

Guiding Principles Strategic Planning Ad-Hoc Committee Agenda

Wednesday, July 6, 2022, from 1:00-2:00 p.m. via Zoom. The public is welcome to attend and give comments when appropriate.

To Join Zoom meeting:

<https://us02web.zoom.us/j/85850931209?pwd=HR6Df75Q5D7tVojSennDZm-TPCXIbw.1>

Meeting ID: 858 5093 1209

Passcode: 296465

Call In: (669) 900-6833

1. Call to order/Roll Call
2. Approval of Meeting Minutes
-June 29, 2022
3. Review and Discuss City of Livingston Organization Strategic Plan's mission, vision, values and goals statement using the attached "Evaluation Exercise"
4. Member comments
5. Public comment
6. Adjournment

Livingston City Commission Strategic Plan & Growth Policy Meeting Minutes

June 29, 2022 1:00PM

Meeting Number: 7

1. 1:05 PM – Call to Order
2. 1:05 PM – Roll Call: In attendance – Commissioner M. Nootz, Commissioner K. Kahle, J. Willich, T. Bluerock, W. Windham
3. 1:07 PM – Agenda item #2 – Approval of Minutes for June 22
 - a. M. Nootz motion to pass, TB 2nd, motion passes unanimously
4. 1:08 PM – Vision Statement
 - a. KK finds the Vision Statement looks good, introduced suggestion from Max about wording
 - b. TB likes the bullets
 - c. JW likes the bullets
 - d. MN likes the adaptation of small-town character
 - e. WW likes small-town character, also likes Livingston is known as
 - f. TB agrees with WW
 - g. JW suggests changing to Economically vibrant and diverse
 - h. TB suggests Fostering its unique small-town character
 - i. JW suggests respecting instead of maintaining, rebuked by WW and TB, prefer maintaining
5. 1:21 PM – Goals
 - a. MN concerned about implementation of housing plan, housing isn't on the list but is the most important part of the list
 - b. MN continues that the growth policy and the additions (transportation policy and housing policy) are needing prioritization, lots of energy and expense have been spent developing the plans
 - c. WW asked if the growth policy document is used to measure city manager performance, also, does the plan reference housing or smart housing separately
 - d. JW poses that a land-use plan controls the dirt, which is what the city has bona fide control over
 - e. TB suggests the growth plan is how the goals are met
 - f. MN questions if the implementation of the growth policy is the plan
 - g. TB suggests that the housing plan should be a bullet point
 - h. WW asks if growth is more important than growth/smart growth then it should be a bullet point itself
 - i. TB points out that zoning is very piecemeal at the growth policy level
 - j. MN poses that the growth policy touches all things and the land-use plan should be very granular. Zoning changes are surprisingly expensive and a map is an important tool. Feedback on prioritization for the projects is critical, as that determines how and where the money will be utilized
 - k. WW adds that the growth policy is important for the next 10 years. Counters JW that a land-use plan is too nebulous



LIVINGSTON

Montana

RESOLUTION NO. 5013

Temporary Ad-Hoc Committee to Review the Mission, Vision, Values and Goals statements of the city of Livingston.

Evaluation exercise of current statements.

Instructions:

Take each page one at a time

Reflect on each statement

1. Bring your own experience
2. Think about any external data that supports your perspective,
please note that the date

Write in the Δ column what you think needs to be changed

In the + column write what you like about the statement

Place any comments in the last section



Overview

Mission: We provide essential services, quality of life opportunities, and maintain what is best about Livingston while providing for growth in a manner that is fiscally responsible, with integrity and compassion.

Vision: A dedicated team of leaders working in collaboration with a diverse community to create a vibrant home surrounded by natural beauty, respectful of our unique history, and full of opportunity.

