Livingston Urban Renewal Agency Agenda

https://us02web.zoom.us/j/82629141213?pwd=EH0ZhxJ3kFatQEZojm8WLe1TAb5TpZ.1

Meeting ID: 826 2914 1213

Passcode: 105855

The regular meeting of the Livingston Urban Renewal Agency Committee has been scheduled for September 22, 2026 at 4:30 PM in Community Room, City/County Complex. This meeting will be facilitated by the Chair.

1. Roll Call

2. Approval of Minutes

3. New Business

   A. DOWNTOWN ENHANCEMENT GRANT APPLICATION FOR JOE WAYNE ART NEAR 115 E CALLENDER STREET

   B. DISCUSSION ABOUT PARK COUNTY LETTER OF INTEREST IN PARTNERSHIP OPPORTUNITY

4. Old Business

5. Public Comments

6. Board Comments

7. Adjournment

File Attachments for Item:

A. DOWNTOWN ENHANCEMENT GRANT APPLICATION FOR JOE WAYNE ART NEAR 115 E CALLENDER STREET

Date: September 22, 2026
To: URA Board Members
From: Jennifer Severson, Planning Director

Downtown Enhancement Grant Application

Recommendation and Summary
Staff recommends the Board approve the application for Downtown Enhancement Program Grant funding to support the installation and insurance of art created by Joe Wayne Art near 115 E Callender Street by awarding a maximum $2,798 reimbursement grant. If desired, the Board may use the following motion to approve the item:

"I move to approve a Downtown Enhancement Grant for up to $2,798 to Joe Wayne Art for the installation and insurance of public art within the downtown streetscape."

The reasons for the transmittal are as follows:
- The project complies with the grant guidelines.
- The installation of public art enhances the streetscape, supports a vibrant downtown, and reinforces Livingston's identity as an 'arts community'

Introduction and History
The URA adopted guidelines for a Downtown Enhancement Grant Program in April 2025 (Attachment B) to support implementation of the recommendations included in the Downtown Master Plan (see Attachment C). Joe Wayne Art wishes to install and insure the long-term public display of two original bronze sculptures by Livingston artist, Joe Wayne. Together, the sculptures represent an estimated $18,000 - $20,000 in original artwork by a local artist that will be available for public display and enjoyment in downtown Livingston.

Analysis
The city requires art placed within the public right-of-way to be personally insured. The cost estimates and quotes included in the application indicate the total cost to install and insure the two public art pieces for a 5-year period will be $3,730. The applicant requests a grant in the amount of $2,798 (rounded up from $2,797.50), which equals 75% of the total anticipated

cost of the project. The grant funds will be reimbursed to the applicant based on actual costs incurred for the project, and as supported by payment receipts.

Fiscal Impact
The grant request is for reimbursement of up to 75% of total project costs ($3,730), with a maximum award amount of $2,798.

Strategic Alignment
The application supports recommendations in the Downtown Master Plan and is consistent with the grant program guidelines adopted by the URA Board.

Attachments
- A: Grant Application
- B: URA Downtown Enhancement Grant Program Guidelines
- C: Downtown Master Plan Recommendations Supported by this Application

Joe Wayne Art

Downtown Enhancement Grant - Public Art Sculpture Project

Applicant: Joe Wayne Art **Email:** JoeWayneart@gmail.com **Phone:** 406-220-5806

Project Location: 115 E. Callender St., Livingston, MT 59047 **Funding:** Reimbursement

Anticipated Start: Immediately upon grant approval **Completion:** Within 30 days of grant approval

Project Description

Joe Wayne Art proposes the installation and long-term public display of two original bronze sculptures by Livingston artist Joe Wayne: **"Yellowstone Bison"** and a **Red-tailed Hawk**. Together, the works represent approximately $18,000-$20,000 in original artwork being made available for public display in downtown Livingston.

Joe Wayne Art intends to retain ownership of both sculptures while making them available for long-term public display. Any future City purchase of either sculpture would be handled separately from this grant project.

Installation and Public Benefit

The project will be coordinated with the City and installed in accordance with applicable placement, permitting, and regulatory requirements. The sidewalk placement at 115 E. Callender Street will preserve an unobstructed pedestrian travel path and comply with the understood 5-foot setback from the street.

The sculptures celebrate the wildlife, landscape, and Western character associated with Livingston and the surrounding region. They will add original, professionally created artwork to the downtown streetscape and provide a lasting visual amenity for residents and visitors.

Downtown Master Plan Linkage

The project directly supports the Downtown Master Plan's Arts and Culture category by placing original public-facing artwork in downtown Livingston. The sculptures also enhance the streetscape, reinforce Livingston's identity as an arts community, and create a durable cultural amenity rather than a temporary installation.

Artwork Value

Artwork	Estimated Value
"Yellowstone Bison"	$6,000-$8,000
Red-tailed Hawk	$12,000
Combined Artwork Value	**$18,000-$20,000**

Artwork values demonstrate the scope of Joe Wayne Art's contribution and are not included in the direct reimbursable-cost total.

Project Budget

Project Item	Amount
Yellowstone Bison casting	$700
Pedestal/base repair labor	$250
Installation materials	$100
Yellowstone Bison insurance - $268/year x 5 years	$1,340
Red-tailed Hawk insurance - $268/year x 5 years	$1,340

Total five-year insurance	**$2,680**
Total direct project/insurance costs	**$3,730**
75% reimbursement calculation	**$2,797.50**

Insurance is budgeted at $268 per year for each sculpture. Over five years, this equals $1,340 for the Yellowstone Bison and $1,340 for the Red-tailed Hawk, for total estimated five-year insurance of $2,680. Future premiums may change. Reimbursement is subject to URA approval and documented eligible actual costs.

Project Readiness

The artwork is ready for installation. Joe Wayne Art can begin promptly after grant approval and completion of required City authorization, with installation anticipated within 30 days.

Submission Attachments

Include the completed application form, this proposal and budget, photographs of both sculptures, the insurance quote, available receipts/quotes for casting, base repair and installation materials, proof of real property interest or property-owner approval, and any City-required placement or permit documentation.

Applicant signature: Joe K Wayne **Date:** 9-16-26

A. Application Form

Date: August 24, 2026

Name of Applicant: Joe Wayne Art

Email and Phone: Joan art@gmail.com | 406-220-5806

Project Location: 115 E. Callender St., Livingston, MT 59047

Direct Payment or Reimbursement: Reimbursement

Anticipated Project Start: Immediately upon grant approval

Anticipated Project Completion: Within 30 days of grant approval

Project Description (include work to be performed, duration of project life, project cost, linkage to Downtown Master Plan):

Permanent bronze wildlife sculpture installation outside Joe Wayne Art in downtown Livingston. Work includes bronze casting ($700), pedestal/base repair labor ($250), installation materials, and sculpture insurance (see attached quote). The sculpture is ready for installation and is intended as a long-term downtown improvement. The project directly advances the Downtown Master Plan's Arts and Culture goals by adding original public-facing art and enhancing the streetscape.

Attach

1. Construction bids and/or product quotes.
2. Plans or sketches showing project details.
3. Proof of Real Property Interest (Ownership, Leasehold Interest, or letter of owner approval).

I affirm that all information contained in the foregoing application to the Livingston Urban Renewal Agency's Downtown Enhancement Grant Program is true and correct.

Joe Wayne

Printed Name of Applicant

____

Signature of Authorized Agent

PROPERTY OWNER APPROVAL AND LOCATION AUTHORIZATION

Livingston Urban Renewal Agency - Downtown Enhancement Grant Program

Property Address: 115 E. Callender St., Livingston, MT 59047

To Whom It May Concern:

I am the owner of the property located at **115 E. Callender St., Livingston, Montana 59047**. I hereby give my permission and approval to **Joe Wayne Art** to use the area adjacent to this property for the installation and long-term public display of Joe Wayne's bronze sculptures, including the **Yellowstone Bison,** ~~**and Red-tailed Hawk**~~.

I understand that Joe Wayne Art intends to retain ownership of the bronze sculptures while making them available for public display as part of the Livingston Urban Renewal Agency Downtown Enhancement Grant project.

The sculptures will be installed and maintained in accordance with applicable City of Livingston requirements and approvals. Placement will be coordinated to maintain required setbacks and an unobstructed pedestrian travel path.

I support this public-art project and authorize the bronze sculptures to remain at this location for long-term public display, subject to applicable City requirements and approvals.

This letter serves as my written approval for Joe Wayne Art to use the above-described location for this public-art project and may be submitted as supporting documentation with the Downtown Enhancement Grant application.

Property Owner Name: Carl Vandermolen

Signature:

Date: 9/8/26

Permit Application Form

Property Management:

1. PROPERTY OWNER/ PERMITTEE: Dana Upton, Mark Pesa

PHONE: 406·333·2161

EMAIL: mark@livingstonmtrentals.com
Dana - info@LivingstonMTRentals.com

2. BUSINESS NAME: ______

PHYSICAL ADDRESS: ______

MAILING ADDRESS: ______

3. BRIEF DESCRIPTION OF REQUESTED PUBLIC WAY USE:

______

______

______

4. **Submittal Requirements** (all items must be submitted, or the application will be returned as incomplete):

✓ **Site Plan** depicting the size and location of all requested encroachments into the public way, as well as other existing obstructions or improvements (trash cans, street lights, signs, bike racks, etc.). This plan must show the square footage of the fenced café seating area, the fence design, and ingress and egress points. It must depict the width of the pedestrian zone to be preserved (minimum 5-foot width).

✓ **Certificate of Liability Insurance** naming the City of Livingston as 'Additional Insured'. The State of Montana must also be included on Liability Insurance for fenced café seating areas directly located on Main Street or Park Street. Insurance coverage must include $1 million per occurrence with a $2 million general aggregate. This insurance must include coverage for the fenced cafe seating area.

✓ Current City of Livingston **Business License**.

✓ Copy of a **Food Purveyor's License** or approval statement issued by the Park City-County Health Department.

PROJECT PHOTO

"Yellowstone Bison" by Joe Wayne

Proposed bronze sculpture for installation at Joe Wayne Art, 115 E. Callender St., Livingston, Montana.

Artist	Joe Wayne
Project	Permanent installation of the bronze sculpture "Yellowstone Bison"
Location	Joe Wayne Art, 115 E. Callender St., Livingston, MT 59047
Project status	Sculpture is completed and ready for installation upon grant approval.

The proposed installation will place original, public-facing bronze artwork in downtown Livingston. "Yellowstone Bison" reflects the wildlife, landscape, and Western character associated with the Livingston area and is intended as a long-term arts and streetscape enhancement for residents and visitors.

StateFarm

State Farm Fire and Casualty Compa
A stock company with home offices in Bloomington, Illinois

Business Insurance Quote

Thank you for considering State Farm® for your Business insurance needs.

Prepared for

Named Insured: JOE WAYNE ART, LLC
Policy type: Businessowners
Prepared: 07/06/2026
Submission number: 0012604123
Quote effective date: 08/24/2026
Prepared by: Daryn Hendrickson

Policy premium

Premium: $268.00
Total annual premium: $268.00

Coverages	Cov applies	Limit	Premium
Coverage B - Business Personal Property Replacement Cost	Loc 1	$1,000	$148.00
Loss of Income and Extra Expense	Per Policy	12 Months Actual Loss Sustained	
Coverage L- Business Liability-Per Occurrence		$1,000,000	$147.00
Coverage L- Business Liability-General Aggregate		$2,000,000	
Products/Completed Operations Liability-Annual Aggregate		$2,000,000	
Damage to Premises Rented to You		$300,000	
Coverage M - Medical Expenses		$5,000	

Policy deductibles

Deductible	Amount
Basic Deductible	$1,000
Equipment Breakdown	$1,000
Money and Securities	$250

Discounts and Charges

Discounts and Charges	Location	Amount
Basic Deductible	Loc 1	($11.00)

Discounts and Charges	Location	Amount
Business Experience Rating		($25.00)
Years in Business		($32.00)

Policy level premiums

Coverages	Limit (Basis)	Premium
Equipment Breakdown	Included	
Personal Property Off Premises	$15,000	

Inland marine premiums

Coverages		Limit (Basis)	Premium
Computer Property			
Computer Hardware / Software Limit		$25,000	
Loss of Income and Extra Expense Limit		$25,000	
Deductible	$500		
Fine Arts Dealer			$51.00
Note		Coverage's not requested by the customer should be left blank	
Property on Your Premises Limit		$1,000	
Property at Any One Location Away From Your Premises Limit		$19,000	
Deductible	$1,000		

Other forms and endorsements

Computer Property Form

Fine Arts Dealer Form

Other forms and endorsements

Form or Endorsement	Premium
Additional Insured - Designated Person or Organization	

Location(s)

Location: 1

Address:

115 E Callender St
Livingston, MT 59047-2613

Rating information

County: Park

Owner/occupancy: Tenant

Number of years the applicant has owned and operated the same type of insured business: 26

Is this address within city limits? Yes

Business/occupancy: Art Galleries & Dealers (including artis

Liability rating base: Per $1,000 Business Personal Property

Liability rating base amount: 1000

Construction type: Masonry

Year built: 1910

Coverages	Limit (Basis)	Premium
Accounts Receivable (On Premises)	$10,000	

Coverages	Limit (Basis)	Premium
Accounts Receivable (Off Premises)	$5,000	
Arson Reward	$5,000	
Collapse	Included	
Damage to Non-owned Buildings from Theft, Burglary or Robbery	Coverage B Limit	
Debris Removal	25% of covered loss	
Fire Department Service Charge	$2,500	
Fire Extinguisher Systems Recharge Expense	$5,000	
Forgery or Alteration	$10,000	
Glass Expenses	Included	
Increased Cost of Construction and Demolition Costs (applies only when buildings are insured on a replacement cost basis)	10%	
Money Orders and Counterfeit Money	$1,000	
Money and Securities (On Premises)	$5,000	
Money and Securities (Off Premises)	$2,000	
Newly Acquired Business Personal Property (applies only if this policy provides Coverage B - Business Personal Property)	$100,000	
Newly Acquired or Constructed Buildings (applies only if this policy provides Coverage A - Buildings)	$250,000	
Ordinance or Law - Equipment Coverage	Included	
Outdoor Property	$5,000	
Personal Effects (applies only to those premises provided Coverage B - Business Personal Property)	$2,500	
Pollutant Clean Up and Removal	$10,000	
Preservation of Property	30 Days	
Property of Others (applies only to those premises provided Coverage B - Business Personal Property)	$2,500	
Seasonal Increase - Business Personal Property	25%	
Signs	$2,500	
Valuable Papers and Records (On Premises)	$10,000	
Valuable Papers and Records (Off Premises)	$5,000	
Water Damage, Other Liquids, Powder or Molten Material Damage	Included	

This is a brief example of some of the coverages and limits that are available. It is not a contract, binder of coverage, or a recommendation of coverage. All coverages are subject to the terms and conditions contained in the policy and endorsements. This quote is based on information that may be incomplete, but is accurate to the extent of the information we have received. This quote does not include any additional charges for requested filings. If you have any questions, please contact my office.

R Dean Hendrickson Ins Agy Inc
224 W Lewis St
Livingston, MT 59047-3013

Bus: 406-222-2250
Email: dean.hendrickson.b615@statefarm.com

Livingston Urban Renewal Agency

Downtown Enhancement Grant Program Guidelines

Adopted

March 2025

TABLE OF CONTENTS

1. Background and Statement of Purpose

The 2003 Livingston Urban Renewal Plan identified policies and goals of the Urban Renewal District to help alleviate certain conditions within the District. The identified goals were organized into several topic areas including: infrastructure; transportation; community amenities and public facilities; commercial development; residential development; and other lands.

In 2024, the City of Livingston adopted a Downtown Master Plan which covers the Urban Renewal District. The Downtown Master Plan identifies improvements within the District which are categorized as:

A. Land Use, Building Form and Activation
B. Parks and Open Space
C. Streetscape and Mobility
D. Arts and Culture
E. Economic Development and Housing
F. Third-spaces (non-residential or work spaces for gathering)

2. Program Details

The Downtown Enhancements Grant Program is intended to provide a resource to encourage the implementation of the Downtown Master Plan elements in each of the categories identified above. The following provides guidance on several aspects of the program:

A. Eligible Projects

1. The Program is intended to encourage the implementation of the City's Downtown Master Plan within the Urban Renewal District. Applicants must provide a direct linkage between their project and a recommendation from the Downtown Master Plan. Funding preference shall be given to projects that can be initiated within 90 days of approval.

2. Applications must be submitted by parties with a real property interest (ownership or leasehold) in the affected property within the Urban Renewal District. Non-owners shall provide approval from owners of the subject property indicating how long the improvements shall be maintained in-place.

3. Projects must include all necessary permitting and regulatory requirements in their application.

B. Project Funding

There are two program payment options:

1. Reimbursement: The URA will reimburse the participant up to 75% of total project costs with a maximum grant amount of $25,000 per project. The URA reimbursement will be based on actual costs incurred for the project. Reimbursement shall be made after completion of project work.

2. Direct Payment: In the event a project is approved for funding, the URA will fund participants for 100% of the project costs; provided, however, the total project costs do not exceed two thousand and no/100 dollars ($2,000.00).

C. Application Process

1. Applications for funding shall include:
   a. Description of location, including address within Urban Renewal District. Please include real property interest description (ownership, l~~ or l~~ease arrangement, or written owner approval).
   b. Description of project including plans, sketches and duration of project life.
   c. Description of linkage to Downtown Master Plan recommendation.
   d. Unexpired construction bids or product quotes for all work included in the project. Indirect costs, such as the owner's time, are not reimbursable.
2. The Urban Renewal Agency Board shall review all applications from eligible projects using the established criteria.

D. Project Implementation

1. Project Timelines
   a. All projects shall be initiated within ninety (90) days of award.
   b. Reimbursement of costs shall occur after project completion and may occur over several years as agreed upon by the URA and Applicant.
2. Access to Site and Records
   a. The Urban Renewal Agency staff and consultants shall have the right to access the project location and observe the progress of work with five (5) days advance notice.
   b. Access to all project records shall be provided to the Urban Renewal Agency upon request and not more than five (5) days after written request. Project records include those related to the construction cost and timeline.

3. Supporting Documents

The Following forms and documents are to be used in the Downtown Enhancement Grant Program. Such forms and documents may be updated from time to time and the Urban Renewal Agency should be consulted to ensure that the appropriate forms are being used.

A. Application Form

Date: ______________________________

Name of Applicant: ______________________________

Email and Phone: ______________________________

Project Location: ______________________________

Direct Payment or Reimbursement: ______________________________

Anticipated Project Start: ______________________________

Anticipated Project Completion: ______________________________

Project Description (include work to be performed, duration of project life, project cost, linkage to Downtown Master Plan):

____

____

____

____

____

Attach

1. Construction bids and/or product quotes.
2. Plans or sketches showing project details.
3. Proof of Real Property Interest (Ownership, Leasehold Interest, or letter of owner approval).

I affirm that all information contained in the foregoing application to the Livingston Urban Renewal Agency's Downtown Enhancement Grant Program is true and correct.

____

Printed Name of Applicant

____

Signature of Authorized Agent

B. Project Evaluation Criteria

The following criteria shall be used in the evaluation of applications to the Downtown Enhancement Grant Program.

Criteria	Rating or Compliance (1 [low] to 5 [high])
Project Location *Projects must be located in Urban Renewal District.*	
Applicant Property Interest *Applicants must own or have an arrangement to utilize property.*	
Link to Downtown Master Plan Recommendation *Eligible Projects must tie to a recommendation in the Plan.*	
Reimbursement Amount and Percentage *The URA will reimburse the participant up to 75% of the total project costs up to $25,000.*	
Project Commencement *All projects shall be initiated within ninety (90) days of award.*	
Duration of Project Improvements *Projects with a longer duration will be scored higher.*	

C. Owner Participation Agreement

A sample Owner Participation Agreement is attached. Each project awarded funding from the Downtown Enhancement Grant Program shall be subject to such an agreement.

D. Examples of Downtown Enhancements

Outdoor Parklets

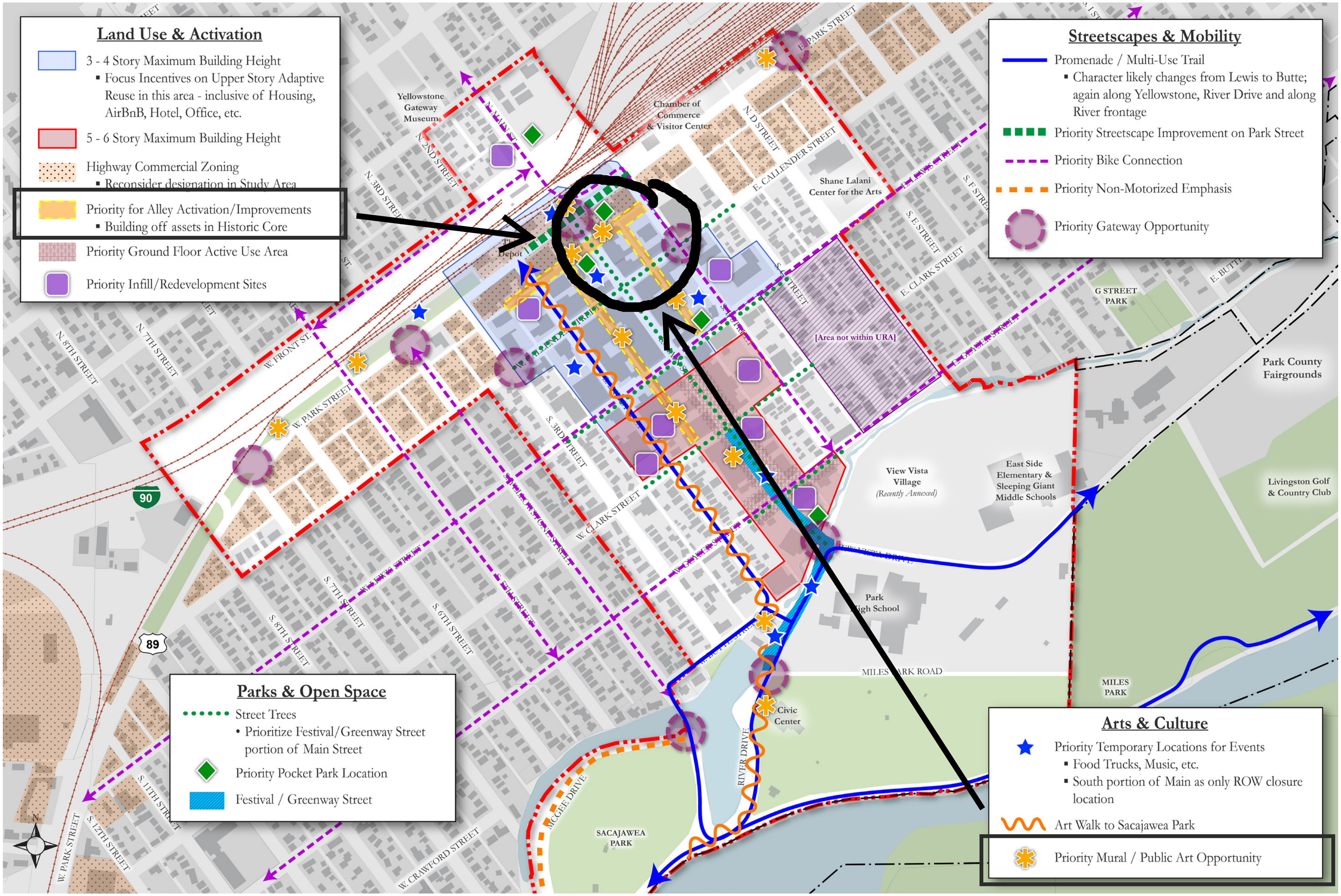
Café and outdoor seating

Temporary Events

Outdoor Murals

Use of underutilized lots as pocket parks.

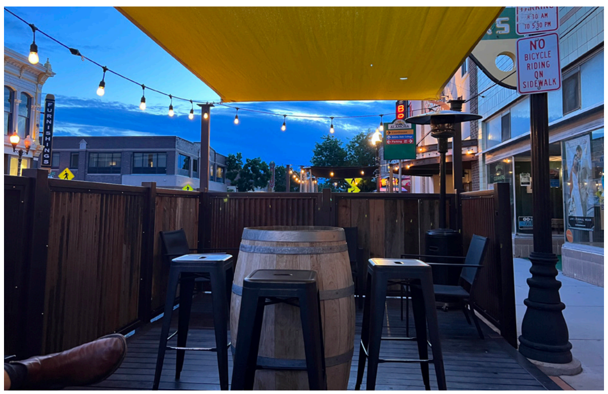
Public Amenities



Master Plan Framework Diagram [Study Area Boundary =]

Land Use, Building Form & 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.

SPATIAL ACTIVATION

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)

Arts & Culture

PUBLIC ART & STORYTELLING

AC-1. Visually connect spaces within the Downtown to the City's river, railroad, natural, and cultural 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 and Heritage Tourism 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.

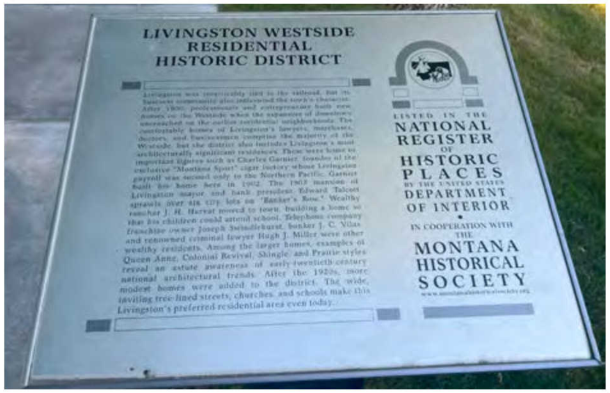
AC-4. Seek additional opportunities to expand the Mural Program on blank facades within the Downtown. (See Master Plan Framework Diagram)

- 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.

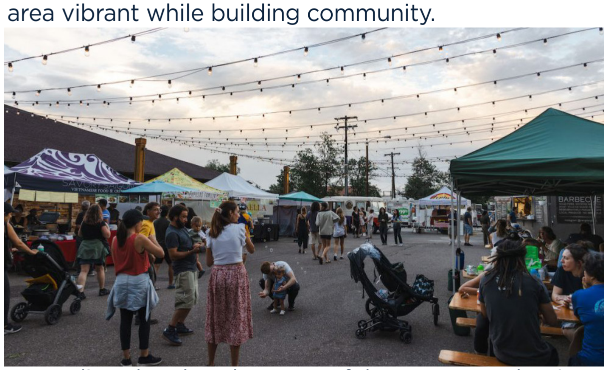
Blackfoot Pathways: Sculpture in the Wild installation at Tippet Rise Art Center in Lincoln, MT

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 and entrepreneurs.

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

File Attachments for Item:

B. DISCUSSION ABOUT PARK COUNTY LETTER OF INTEREST IN PARTNERSHIP OPPORTUNITY

Date: September 22, 2026
To: URA Board Members
From: Jennifer Severson, Planning Director

Discussion about Park County Letter of Interest in Partnership Opportunity

Introduction and History

On September 1, 2026, the Park County Commissioners submitted a letter (see attached) to City Manager Grant Gager and the URA Board Members proposing a partnership opportunity to support County Facilities and Downtown Redevelopment. The letter expressed interest in exploring a partnership between Park County and the City/ the URA to address the County's long-term facility needs while advancing strategic goals identified in the City's Downtown Master Plan (attached).

Analysis

Park County would like to explore the following general structure for a partnership with the City and URA Board:

1. The URA would acquire the former Enterprise building on Main Street at its current listed value.
2. The County would acquire the Enterprise building from the URA through an exchange of County property and other agreed-upon consideration.
3. Park County would transfer ownership of 222 South B Street to the City of Livingston/URA, allowing the property to be incorporated into a broader downtown parking or redevelopment strategy.
4. The parties would establish the appropriate value for the Enterprise property and 222 South B Street through an appraisal or another mutually acceptable valuation process.
5. Based on the County's current estimate of approximately $1.2 million for 222 South

B Street, and assuming the Enterprise building is purchased at its listed value, there would be approximately $1 million in additional value to be addressed through the overall partnership arrangement.

This proposal would provide an opportunity for Park County, the City of Livingston, and the URA to accomplish several objectives simultaneously.

For Park County, relocating into the former Enterprise building would provide a more appropriate facility for County operations and allow the County to consolidate its resources into a building better suited to its long-term needs.

For the City and URA, acquiring 222 South B Street would provide control of a strategically located downtown property that could potentially be used to address parking needs or assembled with surrounding properties for a larger redevelopment opportunity.

Most importantly, the proposal would help address the problem of empty and underutilized buildings in the downtown area. Rather than having public properties remain underutilized, the two governments could work together to put these properties back into productive use and create opportunities for additional private investment.

Fiscal Impact

The County is seeking gap funding from the URA equal to the difference in value between the NW Energy Property on B Street and the Enterprise Building. Per the attached letter from the Park County Commissioners, that amount may be $1 million or greater. Total funding request To Be Determined.

NO BOARD ACTION IS REQUESTED AT THIS TIME.

Attachments

- A: Letter from Park County Commissioners dated September 1, 2026
- B: Livingston Downtown Master Plan
- C: Downtown TIF District Strategy Memo dated July 23, 2024

PARK COUNTY MONTANA

PUBLIC WORKS DEPARTMENT

September 1, 2026

To:
Livingston Urban Renewal Agency
City of Livingston
Mr. Gager, City Manager

From:
Park County Commission

Re: Partnership Opportunity for County Facilities and Downtown Redevelopment

Dear Mr. Gager and Members of the Urban Renewal Agency,

Park County is interested in exploring a partnership with the City of Livingston and the Livingston Urban Renewal Agency (URA) that would address the County's long-term facility needs while advancing the strategic goals identified in the City's Downtown Master Plan.

Park County has been evaluating options for relocating County operations into a facility that is better suited to our current and future needs. The former Enterprise building on Main Street presents an opportunity to accomplish that goal while simultaneously bringing an underutilized property in the downtown area back into productive use.

At the same time, Park County currently owns the former Northwestern Energy building at **222 South B Street**. The County estimates the current value of this property at approximately **$1.2 million**. While the building has served the County, we believe that its location and potential may make it better suited for future redevelopment, additional downtown parking, or another use consistent with the City's long-term planning objectives.

Proposed Partnership

Park County would like to explore the following general structure:

1. **The URA would acquire the former Enterprise building on Main Street** at its current listed value.
2. **The County would acquire the Enterprise building from the URA** through an exchange of County property and other agreed-upon consideration.

3. **Park County would transfer ownership of 222 South B Street to the City of Livingston/URA**, allowing the property to be incorporated into a broader downtown parking or redevelopment strategy.
4. The parties would establish the appropriate value for the Enterprise property and 222 South B Street through an appraisal or another mutually acceptable valuation process.
5. Based on the County's current estimate of approximately **$1.2 million for 222 South B Street**, and assuming the Enterprise building is purchased at its listed value, there would be approximately **$1 million in additional value to be addressed** through the overall partnership arrangement.

Potential ARPA Funding

Park County also has approximately **$100,000 in remaining American Rescue Plan Act (ARPA) funds** that could potentially be applied toward the property acquisition. If the parties are able to develop an agreement and complete the project **before the end of calendar year 2026**, the County would be interested in utilizing these funds as part of the overall acquisition strategy, subject to applicable ARPA requirements and County approval.

The availability of these funds provides an opportunity to reduce the immediate funding gap associated with the property acquisition while allowing the parties to move forward with a project that provides long-term public benefit.

The County believes that the remaining difference in property values should not necessarily be viewed solely as a cash obligation. Rather, it could be addressed through the **future economic and tax benefits created by redevelopment of 222 South B Street**, combined with the significant tax revenue the County has forgone as a result of properties being incorporated into the Livingston TIF district.

County Tax Revenue Captured by the Livingston TIF Increment

Since 2020, the County has seen substantial growth in the taxable value captured within the Livingston TIF increment. This represents tax revenue that would otherwise have flowed to the County and other taxing jurisdictions if those properties had remained outside the TIF increment.

Year	Incremental Taxable Value	County Taxes Captured by TIF Increment
2020	$632,264	$71,737
2021	—	—
2022	$1,028,796	$106,212
2023	$2,035,649	$169,497
2024	$2,089,158	$184,191
2025	$2,260,505	$220,454

2021 figures were not included because they had not been verified in the prior analysis. County tax figures represent the estimated County share of taxes captured by the TIF increment, rather than a literal loss of revenue.

The 2025 figure alone represents approximately **$220,000 in annual County tax revenue associated with the TIF increment**. This illustrates the significant economic activity and taxable value that can be created through successful redevelopment projects in the downtown area.

Park County believes that the potential redevelopment of 222 South B Street provides an opportunity to create additional taxable value and economic activity that could benefit the community and help address the difference in value between the two properties.

A Partnership with Benefits for Both Governments

This proposal would provide an opportunity for Park County, the City of Livingston, and the URA to accomplish several objectives simultaneously.

For **Park County**, relocating into the former Enterprise building would provide a more appropriate facility for County operations and allow the County to consolidate its resources into a building better suited to its long-term needs.

For the **City and URA**, acquiring 222 South B Street would provide control of a strategically located downtown property that could potentially be used to address parking needs or assembled with surrounding properties for a larger redevelopment opportunity.

Most importantly, the proposal would help address the problem of **empty and underutilized buildings in the downtown area**. Rather than having public properties remain underutilized, the two governments could work together to put these properties back into productive use and create opportunities for additional private investment.

This approach is also consistent with the broader objectives of the Downtown Master Plan, including encouraging redevelopment, improving the use of existing downtown properties, strengthening the downtown core, and increasing the economic activity and tax base generated within the community.

Park County recognizes that there are numerous details that would need to be addressed, including property appraisals, financing, legal structure, ARPA eligibility, timing, and the appropriate mechanism for recognizing the difference in property values. We are not proposing that these details be resolved at this stage. Rather, we would like to begin a conversation about whether the City, URA, and County can develop a mutually beneficial structure to accomplish these objectives.

Given the potential availability of the County's **$100,000 in ARPA funding through the end of 2026**, we believe there is value in beginning these discussions promptly to determine whether an agreement can be reached within the available timeframe.

We believe there is a unique opportunity for the County and City to work together on a project that would improve government facilities, eliminate underutilized public buildings, create a significant downtown redevelopment opportunity, and increase the long-term economic vitality of Livingston.

Park County would welcome the opportunity to meet with you and the URA to discuss this proposal in greater detail and determine whether there is a path forward that benefits both organizations and the community as a whole.

Sincerely,

Park County Commission
Park County, Montana

Livingston
Downtown Master Plan

ADOPTED - September 3, 2024

LIVINGSTON
MONTANA

Acknowledgments

CITY COMMISSION

Karrie Kahle, **Chair**

Melissa Nootz, **Vice-Chair**

Torrey Lyons, **Commissioner**

Quentin Schwarz, **Commissioner**

James Willich, **Commissioner**

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Rick VanAken, **Vice-Chair**

Julie Evans, **Citizen**

Lisa Garcia, **Citizen**

Quentin Schwarz, **City Commissioner**

Kevin Stewart, **Citizen**

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.

CITY OF LIVINGSTON KEY CONTRIBUTING STAFF

Grant Gager, **City Manager**

Jennifer Severson, **Planning Director**

Shannon Holmes, **Public Works Director**

Jim Woodhull, **Building Director**

Thomas Carter, **Planning Intern**

CONSULTANT TEAM

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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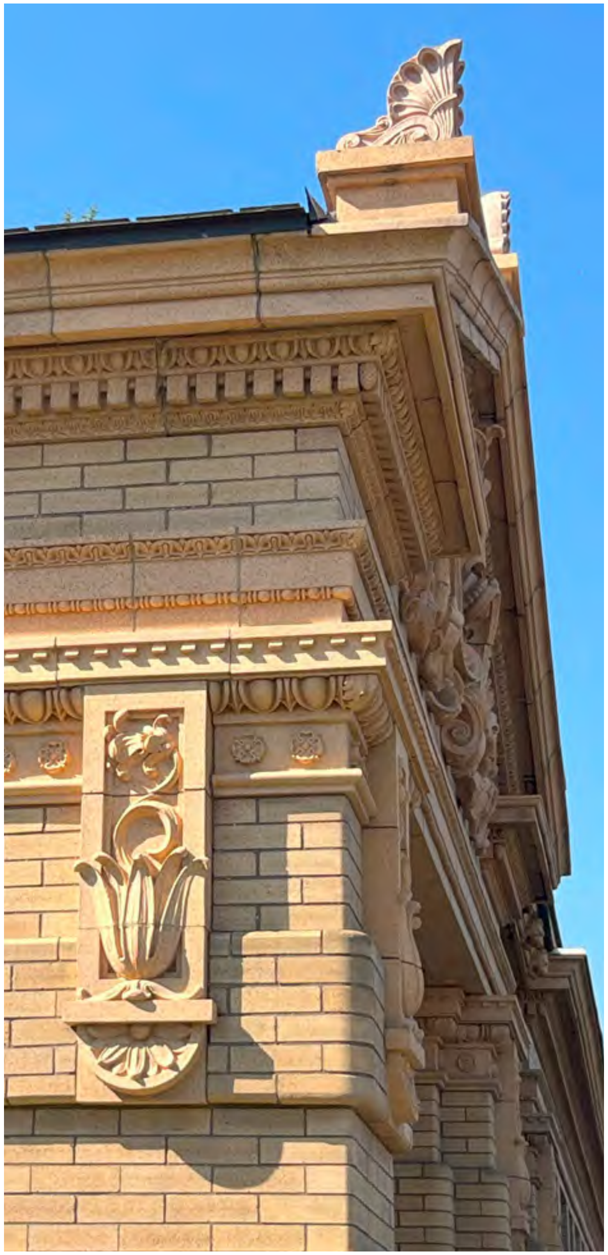


Topics In this Chapter:

- 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. Beyond its rich history, Livingston sets itself apart as a hub for outdoor activities, the arts, and active recreation.

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).

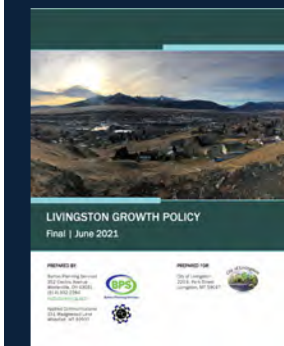
Past studies in this area, including, but not limited to, previous streetscape improvement plans and explorations, as well as the 2022 Trails and Active Transportation Plan, have served as important inputs into the development of this Plan's final recommendations.

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 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

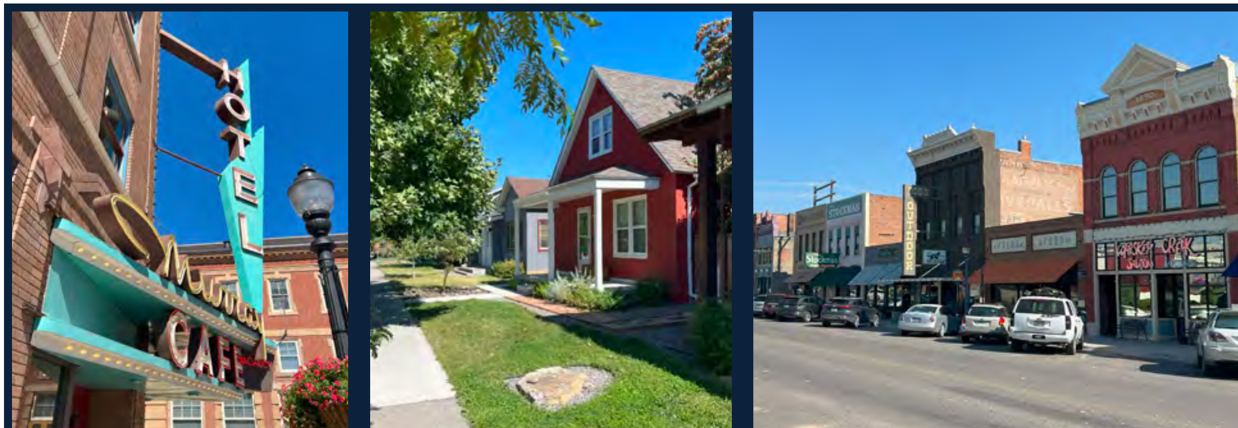
Studying the types of businesses and industries that comprise those statistics, the findings reflected the following:

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)

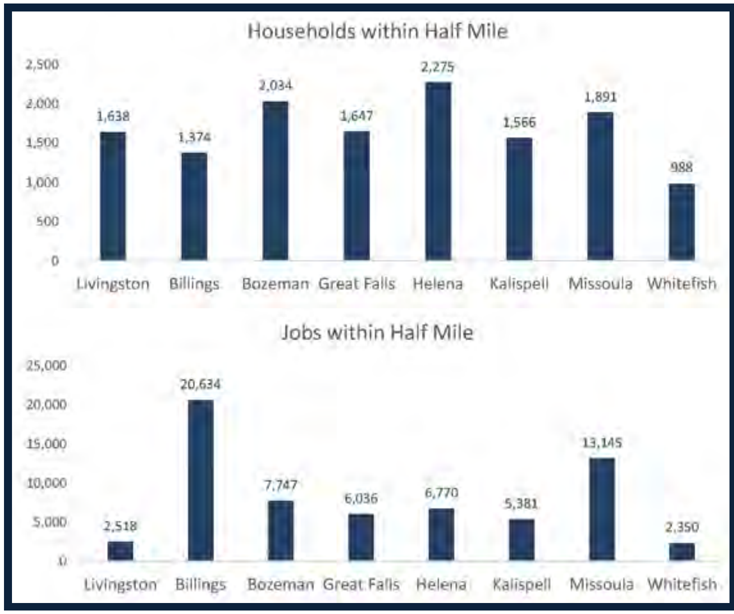


The Study Area is comprised of a robust mix of uses, including hospitality, residential, and commercial.

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.



