



Town of Paradise

Town Council Special Meeting Agenda

3:00 PM – August 10, 2026

Doug LaMalfa Town Council Chambers – 5555 Skyway, Paradise, CA

Mayor, Steve Crowder
Vice Mayor, Steve “Woody” Culleton
Council Member, Greg Bolin
Council Member, Heidi Lange
Council Member, Ronald Lassonde

Town Manager, Jennifer Macarthy
Town Attorney, Scott E. Huber
Town Clerk/Elections Official, Melanie Elvis
CDD, Planning & Onsite, Susan Hartman
CDD, Building & Code Enforcement, Tony Lindsey
Finance Director/Town Treasurer, Aimee Beleu
Public Works Director/Town Engineer, Marc Mattox
Division Chief, CAL FIRE/Paradise Fire, Jason Finney
Chief of Police, Eric Reinbold
Recovery & Economic Development Director, Colette Curtis
Human Resources & Risk Management Director, Crystal Peters
Information Systems Director, Luis Marquez

Meeting Procedures

- I. The Mayor is the Presiding Chair and is responsible for maintaining an orderly meeting. The Mayor calls the meeting to order and introduces each item on the agenda.
- II. The Town staff then provides a report to Council and answers questions from the Council.
- III. Citizens are encouraged to participate in the meeting process and are provided several opportunities to address Council. Any speaker addressing the Council is limited to three minutes per speaker - fifteen minutes per agenda item
 - A. If you wish to address the Council regarding a specific agenda item, please complete a “Request to Address Council” card and give it to the Town Clerk prior to the beginning of the meeting. This process is voluntary and allows for citizens to be called to the speaker podium in alphabetical order. Comments and questions from the public must be directed to the Presiding Chair and Town Council Members (please do not address staff.) Town staff is available to address citizen concerns Monday through Thursday at Town Hall between the hours of 8am and 5pm.

In compliance with the Americans with Disabilities Act (ADA) Compliance, persons who need special accommodations to participate in the Town Council meeting may contact the Town Clerk at least three business days prior to the date of the meeting to provide time for any such accommodation.

1. OPENING

- 1a. Call to Order
- 1b. Pledge of Allegiance to the Flag of the United States of America
- 1c. Roll Call

2. CONSIDERATION

- [2a.](#) Discuss Council vision and priorities regarding Economic Development and Incentives Policy as part of the Long-Term Community Recovery Plan Update. (**Recovery & Economic Development Director/Colette Curtis**)

3. ADJOURNMENT

STATE OF CALIFORNIA) COUNTY OF BUTTE)	SS.
I declare under penalty of perjury that I am employed by the Town of Paradise in the Town Clerk's Department and that I posted this Agenda on the bulletin Board both inside and outside of Town Hall on the following date:	
TOWN/ASSISTANT TOWN CLERK SIGNATURE	



Town of Paradise
Council Agenda Summary
Date: August 10, 2026

Agenda Item: 2(a)

ORIGINATED BY: Colette Curtis, Recovery and Economic Development Director
REVIEWED BY: Jennifer Macarthy, Town Manager
SUBJECT: Long Term Recovery Plan Update – Economic Development and Incentives Policy
LONG TERM RECOVERY PLAN: Yes

COUNCIL ACTION REQUESTED:

1. Discuss Council vision and priorities regarding Economic Development and Incentives Policy as part of the Long-Term Community Recovery Plan Update.

Background:

In September 2025, Town Council directed staff to issue a Request for Proposals (RFP) for a consultant to update the 2019 Long Term Community Recovery Plan, and in that update to focus on economic development and fire resilience. The Town hired Urban Design Associates (UDA) in November 2025, and since that time UDA and its subcontractors have been analyzing existing documents and data and soliciting community input regarding the updated plan. The current focus for this effort is preparing an Economic Development and Incentives Policy that will be part of the Long-Term Recovery Plan Update Document.

Analysis:

Town Council is being asked to hold a working session in which Council Members consider the information gathered so far and give feedback on the vision and priorities of the Economic Development and Incentives Policy framework. This feedback will be used as UDA and Town staff further hone the Plan over the next several months. A draft plan will be presented to Council for consideration and acceptance in early 2027.

Financial Impact:

There are no new financial impacts to the general fund associated with this item. This grant program funds projects at 100% with no required match.

Town Council Work Session



Town of Paradise, California: **Building Consensus for** **Economic Development Policies & Programs** **August 10, 2026**

Presented by:



Economic Development Strategic Plan Work Session



Agenda

- I. Welcome and Introductions (2 min)**
- II. Economic Development 101: The Town's Role (10 min)**
- III. Draft Economic Development Strategic Plan (EDSP):
Preliminary Recommendations (5 min)**
- IV. Incentives Policy Guidance: Decision Points (10 min)**
- V. Consensus Building Exercise: Worksheet Review/ Q&A (10 min)**
- VI. Next Steps (5 min)**



Economic Development Priorities & Policies



Today's Work Session Focus:

Review Draft Economic Development Strategy's Implementation Plan Recommendations

Collect input on strategic decision points early in the process

Work Session Goals & Objectives:

- 1) Obtain guidance on priorities for attracting business investment and development
- 2) Explore potential alternatives for economic development policies, programs, and initiatives – while building consensus around them

Economic Development Strategy Implementation Plan Update



Tasks Underway:

Existing Conditions Update (Real Estate Development Focused):

Demographic trends and projections, economic base analysis, real estate gaps and opportunities, and target industry assessment

Recommended Policies, Programs, and Initiatives:

Seven economic development goals with phased implementation objectives and action steps, identified leads, cost estimates, funding sources, and performance metrics

