



RURAL IMPACT LAB
MSU COMMUNITY DESIGN CENTER + EXTENSION + MASS.

Immersion Report

PREFACE

What is the Rural Impact Lab?

Aligned with the land-grant mission of Montana State University, its Extension Service and MASS Design Group's mission of using design to create positive social impact, the Rural Impact Lab is an experimental collaboration at the School of Architecture's Community Design Center.

Who are we and why are we here?

The Rural Impact Lab is a 4th year design studio. We have a collective interest to learn about how communities in Montana respond to changes that are occurring in the state through consensus-building and collaboration.

What are we doing?

Following MASS's impact-design method, the RIL is pre-designing the process of consensus and engagement for the master plan of the Fairground in Park County. The approach for this design process includes a series of immersion activities with the fairgrounds stakeholders and community members through story telling, mapping, and group discussion. The documentation of these immersions will be analyzed through key member profiles, diagramming, and a final engagement event.

Why do we need a new masterplan?

As expressed by the community, the fairgrounds needs to be redesigned to stop it from losing money. It has not yet been made clear if the fair grounds needs to break even or be a source of revenue. There is also a need to create an engaging and community fostering space.

FOUND CONDITION/CHALLENGE: DUE TO COUNTY REVEUE LOSS AT THE EXISTING FAIRGROUNDS, THERE HAS BEEN A CALL FOR CHANGE WITH A NEED FOR STAKEHOLDER INVOLVEMENT

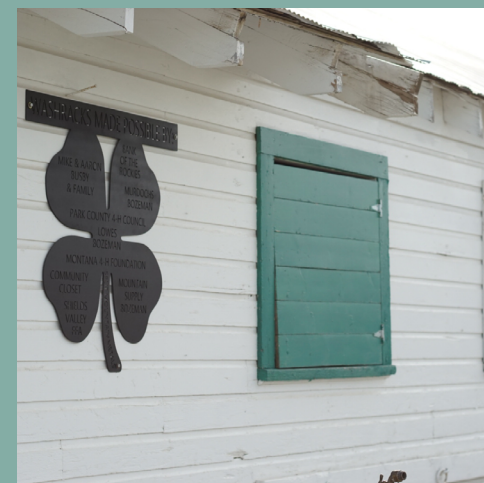
PRE-IMMERSION HYPOTHESIS: ENGAGEMENT THROUGH STORY SHARING, VALUE ASSESSMENTS AND FACE-TO-FACE INTERACTIONS WILL FACILITATE CONNECTIONS TO BUILD CONSENSUS ON A COMMON GOAL AT THE FAIRGROUNDS IN LIVINGSTON

OPERATING HYPOTHESIS: CLEAR ARTICULATION THROUGH DESIGNED PROCESS HIGHLIGHTING SHARED VALUES LEADS TO UNDERSTANDING COMMONALITY, WHEN TOTAL CONSENSUS IS NOT POSSIBLE

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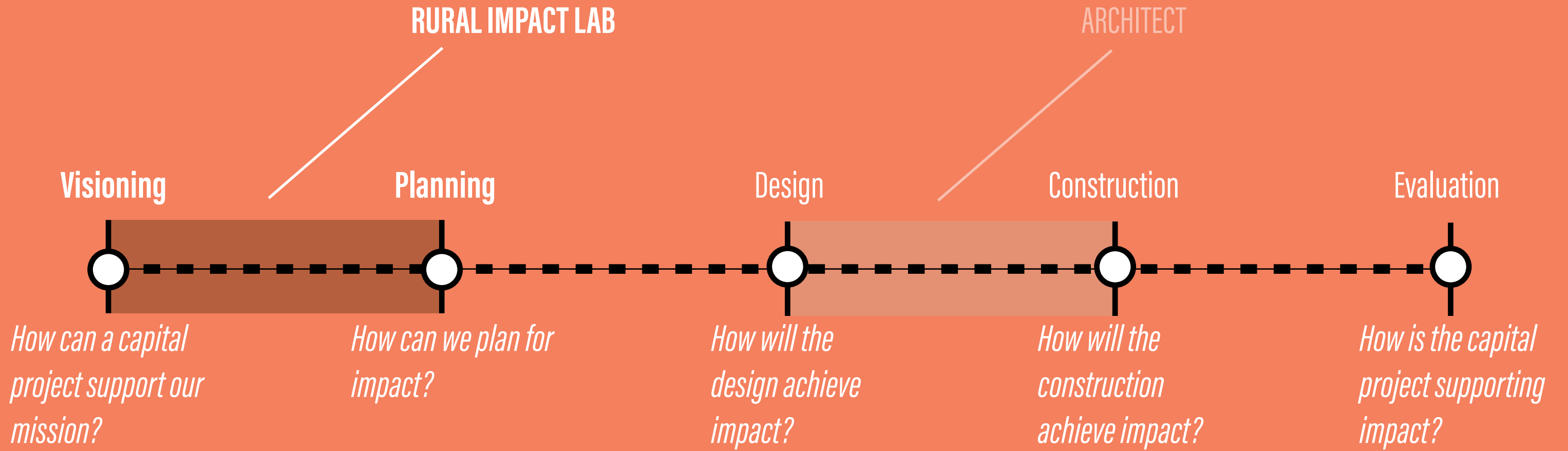
This immersion report is in progress and is intended to be collaboratively reviewed and completed with the community.

- I. IMMERSION OVERVIEW
- II. KEY STAKEHOLDER GROUPS
- III. KEY MEETINGS
- IV. STAKEHOLDER ORGANIZATION
- V. ADDITIONAL STAKEHOLDERS
- VI. IMMERSION ACTIVITIES
- VII. STORYTELLING
- VIII. FOLLOW-UP FOCUS TOPICS AND QUESTIONS
- IX. IMPACT BASED DESIGN METHODOLOGY
- X. METHOD IDEA
- XI. APPENDIX



I. IMMERSION OVERVIEW

The state of being deeply engaged or involved in a community



IMMERSION TEAM - COLTON RIEBE - LARISSA MORALES - LANDON TAGE - TIFFANI FINLEY - ADAM FRANKE - MATT SMITH (INSTRUCTOR)

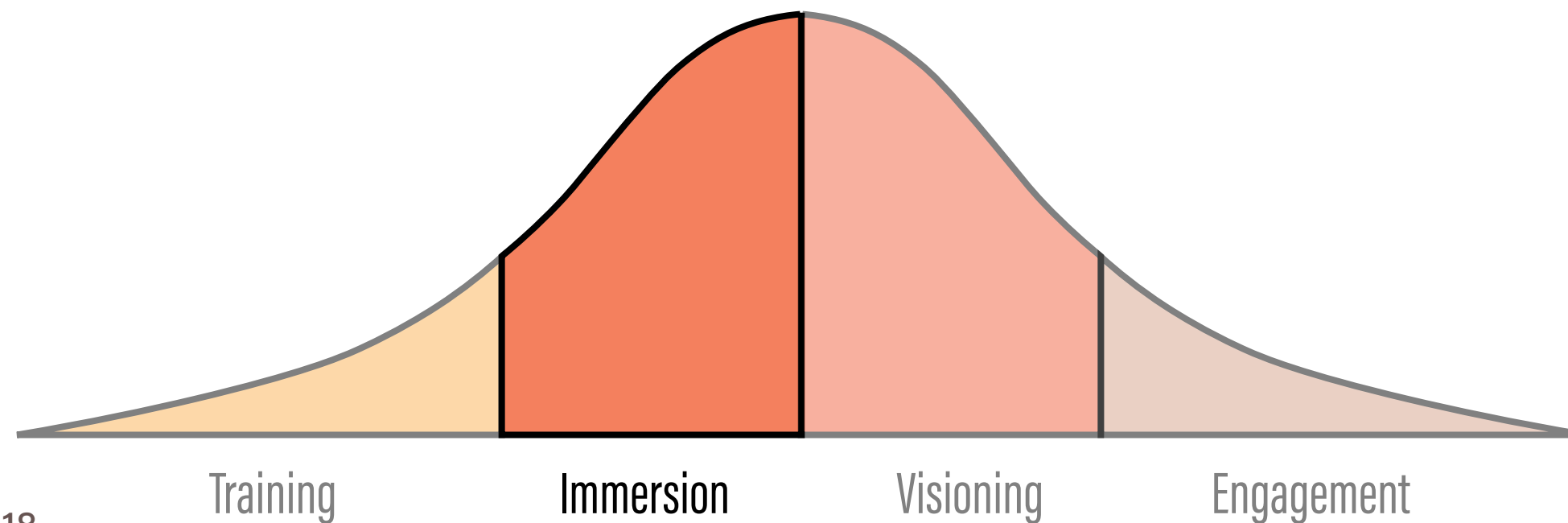
I. IMMERSION OVERVIEW

APPROACH

- I. IDENTIFY SYSTEMIC CHALLENGE / PROJECT FOCAL POINT
 - II. EXPLORE ITS DIMENSIONS AND DYNAMICS
 - III. MEET AND LEARN FROM STAKEHOLDERS
-

