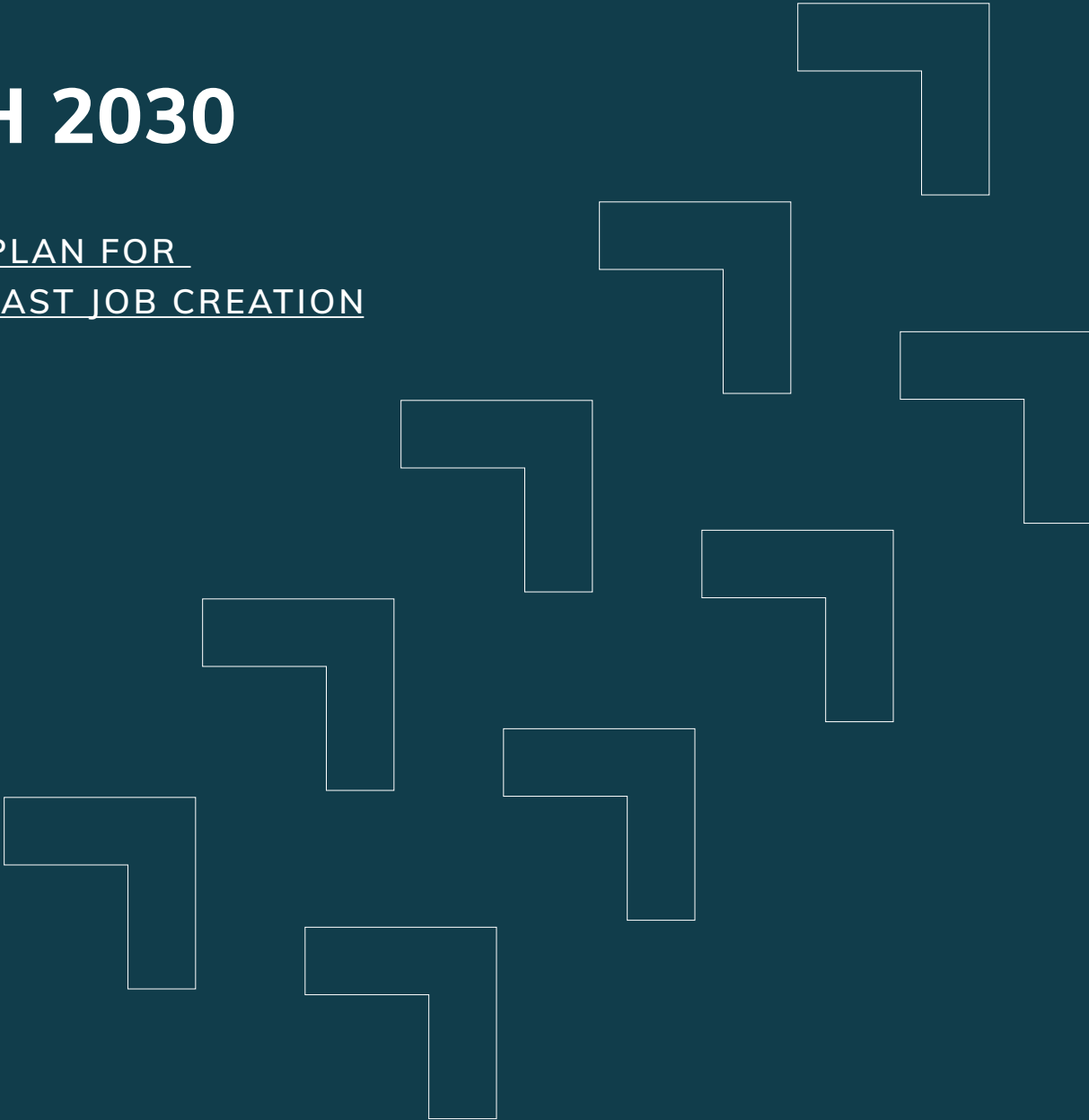


REACH 2030

AN ACTION PLAN FOR
CENTRAL COAST JOB CREATION



REACH

TO MY FELLOW CENTRAL COAST RESIDENTS:

IN YOUR HANDS is a 10-year plan to transform the quality of life on the Central Coast, a strategy to create a sustainable economy that works better for everyone.

The seeds of this plan were planted over a year ago, when the Hourglass Project launched to unite the private sector across the region, break down barriers to greater economic prosperity, and chart a path for collective success.

We - the Board of Directors - have spent the past year cultivating a network of public, private and nonprofit partners, gathering data and input on challenges and priorities, and stoking the spirit of regionalism, which is essential to creating a more prosperous, inclusive economy.

The following pages lay out a framework for accelerating the growth of good-paying jobs and, in turn, increasing the opportunity for all Central Coast residents to enjoy productive, fulfilling lives.

As we undertake these strategic initiatives, we do so under a new banner - REACH (Regional Economic Action Coalition). Formerly known as Hourglass Project, REACH is a private sector-led, action-oriented coalition. REACH aims to unleash unprecedented, ambitious regional collaboration on the Central Coast in order to unlock the potential for transformative change.

We're primed to get to work, to bolster the economic security of all Central Coast residents, and to strengthen our region's economic future.

Please join us in this worthy endeavor. Together, let's reach for the Central Coast future we all dream of.

Sincerely,



Ty Safreno, Board Chair
REACH BOARD OF DIRECTORS

BOARD OF DIRECTORS

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Acknowledgments



REACH

Ideas + Action for a Thriving Central Coast

VISION

The Central Coast will be a place where current and future generations have the opportunity to thrive.

MISSION

To increase economic prosperity through big thinking, bold action, and regional collaboration.

OUR GUIDING PRINCIPLES

Consistent with our regional spirit, our work is guided by a triple-bottom-line approach, balancing social, economic and environmental sustainability.

- + **People First**
We commit to creating an inclusive economy that raises the standard of living for all.
- + **Economic Resilience**
We aim to foster an economy that is diverse, sustainable and not over-reliant on any one sector.
- + **The Long Game**
We take the long view, working to ensure that future generations have the opportunity to live, work and thrive here.
- + **Environmental Stewardship**
We treasure our natural resources and commit to embedding a sustainability mindset in our systems and decisions.
- + **Rise Together**
We rise above competing interests and embrace collaboration in order to create greater economic prosperity for all.

CENTRAL COAST SUPER REGION

QUICK FACTS:

- + Gross Domestic Product: \$31B
- + Workforce participation: 209,579
- + 16 airfields and airports
- + 3 military installations
- + 2 Community Colleges
- + 1 University



Population:

| | |
|------------------------|--------------|
| San Luis Obispo County |283,405 |
| Santa Barbara County |448,150 |
| Arroyo Grande |18,123 |
| Atascadero |30,418 |
| Buellton |5,135 |
| Grover Beach |13,628 |
| Guadalupe |7,370 |
| Lompoc |43,542 |
| Morro Bay |10,625 |
| Paso Robles |31,918 |
| Pismo Beach |8,237 |
| San Luis Obispo |47,541 |
| Santa Maria |107,014 |
| Solvang |5,909 |

THE CHALLENGE

Many of us believe we have found the good life here, but unless we change our approach and invest strategically in our region, our economic future will be severely limited.