Incentives Policy Evaluation:

Benchmarking assessment, recommended policy framework, and proposed Development Funding Gap Assessment methodology

Town Council Consensus Building:

Economic Development Priority Setting Work Session (TODAY) (*includes Incentives Policy ranking)



Existing Conditions



Economic Development Drivers:

- Rapid residential growth
- Emerging commercial tax base
- Significant pending/proposed infrastructure investments
- Opportunity to catalyze private investment and development in Downtown



Paradise Transition Drivers:

Market demand varies by product type – most could require public subsidy

Infrastructure readiness drives feasibility (STP strategy underway)

Investment follows clarity (e.g., formalized Business Attraction Program and Incentives Policy)

Target Sectors & Focus Areas



Downtown Master Plan guidance provides a market-driven approach to prioritization



Target Sectors & Focus Areas



Key Questions for Council:

- How can the Town lead development activity?

Example: Investing in infrastructure and site readiness

Vs.

- Where should the Town respond?

Example: Facilitate/accelerate viable projects that align with adopted priorities by avoiding lengthy feasibility/planning

Which target areas deserve prioritized focus?

Not every development opportunity site is optimal for filling identified gaps—

Success lies in prioritized and strategic business and investment attraction tactics

Economic Development 101



What Is the Town's Role in Economic Development?

Local governments shape the conditions to attract investment

Provide **infrastructure and site readiness**

Align **land use, policy, and capital**

Reduce uncertainty and risk for private investment

What the Town Should Not Do

- Build projects
- Directly market to retailers
- Compete with the private sector
- Serve as a Bank in lending for development



How Local Governments Catalyze Business & Investment



Primary Tools Available to Paradise

Zoning & development standards



Predictable review & permitting

Infrastructure timing and sequencing



Incentives (used selectively)



Active relationship-building



WHY FOSTERING A “CIVIC LEADERSHIP” CULTURE MATTERS

1. **Capital is mobile**
2. **Developers compare cities**
3. **Demonstrated clarity and capacity =
competitive advantage**

What Should This Strategy Accomplish?



What does Economic Development Success Look Like?

- Resilient and growing tax base?
- Job creation?
- Retail & services?
- Higher-quality development?
- Long-term fiscal sustainability?



What Is Missing in Paradise Today?



Retail gaps

Jobs/housing imbalances

Few gathering places

Emerging market visibility

Undefined sense of place

Challenging development economics

**What's
Missing
Often
Reveals the
Opportunity**

From Issues to Ideas to Policy



What We've Established

- Growth is visible
- Commercial development is in demand, but investment is stalled by project economics
- Prioritization of target uses/sectors is key

Next Phase

- Move from challenges → opportunities
- From ideas → priorities → economic development policies, programs, initiatives and (possibly) PRO Fund deployment



Economic Development Strategy

Draft Goals & Objectives



Goal 1: Business Retention and Expansion Program

- Formalize the Town's economic development mission
- Expand the Town's Development Concierge functions
- Market streamlined permitting for low-impact uses
- Leverage regional business support programs;
- Launch an annual Development & Investment Summit and performance dashboard

Goal 2: Business and Developer Incentives Policy

- Complete the Development Funding Gap Assessment
- Adopt a formal Incentives Policy by resolution
- Establish a Local Business Revolving Loan Fund
- Define a fee abatement program for priority CBD uses
- Evaluate infrastructure funding alternatives post-STP

Goal 3: Community Brand and Wildfire Safety Narrative

- Reposition Paradise as one of California's most fire-safe communities
- Develop a professional marketing Look Book
- Leverage HUBZone designation for federal contractor recruitment