1/2-Mile Radius from Downtown Livingston Commercial Core / Study Area Boundary

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

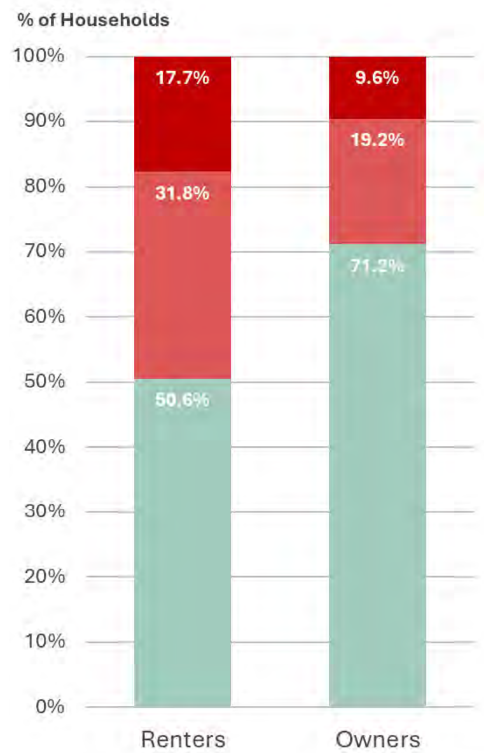
The population and housing stock in Livingston has been growing at a steady rate for the past 10-15 years. However, the cost and composition of the housing stock in Livingston has started to shift. The City attracted a greater share of new for-sale housing in the past decade, as for-rental housing has 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

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
Total	**100.0%**	**425**	**425**	**850**	**85**

[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), and a Preliminary Visioning Survey.

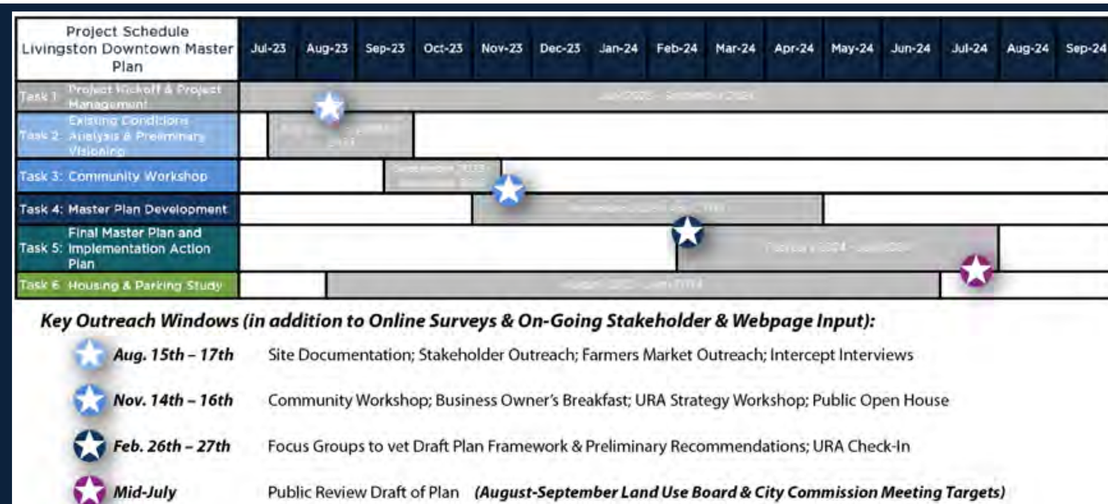
An emphasis of the process was to ensure that the vision, and the resulting Plan, were truly reflective of the Livingston community. In order to meet this charge, efforts were made to reach a diverse set of stakeholders, including both the local community, as well as Park County residents and visitors 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



Project Timeline & Major Milestones

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).

Locals' "One-Word Vision" responses [most frequent responses shown in larger, bolder typeface]

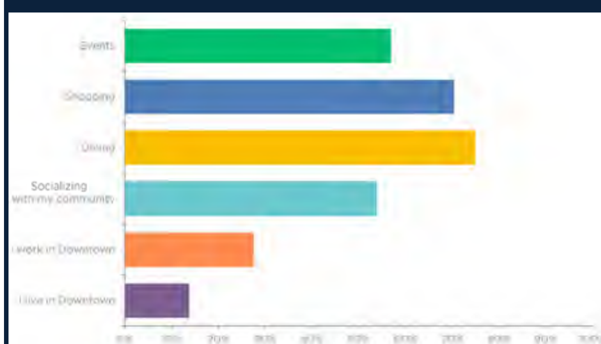
Locals' "One-Word Vision" responses [most frequent responses shown in larger, bolder typeface]

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.

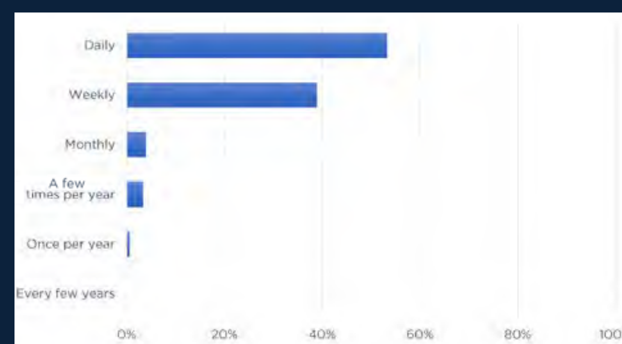
Of those who participated, 77% identified as Livingston residents, 15% identified as a resident of a surrounding community in Park County, and 8% identified as a visitor to the Downtown from outside Park County. About 1/3rd of participants indicated that they live and/or work in the Downtown.

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.

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.

Sampling of Consistent Themes from Preliminary Visioning's "One Thing to Improve" Responses

Visioning & Public Engagement

Community Workshop / Charrette Presentation

Community Workshop / Charrette Small Group Participants

Community Workshop / Charrette Presentation

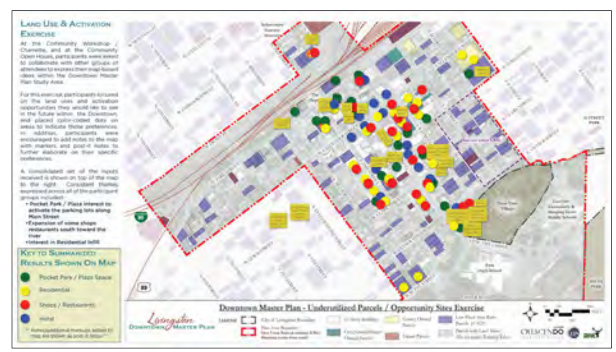
COMMUNITY WORKSHOP / CHARRETTE

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).



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

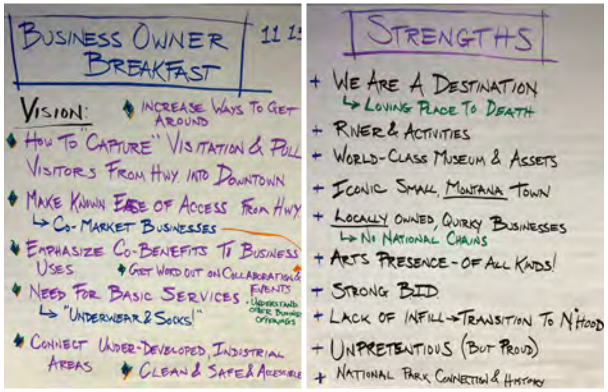
URA STRATEGY WORKSHOP

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 Attendees

Public Open House Attendees

Opportunity Sites Analysis from Public Open House

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.

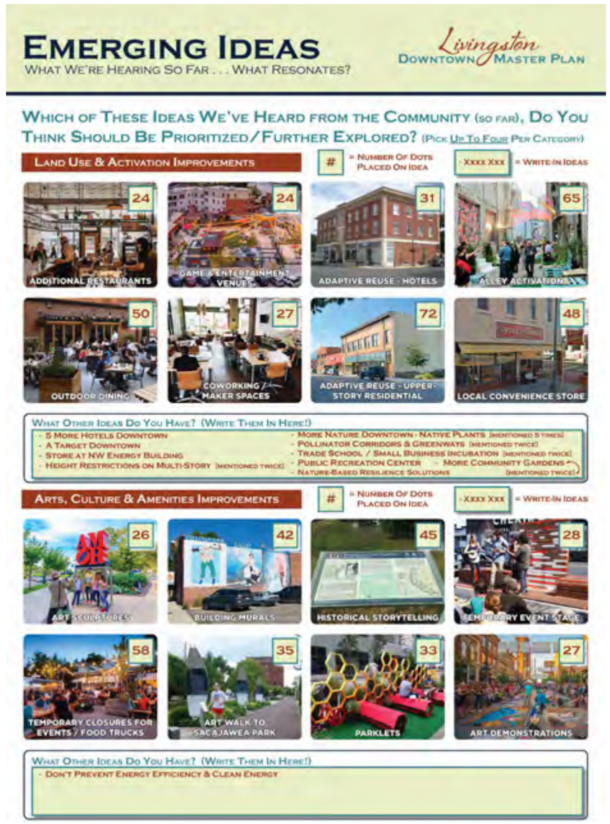
Visioning & Public Engagement

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.

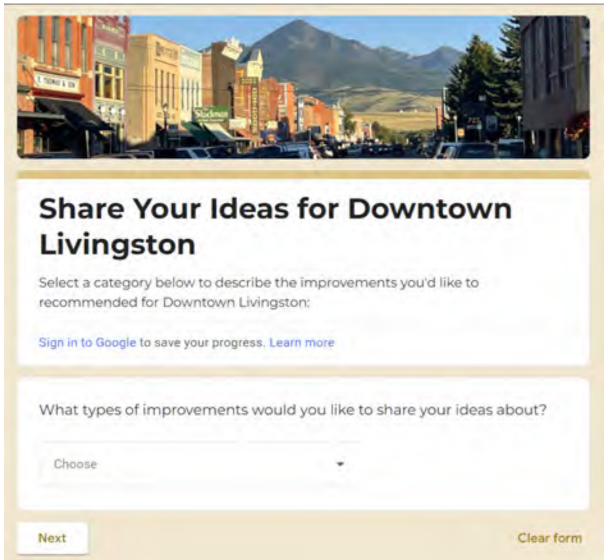


Emerging Ideas Survey Results

Emerging Ideas Survey Results

Visioning & Public Engagement

"SHARE YOUR IDEAS" INTERFACE



Screenshot of "Share Your Ideas" Interface widget

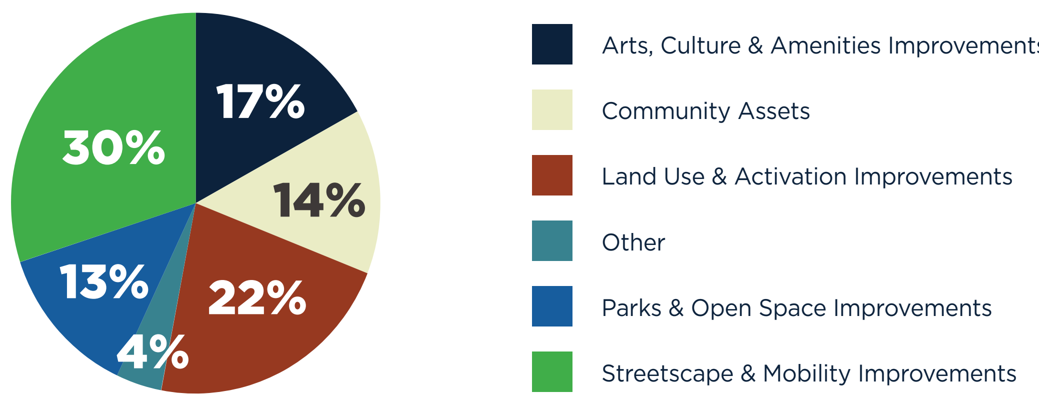
One community-driven engagement method that provided great insight throughout the process was an online "Share Your Ideas" interface, where community members could contribute their ideas for the Downtown 24 hours per day, and 7 days per week. The desire for an "all hours" engagement interface was an 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



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

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.

Vision Themes

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, the Yellowstone River & strengthen the gateway relationship to the National Park, with an emphasis on Heritage Tourism.

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 the Downtown as a critical "Third Place" for the community

- Celebrate Livingston's unique history, character & local culture by making the Downtown the community's gathering place, and the place visted most by community members after their home ("first place") and work ("second place") .


MRL 61022

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.

NOTE: For each of the recommendations that follow, the City will need to coordinate and adhere with state and federal standards for on-system routes - a category of roads that are updated annually by the Montana Department of Transportation (MDT).

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

PARKS & OPEN SPACE

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

ARTS & CULTURE

- Public Art & Storytelling
- Events & Amenities

ECONOMIC DEVELOPMENT & HOUSING

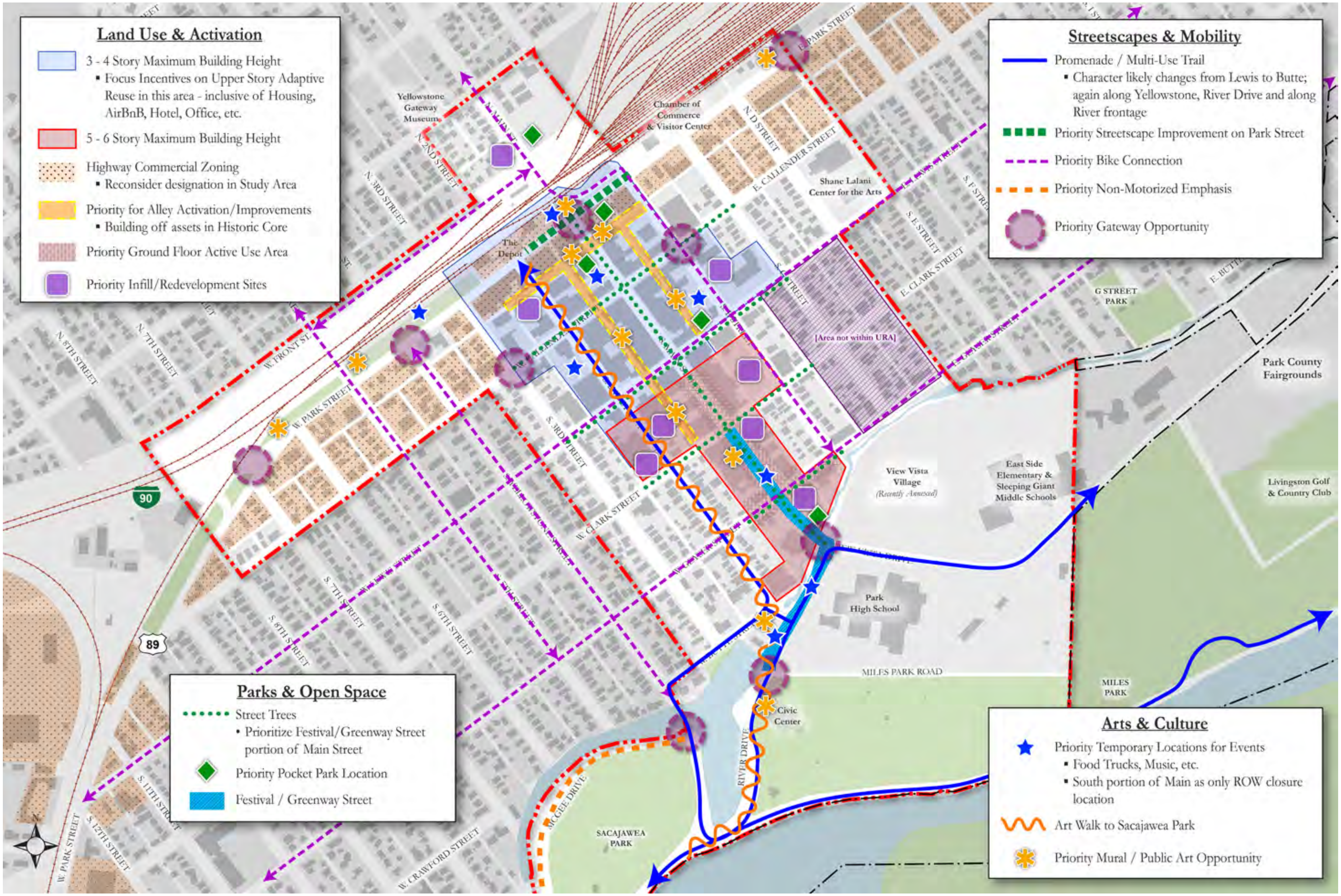
- Economic Development
- Housing

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 withing the CBD Zone District that sets back at upper stories, to respect adjacent structures and maintain view corridors, especially along Main Street.

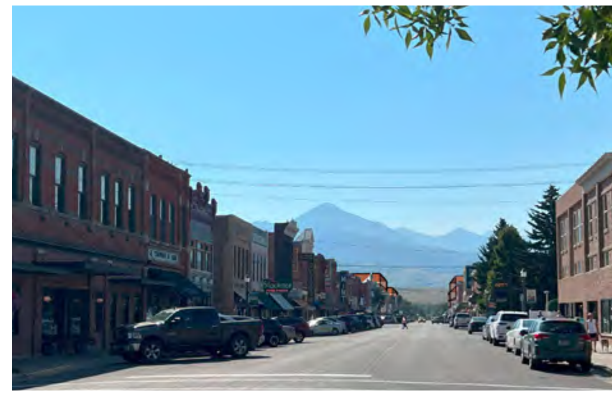
BUILDING FORM

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.

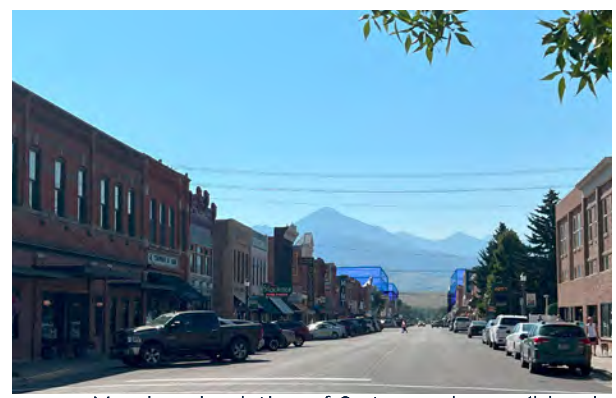
(See Master Plan Framework Diagram)

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)

- Explore forms of housing such as Live-Work units to serve a local trades workforce.

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.

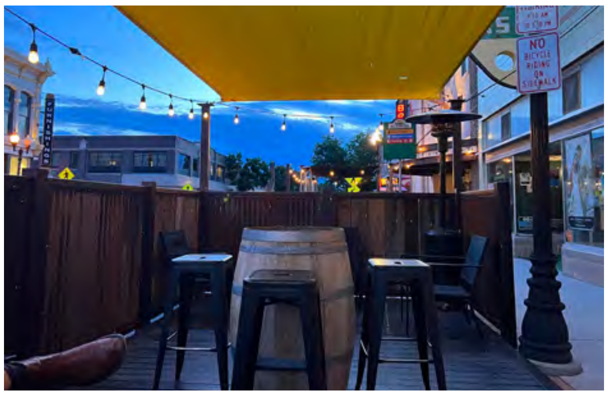
Public Restroom example in Steamboat Springs, CO.

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


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.

SPATIAL ACTIVATION

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 circles 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 a with 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)

2. Master Plan Framework

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.

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

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.

Parks & Open Space

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 river, railroad, natural, and cultural 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 and Heritage Tourism 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.

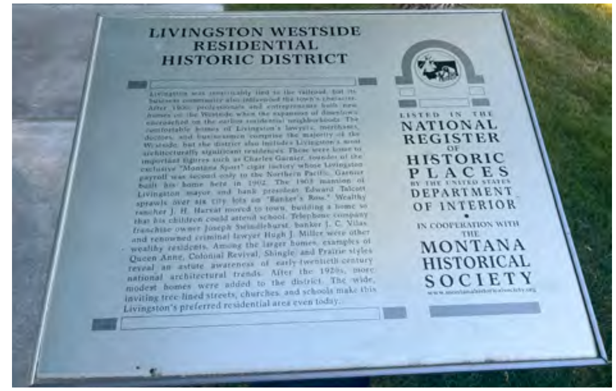
AC-4. Seek additional opportunities to expand the Mural Program on blank facades within the Downtown. (See Master Plan Framework Diagram)

- 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 and entrepreneurs.

- 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, promote the entrepreneurial community, 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 - with a focus on enhancing affordability - 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 and/or appropriately scaled Live-Work units 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 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.

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.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STONE

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.

A RECOMMENDATION ON DOWNTOWN MASTER PLAN UPDATES

While this Downtown Master Plan is intended to provide guidance to the City on implementing the community's 20-year vision for the Downtown, there are - as always - unanticipated opportunities and challenges that will arise in the next two decades. Therefore, in an effort to extend the shelf life of this Downtown Master Plan document, it is recommended that the City assess its progress toward implementation at a regular interval (2-5 years). At that time, the City should consider making **responsive, strategic updates** to the Plan to optimize its ability to implement the community's vision, rather than invest the time and resources in a wholly new Plan.

Regulatory Tools

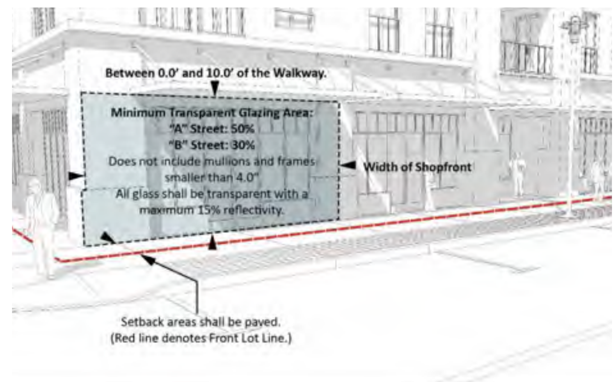
The introduction of, or refinement to, regulatory tools in the Downtown is an implementation action item that often provides less immediate physical change than a more catalytic project investment, but its impact can be wider-reaching and more comprehensive.

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.

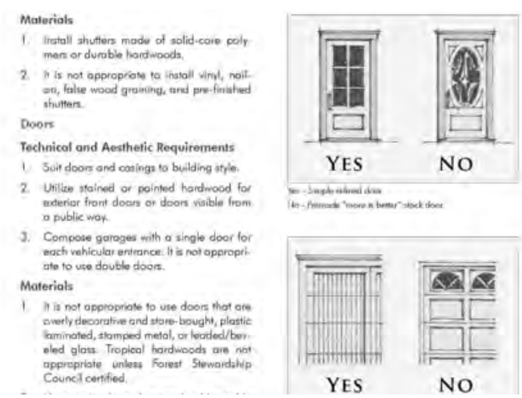
SHORT-TERM ACTIONS (1-2 YRS)

- **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.



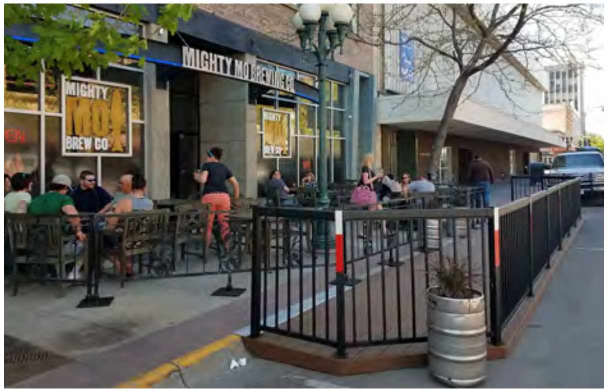
Example of Downtown Form-based Code Requirements



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

Regulatory Tools


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.

- **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 Downtown's greatest need, as stated by the community in this process, was 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)

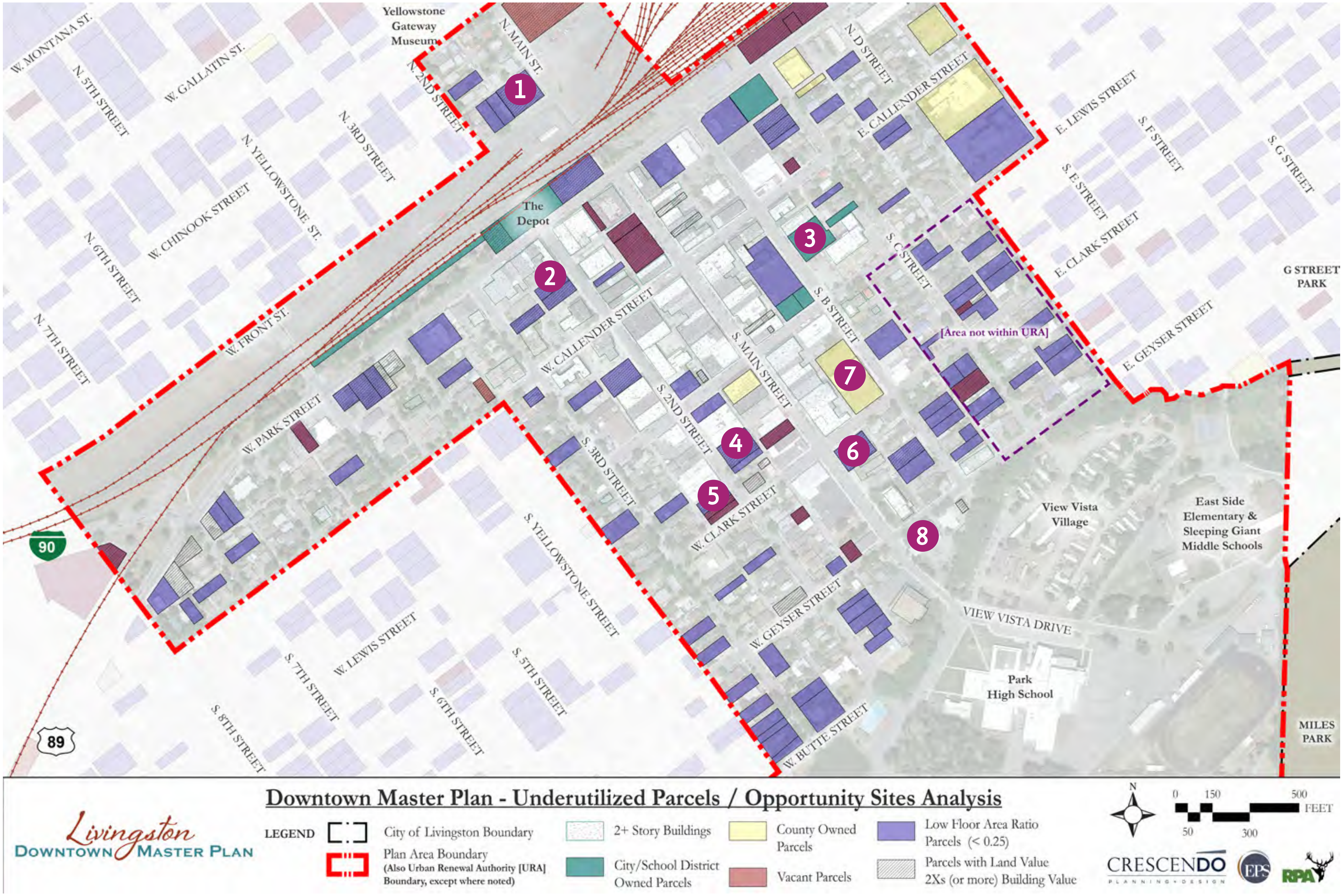
- **Explore incentives, such as the use of TIF, other public funding, expedited review, or waived/reduced development fees to mitigate gaps in vision-aligned development concepts.**

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



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

3. Implementation Action Plan

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 optionwas 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 townhouses, 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)

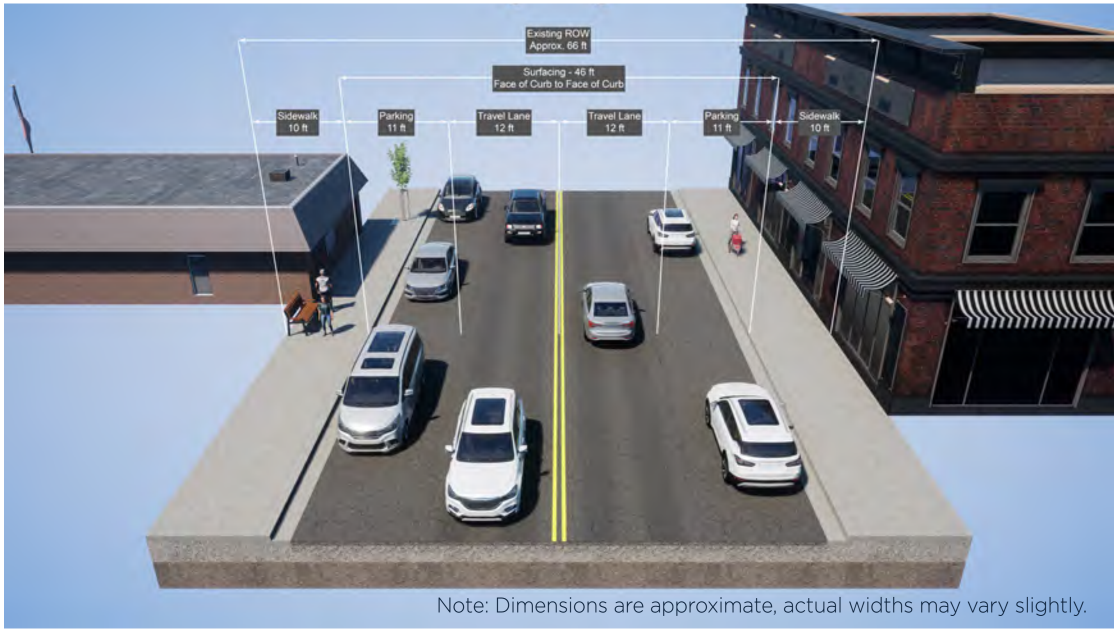
- **Pilot the 2nd Street Promenade along the existing streetscape, with lower cost means of implementation, and during the summer months, when maintenance needs of the streetscape are lessened.**
  - * Prioritize short-term implementation of the 2nd Street Promenade concept from Callender Street to Butte 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.).

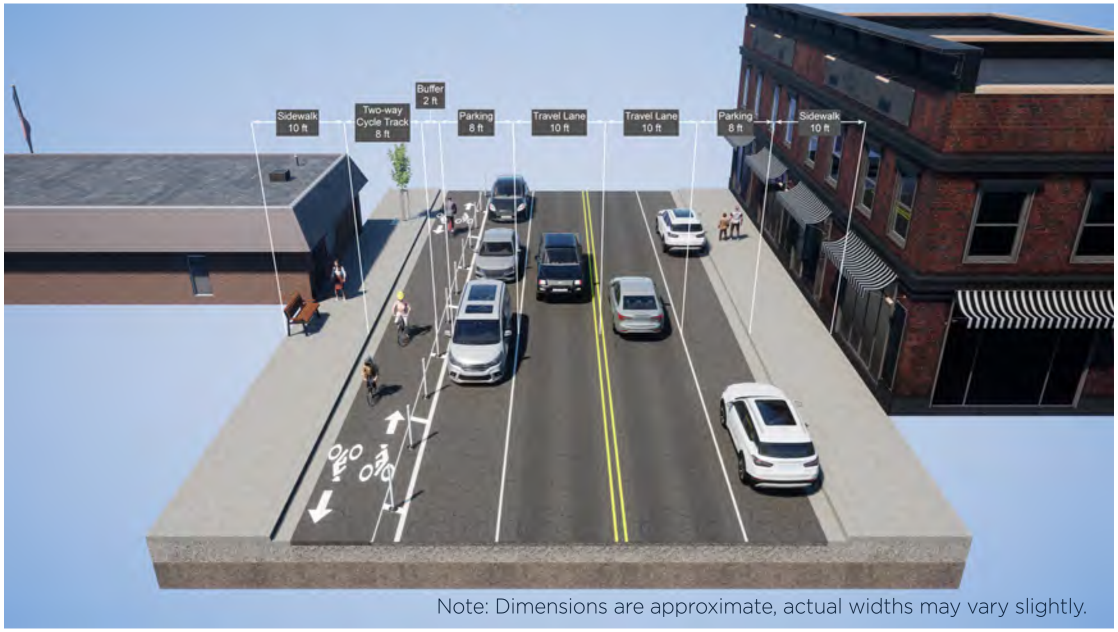
MISSOULA GARDENWALK NEIGHBORWAYS PILOT PROJECT

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.

Recommended Scope of Pilot Project



Existing Configuration on 2nd Street (Looking South)



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

Streetscape Improvements - 2nd Street Promenade

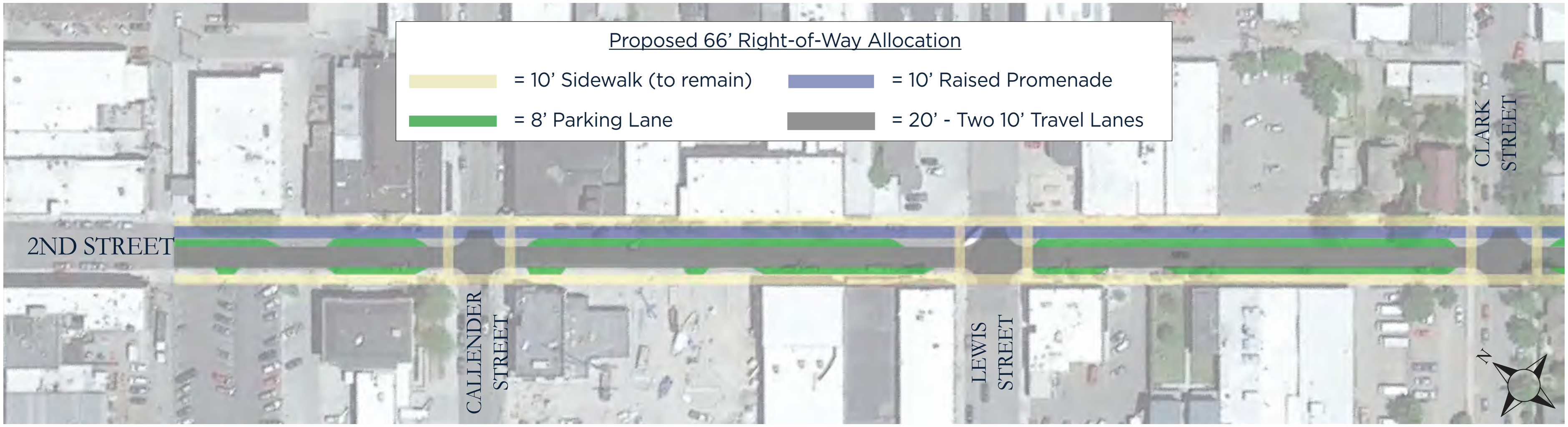


Diagram of Proposed 2nd Street Right-of-Way Allocation in 66' Right-of-Way Section

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 (Looking North)

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)

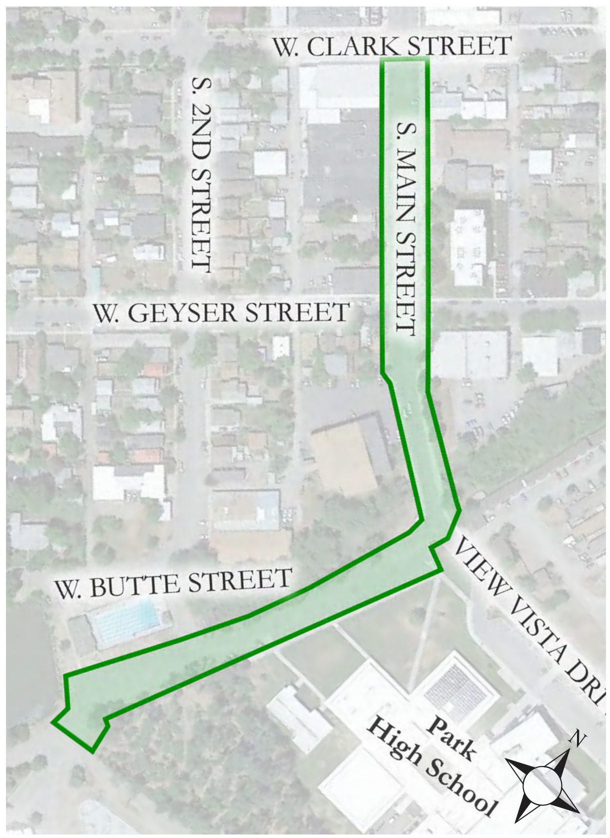
- **Allow this portion of streetscape to be more easily closeable for events and enhance the streetscape with low-cost seasonal planters, public art, temporary lighting, parklets, etc.**

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)

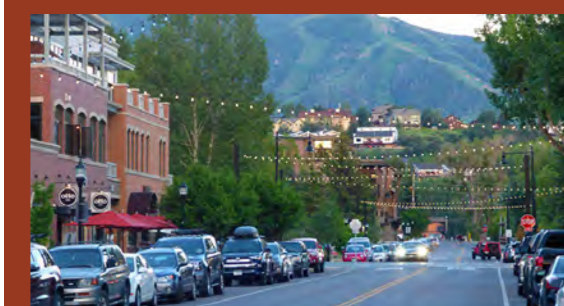
- **Secure funding to realize the Festival/Greenway Street as a permanent streetscape improvement with enhanced amenities (noted at right).**



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 manuver 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.



Conceptual Rendering of a portion of the Festival / Greenway Street (Looking North)

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.

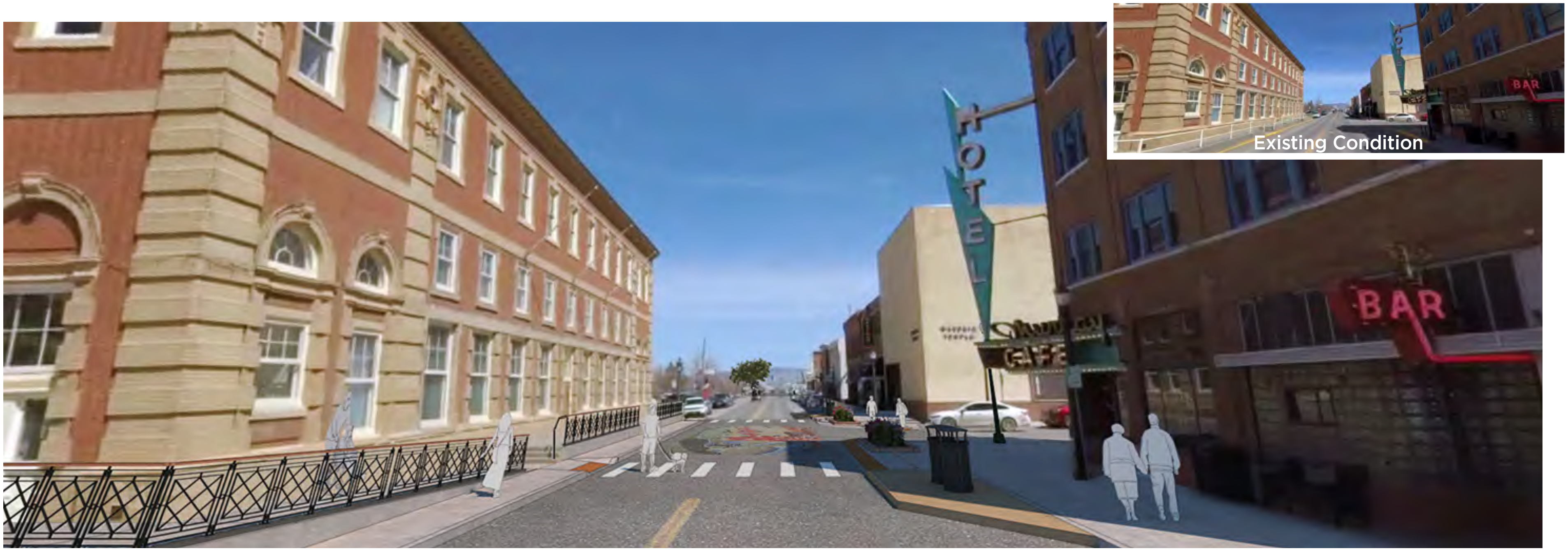
MEDIUM-TERM ACTIONS (2-5 YRS)

- **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 (Looking East)

Conceptual Rendering of Potential Park Street Improvements (Looking West)

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. Enhanced wayfinding is an excellent way for the City to capitalize on its tremendous Heritage Tourism potential. 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.

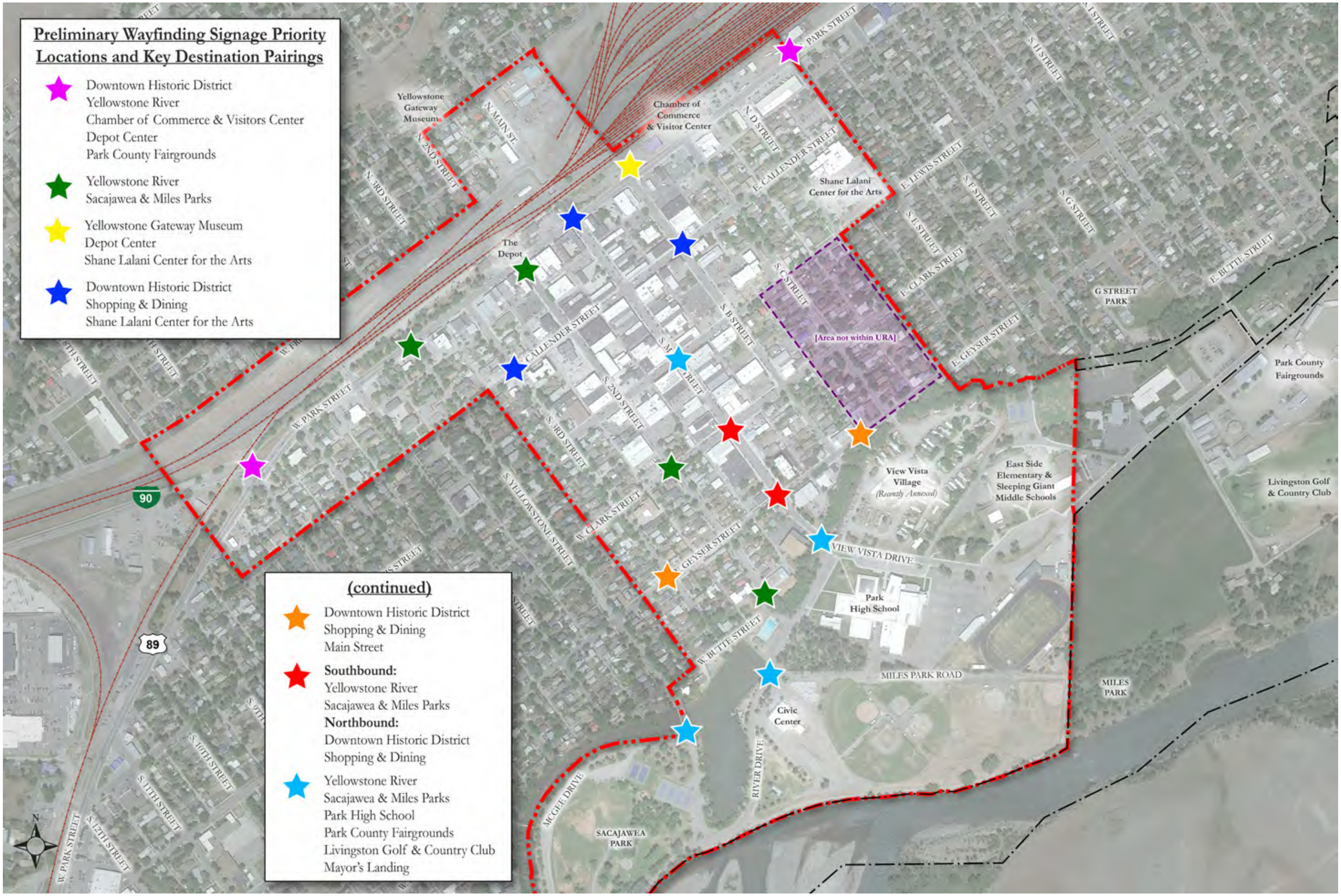


Diagram of Preliminary Wayfinding Signage Priority Locations and Key Destination Pairings

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.

