

Guiding Principles Strategic Planning Ad-Hoc Committee Agenda

Wednesday, July 27, 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/84267688980?pwd=T3l6R29yUk8zZ2VldDFwNUh1c3VWdz09>

Meeting ID: 842 6768 8980

Passcode: 455928

Call in: (669) 900-6833

1. Call to order/Roll Call
2. Approval of Meeting Minutes
 - July 13, 2022
 - July 20, 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

July 13, 2022 1:00PM

Meeting Number: 8

1. 1:09 PM – Call to Order
2. 1:09 PM – Roll Call: In attendance – Commissioner M. Nootz, Commissioner K. Kahle, J. Willich, T. Bluerock – W. Windham absent
3. 1:10 PM – Agenda item #2 – Approval of Minutes for July 6
 - a. TB motion to pass, JW 2nd, motion passes unanimously
4. 1:11 PM – Values Statement
 - a. General discussion about the Values Statement by all members.
5. 1:13 PM – Discussion of individual emails with 5 goals selected
 - a. TB states the city needs comprehensive discussions to adjusting the zoning to match the Growth Plan, adding that the ETJ creates open space around the city
 - b. TB states the city is doing a good job of densifying
 - c. TB includes that the city needs to discuss short term rentals
 - d. MN likes what has been submitted by the members, including goals 7.1 and 7.2 is a good balance of topics
 - e. MN would add that the Housing Action Plan and the Active Transportation Plan should be added to the goals, noting the lack of pedestrian overpasses to cross the rail tracks
 - f. MN adds that updating the zoning will be expensive and take time. MN discovered that part of the costs of the zoning changes is the certified mail requirement, which is Livingston-specific and not a state law.
 - g. MN says to change the ordinance of the certified mail is a public discussion issue and the planning office is understaffed and buried in work now
 - h. KK adds 2.1.1 – Community Gateways to the goal discussion and stresses its importance to downtown
 - i. MN agrees with KK adding 2.1.1
 - j. KK adds 3.1.1 – Encourage high density and mixed use
 - k. KK would also add adopting the Smart Growth strategy, but concludes that might be too broad of a goal for now
 - l. KK posits to build community resilience with respect to climate change, given recent flooding events
 - m. TB poses questions about the gateways, noting that the East and West entrances seem to be set up for strip development
 - n. MN replies that the gateways have special zones (possibly called overlay zones) where they have specific requirements for parking, buildings, setbacks, etc.
 - o. TB adds that there is a lot of available commercial land and perhaps the gateways need other zoning
 - p. MN agrees that there are areas that aren't developed and the city gets to determine allowable uses, but importantly the property owners have rights as well
 - q. TB says he doesn't want to get into the legal weeds with this
 - r. KK adds that a policy for STRs regulations is needed

- s. KK also adds that the city needs to promote a mix of housing, which requires collaboration and coordination with other entities
 - t. TB adds the ETJs will need coordination with the county
 - u. MN adds that water must be discussed
 - i. Protecting our water supply is critical
 - ii. Pretreating our stormwater is a state requirement if we're to legally increase our population over 10,000. The state fines for not doing so are enormous and we need to plan for it now
 - v. TB notes that we're only 1500 residents away from that number and we need to get on top of it now
 - w. MN adds that the sewer pipes leak groundwater into them, creating more effluent than necessary for the wastewater treatment plant which is an additional cost
 - x. MN continues that a subgoal of the Growth Policy is the wildland/urban interface for fire and wildlife, there may need to be codes for fire resistance developed
 - y. TB adds that currently there are no restriction on what can be built in the county
6. 1:53 PM – Time check by KK
- a. KK requests to find time for an in-depth meeting as well as discussing the deadline extension
 - b. JW has no time restraints
 - c. TB has few time restraints but can reschedule with enough lead time
 - d. MN adds that the extension will need to be an action item on the agenda and that completion in August will coincide nicely with the new city manager
 - e. TB thinks three hours is a good time for a deep dive
 - f. KK suggests 12-3 on Monday, 1 August and 9-12 on Friday, 5 August
 - g. KK finishes that she will propose the meeting times and will do the slides from today
7. 2:00 PM – Member Comments - None
8. 2:00 PM – End of member comments
9. 2:01 PM – Public Comments – None
10. 2:01 PM – End of public comments
11. 2:02 PM – Meeting adjourned

