street; natural topography sloping toward the river will help to minimize visual impacts to views from the north portion of Downtown (SEE MASSING SIMULATIONS AT RIGHT).
  - \* Sensitive height and massing transitions should be prioritized along Clark Street, adjacent to existing single-family residential structures.
- For clarity, consider creating two CBD Zone Districts to clearly map the areas with different maximum height allowance, and to allow for additional massing requirements.

**LU-2. Encourage building massing that engages the street to enhance the pedestrian experience, only setting back at the ground floor when providing an amenity such as patio seating, public art, or retail display space.**

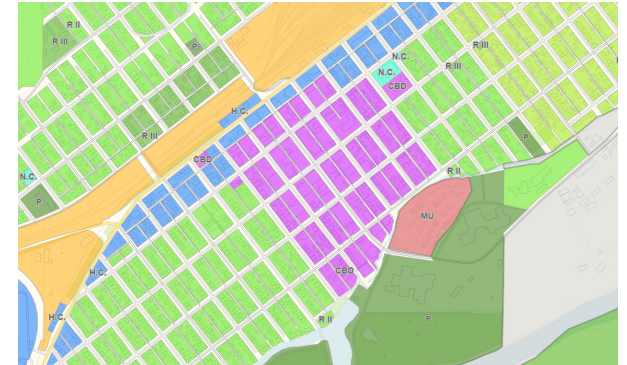
**LU-3. Encourage building massing within the CBD Zone District that sets back at upper stories, to respect adjacent structures and maintain view corridors, especially along Main Street.**

## BUILDING FORM

**LU-4. Prioritize uses with pedestrian-oriented forms by eliminating Highway Commercial zoning within the Downtown Master Plan Study Area, in favor of CBD or R-II zone districts.**

(SEE MASTER PLAN FRAMEWORK DIAGRAM)

**LU-5. Support compatible infill development on sites identified as priorities by the community, encouraging alignment with stated desired uses.** (SEE MASTER PLAN FRAMEWORK DIAGRAM AND CH. 3 - PRIORITY INFILL/REDEVELOPMENT SITES)



Current Zoning Map to show Highway Commercial Parcels (in Blue) along key Park Street gateway experience



Massing simulation of 5-story volumes (red, in background) in southern portion of Downtown



Massing simulation of 6-story volumes (blue, in background) in southern portion of Downtown



# LAND USE, BUILDING FORM & ACTIVATION



Cafe Seating / Outdoor Dining



Active Ground Floor Uses



Transparent & active ground floor frontages

**LU-6. Promote Adaptive Reuse of existing structures to preserve the character of the Downtown environment, while allowing for a diversity of uses.**

**LU-7. Provide more specific design guidance in the upcoming Zone Code Update for Main Street within the Historic District.**

- Introduce tools and improved processes to enable more thoughtful review of development proposals from the Historical Preservation Commission

**LU-8. Encourage building forms in the Downtown with transparent ground floor frontages, allowing active uses inside to visually enliven the streetscape.**

## USE-BASED ACTIVATION

**LU-9. Continue to support mixed-use development in the Downtown environment, with an emphasis on expanding housing availability.**

- More consistent activity and residency within the Downtown is a benefit to all Downtown businesses.
- Recently annexed (and zoned Mixed-Use) View Vista Village should be prioritized as a location for continued residential uses.

**LU-10. Encourage active ground floor uses that contribute to a vibrant Downtown environment throughout the day, and align such uses with any updates to the Zoning Code in the Downtown Study Area. (SEE MASTER PLAN FRAMEWORK DIAGRAM)**

- Incentivize active ground floor uses particularly along the southern portions of Main Street and along Geyser Street, to extend the activity of Downtown toward the Yellowstone River, Sacajawea Park & Miles Park
- Applicable active uses should include:
  - \* Ground floor retail;
  - \* Dining establishments, such as restaurants, bars, and coffee shops;
  - \* Commercial services for residents, such as yoga studios, barber shops, and child care;
  - \* Makers spaces, art studios, breweries and distilleries; and
  - \* Hotels and other hospitality uses.

**LU-11. Accommodate cafe seating and outdoor dining in the public realm, when possible - maintaining a minimum 6' clear sidewalk space. (SEE ALSO LU-21, UNDER SPATIAL ACTIVATION, AND CH. 3 - REGULATORY TOOLS)**

# LAND USE, BUILDING FORM & ACTIVATION

**LU-12. Work with tenants, landlords, and property owners to encourage Seasonal Use Agreements for retail spaces to maximize ground floor active uses and cultivate the desired mix of uses.**

**LU-13. Continue to pursue & incentivize upper story Adaptive Reuse.**

- Upper story residential uses are desirable, given the need for housing in the Downtown, yet are costly, given the extent of plumbing, HVAC, and access renovations that may be required.
- When upper story residential uses are not feasible, office uses, makers spaces, and hospitality uses should be pursued, as additional activity is a benefit to the Downtown.

**LU-14. Increase housing choice and diversity in Downtown with strategic Infill Development opportunities.** (SEE CH.3 - HOUSING DEVELOPMENT)

**LU-15. Increase office space opportunities to meet the demand and help to activate the Downtown during the day.**

**LU-16. Provide public restrooms in the Downtown to enhance the resident and visitor experience.**

- Particularly during high visitation, local businesses are strained to

make their restroom facilities available to non-patrons.

- Consider piloting a temporary/mobile public restroom facility to identify an optimal location.

- \* Initial locations to consider would be the Depot Center linear park to accommodate visitors in particular, a location on Main Street, and in the publicly-owned parking lot adjacent to the Lincoln School (who has also expressed a willingness to make their restrooms available during temporary events).

**LU-17. Identify and support a location for a “daily needs” use - drugstore, general store, local convenience store, etc. - on the south end of the Downtown.**

**LU-18. If a new Wellness Center provides new pool facilities, be intentional about activating the site of the existing pool with a community-oriented use.**

- The location is a natural convergence point of some of the physical recommendations of this Plan - the 2nd Street Promenade, the Festival/Greenway Street, and a natural gateway to the river parks.
- A business incubator space, inclusive of a commercial kitchen, could activate the space and have ties to the Civic Center and Farmers Market events.



Public Restroom example in Steamboat Springs, CO.



The closure of Gray's General Store has amplified the need for that type of business use in the Downtown.



Alley Activation focused on surface treatments, pedestrian lighting and subtle landscape elements.



# LAND USE, BUILDING FORM & ACTIVATION

## SPATIAL ACTIVATION



Use of a parklet - designed & fabricated by MODSTREET - to expand outdoor dining potential.



Parklets can be City-owned to ensure design consistency and then leased to local businesses.



Temporary Events such as a Food Truck night can help activate the Downtown environment.

**LU-19. Encourage Alley Activation in the Downtown Study Area to enhance the attractiveness of the Downtown and provide other safe paths of pedestrian travel.** (SEE MASTER PLAN FRAMEWORK DIAGRAM)

- Active alleys can include:
  - \* Enhanced paving, landscaping, inclusion of public art, etc.
  - \* Small-scale uses that open to the alley, as they would to the street;
  - \* Delineated areas for passive pedestrian and bicycle movement.
- Thoughtfully accommodate trucks, deliveries, trash collection, and other business access needs.
  - \* Coordinate such activities to try to consolidate access needs at a predictable, consistent time each day.

**LU-20. Activate and amenitize areas along Front Street and Park Street, adjacent to the rail lines.**

- Expand the programming of the space with Food Trucks, and temporary events for visitors and locals.
- Explore adding EV charging infrastructure at these highly visible visitor entry points.
- If passenger rail returns to Livingston, explore expanded parking along Front Street, with

ticketing kiosks and a potential pedestrian bridge to directly connect riders to and from Park Street.

**LU-21. Explore the use of Parklets as a way to activate underutilized parking areas.** (SEE REGULATORY TOOLS)

- Allow businesses to secure a permit to repurpose parking directly in front of the business for a Parklet.
- Parklets could include cafe seating for businesses, art installations, shaded seating for downtown patrons, etc.
- Parklets should have a consistent material palette, standard dimensions, be ADA accessible, and could be city-owned and leased to businesses.

**LU-22. Establish a small fund dedicated to pilot projects / proof of concepts in the Downtown to foster entrepreneurial activation in the public realm.**

**LU-23. Leverage the already active Business Improvement District (BID) and Chamber of Commerce, and supplement with City resources to support additional programming.**

- Create a coordinated Marketing Plan for the Downtown.

**LU-24. Support Temporary Events as a way to keep the Downtown vibrant year-round.** (SEE OPEN SPACES)

# STREETSCAPES & MOBILITY

## STREETSCAPE IMPROVEMENTS

### SM-1. Implement traffic calming measures within the Downtown to prioritize safety.

- Implement lower cost, temporary measures such as a neighborhood traffic circle during higher traffic and visitation seasons to evaluate the success of the intervention before installing permanent measures.
- Explore adding additional traffic control along highly trafficked corridors through the Downtown Study Area, such as Callender Street, to slow traffic entering the Downtown environment.
- Commit to permanent traffic calming measures in areas adjacent to the community's most vulnerable users, such as near school facilities.
- Explore mid-block crossings in key locations of the Downtown, such as where alleys meet major streets, like the north end of Main Street, and along Callender, Lewis, Clark & Geyser between 2nd Street & Main Street and Main Street & B Street.
- Utilize visual signals such as painted crosswalks, accent paving, etc. to promote a safe and vibrant pedestrian environment.

### SM-2. Work closely with the Montana Department of Transportation (MDT) to prioritize Park Street pedestrian safety improvements

(SEE PARK STREET IMPROVEMENTS).

### SM-3. Prioritize a safe, family-oriented multimodal connection along 2nd Street connecting the Central Business District to the river parks. (SEE 2ND STREET PROMENADE & MASTER PLAN FRAMEWORK DIAGRAM)

### SM-4. Introduce clear gateway elements at key entrances into Downtown to encourage visitation into the Downtown. (SEE WAYFINDING/GATEWAYS & PLAN FRAMEWORK)

### SM-5. Add curb-extensions/bulb-outs in limited high-priority, pedestrian safety-focused locations, and evaluate community response before expanding implementation.

- Curb-extensions at high-traffic locations should be designed with a gentler turning radius to help avoid damage from turning trucks.
- Leverage the City's foresight in strategically locating storm drain inlets (in the recently rebuilt intersections project) so as not to preclude curb-extensions in the future.
- High-priority locations should be along Park Street at Main & 2nd Street; at Main Street and Clark Street to signal the entry of the Festival/Greenway Street (when implemented).



Temporary, neighborhood traffic circle.

## TRAILS & ACTIVE TRANSPORTATION PLAN



In April 2022, the City of Livingston adopted its Trails & Active Transportation Plan as an appendix to

the Livingston Growth Policy. This detailed Plan is applicable to the entire City, but recommendations within the Downtown Master Plan Study Area served as foundational for several of the recommendations in this Plan. When implementing the Downtown Master Plan, the City should cross-reference the Trails & Active Transportation Plan to identify opportunities to broaden mobility by connecting to envisioned multimodal networks outside of the Study Area.



# STREETSCAPES & MOBILITY



Mid-block crossings can help signal a priority of pedestrian safety in the Downtown environment.



Bulbouts with gentler turning radii and roll-up curbs in Downtown Whitefish, MT.



Provide signage to clearly communicate the intent of a higher-ease-of-use facility on roadways identified as Priority Bike Connections.

**SM-6. Add pedestrian-scaled lighting on side streets in the Central Business District, particularly between 2nd Street & B Street along Callender Street, Lewis Street, Clark Street, & Geyser Street, to create a safer nighttime pedestrian environment.**

- Consider pedestrian-scaled lighting along the south portion of Main Street, leading to the river parks. (SEE FESTIVAL/GREENWAY STREET)

**SM-7. Minimize curb-cuts into the pedestrian environment, requiring new developments to take alley access when available.**

## ENHANCED CONNECTIVITY & MOBILITY OPTIONS

**SM-8. Connect with safe and direct pedestrian & bicycle routes to key destinations for local residents.** (SEE MASTER PLAN FRAMEWORK DIAGRAM)

- Enhance key corridors such as 5th Street, Yellowstone Street, 2nd Street, B Street (continuing to N. Main Street), Front Street, Lewis Street, and Geyser Street, which all connect adjacent neighborhoods to the Central Business District, the river parks, and community-serving destinations such as the Depot Center and the Shane Lalani Center for the Arts.

- When implemented, extend connections from the 2nd Street Promenade in the form of a multi-use trail along View Vista Drive, River Drive & the Yellowstone River frontage.