Values

1. Collaborative
2. Excellence
3. Integrity
4. Innovation
5. Stewardship

Goals

1. Quality Workforce
2. Financial Stewardship
3. Integrity
4. Public Engagement/Collaboration
5. Safe and Healthy Community

Greatest Issues Facing the city:

Wyeth

Reasonable housing
Workforce; pay and availability
Vision for growth
Maintaining an economically diverse population
Creating a vibrant downtown area
Supporting infrastructure needs with a tourist economy
Reducing sprawl
Support our private business so we can keep it local
Standards for the quality of our services
I feel like a lot of the problems facing the community are because of our recent economic prosperity we should try and maintain that prosperity

Melissa

Housing availability and housing diversity is low
Livable wage for workers doesn't match housing prices
Tourist economy pays low wages
Lack of diversity in jobs (a lot of jobs are based around the tourist economy)
The community infrastructure (especially connecting the north and south sides, and connecting newer north side subdivisions to pre-existing neighborhoods) is not supportive of multi-modal transportation
Tourist economy puts pressure on decreasing our available housing stock
High potential for sprawling and unsustainable development that is not following building/subdivision regulations while housing demand pressures are high

James

Crime – Major Narcotic Corridor
Railroad Crossing
Growth Management
Financial Health
Scarcity

Karrie

Growth
Housing
Lack of a City Budget
Staffing Shortage
Aging infrastructure
Changing Climate

Tom

Growth: Maintaining the city's traditional character while planning for growth
Maintaining the city's boundaries-a city surrounded by open space- growth through consolidation inside boundaries rather than sprawl- Implementation of the growth policy.
Housing: Planning for affordable housing for all citizens of all income levels
Strengthening the downtown as a commercial center, parking, housing, commercial and cultural life

Mission: We provide essential services, quality of life opportunities, and maintain what is best about Livingston while providing for growth in a manner that is fiscally responsible, with integrity and compassion.

△ What should change?

“maintain what is best” this is a hard-to-understand statement.

quality of life opportunities – I do not understand this

‘providing for growth’ -what kind of growth?

Quality of life opportunities

Providing for growth in a manner that is fiscally responsible

Integrity and compassion

Quality of life opportunities

Integrity and compassion

⊕ What is positive?

fiscally responsible, with integrity and compassion – I like these as how's

fiscally responsible, with integrity and compassion

It's a good sentiment, and should be more clearly defined

It's good to include growth – but the info from the community is what should be prioritized before \$\$

The sentiment is good

Essential Services

While MANAGING growth

Fiscally responsible

Integrity and compassion

maintaining the traditional character

General Comments

It is easy to understand what essential services and the end fiscally responsible, with integrity and compassion. The middle is very hard to understand and needs more expression.

Should equity be included in this statement

It's a nice sentiment, but it isn't clearly defined – potentially add/address some key themes from the GP concerning housing/alternative transportation/etc

Prioritizing growth based on fiscal responsibility is unclear, and not in line with our GP

These seem subjective, I wonder if there is a way to make the more quantitative

Foundation-level of city business

That's not really the city's responsibility. Can't be done fairly across the board.

Growth needs management, growth is a by-product of a well-run city

Good inclusive words with meaning.

We supply/deliver essential city services to maintain what is best about Livingston while managing growth in a manner that is fiscally responsible, with integrity and compassion. -J.Willich

We should emphasize that growth should build on what the existing character of Livingston

Mission: We provide essential services, quality of life opportunities, and maintain what is best about Livingston while providing for growth in a manner that is fiscally responsible, with integrity and compassion. while strengthening the traditional character of the city

Vision: A dedicated team of leaders working in collaboration with a diverse community to create a vibrant home surrounded by natural beauty, respectful of our unique history, and full of opportunity.

△ What should change?

This is a very broad vision and is full of how's, not outcomes. A vision is a place that we are going not a way to get there. Also, anytime you could apply a vision statement to any type of organization it is too broad.

“respectful of our unique history”-include environment/landscape/et

leaders

Create a vibrant home

diversity

Unique history

Full of opportunity

Is home the right word- or something that implies town urban etc.

Dedicated team

leaders

Vibrant home

⊕ What is positive?

‘working in collaboration with a diverse community’

Dedicated, collaboration

diversity

Unique history

Good statement

Vibrant home surrounded by natural beauty- right thought- wording could be more descriptive

History

Natural beauty

Diverse community

General Comments

Are we trying to create this or is this the way we want to behave?