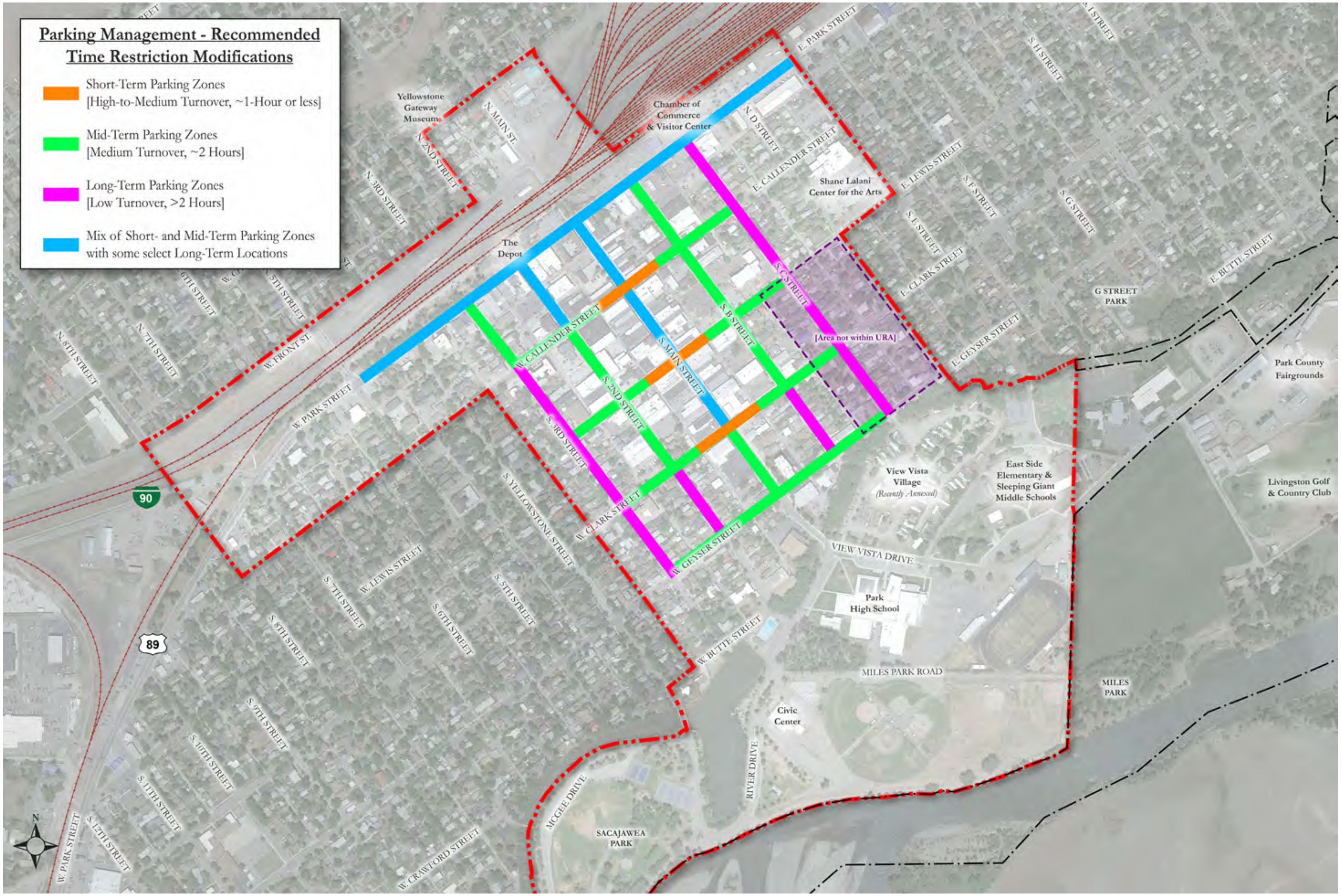


Diagram of Recommended Time Restriction Modifications

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.

NOTE: For each of the recommendations that follow, the City will need to coordinate and adhere with state and federal standards for on-system routes - a category of roads that are updated annually by the Montana Department of Transportation (MDT).

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
Regulatory Changes & Incentives					
Update Zoning Code to clarify desired building heights and density in the Downtown Study Area	Short-Term [1-2 Years]	• Ch. 2 Land Use, Building Form & Activation; Streetscapes & Mobility – Parking • Ch. 3 Regulatory Tools & Priority Infill/ Redevelopment Sites	Potential Champions: LBID; Chamber of Commerce; LDBOBA; Park County Housing Coalition Key Partners: LU Board; City Commission; HPC	• City Budget (include in Zoning Code Update, if possible)	$
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]				$
Overall Downtown Activation & Amenitization					
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]	• Ch. 2 Land Use, Building Form & Activation – Use-Based & Spatial Activation; Parks & Open Space; Arts & Culture; Economic Development • Ch. 3 Regulatory Tools; 2nd Street Promenade; Festival / Greenway Street	Potential Champions: LBID; Chamber of Commerce; LDBOBA; PCEC Key Partners: URA; LU Board; City Commission; HPC; Local Art Community	• City Budget (include in Zoning Code Update, if possible) • URA TIF Investment • Capital Improvements Project (CIP) Investment	$
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
Overall Downtown Activation & Amenitization (continued)					
Work with the URA to invest in desired activation and amenities	Short-Term [1-2 Years]	• Ch. 2 Land Use, Building Form & Activation – Use-Based & Spatial Activation; Parks & Open Space; Arts & Culture; Economic Development • Ch. 3 Regulatory Tools; 2nd Street Promenade; Festival / Greenway Street	Potential Champions: LBID; Chamber of Commerce; LDBOBA; PCEC Key Partners: URA; LU Board; City Commission; HPC; Local Art Community	• URA TIF Investment • Capital Improvements Project (CIP) Investment • Montana Main Street (MMS) Program Infrastructure & Planning Grants & Loans	$$$
Work with tenants, landlords, and property owners to encourage Seasonal Use Agreements for retail spaces to maximize ground floor active uses and cultivate the desired mix of uses	Medium-Term [3-5 Years]				$$-$$$
Find opportunities to implement pocket parks and add green space within the Downtown Study Area					
Expand the presence of public art in the Downtown					
Explore property acquisition (possibly by City and/or URA) to catalyze development of desired activation and amenities	Long-Term [5-10 Years]				$$$$
Connectivity & Mobility Improvements					
Pursue low-cost traffic calming measures as pilot projects to gauge community's response to longer-term improvements	Short-Term [1-2 Years]	• Ch. 2 Streetscapes & Mobility • Ch. 3 2nd Street Promenade; Park Street Improvements	Potential Champions: LBID; Chamber of Commerce; LDBOBA; PCEC Key Partners: MDT; Public Works; Railroad	• City Budget • URA TIF Investment • Capital Improvements Project (CIP) Investment • USDOT Railroad Crossing Elimination Grant Program	$
Perform a Bicycle & Pedestrian Safety Evaluation every two years for the Downtown Study Area					$
Implement Bike Boulevard enhancements on Priority Bike Connection corridors, and respond to Safety Evaluation outcomes	Medium-Term [3-5 Years]				$$
Explore higher ease-of-use enhancements to rail crossings	Long-Term [5-10 Years]				$$$-$$$$

3. Implementation Action Plan

Implementation Matrix

<table>
<tr><th>KEY SCOPE ELEMENTS OF IMPLEMENTATION EFFORT</th><th>TIMEFRAME</th><th>APPLICABLE MASTER PLAN SECTION(S)</th><th>POTENTIAL CHAMPIONS/ KEY PARTNERS</th><th>POTENTIAL FUNDING SOURCES</th><th>ORDER OF MAGNITUDE COST</th></tr>
<tr><td colspan="6">Priority Infill / Redevelopment</td></tr>
<tr><td>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</td><td>Short-Term [1-2 Years]</td><td rowspan="2">• Ch. 2 Land Use, Building Form & Activation – Building Height & Massing and Use-Based Activation; Housing
• Ch. 3 Priority Infill / Redevelopment Sites; Housing Development</td><td rowspan="2">Key Partners: URA; LU Board; City Commission; HPC; Park County Housing Coalition</td><td rowspan="2">• URA TIF Investment
• Montana's CDBG Public and Community Facilities Grants, Affordable Housing Development & Rehabilitation Grants, and Housing Stabilization Program (HSP) Grants
• Montana Housing Multifamily Loan Program, Conduit Bond Program, and Housing Montana Fund
• Home Investment Partnerships Program (HOME) Program federal block grants</td><td>$</td></tr>
<tr><td>Revisit progress made toward vision-aligned uses developing in the Downtown, and explore alternative strategies to implementation, if necessary</td><td>Long-Term [5-10 Years]</td><td>$-$$</td></tr>
<tr><td colspan="6">Streetscape Improvements</td></tr>
<tr><td>Pilot the 2nd Street Promenade concept by implementing a cycle track configuration during the summer months and track usage using temporary materials</td><td rowspan="3">Short-Term [1-2 Years]</td><td rowspan="3">• Ch. 2 Streetscapes & Mobility; Parks & Open Space; Arts & Culture
• Ch. 3 2nd Street Promenade; Festival/ Greenway Street; Park Street Improvements</td><td rowspan="3">Potential Champions: URA; LU Board; City Commission; LBID; Chamber of Commerce; LDBOBA; PCEC; The Depot Center & Beanery
Key Partners: Public Works; MDT; Park High School (for temporary improvements); Local Art Community</td><td rowspan="3">• URA TIF Investment
• Capital Improvements Project (CIP) Investment
• Montana's CDBG Public and Community Facilities Grants
• Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program
• USDOT's Active Transportation Infrastructure Investment Program (ATIIP)</td><td rowspan="2">$</td></tr>
<tr><td>Eliminate barriers to more easily closing the envisioned Festival/Greenway section of Main for temporary events</td></tr>
<tr><td>Monitor usage of RRFB crossing at Main Street and engage MDT on the viability of future improvements, prioritizing curb-extensions/bulb-outs at Park St. & 2nd St.</td><td>$-$$$</td></tr>
</table>

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
Streetscape Improvements (continued)					
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]	• Ch. 2 Streetscapes & Mobility; Parks & Open Space; Arts & Culture • Ch. 3 2nd Street Promenade; Festival/ Greenway Street; Park Street Improvements	Potential Champions: URA; LU Board; City Commission; LBID; Chamber of Commerce; LDBOBA; PCEC; The Depot Center & Beanery Key Partners: Public Works; MDT; Local Art Community	• URA TIF Investment • Capital Improvements Project (CIP) Investment • Montana's CDBG Public and Community Facilities Grants • Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program • USDOT's Active Transportation Infrastructure Investment Program (ATIIP) • USDOT's Reconnecting Communities Pilot Discretionary Grant Program • Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program	$$$-$$$$
Encourage infill development along the Festival/Greenway streetscape and tree planting to infuse it with more consistently active uses and shade					$$-$$$
Complete a Corridor Study on Park Street					$$
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	Long-Term [5-10 Years]				$-$$
Redesign and implement the Festival/ Greenway Street as a permanent streetscape improvement with enhanced amenities					$$$$
Implement Corridor Study recommendations along Park Street, including a safer pedestrian crossing at the intersection of Park Street and 2nd Street, and provide more accessible pedestrian infrastructure on the north side of Park Street					$$-$$$

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
Wayfinding & Gateways					
Design a unified wayfinding signage palette for the City and the Downtown Study Area	Short-Term [1-2 Years]	• Ch. 2 Streetscapes & Mobility; Arts & Culture • Ch. 3 Wayfinding & Gateways	**Potential Champions:** LBID; Chamber of Commerce; LDBOBA; Local Art Community **Key Partners:** MDT; URA; Public Works	• URA TIF Investment • City Budget	$$
Confirm key destinations that should be highlighted by wayfinding signage					
Explore opportunities to add signage of a more billboard / advertisement nature along I-90 to encourage greater visitation to and patronage within the Downtown	Medium-Term [3-5 Years]				
Study potential roadway changes – such as enhancements to, or better defined non-motorized trail connections adjacent to roadways at key Gateways to further signal entry points into the Downtown	Long-Term [5-10 Years]				$$-$$$$
Parking Management					
Modify time restrictions for existing on-street parking to maximize efficient use of available spaces	Short-Term [1-2 Years]	• Ch. 2 Land Use, Building Form & Activation; Streetscapes & Mobility; Parks & Open Space • Ch. 3 Parking Management	**Potential Champions:** URA; LBID; Chamber of Commerce; LDBOBA **Key Partners:** Public Works; MDT	• Capital Improvements Project (CIP) Investment • City Budget	$-$$
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
Parking Management (continued)					
Explore paid parking options	Medium-Term [3-5 Years]	• Ch. 2 Land Use, Building Form & Activation; Streetscapes & Mobility; Parks & Open Space • Ch. 3 Parking Management	Potential Champions: URA; LBID; Chamber of Commerce; LDBOBA Key Partners: Public Works; MDT	• Capital Improvements Project (CIP) Investment • City Budget	$-$$
Consider integrating a public parking structure into a mixed-use developmen	Long-Term [5-10 Years]				$$$-$$$$

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**


HOTEL
Murray
VACANCY
CAFE
BAR
207 W. PARK

Section In The Appendix:

- Community Engagement Catalog
- Housing Study
- Parking Study

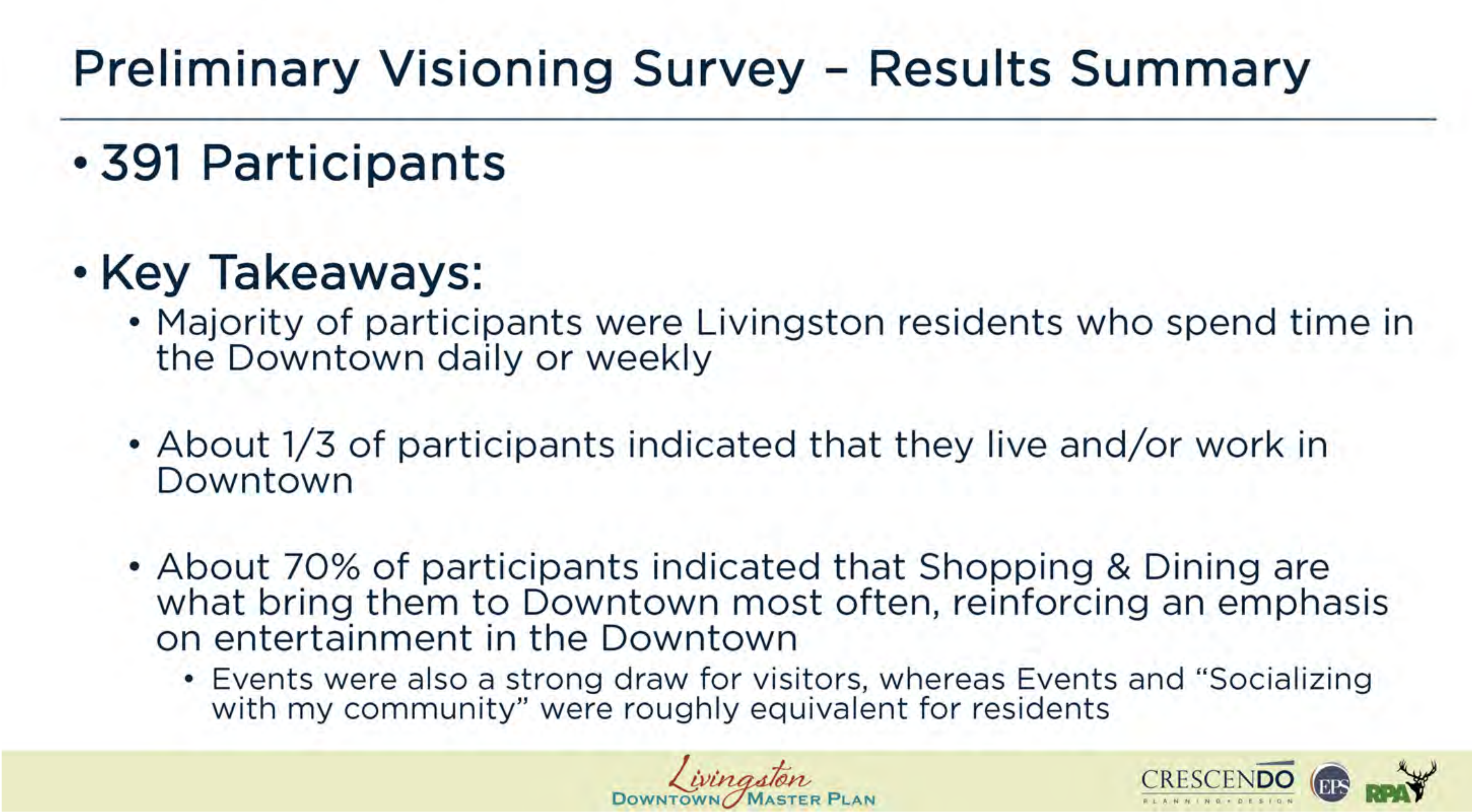
Supporting and Technical Documents

The Appendix to this Downtown Master Plan contains longer-form supporting and technical documentation to provide valuable background information that was used to inform the various plan recommendations, strategies, catalytic projects and initiatives found throughout the Plan.

The Community Engagement Catalog is a collection of images and compiled inputs highlighting the feedback received from the community throughout the process. In instances where recommendations would benefit from a more nuanced understanding of the intent(s) expressed by the community, this compilation of data can be a useful resource.

The Housing Study - including its Feasibilty Analysis component - and the Parking Study can be utitilized as standalone documents to inform other work program elements or intitiatives that the City may be working on. For the purposes of the Downtown Master Plan, however, the technical analysis and data contained in these documents played an intstrumental role in having more nuanced conversations with community members around how to best to implement their vision(s) for the Downtown, as well as informing the most effective steps that need to be taken to do so.

Community Engagement Catalog



Preliminary Visioning Survey - Results Summary

Appendix

Preliminary Visioning Survey – Results Summary

- Key Takeaways *(continued)*:
  - Consistent themes in the open-ended responses included:
    - Favorite Part of Downtown:
      - A strong emphasis on the community, as well as an appreciation of the history/historic architecture/main street character & charm in the Downtown
    - Vision for 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)
    - One thing to improve:
      - Parking was the most frequent response, with safety, diversity of shopping options, and additional green space/trees also very frequently mentioned.
      - "Nothing" was also a popular response, reinforcing the desire to maintain and preserve the character of the Downtown.

Livingston Downtown Master Plan

CRESCENDO PLANNING + DESIGN EPS RPA

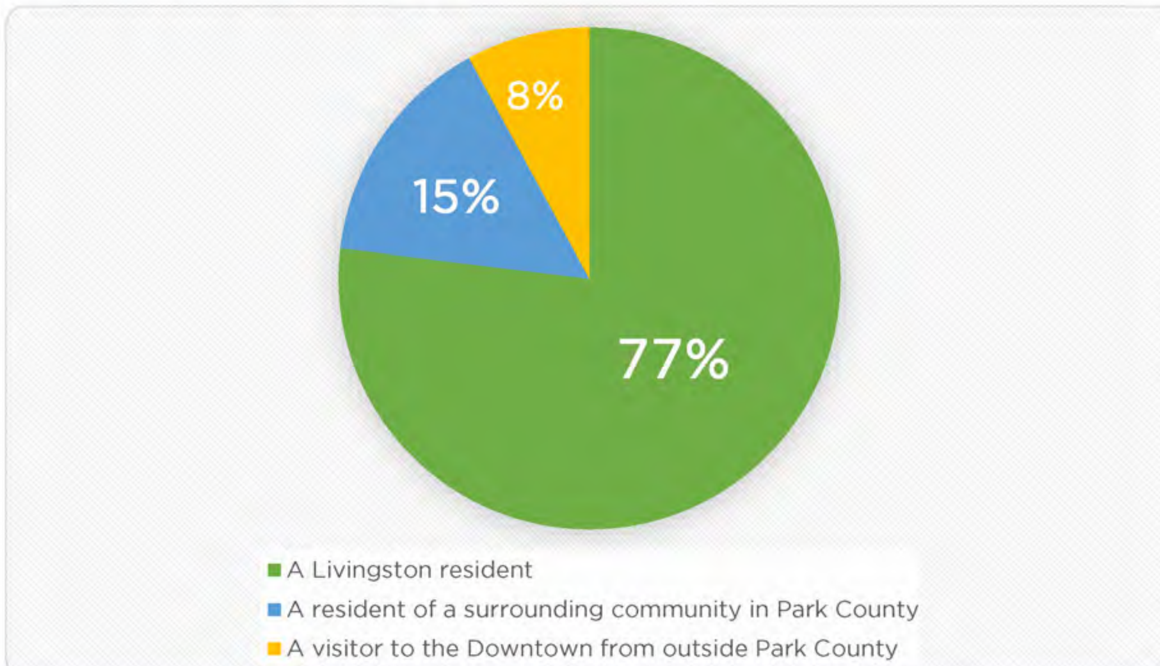
Preliminary Visioning Survey - Results Summary

Community Engagement Catalog

Appendix

Preliminary Visioning Survey – Results Summary

- Of the 391 Participants:



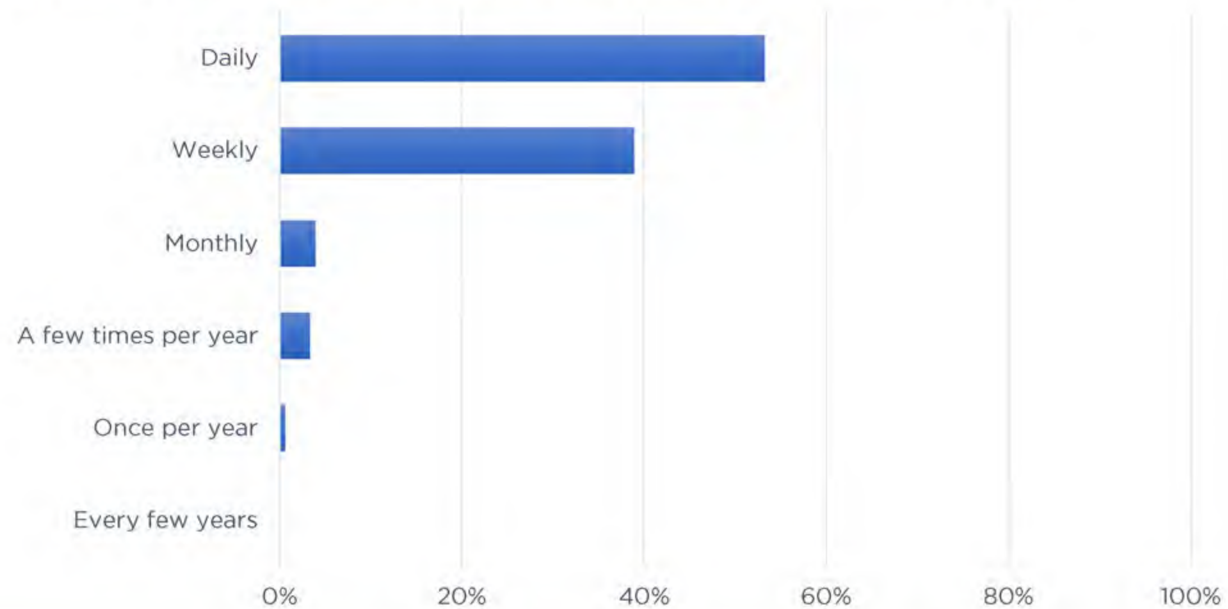
Livingston Downtown Master Plan
CRESCENDO PLANNING • DESIGN
EPS
RPA

Preliminary Visioning Survey - Results Summary

Appendix

Preliminary Visioning Survey – Results Summary

- **Residents** (of Livingston and/or Park County):
  - How often do you spend time in Downtown Livingston?

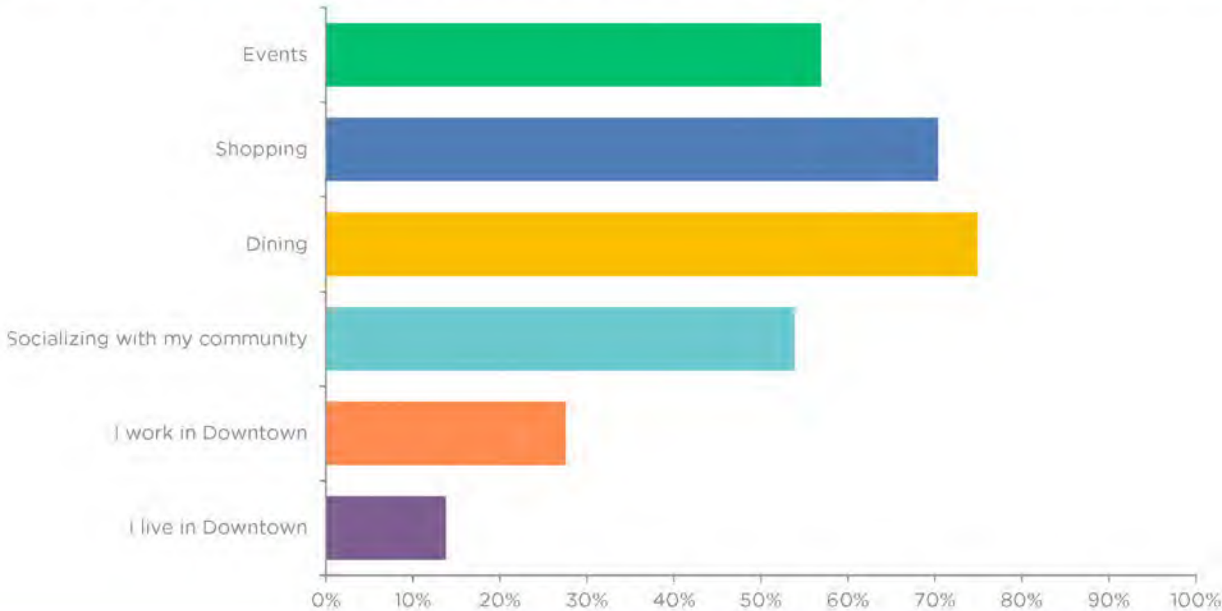


Preliminary Visioning Survey - Results Summary

Community Engagement Catalog

Preliminary Visioning Survey – Results Summary

- **Residents** (of Livingston and/or Park County):
  - What brings you to Downtown Livingston most often? *(Select all that apply)*

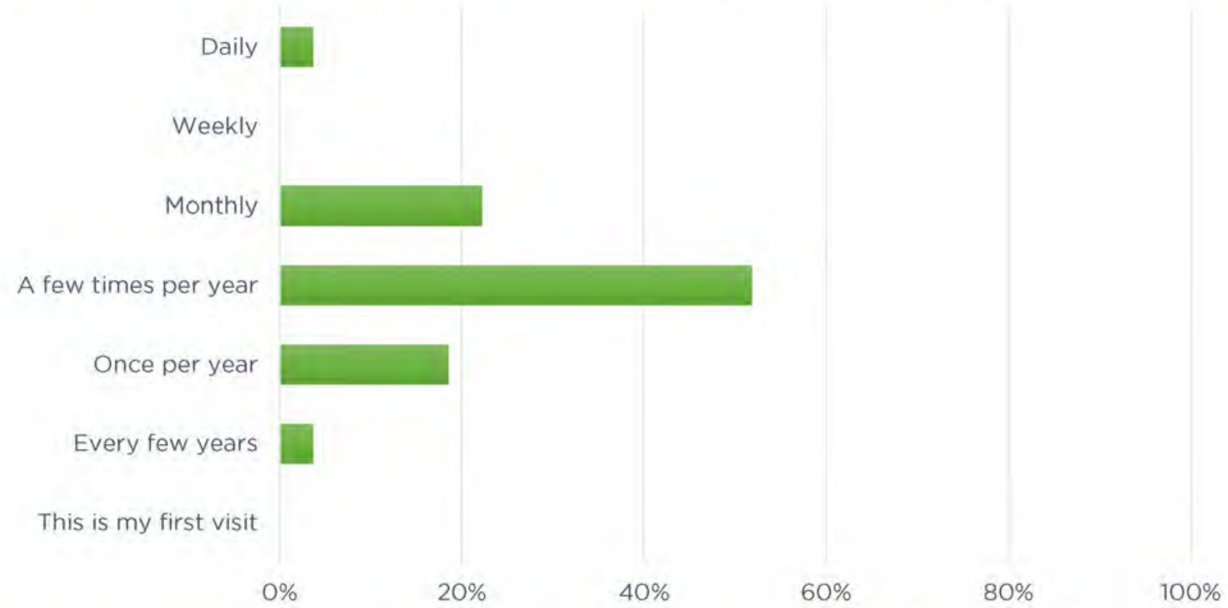


Livingston Downtown Master Plan

Preliminary Visioning Survey - Results Summary

Preliminary Visioning Survey – Results Summary

- **Visitors** to Downtown Livingston from outside the County:
  - How often do you spend time in Downtown Livingston?



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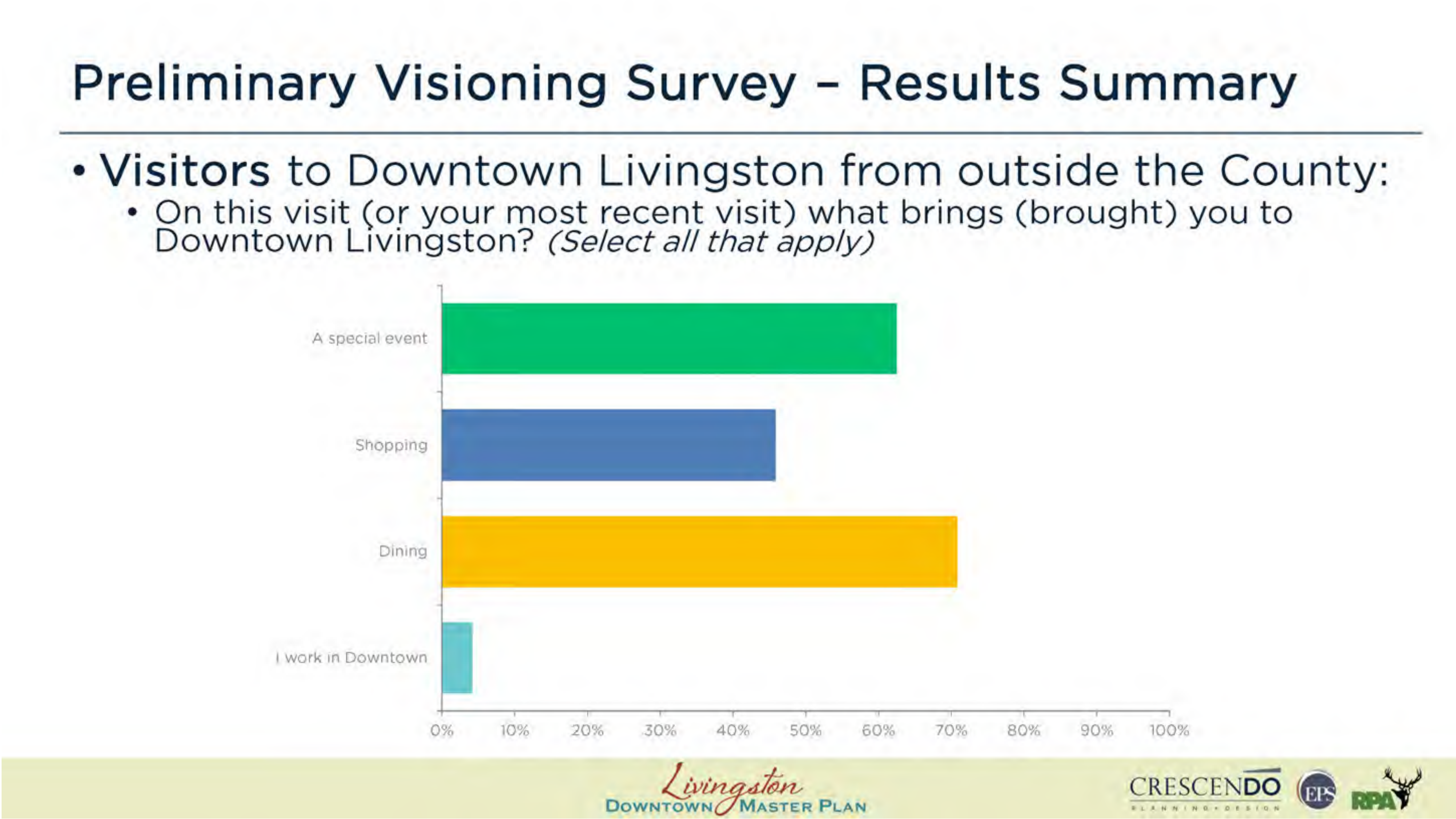

Preliminary Visioning Survey - Results Summary

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Preliminary Visioning Survey – Results Summary

- Sampling of Responses with Consistent Themes *(continued)*:

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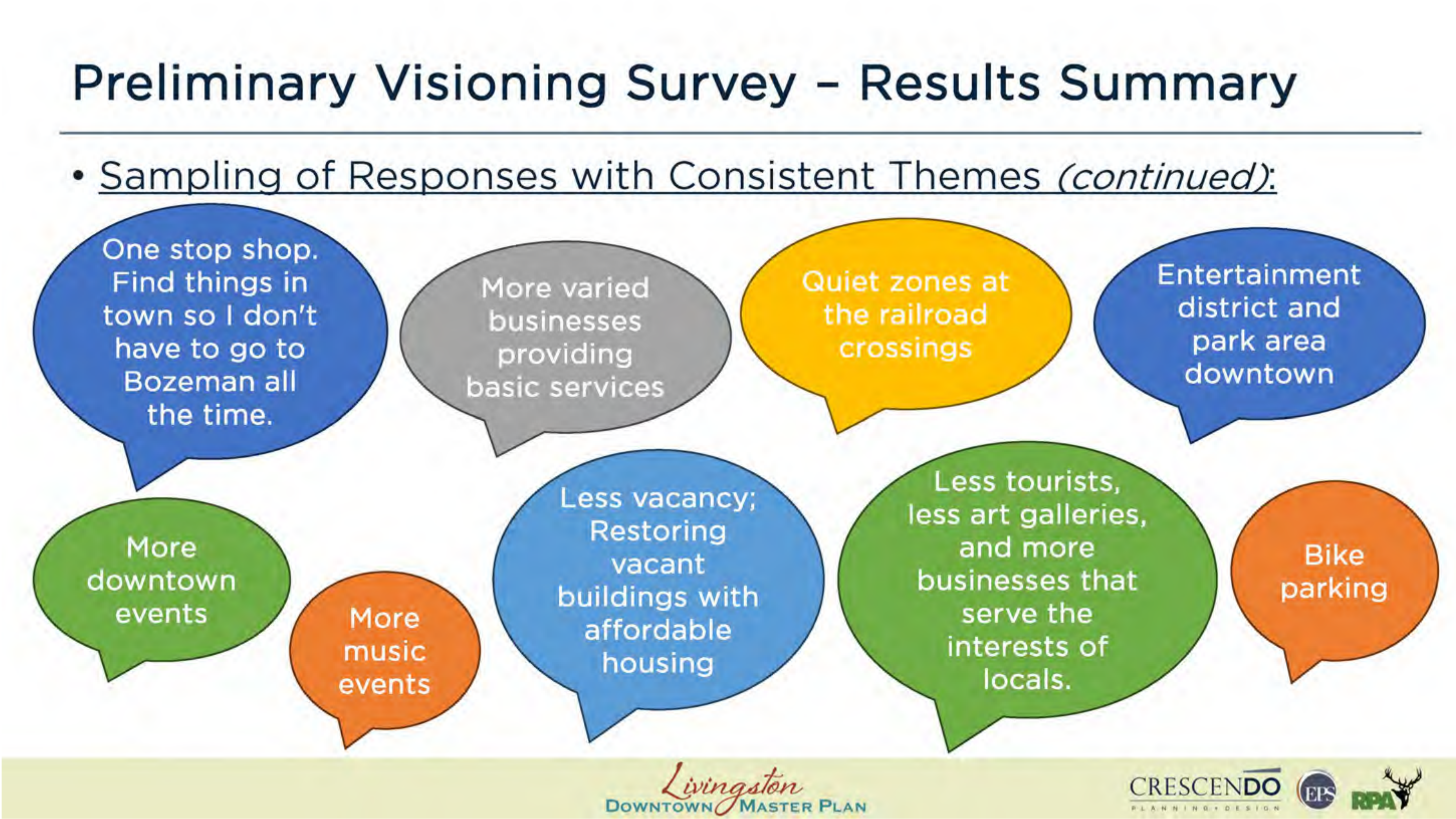

Preliminary Visioning Survey - Results Summary

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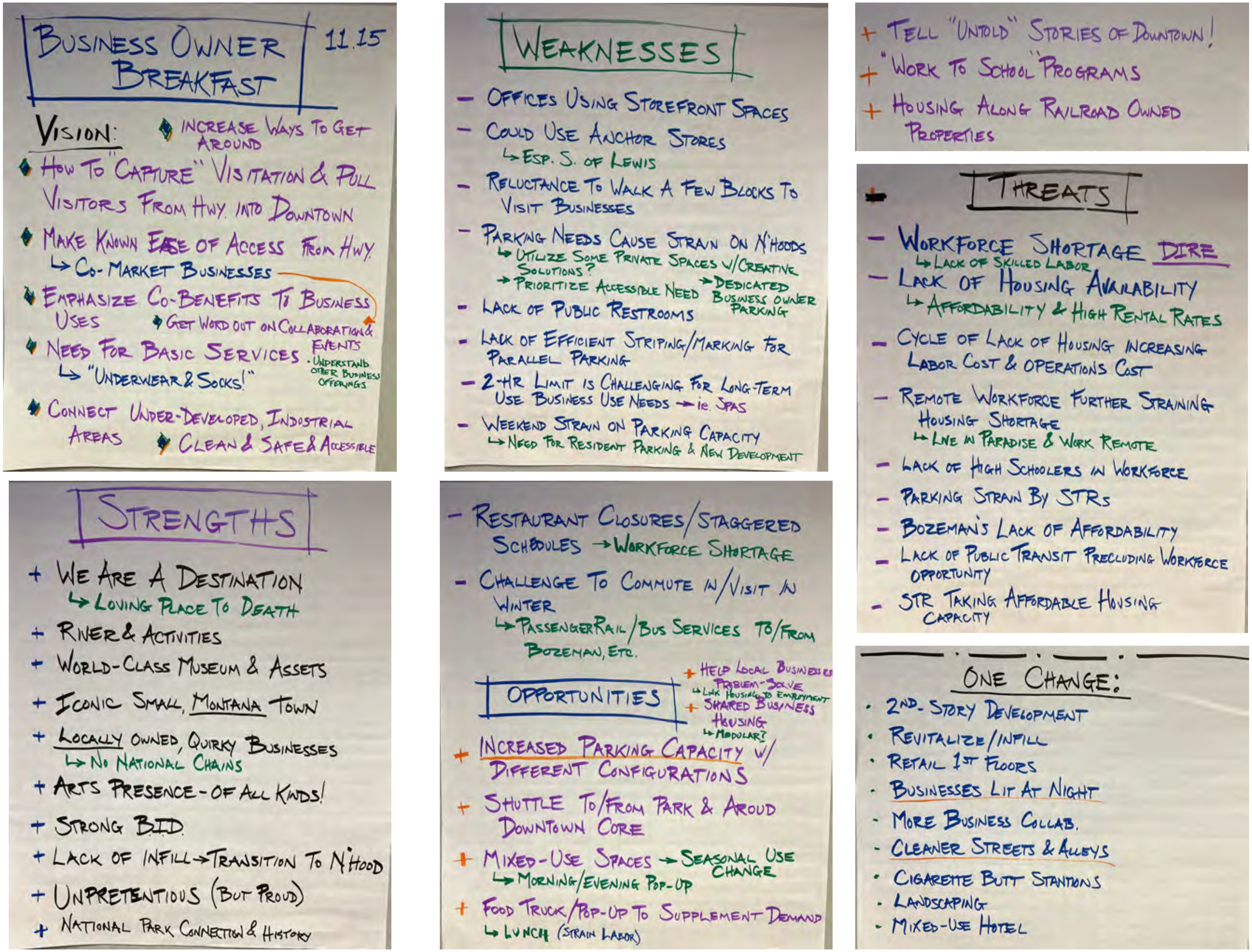

Notes from a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis conducted at the Business Owner Breakfast

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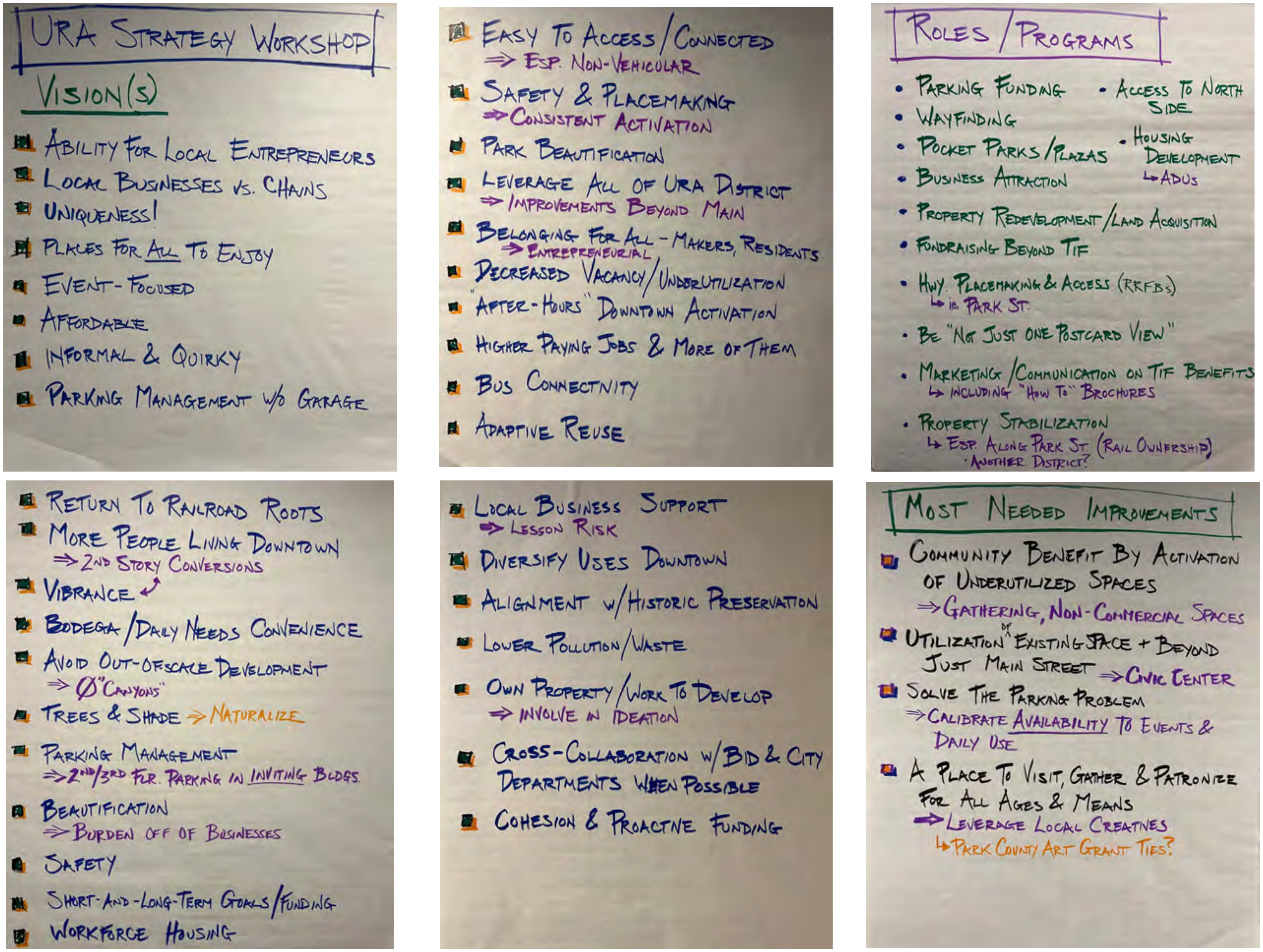


Notes from November 14, 2023 URA Strategy Workshop

Community Workshop & Open House Exercises - Summarized Inputs

November 14th - 16th, 2023

Livingston Downtown Master Plan

Land Use & Activation Exercise

At the Community Workshop / Charrette, and at the Community Open House, participants were asked to collaborate with other groups of attendees to express their map-based ideas within the Downtown Master Plan Study Area.

