A PLAN FOR LIVINGSTON

A CITYWIDE PLAN, A SCHEMATIC DOWNTOWN PLAN AND FORM-BASED CODE, IMPLEMENTATION RECOMMENDATIONS, AND TACTICAL URBANISM STRATEGIES

JULY 15 2013
SECTION 1.0  INTRODUCTION

SECTION 2.0  CITYWIDE PLAN

SECTION 3.0  DOWNTOWN PLAN

SECTION 4.0  SMARTCODE

SECTION 5.0  IMPLEMENTATION RECOMMENDATIONS

SECTION 6.0  TACTICAL URBANISM

APPENDIX

City of Livingston, bisected by State Highway 99, looking northwest. The downtown is at left-center.
SECTION 1.0 - INTRODUCTION

The California Chapter of the Congress for the New Urbanism (CNUCA) launched its first, annual pro-bono community charrette in Livingston, CA June 22th to 25th. Each CNUCA Charrette targets primarily economically disadvantaged communities as defined by the State. The charrette provides an opportunity for volunteer CNU members to collaborate with community members on the development of conceptual-level plans and form-based codes for downtowns, corridors, and area designs that build economic, environmental, and social health and resilience, and improve adaptability to future conditions.

The NCI Charrette process used to develop the plan consists of a design-based, accelerated, collaborative project management system that spans the entire pre-construction period; a proven, flexible, three-step framework that can be customized for almost any project that requires multiple stakeholder involvement.

http://www.charretteinstitute.org/charrette.html

The first CNUCA Charrette held in the City of Livingston, California was hosted by City Manager Jose Ramirez and Mayor Rodrigo Espinoza. The Charrette Team accomplished the following within about four days: A Downtown Plan and Form-Based Code, Citywide Growth Strategies, Implementation Recommendations, and Tactical Urbanism. The products were compiled in this booklet and delivered digitally after the event. The services and products generated and delivered by the CNU consultants to the jurisdiction will enable the Livingston community commence an implementation process and attract funding.

The Livingston Charrette, hosted by City Manager Jose Ramirez and Mayor Rodrigo Espinoza, proposed the following charrette objectives to the CNU Team:

A. Create and increase wealth for all sectors of the community – land and building owners, businesses, homeowners, workers, job seekers
B. Create opportunity for all sectors of the community – aspiring entrepreneurs and youth, health organizations, educational organizations
C. Develop a unique and positive image for the term “City of Livingston” that attracts visitors and new residents, and pride for those who live here
D. In accomplishing these develop a long-term sustainable income stream for municipal government.

The Value of the People and Process
The value of the Charrette includes the following:

A. Brings a fresh set of eyes, ears, and hands to Livingston from a diverse set of disciplines, communities, and experiences who have proven expertise in creating wealth and developing opportunities for all community sectors
B. Allows them to sit down and listen to people from a broad range of community sectors, and draw out their insights through questions and interactions
C. Allows them to talk the streets and observe, look at current and past documents and note the directions of change
D. Allows them to create physical changes and observe the reactions of the public as they experience the physical changes.
E. Allows the experts to interact with each other and test and argue out how their observations on the economy, on traffic, on architecture, on business on the layout of the city, on physical appearance affect each other.
F. Offers the experts to test their ideas and observations against local knowledge and experience to increase the chances that they are workable and will lead to accomplish their objectives.

The City challenged the CNU Team, with the assistance from members of the Local Government Commission (LGC)and their subconsultant, Nelson/Nygaard, to produce a document that describes a pathway to a community different from its larger neighbors who are likely to outcompete it for businesses, commercial and residential development. LGC helped the City secure a Caltrans grant for a primary corridor and street design in the City.

Phased Strategy for Form Based/Smart code Implementation

1. Continue to put emphasis on obtaining consensus support from the
General Plan Committee for a revised and less expansive General Plan update. This is particularly important given that the committee consists of a diversity of stakeholder, including representation from groups such as the Farm Bureau and Merced County that opposed and/or had serious reservation concerning the magnitude of expansion of the 2008 draft GP update. Also seek consensus for this less expansive General Plan update from other stakeholders and stakeholder groups not represented on this committee.

2. Pursue local, state, federal and private foundation sources of funding to create the planning and environment documents needed to update the General Plan and provide the various form based oriented implementing mechanism identified below.

3. Obtain Planning Commission and Council approval to utilize the Form Base Vision plan created in the 4 day Charrette as the foundation for the revision of the General Plan update.

4. Circulate RFP to update the General Plan utilizing the vision identified in the Charrette.

5. Obtain General Plan Update and required CEQA approvals by the Planning Commission and Council.

6. Circulate RFP to update the existing zoning code for the downtown utilizing a) a Smart code or b) utilizing a specific plan based on form based principals.

7. Obtain Planning Commission and Council approval for either a SMART Code or Specific Plan and any required CEQA documentation for the downtown.

8. Circulate RFP to proactively create a Specific Plan based on formed based principal for one or more of various growth areas and connecting corridors identified in the Charrette.

9. Obtain Planning Commission and Council approval of one or more Specific Plan or (Plans) that are developed for one or more growth areas and/or connecting corridors.

Coding and Economic Development

As noted in the accompanying analysis, there are serve limitation, complexities and ambiguity to the existing zoning code that greatly handicap the city’s ability to move forward-- be that in term of revitalizing the downtown and/or attracting anchors employers to designated ‘growth sites’ on the town’s outskirts. Nothing more clearly illustrates the magnitude of this problem than the entitlement induced delays in the entitlement process related to the Blue Diamond development proposal that resulted in the loss of 500 potential future jobs!

Adoption of a General Plan update based on form based principals in conjunction with the implementation of a form based code and/or specific plan (as noted above) for the downtown and other key development area in the City will provide the city with the optimal entitlement tools to transform Livingston economy. In particular, it will encourage investment as developers see the city proactively moving ahead to transform Livingston. Likewise, cleaning up the entitlement process will reassure developers that they will be able to move through the entitlement process in a timely and predictable manner. By way of contrast, the failure to incorporate these entitlement tools and standards exponentially increases the odds of another Blue Diamond debacle and continued stagnation in the downtown.

Governmental Efficiency

The adoption of the Smart Code will allow city staff to work much more effectively and efficiently because of the code simplicity in the area of the city that are expected to have the most development activity.

Quality of Life

Identifying a unified and sustainable vision and implementing mechanism for the city’s land use policies will facilitate the attainment of the quality of life that Livingston residence and officials seek.

Complementary Economic and Community Investment Strategies

Livingston and the surrounding area is home to families that own some of the state’s most notable agri businesses. Staff has anticipates that city will increasingly be in a position to attract additional investment from these family member as a result of the city’s proactive efforts to transform the city not only by greatly improving the entitlement process, but also by greatly improving the maintenance and appeal of the public sectors of the city. In this latter regard, staff has indicated that while residence take great pride in maintain their own residence and neighborhood, they desire the city to do a much better job of maintain their property.
Making a Distinctive Place
This distinctive place will be constructed from the unique strengths of Livingston of local families that include owners of large, profitable agricultural-based businesses. Their support will help create a more beautiful and prosperous Livingston that enhances their products, the rich, vibrant and diverse cultures of its residents, and the fund raising talents of its non-profit organizations.

The plan should comply with California environmental requirements and enhance rather than impede the agricultural economy. It should demonstrate the flexibility to adapt to the changing requirements of its users and imposed by external conditions.

The form-based code or development regulations should recommend flexible design recommendations to adapt to uses created by the marketplace, coupled with prescriptive standards that prevent developments unworthy of Livingston or that interfere with or constrain the market potential for others. The proposed improvements to the streets should enhance communitywide circulation for personal and commercial vehicles, bicyclists, and pedestrians.

The Charrette Team
The all-volunteer CNUCA Charrette Team consisted of the following:

Team Leaders
Charrette Director: Steve Coyle, AIA LEED, Town-Green, CNUCA Director
Citywide Plan: Ian Ross, Principal, City Design Collective
Downtown Plan: Daniel Dunigan, AICP LEED, CNUCA Director
SmartCode: Howard Blackson III, CNUac, Principal, Placemakers, CNUCA Director
Tactical Urbanism: Mario Suarez, AICP, CNU-A Principal MSR-UR Planner
Implementation: Steve Lawton, Retail Consultant, Main St. Property Services, CNUCA Director
Implementation: Matt Shannon, Managing Director, Urbanus, LLC, CNUCA Director

Team Members
Citywide Plan/Chief Report Editor: Tristan J. Osborn, CNU-A Principal/Founder, Cobblestone Placemaking
Citywide Plan: Kat Fonotova, Analyst, School Facilities Consultant
Citywide Plan: Elizabeth Romero, Transportation Planner, Solano County Transit
Downtown Plan: John Anderson, Principal, Anderson-Kim Architects/Planners
Downtown Plan: Scott Watkins, LEED ND, CNU-A, Managing Partner, Buildaberg
Downtown Plan: Dao Doan, RA, MURP CFO/Senior Principal, Mainstreet Architects
Downtown Plan: Steve Price, Principal, Urban Advantage
SmartCode: David Petritz, Field Manager, Sonoma County Conservation Action
Tactical Urbanism: Jodie Sackett, Senior Planner, Los Angeles County
Implementation: Michael Michaud, CNUCA Director, Manager, Wigh Properties
The Collaboration

Charrette Team Collaborators
The CNUCA team coordinated its activities with representatives from the Local Government Commission (LGC), a non-profit located in Davis, who focused on a major corridor and local street design as part of a CalTrans grant. The LGC’s team was led by Paul Zykowsky, LGC Director, and Josh Meyer, assisted by transportation consultants from Nelson/Nygaard led by Michael Moule, PE.

With CNUCA assistance, the City received an AIA SDAT grant that will target revitalization strategies for the downtown of the City. The AIA elected to commence the on-site effort in the fall so the charrette work will help inform it.

