

**CITY OF LIVE OAK
ECONOMIC AND COMMUNITY DEVELOPMENT STRATEGY
FOR 2010 AND FOLLOWING**

INTRODUCTION

The City of Live Oak, California, 40 miles north of Sacramento, is a small rural city poised for tremendous growth. Located in the Sacramento Valley, 1.5 miles west of the Feather River and 7 miles east of the Sutter Buttes, Live Oak is positioned to take advantage of the tremendous recreational and quality of life assets that surround it. The community is within an easy drive of both Sacramento and the San Francisco Bay Area.

With cooperation of the Sutter County Board of Supervisors, Live Oak controls a local Sphere of Influence (SOI), completely surrounded by open space, capable of accommodating over 50,000 people. The pace of growth will, in large part, depend on both market forces and Live Oak's policies regarding growth and development and the impact on migration to the region. Failure to plan wisely for the potential growth, with respect to both land use and public services, will yield numerous problems in years to come and represent a tremendous missed opportunity. *With a population of 8,571 today, Live Oak has the opportunity to shape its own destiny. This Economic and Community Development Strategy, in partnership with the Live Oak 2030 General Plan, is designed to provide policy guidance for the City Council and City staff to guide action that will help the community reach the goal of becoming one of the most attractive cities in the northern Sacramento Valley.*

BUILDING BLOCKS

There are several key objectives that are addressed in this strategy. These policy areas should be viewed as the *Building Blocks* for success. All of these building blocks are interrelated and should not be viewed separate from one another. The building blocks include:

- *Establish Live Oak as a prosperous livable community with its own unique character*
- *Provide a variety of housing for all income levels*
- *Ensure that required infrastructure is built and maintained*
- *Establish and maintain a reputation as a community worthy of private investment*
- *Establish a local business base that creates good jobs and a stronger local revenue base to support services*
- *Deliver city services in a professional, friendly, efficient and customer-oriented manner*

The following section of this document provides more detailed objectives for each of the stated building blocks.

Exhibit A (attached) provides a summary of active projects that are consistent with this strategy.

SECTION 1: DETAILED OBJECTIVES

1. Building Block Number 1: Establish Live Oak as a Prosperous Livable Community with Its Own Unique Character

1.1. Set Live Oak apart from other communities on the SR99 Corridor through use of quality development standards.

- 1.1.1* Adopt new zoning ordinance that provides quality site improvement standards
- 1.1.2* Adopt site and building design standards that ensures that new development meets a high level of design as expected by the community and as provided in the Live Oak General Plan
- 1.1.3* Utilize grant funding whenever possible for design and construction of public facilities
- 1.1.4* Provide clear and attractive community identification at major corridor entrances to the City

1.2. Establish a connection between the urban community and the natural resource assets that surround it.

- 1.2.1* Create a common design for directional signage within the community that makes a design connection to the surrounding natural resources
- 1.2.2* Provide promotion of nearby natural resource attractions on LO website
- 1.2.3* Collaborate with other organizations on programs or activities related to natural resource assets
- 1.2.4* Maintain a visual connection with the Sutter Buttes with new development

1.3. Maintain an attractive web presence that promotes the community while providing valuable tools for potential investors and residents alike

- 1.3.1* Ensure LO website is updated regularly to ensure that quality information is being presented in a user-friendly manner

1.4. Establish a vibrant downtown core as the community grows

- 1.4.1* Complete Streetscape Master Plan for SR 99 through Live Oak that balances the need to move traffic on the highway with the community's desire for a beautified and successful downtown core
- 1.4.2* Complete design concepts for the downtown core as envisioned in the Live Oak 2030 General Plan

1.4.3 Complete and implement a reuse plan for the former Diamond Walnut processing facility

1.4.4 Rehabilitate Railroad Depot and the Depot site at Elm Street and SR 99

1.5. Maintain an active recreation program delivering programming and events that bring the community together and showcases the quality of life benefits of Live Oak.

1.5.1 Survey the community every three years and provide recreational programming that matches the desires of the community.

1.5.2 Complete a “best practices” review annually to help develop new strategies for service delivery

1.5.3 Complete an annual report of recreational programming that details community participation in city-sponsored activities.

1.5.4 As much as is feasible, move recreational programming away from General Fund support and more toward fee-based support to help ease pressure on the General Fund and ensure closer ties with community desires.

