



Study Session of the City Council  
Live Oak Council Chambers  
9955 Live Oak Blvd., Live Oak, CA 95953

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*The Council may take up any agenda item at any time, regardless of the order listed. Action may be taken on any item on this agenda. **Members of the public may comment on any item on the agenda at the time that it is taken up by the Council. Requests to speak on the item should be made to the Mayor at the time an item is discussed.** We ask that members of the public come forward to be recognized by the Mayor and keep their remarks brief. Absent permission from the Mayor, comments will be limited to three (3) minutes.*

**Mayor** – Gary A. Baland  
**Vice Mayor** – Steve Alvarado  
**Council Member** – Rob Klotz  
**Council Member** – Diane Hodges  
**Council Member** – Ray Rogers

**August 15, 2012**                      **6:00 PM**

**A. CALL TO ORDER**

**B. ROLL CALL**

**C. REPORTS AND MISCELLANEOUS**

*(Items listed here are for Council discussion only - No action is expected at this time)*

1. 2012 Community and Economic Development Action Plan Mid-year Progress Report

**D. ADJOURNMENT**



**Date:** August 7, 2012  
**To:** Mayor and Members of the City Council  
**From:** Jim Goodwin, City Manager

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**COUNCIL AGENDA STAFF REPORT**

**Subject:** City of Live Oak 2012 Community and Economic Development  
Action Plan Mid-year Progress Report

**Recommendation:** Review Report with City Manager and Department Heads

**Fiscal Impacts:** No General Fund Impact

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Each year the Live Oak City Council conducts a Study Session for purposes of establishing goals and objectives for the coming year. The adopted City of Live Oak 2012 Community and Economic Development Action Plan captures the ideas developed through the annual planning process and subsequent discussion.

The attached progress report shows what has been accomplished so far in 2012. Department Heads will be available in the meeting to answer any questions you may have about progress toward accomplishing the objectives outlined.

Respectfully submitted,

*Jim Goodwin*

Jim Goodwin  
City Manager

**CITY OF LIVE OAK**  
**2012 COMMUNITY AND ECONOMIC DEVELOPMENT ACTION PLAN**  
**MID-YEAR PROGRESS REPORT**

## **INTRODUCTION**

Each year the Live Oak City Council evaluates the direction of the City and plans specific steps designed to meet stated goals and objectives. The Live Oak City Council and staff met together in Study Session on Saturday, December 3, 2011 for this purpose.

During the session, the City Council identified strategic priorities for the next 20 years, and then discussed the interim steps necessary to make progress in those areas.

High priorities discussed during the planning session include:

- Establishing a strong retail and service base to meet the needs of the local population and eliminating the need for commutes, and sales leakage, to nearby communities.
- Building a strong business foundation to correct the current imbalance between jobs and housing in the community.
- Completing improvements to the SR99 corridor, and attracting new investment along to the corridor, to establish SR99 as the Main Street of Live Oak.
- Creating and maintaining a citywide directional signage plan that is attractive, and effective, at guiding visitors and residents alike.
- Establishing a healthy downtown core, including the historic downtown district, as the community grows.
- Building the community facilities necessary to maintain a high quality of life for residents including regional park facilities, entertainment venues, and medical facilities.

This *2012 Community and Economic Development Action Plan* is shaped from the dialogue at the annual planning session and subsequent discussion. The plan builds on the annual plans adopted and implemented by the City Council and staff in prior years.

## **BUILDING BLOCKS**

The first annual action plan, adopted by the City Council in 2010, identified several key *Building Blocks* for Live Oak's success. All of these building blocks are interrelated and should not be viewed separate from one another. The building blocks remain valid in the 2012 plan and include:

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

The following section of this document provides more detailed objectives for each of the stated building blocks. The objectives carry over from prior years and also incorporate the priorities identified through the planning process.

## DETAILED OBJECTIVES

### *1. Building Block Number One: 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 Utilize grant funding whenever possible for design and construction of public facilities

(UPDATE: Multiple grant funded project underway and/or applied for including road improvements, skate park construction, phases 3 and 4 of Rec Trail, soccer park, etc.)

1.1.2 Complete and adopt new Public Works Improvements Standards

(UPDATE: RAR Engineering has project in progress and is approximately 85% complete. Should be completed by end of September 2012)

#### 1.2. Establish a connection between the 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 visual connection to the surrounding natural resources (e.g. Buttes, oak trees, river, waterfowl, fish, etc.)