CAUTION SIGNS ARE ALREADY FLASHING:

- + By several measures, the Central Coast economy is underperforming compared to state and national averages.
- + We have fewer high-paying jobs and more low-paying jobs, and our low-paying jobs are growing at a faster rate than any other income category.
- + Out-of-reach housing costs, too many lower-paying jobs and limited career opportunities have instilled a deep unease among middle-class families.
- + Half of middle-class residents say they are considering leaving the region.

Despite the longest economic expansion in the nation's history, 53% of the region's jobs are low wage, paying a median of \$25,000.¹ We can and must do better.

¹San Luis Obispo and Santa Barbara County WDB Industry, Economic & Workforce Research Report, 2018.

THE GOOD NEWS is that we have the key ingredients – regional vision, unique assets and a clear sense of purpose – to forge an economy that is resilient, future-oriented, inclusive and equitable.

Drawing on input from hundreds of leaders and more than a thousand residents from across the Central Coast over the past year, we have zeroed in on four strategic priorities to drive job creation:

- 1. Accelerate job growth in target industries**
By bolstering current industry strengths, including agritech, cleantech & renewable energy, aerospace, defense & precision manufacturing and technology.
- 2. Create world-class innovation hubs**
By optimizing Diablo Canyon and Vandenberg Air Force Base as economic engines.
- 3. Break down the barriers to job creation**
By addressing housing, transportation, water and related challenges, and embracing innovative financing tools.
- 4. Prepare residents for the jobs of today and tomorrow**
By aligning educational and workforce opportunities.

THIS WORK CANNOT be done by a few individuals. Success will require collective action, innovative public-private partnerships and an unwavering commitment to shape a brighter Central Coast future for generations to come. Just as leaders and residents from the public and private sectors came together to define the challenges contained in these pages, these broad and diverse stakeholders must work together on the solutions.

CRACKS IN THE FOUNDATION

THE ROOTS OF OUR UNDERPERFORMING ECONOMY

DESPITE LOW UNEMPLOYMENT, respectable growth and other bright spots, the Central Coast economy is falling behind. Why? The basic building blocks of thriving economies across the globe are lacking on the Central Coast: Sufficient housing, adequate infrastructure, aligned education and business expansion.

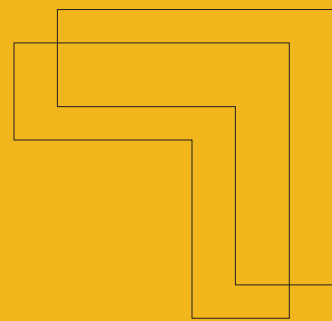
These four fundamental building blocks require parallel and integrated efforts to drive the growth of quality head-of-household jobs as well as the overall economy. On the Central Coast, however, that growth is impeded due to:

INSUFFICIENT TALENT PIPELINE
Businesses routinely struggle to find qualified job candidates.

LACK OF HOUSING
The housing supply is insufficient to meet the needs – and means – of the workforce.

INADEQUATE INFRASTRUCTURE
The region lacks the water, transportation and other infrastructure needed for business expansion and attraction.

STUNTED BUSINESS GROWTH
Businesses otherwise ripe for expansion bump up against these unyielding constraints.



FAR-REACHING IMPACTS

A WORKFORCE STRUGGLING TO GET BY

This perfect storm has left too many Central Coast residents struggling to get by, let alone get ahead. Consider:



- + Two out of three jobs in the region pay less than \$50,000 a year.²
- + More than half of Central Coast jobs are considered low-paying – 53% compared to 47% statewide.³
- + The median wage for these low-paying jobs is \$25,000, keeping workers stuck in or near poverty.⁴
- + Low-wage jobs are growing faster than high-wage jobs – by 6.6 percentage points.⁵
- + Underemployment is 9 times worse than the state average.⁶
- + Job volatility due to automation is projected to be 36% greater than the national average over the next 5 to 10 years.⁷
- + Only about 20% of homes in the region are affordable to a family earning the median income.⁸

The picture is sobering. Our region is fast becoming a place of haves and have-nots, attractive only to visitors and wealthy retirees and at risk of squeezing out the middle class – our young professionals, school teachers, police officers, health care workers and families.

As a result, the area's prized quality of life increasingly becomes unsustainable or outright unattainable for far too many residents.

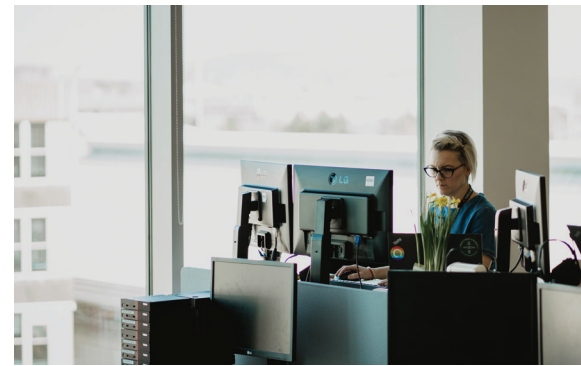
While each of the region's communities has tried valiantly to improve the conditions for job growth, meaningful traction has been elusive. A new, coordinated and disciplined regional approach is needed.

²⁻⁷ San Luis Obispo and Santa Barbara County WDB Industry, Economic & Workforce Research Report, 2018.

⁸ National Association of Home Builders/Wells Fargo Housing Opportunity Index, 2019

A DISTRESSED WORKFORCE

The pressure of high housing costs and low wages is felt broadly across the region, according to a poll of the Central Coast workforce, commissioned by REACH.⁹



THE OVERWHELMING SENTIMENT of the workforce is that making a life on the Central Coast is difficult and likely to become untenable for the next generation. An alarming number of our residents are struggling to get by, losing hope in the American Dream, and likely to leave the Central Coast.

| | | |
|--|---|--|
| <p>1 in 10</p> <p>residents and 1 in 5 Latinx residents worry about having enough money for food.</p> | <p>86%</p> <p>believe the region's young people will be unable to afford to live/work here in adulthood.</p> | <p>1 in 529</p> <p>believe housing is affordable.</p> |
| <p>1 in 3</p> <p>residents has less than \$10,000 saved for retirement.</p> | <p>1 in 4</p> <p>middle-class residents must borrow to cover \$500 emergency.</p> | <p>50%+</p> <p>53% of all middle-class residents, 63% of Latinx and 83% of African Americans are likely to leave.</p> |

⁹Smith Johnson Research & REACH, "Losing Hope, Struggling to Get by & Likely to Leave," Methodology: 1001 residents surveyed, 540 workforce oversample of ages 18-54, sampling error of +/-4.2%, 2019.

A REGIONAL APPROACH

COMING TOGETHER TO SHAPE OUR SHARED FUTURE

NOT ONLY have the challenges proven larger than any one community can solve, neighboring jurisdictions all too often wind up competing with each other for a bigger slice of the pie. Meanwhile, constraints on the four building blocks of our community – housing, infrastructure, talent and the ability for businesses to thrive – continue to compound.

By leveraging our collective strengths, world-class assets and combined political power, we can create a bigger economic pie and help everyone do better.