METHODOLOGY

- I. STORY MAPPING
- II. SMALL GROUP INTERVIEWS
- III. LARGE GROUP CONVERSATIONS ABOUT THE FUTURE



I. IMMERSION OVERVIEW - FAIRGROUNDS HISTORY

Park County held their first annual Agricultural Exhibition in September of 1911

The first official Livingston Roundup Rodeo began Labor Day 1924

Additional history TBD

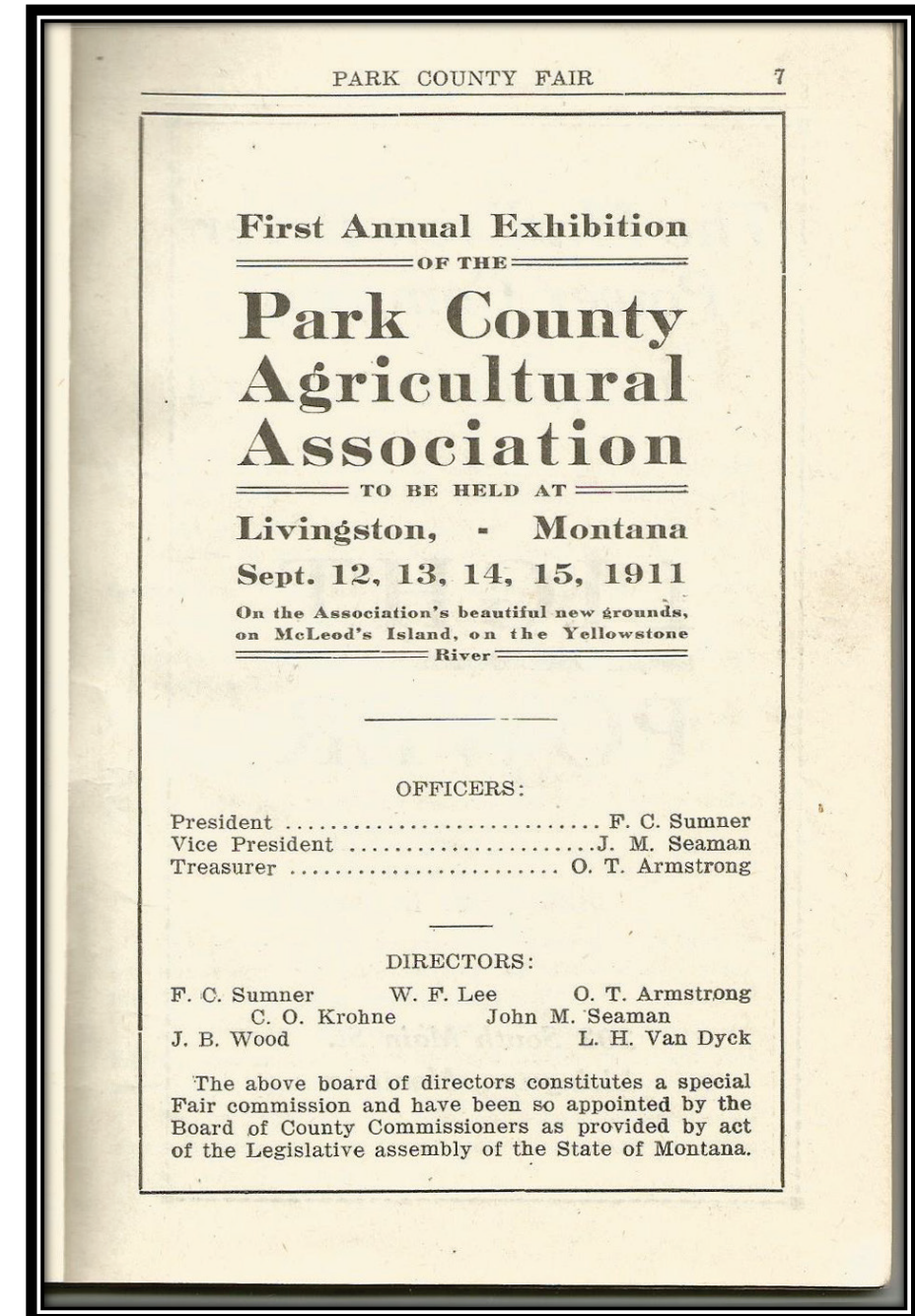


Image courtesy of Paul Shea, Yellowstone Gateway Museum. Program of the 1st Annual Park County Fair in 1911.

A photograph of three men standing in the doorway of a log cabin. The cabin has a rustic appearance with a log wall on the left and horizontal wooden planks on the right. The roof is made of weathered, rusty corrugated metal. The men are wearing cowboy hats and western-style clothing. The man in the center is wearing a dark vest with a red logo that reads "LIVINGSTON ROUNDUP ASSOC. Livingston, W.V.". The man on the left is wearing a light blue shirt and a brown cowboy hat. The man on the right is wearing a dark vest over a plaid shirt and a dark cap. The scene is set outdoors with some grass visible at the bottom left.

STAKEHOLDERS

II. KEY STAKEHOLDER GROUPS

DAY 1

- I. FAIRGROUNDS MASTER PLAN COMMITTEE
- II. COUNTY COMMISSIONERS & CITY MANAGER
- III. CITY AND COUNTY EMPLOYEES
- IV. FAIRGROUNDS VOLUNTEERS
- V. ACTIVE TRANSPORTATION COALITION
- VI. LIVINGSTON ROUNDUP ASSOCIATION