(UPDATE: Council approved contract with Half-a-Bubble Out on July 18)

1.2.2 Identify one or more locations along the SR99 corridor (2 northbound/2 southbound as recommended in SR99 Corridor Streetscape Master Plan) for “Welcome to Live Oak” signage

(UPDATE: Annette Bertolini coordinated a meeting with one prospective property owner. Project on hold as design project moves ahead.)

1.2.3 Collaborate with other organizations on programs or activities related to harnessing the economic potential of Live Oak’s natural resource assets

(UPDATE: Working with YSEDC on business retention and attraction in Live Oak and LO Chamber on sign locations)

1.2.4 Maintain a visual connection with the Sutter Buttes with new development as envisioned in the 2030 General Plan

(UPDATE: Contract with design firm approved on July 18.)

1.2.5 Complete a bike/pedestrian master plan including outreach to Sutter County and Yuba City on collaborating on a safe, scenic bicycle route linking all Sutter County incorporated and unincorporated communities

(UPDATE: Project funding approved by SACOG. Project to start in 2013)

- 1.3. Maintain an attractive web presence that promotes the community while providing valuable tools for potential investors, visitors and residents alike
  - 1.3.1 Ensure the City website is updated regularly to ensure that quality information is being presented in a user-friendly manner  
(UPDATE: Staff is doing a great job regularly updating information available on the website.)
  - 1.3.2 Provide promotion of nearby natural resource attractions on website  
(UPDATE: No progress to report)
  - 1.3.3 Add to the City website an inventory of commercial and employment properties within the City limits, complete with GIS link and contact information  
(UPDATE: GIS project with Sutter County is underway and may provide tool for site selection purposes.)
  
- 1.4. Establish a vibrant downtown core as the community grows
  - 1.4.1 Complete engineering analysis of historic downtown core as first step in developing a redevelopment plan for the area.  
(UPDATE: Preliminary engineering assessment is in progress)
  - 1.4.2 Work with Diamond Walnut and/or future owners on successful reuse of the plant site  
(UPDATE: Staff has met with the new property owner on two occasions to explore re-use potential for the site.)
  - 1.4.3 Seek grant resources to assist with the overall appearance of properties within the downtown core.  
(UPDATE: Downtown core planning project is funded and will be underway later this year. The project has a three-year timeline but will more likely take about 18 months)
  - 1.4.4 Seek funding for development/redevelopment plan for SR99 commercial properties between Ash Street and Ramsdell  
(UPDATE: Downtown core planning project is funded and will be underway later this year. The project has a three-year timeline but will more likely take about 18 months)
  - 1.4.5 Actively work to build support within SACOG and Caltrans, with support of local legislators, for near-term reconstruction of SR99 within the downtown commercial core  
(UPDATE: Meeting was held August 6 with Matt Carpenter from SACOG for purposes of defining a sustained strategy to achieve funding of SR99 improvements. Follow-up meeting set for September)
  
- 1.5. Maintain an active recreation program delivering programming and events that bring the community together and showcase the quality of life benefits of Live Oak
  - 1.5.1 Continue to utilize the pool as a hub of recreational activity through the summer months. Make sure to maximize use of the pool.  
(UPDATE: Active summer schedule in place.)
  - 1.5.2 Continue to offer individual and team sport opportunities on a scale appropriate for Live Oak

- 1.5.3 Continue to provide seasonal community events that unite the diverse community.
  - 1.5.4 Continue effort to raise private funding to support scholarships for low income children to participate in Live Oak recreational programs  
(UPDATE: Scholarship contributions are down so far this year.)
  - 1.5.5 Continue to collaborate with Sutter Butte Flood Control Agency (SBFCA), and seek additional funding for, excavation and construction of dual use soccer park and storm drain detention basin on the city's 26-acre parcel  
(UPDATE: Ongoing dialogue with SBFCA about the park/detention basin site being used for borrow for the levee project.)
- 1.6. Maintain an active code enforcement program targeting voluntary compliance with a goal of building community pride.
- 1.6.1 Continue a 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  
(UPDATE: With time and more familiarity with expectations, volunteer compliance is becoming easier to accomplish)
  - 1.6.2 Continue to partner with Recology and other organizations on community clean-up programs  
(UPDATE: Annual Live Oak Clean-up Day was held in May)
  - 1.6.3 Continue Building Department outreach designed to raise awareness of code enforcement issues and concerns  
(UPDATE: Code enforcement staff, while responding to complaints in the field, takes time to clarify questions on city requirements the resident is not certain about. The comment box on the website is working well to correspond via email on community issues)
- 1.7 Strive to maintain city-owned properties in a manner that will invoke community pride
- 1.7.1 Look for partnerships wherever possible for community beautification projects
  - 1.7.2 Evaluate the use of landscaping to improve the look of well and lift station sites throughout Live Oak
  - 1.7.3 Commit resources annually to the beautification of existing city facilities, including the use of fencing, landscaping, paint or other strategies to improve the appearance of the facilities  
(UPDATE: Several projects have been completed this year including new fencing around Corp Yard, Well #4 site, Broadway Lift Station, Apricot Street Lift Station, P Street Lift Station and Kola Lift Station. Other projects to be completed during summer 2012 include new monument signs at the Community Building and Corp Yard, final stage of new fencing at Corp Yard, and painting of Corp Yard shop.)
  - 1.7.4 Ensure we have a planned maintenance schedule for all water, sewer and storm drain infrastructure  
(UPDATE: Jan and Ron will be working out an annualized plan over the next 90 days. Recently purchased maintenance management software should be useful)