In today's global economy, this collaborative approach is paramount because competition for jobs, investment and tax revenue is not just down the road but across the world. A single community rarely has the workers, transportation, housing and amenities to compete on its own. Banded together, however, we have the ingredients for a more resilient and prosperous economy.

REACH was founded to provide this regional focus. Following a model of regionalism that has proven effective in several markets across the nation,¹⁰ the charge of REACH is to drive action and economic planning across industry sectors, county lines and political aisles.

But this mission is not ours alone. Success requires coordinated action by governments, industries and civic organizations across the region and a collective dedication to creating an economy that works better for everyone.

¹⁰Brookings Institution Blog Post, "A Modern Case for Collaboration," 2018.

ALIGNING THE PATH

A ROBUST AND INCLUSIVE PROCESS

SUCCESSFUL, COOPERATIVE ACTION requires a shared vision, and a commitment to putting in the work to achieve it. REACH began by undertaking a robust and inclusive process to uncover challenges, identify goals and prioritize activities.

First came data-gathering and analysis, followed by a poll gauging the outlook of the regional workforce. REACH then brought in the expertise of Deloitte, the world's largest professional services agency, to help identify ways to unlock economic potential. In conjunction with Deloitte, REACH conducted:

- + Five facilitated strategic engagements with leaders in each part of our region to gather input about challenges, opportunities and priorities.
- + Two all-day tactical "deep-dive" sessions aimed at amplifying the potential of two major assets, Diablo Canyon Power Plant and Vandenberg Air Force Base.
- + An immersive two-day event with 20 of the region's top private-sector, government, education and nonprofit leaders, plus Gov. Gavin Newsom's chief economic and business advisor, to set the agenda and priorities for action.

Months of research and collaborative engagement were distilled into a half-dozen initiatives that will direct our collective efforts now and over the decade to come. This nine-month sprint has brought us to the starting line of a 10-year marathon to transform the Central Coast's quality of life through our strategic goal: Create more good-paying jobs for more people for more inclusive prosperity.



THE GOAL

15,000 MORE GOOD-PAYING JOBS BY 2030

TO COUNTERACT the region's deficit of good-paying jobs, REACH is forging a framework to bring stakeholders together and marshal the resources and talent needed to achieve this primary strategic goal: Create quality jobs today and sustain opportunities for our children tomorrow.

WHY 15,000 JOBS?

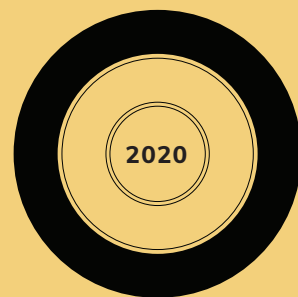
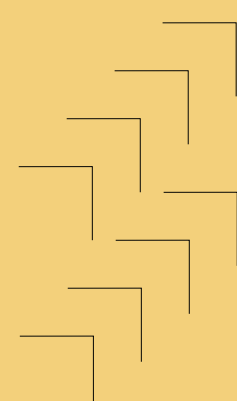
COUNTERING THE REGION'S WAGE IMBALANCE

THE REGION SUFFERS a deficit of good-paying jobs, and the imbalance between higher- and lower-paying jobs will likely worsen.¹¹

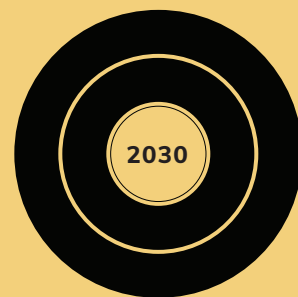
Adding 15,000 new jobs that pay annual salaries of at least \$50,000 over the next 10 years will begin to reverse this trend; achieving this goal will shift our jobs mix significantly toward a healthier balance. The goal was identified after careful

evaluation of regional and national trends, including the Central Coast's potential for job growth in high-wage industries that are ripe for expansion.

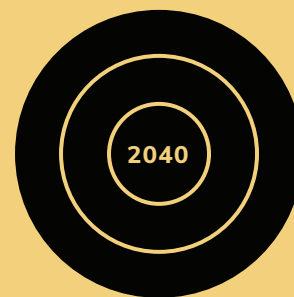
While the imbalance will not be erased by 2030, we can achieve powerful momentum toward the ultimate goal of providing one good-paying job for every working household in the region.¹²



1 good-paying job for every 3 working households



1 good-paying job for every 2 working households



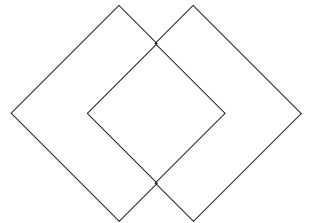
1 good-paying job for every working household

¹¹ San Luis Obispo and Santa Barbara County WDB Industry, Economic & Workforce Research Report, 2018.

¹² US Census, Quickfacts. www.census.gov. Population estimates, 2019.

WHY \$50,000+?

TO PROVIDE A PATH TO FINANCIAL STABILITY



ACCORDING TO DATA from Pew Research and the MIT Living Wage Calculator, annual pay of at least \$50,000 would provide Central Coast workers an entrance to the middle class – and the security to remain there.¹³

Many of the jobs, however, are expected to pay more than \$50,000, creating job opportunities and mobility up the economic ladder.

A salary of \$50,000 and above (in 2019 dollars) would open new doors to financial stability and economic prosperity for those earning under that today. For those on the brink of poverty – incomes under \$32,000 for a family of four on the Central Coast – a salary of \$50,000 could represent a life-changing cushion.¹⁴

Delivering Measurable Economic Impact

IN ADDITION to enriching the region's jobs mix, accomplishing this objective would more than offset the impending loss of about 1,500 good-paying jobs at PG&E's Diablo Canyon Power Plant, which is slated to close in 2025. The jobs created will generate an estimated

\$1.1 billion in payroll – five times more than Diablo's \$220 million payroll.

In 2019 dollars, this objective alone would amount to a cumulative economic impact over the next decade of \$6.3 billion.

\$1.1B
IN PAYROLL ANNUALLY

5x
MORE THAN
DIABLO'S PAYROLL

\$2.75B
INDIRECT
IMPACT ANNUALLY

¹³ Pew Research Center Income Calculator 2018. American Community Survey, 2013-2017 & MIT Living Wage Calculator, 2019.

¹⁴ United Way of California, Real Cost Measures County Profiles, 2019.

THE JOBS ROAD MAP

CHARTING A COURSE TO JOB CREATION



JOB CREATION ROAD MAP

Job creation depends on a complex mix of conditions.¹⁵ To realize 15,000 new high-quality jobs, we must pursue integrated and parallel action to bring about:

- + Conditions suitable for economic growth and business expansion.
- + An education pipeline that prepares Central Coast residents for jobs.
- + A housing supply adequate to meet workforce demand.
- + A vastly improved regional infrastructure including but not limited to water security, clean energy and transportation.



A laser focus on these building blocks must be nurtured and sustained over time, with initiatives working over the near-, mid- and long-term horizons. Each of these cornerstones must be fortified in order to support and foster a sustainable, resilient economy.

On the following page is a road map of four strategic priorities and six interrelated initiatives, each directly linked to creating the conditions needed for job growth.

