

2018 BUSINESS LEADER SUMMIT

Shaping Our Future

Summary Report

Thursday, May 31 2018





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1. Business Leader Summit Summary

The Paso Robles Chamber of Commerce (PRCC) hosted approximately 55 business leaders at Adelaida Winery on May 31, 2018 to discuss the vision for economic development in the City of Paso Robles. A diverse number of industries were represented such as hospitality, tourism, retail, tech, real estate, wine, professional services, construction/development, and manufacturing.

Paso Robles is abuzz with economic potential. With the city's relatively low cost of housing as compared to other desirable cities in California, its abundance of developable land, and its world class wine region, Paso Robles is quickly being discovered as an ideal place to live, work, shop, and visit.

Building on this excitement, the PRCC, in collaboration with the City of Paso Robles, hired Josh Cross as the Director of Economic Development to focus on business retention, expansion, attraction, as well as to lead the process by which economic development efforts will occur. As part of that effort, Mr. Cross began with a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis with a core group of stakeholders. The results of the SWOT analysis were presented at the Business Leader Summit as a basis for discussion.

At the Business Leader Summit, Gina Fitzpatrick, CEO of the Paso Robles Chamber of Commerce, kicked off the event by expressing her vision for the PRCC as a 21st Century Chamber of Commerce that offers economic development services to the business community – in house. She stressed that one of the PRCC goals for economic development is to update the 2006 City of Paso Robles Economic Strategy and then execute it. In order to do so, it was crucial to engage the business community in a variety of ways to understand their hurdles to overcoming economic growth.

The Summit was facilitated by Don Maruska of Don Maruska & Company, Inc. who has helped nonprofit and government organizations achieve important objectives since 1993. Don's book, *How Great Decisions Get Made – 10 Easy Steps for Reaching Agreement on Even the Toughest Issues*, has been an Amazon bestseller.

Don began the afternoon by asking folks what their hopes for Paso Robles look like and then to describe the importance of the hope. The following summarizes the input received:

1. Clean-up the north side of Paso Robles because it is a hidden gem, would improve community pride for this portion of town, and would improve visitor's impression of this northern gateway.

2. Help the community understand the entire economic impact of the wine industry because it is not just limited to wine. The wine industry employs dozens of ancillary businesses.
3. Acquire the boys school and develop the area around the airport with businesses that create head-of-household jobs.
4. Preserve the values and quality of life that Paso Robles residents are accustomed to... don't become too rich, too white, or too old.
5. Develop a performing arts center/conference center to complement existing economic activities and to generate new interest in Paso Robles.
6. Attract more tech firms in order to grow the number of head-of-household jobs.
7. Grow and market Paso Robles as a place to do business so that our existing businesses don't relocate.

Next Don and Josh facilitated discussion on four key topic areas as a result of the SWOT feedback. In addition, attendees were asked to complete a brief survey prior to the Summit to further shape the discussion. Key takeaways from each topic area and survey responses are as follows:

BALANCED ECONOMY

A survey of summit attendees found that 59% of businesses intend to grow at a pace faster than the economy (currently 1%-10% annually).

- Issues
 - Need to diversify economy to better weather potential future economic downturns.
- Opportunities
 - Engage in joint ventures with the City of Paso Robles and higher education to provide a shared workspace as a means to start new companies.
 - Research why residents are shopping in other communities and use this information to attract similar businesses here in Paso Robles.

HOUSING

A survey of summit attendees found that 74% of responders feel that provision of additional affordable housing would help them overcome their challenges towards reaching their economic objectives by offering additional housing options for employees.

- Issues
 - Need all levels of housing
- Opportunities
 - Incentivize builders to build residential projects
 - Advocate for residential projects

INFRASTRUCTURE

A survey of summit attendees found that 77% of responders feel that City actions to expedite infrastructure that expands the inventory of available land would be helpful or very valuable.

- Issues
 - Misunderstanding of water availability
 - High-speed internet
- Opportunities
 - Advocate for the provision of broadband fiber
 - Advocate for better transportation solutions

WORKFORCE

A survey of summit attendees found that 70% of responders feel that finding qualified people is a significant or major problem in their industry.

- Issues
 - Employers are not able to find highly skilled employees
 - Unable to attract talent
- Opportunities
 - Connect higher education programs with local job opportunities
 - Promote existing workforce development programs and tools
 - Offer training/educational workshops for businesses to strengthen employee skills

Moving forward, these results will be used in the creation of goals, objectives, and actions for inclusion in the PRCC Economic Development Strategic Plan Update.



