

TO: James L. App, City Manager

FROM: Meg Williamson, Assistant City Manager  
Ron Whisenand, Community Development Director

SUBJECT: Economic Strategy – Progress Report

DATE: January 18, 2011

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Needs: For the City Council to receive an Economic Strategy and Council Goals progress report.

Facts:

1. A joint effort in 2006 of the Chamber of Commerce and the City of Paso Robles resulted in the adoption of an Economic Strategy for Paso Robles (see “Attachment 1”).
2. Twenty four accomplished individuals from business, commerce, finance, agriculture, education, government, tourism, publishing, entertainment, and economics lent their expertise and support in the drafting of the document. Their collective efforts produced a guiding vision referred to as the Economic Strategy.
3. Since its adoption, the Strategy’s four foundational elements (People, Place, Positioning, Partnership) have become an integral part of both the City’s policy framework and the Community’s business thinking.
4. In February 2009, an Economic Strategy progress report was presented to Council in conjunction with biennial goal setting and semiannual financial forecast. That presentation highlighted many community successes despite the volatile changes in the economy.
5. Two years later, the local, state and national economies continue to be sluggish despite predictions that the worst of the recession is over. We see much coverage of the downward trends in the economy, but there are bright spots if you look for them. We have many successes here in Paso Robles, and they are highlighted in this 2011 Economic Strategy Progress Report.
6. The City Council’s 2007 and 2009 biennial goal setting and budget process has been framed around the elements of the Economic Strategy, resulting in a list of public and private goals designed to see the community prosper.
7. The City Council adopted updated goals for 2010 – 2013 which included six (6) top priorities:
  - Complete major planning efforts
  - Live within our means
  - Use Redevelopment Fund for Project Area Improvements
  - Expand volunteerism to support community needs
  - Establish adequate water and sewer rates/fees
  - Improve roads, alleys & transportation systems

Other priorities included were:

- Develop water conservation methods
- Complete funded projects
- Update General Plan for water safe annual yield
- Expand industrial and commercial Economic Development
- Expedite project approvals and permitting
- Explore expansion of Redevelopment Area (Paso Robles St. & Creston Road corridor)

Highlights of the significant accomplishments made in each of these priority goal areas, to date, are impressive and are summarized in “Attachment 2.”

8. Many of these accomplishments were made possible through a combination of grant funding and/or volunteerism ~ while the City eliminated \$26 million in spending and reduced its work force by 25%.
9. Volunteer support was increased by 10,000 hours in 2009/2010 to assure that important community programs were sustained and that new/valued projects could be accomplished. See “Attachment 3” for a summary of these volunteer initiatives.
10. Grant funding secured in 2009 – 2011 totaled over \$27 million. Pending Grant applications could mean an additional \$15.6 million in project funding. See “Attachment 4” for a list of grant awards and applications.

**ANALYSIS &  
CONCLUSION:**

A core premise of the Economic Strategy is that no single entity, private or public, can accomplish and sustain the community’s economic health alone. Our community thrives because of a collective vision that increases opportunity, spurs investment, encourages local enterprise, serves the needs of its local residents, workers and business, promotes stable employment, reduces poverty, offers family and neighborhood life, and is both inclusive and sustainable. Paso Robles has plenty to celebrate. A status report on Economic Strategy efforts will be verbally presented to Council in conjunction with the attached presentation outline (“Attachment 5”).

**POLICY**

**REFERENCE:** Economic Strategy – 2006 and City Council Goals – 2010 to 2013.

**FISCAL**

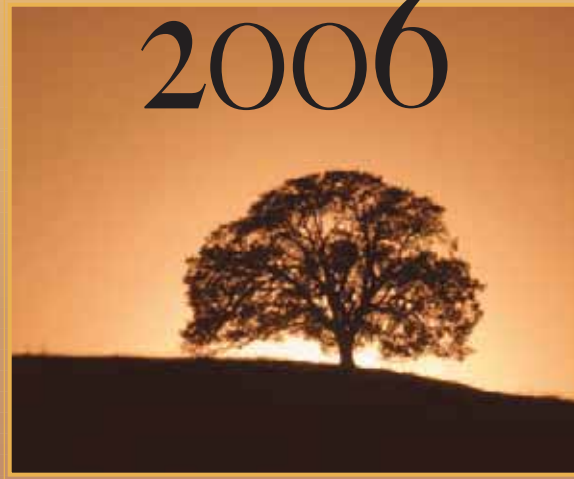
**IMPACT:** None identified.

**OPTIONS:** Receive the Economic Strategy & Council Goals Progress Report.

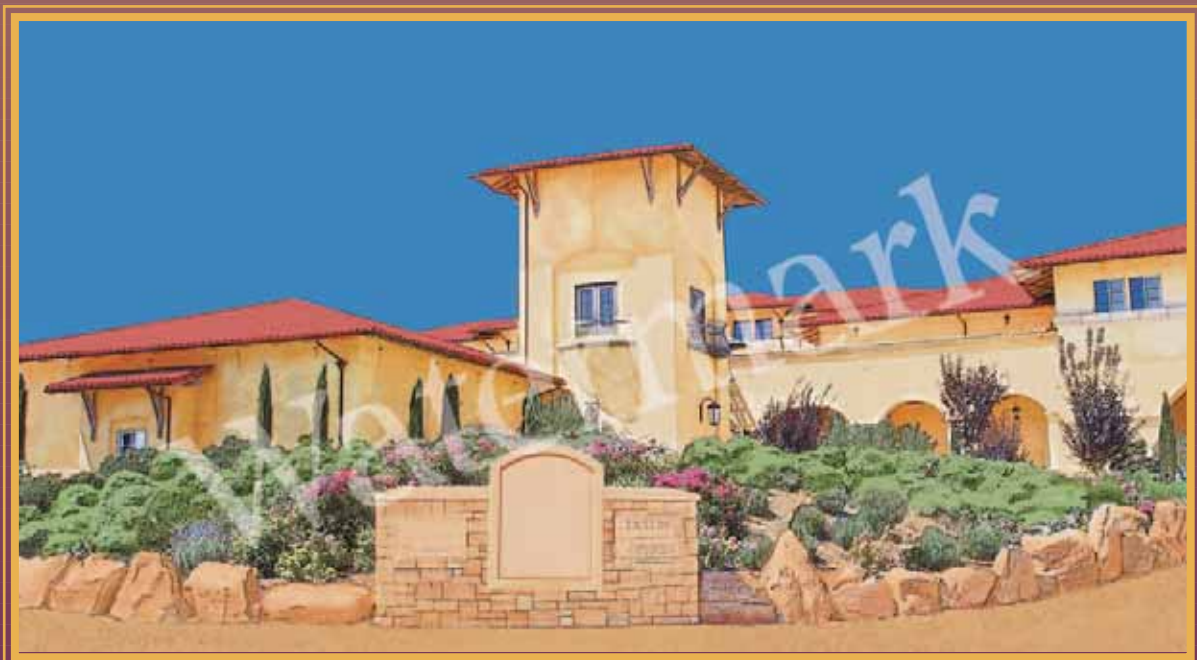
**Attachments:**

1. Economic Strategy
2. 2010-2013 City Council Goals – Progress Report
3. New/Expanded Volunteer Initiatives
4. 2009 – 2011 Grant Awards and Application
5. Economic Strategy Progress Report Outline

2006



# Paso Robles Economic Strategy



# ECONOMIC STRATEGY TASK FORCE

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## SAN LUIS OBISPO ECONOMIC VITALITY CORPORATION

President/CEO – John Dunn (Retired)

## AGRICULTURE / WINE INDUSTRY

Paso Robles Wine County Alliance Executive Director – Stacie Jacob

Viticulturist – Roberts Vineyard Services & Consulting Services Management – Neil Roberts

## MAIN STREET ASSOCIATION

Rose in the Woods/Chair of the Board – Jim Reed

## RETAIL

J. C. Penney Store Manager – Floyd Olsen

## EDUCATION

Paso Robles Public School District – Dr. Patrick Sayne

Cuesta College North County Campus Executive Dean – Sandee McLaughlin

Cal Poly Dean College of Architecture and Environmental Design – R. Thomas Jones, AIA