**SM-9. Enhance connectivity to the residential neighborhoods north of Downtown by lessening the rail barrier.**

- Improve the quality of crossings at 5th Street and at the Main to B Street underpass.
- Explore grade-separated crossing potential over the rail.
  - \* Explore the potential of 8th Street, near the Washington School (outside of Study Area), as an opportunity for a longer-term bike/pedestrian crossing on the west side of Downtown.

**SM-10. Create unique streetscape environments to visually signal prioritization of pedestrians and cyclists on key roadways.** (SEE 2ND STREET PROMENADE, PARK STREET IMPROVEMENTS, AND FESTIVAL/GREENWAY STREET)

**SM-11. Explore treatments for higher ease-of-use bicycle facilities (i.e. Bike Boulevards) on roadways that have wider rights-of-way and/or are identified Priority Bike Connections.** (SEE MASTER PLAN FRAMEWORK DIAGRAM)

## STREETSCAPES & MOBILITY

**SM-12. Provide bike parking at key intersections, adjacent to businesses along bike routes, and where bike routes intersect the Downtown Study Area.**

**SM-13. Provide wayfinding to enhance connectivity, but resist over-populating the streetscape environment.**

- Include wayfinding within Sacajawea Park and Miles Park, as well as along the levee trail to better promote the available amenities within the parks.

**SM-14. Prioritize an improved and separated, non-motorized trail along McGee Drive to enhance connectivity and safety in Sacajawea Park.** (SEE MASTER PLAN FRAMEWORK DIAGRAM)

**SM-15. Complete a Corridor Study on Park Street to inform enhancements to corridor-wide pedestrian connectivity and prioritize a connection across Park Street at 2nd Street.**

**SM-16. Perform a Bicycle and Pedestrian Safety Evaluation every two years for the Downtown Study Area.**

- Include a crash data summary and present results to the City Commission to consider recommendations for improvements.

### PARKING

**SM-17. Optimize available parking within the Downtown Study Area.** (SEE PARKING MANAGEMENT)

**SM-18. Perform a parking assessment every two years to continue to assess the evolving parking needs of the Downtown business and resident communities.**

- In addition to a parking demand and utilization analysis, the Parking Study should engage key stakeholders such as the local business community.
- Parking Management strategies used in the previous two years should be evaluated for their impact, and the Parking Study should make recommendations for deploying additional Parking Management strategies, as appropriate.

**SM-19. Continue enforcement of parking time limits within the Central Business District to promote turnover and increased potential for local business patronage.** (SEE PARKING MANAGEMENT)

**SM-20. Expand EV charging opportunities in areas with high tourist parking in the Downtown.**

- Visitors driving electric vehicles are likely to patronize Downtown businesses while awaiting a charge.



Dedicated bike parking, such as a bike corral, can double as a public art opportunity at key locations.



Smaller scale bike & pedestrian wayfinding can effectively direct users, without visual clutter.



Pedestrian connectivity across Park Street - particularly at 2nd Street - is challenging.



# STREETSCAPES & MOBILITY



Consistent directional signage for public parking can promote more efficient parking usage in the Downtown.



Consolidated, signed parking for Downtown employees with permits.



Angled parking in select locations along east-west streets, such as what exists on Clark Street, can help to subtly increase parking capacity in the Downtown.

## SM-21. Consider recalibrating parking requirements by use in the CBD in the upcoming Zoning Code Update. (SEE REGULATORY TOOLS)

- Retain the requirement for commercial enterprises in the Central Business District to meet only 50% of the parking space requirements.
- Revisit apartment unit requirements in the Central Business District (currently at full parking requirement)
  - \* Consider allowing less than the current 1 space per unit, letting the market demand inform design decisions.

## SM-22. Leverage wayfinding signage opportunities to direct Downtown visitors to nearby available parking. (SEE WAYFINDING & GATEWAY TREATMENTS)

- Such signage should communicate distance in blocks or in time it would take to walk, in order to make parking a short distance away seem less daunting.

## SM-23. Work with local businesses to coordinate consolidated areas for employee parking that allow more proximate parking to be utilized by potential patrons.

- Consider City acquisition of a well-located, underutilized private parking lot for such a purpose.

- Consider permit-only parking for employees of the Downtown in select locations.

## SM-24. Explore additional angled parking opportunities, if necessary, along east-west streets in the north portion of the Downtown.

- To subtly increase available parking capacity, some parallel parking could be switched to angled parking in between 2nd Street and B Street, as happens along Clark Street to the south.

## SM-25. Establish a permit program to allow businesses in commercial areas to repurpose parking directly in front of their business for Parklets, if desired. (SEE LU-21 IN SPATIAL ACTIVATION & REGULATORY TOOLS)

- Initial offerings for permits should be located in areas of the Downtown where parking utilization is consistently lower.
- Future Parking Studies should provide guidance on an optimal number of parklets (calibrated by the anticipated loss of parking spaces) and specific blocks within the Downtown where permits will be available.

# PARKS & OPEN SPACE

## EXISTING PARKS

- PS-1.** Future Parks Master Planning efforts should calibrate/right-size park uses & amenities.
- PS-2.** Prioritize connections and access to existing parks.
- PS-3.** Incorporate active nature play elements into existing parks as a means of highlighting the natural environment in Downtown park spaces.

## POCKET PARKS & PROGRAMMABLE OPEN SPACES

- PS-4.** Consider acquisition of underutilized or empty lots for long-term conversion to permanent parks or public spaces, as well as short-term pocket/pop-up parks. (SEE MASTER PLAN FRAMEWORK DIAGRAM)
- PS-5.** Encourage use of underutilized or publicly-owned parking lots for temporary events and activation. (SEE EVENTS & ACTIVITIES)
  - Publicly-owned Parking Lot adjacent to the Lincoln School would be a good pilot candidate given the Lincoln School's willingness to make restroom facilities available during events.
- PS-6.** Locate pocket parks adjacent to

local businesses & restaurants, further activating each use.

- PS-7.** Explore Pocket Park and/or Activated Alley conditions in select residential areas, with neighborhood support.
- PS-8.** In the absence of available land, utilize temporary options such as Parklets to provide areas of respite in the Downtown. (SEE LU-21 IN SPATIAL ACTIVATION & REGULATORY TOOLS)
- PS-9.** Prioritize the creation of a Festival/Greenway Street along the south portion of Main Street and continuing down to Civic Center as a means of better connecting the Downtown to the river parks. (SEE MASTER PLAN FRAMEWORK DIAGRAM)

- Leverage portal footers installed on Lewis Street during the 2018 CIP.

**PS-10.** Revisit past plans for Callender Street between 2nd & Main Street to be a key closeable civic space in the Downtown. (SEE 2009 LIVINGSTON STREETScape ENHANCEMENTS MASTER PLAN)

- Leverage portal footers installed on Callender Street during the 2018 CIP.



Incorporate Active Nature Play environments



Use underutilized lots as opportunities for short or long-term pocket parks

**4.7 Civic Space**  
Callender Street between 2nd and Main Street has been designated the primary civic space in the study area. This area is envisioned to be closed-off during brief periods for festivals, street parties etc. The pavement will be delineated with exposed aggregate concrete instead of asphalt. The civic space is further defined at each end with the portals or entry features.



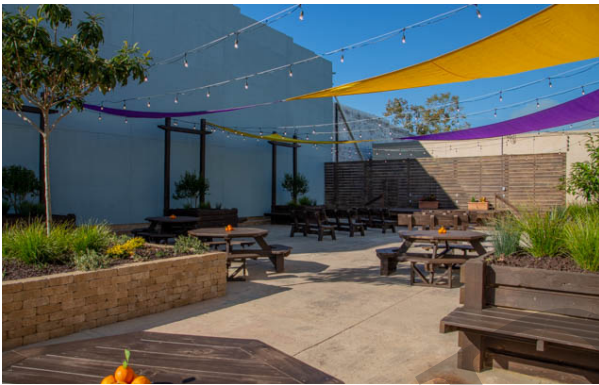
Concept of Callender as a key civic space from 2009 Livingston Streetscape Enhancements Master Plan



# PARKS & OPEN SPACE



Strategically placed street trees can maintain important view corridors while enhancing the street.



In the absence of street trees, seek opportunities to create shade in public spaces such as pocket parks.



Incorporating green infrastructure into the streetscape can beautify while also being functional.

## STREET TREES / LANDSCAPING / SHADE OPPORTUNITIES

**PS-11. Encourage trees, landscaped areas, furnishings, art and artistic elements, flexible shade structures, and other pedestrian amenities along streets and in all parks and public spaces.**

**PS-12. Utilize trees and landscaping as a way to visually connect the Downtown to Sacajawea Park, Miles Park and the Yellowstone River.**

**PS-13. Prioritize Street Trees in the short-term along the southern portions of Main Street to align with the Festival/Greenway Street concept, and along the east-west Side Streets in the Historic District.** (SEE MASTER PLAN FRAMEWORK DIAGRAM & FESTIVAL/GREENWAY STREET)

- Longer-term, revisit interest for street trees on the northern portion of Main in the Downtown, being sensitive to maintaining the iconic views from Park Street. Small trees or landscaping in movable, potted planters could be used to create shade in the short-term.

**PS-14. In instances where landscaping is difficult to grow/maintain, pursue physical art as an alternative.**

## NATURAL ENVIRONMENTS

**PS-15. Consider opportunities to incorporate green infrastructure and low impact development into parks and public spaces.**

- Consider bioretention areas and infiltration planters along the streetscape.
- Consider swales and rain gardens in parks.

**PS-16. Reduce stormwater runoff by employing nature-based solutions such as permeable surfaces and stormwater swales in pocket parks (not within the right-of-way).**

**PS-17. Protect natural habitats along Fleshman Creek, the Yellowstone River, & within the parks.**

**PS-18. For future levee improvements, minimize impacts to Yellowstone River habitats.**

**PS-19. Create a clear maintenance plan for downtown outdoor spaces to minimize the impact of such spaces on the natural environment.**

# ARTS & CULTURE

## PUBLIC ART & STORYTELLING

**AC-1. Visually connect spaces within the Downtown to the City's National Park, river and railroad heritage, including interpretive elements such as signage and public art that educate and engage people in Livingston's history.**

**AC-2. Invest in unique placemaking elements and experiences that encourage locals and visitors to wander comfortably from The Depot area to the Yellowstone River.**

- Create an audio tour of the Downtown, including information about the history of the Livingston community, the railroad, the Historic District, the Yellowstone River, and the relationship to America's first National Park, and include QR codes at key locations such as the Chamber of Commerce & Visitor Information Center, the Depot, and the Yellowstone Gateway Museum.
- Consider creating a "passport" program of key destinations (i.e. the Yellowstone Gateway Museum, the Depot, etc.) within the Downtown Study Area that includes reduced admission and/or incentives to patronize local businesses.
- Develop an Art Walk along the 2nd Street Promenade that includes a variety of permanent and rotating

pieces, so that visitors and locals are enticed to take that route to Sacajawea & Miles Park from the Downtown. (SEE 2ND STREET PROMENADE)

**AC-3. Explore the opportunity for a Sculpture Park, or significant art area by the Civic Center to be enjoyed by locals and to be a draw of additional visitation and activation to Sacajawea & Miles Park.**

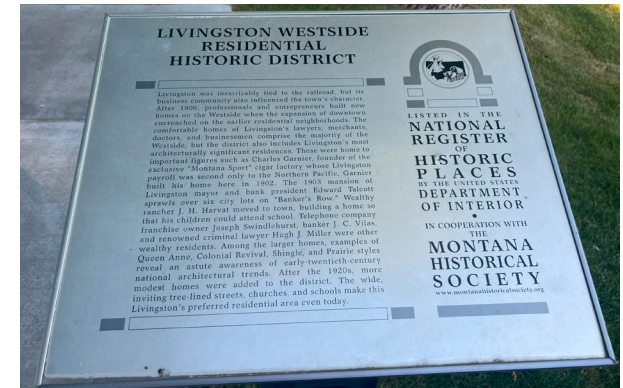
**AC-4. Seek additional opportunities to expand the Mural Program on blank facades within the Downtown. (SEE MASTER PLAN FRAMEWORK DIAGRAM)**

- Publish a Mural Tour brochure that can be distributed through hard copies and/or viewed on a mobile device.

**AC-5. Incorporate Public Art into key gateways into the Downtown (SEE WAYFINDING & GATEWAYS)**

**AC-6. Support the continuation of the monthly Artwalk and find ways to convey the economic impact potential to adjacent businesses.**

- Work with local businesses to create incentive programs and opportunities for cross-promotion at each of the galleries along the Artwalk.



Expand historical storytelling throughout the Downtown Study Area.



Blackfoot Pathways: Sculpture in the Wild installation at Tippet Rise Art Center in Lincoln, MT



Continue mural programming to enliven blank facades.



# ARTS & CULTURE



Populate the Downtown with amenities that appeal to all ages.



Temporary events in the Downtown help to keep the area vibrant while building community.