For this exercise, participants focused on the land uses and activation opportunities they would like to see in the future within the Downtown, and placed color-coded dots on areas to indicate those preferences. In addition, participants were encouraged to add notes to the map with markers and post-it notes to further elaborate on their specific preferences.

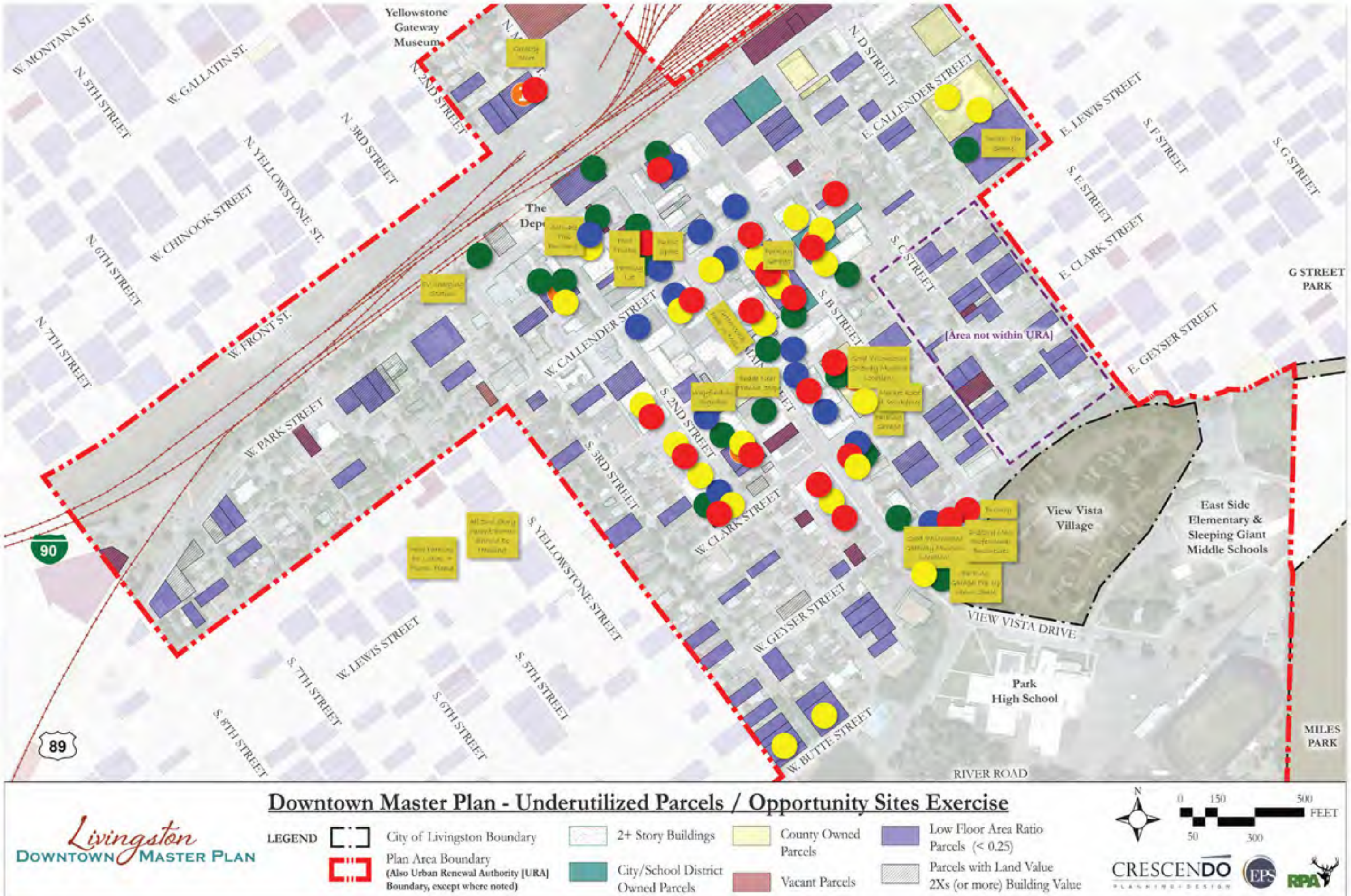
A consolidated set of the inputs received is shown on top of the map to the right. Consistent themes expressed across all of the participant groups included:

- **Pocket Park / Plaza interest to activate the parking lots along Main Street**
- **Expansion of some shops restaurants south toward the river**
- **Interest in Residential Infill**

Key to Summarized Results Shown On Map

- Pocket Park / Plaza Space
- Residential
- Shops / Restaurants
- Hotel

** Notes/additional markups added to map are shown as post-it notes **



Summarized Inputs from Community Workshop & Open House Exercises

Community Engagement Catalog

Community Workshop & Open House Exercises - Summarized Inputs

November 14th - 16th, 2023

Livingston Downtown Master Plan

Circulation & Mobility Exercise

At the Community Workshop / Charrette, and at the Community Open House, participants were asked to collaborate with other groups of attendees to express their map-based ideas within the Downtown Master Plan Study Area.

For this exercise, participants focused on the circulation and mobility opportunities they would like to see in the future within the Downtown, and placed color-coded dots on areas to indicate those preferences. In addition, participants were encouraged to add notes to the map with markers and post-it notes to further elaborate on their specific preferences.

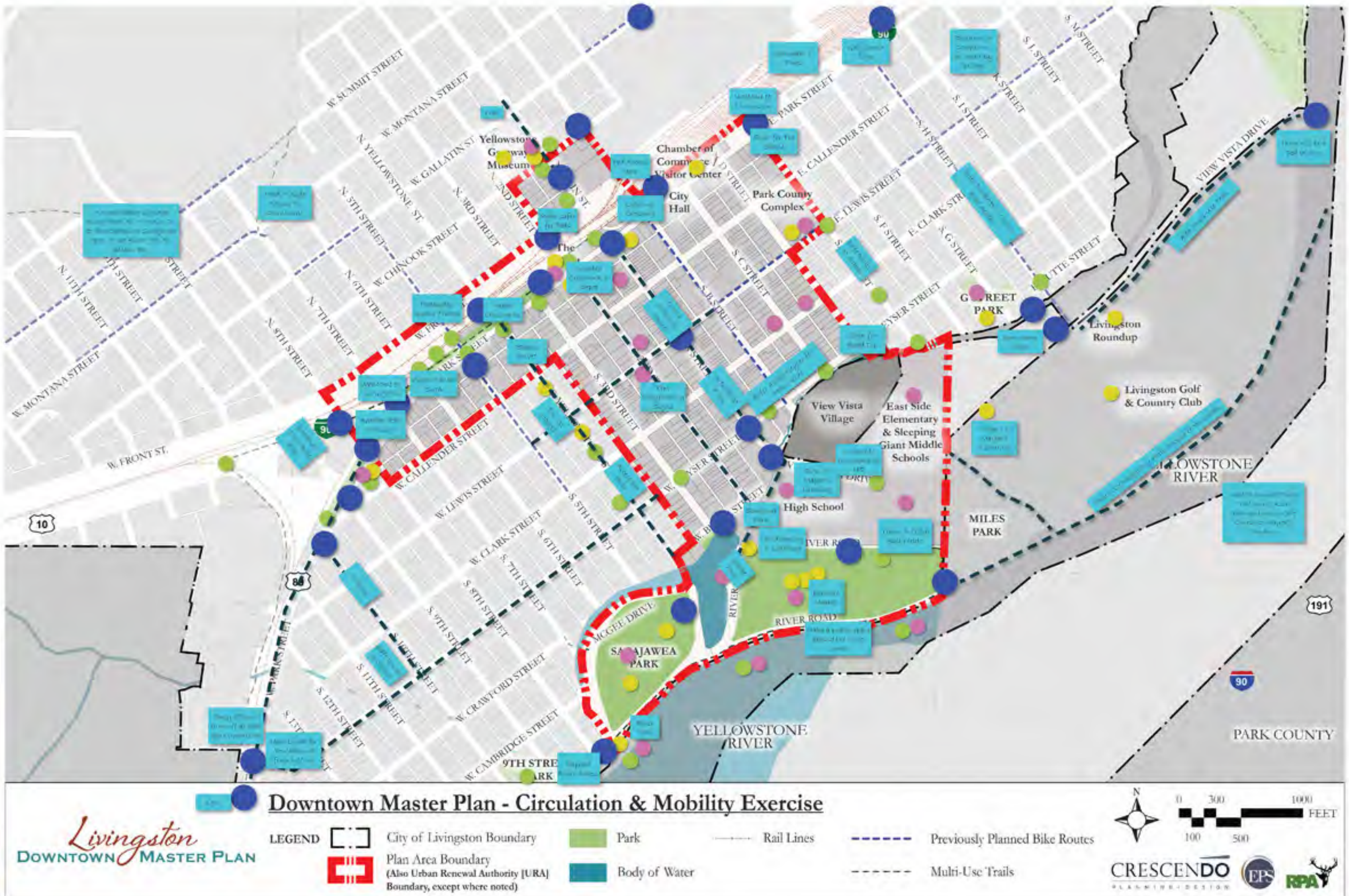
A consolidated set of the inputs received is shown on top of the map to the right. Consistent themes expressed across all of the participant groups included:

- **Gateway desires along Park St., from I-90, at Geyser & Park St. and to/from Sacajawea Park**
- **Stronger Connections to Sacajawea Park**
- **Stronger Access to the North side of town**

Key to Summarized Results Shown On Map

- Gateway Opportunity
- Local Destination
- Tourist Destination
- Need for better access
- Desire for better/safer connection

** Notes/additional markups added to map are shown as post-it notes **



Summarized Inputs from Community Workshop & Open House Exercises

Community Workshop & Open House Exercises - Summarized Inputs

November 14th - 16th, 2023

Livingston Downtown Master Plan

Parking Management Exercise

At the Community Workshop / Charrette, and at the Community Open House, participants were asked to collaborate with other groups of attendees to express their map-based ideas within the Downtown Master Plan Study Area.

For this exercise, participants focused on how they would like to see parking managed in the future within the Downtown, indicated places where they experience difficulty finding parking today. They placed color-coded dots on areas to indicate those preferences. In addition, participants were encouraged to add notes to the map with markers and post-it notes to further elaborate on their specific preferences.

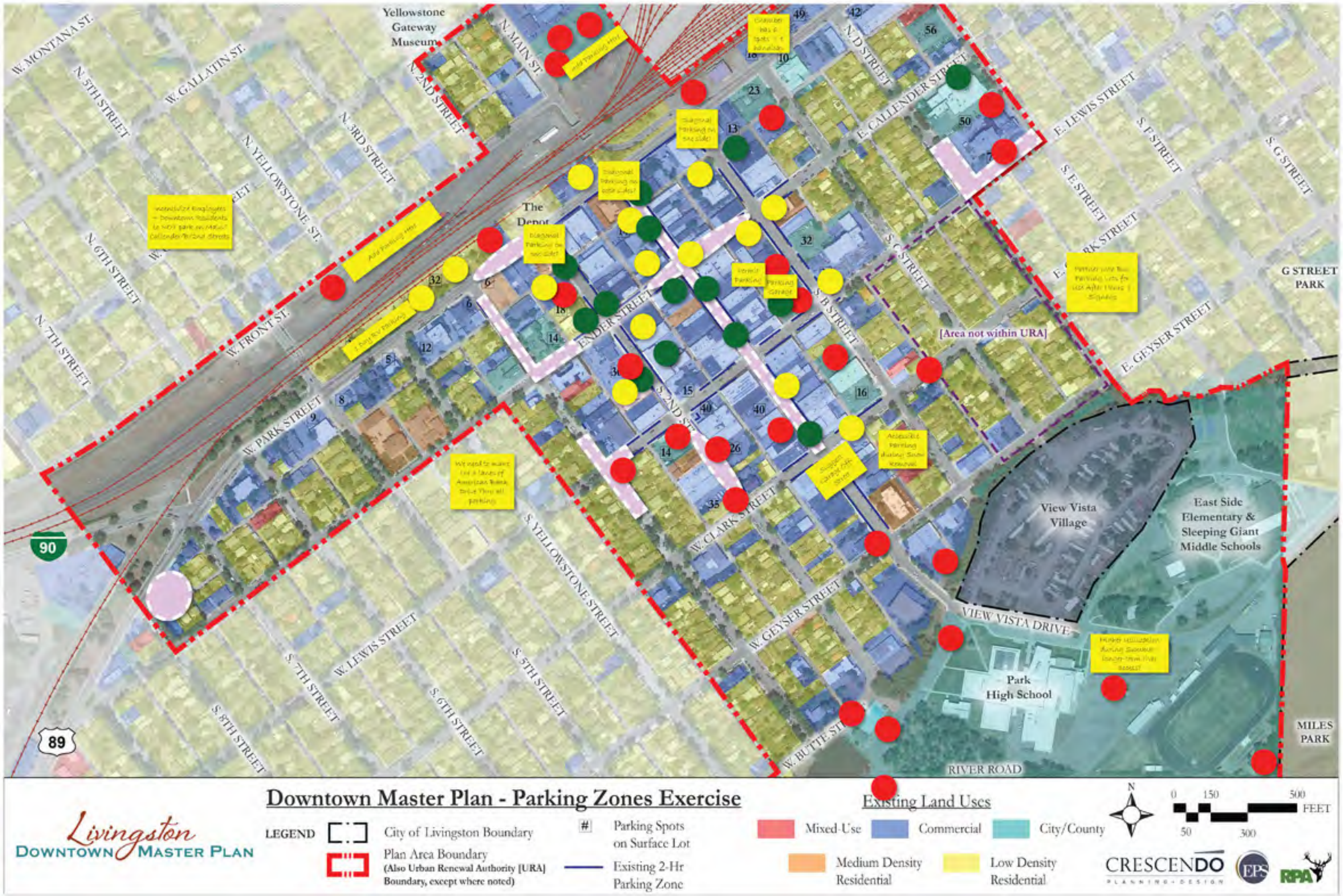
A consolidated set of the inputs received is shown on top of the map to the right. Consistent themes expressed across all of the participant groups included:

- **Lack of available parking on Main St.; Desire for higher turnover spaces there**
- **Longer-term parking desire at The Depot & in Parking Lots**

Key to Summarized Results Shown On Map

- Potential high-turnover area (~30 minutes)
- Potential long-stay area (3+ hours)
- Additional 2-hour limits needed
- Areas you have trouble finding parking regularly

** Notes/additional markups added to map are shown as post-it notes **



Summarized Inputs from Community Workshop & Open House Exercises

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Community Workshop & Open House Exercises - Summarized Inputs

November 14th - 16th, 2023

Livingston Downtown Master Plan

Arts/Amenities/ Events Exercise

At the Community Workshop / Charrette, and at the Community Open House, participants were asked to collaborate with other groups of attendees to express their map-based ideas within the Downtown Master Plan Study Area.

For this exercise, participants focused on the arts, amenities and events opportunities they would like to see in the future within the Downtown, and placed color-coded dots on areas to indicate those preferences. In addition, participants were encouraged to add notes to the map with markers and post-it notes to further elaborate on their specific preferences.

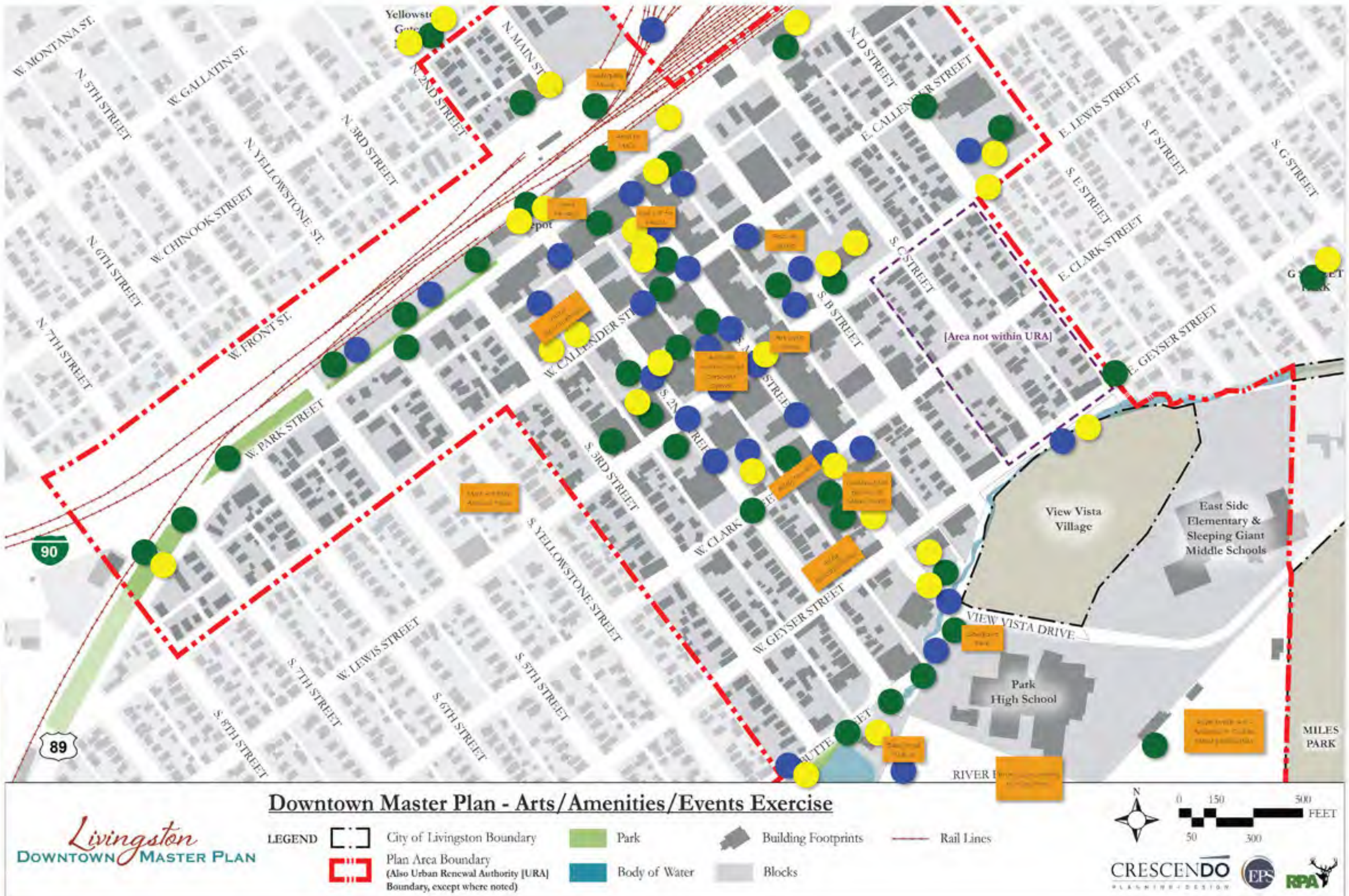
A consolidated set of the inputs received is shown on top of the map to the right. Consistent themes expressed across all of the participant groups included:

- **Desire for Public Art as Gateway Opportunities along Park Street - 7th & Park; at Main & Park and Leading to the Yellowstone River**
- **Opportunities for temporary closures/events**
- **Promotion of The Depot & Gateway Museum**

Key to Summarized Results Shown On Map

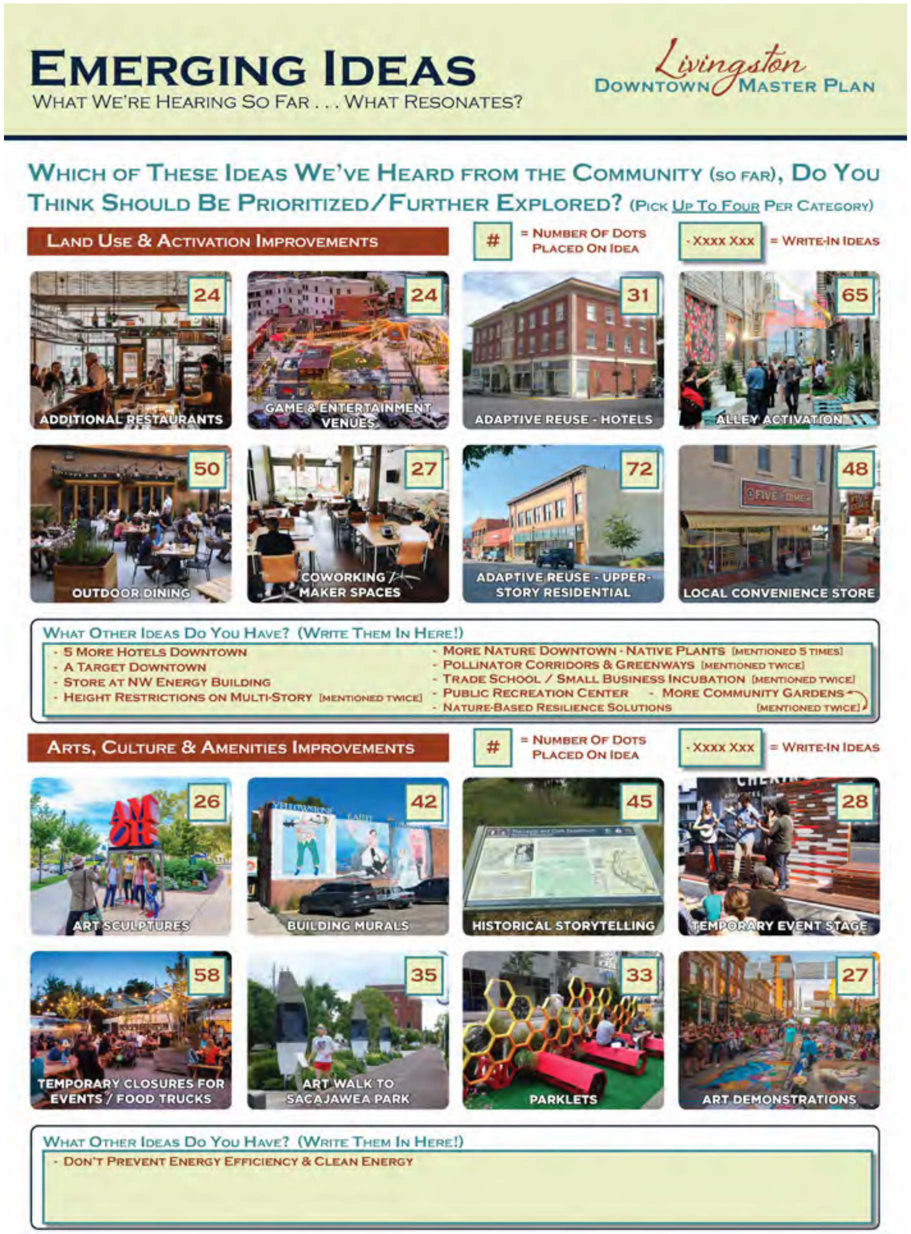
- Public Art Opportunity
- Opportunity for temporary closures / gatherings
- Asset / Amenity in need of promotion / enhancement

** Notes/additional markups added to map are shown as post-it notes **



Summarized Inputs from Community Workshop & Open House Exercises

Community Engagement Catalog



Emerging Ideas
What We're Hearing So Far . . . What Resonates?

Livingston Downtown Master Plan

Which of These Ideas We've Heard from the Community (so far), Do You Think Should Be Prioritized/Further Explored? (Pick Up To Four Per Category)

Land Use & Activation Improvements
= Number Of Dots Placed On Idea
- Xxxx Xxx = Write-In Ideas

Additional Restaurants	24
Game & Entertainment Venues	24
Adaptive Reuse - Hotels	31
Alley Activation	65
Outdoor Dining	50
Coworking / Maker Spaces	27
Adaptive Reuse - Upper-Story Residential	72
Local Convenience Store	48

What Other Ideas Do You Have? (Write Them In Here!)
- 5 More Hotels Downtown
- A Target Downtown
- Store at NW Energy Building
- Height Restrictions on Multi-Story [mentioned twice]
- More Nature Downtown - Native Plants [mentioned 5 times]
- Pollinator Corridors & Greenways [mentioned twice]
- Trade School / Small Business Incubation [mentioned twice]
- Public Recreation Center
- More Community Gardens [mentioned twice]
- Nature-Based Resilience Solutions

Arts, Culture & Amenities Improvements
= Number Of Dots Placed On Idea
- Xxxx Xxx = Write-In Ideas

Art Sculptures	26
Building Murals	42
Historical Storytelling	45
Temporary Event Stage	28
Temporary Closures for Events / Food Trucks	58
Art Walk to Sacajawea Park	35
Parklets	33
Art Demonstrations	27

What Other Ideas Do You Have? (Write Them In Here!)
- Don't Prevent Energy Efficiency & Clean Energy

Emerging Ideas
What We're Hearing So Far . . . What Resonates?

Livingston Downtown Master Plan

Which of These Ideas We've Heard from the Community (so far), Do You Think Should Be Prioritized/Further Explored? (Pick Up To Four Per Category)

Streetscape & Mobility Improvements
= Number Of Dots Placed On Idea
- Xxxx Xxx = Write-In Ideas

Striped Bike Lanes	45
Gateway Monuments	12
Painted Crosswalks	22
Temporary Curb Extensions/Bulbouts	7
Multi-Use Trails	78
Street Trees	71
Bike Parking / Racks	37
Permanent Curb Extensions/Bulbouts	40

What Other Ideas Do You Have? (Write Them In Here!)
- Improved Sidewalks [mentioned twice]
- Senior & Kids Mutual Zones (i.e. Gardens)

Parks & Open Space Improvements
= Number Of Dots Placed On Idea
- Xxxx Xxx = Write-In Ideas

Pocket Parks	49
Gazebos / Shade Structure	27
Festival / Greenway Street	38
Riverwalk Trail	73
Benches / Additional Seating	26
Active / Nature Play Opportunities	44
Events in Parking Lots	38
Wayfinding Signage to Sacajawea Park	24

What Other Ideas Do You Have? (Write Them In Here!)
- Wind Screens [mentioned twice]
- Wind Sculptures [mentioned twice]
- First Floor Street Level Retail Only
- Parking Garage [mentioned twice]

Emerging Ideas Survey Results Summary

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Community Engagement Catalog

Draft Plan Framework - Focus Group Feedback

Community Engagement Catalog

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Draft Plan Framework - Focus Group Feedback

Final Report

Livingston Downtown Housing Study

The Economics of Land Use

Prepared for:
City of Livingston, Montana

Prepared by:
Economic & Planning Systems, Inc.

August 2, 2024

EPS #233069

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1. Introduction and Summary of Findings

As part of the process to create a new Downtown Master Plan for the City of Livingston led by Crescendo Planning + Design, Economic & Planning Systems, Inc. (EPS) was tasked with providing the City of Livingston with a greater understanding of housing conditions and opportunities in the Downtown Livingston Study Area.

This report documents existing conditions in Downtown Livingston including the area's housing supply, estimates demand for future housing, and assesses the feasibility of housing prototypes in the Study Area and associated financial gaps.

Key Findings

Housing Study

1. ***The cost and composition of the housing stock in Livingston has started to shift, which has impacts on both renters and prospective homeowners.***

   Nearly half of renter households in Livingston are cost burdened, meaning they spend more than 30 percent of their income on rent. Of these households, roughly 18 percent are severely cost burdened, meaning they spend more than 50 percent of income on rent. Additionally, many households in Livingston are unable to purchase a home at the current median sales price, based on their annual income. To afford a single-family home in Livingston at the estimated 2023 median listing price of $682,000, a household would need to earn over $160,000 annually (229% of the 2023 Park County AMI for a 2-person household).

2. ***Over 80 percent of the job growth in Park County in the past five years (from 2018-2023) is attributed to industries with average wages that translate to household incomes below 120% of AMI.***

   Wages paid for many of the jobs being created in the county predominately equates to a household income of $90,000 to $120,000 per year depending on household size. Livingston HealthCare is the city's largest employer, which contributes to Health Care being the largest employment industry, followed by Retail Trade, Accommodation/Food Services, Public Administration, and Education. The growth of these industries will continue to generate demand for housing options affordable to those earning at or below the area median income.

3. ***The City of Livingston overall needs to continue to attract diverse housing products to keep pace with employment-driven demand.***

   Livingston is estimated to need 85 new housing units per year over the next 10 years to keep pace with workforce demands. A large share of this demand will be for attached and multifamily housing.

   During the past decade, the small inventory of rental apartments units in the city has not kept pace with demand and the number of rental units in the Downtown area has even declined. However, new multifamily for-sale housing has been constructed in recent years, and new condo units in Livingston (outside of the Study Area) have sold for less than $400,000, which can serve as an attainable for-sale housing option.

Feasibility Analysis

4. ***The City can benefit from increased housing options in Downtown that are affordable to the existing workforce; however, there are development feasibility challenges for all three of the potential housing products identified for Downtown.***

   The goal of attracting any significant new housing Downtown, especially housing that is affordable to the City's workforce, will likely require regulatory and/or financial support. Housing options 2 and 3 are the types of projects that would provide attainable options for the workforce, but there are feasibility gaps that need to 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.

5. ***It is unlikely that medium-to-large scale, vertical, mixed-use housing projects (greater than 20 units) will be feasible for development Downtown in the near future due to financing gaps.***

   The construction of condos and/or luxury rental units would need to be accommodated through smaller projects that would likely involve the adaptive reuse of existing buildings Downtown.

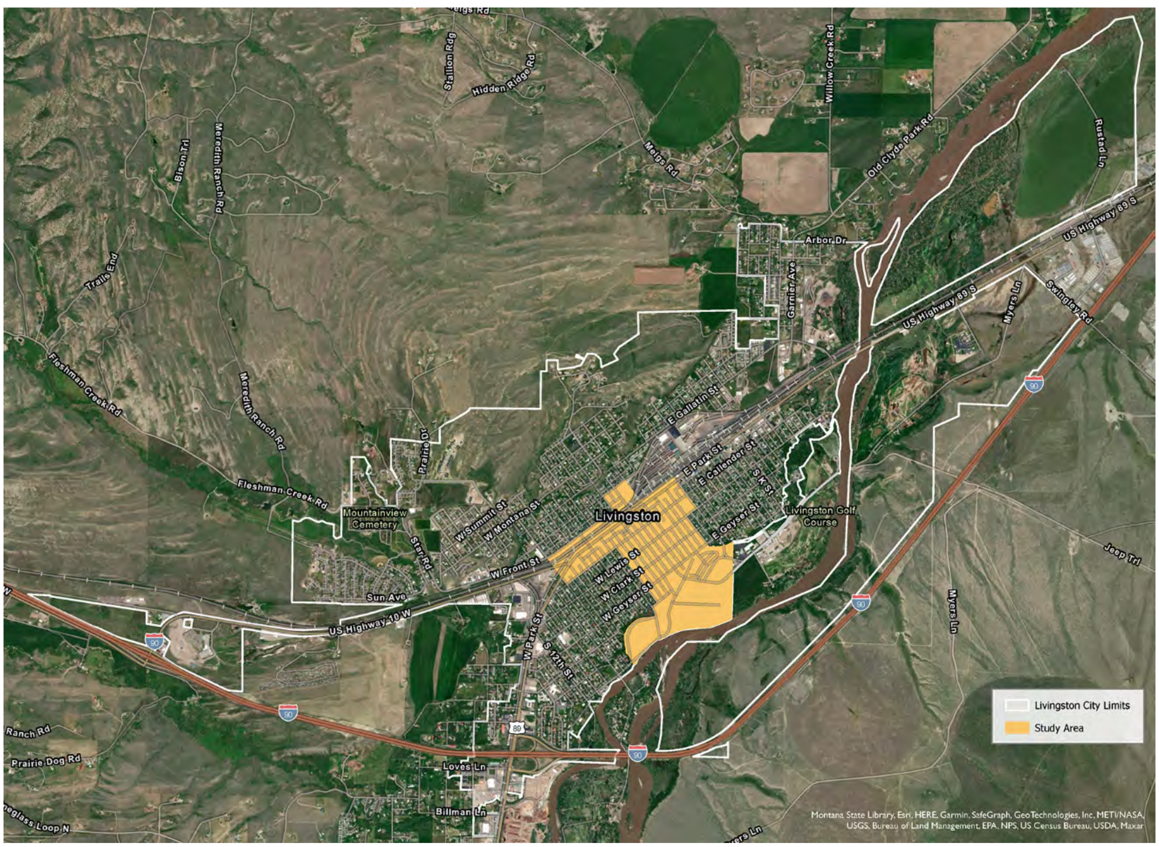
2. Economic and Demographic Profile

This chapter summarizes economic and demographic trends in the Downtown Livingston Study Area, the City of Livingston, and Park County. This section includes trends on population, households, age, and income, followed by an analysis of employment trends in Livingston and Park County.

Study Area

The Downtown Study Area is shown below in **Figure 1**. The Study Area contains Downtown Livingston and the Urban Renewal Authority (URA) boundary. Trends within this Study Area are compared to trends within the city and county at large.

Figure 1. Study Area



Demographics

The Study Area has grown at a slightly faster rate than Livingston and Park County overall since 2010. The Downtown Study Area grew in population by 285 residents from 2010 to 2023, shown in **Table 1**. This equates to 13.8 percent of the total population growth in Park County during this period. Between 2010 and 2023, the Study Area grew by 126 households, a 19 percent increase from 650 households in 2010.

Table 1. Population and Household Trends, 2010-2023

Description	2010	2023	2010-2023 Total	% Change	Ann. %	% Capture
Population						
Study Area	1,077	1,362	285	26%	1.8%	13.8%
Livingston	7,600	8,900	1,300	17%	1.2%	62.9%
Park County	15,636	17,704	2,068	13%	1.0%	100.0%
Households						
Study Area	650	776	126	19%	1.4%	13.0%
Livingston	3,571	4,197	626	18%	1.3%	64.4%
Park County	7,310	8,282	972	13%	1.0%	100.0%

Source: ESRI Business Analyst; Economic & Planning Systems

The Study Area's residents have a median age of 48.3 which is slightly higher than Livingston (with a median age of 45.7), but similar to Park County's median age (48.8).

The median household income in the Study Area of $44,892 is notably lower than the city and county, however this is somewhat due to the smaller household sizes. The Study Area's average household size (1.70) is smaller than the city and county (2.08 and 2.12 respectively), as shown in **Table 2**.

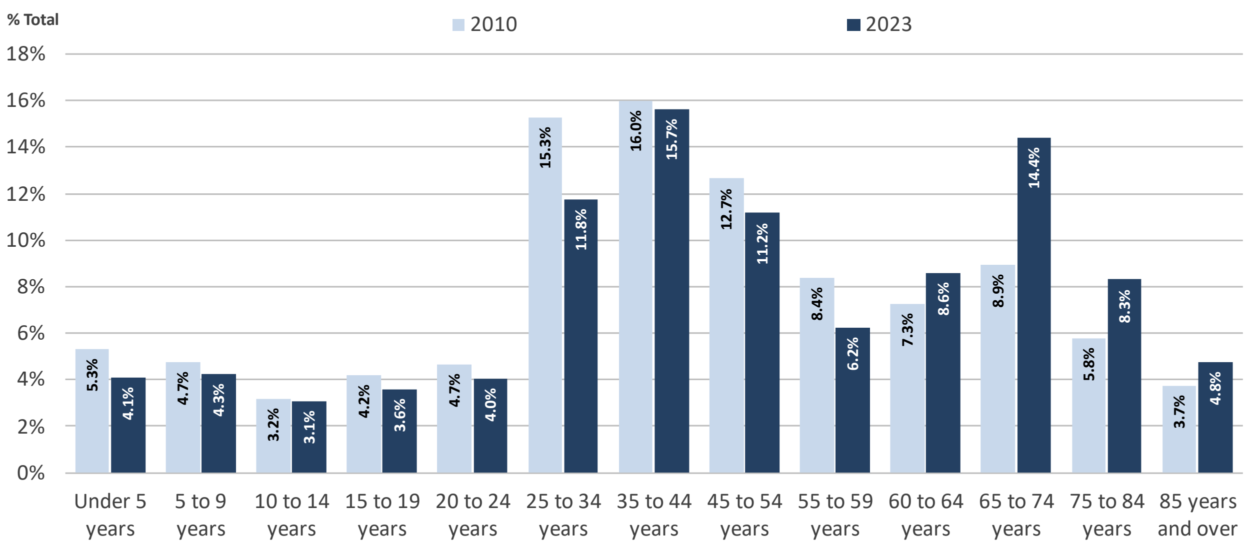
Table 2. Demographic Comparison, 2023

	2023 Study Area	Livingston	Park County
Population	1,362	8,900	17,704
Median Age	48.3	45.7	48.8
Median Household Income	$44,892	$55,398	$62,610
Average Household Size	1.70	2.08	2.12

Source: ESRI Business Analyst; Economic & Planning Systems

The Downtown Study Area has seen its population trend older since 2010. The Study Area's median age has increased by 5.6 years since 2010, from 42.7 to 48.3. When looking at the Study Area's share of population by age, every cohort under the age of 59 has decreased in share of population between 2010 and 2023. Conversly, the share of residents over the age of 60 has increased by a total of 10.4 percentage points, seen in **Figure 2**. This may indicate that Downtown Livingston is attracting more retirees.

Figure 2. Study Area Population by Age, 2010 and 2023

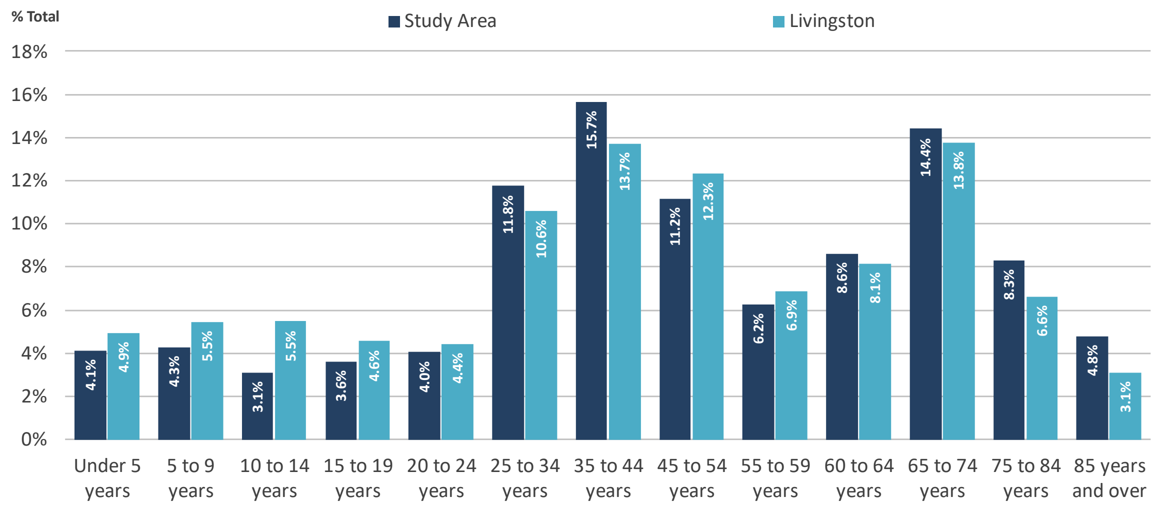


Source: ESRI Business Analyst;Economic & Planning Systems

The trend towards older residents in the Downtown Study Area aligns with citywide trends. The median age in Livingston increased by 3.8 years since 2010, from 41.9 to 45.7, reflecting the city's aging population.