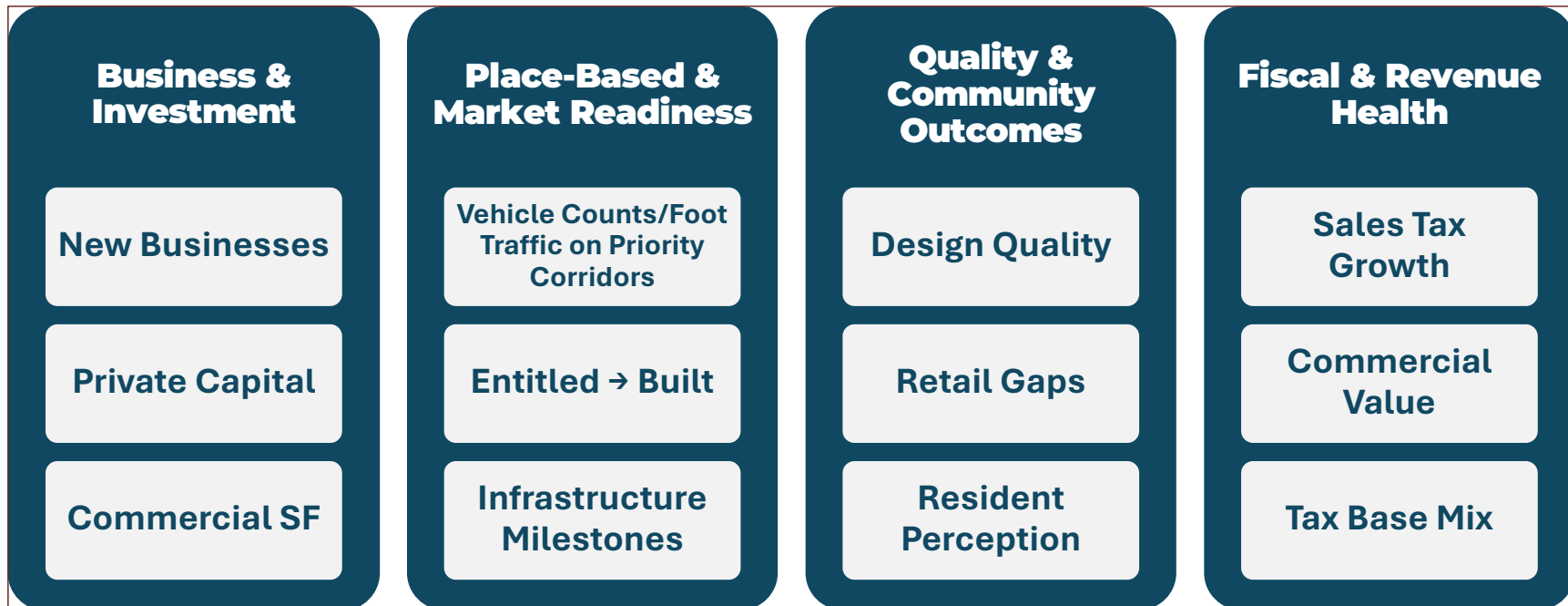
Economic Development Strategy

Draft Goals & Objectives



Goal 4: Downtown Revitalization, Adaptive Reuse, and Placemaking	• Develop GIS-based opportunity site inventory • Pursue a business incubator in the vacant Walgreens building • Launch a downtown activation program	• Advance Cinema adaptive reuse feasibility • Explore a New Town Hall as a civic anchor (Long Term Target)
Goal 5: Healthcare and Essential Services Recruitment	• Pursue FQHC or FQHC Look-Alike designation leveraging Paradise's HPSA and MUA status • Initiate outreach to Dignity Health and Adventist Health	• Evaluate Walgreens space for healthcare anchor use • Don't give up on local health care services! Industry evolving rapidly – keep trying
Goal 6: STP-Supported Commercial Development	• Build formal F&B recruitment pipeline now, with commitments contingent on STP Phase 1 completion	• Conduct a lodging development feasibility study • Evaluate EIFD formation as assessed value firms up
Goal 7: Recreation Destination Economy	• Develop a coordinated outdoor recreation destination strategy • Recruit trail-adjacent hospitality/guide services	• Cultivate angel investor interest in a downtown shared market anchor

Measuring Economic Development Progress – by the Numbers



Draft Implementation Plan Pre-View



Policy / Program / Initiative		Action Steps	Phase	Staff / Partner Lead	Est. Cost	Funding Source	Performance Metrics
1.0 Business Retention and Expansion Program							
1.1	Business Retention and Expansion Program	Formalize Town economic development vision/mission; establish BRE program goals, activities, and performance tracking.	Near-Term (Yrs 1-3)	ED Coordinator / Town Manager	Staff time	General Fund	Vision/mission adopted by Council; BRE program launched
1.2	Development Concierge and Rapid Response Program	Single-point-of-contact concierge function; published permitting timelines; Rapid Response protocol with Ridge Rising.	Near-Term (Yrs 1-3)	ED Coordinator / Ridge Rising	Staff time	General Fund	# of businesses assisted; avg. permit timeline; # rapid response cases resolved
1.3	By-Right Zoning Evaluation for Low-Impact Commercial Uses	Staff evaluation of by-right zoning changes for defined low-impact commercial uses; Council adoption of eligible use list.	Near-Term (Yrs 1-3)	Community Development / Susan Hartman	Staff time	General Fund	Use list adopted; # of permits eliminated for qualifying uses
1.4	Business Resource Navigation and Regional Partnership Coordination	Expand Chamber Business Resource Guide into formal BRE navigation tool; connect operators to 3CORE, Butte SBDC, SCORE, NVCU, CalOSBA.	Near-Term (Yrs 1-3)	ED Coordinator / Chamber of Commerce	Staff time; ~\$5,000 production	General Fund / Chamber	# of referrals made; # of businesses connected to regional programs
1.5	Business Incubator and Co-Working Center	Town-facilitated incubator/co-working in vacant Walgreens building. Operational support from Ridge Rising and 3CORE/SBDC. Addresses remote worker demand and zero-vacancy office market.	Near-Term (Yrs 1-3)	ED Coordinator / Ridge Rising / 3CORE	TBD pending Gap Assessment; TI contribution from PRO Fund	PRO Fund / EDA / CDBG-DR	Facility opened; # members; # businesses incubated; occupancy rate
1.6	Annual Economic Development Summit and Reporting	Annual ED Summit and public dashboard tracking commercial vacancy, sales tax, business licenses, and job growth.	Near-Term (Yrs 1-3)	ED Coordinator / Town Manager	~\$5,000–\$10,000/yr	General Fund	Annual report published; dashboard updated; summit attendance

Brainstorming Activity:

How to Prioritize Development Targets for Incentives Policy Guidelines



What will yield the highest return on public investment in Paradise?

- Neighborhood-serving retail
- Light industrial / tech / flex
- Employment centers
- Outdoor recreation destinations
- Mixed-use nodes
- Supportive services

Examples:

Third Places
(Eating/ Drinking/Entertainment)
Daycare Facilities
Urgent Care/Medical
Clinics

Brainstorming Activity: Place-Based Policy

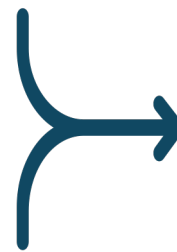


Where Should the Town Be Intentional?