City of Livingston Collaborators
- Jose Antonio Ramirez, City Manager, City Charrette Manager
- Rodrigo Espinoza, Mayor
- Gurpal Sampra, Mayor Pro-Tempore
- Jacquelyn Benoit, Recreation Superintendent
- Jim Gordon, City consultant

Livingston Community Collaborators
- Jose Arroyo, USDA Rural Development
- Hector Bravo, Livingston High School
- Jose Elias, Valley Artist
- Brandon Friessen, Tri-Value Hardware
- Manjit Kaurmenton, Resident
- Richard King, Foster Farms
- Alex McCabe, Livingston Business Association
- Leslie McGowan, Livingston Medical Group
- Joann Mires, Court Theater Community
- Cesar Ochoa, Resident
- Jean Okuye, Merced County Farm Bureau
- John Pedruzo, Merced County Supervisor District One
- Barbara Ratliff, Livingston Historical Society
- Jesus Torres, Resident
- Greg Thompson, Joseph Gallo Farms
- Cindy Valencia, Merced County Health Department
- Manuel Vieira, A. V. Thompson Produce
- Andres Zamora, Livingston Union High School District

Saturday workshop led by Paul Zykowsky and Josh Meyer
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City Manager Jose Antonio Ramirez and Mayor Rodrigo Espinoza standing in front of Tactical Urbanism’s roundabout
CNUCA transportation expert Elizabeth Romero
CNUCA planning couple Kat Fonotova and Tristan J. Osborn
CNUCA John Anderson working on Downtown opportunity sites and buildings with City Manager Jose Antonio Ramirez and CNUCA real estate advisor Matt Shannon
CNUCA Team Leaders Howard Blackson and Ian Ross reviewing the Citywide Plan elements
SECTION 2.0 - CITYWIDE PLAN

Citywide Plan

Overview
Neighborhoods, Districts, Corridors
Citywide Strategies

Growth Areas
Districts, Corridors
Citywide Strategies
OVERVIEW - NEIGHBORHOODS, DISTRICTS, AND CORRIDORS

Overview
The City of Livingston is poised to attract a wide range of new investment over the course of the coming years. As new development continues to transform the city’s environs, the community intends to guide development so that each project protects and expands on the city’s historic small-town character, while embracing contemporary patterns of development in accordance with investor and consumer preferences.

To this end, the following Area Plan Map illustrates that Livingston consists of well-defined neighborhoods and districts organized along an armature of corridors that enhance connectivity, provide opportunities for a wide range of land uses, and enhance mobility for pedestrians, bicyclists, and transit services.

Neighborhoods
Walkable neighborhoods, about a ten minute walk from edge to edge, are fundamental to Livingston’s identity. All new residential development should be organized as traditional patterns of streets, blocks, and open spaces. Walled or gated communities are contrary to this objective.

Districts
City districts have a clearly defined intent and may consist of multiple parcels and ownership. Districts are distinct from neighborhoods in that they enhance long-term economic growth by providing for a wide range of new investment types.

Corridors
Corridors form the armature that establishes and connects the network of districts and neighborhoods. Corridors contribute to city legibility, and serve as the “face” of the city to residents and visitors.
CITYWIDE STRATEGIES

Citywide Economic Prosperity
To be successful, Livingston must continue to attract a wide range of new investment, and must take steps to guide new investment appropriately in support of long-term social, economic, and environmental health. As the city grows over time, new residential, commercial, agricultural, manufacturing, civic and cultural uses will contribute to the city’s economic foundation. However, the city must not allow new development to create unnecessary competition among city districts which can happen if the focus for short term revenue in one city district loses sight of potentially detrimental impacts to another district. Rather, the city should embrace policies and regulations that ensure long term development of mutually beneficial city districts in support of citywide economic prosperity.

Downtown Economic Prosperity
Historically, Downtown Livingston was the community’s physical, social, cultural, and economic heart. Its proximity to the rail station, and the last stoplight along 99 allowed Downtown to thrive as economic development prospered throughout the region. Today, Highway 99 has replaced the railroad as the region’s primary corridor for the movement of goods, services, and labor. As such, new commercial, workplace, and residential development is targeting locations near to Winton Parkway and Hammatt Avenue to give them a competitive advantage to attract new investment. As a result of this shift in preferences, Downtown finds itself off the beaten economic path.

To be successful in the long run, downtown Livingston must offer a high value and unique experience that is different from other parts of the city or region. Downtown can not and should not compete with areas having direct highway access and large undeveloped land areas for the types of new investment that downtown historically attracted. Rather, Downtown must regain its role as an attractive, walkable, mixed-use neighborhood that offers desirable places to live and work, a highly attractive pedestrian-oriented ‘main street’ shopping experience, tourist attractions, cultural and historic relevance, public open spaces, a mix of shops, services, eating establishments, entertainment and lodging, and access to local and regional transit services.

Growth Areas
New investment in Livingston is likely to occur incrementally. Four ‘Growth Areas’ in addition to Downtown have been identified as likely areas for significant new investment. Each Growth Area has the potential to attract a range of new investment that can assist the city to evolve in accordance with the community’s long term goals. This section discusses the first four Growth Areas. The fifth Growth Area, Downtown, will be discussed in Section 3.0.

Areas:
- Workplace District
- Eastern Gateway
- Agrarian Neighborhood
- B Street Corridor
- Downtown

Contents
Location
A brief discussion of the growth area location and role within the greater citywide economy.

Urban Fabric
An overview of the intended build-out of the growth area relative to adjacent neighborhoods and districts.

Land Use
A summary of recommended land uses. Flexibility in land use control is recommended in order to allow for and attract a wide range of new investment.

District Structure
A series of specific strategies to guide new public and private investment in favor of walkable streets and blocks that maximize the efficient use of land.

Private Development Guidelines
An overview of form-based development standards for site development and new buildings. The development standards and guidelines do not necessarily address all possible build-out conditions and are not intended to serve as a regulatory framework. Rather, guidelines are provided as an example of one approach that can be used to inform future policies and regulations necessary to guide new private investment.

Public Development Guidelines
New public investment should be specifically calibrated to support existing and desired new private investment. Streetscape sections are provided to illustrate public right-of-way conditions that will help to support connectivity and contribute to a safe and attractive pedestrian environment.
Growth Areas

Workplace District
Eastern Gateway
Agrarian Neighborhood
B Street Corridor
Location
The Workplace District extends west from Winton Parkway in the northwest quadrant of the city.

Urban Fabric
New investment in the Workplace District should be organized as a network of walkable street, blocks, and open spaces. The intersection of B Street and Winton Parkway forms the gateway to the district, and B Street should extend westward and serve as the primary east-west boulevard connecting new development to existing city neighborhoods.

Land Use
The Workplace District creates an excellent opportunity to attract a wide range of complementary investment types. Workplace uses including office, manufacturing, and light industrial are primary uses and should be located throughout the district. Complementary residential uses including live-work, workforce housing, and multi-family residential can be located where they are protected from more intense agricultural and commercial operations. Publicly accessible open space, parks, and cultural facilities are also compatible. Winton Parkway forms the eastern boundary of the district and establishes a commercial corridor where tenants and customers have quick access to and from State Highway 99.

District Structure
Development in the Workplace District is likely to occur incrementally and over time. When project applicants propose new projects, they are required to show how new development will connect to existing and undeveloped areas in support of a walkable and pedestrian-friendly end state build out.

1. The Workplace District shall be comprised of streets, blocks, and open spaces primarily organized parallel with and perpendicular to B Street and Winton Parkway.
2. B Street shall be structured as a boulevard extending westward from Winton Parkway and shall continue westward through the district.
4. Blocks should be bisected by alleys where possible to provide access to the rear of commercial and workplace building types.
5. A district center should be located adjacent to the B Street Boulevard where it can serve as a destination for residents, employees, and visitors. The district center may contain a public open space, and may be activated by a limited amount of ground-floor retail including lunch time cafes, business services, day care services, and additional commercial uses that serve the needs of adjacent businesses.
Private Development Guidelines

Buildings within the Workplace District shall be located in accordance with the community’s vision for an attractive and walkable district that uses its valuable land with greater efficiency. Standards and Guidelines for ‘Building Placement’ and ‘Building Form’ are intended to create a predictable physical outcome that investors can expect and rely upon.

### A. BUILDING PLACEMENT

**PRINCIPAL BUILDING**

1. Front Setback (Principal) 20 ft. min., 30 ft. max.
2. Front Setback (Secondary) 2 ft. min., 12 ft. max.
3. Side Setback 6 ft. min., 8 ft. max.
4. Rear Setback 12 ft. min.

**OUTBUILDING**

5. Front Setback (Principal) 20 ft. min. + bldg. setback
6. Side Setback 3 ft. or 6 ft. at corner
7. Rear Setback 5 ft. min.

### ENCROACHMENTS

- **Open Porch** 50% max.
- **Balcony and/or Bay Window** 25% max.
- **Stoop, Lightwell or Terrace** n/a
- **Sidewalk Encroachments**
  - Awning or Gallery n/a
- **Setback Depths**
  - Open Porch 10 ft. max.
  - Balcony and/or Bay Window 6 ft. max.
  - Stoop, Lightwell or Terrace n/a

### TABLE 5C. T3 PRIVATE DEVELOPMENT STANDARDS

**A. BUILDING PLACEMENT**

1. **Front Setback (Principal)**
   - Minimum: 20 ft.
   - Maximum: 30 ft.

2. **Front Setback (Secondary)**
   - Minimum: 2 ft.
   - Maximum: 12 ft.

3. **Side Setback**
   - Minimum: 6 ft.
   - Maximum: 8 ft.

4. **Rear Setback**
   - Minimum: 12 ft.

**OUTBUILDING**

5. **Front Setback (Principal)**
   - Minimum: 20 ft. + building setback

6. **Side Setback**
   - Minimum: 3 ft.
   - Maximum: 6 ft. at corner

7. **Rear Setback**
   - Minimum: 5 ft.

### B. BUILDING FORM

**HEIGHT**

**PRINCIPAL BUILDING**

- Stories: 2
- To Eave / Parapet: 35 ft. max.

**OUTBUILDING BUILDING**

- Stories: 2
- To Eave / Parapet: 35 ft. max.

**MASS**

- Lot Width: 50 ft. min., 150 ft. max.
- Lot Coverage: 50% max.
- Facade Buildout at Setback: n/a

**PARKING AND STORAGE LOCATION**

- **PARKING** (See Table 4.F)
  - 1st layer: not permitted
  - 2nd layer: side or rear entry permitted
  - 3rd layer: permitted

- **TRASH & STORAGE** (See Table 4.F)
  - 1st layer: not permitted
  - 2nd layer: not permitted
  - 3rd layer: permitted

*Storage includes boats and recreational vehicles.*

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Public Investment Guidelines

Streets in the Workplace District are designed to attract and support desired new investment while creating a safe and attractive environment for pedestrians, bicyclists, autos, and commercial vehicles.
GROWTH AREA - AGRARIAN NEIGHBORHOOD

Location
The Agrarian Neighborhood is intended to guide city growth along the southern border where it interfaces with existing farm lands. Livingston was established by virtue of its proximity to sandy soils that have given the region a competitive edge in the farming industry. As the demand for new residential development continues to exert pressure on agricultural lands, the city has a great opportunity to grow while enhancing and preserving the character of built forms and open spaces that inform the region’s unique character.

Urban Fabric
New development in the Agrarian Neighborhood should be organized as a network of streets and blocks that are flexible to accommodate a range of development types and lot sizes. Buildings shall be designed to feel as though they are set within a landscape of open spaces, leafy streets, and communal parks and shared gardens. Materials including wood, stone, brick and unpainted metal should be used to reflect the natural environment.