2. Attendee “Hopes”

Attendees were asked to provide their hopes for the future of Paso Robles and then follow-up with a statement explaining why the hope was important to them. The following table organizes the statements into eight topic areas.

HOUSING

What Is Your Hope?	Why Is It Important?
Enough housing available for purchase	We want to be able to live and stay by our family without having to move just to afford property
More housing that meets the current needs of a diverse social economic workforce	Increase opportunity to hire and create or head of household jobs and trailing spouse jobs
Housing that is affordable to mid management employees so that talent can be brought to the area	Need for an expanded employee pool
Broaden spectrum of housing opportunities	Balances the community and minimizes the result of gentrification
Affordable housing	Work local, live local = boost in community service
I hope we can break ground and start building out our specific plan areas	-
New housing development should not include cookie cutter architecture	-

JOBS

What Is Your Hope?	Why Is It Important?
Good paying jobs to afford to live here	I want my kids to be able to find a job and afford the quality of life and not have to live paycheck to paycheck
Diversity of employment opportunities	-
That Paso Robles can attract enough workforce to fill the upcoming needs of the tourism sector	-
Hope more tech type jobs build in Paso	Expand the demographic of who lives here, attracting college grads for tech jobs as a cool place to live and work
Head of household employment	Stabilize backbone of community

Create a more diverse economic base, with more jobs above and beyond the state of CA, target employers in the region: White Collar, Blue Collar	Jobs for our kids, more talent for employers
Create an environment where more qualified medical personnel can live and work here	Stronger community hospitals and working hospitals so family doesn't have to drive to Stanford/UCLA
Hire the homeless and pay them 10/hour to pick up trash/ fix walls	Put people to work and helps maintenance and beautification of the city
A reliable, available workforce	Important to business growth

QUALITY OF LIFE

What Is Your Hope?	Why Is It Important?
We keep balance with development that is supported by forward thinking infrastructure	Quality of life
Hope that Paso Robles can hone in on when enough is enough	My own quality of life
To be a balanced and self-sustaining community and economy and to reduce leakage and trips over the grade	Resilience and sustainability will improve our survivability and thriving through economic downturns
Outside business leaders will view Paso Robles as a destination to bring their company and employees	Without them biz fight will continue
An environment conducive to happy, helpful people and living, yet prepared for any event	Most good for most people community, diversity, ties with biz and community
A community spirit – a community of participation	Health, happy community
Smart, planned growth	Don't want urban sprawl. Maintain quaintness of the community
Development of arts	-
Foster new communities for people to afford to live	It helps retain and attract people and talent to create a more diverse economy
Beautification and a more welcoming downtown	No more barrel planters
Encourage more outdoor activities and hiking, clean the river	-
A safe place to raise a family	My biggest fear is of my kids using meth or heroine, I want them to have a healthy lifestyle

INFRASTRUCTURE

What Is Your Hope?	Why Is It Important?
Fix the streets in the older part of town, curbs, sidewalks, and gutter drainage	We seem to forget the housing in the older parts of town that suffer from a lack of upgrades to the infrastructure
That we don't run out of water- most agriculture properties aren't on city water	My house is on a well, my job depends on agriculture
Provide the infrastructure for facilities to grow industry and increase head of household jobs	-
Growth of existing businesses important and stagnation is unhealthy	-

ECONOMY

What Is Your Hope?	Why Is It Important?
Large and small economic development	Don't put all efforts into one huge success, because the big success is really hundreds of small successes
Better understanding of the wine industry, it's not only tourism; jobs, manufacturing, Ag. Products, etc. tourism 194 M.	1.9-Billion-dollar industry is under appreciated
To identify what's missing and being imported and identify which we can, and are well suited to produce	To stop leakage and capture lost revenue
Balanced economy/services	Hiring outside business to perform services inside PR
That the economy will be comprised of a true and collaborative business community	-
Create retail opportunities beyond daily necessities	Would like to see some major retail chain
Make and market Paso as a place to do business from outside the county	Attract and retain business in new industries for a post-diablo economy (Long term)
I hope we can carry up the acquisition of the boys school and complete a new Dry Creek Road and all of the utilities open up all of the airport commercial area	-