Extending the already successful Farmers Market into the Downtown on occasion could bring increased visitation to the Downtown.

## EVENTS & AMENITIES

**AC-7. Incorporate amenities within the Downtown for all ages, interests and abilities to help serve aging population needs, but also all users.**

**AC-8. Support temporary events, short-term activation, and the expansion of Downtown amenities on underutilized lots within the Downtown.**

- Eliminate regulatory barriers to facilitating temporary uses and/or activation.
- Establish a low-barrier to entry permit system for short-term activation.

**AC-9. Establish a transparent and predictable approval process for events to be held within the right-of-way that would require a temporary street closure.**

- Work with representatives from the BID and the Chamber of Commerce to establish a set of criteria to evaluate the economic benefits or challenges for adjacent businesses associated with a street closure for a temporary event.
- Require noticing to all businesses within 500' of an approved temporary street closure - at least two weeks in advance of the closure - so that staffing and/or marketing adjustments can be made by local businesses.

**AC-10. Consider creating a semi-permanent Food Truck space at Depot Park and along the Festival/Greenway Street.** (SEE REGULATORY TOOLS AND FESTIVAL/GREENWAY STREET)

**AC-11. Consider extending the Farmers Market along the Festival/Greenway Street portion of Main and River Drive, when implemented.**

**AC-12. Incorporate recreational amenities along the riverwalk trail, such as outdoor fitness stations and picnic areas.**

**AC-13. Encourage citywide and local business participation in community building events, such as the annual MLK Day of Service.**

**AC-14. Find opportunities to support public art contests/exhibits to leverage the strength of the local artist scene and provide increased visibility to local art talent.**

- An annual, themed temporary sculpture contest can be a way to build anticipation for locals and visitors and increase visitation in the Downtown.

# ECONOMIC DEVELOPMENT & HOUSING

## ECONOMIC DEVELOPMENT

### ED-1. Attract and support businesses that add to the diversity of retail offerings and provide goods and services that are needed by both residents and visitors.

- Attract and support retailers that provide everyday goods and services for residents such as fresh foods, convenience goods, and apparel.
- Identify and support the use of temporary businesses (e.g. food trucks or pop-up stores) that can help supplement demand during the peak visitor season.

### ED-2. Provide and support a vibrant public realm and needed visitor and shopper amenities that can allow businesses to thrive.

- Orient parking rules and standards to encourage greater turnover of street parking and provide long-term parking options on the edges of the retail core of the Downtown. Continue recent parking enforcement efforts to ensure visitors and shoppers can find parking options within a block or two of their destination.
- Fund public improvements that enhance the visitor experience such as public restrooms, EV infrastructure, gathering spaces, outdoor seating, and beautification.
- Identify resources and capacity that can add to the services provided by the Business Improvement District.

- Require active ground floor uses along Main Street within the Downtown.

### ED-3. Support new development and adaptive reuse of old buildings for uses that help support businesses and diversify the seasonality of visitors.

- Attract more hotel and lodging options in the Downtown including a new hotel and use of upper floor spaces for short-term rental units when cost prohibitive for long-term rentals.
- Support events and programs that attract visitors from the surrounding region during non-peak months.
- Support new housing development in the Downtown that is available to the local workforce.



The restored Grabow Hotel, provides high-quality, upper floor lodging to visitors of the Downtown.

## DOWNTOWN SNAPSHOT

Businesses in Downtown Livingston are supported through multiple partner organizations. The Downtown Businesses formed a business improvement district to help with beautification, events, and marketing of downtown. The City's Urban Renewal Agency (URA) has its only tax increment district within the Downtown that can be a powerful tool to attract investment to the area. The Downtown Study Area has a unique mixture of businesses which are predominantly locally owned. This unique mixture creates a charm and draw for visitors. As a result, there is strong visitation in high tourism, summer/fall months to support businesses, however consistent demand in winter/spring off-seasons is more challenging and presents issues for business viability. Many businesses are challenged with hiring and retaining enough workers to support consistent, seven-day per week hours, even in busy months. Housing affordability, lack of mobility options, declines in workforce participation from younger residents have made worker availability a major challenge. Despite these challenges there is an opportunity to continue to diversify the business mix in the Downtown and grow off-peak demand.



# ECONOMIC DEVELOPMENT & HOUSING

## ED-4. Use the powers of the URA and tax increment to support reinvestment in existing buildings, attract people Downtown, and provide amenities to support vitality in the Downtown.

- Use tax increment as a funding support tool and not the primary funding source for projects. Set target percent for total URA funding as a percent of total project cost.
- Continue to provide URA grants for facade repair and building renovations that support existing businesses and property owners in the Downtown.
- Utilize tax increment funding to support the creation of residential units in the Downtown with a focus on existing building rehabilitation and creation of new workforce housing.



The original JCPenney building provides an example of successfully, and well-executed adaptive reuse.

- Utilize a portion of tax increment to support small scale projects that enhance public realm or support creation of public gathering spaces.
- Consider support for large scale development projects on a case-by-case basis requiring projects prove the project will only occur “but for” inclusion of Tax Increment Financing. Limit increment invested in projects to the amount generated by the project and require the project to provide a needed community benefit.

## HOUSING

### H-1. Encourage the development of new housing options in the Downtown to bring increased vitality.

- Allow greater flexibility for middle density housing in residential areas in the Downtown Study Area.
- Attract more long-term rental housing options in the Downtown. (SEE PRIORITY INFILL/REDEVELOPMENT SITES & HOUSING DEVELOPMENT.)

### H-2. Proactively seek opportunities to create new housing units in the Downtown that are oriented and affordable to the City’s workforce.

- Provide regulatory and financial support and incentives for the development of housing that

### H-3. Identify publicly-owned sites that can be reused/redeveloped for housing.

- Consider the use of publicly-owned land that is currently underutilized by allowing for development housing on these sites.
- Work with other governmental partners, such as Park County, to identify publicly-owned sites in the Downtown that might be developed for housing or a mixture of uses that can accommodate public needs and allow for new housing.

### H-4. Encourage the adaptive reuse of existing buildings into housing units and provide support for adaptive reuse projects that create housing oriented to the City’s workforce.

- The building stock in the downtown provides a unique character given its age and design but many of the buildings are in need of repair and outmoded for potential uses. Reinvestment in these buildings is needed and housing provides the most promising potential for reuse outside of well-located retail buildings.

is oriented towards the City’s workforce which is defined as renter households earning less than 80% of AMI and owner households earning less than 120% of AMI.





MET

Smokin' Super BBQ

Yellowstone

NOW REGISTERING

STONE COMPANY



### TOPICS IN THIS CHAPTER:

- Regulatory Tools
- Priority Infill/  
Redevelopment Sites
- Housing Development
- Streetscape Improvements
- Wayfinding & Gateways
- Parking Management

### CATALYTIC PROJECTS & INITIATIVES

In addition to the more flexible guidance contained in the Chapter 2: Master Plan Framework Recommendations, this chapter highlights specific projects and initiatives that can further guide the City's work program in implementing the community vision for the Downtown. Many of these more detailed, implementation-oriented projects and strategies will take time to see through to completion, as they are more resource-dependent initiatives. Each can benefit greatly, however, from the support of community champions and partners, and by focusing on a phased approach to implementation over time.

For each project or initiative in this chapter, short-term actions (1-2 years), medium-term actions (2-5 years), and long-term actions (5-10 years) have been identified. The matrix included at the end of the chapter provides a consolidated look at each effort's timeframe, potential champions, partners and funding sources, and an indication of the relative order of magnitude cost.

# REGULATORY TOOLS

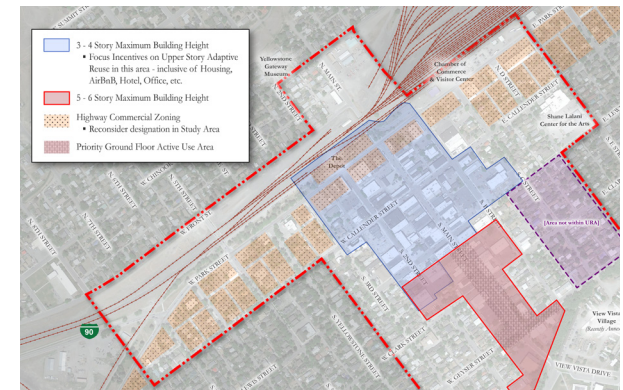
The introduction of, or refinement to, regulatory tools in the Downtown is an implementation action item that often provides less immediate physical change than a more catalytic project investment, but its impact can be wider-reaching and more comprehensive.

With an update to the City's Zoning Code on the horizon, many of the included actions for this topic are considered short-term, as they could happen concurrent with that update effort. The following recommendations and strategies provide guidance that the City of Livingston can use in refining its regulatory tools to more clearly communicate to private property owners the community's desired look and feel of Downtown. Regulatory documents, such as the City's Municipal Code, its Chapter 30 Zoning Ordinance, and Design Guidelines can be important tools in cultivating and curating the desired character and mix of uses in the Downtown.

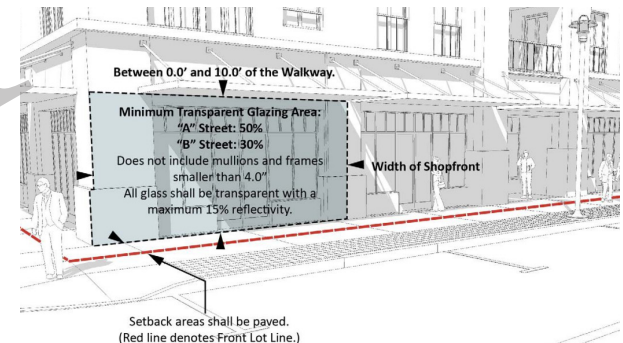
## SHORT-TERM ACTIONS (1-2 YRS)

- **Establish a maximum height for key portions of the current Central Business District (CBD) zone district (See map at right).**
  - \* Explore form-based zoning in a select portion of the Downtown area to ensure development and redevelopment supports a desired context-appropriate massing.

- **Reconsider the appropriateness of the Highway Commercial zone district designation in the Downtown area.**
  - \* The permissiveness of auto-oriented uses in the Highway Commercial Zone District works against stated community priorities of a more walkable, pedestrian-focused Downtown environment that is compatible with the historic character of the commercial core.
- **Consider form-based zoning and/or Downtown Design Standards & Guidelines to promote greater design compatibility with the community's stated vision for the Downtown.**
  - \* Although the Building Design Standards exist in the Zoning Code, they are not currently applicable to the Downtown Study Area.
- **Create a Design Standards and Guidelines document applicable to the Historic District, to be administered by the Historic Preservation Commission (HPC) to guide redevelopment in the historic core that is better aligned with the community vision.**
  - \* Created in 1982, the Historic District Overlay Zoning Ordinance formed the HPC, and created its intents and purposes. Guidance today, however, is applied by using the U.S. Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings, and the area would benefit from more customized and predictable guidelines uniquely applicable to Livingston.



Map of areas recommended for height restriction guidance and/or form-based code application.



Example of Downtown Form-based Code Requirements

### Materials

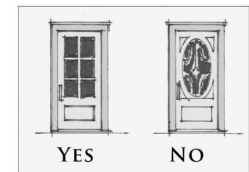
1. Install shutters made of solid-core polymers or durable hardwoods.
2. It is not appropriate to install vinyl, nail-on, false wood graining, and pre-finished shutters.

### Doors

1. Suit doors and casings to building style.
2. Utilize stained or painted hardwood for exterior front doors or doors visible from a public way.
3. Compose garages with a single door for each vehicular entrance. It is not appropriate to use double doors.

### Materials

1. It is not appropriate to use doors that are overly decorative and store-bought, plastic laminated, stamped metal, or leaded/beveled glass. Tropical hardwoods are not appropriate unless Forest Stewardship Council certified.



Yes - Simple refined door  
No - Pre-made "more is better" stock door



Yes  
No

Succinct Historic Building Design Standards with visual examples promote more predictable outcomes.





Cafe seating in Helena facilitated through use of a parklet.



Great Falls' "pedlet" approach to maintaining a clear path of circulation and accommodating cafe seating.



A consistent area for lunchtime food trucks can help increase activity in the Downtown.

## REGULATORY TOOLS

- **Consider amending the Municipal Code to ensure alignment with a desire to create a more active pedestrian experience along key corridors such as Main Street, 2nd Street, & B Street, and along east-west Streets from Park Street to Geyser Street.**

- \* Promote the allowance of cafe seating for ground floor restaurant uses without overly restrictive requirements on the ground floor tenant.

- \* Maintain at least 6' of continuous clear space on the sidewalk for pedestrian circulation.

- \* Where adequate sidewalk space does not exist, encourage the use of Parklet or "Pedlet" spaces to facilitate the outdoor dining use.