Land Use
The Agrarian Neighborhood should include residential development, and provide opportunities for commercial services that support small scale agrarian businesses.

District Structure
Development in the Agrarian Neighborhood should make every effort to protect and enhance the region’s agricultural character. It is not as crucial in the Agrarian Neighborhood to maintain consistent block size and building setback. Blocks should be designed to allow for a range of development types.

1. The Agrarian Neighborhood District shall be comprised of streets, blocks, and open spaces primarily organized parallel with and perpendicular to Lincoln Boulevard.
2. Lincoln Boulevard shall be designed as a boulevard and shall serve as the neighborhood spine. Business services and other residentially-compatible commercial and workplace uses may be located on Lincoln Boulevard where they are on display and easily accessed by the region’s residents and visitors.
3. Residential buildings in the Agrarian Neighborhood shall front onto public streets, open spaces, plazas, and common courts. Commercial and mixed-use buildings may front onto parking areas.
4. Parking areas shall maintain a significant tree coverage and may be paved with gravel and other porous material.
5. Residential blocks may be bisected by rear lanes to provide access to the side and rear of properties.
6. A distinct public open space may be located within Agrarian Neighborhoods to create an outdoor space for farmer’s markets and display of goods.

Agrarian Neighborhood concept illustrating a variety of block types and development types. Residential and commercial buildings are set within a landscape of production farms and common open spaces.
**Private Development Guidelines**

Site development standards and guidelines should permit and encourage a wide range of parcel sizes and building types within the agrarian setting. Variation in setbacks and building types may contribute to the overall character along a block face. Repetition of building type or architectural style should be avoided.

### A. BUILDING PLACEMENT

#### PRINCIPAL BUILDING

- **i. Front Setback (Principal)** 18 ft. max.
- **ii. Front Setback (Secondary)** 10 ft. max.
- **iii. Side Setback** 24 ft. max or 12 ft. min. total
- **iv. Rear Setback** 24 ft. min.

#### OUTBUILDING(S)

- **v. Front Setback (Principal)** 20 ft. min. + bldg. setback
- **vi. Side Setback** 0 ft. or 3 ft. at corner
- **vii. Rear Setback** 3 ft. min.

### B. BUILDING FORM

#### HEIGHT

- **PRINCIPAL BUILDING**
  - Stories 3
  - To Eave / Parapet 48 ft. max.
- **OUTBUILDING BUILDING**
  - Stories 2
  - To Eave / Parapet 35 ft. max.*

#### MASS

- **Lot Width** 40 ft. min., 96 ft. max.
- **Lot Coverage** 50% max.
- **Facade Buildout at Setback** 60% min.

### PARKING AND STORAGE LOCATION

- **PARKING (See Table 4F Lot Layers)**
  - 1st layer not permitted
  - 2nd layer side or rear entry permitted
  - 3rd layer permitted
- **Trash & Storage ** Location (See Table 4F Lot Layers)**
  - 1st layer not permitted
  - 2nd layer not permitted
  - 3rd layer permitted

* Agricultural buildings may be 48 ft. max. in height.

**Public Investment Guidelines**

Streets in the Agrarian Neighborhood are designed to attract and support desired new investment while creating a safe and attractive environment for pedestrians, bicyclists, autos, and commercial vehicles.
GROWTH AREA - EASTERN GATEWAY

Location
The Eastern Gateway is located north of Highway 99, between Hammatt Avenue and Hunter Road, and is directly served by the Highway access via Campbell Avenue. The area was considered for significant new big box commercial development and has potential to accommodate a range of investment types.

Urban Fabric
New development in the Eastern Gateway should respect the community’s desire for attractive and walkable places. A network of streets, blocks, and open spaces should enhance connectivity and create blocks that provide flexibility to allow for a range of building types and land uses.

Land Use
While large scale commercial uses are viable, it is also advisable to recognize that an economically sustainable district may include complementary mix of office, live-work, commercial, lodging, entertainment, and multi-family residential. Parks and open spaces are recommended to enhance the district’s overall appeal.

District Structure
Unlike typical strip corridors and sprawling big box centers, the Eastern Gateway is envisioned as a walkable network of streets and blocks, where buildings are sited near to the back-of-curb to create a pedestrian-friendly environment that supports a range of land uses and development types.

1. Streets blocks and open spaces should reinforce the community’s vision for memorable and walkable environments.
2. Buildings shall front onto public streets, and courts. Buildings should not front directly onto parking areas.
3. Streets shall be designed to provide significant tree coverage, wide sidewalks, and ample street furnishings to support a wide range of commercial, residential, and lodging uses.
4. As new development projects come on-line, applicants should be required to illustrate how their individual project connects with developed and undeveloped areas within the district.
5. Parking areas should be shared among various commercial users to maximize the efficient use of land.
6. Parking areas shall maintain a significant tree coverage and shall be illuminated using pedestrian-scaled lighting.
Private Development Guidelines

Site development standards and guidelines should permit and encourage a wide range of parcel sizes and building types within the agrarian setting. Variation in setbacks and building types may contribute to the overall character along a block face. Repetition of building type or architectural style should be avoided.

A. BUILDING PLACEMENT

PRINCIPAL BUILDING

i. Front Setback (Principal) 12 ft. max.

ii. Front Setback (Secondary) 12 ft. max.

iii. Side Setback 6 ft. max.

iv. Rear Setback 3 ft. min.

OUTBUILDING

v. Front Setback (Principal) 40 ft. max. from rear property line

vi. Side Setback 0 ft. or 3 ft. at corner

vii. Rear Setback 3 ft. min.

ENCROACHMENTS

i. Setback Encroachments

   Open Porch 100% max.

   Balcony and/or Bay Window 100% max.

   Stoop, Lightwell or Terrace 100% max.

ii. Sidewalk Encroachments

   Awning or Gallery 100% max.

  iii. Encroachment Depths

   Open Porch 10 ft. max.

   Balcony and/or Bay Window 6 ft. max.

   Stoop, Lightwell or Terrace 6 ft. max.

   Gallery within 2 ft. of curb

   Awning within 2 ft. of curb

B. BUILDING FORM

HEIGHT

PRINCIPAL BUILDING

Stories 3 max.

To Eave / Parapet 80 ft. max., 90 ft. by special exception

OUTBUILDING

Stories 2

To Eave / Parapet 35 ft. max.

MASS

Lot Width 20 ft. min., 150 ft. max.

Lot Coverage 90% max.

Facade Buildout at Setback 60% min. – 100% max.

PARKING AND STORAGE LOCATION

PARKING (See Table 4.5)

1st layer not permitted

2nd layer not permitted

3rd layer permitted

TRASH & STORAGE ** LOCATION (See Table 4.5)

1st layer not permitted

2nd layer not permitted

3rd layer permitted

* 16 ft. minimum width is permitted if on site parking is provided.

** Storage includes boats and recreational vehicles.

Public Investment Guidelines

Streets in the Eastern Gateway are designed to attract and support desired new investment while creating a safe and attractive environment for pedestrians, bicyclists, autos, and commercial vehicles.
GROWTH AREA - B STREET CORRIDOR

Location
B Street is the primary connector between Downtown and Winton Parkway and by extension, between Downtown and Highway 99. In this regard, B street can be thought of as both a "gateway" to Downtown for residents and visitors, as well as an opportunity to connect Downtown to the Workplace District and growth area to the west.

Urban Fabric
B Street is envisioned as a walkable corridor where buildings are located near to the back of sidewalk to help shape the public streetscape environment. New residential, civic, and commercial development supports the community’s vision for an attractive and pedestrian-oriented environment that uses it’s valuable land to create an attractive ‘face’ to the city for residents and visitors.

Land Use
B Street Corridor should be comprised of a range of complementary land uses: Multi-family residential, civic, cultural and live-work are encouraged. Professional offices, medical and dental services are appropriate. Commercial and retail uses should be conditioned so that they do not compete directly with Downtown businesses for tenants and customers.

District Structure
Development in the B Street Corridor should protect and enhance the pedestrian friendly conditions that support a range of residential and commercial uses
1. Buildings should be located near to the back-of-sidewalk and shall have their primary entry oriented toward B Street.
2. Building should not be oriented toward surface parking areas.
3. Parking should be located to the rear and side of buildings. Curb cuts should be limited to support pedestrian activity. Where possible, parking areas should be shared among multiple users to maximize efficient use of land, reduce development costs, and maximize return on investment.
4. Access to ground floor commercial space should be achieved using formal entries fronting onto B Street. Access to upper story uses may occur through a lobby and/or enclosed stair.
5. Residential buildings in the B Street Corridor shall be designed at a scale appropriate to the corridor. Recommended building types include multi-plex buildings and row-houses.
6. Parking areas shall maintain a significant tree coverage and shall be illuminated using pedestrian-scaled lighting.
Private Development Guidelines
Site development standards and guidelines should encourage new investment along the B Street Corridor. New development should look to complement adjacent development types to reinforce the streetwall in favor of pedestrian activity.

Public Development Guidelines
The B-Street Corridor streetscape shall be designed to support desired new investment while creating a safe and attractive pedestrian environment. Traffic lanes, on-street parking, bicycle lanes, and generous sidewalks should be complemented by large open-habit street trees, pedestrian-scale lighting, and street furnishings including benches and trash receptacles to enhance walkability.
Downtown

Circulation

Redevelopment
Short-term
Health Clinic Relocation
In-fill Development
Civic Center Relocation
CIRCULATION PLAN

See Nelson Nygaard’s Circulation Plan for proposed street sections, available from the City of Livingston.
SHORT-TERM ACTIONS

The following list describes actions the City can take in the short term or that are already underway to begin the process to transform the Downtown into a vibrant and appreciated place for the residents of Livingston. These items represent the actions that could be done with relatively little resources compared to some of other larger downtown improvement projects.

- **Civic Center Plaza Conversion**
  City Hall provides ample parking for its employees and visitors in the front and rear parking lots. The front parking lot would serve the community better by being converted into a civic plaza and providing much-needed public space for the downtown.

- **Pop-up Art Space**
  The Rite-Aid parking lot is located at a key section of Downtown. If possible, using 6 parking spaces for a Pop-up Art Space would help create more commercial space in downtown and provide a better urban form at an important intersection. A low-expense structure could be constructed and provided to local artists to sell their art.

- **Circulation/ Streetscape Improvements**
  Street improvements include curb extensions, parking restriping, and street lighting upgrades. These will require some capital expense but will greatly improve the pedestrian environment.

- **Civic Art/ Mural**
  The blank walls in the Downtown provide great opportunities to allow local artists to provide murals and civic art to help provide a better Downtown experience.