Public in virtual attendance: None

Livingston City Commission Strategic Plan & Growth Policy Meeting Minutes

July 20, 2022 1:00PM

Meeting Number: 9

1. 1:04 PM – Call to Order
2. 1:04 PM – Roll Call: In attendance – Commissioner M. Nootz, Commissioner K. Kahle, J. Willich, T. Bluerock – W. Windham absent until 1:34 PM
3. 1:05 PM – Agenda item #2 – Approval of Minutes for July 13
 - a. Approval tabled until next meeting
4. 1:06 PM – KK discusses extending the deadline for the committee
 - a. TB requests 90 days, even though we won't use all of it
 - b. JW doesn't have any issues with 90 days
5. 1:08 PM – Goals
 - a. KK revisits the previous week's work and the slides
 - b. TB suggests breaking the list into categories
 - c. KK separates the goals into four categories: Land Use, Transportation/Infrastructure, Housing, Local Services
 - d. TB wants to continue the process of codifying the land use plan
 - e. TB and KK discuss the Growth Policy
 - f. JW adds to identify properties that aren't compliant with the Growth Plan
 - g. KK questions if the city can drive the zoning change or if the change must come from property owners
 - h. TB suggests reverse condemnation
 - i. TB brings up Hart K's R3 zoning noting that it was under water during the flood
 - j. TB says there are inconsistencies in the Growth Plan that need to be addressed, the goal should be to address the inconsistencies between the Growth Policy and the Zoning Plan
 - k. WW asks if the land use and housing are separate topics, noting that there are restrictions on building that might be debated
 - l. JW adds that the city's residents have spent a ton of time and money developing the Growth Plan, the tool has been designed, now use the tool as intended
 - m. TB agrees and notes the Growth Plan has a tremendous amount of consensus
 - n. KK adds that the city commission will have to prioritize the steps to take to achieve the goals
 - o. JW and TB agree that the Land Use goal will be controversial because it directly affects private property
 - p. WW includes that the Growth Plan does a good job of envisioning the future of the city
6. 1:38 PM – Transportation/Infrastructure
 - a. JW starts that the stormwater issue must be #1
 - b. WW requests a refresher about the stormwater issue. TB, JW, KK explain that upon cresting 10,000 residents the city must treat stormwater before releasing it into the Yellowstone. The state will fine the city if that isn't addressed, among other things
 - c. KK adds that the late city manager had addressed the concern, but a plan hasn't been implemented

- d. WW would like to see connected and active trails as an important aspect
 - e. TB adds that high quality infrastructure always positively benefits the local economy
 - f. WW notes that the city has always been retroactive with pricing and costs of services, has seemingly never been forward looking
 - g. KK added that Livingston has some of the lowest water rates in the state and because of that we're prevented from applying for grants
 - h. JW wants to add rail crossings for vehicles and pedestrians, otherwise we need a moratorium on building permits on the North side
 - i. TB adds that parking could be on the list, noting that PCEC has a possible parking plan
 - j. KK adds that there is an active transportation plan that has been adopted
 - k. WW adds that active transportation includes the aging population shift
 - l. WW sees the list as: North side connectivity, Parking, and Trails
 - m. TB believes the transportation/infrastructure goal should read the same as the land use goal
 - n. WW believes it should be specific and compelling
7. 1:57 PM – Time check by KK
 - a. KK poses 12-3 on 1 August 2022 and 9-12 on 5 August 2022 for deep dive meetings in-person
 - b. No disagreements from the members
 - c. KK will request the extension at the next city council meeting
 - d. Homework is to consider the headlines for the goals
 8. 2:00 PM – Member Comments - None
 9. 2:00 PM – End of member comments
 10. 2:01 PM – Public Comments – None
 11. 2:01 PM – End of public comments
 12. 2:02 PM – Meeting adjourned

Public in virtual attendance: None



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.

3. **Integrity:** We are transparent, trustworthy, and honest; committed to doing what is fair and just while maintaining a sense of humor and sense of community.



What should change?

I feel like a sense of humor seems like a miss from integrity

Sense of community feels off also see above

Maintaining a sense of humor

“sense of humor” - humor seems incorrect -perhaps sense of humility

Sense of humor????

Transparent – redundant with collaborative

Sense of humor



What is positive?

I like transparent, trustworthy, and honest.

Transparency

trustworthy

“We are transparent, trustworthy, and honest; committed to doing what is fair and just”

sense of community

Trustworthy and honest

Sense of community

General Comments


I might think about a statement around being fair and just while applying the regulations and law.

Is this an appropriate place for this? What does humor have to do with integrity? I'm not sure – would love to discuss this.

Would love to have more clarity on what this means to the community

I would love to hear more about what this means to the community

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?

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.



What is positive?

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

General Comments

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?

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”

 What is positive?

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

General Comments

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.
1. 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.
1. 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

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

ral
vn. We
e lot

tructures

Love Toro

We are an adap
community

Next steps: (for 6/8)

1. Work on creating a draft of the vision statement. (see slide 20 and 22)
1. 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

Strong Economy

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

Inclusive

ral
vn. We
e lot

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
our environ

Love Toro

We are an adap
community

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. 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
community

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.