- Corridors/Gateways to create sense of place
- Redevelopment sites to signal investment-readiness

Policy Considerations

- Is subsidy needed (“But For Test”)?
- Infrastructure readiness
- Long-term maintenance costs



**Input needed to
identify/rank
Economic
Development
“Priority
Projects”**

Incentives Policy Industry Standards & Best Practices



- Incentives are sized to close a documented gap, not to maximize public support
- leverage ratios of 3:1 private-to-public are standard
- Council approval is required above defined thresholds
- Performance benchmarks with clawback provisions protect the public investment

Where Policies Should be Intentional:

- Small Business Revolving Loan Funds
- Fee Abatement and Permit Waiver Programs
- Cash Fund Deployment Policies (PRO Fund equivalent)

Economic Development Goal Setting Worksheets



#1: Economic Development Priority Goals & Rankings

#2: Economic Development Funding Gap Scenario Testing Options

#3: Incentives Policy Priorities Summary Sheet (Weighted Rankings)

**We Need
Your
Policy
Guidance!**

Q&A/How to Provide Feedback



During this Meeting:

Verbal comment is welcome for incorporation into the final strategy

Submit Your Worksheets:

Complete your worksheets (hard copy or electronically) and submit to Colette or Molly McKay.

Direct Follow-Up:

Contact Molly McKay with additional comments, questions, or to schedule a call

Email: mmckay@willdan.com

Cell: 202.510.0511

Formal Draft Review:

To be facilitated by Collette Curtis upon submittal following the Town Council Economic Development Work Session.

Next Steps & Milestones



1. Demographic trends and projections testing
2. Town Council Economic Development Priority
Setting Work Sheets – Tabulate Results
3. Summary of Findings Memo to Staff and Council
4. Final Draft Economic Development Strategy
Implementation Plan recommendations

**Thank you for your
time and input!**

**Molly McKay, CEcD
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Financial Services
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202.510.0511**

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MEMORANDUM

TO: Jennifer Macarthy, Town Manager, Town of Paradise, CA

FROM: Molly McKay, Willdan

COPY TO: Colette Curtis, Director, Recovery and Economic Development, town of Paradise
Barry Long/UDA/Project Team

DATE: August 6, 2026

SUBJECT: Long-Term Recovery Plan Update: Economic Development Strategy Work Plan

Economic Development Strategy Work Plan

I.0 Executive Summary

Purpose

Willdan is serving as a subconsultant to Urban Design Associates tasked with preparing an Economic Development Strategy that will direct implementation activities related to the Long-Term Recovery Plan Update's recommendations.

This memo is intended to provide a status update on work completed to date, data gaps and policy decisions needed to finalize the draft strategy. Staff and the Town Council are largely in agreement about priority economic development goals. Additional required input relates to specific programmatic guidelines for a new, formalized economic development incentives program.

This memo provides an overview of what tools the Town currently lacks, what framework is recommended to govern public investment in private development, and what decisions are needed from Town Council before the framework can be finalized and adopted. Note that we submitted a detailed Incentives Policy Framework Assessment memo to Colette Curtis that includes a benchmarking assessment, policy framework recommendations, and a proposed methodology for development incentives gap testing.

Existing Conditions Findings

Paradise's commercial recovery has lagged well behind residential rebuilding. With a current population of approximately 10,700 — roughly 40% of pre-fire levels — the Town does not yet consistently meet the population and traffic thresholds required by many national and regional retailers. At the same time, the gap between current construction costs and achievable rents makes new commercial development financially infeasible at market rates without some form of public assistance. The Town currently has no formal tools to address this gap.

Economic Development Policy/Program Gaps

Five specific gaps in the Town's existing incentives toolkit were identified: no formal business retention and attraction program or gap assessment methodology; no local revolving loan fund or small business financing mechanism; no fee abatement or permit waiver program; no policy governing deployment of PRO Fund resources for economic development investments; and no special assessment district or long-term infrastructure financing vehicle. The Town Attorney confirmed in January 2026 that the Town has full legal authority to establish a local business loan program using General Fund revenues.

Preliminary Recommendations

Willdan recommends that the Town adopt a formal Incentives Policy Framework before committing PRO Fund resources to any individual project. The framework establishes staff-level screening criteria for incentive approvals across seven policy areas:

- Eligibility and targeting
- Financial need and gap sizing
- Loan program parameters
- Fee waiver parameters
- Performance benchmarks
- Clawback provisions
- Program administration

Key parameters include a recommended 3:1 private-to-public leverage ratio, a subsidy ceiling tied to documented funding gaps, third-party administration of the loan fund, and Council approval required for any award above \$25,000.

Our work is concurrently focused on producing the Economic Development Strategy Implementation Plan while we conduct detailed analysis of incentives policy alternatives to ensure that when the plan is presented for Town Council adoption that a formalized Incentives Policy is ready for public release. The following section provides a summary of the Staff and Council action items needed to finalize these policy documents.

2.0 Requested Input

Please review and provide comment on the following deliverable outline.

Economic Development Strategy Implementation Plan – Draft Report Outline

- 1.0 Introduction (3 pages)
 - 1.1 Background
 - 1.2 Methodology and Approach
 - 1.3 Policy Linkages
 - 1.4 Economic Development Goals and Priorities
- 2.0 Existing Conditions Overview (4-5 pages)
 - 2.1 Demographic Trends and Projections
 - 2.2 Economic Base Analysis
 - 2.3 Real Estate Gaps and Opportunities
 - 2.4 Target Industry Attraction Strategies
- 3.0 Implementation Strategy (12 pages)
 - 3.1 Implementation Partners
 - 3.2 Policies, Programs and Initiatives – See Memo Attachment for Draft Overview
 - 3.3 Estimated Costs
 - 3.4 Funding Sources
- 4.0 Appendices (pages – TBD)
 - 4.1 Demographic Analysis – Detailed Tables
 - 4.2 Real Estate Market Supply and Demand Data
 - 4.3 Pipeline Development Report

Incentives Policy Assumptions – Council Input

Four policy decisions cannot be finalized without Council direction:

- Confirmation of the PRO Fund leverage ratio threshold
- Determination of whether STP connection fee deferrals or waivers are appropriate prior to system stabilization
- Formal confirmation of the CBD incentive zone boundaries; and
- Decision on whether forgivable loans will be authorized as a program category.