- **Renovate Existing Buildings**
  Simple facade renovations can greatly improve the look and feel of the Downtown.

- **Cultural Arts District**

- **Downtown Gateway**
  Creating a Downtown Gateway helps establish a visual reminder that the visitor is now in a City that is welcoming and proud of its downtown.

- **Implement LGC Recommendations**
MAIN STREET EXISTING
MAIN STREET AFTER SHORT-TERM ACTIONS
EXISTING BUILDINGS
BUILDING RENOVATION

Existing buildings may still hold good community and economic value because they can be leased at a more economical rates than new buildings, which with new capital investment requires higher rents not always affordable to local small enterprises. Simple renovations add aesthetic value while supporting local businesses.
EXISTING PARKING LOT
Existing parking lots can be re-purposed for uses that promote more active street life, whether on temporary or permanent basis. For instance the space in front of Rite-Aid can thus function both as parking and outdoor art exhibit on special events.
CITY HALL PARKING LOT
CIVIC CENTER PLAZA

The existing City hall parking lot could be reconfigured into a town square where public events can be celebrated. The existing pine tree may even serve as the City Christmas Tree with annual lighting ceremony bringing both the civilian and business community together for a Holiday celebration.
POLICE DEPARTMENT BUILDING WALL
Blank walls tend to discourage pedestrian activities while attracting potential nuisances. A mural can add value to the sidewalk both aesthetically and symbolically, become a potential tourist attraction and a source of pride for the community.
HEALTH CLINIC REPLACEMENT

Representatives from the Health Clinic visited with the design team to discuss their current facilities and their desire to relocate to a larger facility. This type of business would provide the necessary increase in Downtown visitors to create a place that would support additional businesses and housing. Staying in the Downtown area would reinforce the support for the community.

Two locations were recommended by the design team as the best locations to build a new Health Clinic if decided to stay in Downtown Livingston instead of relocating closer to the highway. The corner of 4th and D Street was preferred with the corner of 4th and C Street as an alternative.

Below are some of the existing constraints and opportunities for the Health Clinic to help the Downtown become a more vibrant place.

- 13,000 patients/ year
- 100 employees
- Out of space
- Need to expand; and
- Add Wellness Center
- Downtown is a better location than others because:
  - walkable
  - promotes wellness
  - closer to daily needs
  - closer to medical offices
  - will benefit downtown
INFILL DEVELOPMENT

Following the previous recommendations would most likely lead to a Downtown Livingston that the community would visit more often and enjoy enough to begin to reinvest in. A catalyst is needed to create the economic boost and provide the level of visitors needed to sustain a vibrant Downtown. Some of the possible catalysts are listed below.

- Catalyst needed
  - Health Clinic
  - Portuguese Marching Band Center
  - Court Theater
  - Streetscape Improvements

Development that will benefit from a healthier Downtown include the following.

- Restaurants
- Retail/ Commercial
- Housing
EXISTING DEVELOPMENT OPPORTUNITIES
INFILL DEVELOPMENT

Physical voids along key corridors (i.e., Main St) should be filled with projects that fit in with the context. A continuous "urban wall" helps frame the setting for both pedestrians and vehicles and create visual interest. This in turn helps feed the loop of street activities that help drive the corridor’s economy.
CIVIC CENTER RELOCATION

A long-term goal of the City is to expand its offices to provide a modern Civic Center that will serve the residents of Livingston and the surrounding area. By moving to a location off of Main Street but still close enough to create a visitor attraction for the Downtown, the City will provide an opportunity for more developable space on Main Street and a civic space that can serve as a community gathering place. This Civic Center could include additional services such as a new Library and Community Center.

- Need for commercial space on Main
- Civic Center on Main not highest and best use
- Need for more space as City grows
- East end of commercial center ailing
- Creation of Civic Center Plaza
- Relocated and modernized Library
EXISTING B STREET
LIVINGSTON PROPOSED DOWNTOWN PLAN
DOWNTOWN REGULATING PLAN

The Downtown zoning will need revisions to help realize the previous recommendations. The following describes these zones and the following section describes how these zones will help create a more vibrant Downtown Livingston.

- Center Zone 5 (red) consists of the most urban, commercial-focused, and pedestrian-friendly area within the Downtown.
- Center Zone 4 (purple) consists of the primarily residential area within the Downtown, with minimum commercial uses.
- The areas immediately surrounding the Downtown consists of residential and compatible uses such as elementary schools.
INTRODUCTION

About the City of Livingston Form-Based Code

The Form-Based Code was created because many communities with mixed-use, walkable urban patterns are not protected by their current zoning codes. The human-scale character and safe walkability of some of our best city neighborhoods and small towns are being eroded lot by lot, by garage frontages, anti-urban setbacks, and blank walls. It is common that these frontages are actually permitted under current use-based ordinances. Many older neighborhoods were formed by a beloved small-lot pattern that cannot be replicated under current codes that mandate larger minimum lot sizes and deeper front setbacks. The Form-Based Code provides protection for such neighborhoods.

The Form-Based Code is based on the model SmartCode in-house Version 9.5 by DPZ & Company and the Center for Applied Transect Studies (CATS). The SmartCode is a transect-based and form-based code that incorporates New Urbanism principles. The full SmartCode is a unified development ordinance for all scales of design, from regional planning on down to the building frontage. At the community scale, its zones are guided by the rural-to-urban Transect rather than separated-use zoning. These Transect Zones are thereby able to integrate a full range of environmental techniques.

The model SmartCode, like this model code, is freeware, available in editable formats from www.transect.org.

The Form-Based Code is intended primarily for the mapping and zoning of existing towns. Its transect-based approach is uniquely effective in protecting and completing traditional neighborhood patterns. It may be applied to any existing neighborhoods, intended areas of growth and new development, including walkable downtowns. Note that Chapter 2 provides regulations for Public Standards and Chapter. This is necessary because even existing thoroughfares and civic spaces will need streetscape improvements or retrofit.

Because of the need for retrofit in many communities, a Lot and Building Retrofit table is included in the Form-Based Code. Detailed retrofit tables for thoroughfares are available in the supplementary Sprawl Repair Module and the Bicycling Module. Numerous other supplementary Modules are available for assembling the calibrated code. Most are listed here in the Table of Contents and may be downloaded at www.transect.org.

The Form-Based Code does not contain any density or parking requirements, other than Parking Location. The code’s form-based standards control density, and the market controls the amount of parking.

Items to be considered for customization appear in green text, although other items may be customized or calibrated. The Synoptic Survey method is recommended to analyze the DNA of each neighborhood. This process identifies the particular metrics and types to be included in the final code for adoption.
SMARTCODE CONTINUED

The full SmartCode is a unified planning ordinance that applies to three scales of regulation. The three patterns are in a nesting relationship as follows:

A. **Regional Land Use Categories** contain designated types of Community Units.
B. **Community Units (Neighborhoods, Districts, and Corridors)** contain designated ratios of Transect Zones.
C. **Transect Zones** contain appropriate public and private design elements.

The Form-Based Code addresses only B and C, shown in the diagram above. The Community Units are complete neighborhoods in the sense that each provides a choice of habitats, a diversity of dwelling types, and a mix of uses within a pedestrian shed (walkshed). Pre-existing urbanism, pre-existing property rights, and market conditions affect their allocation.

No Special Districts and only some Civic Buildings are part of the normative Transect, but they may occupy land area to supplement these ranges to reach 100% within a Community Unit. Civic Space is correlated to its T-zone and would be included in the calculation. These are rough guidelines. Specific standards appear in the code that follows.

**Structure of the Form-Based Code**

Chapter 1 contains the general instructions pertaining to all other Chapters.
Chapter 2 prescribes the Infill requirements for areas already urbanized, including tables.
Chapter 3 prescribes standards for Thoroughfares and Civic Spaces in context with their Transect Zones. Thoroughfares consist of the Vehicular Lanes and the Public Frontage.
Chapter 4 prescribes Lot and Building standards within each Transect Zone, including tables.
Chapter 5 contains a Summary Table. Special District summary may be added.
Chapter 6 contains Definitions of terms and Definitions Illustrated.

**Responsibilities for Implementation**

The Form-Based Code requires the preparation of plans that lay out the Community Unit and indicate lot and building placement.

- **Chapter 2** - **Infill Plans** are prepared by or on behalf of the Municipal Planning Department.
- **Chapter 3** - **Public Standards - Thoroughfare Plans and Civic Space Plans** are prepared on behalf of the land owner, the developer, or the Municipal Planning Department and implemented by the Public Works Department.
- **Chapter 4** - **Lot & Building Plans** are prepared on behalf of a builder or property owner.

**Calibrating the Code**

This model code must be calibrated for local character and metrics. Calibration should be done in the context of a public charrette with the advice of urban designers, architects, landscape architects, planners, civil engineers and land use attorneys familiar with transect-based codes. A calibrator’s SmartCode Manual is available at www.newurbannews.com.

**Conditions of Use**

The images and diagrams appearing in the Form-Based Code are the property of Duany Plater-Zyberk & Company (DPZ & Co.). Their reproduction and use is freely permitted. For free electronic editable files and PDFs of the full model SmartCode, supplementary Modules, academic and technical research materials, case studies, workshop opportunities, and consultant services, please visit the Center for Applied Transect Studies (CATS) at www.transect.org.
CHAPTER 1. GENERAL INSTRUCTIONS

1.1 AUTHORITY
1.2 APPLICABILITY
1.3 INTENT
1.4 PROCESS
1.5 WARRANTS AND VARIANCES
1.6 SUCCESSION

CHAPTER 2. INFILL PLANS

2.1 INSTRUCTIONS
2.2 COMMUNITY UNIT TYPES
2.3 TRANSECT ZONES
2.4 CIVIC ZONES
2.5 SPECIAL DISTRICTS

CHAPTER 3. PUBLIC STANDARDS

3.1 INSTRUCTIONS
3.2 THOROUGHFARES - VEHICULAR LANES
3.3 THOROUGHFARES - PUBLIC FRONTAGES
3.4 CIVIC ZONES
3.5 SPECIAL DISTRICTS

CHAPTER 4. LOT & BUILDING PLANS

4.1 INSTRUCTIONS
4.2 PRE-EXISTING CONDITIONS
4.3 SPECIAL REQUIREMENTS
4.4 BUILDING PLACEMENT
4.5 BUILDING FORM
4.6 BUILDING FUNCTION
4.7 PARKING LOCATION STANDARDS
4.8 LANDSCAPE STANDARDS
4.9 SIGNAGE STANDARDS

CHAPTER 5. FBC SUMMARY TABLES

TABLE 5A CODE SUMMARY
TABLE 5B RURAL EDGE T2 FBC SUMMARY
TABLE 5C NEIGHBORHOOD T3 FBC SUMMARY
TABLE 5D TOWN CENTER EDGE T4 FBC SUMMARY
TABLE 5E TOWN CENTER T5 FBC SUMMARY