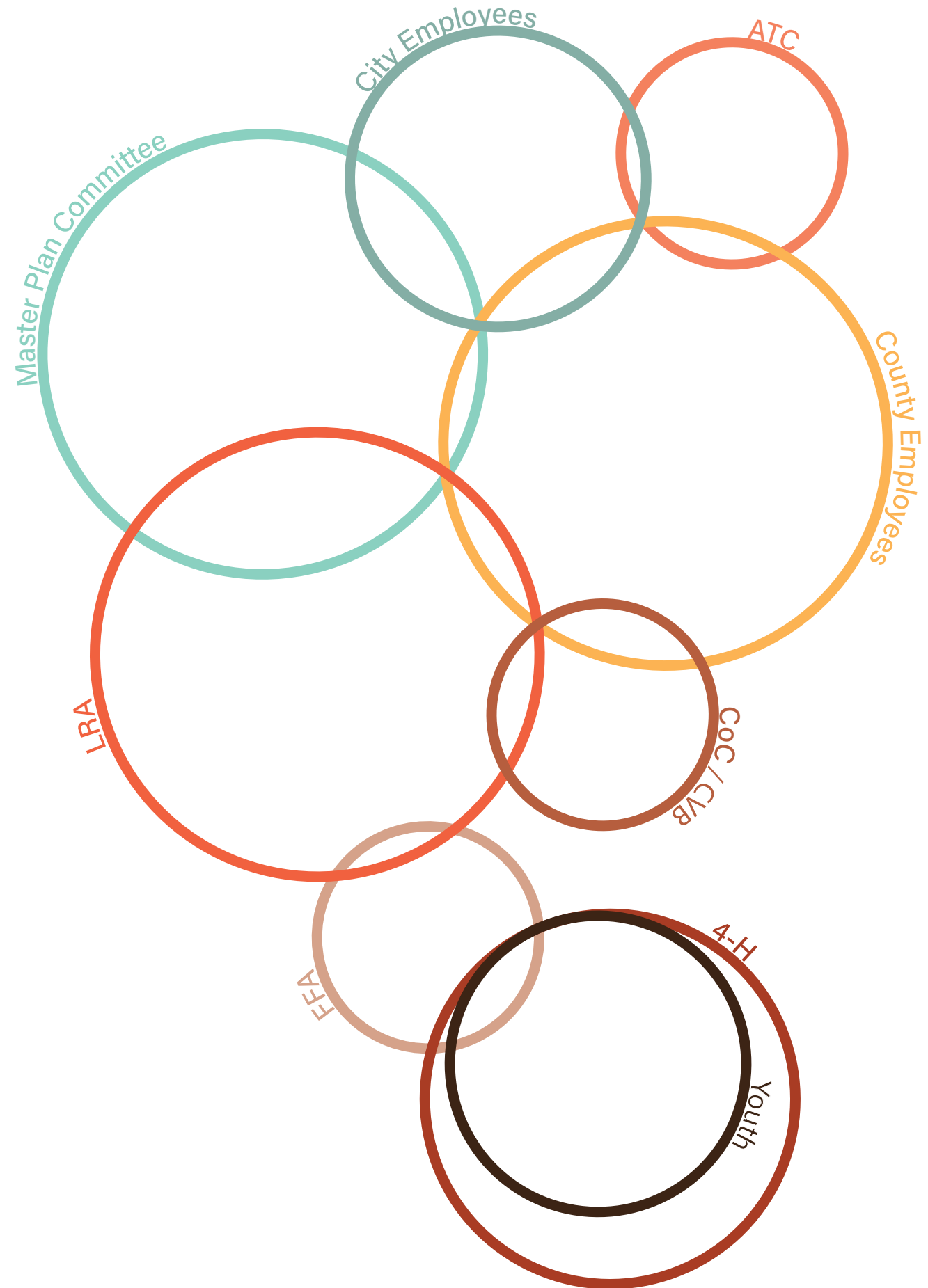
DAY 2

- I. JIMBO LOGAN AUCTIONEERS
- II. JASON & JEN OTIS
- III. CVB / CHAMBER BOARDS / GOLF COURSE
- IV. 4-H / FFA YOUTH
- V. 4-H COUNCIL

II. KEY STAKEHOLDER GROUPS - MEMBERS

FAIRGROUNDS MASTER PLAN COMMITTEE	Jeff Wagner, Christine Nelson, Nicole Divine, Parks Frady, Katie Weaver, Mike Klasing, Mike Gomez
COUNTY COMMISSIONERS & CITY MANAGER	Steve Caldwell, Clint Tinsley, Dorel Hoglund
CITY AND COUNTY EMPLOYEES	Mike Inman, Erica Hoffman, Parks Frady
FAIRGROUNDS VOLUNTEERS	Mike Klasing, Mike Adams, Ed Flatt, Bob Skillman, Kim Knutson
ACTIVE TRANSPORTATION COALITION	Colleen Ferris, Steve Caldwell, Emily Wood, Abbie Bandstra
LIVINGSTON ROUNDUP ASSOCIATION	Stacy Sunvison, Paul Sunvison, Carla Williams, Elana Klasing, Mike Klasing, Mike Lukenbill, Ivan Bosley, Cathy Bosley, Marline Glass, Gary Glass, Bruce Becker
JIMBO LOGAN AUCTIONEERS	Jimbo Logan
CVB / CHAMBER BOARDS / GOLF COURSE	Kim Knutson, Jackie Feigel, Leslie Feigel
4-H/FFA YOUTH	Kodee, Joleen, Asha, Audrey
4-H COUNCIL	Corey Peterson, Jordan Aller, Judy O'Hair, Jarret O'Hair, Jason Otis, Jen Otis

III. KEY STAKEHOLDER GROUPS - DIAGRAM



- Master Plan Committe
- City Employees
- County Employees
- Active Transportation Coalition
- Livingston Roundup Association
- Future Farmers of America
- Chamber of Commerce / Convention and Visitor Bureau
- 4-H
- Youth

III. KEY MEETINGS

**WEDNESDAY
SEPTEMBER 26TH
MORNING**

- Fairgrounds Masterplan Committee
- Commissioner Caldwell
- City / County Commissioners
- City Council Chair

**WEDNESDAY
SEPTEMBER 26TH
AFTERNOON**

- Fairgrounds Volunteers
- Active Transportation Coalition
- Livingston Roundup Association

**THURSDAY
SEPTEMBER 27TH
MORNING**

- Jen and Jason Otis (4-H Council)
- Dr. Gordon Brittan
- Jimbo Logan Auctioneers
- CVB / Chamber Boards

**THURSDAY
SEPTEMBER 27TH
AFTERNOON**

- 4-H / FFA Youth Leaders
- 4-H Council

**FUTURE ENGAGEMENTS
OCTOBER 17TH / 24TH**

Meetings TBD

IV. STAKEHOLDER ORGANIZATION

Active Transportation Coalition (ATC)

Members of the ATC

City

City Employees
City Manager

County

County Commissioners
County Employees
Convention and Visitors Bureau (CVB)
County Chamber

Fairgrounds/Parks

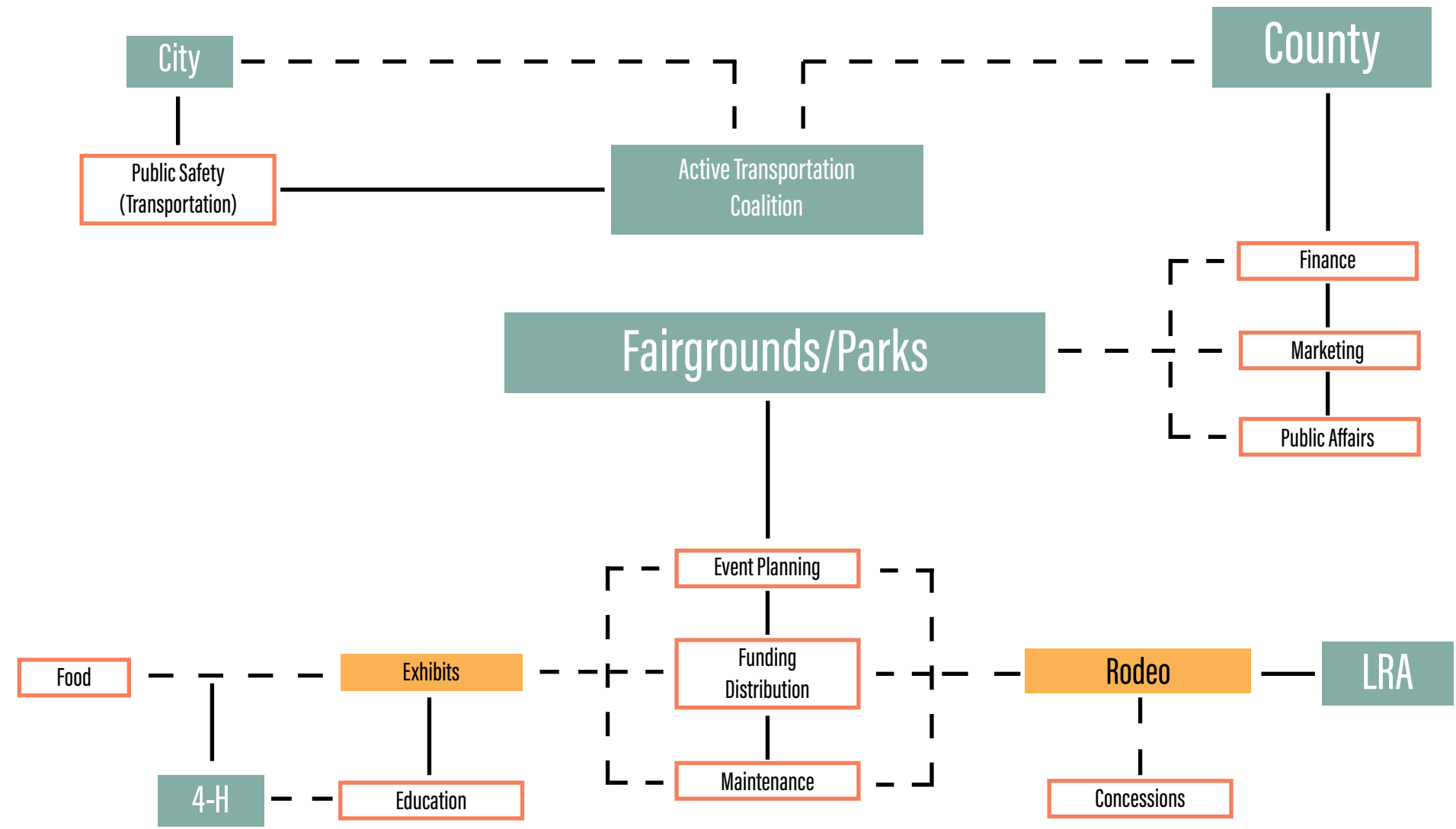
Fairgrounds Master Plan Committee
Fairgrounds Director
Fairgrounds Volunteers

Livingston Roundup Association (LRA)

Members of the LRA

4-H

4-H Council
4-H Families
4-H Youth



Engaged Stakeholders

Events

Responsibilities

Direct Relationship

Indirect Relationship

*Varying size represents Fairgrounds influence

V. ADDITIONAL STAKEHOLDERS

LOCAL ENTREPRENEURS

ARTIST COMMUNITY

ADDITIONAL STAKEHOLDERS TBD

A photograph of a rural farm scene. In the foreground, a white horse barn with a corrugated metal roof is visible. The word "HORSE" is written on the side of the barn. In the background, four people are walking on a dirt path. One person is wearing a cowboy hat and a vest with a logo. The background shows a valley with trees and mountains under a cloudy sky.