ECONOMIC DIVERSITY

What Is Your Hope?	Why Is It Important?
Greater diversification of industry (sector size)	To stabilize economy and HSG Market W.R.T. Macroeconomic fluctuations
Diversification	Stability
Diversify local economy (from wine/tourism)	To help grow economy holistically to grow and attract new industries
Resiliency	Get us through tough times, ability to address identified problems with solutions

GOVERNMENT

What Is Your Hope?	Why Is It Important?
Paso maintains its positive business culture	It's a key differentiation from SLO City and SLO County
There will be sufficient opportunity and removal of roadblocks so that residents can find their definition of success	Want to know that my neighbors are happy and successful

EDUCATION

What Is Your Hope?	Why Is It Important?
Local education opportunities that focus on local needs/skills	Expands skill based employment
Develop relationship with Cuesta similar to what SLO has with Cal Poly	-

3. Opportunity Prioritization

Summit participants were asked to engage in an opportunity brainstorming exercise with the notion that opportunities would be submitted for consideration in the forthcoming Economic Development Strategic Plan Update.

Participants used green post-it notes to record their suggested opportunities for five topic areas. Later, participants were provided with colored dots to “vote” for the opportunities they liked the most. The idea being that the most popular opportunities would be tackled by the PRCC first. This information was combined into a master list of opportunities (Appendix B – Topic Specific Notes).

Upon reviewing the list of opportunities, it became clear that several popular opportunities were beyond the scope of what the PRCC could reasonably achieve. Therefore, opportunities were sorted into the following four categories:

- * Benefit High, Resource Low – GO FOR THESE
- ? Benefit High, Resource High – CHOOSE SELECTIVELY
- ✓ Benefit Low, Resource Low – GIVE LOW PRIORITY
- X Benefit Low, Resource High – AVOID

Members of the PRCC Economic Development Committee reviewed each opportunity and sorted them into the four categories above. Opportunities were then grouped based on their priority category. The following table summarizes this information.

BALANCED ECONOMY		NOTES
*	Engage in a joint venture with Cuesta College for a shared workspace (3)	
*	Research why people are shopping in other communities and attract those businesses to Paso	Survey is an “*” but follow-up is a “?”. Leakage is likely Costco, premium retail/luxury vehicles, health services
*	Identify those who commute from Paso Robles (1)	Prepare an employment leakage study
*	Understand why employees are traveling from PR-SLO. Then recruit to PR	Prepare an employment leakage study
?	Attract sales tax generators, e.g. car dealerships	

?	Attract and grow tech companies (2)	
?	Create a task force with an outreach mandate to find a major "Anchor" company to move to Paso (2)	
√	Spread the word. Great community, Warm summer nights, We have A/C	Engage with Travel Paso's efforts
√	Brand	Engage with Travel Paso's efforts
√	Promote health because it is one of the fastest growing sectors	Consider making a goal as this contributes to a healthy community
x	Change property tax split with county to benefit affordable housing	

HOUSING		NOTES
*	Incentivize builders/investors to build additional apt/condos (5)	Advocate for flexibility of housing products
*	Advocate for infill projects to reduce sprawl (4)	
*	Advocate for residential development of planned communities that include public amenities and infrastructure (3)	Advocate for residential projects that include amenities and infrastructure
*	Postpone fees to certificate of occupancy (1)	Done!
√	Pursue USDA grants available for high % financing of AG worker housing on site/ Ag land. Seed and/or supplement with local investment opportunities (1)	
√	Extract residential density out of Specific Plan areas that don't build within X years	
√	Develop medium density residential and high density residential close to downtown (2)	
√	Provide opportunities for support housing in vineyards (3)	
√	Convert unused prison/youth camp or other unused facilities to housing	Not sure housing is highest /best use for this property
√	Restrict new housing to existing Paso employees or residents	Evaluate current regulations
x	Conduct market research on housing demand by type and give results to banks, builders, etc.	