## DEVELOPMENT / CONSTRUCTION

North Coast Engineering, Inc. – Larry Werner

Estrella Associates, Inc. – Dick Willhoit

Developer – Rob Gilson

## BANKING

Heritage Oaks Banks Board Member – Dee Lacey

## HEALTH CARE

Twin Cities Hospital/Tenet Health Care – Sue Ellen Smith

Twin Cities Hospital/Tenet Health Care – President/CEO Rick Lyons

## MANUFACTURING

IQMS Software – Owner – Nancy Flamm

## REAL ESTATE

Peabody & Plum Realtor – Mike Ryan

## NEWSPAPER

The Tribune Publisher – Chip Visci

## TOURISM

River Oaks Golf Course & Seasons Restaurant General Manager – Pam Lyons

Paso Robles Event Center – Dee Lacey

## CHAMBER OF COMMERCE

President/CEO – Mike Gibson

## CITY OF PASO ROBLES / GOVERNMENT

Mayor – Frank Mecham

Council Member – Fred Strong

City Manager – Jim App

Assistant to the City Manager – Meg Williamson

## SPECIAL ADVISORS

UCSB Economic Forecast Project Executive Director – Dr. Bill Watkins

Economic Vitality Corporation of San Luis Obispo County – President/CEO Michael E. Manchak

# FORWARD

THERE HAS BEEN A MOUNTING SENSE OF ANTICIPATION AND APPREHENSION ABOUT THE FUTURE OF PASO ROBLES. AFTER A DECADE OF ECONOMIC AND POPULATION GROWTH, SOME WONDER WHAT IS NEXT FOR PASO ROBLES.

Is growth necessary or desired? What form might it take? Can or should there be an effort to encourage jobs and commerce, as well as accommodate housing? If so, how can small town character continue to thrive while promoting economic vitality and individual opportunity? Can a way of life distinct from suburbia and metropolis be sustained?

The effort to address these questions, to craft a wholly new economic strategy, evolved out of an interest on the part of many that care deeply about the future of Paso Robles. The City Council and the Chamber of Commerce have led the effort. They have drawn on the talents and expertise of accomplished individuals from the worlds of business, commerce, finance, agriculture, education, government, tourism, publishing, entertainment, and economics.

Their collective endeavor has produced a vision – a strategy for the future – presented here for consideration.



## A VISION FOR PASO ROBLES' ECONOMY

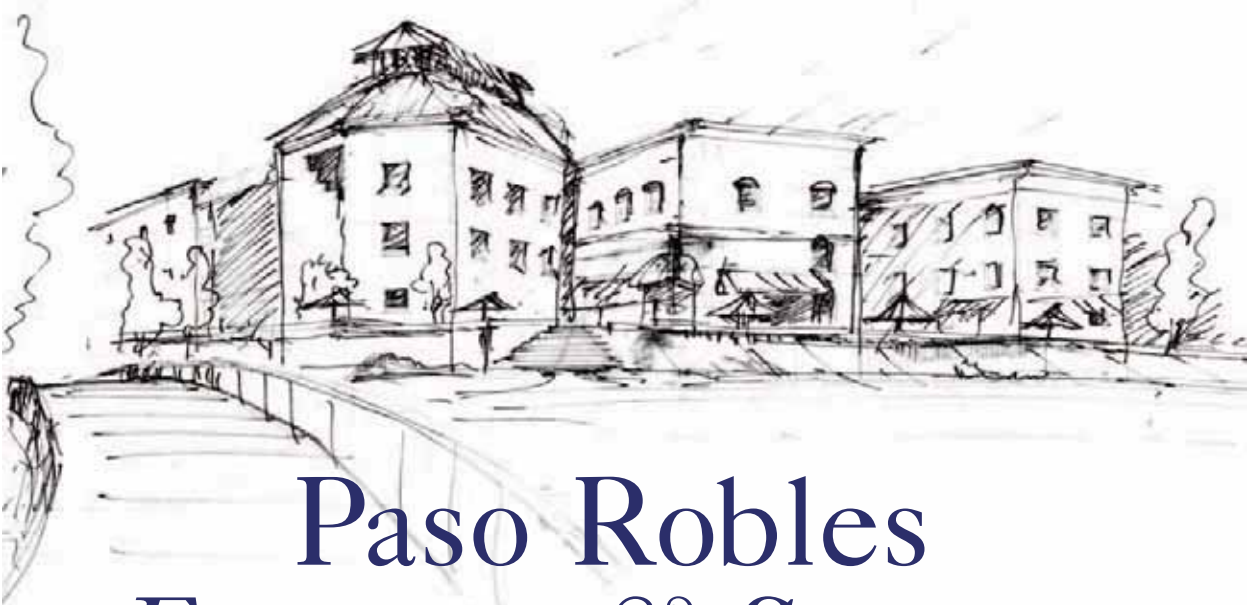
Paso Robles is at a crucial juncture. It faces significant change – in population, demographics, technological advancements, competition, and financial responsibilities – locally, regionally, and state-wide. A parallel transformation of approach to economic vitality is needed if the City is to maintain, even improve, quality of life for its residents.

When and how change is addressed will shape the economic future. A vision and strategy for economic and community development is called for – one that increases opportunity, spurs investment, encourages local enterprise, serves the needs of local residents, workers and businesses, promotes stable employment, reduces poverty, offers family and neighborhood life, and is both inclusive and sustainable.

The City Council has called for just such a reformation of the community's economic vision and strategy. This report lays out the rationale for a wholly new economic vision and strategy as it contains data and analysis that reveal community assets, challenges, and opportunity. And, most importantly, it offers a new vision, or strategy, for increasing and sustaining economic vitality.

Representatives of the City, Chamber of Commerce, and other key public and private stakeholders collaborated to develop this new strategy. Its principle goal is to improve livability and the quality of life in the City through economic growth. The strategies included in this new vision are fashioned to enhance the competitive position of individuals, local industry and commerce, the City, and the region as a whole, by building on and promoting community assets, addressing barriers to progress, and mobilizing public and private resources.





# Paso Robles *Economy & Strategy*

June 29th 2005 the community received a report concerning its economic performance and forecast for the near term. The conclusion: gross domestic product is experiencing real growth at a healthy and sustained rate. The growth is fueled by retail sales and services, construction, rising home values and sales, agriculture, and wine industry-related tourism. Industry mix is better balanced than other area communities, and a vibrant, distinctively identified community center (downtown) offers a range of commerce, dining, entertainment, and civic uses.

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**T**he forecast is a testament to the community's historical consensus and commitment to economic vitality. This result is earned – and good news.





## Challenges: Earnings Education Jobs

**In the midst of this good news, there are some challenges:**

- Low average worker and household earnings,
- Low educational attainment of the community workforce,
- Projected job growth predominantly in unskilled positions in low paying industries.

**And, there are other factors that will impact the local community and its economic future:**

- Influx of “wealthy” and active retirees,
- Housing affordability (as measured against earnings),
- Location midway between major metropolitan areas,
- California population growth, especially in the Central Valley.

These issues and trends are not unique to Paso Robles, but are compelling in that they reflect greater California dynamics. When and how these challenges and issues are addressed will shape the economic future. A vision and strategy for economic and community development is called for – one that encourages local enterprise, serves the needs of local residents, workers and businesses, promotes stable employment, increases opportunity – individual, corporate and societal, reduces poverty, offers family and neighborhood life, and is both inclusive and sustainable.

The scope of tomorrow’s economic development strategy must be fashioned to achieve its own self-sustaining vitality. It would target **improvement of the livability and quality of life in the City through economic growth** – economic growth that stimulates investment, high quality jobs, and wealth.





To meet this challenge, successful cities across North America have modeled their economic development strategies upon principles for building prosperous and livable communities. These principles provide a common guide to promoting economic vitality. The principles are:

## Vision and Inclusion

Communities need a vision and strategy for economic development. Visioning, planning and implementation efforts should continually involve all sectors, including the voluntary civic sector.