1.5.5 Evaluate the potential of establishing regional and destination recreation facilities within the Live Oak Sphere of Influence

1.6. Maintain an active code enforcement program targeting voluntary compliance with a goal of building community pride.

1.6.1 Continue an active code enforcement program aimed at improving the aesthetics of the community. As part of the code compliance process work with property owners to gain voluntary compliance before utilizing the enforcement process

1.6.2. Continue to partner with YSDI on community clean-up day(s) and consider both a spring and fall event

1.6.3. Continue Building Department outreach designed to raise awareness of code enforcement issues and concerns.

2. Building Block Number 2: Have Available Decent and Affordable Housing for All Income Levels

2.1. Implement policies outlined in the adopted Housing Element

2.1.1 Continue to collaborate with Consolidated Area Housing Authority of Sutter County on meeting affordable housing requirements

2.2. Establish and maintain high standards for housing and neighborhood design

2.2.1 Complete zoning code update

2.2.2 Develop design guidelines

2.2.3 Enforce the City’s development and design standards.

2.3. Maximize use of Redevelopment Agency housing funds to ensure housing improvements in older Live Oak neighborhoods.

3. ***Building Block Number 3: Ensure Required Infrastructure is Built and Maintained***

3.1. Maintain a visionary capital improvement plan driven by the goal of becoming a city with a reputation of providing high quality public services

3.1.1 Create detailed Capital Improvement Plan with projects prioritized as short, medium and long-range

3.2. Maximize the value of the Redevelopment Agency to make improvements in the older portion of the community along with the newer community

3.2.1 Develop a plan to maximize the value of the Redevelopment Agency

3.3. Continue aggressive efforts to secure grant funding for local projects

3.3.1 Utilize a detailed Capital Improvement Plan as a guide for grant funding prioritization realizing that funding availability may not always match with project priorities.

3.4. Do everything possible to minimize impacts from changes in FEMA Flood Insurance Rate Maps (FIRM) and other changes in federal and state public policy designed to address flood hazards

3.4.1 Complete FEMA Community Rating System (CRS) application for Live Oak's existing special flood hazard zone with goal of gaining savings for residents on flood insurance rates

3.4.2 Work with Sutter County and Sutter Butte Flood Control Agency on collaborative efforts to address changing requirements

3.4.3 Prepare public outreach plan for communication with residents regarding flood insurance requirements and costs

3.4.4 Evaluate Base Flood Elevations (BSE) in new FEMA maps and plan for capturing investment due to the ability to build in Live Oak despite changes in the maps

3.5. Ensure that new development provides its fair-share of on-site and off-site infrastructure improvements or adequate fees in-lieu of new developments fair share of the improvements.

3.5.1 Revise nexus analysis and adopt new AB 1600 Development Impact Fee structure that ensures new development pays for its impacts while not becoming a disincentive to investment in the local community

3.5.2 Require needed infrastructure improvements with the new development

4. *Building Block Number 4: Establish and Maintain a Reputation as a Community Worthy of Private Investment*

4.1. Earn a positive reputation by viewing project proponents as community investors

4.2. Maintain a high degree of predictability for investors

4.2.1 Provide training to staff and the Planning Commission regarding their role in project review and the need to maintain a high level of predictability in the process

4.2.2 Provide a land use plan w/definitive ordinances and improvement standards that provide the development community with a clear vision of the city's expectations for new development

4.3. Create a development entitlement process that minimizes application processing time and procedures and focuses on maximizing the quality of new development

4.3.1 Create a clear and concise zoning code and other City development standards.

4.3.2 Provide staff training on the entitlement process and expectations for the quality of new development

4.3.3 Meet with project proponents early and regularly to inform them of the process and expectations for quality in new development

4.4 Establish and maintain on the city's website a current scorecard of community health indicators. Track changes in the index in subsequent years (e.g. size of the market area, median household income, educational attainment, real estate values, etc.) to quantify community improvement

5. *Building Block Number 5: Establish a Local Business Base that Creates Good Jobs and a Stronger Revenue Base*

5.1. Encourage new business investment in Live Oak

5.1.1 Provide adequate sites for new business investment

5.1.2 Educate potential investors on the changing role of Live Oak on the SR99 Corridor in order to attract investment that will create reasons for people to stop and stay and capture traveler dollars on SR99. Create educational material based on work completed by Marketek in 2009 study

5.1.3 Maintain market demand information for use by those interested in investing in the community.

5.1.4 Work with YSEDC to complete Buxton study focused on Wheatland, Marysville and Live Oak.

5.1.5 Explore grant funding to provide dedicated staff support for local business and new investment outreach.

5.2. Ensure that the local workforce has training opportunities to improve work skills and income levels.

5.2.1 Maintain ongoing collaboration with Sutter County One Stop, Yuba College, Butte College, Sutter County Office of Education and Live Oak Unified School District to ensure Live Oak residents have access to skills improvement training opportunities.