WORKFORCE		NOTES
*	Connect Cuesta programs with local job opportunities (2)	
*	Offer training/educational workshops for business - workshops	Engage other partners to assist with training
*	Cuesta partnership with BEST annual or quality group think	Engage Cuesta professors as BEST resource
?	Make Paso a high-tech satellite (1)	Business attraction potential
√	Market our proximity to Cal Poly, talent pool, tech incubator “salad bowl”	
X	Develop employment perks (local benefits ex. 10% off for all Paso Employees who live and shop in Paso “Paso Pass”)	Not appropriate for the Chamber. Let businesses develop independently
X	Offer student loan repayment assistance, relocation assistance	Promote the Cuesta promise and alternative to student loans

INFRASTRUCTURE		NOTES
*	Provide transit all over the city (wine country, lakes, laborers, across cities in the county)	Advocate and inform for transit
?	Focus on provision of broadband Fiber not hotspots	
?	Create a Co- working space	
√	Coordinate regional infrastructure with Atascadero, Shandon, San Miguel, Templeton all the way to Santa Maria to accommodate all new changes (3)	Partner with SLOCOG to inform Paso residents of regional transit/infrastructure improvements
√	Offer a free shuttle system throughout the year, similar to what they have at the mid-state fair (2)	
√	Address Downtown employee parking, have them park at fairgrounds and shuttle them down town (2)	
√	Include a park and solar facilities on top level of parking structure	
√	Work with schools to coordinate kid drop off vs. commuters	

√	Beautification of downtown will encourage residents to patronize more frequently	
√	Provide a shuttle from Paso Robles to SLO Airport (1)	
√	Expand utilization of multi-modal station	
√	Better promote existing transportation assets (1)	Inform and advocate
√	Develop a parking structure funded by parking fees including meters (locals get x hours free).	Defer to downtown parking plan
X	Turn the Paso airport into an international airport = jobs, tourism etc.	
X	Incentivize land owners and developers to provide private land for use by the public. E.g. trail hiking, and mountain biking (2)	
X	Close downtown streets off to vehicles in order to increase land to develop for business and housing	
X	Create publicly accessible areas for mountain biking, hiking, camping, etc. Less private and more open space (1)	
X	Promote a wine trail hike	
X	Allocate TOT funds for road improvements (1)	

GOALS

The following comments made by attendees were intended to be actions. Upon evaluation, they describe broad based goals and should be considered as such when preparing the Economic Development Strategic Plan Update. Additional goals will be provided in the Strategic Plan. The number in parenthesis indicates the number of “votes” the item received by event attendees.

1. Help existing small business grow (14)
2. Encourage cities to work on a regional economy together (5)
3. Expand collaboration with Cal Poly

4. Action Plan Summary

Attendees were asked to complete an Action Plan describing what actions they would be willing to champion in conjunction with the Chamber's upcoming economic development efforts. The following summarizes action plans submitted by attendees.



5. Next Steps

A wealth of information was produced at the Business Leader Summit through a variety of engaging exercises. This information will be instrumental when creating the Economic Development Strategic Plan Update. Specifically, information will be used to craft goals, objectives, and additional action items.

As a first step, a number of attendees requested follow-up meetings to discuss topics not covered at the Summit. The PRCC and Economic Development Committee intends to meet with each individual to solicit additional comments.

A community-wide Business Walk is planned for fall of 2018. The PRCC intends to survey additional business owners regarding economic development hurdles they may be facing. Several Summit participants indicated a willingness to volunteer at the Business Walk to assist with the survey.

Other Summit participants indicated interest in developing action items for inclusion in the Strategic Plan. The PRCC and Economic Development Committee will engage participants in the creation of additional action items. This is likely to occur in fall, 2018.

Once this additional input has been gathered, the PRCC Economic Development Department will draft the Strategic Plan Update. It is anticipated that a draft will be completed in late fall, 2018.

Appendix A

Attendee List

Neil	Amarante	American Riveria Bank
John	Arnold	Holiday Inn Express & Suites
Craig	Bonelli	Weath Management
Fred	Bruen	Realtor
Lauren	Butler	Yes Cocktail Co.
Loreli	Cappel	Economic Vitality Corporation
Jim	Cogan	City of Paso Robles
Henry	Elisarraraz	State Farm Insurance
William	Enholm	Farm Credit West
Gina	Fitzpatrick	Paso Robles Chamber
Warren	Frace	City of Paso Robles
Tom	Frutchey	City of Paso Robles
Maria Elena	Garcia	Hispanic Business Association
Isiah	Gomer	Paso Robles Waste
Fernando	Gomez	Leticia's First Class Cleaning
Steve	Gregory	City of Paso Robles
Anthony	Hall	Lindamar Premier Packaging
Ashley	Harkey	Hispanic Business Association
Sarah	Hinds	HFG Coastal Insurance
Corban	Holland	Pacifica Commercial Realty
Cathrine	Jaeger	Vina Robles Vineyards
Margaret	Johnson	Martin Resort/Paso Inn
Maria	Kelly	Justin Vineyards and Winery
Phillip	Koziel	Dept. of State Hospital Atasca
Paul	Leatherman	Vina Robles Amphitheatre
Josephine	Lochhead	R.R Lochhead MFG CO
Ashley	Lorenz	Acorn Management
Michael	Manchak	Economic Vitality Corporation
Lisa	Marrone	The Moblie Oil Changers
Steve	Martin	City of Paso Robles
Nic	Mattson	Paso Magazine
Matt	McClish	Kennedy Club Fitness
Dick	McKinley	City of Paso Robles
Dallas	Mosier	Carmel & Naccasha ,LLP
Reilly	Newman	Newman Creative Studios
Tyler	Russell	Nelle Winery
Darryl	Stolz	Pacific Trust Mortgage