As shown in **Figure 3**, a smaller proportion of residents under the age of 19 live within the Study Area compared to Livingston at large, approximately 16 percent compared to 20 percent. With that said, there is a larger share of residents in the 25 to 44 age range within the Study Area, indicating that Downtown Livingston is drawing a higher share of working-aged adults than the city at large.

Figure 3. Study Area and Livingston Population by Age, 2023



Source: ESRI Business Analyst;Economic & Planning Systems

The Study Area has a much higher share of 1-person households than the city and county at large, as shown in **Table 3**.

Table 3. Household Type, 2010-2023

Description	Study Area 2010	Study Area 2023	Livingston 2010	Livingston 2023	Park County 2010	Park County 2023
Households[1]						
With Children	17.5%	17.1%	24.8%	21.3%	23.5%	18.8%
1-Person	54.3%	51.1%	38.9%	38.9%	35.7%	34.4%

Source: ESRI; U.S. Census; Economic & Planning Systems
[1] Households with children reflects 2022 figures and 1-person households reflects 2020 figures for 2023.

As shown in **Table 4**, from 2010 to 2023, the share of owner-occupied housing units increased in the Study Area, Livingston, and Park County overall. The Study Area gained approximately 134 owner-occupied housing units while renter-occupied units remained stagnant during this period.

Table 4. Tenure, 2010-2023

Description	Study Area 2010 Total	Study Area 2010 % Total	Study Area 2023 Total	Study Area 2023 % Total	Livingston 2010 Total	Livingston 2010 % Total	Livingston 2023 Total	Livingston 2023 % Total	Park County 2010 Total	Park County 2010 % Total	Park County 2023 Total	Park County 2023 % Total
Housing Units												
Owner-Occupied	279	42.9%	413	53.2%	2,265	63.4%	2,744	65.4%	4,938	67.6%	5,656	68.3%
Renter-Occupied	371	57.1%	363	46.8%	1,306	36.6%	1,453	34.6%	2,372	32.4%	2,626	31.7%
Total Occupied	**650**		**776**		**3,571**		**4,197**		**7,310**		**8,282**	

Source: ESRI; Economic & Planning Systems

Employment

Livingston Employment

Livingston's total employment across all industries in 2022 was 4,123. This figure has grown by 422 since 2010, which translates to approximately 35 new jobs annually as shown in **Table 5**.

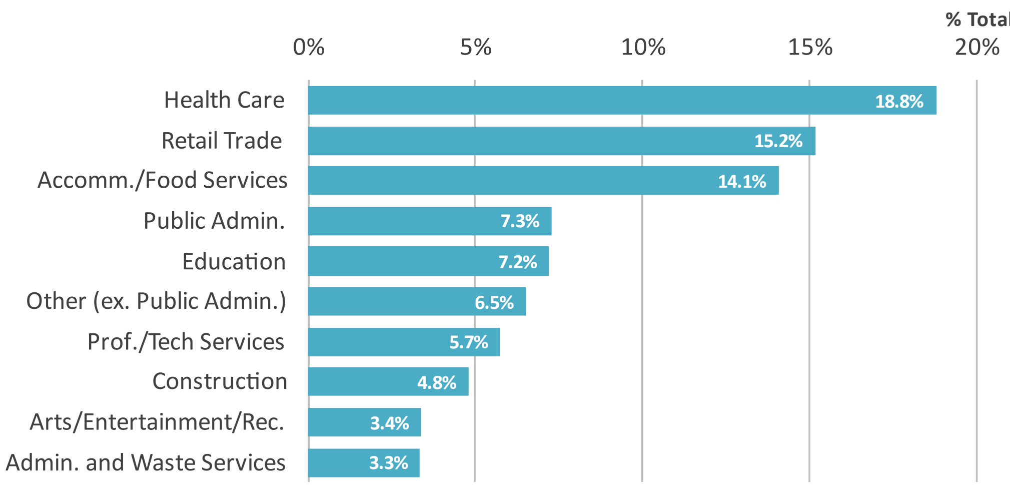
Table 5. Employment by Industry – Livingston, 2010-2022

Description	2010	2022	2010-2022 Total	2010-2022 Ann. #	2010-2022 Ann. %
Livingston					
Ag./Forestry/Fishing	73	88	16	1	1.6%
Mining	2	1	-1	0	-3.2%
Utilities	14	7	-7	-1	-5.5%
Construction	154	198	44	4	2.1%
Manufacturing	244	62	-183	-15	-10.9%
Wholesale Trade	28	47	19	2	4.4%
Retail Trade	449	626	177	15	2.8%
Transport./Warehousing	75	47	-28	-2	-3.9%
Information	85	61	-24	-2	-2.7%
Finance	159	137	-22	-2	-1.2%
Real Estate	45	77	31	3	4.5%
Prof./Tech Services	189	237	47	4	1.9%
Management	37	35	-2	0	-0.5%
Admin. and Waste Services	34	138	103	9	12.3%
Education	205	297	92	8	3.1%
Health Care	659	775	116	10	1.4%
Arts/Entertainment/Rec.	83	139	56	5	4.4%
Accomm./Food Services	548	581	32	3	0.5%
Other (ex. Public Admin.)	304	268	-36	-3	-1.0%
Public Admin.	312	300	-12	-1	-0.3%
Unclassified	0	2	2	0	---
Total Jobs - All Industries	**3,701**	**4,123**	**422**	**35**	**0.9%**

Source: JobsEQ; Economic & Planning Systems

Livingston's largest industries as of 2022 are Health Care with 775 jobs, followed by Retail Trade with 626 jobs, Accommodation/Food Services with 581 jobs, Public Administration with 300 jobs, and Education with 297 jobs. Together, these top five industries make up over 60 percent of Livingston's total employment base (**Figure 4**). The presence of Livingston HealthCare is the main reason that Health Care is the top industry citywide.

Figure 4. Largest Industries by Employment – Livingston, 2022

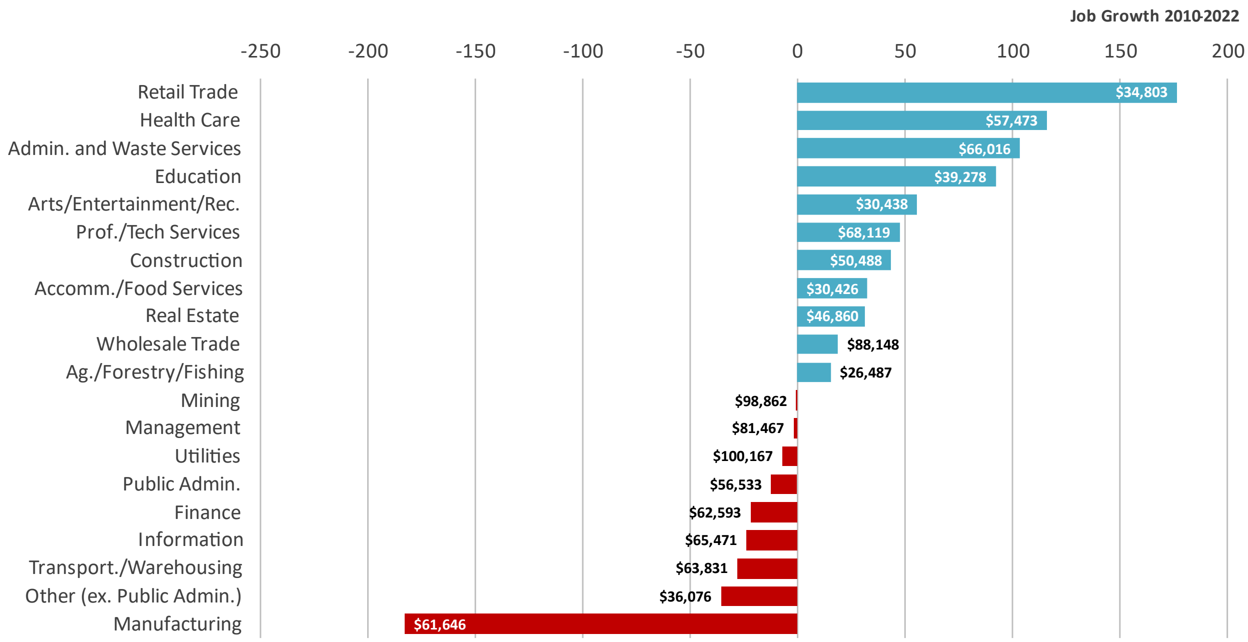


Source:JobsEQ; Economic & Planning Systems

Between 2010 and 2022, Retail Trade was the fastest growing industry in Livingston, increasing by 177 jobs with an annual average income per worker of $34,803. This annual wage translates to less than 60% of Park County's 2023 AMI for a 1-person household. Since HUD defines renters below 80% of AMI as low income, a single-person household earning this wage would fall under this threshold.

Overall, recent employment growth in Livingston has been primarily in lower wage industries. Other growing industries beyond Retail Trade include Administrative and Waste Services, which increased by 123 jobs, Health Care (adding 116 jobs), Education (adding 103 jobs), and Education (adding 92 jobs). Employment in some of the highest paying industries, such as Mining, Management, and Utilities has remained stagnant since 2010. The Manufacturing industry saw the largest decrease in employment, as shown in **Figure 5**.

Figure 5. Job Growth by Industry and Wages – Livingston, 2010-2022



Source: JobsEQ; Economic & Planning Systems

Park County Employment

Park County has seen a higher rate of employment growth than Livingston since 2010. As of 2022, Park County has approximately 8,000 jobs across all industries. This is 1,663 more jobs than in 2010 (equating to approximately 139 new jobs annually), as seen in **Table 6**.

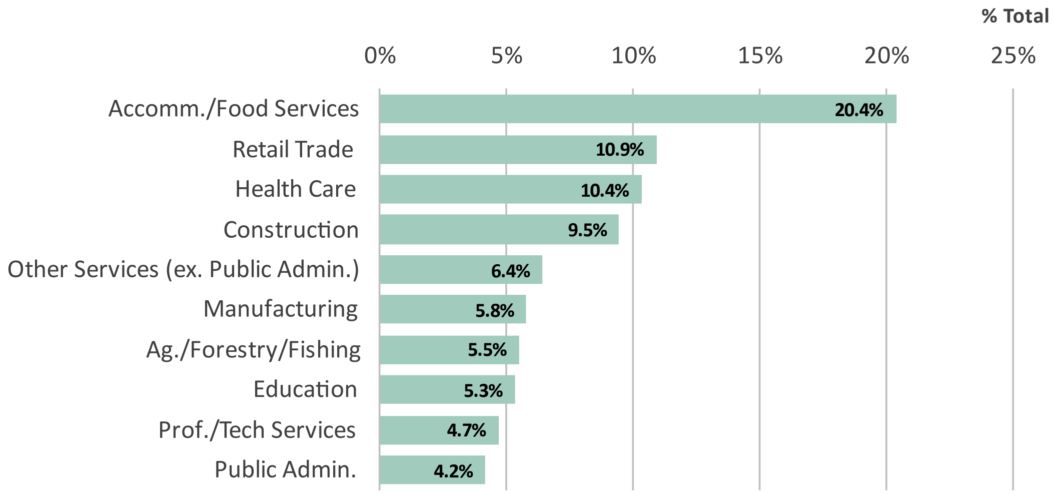
Table 6. Employment by Industry – Park County, 2010-2022

			2010-2022		
Description	**2010**	**2022**	**Total**	**Ann. #**	**Ann. %**
Park County					
Ag./Forestry/Fishing	419	440	20	2	0.4%
Mining	20	14	-6	0	-2.9%
Utilities	43	44	1	0	0.2%
Construction	518	756	239	20	3.2%
Manufacturing	296	463	168	14	3.8%
Wholesale Trade	37	76	39	3	6.1%
Retail Trade	708	875	167	14	1.8%
Transport./Warehousing	147	143	-4	0	-0.2%
Information	101	74	-27	-2	-2.6%
Finance	178	160	-18	-1	-0.9%
Real Estate	84	150	66	6	5.0%
Prof./Tech Services	253	374	121	10	3.3%
Management	37	41	4	0	0.9%
Admin. and Waste Services	117	330	213	18	9.0%
Education	486	427	-59	-5	-1.1%
Health Care	676	828	152	13	1.7%
Arts/Entertainment/Rec.	189	317	129	11	4.4%
Accomm./Food Services	1,223	1,631	408	34	2.4%
Other Services (ex. Public Adm	470	513	43	4	0.7%
Public Admin.	330	333	2	0	0.1%
Unclassified	0	6	6	0	---
Total Jobs - All Industries	**6,331**	**7,994**	**1,663**	**139**	**2.0%**

Source: JobsEQ; Economic & Planning Systems

Park County's largest industries by employment are Accommodation/Food Services with 1,631 jobs, Retail Trade with 875 jobs, Health Care with 828 jobs, and Construction with 756 jobs as of 2022. These top four industries make up approximately half of the total employment in Park County (**Figure 6**).

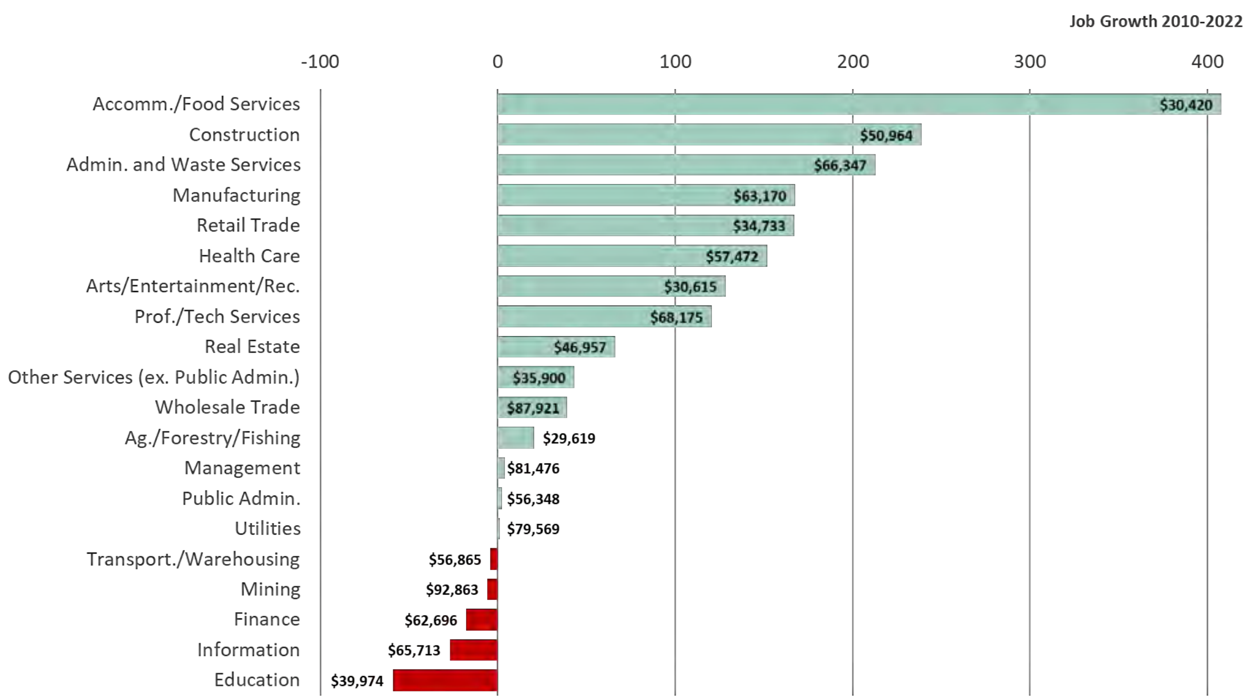
Figure 6. Largest Industries by Employment – Park County, 2022



Source:JobsEQ; Economic & Planning Systems

Between 2010 and 2022, the Accommodation/Food Services industry saw the highest amount of employment growth in Park County, adding just over 400 jobs (**Figure 7**). In 2022, the annual average wage of this industry was $30,420, which is lower than almost every other industry (primarily due to the prevalence of tips in this industry, which is not accounted for in this data). Growth in the Accommodation/Food Services industry made up nearly a quarter of the total employment growth in Park County since 2010.

Figure 7. Job Growth by Industry and Wages – Park County, 2010-2022

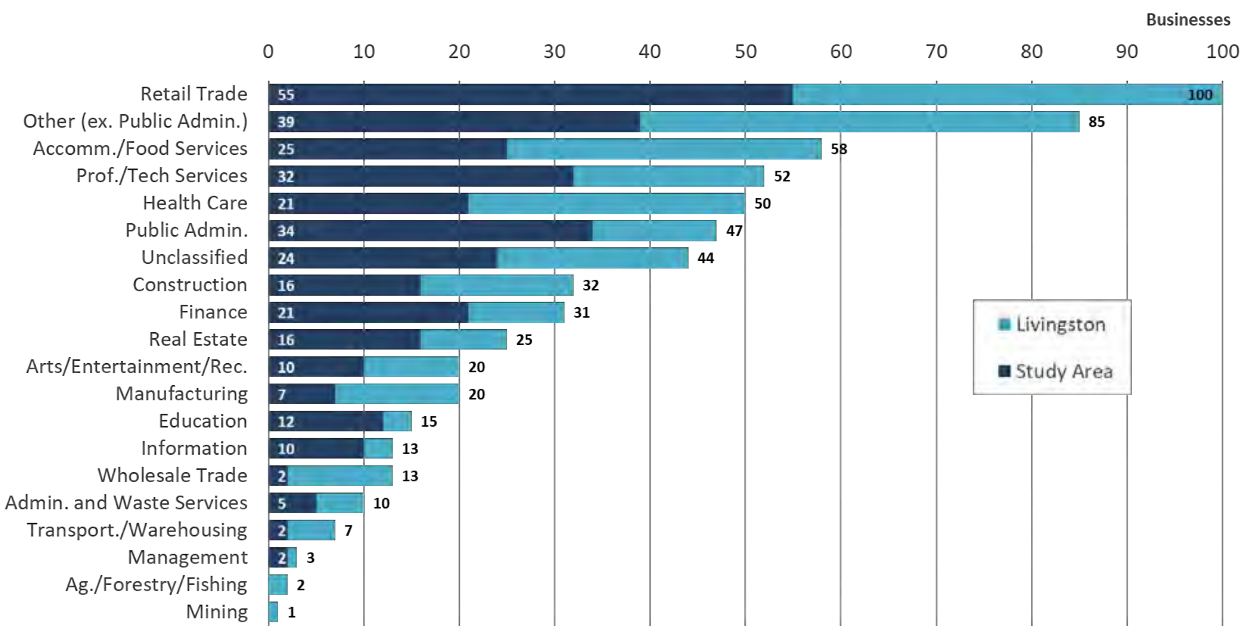


Source: JobsEQ; Economic & Planning Systems

Other industries that have seen employment growth include Construction (adding 239 jobs), Administrative and Waste Services (adding 213 jobs), Retail Trade (adding 167 jobs), and Manufacturing (adding 168 jobs). Since 2010, the County lost 59 jobs in Education and 27 jobs in Information (**Table 6**).

As shown in **Figure 8**, roughly half of Livingston's Retail Trade and Accommodation/Food Services businesses are located Downtown within the Study Area. Many of Livingston's businesses belonging to Professional Services industries are located Downtown. This includes 80 percent of Education, 77 percent of Information, and 72 percent of Public Administration businesses.

Figure 8. Businesses by Industry – Study Area and Livingston, 2023



Source: ESRI Business Analyst; Economic & Planning Systems

3. Real Estate Market Conditions

This chapter provides a summary of housing and commercial real estate trends in the Study Area, Livingston, and Park County. This chapter summarizes overall housing conditions, multifamily trends, and market factors related to the commercial market with a focus on retail and hospitality.

Housing Trends

Approximately 845 out of 4,545 housing units in Livingston are in the Downtown Study Area, which equates to 19 percent, as shown in **Table 7**.

In 2023, around 8.2 percent of housing units in the Study Area and 7.7 percent in Livingston were vacant. In comparison, Park County's residential vacancy rate was roughly two times higher than both the Study Area and city at 16 percent. These vacant units include homes used for seasonal, recreational, or occasional use.

Table 7. Housing Inventory, 2010-2023

Description	2010		2023		2010-2023		
	Total	% Total	Total	% Total	Total	Ann. #	% Change
Study Area							
Occupied Housing Units	650		776				
Owner Occupied	279	42.9%	413	53.2%	134	10	48.0%
Renter Occupied	371	57.1%	363	46.8%	-8	-1	-2.2%
Vacant Housing Units	114	14.9%	69	8.2%	-45	-3	-39.5%
Total Housing Units	**764**		**845**		**81**	**6**	**10.6%**
Livingston							
Occupied Housing Units	3,571		4,197				
Owner Occupied	2,265	63.4%	2,744	65.4%	479	37	21.1%
Renter Occupied	1,306	36.6%	1,453	34.6%	147	11	11.3%
Vacant Housing Units	461	11.4%	348	7.7%	-113	-9	-24.5%
Total	**4,032**		**4,545**		513	39	**12.7%**
Park County							
Occupied Housing Units	7,310		8,282				
Owner Occupied	4,938	67.6%	5,656	68.3%	718	55	14.5%
Renter Occupied	2,372	32.4%	2,626	31.7%	254	20	10.7%
Vacant Housing Units	2,065	22.0%	1,572	16.0%	-493	-38	-23.9%
Total	**9,375**		**9,854**		**479**	**37**	**5.1%**

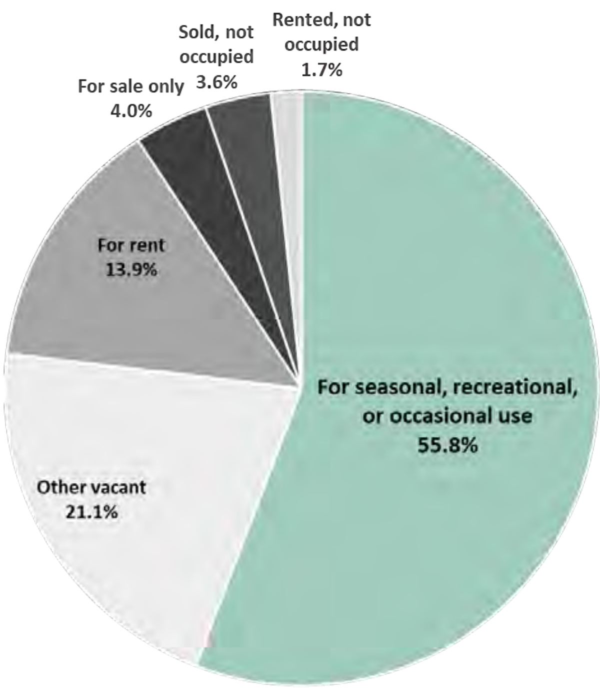
Source: ESRI Business Analyst; Economic & Planning Systems

Note: % Total reflects the percentage of occupied housing units that are owner and renter occupied, and the percentage of total housing units that are vacant.

Second Homes

The U.S. Census categorizes housing units used for seasonal, recreational or occasional use as vacant. As shown in **Figure 9**, approximately 56 percent of vacant housing units are used seasonally. As a result, nearly one out of 10 housing units in the county are second homes or used for seasonal use.

Figure 9. Vacant Housing Units by Type – Park County, 2022

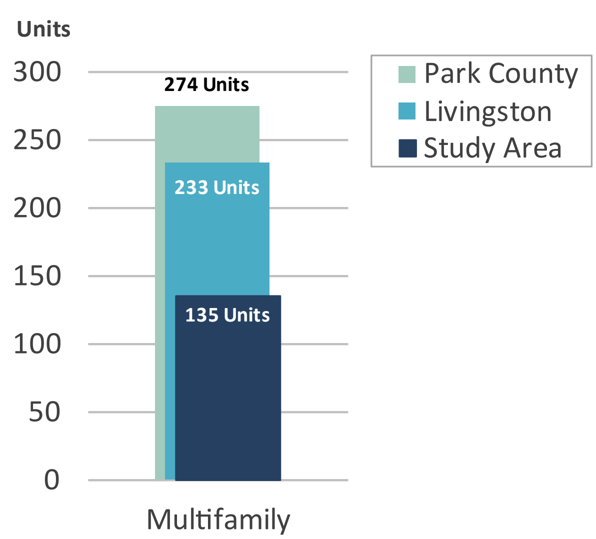


Source: U.S. Census; Economic & Planning Systems

Multifamily Trends

As of 2023, there are approximately nine apartment buildings containing 135 multifamily rental units within the Study Area. This equates to roughly half of the total apartment units within Park County (274) as seen in **Figure 10**.

Figure 10. Multifamily Inventory, 2023



Source: CoStar; Economi& Planning Systems

As shown in **Figure 11**, multifamily vacancy rates in Livingston dropped by approximately 5 percent from 2015 to 2023, and rents increased by 11 percent.

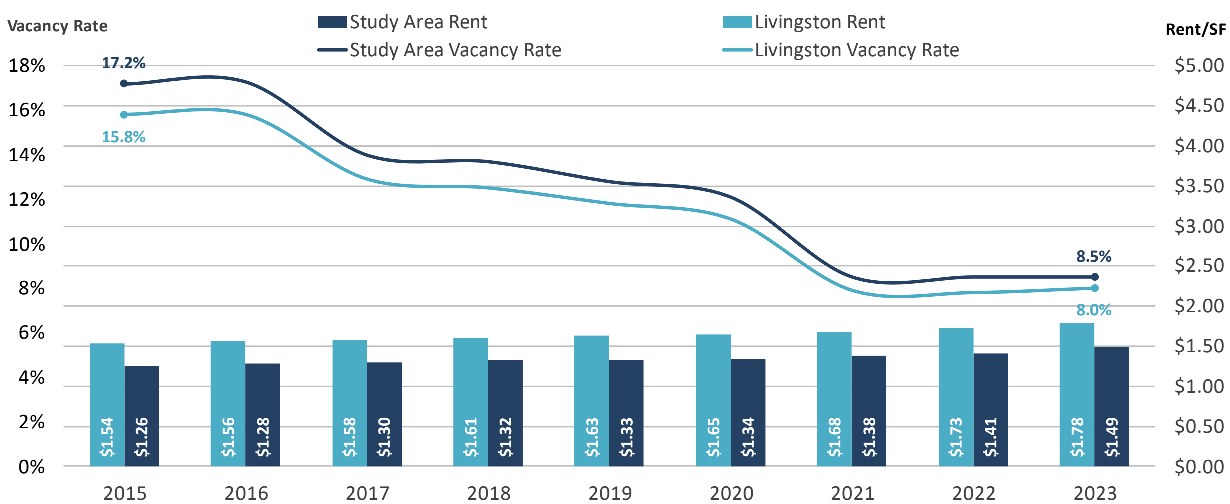
Figure 11. Apartment Market Trends, 2015-2023

Description	2015	2023	2015-2023 Total	2015-2023 % Change
Livingston				
Inventory Units	215	238	23	10.7%
Rent per Unit	$1,173	$1,302	$129	11.0%
Rent per Sq. Ft.	$1.54	$1.78	$0.24	15.6%
Vacancy Rate	15.8%	8.0%	-7.8%	

Source: CoStar; Economic & Planning Systems

Multifamily buildings in both the Study Area and Livingston have seen decreasing vacancy rates and increasing rental rates in recent years (**Figure 12**). It is worth noting that these figures are based on a low number of multifamily properties, as there are only nine properties in the Study Area. Rental and vacancy rates in Park County have historically aligned with Livingston numbers, which may be due to data limitations caused by the region's low multifamily supply.

Figure 12. Multifamily Rent and Vacancy – Study Area & Livingston, 2015-2023

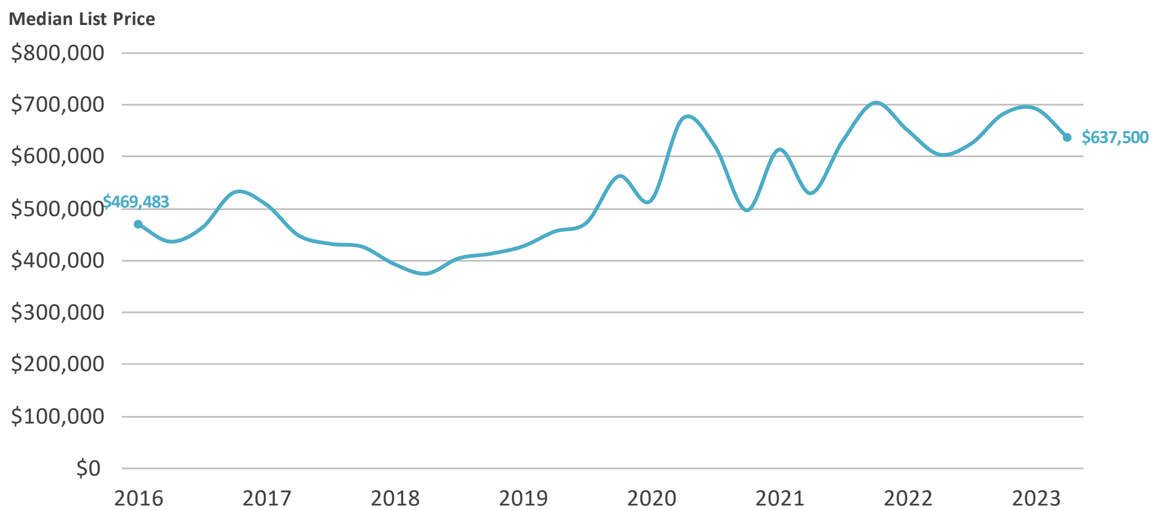


Source: CoStar; Economi& Planning Systems

For-Sale Housing

In the fourth quarter of 2023, the median list price for residential for-sale housing in Livingston was approximately $637,000, as shown in **Figure 13**. This is a 46.3 percent increase since the fourth quarter of 2016.

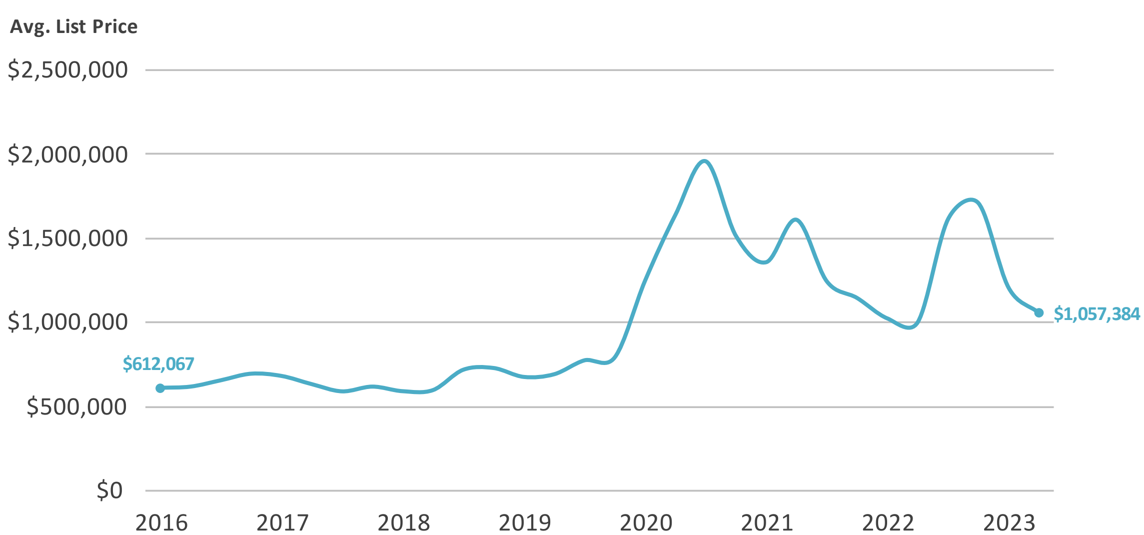
Figure 13. Median List Price – Livingston Zip Code (59047)



Source:Realtor.com; Economic & Planning Systems

As of 2023, the average list price for all for sale housing product in Livingston was around $1 million, an increase of approximately $400,000 since 2016 (**Figure 14**).

Figure 14. Average List Price – Livingston Zip Code (59047)



Source:Realtor.com; Economic & Planning Systems

New Multifamily Projects

New multifamily housing, shown below, has recently been constructed in Livingston outside of the Downtown Study Area.

Yellowstone Granary
924 E Park St

This adaptive reuse project repurposes an historic grain elevator into 18 apartment units. Built in 2023, Yellowstone Granary features studio to 2-bedroom units located in unique areas of the granary: the grain elevator, mill, and ranch store. As of 2024, 2-bedroom units rent for approximately $2,000 per month and the 1-bedroom units rent for around $1,605.

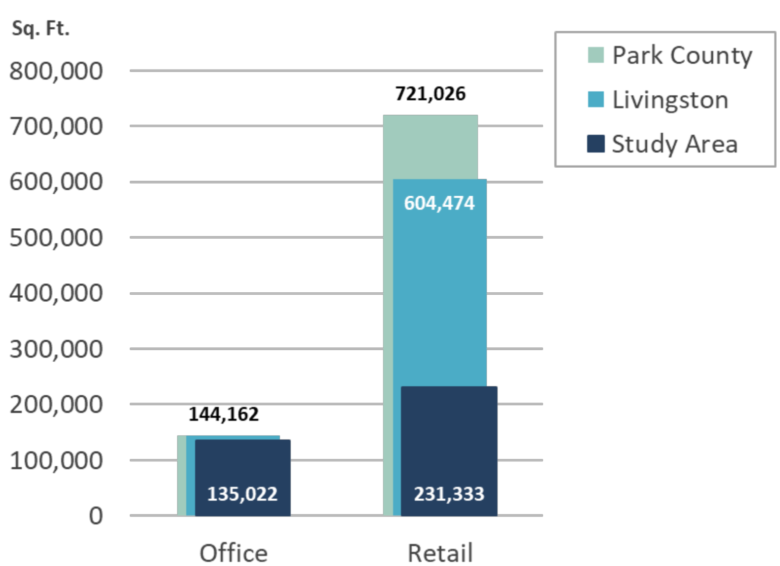
The Flats at Yellowstone Bend
2222 Willow Drive

The Flats at Yellowstone Bend includes a total of 140 2- and 3-bedroom condominium units. Completed in 2023, new units sold for around $350,000. This multifamily project is located across the street from Yellowstone River Inn & Suites and is situated at the intersection of U.S. Highway 191 and Highway 89.

Commercial Inventory

As seen in , nearly all office space in the City of Livingston and Park County is in the Downtown Study Area. Approximately 38 percent of Livingston's retail square footage is within the Study Area and 84 percent of Park County's retail inventory is within Livingston.

Figure 15. Commercial Inventory, 2023



Source: CoStar; Economic & Planning Systems

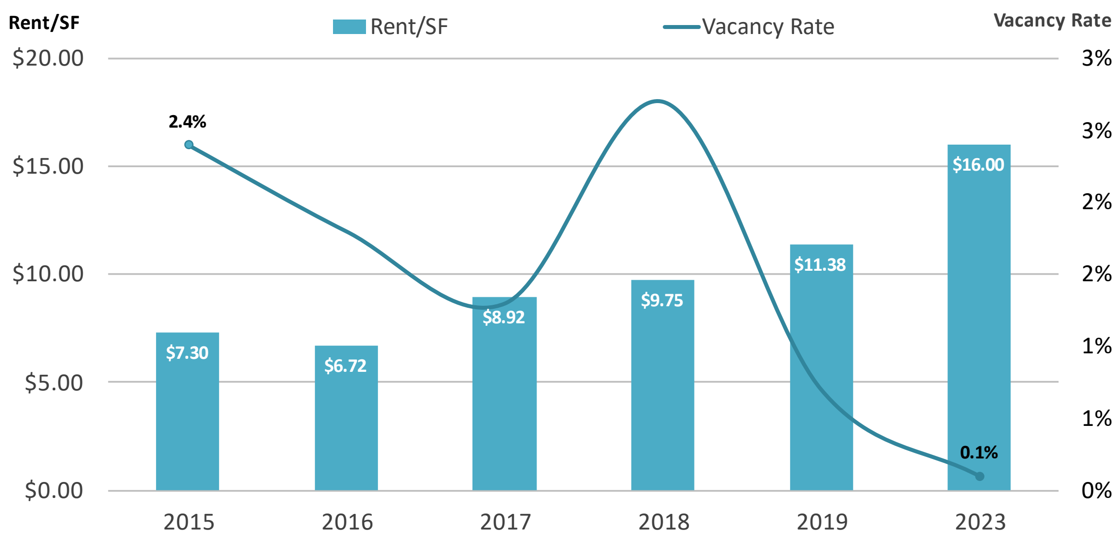
Commercial Rent and Vacancy Rates

Retail

As shown in **Figure 16**, in 2023 Livingston's retail vacancy rate was very low at nearly 0 percent, which is consistent with low vacancy rates historically and may be due to data availability issues common in smaller cities and towns.

The city's average retail rent in 2023 is $16 per square foot, a significant increase from 2019's average rental rate of $11.38 per square foot (the previous year in which rental data for the city is available).

Figure 16. Retail Rent and Vacancy – Livington, 2015-2024 YTD



Source: CoStar; Economic & Planning Systems
Note: Rent and vacancy data unavailable from 2020-2022.

Office

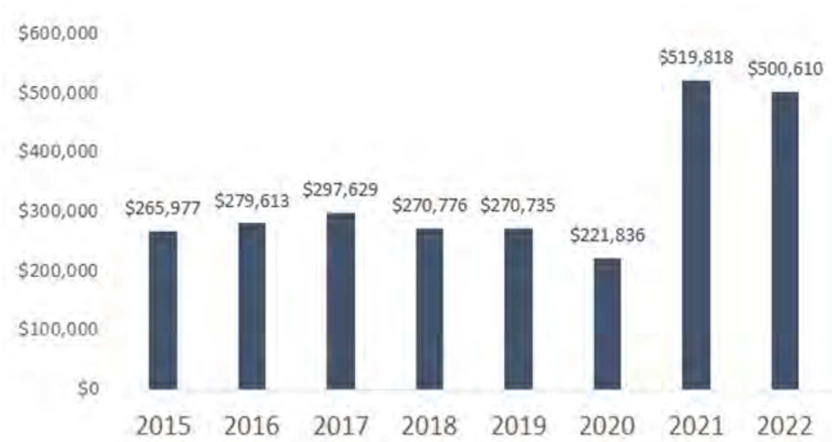
Livingston has a limited inventory of commercial office buildings. Most office properties in the city are in buildings smaller than 8,000 square feet and the city's largest office space is a medical office building at 422 S Main Street totaling just under 25,000 square feet. Therefore, due to the lack of large commercial office space in the city, rent and vacancy rates are not readily available.

Hospitality

Visitation Trends

As many markets across the country saw their hospitality and tourism industries struggle to recover from the impacts of the COVID-19 pandemic, Livingston's Convention and Visitors Bureau (CVB) saw tourism increase in 2021 and 2022 as tourism shifted towards more rural areas with nearby outdoor recreation opportunities. The addition of new hotel rooms in Livingston in 2021 helped to increase the tax generated by tourists. In 2021, the Livingston CVB collected 92 percent more lodging tax revenue than prior to the pandemic in 2019, as shown in **Figure 17**. This revenue dropped slightly in 2022, but at $500,000 was still notably higher than pre-pandemic figures.

Figure 17. Lodging Tax – Livingston CVB, 2015-2022



Hotel Inventory

Although the Murray Hotel, with 30 rooms, is the only official hotel in the Downtown Study Area as of 2023, boutique hotels that operate on short-term rental platforms, such as the Grabow Hotel, also exist.

As shown below in **Table 8**, 11 hotels are in Livingston (approximately one-third of Park County hotels) that accommodate a total of 489 rooms. A Home2 Suites by Hilton is currently under construction, which will add an additional 90 rooms.

Table 8. Hotel Inventory, 2023

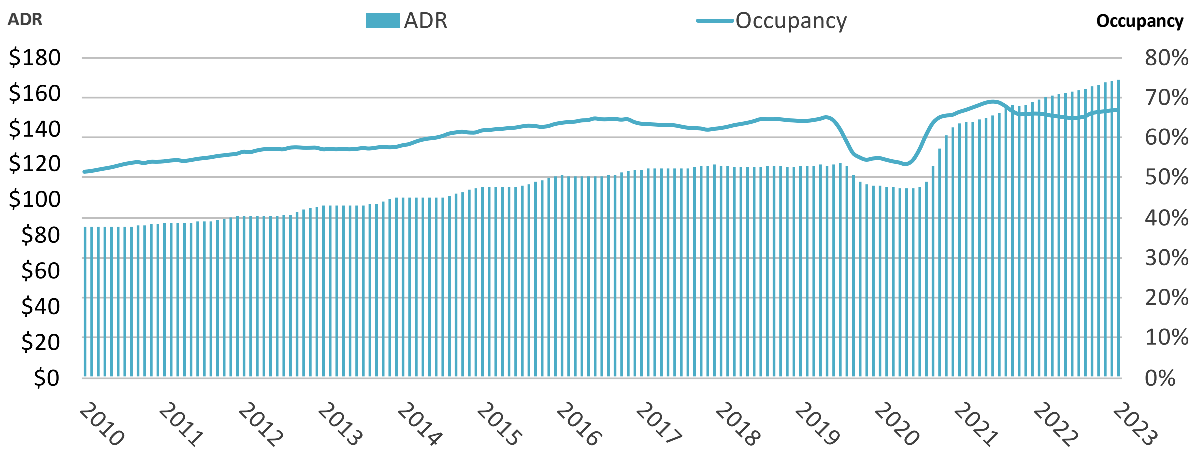
Hotel Inventory	Buildings	Rooms
Study Area	1	30
Livingston	11	489
Park County	30	1,323

Source: CoStar; Economic & Planning Systems

Hotel ADR and Occupancy

After declining during the COVID-19 pandemic, which had large impacts on the hospitality sector, the average daily rate (ADR) of Livingston's hotels have recovered and were at their highest in 2023 at approximately $167 by the end of the year. Trailing 12-month average occupancy rates peaked in late 2021 into 2022, but as of summer 2023, Livingston's hotel occupancy rate was about 80 percent, which was higher than the previous summer. These occupancy rates indicated increased demand for new hotel rooms in the city.