Who we are talking about when we say leaders might be more clearly defined

Many would say this is already a vibrant home, this implies it is not – maybe change to *maintain/support/etc

Recognize existing diversity, address increasing diversity while maintaining existing

Add to this – recognizing layered history of this place


Unclear what this means

We should make an effort to not let the city expand through sprawl- a community surrounded by open space.

This is vague at best. I realize I’m writing my notes ex post facto, but the reality is the same.


If this is the “destination” of the MVV plan, then what are we looking for?

1. **Collaborative:** We work together effectively and transparently with the public, our boards and committees, community partners, private entities, other governments, and within our own organizations.

 What should change?

Add non-profits

Transparent – redundant from earlier

 What is positive?

I like this statement

'work together effectively and transparently'- this is an important statement, that we need to continue to improve upon

Transparency in all public business

General Comments

I like this statement. It expresses the value of collaborative.


Private entities is on here which implies businesses, should add non-profit organizations b/c there is a lot of opportunity here to get things across the finish line w/ non-profit partnerships

Should we add nonprofits to this list?

Some city boards do not have published agendas and minutes even though they hold formal public meetings

Feels a little run-on, but otherwise acceptable.

2. **Excellence:** We provide dependable, quality services through flexible and customer focused efforts with maximum competence.

 What should change?

I do not like the use of the word "customer" is not citizen better

Also the word focused feels to unspecific


Customer?

"quality services"-Excellence should include more that just services

"customer focused"- customer feels like the wrong word

Customer

Flexible

 What is positive?

I like maximum competence

Dependable, quality services

Maximum competence

General Comments

I would say that dependable, quality flexible and customer focused is not really excellence. Just feels very soft and not excellent.

People that live here aren't really "customers". We also serve people who don't pay taxes here (county residents, tourists, etc)

Good statement

We provide dependable, quality service with maximum competence.

4. Innovation: We are creative and efficient in seeking new ways to solve problems and embrace change.



What should change?

Add while centering our community values and comprehensive plan (aka growth policy) priorities

"We are creative and efficient in seeking new ways to solve problems and embrace change." this statement feel like it needs to be flushed out more

While providing all citizens a home within community

The whole thing, but only just the order



What is positive?

In general, this statement appeals to me.

The whole statement

Innovation

Efficient

Solve problems


General Comments

I like that innovation for us is seeking new ways. This means we are not always forced to create new ideas we can find them else were and use them for our community.

Good statement- could be a place to insert a statement about housing for all income levels

We are always seeking to find new and efficient ways to solve problems within our community.

5. **Stewardship:** We carefully and responsibly manage our city’s infrastructure, employees, fiscal resources, and environmental impacts.


 What should change?

I think this misses managing the economic benefit.

Add – prioritizing our community’s vision and values

Add something about stewarding opportunities to maintain/support our community

impacts

 What is positive?

It’s the definition of stewardship

General Comments


How do the business that support the wages in the community get served?

Are we including that we are stewards of current residents? Or do we just focus on increasing economic benefits and supporting more development? Would love to discuss this more with the group

Stewardship is a great value- but then we change to “manage” in the statement which seems a bit forceful or militaristic. It might be nice to include stewardship of other things – when I think of stewardship I think of a leader and a partner

It’s literally the definition of the word. I think the order should be infrastructure, fiscal resources, employees, and environment.


1. **Quality Workforce:** Instill a culture that attracts and sustains knowledgeable and engaged employees who embody the City's organizational values.

 What should change?

Not sure that culture is the way that we achieve these outcomes.

Are we managing an organizing that ...?

Culture – not a great word in general

 What is positive?

' Instill a culture that attracts'- this is positive but could be improve to include "culture and reputation"

Attract and sustain

General Comments

I like the quality workforce header


Not sure we have enough guidance towards management.


Do we prioritize a living and competitive wage in this goal?

I don't think the #1 goal of the City of Livingston should be the quality workforce.

This goal should be #5

2. Financial Stewardship: Create and maintain a financially sustainable budget to fund first the City’s responsibilities and then community enhancements by incorporating the City’s values and innovative funding sources.

 What should change?

 What is positive?