- **Consider amending the Municipal Code to allow Food Trucks, and other means of temporary activation in the Downtown Area to have a more stable presence.**

- \* Section 17-4.6 of the code limits "Sidewalk Vendors" to no more than four hours in any eight-hour period at one location, and considers one location the parking of a vehicle or other movable entity within 300 feet of the original location.

- \* Consider identifying specific areas within the Downtown - i.e. the Depot Park, or specific underutilized or vacant lots, etc. - where longer durations can be allowed to support activity over multiple mealtimes (breakfast-lunch; lunch-dinner) and equip such areas with power and water hookups.

- \* A predictable location with weekly or seasonal variety in the vendor offerings can help to entice residents and those passing through town to stop and attract patronage to other businesses in the Downtown during their visit.

- **Review the Municipal Code - and solicit input from the local development community - to identify opportunities to provide regulatory relief, density bonuses, and/or expedited processing for desired building forms.**

- \* At this time, consider aligning those regulatory incentives with financial incentives, such as gap-funding support from the URA.

### MEDIUM-TERM ACTIONS (2-5 YRS)

- **Convene a Developer's Roundtable and consider additional incentives for land uses within the Downtown not seeing the desired growth.**

- \* Maintain an annual inventory of new development/redevelopment and the corresponding land uses being introduced to the Downtown.

# PRIORITY INFILL / REDEVELOPMENT SITES

Downtown Livingston already benefits from a rich character and vibrant environment. In order to retain that vibrancy as the City evolves, highlighting investment opportunities within the Downtown, while aligning them with the community's desired uses is key to fostering an environment that delivers on the community's vision for the Downtown. A desire to diversity the mix of uses in the Downtown and strengthen connections to existing assets can be furthered through well-considered and strategic Infill and Redevelopment.

While the greatest need in the Downtown is housing - specifically at an attainable price point for the workforce (See Housing) - other uses that contribute to the vitality of, and activity in, Downtown are also of tremendous value.

Eight development opportunity sites were identified in the Downtown area through this process as community priorities for attracting compatible infill and redevelopment. Those opportunities, along with an illustration of all Underutilized Parcels / Opportunity Sites within the Downtown area are shown on the map on the following page.

## SHORT-TERM ACTIONS (1-2 YRS)

- Focus business and investment attraction efforts to align with the following, which is an indication of the

desired community uses for each of these eight sites:

- 1 Corner of Main St. & Front St.**
  - \* Desired Uses - Corner Store, Housing
- 2 Parking Lot behind Murray Hotel**
  - \* Desired Uses - Housing/Mixed-Use Retail; Hospitality
- 3 Publicly-owned Parking Lot adjacent to Lincoln School**
  - \* Desired Uses - Housing/Mixed-Use; Hospitality; Park/Open Space
- 4 Mid-block parcel on 2nd Street between Lewis St. & Clark St.**
  - \* Desired Uses - Housing/Mixed-Use Office
- 5 Former Industrial Towel Site**
  - \* Desired Uses - Housing/Mixed-Use
- 6 SE Corner of Clark St. & Main St.**
  - \* Desired Uses - Housing/Mixed-Use; Dining
- 7 Former NW Energy Property**
  - \* Desired Uses - Housing
- 8 Former Livingston Enterprise Property**
  - \* Desired Uses - Multi-Generational Space; Arts Space; Hospitality

## MEDIUM-TERM ACTIONS (2-5 YRS)

- Explore incentives, such as the use of TIF, other public funding, expedited review, or waived/reduced development fees to mitigate gaps in vision-aligned development concepts.

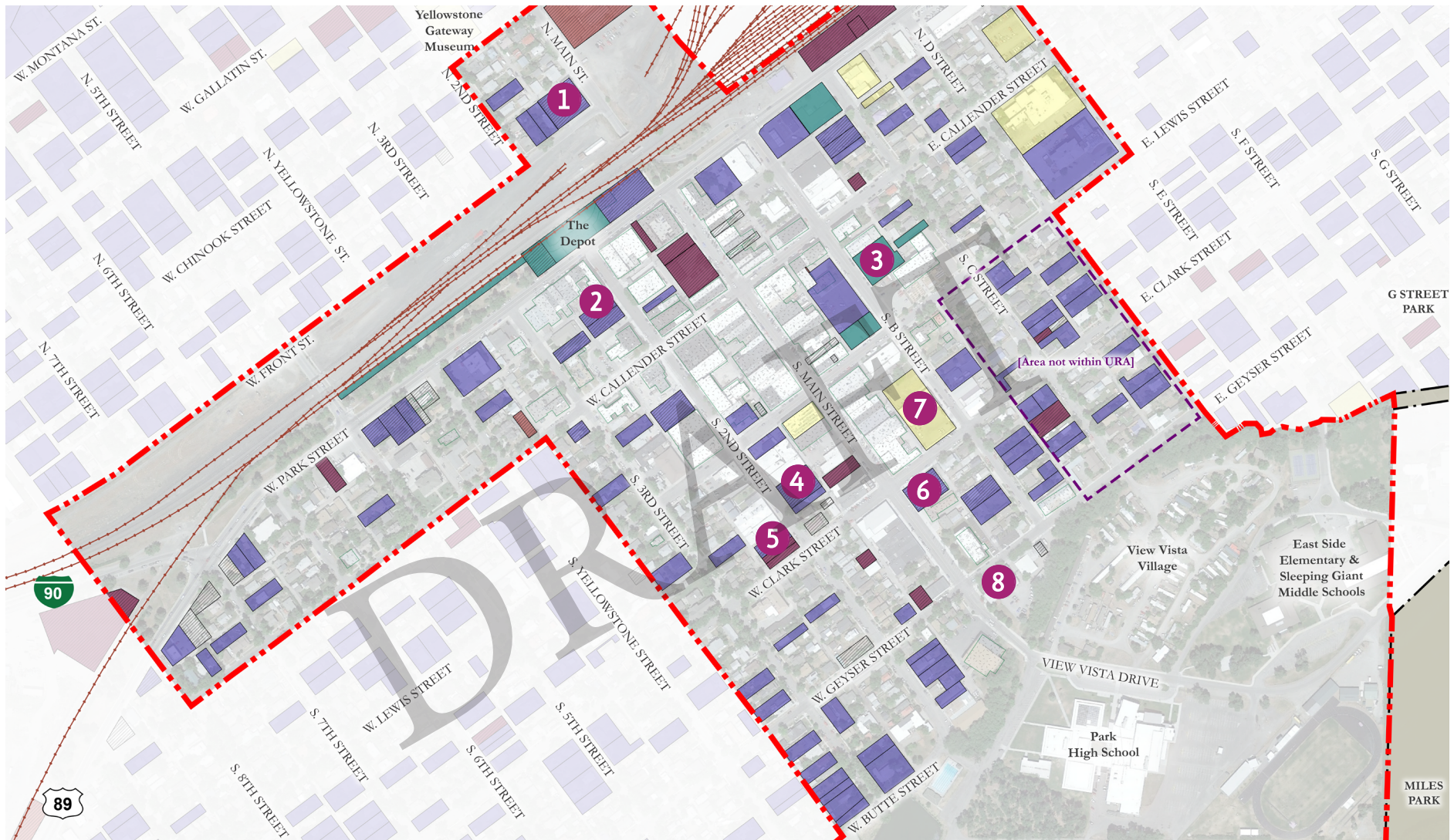
## WHAT ARE UNDERUTILIZED PARCELS / OPPORTUNITY SITES?

This map on the following page illustrates an analysis performed on all parcels within the Downtown Master Plan study area. The intent is to “flag” the parcels that are most likely suited/ susceptible to redevelopment from a market standpoint, in an effort to spark a more deliberate community conversation about the opportunities these sites present in helping to achieve the community's vision for Downtown Livingston.

The highlighted parcels on the map meet one or more of the following indicators that signal either underutilization and / or greater development opportunity (graphic representation shown in the legend):

- Publicly Owned Parcels
- Vacant Parcels
- Parcels with building square footages that are less than 25% of the size of the lot (“Low Floor Area Ratio Parcels”)
- Parcels with Land Value that is 2Xs (or more) the value of the building(s) on the lot





### Downtown Master Plan - Underutilized Parcels / Opportunity Sites Analysis



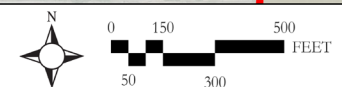
**LEGEND**

- City of Livingston Boundary
- Plan Area Boundary (Also Urban Renewal Authority [URA] Boundary, except where noted)

- 2+ Story Buildings
- City/School District Owned Parcels

- County Owned Parcels
- Vacant Parcels

- Low Floor Area Ratio Parcels (< 0.25)
- Parcels with Land Value 2Xs (or more) Building Value



Priority Infill / Redevelopment Sites identify from Underutilized Parcels / Opportunity Sites Analysis

# HOUSING DEVELOPMENT

## FEASIBILITY ANALYSIS

The feasibility of housing development in Downtown Livingston was analyzed to support the Downtown Master Plan. Potential housing types that are likely in demand in Downtown Livingston include multifamily condominium units, multifamily rental units, and for-sale townhomes. The feasibility of these housing product types were analyzed considering Downtown conditions (e.g. land prices, allowable density, and likely available development sites). The analysis identified that:

- All three of the housing prototypes tested did not generate sufficient returns to indicate they are feasible as modeled, which means financial support may be needed to attract significant new housing to downtown especially for housing affordable to the City's workforce.
- Medium to large scale vertical mixed use housing projects (i.e. greater than 20 units) will be a challenge to develop in the near future due to the feasibility gaps. Therefore, the attraction of condos and/or luxury housing units will need to be accommodated through smaller projects likely involving adaptive reuse of existing buildings.
- The City would benefit from increased housing options in Downtown that are affordable to the city's workforce. New multifamily rental units and for-sale townhomes would provide increased options, but there are some feasibility gaps that may be addressed through use of regulatory and financial tools. Proactive efforts by the City, URA, and other partners can lead to the development of these types of projects.

## FEASIBILITY ANALYSIS & MODELING

Based on the Housing Study that was completed as a part of this Downtown Master Plan process (See Appendix), and informed by additional outreach to the development/real estate community in Livingston, three housing prototypes were identified that are likely supportable in the Downtown.

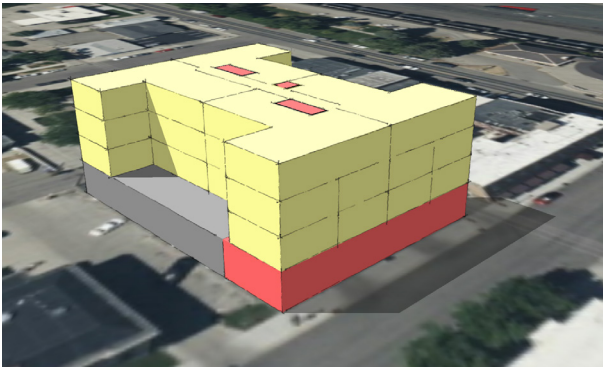
The consultant team tested the feasibility of the following three prototypes - aligning with the housing types most likely in demand in the Downtown - on an example redevelopable lot in the Downtown Study Area, with detailed proforma modeling and conceptual building massing.

An "at-a-glance" summary of those results is included on the following page, but more detailed information can be found in the Housing Study which is included in the Appendix of this Downtown Master Plan.

Option 1	Option 2	Option 3
4-Story Mixed-Use Condo (Behind the Murray Hotel)	3-Story Walk-Up Apartment (NW Energy Lot)	3-Story Townhomes (Front Street Lot)
Mixed-Use	Mixed-Use	Mixed-Use
4-Story	3-Story	3-Story
Parking Garage	Tuck Under / Surface	Tuck Under / Surface



# HOUSING DEVELOPMENT



4-Story; Mixed-Use Condo Massing Diagram

## 4-STORY MIXED-USE CONDO

The 4-story, mixed-use condominium building prototype consists of 24 residential units, including 4 penthouses, 3,000 square feet of ground floor retail space, and a parking garage with 30 spaces (a ratio of 1.25 spaces per unit). The average unit size is 2,200 square feet for penthouse units and 880 square feet for the other residential units. The net leasable building area is 26,400 square feet, and the gross building area is 29,520 square feet.

### PROJECT RETURN AND GAP

PROJECT COST	
Total Cost	\$15,851,924
Per GBA	\$487
Per Unit	\$660,497

### STATIC EVALUATION

Return on Cost	
Total Project Value	\$15,000,289
Total Project Cost	\$15,851,924
Project Return	-\$851,635
Return on Cost	-5.4%
Target	12.0%

Source: Economic & Planning Systems



3-Story Walk-Up Apartment Massing Diagram

## 3-STORY WALK-UP APARTMENT

The 3-story apartment building prototype contains 42 rental units with an average unit size of 755 square feet. Parking includes 30 surface parking spaces and 22 tuck under spaces (a ratio of 1.24 spaces per unit). Out of the three development prototypes, this option was tested on the largest lot size. The building's gross area is 37,300 square feet, with a net leasable area of 31,705 square feet.