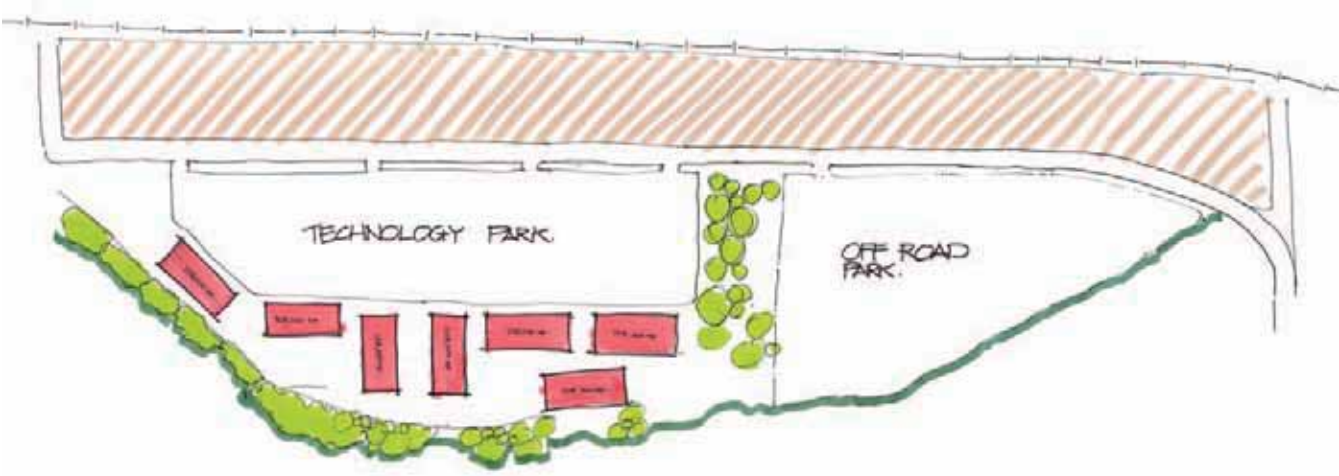
## Human Investment

Because human resources are so valuable in the information age, communities should provide life-long skills and learning opportunities by investing in excellent schools, post-secondary institutions, and opportunities for continuous education and training available to all.



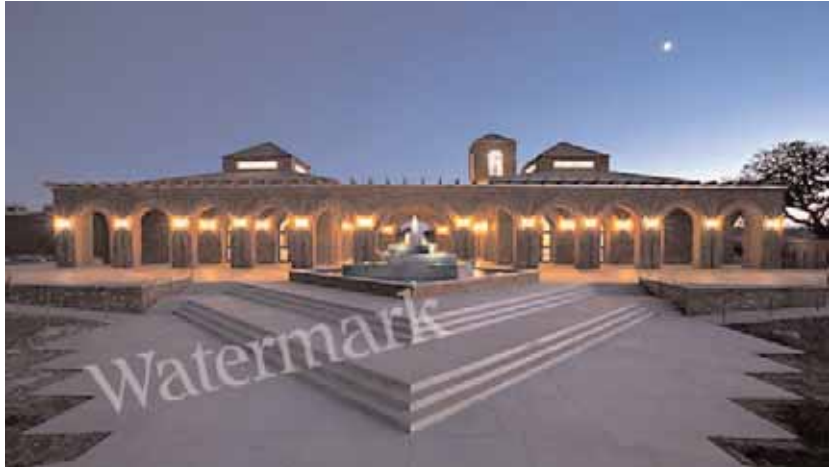
## Industry

Communities should identify specific gaps and niches their economies can fill, and promote a diversified range of specialized industry clusters, drawing on local advantages to serve local and international markets.



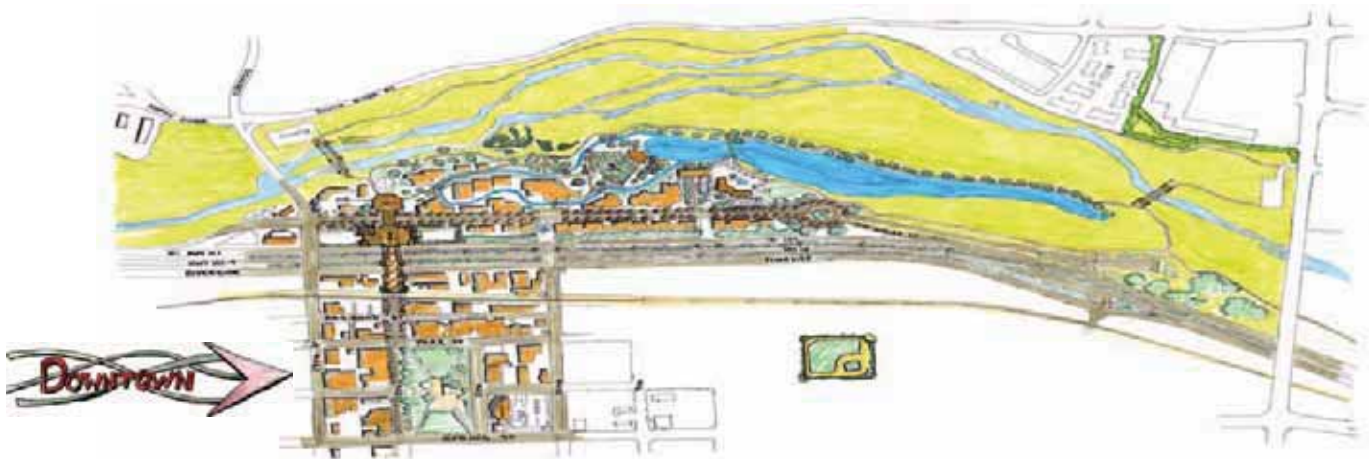
## Local Focus

Because a community's most valuable assets are the ones they already have, and existing businesses are already contributing to their home communities, economic development efforts should give first priority to supporting existing enterprises as the best source of business expansion and local job growth. Community economic development should focus on promoting local entrepreneurship to build locally based industries and businesses that can succeed among national and international competitors.



## Distinctive Communities

Having a distinctive identity will help communities create a quality of life that is attractive for business retention, future residents and private investment. Community economic development efforts should help to create and preserve each community's sense of uniqueness, attractiveness, history, cultural and social diversity, and include public gathering places and a strong local sense of place.



## Center Focus

Communities should have an appropriately scaled and economically healthy center focus. At the community level, a wide range of commercial, residential, cultural, civic, and recreational uses should be located in the town center or downtown. At the neighborhood level, neighborhood centers should contain local businesses that serve the daily needs of nearby residents.

## *Compact Development*

To minimize economic, social, and environmental costs and efficiently use resources and infrastructure, new development should take place in existing urbanized areas before using more agricultural land or open space.



## *Livable Communities*

To protect the natural environment and increase quality of life, neighborhoods and communities should have compact, multi-dimensional land use patterns that ensure a mix of uses, minimize the impact of cars, and promote walking, bicycling, and transit access to employment, education, recreation, entertainment, shopping, and services. Economic development and transportation investments should reinforce these land use patterns and the ability to move people and goods by non-automobile alternatives wherever possible.

## *Wired Communities*

Communities should use and invest in technology that supports the ability of local enterprises to succeed, improves civic life, and provides open access to information and resources.



## Poverty Reduction

Economic development efforts should be targeted to promote jobs that match the skills of existing residents, improve the skills of low-income individuals, and insure the availability of quality affordable transportation and housing.



## Environmental Responsibility

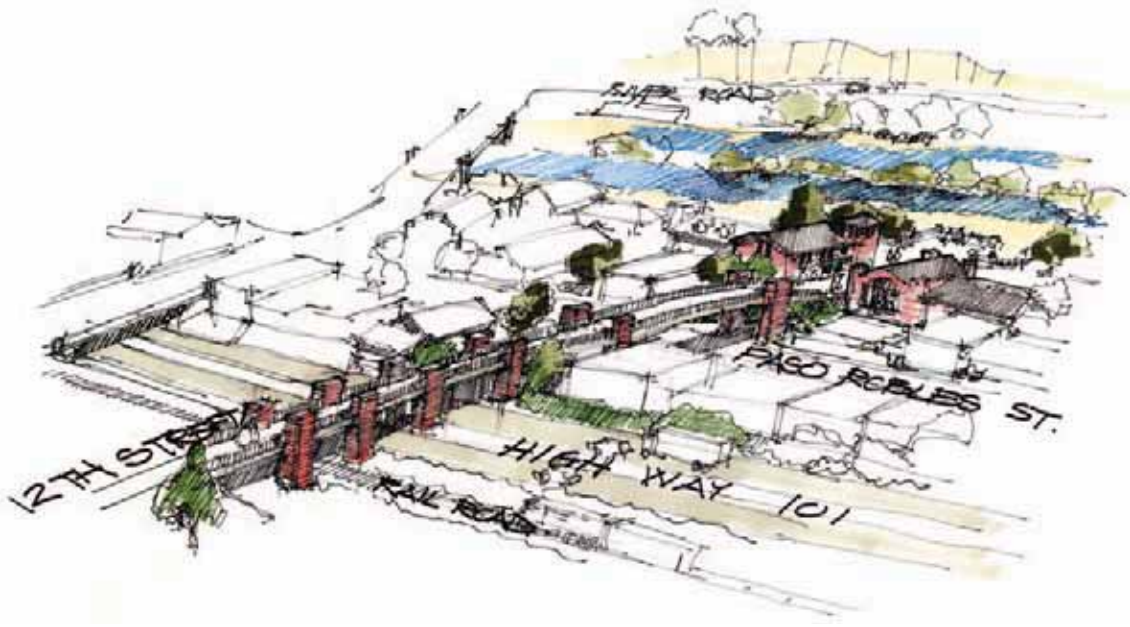
Communities should support and pursue economic development that maintains or improves, not harms, the environment and public health.