General Comments

by incorporating the City’s values and innovative funding sources – this section lost me. Not sure how the City’s values fit here?

Innovative funding sources make me a little nervous

“fund first”

Responsibilities then enhancements

“community enhancements’- perhaps Community wants or needs might be better?

Innovative funding? Absolutely not.

Create and maintain a financially sustainable budget to fund first the City’s responsibilities and then community enhancements. Makes total senses

Sustainable budget

Responsibility first, then enhancements

I might try something like “Develop the Cities funding sources to create a sustainable budget that funds the city’s responsibilities and then community enhancements.”

The priority of budget spending seems very specific to be part of the SP top line goals – either it is something that would be set out from the commission’s priorities and during budget meetings – or we could put our values in this statement (like competitive wages, housing priorities, etc)


There may be a better way to say this now that we have a robust growth policy/comprehensive plan.

This statement could include funding partnerships

Drop everything after enhancements, it’s superfluous.

This goal is properly in the #2 position

3. Infrastructure: Build and maintain infrastructure now and into the future in a strategic and responsible manner that promotes and sustains existing neighborhoods and accommodates growth.

 What should change?

Maybe a comment about population vs neighborhoods?

'strategic and responsible' seems repetitive, the we promote and sustain

Add that it should follow the growth policy vision and priorities


Accommodates growth

Could this be a place where we introduce the notion of growth through consolidation within city boundaries

Now and into the future

Promotes and sustains neighborhoods

And accommodates growth

 What is positive?

I like the focus on long-term infrastructure the community has been to reactive in the past.

Build and maintain infrastructure

General Comments

After infrastructure needs a rewrite.

Anticipates growth based on our community growth policy?


Should this include a reference to consider climate change or our changing climate when building new infrastructure?


We should put a descriptor on growth- healthy, compatible something like that

Build and maintain infrastructure in a manner consistent with the safe and responsible operation of the city.

This goal should be #4

4. Public Engagement/Collaboration: Inform and empower the community through open dialogue, user-friendly access to information, and a welcoming environment.

 What should change?

 What is positive?

General Comments

Not sure how collaboration and engagement is outlined in the statement.

Two-way dialogue where the community can engage with the city also

inform

“a welcoming environment’ - could be improved by adding inclusive

‘Collaboration’ - I think collaboration is very important but it does not seem to be included very well in the actual statement

“Collaboration”

I do like the comments in the statement

User-friendly access to info

Welcoming environment

“user-friendly access to information” - this is very important and we need to continue to improve upon

Good statement

Access to information

Open dialogue

I have always believed a small personal government will create engagement. Maybe too aspirational?

Perhaps change inform to provide information

We empower the community through open dialogue, easy access to information, and a welcoming environment.

This goal should be #5

5. Safe and Healthy Community: Foster community resilience by facilitating access to health & wellness resources, enhancing multimodal connectivity and providing stewardship of our natural environment.

△ What should change?

⊕ What is positive?

General Comments

I am not sure I know what the statement means. It could just be ignorance.

Stewardship of our natural environment seems like a stretch hear? Maybe that needs to be included under stewardship?

Facilitating access

enhancing

What is multimodal connectivity? Resilience???? Don't know what replaces this but I don't know what this means

Nothing in this statement says anything about safety.

Multimodal connectivity?

Stewardship is already a goal

Foster Community resilience is great

Stewardship of the natural environment

That it was included is the only positive I see.

How does the mental health issue show up hear?

I'm not exactly sure what this means in this context

Improve this verb – perhaps to something like invest/improve/expand

“Safe and Healthy Community:” - this makes me consider our lack of affordable, how do talk about safe and healthy community when community members are losing their homes as rental turn to STRs and even the middle class can't afford to purchase a home.

while maintaining a wholesome place to live for all citizens.

Very confusing and essentially meaningless statement.

Whole thing needs to be re-done.

We ensure a safe community through well-trained, competent, and rational employees while supporting access to health and wellness services.

This goal should be #1, after it's re-written.