CHAPTER 6. DEFINITIONS

TABLE 6A DEFINITIONS ILLUSTRATED
TABLE 4B LOT AND BUILDING RETROFIT

AVAILABLE SUPPLEMENTARY TRANSECT-BASED MODULES FOR EXISTING NEIGHBORHOODS

• AFFORDABLE HOUSING INCENTIVES
• AFFORDABLE HOUSING POLICY
• ARCHITECTURAL STANDARDS
• CANAL URBANISM
• HAZARD MITIGATION
• INCENTIVES
• LIGHT IMPRINT MATRIX
• LIGHT LEVELS
• LIGHT DESIGN
• NOISE LEVELS
• PLACE TYPES TRANSLATION
• RETAIL MARKETS
• RETAIL, SUSTAINABLE COMMERCE
• RIPARIAN AND WETLAND BUFFERS
• SPRAWL REPAIR
• SUSTAINABLE URBANISM
• BUILDING ORIENTATION
• COMPOSTING AND RECYCLING
• FOOD PRODUCTION
• PUBLIC DARKNESS
• SOLAR ENERGY
• SHADING OF GLAZING
• STORMWATER MANAGEMENT
• SURFACE TO VOLUME RATIO
• TREE CANOPY COVER
• VEHICLE MILES TRAVELED
• WIND POWER
• ZERO NET ENERGY BUILDINGS
• THOROUGHFARE ASSEMBLIES
• VISITABILITY

Modules are available at www.transect.org
**Shortcomings of the Existing Zoning Code**

1. One anticipated anchor for the downtown is a health/wellness clinic. Locating this in the downtown would be problematic given the existing zoning code’s excessive on-site parking requirement for this type of use. By way of contrast, the existing code would make it relatively easy (if not expensive) to build the clinic at the perimeter of the city in close proximity to a ‘big box’ location. The problem with such an approach is both that:

   - The clinic represents a great opportunity to create a huge economic anchor for the downtown thereby creating a stimulus for desperately needed economic development; and,

   - A downtown location would be more appropriate for the clinic’s region wide clientele, many of whom use public transit; the latter services the downtown, but not commercial development on the city’s exterior.

2. While the existing code does allow mixed use in the downtown, the amount of residential unit per acres that it allows is somewhat less than ideal. (29 per acre vs. 35 per acre)

3. The charrette focus has included several areas on the perimeter of the city that have future mixed use potential. These areas are presently within the City’s sphere of influence and are un-zoned. For that reason, the City has encouraged developers to seek entitlement via the use of a Planned Development (PD), which in essence means the creation of a series of ‘islands’ within the City having land use regulations that while consistent with the City’s General Plan are often different than regulations found in the City’s zoning code. Disadvantages to this approach include the following:

   - Rather than having the City’s vision for a particular development area clearly defined through the use of e.g. a form based specific plans, each new PD entitlement process becomes a potential battleground that can lead to delays. As one example, delays

   - Each time a new PD approval is sought, City staff is put in the potentially time consuming position of negotiating a regulating plan or guideline with the developer.

   - Administratively, PDs adds complexity and potential ambiguity to the enforcement of land use regulations; this is particularly the case if there are multiple PDs with which the City planning staff must contend.

4. In contrast, a form based regulatory process would make the entitlement process for developers considerably more straightforward, less time consuming, less expensive and more predictable than is currently the case with the PD driven entitlement process. As such, a well administered form based regulatory process would provide a significant incentive for developers to consider investing in Livingston.
Phaseled Strategy for Form Based/SmartCode Implementation

1. Continue to put emphasis on obtaining consensus support from the General Plan Committee for a revised and less expansive General Plan update. This is particularly important given that the committee consists of a diversity of stakeholders, including representation from groups such as the Farm Bureau and Merced County that opposed and/or had serious reservation concerning the magnitude of expansion of the 2008 draft GP update. Also, seek consensus for this less expansive General Plan update from other stakeholders and stakeholder groups not represented on this committee.

2. Pursue local, state, federal and private foundation sources of funding to create the planning and environment documents needed to update the General Plan and provide the various form based oriented implementing mechanism identified below.

3. Obtain Planning Commission and Council approval to utilize the Form Base Vision plan created in the 4 day Charrette as the foundation for the revision of the General Plan update.

4. Circulate RFP to update the General Plan utilizing the vision identified in the Charrette.

5. Obtain General Plan Update and required CEQA approvals by the Planning Commission and Council.

6. Circulate RFP to update the existing zoning code for the downtown utilizing a) a Smart code or b) utilizing a specific plan based on form based principals.

7. Obtain Planning Commission and Council approval for either a SMART Code or Specific Plan and any required CEQA documentation for the downtown.

8. Circulate RFP to proactively create a Specific Plan based on formed based principal for one or more of various Growth Areas and connecting corridors identified in the Charrette.

9. Obtain Planning Commission and Council approval of one or more Specific Plan (or Plans) that are developed for one or more Growth Areas and/or connecting corridors.

Coding and Economic Development

As noted in the accompanying analysis, there are sever limitation, complexities and ambiguity to the existing zoning code that greatly handicap the city’s ability to move forward—be that in term of revitalizing the downtown and/or attracting anchors employers to designated ‘growth sites’ on the town’s outskirts. Nothing more clearly illustrates the magnitude of this problem than the entitlement induced delays in the entitlement process related to the Blue Diamond development proposal that resulted in the loss of 500 potential future jobs!

Adoption of a General Plan update based on form based principals in conjunction with the implementation of a form based code and/or specific plan (as noted above) for the downtown and other key development area in the City will provide the city with the optimal entitlement tools to transform Livingston economy. In particular, it will encourage investment as developers see the city proactively moving ahead to transform Livingston.

Likewise, cleaning up the entitlement process will reassure developers that they will be able to move through the entitlement process in a timely and predictable manner. By way of contrast, the failure to incorporate these entitlement tools and standards exponentially increases the odds of another Blue Diamond debacle and continued stagnation in the downtown.

Governmental Efficiency

Because of the SmartCode’s simplicity, its implementation will allow city staff to work much more effectively and efficiently in areas of the city that are expected to have the most development activity.

Quality of Life

Identifying a unified and sustainable vision and implementing mechanism for the city’s land use policies will facilitate the attainment of the quality of life that Livingston residence and officials seek.

Complementary Economic and Community Investment Strategies

Livingston and the surrounding area is home to families that own some of the state’s most notable agri-businesses. Staff has anticipates that city will increasingly be in a position to attract additional investment from these families as a result of the city’s proactive efforts to transform the city not only by greatly improving the entitlement process, but also by greatly improving the maintenance and appeal of the public sectors of the city. In this latter regard, staff has indicated that while residents take great pride in maintaining their own residences and neighborhoods, they desire the city to do a much better job of maintaining their property.

Before (left) and after illustrations, courtesy of DPZ, Inc., show a technique for infilling single use suburban retail boxes surrounded by parking, types found in Livingston within and outside the downtown. The strategy includes creating a block structure and continuous building frontage.
Economic Development Section

The CNU CA planning teams’ scope of work comprises Downtown Livingston, which, for the purposes of this report, is bounded by the Union Pacific rail line to the north, E Street to the south, 1st Street to the west, and 6th Street to the east. Main Street is the heart of downtown and is the historic north/south axis of the city grid; B Street is the perpendicular thoroughfare connecting Main Street to the Winton Parkway ramps of State Highway 99.

Urban design is a professional practice that provides for the physical forms that anticipate and coordinate land uses over time in a particular location. Economic development refers to the practical discipline of fostering business activity in a location. This report section summarizes the observations, findings, conclusions and recommendations of the Economic Development Section team as to the likely uses in the downtown. These economic recommendations inform and support the urban design recommendations given elsewhere in this report.

First, we describe the economic context relevant to land uses in the downtown. Next, we describe the current conditions in the downtown, and outline the key factors that must be provided for development in the downtown.

The Economic Context

Livingston has thirteen major economic assets:

- Rich agricultural cropland, inside and near the City’s political boundaries, suitable and in production for sweet potatoes, almonds, grapes, and other crops, including a sweet potato farm that is the largest national producer in its segment.
- A poultry processing plant and feedmill that is the largest national producer in its segment.
- Various small industrial and agricultural production buildings and lots.
- Local utility infrastructure, including electric power from two utilities.
- Local streets and roads in generally good repair, with direct access to and from Highway 99 at two interchanges.
- Approximately 3,435 units of residential housing, 83% of which are single-family, in good condition.
- Civic buildings and institutions, including a municipal government and a locally controlled police force, two school districts, and a health clinic.
- Social halls, places of worship, and several historic buildings.
- A district of retail buildings and businesses oriented towards Highway 99, including a truck fuel stop, quick service restaurants, and other service businesses.
- A downtown district of local-serving shops and stores located on a small-block grid that is very conducive to pedestrian mobility.
- Vacant land suitable for development, including approximately 450 residential lots.

As shown in Table 1, nearly half of Livingston’s economy is organized around two activities: the supply of labor to the Foster Farms processing plant, and the production of crops from nearby fields. Educational services, health care, and social assistance activities constitute a second, smaller amount of economic activity. Wholesale and retail trades constitute a third sector of activity.

Livingston’s downtown is one of the City’s major economic assets. Planning for downtown must anticipate the economic roles played by the business and residential uses within this three-sector local economy.

### Table 1: Sectors of Economic Activity

<table>
<thead>
<tr>
<th>Sector</th>
<th>Jobs</th>
<th>% of Total Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture and Manufacturing</td>
<td>2,613</td>
<td>47%</td>
</tr>
<tr>
<td>Educational Services, Health Care</td>
<td>1,316</td>
<td>24%</td>
</tr>
<tr>
<td>Social Assistance</td>
<td>828</td>
<td>15%</td>
</tr>
<tr>
<td>Wholesale and Retail Trade</td>
<td>780</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Livingston, including the population in the unincorporated areas within three miles of City Hall, is growing faster than the U.S. According to Nielsen, Livingston’s population is expected to grow about 5% in the next five years, vs. about 3% for the U.S. Livingston’s population also is significantly younger, at a median age of 29, compared to 37.5 for the U.S. The median household income in Livingston is $44,251, which is about 10% below the national average.

**What’s Missing**

According to Nielsen, consumer expenditures in Livingston, including in unincorporated areas within three miles of City Hall, will be $162 million in 2013, but only half of that figure ($82 million) will be supplied by local retailers. This means that Livingston residents are going outside the City for a large percentage of their retail needs, including for nearly all of their clothing, furniture, electronics, cars, sporting goods, office supplies, and general merchandise. Full-service restaurants also are underrepresented in Livingston, where less than half of such needs are provided by local restaurants. According to SitesUSA, there are 51 national-chain casual restaurants within a 30-mile radius of Downtown Livingston, but not a single one is located in Livingston.