Danna	Stroud	Travel Paso
Larry	Werner	Werner Consulting
Dick	Willhoit	Estrella Associates, Inc
Wes	Willhoit	Estrella Associates, Inc
Patricia	Wilmore	Paso Robles Wine Country
Lee	Wilson	N/A
Lori	Woods	Paso Robles Chamber
John	York	Orfalea College of Business

Appendix B

Topic Specific Notes

The following tables include unedited comments recorded during an Issue and Opportunity exercise where participants were asked to brainstorm Issues and Opportunities on colored post-it notes. Post-it notes were gathered and placed on one of 5 topic posters. Numbers within parenthesis include the number of “votes” each comment received. A summary of these comments are found in Section 3 herein.

TOPIC #1 – BALANCED ECONOMY

Balanced Economy - Issues
(7) Change property tax “Split” between county and city to fund housing
(4) Jobs that offer 100k salaries so people can live here
(3) Careers, not just jobs
(3) Disconnect, Employers want to hire, population that is under-employed and wants to work, or better career path
(3) Housing
(2) Need facilities and infrastructure in place
(2) Transportation infrastructure balance Hwy 101 Corridor
(2) Include Ag It’s within the sphere
(1) Good/excellent communication between Industry/business and city government
(1) Head of house hold employment, regardless of industry
(1) Stronger economic connection between north county cities, business to business.
Transportation, people, freight
(1) Communication telling our story
(1) Need more support between High School and Cuesta College and the professional world; Future entrepreneurs
Investment cap, Vital for the tech industry. An investment group that specializes in accessing and providing capital to new tech
Encourage a higher standard from our established industry (mainly wine and tourism)
Attract; maintain middle class, young families

Balanced Economy - Issues
Lack of co-working space
City wide collaboration to better serve the majority of the residents
Awareness to all demographics
Perception that it's difficult to do business in PR
Grow workforce to attract tech companies
Major broad band internet services
Everyone wants tech or light manufacturing
Seek out and support recreational oriented businesses
Rec center to attract outside sports and travel teams
Compete more effectively with urban/metropolitan areas through regional complementarity
Economic diversification. Not only with business sectors but business size. Must attract larger scale operations to create bigger consumer tax base.
Export -> global partners
Lack of active effort to market Paso as a place to move business
Community ownership of wines place in the market
Trailing spouse job opportunities
Building on what currently has success
Be careful of choosing winners and losers
Disconnect with the university especially engineering, tech, and college of business
No business acceleration incubator
Not tapping Cal poly grads to stay in the area
Not enough recognition outside this area of how great it is and supportive of new business
Productivity
Easy to say we need to diversify economy. How? Who to Attract? Where do the employees come from?
Commercial space for Manufacturing
GAP analysis to I.D Leakage and imports Then grow those areas.
Power traditional sources

Balanced Economy - Opportunities
(5) Cities to work on a more regional economy together
(3) Joint venture with cuesta college, hire homeless or kids to pick up trash or do city maintenance. Pay 10/hr, retrain them for skills demanded by employers. Blue and white-collar jobs
(2) Research why we're leaking and grown the areas that suit Paso well
(2) Taskforce with outreach mandate to find major "Anchor" company to move Paso and participate in housing dev to support their workforce.
(1) Attract tech industry, Cost of living (include housing) to support lower-wage/ entry level jobs required in tourism/ hospitality industry
(1) Training for business work shops
(1) Identify those who commute from Paso
(1) Attract and grow tech companies