## Corporate Responsibility

Enterprises should work as civic partners, contributing to the communities where they operate, protecting the natural environment, and providing workers with good pay, benefits, opportunities for upward mobility, and a healthful work environment.





## Long-Term Investment

Publicly supported economic development programs and investments should be evaluated on their long-term benefits and impacts on the whole community, not on short-term job or revenue increases. Public investments should be equitable and targeted, support environmental and social goals, and prioritize infrastructure and supportive services that promote the vitality of all local enterprises instead of individual firms.



## Regional Collaboration

Since industries, transportation, land uses, natural resources, and other key elements of a healthy economy are regional in scope, communities and the private sector should cooperate to create regional structures that promote and respect local character and identity.



## Integrated Approach

Government, business, education, and the community should work together to create a vibrant local economy, through a long-term investment strategy that:

- encourages local enterprise,
- serves the needs of local residents, workers, and businesses,
- promotes stable employment and revenues by building on local competitive advantages,
- protects the natural environment,
- increases social equity,
- is capable of succeeding in the global marketplace.



Applying these principles to Paso Robles' challenges and opportunities, the economy needs to stimulate investment in high-value added activities – **high order, innovation based, high productivity activities** – often referred to as **the knowledge economy**. An economy based not so much on raw materials and cost containment, but on intellectual capital, technical know-how, innovation, flexibility, and entrepreneurship.

The source of these knowledge economy attributes is people. The generation of new ideas, and the translation of ideas into innovative products and services is the primary way to add value. Education, training, and opportunities for continuous learning must be created to feed the demand for innovation, the demand to add value. The new economy would, therefore, consist of not only a means of producing goods and services, but a way of life and civic culture that **embraces and fosters continuous learning**.



And this continuous learning must be promoted and pursued not only in established educational institutions, but other informal hubs of social interaction, expression and creativity. Places as diverse as restaurants, cafes, theaters, museums – art and culture, coupled with public and private places of exceptional design, and open spaces that inspire and connect with the natural environment, are features that can spark creativity (the very features sought by knowledge workers). It follows therefore, that **quality of place attracts people, and what attracts people can attract investment**.



The quality of neighborhoods, parks, rivers, schools, theaters, museums, galleries, and urban design as well as industrial centers, roads, sidewalks, trails, telecommunications, utilities, and public transit also have a direct impact on this quality of place, as do the resources and programs that provide education, health, social and recreational services. These features are strategic assets that can be leveraged to support economic growth, or competitiveness – competitiveness to develop, attract and retain knowledge workers and high-value added activity investment.

One of the keys to making these desirable, attractive and needed quality infrastructure investments is to make them more efficient and cost-effective. Efficiency can be achieved by attracting and “housing” sufficient labor force and employment in a more compact urban form. Compact form can result in efficiencies in major infrastructure investments and enhance opportunities to house the labor force – **who will be needed to power the knowledge economy.**

Transition to a knowledge economy is a significant commitment, and to be realized, it must be communicated. More specifically, a community needs to actively **promote local industry, products, services and destinations to the world** – let them know what is here; let them know there is opportunity.



Such is the opportunity here and now. Economists suggest a move towards high-value added, specialty activities. High-value added specialty commerce is typically driven by knowledge and know-how, creativity and flexibility, entrepreneurship and strategic alliances. Producing, attracting and retaining knowledge investment, industry, commerce, and workers requires a strategy that promotes:

### **Quality of life Quality of place**

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- Create opportunities for personal and professional growth;
- Maintain safe, healthy and attractive physical environment;
- Encourage and enrich urban culture and center (downtown) focus;
- Establish cohesive, compact and livable community for individuals and families.



### **Human intellectual capital, creativity, and technical capabilities**

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- Focus on knowledge and skill development;
- Support for high-quality basic, advanced, and technical education.



### **Local institutions of innovation, learning, and networking**

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- Establish strategic alliances with institutions of higher learning and business associations;
- Encourage diverse informal centers of creativity, learning and interaction (theatres, galleries, museums, performing arts centers, restaurants, community centers, etc.).

## Built, natural, and social environment

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- Improve overall quality of built form (design/architecture);
- Preserve, enhance, and provide access to key natural features/places;
- Provide quality education, health, arts, culture, and recreation programs and services;
- Expand and maintain high quality transportation systems and facilities, public places and buildings, telecommunication systems, and utilities.

## Regional presence and profile

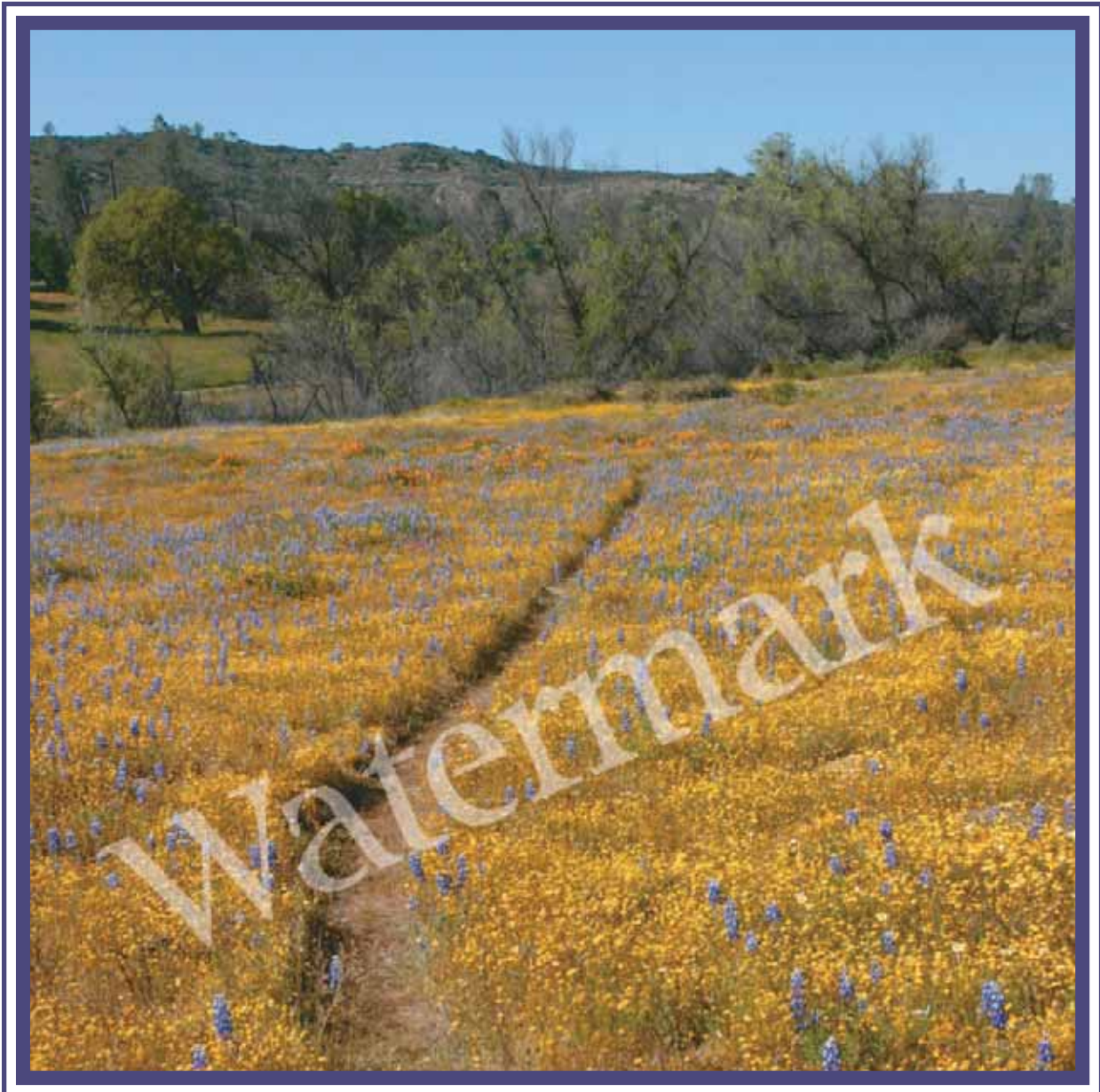
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- Brand Paso Robles locally and regionally;
- Promote local industry, products, services, and destinations regionally.