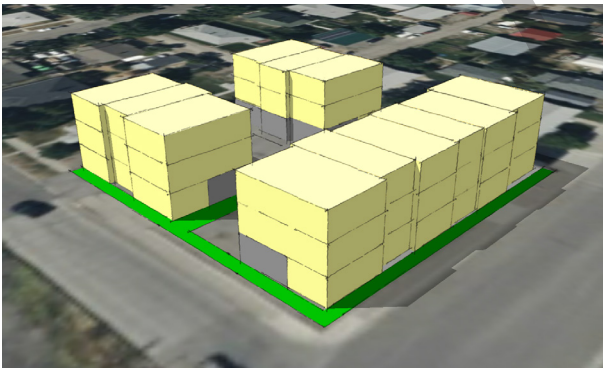
### PROJECT RETURN AND GAP

PROJECT COST	
Total Cost	\$12,366,086
Per GBA	\$332
Per Unit	\$294,431

### STATIC EVALUATION

Return on Cost	
Total Project Value	\$12,218,187
Total Project Cost	\$12,366,086
Project Return	\$963,408
Return on Cost	8.6%
Target	12.0%

Source: Economic & Planning Systems



3-Story Townhomes Massing Diagram

## 3-STORY TOWNHOMES

The third housing prototype analyzed includes 12 for-sale townhomes (with an average unit size of 1,667 square feet). These townhomes, located on a corner lot site, are 3-stories each with tuck under parking. The development has a gross area of 20,000 square feet, and since these are townhouse units, the net leasable area is also 20,000 square feet.

### PROJECT RETURN AND GAP

PROJECT COST	
Total Cost	\$5,411,314
Per GBA	\$271
Per Unit	\$450,943

### STATIC EVALUATION

Return on Cost	
Total Project Value	\$5,760,000
Total Project Cost	\$5,411,314
Project Return	\$348,686
Return on Cost	6.4%
Target	12.0%

Source: Economic & Planning Systems

# STREETSCAPE IMPROVEMENTS - 2ND STREET PROMENADE

One of the most consistently expressed and supported Downtown improvement desires in this process was to create a clear and safe non-motorized connection from the Downtown core to the river parks (See Master Plan Framework Diagram and Streetscape & Mobility Recommendations). The 2nd Street Promenade would transform 2nd Street into a vibrant and active pedestrian and cycling corridor, with a dedicated facility on the east side of the roadway, providing residents and visitors with an engaging and comfortable route to and from Sacajawea & Miles Park's Yellowstone River frontage and the Downtown commercial core.

## SHORT-TERM ACTIONS (1-2 YRS)

- **Pilot the 2nd Street Promenade along the existing streetscape, with lower cost means of implementation, and during the summer months, when maintenance needs of the streetscape are lessened.**
- \* Prioritize short-term implementation of the 2nd Street Promenade concept from Callender Street to Butte Street, providing a direct connection from the core of the Downtown to the entry point of River Drive, bringing users more safely to the river parks, recreational, and school uses along the riverfront. (SEE SCOPE DIAGRAM ON FOLLOWING PAGE)
- \* Lower cost implementation methods would include restriping of the

roadway to more efficiently delineate the two existing travel lanes, flanked by parallel parking, while freeing up 10' of space on the east side of the roadway to facilitate a multimodal facility. (SEE PROPOSED CYCLE TRACK CONFIGURATION ON FOLLOWING PAGE.) The 10' would include 8' of clear space for bicycle and pedestrian use, along with a 2' buffer, that would include the installation of flexible delineator posts to provide vertical separation between parked cars and the facility.

- \* To further visually distinguish the multimodal facility from the roadway the City could work with community groups, Park High School, etc. to paint murals along the facility and/or at intersection crossing locations.



- **Install pedestrian counters at key locations along the pilot project to track the use of the facility by the community, and to better understand peak days/times.**
- \* These data points can be useful in customizing the final design of the facility to more closely align with user needs (i.e. demand for enhanced lighting, if peak use is in the evenings; demand for more shade, if peak use is midday, etc.).

## MISSOULA GARDENWALK NEIGHBORWAYS PILOT PROJECT

Led by Common Good Missoula, the Gardenwalk Neighborways pilot project is a grassroots effort to address street safety and connectivity which grew out of Common Good Missoula's listening sessions and organizing efforts over the past two years. Building on the City's existing network of neighborhood greenways, Neighborways would reallocate a portion of existing street pavement and add barriers and striping, providing a safe, connected corridor across the city exclusively designated for pedestrians, cyclists, and wheelchair users. The aspiration is that based on a successful pilot project, Gardenwalk Neighborways could be implemented elsewhere in the City.

**WHAT ARE NEIGHBORWAYS?**

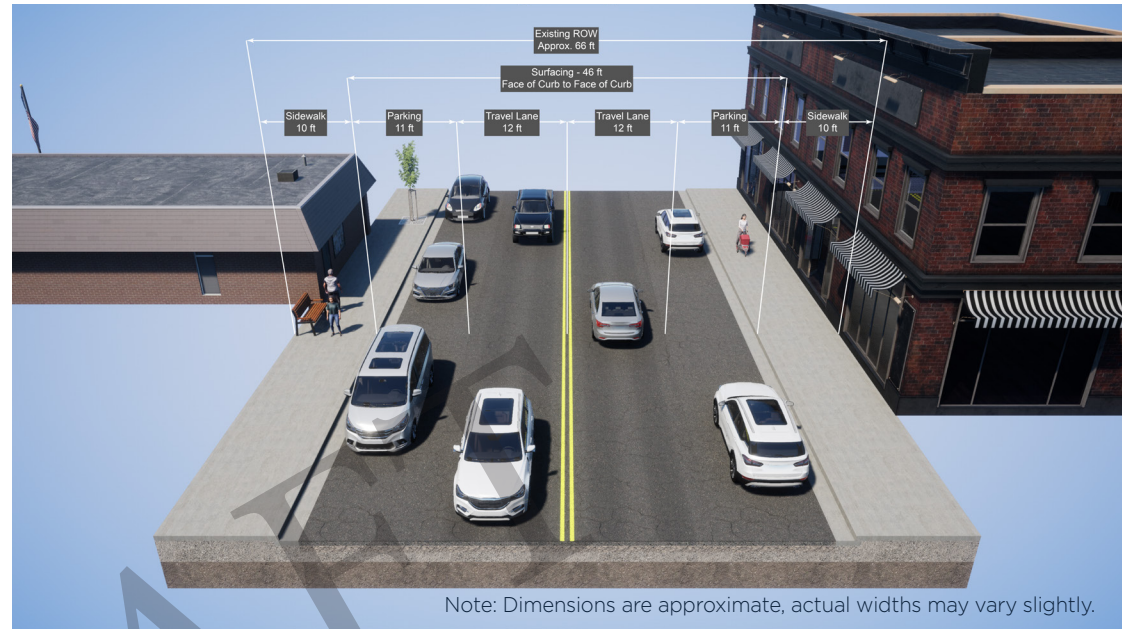
A 6-8' wide protected corridor along existing street pavement, cleared & maintained year-round. Striping and barriers provide protection between car traffic and pedestrians, cyclists, or wheelchair users.

**The Concept**



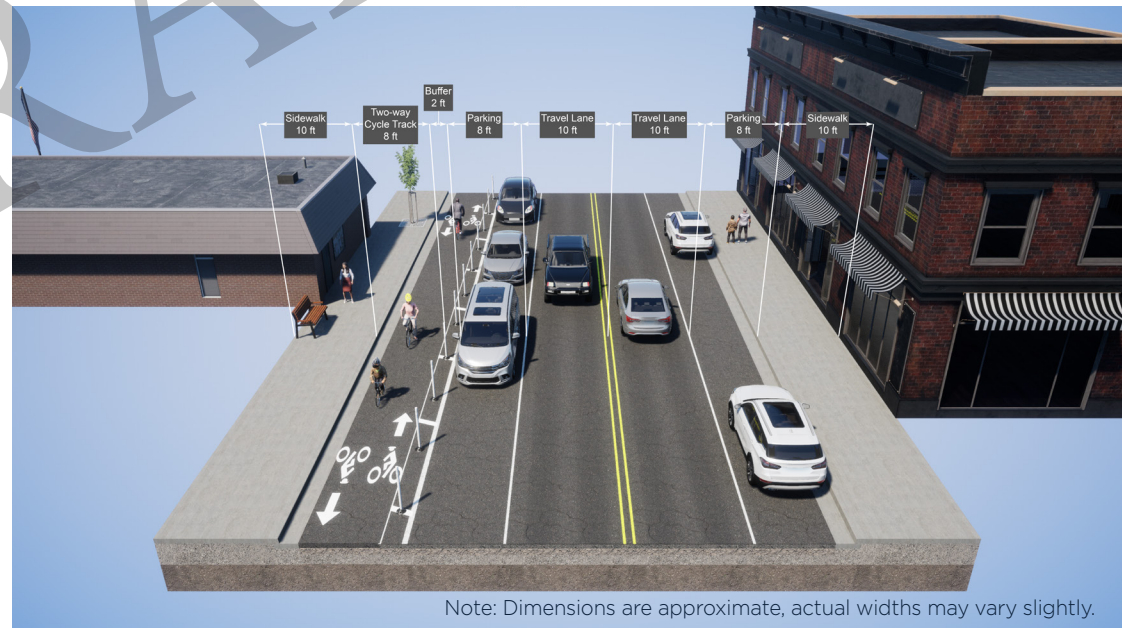


Recommended Scope of Pilot Project



Note: Dimensions are approximate, actual widths may vary slightly.

Existing Configuration on 2nd Street (Looking South)



Note: Dimensions are approximate, actual widths may vary slightly.

Proposed Cycle Track (Pilot Project) Configuration on 2nd Street (Looking South)



# STREETSCAPE IMPROVEMENTS - 2ND STREET PROMENADE

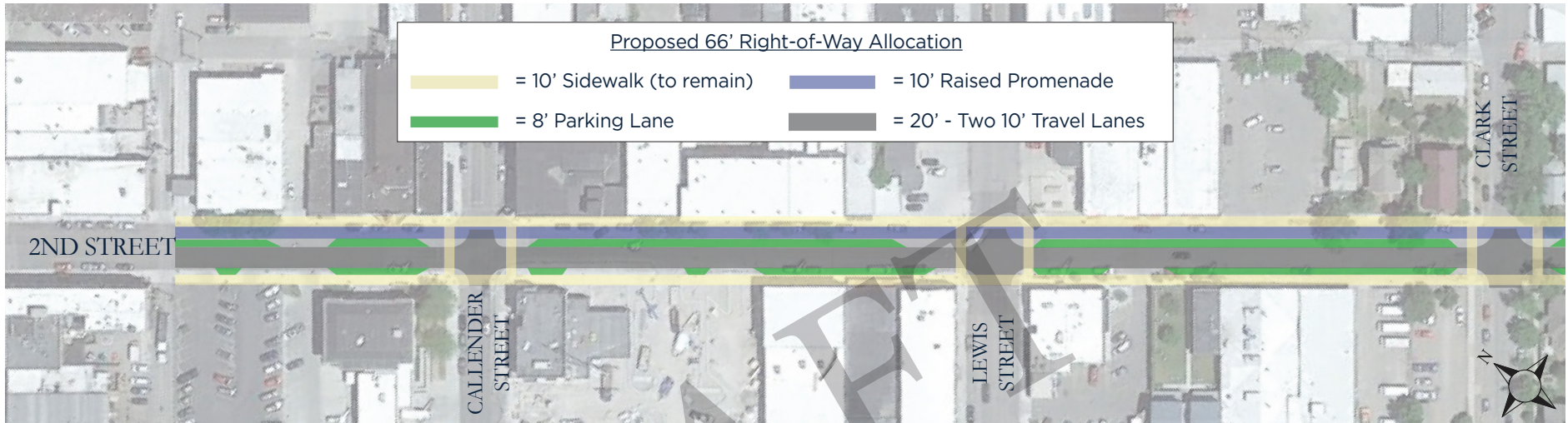


Diagram of Proposed 2nd Street Right-of-Way Allocation in 66' Right-of-Way Section

## MEDIUM-TERM ACTIONS (2-5 YRS)

- Secure funding to realize the 2nd Street Promenade as a permanent streetscape improvement, with a 10' wide grade-separated pedestrian and bicycle facility, with curb-extensions at intersections.