(1) Export -> engage with district export council -> Leverage brand
(1) Pursue tech business of all kinds and expand our collaboration with Cal Poly
Comparatively good shipping channels and airport
Change property tax split with county to benefit affordable housing
More government offices
Spread the word Great community, Warm summer nights, we have A/C
Brand
Sales tax generators, e.g. car dealerships
Analyze trends, Plan Direct
Workforce solutions, group job fair, Paso jobs team
Educational resource development
Health = 1 of the fastest growing sectors. How does it fit?
Better promote transportation opportunities

TOPIC #2 – HOUSING

Housing - Issues
(9) Define by research current empirical/ housing needs. Metrics
(2) Affordable housing that is appealing, safe, clean, can manage road travel
(1) Contractor Costs Up
(1) Housing-Wages disconnect
- Housing near work centers, ease of transportation
- Need for Farm workers/ Group housing
- Listening to “nimby” voices
- Air BnB, up prices
- Unreasonable expectations on all sides
- Fear of higher density housing
- Don’t touch tot for housing
- Advocate for Ag working housing at the county, temporary on ag properties

Housing - Opportunities
(5) Incentivize builders/investors to build more apt/condos
what employment is traveling for PR-SLO daily Recruit to PR
(4) Infill projects to reduce sprawl
(3) Foster development of pocket or planned communities
(2) Remove burden of infrastructure from property owners and increase input from commerce
(1) Metrics based approach
(1) Increase high density housing areas in/near town
(1) Postpone fees to co-occupancy
(1) USDA grants available for high % financing of AG worker housing on site/ Ag land. Seed and/or supplement with local investment opportunities
Build support housing in vineyards (County too)
Extract density out of SP areas

MDR and HDR close to downtown, HDR needs to be safe clean and well designed
Provide opportunities for support housing in vineyards
Do the market research on housing demand by type and give the results to banks, builders, etc.
Withdraw housing allocation from specific plan areas that don't build within x years. Restrict new housing to existing Paso employees or residents
Housing in vineyards
Smaller homes, look at millennials interests and needs
Convert unused W/H, prison/youth camp or other unused facilities

TOPIC #3 – BALANCED ECONOMY

Workforce - Issues
(6) Career technical education
(5) Tap into local high school and even retired communities for labor needs
(2) Disconnect between talent and pay required to live here
(1) PAY
(1) External forces affect local workforce issues. Strengthening values such as work ethic through local events/expectations could improve attitudes
(1) Experienced talent is and has been difficult to attract/ retain
The underlying goal of maintaining small town feel may be at odds with desires of the younger generations
Growth trick
Millennial friendly
Elevate our local "brand" for business and employees so they know what is here
Apprenticeship programs
Awareness at student level for positions available in Paso

Workforce - Opportunities
(5) Educate/ vocational the workforce to provide their labor service as an independent business/contractor. Increased income for women and decreased W/C and cost for employer.
(2) Cuesta programs connect with local opportunities
(1) High tech satellite
(1) Niche opportunities. High end over other end
(1) High school trade schools that focus on industries: tech, construction, etc.
(1) Have large companies lead by example see amazon coming to SLO
(1) Partial solution to experienced talent issue is having more business (which provides alternative job)
Cuesta partnership with B.E.S.T. annual or quality group think

Recruiting on buck level for Paso, college job fairs
Employment perks (local benefits ex. 10% off for all Paso Employees who live and shop in Paso "Paso Pass")
Retention = Attraction
Internships and hold on to them after they are competent
Co-op work opportunity from university
Close proximity to poly, talent pool, tech incubator "salad bowl"
Student LOAN repayment assistance, relocation assistance
Build internship programs (high school, Cuesta, Poly, business community)

TOPIC #4 – INFRASTRUCTURE

Infrastructure - Issues
(3) Caltrans
(3) Lack of proper traffic flow (46E and 46 W)
(2) Traffic flow and traffic light synchronization
(2) Don't waste land on parking. It is short sighted and obsolete (soon) Plan for drop off zones or shared vehicles
(1) Wayfinding signage
(1) Need downtown public transportation circuit, also include transportation to area of interest
(1) More angled parking spaces, metered spots are not good for locals
(1) Integration of airport into Economic development
(1) Build up pedestrian and bike path network
(1) Create a cool river walk area along the Salinas
(1) Convenient, affordable transportation within the city as well to south county
(1) Ask tech companies what they actually need
Insufficient utilization of airport for freight etc.
Capitalize on airport. 1 increase charters. 2 move supplies/ good for local industry
Road conditions make Paso look 3 rd world, Terrible image
Downtown parking
Fix roads, high speed internet
Homeless, access to mental health services and other services, access to housing
Bike and hiking trails on private land such as wineries
46 corridor W and East very congested
Create more outdoor activities: mountain biking, hiking, rock climbing
Traffic is bad across town in A.M.
Broad band Lompoc example was a disaster 9 (focus on fiber)
Traffic jam 24 th and 101
Transportation bus routes
Downtown charging stations
46 east long-term plan