## Unity of vision

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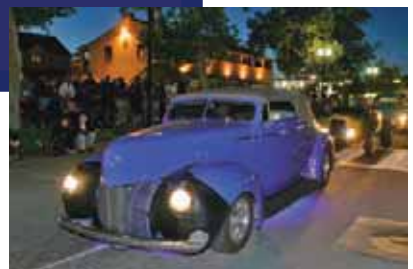
- Establish a common vision and broad base of public and private support;
- Mobilize public and private stakeholder resources toward improving competitive position.



*A  
strategy  
that promotes  
and charts  
a course  
to realize  
these ideals  
is offered.*



*People  
Place  
Positioning  
Partnership*



# PEOPLE

Develop people to power the knowledge economy. Increase educational attainment and skills of, opportunities, and demand for local labor force.

## Promote and support a full continuum of education opportunities.

- Encourage bilingualism and honor cultural diversity;
- Support delivery of basic literacy and numeracy programs;
- Promote quality, relevant education and training programs;
- Recognize academic achievement (of individuals and institutions);
- Establish information clearinghouse of available education and training programs;
- Recognize and promote programs providing youth with relevant work experience.



Recognize and increase community and business investment in, and commitment to, education.



# *ACTIONS*



- Support long-term education facility and program funding alternatives.
- Support development of specialized education/vocational training, baccalaureate, and graduate degree programs and facilities.
- Develop, implement, and promote bilingual learning programs for residents and businesses.
- Expand and promote basic literacy and numeracy programs to residents and businesses.
- Business and education jointly expand and develop work experience/ apprentice programs.
- Establish joint City/business/labor endowment fund and scholarship program for all education levels.



Improve quality of place to attract investment and knowledge workers stimulate investment by establishing distinctive, quality, stable, safe and sustainable physical improvements and attractions that welcome industry, commerce, tourism, employment, and wealth necessary to maintain and enhance quality of life.

**Implement development policies to achieve more efficient use of infrastructure.**

- Encourage community development in live/work, mixed use, and compact, pedestrian oriented forms to accommodate all income levels and lifestyles;
- Prepare road, utility, and communications infrastructure to facilitate private investment;
- Establish stable, long-term funding for infrastructure;
- Increase labor force residents in the City.

**Develop distinctive design standards and invest in design excellence to:**

- Create inspiring and memorable places;
- Emphasize the appearance and qualities of the public realm;
- Create streetscapes, pathways, and public spaces of beauty, interest, and functional benefit to pedestrians;
- Encourage adaptive reuse of historic buildings;
- Preserve energy and natural resources.

**Stimulate investment in strategic areas and under-utilized sites.**

- Develop the Salinas River as a signature landscape and attraction;
- Enhance and expand the downtown to a mixed use dining, entertainment, culture and shopping destination featuring a new river front;
- Allocate public resources to support and promote arts, culture, and conferencing;
  - Develop a downtown center for the arts, culture and conferences,
  - Encourage and recognize business investment and involvement in the arts, culture and major events.
- Prepare the Airport for high quality business, transportation, and visitor investment and activity.

**Support agriculture as a viable industry and visitor attraction by featuring it as the distinguishing community environment.**

**Increase intensification, supply, and range of housing to attract and accommodate a skilled labor force.**

# *ACTIONS*



- Develop and implement form based code and architectural design, “green” building, and historic preservation/reuse standards.

- Prepare and implement target area vision/plans including Downtown Center – Salinas River Corridor Plan, Downtown Expansion Plan, Civic Center Plan, City Park Master Plan; and, Airport – Master Plan.

- Develop a Culture Plan to establish and support facilities for the arts and culture.

- Develop, fund and implement the “purple belt” plan.

- Identify and evaluate alternatives to increase the labor force resident in the City.

- Develop design for, and invest in, transportation and utility infrastructure for targeted areas – downtown/civic center/river front and Airport – to create development ready sites and attract private investment.

- Identify, evaluate and seek out long-term infrastructure funding alternatives.



# POSITIONING

Develop and market the unique character, heritage and special attributes of the community as the region's destination to visit, shop, invest, work and live.

## Promote the City as a center of high value agriculture and industry.

- Showcase the Paso Robles wine appellation and industry as the emerging center of world class wines;
- Promote viticulture investment/business opportunities in winery production, tasting, equipment research/design/production/sales/service, marketing and sales, and end-destination attractions;
- Develop and promote year-round and special events that highlight viticulture, olive oil, and equestrian attractions.

## Market Paso Robles as an ideal setting for the emergence and convergence of value-added medical, health and wellness services.

- Encourage public/private partnerships to develop integrated medical research/business/destination facilities – to host medical research and promote technology transfer/commercialization to specialized medical interventions, rehabilitation clinics, and health and wellness spas;
- Promote health and wellness service/facility investment/business opportunities in end destination medical and visitor attractions;
- Entice investment in, and showcase, natural hot springs as a unique Paso Robles asset and cornerstone to health and wellness visitor destination attractions.

## Promote local industry, products, services and destinations.

- Identify and feature the interests of industry clusters;
- Develop web-based links to local industry and commerce;
- Implement high visibility business recognition and appreciation programs;
- Attract major events and conferences that focus attention on Paso Robles' assets;
- Expand and diversify hotel products, including end destination full-service resorts;
- Encourage and expand tourism attractions that highlight Paso Robles' unique identity and heritage (agricultural/equestrian education and entertainment – Paso Robles Event Center, historical and cultural sites, collections, and events).



# *ACTIONS*



- Develop and advance cluster group common interests and action plans to address human resource needs, technical and professional development necessities, infrastructure requirements, supply chain gaps, research and development challenges, and business incubation opportunities.

- Develop and implement web-based industry cluster and business information system and linkages to attract investment, expand markets, and sell local goods.

- Develop trade shows to showcase industry clusters, investment opportunities, and expand their markets.

- Implement business retention program to showcase businesses and identify/link common industry needs.

- Develop high visibility business recognition program.



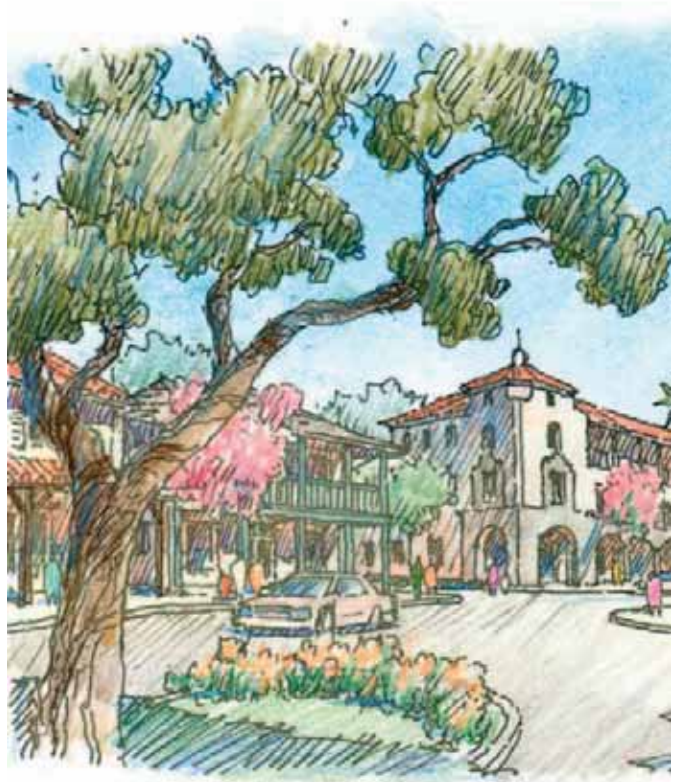
# PARTNERSHIP

Create an alignment of strategic intent to collectively foster economic growth and improve the quality of life.

**Establish a common economic vision with a broad base of support.**

**Mobilize public, private, and community resources to improve competitive position through partnership.**

- Continually forge closer working relations with Cal Poly, Cuesta College, and local schools for:
  - increased/improved educational opportunities,
  - innovations in technology, design, programs and services,
  - joint beneficial development and application of services and resources.
- Intensify public/private collaboration to expand and enhance the unique flavor of downtown.
- Support regional marketing efforts that recognize and promote Paso Robles':
  - unique assets, heritage and distinctive character,
  - as a great place to visit, shop, invest, work and live,
  - as a year round dining, entertainment, event and conference destination,
  - as an emerging center of entrepreneurial, commercial, and business opportunity.