\* Clearly demarcate the 10' wide facility with colored concrete or decorative paving to distinguish it from the adjacent sidewalk.

## LONG-TERM ACTIONS (5-10 YRS)

- Maintain and refresh the look and feel of the 2nd Street Promenade, creating year-round visual interest and providing reasons for the community to visit the 2nd Street Promenade beyond using it for its safe connections.
- Establish an Art Walk along the Promenade, with a mix of permanent and rotating sculptural art that will encourage pedestrians to walk along the Promenade down to the River and back. (SEE MASTER PLAN FRAMEWORK DIAGRAM)



Proposed 2nd Street Promenade Configuration (Looking South)





Conceptual Rendering of a portion of 2nd Street Promenade



# STREETSCAPE IMPROVEMENTS - FESTIVAL / GREENWAY STREET

## S. MAIN STREET FESTIVAL / GREENWAY STREET

The northern portion of Main Street within the Downtown is the most vibrant and iconic portion of the historic core, as the uses along the street are inherently more active uses, with a mix of retail/commercial, and eating and dining establishments. South of Clark Street along Main Street, however, the majority of uses are less active. Throughout this planning process, there was also a stated desire to find opportunities for more shade and street trees in the Downtown environment. Adding street trees to the northern portion of Main Street, however, could obscure views of the mountains and the historic architecture of the existing buildings.

Therefore a streetscape redesign is envisioned for the portion of Main Street extending from Clark Street south to River Drive and extending to the location of the Public Pool. This section of streetscape provides the opportunity to add street trees and extend the aesthetic of the river parks northward into the Downtown.

### SHORT-TERM ACTIONS (1-2 YRS)

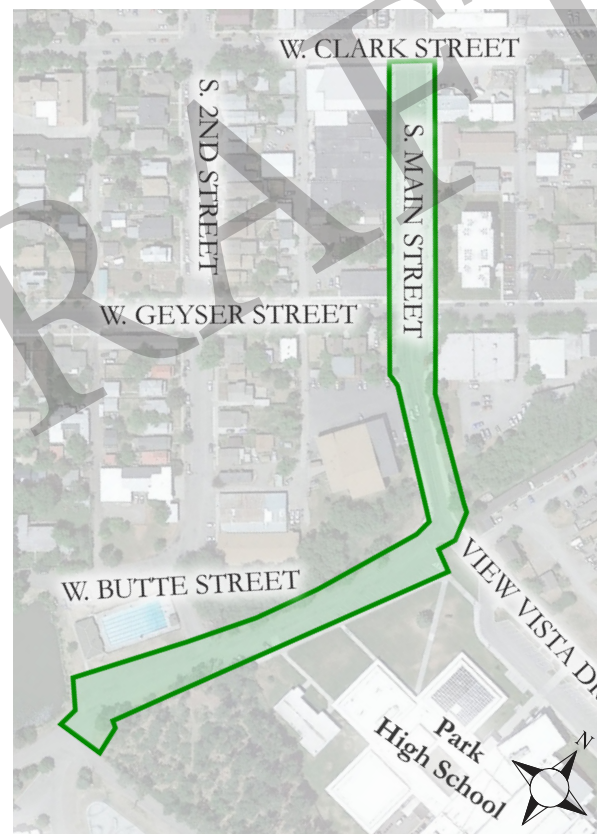
- Allow this portion of streetscape to be more easily closeable for events and enhance the streetscape with low-cost seasonal planters, public art, temporary lighting, parklets, etc.

### MEDIUM-TERM ACTIONS (2-5 YRS)

- Encourage infill development along the streetscape and tree planting to infuse it with more consistently active uses and shade.

### LONG-TERM ACTIONS (5-10 YRS)

- Secure funding to realize the Festival/Greenway Street as a permanent streetscape improvement with enhanced amenities (noted at right).



Recommended Scope of Festival/Greenway Street

## VALUE OF A CLOSEABLE, EVENT STREET

Having a portion of a streetscape that is designed with enhanced amenities and closeable to vehicles with greater ease - special lighting and landscaping geared toward pedestrians, integrated power for event usage, strategically located water and sewer hookups, a circulation plan to maneuver around the closed street, etc. - can help establish a place within the Downtown for community gatherings to occur. The streetscape can function as a typical street during non-event times, but when activated by an event, it can bring increased visitation and vibrancy to the Downtown environment. Such investment in the streetscape can also help to encourage private investment in infill development and/or adaptive reuse of existing structures into more active ground floor frontages.







Existing Condition

Conceptual Rendering of a portion of the Festival / Greenway Street



# STREETSCAPE IMPROVEMENTS - PARK STREET IMPROVEMENTS

## SHORT-TERM ACTIONS (1-2 YRS)

- **Prioritize curb extensions/bulb-outs to shorten the crossing distance for pedestrians across Park Street at the intersections of Park Street & Main Street, and Park Street & 2nd Street.**
- \* A planned RRFB will be a great improvement at the intersection of Park Street and Main Street, and another should be explored for the intersection of Park Street and 2nd Street.
- \* Consider painted intersection and/or crosswalk treatments to further visually reinforce the priority for safe pedestrian crossings at those key intersections.
- \* Curb extensions / bulb-outs should be designed with gentler turning radii

and/or flattened curbs (SEE WHITEFISH, MT EXAMPLE ON PAGE 31), to help avoid damage from turning trucks.

- \* While curb extensions/bulb-outs at these locations will help to establish visual gateways into the Downtown, consider adding public art and/or wayfinding signage at these locations to further distinguish these intersections as key connections.

## MEDIUM-TERM ACTIONS (2-5 YRS)

- **Work with the Montana Department of Transportation (MDT) to conduct a Corridor Study for Park Street, focused on opportunities for enhanced connectivity and pedestrian safety improvements.**

- **Encourage Infill Development or Redevelopment along Park Street to include active ground floor uses, and keep the number of curb cuts into the pedestrian environment at a minimum, requiring alley access to uses along Park Street within the Downtown Study Area, when possible.**

## LONG-TERM ACTIONS (5-10 YRS)

- **Implement Corridor Study recommendations along Park Street, including a safer pedestrian crossing at the intersection of Park Street and 2nd Street, and provide more accessible pedestrian infrastructure on the north side of Park Street.**

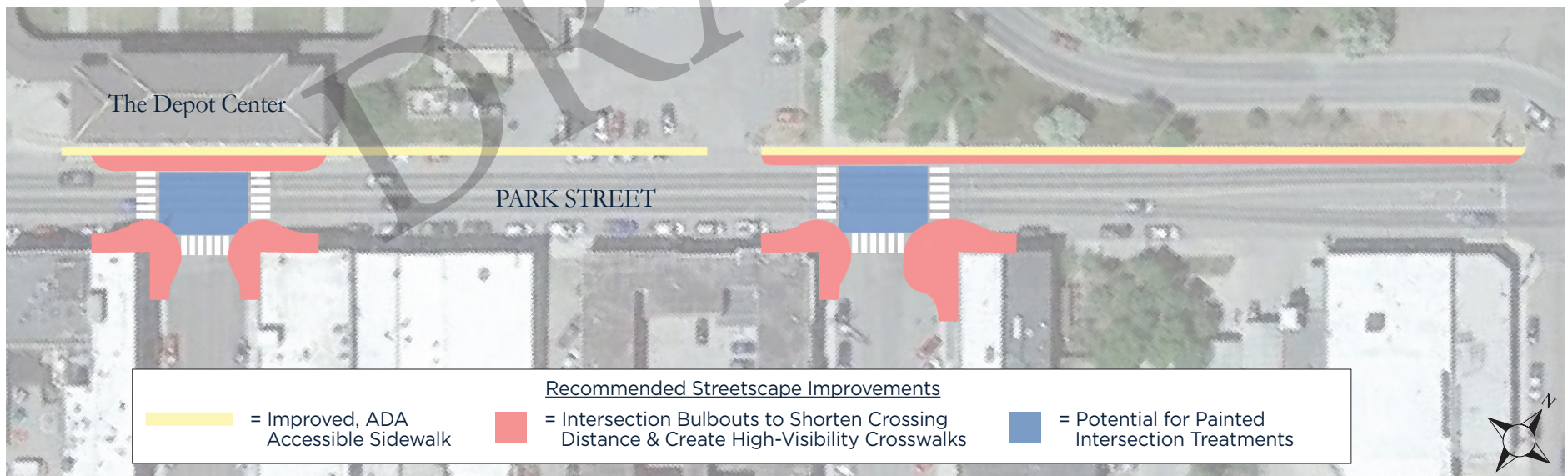


Diagram of Recommended Streetscape Improvements





Conceptual Rendering of Potential Park Street Improvements



Conceptual Rendering of Potential Park Street Improvements

# WAYFINDING & GATEWAYS

## PRIORITY WAYFINDING & GATEWAY LOCATIONS & TREATMENTS

An improvement to the Downtown environment commonly requested in this planning process was the addition of additional Gateway Treatments at perceived key “entry points” into the Downtown, that could both enhance wayfinding and signal to visitors of Livingston the proper paths of travel to key destinations. There was a great deal of support in the Downtown for using Public Art and enhanced landscaping, when possible, at these Gateway Treatments, in order to extend beyond signage-only treatments.

### SHORT-TERM ACTIONS (1-2 YRS)

- Consider creating a unified aesthetic

for wayfinding signage both Citywide and within the Downtown. While they can share similar aesthetic attributes, such as color, typeface, etc., the scale of signage and destinations to which they are orienting should be different.

- Prioritize wayfinding at key entry points into and out of the Downtown area, particularly along Park Street, nearby the schools, and into and out of the river parks. (SEE DIAGRAM OF PRELIMINARY RECOMMENDATIONS ON THE FOLLOWING PAGE.)

\* Orient the public to key destinations from these locations such as - the Downtown Historic District, Shopping & Dining, Main Street, the Yellowstone Gateway Museum, the Yellowstone River, Sacajawea & Miles Parks, the Chamber of Commerce & Visitors Center, the Shane Lalani Center for the Arts, the Depot Center, Park High School, the Park County Fairgrounds,

the Livingston Golf & Country Club, and Mayor’s Landing.

### MEDIUM-TERM ACTIONS (3-5 YRS)

- Explore the viability of additional signage - potentially of a more billboard/advertisement nature - along I-90 to announce the approach to the City of Livingston and encourage greater visitation to and patronage within the Downtown.

### LONG-TERM ACTIONS (5-10 YRS)

- Carefully consider potential roadway changes, such as enhancements to, or better defined non-motorized trail connections adjacent to roadways at key Gateways to further signal entry points into the Downtown. Combine with Signage, Public Art, and/or Landscaping, when possible.

## TYPES OF WAYFINDING SIGNAGE

In conversations with the community about the types of Wayfinding signage that would be desirable for the Downtown, there was consensus on trying to minimize the visual clutter of signage, while more accessibly directing visitors and locals to key destinations near the Downtown. There was also a desire to communicate the distance to those locations in the amount of time it would take to walk, bike, roll, etc. to the destination, rather than a measurement of the distance. When distance is used, there was a greater interest in communicating the number of blocks rather than distance in feet or miles.