Infrastructure - Opportunities
(4) Wine trail hike
(3) Regional infrastructure coordination with Atascadero, Shandon, San Miguel, Templeton all the way to Santa Maria to accommodate all new changes.
(2) Free shuttle system throughout the year, similar to what they have at the mid-state fair
(2) Downtown employee parking, have them park at fairgrounds and shuttle them down town
(1) Incentivize land owners and developers to provide private land toward public and i.e. trail hiking, and mountain biking
(1) walking or hiking trail connectivity credit for developers
(1) Think beyond "Downtown"
(1) Rapid transit all over the city (wine country, lakes, laborers, across cities in the county)
(1) widen routes in a border around town with exits at each area, to speed access to every area
(1) Infrastructure create open area for mountain biking, hiking, camping, etc. Less private and more open space
(1) Allocate TOT funds to road improvement
(1) Shuttle Paso Robles to SLO Airport
(1) Better Promote existing transportation assets
Parking Structure funded by parking fees including meters (locals get x hours free)
Manufacturing sectors that support one another and grow one another I.E manufacturing association in town
Train/ rail
Close downtown streets off to vehicles, will increase land to develop for business and housing
Turn the Paso airport into an international airport = jobs, tourism etc.
Expand utilization of multi-modal station
Beautification of downtown encourage residents to patronize more frequently
Co-working space
Parking Garage with solar and park on top
Work with schools to coordinate kid drop off vs commuters
Regional airport, Commercial, Trade
Faster roads to lakes and close surrounding communities to increase ability to live with a short commute
Focus on broadband Fiber not hotspots
Regional approach

TOPIC #5 – WHY PASO

“Why Paso” engaged attendees by asking them why would someone want to open a business or move to Paso Robles?

Why Paso?
(6) Live/Work where people pay to visit
(1) The people, the place, the California dream
(1) You can work and live where people love to visit
(1) Beautiful landscape, great climate, centrally located airport, friendly, close to a variety of recreation including lakes, near-by beaches and mountains, fishing, wineries, breweries, community events, great place to promote your products
Can do attitude, Food, Beer, Wine and fun, great schools Recreation, Cuesta college and Cal Poly, concerts in the park
Family heritage horses, AG, rich history, great downtown
Paso Robles is comfortable, welcoming, inspiring, and built on a can-do attitude
Paso has a small-town feeling, yes, it is hot but it chills. You can outdoor and indoor events you have great recreational activities for the whole family. Heritage-tradition
Work from home, Bring them to Paso? Artificial intelligence
Awesome community
The pace of life and home-town community values coupled with beautiful climate, serene scenery and hospitable people make Paso the place you want to live, shop, do business, and play
Paso Robles is a place where quality of life is the priority
Year-round destination for recreation, wine, wellness, and why not commerce. Develop Cuesta college to offer 4-year programs.
Paso robles is heavily community focused. It is a great place to raise families.
Increasingly cosmopolitan
Best small town in the best parts of California
Good food, good wine, centrally located, friendly people
Paso has opportunities

TOPIC #6 – KEY FACTORS TO SUCCESS

Key Factors to Success describe the programs or ideas necessary to improve the economic health of Paso Robles.

Key Factors To Success
Add activity tours to: wine tours, lake-fish, boat, swim, golf, hike or camp, dining samples and city tour
Utilize local talent and Knowledge, world-wide expertise
Development committees
Cuesta college as a 4-year university or more trade schooling, develop airport, efficient and free shuttle system, develop mentor and internship opportunities, village atmosphere, synergy of agencies, grow wellness plan

Play small ball, big tent all are welcome, pick 3 niches that fit Paso
Develop consensus of quantifiable goals and vision Define specific action and review them regularly
Brand positioning
Communication buy in
Working together
Support for business interested in Paso the BEST team
Focus on building the framework and we will fill it with time
Reconnect with today's participants and update us on milestones

Appendix C

PowerPoint Presentation

Appendix D

Pre-Event Survey Results