These items are addressed in the Goal Setting Worksheets attached to this memo and will be discussed at the Council Goal Setting Work Session on August 10, 2026.

Incentives Policy Assumptions – Staff Action Items

The PRO Fund currently supports approximately 58% of the Town's annual General Fund operating costs. Before Council adopts a deployment policy for economic development use of these funds, staff should provide a current fund balance, projected annual operating draw, and an estimate of the discretionary balance available for investment without impairing reserves. This information is a prerequisite to responsible award limits and is recommended as a staff action prior to the work session.

Town Manager Input – Memo Attachments

Please review and confirm your authorization to distribute these documents directly to individual Town Council members via email:

- Draft Economic Development Strategy Implementation Plan Framework
- Economic Development Goal Setting Worksheets:
 - **#1:** Economic Development Priority Goals & Rankings
 - **#2:** Economic Development Funding Gap Scenario Testing Options
 - **#3:** Incentives Policy Priorities Summary Sheet (Weighted Rankings)

3.0 Next Steps

Following the work session, Willdan will complete a Development Funding Gap Assessment testing the financial feasibility of priority development scenarios (examples could include rehabilitation, adaptive reuse or new construction of retail/dining/entertainment, flex industrial, and/or multifamily residential). The analysis will test where market-rate development is feasible and where public assistance is needed. The intent is to explain in layman's terms why market rate development without subsidy does not currently work in Paradise for some project types that are highly desired by the community.

These findings will establish the final Incentives Policy parameters for Council adoption. The Gap Assessment and final policy recommendations are anticipated in late July 2026 following the proposed Town Council Goal Setting Work Session, with the full Economic Development Strategy Implementation Plan to follow in late summer 2026.

ATTACHMENTS:

Draft Economic Development Strategy Framework

The following section provides an overview of preliminary economic development initiatives currently under evaluation and pending the City Council Goal Setting Work Session and incentives policy assessment findings. These ideas emerged from review of background documentation and market analyses prepared by Peloton, EPS, and BAE, and stakeholder interviews conducted in April 2026.

All are presented as draft recommendations subject to staff and Council input before finalizing additional implementation plan elements related to:

- Designated staff/implementation partner leads
- Implementation costs
- Potential Town and other funding sources and
- Performance metrics

Note that we recommend present this draft as a status update to the Economic Development Council on July 2 for initial feedback.

1.0 Civic Innovation Initiative

Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/End Year
1.1 Pro-Business Civic Culture & Development Concierge Program	1. Designate single staff contact for business/dev inquiries 2. Market Business Resource Guide and permitting timelines 3. Establish Rapid Response Business Assistance protocol with Chamber	Town Manager / Economic Development Coordinator	Paradise Ridge Chamber of Commerce; 3CORE	Yrs 1–3
1.2 Annual Economic Development Summit	1. Host annual business climate event with Chamber and 3CORE 2. Present ED performance metrics annually 3. Conduct annual Business Climate Survey; provide consistent/timely follow up on business risks/findings	Town Manager / ED Staff	Chamber of Commerce; 3CORE; NVCF	Yrs 1–3
1.3 Economic Development Dashboard & Annual Reporting	1. Establish dashboard tracking: taxable sales by category, retail vacancy, housing permits, unemployment rate, PRO Fund deployment 2. Publish annual State of the Economy report to Council	ED Staff / Admin Services	3CORE; BAE Economics (data baseline)	Yrs 1–3

2.0 Business Retention & Expansion (BRE) Program

Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/End Year
2.1 Formal BRE Program: Ridge Rising	1. Form BRE Working Group with Chamber, 3CORE, NVCF 2. Conduct annual Business Climate Survey 3. Maintain BRE opportunity list tied to incentives policy targets Establish Rapid Response function for critical business needs	ED Staff	Chamber of Commerce; 3CORE; NVCF; SBDC	Yrs 1–3
2.2 Small & Independent Business Support Program	1. Market small businesses to 3CORE, Butte SBDC, SCORE, CalOSBA resources to target businesses 2. Co-sponsor business development workshops and roundtables 3. Explore Economic Gardening program certification (Lowe/Kauffman Foundation)	ED Staff	3CORE; Butte SBDC; SCORE; North Valley Community Foundation; CalOSBA	Yrs 1–3
2.3 Healthcare & Senior Services Attraction Program	1. Pursue FQHC or Look-Alike designation (qualifies as HPSA/MUA) 2. Market population gains in communications to regional health systems (Adventist Health) to continue closing just-in-time critical care services 3. Structure Settlement Fund TI contribution + ground lease to close feasibility gap for targeted healthcare clinic service expansions	Town Manager / ED Staff	Dignity Health Oroville; Adventist Health; Butte County Public Health; HRSA	Yrs 1–3
2.4 Commercial Vitality Strategy: Skyway Corridor & CBD	1. Maintain active commercial vacancy inventory 2. Conduct systematic outreach to owners of key vacant properties 3. Connect available sites to marketing collateral and developer prospectus (Program 7.2) 4. Participate in ICSC and regional retail networking events	ED Staff / Community Development	Chamber of Commerce; commercial brokers; property owners	Yrs 1–3

