

Mission Statement

The Livingston Business Improvement District (LBID) enhances the vitality of downtown Livingston by facilitating commerce, enhancing streetscapes, conducting maintenance and improving security and safety.

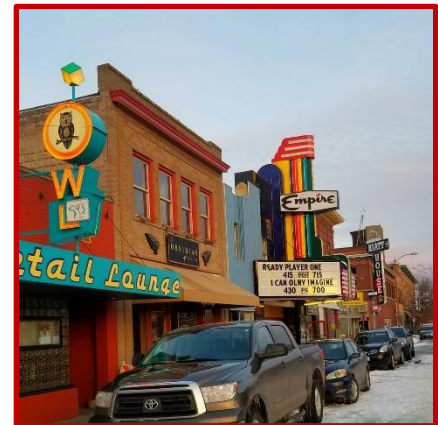
Vision

The LBID seeks to be one of the motivating forces behind a successful business district which preserves our historic downtown, enriches our culture and continues to improve and maintain the physical appearance and aesthetics of the District in order to continue to attract long-term and viable businesses, invigorate community activity and enhance visitor experiences.

Strategic Plan Process

The Strategic Plan is a tool that clarifies goals and the scope of activities that will achieve those goals. The objective of the Strategic Plan, as a written document, is to define LBID, its strategies and major areas of focus for periods of five years, in order to achieve the District's mission. The planning process also seeks to:

- Provide a framework for decisions involving the core mission and vision of the LBID;
- Provide a basis for more detailed implementation and funding planning;
- Review LBID's role to inform, educate and promote the District; and,
- Encourage ongoing assessments of the LBID to stimulate projects, programs and improvement for, and within, the District.



It is the intent of the Board of Trustees to review the Plan annually and incorporate changes, updates and edits with a complete revision in 2026. Comments related to the Strategic Plan can be submitted to the Board of Trustees via e-mail at info@downtownlivingston.org.

Introduction

Recently listed as boasting one of the top fifteen most beautiful Main Streets across America by Architectural Digest, Livingston is a bustling town with rustic charm. Best expressed through distinctive cultural



activities, a strong community of creative artists and an ever-growing food and drink scene, a large number of eclectic businesses line the unique streets of this classy railroad town.

Serving the historic downtown Livingston commercial district since 2011, the LBID has been working for many years to enhance the downtown area by providing funding for the summer flower basket program; design, creation and placement of banners; graffiti removal services; sidewalk cleaning; trash receptacle emptying and maintenance; and, program and project contributions to community events, catering to visitors and residents.

Organizational Structure

In 2011, more than 60% of property owners within the proposed LBID boundaries signed a petition in favor of a District and the Livingston City Commission approved its formation. The LBID was formed and boundaries within the District were established. The stated purpose of the LBID is to promote the health, safety, prosperity, security and general welfare of the inhabitants of the City of Livingston and the District. Listed within the City of Livingston Resolution 4178, the LBID will also: 1) facilitate an improved business climate; 2) improve the functional characteristics of the business district; 3) conserve the historic district; and, 4) develop a strong, aggressive marketing program.

Pursuant to MCA 7-12-1141, on December 15, 2020, the LBID was unanimously renewed by Livingston City Commission Resolution 4932 from March 2021 to March 2031.

The LBID is governed by a seven-member Board of Trustees with each member serving a term of four years. The Livingston City Commission approves new or re-applying trustees when terms expire. The 2021 LBID trustees include District property owners (or their designees):

