

TO: City Council
FROM: James L. App, City Manager
SUBJECT: 2011 Biennial Goal Setting
DATE: March 19, 2011

Needs: For the City Council to receive community input and formulate City Goals.

- Facts:
1. City Council has engaged in a community goal setting exercise typically in February/March following each City election.
 2. In January, 2011, the Council was presented with a semiannual financial forecast and a biennial Economic Strategy and Goals progress report.
 3. In February, 2011, the Council directed staff to pursue an estimated \$900,000 in spending reductions and/or revenue enhancements in an effort to reduce a \$1.3 million estimated revenue shortfall for fiscal year 2011/12.
 4. Additional direction is needed from the public for the City Council to focus remaining resources.

ANALYSIS &

CONCLUSION: City Goal setting allows the City Council to identify things that are most important to the city and to focus resources on its most important objectives. When the Council establishes their new goals – the Council, City staff, and the City's citizens will have a clearer idea of the City's priorities for accomplishment. These goals will also be used a measuring stick for the City's performance in years to come.

POLICY

REFERENCE: Economic Strategy (2006) & City Council Goals (2005 through 2011).

Attachments:

1. 2009 Adopted Goals – "2010-2013 City Council Goals"
2. 2011 Goals Progress Report
3. 2007 Adopted Goals – "2008-2011 Goal Setting"
4. 2005 Adopted Goals – "Adopted Council Goals Fiscal Years 2006-2009"



2010-2013 CITY COUNCIL GOALS

TOP PRIORITIES

- Complete Major Planning Efforts¹
- 'Live Within Our Means'²
- Use Redevelopment Funds for Project Area Improvements³
- Expand Volunteerism to Support Community Services⁴
- Establish Adequate Water and Sewer Rates/Fees⁵
- Improve Roads, Alleys & Transportation Systems

OTHER PRIORITIES

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

¹ Focus first on circulation Element update & UpTown Center Plan

² Use Layoff Prevention Plan as recession response protocol

³ Including City Park restrooms, downtown parking, transit/trolley, road/bikeways

⁴ Including a City Youth work experience program

⁵ Including waste water treatment plant rebuild

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 – 12th Street
- Oak & 13th 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
Total	328,600	513,000	259,900	363,900	58,100

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
- 21st 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 (18th 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.



**City of Paso Robles
 2008-2011 Goal Setting
 City Council Scoring Sheet**

Economic Strategy - People

I. Develop, increase educational attainment, and skills of people.

A. Support a full range of educational opportunities.	
1.	Support local schools.
	<ul style="list-style-type: none"> • Cuesta College: <ul style="list-style-type: none"> ○ Aid development of the Trade & Technology Building ○ Support creation of a Dental Hygiene Program ○ Encourage expansion of bilingual education
	<ul style="list-style-type: none"> • P.R. Unified School District: <ul style="list-style-type: none"> ○ Support upgrade & expansion of High School ○ Encourage joint development of Trade/Tech Building & Program with Cuesta College ○ Undertake road, frontage and landscape improvements for the Flamson Main Building project ○ Formulate development plan & budget for the joint Montebello School/Park site ○ Assure adequate school facility impact mitigation from/by Specific Plan projects
	<ul style="list-style-type: none"> • First Five Commission <ul style="list-style-type: none"> ○ Aid in development of the proposed Early Care, Education & Family Resource Center ○ Relocate the Library Study Center to the First Five Facility
2.	Expand Library, hours, and service.
3.	Work with Cal Poly and the Wine Industry to develop agriculture and viticulture education and information programs
4.	Increase City staff cross-training and education
5.	Increase after school education programs

Economic Strategy – Place II. Improve Quality of Place

A.	<i>Implement development policies for greater infrastructure efficiency.</i>
1.	Improve transit.
	<ul style="list-style-type: none"> • Improve maintenance of streets & alleys (fund the Pavement Mgt. Program)
	<ul style="list-style-type: none"> • Increase/improve public transit services <ul style="list-style-type: none"> ○ Add downtown trolley service ○ Evaluate light rail service between PR and SLO
	<ul style="list-style-type: none"> • Encourage compact, mixed use & pedestrian oriented development
	<ul style="list-style-type: none"> • Complete traffic circulation improvement plans: <ul style="list-style-type: none"> ○ Creston Road Plan Line, ○ HWY 101/46W Intersection, ○ HWY 46E/Airport Road Intersection, ○ 13th St. Bridge/Freeway Overpass & Access Improvements ○ Southern Salinas River Crossing
2.	Preserve energy and natural resources.
	<ul style="list-style-type: none"> • Complete & implement the Integrated Water Resources Plan
	<ul style="list-style-type: none"> • Acquire alternate fuel vehicles
	<ul style="list-style-type: none"> • Investigate alternatives to generate electricity
	<ul style="list-style-type: none"> • Develop “green” building standards (LEED)
	<ul style="list-style-type: none"> • Form an Energy Conservation Task Force <ul style="list-style-type: none"> ○ Perform energy audits ○ Encourage solar power ○ Encourage energy efficiency ○ Adopt US Council of Mayors’ Climate Protection Agreement
	<ul style="list-style-type: none"> • Establish an in-town hazardous waste depository
	<ul style="list-style-type: none"> • Beautify Hwy 101 Corridor
	<ul style="list-style-type: none"> • Expand litter control programs
3.	Develop a technology utility master plan (example – fiber optic cable system)