3.0 Workforce Development & Entrepreneurship Program

Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/ End Year
3.1 Workforce Pathways: Butte College & PUSD Partnership	1. Market Town's established role: advocacy and co-sponsorship, not direct administration 2. Survey top 20 employers annual to identify trades certification and apprenticeship gaps 3. Aggressively market regional resources (i.e., Butte College and PUSD co-sponsored education and training workshops)	ED Staff	Butte College; PUSD; Butte County WDB; Employment Training Panel; SBDC	Yrs 1–3
3.2 Remote Worker & New Economy Support	1. Maintain and market broadband coverage and speed capacity through annual audit data, highlighting completed infrastructure upgrades as a competitive asset for remote worker and employer recruitment 2. Monitor CASF/BEAD funding opportunities and advocate for continued investment to address any remaining coverage or speed gaps identified through annual audit 3. Develop co-working/small office facility in CBD (see also Program 5.3) 4. Develop remote worker attraction materials (see Program 7.1)	ED Staff / IT	3CORE; CBSDA; Butte County; state broadband programs	Yrs 1–3
3.3 Childcare Services Support Program	1. Market existing childcare supply widely to new business/resident targets 2. Identify funding and regulatory pathways for new childcare providers 3. Connect existing childcare providers to small business support program	ED Staff	Butte County; Chamber of Commerce; NVCF; CalOSBA	Yrs 1–3

4.0 Developer Incentives & Investment Program

Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/End Year
4.1 Small Business Revolving Loan Fund	1. Establish \$10K–\$250K RLF at below-market rates target project types 2. Administer through CDFI or SBDC affiliate; not directly by Town 3. Priority uses/development types: Downtown development sites, F&B (post-STP), professional services, healthcare, specialty retail	Town Manager / Finance	CDFI partner; Butte SBDC; North Valley Community Foundation	Yrs 1–3
4.2 Development Funding Gap Assessment & PRO Fund Deployment Policy	1. Complete Development Funding Gap Assessment (pending Council input) 2. Draft PRO Fund deployment policy: authorized uses, reserve requirements, approval thresholds 3. Adopt by Council resolution before individual project commitments 4. Establish tiered approval: staff <\$25K, Town Manager \$25K–\$75K, Council >\$75K	Town Manager / Finance / ED Staff	UDA (prime); legal counsel; Finance	Yrs 1–3
4.3 Fee Abatement & Permit Fee Waiver Program	1. Define eligible uses and geographic zones (CBD, Skyway corridor) 2. Establish PRO Fund offset for waived fees 3. Adopt by resolution; no unfunded waivers 4. Review annually as part of budget cycle	Community Development / Finance	Town Council; legal counsel	Yrs 1–3
4.4 Special Assessment District Feasibility Study	1. As part of STP studies underway, evaluate assessment district feasibility and trigger conditions 2. Identify geographic boundaries and increment projections 3. Determine whether formation is viable prior to or following STP Phase 1 4. Coordinate with County Assessor and Finance	Finance / ED Staff	Legal counsel; Butte County Assessor; CDFA	Yrs 4–5
4.5 Tourism Infrastructure Cost-Sharing Program	1. Design cost-sharing program for offsite infrastructure for qualifying tourism-generating projects 2. Continue exploring opportunities to support/facilitate the Everybody Healthy Body Initiative, proposed local Sports Complex, and other Recreation Economy opportunities as an ongoing target sector 3. Link to branding strategy and event calendar	ED Staff / Town Manager	Visit Butte County (Explore Butte County); hotel developers; UDA	Yrs 4–5

5.0 Placemaking Infrastructure & Downtown Revitalization Program				
Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/End Year
5.1 Town Gateways & Wayfinding Program	1. Implement entry improvements at primary Skyway corridor arrival points 2. Install expanded wayfinding to CBD, Paradise Lake, Lime Saddle Marina, trails, and cultural venues 3. Coordinate with Caltrans and Butte County as applicable 4. Align with UDA Downtown Master Plan Recommendations	Public Works / Community Development	UDA; Caltrans; Chamber of Commerce	Yrs 1–3
5.2 Public Gathering Spaces & Downtown Activation	1. Implement CBD lighting improvements and outdoor dining standards 2. Establish pop-up market and event calendar (pre-STP activation) 3. Develop Community Park gathering space plan 4. Pursue alleyway beautification consistent with UDA plan	Community Development / Parks & Rec	UDA; Chamber; Downtown business owners; Theatre on the Ridge; event organizers	Yrs 1–3
5.3 Co-Working & Small Office Development	1. Structure Town ground lease or Settlement Fund investment for 5,000–8,000 sf divisible professional suite building 2. Target CBD location; design for divisibility into small suites 3. Market to remote workers, healthcare, professional services, and small office users 4. Explore P3 structure with private operator	Town Manager / ED Staff	UDA; private developer; CDFI; Chamber	Yrs 3–5
5.4 Major Projects: Long-Term Implementation	1. Maintain developer pipeline outreach for key adaptive reuse sites 2. Develop public market hall feasibility study 3. Pursue mixed-use residential-over-commercial as STP timeline firms up 4. Link to Gap Assessment findings and Settlement Fund deployment policy	ED Staff / Community Development	UDA; private developers; CDFI; EDA	Yrs 4–5 / Yrs 6+