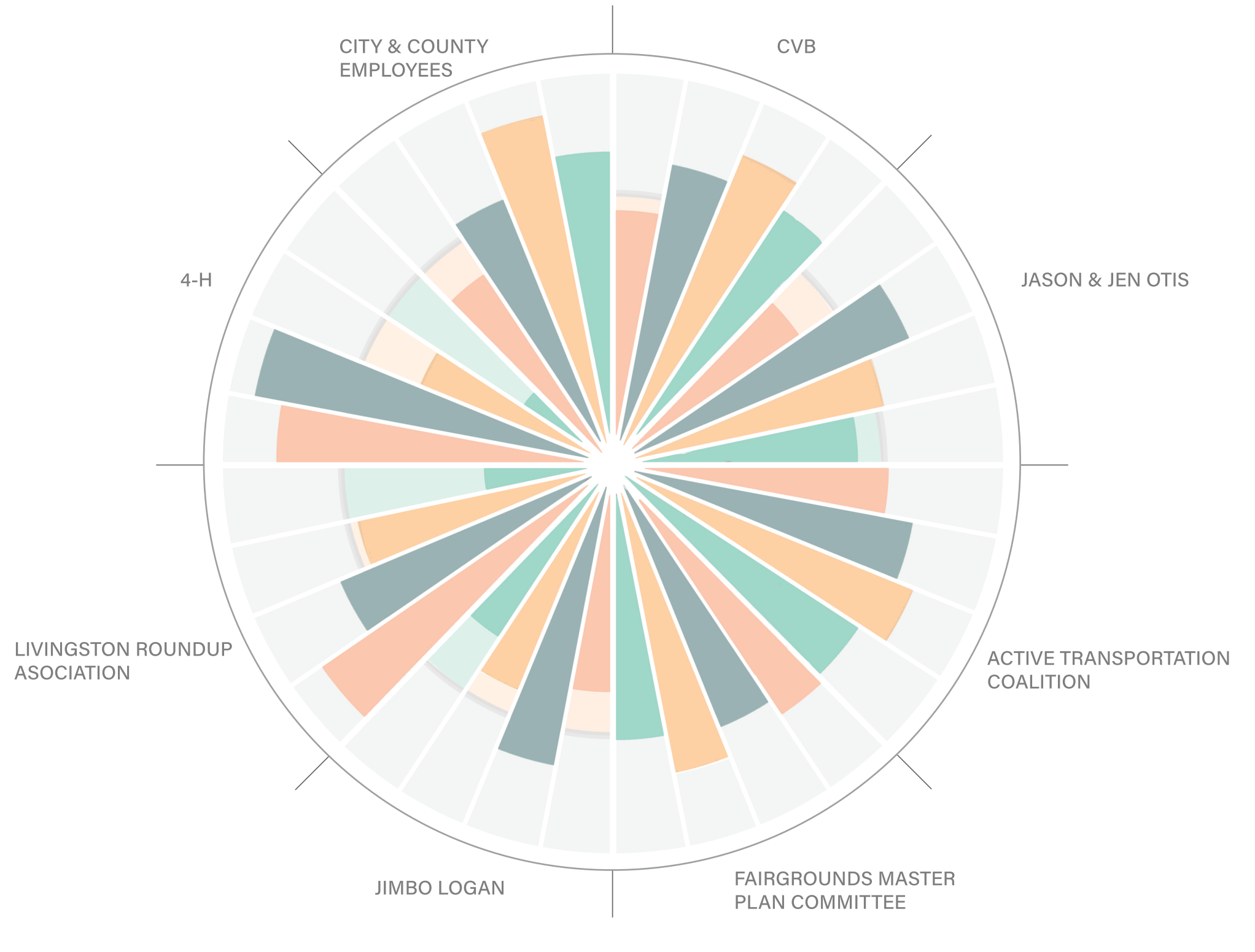
IMMERSION ACTIVITIES

VI. IMMERSION ACTIVITIES

MINUTE	FOCUS	DETAILS/QUESTIONS	FORMAT
0-10	Assets	"Community member introductions What is your favorite asset/part of Park County?" Who we are & where we're from	Large Group Discussion
10-20	Group Introduction	"Mission: Design can be impactful in guiding community change Articulate social interactions and values through design Identify groups/organizations affected by change and their role in the community"	
20-40	Story	"Stories about fairgrounds/favorite part of fairgrounds How does organization interact with the fairgrounds?"	Story Mapping
40-70	Group 1: Change	"How has Park County changed overtime? Are these external or internal? How has the fairgrounds changed overtime? How has these changes affected your organization? What organization has been most affected by these changes? How?"	Small Group Interviews
	Group 2: Values	"Key values of organization/how do you want these expressed in planning process? How does your organization want to be involved in this planning process?"	
	Group 3: Consensus	"Is there an existing community project that is seen as a success? What makes it a success? Who was influential to the success? What are precieved barriers to the success of the Fairgrounds?"	
70-100	Report Back: Future	"How should the fairgrounds advance to better support your organization and the overall community? How can the fairgrounds impact future generations?"	Large Group Conversation about the Future

VI. IMMERSION ACTIVITIES

Our immersion activities were categorized in four distinct exercises: Story mapping, values mapping, change mapping, and a discussions on consensus projects. The following diagram plots these activity's to show the amount of feedback and time each group spent on each activity. The feedback metric was determined primarily how many people voiced their opinions on each topic but other factors like time located to the topic and key takeaways also contribute to the outcome. The topics that we wish to expand upon on are shown as muted colors.



IMMERSION ACTIVITIES

- STORY MAPPING
- VALUE MAPPING
- CHANGE MAPPING
- CONSENSUS PROJECTS

VI. IMMERSION ACTIVITIES - EXPANDED ANALYSIS OF VALUE MAPPING

WHY IDENTIFY THESE VALUES?
 If complete consensus is not possible, finding commonalities through shared values can create space for discussion and cooperation.

STAKE HOLDERS

FAIRGROUNDS MASTERPLAN COMMITTEE
 CITY EMPLOYEES
 COUNTY EMPLOYEES
 ACTIVE TRANSPORTATION COALITION
 LIVINGSTON ROUNDUP ASSOCIATION
 FUTURE FARMERS OF AMERICA
 CHAMBER OF COMMERCE
 4-H
 YOUTH

SHARED VALUES

Values voiced by stakeholders during our immersion activities

COMMUNITY THEMES

CONCEPT OF MISSION

WHAT ARE THE VALUES OF YOUR ORGANIZATION	WHAT VALUES WOULD YOU LIKE TO SEE IN THIS FAIRGROUNDS PROJECT?	SHARED VALUES	COMMUNITY THEMES
		ENGAGEMENT	INCLUSIVENESS
		LEADERSHIP	
		TRANSPARENT COMMUNICATION	HONESTY
		PROACTIVE TO ISSUES	
		RESPONSIBILITY TO URGENCY	
		HOSPITALITY	PRIDE
		UTILITY	
		PRIDE	
		FUN	FUN

We combined these mentioned values by the community into stronger, more inclusive themes.