B.	<i>Develop distinctive design standards.</i>
1.	Achieve design excellence.
	<ul style="list-style-type: none"> • Complete Chandler Ranch Area Specific Plan (CRASP) & Olsen/Beechwood Specific Plans (OBSP), Gateway Standards, and Purple Belt Plan
	<ul style="list-style-type: none"> • Revise development & zoning regulations into a form-based code
	<ul style="list-style-type: none"> • Complete the 4th Street Master Plan
	<ul style="list-style-type: none"> • Streamline permit process
	<ul style="list-style-type: none"> • Create infill development design standards
	<ul style="list-style-type: none"> • Develop Historic Resources inventory and preservation plan
	<ul style="list-style-type: none"> • Establish an Architectural Review Commission
C.	<i>Stimulate Investment in Strategic Areas</i>
1.	Improve and expand the Town Centre
	<ul style="list-style-type: none"> • Prepare a Town Centre Expansion/Revitalization Plan <ul style="list-style-type: none"> ○ Complete Salinas River Corridor Conceptual Plan ○ Partner with PREC to master plan Event Center facilities ○ Master Plan City, Robbins & Pioneer Parks ○ Master Plan Museums ○ Replace/expand City Park restrooms ○ Expand the Redevelopment area ○ Establish Downtown gateway markers (example: arch)
	<ul style="list-style-type: none"> • Complete and implement Downtown Parking & Circulation Plan <ul style="list-style-type: none"> ○ Acquire land for expanded parking
	<ul style="list-style-type: none"> • Design and develop a new City Hall
	<ul style="list-style-type: none"> • Complete Carnegie and Parking Lot repairs
	<ul style="list-style-type: none"> • Develop Performing Arts Center Plan
	<ul style="list-style-type: none"> • Acquire/use the Fox Theatre (for performing arts)
	<ul style="list-style-type: none"> • Develop a Spring Street Master Plan

Economic Strategy – Place II. Improve Quality of Place

C.	<i>Stimulate Investment in Strategic Areas (continued)</i>
2.	Revitalize Uptown.
	<ul style="list-style-type: none"> • Prepare Uptown Plan
3.	Develop the Airport
	<ul style="list-style-type: none"> • Prepare a Business Plan
	<ul style="list-style-type: none"> • Improve and expand infrastructure
	<ul style="list-style-type: none"> • Develop gateway & entrance enhancement plan
	<ul style="list-style-type: none"> • Prepare industrial and aviation development sites
	<ul style="list-style-type: none"> • Improve/expand general aviation, commercial & visitor service
	<ul style="list-style-type: none"> • Hire an individual to promote development
D.	<i>Increase Housing</i>
1.	Prepare a comprehensive Housing Strategy
2.	Develop workforce & farm worker housing development incentive programs
E.	<i>Provide safe & sustainable community environ & services</i>
1.	Maintain and improve public safety
	<ul style="list-style-type: none"> • Complete Implementation of the Emergency Services Growth Management Plan
	<ul style="list-style-type: none"> • Maintain police staffing at 1.4-1.6 officers per 1,000 residents
	<ul style="list-style-type: none"> • Enhance Code Enforcement Program
	<ul style="list-style-type: none"> • Continue clearing the Salinas River
	<ul style="list-style-type: none"> • Provide regular disaster preparedness workshops
2.	Expand recreation opportunities
	<ul style="list-style-type: none"> • Upgrade the Municipal Pool
	<ul style="list-style-type: none"> • Plan for an Aquatics Center