6.0 Tourism & Recreation Economy Attraction Strategy

Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/End Year
6.1 Tourism & Outdoor Recreation Asset Activation	1. Inventory and prioritize outdoor recreation assets 2. Develop visitor experience map and seasonal programming calendar 3. Coordinate with Explore Butte County on co-marketing 4. Establish linkage to Town gateway and wayfinding system	ED Staff	Explore Butte County; State Parks; Lime Saddle Marina operator; Chamber	Yrs 1–3
6.2 Cultural & Arts Economy Support	1. Establish coordinated event and programming calendar across cultural institutions 2. Develop co-promotion strategy with Chamber and Explore Butte County 3. Explore outdoor event programming (festivals, markets, outdoor concerts) that generates visitor spending pre-STP	ED Staff / Parks & Rec	Theatre on the Ridge; Gold Nugget Museum; Art Center; Performing Arts Center; Chamber	Yrs 1–3
6.3 Short-Term Rental Program Support	1. Develop STR registration and compliance support program 2. Promote STR availability through visitor marketing channels 3. Track STR inventory as part of ED Dashboard lodging metrics	Community Development / ED Staff	Chamber; Explore Butte County; Airbnb/VRBO platforms	Yrs 1–3
6.4 Lodging Development Recruitment	1. Commission hotel feasibility study in Yrs 6+ (Post STP) 2. Identify preferred development sites in coordination with UDA 3. Recruit boutique/limited-service operator targeting outdoor recreation and event segment 4. Structure ground lease or cost-sharing incentive tied to program 4.5	ED Staff / Town Manager	UDA; hotel developers; Explore Butte County; CoStar broker network	Yrs 6+

7.0 Economic Development Marketing & Branding Strategy

Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/End Year
7.1 Place Identity & Brand Development	1. Develop Paradise place identity and brand standards with UDA and Chamber 2. Create call-to-action phrase through stakeholder process 3. Establish brand standards for use across all Town ED communications 4. Frame narrative around outdoor recreation, community reinvention, quality of life and affordability	ED Staff / Town Manager	UDA; Chamber; 3CORE	Yrs 1–3
7.2 Business Recruitment Pitch Kit & Market Guide	1. Produce work plan for ongoing updates to integrated branded pitch kit with market data, available sites, and success story profiles 2. Create annual Paradise Market Guide (updated from existing data sources) 3. Develop developer prospectus for priority sites (Cinema, Clark Road pads, CBD retail) 4. Establish standalone ED webpage or microsite	ED Staff	UDA; Chamber; commercial brokers; CoStar	Yrs 1–3
7.3 Priority Recruitment Targets	1. Priority targets: grocery/specialty food; F&B operators (pre-STP pipeline); light industrial/agri-business; remote workers; outdoor recreation; boutique lodging; and expanded medical clinic/urgent care (long-term) 2. Develop target-specific outreach materials for each sector 3. Participate in CALED, regional ICSC, and applicable trade show events	ED Staff	Chamber; 3CORE; Butte County ED; CALED; IEDC	Yrs 1–3
7.4 Communications & Outreach	1. Maintain BRE annual visit cycle with local businesses 2. Coordinate with 3CORE, Butte County ED, SBDC, and NVCF on pipeline sharing 3. Monitor CalOSBA, EDA, USDA Rural Development, and CDFI Fund programs 4. Participate in CALED, IEDC, and regional ULI events as resources allow	ED Staff	3CORE; Butte County; SBDC; NVCF; CalOSBA; EDA; USDA RD	Yrs 1–3

8.0 Housing Production Support Program

Policy/Program & Supporting Initiatives	Recommended Action Items	Task Lead	Implementation Partners	Start/End Year
8.1 Housing Production Coordination & Tracking	1. Maintain running inventory of residential permits, COs, and multifamily pipeline 2. Integrate housing metrics into ED Dashboard (Program 1.3) 3. Track pace against BAE projections; report to Council annually 4. Flag deceleration trends for policy response	Community Development / ED Staff	Building Department; Finance; BAE (baseline data)	Yrs 1–3
8.2 Multifamily Development Outreach	1. Conduct systematic outreach to multifamily developers active in Northern California 2. Leverage CDBG-DR relationships and North Valley Community Foundation affordable housing partnerships 4. Position Paradise as most active recovery market in the region 5. Sponsor developer forum on zoning and incentive framework	Community Development / ED Staff	NVCF; CDBG-DR program contacts; ULI; affordable housing developers	Yrs 1–3
8.3 Zoning & Regulatory Support for Housing Production	1. Maintain and market the Town's streamlined entitlement process; monitor for re-emergence of barriers 2. Evaluate parking requirement reductions for downtown mixed-use residential 3. Ensure General Plan land use designations accommodate proposed growth scenarios 4. Align with UDA Downtown Master Plan residential capacity assumptions	Community Development	UDA; Planning Commission; Town Council	Yrs 1–3

Economic Development Goal Setting Work Session

Audience: Staff & City Council

DRAFT WORKSHEETS

Town of Paradise

Economic Development Priorities & Goal Setting

Long-Term Recovery Plan Update | April 2026

How to use this worksheet:

1. Review each goal or funding gap scenario below.
2. Check (☑) items you support expanding into a new Town policy, program or initiative.
3. Rank your top priorities (1 = highest) in the Rank column.
4. Note any edits or conditions in the Comments column.
5. Take a picture of the worksheets and text/email to Molly McKay (202.510.0511 or mmckay@willdan.com)

WORKSHEET # I —ECONOMIC DEVELOPMENT PRIORITY GOALS & RANKINGS

Instructions: Check the goals you support. Rank your selections from 1 to 8 (Highest = 1).