- Kathryn Bornemann – Owner of Out of Blue Antiques and Betty's Bottle Shop

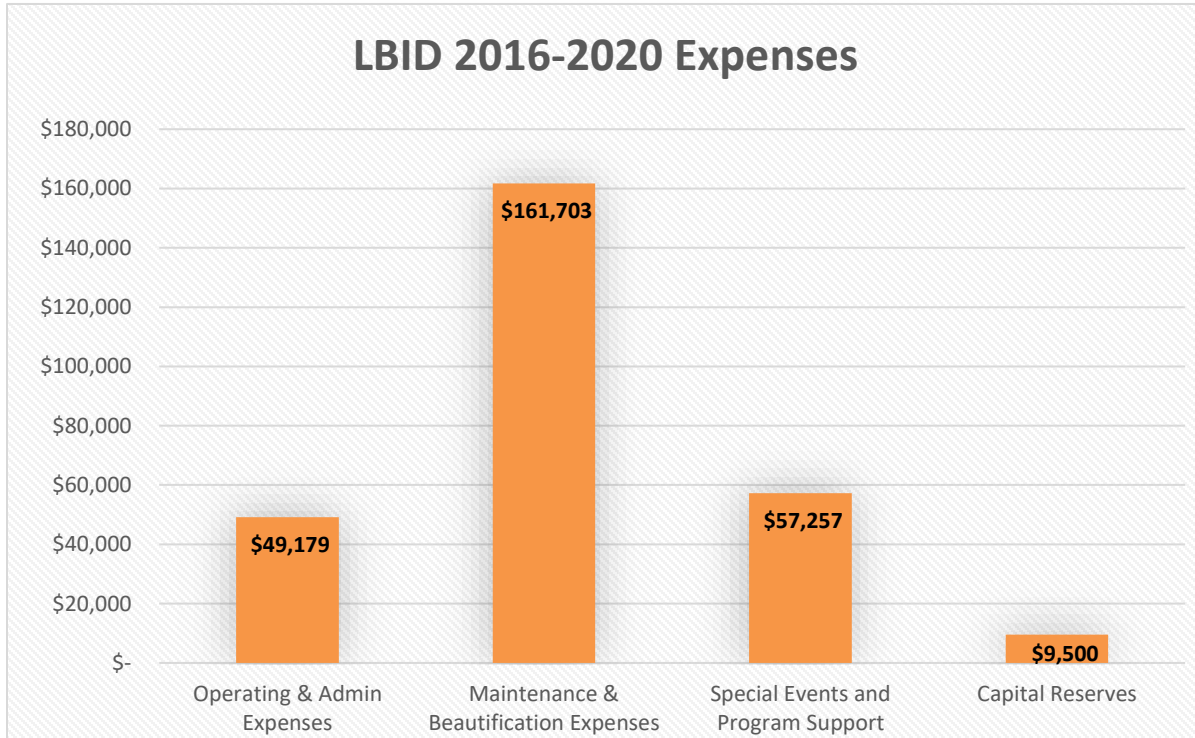
- David DePuy – Owner of Hiatt House Building
- Tyler Erickson – Owner of American Bank
- Kristen Galbraith – Co-Owner of 2nd Street Suite and Coffee Crossing
- Brian Menges – Owner of 2nd Street Bistro, Murray Bar and Gils Goods
- Karla Pettit – Owner of Pickle Barrel
- Dale Sexton – Owner of Dan Baileys

District Finances

The LBID programs and services are funded by an annual special assessment of property owners within the District boundaries. Commercial and partially commercial properties are subject to the BID assessment. Exclusively residential properties, properties used for manufacturing and properties determined to be exempt from real estate taxes are not assessed. As of 2021, there were 224 property owners within the District contributing to the tax base. Taxes paid by property owners are based on the footprint of the property within the District.

The LBID assessment is applied to the annual property tax bills and is collected by the City of Livingston as part of property taxes. The funds are held by City Finance Office in a segregated account and disbursed to the LBID checking account at a separate financial institution. The current District budget for enhancement, facilitation, promotion and maintenance is approximately \$44,000 per year.

Over the past five years, the general LBID expenditure categories have included: General Operating Expenses; Special Events and Program Support; Capital Reserves; and, District Maintenance and Beautification.



Staffing and Volunteers

During the first Strategic Plan (2015-2020) process, a very ambitious improvement agenda was developed for the LBID. It was determined that if the LBID Board was to be successful in implementing goals set forth in the Strategic Plan, paid staffing and increased volunteer commitments would be necessary. In 2019, an Executive Director was hired to perform administrative and website maintenance duties including (but not limited to): minutes recording and finalizing; agenda development and distribution; meeting scheduling; website maintenance and edits; and, social media outreach. A contracted bookkeeper performs invoice reconciliation and payment; financial reporting; and, grant reconciliation as needed. Volunteer hours by board members make up the remainder of hours needed to pursue goals set forth in LBID strategic planning documents.

Achievements and Successes

Over the past ten years, utilizing the collective team spirit of dedicated board members, the LBID has endeavored to improve the vitality, safety and health of the District and had enthusiastically promoted economic development within it.

Graffiti Remediation Program - LBID contracts annually with a local private contractor to keep the District graffiti-free. The District is monitored for graffiti two to three times per week and the contractor attempts to remove tags within 24 hours. This “no hang time” policy greatly reduces incidents of additional graffiti activities from other individuals.