Economic Strategy – Place II. Improve Quality of Place

E.	<i>Provide safe & sustainable community environ & services</i>
2.	Expand recreation opportunities (continued)
	<ul style="list-style-type: none"> • Implement another phase of the Sherwood Park Master Plan
	<ul style="list-style-type: none"> • Improve and expand trails
	<ul style="list-style-type: none"> • Enhance Centennial Park Teen Room
	<ul style="list-style-type: none"> • Expand Senior Services
	<ul style="list-style-type: none"> • Add tennis courts
	<ul style="list-style-type: none"> • Add play fields
	<ul style="list-style-type: none"> • Establish a dog park
	<ul style="list-style-type: none"> • Reduce youth sport fees
	<ul style="list-style-type: none"> • Address needs of disabled and other underserved populations
	<ul style="list-style-type: none"> • Place historic merry-go-round
	<ul style="list-style-type: none"> • Develop pocket parks
3.	Maintain fiscal neutrality and stability
	<ul style="list-style-type: none"> • Implement the Information System Strategic Plan <ul style="list-style-type: none"> ○ Replace Finance system ○ Expand GIS applications ○ Implement e-commerce ○ Enhance web site ○ Deploy mobile data computers ○ Digitize City records/archives
	<ul style="list-style-type: none"> • Develop sufficient City staff, succession, and compensation
	<ul style="list-style-type: none"> • Promote bond measure for civic improvements
	<ul style="list-style-type: none"> • Expand City facility & infrastructure maintenance capacity
	<ul style="list-style-type: none"> • Install wireless, digital water meters City-wide
	<ul style="list-style-type: none"> • Develop funding for special event support

Economic Strategy – Positioning
III. Market the special attributes of the community.

A.	<i>Promote viticulture, medical/health/wellness development, and local attractions.</i>
1.	Promote tourism
2.	Reinvent/restructure tourism promotion effort
3.	Better utilize (and promote) the P.R. Events Center
4.	Promote the PR Appellation, wine & vineyards <ul style="list-style-type: none"> ○ Promote special wine events ○ Develop wine country signage ○ Develop a Wine Center ○ Facilitate viticulture investment & industry
5.	Promote medical, health and wellness development and services
6.	Establish economic development point person
7.	Commit resources to the Economic Strategy
8.	Establish action plans to achieve Economic Strategy
9.	Encourage retail businesses of interest to youth
10.	Develop a hot springs attraction
11.	Establish a Film Commission

Economic Strategy – Partnership
IV. Partner to foster economic growth and improve quality of life.

A.	<i>Explore methods to increase citizen participation.</i>
1.	Expand volunteer opportunities <ul style="list-style-type: none"> 2. Develop a community emergency response team (CERT) 3. Develop a park & recreation volunteer program 4. Hire a volunteer coordinator
2.	Provide agenda materials one week in advance
3.	Revise budget for ease of reading and reference
4.	Publish contact information for all City Advisory Bodies

Economic Strategy – Partnership

IV. Partner to foster economic growth and improve quality of life.

B.	<i>Collaborate to achieve objectives.</i>
	<u>OTHER</u> <ul style="list-style-type: none">• Complete immigration study
	<ul style="list-style-type: none">• Seek new prison development



CITY OF PASO ROBLES

**Adopted Council Goals
Fiscal Years 2006 - 2009**

ITEM	GOAL DESCRIPTION
MAJOR GOALS	
1	Plan for a new City Hall/Civic Center (including examination of a Performing Arts/Conference Center & Superior Court)
2	Master Plan all parks beginning w/City Park
3	Continue development & growth of Public Safety Services
4	Increase supply of adequate & affordable housing
5	Develop the Airport (prepare/implement business, capital improvement & development plans)
6	Improve Senior transportation
7	Complete previous goals (<i>see next page</i>)
ADDITIONAL/PREVIOUS GOALS	
8	Increase funding for downtown/west side alley repairs
9	Identify Economic Development point person (w/Chamber of Commerce)
10	Determine a balanced approach to traffic mitigation (implement Traffic Calming Program)
11	Develop downtown parking
12	Enhance the Code Enforcement Program
13	Study expansion of redevelopment area east of Highway 101 (include Ferro Lane, Paso Robles St. & the Salinas River)
14	Continue development of all water resource related projects
15	Continue developing the Salinas River Corridor Plan
16	Maintain fiscal neutrality and stability
17	Complete Specific Plans
18	Beautify City exits, entrances, & Highway 101 corridor
19	Plan for an Aquatic Center
20	Explore methods to increase citizen participation
21	Complete 4th Street Property Master Plan
22	Develop Design Guidelines – improve/complete development, metal building and zoning standards and building codes

Adopted at City Council Meeting of March 1, 2005



CITY OF PASO ROBLES

COUNCIL GOALS

FISCAL YEARS 2006 - 2009

Item	Goal Description	Status
	<p>Goal 7: Complete previous goals <i>(not included on the new/current list of goals)</i>.</p> <ul style="list-style-type: none"> A. Develop plan for sufficient City staff, key staff succession, and proper compensation B. Upgrade the Municipal Pool C. Support local schools D. Continue clearing the Salinas River E. Better utilize Mid State Fair facilities F. Acquire alternate-fuel public transit vehicles G. Implement Information System Strategic Plan H. Develop a technology utility master plan (community-wide fiber optics) I. Investigate alternatives to generate electricity 	

Adopted at City Council Meeting of March 1, 2005