Figure 18. 12 Month ADR and Occupancy – Livingston, 2010-2023



Source: CoStar; Economic & Planning Systems

Short-Term Rentals

As of early 2024, the City of Livingston's 229 active short term rental listings generated an average annual revenue of $67,400 over the past 12 months, according to AirDNA. This average is increased by rental properties on large plots of land in scenic areas surrounding the core of Livingston. Within Downtown Livingston, average annual revenues are lower, typically ranging from approximately $10,000 to $30,000 annually.

Short-term rentals in the Livingston market have a 12-month average monthly occupancy rate of 57 percent and an average daily rate (ADR) of $320.50 per night. Short-term rentals in Downtown Livingston vary in price, but in general a rental for 2 to 4 people costs between $150 and $400 per night in the summer and larger rentals can command a rate of $700 per night and up. In the winter months, nightly rates can drop as low as $100 per night. Only 1.6 percent of short-term rental listings have a minimum stay of 30+ nights and 90.0 percent of listings have a minimum stay of three nights or less. This indicates that there is not currently a high demand for medium-term rentals in Livingston.

4. Housing Demand Study

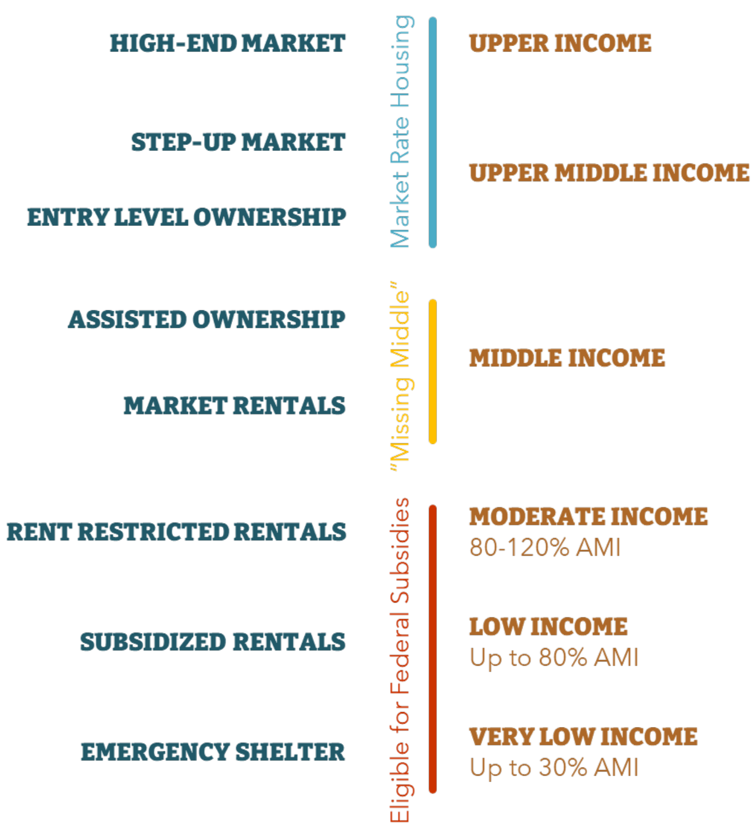
Existing Housing Gaps

Income Level Definitions

The graphic shown below illustrates how various income levels are linked with different types of housing and housing programs. The boundaries of each income range are not always fixed as shown below, as there needs to be consideration of the local context and market conditions. There is an important distinction between 60 to 80% of AMI since federal and state funding for housing development generally ends above 60% of AMI, with some more limited programs that extend to 80% of AMI (e.g., income averaging in LIHTC projects).

Income-restricted and other deed-restricted homeownership programs are typically in the 80 to 120% AMI range. With that said, programs and policies can extend above these ranges in high-cost housing markets.

Figure 19. Housing Program Income Levels

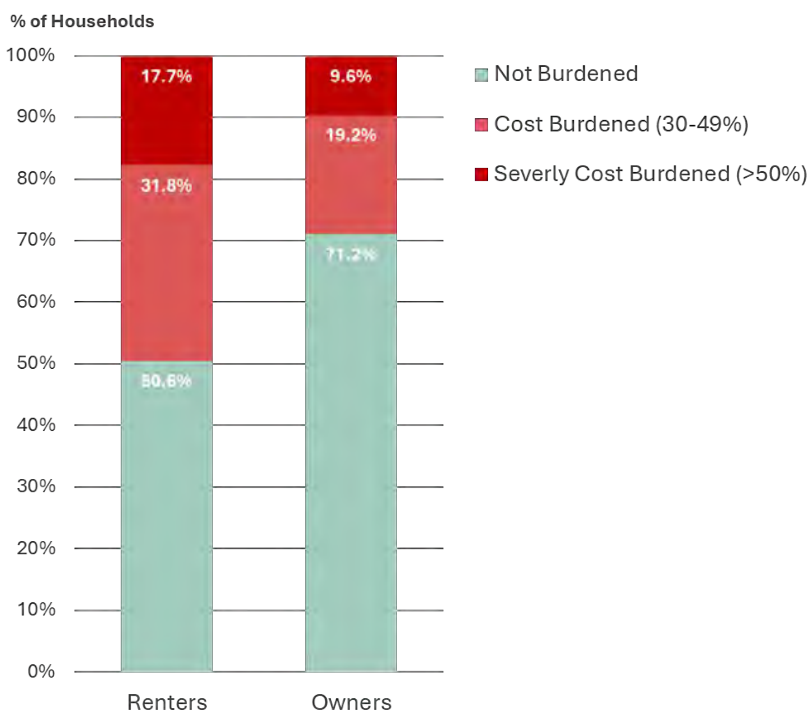


Cost Burden

Households that pay more than 30 percent of their income towards housing payments (rent or mortgage) are defined as housing cost burdened, and households that pay more than 50 percent of their income are severely cost burdened.

As shown in **Figure 20**, nearly half of renter households (49.5 percent) in Livingston are cost burdened or severely cost burdened. In comparison, approximately 28.8 percent of households who own their homes are cost burdened. Since homeowners typically have more stable housing and housing costs, a higher share of renter households are typically more likely to be cost burdened.

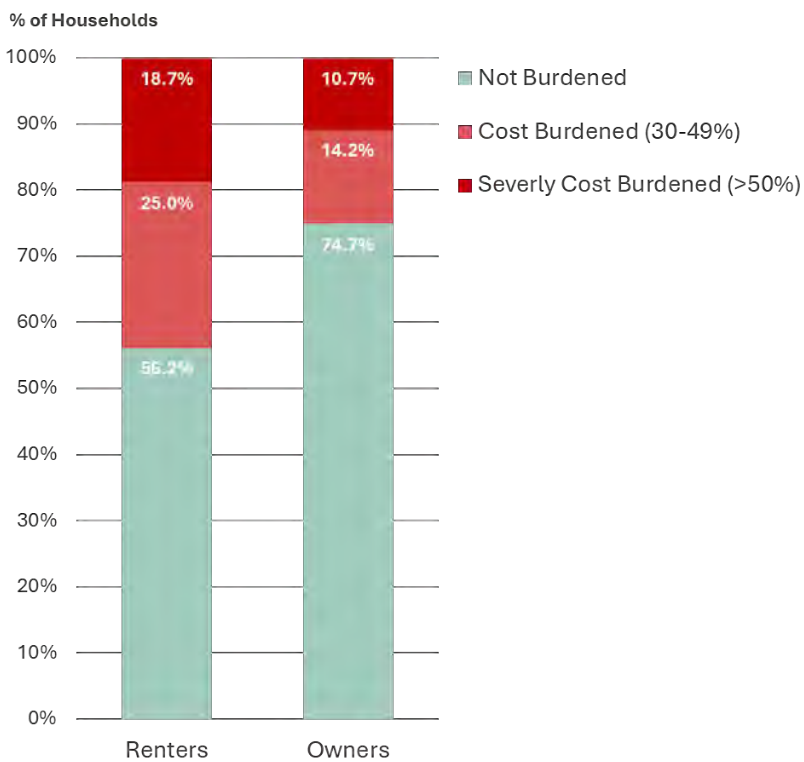
Figure 20. Housing Cost Burden by Household Type – Livingston, 2022



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

Countywide, less than half of renter households (43.7 percent) are cost burdened, and a quarter of homeowners (24.9 percent) are cost burdened (**Figure 21**). Although there is a lower share of cost burdened households in Park County compared to Livingston, there is a slightly higher share of extremely cost burdened households countywide spending over 50 percent of income on housing costs.

Figure 21. Housing Cost Burden by Household Type – Park County, 2022

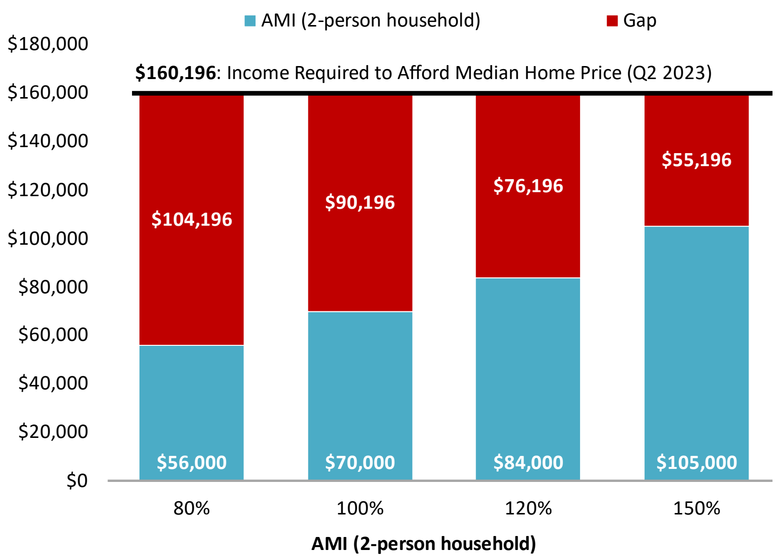


Source: U.S. Census ACS 5-Year Estimates, Economic & Planning Systems

Ownership Income Gap

As shown in **Figure 22**, a household income of approximately $160,000 is required to afford a single-family home in Livingston at the median sale price (as of Q2 2023). Based on Park County's 2023 AMI for a 2-person household, households with an income equivalent to the AMI ($70,000) would need to earn an additional $90,000 per year to afford a house at the median price. A household earning 150% of the AMI would still require an additional $55,000 annually to afford a home at this price point.

Figure 22. Income Gap to Afford Median Priced Single-Family Home – Livingston, 2023



Source: HUD; Realtor.com; Economic & Planning Systems

As shown in **Table 9**, approximately 60 percent of households who own their home have a household income below the 150% of AMI threshold. As of 2022, nearly 40 percent of households had a household income above 150% of Park County's 2023 AMI.

Table 9. Owner Households by AMI – Park County, 2022

Description	2022 Total	2022 % Total
Owner Households		
Less than 30% AMI	527	9.3%
31% to 60% AMI	601	10.6%
61% to 80% AMI	553	9.8%
81% to 100% AMI	597	10.6%
101% to 120% AMI	543	9.6%
121% to 150% AMI	653	11.5%
Greater than 150% AMI	2,184	38.6%
	5,658	

Source: U.S. Census; Economic & Planning Systems

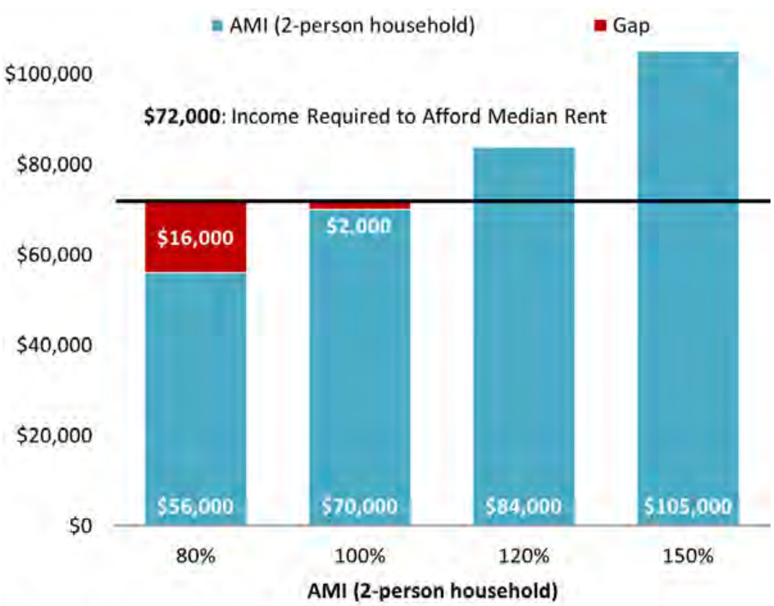
Rental Income Gap

Though long-term rents in Livingston vary and there are data gaps on rent rates in smaller communities, the median rent in Livingston is approximately $1,900. To afford this monthly rent, a household needs to earn $72,000 in annual income.

Figure 23 shows that based on Park County's 2023 AMI, a 2-person household earning 80% of the AMI would need to earn an additional $16,000 per year to afford a monthly rental at this price. Additionally, a household earning 100% of the AMI would require an extra $2,000 annually to afford this monthly rent without being rent burdened.

Unlike the homeownership income gap shown in **Figure 22**, a renter living alone earning approximately 102% of the AMI and above would be able to afford a rental unit priced at the median rate.

Figure 23. Income Gap to Afford Median Rent – Livingston, 2023



Source: HUD; Zillow; Economic & Planning Systems

Around 65 percent of renters have a household income below the AMI for a 2-person household in Park County as of 2022 (**Table 10**). This indicates that nearly two-thirds of households are unable to afford above $2,000 a month in rent.

Table 10. Renter Households by AMI – Park County, 2022

Description	2022 Total	2022 % Total
Renter Households		
Less than 30% AMI	452	18.9%
31% to 60% AMI	562	23.5%
61% to 80% AMI	378	15.8%
81% to 100% AMI	168	7.0%
101% to 120% AMI	162	6.8%
121% to 150% AMI	225	9.4%
Greater than 150% AMI	450	18.8%
	2,397	

Source: U.S. Census; Economic & Planning Systems

Future Demand

In this section, a housing demand projection is provided to show growth potential and future housing needs in Livingston and Park County.

Commuting Workers

In 2021, 57.1 percent of jobs in Livingston were filled by in-commuters, which is an increase from 52.8 percent in 2010. This reduction in resident-filled jobs indicates that Livingston's workforce may be moving to nearby areas with lower housing costs (**Table 11**) or businesses are needing to attract workers from further away to fill positions.

Table 11. Livingston Commuting Patterns, 2010-2021

Commuting Patterns	2010	2021
Livingston Jobs		
Filled by Residents	47.2%	42.9%
In-Commuters	52.8%	57.1%

Source: U.S. Census LEHD; Economic & Planning Systems

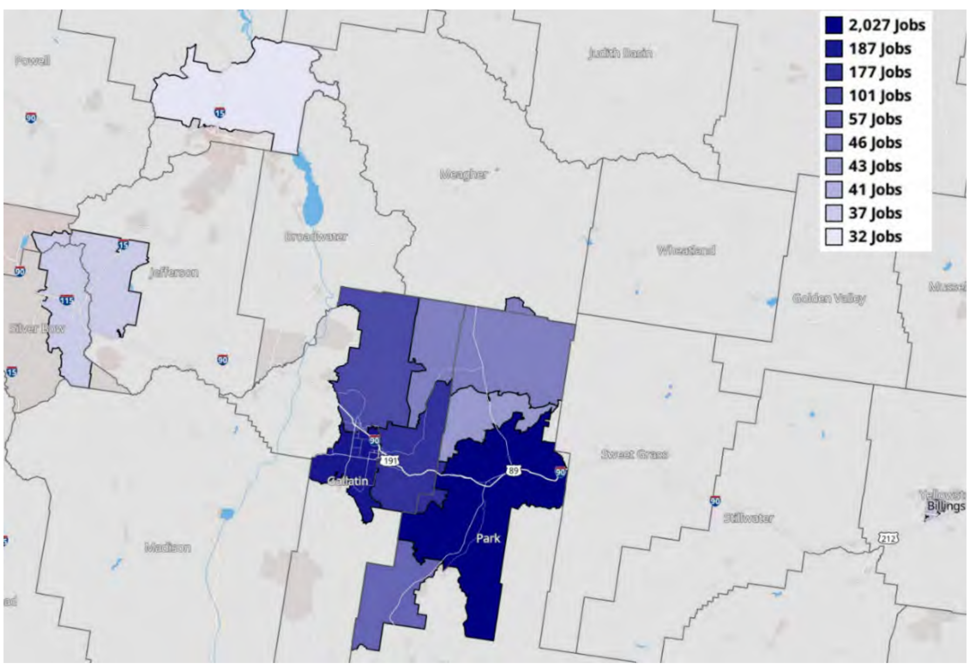
As shown in **Table 12** and **Figure 24**, the majority of Livingston workers who are in-commuters live in other areas of Park County, as well as nearby Gallatin County. Approximately 17.5 percent of Livingston workers live in areas outside of these zip codes.

Table 12. Where Livingston Workers Live, 2021

Home Origin	In-Commuters Workers	In-Commuters %Total
Zip Code		
59047 (Livingston)	2,027	60.9%
59718	187	5.6%
59715	177	5.3%
59714	101	3.0%
59027	57	1.7%
59086	46	1.4%
59018	43	1.3%
59102	41	1.2%
59701	37	1.1%
59602	32	1.0%
All Other Locations	583	17.5%
Total	**3,331**	**100.0%**

Source: U.S. Census LEHD; Economic & Planning Systems

Figure 24. Livingston Workers by Home Zip Code, 2021



Employment Driven Demand

A housing demand projection is provided in **Table 13** that links job growth to housing demand. This projection estimates 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).

This projection accounts for strong market demand drivers such as Livingston becoming more of a destination for second homeowners, part-time residents, and remote workers. Based on these housing demand projections, Livingston can support approximately 85 new housing units per year.

Table 13. Livingston Housing Demand Projection

Description	Factor	2022	2032	2022-2032 Total	2022-2032 Annual
Total Jobs - Park County	2.0%	7,994	10,000	2,006	201
Employed People	1.08 jobs/empl.	7,402	9,259	1,857	186
Employed Households	1.50 jobs/household	4,930	6,170	1,240	124
Normal Vacancy Adjustment	5%	260	320		
Housing Units - Park County		**5,190**	**6,490**	**1,300**	**130**
Baseline Demand - Park County					
Livingston Market Share	**65.0%**	**3,370**	**4,220**	**850**	**85**

Source: JobsEQ; U.S. Census; Economic & Planning Systems

Employment-Based Affordability

Table 14 below shows the alignment between job growth, wages, and Park County AMI levels. Based on the assumption that a household brings in 1.5 incomes, average wages for jobs in the Agriculture/Forestry/Fishing, Arts/Entertainment/Recreation, Accommodation/Food Services, and Retail Trade industries equate to a household income below 80% of the AMI for a 2-person household. Beyond these industries, the average annual wage increases with the Mining industry at the top, which has an average annual wage of $96,000. For a 2-person household, this income equates to 206% of the AMI.

Over 80 percent of the job growth in Park County from 2018 to 2023 has been in industries that translate into household incomes below 120% of AMI. To support employment growth in the county, there needs to be an increase in the number of rental units and for-sale housing options that are priced lower than the current average for the county.

Table 14. Employment Based Affordability

60-80% AMI
80-120% AMI
120-140% AMI
Above 140% AMI

Industry	Avg. Wage 2023	Household Income [1.5] 2023	2-Person HH AMI 2023
Ag./Forestry/Fishing	$31,670	$47,505	67.9%
Arts/Entertainment/Rec.	$32,616	$48,924	69.9%
Accomm./Food Services	$33,344	$50,016	71.5%
Retail Trade	$37,049	$55,574	79.4%
Other Services (ex. Public Admin.)	$38,701	$58,051	82.9%
Education	$39,503	$59,255	84.6%
Real Estate	$43,561	$65,341	93.3%
Construction	$54,111	$81,167	116.0%
Transport./Warehousing	$56,717	$85,076	121.5%
Public Admin.	$58,672	$88,007	125.7%
Health Care	$60,171	$90,257	128.9%
Finance	$60,351	$90,526	129.3%
Admin. and Waste Services	$64,748	$97,122	138.7%
Information	$65,247	$97,870	139.8%
Prof./Tech Services	$69,032	$103,549	147.9%
Manufacturing	$71,158	$106,736	152.5%
Unclassified	$74,583	$111,874	159.8%
Management	$81,241	$121,862	174.1%
Utilities	$82,247	$123,371	176.2%
Wholesale Trade	$91,134	$136,701	195.3%
Mining	$96,093	$144,139	205.9%

Source: JobsEQ; Economic & Planning Systems

Estimated Demand

An estimated unit mix for the projected housing demand is shown in **Table 15**. This housing mix is based on past construction trends and future housing needs projected based on employment growth.

Table 15. Livingston Housing Unit Projection

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
Total	**100.0%**	**425**	**425**	**850**	**85**

[1] Mobile homes and other miscellaneous housing types are not included
Source: Economic & Planning Systems

5. 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 Livingston were identified and aligned with potential development sites to test feasibility on potential, real-world projects.

To assess feasibility, EPS developed a static pro forma feasibility model to illustrate cost and revenue factors associated with the most supportable housing product types in the Downtown Livingston Study Area.

Project Prototypes

Based on the housing study and outreach to the development/real estate community in Livingston, three housing prototypes were identified that are likely supportable in Downtown. The three housing prototypes analyzed are summarized in **Table 16**.

Table 16. Project Prototypes

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

Option 1: Mixed-Use Condo Building Behind the Historic Murray Hotel

As shown in **Table 17**, the option 1 prototype is a 4-story, mixed-use condominium building. This 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.

Sales Price and Costs

Assumption on sales prices and projects costs for Option 1 are shown in **Table 17**. This prototype assumes that penthouse units have a sales price of $700 per square foot and condo units have a sales price of $400 per square foot.

Vertical construction costs are set at $350 per square foot for multifamily uses and $300 per square foot for retail space based on information from local stakeholders and similar projects. Costs for parking garage construction are set at $25,000 per parking space. Land acquisition costs are $100 per square foot due to the site’s desirable location in the Downtown core. Site work costs are set at $10 per square foot of land.

Table 17. Option 1 Project Summary

LOT AREA		
Front (Feet)		100
Side (Feet)		135
Total Area (sq. ft.)		**13,500**
Total Area (ac.)		**0.31**
COMMERCIAL		
Gross Building Area		
Ground Level		3,000
Efficiency Factor		100%
Net Leasable Area		
Ground Level		3,000
Average Rental Rate (NNN)		**$20**
MULTIFAMILY		
Gross Building Area		
Ground Level		0
Floor 2		9,840
Floor 3		9,840
Penthouse		9,840
Total		**29,520**
Efficiency Factor		89%
Net Leasable Area		
Ground Level		0
Floor 2		8,800
Floor 3		8,800
Penthouse		8,800
Total		**26,400**
Units		
Penthouse		4
Condo/Townhome		20
Total		**24**
Average Unit Size		
Penthouse		2,200
Condo/Townhome		880
Rates/Prices		
For-Sale (Price per SF)		
Penthouse		**$700**
Condo/Townhome		**$400**
PARKING		
Parking Summary		
Garage		30
Total		**30**
PROJECT COSTS		
Hard Costs		
Land Cost	per land sf	$100
Site Cost	per land sf	$10
Parking Garage Cost	per space	$25,000
Building Cost - Multifamily	per sf	$350
Building Cost - Commercial	per sf	$300

Source: Economic & Planning Systems

Soft costs, which include design, architecture, developer fees, permits, etc., are estimated to be around $2.38 million (**Table 18**). The total cost for this project is estimated to be $15.85 million, which equates to $487 per square foot (of the building gross area) and $660,497 per unit.

Per unit and in total, this option has the highest construction costs partially due to this site's higher land value.

Table 18. Option 1 Project Costs

PROJECT COSTS			
Acquisition and Site			**$ 1,485,000**
Acquisition Cost			$ 1,350,000
General Site Costs			$ 135,000
Land Cost per Unit			*$56,250*
Hard Costs			**$11,982,000**
Parking Garage Cost	$25,000	per space	$ 750,000
Building Cost - Multifamily	$350	per sf	$10,332,000
Building Cost - Commercial	$300	per sf	$ 900,000
Soft Costs			**$ 2,384,924**
Design and Architecture	5.0%	% of vertical costs	$ 516,600
Building Permits	1.0%	% of HC	$ 119,820
FF&E, Taxes, Insurance & Marketing	7.5%	% of HC	$ 898,650
Developer Fee	5.0%	% of Total Cost	$ 750,104
Residential Impact Fees	$3,330	per unit	$ 79,920
Commercial Impact Fees	$6,610	per 1,000 sq. ft.	$ 19,830
% of Hard Costs			**19.9%**
TOTAL CONSTRUCTION COST			**$14,366,924**
TOTAL COST			**$15,851,924**
Per GBA			$487
Per Unit			$660,497

Source: Economic & Planning Systems

Operating expenses for this option (shown in **Table 19**) total $1,953, which for this prototype includes a management fee set at 3.5 percent of the Effective Gross Income.

Table 19. Option 1 Operating Revenue and Expenditures, Static

Type	Factor	Rate	Lease Rate per year	Total Revenue	% of Total
REVENUE	**Units**	**NRSF**			
Multifamily		**26,400** NRSF		**$14,171,873**	
For-Sale	**24**				
Penthouse	4	8,800 NRSF	$700 per sf	$ 6,159,938	
Condo/Townhome	20	17,600 NRSF	$400 per sf	$ 7,039,930	
Garage Spaces	30		$50,000 per space	$ 1,500,000	
Sales Cost	4.0% of income		22,000 per unit	$ (527,995)	
Commercial Income				**$ 60,000**	**100.0%** of PGI
Ground Level		3,000 sf	$20 per sf	$ 60,000	100.0% of PGI
POTENTIAL GROSS INCOME (PGI)				**$ 60,000**	**100.0%** of PGI
Less: Vacancy (Commercial)	7% per year			$ (4,200)	-7.0% of PGI
EFFECTIVE GROSS INCOME (EGI)				**$ 55,800**	**93.0%** of PGI
EXPENDITURES					
Non-Variable Expenses			**Adjustment**	**$ (1,953)**	**3.5%** of EGI
Management Fee	3.5% of EGI	$55,800 EGI	100% of total	$ (1,953)	3.5% of EGI
TOTAL OPERATING EXPENSES				**$ (1,953)**	**3.5%** of EGI
TOTAL EXPENSES				**$ (1,953)**	**3.5%** of EGI
UNLEVERAGED RETURN METRICS					
Net Operating Income				**$ 53,847**	**96.5%** of EGI
Est. Rental Value				**$ 828,415**	**6.5%** Cap rate
Sale Revenue				**$14,171,873**	
Total Project Value				**$15,000,289**	
Total Project Cost				**$15,851,924**	
Project Return				**$ (851,635)**	
Return on Cost				**-5.37%**	
Hurdle Rate				**12.00%**	

Source: Economic & Planning Systems

Feasibility Gaps

Assessing the financial feasibility of a project involves estimating metrics of return. Return on cost shows the net annual income that a project generates in a particular year relative to its total cost to build. The return a project generates is compared to a hurdle rate, or the rate of return that a project would need to generate in order to be financially feasible. If the rate of return of the project is lower than the hurdle rate, then the project has a financial feasibility gap.

Option 1’s project return on cost is estimated to be -5.4 percent, as shown in **Table 20**. With a 12 percent hurdle rate, this development has an overall feasibility gap of $2.75 million, which is 17 percent of total project costs. This financial feasibility gap means that this prototype has major barriers to feasibility. Major drivers of feasibility that would need to change for the project to be feasible include the achievable sale prices, construction cost, and cost of land. The smaller condo units in the project are priced around $500,000, which may be affordable to a sizable portion of the Livingston workforce. Higher prices would mean that units would need to sell to luxury buyers and likely be oriented towards retirees or second homeowners, similar to the penthouse units.

It will be challenging to find a large enough buyer pool of retirees/second homeowners to support this size of project. While the prototype attempts to be oriented towards both types of buyers, the luxury condo market will likely need to be supported through smaller projects or adaptive reuse projects of older buildings.

Table 20. Option 1 Project Return on Cost and Gap

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%
Target Return	$1,902,231
Gap	$2,753,866
Gap per Unit	$114,744

Source: Economic & Planning Systems

Option 2: Apartment Building at the Northwest Energy Site

The second housing prototype is a 3-story apartment building containing 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). Of the three development prototypes, this option, located at 209 S B St, is on the largest lot. As shown in **Table 21**, the building's gross area is 37,300 square feet, with a net leasable area of 31,705 square feet.

Table 21. Option 2 Project Summary

LOT AREA	
Front (Feet)	175
Side (Feet)	135
Total Area (sq. ft.)	**23,625**
Total Area (ac.)	**0.54**
MULTIFAMILY	
Gross Building Area	
Ground Level	12,433
Floor 2	12,433
Floor 3	12,433
Total	**37,300**
Efficiency Factor	85%
Net Leasable Area	
Ground Level	10,568
Floor 2	10,568
Floor 3	10,568
Total	**31,705**
Units	
Market Rate Rental	42
Total	**42**
Average Unit Size	
Market Rate Rental	755
For-Rent (Rent per SF)	
Market Rate	**$2.25**
PARKING	
Parking Summary	
Surface	30
Tuck Under	22
Garage	0
Total	**52**
PROJECT COSTS	
Hard Costs	
Land Cost	$25
Site Cost	$10
Surface Parking Cost	$3,500
Tuck Under Cost	$5,000
Parking Garage Cost	$25,000
Building Cost - Multifamily	$250

Sales Price and Costs

Assumptions on sales prices and project costs are shown in **Table 21**. The rental rate for this prototype is set as $2.25 per square foot. Vertical construction costs are set at $250 per square foot, which is a lower cost than Option 1. Construction costs for parking are set at $3,500 per surface parking space and $5,000 per tuck under space. Land acquisition costs are much lower than Option 1 ($25 per square foot) since this site is in a less central location Downtown. Site work costs are set at $10 per square foot of land.

As shown below in **Table 22**, soft costs for Option 2 are estimated to be around $2 million. With total hard costs estimated at $9.54 million, the total cost for this project is estimated to be $12.37 million. This translates to $332 per building square foot and $294,431 per residential unit.

Table 22. Option 2 Project Costs

PROJECT COSTS				
Acquisition and Site			**$**	**826,875**
Acquisition Cost			$	590,625
General Site Costs			$	236,250
Land Cost per Unit				*$14,063*
Hard Costs			**$**	**9,540,000**
Surface Parking Cost	$3,500	per space	$	105,000
Tuck Under Cost	$5,000	per space	$	110,000
Parking Garage Cost	$25,000	per space	$	-
Building Cost - Multifamily	$200-$400	per sf	$	9,325,000
Building Cost - Commercial	$300	per sf	$	-
Soft Costs			**$**	**1,999,211**
Design and Architecture	5.0%	% of vertical costs	$	466,250
Building Permits	1.0%	% of HC	$	95,400
FF&E, Taxes, Insurance & Marketing	7.5%	% of HC	$	715,500
Developer Fee	5.0%	% of Total Cost	$	582,201
Residential Impact Fees	$3,330	per unit	$	139,860
Commercial Impact Fees	$6,610	per 1,000 sq. ft.	$	-
% of Hard Costs				**21.0%**
TOTAL CONSTRUCTION COST			**$**	**11,539,211**
TOTAL COST			**$**	**12,366,086**
Per GBA				$332
Per Unit				$294,431

Source: Economic & Planning Systems

Since this prototype is a rental property, annual operating expenses are much higher than Option 1. Shown in **Table 23**, this property is expected to generate an Effective Gross Income (EGI) of $847,661 annually, while annual expenses total around $214,326. This equates to a net operating income of $633,335.

Table 23. Option 2 Operating Revenues and Expenditures, Static

Type	Factor		Rate		Lease Rate per year		Total Revenue	% of Total	
REVENUE	**Units**		**NRSF**						
Multifamily			**31,705**	NRSF			**$ -**		
Rental	42						**$ 856,035**		
Market Rate Rental	42		31,705	NRSF	$2.25	per sf	$ 856,035	95.9%	of PGI
Other MF Income							**$ 36,240**	**4.1%**	of PGI
Parking Revenue	100%	of units	52	units	$50	per unit/mo	$ 31,200	3.5%	of PGI
Trash Fee	100%	of units	42	units	$10	per unit/mo	$ 5,040	0.6%	of PGI
POTENTIAL GROSS INCOME (PGI)							**$ 892,275**	**100.0%**	of PGI
Less: Vacancy (Residential)	5.0%	per year					$ (44,614)	-5.0%	of PGI
EFFECTIVE GROSS INCOME (EGI)							**$ 847,661**	**95.0%**	of PGI
EXPENDITURES									
Variable Operating Expenses	**$2,749**	per unit/yr.			**Adjustment**		**$ (115,458)**	**13.6%**	of EGI
Repairs & Maintenance	$250	per unit/yr.	42	units	100%	of total	$ (10,500)	1.2%	of EGI
Service Contracts	$200	per unit/yr.	42	units	100%	of total	$ (8,400)	1.0%	of EGI
Turnover Costs	$199	per unit/yr.	42	units	100%	of total	$ (8,358)	1.0%	of EGI
Payroll (Inc. Taxes & Benefits)	$1,250	per unit/yr.	42	units	100%	of total	$ (52,500)	6.2%	of EGI
Administrative	$250	per unit/yr.	42	units	100%	of total	$ (10,500)	1.2%	of EGI
Leasing & Marketing	$100	per unit/yr.	42	units	100%	of total	$ (4,200)	0.5%	of EGI
Utilities	$500	per unit/yr.	42	units	100%	of total	$ (21,000)	2.5%	of EGI
Non-Variable Expenses					**Adjustment**		**$ (86,268)**	**10.2%**	of EGI
Property Taxes	0.3%	of value	$13,333,368	total val.	100%	of total	$ (44,000)	5.2%	of EGI
Insurance	$300	per unit/yr.	42	units	100%	of total	$ (12,600)	1.5%	of EGI
Management Fee	3.5%	of EGI	$847,661	EGI	100%	of total	$ (29,668)	3.5%	of EGI
TOTAL OPERATING EXPENSES							**$ (201,726)**	**23.8%**	of EGI
Replacement Reserves					**Adjustment**		**$ (12,600)**	**1.5%**	of EGI
Replacement Reserves	$300	per unit/yr.	42	units	100%	of total	$ (12,600)	1.5%	of EGI
TOTAL EXPENSES							**$ (214,326)**	**25.3%**	of EGI
UNLEVERAGED RETURN METRICS									
Net Operating Income							**$ 633,335**	**74.7%**	of EGI
Est. Rental Value							**$ 13,333,368**	**4.8%**	Cap rate
Sale Revenue							**$ -**		
Total Project Value							**$ 13,333,368**		
Total Project Cost							**$ 12,366,086**		
Project Return							**$ 967,282**		
Return on Cost							**7.82%**		
Hurdle Rate							**12.00%**		

Source: Economic & Planning Systems

Feasibility Gaps

Option 2's return on cost is estimated to be 7.8 percent, as shown in **Table 24**. Although this option generates a positive return, unlike Option 1, the return on cost is still lower than the target return rate of 12 percent. Based on these assumptions, this development has a financial feasibility gap of $516,648. Compared to Option 1, this option is potentially viable if certain elements can be addressed, or public support can be gained. The focus of this type of project is oriented towards the Livingston workforce with rental rates for units around $1,700 per month.

The urban renewal authority may be interested in supporting this type of project with tax increment dollars to cover public costs and closing the feasibility gap. Depending on rental rates for the project compared to income/rental limits for affordable housing in the county, there may be potential to seek financing support through tools aimed at developing affordable housing (e.g., low-income housing tax credits).

Table 24. Option 2 Project Return on Cost and Gap

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	$13,333,368
Total Project Cost	$12,366,086
Project Return	$967,282
Return on Cost	7.8%
Target	12.0%
Target Return	$1,483,930
Gap	$516,648
Gap per Unit	$12,301

Source: Economic & Planning Systems

Option 3: Townhomes on Front Street

The third housing prototype analyzed includes 12 for-sale townhomes with an average unit size of 1,667 square feet. These townhouses, located at a site at the corner of W Front Street and N Main St, are 3-stories each with tuck under parking. As shown in **Table 25**, this 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.

Table 25. Option 3 Project Summary

LOT AREA		
Front (Feet)		100
Side (Feet)		135
Total Area (sq. ft.)		**13,500**
Total Area (ac.)		**0.31**
MULTIFAMILY		
Gross Building Area		
Ground Level		0
Floor 2		10,000
Floor 3		10,000
Penthouse		0
Total		**20,000**
Efficiency Factor		100%
Net Leasable Area		
Ground Level		0
Floor 2		10,000
Floor 3		10,000
Penthouse		0
Total		**20,000**
Units		
Condo/Townhome		12
Average Unit Size		
Condo/Townhome		1,667
Rates/Prices		
For-Sale (Price per SF)		
Condo/Townhome		**$300**
PARKING		
Parking Summary		
Tuck Under		19
PROJECT COSTS		
Hard Costs		
Land Cost	per land sf	$25
Site Cost	per land sf	$10
Tuck Under Cost	per space	$5,000
Building Cost - Multifamily	per sf	$200

Sales Price and Costs

Assumptions used for sales prices and project costs are shown in **Table 25**. These townhouse units are assumed to sell for $300 per square foot.

Vertical construction costs are set at $200 per square foot, which is the lowest cost option of the three options. Construction costs for parking are set at $5,000 per tuck under space (note that a two-car garage would count as two spaces). Land acquisition costs are set at the same lower rate as Option 2 ($25 per square foot) due to the site's location. Consistent with the other two options, site work costs are set at $10 per square foot of land.

Soft costs for Option 3 are estimated to total $843,814 and hard costs are estimated to be nearly $4.1 million. This prototype's total project cost is estimated to be $5.4 million, which equals $271 per building square foot and $450,943 per townhome (**Table 26**).

Table 26. Option 3 Project Costs

PROJECT COSTS				
Acquisition and Site			**$**	**472,500**
Acquisition Cost			$	337,500
General Site Costs			$	135,000
Land Cost per Unit				*$28,125*
Hard Costs			**$**	**4,095,000**
Tuck Under Cost	$5,000	per space	$	95,000
Building Cost - Multifamily	$200	per sf	$	4,000,000
Soft Costs			**$**	**843,814**
Design and Architecture	5.0%	% of vertical costs	$	200,000
Building Permits	1.0%	% of HC	$	40,950
FF&E, Taxes, Insurance & Marketing	7.5%	% of HC	$	307,125
Developer Fee	5.0%	% of Total Cost	$	255,779
Residential Impact Fees	$3,330	per unit	$	39,960
% of Hard Costs				**20.6%**
TOTAL CONSTRUCTION COST			**$**	**4,938,814**
TOTAL COST			**$**	**5,411,314**
Per GBA				$271
Per Unit				$450,943

Source: Economic & Planning Systems

Since Option 3 is a townhome development, there are no annual operating expenses and the revenue generated from this project is solely from townhouse sales, as shown in **Table 27**.

Table 27. Option 3 Operating Revenues and Expenditures, Static

Type	Factor		Rate		Lease Rate per year		Total Revenue	% of Total	
REVENUE	**Units**		**NRSF**						
Multifamily			**20,000**	NRSF			**$ 5,760,000**		
For-Sale	**12**								
Condo/Townhome	12		20,000	NRSF	$300.00	per sf	$ 6,000,000		
Sales Cost	4%	of income			20,000	per unit	$ (240,000)		
EXPENDITURES									
TOTAL OPERATING EXPENSES							**$ -**	**0.0%**	of EGI
TOTAL EXPENSES							**$ -**	**0.0%**	of EGI
UNLEVERAGED RETURN METRICS									
Net Operating Income							**$ -**	**0.0%**	of EGI
Est. Rental Value							**$ -**	**4.5%**	cap rate
Sale Revenue							**$ 5,760,000**		
Total Project Value							**$ 5,760,000**		
Total Project Cost							**$ 5,411,314**		
Project Return							**$ 348,686**		
Return on Cost							**6.44%**		
Hurdle Rate							**12.00%**		

Source: Economic & Planning Systems

Feasibility Gaps

This prototype has a return on cost of 6.4 percent (**Table 28**). Like Option 2, this option generates a positive return, but this return rate still does not reach the targeted rate of 12 percent. Based on this model's assumptions, the townhome development option has a financial feasibility gap of $300,671.

While Option 3 has the smallest financing gap, the need for additional financing support for this development to be feasible still exists based on its current configuration. The units are priced at an average of $500,000, which is near the threshold for being too high to be affordable for the majority of the Livingston workforce. Achieving higher prices will make this project feasible but may limit the buyer pool. Different configurations and lower land costs could also lead to a feasible project.

Potential financial support or regulatory waivers may help to make these types of projects feasible with the goal of trying to expand the Downtown housing base and provide more housing options.

Table 28. Option 3 Project Return on Cost and Gap

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%
Target Return	$649,358
Gap	$300,671
Gap per Unit	$25,056

Source: Economic & Planning Systems

Parking Supply and Utilization Study

FINAL

August 2, 2024

LIVINGSTON DOWNTOWN MASTER PLAN

Prepared for:
CRESENDO PLANNING + DESIGN
www.plantocrescendo.com

CRESCENDO PLANNING + DESIGN

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Appendix

1.0. INTRODUCTION

Livingston is located approximately 25 miles east of Bozeman and about 50 miles north of Yellowstone National Park. Its location makes it a popular destination for tourists and outdoor recreationists, predominantly during spring and summer months. It is also home to many Bozeman commuters seeking more affordable housing options. As regional growth pressures mount and tourism increases, the need for a cohesive vision for downtown Livingston is needed to revitalize underutilized areas and support the local economy that is heavily influenced by seasonal tourism.

In 2021, the City of Livingston adopted a Growth Policy that created a common vision for Livingston's future by guiding responsible growth while preserving the town's unique sense of place. An outcome of the Growth Policy was an action item to develop a comprehensive Downtown Master Plan to guide future growth. Accordingly, the City of Livingston has initiated a planning process to develop the *Livingston Downtown Master Plan* to provide a proactive approach to managing growth while maintaining the downtown's unique character and enhancing economic vitality.