**Preliminary Wayfinding Signage Priority Locations and Key Destination Pairings**

- ★ Downtown Historic District  
Yellowstone River  
Chamber of Commerce & Visitors Center  
Depot Center  
Park County Fairgrounds
- ★ Yellowstone River  
Sacajawea & Miles Parks
- ★ Yellowstone Gateway Museum  
Depot Center  
Shane Lalani Center for the Arts
- ★ Downtown Historic District  
Shopping & Dining  
Shane Lalani Center for the Arts

**(continued)**

- ★ Downtown Historic District  
Shopping & Dining  
Main Street
- ★ **Southbound:**  
Yellowstone River  
Sacajawea & Miles Parks  
**Northbound:**  
Downtown Historic District  
Shopping & Dining
- ★ Yellowstone River  
Sacajawea & Miles Parks  
Park High School  
Park County Fairgrounds  
Livingston Golf & Country Club  
Mayor's Landing

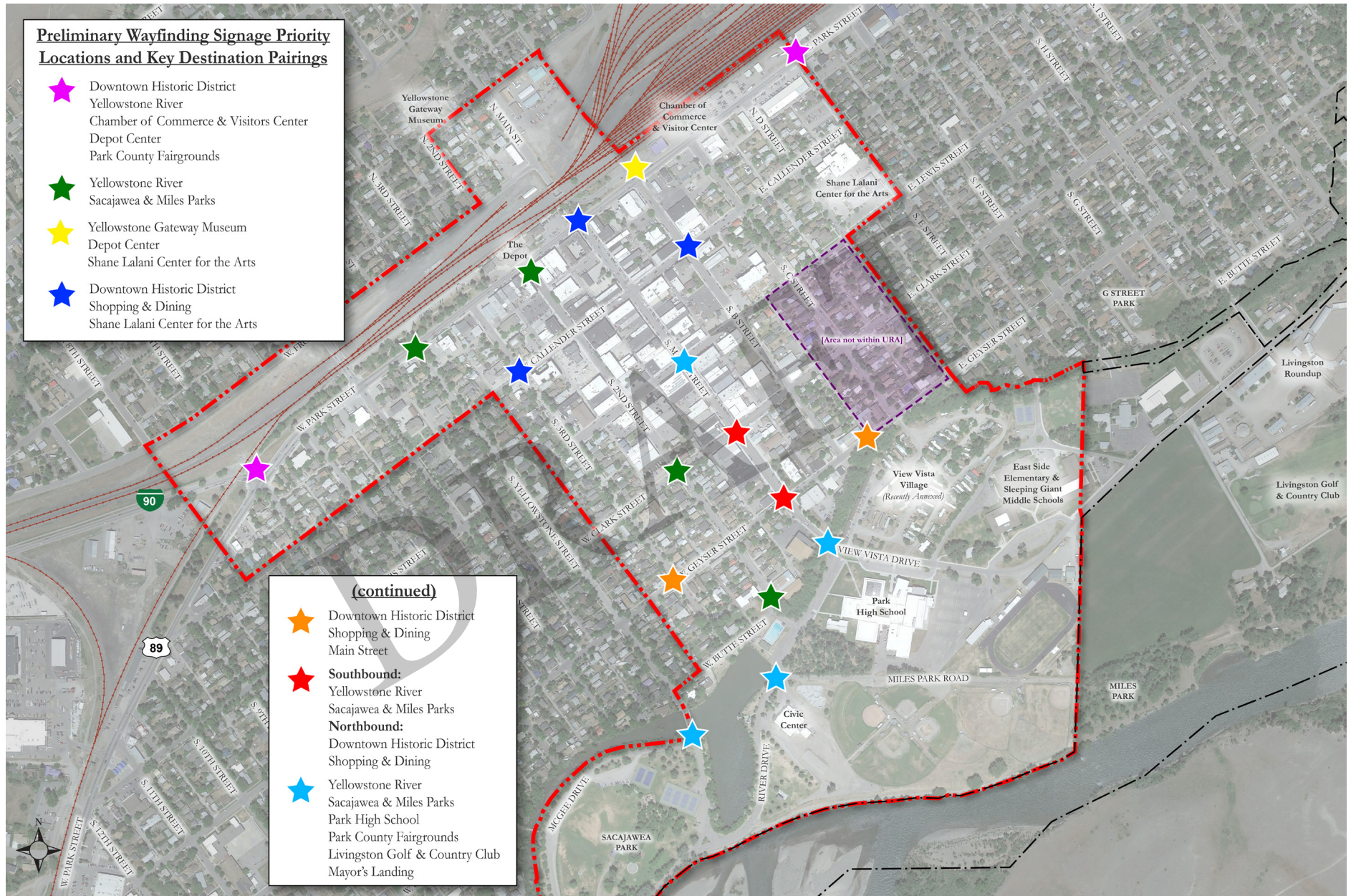


Diagram of Preliminary Wayfinding Signage Priority Locations and Key Destination Pairings



# PARKING MANAGEMENT

## RIGHT-SIZING PARKING NEEDS

All downtown environments benefit from regular reflections on how to better manage their parking needs and right-size an approach based upon the level of demand by the existing and envisioned uses in the Downtown.

Utilization data collected as a part of this Downtown Master Plan effort (See Parking Study in the Appendix) indicated that there were few occasions where parking areas were more than 90 percent utilized, meaning that most of the time, drivers should be able to find parking at or near their desired destination. Only select locations consistently had utilizations near or at capacity, most notably along Main Street between Park and Lewis Streets. Field observations and stakeholder input indicate that turnover is relatively low and that parking spots are often occupied for the full two-hour time allotment. Since enforcement was increased in 2023, turnover and compliance have been noted to improve.

During public and stakeholder meetings, there was mixed opinion on if additional parking was needed or if improved management strategies would help alleviate the concerns. Some expressed a desire for additional surface parking, or a parking structure, within the Historic District where parking utilization is highest.

Given the high cost of adding surface parking, it is likely more feasible to focus on improving the existing system through management and “right-sizing” strategies, such as the following:

## SHORT-TERM ACTIONS (1-2 YRS)

- **Modify time restrictions for existing on-street parking** (SEE DIAGRAM OF RECOMMENDATIONS ON FOLLOWING PAGE)
  - \* Shorter time spaces (an hour or less) are most effective in areas with high utilization and quicker turnover. These include drop-off, pickup, and loading zones as well as quick service dining and retail locations. Mid-term parking zones (~2 hours) are most common across downtowns and are typically adequate for the majority of patrons. These zones allow enough time for most retail shopping and dining activities. Long-term parking areas (greater than 2 hours) are needed for certain locations that require longer appointment times, meetings, or special uses. These are typically located on the periphery of the downtown area due to their lower turnover rates.
- **Explore agreements with owners of private parking lots to make use of available parking outside of business use (i.e. evenings, weekends, etc.)**
  - \* City should provide signage indicating when the parking is available to the public.

- **Create an employee parking permit system to ensure convenient employee parking while leaving parking available for potential patrons.**

- \* Surface lots and city blocks that are currently unrestricted or currently underutilized could be allocated for the use of employees with proper permits.

## MEDIUM-TERM ACTIONS (3-5 YRS)

- **Explore paid parking options.**
  - \* Although the city generally desires to avoid paid parking, it can be an effective management strategy to consider in the future. Paid parking can include incentive programs, utilize rates that influence driver behavior, and encourage the reduction of single occupancy vehicles or the use of alternate modes of transportation. Additionally, revenues from paid parking can help support parking operations, required staffing, and ongoing maintenance, creating a sustainable parking management strategy.

## LONG-TERM ACTIONS (5-10 YRS)

- **Consider integrating a public parking structure into a mixed-use development.**
  - \* Though expensive, if other parking management strategies prove unsuccessful, the City could consider pursuing a dedicated structure; ideally incorporated into an infill development with other downtown-supportive uses.



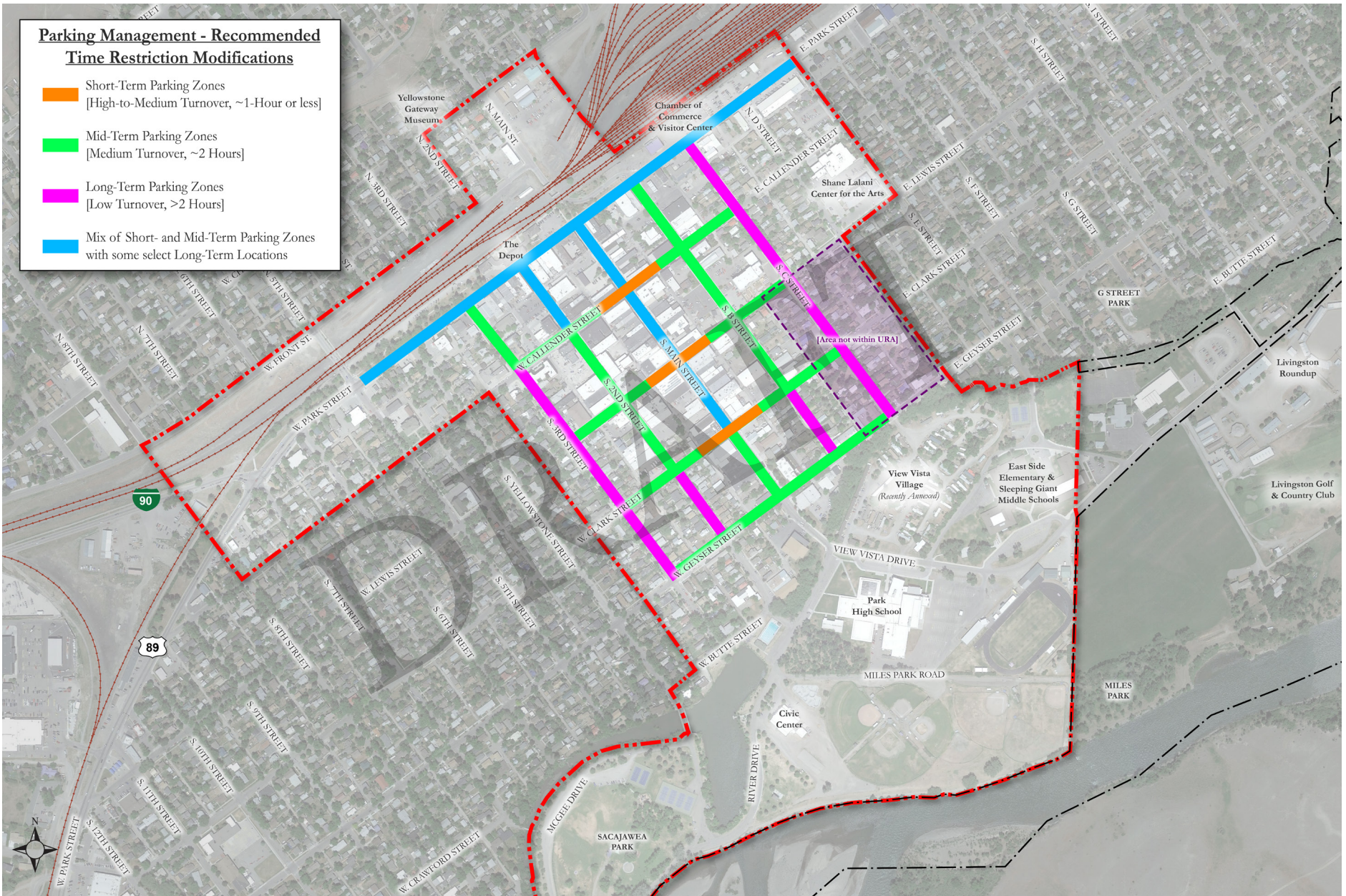


Diagram of Recommended Time Restriction Modifications



# IMPLEMENTATION MATRIX

The implementation matrix provides a consolidated look at each effort’s timeframe, applicable sections of this Downtown Master Plan, potential champions and/or key partners, potential funding sources, and an indication of the relative order of magnitude cost.

SEE PAGE 65 FOR DEFINITIONS OF ELEMENTS USED IN THIS IMPLEMENTATION MATRIX, INCLUDING THE INTENDED DISTINCTION BETWEEN “POTENTIAL CHAMPION” AND “KEY PARTNER.”

KEY SCOPE ELEMENTS OF IMPLEMENTATION EFFORT	TIMEFRAME	APPLICABLE MASTER PLAN SECTION(S)	POTENTIAL CHAMPIONS/ KEY PARTNERS	POTENTIAL FUNDING SOURCES	ORDER OF MAGNITUDE COST
<b>REGULATORY CHANGES &amp; INCENTIVES</b>					
Update Zoning Code to clarify desired building heights and density in the Downtown Study Area	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>Ch. 2 Land Use, Building Form &amp; Activation; Streetscapes &amp; Mobility - Parking</li> </ul>	<b>Potential Champions:</b> LBID; Chamber of Commerce; LDBOBA; Park County Housing Coalition	<ul style="list-style-type: none"> <li>City Budget (include in Zoning Code Update, if possible)</li> </ul>	\$
Update Zoning Code to remove barriers to compatible infill development / redevelopment and adaptive reuse					
Provide clear Design Standards & Guidelines for the Historic District					
Convene a Developer’s Roundtable to revisit incentives for land uses within the Downtown not seeing the desired growth	Medium-Term [3-5 Years]	<ul style="list-style-type: none"> <li>Ch. 3 Regulatory Tools &amp; Priority Infill/ Redevelopment Sites</li> </ul>	<b>Key Partners:</b> LU Board; City Commission; HPC		\$
<b>OVERALL DOWNTOWN ACTIVATION &amp; AMENITIZATION</b>					
Amend Municipal Code to eliminate barriers to desired temporary/short-term activation, events, and streetscape activity (such as outdoor dining)	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>Ch. 2 Land Use, Building Form &amp; Activation - Use-Based &amp; Spatial Activation; Parks &amp; Open Space; Arts &amp; Culture; Economic Development</li> <li>Ch. 3 Regulatory Tools; 2nd Street Promenade; Festival / Greenway Street</li> </ul>	<b>Potential Champions:</b> LBID; Chamber of Commerce; LDBOBA; PCEC	<ul style="list-style-type: none"> <li>City Budget (include in Zoning Code Update, if possible)</li> <li>URA TIF Investment</li> <li>Capital Improvements Project (CIP) Investment</li> </ul>	\$
Attract temporary uses during peak seasons to support year-round businesses					
Update Zoning Code to require active ground floor uses in key areas of the Downtown					\$
Implement a Parklet program in the Downtown Study Area					\$\$