Interviews with Livingston residents and business people confirmed that the lack of sufficient full-service restaurants was a serious concern. Building on this, many commented that the lack of after-hours things to do, including entertainment venues, hindered their enjoyment of the City as well as increased the likelihood that young people will not return to Livingston after completing school. A need for coffee shops and bars was expressed. The lack of a good supermarket in Livingston also was a repeatedly voiced concern, as was the lack of available space downtown for new businesses that may want to locate there. A forum or environment for community discussions and activities was also expressed as a need.

The Market Picture for Downtown Livingston

Civic commerce was the historical function of Main Streets in American towns and cities. “Civic commerce” refers to activities such as retail trade, cultural interaction, business headquarters, and municipal administration. Since World War II, some key functions of historical Main Streets have been relocated to separate automobile-oriented locations and buildings, resulting in the abandonment of the physical assets of many Main Streets.
IMPLEMENTATION RECOMMENDATIONS CONTINUED

Main Street’s Past

Downtown Livingston’s Main Street was platted and built chiefly for shop buildings and taverns. Main Street’s current form reflects these historical origins. Main Street likely would not be constructed in its current form by private real estate developers today, particularly when taking into account the lowering of Highway 99, which dramatically reduced the visibility of and access to downtown.

Main Street’s pattern of parcels and buildings is for the most part functionally obsolete relative to the current standards and practice of the national retail industry, though there are some recent projects in bigger cities that have been successful with this pattern. Parcels are small by modern standards. Ownership is fragmented, and management appears to be uncoordinated. Owners, for the most part, do not appear to be interested in collective marketing and business development, nor in participating in the success of their retail tenants. With the exception of the Rite Aid and True Value stores, very little new investment by the private sector in Main Street’s buildings is apparent.

Location defines a physical, retail market. Historically, Main Street was the most prominent location in town. Successive expansions of Highway 99 have progressively disadvantaged this location. Today and for the foreseeable future, Main Street does not have exposure to regional traffic. Thus, businesses on Main Street likely will serve primarily a market of local customers. Main Street businesses will attract regional customers only to the extent that people outside of town make it a destination, or a stopping point on a longer trip. For these reasons, we do not expect significant investment in Main Street by national retailers.

Main Street’s Future

We believe that sufficient local demand exists to support a somewhat larger number and size of local retail and service businesses. A cluster of restaurants in the downtown should be feasible and should be a long-term goal. A significantly expanded restaurant presence, in combination with new entertainment options, will dramatically improve the quality of life in Livingston. Restaurants are destinations that drive traffic, and the more restaurants that open and succeed, the more attraction there will be for other retailers to open additional investment. Any successful retail district requires one or more “anchors”, or strong attractors of traffic. Today, the anchors are Rite Aid, True Value, and two markets. However, those retailers face strong competition from out-of-town shopping locations that are reachable within short driving times and that provide wider selections from more merchants. A successful Main Street will require one or more additional strong anchors, as well as a collection of complementary businesses that provide reasons for customer visits. A social service provider such as the Community Health Clinic and an institution such as a music hall could be both anchors and strong catalysts for additional investment.

Given the disadvantages of Main Street’s accessibility, visibility, and ownership pattern, it will be advisable to find or create an organization to coordinate and market Main Street as a coherent district. We also recommend that a program of technical and professional assistance be established to provide both property owners and business operators with the skills and confidence needed to grow retail and other customer-serving activity.

B Street

Downtown Livingston’s B Street corridor was not an original feature of the town. It was a residential grid street that assumed a stronger role when the Highway 99 access at Winton Parkway was given prime importance as the regional gateway.

Much of the land to the north of B Street is undeveloped but entitled for commercial uses. Most importantly, an approximately 55,000-square-foot neighborhood grocery store, with additional pad buildings, will soon be constructed at the corner of Winton Parkway. While the addition of a new grocery shopping option is welcome, this location likely will have the effect of denying Main Street of a very important potential activity anchor. Future land use decisions should consider the distinct roles of Main Street and B Street corridors.

With B Street’s relatively new role as an east/west conduit from Highway 99 to downtown, we are suggesting the eventual construction of a tall, distinctive building or structure located at the intersection of B Street and 5th Street to terminate the eastward vista down B Street to provide a powerful visual reference point for downtown. There is a long tradition in American cities of tall city hall buildings. This building and its prominent tower feature could be a dignified future city hall for the fast-growing City of Livingston.

Recommended Action Plan

Economic development is by nature a long-term activity. In summary, we recommend the following actions be organized, funded and executed by the leadership of Livingston, comprising municipal government officials; owners of major businesses and land; nonprofit executives; other government and civic officials; and capable, long-term citizen volunteers.

- **Address the need for visionary leadership** – The City of Livingston should formally adopt this or a revised action plan and associated master plan and SmartCode for the revitalization of downtown. All three components have essential roles for a high-quality outcome. In the spirit of maximizing property values and quality of life, wherever possible, the City should insist that what gets built strives to be beautiful.

- **Governance** – Livingston should identify a knowledgeable champion within the City who will be the primary contact for all downtown revitalization efforts; this person or an outside consultant with strong qualifications should take the lead on the coordination of all revitalization efforts. The City also should establish a citizen’s advisory committee to advise the municipal leadership on redevelopment issues; at least one committee member should be knowledgeable about the master plan and
urban design regulations, including about the New Urbanism theory behind them.

- **Design Review Process** - The City should formulate and adopt a rigorous multi-stage design review process for the review and approval of downtown redevelopment projects. A key to the success of such a process is the retention of an outside design review consultant that fully understands the master plan and urban design regulations—and whose opinion is respected by the City. A proper design review process provides developers with predictability and fairness, both of which are strongly desired.

- **Downtown Marketing Organization** – To help compensate for the downtown’s fractured property ownership structure, the City should establish an organization to support Main Street merchants and property owners with centralized management of downtown marketing, and to provide coaching to develop these firms’ capacity. This organization also should target and contact restaurants and retailers that are desired in the downtown. A Business Improvement District (BID) is a structure to consider for this organization.

- **Health Clinic** - Work with the Livingston Community Health Clinic to identify and procure a site downtown for a new, approx. 30,000+ s.f. building which will contain an expanded clinic and new wellness center on two floors, plus new ground-floor space (with a minimum 12 ft. ground floor-to-ceiling heights) to be leased to retailers; rooftop terrace for wellness classes and events; attractive architecture that is compatible with the new urban design regulations. The proposed project is viewed as a very important catalytic step to spurring additional downtown investment.

- **Music Facility/Social Club** - Work with interested members of the community to identify a location for a Portuguese Marching Band facility in the downtown. A new facility featuring live performances and events will add to the community’s currently limited entertainment options and quality of life and will help bolster the business case for restaurants to return to the downtown. This is also viewed as a very important catalytic step to spurring additional downtown investment.

- **Restaurants** – The attraction of a cluster of restaurants, coffee shops, bakeries, ice cream/yogurt stores, and a few bars to the downtown is a long-term priority. A sequential stream of such establishments can be expected to be initiated if some of the other catalytic investments, such as the health clinic relocation and music facility/social club construction, take place. The proposed downtown marketing organization or BID can spearhead the targeting of and outreach to desired restaurants and related establishments.

- **Library** – Work with Merced County and interested members of the community to identify a location for a larger, modernized library (preferably featuring inspiring architecture and a delightful reading room) in the downtown. Libraries can be good anchors for downtowns.

- **Historic Theatre** – Determine the cost to stabilize the historic Court Theatre, and stabilize the building to prevent further deterioration. Determine the cost to rehabilitate the theatre to as close to the original condition as possible, subject to needed modernization for functionality. The theatre’s poor condition may make demolition tempting, but renovation may become more viable in a few years if some of these other projects are successful. Preservation of as much of the building as is feasible (the front facade at a minimum) will give the rehabilitated theatre more authenticity - a desirable goal - than will an extensive remodel with the new Music Facility/Social Club, an attractively renovated Court Theatre will add a desperately needed entertainment venue that will catalyze additional downtown investment.

- **City Hall** - Explore the possibility of relocating City Hall to another building or buildings that are in the downtown but not on Main Street in order to vacate the existing buildings for leasing or sale to retailers, restaurants, and/or conversion to entertainment use. In keeping with the American civic building traditions, a new city hall featuring strong architecture, including an iconic and impressive tower feature that is prominently placed, would be dignified and would provide an opportunity for a powerful terminated vista that would contribute to placemaking.

- **Housing** – Encourage the development of high-density, multi-story housing downtown, with ground-floor retail required if the housing has frontage on Main Street or on B Street.

- **Hotel** – Establish as a long-term priority the development of a 3-star hotel with meeting space, either in the downtown or near the City (on land to be annexed), surrounded by farmland and modeled after Napa’s 5-star Carneros Inn. Contact hotel operators to promote Livingston and to gauge interest. Livingston needs a hotel, as hotels are the living rooms of cities.

- **Downtown WiFi** – Create a downtown-wide free WiFi hotspot to encourage downtown’s use as a Third Place by pedestrians.

- **Public Art** – In the spirit of creating a beautiful city, the City should identify locations for public art and encourage its installation. Administration of an art program may be undertaken by the new downtown marketing organization.

The lowering of Highway 99 years ago badly damaged Livingston’s downtown, and the downtown has yet to recover. The City will need to make significant investments in its downtown if it wishes to see it become a vibrant, interesting place to visit and to stroll. Indeed, cities rarely are able to achieve robust health when they have moribund downtowns, and the long-term consequences of a declining downtown can be dire. Livingston is in competition with other cities for people, businesses, and investment, and it is our strongest recommendation that the City take decisive action to turn around its downtown, which is placing the City at risk.

We are confident that if the City of Livingston takes the above steps and orchestrates the construction of the specified projects, Downtown Livingston will experience a dramatic Renaissance, and the result will be elevated property values, improved revenues, and most importantly, a better quality of life for Livingston’s residents.

**NOTE:** The demographic and retail data reports utilized for this section are attached in the Appendix.
Tactical Urbanism
In the 16th Century, tactical urbanism took form with traveling book salesmen, pop-up retail sales stores, sprouting up along the northern Paris basin. In 1914, New York City repurposed streets into recreation area fulfilling the need for interaction and recreation activities to take place. In June of 2013, a Tactical Urbanism event is planned with the City of Livingston Charrette.

Livingston’s purpose in holding a Tactical Urbanism event was to provide street improvement examples relative to nine areas of Tactics. Tactics are examples of different ways a street, sidewalk, street intersection can be changed to create positive civic pride, safe pedestrian spaces, functional people spaces that will solicit the the five senses, thereby, seeing how short-term actions can bring long-term change. Supporting and expanding the understanding of the proposed Schematic Downtown & Citywide Plan, and Formbased Code.