Next steps: (for 6/1)

1. We worked on the struggles facing the community. We now want to focus on the great things about the community. - Complete a list of the strengths of Livingston.
2. The Vision statement was not a destination or goal it was a how. Let's just do some brainstorming on where we want the city to go. This can be words or sentences.
3. We discussed the addition of a value of transparency or adjust/remove innovation.

Greatest strengths and opportunities for Livingston:

We have a very engaged, passionate and knowledgeable community
Incredible landscape and environment
We are the only year round entrance to Yellowstone National Park
Small town, historic character
Parts of our city are very walkable/bikeable
Close proximity to many natural resources

The optimistic and growing economy
The downtown
Ability to connect with any person you need
The natural beauty, mountains and river
Location, near YNP and Bozeman
Restaurants, bars and art gallery's
The Shane, Community Closet, and Food resource center
Area history and character
Access to so many great activities

strong sense of community - people who live here are invested in this place
lots of outdoor opportunities
business owners who collaborate with each other and the city
many non-profits that want to collaborate with the city
county gov't that wants to collaborate with the city
near YNP, Bozeman, and near two different more rural valleys w/ smaller communities
solid existing businesses, more seem to want to come
great community engagement, w/in and outside of gov't
community support for most funded essential services

The river/wind/environment
The small size
The downtown people/owners
The city employees I interact with have been and continue to be great people
The raw potential

STRENGTHS

A great downtown

A city in the landscape- minimal sprawl. And the opportunity to keep it that way

Terrific traditional (alleys) residential grid

An engaged population that cares about the city

OPPORTUNITIES

An enlightened growth policy

Focus on abundance and prosperity, not struggles and scarcity.

Current Vision Statement: A dedicated team of leaders working in collaboration with a diverse community to create a vibrant home surrounded by natural beauty, respectful of our unique history, and full of opportunity.

Example Vision Statements – to inspire [Good Article](#)

Hampton County, SC

Vision: “As one of the most progressive, small counties in the state, Hampton County seeks to uphold its...

- Vibrant Economy...
- Rural Quality of Life...
- And Sense of Community Pride...”

Mission: “The mission of Hampton County Government is to provide quality public services in a timely and competent manner, and to work with the cooperation of the community and other local government units to create a vibrant and healthy physical, social and economic environment. Services shall be provided in a fair, respectful and professional manner consistent with available human, natural and economic resources.”

City of Toronto, Canada

Vision: Toronto’s vision is four-pronged:

- Toronto is a caring city.
- Toronto is a clean, green and sustainable city.
- Toronto is a dynamic city.
- Toronto invests in quality of life.

Mission: To serve a great city and its people

Kansas City, MO

Vision: “Our local government will be nationally known for its transformative efforts that make Kansas City the diverse and sustainable community of choice for people to live, work, and play as a result of its safety; vibrant neighborhoods; business, educational, and cultural opportunities; connectedness; and vitality.”

Mission: “The mission of the City of Kansas City, Missouri is to deliver quality, customer-focused municipal services with an emphasis on public safety, neighborhood livability, job creation, responsible planning for economic growth, infrastructure improvements, transportation systems, public health, and the environment. In pursuit of this mission, we use data to make decisions and measure progress based on economic, social, and environmental factors.”

The city of Pacific Grove will thoughtfully grow as an inclusive seaside community that protects residential character, historic resources, promotes multi-beneficial development, and ensures respect for the environment.

Mayo Clinic

Vision: “Mayo Clinic will provide an unparalleled experience as the most trusted partner for health care.”

Mission: “To inspire hope and contribute to health and well-being by providing the best care to every patient through integrated clinical practice, education and research.”

Tesla: To accelerate the world’s transition to sustainable energy.

Nike: Bring inspiration and innovation to every athlete* in the world.

*If you have a body, you are an athlete.

TED: Spread ideas.

Google: To organize the world’s information and make it universally accessible and useful.

Warby Parker: To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

Amazon: To be Earth’s most customer-centric company, where customers can find and discover anything they might want to buy online.

Loreal: To provide the best in cosmetics innovation to women and men around the world with respect for their diversity.

Brainstorm Words or Phrases about our vision:

Wyeth, Melissa, Karrie, James, Tom

Promote multi beneficial
development

Strong Economy

We want the character of Livingston to
persevere as we grow.