# IMPLEMENTATION MATRIX

KEY SCOPE ELEMENTS OF IMPLEMENTATION EFFORT	TIMEFRAME	APPLICABLE MASTER PLAN SECTION(S)	POTENTIAL CHAMPIONS/ KEY PARTNERS	POTENTIAL FUNDING SOURCES	ORDER OF MAGNITUDE COST
<b>OVERALL DOWNTOWN ACTIVATION &amp; AMENITIZATION (CONTINUED)</b>					
Work with the URA to invest in desired activation and amenities	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>• Ch. 2 Land Use, Building Form &amp; Activation – Use-Based &amp; Spatial Activation; Parks &amp; Open Space; Arts &amp; Culture; Economic Development</li> <li>• Ch. 3 Regulatory Tools; 2nd Street Promenade; Festival / Greenway Street</li> </ul>	<p>Potential Champions: LBID; Chamber of Commerce; LDBOBA; PCEC</p> <p>Key Partners: URA; LU Board; City Commission; HPC; Local Art Community</p>	<ul style="list-style-type: none"> <li>• URA TIF Investment</li> <li>• Capital Improvements Project (CIP) Investment</li> <li>• Montana Main Street (MMS) Program Infrastructure &amp; Planning Grants &amp; Loans</li> </ul>	\$\$\$
Work with tenants, landlords, and property owners to encourage Seasonal Use Agreements for retail spaces to maximize ground floor active uses and cultivate the desired mix of uses	Medium-Term [3-5 Years]				\$\$-\$\$\$
Find opportunities to implement pocket parks and add green space within the Downtown Study Area					
Expand the presence of public art in the Downtown					
Explore property acquisition (possibly by City and/or URA) to catalyze development of desired activation and amenities	Long-Term [5-10 Years]				\$\$\$\$
<b>CONNECTIVITY &amp; MOBILITY IMPROVEMENTS</b>					
Pursue low-cost traffic calming measures as pilot projects to gauge community's response to longer-term improvements	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>• Ch. 2 Streetscapes &amp; Mobility</li> <li>• Ch. 3 2nd Street Promenade; Park Street Improvements</li> </ul>	<p>Potential Champions: LBID; Chamber of Commerce; LDBOBA; PCEC</p> <p>Key Partners: MDT; Public Works; Railroad</p>	<ul style="list-style-type: none"> <li>• City Budget</li> <li>• URA TIF Investment</li> <li>• Capital Improvements Project (CIP) Investment</li> </ul>	\$
Perform a Bicycle & Pedestrian Safety Evaluation every two years for the Downtown Study Area					\$
Implement Bike Boulevard enhancements on Priority Bike Connection corridors, and respond to Safety Evaluation outcomes	Medium-Term [3-5 Years]				\$\$
Explore higher ease-of-use enhancements to rail crossings	Long-Term [5-10 Years]				\$\$\$

# IMPLEMENTATION MATRIX

KEY SCOPE ELEMENTS OF IMPLEMENTATION EFFORT	TIMEFRAME	APPLICABLE MASTER PLAN SECTION(S)	POTENTIAL CHAMPIONS/ KEY PARTNERS	POTENTIAL FUNDING SOURCES	ORDER OF MAGNITUDE COST
<b>PRIORITY INFILL / REDEVELOPMENT</b>					
Engage with local developers and landowners to attract interest in developing housing in Downtown. Promote the URA Residential Rehabilitation and Redevelopment program as a tool to incentivize development	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>Ch. 2 Land Use, Building Form &amp; Activation - Building Height &amp; Massing and Use-Based Activation; Housing</li> </ul>	<b>Key Partners:</b> URA; LU Board; City Commission; HPC; Park County Housing Coalition	<ul style="list-style-type: none"> <li>URA TIF Investment</li> <li>Montana's CDBG Public and Community Facilities Grants, Affordable Housing Development &amp; Rehabilitation Grants, and Housing Stabilization Program (HSP) Grants</li> </ul>	\$
Revisit progress made toward vision-aligned uses developing in the Downtown, and explore alternative strategies to implementation, if necessary	Long-Term [5-10 Years]	<ul style="list-style-type: none"> <li>Ch. 3 Priority Infill / Redevelopment Sites; Housing Development</li> </ul>		<ul style="list-style-type: none"> <li>Montana Housing Multifamily Loan Program, Conduit Bond Program, and Housing Montana Fund</li> <li>Home Investment Partnerships Program (HOME) Program federal block grants</li> </ul>	\$-\$\$
<b>STREETScape IMPROVEMENTS</b>					
Pilot the 2nd Street Promenade concept by implementing a cycle track configuration during the summer months and track usage using temporary materials	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>Ch. 2 Streetscapes &amp; Mobility; Parks &amp; Open Space; Arts &amp; Culture</li> <li>Ch. 3 2nd Street Promenade; Festival/ Greenway Street; Park Street Improvements</li> </ul>	<b>Potential Champions:</b> URA; LU Board; City Commission; LBID; Chamber of Commerce; LDBOBA; PCEC; The Depot Center & Beanery  <b>Key Partners:</b> Public Works; MDT; Park High School (for temporary improvements); Local Art Community	<ul style="list-style-type: none"> <li>URA TIF Investment</li> <li>Capital Improvements Project (CIP) Investment</li> </ul>	\$
Eliminate barriers to more easily closing the envisioned Festival/Greenway section of Main for temporary events				<ul style="list-style-type: none"> <li>Montana's CDBG Public and Community Facilities Grants</li> <li>Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program</li> </ul>	\$-\$\$\$
Monitor usage of RRFB crossing at Main Street and engage MDT on the viability of future improvements, prioritizing curb-extensions/bulb-outs at Park St. & 2nd St.				<ul style="list-style-type: none"> <li>USDOT's Active Transportation Infrastructure Investment Program (ATIIP)</li> </ul>	



# IMPLEMENTATION MATRIX

KEY SCOPE ELEMENTS OF IMPLEMENTATION EFFORT	TIMEFRAME	APPLICABLE MASTER PLAN SECTION(S)	POTENTIAL CHAMPIONS/ KEY PARTNERS	POTENTIAL FUNDING SOURCES	ORDER OF MAGNITUDE COST
<b>STREETSCAPE IMPROVEMENTS (CONTINUED)</b>					
Secure funding to realize the 2nd Street Promenade as a permanent streetscape improvement, with a 10' wide grade-separated pedestrian and bicycle facility, with curb-extensions at intersections	Medium-Term [3-5 Years]	<ul style="list-style-type: none"> <li>• Ch. 2 Streetscapes &amp; Mobility; Parks &amp; Open Space; Arts &amp; Culture</li> <li>• Ch. 3 2nd Street Promenade; Festival/ Greenway Street; Park Street Improvements</li> </ul>	<p><b>Potential Champions:</b> URA; LU Board; City Commission; LBID; Chamber of Commerce; LDBOBA; PCEC; The Depot Center &amp; Beanery</p> <p><b>Key Partners:</b> Public Works; MDT; Local Art Community</p>	<ul style="list-style-type: none"> <li>• URA TIF Investment</li> </ul>	\$\$\$-\$\$\$\$
Encourage infill development along the Festival/Greenway streetscape and tree planting to infuse it with more consistently active uses and shade				<ul style="list-style-type: none"> <li>• Capital Improvements Project (CIP) Investment</li> <li>• Montana's CDBG Public and Community Facilities Grants</li> </ul>	\$\$-\$\$\$
Complete a Corridor Study on Park Street				<ul style="list-style-type: none"> <li>• Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program</li> </ul>	\$
Establish an Art Walk along the 2nd Street Promenade, with a mix of permanent and rotating sculptural art that will encourage pedestrians to walk along the Promenade down to the River and back	<ul style="list-style-type: none"> <li>• USDOT's Active Transportation Infrastructure Investment Program (ATIIP)</li> </ul>			\$-\$	
Redesign and implement the Festival/Greenway Street as a permanent streetscape improvement with enhanced amenities	Long-Term [5-10 Years]			<ul style="list-style-type: none"> <li>• USDOT's Reconnecting Communities Pilot Discretionary Grant Program</li> </ul>	\$\$\$\$
Implement Corridor Study recommendations along Park Street, including a safer pedestrian crossing at the intersection of Park Street and 2nd Street, and provide more accessible pedestrian infrastructure on the north side of Park Street				<ul style="list-style-type: none"> <li>• Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program</li> </ul>	\$\$-\$\$\$

# IMPLEMENTATION MATRIX

KEY SCOPE ELEMENTS OF IMPLEMENTATION EFFORT	TIMEFRAME	APPLICABLE MASTER PLAN SECTION(S)	POTENTIAL CHAMPIONS/ KEY PARTNERS	POTENTIAL FUNDING SOURCES	ORDER OF MAGNITUDE COST
<b>WAYFINDING &amp; GATEWAYS</b>					
Design a unified wayfinding signage palette for the City and the Downtown Study Area	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>Ch. 2 Streetscapes &amp; Mobility; Arts &amp; Culture</li> <li>Ch. 3 Wayfinding &amp; Gateways</li> </ul>	<p><b>Potential Champions:</b> LBID; Chamber of Commerce; LDBOBA; Local Art Community</p> <p><b>Key Partners:</b> MDT; URA; Public Works</p>	<ul style="list-style-type: none"> <li>URA TIF Investment</li> <li>City Budget</li> </ul>	\$\$
Confirm key destinations that should be highlighted by wayfinding signage					
Explore opportunities to add signage of a more billboard / advertisement nature along I-90 to encourage greater visitation to and patronage within the Downtown	Medium-Term [3-5 Years]				
Study potential roadway changes – such as enhancements to, or better defined non-motorized trail connections adjacent to roadways at key Gateways to further signal entry points into the Downtown	Long-Term [5-10 Years]				\$\$-\$\$\$\$
<b>PARKING MANAGEMENT</b>					
Modify time restrictions for existing on-street parking to maximize efficient use of available spaces	Short-Term [1-2 Years]	<ul style="list-style-type: none"> <li>Ch. 2 Land Use, Building Form &amp; Activation; Streetscapes &amp; Mobility; Parks &amp; Open Space</li> <li>Ch. 3 Parking Management</li> </ul>	<p><b>Potential Champions:</b> URA; LBID; Chamber of Commerce; LDBOBA</p> <p><b>Key Partners:</b> Public Works; MDT</p>	<ul style="list-style-type: none"> <li>Capital Improvements Project (CIP) Investment</li> <li>City Budget</li> </ul>	\$-\$
Explore agreements with owners of private parking lots to make use of available parking outside of business use					
Create an employee parking permit system for the Downtown Study Area					



# IMPLEMENTATION MATRIX

KEY SCOPE ELEMENTS OF IMPLEMENTATION EFFORT	TIMEFRAME	APPLICABLE MASTER PLAN SECTION(S)	POTENTIAL CHAMPIONS/ KEY PARTNERS	POTENTIAL FUNDING SOURCES	ORDER OF MAGNITUDE COST
<b>PARKING MANAGEMENT (CONTINUED)</b>					
Explore paid parking options	Medium-Term [3-5 Years]	<ul style="list-style-type: none"> <li>Ch. 2 Land Use, Building Form &amp; Activation; Streetscapes &amp; Mobility; Parks &amp; Open Space</li> </ul>	Potential Champions: URA; LBID; Chamber of Commerce; LDBOBA	<ul style="list-style-type: none"> <li>Capital Improvements Project (CIP) Investment</li> </ul>	\$-\$
Consider integrating a public parking structure into a mixed-use development	Long-Term [5-10 Years]	<ul style="list-style-type: none"> <li>Ch. 3 Parking Management</li> </ul>	Key Partners: Public Works; MDT	<ul style="list-style-type: none"> <li>City Budget</li> </ul>	\$\$\$-\$\$\$\$

## DEFINITION OF ABBREVIATIONS AND TERMS USED IN IMPLEMENTATION MATRIX

The distinction between “champion” and “partner” in this Implementation Matrix typically implies that a project “champion” is advocating for and supporting implementation, whereas a project “partner” may have approval authority over the project and/or a direct financial or physical stake in its implementation.

- HPC = Historical Preservation Commission
- LBID = Livingston Business Improvement District
- LDBOBA = Livingston Downtown Building Owners and Business Association
- LU Board = Land Use Board
- MDT = Montana Department of Transportation
- PCEC = Park County Environmental Council
- TIF = Tax Increment Financing
- URA = Urban Renewal Agency

- \$ = ~ < \$50,000
- \$\$ = ~ \$50,000 - \$200,000
- \$\$\$ = ~ \$200,000 - \$750,000
- \$\$\$\$ = ~ > \$750,000



MURRAY

HOTEL

Murray CAFE

BAR

THE MURRAY BAR

207 W. PARK