Once the Tactical Urbanism team leader was brought on board, it was time to organize, plan and implement the event in 15 days. The Gantt Chart schedule prepared for the TU event notes the following key tasks to complete by June 22, 2013 and June 23, 2013:

Organizing:
• Tactical Urbanism Coordinator and Tacticians
• Scheduling a date time and place
• Notifying key internal and external contributors and gatekeepers
• Materials and Supplies
• Recruiting assistance (coordinating, volunteers and others)
• Meeting City staff representatives (Public Works, Planning, Police, Fire)
• Develop Gantt Chart Schedule

Planning:
• Create alternative logistics map for the City to consider
• Select an area to hold the TU event
• Create Logistic Map showing tactics selected for display/other logistical efforts
• Prepare a Logic Model
• Prepare Flyer with Tactical Urbanism Event Information (English/Spanish)

Implementation:
• Coordinating with Design Professionals to assist in street layout (curb extensions, roundabouts, angled parking and other design matters)
• Assign Assistant Coordinator staging activities and coordination efforts
• Collect materials and station construction materials a day prior to event
• Connect with Fire, Police and other City Departments for street closure time

Note: A consideration of activities and street improvements need to be considered when reviewing private development proposals, Capital Improvement Plans, and other construction projects in the Downtown.
TACTICAL URBANISM - ACKNOWLEDGEMENTS

ACKNOWLEDGEMENTS

Donations of Material and/or Time and Sweat during Six Day Charrette

Pallets Provided by:
- Manuel Eduardo Vieira, AV Thomas Produce

Pop-up Cafe Bar Stools provided by:
- Evi Arroyo, Evi’s Restaurant

Carpenter’s Local Union 152 Volunteers:
- Rick Aldridge, Vice President / Carpenter
- Lisa Vigil, Trustee / Carpenter
- Katie Esparza, Volunteer Carpenter

Pop-up Art Gallerie:
- Jose Elias, Artist
- Eliseo G., Represnter

Pop-up Tree Tire Planters
- Garcia Performance Tire Wheels (Livingston, CA)

On-Site Recruitment of six Livingston High School Key Club Volunteers and Sidewalk Art by Next Generation Manjit

City Council Representation review of Multipl Day Tactical Urbanism Event:
- Mayor Rodrigo Espinoza

Merced Fire Department MMU-Merced Division, Delhi Battalion:
- Paul Avila, Battalion Chief
- Noah Dimuccio, Fire Apparatus Engineer

City Staff:
- Jose Antonio Ramirez, City Manager
- Betty Cota, Executive Assistant/Deputy City Clerk
- Connie E. Payan, Administrative Analyst
- Miguel Galvez, Contract Associate Planner
- Jesus Jr. Chavez, Public Works
- Fransisco Mendoza, Planning Intern
- Ruben Mendoza, Public Works
- Jacquelyn Benoit, Recreation Superintendent
- Jaime Tafolla, Public Works
- Humberto M. Molina, Director of Public Works
- All Public Works and City Staff that cleaned-up Tactical Urbanism Tactics

Local Government Commission:
- Josh Meyers, Director of Community Planning
- Paul Zykovsky, Associate Director
- Shani Alford, Project Associate

California Congress for The New Urbanism Tactical Urbanism (TU) Team:
- Steve Coyle, Architect/Planner
- Mario Suarez, Municipal Urban and Regional Planner (TU, Leader)
- Michael Moule, Principal, Nelson / Nigaard (TU, Traffic Engineer)
- Scott Watkins, Planner
- Jodi Sackett, Los Angeles County Land Divisions Planner (TU, Assistant to Leader)
TACTICAL URBANISM - MEDIA INTEREST
TACTICAL URBANISM CONTINUED

Mid-Block Crosswalk and Pop-Up Tactics Construction Diagrams
TACTICAL URBANISM - TACTICS

Pop-Up Micro Roundabout

EXISTING STREET CONDITION
B AND MAIN STREET INTERSECTION
DOWNTOWN LIVINGSTON

TACTICAL ROUNDABOUT
B AND MAIN STREET INTERSECTION
DOWNTOWN LIVINGSTON

CONSTRUCTED EXAMPLE
**TACTICAL URBANISM - LOGIC MODEL**

**KEY INTERNAL (i) AND EXTERNAL (e) FACTORS AFFECTING OUTCOMES**

1. The "Great Recession" has been an economic challenge for Livingston's general budget stream and the loss of Redevelopment Agency funding sources are not available that would otherwise assist in enhancing the Downtown economy and its planning efforts to host a Tactical Urbanism Event. (e)
2. Lack of professional involvement to support, guide, plan, organize and host the Tactical Urbanism event. (e & i)
3. Insufficient community interest to participate (i.e., residents, business owners, interest groups, volunteers, others). (e)
4. Lack of cooperation from City staff at all levels and follow-through or lack of time and resources from City staff to assist. (i)
5. The examples on exhibition do not reflect City objectives (i)
6. Lack of interest from Regional Transportation Authority. (e)
7. Scheduling conflicts with public participation, interest groups and other mutual happenings on Saturday, June 22, 2013. (e)
8. Marketing efforts fall short in getting public to attend the event. (i and e)

**INPUTS & RESOURCES**

- TU Coordinator Recruited
- Local Government Commission staff.
- California Congress for New Urbanism
- Northern Section American Institute of Architects (AIA)
- City Staff (Public Works/Engineering, Planning, Builder & Safety, Public Safety, Recreation)
- CNU Volunteers
- Residents/Community
- Business Owners
- Special Interest Groups
- Merced Council of Governments (MCAG)
- Private Consultants

**ACTIVITIES / PROCESSES**

- Organizing Event
  1. TU Coordinator establishes contact with key staff members to select location, time, and date.
  2. Focus of event is clarified to complete next organizing steps including but not limited to: Street Layout Inviting Participants Inviting Volunteers Address supplies, safety, public bathrooms, and signage. Establishing a check-in table for information and other logistical needs of the event 6 to 8 hour period.
  3. Coordinate electrical power for possible use by musicians and other users.
  4. Get date, time and place of event in Flyer.
  5. Mail out, email, Facebook, Twitter flyer for public outreach and participation.
  6. Create layout schematic for staging event and possibly to be used by the public as a program for the event.
  7. Coordinate participants, volunteers and others that are part of event.

**OUTPUTS**

- Holding Event
  1. Send out invitations
  2. Street(s) Closure
  3. K-Rail or other temporary barrier to block of street access and protect participants
  4. Electrical connections and extension cords planned
  5. Sign-in table strategically placed
  6. Plan layout completed to generally place participants and to communicate with public what is going on and why it is a better block.
  7. Staging event layout.
  8. Identifying event staff from public.
  9. Locating Porte Potties or nearby public restrooms.
  10. Getting other design professionals involved
  11. Forming partnerships with local landscape gardeners, bicycle associations, and carpenters union to assist on the day of the event.
  12. Install temporary Pop-Up Roundabout at B and Main Streets.

**SHORT-TERM OUTCOMES**

- Downtown Revitalization Plan.
- New perspective about streets, blocks, lots and buildings.
- New perspective on connections with a variety of transportation modes such as rail, auto, bus, bicycle, and walking.
- Start of new marketing plan for Downtown growth and development.
- Start of building new relationships and fostering existing in economic development for the Downtown.
- New understanding of neighborhood in seeing what is within a 5 to 10 minute walk around a street and block.
- Importance of forming partnerships in accomplishing a shared objective.
- Learning that waiting for the right project will take patience.

**INTERMEDIATE**

- Concepts are taken to other neighborhoods in the City.
- Continued education is provided to implement new codes and understand how the public and private realms work together in creating a more vibrant and economically prosperous community.
- Recommend that Planning, Economic Development and Engineering Staff take Congress for the New Urbanism Accreditation Program offered by the University of Miami.
- Learning that waiting for the right project will take patience.

**LONG-TERM**

- New projects are built that create people spaces.
- Orderly development of the community.
- Developments that complement character of the local community.
- Prevention of undesirable developments.
- Transparency of decision-making to community and developers.
- Timely, organized processing of proposed developments.
- Learning that waiting for the right project will take patience.
City of Livingston Downtown SmartCode
The complete Livingston SmartCode in draft form for the Downtown is available from the City as a downloadable 50 page PDF.
APPENDIX CONTINUED

City of Livingston Data Reports

The complete versions of the data reports are available from the City of Livingston in PDF form.

Executive Summary 2013
1416 C St, Livingston, CA

Radius 2: 0.00 – 3.00 Miles, Total

- The population in this area is estimated to change from 15,640 to 16,112, resulting in a growth of 3.0% between 2010 and the current year. Over the next five years, the population is projected to grow by 4.9%.

The population in the United States is estimated to change from 308,745,538 to 314,861,887, resulting in a growth of 2.0% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.3%.

The current year median age for this area is 29.0, while the average age is 32.1. Five years from now, the median age is projected to be 30.3.

The current year median age for the United States is 37.5, while the average age is 38.3. Five years from now, the median age is projected to be 38.3.

Of this area's current year estimated population: 42.2% are White Alone, 8.7% are Black or African Am. Alone, 2.8% are Am. Indian and Alaska Nat. Alone, 15.4% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 34.7% are Some Other Race, and 4.1% are Two or More Races.

Of the United States's current year estimated population: 71.5% are White Alone, 12.7% are Black or African Am. Alone, 1.6% are Am. Indian and Alaska Nat. Alone, 5.0% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.1% are Two or More Races.

This area's current estimated Hispanic or Latino population is 71.5%, while the United States current estimated Hispanic or Latino population is 17.3%.

- The number of households in this area is estimated to change from 3,985 to 3,987, resulting in an increase of 0.4% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 4.5%.

The number of households in the United States is estimated to change from 116,716,292 to 119,206,509, resulting in an increase of 2.1% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.5%.

- The average household income is estimated to be $64,759 for the current year, while the average household income for the United States is estimated to be $69,637 for the same time frame.

The average household income in this area is projected to change over the next five years, from $64,759 to $68,503.