Flower Basket Program - LBID contracts annually with a local private contractor to water and maintain 44 (up from 24) flower baskets on the downtown light poles within the District. The LBID truck and watering system, which includes double tanks with two low-flow pumps, is used for watering activities. These services typically occur in the early hours of the morning in conjunction with emptying approximately 24 trash receptacles and monitoring the streets for litter. The City of Livingston Urban Renewal Agency (URA) pays for the annual cost to grow the flowers in the 44 baskets. The URA also purchases additional flower baskets.



Banner Program - LBID has designed, approved and had eight (up from four, not including Travel Safe) banner designs produced. Spring/Summer-themed banners are installed from April through late September and winter-themed banners are installed from October through April. The LBID Banner Program is intended to identify the downtown service area; add character and vitality to the downtown streetscapes; and, publicize a diverse range of events, activities and attractions. Approved banners for local events and programs can be displayed in the downtown area for a



nominal fee. This funding mechanism supports future banner bracket purchases and other downtown equipment and beautification needs.

Brand Livingston - LBID participated financially and collaboratively with the Convention & Visitors Bureau and Tourism Business Improvement District to create individual, group and visitor/shopper brand logos with the taglines “Rustic. Refined. Legendary.” and “Experience Epic” to promote Livingston, Montana and the surrounding area.



Billboard Wraps – Cooperation in design and production of four billboard vinyl wraps, staged at strategic locations around the area, marketing the uniqueness of Livingston.



Lamp Post Holiday Snowflake Decorations - New in 2020, 50 four-foot LED snowflake lights are hung and lit up on downtown lamp posts annually, from November to February.

District Business Support - Including shop local and safety banners and posters; information about relevant happenings such as downtown construction and safety issues; and, grant, support, training, business and funding opportunities.

Media Outlet Relationships - Frequent communication with television and print media to promote Livingston, the District, businesses, events and area news.

Online and Social Media Presence - Through social media posts and videos, we promote District businesses' events and news - and the area - to increase commercial traffic. The LBID website is frequently updated with resources and opportunities for District business support and the e-newsletter – periodically produced and distributed - includes links to time

sensitive and relevant resources.

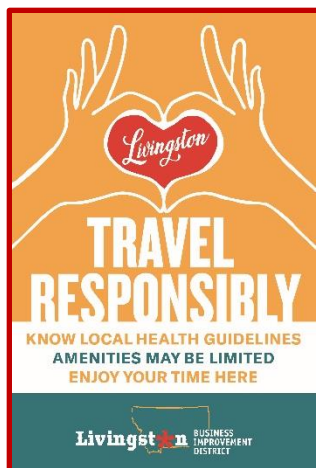
National and Local Campaign Coordination -

Such as the Small Business Revolution TV series in which Livingston was the first Montana town to make Top 10, then, with concerted multi-media voting outreach, became a Top 5 contender, although the smallest town in the competition. Livingston garnered support from around the country with personal messaging from Montana's Governor and resident actor, Jeff Bridges.



Leveraging Resources through Grant Requests -

In 2020, through a CARES Act grant, LBID provided Love Livingston Responsibly safety banners, hand sanitizer stations on district sidewalks, safety signage for businesses and, partnering with other organizations and programs, spending locally with safety incentives and delivering thousands of masks and safety supplies.



Coordinating Tourism Effort Partnerships - With the new Livingston Convention & Visitors Bureau (CVB) and Tourism Business Improvement District (TBID), LBID took on the responsibility of coordinating funding, board member and executive director resources to amplify the annual budget and impact by working with these lodging bed tax funded organizations, promoting Livingston through beautification, economic development and marketing events to increase tourism.

Downtown and Area Events Financial Support - Support for the Hoot music festival, Night Owl Run, Tap Into MT Brew Fest, Depot Christmas Tree Lights, Art Walks, Farmer's Markets and many more. LBID also provides grant assistance for District associated programs or projects that align with LBID's mission.

Livingston Hoot Sponsorship - Since 2015, LBID has been one of the major sponsors of this free community sponsored event that provides fun, food and music on historic Main Street in Livingston. With food, drink and art vendors on Main Street, this event drew more than 6,000 participants and spread across three blocks in 2017.



Public Transit Community Partner Sponsorship - The LBID Board provides annual support to the free, fixed route Windrider Public Transit Program.