Economic Development Goal	Related Economic Development Policies/Programs/Initiatives	☑ Support	Rank (1–8)	Comments / Conditions
Tax Base Recovery	Reduced time to market/increased fiscal yields on new development will grow the taxable property and sales tax base faster and reduce dependence on PG&E settlement funds (currently accounting for ~58% of General Fund revenues).	☐		
Development-Ready Land/Building Inventory	Advance major development projects and restore commercial activity in the Downtown Core by designating the Skyway–Pearson CBD as the Town’s primary target investment zone; actively facilitate land assemblage and build-to-suit opportunities.	☐		
Economic Development Barrier Mitigation (Insurance Costs, Funding Gaps)	Provide targeted financial tools — revolving loan fund, fee waivers, technical assistance — to support startup, early-stage, and mid- to large-scale target sector businesses with documented funding gaps through a formalized Business Incentives Program.	☐		
Workforce Readiness/Upskilling Training Programs	Connect residents with upskilling resources that match target employers’ talent pipeline needs. Today, ~84% of local jobs are held by in-commuters while a similar share of residents commute out.	☐		
Business Retention & Expansion Program Supports	Retention: strengthen regional partnerships offering small business literacy and start-up support resources; Attraction: 1) Attract targeted commercial/industrial employers, professional services, and other new uses that generate income from outside the community. 2) Launch a Recreation Destination Economy cluster strategy linking Paradise identity to amenities, increasing stays + spending.	☐		
Leverage Infrastructure Readiness Investment	Near Term: actively market new sewer capacity to target sectors; Mid-to Long-Term: Establish specific economic development incentive targets that prioritize catalytic private investments aligned with the STP Phase 1 service area (Phase 1 service by 2030) to accelerate stabilized STP operations.	☐		
Civic Marketing & Branding	Widely communicate the Town’s proactive, intentional approach to business investment and development through quarterly roundtables and participation in regional economic development events. Track successes and report back to Council and the development community.	☐		
Other?				

WORKSHEET # 2 — ECONOMIC DEVELOPMENT FUNDING GAP TESTING OPTIONS

Instructions: 1) Identify which scenarios you want tested in the Funding Gap Assessment. Rank your priorities from 1 to 7 (Highest = 1).

Scenario	Use Type	Approx. Scale	STP Required	Catalytic Potential	Primary Gap Type	 Test	Rank (1-12)	Notes / Conditions
A. REHABILITATION / REUSE – FASTER DELIVERY, LOWER COST								
1. Storefront Rehab	Retail / Personal Service	1,500–2,500 sf	No	Moderate	Business Operator			
2. Commercial Building Conversion	Incubator / Multi-tenant	5,000–8,000 sf	No	Moderate	Mixed (Developer + Operator)			
3. Café / Coffee Shop Rehab	Food & Beverage (limited)	800–1,200 sf	No	Moderate	Business Operator			
4. Small-Business Incubator	Co-working / Startup	3,000–5,000 sf	No	High	Business Operator			
5. Cinema Adaptive Reuse	Entertainment / Mixed-Use	25,000+ sf	Yes	High	Developer (High Rehab Cost)			
B. NEW CONSTRUCTION – COMMERCIAL / MIXED-USE DEVELOPER TARGETS								
1. Multi-Tenant Commercial	Neighborhood Retail Center	10,000–15,000 sf	Yes	High	Developer			
2. Professional Office	Medical / Office	5,000–8,000 sf	Preferred	Moderate	Developer			
3. Retail Pad / Drive-Through	Credit Tenant / QSR	2,000–3,000 sf	Preferred	Low	Developer			
4. Mixed-Use Residential	Residential + Retail	10–20 units + GF	Yes	High	Developer			
5. Public Market / Food Hall (“Food Park”)	P3 / Civic Anchor	5,000–8,000 sf	No	High	Public + Developer (P3)			
6. Destination Recreation Economy Facilities	Small-Scale Wellness Lodging or Comfort Amenity Cluster	5,000–8,000 sf	Preferred	High	Public + Developer (P3)			
C. FOOD & BEVERAGE DESTINATION – HYBRID LANDOWNER + BUSINESS OPERATOR TARGETS								
1. Full-Service Restaurant	Food & Beverage (full)	2,000–3,500 sf	Yes	High	Landowner + Operator			
2. Brewpub / Taproom	Destination F&B	3,000–4,500 sf	Yes	High	Landowner + Operator			
D. FLEX / LIGHT INDUSTRIAL – TARGET INDUSTRY STRATEGY/CORE NEW TAX GENERATOR								
1. Small-Bay Flex Industrial	Light Industrial / Contractor / Maker	10,000–30,000 sf	No	High	Developer			
2. Build-to-Suit Industrial	Industrial / Service / Tech-enabled	1–5 acres	No	High	Landowner + Developer + Operator			

WORKSHEET # 3 —FUNDING GAP TESTING OPTIONS SUMMARY SHEET (WEIGHTED RANKINGS)

Instructions: Carry over your top 7 Development Funding Gap testing selections and score the economic benefits of each scenario selected from 1 to 5 (5 is highest benefit) to produce a final weighted score.

Ranking	Scenario	Speed to Tax Revenues (1-5)	Fiscal Benefits (\$ Value of Tax Yield)	Opportunity for Catalytic Investment? (1-5)	Alignment with Economic Development Priorities? (1-5)	Weighted Score (Highest = Priority)	Notes / Conditions
1							
2							
3							
4							
5							
6							
7							
OTHER NOTES/QUESTIONS/RECOMMENDATIONS?							

Paradise Staff/Town Council Member Initials: _____ Date: _____

Note: Anonymized responses will be compiled by Willdan in the Development Funding Gap Assessment report as the basis for Economic Development Strategy and Incentives Policy recommendations.