5.3. Maintain ongoing outreach to local businesses with goal of raising awareness of programs and services available to them.

5.3.1 Collaborate with YSEDC, Yuba Sutter Chamber of Commerce, Hispanic Chamber of Commerce and Live Oak Chamber of Commerce on business outreach efforts and educational materials

5.3.2 Constantly evaluate the creation of programs and/services offering technical assistance, education or financing to local businesses

5.3.3 Maintain staff outreach to local businesses

5.3.4 Explore grant funding to provide dedicated staff support for local business and new investment outreach

6. ***Building Block Number 6: Deliver City Services in a Highly Professional, Friendly and Efficient Manner***

6.1. Provide ongoing customer service training to city staff

6.2. Plan for city staff to receive ongoing training to improve technical skills required to provide professional service in all departments

6.3. Maintain competitive salaries, benefits and organization culture necessary to ensure that Live Oak retains a high quality workforce in a competitive environment

6.4. Utilize available technology wherever feasible to improve efficiency in service delivery

6.4.1 Evaluate the use of web-based and other technology services that help maximize communication with residents

6.4.2 Determine benefits of allowing credit card and EBT on-line and automatic payments of utility and other fees for service with goal of reducing staff involved in billing and collections

(Updated January 11, 2010)

CITY OF LIVE OAK
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EXHIBIT A
WORK COMPLETED OR IN PROGRESS
(December 2009)

Building Block Number 1: Establish Live Oak as a prosperous livable community with its own unique character

1.1.1—New General Plan to be adopted in February 2010. Draft zoning ordinance is complete and undergoing staff review

1.1.3—Grant funds have been secured in the past year for numerous projects, including WWTP upgrade, Maple Park renovation, Community Trail, Date Street Park renovation, SR99 Streetscape Master Plan

1.1.4—Chamber of Commerce currently has just over \$5,000 set aside for monument signs and has committed to making that money available to the City when a project is ready

1.2.4—General Plan policies show modified east/west street alignments designed to create Sutter Buttes views

1.3.1—Liveoakcity.org site edits are occurring to create more useable space on the front page. Software upgrade allowing for easier edits including new calendar feature

1.4.1—Live Oak has received \$90,000 grant commitment for SR99 Streetscape Master Plan. Project will begin after the first of the year and last 12-18 months

1.4.4—Collaborating with Sutter County One Stop on renovation of the Depot

Building Block Number 2: Have Available Decent and Affordable Housing for All Income Levels

2.1 Adopt an updated zoning code that provides implementation of Housing Element policies

2.5 Working with the Sutter County Housing Authority on the rebuilding of Maple Park

Building Block Number 3: Ensure Required Infrastructure is Built and Maintained

3.4.1—Chief Building Official has task of completing FEMA Community Rating System (CRS) application for area of community currently shown on FEMA maps as located in the critical flood zone

3.4.2, 3.4.3, 3.4.5—Staff is coordinating with Dan Peterson from Sutter County Public Works on all floodplain and FEMA mapping issues. New floodplain ordinance was adopted on January 6, 2010.

3.5 New development standards are contained in the new zoning code

3.5 Nexus study for impact fees will be updated following adoption of the new General Plan

3.5 The General Plan Circulation Element contains a street improvement hierarchy based on updated traffic modeling that ensures adequate street improvements commensurate with new development

Building Block Number 4: Establish and Maintain a Reputation as a Community Worthy of Private Investment

4.3.1—Draft update of zoning code complete and awaiting final review and adoption after approval of new General Plan

4.3.3—Informal Technical Advisory Committee (TAC) is available, if requested, Wednesday mornings at 11 a.m. for consultation on projects

Building Block Number 5: Establish a Local Business Base that Creates Good Jobs and a Strong Revenue Base

5.1.1—New General Plan clearly defines potential for new commercial and employment development.

5.1.3—Market demand information developed by Marketek currently available on Live Oak website.

5.1.5—Yuba Sutter EDC has secured funding through EDA for Buxton Study. Participating cities (Wheatland, Marysville, and Live Oak) will provide match through in-kind support services

5.2.1—Depot project has helped secure relationships for future project development

5.3.3—Chief Building Official has been given the task of completing two business outreach visits per week. Comprehensive business resource information developed by YSEDC is being left with each business visited

Building Block Number 6: Deliver City Services in a Highly Professional, Friendly and Efficient Manner

6.4.1—Staff is currently evaluating phone, cell phone and text messaging notification system provided by Blackboard Connect. Service to be paid for with COPS funds (pending Council approval)

(Revised January 11, 2010)