**2. *Building Block Number Two: 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  
(UPDATE: Maple Park Phase 1 is under construction. Funding for the Phase 2 Senior Housing is being investigated)

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

- 2.2.1 Complete and adopt new Public Works Improvement Standards  
(UPDATE: RAR Engineering has project in progress and is approximately 85% complete. Should be completed by end of September 2012)

2.3. Continue to actively market First Time Home Buyer and Housing Rehabilitation loan programs to eligible Live Oak residents.

- (UPDATE: Program setup and clearance of special conditions has been submitted to state and waiting for approval to expend grant funds. Names of families interested in program are being placed on a waiting list)

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

3.1 Complete road improvement projects including:

- 3.1.1 Elm Street Signal and SR99 curb/gutter/sidewalk between Elm and Pennington Road  
(UPDATE: Project bid and awarded in 2012. Construction should be underway by mid-August and completed by December)
- 3.1.2 Pennington Road Reconstruction (Broadway to Connecticut)  
(UPDATE: Preliminary engineering should begin this year with construction occurring in 2013.)
- 3.1.3 Collaborate with Sutter County on selected road overlay projects  
(UPDATE: Road overlay project should be completed by September)
- 3.1.4 Pursue State Safe Routes to Schools funding for Kola Street improvements  
(UPDATE: Several grant applications have been submitted but have not been successful. Staff will continue to pursue grant funding for the project)

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

- 3.3.1 Continue work as Successor Agency to the RDA including all steps to dismantle RDA, and pursue, if advantageous, any options the Legislature may develop as alternatives to RDAs  
(UPDATE: Successor Agency and Oversight Committee are in place and meet as necessary)

- 3.4. Continue aggressive efforts to secure grant funding for local projects
- 3.4.1 Use this annual plan as a guide for prioritizing project opportunities.  
(UPDATE: Multiple grant funded project underway and/or applied for including road improvements, skate park construction, phases 3 and 4 of Rec Trail, soccer park, etc.)
- 3.5. Do everything possible to reduce impacts from changes in FEMA Flood Insurance Rate Maps (FIRM) and other changes in federal and state public policy designed to address flood hazards
- 3.5.1 Work with Sutter County and Sutter Butte Flood Control Agency (SBFCA) on collaborative efforts to address changing requirements  
(UPDATE: As a result of the SBFCA levee project moving forward, FEMA mapping of northern Sutter County has been pushed back probably until after completion of the project)
- 3.5.2 Prepare public outreach plan for communication with residents regarding flood insurance requirements and costs once FEMA releases maps showing all of Live Oak within the critical flood zone.  
(UPDATE: As a result of the SBFCA levee project moving forward, FEMA mapping of northern Sutter County has been pushed back probably until after completion of the project)
- 3.5.3 Collaborate with SBFCA on the excavation of future detention basins on both city-owned and private property that are identified in the city's storm drain master plan and are necessary and suitable for borrow sites required for levee improvement construction  
(UPDATE: \$1.8 million secured from Prop 84 for design and construction of new soccer park/storm drain detention area. SBFCA is interested in potentially excavating the site for borrow for the levee improvement project.)
- 3.6. Ensure that new development provides its fair-share of on-site and off-site infrastructure improvements or pays adequate fees in-lieu of the fair share of the improvements
- 3.6.1 Require needed infrastructure improvements with the new development  
(UPDATE: Council did vary from plan by approving the development fee incentive program for new business investment creating either permanent jobs or sales taxes for the city. Potential new project with significant tax revenue potential has shown interest in Live Oak as a result of Council's action.)
- 3.6.2 Complete and adopt Public Works Improvement Standards  
(UPDATE: RAR Engineering has project in progress and is approximately 85% complete. Should be completed by end of September 2012)