PRIORITY 1

ACCELERATE JOB GROWTH IN TARGET INDUSTRIES

- + Foster the Start-up, Attraction and Expansion of High-Wage Industries

PRIORITY 2

CREATE WORLD-CLASS INNOVATION HUBS

- + Build a Thriving Space Enterprise at Vandenberg Air Force Base
- + Influence the Transformation of Diablo Canyon

PRIORITY 3

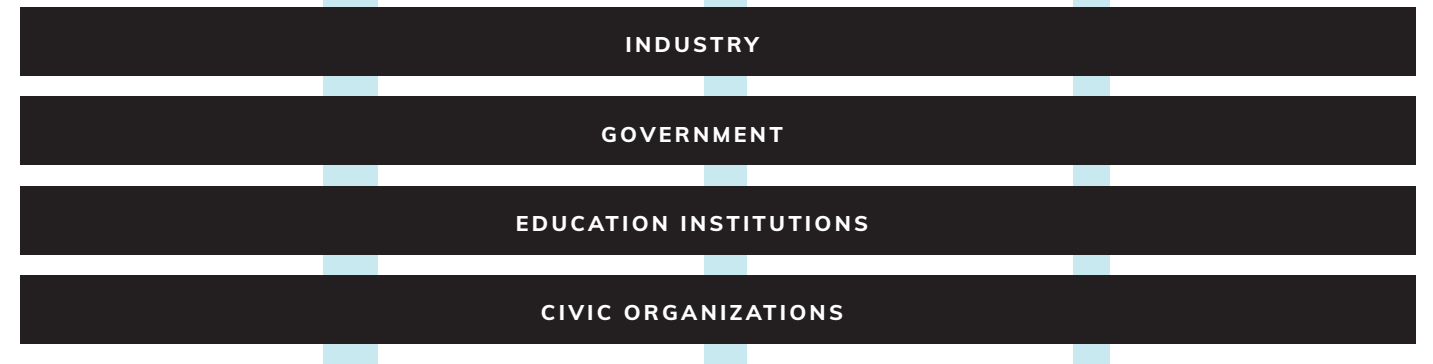
BREAK DOWN BARRIERS TO JOB CREATION

- + Champion Regional Planning in Support of Economic Expansion
- + Spur Infrastructure Investment through Collaboration and Innovation

PRIORITY 4

PREPARE RESIDENTS FOR THE JOBS OF TODAY AND TOMORROW

- + Expand and Integrate Education Opportunities



A COLLECTIVE JOURNEY

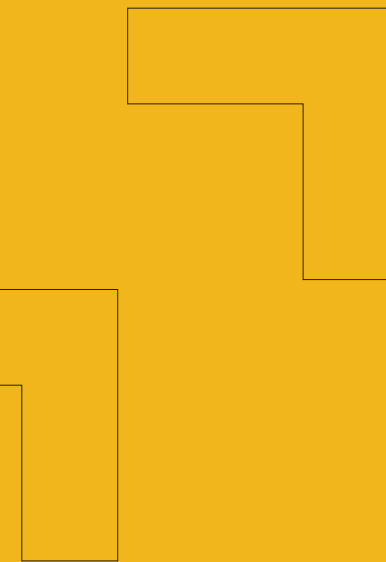
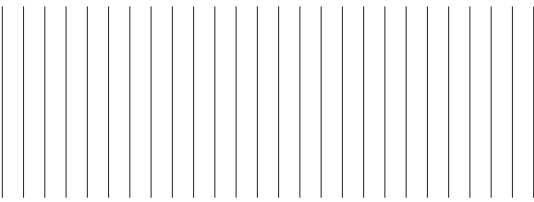
REACH'S ROLE IN FACILITATING REGIONAL COLLABORATION



THIS FRAMEWORK is designed to facilitate maximum job creation through detailed planning and efficient alignment of regional effort and resources, while remaining flexible and nimble enough to respond to emerging opportunities.

Each initiative will require detailed implementation planning with partners in business, education, government and economic development organizations. As initiatives are taken on, REACH will help bring the right parties to the table, facilitate cooperation and avoid duplication of effort.

We will work with our partners and stakeholders to establish working agreements and shared project-management models to ensure each initiative is properly resourced and staffed.



REACH will engage with a large and diverse group of networked civic organizations, private-sector leaders, and government and education partners in four main ways:

DRIVE

REACH will take the lead on regional high-impact initiatives requiring multiple stakeholder collaboration. Initiatives will be prioritized by the REACH Board, REACH Founders Circle and the REACH Council.

FOSTER

REACH will work to convene key target industries with the goal of harnessing accelerated growth opportunities.

SUPPORT

REACH will support the efforts of public and nonprofit sectors already doing the work of regional planning and economic development to ensure that efforts are integrated and optimized.

MEASURE

REACH will use economic data to develop performance measurements that track progress toward our goal of inclusive economic well-being.

PRIORITY 1:

ACCELERATE
JOB GROWTH
IN TARGET
INDUSTRIES



INITIATIVE 1

Foster the Start-up, Attraction and Expansion of High-Wage Industries



THE OPPORTUNITY:

The Central Coast supports a handful of global industries with potential to become prime drivers of good-paying jobs over the next 10 years. Technology-related clusters in agriculture, renewable energy, aerospace, defense and precision manufacturing, software and beyond have exhibited impressive growth here in recent years, and are ripe for more.¹⁶

The region also boasts unique physical and institutional assets instrumental in stimulating these target industries, including Cal Poly, Cuesta and Allan Hancock, and several underutilized airfields and military installations.

The increase in high-productivity/high-wage jobs in target industries will increase job and economic growth in professional services, the trades, engineering, healthcare, and other supporting industries that also have high-wage jobs on the Central Coast.¹⁷

By boosting infrastructure and government support and by fostering the startup, growth and attraction of target industries, we can help these burgeoning industry ecosystems flourish and drive economic expansion.¹⁸

¹⁶San Luis Obispo and Santa Barbara County WDB Industry, Economic & Workforce Research Report, 2018.

¹⁷"Demand & Defective Growth Patterns: The Role of Tradable and Nontradable Sectors in an Open Economy." Hlatshwayo & Spence, 2013.

¹⁸Brookings Institution, "Opportunity for Growth," 2017.

ACTIONS:

1. Coordinate and integrate the network of partners to support business needs on a regional scale

Create a tight network of partners from chambers of commerce, economic development organizations and industry associations to champion the startup, expansion and attraction of business regionally by removing barriers and connecting business to needed resources such as facilities, talent, key infrastructure, etc.

2. Develop comprehensive asset map and inventory to support business expansion

This will boost efforts to target and generate job and industry growth through data-driven decisions and region-wide asset optimization.

3. Convene industry sectors to set priorities and actions

Bringing industry leaders together to identify unique challenges and prioritize and coordinate regional action promotes economic expansion and job creation.

4. Support industry and workforce partnerships

The rapidly shifting job market demands better connection between workforce development programs and employer needs. Cultivating effective institutional-employer partnerships will result in education and training that is better aligned with job demand.