As a supplemental component of the Master Plan, a parking study was conducted. Parking availability is an important consideration as the city contemplates growth and redevelopment strategies. The availability of parking is a necessary component for all development, including residential, retail, and commercial properties. However, as the availability of land is constrained, it is important to provide a balanced supply of parking to support new and existing developments. The purpose of this parking study is to evaluate existing parking needs and availability and identify strategies to optimize the parking supply to support future growth.

The study area for the Master Plan includes the greater Downtown Livingston area stretching from the BNSF railroad tracks to Sacajawea Park. The study area boundary encompasses the boundaries of the Livingston Urban Renewal Agency (URA), Downtown Historic District, and Central Business Zoning District. The parking study is focused on the area generally bounded by Park Street, 5th Street, Callender Street, 3rd Street, Geyser Street, D Street, Lewis Street, and E Street. A map of the study area is provided in **Figure 2.1**.

2.0. INVENTORY AND ENFORCEMENT

Within the study area, free public on-street parking is available on nearly all streets as shown in **Figure 2.1**. A combination of parallel and angled on-street parking is provided, as shown in the figure. Most of the angled parking is located on the east side of Main Street. Most on-street parking spaces allow parking for up to two hours. The two-hour time limit in the downtown core applies every day of the week between the hours of 9:00 AM and 5:00 PM. Further away from the downtown core, on-street parking is not time-restricted.

Handicap parking spaces are provided periodically throughout the downtown area. Loading zones are provided in some locations but are generally infrequent. The lack of loading zones has frequently resulted in delivery vehicles parking in the middle of a street if on-street parking is otherwise unavailable.

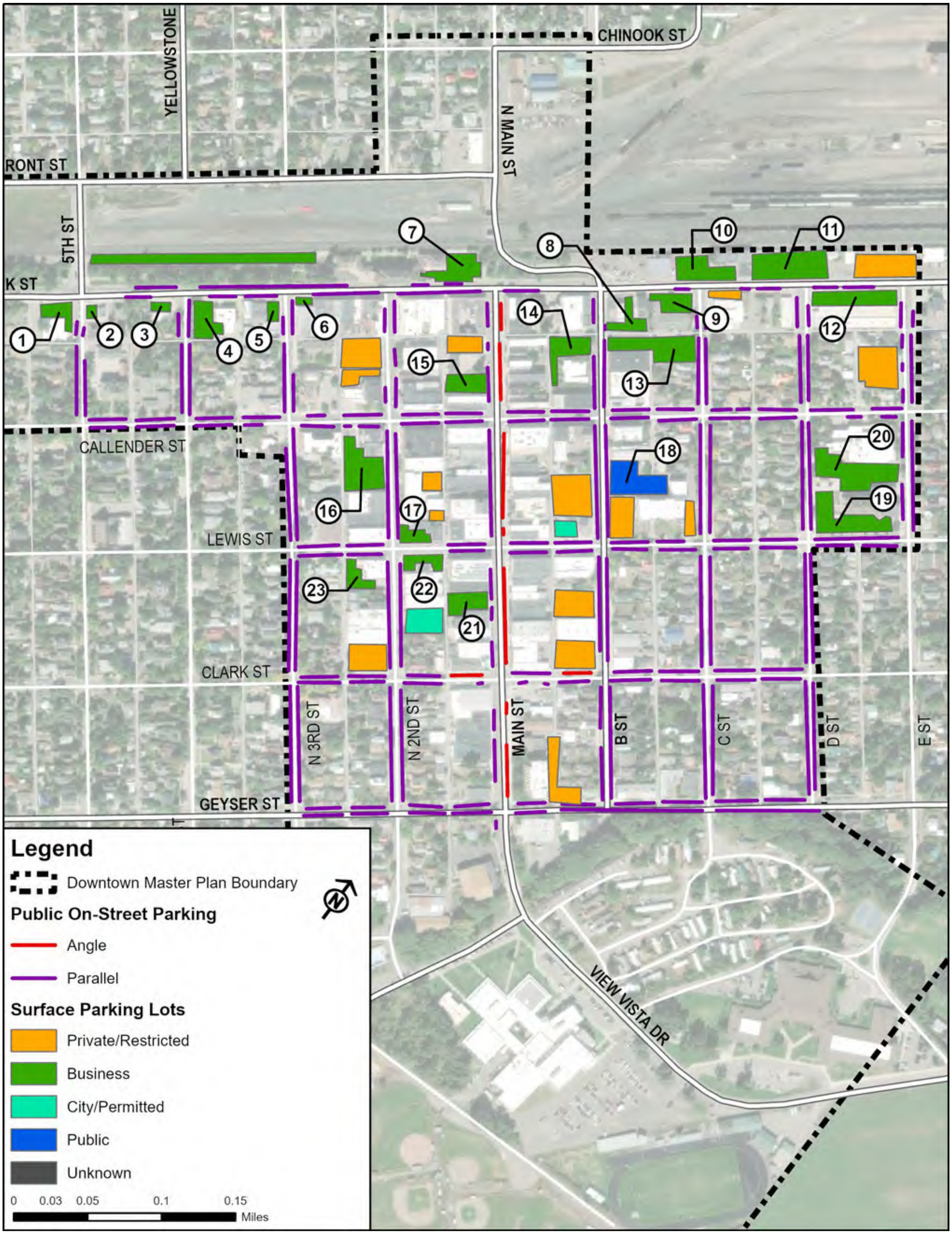

Figure 2.1: Existing Parking Supply

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There are also several parking lots provided throughout the downtown area as shown in **Figure 2.1**. The parking lots are categorized based on their availability for public parking. Several businesses own and maintain parking lots for their customers only with restrictions on public parking (shown in orange). Several other businesses have open parking lots, primarily for the use of their customers, but do not have restrictions against public parking (shown in green), although some have one- or two-hour time limits. There is one public parking lot on B Street (shown in blue). Additionally, two downtown lots are managed by the City of Livingston and are open to the public on a permit basis (shown in teal).

American Bank parking lot restrictions.

Figure 2.2 illustrates the available public parking supply within the downtown area. For purposes of this study, only the parking lots which are available for unrestricted public parking (blue and green lots), as labeled in **Figure 2.1**, were included. Parking lot capacities were estimated based on aerial imagery and confirmed during field reviews. Capacities for gravel lots, or lots without defined parking stalls, were estimated based on observed use. On-street parking locations and capacities are also shown in **Figure 2.2**. The capacities were calculated by dividing the parking zone length by an average stall length of 27 feet.

2.1. Enforcement

In 2023, the City of Livingston underwent personnel restructuring and removed the Code Enforcement position from the Police Department. The new position employs two personnel who are responsible for ensuring city code compliance, which includes the 2-hour parking downtown, abandoned vehicles, trailers parked over the time allotment, blight, overgrown weeds, snow removal, along with other city codes. Parking complaints can be submitted by citizens via an online reporting form. The penalties for parking code violations are shown in **Table 2.1**. According to city officials and public feedback received during the outreach effort for the *Livingston Downtown Master Plan*, these changes have helped with parking availability downtown.

Table 2.1: Parking Violation Fines – Dec 2023

Overtime in Time Zone	$20
Double Parking	$20
Loading Zone	$20
Blocking Residence Alley	$20
Truck Over 16,000 GVW in Residential Area	$20
Parked Over 72 Hours Not in Running Condition	$20
Parked on Street Without Current Registration	$20
No Parking Zone	$25
Wrong Side of Street	$20
Blocking Driveway	$20
Over 18 inches from Curb	$20
Blocking Crosswalk	$20
Alley Parking – Fire District	$25
Parked Within 15 Feet of Fire Hydrant	$20
Other	
Parked on Sidewalk	$20
Street Sweeper	$20
Parked After 11 P.M. in City Park	$20
Handicap Parking	$100

Livingston also allows vehicles, such as construction or utility vehicles, wishing to park in a time-restricted space within the central business district for a prolonged period to purchase either a half day or full day parking pass. In October 2023, the Livingston City Commissioners voted unanimously to increase the fee for vehicles from $10 per day to $50 for half a day or $100 for a full day in the downtown two-hour parking zones.[1] The current parking space rental fees are shown in **Table 2.2**. These rates allow vehicles to park for extended periods in prime parking spots as needed.

Table 2.2: Parking Space Rent – Dec 2023

Two Hour Zone Permit – per Space	$100/day
2nd Street Lot	$30/month
Lewis Street	$30/month
Late Payment Penalty	$5

1 Sean Batura, Livingston Enterprise, Fee increases for on-street, downtown parking, October 6, 2023, https://www.livingstonenterprise.com/news/fee-increases-for-on-street-downtown-parking/article_0a0f0980-63ff-11ee-aa06-33d51032fbf9.html

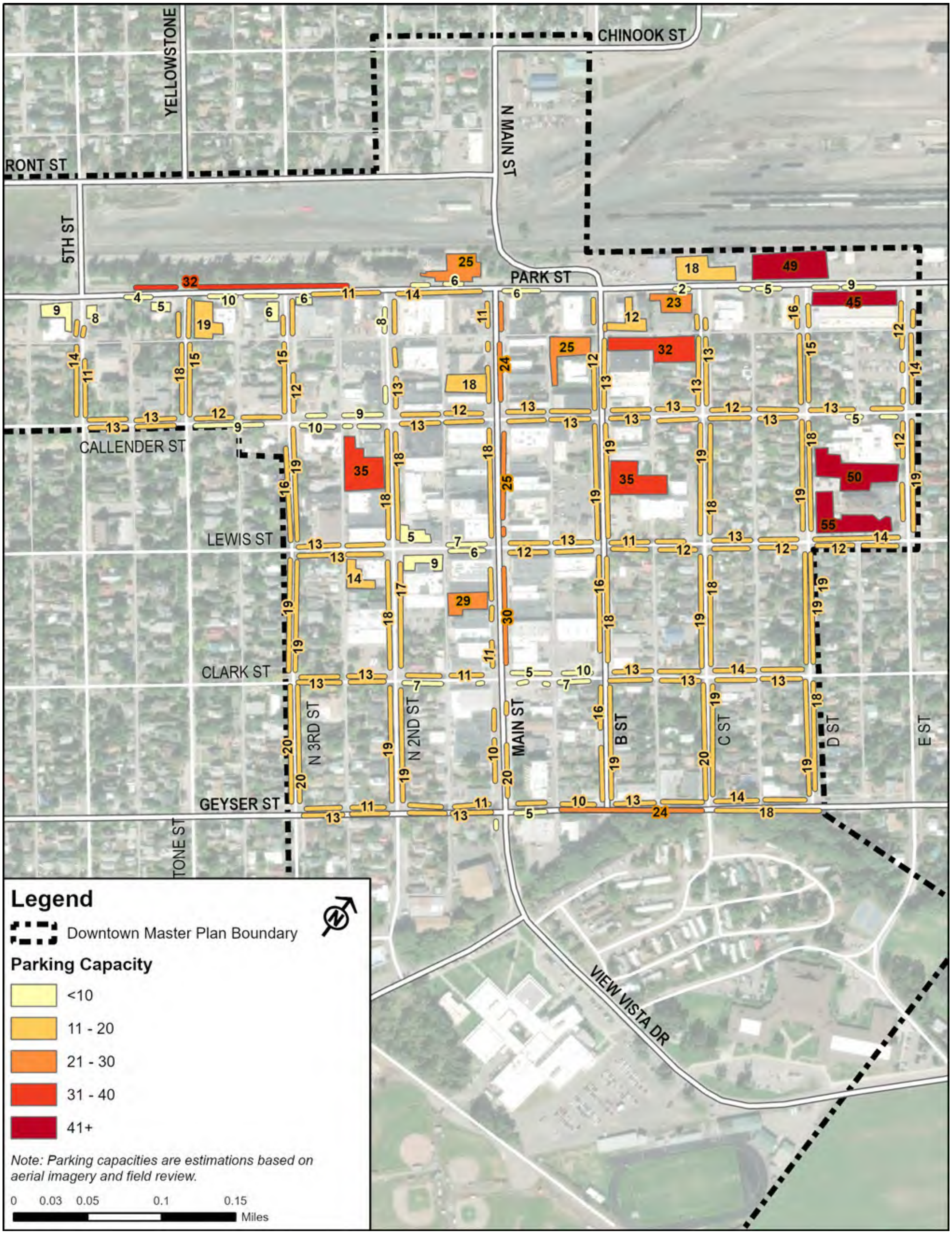

Figure 2.2: Parking Supply Capacity

RPA

3.0. UTILIZATION

The parking utilization study was completed over two days in August 2023: Thursday, August 10th, and Friday, August 11th. Data was collected during normal enforcement hours, between 9:00 AM and 5:00 PM. This timeframe was selected to capture the typical parking use during the peak summer season. Activity in Downtown Livingston is heavily influenced by seasonal tourism, so the summer season is typically the busiest time of year. Outside the summer season, parking availability is less constrained.

Appendix A details the 23 public parking lots, their capacities, and the utilization data collected. There are an estimated 530 parking spaces available in these downtown lots. Parking utilization rates were calculated for the average and peak hours. Hourly parking utilization rates represent an average percentage of occupancy observed over the two-day period. The peak utilization rate is the maximum observed during any given period over the two days. It is generally accepted in the parking industry that people typically perceive parking as full once about 90 percent of the spaces are occupied because they are then forced to search for an alternate location from their first choice. Accordingly, time periods where parking utilization was greater than 90 percent are denoted in red in the table.

Appendix B details the on-street parking areas, their capacities, and the utilization data collected. There are an estimated 1,615 parking stalls available in the downtown area. For the utilization study, on-street parking occupancy was inventoried by block with each side of the street being considered a separate parking area. Parking utilization rates were calculated in the same manner as used for parking lot utilization. There were several observed periods where parking utilization on a single street was greater than 90 percent as denoted in red in the appendix. In some cases, the occupancy data exceeded the available parking capacity value, resulting in utilization percentages greater than 100 percent, which may indicate that some motorcycles were counted or that some vehicles were parked illegally.

Figure 3.1 shows the average parking utilization downtown and **Figure 3.2** shows the peak parking utilization. The mapping shows that parking areas closer to the downtown core are typically more highly utilized than those further away. Main Street and the B Street Public Parking Lot have the highest average parking utilization rates. Although many parking areas approach or reach capacity at some point throughout the day, most of the parking areas have an average utilization of less than 75 percent.

As observed in **Appendix A** and **Appendix B**, there were few occasions where parking areas were more than 90 percent utilized, which indicates 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. The tables also demonstrate relatively small hourly differences in parking utilization rates, which indicates generally consistent turnover and demand. 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.

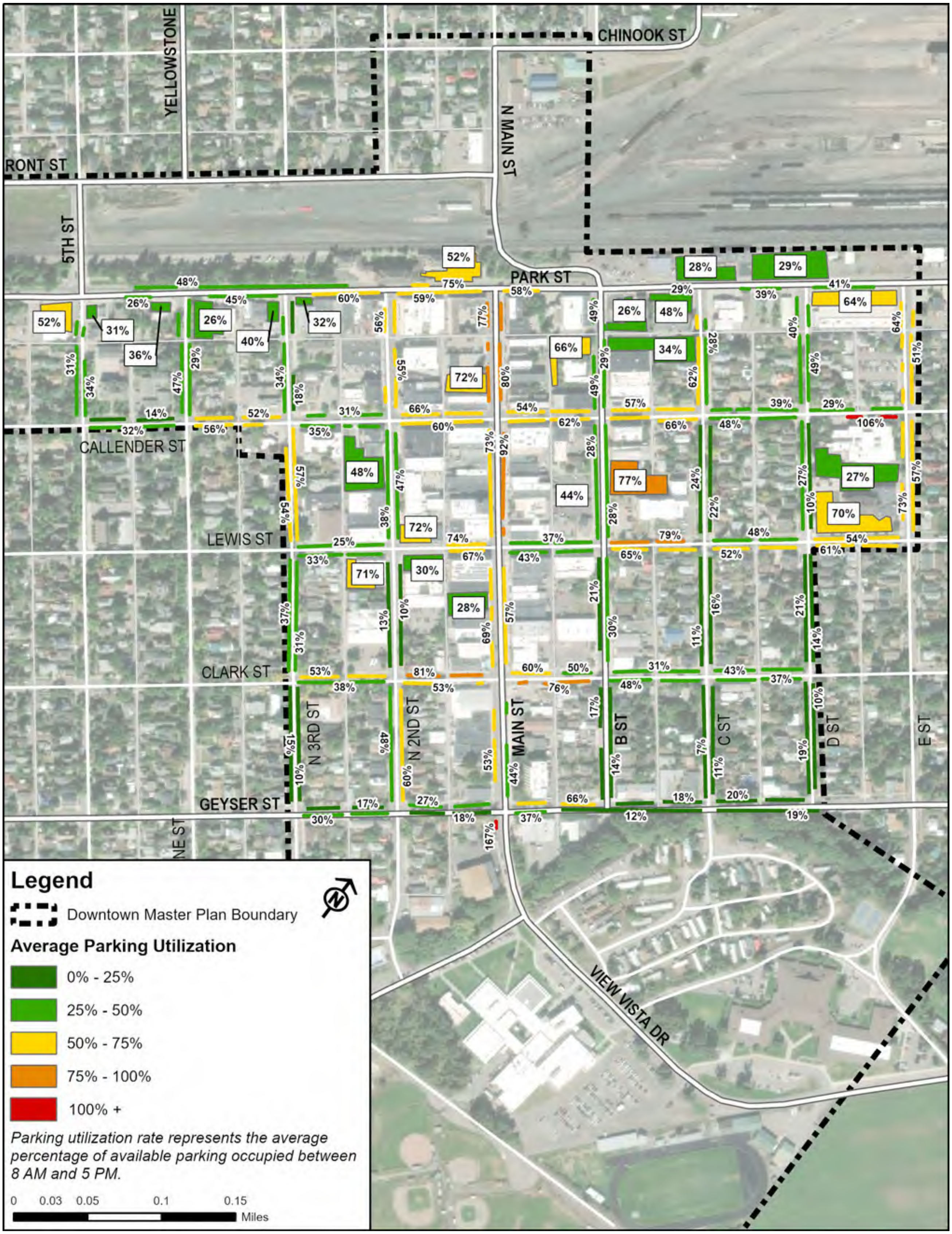

Figure 3.1: Average Parking Utilization

RPA

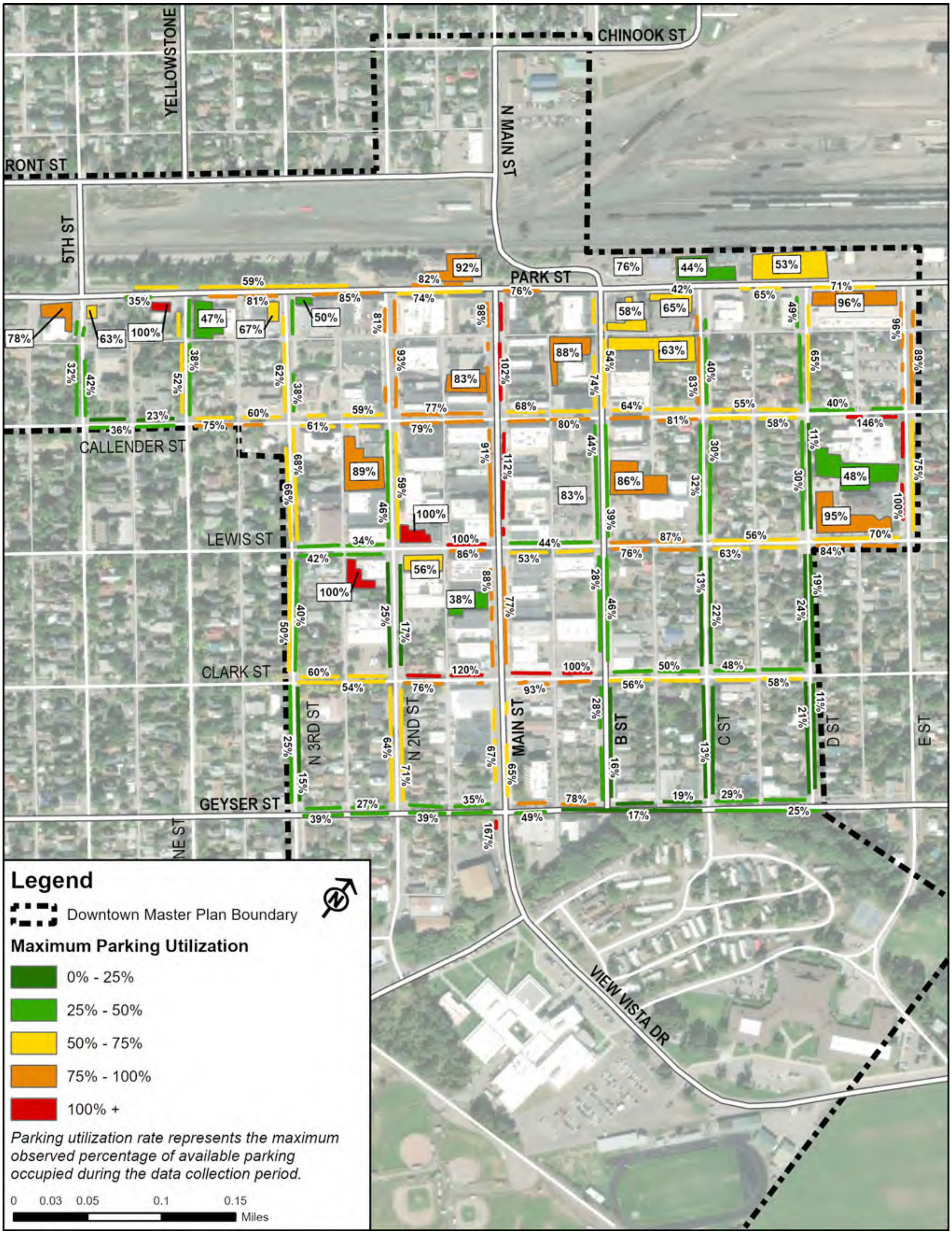

Figure 3.2: Peak Parking Utilization

RPA

4.0. ADDITIONAL CONSIDERATIONS

The data collected for this parking study represents the peak summer season. Outside of the summer season, parking utilization is often much lower, and there are fewer issues finding available parking at or near desired destinations. Although this data provides a glimpse into seasonal capacity constraints, parking use during other time periods should be considered.

Additionally, the needs of different user types should be considered. A variety of different users, including downtown residents, employees, hotel guests, restaurant/bar patrons, retail shoppers, and delivery vehicles, need to park downtown. Each user type has different needs in terms of parking duration and location, ranging from a brief 15-minute delivery next to the drop-off location to a day-long stay or more in a secure location for residents and hotel guests.

During the public outreach effort for the Master Plan, several participants also expressed concerns about parking availability for employees of downtown businesses. Employees often choose to park in on-street areas near their places of employment with two-hour time restrictions. To avoid citations, employees must move their vehicles every few hours. Reparking is inefficient for employees, business owners, city staff, and other downtown visitors and undermines the intent of time restriction regulations. The shuffling of cars can also contribute to congestion downtown.

5.0. CONCLUSION AND RECOMMENDATIONS

The data collected for this utilization study indicates that between designated parking lots and on-street parking, there is an ample supply of parking when looking at the entire downtown area. However, some concentrated areas are commonly near capacity, requiring parking to occur a block or two away from desired locations. This is most common with on-street parking in the downtown core, generally bounded by Park Street, 2nd Street, Lewis Street, and B Street, with the highest utilization rates along Main Street.

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, near the downtown core where parking utilization is highest. While data was not collected as part of this study, it was also noted that there are multiple privately owned lots which restrict public use which results in underutilization at key locations.

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. The following summarizes potential strategies to consider as part of the *Livingston Downtown Master Plan*.

Varied Time Restrictions

Using time limits to support a parking management program is a trusted industry best practice when used and enforced appropriately. Providing a variety of time limits is a simple, yet effective, way to support parkers with different needs. 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. A "right-sized" parking management system incorporates a variety of parking time restrictions to focus on the various needs of downtown users and businesses.

Employee Parking

Business vitality depends on the availability of parking for both patrons and employees. To ensure employees have convenient parking opportunities, the city could implement a permit program with applicable parking options provided in several locations throughout the downtown area. Surface lots that are currently unrestricted or are otherwise currently underutilized could be allocated for the use of employees with proper permits. A successful program would require several locations for permit holders. Permit hours and allocated spaces can be modified depending on program demand and utilization. Assignment of fees for all-day, off-street employee parking permits can help ensure the sustainability of the program and pay for the administrative costs to manage and enforce the program.

City Parking Management

The city manages two off-street parking lots, one on Lewis Street between Main Street and B Street and another on 2nd Street between Lewis Street and Clark Street (denoted in teal on **Figure 2.1**). These lots are managed and controlled by the city through a permit program. Between these two lots, approximately 55 parking stalls are available. These lots are variably utilized and could be leveraged to provide additional permitted employee parking stalls as discussed in the previous section. In general, the city should periodically review permit holders to ensure maximum utilization by local residents.

Additionally, these off-street lots could also be converted to pocket parks or programmable open spaces, as described in the Parks and Open Space Recommendations of the Master Plan. Since the city already controls these lots, it would easy to re-designate the lots as open space for temporary community events and other short-term use during off-peak seasons.

Pay for Parking

Currently, all downtown parking in Livingston is free to use, except the day-long parking permits shown in **Table 2.2**. Although the city generally desires to avoid paid parking, it can be an effective management strategy to consider in the future. Paid parking offers a range of benefits, including the ability to offer 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. Paid parking combined with time restrictions can be an effective way to help support increased turnover downtown.

APPENDIX A: Parking Lot Utilization

ID	Name	Capacity	THURSDAY (8-10-23)								FRIDAY (8-11-23)							THU/FRI AVERAGE								Average	Peak
			9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	4:30 PM	9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	4:30 PM		
1	Carquest Auto Parts	9	44%	44%	44%	67%	44%	67%	44%	67%	33%	56%	33%	44%	33%	67%	78%	39%	50%	39%	56%	39%	67%	61%	67%	**52%**	**78%**
2	Livingston Laundromat	8	13%	25%	13%	25%	13%	63%	38%	25%	38%	25%	38%	63%	13%	13%	50%	25%	25%	25%	44%	13%	38%	44%	25%	**30%**	**63%**
3	Thiry Chiropractic	5	40%	40%	20%	60%	40%	40%	40%	40%	20%	20%	0%	100%	0%	0%	40%	30%	30%	10%	80%	20%	20%	40%	40%	**34%**	**100%**
4	Wells Fargo Bank	19	21%	21%	21%	37%	26%	32%	42%	26%	26%	47%	11%	0%	16%	26%	21%	24%	34%	16%	18%	21%	29%	32%	26%	**25%**	**47%**
5	Eyecare Professionals	6	50%	50%	33%	33%	67%	33%	33%	17%	0%	50%	17%	33%	50%	67%	50%	25%	50%	25%	33%	58%	50%	42%	17%	**38%**	**67%**
6	Rice Fine Thai Cuisine	6	33%	50%	33%	33%	50%	50%	50%	33%	17%	17%	17%	0%	33%	17%	0%	25%	33%	25%	17%	42%	33%	25%	33%	**29%**	**50%**
7	Northern Pacific Beanery	25	80%	68%	80%	80%	32%	20%	4%	12%	76%	92%	52%	80%	32%	44%	12%	78%	80%	66%	80%	32%	32%	8%	12%	**49%**	**92%**
8	T J's Gas N Convenience	12	58%	17%	8%	17%	25%	8%	33%	25%	25%	0%	25%	58%	25%	8%	25%	42%	8%	17%	38%	25%	8%	29%	25%	**24%**	**58%**
9	City Hall	23	48%	39%	30%	43%	65%	65%	48%	39%	52%	48%	57%	43%	43%	39%	39%	50%	43%	43%	43%	54%	52%	43%	39%	**46%**	**65%**
10	Chamber of Commerce/Visitor Center	18	33%	22%	39%	33%	44%	22%	17%	17%	17%	22%	33%	44%	33%	22%	11%	25%	22%	36%	39%	39%	22%	14%	17%	**27%**	**44%**
11	Rib & Chop House	49	8%	16%	29%	39%	16%	31%	33%	18%	16%	22%	12%	43%	53%	53%	41%	12%	19%	20%	41%	35%	42%	37%	18%	**28%**	**53%**
12	Strip Mall	45	42%	67%	67%	69%	96%	67%	84%	67%	51%	53%	60%	60%	60%	7%	78%	47%	60%	63%	64%	78%	37%	81%	67%	**62%**	**96%**
13	Thriftway/Strip Mall	32	63%	25%	22%	34%	28%	31%	22%	34%	31%	31%	28%	31%	28%	31%	38%	47%	28%	25%	33%	28%	31%	30%	34%	**32%**	**63%**
14	Sky Federal Credit Union	25	68%	56%	76%	76%	64%	64%	60%	72%	16%	60%	72%	72%	68%	72%	88%	42%	58%	74%	74%	66%	68%	74%	72%	**66%**	**88%**
15	The 1900	18	94%	94%	83%	78%	72%	89%	89%	67%	72%	67%	61%	50%	56%	61%	61%	83%	81%	72%	64%	64%	75%	75%	67%	**73%**	**94%**
16	First Interstate Bank	35	49%	46%	31%	43%	37%	49%	57%	60%	89%	31%	40%	43%	34%	57%	46%	69%	39%	36%	43%	36%	53%	51%	60%	**48%**	**89%**
17	Key Insurance	5	80%	60%	100%	100%	80%	80%	60%	100%	80%	60%	40%	40%	40%	60%	60%	80%	60%	70%	70%	60%	70%	60%	100%	**71%**	**100%**
18	B Street Public Parking	35	77%	77%	86%	86%	83%	80%	80%	51%	74%	77%	74%	77%	71%	71%	71%	76%	77%	80%	81%	77%	76%	76%	51%	**74%**	**86%**
19	Shane Center	55	85%	82%	95%	58%	67%	64%	65%	56%	67%	65%	69%	64%	56%	71%	60%	76%	74%	82%	61%	62%	67%	63%	56%	**68%**	**95%**
20	City/County Buildings	50	48%	24%	28%	18%	20%	20%	32%	18%	34%	26%	12%	30%	20%	32%	18%	41%	25%	20%	24%	20%	26%	25%	18%	**25%**	**48%**
21	O'Reilly Auto Parts/Unwined Bar	29	28%	21%	24%	28%	38%	21%	21%	34%	34%	34%	17%	31%	24%	38%	21%	31%	28%	21%	29%	31%	29%	21%	34%	**28%**	**38%**
22	Unoccupied	9	33%	33%	33%	44%	44%	22%	56%	22%	11%	22%	0%	44%	22%	11%	22%	22%	28%	17%	44%	33%	17%	39%	22%	**28%**	**56%**
23	Food Pantry	14	57%	57%	100%	71%	79%	57%	86%	86%	43%	64%	57%	71%	86%	71%	57%	50%	61%	79%	71%	82%	64%	71%	86%	**71%**	**100%**

APPENDIX B: On-Street Parking Utilization

ID	Street	To - From	Side	Capacity	THURSDAY (8-10-23)								FRIDAY (8-11-23)							THU/FRI AVERAGE								Average	Peak
					9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	4:30 PM	9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	4:30 PM		
1	Park St	5th - Yellowstone	S	4	23%	23%	47%	23%	23%	23%	23%	23%	0%	0%	23%	23%	23%	23%	23%	12%	12%	35%	23%	23%	23%	23%	23%	27%	47%
2	Park St	5th - 2nd	N	32	47%	31%	34%	53%	50%	44%	37%	37%	40%	50%	65%	56%	53%	62%	53%	44%	40%	50%	55%	51%	53%	45%	37%	51%	65%
3	Park St	Yellowstone - 3rd	S	10	30%	40%	40%	30%	61%	61%	51%	10%	30%	40%	100%	30%	61%	51%	30%	30%	40%	70%	30%	61%	56%	40%	10%	48%	100%
4	Park St	3rd - 2nd	S	11	45%	45%	63%	63%	89%	54%	63%	45%	18%	54%	54%	80%	80%	80%	63%	31%	49%	58%	71%	85%	67%	63%	45%	62%	89%
5	Park St	2nd - Main	S	14	35%	70%	56%	63%	63%	63%	70%	56%	14%	35%	77%	63%	63%	77%	70%	25%	53%	67%	63%	63%	70%	70%	56%	61%	77%
6	Park St	2nd - Main	N	6	73%	73%	73%	73%	73%	73%	73%	73%	55%	91%	91%	73%	73%	55%	91%	64%	82%	82%	73%	73%	64%	82%	73%	76%	91%
7	Park St	Main - B	S	6	34%	34%	68%	68%	34%	68%	34%	68%	34%	34%	68%	68%	85%	68%	85%	34%	34%	68%	68%	59%	68%	59%	68%	59%	85%
8	Park St	B - C	S	2	42%	0%	42%	0%	0%	0%	0%	0%	0%	42%	0%	0%	0%	0%	0%	21%	21%	21%	0%	0%	0%	0%	0%	14%	42%
9	Park St	C - D	S	5	19%	56%	37%	37%	37%	0%	19%	0%	19%	74%	19%	19%	74%	0%	0%	19%	65%	28%	28%	56%	0%	9%	0%	32%	74%
10	Park St	D - E	S	9	33%	44%	55%	44%	44%	22%	66%	0%	33%	44%	0%	11%	77%	11%	44%	33%	44%	27%	27%	60%	16%	55%	0%	39%	77%
11	E St	Callander - Park	W	12	75%	75%	67%	50%	58%	58%	92%	58%	67%	58%	75%	0%	25%	100%	42%	71%	67%	71%	25%	42%	79%	67%	58%	63%	100%
12	E St	Callander - Park	E	14	43%	43%	28%	57%	64%	71%	57%	50%	43%	50%	28%	7%	64%	106%	57%	43%	46%	28%	32%	64%	89%	57%	50%	54%	106%
13	Callander St	D - E	N	13	40%	40%	32%	32%	48%	32%	40%	40%	16%	32%	16%	24%	24%	8%	8%	28%	36%	24%	28%	36%	20%	24%	40%	33%	48%
14	Callander St	D - E	S	5	83%	83%	83%	125%	104%	146%	146%	42%	104%	83%	125%	146%	104%	104%	83%	94%	83%	104%	135%	104%	125%	115%	42%	104%	146%
15	D St	Callander - Park	E	15	48%	68%	62%	55%	55%	41%	48%	48%	48%	41%	41%	48%	62%	27%	41%	48%	55%	51%	51%	58%	34%	45%	48%	52%	68%
16	D St	Callander - Park	W	16	43%	30%	37%	37%	24%	30%	30%	43%	49%	43%	37%	55%	55%	43%	30%	46%	37%	37%	46%	40%	37%	30%	43%	43%	55%
17	Callander St	C - D	N	12	34%	59%	59%	34%	50%	50%	34%	42%	50%	34%	42%	34%	25%	25%	25%	42%	46%	50%	34%	38%	38%	29%	42%	44%	59%
18	Callander St	C - D	S	13	62%	54%	62%	54%	54%	62%	39%	54%	54%	39%	39%	39%	39%	31%	39%	58%	47%	50%	47%	47%	47%	39%	54%	51%	62%
19	C St	Callander - Park	E	13	32%	32%	24%	40%	24%	24%	32%	24%	24%	16%	16%	32%	32%	40%	24%	28%	24%	20%	36%	28%	32%	28%	24%	32%	40%
20	C St	Callander - Park	W	13	75%	75%	68%	60%	68%	83%	53%	68%	53%	83%	83%	0%	30%	68%	60%	64%	79%	75%	30%	49%	75%	56%	68%	64%	83%
21	Callander St	B - C	N	13	48%	64%	64%	72%	56%	64%	48%	72%	40%	48%	56%	48%	56%	56%	56%	44%	56%	60%	60%	56%	60%	52%	72%	59%	72%
22	Callander St	B - C	S	13	62%	62%	62%	54%	78%	70%	70%	54%	54%	70%	62%	85%	62%	62%	78%	58%	66%	62%	70%	70%	66%	74%	54%	68%	85%
23	B St	Callander - Park	E	12	41%	41%	66%	33%	33%	8%	25%	50%	8%	17%	8%	25%	17%	25%	41%	25%	29%	37%	29%	25%	17%	33%	50%	34%	66%
24	B St	Callander - Park	W	13	47%	62%	62%	54%	39%	54%	54%	54%	8%	16%	47%	62%	39%	47%	85%	27%	39%	54%	58%	39%	50%	70%	54%	52%	85%
25	Callander St	Main - B	N	13	56%	48%	56%	72%	56%	24%	48%	72%	48%	56%	40%	48%	56%	64%	64%	52%	52%	48%	60%	56%	44%	56%	72%	57%	72%
26	Callander St	Main - B	S	13	64%	64%	56%	80%	56%	48%	48%	64%	48%	64%	48%	80%	64%	72%	72%	56%	64%	52%	80%	60%	60%	60%	64%	64%	80%
27	Main St	Callander - Park	E	24	38%	75%	79%	96%	92%	75%	63%	83%	71%	63%	100%	67%	96%	108%	88%	54%	69%	90%	81%	94%	92%	75%	83%	81%	108%
28	Main St	Callander - Park	W	11	37%	47%	84%	75%	65%	93%	56%	75%	47%	65%	93%	93%	103%	93%	103%	42%	56%	89%	84%	84%	93%	79%	75%	77%	103%
29	Callander St	2nd - Main	N	12	65%	65%	57%	73%	65%	57%	57%	65%	49%	65%	81%	65%	73%	65%	73%	57%	65%	69%	69%	69%	61%	65%	65%	67%	81%
30	Callander St	2nd - Main	S	13	48%	63%	56%	79%	71%	71%	56%	40%	48%	79%	63%	56%	63%	63%	48%	48%	71%	60%	67%	67%	67%	52%	40%	63%	79%
31	2nd St	Callander - Park	E	13	47%	54%	78%	70%	70%	31%	47%	124%	16%	39%	62%	47%	39%	47%	62%	31%	47%	70%	58%	54%	39%	54%	124%	58%	124%
32	2nd St	Callander - Park	W	8	25%	75%	50%	50%	63%	63%	13%	63%	25%	50%	88%	50%	88%	75%	0%	25%	63%	69%	50%	75%	69%	6%	63%	55%	88%
33	Callander St	3rd - 2nd	N	9	21%	64%	32%	21%	11%	11%	32%	32%	21%	11%	53%	43%	32%	32%	32%	21%	37%	43%	32%	21%	21%	32%	32%	34%	64%
34	Callander St	3rd - 2nd	S	10	51%	30%	30%	51%	30%	30%	51%	30%	30%	20%	20%	71%	20%	20%	40%	40%	25%	25%	61%	25%	25%	45%	30%	39%	71%
35	3rd St	Callander - Park	E	12	8%	34%	17%	8%	17%	51%	25%	8%	8%	17%	8%	8%	0%	25%	17%	8%	25%	13%	8%	8%	38%	21%	8%	22%	51%
36	3rd St	Callander - Park	W	15	14%	76%	41%	62%	34%	28%	28%	41%	7%	14%	28%	48%	0%	41%	28%	10%	45%	34%	55%	17%	34%	28%	41%	37%	76%
37	Callander St	Yellowstone - 3rd	N	12	56%	40%	40%	48%	56%	56%	48%	40%	48%	48%	48%	56%	56%	65%	56%	52%	44%	44%	52%	56%	60%	52%	40%	54%	65%
38	Callander St	Yellowstone - 3rd	S	9	54%	65%	43%	54%	75%	65%	65%	54%	43%	32%	54%	43%	54%	65%	75%	48%	48%	48%	48%	65%	65%	70%	54%	59%	75%
39	Yellowstone St	Callander - Park	E	18	33%	38%	33%	22%	22%	27%	22%	27%	27%	33%	33%	22%	38%	33%	22%	30%	36%	33%	22%	30%	30%	22%	27%	33%	38%
40	Yellowstone St	Callander - Park	W	15	39%	46%	52%	52%	52%	52%	52%	52%	52%	46%	46%	46%	39%	33%	46%	46%	46%	49%	49%	46%	42%	49%	52%	50%	52%
41	Callander St	5th - Yellowstone	N	13	16%	31%	16%	16%	0%	16%	16%	16%	8%	8%	16%	8%	8%	8%	8%	12%	19%	16%	12%	4%	12%	12%	16%	18%	31%
42	Callander St	5th - Yellowstone	S	13	32%	32%	32%	32%	0%	24%	32%	24%	32%	32%	40%	32%	32%	32%	32%	32%	32%	36%	32%	16%	28%	32%	24%	34%	40%
43	5th St	Callander - Park	E	11	37%	37%	37%	28%	37%	37%	37%	28%	37%	47%	28%	19%	28%	28%	37%	37%	42%	33%	23%	33%	33%	37%	28%	38%	47%
44	5th St	Callander - Park	W	14	29%	36%	36%	36%	36%	36%	29%	29%	29%	29%	29%	29%	29%	29%	22%	29%	32%	32%	32%	32%	32%	25%	29%	35%	36%
45	3rd St	Cellander - Lewis	E	16	51%	63%	57%	51%	51%	44%	57%	32%	57%	44%	44%	57%	70%	51%	70%	54%	54%	51%	54%	60%	47%	63%	32%	56%	70%
46	3rd St	Cellander - Lewis	W	19	53%	63%	42%	58%	74%	47%	58%	42%	58%	58%	63%	53%	63%	63%	53%	55%	61%	53%	55%	68%	55%	55%	42%	59%	74%
47	Lewis St	3rd - 2nd	N	13	31%	31%	38%	23%	15%	31%	15%	31%	23%	23%	8%	15%	31%	31%	31%	27%	27%	23%	19%	23%	31%	23%	31%	30%	38%
48	Lewis St	3rd - 2nd	S	13	15%	45%	38%	45%	45%	38%	23%	23%	38%	38%	38%	30%	15%	38%	23%	27%	42%	38%	38%	30%	38%	23%	23%	37%	45%
49	2nd St	Cellander - Lewis	E	18	27%	0%	27%	27%	38%	0%	38%	22%	0%	0%	27%	49%	55%	55%	38%	14%	0%	27%	38%	46%	27%	38%	22%	32%	55%
50	2nd St	Cellander - Lewis	W	18	34%	0%	45%	50%	39%	0%	22%	28%	0%	0%	39%	67%	67%	67%	45%	17%	0%	42%	59%	53%	34%	34%	28%	38%	67%
51	Lewis St	2nd - Main	N	7	86%	100%	71%	57%	29%	71%	57%	57%	86%	100%	86%	71%	86%	71%	71%	86%	100%	79%	64%	57%	71%	64%	57%	75%	100%
52	Lewis St	2nd - Main	S	6	52%	86%	69%	69%	69%	69%	52%	34%	86%	86%	86%	34%	69%	69%	52%	69%	86%	78%	52%	69%	69%	52%	34%	68%	86%
53	Main St	Cellander - Lewis	E	18	44%	66%	61%	77%	72%	83%	55%	55%	0%	72%	94%	77%	77%	99%	72%	22%	69%	77%	77%	75%	91%	64%	55%	69%	99%
54	Main St	Cellander - Lewis	W	25	60%	96%	92%	112%	104%	100%	96%	56%	68%	92%	100%	96%	112%	108%	76%	64%	94%	96%	104%	108%	104%	86%	56%	92%	112%
55	Lewis St	Main - B	N	13	16%	40%	48%	24%	40%	48%	40%	40%	32%	40%	40%	32%	32%	40%	32%	24%	40%	44%	28%	36%	44%	36%	40%	40%	48%
56	Lewis St	Main - B	S	12	25%	33%	41%	41%	49%	41%	49%	41%	33%	41%	49%	57%	41%	57%	33%	29%	37%	45%	49%	45%	49%	41%	41%	46%	57%
57	B St	Cellander - Lewis	E	19	26%	26%	41%	36%	41%	16%	31%	26%	26%	10%	21%	36%	47%	16%	26%	26%	18%	31%	36%	44%	16%	28%	26%	33%	47%
58	B St	Cellander - Lewis	W	19	42%	31%	42%	26%	21%	21%	42%	26%	31%	31%	21%	21%	10%	10%	37%	37%	31%	31%	24%	16%	16%	39%	26%	32%	42%
59	Lewis St	B - C	N	11	73%	73%	73%	83%	83%	83%	92%	73%	73%	83%	64%	73%	83%	83%	83%	73%	78%	69%	78%	83%	83%	87%	73%	80%	92%
60	Lewis St	B - C	S	12	59%	59%	50%	50%	67%	76%	76%	67%	67%	67%	67%	59%	67%	76%	50%	63%	63%	59%	55%	67%	76%	63%	67%	66%	76%
61	C St	Cellander - Lewis	E	19	27%	0%	27%	0%	0%	5%	16%	21%	27%	37%	27%	32%	21%	21%	27%	27%	19%	27%	16%	11%	13%	21%	21%	24%	37%
62	C St	Cellander - Lewis	W	18	11%	0%	22%	0%	11%	11%	11%	22%	27%	27%	33%	22%	33%	22%	38%	19%	14%	27%	11%	22%	16%	25%	22%	24%	38%
63	Lewis St	C - D	N	13	63%	63%	63%	63%	56%	56%	40%	40%	40%	48%	40%	40%	40%	32%	40%	52%	56%	52%	52%	48%	44%	40%	40%	51%	63%
64	Lewis St	C - D	S	12	50%	42%	76%	59%	50%	50%	50%	59%	50%	50%	50%	50%	50%	50%	42%	50%	46%	63%	55%	50%	50%	46%	59%	55%	76%
65	D St	Cellander - Lewis	E	19	0%	0%	0%	0%	5%	11%	11%	11%	38%	43%	43%	43%	43%	49%	49%	19%	22%	22%	22%	24%	30%	30%	11%	28%	49%
66	D St	Cellander - Lewis	W	18	0%	0%	0%	0%	0%	5%	5%	5%	16%	16%	11%	16%	16%	16%	11%	8%	8%	5%	8%	8%	11%	8%	5%	14%	16%
67	Lewis St	D - E	N	14	49%	35%	63%	56%	56%	56%	49%	49%	56%	56%	49%	49%	49%	77%	49%	52%	45%	56%	52%	52%	66%	49%	49%	56%	77%
68	Lewis St	D - E	S	12	59%	59%	76%	50%	59%	67%	67%	50%	42%	59%	59%	50%	59%	92%	59%	50%	59%	67%	50%	59%	80%	63%	50%	63%	92%
69	E St	Cellander - Lewis	E	12	83%	92%	92%	75%	75%	92%	67%	75%	108%	33%	67%	33%	67%	75%	67%	96%	63%	79%	54%	71%	83%	67%	75%	75%	108%
70	E St	Cellander - Lewis	W	19	70%	75%	37%	48%	64%	53%	59%	86%	59%	53%	64%	27%	59%	59%	43%	64%	64%	51%	37%	61%	56%	51%	86%	60%	86%
71	D St	Lewis - Clark	E	19	0%	0%	0%	0%	5%	11%	11%	16%	16%	16%	16%	16%	22%	16%	11%	8%	8%	8%	8%	14%	14%	11%	16%	16%	22%
72	D St	Lewis - Clark	W	19	0%	0%	0%	0%	5%	11%	11%	11%	32%	32%	38%	38%	27%	32%	16%	16%	16%	19%	19%	16%	22%	14%	11%	22%	38%
73	Clark St	C - D	S	13	46%	46%	0%	31%	31%	23%	38%	62%	54%	46%	31%	54%	15%	15%	15%	50%	46%	15%	42%	23%	19%	27%	62%	38%	62%