Other Past Event Sponsorships

- Active Transportation Farmers Market Sponsorship
- Montana State Classic Soccer Cup Sponsorship
- Greater Livingston Outdoor Adventure Toy Swap
- Building Active Community Initiatives Sponsorship
- Centennial Celebration (National Park Service) Sponsorship
- Downtown Parade Sponsorship
- Holiday Story Walk
- Green Door Gallery Mural Art Project
- Livingston HealthCare Capital Fund Drive

Miscellaneous Collaborations

- Multiple letters in support related to various Livingston and Park County community projects.
- In coordination with the URA, participation in utility box wrap program.

Growth in Knowledge

Board members have expanded institutional a community insight from experiences over the last ten years as part of LBID project and program activities, including:



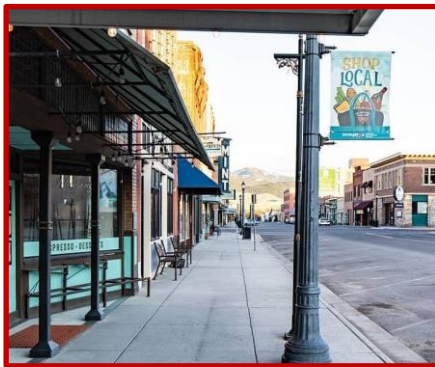
- Increased efficiency for the District by incorporating a paid executive director to complete tasks that volunteer board members cannot provide due to time commitment restraints.
- Networking benefits of collaboration with other downtown organizations on projects and programs.
- More success with regular board member participation and dedicated attendance at meetings.
- LBID cannot be a source of revenue for every promotion in the district; the amount used to fund promotions should be itemized as a percentage of the LBID budget.

Strategic Goals

Continued Accomplishments

- Continued maintenance and sustainability of LBID programs already established.
- Continued coordination/collaboration to reduce duplicated efforts among downtown and other Livingston districts and entities.
- Annual report creation in May of each year to be shared on website and with the City of Livingston.

Short Term – Accomplished by end of 2021



- Design for Exit 337 billboard as you approach Livingston from the east, promoting a “shortcut route to Yellowstone” and other amenities along this route.
- Planning for the 7th Street/US Hwy 89 “Welcome to Historic Livingston” signage.
- Continued identification and pursuit of additional revenue streams to include possible expansion of LBID services to businesses outside of District boundaries as fee for services such as advertising, flower baskets and banners.
- Continued capital reserve fund growth and long-term planning for its use.
- Annual update of the Strategic Plan to be included as an addendum to the Strategic Plan each year, focusing on a revision of the Plan, every five years.

- Increased banner program participation with local entities and programs.
- Participation of board members at the Montana Downtown Conference (usually in October of each year).
- Participation in coordination of mural/arts and downtown arts/sculpture projects.
- Planning for additional flower baskets on Park Street between the Depot and B Street.
- Communication with Montana Department of Transportation and the City of Livingston about pedestrian activated lighted crosswalks and/or reintroduction of the pedestrian signal flags at Park, possibly at Main and at Second
- Use of website as tool for communication of infrastructure/repair funding available to LBID building and business owners.
- Continued support of more downtown events (music, holiday events and introduction of downtown social networking events/block.

Three-Year Goals - Accomplished by end of 2023

- Continuation of fulfillment of short-term goals not realized by the end of 2021.
- Billboard graphic production and placement near Exit 337.
- Production and installation of the 7th Street/US Hwy 89 “Welcome to Historic Livingston” signage.
- Signage/billboard in Gardiner, MT advertising/promoting downtown Livingston.
- Review and incorporation of edits/changes to by-laws.
- Development of downtown (or area) bucks/gift card system.



- Planning and implementation of annual awards for LBID business leaders/property owners.
- Coordinate with City of Livingston for inclusion of additional dog waste bag dispenser/s (especially Rotary Park to 7th).
- Collaboration and support of Green Initiative and other recycling groups for expansion and addition of recycling outlets within the district.
- Wayfinding signage design and possible installation. more historic signage/walking tour signage.

Five-Year Goals – Accomplished by end of 2025

- Continuation of fulfillment of goals not realized by the end of 2023.
- Property occupancy rate goal of 90% in the District.
- Development of robust and up to date directory of LBID businesses
- Planning and possible installation of pole hardware for over the street banner displays.
- Coordination with URA for strategic placement of more garbage receptacles and benches.
- Coordination with City about incorporation of unique crosswalks with heritage images.
- Coordination with City about long-term parking solutions.
- Planning for and possible implementation of downtown pocket parks.
- Consideration of increasing the size of the overall district or assisting with development of a new east end district.
- Revision of the Strategic Plan based on annual updates.