Inclusive

ral
vn. We
e lot

Vision

Livingston is:

- A welcoming inclusive & economically vibrant community
- Continuing/preserving/honoring its character
- Maintaining its relationship to the open land
- People love living here

Maintain/
our environ

tructures

Love Toro

We are an adaptive
community

Next steps: (for 6/8)

1. Work on creating a draft of the vision statement. (see slide 20 and 22)
2. Review the categories for goals and values. Do we have them right? (slide 23)
 1. For extra credit start to think about the mission statement.

Brainstorm Words or Phrases about our vision:

Wyeth, Melissa, Karrie, James, Tom

Promote multi beneficial
development

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We want the character of Livingston to
persevere as we grow.

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Vision

Livingston is a community that is:

- Engaged, equitable and resilient (People)
- Vibrant and economically diverse (Economy)
- Fostering its unique physical character (Place)
- Maintaining its relationship to the open land (Context)

tructures

Maintain/
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Overview

Mission: We provide essential services, quality of life opportunities, and maintain what is best about Livingston while providing for growth in a manner that is fiscally responsible, with integrity and compassion.

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Values

1. Collaborative
2. Excellence
3. Integrity
4. Innovation
5. Stewardship

Goals

1. Quality Workforce
2. Financial Stewardship
3. Infrastructure
4. Public Engagement/Collaboration
5. Safe and Healthy Community

Goals

1. Safe and Healthy Community
2. Public Engagement/Collaboration
3. Financial Stewardship
4. Quality Workforce

Next steps: (for 6/29)

1. Review vision statement draft
2. Review goals
3. Think about values

Promote multi beneficial

Strong Economy

We want the character of Livingston to persevere as we grow

Vision

Livingston is a community that is:

- Engaged, equitable, and resilient (People)
- Economically vibrant and diverse (Economy)
- Fostering its unique physical character (Place)
- Maintaining its relationship to the neighboring open land (Context)

We are an adaptive community

Overview

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Goals

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2. Financial Stewardship
3. Infrastructure
4. Public Engagement/Collaboration
5. Safe and Healthy Community

Goals

1. Safe and Healthy Community
2. Public Engagement/Collaboration
3. Financial Stewardship
4. Quality Workforce

Next steps: (for 7/6)

1. Review vision statement draft
2. Draft some new goal statement
3. Think about values

New Vision Statement:

Vision

Livingston is a community that is:

- Engaged, equitable, and resilient (People)
- Economically vibrant and diverse (Economy)
- Fostering its unique physical character (Place)
- Maintaining its relationship to the neighboring open land (Context)

Goals

1. Safe and Healthy Community
2. Public Engagement/Collaboration
3. Financial Stewardship
4. Quality Workforce
5. Execute/prioritize/implement housing action plan
6. Implement Growth Policy (Smart Growth)

Values

1. Collaborative
2. Excellence
3. Integrity
4. Innovation
5. Stewardship

- l. KK adds that the infrastructure projects need a place to be discussed as that is how the city manager's performance is gauged
 - m. MN adds that water and sewer projects are covered in the growth policy but are not prioritized
 - n. TB suggests the city should be prioritizing housing
 - o. MN submits that the city's housing action plan is a good document and that we should get familiar with it as it's a good path for moving forward
 - p. WW posts that page 29 of the growth policy has a range of housing opportunities and choices
 - q. MN discusses looking for smart growth goals and the principles of smart growth
6. 1:56 PM – KK considers the time and suggests we think more about goals for next week, ways to wordsmith items 5 and 6
 - a. JW asks if we're allowed to look into the list even though we determined at the first meeting that it was out of our purview
 - b. MN responded that we're looking to prioritize, not critique the current performance of the items on the list
7. 1:59 PM – Member Comments
 - a. MN Thanks everyone for their participation
 - b. WW none
 - c. JW none
 - d. TB none
 - e. KK Thanks everyong
8. 1:58 PM – End of member comments
9. 1:59 PM – Public Comments – None
10. 1:59 PM – End of public comments
11. 2:00 PM – Meeting adjourned

Public in virtual attendance: None