## ❧ ACTIONS ❧



- Establish community economic development roundtable to facilitate on-going public/private involvement in policy and program development, business outreach and recognition, and investment and market development.

- Improve linkages between industry clusters and education to address specialized labor requirements.

- Identify and encourage school and college joint development/use of education facilities and programs.

- Encourage synergy amongst and between, and reinvest in, attractions that showcase Paso Robles' unique identity and heritage including the Paso Robles Event Center, Pioneer and Historical Museums, historic buildings, agriculture, local artisans and culture, historic downtown, and the river front.

- Attract conventions that promote Paso Robles industry clusters and assets (to generate mid-week visitor demand, lure investment, and expand markets).

- Support regional cooperative marketing efforts and initiate joint marketing programs.

- Provide adequate, stable funding for tourism marketing and economic development.





## ACKNOWLEDGEMENTS

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University of California Santa Barbara – Economic Forecast Project –  
2005 Paso Robles Forecast

California State Employment Department/Development Department –  
Job Growth Projections for San Luis Obispo County

The Tribune – A Graphic of US Census Bureau Data –  
“How Education Levels Affect Income”

Public Policy Institute of California – “What Kind of California Do You Want?”

Regents of the University of California – Demographics

The Tribune – 11/28/05 – California Budget Project Report – “Population Expected to Grow  
Older, More Diverse”

The San Jose Mercury News – 11/25/05 – “Construction Trades Woo Younger Workers –  
Competing with College Cachet Not Easy for Industry”

Local Government Commission – Ahwahnee Principles for Economic Development for the  
21st Century

Local Government Commission – Ahwahnee Principles for Resource-Efficient Communities

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For Information Contact:

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Assistant to the City Manager City of Paso Robles  
1000 Spring Street Paso Robles, California 93446

Drawings and Architectural Renderings are from:

Olsen/Beechwood Specific Plan – Moule & Polyzoides  
Architects and Urbanists 180 East California Boulevard at Pitcher Alley  
Pasadena, California 91105

The Salinas River Design Workshop (2005)

Robert Hall Winery Photograph – Courtesy of Steve E. Miller  
Cuesta College Photographs – Courtesy of Cuesta College

Graphic Design and Stock Photography – Faye Baker [www.photogenics.biz](http://www.photogenics.biz)  
– Richard Baker [www.richardbaker.com](http://www.richardbaker.com)

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*Paso Robles*  
chamber of commerce

## 2010-2013 CITY COUNCIL GOALS

(January 2011 Progress Report)

### TOP PRIORITIES

- **Complete major planning efforts**
  - *Draft Solid Waste Master Plan complete.*
  - *Gateway Design Plan complete and adopted.*
  - *Updating the Urban Water Management Plan.*
  - *CRASP revised proposal accepted for processing.*
  - *Developing a Habitat Conservation Plan with County.\*\**
  - *Purple Belt Plan complete and adopted by City & County.*
  - *Oak Park Redevelopment Plan & EIR complete and adopted.*
  - *Uptown Centre Specific Plan; hearings begin in January 2011.*
  - *Draft Circulation Element complete; Hearings begin in February 2011*
  - *Low Impact Development & Hydro-modification Standards\*\* Under Development.*
  - *OBSP owners confirmed acceptability of M&P design; EIR to be finalized Spring 2011*
  
- **'Live within our means'**
  - *\$26,000,000 planned spending eliminated.*
  - *Workforce reduced by 25%; wages frozen thru 6/11.*
  - *Additional cost reduction initiatives presented for action.*
  - *\$27,500,000 grants awarded; and, \$15,650,000 more being pursued.\*\**
  
- **Use Redevelopment Funds for Project Area Improvements**
  - *Developed and sold \$12 million in bonds at record high ratings.*
  - *\$3.2 million available for allocation to projects in the RDA boundary;*
  - *Summary of project allocations to be presented January 2011;*
  - *Flamson frontage improvements completed Fall 2010.*
  - *Carnegie Library reconstruction complete.\*\**
  - *Sulfur spring remediation complete.\*\**
  
- **Expand volunteerism to support community services**
  - *10,000 new volunteer hours added in FY 2009/10*
  
- **Establish adequate water and sewer\*\* rates/fees**
  - *Water connection fees adopted.*
  - *New water rates adopted spring 2010*
  - *Water rate to be reintroduced January 2011, per court order.*
  - *Sewer connection fees accepted by HBA March 2010.*
  - *Sewer user rate proposals under development for future consideration.*



➤ **Improve roads, alleys & transportation system**

- *North River Road reconstructed.*
- *South Vine Street reconstructed.\*\**
- *Theatre Drive realignment underway.\*\**
- *Caltrans HWY 101 Safety/Median Project approved\*\**
- *21<sup>st</sup> Street low impact development redesign underway.\*\**
- *State Route 46 East Comprehensive Corridor Study complete.*
- *PREC/Riverside Avenue Pedestrian Improvements under construction.\*\**
- *HWY 46E at HWY 101, new onramp at 17<sup>th</sup> Street, and lane corrections on 13<sup>th</sup> Street Bridge design nearing completion. \*\**

**OTHER PRIORITIES**

➤ **Develop water conservation measures**

- *Successfully implemented community-wide conservation summer 2009.*
- *Broader and long-term program underway summer 2010.*

➤ **Complete funded projects**

- *Carnegie Library complete.\*\**
- *River trail design underway.\*\**
- *Nacimiento pipeline complete.*
- *Acquired 154 Acres in River.\*\**
- *Train Station Restrooms Complete.\*\**
- *North River sewer main complete.*
- *Theatre Drive water main complete.*
- *Sulfur spring remediation underway.\*\**
- *North River Road rehabilitation complete.*
- *South Vine Street rehabilitation complete.\*\**
- *Flamson frontage improvements Complete.*
- *Water Treatment Plant Design 90% complete.*
- *First Five Education Center Under Construction.*
- *Wastewater Treatment Plant Design 60% complete.\*\**
- *PREC/Riverside Avenue Pedestrian Improvements Complete.\*\**

➤ **Update General Plan for water safe annual yield**

- *Safe annual yield calculation completed Fall 2009.*
- *Groundwater basin supply/demand analysis nearing completion.*
- *Groundwater Basin Management Plan in process with/thru County*

➤ **Expand industrial and commercial Economic Development**

- *Lowes commercial center open*
- *Justin Winery Warehouse Complete*
- *Bed, Bath & Beyond complete and open*
- *Santa Cruz Biotech Expansion Complete*
- *Airport F.B.O. lease under negotiation.*
- *Airport Restaurant proposals being sought.*
- *Fourth Street Master Plan under construction.*
- *High School classroom construction underway.*
- *Specialty Silicone expansion under construction.*
- *Black Oak Drive Hotel Project under construction.*
- *C.D.C.R. Master Facility Plan Final E.I.R. complete.*
- *Cuesta College Learning Resource Center Under Construction.*
- *Arciero, Pankey, & Union/Golden Hill Commercial Buildings complete.*

➤ **Expedite project approvals and permitting**

- *Specific Plan and Circulation Element updates will aid in expediting projects in those planning areas.*
- *Firestone Walker article (attached).*

➤ **Explore expansion of Redevelopment Area (Paso Robles St & Creston Road corridor)**

- *Will be presented for consideration with Uptown Centre Specific Plan.*

*\*\* Grant-Funded*

Attachments: Volunteer Activity Summary  
Firestone Walker Article  
Grant Summary

## New/Expanded Volunteer Initiatives July 2009 – June 2010

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- Senior Center
  - Generations Online – volunteers work with seniors to teach computer use.
  - Good Neighbor Program – volunteers help seniors with yard work, shopping, etc.
  
- Library
  - VolunteerMatch.com – service matching volunteers to community organizations.
  - Generations Online – volunteers work with seniors to teach computer use.
  - Helping SLO County develop and expand their library volunteer program.
  - Hosted Family Volunteer Day (culminating National Volunteer Week).
  - 9/11 Day of Remembrance and Service activities.
  - Participated in RSVP Job Fair.
  