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Goals

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

Goals

Implement growth policy in order to:

Things that we have talked about

Smart Growth – 3.4

Housing – 5 + Housing action plan 5.1.2.1 – vacation rental

Zoning/Planning

Transportation – northside rail and active trails - 8

Arts

Nonprofits

Safety – 7.1 &7.2

- Crime rates
- Mental Health
- EMS response

Recreation indoor and outdoor

Supporting business and investment – 6.1 – economy section 6

Adjust zoning and planning regulations to reflect the growth policy

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)

Things that we have talked about

Smart Growth – 3.4

Housing – 5 + Housing action plan 5.1.2.1 – vacation rental

Zoning/Planning

Transportation – northside rail and active trails - 8

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Supporting business and investment – 6.1 – economy section 6

Adjust zoning and planning regulations to reflect the growth policy

Values

1. Collaborative
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Next steps: (for 7/13)

1. Pull out at least five statements from the growth policies as potential goals

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)

Things that we have talked about

Smart Growth – 3.4

Housing – 5 + Housing action plan 5.1.2.1 – vacation rental

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Recreation indoor and outdoor

Supporting business and investment – 6.1 – economy section 6

Adjust zoning and planning regulations to reflect the growth policy

Wyeth

Objective 2.2.2: Establish Livingston as a community recognized for its diverse recreational opportunities, and parks and trails system.

Objective 2.2.3: Support traditional neighborhood design and active transportation.

Objective 3.1.2: Support economic, social, and environmental links between Livingston, the Extra-Territorial Jurisdiction (ETJ), and Park County by strengthening regional development planning.

Strategy 3.1.1.6: Encourage residential developments to provide neighborhood commercial areas serving residents within walking distance.

Not in the growth plan just my words: Implement policies and regulations that encourage the development of housing options for residents of the community. Focused on affordability and everyday citizens.

Goal 5.1: Provide housing options to meet the needs of all residents.

Objective 5.1.5: Create housing programs to retain employees, the elderly, and long-term residents.

James

1) Adopt the land use plan. Make the required zoning adjustments, but get the plan accepted as the tool to move forward

2) Goal 8.2: Create a complete and well-maintained transportation network within the City

3) Goal 7.1: Continue to provide a robust first response network to the City of Livingston

4) Goal 7.2: Ensure that residents' needs are met through local services

Tom

LAND USE

codification of the growth policy through the zoning code

Codification of the ETJ

Strategy 3.2.2.1: Initiate a comprehensive review of the Zoning Ordinance and adopt changes based on the Growth Policy.

Strategy 3.1.1.5: Evaluate and amend the zoning and subdivision ordinances to prohibit the development of large lot subdivisions inconsistent with Livingston’s historic development pattern within the City or Extra-Territorial Jurisdiction (ETJ).

Strategy 3.1.1.8: Reduce urban sprawl through compact development consistent with the Future Land Use Map of this Growth Policy.

- Thoughts we didn’t want to lose
- Land use and growth
- Transportation/infrastructure
- Local services
- Housing

HOUSING

Objective 5.1.5: Create housing programs to retain employees, the elderly, and long-term residents.

Strategy 5.1.1.4: Review and amend zoning ordinance and subdivision regulations to identify legislative changes required to provide housing that meets the needs of all residents.

Melissa

Active transportation plan implementation

Water-

- protecting our water supply-
- storm water mitigation (MS3?)- we need to plan for this before we hit 10,000 (population)
- groundwater infiltration into wastewater that makes us treat water that doesn't need to be treated

Wildland urban interface

Wildlife

Karrie

Obj 2.1.1 -Establish Community Gateway overlay zones to indicate entrances into Livingston and celebrate it's character.

Obj 4.1.5 Build Community resiliency to a changing climate.

Strategy 5.1.2.1 Explore creating a policy to regulate Short Term Rentals

Obj 10.2.1 Coordinate and Collaborate with other entities on planning, funding, and implementation of projects and programs that affect quality of live in Livingston and the surrounding region

Land Use

Objective 2.2.3: Support traditional neighborhood design and active transportation.

Objective 3.1.2: Support economic, social, and environmental links between Livingston, the Extra-Territorial Jurisdiction (ETJ), and Park County by strengthening regional development planning.

Strategy 3.1.1.6: Encourage residential developments to provide neighborhood commercial areas serving residents within walking distance.
Not in the growth plan just my words: Implement policies and regulations that encourage the development of housing options for residents of the community. Focused on affordability and everyday citizens.

Adopt the land use plan. Make the required zoning adjustments, but get the plan accepted as the tool to move forward

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Obj 2.1.1 -Establish Community Gateway overlay zones to indicate entrances into Livingston and celebrate it's character

Wildland urban interface

Land Use Goal

Transportation/infrastructure

- storm water mitigation (MS3?)- we need to plan for this before we hit 10,000 (population)
- groundwater infiltration into wastewater that makes us treat water that doesn't need to be treated
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Objective 2.2.2: Establish Livingston as a community recognized for its diverse recreational opportunities, and parks and trails system.

Goal 8.2: Create a complete and well-maintained transportation network within the City

Goal 7.2: Ensure that residents' needs are met through local services

Connection to the North Side

Downtown Parking

Active Trails

Make sure infrastructure is update for future growth

Goal Transportation/Infrastructure

Identify the state requirements infrastructure needs for growth (population). Safe and active