STAKEHOLDERS NEEDED AT THE TABLE:

- + Allan Hancock College
- + Cal Poly
- + Central Coast Coalition of Chambers
- + Cuesta College
- + Economic Vitality Corporation
- + Industry associations
- + K-12 education
- + Local government
- + Private industry
- + Santa Barbara County workforce development board
- + SLO County workforce development board
- + Venture capital
- + Visit SLO CAL

METRICS WE WILL USE TO TRACK SUCCESS:

- + Year-over-year job growth by industry
- + Year-over-year salary growth by industry
- + Increase in number of companies within industry sectors doing business on the Central Coast
- + Dollars invested in industry-specific infrastructure
- + Venture capital funding of regional start-ups/scale-ups



AGRITECH

WITH OUR RICH agricultural heritage, our region can lead in the creation of technology, products and services that benefit yield, efficiency and profitability across our region, the state and nation.

We should continue to be at the forefront of agricultural innovation, which has the potential to generate more good-paying jobs. Agriculture technology in California drew \$5 billion in investment in 2018, two thirds of the nation's total of a global \$17 billion industry.¹⁹ The combination of prime agricultural land, Cal Poly's world-renowned ag program, two community colleges and the existing agritech ecosystem provides tremendous growth opportunity.

“

Our lives and businesses aren't confined to city limits. We live, work, play and care for people across the many diverse communities of the Central Coast. Our economic vision must cross the same boundaries that we do every day.

Sue Andersen
President/CEO
Marian Regional Medical Center



CLEANTECH & RENEWABLE ENERGY

THE STATE'S AMBITIOUS renewable energy goals present another growth opportunity, with some distinct local advantages. Two of three federally designated offshore wind generation areas lie off the Central Coast, as does 500kv transmission infrastructure. Wrap in potential reuse of power plants at Diablo Canyon and Morro Bay with educational institutions at Cal Poly and UCSB, and we have the potential to create a world-class hub of research and development in cleantech and renewable energy innovation.

The Central Coast has been a leader in solar energy as well, boasting one of the world's largest solar farms and many solar company start-ups.

With five times more people employed in cleantech than in fossil fuels and 168% job growth since 2010, California is making unprecedented investment in the future of green technology and renewable energy.²⁰ Harnessing our local assets and experience can power the Central Coast to the forefront of the state's energy future.

“

While the people and communities of the Central Coast are unique, the challenges we face are not. Coming together as one region will allow us to solve big challenges, realize big opportunities and speak with a united voice to state and federal government.

Adam Firestone
Co-Founder/CEO
Firestone Walker Brewing Company



AEROSPACE, DEFENSE & PRECISION MANUFACTURING

OUR REGION HOLDS the essential ingredients to expand good-paying jobs in these fast-growing industries, underpinned by the region's three military installations - Vandenberg Air Force Base, Camp Roberts and Camp San Luis Obispo - and 16 airfields. With the state of California seeing a 90% increase in exports,²¹ last year, the region's strong nucleus of highly specialized manufacturing and tech firms - offering salaries ranging from \$60,000 to \$107,000 - has grown 37% over the last decade, with potential to continue on that trajectory.²²

With more than \$660 million in defense contracts since 2010, regional companies are well poised to capture more of this industry, estimated at \$865 billion domestically and predicted to grow to \$8.7 trillion globally over the next decade.²³

“

Higher education is invaluable not only for helping people reach their highest potential, but also in driving innovation that benefits society at large. The global economy is increasingly complex, and robust partnerships between business and education boost the region's ability to flourish.

Jeffrey D. Armstrong
President
California Polytechnic State University



TECHNOLOGY

THE EXPANDING realm of technology underpins every enterprise in today's world, from retail and healthcare to finance, government and everything in between. The Central Coast is also home to a robust technology sector encompassing software, information, artificial intelligence, bioscience and more that has enjoyed 53% growth since 2010.²⁴

Several key assets bolster the sector, including Cal Poly, the Cal Poly Center for Innovation and Entrepreneurship, the California Cybersecurity Institute and lightning-speed broadband connectivity thanks to trans-pacific fiber optic cables. Notably, more than 90% of the sector's jobs are high paying. By building on the existing cluster, the region can capture a larger share of the \$2.3 trillion that the industry adds to the U.S. economy each year.²⁵

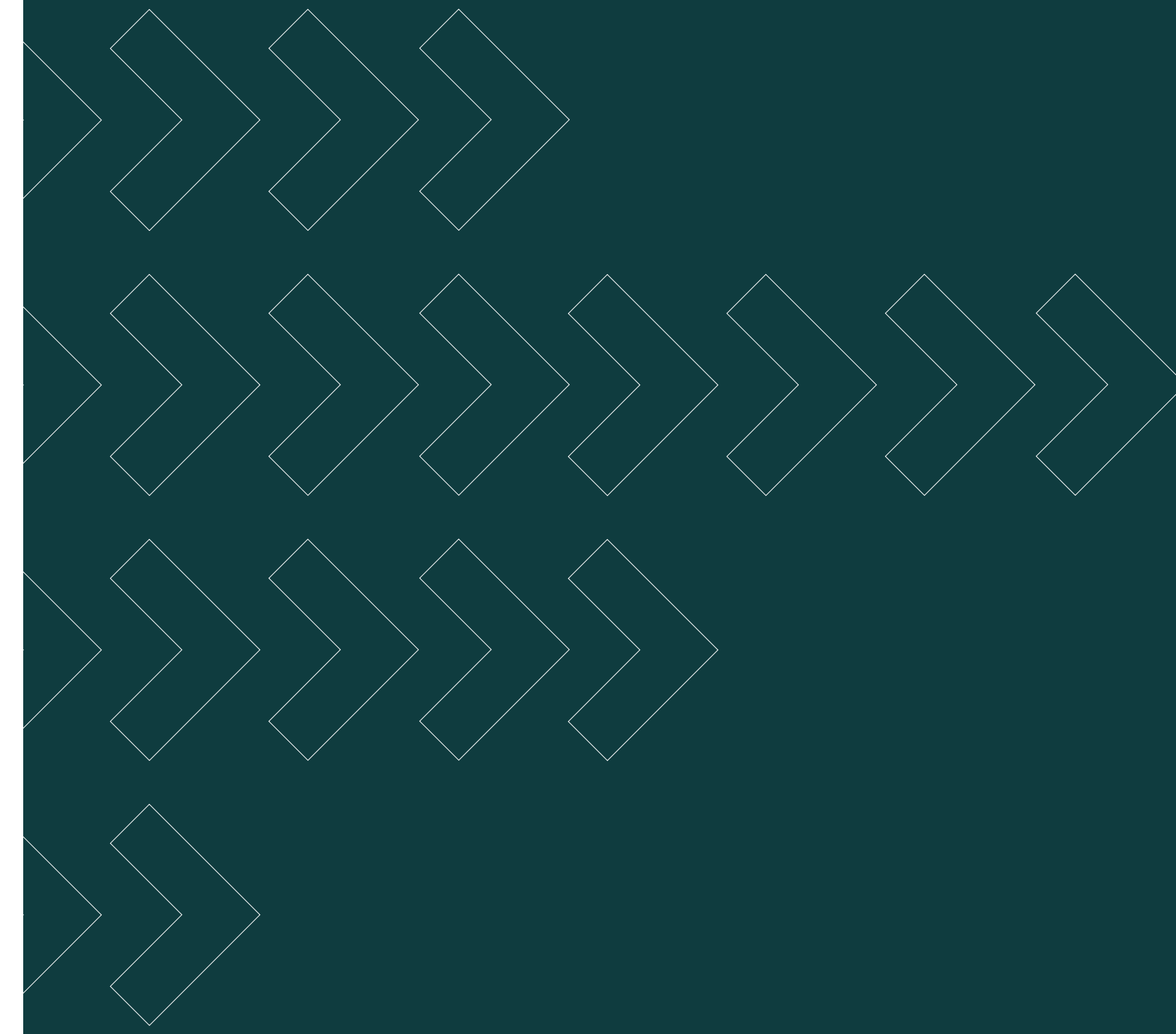
“

If we want to see our people and communities thrive on the Central Coast, we need to think and act as what we really are: an interconnected region of nearly half a million people.