- Parks/Public Works
  - Park Facility Clean and Repair Days:
    - Creek Clean Up Day – approximately 500 hours.
    - Riparian restoration at L.M.P. – approximately 500 hours.
    - 50+ volunteers @ BSP weeding & trash; BBQ hosted by REC Foundation
    - 40 volunteers (LDS Church) @ Centennial Park – painted gym border, weeded, trash pickup
    - 30 volunteers @ Senior Center, George Stephan Center, painted score shed @ BSP
    - 60 volunteers (Bridge Church) at Centennial Park – refurbished planting areas, painted meeting rooms and park benches, general weeding & trash
    - 20 volunteers (LDS Church) @ BSP.
    - Aaron group home – 6 youth, 12 hours per week throughout the summer.
    - CCC Summer Program – Partnership with Cuesta College; 14 young people, ages 16-25 for 2 weeks, 8 hours/day @ Centennial & BSP.
    - Adopt a Park – weekly or monthly service; adopted by groups, families & individuals; 13 groups so far including: IQMS, Girl Scouts, SLO Co. Special Education, Key Club, Boys & Girls Club, YMCA, Rabener Day Care, Guitierrez Family, Matthews Family, Joe Astorga, Paula Ciricuts, Amelia Minchitar, Psaltis & Friends.
  - Demonstration Garden- Volunteers transformed lawn to food production @ Centennial Park, offer numerous public workshops, and donate food to Food Bank.
  - Bakari Program w/Cal Poly – 3 teens, 5 hours per week, April – October, 2010.
  - Curb & Parking Painting Downtown – Lions Club.
  - Festival of the Arts – approximately 5,000 hours.



- Other
  - Youth Work Experience
    - Getting About Town – co hosted w/Chamber of Commerce; High School students visited operations:
      - October - City Operations
      - January – Emergency Services and Courthouse
      - May – Building Industry, River Oaks, Cal Poly.
    - Cuesta College Outreach Job Training Program – Presented at Atascadero High School and Liberty High School on employment skills, interviewing skills, etc.
    - Senior Prom – Cuesta student project; students planned and executed program at Senior Center – 70 senior participants at evening dance – decorations, music, refreshments.
    - Liberty High School class built Demonstration garden fence.
  - Historic Preservation Program
    - Historical Society assisted with historic site research
    - Main Street Association photographed historic properties

**In sum, approximately 10,000 new hours  
were added to the community's already generous volunteer support.**

## GRANTS 2009-11

### GRANTS AWARDED

Library Study Center (from PRWCA)	\$	5,000
Anza Trail Certification/Interpretive	\$	7,200
Library	\$	63,000
City Park Light Fixture Replacement	\$	156,000
Fire Equipment	\$	197,000
Train Station Restroom	\$	224,000
Groundwater Management Plan	\$	242,000
Public Safety (Police Equipment & DUI Enforcement)	\$	289,000
Recreation Facilities & Events	\$	325,000
EEMP (Charolais Road trail & restoration)	\$	350,000
North County Habitat Conservation Plan	\$	500,000
Hydro Modification Control Criteria Development	\$	600,000
21st Street Low Impact Development Rehabilitation	\$	993,000
Transit	\$	1,006,000
South River Road Bike Path	\$	1,616,000
Sulfur Spring Remediation	\$	2,000,000
Carnegie Library Rehabilitation	\$	2,200,000
First Five / Uptown Family Park	\$	2,575,000
South Vine Street Bike Lanes/Rehabilitation	\$	2,743,000
Theatre Drive Realignment	\$	3,456,000
HWY 46E/17th St/13th St Bridge	\$	10,060,000
	<b>\$</b>	<b><u>29,595,000</u></b>

### GRANT APPLICATIONS

Housing Related Parks Grant	\$	75,000
Transit	\$	751,000
Public Safety (Police Officers & Equipment)	\$	771,000
Small Cities Climate Action Plan (reapply)	\$	425,000
Salinas River Master Plan (reapply)	\$	242,000
	<b>\$</b>	<b><u>2,264,000</u></b>

## ECONOMIC STRATEGY PROGRESS REPORT 2011

No single entity, private or public, can accomplish and sustain the community's economic health alone. The accomplishments reflected in this report are testimony to the community's historical consensus and commitment to economic vitality.

### PLACE

#### **A better place to live ~**

A community's most valuable assets are the ones they already have. The Strategy supports that economic development efforts should help to create and preserve the community's sense of uniqueness, attractiveness, history, cultural and social diversity, and include public gathering spaces along with a strong local sense of place.

Paso Robles has done this in spades.

#### **A vibrant downtown ~**

The Downtown core is the heart of the community and along with the bustle of daily commerce and social activity is host to many local, regional and world class events that attract visitors from outside the area. A sampling:

- Amsterdam coffee house
- Studios on the Park
- 15+ Tasting Rooms
- 20+ Restaurants
- Concerts in the Park continue to draw hundreds each Friday in the summer
- Farmer's Market / Lavender Festival / Olive Festival / Wine Festival
- Inaugural Festival of the Arts in 2009 generated over \$200K in matching funds for a \$4 million State Grant to purchase river corridor property ~ the Festival continues on
- Labor Day Car show is building steam after its 2010 debut

#### **More recreation ~**

The quality of neighborhoods, parks, rivers, schools, theaters, museum, galleries and other places where we gather and play are features which contribute to and support economic growth and investment.

We've seen significant private investment in recreation since 2006:

- Ravine Water Park
- Kennedy Club Adventure
- Paso Robles Tennis and Swim Club

Public improvements have been made that enrich our recreation choices:

- Salinas River Parkway Trail (2 miles completed)
- North River Road Bike Path fully designed & grant funded (an additional mile to come)



- Mile and a half of river corridor (154 acres) acquired for future open space, restoration and recreation opportunity

### **More focus on our roots ~**

Our community's heritage is deeply rooted in agriculture and continues to grow through showcasing the Paso Roble wine appellation, expanding viticulture industry investment, and promotion of year-round special events that highlight viticulture, olive oil, and equestrian attractions, as exhibited by:

- Event Center activities – Equestrian Events are expanding (PCCHA and NSHA)
- Treana Winery Expansion (Production and Storage facility near the Airport)
- Justin Winery – wine storage at Wisteria Lane
- Strong partnerships with Wine Country Alliance
- Wine, Olive and Lavender Festivals & Events

### **Honoring Paso Robles' history ~**

Authenticity is not created, but exists in Paso Robles partially because of its eclectic weave of buildings that span many eras and architectural styles. Adaptive reuse of historic buildings is being accomplished through:

- Historic building inventory and design standards proposed in the Uptown / Town Centre Specific Plan
- A first ever Historic Preservation Ordinance has been introduced to assure a unique and authentic Paso Robles is sustained
- Farmer's Alliance (Derby Wines) – practical application of current reuse project

### **Improved visitor services ~**

The commercial hospitality industry has expanded since 2006 with the construction/addition of over 300 New Hotel Rooms. Additional enhancement to visitor services will be seen with:

- New Uptown hotel – Paso Robles Oak Tree Inn (90 units)
- Vina Robles Hospitality Center – expanding with an outdoor Amphitheatre
- New Restaurants, Tasting Rooms and Specialty Retail in the Downtown core
- River Oaks (emerging event venue)
- Hampton Inn – Grand reopening of fully remodeled rooms

The Municipal Airport is experiencing a new and greatly improved level of service to the flying visitor:

- A new Fixed Base Operator (ACI) is providing reliable/quality aviation services
- Promoting the Airport as another "gateway" to Paso Robles is becoming a reality
- A new restaurant operator is on the horizon in 2011

### **New and improved businesses ~**

New investment and business growth in the order of magnitude of tens of millions of dollars can be seen in these 2009/2010 projects:

- Twisselman remodel on Spring Street – 4,800 s.f. salon and retail
- Panky Building SE corner Spring & 15th – 14,500 s.f. retail office
- Lowes Center at Golden Hill and HWY 46E – 169,000.s.f. + shops

- Bed Bath Beyond Retail – 26,000 s.f.
- Justin Winery 30,700 s.f. wine storage facility – Wisteria Lane
- Estrella Warbirds added 11,500 s.f. museum and storage space
- Treana Winery 23,400 s.f. wine storage building
- NE Corner Golden Hill & Union – 11,100 s.f. new office/retail
- Paso Robles Tennis and Swim Club – 7,300 s.f. Clubhouse
- Specialty Silicone Fabricators at Airport – 100,000 s.f. industrial expansion
- Santa Cruz Biotech – Dry Creek Road industrial expansion
- Il Cortile Restaurant 2,000 s.f. remodel – 12<sup>th</sup> Street
- Oak & 13<sup>th</sup> Street (Arciero) 14,600 s.f. Office Buildings

**Available industrial space ~**

A range of development opportunities are available to the investor today:

- Airport Business Park
- Golden Hills Business Park
- Nunno Industrial Park
- Dry Creek Winery Row

**Continued commercial construction ~**

Since adoption of the Economic Strategy, the City has seen over 1.5 million square feet of retail/office/hotel and industrial construction investment.