These themes must then be utilized to support our working hypothesis and mission of:

COMMONALITY
 ENGAGEMENT

VI. IMMERSION ACTIVITIES - METHODS FOR STAKEHOLDER ENGAGEMENT ANALYSIS

APPROACH	FOCUS	METHODS FROM IMMERSION ACTIVITIES	STAKEHOLDERS	SYNTHESIS ANALYSIS
COMMUNITY EVENTS	PUBLIC ENGAGEMENT	YOUTH LEADERSHIP UPDATE OF EVENTS SCHEDULING FUN		<p>The proposed methods of engagement are open ended options for focus groups, community projects, or topics of debate.</p>
	COMMUNITY OWNERSHIP	HIGHLIGHT OF NOSTALGIA CONSENSUS THE COMMONS		<p>This is a value identified by immersion activities</p> <p>Major part of mission</p>
SERVICES	PARKING AND TRANSPORTATION	FOOT TRAFFIC ACCESS SHUTTLES		<p>Major issue that the town of Livingston has created their own group (ATC) to fix</p>
	TECHNOLOGY	SOCIAL MEDIA ADVERTISEMENT WEBSITE CREDIT AND DEBIT CARDS		<p>How do we make this multi-generational? Can this be a major way to give youth a role and other community members?</p>
	FOOD	LOCAL ENTREPRENEURS 4-H KITCHEN		<p>Major part of Livingston not yet tapped into.</p>
ADMINISTRATION	CONSENSUS BASED DECISION MAKING	INCLUSION AVAILABLE SPACE FOR DEBATE		<p>Determine the degree to involvement each group wants and ensure it throughout the process</p>
	SUSTAINABLE DESIGN DECISIONS	FORMATTED FOR SYSTEMIC CHANGE POSITIVE FEEDBACK LOOP		<p>This systemic change could look different for each of these groups but should have consensus for how they impact the mission</p>



STORYTELLING

VII. STORYTELLING

STORIES TBD DURING NEXT IMMERSION VISIT

VII. STORYTELLING - COMMUNITY MEMBER PROFILES



ELENA KLASING
LRA



JIMBO LOGAN
Auctioneer



DOREL HOGLUND
City Council Chair/Middle School VP



STACY and PAUL SUNVISON
LRA



JEN and JASON OTIS
4-H



JORDAN ALLER
4-H



MIKE INMAN
ATC



ED FLATT
Fairgrounds Volunteer



ABBIE BANDSTRA
Entrepreneur/Student Outreach



KODEE, ASHA, AUDREY, JOLLEEN
4-H Youth



GORDON BRITTON

- GORDON BRITTON
- MASTER PLAN COMMITTEE
- LIVINGSTON ROUNDUP ASSOCIATION
- ACTIVE TRANSPORTATION COALITION



VIII. FOLLOW-UP FOCUS TOPICS AND QUESTIONS *(tentative)*

Youth Leadership - How to involve youth and give them a voice?

4-H Youth Leaders - Kodee, Asha, Joleen, Audrey (two members)

4-H, FFA - Jarret O'Hair?

High School Students? - (Contact through Abbie Bandstra)

Middle School Students? - (Contact through Dorel Hoglund)

LRA/Rodeo - Stacy and Paul's Son?

Transportation and Parking - To increase foot traffic and better utilize the space?

PCEC, ATC - Colleen Ferris

ATC, County - Mike Inman

City, School - Dorel Hoglund

LRA - Mike Klasing? Ivan Bosley? Bruce Becker?

Entrepreneurship - How to optimize this underutilized part of events?

Neptune's Brewery - Jon Berens? Abbie Bandstra?

4-H Youth Leaders - Kodee, Asha, Joleen, Audrey (two members)

4-H Council President - Jason & Jen Otis

Food Entrepreneurs - ?

Nostalgia of the Fair and Traditions - What traditions need to be highlighted and where can change grow?

LRA - Carla Williams

Fairgrounds Volunteer - Ed?

Auctioneer - Jimbo Logan?

4-H Council - Corey Peterson?

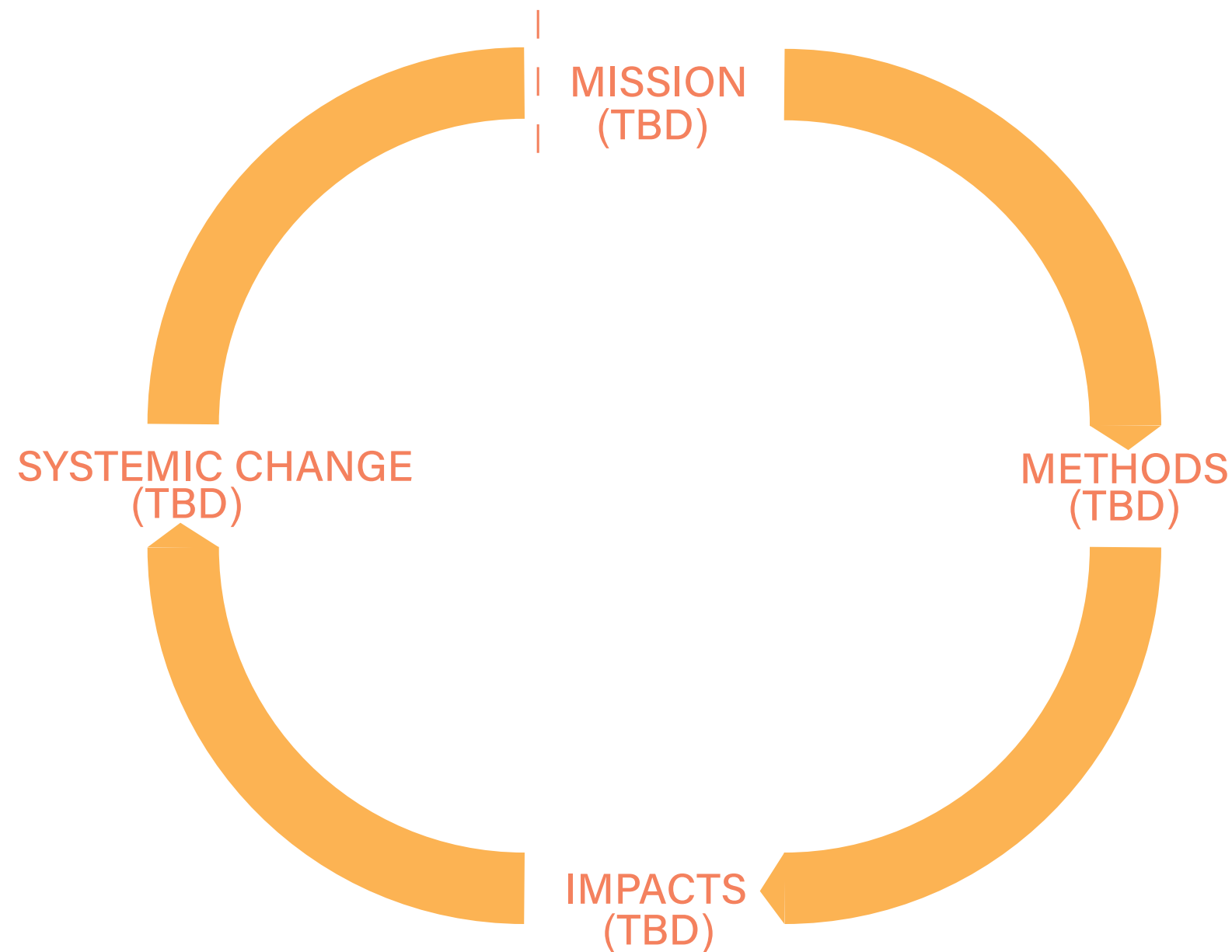
"The Common" - How to find consensus with the community and allow for open discussion among groups?

Depending on enthusiasm and involvement in separate meetings, a group could be formed with members from each previous focus group



IMPACT BASED DESIGN METHODOLOGY

IX. IMPACT BASED DESIGN METHODOLOGY



PRELIMINARY IDEAS

MISSION

- Develop **Transformative Consensus** among Fairgrounds Stakeholder Groups

METHODS

- Engage **Youth**
- Establish a **Common Ground**
- Integrate Generational Activities
- Streamlining Logistical Issues
- **Transparency** in Communication
- Online Forum to Communicate Ideas / Stream of Consciousness

IMPACTS

- **Increased** Fair Engagement / Attendance
- Breaking Even or **Capital Generation** onsite
- Involvement of **Youth Leaders**
- **Entrepreneurial** Engagement at the Fairgrounds
- Maximizing the Space Potential

SYSTEMIC CHANGE

- Groups will begin to use Fairgrounds to support their growth
- Community diversifies the possibilities at the fairgrounds

X. METHOD IDEA

THE COMMONS

Natural resources: land, water, air, and sources of energy

Cultural resources: knowledge

Economic resources: funds for investment in the public interest

Social resources: relationships and activities through which we help each other participate and flourish

Activities and relationships: co-designed and co-produced by lay people and professionals, with control anchored at local level

A COMMUNAL SHARING OF RESOURCES AND PLACE:

A place to congregate

A place to share

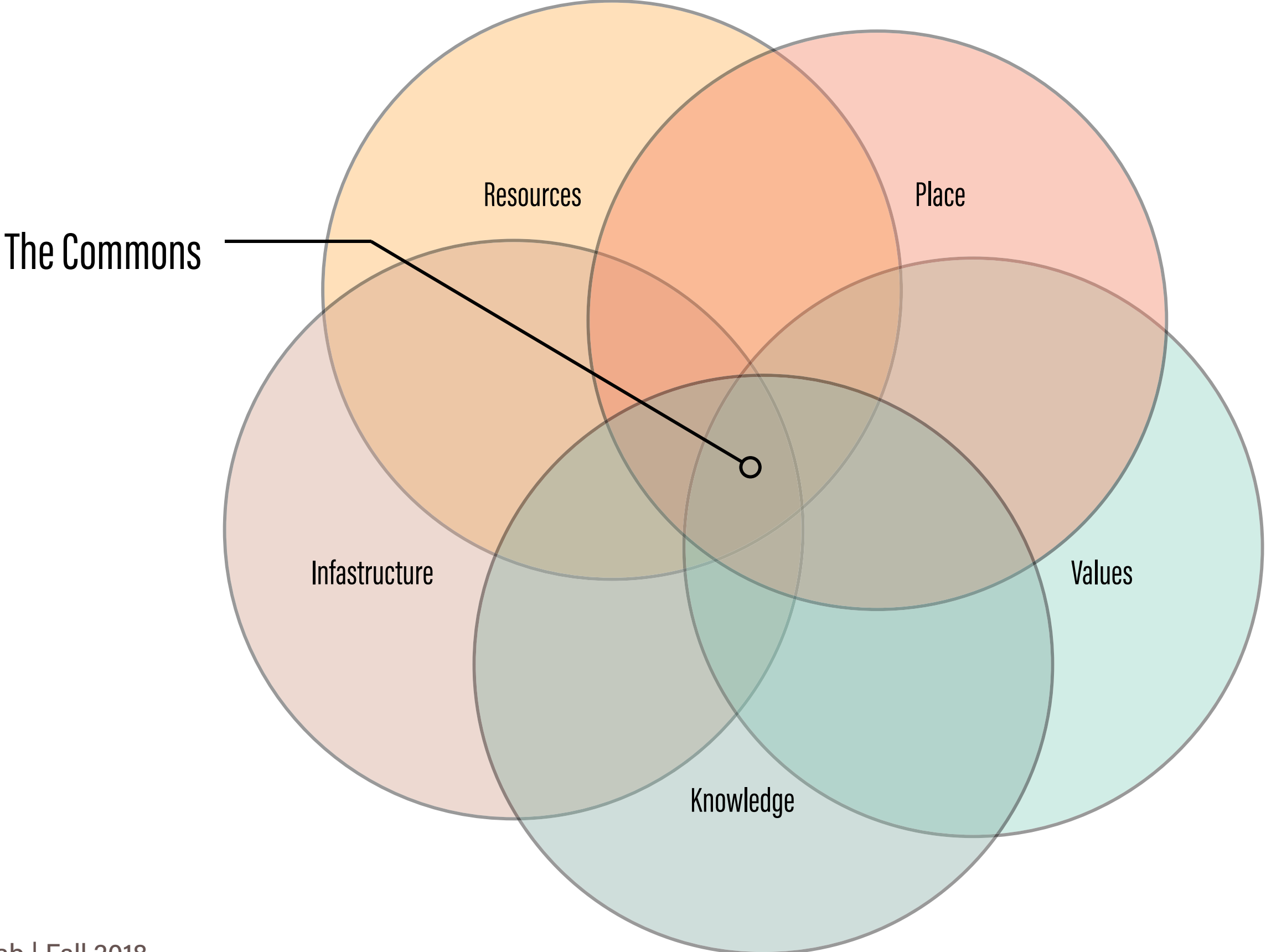
A place to celebrate

A place to discuss

A place to democratize

A place to appreciate

X. METHOD IDEA - DIAGRAM



APPENDIX



XI. APPENDIX - EXISTING COMMUNITY SPACES



■ Park County Fairgrounds

■ Private Public Land

■ Schools

■ Public Land

1. St Mary's Parochial School

5. Livingston Civic Center

9. Lincoln School

13. Yellowstone Gateway Museum

2. Livingston Golf and Country Club

6. Girl Scouts of America

10. Shane Lalani Center for the Arts

14. Washington School

3. Sleeping Giant Middle School

7. Winans Elementary School

11. Yellowstone Ballet

4. Park High School

8. Park County Senior Center

12. Livingston-Park County Public Library

XI. APPENDIX - LIVINGSTON FAIRGROUNDS PROGRAMMING MAP



XI. APPENDIX - CASE STUDY COMPAIRASON

Billings MetraPark



- Current Budget - \$7 Million
- Current Profit - \$107.6 Million
- Approximately 100 acres
- Attendance 781,763 (2017)

Gallatin County Fairgrounds



- Current Budget - \$1.65 Million
- Current Profit - \$113,000
- Approximately 45 acres
- Approximate attendance 450,000 (2016)

Missoula County Fairgrounds



- Improvements Budget- \$21 Million
- Current Profit - \$1.316 Million
- Approximately 45 acres
- Yearly attendance TBD

Park County Fairgrounds



- Current Budget - \$292,000
- Current Profit - \$0
- Approximately 14 acres
- Yearly attendance TBD

XI. APPENDIX - CASE STUDY - BILLINGS, MT

Population as of 2016 - 110,314

Population change of 2010-2016 - ?

Median Age since 2016 - 38 years old

Current Budget - 7 million

Current profit off fairgrounds - \$107.6 million

Events held:

Concerts

Fair

Agriculture events

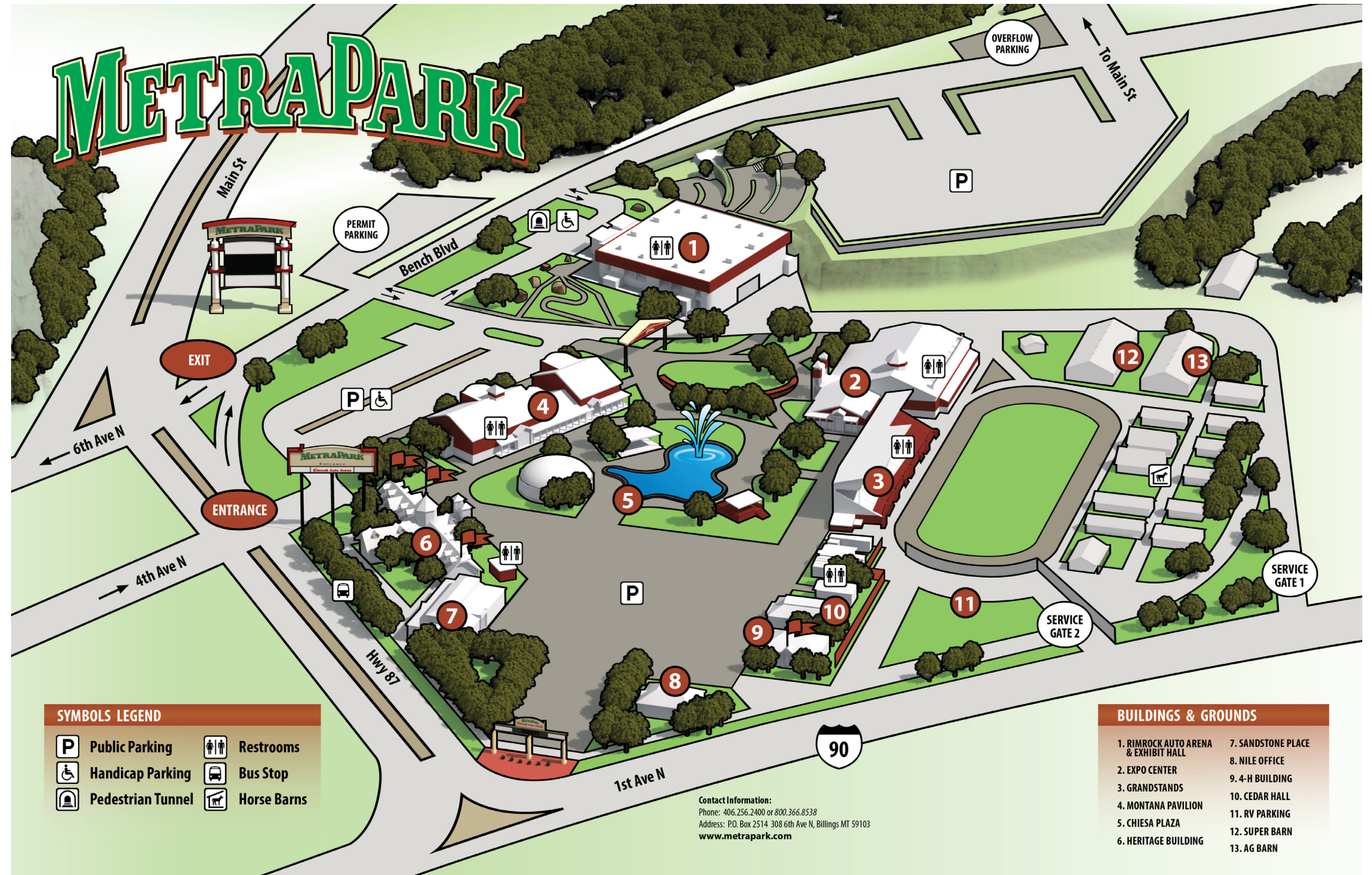
Rodeo

High school state tournaments

Graduation ceremonies

Political campaigns

Various sales and shows



XI. APPENDIX - CASE STUDY - BOZEMAN, MT

Population as of 2018 - 45,250

Population change of 2010-2016 - 14.6%

Median Age since 2016 - 27 years old

Current Budget for fair - 1.65 million

Current profit off fairgrounds - \$113,000

Events held:

Ski swap

Fair

Farmers Markets

Carnival

Gunshow

Parking for Bridger Bowl Shuttle

Various Sales and Shows



XI. APPENDIX - CASE STUDY - MISSOULA, MT

Population as of 2016 - 72,364

Population change of 2010-2016 - 7.9%

Median Age since 2016 - 32.5 years old

Current Budget for fair - ?

Profit for Concessions 2017 - 500,000

Budget for Improvements - \$21,000,000

Fair Attendance 2017 - 86,000

Events held:

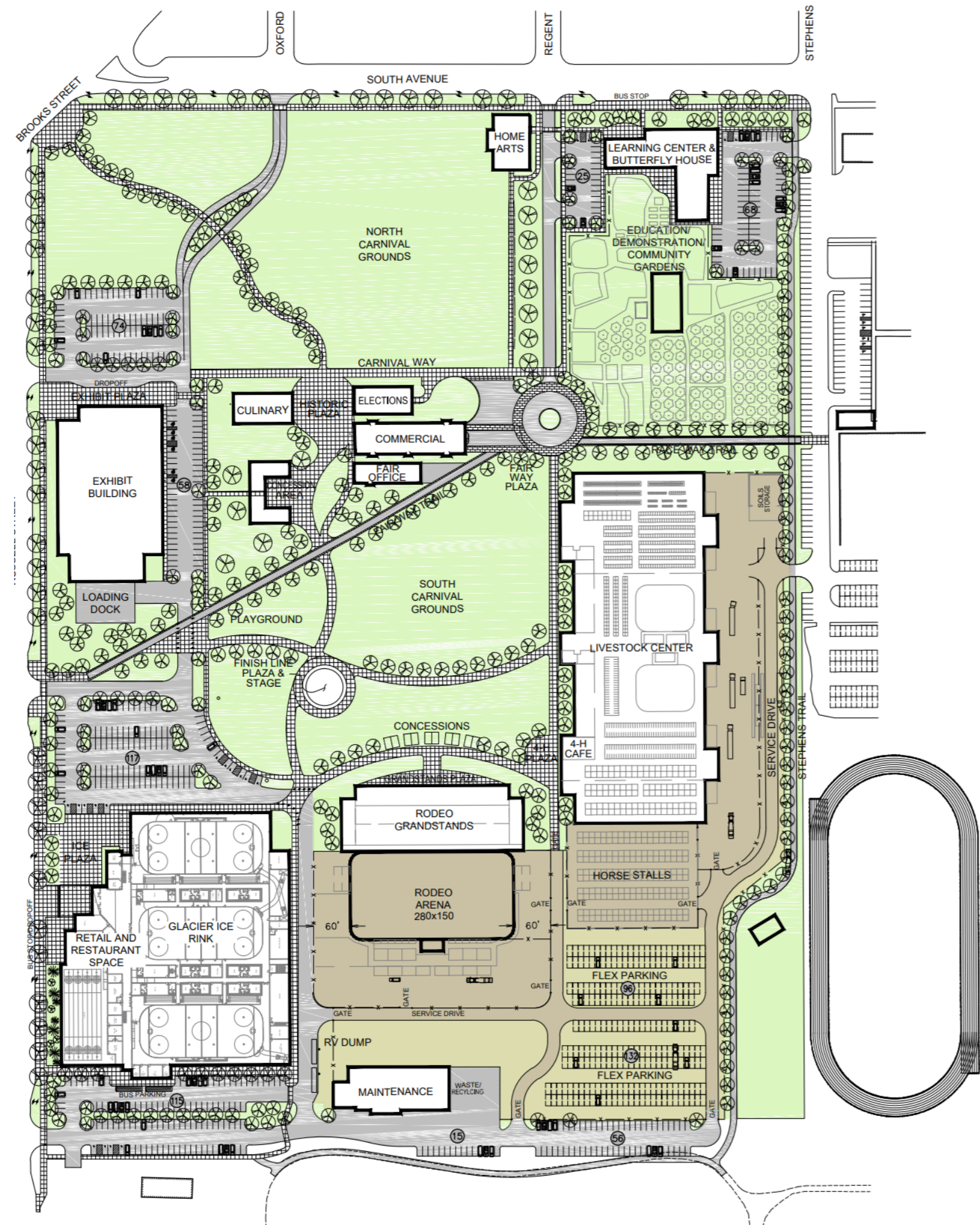
OVER 500 PER YEAR

Rural Impact Lab | Fall 2018



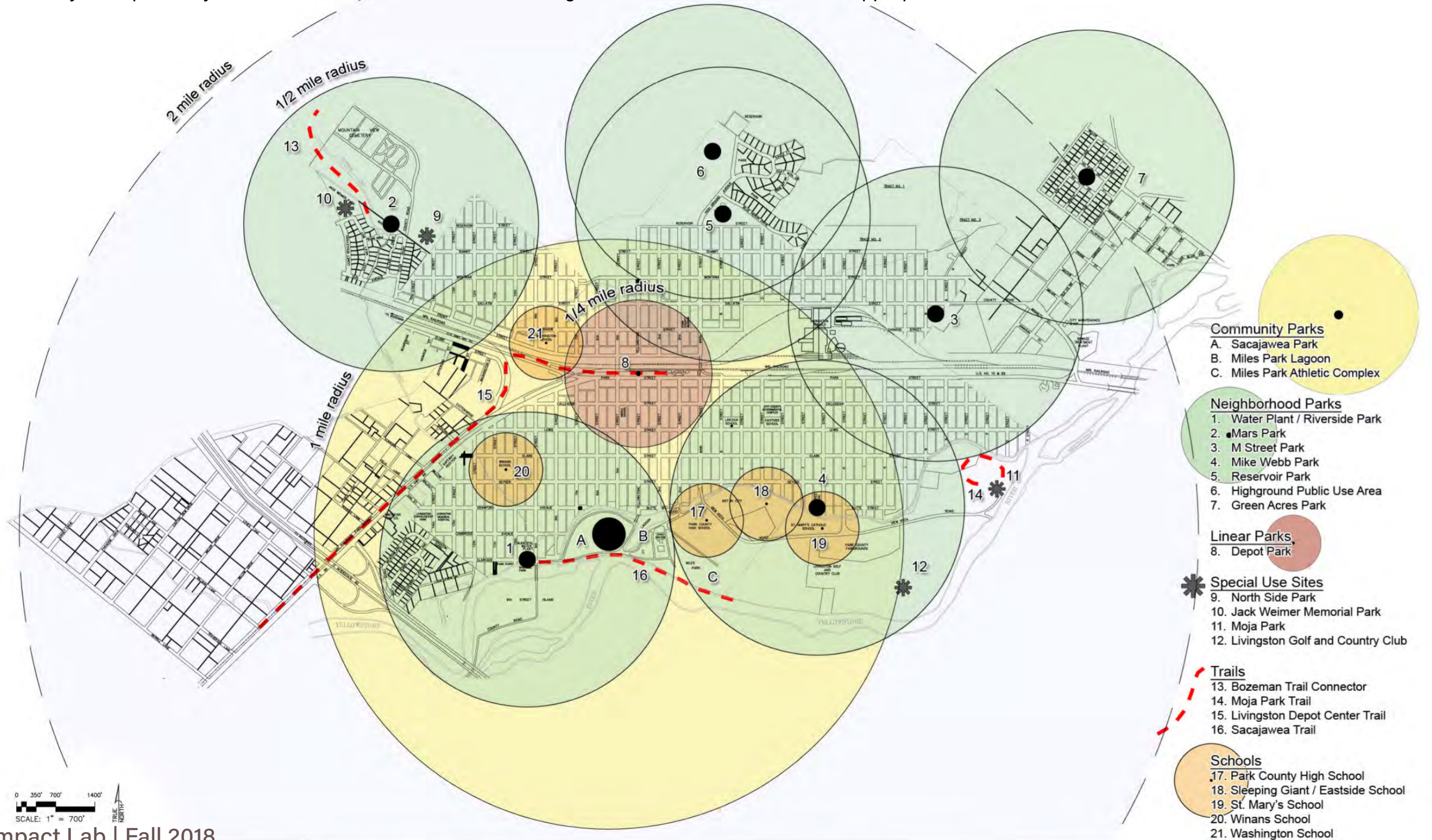
LEGEND-PROPOSED

	LAWN/LANDSCAPING
	DRYLAND GRASS
	GRAVEL SURFACING
	ASPHALT
	CONCRETE
	BUILDING/STRUCTURE
	PARKING SPACES

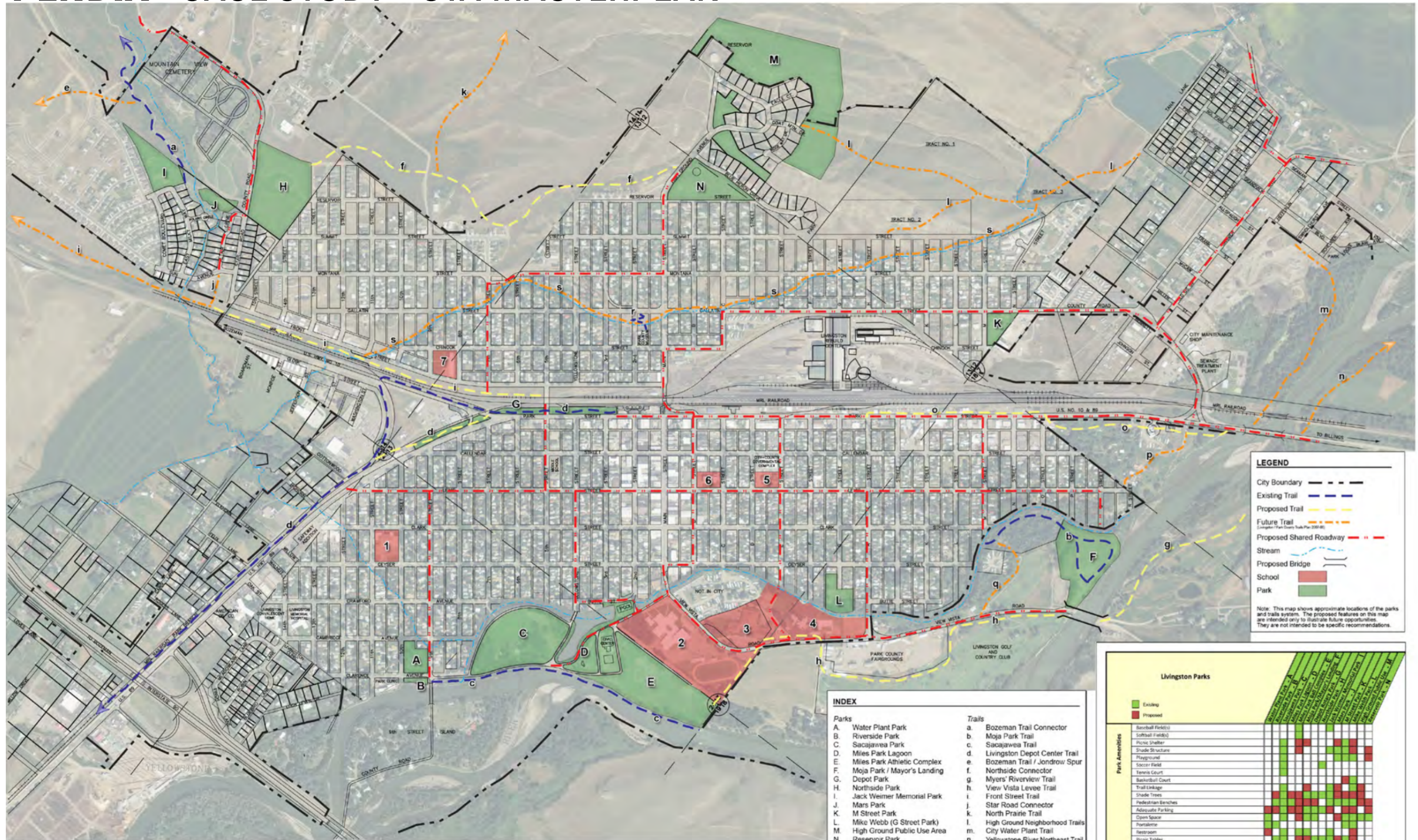


XI. APPENDIX - CASE STUDY - CTA MASTERPLAN

CTA's parks masterplan directly addresses the public's wants and needs. Through an iterative process with constant community input and by utilizing public surveys and proximity studies, CTA was able to uncover existing issues and address them in an appropriate manner.



XI. APPENDIX - CASE STUDY - CTA MASTERPLAN



LEGEND

- City Boundary - - - - -
- Existing Trail - - - - -
- Proposed Trail - - - - -
- Future Trail - - - - -
- Proposed Shared Roadway - - - - -
- Stream - - - - -
- Proposed Bridge - - - - -
- School - - - - -
- Park - - - - -

Note: This map shows approximate locations of the parks and trails systems. The proposed features on this map are intended only to illustrate future opportunities. They are not intended to be specific recommendations.

- INDEX**
- | | |
|---------------------------------|--------------------------------------|
| Parks | Trails |
| A. Water Plant Park | a. Bozeman Trail Connector |
| B. Riverside Park | b. Moja Park Trail |
| C. Sacajawea Park | c. Sacajawea Trail |
| D. Miles Park Lagoon | d. Livingston Depot Center Trail |
| E. Miles Park Athletic Complex | e. Bozeman Trail / Jondrow Spur |
| F. Moja Park / Mayor's Landing | f. Northside Connector |
| G. Depot Park | g. Myers' Riverview Trail |
| H. Northside Park | h. View Vista Levee Trail |
| I. Jack Weimer Memorial Park | i. Front Street Trail |
| J. Mars Park | j. Star Road Connector |
| K. M Street Park | k. North Prairie Trail |
| L. Mike Webb (G Street Park) | l. High Ground Neighborhood Trails |
| M. High Ground Public Use Area | m. City Water Plant Trail |
| N. Reservoir Park | n. Yellowstone River Northeast Trail |
| | o. KPRK Trail |
| | p. Moja Park / HWY 89 Connector |
| Schools | q. Girl Scout Trail |
| 1. Winans School | r. Hopa Mountain Trail |
| 2. Park County High School | s. Livingston Ditch Trail |
| 3. Sleeping Giant Middle School | |
| 4. St. Mary's School | |
| 5. Eastside School | |
| 6. Lincoln School | |
| 7. Washington School | |

Livingston Parks	
Park Amenities	Livingston Parks
Baseball Fields	
Softball Fields	
Picnic Shelter	
Shade Structure	
Playground	
Soccer Field	
Tennis Court	
Basketball Court	
Trail Linkage	
Shade Trees	
Pedestrian Benches	
Adaptive Parking	
Open Space	
Picnic Table	
Restroom	
Boat Launch	
Picnic Tables	
Kiosk	
Removable #11s	
Shading Booth	
Sand Shelter	
Skate Park	
Art/Sculpture	
Sidewalk	
Compressor Stand	
Boat Launch	
Internal Trail System	

CTA City of Livingston

0 250' 500' 1000'

SCALE: 1" = 500'

TRUE NORTH

CITY OF LIVINGSTON

PARKS & TRAILS SYSTEM MASTERPLAN

Please
Dump Manure Here
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