Rick Stollmeyer
Co-Founder/CEO
MINDBODY

PRIORITY 2:

CREATE
WORLD-CLASS
INNOVATION
HUBS



INITIATIVE 2

Build a Thriving Space Enterprise at Vandenberg Air Force Base



THE OPPORTUNITY:

A new Space Age fueled by commercial enterprise is taking off, and Vandenberg is a prime launchpad. The space industry is predicted to increase eight-fold, from \$350 billion to \$2.7 trillion annually over the next three decades, generating good-paying job opportunities in engineering, software, advanced manufacturing and other STEM fields.²⁶

NASA’s reinvigorated space program and ambitious Mars explorations could also prove a boon to Vandenberg, which launched its first planet-bound

mission in 2018. Identified as one of two major components of the recently reestablished U.S. Space Command and Space Force, Vandenberg will play a key role in U.S. space operations.

As one of only a trio of established U.S. orbital launch sites, Vandenberg is ideally positioned as the West Coast hub for space launch and exploration. By driving commercial spaceport development and private-sector investment, we can ensure that Vandenberg reaches its potential as a thriving, competitive frontier in the 21st-Century space race.

²⁶ “The space industry will be worth nearly \$3 trillion in 30 years.” Bank of America Forecast. 2019.

ACTIONS:

1. Develop a spaceport master plan for Vandenberg Air Force Base

A critical first step, this plan will document how local, state and federal governments, the U.S. Air Force and private space-launch companies plan to integrate their activities collaboratively to support a full array of space-related activities, from manufacturing to launching and landing. Key elements include vision, governance, infrastructure and financial requirements.

2. Develop a multi-pronged infrastructure financing strategy

Building the spaceport complex, surrounding range and commercial enterprise zone will require partnerships between local, state, federal and private sectors. Coordination and integration of requirements and priorities will be crucial to funding and execution as well as ensuring that future capacity demands are met.

3. Attract private space companies

With defined plans for the spaceport complex and investment in common infrastructure, plus clear and satisfactory terms for leasing Air Force property for commercial enterprise, the base can serve the unique needs of space-related activity and investment.

STAKEHOLDERS NEEDED AT THE TABLE:

- + 19th Senate District
- + 24th Congressional District
- + 35th Assembly District
- + Allan Hancock College
- + Cal Poly State University
- + California Office of Business and Economic Development (Go Biz)
- + City government
- + Commercial space companies
- + County of Santa Barbara
- + Cuesta College
- + Economic development and community organizations
- + Industry associations
- + Investors for large-scale infrastructure improvements
- + United State Department of Defense
- + United States Air Force
- + United States Space Force
- + University of California Santa Barbara

METRICS WE WILL USE TO TRACK SUCCESS:

- + Number of rockets launched per year (year-over-year increase)
- + Dollars invested in improved infrastructure
- + Increase in number of commercial space and related support companies doing business on the Central Coast
- + Dollars brought into the region by the space industry (direct, indirect and induced impacts)
- + Total satellite mass launched to orbit (year-over-year increase)

INITIATIVE 3

Influence the Transformation of Diablo Canyon



THE OPPORTUNITY:

The impending closure of Diablo Canyon Power Plant in 2025 presents a once-in-a-lifetime opportunity to repurpose existing facilities and infrastructure – plus 12,000 acres of pristine land and 14 miles of unspoiled coastline – into an attractive mix of conservation, sustainable eco-tourism, renewable energy, water resilience and cutting-edge research and development.

We must seize this brief window to transform the loss of 1,500 high-wage jobs and 1,900 contractor jobs into a catalyst for economic opportunity,

while also ensuring that the massive, complex project of decommissioning the plant proceeds with maximum safety and efficiency.²⁷

With decisions about decommissioning and future use being made in the very near term, we must work urgently to ensure that the region’s and state’s best long-term interests are pursued.

²⁷ “Economic Benefits of Diablo Canyon,” Orfalea Business School, 2013. “Prospective Closure of Diablo Nuclear Power Plant,” UC Berkeley, 2019.

ACTIONS:

1. Advocate for safe and immediate decommissioning

Safe and immediate decommissioning is a top priority in order to stave off a deleterious alternative of simply shuttering the plant for up to 60 years. This requires advocating to state and federal regulators for the safe termination of operations and responsible storage of spent nuclear fuel. Where possible, this work should utilize the highly trained Central Coast-based employees and contract workers who have maintained the site for decades.

2. Create a governing entity for stewardship and future land use

Independent and dedicated multi-stakeholder oversight of decommissioning and reuse will be required for at least the next two decades. This entity (or entities) would ensure the community’s future is in the community’s hands, with the opportunity to champion our interests and values, and should support a multitude of uses over time.

3. Attract research and development partners

Opportunities for education and innovation in renewable energy development, energy storage, water resiliency, aquaculture and other technology could flourish through collaboration with national labs and the California State and University of California systems.

4. Facilitate and support land stewardship

Diablo Canyon lands should be conserved and opened to public access through an appropriate funding, maintenance and management structure to ensure their highest and best use, including preservation of pristine areas, public trails and opportunities for eco-tourism.

STAKEHOLDERS NEEDED AT THE TABLE:

- + 17th Senate District
- + 24th Congressional District
- + 35th Assembly District
- + Allan Hancock College
- + Cal Poly State University
- + California Coastal Commission
- + California Public Utilities Commission
- + California State Lands Commission
- + California Office of Business and Economic Development (Go Biz)
- + City government
- + County of San Luis Obispo
- + Cuesta College
- + Economic development and community organizations
- + Environmental organizations
- + Labor unions
- + Nuclear Regulatory Commission
- + Pacific Gas & Electric
- + PG&E’s Diablo Canyon Decommissioning Engagement Panel
- + Research institutions
- + Tribal representatives
- + Visit SLO CAL

METRICS WE WILL USE TO TRACK SUCCESS:

- + Dollars brought into region to support R&D and reuse
- + Decommissioning dollars spent locally
- + Local decommissioning jobs created
- + Acres conserved for public benefit

PRIORITY 3:

BREAK DOWN
BARRIERS TO
JOB CREATION



INITIATIVE 4

Champion Regional Planning in Support of Economic Expansion



THE OPPORTUNITY:

Housing, transportation, water and high-speed connectivity form the foundation of virtually all economic activity. These basic building blocks are essential to supporting the workforce needed to fuel the expansion of existing companies, proliferation of start-ups and attraction of new business.