Type	Floor Area Totals				
	2006	2007	2008	2009	2010
Retail	89,500	110,700	19,900	232,100	36,900
Retail/Office	7,300	27,400	0	4,600	0
Office	12,200	43,300	22,400	54,400	14,700
Hotel	66,000	135,700	0	0	0
Industrial	153,600	195,900	217,600	72,800	6,500
<b>Total</b>	<b>328,600</b>	<b>513,000</b>	<b>259,900</b>	<b>363,900</b>	<b>58,100</b>

**Easier to get around ~**

Transportation projects continue to receive grant awards and programmed funding from State and Federal sources, enabling the City to expand much needed transportation systems and facilities:

- South Vine Street reconstruction (won the APWA 2010 Transportation project of the year, Overall Project of the year, and Outstanding Civil Engineering Project)
- North River Road paving rehabilitation - completed
- 13th, 17th, 24th Street/HWY Improvements proceeding
- Handicap accessibility improvements - \$3.5 million slated
- Railroad Depot Restrooms - completed
- Bike Master Plan - completed
- Theater Drive Realignment - underway
- Riverside sidewalk and crossing improvements at Paso Robles Event Center - underway

- 21<sup>st</sup> Street Green (LID) design & construct - grant funding obtained

## **Grants and Fundraising ~**

During difficult economic times, frustration can take root with fewer resources and the resulting limitations on capacity to do good things. While carrying out the day-to-day responsibilities of serving our 30,000 neighbors and friends with fewer staff, the City's workforce also made great progress against goals set by the City Council in the Spring of 2009.

Some of the highlights include:

- eliminated 30% of the City's workforce and \$30,000,000 in planned spending
- obtained over \$29,000,000 in new grants
- added 10,000 hours of volunteer work
- reconstructed two major roadways
- completed the sulfur spring & City Hall parking lot repair
- constructed new river trails
- established a major celebration of the arts
- reformed and revitalized tourism promotion
- sold \$12,000,000 in Redevelopment bonds at record high ratings
- completed two award-winning community plans (Gateway & Purple Belt)
- purchased 1.5 miles (154 acres) of river corridor with State grant dollars
- secured the return of the Amgen Tour of California finish here in May 2011

## **Better Resource Management ~**

The Strategy supports the preservation, enhancement and improved access to key natural features within the community. Efforts to invest in quality enhancements of underutilized resources, or preservation of unique/limited resources continue:

- Salinas River Vision – foundation for pursuing multi-million dollar grant funding
- Water Resources River Parkway Grant (\$1.8 million received from the State)
- Natural Resources Management Plan
- Landfill Master Plan
- Habitat Conservation Plan
- Urban Water Management Plan
- Integrated Water Resource Plan
- Groundwater Basin Management Plan

## **More housing ~**

Housing start-ups are down, but housing opportunities still abound, providing workforce housing opportunity:

- Added a total of 68 low income and 69 senior units since 2006
- 81 unit low income project near Navajo & River Road – under construction
- Focusing on infill opportunities in the developed west side including mixed use
- 302 unit Oak Park Housing Project – 154 net new low income units / replacement of 148



## Careful planning ~

Long term focus and planning for the infrastructure and quality of development that readies the stage when business investment and recovery comes

- Town Centre / Uptown Specific Plan
- Olsen/Beechwood Ranch Specific Plan
- Chandler Ranch Specific Plan
- Purple Belt
- Gateway Study
- Downtown Parking
- Circulation Element Update
- HWY 46 Corridor Study
- Historic Preservation Program
- Development Impact Fee (AB1600) Update
- Sphere of Influence Update
- Housing Element Update

## PEOPLE

Recognizing that human resources are so valuable and that the community's economy will benefit when we provide an array of life-long learning opportunities and training available to all, the Strategy encourages fueling investment in human intellectual capital, creativity and technical capabilities.

## Cool buildings and programs ~

A variety of facilities and programs have managed to progress with local funding support such as the community's passing of the Measure T bond. Examples of recent milestones include:

- High School Rehab & New Classrooms (Measure -T) - completed
- Flamson Middle School renovation completed

## Improved educational opportunities ~

The focus on knowledge and skill development is a key element of the Strategy. These efforts continue through examples such as:

- Cuesta College is expanding its resources to the community:
  - First permanent instructional building established
  - Learning Resource Center – under construction
  - Trade and Technology – funding is being actively pursued
- First Five Facility – is complete & a collaborative grant for \$2.6M to construct a park adjacent is secured
- Skill USA – Recognition of achievement at state and national levels

## POSITIONING

Through actively promoting local industry, products, services, and destinations to the world ~ we are able to communicate the message of entrepreneurial opportunity and to attract investment.

### **Improved business promotion ~**

Community partners are working together to enhance the experience of the visitor to Paso Robles through innovative promotional programs:

- Winery Signage program for improved visitor “way-finding” to local wineries
- Paso Passport Program - encourages visitor exploration of Paso offerings
- Park Street Merchants – a collective of retailers promoting Paso shopping opportunities
- Winery Marketing Collectives - self initiated branding effort by groups of wineries, including Far Out wineries, Downtown, 46East, 46West, Backroads, etc.

### **World class destination events ~**

Paso Robles as a destination location is reaching the eyes and ears of more and more people statewide, nationally and worldwide ~ as exhibited by new & returning high profile events:

- Amgen Tour of California Finish & Lifestyle Festival will be back May 2011
- Sunset’s Savor the Central Coast – shined a spotlight on the County as a whole
- And Paso Robles took the stage gaining recognition w/The Paso Glow event downtown (complete with Celebrity Chef Tyler Florence and a lightening show)
- Hospice du Rhone is the largest international wine tasting event of its kind and takes place at the Paso Robles Event Center, attracting attendees from all over the US, Europe, Australia, South Africa and beyond (18<sup>th</sup> Annual)
- Wine Festival has evolved into a high-quality wine tasting event that includes a reserve event, festival and dinner with an auction that raised \$105K for local charities in 2010

### **More thoughtful advertising ~**

The tourism effort is not just about the first dollar returned through the visit, but also an opportunity to showcase the unique character, heritage and special attributes of the community as a place to invest. We’re doing a better job of sharing what we have to offer:

- Paso Robles – Authentic California Branding
- Tourism partners speaking more and more with one voice
- TravelPaso Website – clearinghouse and promotional tool for all
- Participating in County VCB programs that promote nationally & internationally
- Travel Paso Robles Alliance (TPRA) investing in focused marketing strategy

## PARTNERSHIP

### **Working together ~**

The Strategy supports mobilizing public, private, and unity resources to improve our competitive position through partnership.

Restructuring of tourism efforts in the last 3 years has seen a new alignment in a common economic vision to promote Paso Robles so as to leverage the impact of dollars and resources invested.

- Promotions Coordinating Committee (PCC) established with a focused Marketing Plan
- Each represented PCC entity contributes to the collective achievement of marketing goals
  - Chamber of Commerce – Visitor Center & distribution of tourism materials
  - Paso Robles Event Center – Venue support for year round events
  - Wine Country Alliance – Public relations & promotions
  - Main Street – Downtown events and promotions
  - Hoteliers – Liaison with TPRA and marketing direction
  - City – Website, social media marketing of businesses and events, citywide event calendar, and coordination of hospitality/concierge support services
- Travel Paso Robles Alliance - TPRA
  - Lodging & hotel industry organized in 2009 ~ a public/private partnership
  - Formation of lodging/hotel Business Improvement District (BID) for 2% on visitor stays to promote the Paso Robles Brand
  - 2010 - Generated over \$450,000
  - 2011 – Estimated budget \$500,000
- Public/Private partnership works well with the Lodging BID
  - City – Administrative and Fiduciary support
  - TPRA – Hoteliers direct the Marketing effort with countless volunteer hours

### **Conclusion ~**

The Economic Strategy works. The vision has been so compelling that it has stimulated private investment and been the basis for new partnerships, and the strengthening of existing ones.

As we prepare to weather the economic changes ahead, it is important to remember that this vision and strategic approach can serve use well on into the future.

What is next for Paso Robles...we can't wait to see.