APPENDIX B: On-Street Parking Utilization

					THURSDAY (8-10-23)								FRIDAY (8-11-23)							THU/FRI AVERAGE									
ID	Street	To - From	Side	Capacity	9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	4:30 PM	9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	9:30 AM	10:30 AM	11:30 AM	12:30 PM	1:30 PM	2:30 PM	3:30 PM	4:30 PM	Average	Peak
74	Clark St	C - D	N	14	44%	30%	0%	44%	52%	52%	52%	44%	44%	44%	44%	37%	37%	30%	37%	44%	37%	22%	41%	44%	41%	44%	44%	**43%**	**52%**
75	C St	Lewis - Clark	W	19	0%	0%	0%	0%	0%	5%	5%	5%	16%	16%	16%	21%	11%	11%	21%	8%	8%	8%	11%	5%	8%	13%	5%	**14%**	**21%**
76	C St	Lewis - Clark	E	18	0%	0%	0%	0%	11%	11%	5%	5%	22%	22%	22%	22%	16%	27%	33%	11%	11%	11%	11%	14%	19%	19%	5%	**19%**	**33%**
77	Clark St	B - C	S	13	37%	45%	60%	60%	60%	52%	52%	15%	52%	45%	52%	52%	45%	37%	45%	45%	45%	56%	56%	52%	45%	49%	15%	**51%**	**60%**
78	Clark St	B - C	N	13	15%	23%	38%	15%	23%	15%	8%	8%	38%	38%	61%	46%	46%	46%	31%	27%	31%	50%	31%	34%	31%	19%	8%	**34%**	**61%**
79	B St	Lewis - Clark	E	18	34%	29%	46%	51%	23%	23%	34%	23%	17%	17%	17%	40%	34%	23%	34%	26%	23%	31%	46%	29%	23%	34%	23%	**34%**	**51%**
80	B St	Lewis - Clark	W	16	38%	38%	25%	31%	38%	25%	25%	19%	13%	13%	13%	13%	19%	13%	6%	25%	25%	19%	22%	28%	19%	16%	19%	**27%**	**38%**
81	Clark St	Main - B	N	11	86%	76%	76%	76%	76%	95%	95%	86%	67%	76%	86%	86%	95%	76%	95%	76%	76%	81%	81%	86%	86%	95%	86%	**84%**	**95%**
82	Clark St	Main - B	S	7	100%	114%	100%	100%	86%	100%	71%	57%	71%	71%	57%	29%	57%	57%	71%	86%	93%	79%	64%	71%	79%	71%	57%	**78%**	**114%**
83	Main St	Lewis - Clark	E	30	23%	40%	57%	67%	70%	53%	60%	50%	40%	43%	63%	83%	83%	73%	43%	32%	42%	60%	75%	77%	63%	52%	50%	**59%**	**83%**
84	Main St	Lewis - Clark	W	11	62%	71%	80%	80%	80%	71%	80%	62%	27%	44%	71%	71%	71%	97%	71%	44%	58%	75%	75%	75%	84%	75%	62%	**71%**	**97%**
85	Clark St	2nd - Main	N	11	46%	56%	102%	93%	120%	37%	74%	102%	65%	28%	93%	120%	111%	37%	111%	56%	42%	97%	106%	116%	37%	93%	102%	**81%**	**120%**
86	Clark St	2nd - Main	S	7	42%	56%	56%	56%	42%	56%	56%	28%	42%	42%	56%	56%	42%	97%	56%	42%	49%	56%	56%	42%	76%	56%	28%	**55%**	**97%**
87	2nd St	Lewis - Clark	E	17	17%	0%	11%	6%	11%	6%	17%	11%	17%	6%	6%	6%	6%	11%	11%	17%	3%	9%	6%	9%	9%	14%	11%	**15%**	**17%**
88	2nd St	Lewis - Clark	W	18	33%	0%	28%	0%	6%	22%	17%	6%	17%	17%	6%	6%	6%	6%	17%	25%	8%	17%	3%	6%	14%	17%	6%	**18%**	**33%**
89	Clark St	3rd - 2nd	S	13	15%	31%	31%	46%	54%	62%	54%	46%	23%	23%	38%	46%	46%	31%	31%	19%	27%	35%	46%	50%	46%	42%	46%	**42%**	**62%**
90	Clark St	3rd - 2nd	N	13	48%	56%	63%	48%	56%	56%	63%	48%	56%	48%	56%	56%	48%	48%	48%	52%	52%	60%	52%	52%	52%	56%	48%	**56%**	**63%**
91	3rd St	Lewis - Clark	E	19	32%	27%	38%	43%	32%	22%	16%	22%	38%	27%	32%	38%	38%	27%	22%	35%	27%	35%	40%	35%	24%	19%	22%	**34%**	**43%**
92	3rd St	Lewis - Clark	W	19	53%	48%	37%	48%	42%	37%	37%	21%	32%	48%	32%	37%	26%	37%	16%	42%	48%	34%	42%	34%	37%	26%	21%	**41%**	**53%**
93	3rd St	Clark - Geyser	W	20	0%	0%	0%	0%	0%	5%	5%	5%	10%	10%	10%	20%	25%	20%	10%	5%	5%	5%	10%	13%	13%	8%	5%	**14%**	**25%**
94	3rd St	Clark - Geyser	E	20	0%	0%	0%	0%	0%	5%	5%	15%	10%	15%	15%	35%	25%	25%	20%	5%	8%	8%	18%	13%	15%	13%	15%	**17%**	**35%**
95	Geyser St	3rd - 2nd	N	11	27%	9%	9%	35%	18%	9%	9%	9%	18%	18%	18%	18%	18%	18%	18%	22%	13%	13%	27%	18%	13%	13%	9%	**22%**	**35%**
96	Geyser St	3rd - 2nd	S	13	23%	23%	23%	39%	39%	23%	31%	23%	31%	31%	39%	23%	31%	31%	31%	27%	27%	31%	31%	35%	27%	31%	23%	**34%**	**39%**
97	2nd St	Clark - Geyser	W	19	57%	52%	46%	46%	41%	46%	67%	52%	46%	41%	46%	41%	41%	41%	62%	52%	46%	46%	44%	41%	44%	64%	52%	**52%**	**67%**
98	2nd St	Clark - Geyser	E	19	58%	53%	53%	74%	53%	47%	58%	53%	68%	63%	58%	58%	63%	68%	63%	63%	58%	55%	66%	58%	58%	61%	53%	**62%**	**74%**
99	Geyser St	2nd - Main	N	11	35%	35%	27%	27%	27%	35%	35%	44%	18%	18%	18%	18%	18%	27%	27%	27%	27%	22%	22%	22%	31%	31%	44%	**32%**	**44%**
100	Geyser St	2nd - Main	S	13	16%	16%	23%	16%	8%	8%	23%	39%	16%	8%	8%	8%	16%	23%	39%	16%	12%	16%	12%	12%	16%	31%	39%	**23%**	**39%**
101	Main St	Clark - Geyser	W	10	77%	67%	48%	48%	29%	77%	77%	48%	58%	48%	48%	48%	38%	38%	38%	67%	58%	48%	48%	34%	58%	58%	48%	**56%**	**77%**
102	Main St	Clark - Geyser	W	1	250%	250%	167%	250%	250%	250%	250%	250%	83%	83%	83%	83%	83%	83%	83%	167%	167%	125%	167%	167%	167%	167%	250%	**163%**	**250%**
103	Main St	Clark - Geyser	E	20	55%	60%	15%	35%	25%	55%	60%	80%	50%	50%	40%	40%	30%	40%	25%	53%	55%	28%	38%	28%	48%	43%	80%	**48%**	**80%**
104	Geyser St	Main - B	N	10	59%	59%	59%	59%	59%	69%	78%	78%	78%	69%	59%	59%	69%	69%	59%	69%	64%	59%	59%	64%	69%	69%	78%	**68%**	**78%**
105	Geyser St	Main - B	S	5	20%	39%	20%	20%	20%	39%	39%	39%	59%	39%	39%	39%	39%	39%	59%	39%	39%	29%	29%	29%	39%	49%	39%	**41%**	**59%**
106	Geyser St	Main - B	S	24	12%	12%	17%	12%	25%	25%	21%	29%	0%	4%	4%	4%	4%	4%	4%	6%	8%	10%	8%	14%	14%	12%	29%	**17%**	**29%**
107	B St	Clark - Geyser	W	16	6%	6%	0%	0%	0%	6%	0%	19%	0%	38%	38%	31%	19%	13%	25%	3%	22%	19%	16%	9%	9%	13%	19%	**19%**	**38%**
108	B St	Clark - Geyser	E	19	5%	5%	0%	0%	0%	5%	0%	11%	21%	21%	21%	21%	21%	16%	21%	13%	13%	11%	11%	11%	11%	11%	11%	**17%**	**21%**
109	Geyser St	B - C	N	13	22%	22%	22%	22%	22%	22%	22%	15%	15%	15%	15%	15%	15%	15%	7%	19%	19%	19%	19%	19%	19%	15%	15%	**23%**	**22%**
110	C St	Clark - Geyser	W	20	5%	0%	0%	0%	0%	5%	0%	10%	15%	10%	5%	5%	5%	5%	5%	10%	5%	3%	3%	3%	5%	3%	10%	**11%**	**15%**
111	C St	Clark - Geyser	E	19	5%	0%	0%	0%	0%	5%	5%	22%	11%	11%	11%	11%	16%	16%	16%	8%	5%	5%	5%	8%	11%	11%	22%	**14%**	**22%**
112	Geyser St	C - D	N	14	29%	29%	0%	0%	29%	14%	7%	7%	22%	14%	14%	29%	22%	22%	22%	25%	22%	7%	14%	25%	18%	14%	7%	**22%**	**29%**
113	Geyser St	C - D	S	18	45%	40%	23%	11%	40%	40%	34%	28%	0%	6%	6%	6%	6%	6%	6%	23%	23%	14%	8%	23%	23%	20%	28%	**25%**	**45%**
114	D St	Clark - Geyser	W	19	0%	0%	0%	5%	0%	0%	0%	0%	31%	31%	36%	31%	31%	31%	36%	16%	16%	18%	18%	16%	16%	18%	0%	**21%**	**36%**
115	D St	Clark - Geyser	E	18	0%	0%	0%	0%	0%	0%	0%	0%	22%	22%	16%	16%	16%	22%	16%	11%	11%	8%	8%	8%	11%	8%	0%	**14%**	**22%**

MEMORANDUM

To: City of Livingston, Livingston Urban Renewal Agency, and Crescendo Planning + Design

From: Economic & Planning Systems, Inc.

Subject: Downtown Tax Increment District Strategy; EPS #233069

Date: July 23, 2024

The City of Livingston (City) is completing a Downtown Master Plan to provide guidance to efforts in maintaining and improving the public realm and vitality of the area. Businesses in Downtown Livingston are supported through multiple partner organizations. The City's Urban Renewal Agency (URA) has its only tax increment district within Downtown (Downtown Tax Increment District or Downtown TID or District) that can be a powerful tool to attract investment to the area. The Master Plan process provides the opportunity to develop a more strategic direction for the Downtown TID that aligns with the vision and goals of the Master Plan.

Urban renewal laws in Montana provide for a wide range of potential actions an agency can take in its use of tax increment funds. Urban renewal agencies in Montana currently apply a variety of programs including:

- Large project gap financing/closure
- Streetscape/public realm improvements
- Façade improvements
- Building rehabilitation/code compliance
- Site demolition and clean up
- Land acquisition
- Placemaking improvements/programs
- Incentivizing community benefits, e.g., affordable housing
- Property and business loan funding
- Utility and infrastructure improvements
- Marketing/branding/events

The purpose of this strategy is to identify programs and investments that best fit the needs of Livingston's Downtown and the financial realities of the district.

The Economics of Land Use

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Denver, CO 80202-3511
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Denver
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Sacramento

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Existing Conditions

The City and its Urban Renewal Agency created a tax increment district for Downtown in 2003 to support revitalization. Under Montana law, tax increment districts can be created for a period of 15 years and can be extended if blight conditions still exist. The Downtown TID was reauthorized in 2019. The 15-year renewal of the Downtown TID will extend through 2034.

The City of Livingston proposed Fiscal Year 2025 Budget shows an existing fund balance of $1.85 million for the Downtown Tax Increment District. The tax increment estimated to be generated this coming year is approximately $944,000 as the property values and investment have grown substantially in recent years.

The FY 2025 Budget calls for the District to expend $1.8 million in 2025. Most of the expenditures are for capital projects ($1,340,000) with $1.27 million dedicated to alley infrastructure improvements for 2nd and 3rd Streets. There is an additional $70,000 allocated for capital improvements, $265,400 in operations, $159,025 in debt payment on soon to expire bonds, and $30,000 in other financing uses.

The URA offers two improvement programs using the Downtown TID revenue. The first is a façade improvement grant program that provides a reimbursement of up to 50% of project costs not exceeding $100,000. One improvement grant is proposed in the 2025 budget. The second program is a new residential redevelopment grant program that is meant to encourage building renovation or new development for residential spaces. Eligible projects may be granted up to 50% of project costs not exceeding $250,000 per unit. The remaining capital spent using Downtown TID funds is facilitated through discretionary requests to the URA.

Agency Vision and Objectives

Two work sessions were held with the Urban Renewal Agency during the Downtown Master Plan process to help develop a vision for the district and objectives to guide efforts by the URA.

URA Downtown Vision

URA members provided guidance on their vision for Downtown. They expressed the desire to create an economic environment anchored by local businesses that are supported by an inviting and connected public realm that attracts people to Downtown for a variety of reasons.

Objectives

Areas of focus identified by agency members included addressing parking management, providing more spaces/places for people to gather that are not private restaurants or bars, and activating underutilized spaces. Based on the vision and areas of focus the following objectives were identified.

- Support reinvestment in existing buildings and places
- Attract more people to downtown
- Provide places for people to gather
- Support wayfinding and parking management

Master Plan Direction

The vision and objectives were used to develop Master Plan policies and implementation strategies.

Policies

Economic development policies specific to the Downtown TID were developed for the Master Plan, based on the vision and objectives specified by the URA with input from stakeholders, and are shown below.

- 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 Downtown.
    - Use tax increment as a funding support tool and not the primary funding source for projects. Set target percentages of total URA funding as a percentage of total project cost.
    - Continue to provide URA grants for façade repair and building renovations that support existing businesses and property owners Downtown.
    - Utilize tax increment funding to support the creation of residential units in Downtown with a focus on existing building rehabilitation and creation of new workforce housing.
    - 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 developers prove the project will only occur “but for” inclusion of tax increment. Limit increment invested in projects to amount generated by the project, and to projects that provide a needed community benefit.

Strategy Considerations

Recommended strategies for consideration to achieve the URA's objectives and policies are provided below.

- Set maximum percentages and/or amounts of total project costs that can come from District funding.
    - The URA has set limits of up to 50% of project costs for its two programs, which is a good best practice to follow to better leverage funds. Consider reducing the percentage contribution for various programs and projects based on need. Programs focused on supporting existing businesses and building owners should provide a greater contribution (e.g., the 50% match for façade grants) with lower percentage contributions for capital projects led by other entities or private development projects.
- Set a target amount of annual funding that the URA would like to expend for programs such as the façade program or residential rehabilitation program. Setting a target can help to provide more predictability to the budgeting process, encourages proactive efforts to seek applicants, and is a benchmark for program viability. A target amount can also help to set limits on projects supported if demand increases.
- Consider revisions to the residential rehabilitation program if no applicants emerge or difficulties with approving projects arise. Consider requirements for affordability at target AMI levels, variable incentive maximums (per unit) for adaptive reuse versus new construction, requiring a statement of need/"but-for", tying/limiting grant funding to the estimated tax increment that would be generated by the project.
    - The maximum grant amount of $250,000 per unit is a large investment per unit for the URA and is oriented to small scale projects likely created through adaptive reuse. Allowing for a larger contribution for adaptive reuse is a good strategy, however, smaller contributions for new construction should be provided. For comparison, the Bozeman URA provided incentives that totaled between $7,000 and $30,000 per unit for new residential projects supported by its Downtown increment district.
    - Many urban renewal agencies/authorities require an applicant to prove that the project would not be viable "but-for" the use of public funding. This requirement will force the applicant to share financial estimates for costs and revenues that show the project need and can help right size incentives. A simpler approach used by some agencies is to cap investment to a percentage of project cost and/or based on specified eligible project improvements.
    - Given that workforce housing has been cited as a major need in the Downtown area, a focused use of funds of units that are affordable to workers based on a specified percentage of AMI may

make sense. Either requiring units that are affordable to AMI levels and/or creating a greater incentive for income restricted units (versus market rate units) can support the use of district funds directly for this community need.

- Consider creating a small-scale, placemaking project fund using a portion of the annual TIF proceeds (*LU-22 in the Downtown Master Plan*). This fund can be used to support activation/beautification efforts, small scale projects, or seed larger projects that enhance the public realm Downtown. Consider dedicating 5 to 10% of the annual increment generated to this fund. The fund can focus on community driven improvements and/or pilot projects that can demonstrate the need for larger capital improvements.

    - Potential near term pilot projects include portions of the proposed 2nd Street Promenade and Festival/Greenway Street (*SM-10 in the Downtown Master Plan*).

- Future Potential Strategies

    - Consider strategic land purchases to support development of desired capital improvements and/or support attraction of workforce housing. Evaluate potential to acquire Priority Infill/Redevelopment sites in the Downtown Master Plan if they come available for purchase.

    - Consider bonding a portion of annual TIF revenue over a 3-to-5-year period to allow for the URA to fund/support larger capital improvement projects.

Livingston Downtown Master Plan

CRESCENDO
PLANNING + DESIGN

EPS

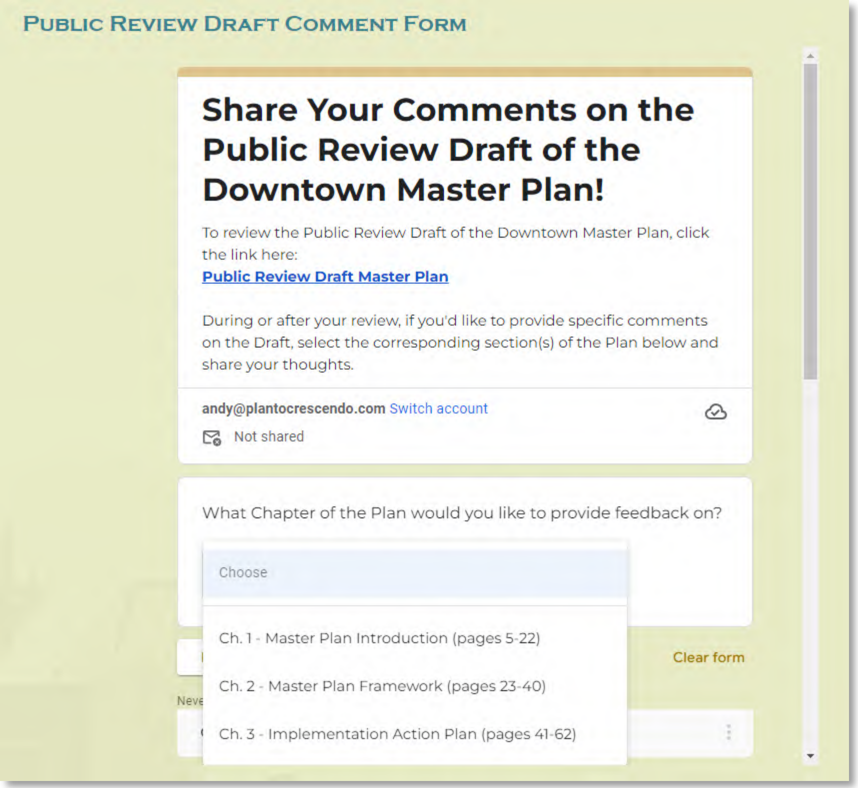
RPA

Public Review Draft

- Posted on the project webpage – www.downtownlivingston.org/plan - on **July 17th**.

- *Still subject to change and revision*; a few components flagged as "To Be Updated"

Public Review Draft



- Soliciting feedback from the public by **Wednesday, August 7th**.
  - Updated Draft to be brought to Land Use Board **August 14th**.

- Comment Form provided on the webpage –
  - Select the corresponding section/chapter that you'd like to provide comments on, takes user to an open-ended comment prompt by Plan sub-section.

Public Review Draft

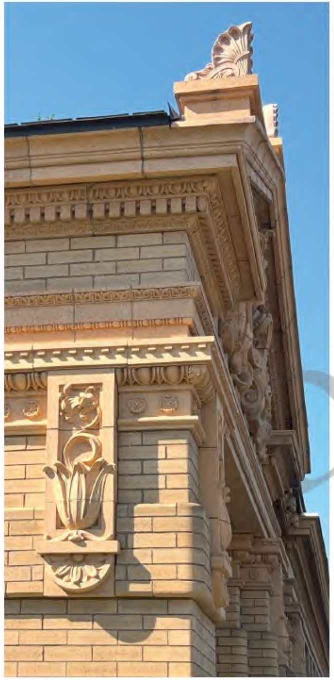


TABLE OF CONTENTS

DRAFT

To Be Added

Livingston Downtown Master Plan | 3

- Organized into 3 Chapters
- Final Plan will include Appendix with Supporting and Technical Documents
  - Community Engagement Catalog
  - Housing Study
  - Parking Study

CRESCENDO PLANNING + DESIGN EPS RPA

Ch. 1 – Master Plan Introduction

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.

Vision Themes

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:

DRAFT

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

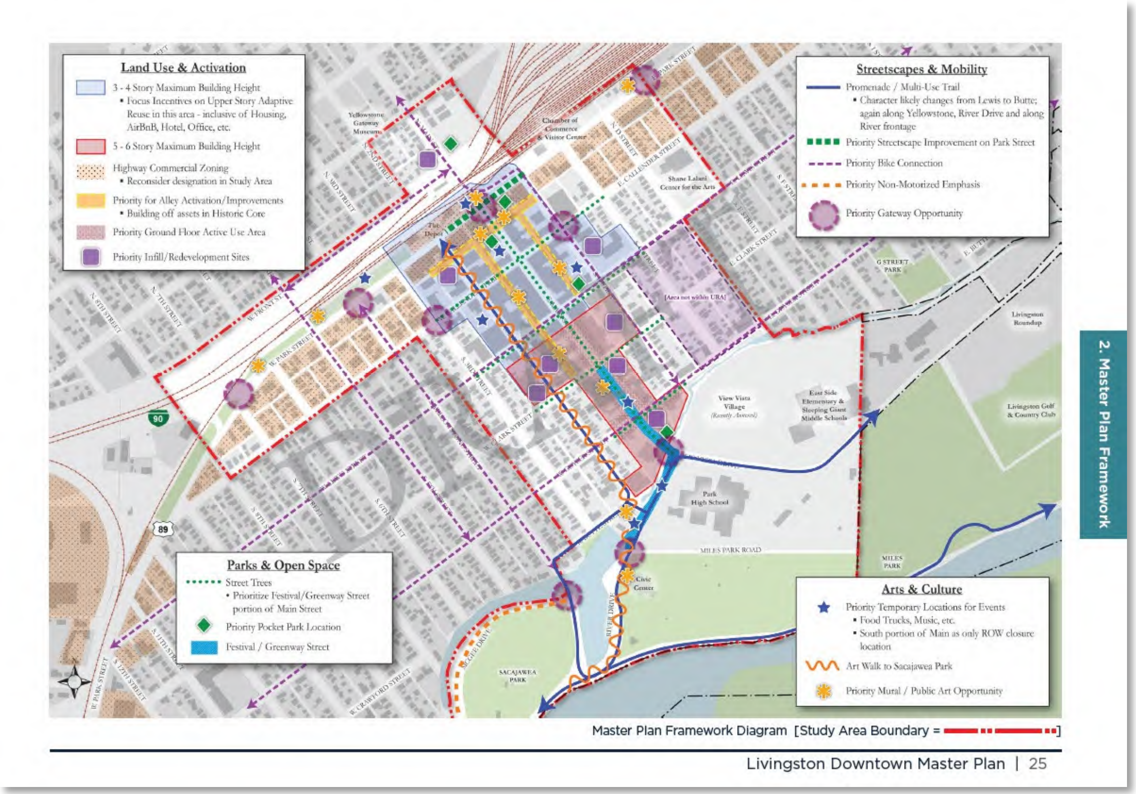
- Leverage the Downtown's proximity to National Register of Historic Places amenities Sacajawea and Miles Park, and find ways to extend the beauty of the parks into the Downtown and while providing more comfortable access from Downtown into the parks.

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.

- Plan Background
  - Study Area
  - Demographics
  - Existing Conditions
- Planning Process
  - Scope of Outreach
- Visioning & Engagement
  - Engagement Methods & Community Input
- Vision Themes

Ch. 2 – Master Plan Framework



- Diagram provides a graphic representation of the physical location of many of the Master Plan Framework recommendations
- Helps to illustrate how the recommendations are spatially interconnected & should work in concert to advance the Vision Themes.

Ch. 2 – Master Plan Framework Recommendations

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

PARKS & OPEN SPACE

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

STREETSCAPE & MOBILITY

- Streetscape Improvements
- Enhanced Connectivity & Mobility Options
- Parking

ARTS & CULTURE

- Public Art & Storytelling
- Events & Amenities

ECONOMIC DEVELOPMENT & HOUSING

- Economic Development
- Housing

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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.

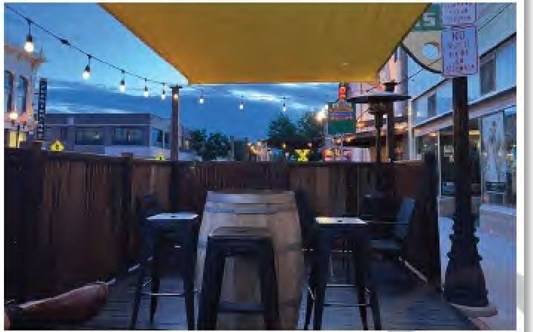
Economic Development guidance, and some of the more policy-oriented recommendations may not be represented on the diagram, as their spatial distribution may either be yet to be determined, or may impact the Downtown Study Area more holistically.

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.

- Intended to provide flexible guidance to the City on how to implement the community's vision
  - Mix of short-term, incremental steps and longer-term strategic policies, initiatives and investments
- **URA can play pivotal role as Champion/Partner in advancing these**

Ch. 2 – Master Plan Framework Recommendations

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.

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

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.

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-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)

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Ch. 2 – Master Plan Framework Recommendations

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

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

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.

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-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.

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.

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Ch. 3 – Implementation Action Plan

Livingston
Downtown Master Plan

Chapter 3: Implementation Action Plan

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.

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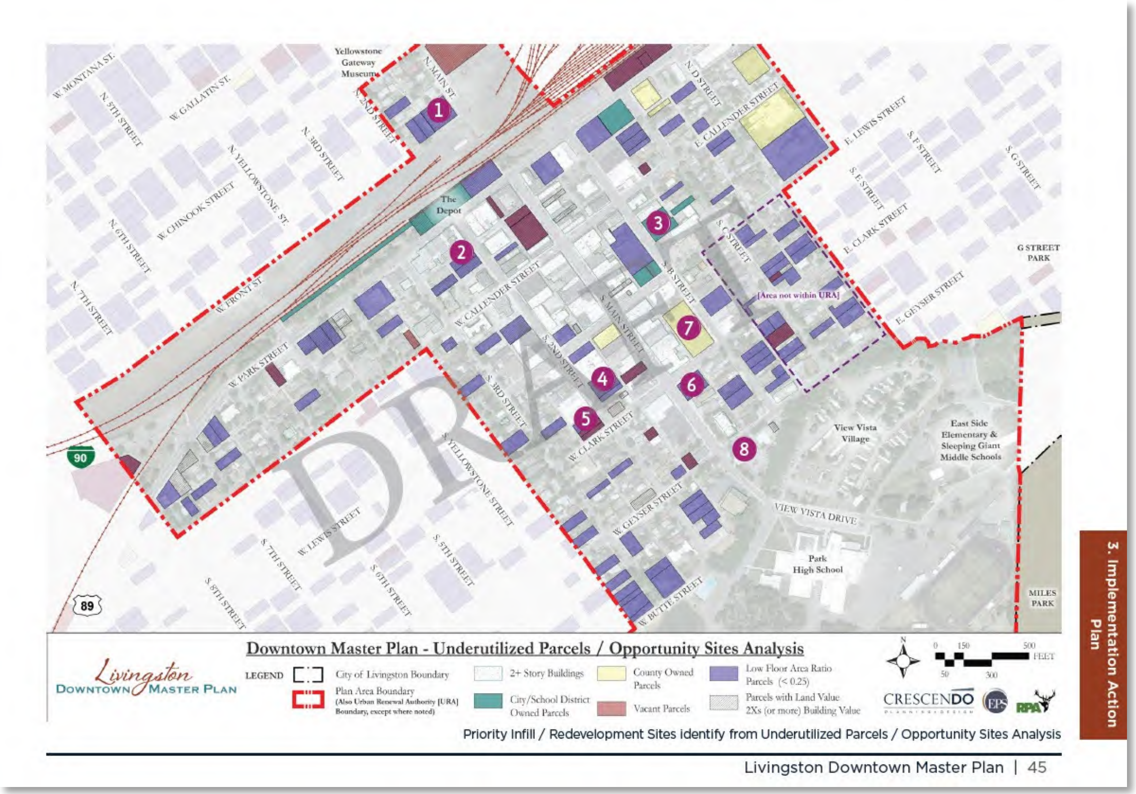
- Specific Projects & Initiatives that can be catalytic
- Often more resource-dependent . . .**URA could help!**
- Mix of Actions:
  - Short-term (1-2 years)
  - Medium-term (2-5 years)
  - Long-term (5-10 years)

Ch. 3 – Implementation Action Plan



- Regulatory Tools
- Priority Infill / Redevelopment Sites
- Housing Development
- Streetscape Improvements
  - 2nd Street Promenade
  - Festival / Greenway Street
  - Park Street Improvements
- Wayfinding & Gateways
- Parking Management

Ch. 3 – Implementation Action Plan

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
Overall Downtown Activation & Amenitization (continued)					
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	•Ch. 2 Land Use, Building Form & Activation – Use-Based & Spatial Activation; Parks & Open Space; Arts & Culture; Economic [illegible]velopment [illegible]latory [illegible] / Gr[illegible]	Potential Champions: LBID; Chamber of Commerce; LDBOBA; PCEC Key Partners: URA; LU Board; City Commission; HPC; Local Art Community	• URA TIF Investment • Capital Improvements Project (CIP) Investment	$$-$$$
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				$$$$
Connectivity & Mobility Improvements					
Pursue low-cost traffic calming measures as pilot projects to gauge community's response to longer-term improvements	Short-Term	•Ch. 2 Streetscapes & Mobility • Ch. 3 2nd Street Promenade; Park Street Improvements	Potentia[illegible] LBID; Chambe[illegible] Commerce; LDBO[illegible] PCEC Key Partners: MDT; Public Works; Railroad	• URA TIF Investment • Capital Improvements Project (CIP) Investment	$
Implement Bike Boulevard enhancements on Priority Bike Connection corridors	Medium-Term				$$
Explore higher ease-of-use enhancements to rail crossings	Long-Term				$$$
Priority Infill / Redevelopment					
Revisit progress made toward vision-aligned uses developing in Downtown, and explore alternative strategies to implementation, if necessary	Long-Term	• Ch. 3 Priority Infill / Redevelopment; Housing Development	Key Partners: URA; LU Board; City Commission; HPC; Park County Housing Coalition	• URA TIF Investment • Montana's CDBG Public and Community Facilities Grants	$

To Be Updated

DRAFT

- An at-a-glance collection of Implementation Efforts found within the Plan
  - Regulatory Changes & Incentives
  - Overall Downtown Activation & Amenitization
  - Connectivity & Mobility Improvements
  - Priority Infill / Redevelopments
  - Streetscape Improvements
  - Wayfinding & Gateways
  - Parking Management

URA STRATEGY

OUTLINE

- Existing Conditions
- Vision and Objectives
- Master Plan Direction
  - Policies
  - Strategies

EXISTING CONDITIONS

DOWNTOWN TID

- Formed in 2003
- Extended in 2019 for additional 15 years through 2034
- Existing Programs
  - Façade Improvement Grants
  - Residential Rehabilitation and Redevelopment Grants

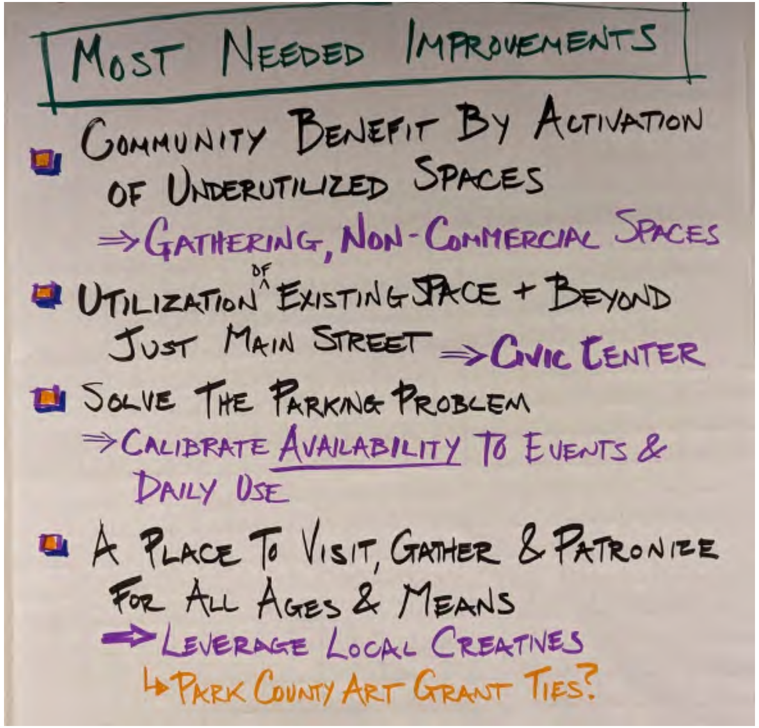
FY 2025 Budget

- Existing Fund Balance: $1.85 Million
- Revenue
  - Annual Increment Revenue: $944,000
- Expenditures
  - Alley Infrastructure: $1.27 million
  - Capital Improvements (façade grant): $70,000
  - Operations: $265,400
  - Debt Service: $159,025
  - Other: $30,000
  - **Total: $1.34 million**
- **Estimated Future Revenue**
  - Approximately $7.5 million to $9 million between 2026 and 2034

VISION AND OBJECTIVES

- Vision: Sustain an economic environment anchored by local businesses that are supported by an inviting and connected public realm that attracts people to Downtown for a variety of reasons.

- Objectives:
  - Support reinvestment in existing buildings and places
  - Attract more people to downtown
  - Provide places for people to gather
  - Support wayfinding and parking management



MASTER PLAN POLICIES

- 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 Downtown.
  - Use tax increment as a funding support tool and **not the primary funding source** for projects. Set target percentages of total URA funding as a percentage of total project cost.
  - **Continue to provide URA grants for façade repair** and building renovations that support existing businesses and property owners Downtown.
  - Utilize tax increment funding to support the **creation of residential units** in Downtown with a focus on existing building rehabilitation and creation of new workforce housing.
  - 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 developers prove the project will only occur “but for” inclusion of tax increment. Limit increment invested in projects to amount generated by the project, and to projects that provide a needed community benefit.

STRATEGIES

- Set maximum percentages and/or amounts of total projects that can come from district funding.
  - Currently use 50% for programs
- Set annual targets for expenditures (i.e. programs, capital improvements, etc..)
- Consider revisions to the residential rehabilitation program
  - Potential project requirements: target AMI level, variable incentive amounts for rehabs vs new development, requiring a statement of need (but-for), tie grant amount to increment generated by project.
  - Up to $250,000 per unit grant is large
    - Might be appropriate for small scale rehabs
    - Too large for new development: Example Bozeman in 2023 granted between $7,000 and $30,000 per unit.
- Consider creating a small-scale, placemaking project pilot fund *(LU-22)*
  - Dedicated annual portion of increment (e.g. - 10% annually, $10,000)

POTENTIAL FUTURE STRATEGIES

- Consider bonding a portion of annual TIF revenue over a 3-to-5-year period to allow for the URA to fund/support larger capital improvement projects.
- Consider strategic land purchases to support development of desired capital improvements and/or support attraction of workforce housing.
  - Evaluate potential to acquire Priority Infill/Redevelopment sites if they come available for purchase.

HOUSING STUDY

- Demand Study
  - The cost and composition of the housing stock in Livingston has started to shift.
  - Over 80 percent of the job growth in Park County in the past five years is attributed to industries with average wages that translate to household incomes below 120% of AMI.
  - The City of Livingston overall needs to continue to attract diverse housing products to keep pace with employment-driven demand.
  - Estimated Demand
    - Livingston Total: 850 units
    - Annually: 85 units

- Feasibility Study
  - Mixed-Use Condo
    - Least feasible
    - Gap per unit: $115,000
  - Apartment Building
    - Small feasibility gap
    - Gap per unit: $12,000
  - Townhomes
    - Gap dependent on sale price
    - Sale price <$500,000
      - Gap per unit: $25,000+

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