To promote job growth, economic development work must tie into regional planning efforts. This requires the public and private sectors to collaborate on forward-thinking, long-term regional strategies for infrastructure planning and implementation.

HOUSING: California has a housing shortage estimated at 3 to 4 million units and is producing only half of the units needed to keep up with current demand.²⁸ The Central Coast is a microcosm of the state, facing the same shortage and the same underperforming production. The lack of housing affordable to the workforce is widely considered one of the biggest drags on our economy, hindering the region’s ability to attract and retain a talented workforce. An adequate and diverse housing supply is dependent on infrastructure, underscoring the need for a comprehensive, integrated

approach to planning and implementation.²⁹

TRANSPORTATION: With existing roads and public transportation aging rapidly, the region has an urgent charge to address planning, prioritizing and funding. To pave the way for job creation – plus reduce greenhouse gas emissions and mitigate traffic congestion – we need to start planning today not just for the next few years but the next few decades. That means thinking big about the future of mobility, considering options from enhanced bus service and commuter rail, leveraging the

²⁸ LA Times. “Editorial: Getting serious about California’s housing crisis means moving SB 50 forward.” January 11, 2020.

²⁹ Central Coast Economic Forecast 2019-2020. Beacon Economics.

rail backbone that runs through the region’s population centers, to new roads and interchanges. It also calls for innovative partnerships with app-based transportation companies and “last mile” transit options such as e-bikes and scooters.

WATER: Our current water capacity and policies need to be updated to successfully address

the next severe drought, which experts predict could span many years or even decades. It is imperative that we devise a comprehensive region-wide water strategy that draws on sharing resources, investing in water infrastructure and system connectivity, creating additional local water storage and increasing supply through desalination,

recycling and other means. Building resilience into long-term water planning can reduce water-related building constraints and enable an improved jobs-housing balance, in turn reducing commuter-generated greenhouse gases and pressure on a stressed transportation infrastructure.

ACTIONS:

1. Facilitate private-sector input into regional planning for housing, infrastructure, water and transportation

Long-term regional planning is critical to ensure our region achieves a healthy jobs and housing balance, reduces traffic and vehicle miles traveled, and secures water resilience long into the future. This needs to happen with industry input and in a regional context in order to ensure the overall economic, environmental and social well-being of our region.

2. Develop and/or advocate for policies that drive the Central Coast’s economic competitiveness

Provide industry input and advocacy on policy development at the local, regional, state and federal levels. Support the identification of funding and implementation priorities to promote meaningful progress in key areas such as increasing access to affordable housing, improving mobility options and building water supply and storage.

STAKEHOLDERS NEEDED AT THE TABLE:

- + CalTrans
- + Central Coast Coalition of Chambers
- + City government
- + County of San Luis Obispo
- + County of Santa Barbara
- + Economic development and community organizations
- + Housing organizations
- + Industry associations
- + San Luis Obispo Council of Governments
- + Santa Barbara Council of Governments
- + State government
- + Visit SLO CAL

METRICS WE WILL USE TO TRACK SUCCESS:

- + Number of businesses retained
- + Regional infrastructure prioritization and funding plan (milestones to completion)
- + RHNA units built/RHNA units required
- + Housing units built year-over-year by community and by region

INITIATIVE 5

Spur Infrastructure Investment Through Collaboration and Innovation



THE OPPORTUNITY:

As a region, we must find new ways to pay for sorely needed infrastructure improvements. By embracing innovative financing and public-private partnerships, we can fund these critical investments in the housing, transportation, water and high-speed internet connectivity needed to fuel job growth and build sustainable, resilient communities.

We must mobilize the private sector not only to advocate for maintaining and modernizing essential infrastructure but also to spur adoption and

investment in innovative tools, creative approaches and efficient processes. With the public and private sectors working together, priorities and strategies can be identified and implemented more quickly.

ACTIONS:

1. Develop a suite of civic participation financing tools that invite public involvement and investment, including:

- + Mini-bonds – Bonds sold at small increments (\$500-\$1,500) have proven effective at engaging residents in local infrastructure projects.
- + Ballot measures – Seeking voter approval imposes a discipline on identifying appropriate projects and persuading the public that infrastructure improvements are needed and merit investment.

2. Leverage Opportunity Zones

The Central Coast's six Opportunity Zones – created by the federal government in 2017 to incentivize economic development – hold great potential to create new jobs and improve infrastructure in low-income areas through tax benefits for investors.

3. Leverage strategic sourcing for local government through a regional approach

Formalizing regional strategic partnerships across multiple jurisdictions maximizes purchasing power. This practice has the potential to save local governments tens of millions of dollars through higher efficiencies and reduced labor and material costs.

4. Form public-private partnerships to create revenue through redevelopment opportunities

Repurposing surplus and underutilized property through development, facility and infrastructure projects presents local governments opportunity to generate revenue and meet community needs for housing, recreation and other uses.

STAKEHOLDERS NEEDED AT THE TABLE:

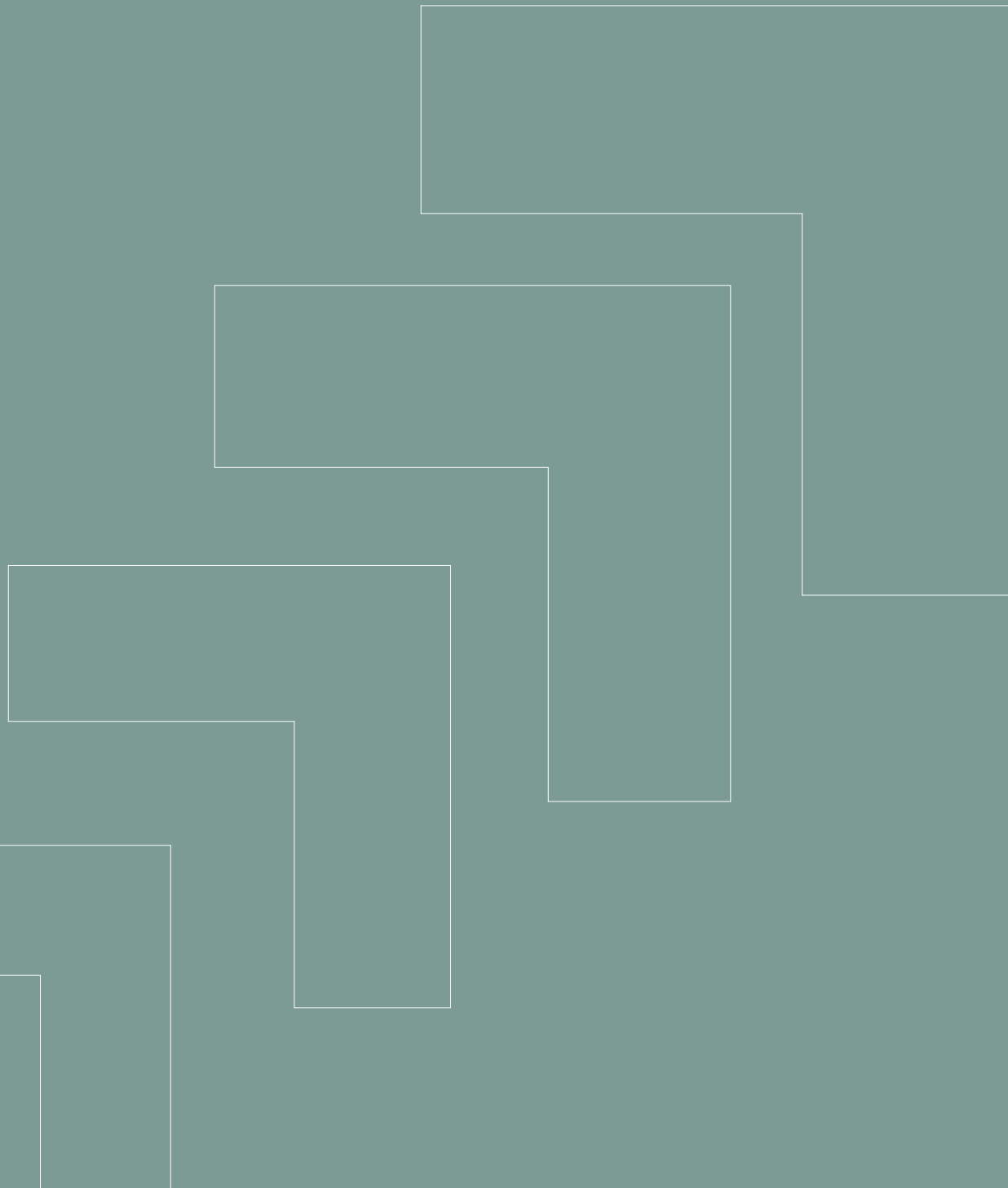
- + Economic development and community organizations
- + Local government
- + Local school districts
- + Private industry
- + San Luis Obispo Council of Governments
- + Santa Barbara Council of Governments

METRICS WE WILL USE TO TRACK SUCCESS:

- + Costs avoided through strategic sourcing strategies
- + Revenues generated through redeveloped property
- + Dollars invested in infrastructure improvements
- + Amount of total available surface water supply and storage year-over-year
- + Average daily traffic on key transportation corridors
- + Percentage of population, housing and jobs within 1/2-mile of transit stop or other non single occupancy vehicle options of transportation

PRIORITY 4:

PREPARE
RESIDENTS
FOR THE JOBS
OF TODAY &
TOMORROW



INITIATIVE 6

Expand and Integrate Education Opportunities



THE OPPORTUNITY:

Nothing correlates to a prosperous economy more closely than the knowledge and skills of its workforce. Without sufficient talent, businesses stall, regions stagnate and quality of life declines.

A disciplined focus on talent development is especially critical now because the future of work is changing faster and more dramatically than at any other time in history, with automation estimated to impact 30% of the Central Coast workforce in the next five to 10 years.³⁰

Fortunately, the Central Coast has a relatively strong public educational system with a number of high-performing K-12 districts as well as the presence of Allan Hancock, Cuesta and Cal Poly. These assets can make it possible for our region to serve and strengthen the existing workforce, assuring that we can grow from within, providing good-paying job opportunities to our residents.

To meet this challenge, we must build upon the region's strong educational systems and working

partnerships. By expanding the collective efforts to connect and integrate educational and job opportunities for existing workers as well as for future graduates, we will foster a more diverse, inclusive and capable Central Coast workforce. Diversity in all ways - gender, cultural and political - will strengthen our region's ability to thrive in an increasingly complex global economy.

³⁰ San Luis Obispo and Santa Barbara County WDB Industry, Economic & Workforce Research Report, 2018.

ACTIONS:

1. Expand 4-year degree options

With entrance to Cal Poly and UCSB highly competitive and constrained, options for a four-year degree on the Central Coast are severely limited. Aside from online programs, students seeking a bachelor's degree must look at least 100 miles out of the region, a significant barrier for socio-economically disadvantaged communities. Expanded community college offerings and satellite education centers are needed to lift people out of poverty and prepare local residents for high-wage jobs.

2. Support vocational training and skill-development programs

A third of new jobs in California, including good-paying skilled trades and high-tech information technology jobs, are expected to require career and technical education beyond high school but not necessarily a baccalaureate degree.³¹ Preparing Central Coast residents for a lifetime of learning is a top priority if we wish to retain talent, grow from within and provide economic mobility for our workforce.

3. Align industry demand with education and job-skill training

Education and industry leaders must strengthen collaboration to ensure that educational programming and technical training keep pace with current and emerging industry sectors, with programs aimed at traditional students and workers seeking new skills to keep up with a changing career landscape. Advancing effective institutional-employer partnerships will result in education and training that meets the needs of workers and employers today and into the future.

4. Advocate for greater K-16 regional collaboration

For Central Coast residents to succeed in the regional and global economy, they need seamless and integrated education opportunities throughout a lifetime of learning and training. That requires education and private-sector leaders to strengthen coordination, integration, funding and implementation of critical talent-development initiatives, programs and pathways that are aligned to regional industry demand.

STAKEHOLDERS NEEDED AT THE TABLE:

- + 17th Senate District
- + 19th Senate District
- + 24th Congressional District
- + 35th Assembly District
- + Allan Hancock College
- + Cal Poly State University
- + California State University System
- + California Community Colleges System
- + California Office of Business and Economic Development (Go Biz)
- + Civic and philanthropic organizations
- + Cuesta College
- + Economic development and community organizations
- + K-12 Education
- + Labor union apprenticeship programs
- + Local government
- + Private industry
- + Santa Barbara County workforce development board
- + SLO County workforce development board
- + SLO Partners

METRICS WE WILL USE TO TRACK SUCCESS:

- + Graduation rates and degrees earned for K-12 and higher education institutions by resident/non-resident, race, gender and class
- + Availability and capacity of four-year degree programs in the region
- + Transfer rates from community colleges to four-year institutions

³¹ Public Policy Institute of California. "Just the Facts." Retrieved January 10, 2020.

EMBARKING ON A BETTER FUTURE FOR EVERYONE

JOIN US IN THIS MOMENTOUS ENDEAVOR

WE ENTER this multifaceted endeavor clear-eyed about the region's economic weaknesses, yet confident that we can create a better future.

This framework establishes a goal of more high-quality jobs and outlines a pathway to success by leveraging regionalism and disciplined collaboration. Both are simple in theory yet demanding in practice, requiring patience and persistence, time and resources.

Many dozens of champions, partners and advocates have joined our efforts so far. But this momentous undertaking calls for us all to look to the future with creativity and optimism.

We invite you to join this growing movement to bring about abundant opportunity for Central Coast residents to live the productive and satisfying lives we all aspire to.



Just as our family business has evolved and adapted to the changing needs of the community over four generations, we as a region must evolve and adapt to a changing economy. That calls for embracing new approaches while upholding what makes this place special for future generations.

Brian Talley
President
Talley Farms & Talley Vineyards

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