The average household income in the United States is projected to change over the next five years, from $60,637 to $71,917.
### Pop-Facts: Demographic Snapshot 2013 Report

**City of Livingston - CNU•CA Charrette - June 25th 2013**

#### Radii: 1: 37.305160-128.723070, aggregate

#### Radii: 2: 37.305160-128.723070, aggregate

#### Radii: 3: 37.305160-128.723070, aggregate

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<th>0.00 - 3.00 miles</th>
<th>0.00 - 5.00 miles</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Radius 1 %</td>
<td>Radius 2 %</td>
<td>Radius 3 %</td>
</tr>
</tbody>
</table>

#### Population

- **2018 Projection**: 11,598, 16,897, 32,256
- **2013 Estimate**: 11,032, 16,112, 30,768
- **2010 Census**: 10,759, 15,640, 29,887
- **2000 Census**: 9,795, 12,971, 23,475

- **Growth 2013-2018**: 4.25%, 4.87%, 4.83%
- **Growth 2010-2013**: 2.54%, 3.02%, 2.95%
- **Growth 2000-2010**: 14.32%, 20.58%, 27.31%

#### 2013 Est. Pop by Single Race Class

- **White Alone**: 4,186, 39.76, 6,793, 42.16, 14,549, 47.41
- **Black or African American Alone**: 92, 0.83, 117, 0.73, 295, 0.96
- **Amer Indian and Alaska Native Alone**: 372, 3.37, 446, 2.77, 670, 2.18
- **Asian Alone**: 1,793, 16.25, 2,476, 15.37, 3,175, 10.32
- **Native Hawaiian and Other Pac. Isl. Alone**: 21, 0.19, 33, 0.20, 77, 0.25
- **Some Other Race Alone**: 3,920, 35.9, 5,904, 34.72, 10,762, 34.98
- **Two or More Races**
  - 442, 4.01
  - 654, 4.06
  - 1,198, 3.89

#### 2013 Est. Pop by Hispanic or Latino by Origin

- **Not Hispanic or Latino**: 2,854, 25.87, 4,589, 28.48, 9,185, 29.85
- **Hispanic or Latino**: 8,178, 74.13, 11,523, 71.52, 21,583, 70.15
- **Mexican**: 7,937, 97.05, 11,045, 95.85, 20,697, 95.89
- **Puerto Rican**: 0, 0.00
- **Cuban**: 0, 0.00
- **All Other Hispanic or Latino**: 241, 2.95, 478, 4.15, 879, 3.11

#### 2013 Est. Pop by Hispanic or Latino by Single Race Class

- **White Alone**: 3,511, 42.93, 4,062, 43.06, 9,257, 42.89
- **Black or African American Alone**: 48, 0.59, 51, 0.44, 89, 0.41
- **Amer Indian and Alaska Native Alone**: 238, 4.42, 391, 3.39, 554, 2.57
- **Asian Alone**: 28, 0.34, 36, 0.31, 58, 0.27
- **Native Hawaiian and Other Pacific Islander Alone**: 2, 0.02, 11, 0.10, 16, 0.07
- **Some Other Race Alone**: 3,948, 47.74, 5,568, 48.32, 10,720, 49.67
- **Two or More Races**
  - 347, 4.24
  - 914, 4.37
  - 1,089, 4.82

#### Place (see appendix for geographies), aggregate

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<tr>
<th>Description</th>
<th>Total</th>
<th>Place %</th>
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<tr>
<td>Population</td>
<td></td>
<td></td>
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<tr>
<td>2018 Projection</td>
<td>14,118</td>
<td></td>
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<tr>
<td>2013 Estimate</td>
<td>13,414</td>
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<tr>
<td>2010 Census</td>
<td>12,987</td>
<td></td>
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<tr>
<td>2000 Census</td>
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<tr>
<td>Growth 2013-2018</td>
<td>5.25%</td>
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<tr>
<td>Growth 2010-2013</td>
<td>3.29%</td>
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<tr>
<td>Growth 2000-2010</td>
<td>21.20%</td>
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</table>

- **2013 Est. Pop by Single Race Class**: 13,414
  - **White Alone**: 5,332, 39.75
  - **Black or African American Alone**: 106, 0.79
  - **Amer Indian and Alaska Native Alone**: 398, 2.97
  - **Asian Alone**: 2,253, 16.80
  - **Native Hawaiian and Other Pac. Isl. Alone**: 28, 0.21
  - **Some Other Race Alone**: 4,752, 35.43
  - **Two or More Races**: 545, 4.06

- **2013 Est. Pop by Hispanic or Latino by Origin**: 13,414
  - **Not Hispanic or Latino**: 3,559, 26.53
  - **Hispanic or Latino**: 9,855, 73.47
  - **Mexican**: 9,514, 96.54
  - **Puerto Rican**: 0, 0.00
  - **Cuban**: 0, 0.00
  - **All Other Hispanic or Latino**: 341, 3.46

- **2013 Est. Pop by Hispanic or Latino by Single Race Class**: 9,855
  - **White Alone**: 4,255, 43.18
  - **Black or African American Alone**: 49, 0.50
  - **Amer Indian and Alaska Native Alone**: 360, 3.65
  - **Asian Alone**: 31, 0.31
  - **Native Hawaiian and Other Pacific Islander Alone**: 9, 0.09
  - **Some Other Race Alone**: 4,750, 48.00
  - **Two or More Races**: 421, 4.27

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Prepared By: Nielsen Solution Center I 800 866 6511
Prepared For: Urbanis
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## RMP Opportunity Gap - Retail Stores

**1416 C St, Livingston, CA**

### Radius 2: 0.00 - 3.00 Miles, Total

<table>
<thead>
<tr>
<th>Retail Stores</th>
<th>2013 Demand (Consumer Expenditures)</th>
<th>2013 Supply (Retail Sales)</th>
<th>Opportunity Gap/Surplus</th>
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<tbody>
<tr>
<td><strong>Total Retail Sales Incl. Eating and Drinking Places</strong></td>
<td>162,151,032</td>
<td>82,147,216</td>
<td>80,003,816</td>
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<td>Motor Vehicle and Parts Dealers-441</td>
<td>18,572,754</td>
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<td>Other Motor Vehicle Dealers-4412</td>
<td>1,027,569</td>
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<td>Automotive Parts/Accrs, Tire Stores-4413</td>
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<td>1,333,333</td>
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<td>Radio, Television, Electronics Stores-443112</td>
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<td>Camera and Photographic Equipment Stores-44313</td>
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<td>Grocery Stores-4451</td>
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<td>Convenience Stores-44512</td>
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<td><strong>Health and Personal Care Stores-446</strong></td>
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<tr>
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<td>7,108,814</td>
<td>5,593,483</td>
<td>1,515,331</td>
</tr>
<tr>
<td>Cosmetics, Beauty Supplies, Perfume Stores-44612</td>
<td>621,542</td>
<td>0</td>
<td>621,542</td>
</tr>
<tr>
<td>Optical Goods Stores-44613</td>
<td>398,207</td>
<td>0</td>
<td>398,207</td>
</tr>
<tr>
<td>Other Health and Personal Care Stores-44619</td>
<td>829,125</td>
<td>0</td>
<td>829,125</td>
</tr>
</tbody>
</table>
# Merchant Void Analysis

**Lat/Lon:** 37.3851\(^\circ\)/-120.7230

## 1416 C Street

<table>
<thead>
<tr>
<th>Location</th>
<th>Closest Location</th>
<th>Locations in 3-Mile Ring</th>
<th>Locations In 30-Mile Ring</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Auto Parts Tires</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>America's Tire</td>
<td>13.14 Mi NW</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td>AutoZone</td>
<td>7.17 Mi SE</td>
<td>-</td>
<td>14</td>
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<tr>
<td>Big O Tires</td>
<td>13.71 Mi SE</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>CARQUEST</td>
<td>9.94 Mi NW</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>Firestone</td>
<td>27.44 Mi NW</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Goodyear</td>
<td>13.67 Mi SE</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>NAPA</td>
<td>1</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>O'Reilly</td>
<td>1</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Pep Boys</td>
<td>13.74 Mi SE</td>
<td>-</td>
<td>2</td>
</tr>
<tr>
<td><strong>Banks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank of America</td>
<td>7.18 Mi SE</td>
<td>-</td>
<td>14</td>
</tr>
<tr>
<td>Bank of the West</td>
<td>11.79 Mi NW</td>
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<tr>
<td>Chase Bank</td>
<td>10.18 Mi NW</td>
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<td>10</td>
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<tr>
<td>Citizens Bank</td>
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<tr>
<td>Compass Bank</td>
<td>6.73 Mi SE</td>
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<tr>
<td>Rabobank</td>
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<tr>
<td>U.S. Bank</td>
<td>10.24 Mi NW</td>
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<td>Umpqua Bank</td>
<td>10.21 Mi NW</td>
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</tr>
<tr>
<td>Union Bank</td>
<td>9.44 Mi NW</td>
<td>-</td>
<td>5</td>
</tr>
<tr>
<td>Wells Fargo</td>
<td>7.14 Mi SE</td>
<td>-</td>
<td>14</td>
</tr>
<tr>
<td>Westamerica Bank</td>
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<tr>
<td><strong>Banks Minor</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Bank</td>
<td>8.14 Mi NW</td>
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<td>34</td>
</tr>
<tr>
<td><strong>Book Stores</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barnes &amp; Noble</td>
<td>13.33 Mi SE</td>
<td>-</td>
<td>2</td>
</tr>
</tbody>
</table>

This report was compiled using data from the City of Livingston and private providers. The information herein is provided for informational purposes only.
Charrette participants

Left: Local Government Commission team members Paul Zykosky and Michael Moule confer with others on transportation issues.

Right: Open Studio participants listen intently to presentation.

Left: Intense Open Studio brainstorming session.

Right: City Manager Jose Antonio Ramirez showcasing local Artist collection of Jose Elias.

City of Livingston - CNU-CA Charrette - June 25th, 2013
Charrette participants

Left: Charrette Director Steve Coyle points out a plan feature to Planning Commission Chair Luis Flores. Assistant Manjit creates charrette artwork.

Right: From left, Downtown Team Leader Daniel Dunigan, assisted by Scott Watkins and David Petritz.

Left: Next generation Manjit provides suggestion to Matt Shannon of the Economic Development Team.

Right: From left, Economic Development Team Members John Anderson and Matt Shannon confer with Mayor Rodrigo Espinoza.
Charrette participants

Left: Architect Dao Doan of Ventura describing his sketches to planner Daniel Dunigan, San Francisco.

Right: John Anderson of Anderson-Kim Architects, Chico, discussing potential development sites.

Left: Nelson/Nygaard consultants designing specific streets and intersections.

Right: Gurpal Sampra, Mayor Pro Tempore and Leslie McGowan, Livingston Medical Group
Charrette participants

Left: Matt Shannon, City intern Francisco Mendoza, and CNUCA planner Jodie Sackett. Jodie traveled from Los Angeles; Matt arrived from Orange County for the event.

Right: Local Government Commission staff with Nelson/Nygaard transportation consultants focused on City corridor designs, street sections, and assisting CNUCA on Tactical Urbanism.

Left: City Consultant, City Manager Jose Antonio Ramirez and Rodrigo Espinoza, Mayor speak with CNUCA Director Matt Shannon.