#### **4. *Establish and maintain a reputation as a community that welcomes new investment***

##### **4.2. Maintain a high degree of predictability for investors**

- 4.2.1 Complete a review and update all written information provided at the counter regarding city planning and building requirements with a goal of providing as much accurate, information as possible to assist applicants
- 4.2.2 Provide training to staff and the Planning Commission regarding their roles in project review and the need to maintain a high level of predictability in the process

##### **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 Continue providing staff training on new zoning code, Design Guidelines and Subdivision Ordinance
- 4.3.2 Meet with project proponents early and regularly to inform them of the process and expectations for quality in new development. Use Technical Advisory Committee format for early project review  
(UPDATE: Wednesday at 11 a.m. is still set aside to meet with project proponents)

##### **4.4. Establish and maintain on the city's website a current index 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**

(UPDATE: Website now contains profile information that can be tracked to record changes as updated data is available. Working with YSEDC on additional improvements to Economic Development section of site to ensure key information is available easily to those interested in Live Oak)

#### **5. *Building Block Number 5: Build the Live Oak Business Base to Create New, Good Jobs and a Stronger Revenue Base***

##### **5.1. Encourage new business investment in Live Oak**

- 5.1.1 Utilize the Live Oak City Council Economic Development Committee as a focal point for policy and project dialogue with staff and area economic development partners  
(UPDATE: Economic Development Committee continues to provide opportunity for collaboration with partner organizations.)
- 5.1.2 Educate potential investors about Live Oak's changing role in the region in order to attract investment that will capture current retail sales tax leakage. Create educational material based on work completed by Marketek in 2009 and the 2010/2011 Buxton study  
(UPDATE: New "advertorials" were created for placement in Yuba Sutter Magazine publications. Graphic artist retained to work with city on development of new, updated Live Oak images for marketing purposes.)

- 5.1.3 Work with YSEDC to implement retail development strategy focused on Wheatland, Marysville and Live Oak and make useable information available on the liveoakcity.org website. Complete outreach to target companies identified through the 2010/2011 study project  
(UPDATE: Continue to work with YSEDC to maximize value of the resources from Buxton made available through the project)
- 5.1.4 Work with the current property owners to achieve reuse of the former Leo Chesney Center (LCC) correctional facility site  
(UPDATE: Ongoing communication with Geo Corporation on prospects for the property. Geo has informed us that it is very unlikely they will use the property again for correctional purposes.)
- 5.1.5 Work with Diamond Walnut and/or future owners on successful reuse of the plant site  
(UPDATE: Council recently directed staff to develop amendments to the zoning code providing flexibility for continuation of a non-conforming use at the site. Staff has met with the current property owner about potential uses at the site.)
- 5.1.6 Explore the interest of collaboration with the cities of Gridley and Biggs on a regional business development plan  
(UPDATE: No response on initial outreach to Gridley. New City Manager in Biggs effective mid-August. Will make contact again late this summer)
- 5.2. Ensure that the local workforce has training opportunities to improve work skills and income levels
  - 5.2.1 Maintain ongoing collaboration between Live Oak Economic Development Committee, staff and 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  
(UPDATE: Staff is maintaining ongoing communication with YCCD regarding potential Live Oak opportunities.)
  - 5.2.2 Work with Yuba Community College District (YCCD) to maximize higher education opportunities for residents of Live Oak and northern Sutter County  
(UPDATE: New YCCD Sutter County campus scheduled to open this year.)
- 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 local and regional business associations on business outreach efforts and educational materials  
(UPDATE: YSEDC coordinated a business walk in Live Oak in May as an outreach to existing local businesses. We are planning to repeat the business walk each May)
  - 5.3.2 Constantly evaluate the creation of programs and services offering technical assistance, education or financing to local businesses  
(UPDATE: AB 1600 development impact fee incentive program started in May and will be in effect for 12 months.)

- 5.3.3 Maintain staff outreach to local businesses  
(UPDATE: Business Walk, in conjunction with YSEDC was held in May. Four City Council members, City Manager and Chief Building Official participated in local business interviews.
- 5.3.4 Maintain easy access to business assistance resources on City website  
(UPDATE: Website receives ongoing attention to ensure availability of useful information. Working with YSEDC on updates to Economic Development section)

**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  
(UPDATE: Staff does an outstanding job working with customers on a daily basis.)
- 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 and improve customer service
  - 6.4.1 Evaluate the use of web-based and other technology services that help maximize communication with residents
  - 6.4.2 Continue to expand the availability of electronic transactions, on-line and automatic payments of utility and other fees for services, with goal of offering the best possible customer service options.

**(Updated 2/8/12)**

**(Mid-Year Update: 8/7/2012)**