

ABOUT THIS DOCUMENT

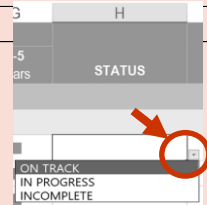
This implementation matrix is designed to be a flexible, ever-evolving tool for tracking progress towards implementation of your strategic plan. In addition to identifying lead organizations and establishing priorities, it provides a graphic representation of when actions should realistically be implemented and suggests potential partners to help carry them out. The status column provides a visual indicator for monitoring where each strategy and action stands. Finally, space is provided for logging key milestones and accomplishments or capturing notes about barriers encountered.

MATRIX COMPONENTS

Lead Organization	Organization responsible for implementation of this task.	
Supporting Partners	Stakeholder and partner organizations that will serve as collaborators or that can help move implementation forward.	
Timeline	A visual representation of the suggested timing of implementation	
Status	ON TRACK	<i>This item has been accomplished or action is on track toward meeting or maintaining this task.</i>
	IN PROGRESS	<i>Action has been initiated, but is delayed or otherwise not fully on track. Requires removal of barriers or other actions to achieve implementation.</i>
	COMPLETE	<i>Action has been completed.</i>
	INCOMPLETE	<i>Action has not begun on this item or barriers may prevent implementation.</i>

Key Accomplishments / Notes Brief description of relevant activities, major milestones, and/or accomplishments related to this task.

NOTE: The "Lead Organization" and "Status" columns have been conveniently formatted with drop-down lists. Please use one of the provided list items to populate these fields by clicking arrow that appears at the bottom right of each cell in these columns. See illustration. For the Status column, your selection will be automatically color-coded to match the indicators shown above. (These cells populate the drop-down menu and should not be edited or deleted. Likewise, the abbreviations shown in Column G are used to populate the Lead Organization drop-down list.) The remaining fields are free-form and will accommodate any length of text.



ABBREVIATIONS USED

Abbreviation	Organization Name
Cal Poly	California Polytechnic State University
CIE	Center for Innovation and Entrepreneurship at Cal Poly
SLO City	City of San Luis Obispo
COM	City of SLO Communications
CDD	City of SLO Community Development Department
ED&T	City of SLO Economic Development and Tourism
FIRE	City of SLO Emergency Management
FIN	City of SLO Finance Department
IT	City of SLO IT Department
DEI	City of SLO Office of Diversity, Equity & Inclusion
SNR	City of SLO Office of Sustainability & Natural Resources
PR	City of SLO Parks and Recreation
PW	City of SLO Public Works
CC	Climate Coalition
CAPSLO	Community Action Partnership of San Luis Obispo County
CCC	Cuesta Community College
DCSLO	Diversity Coalition San Luis Obispo County
DSLO	Downtown SLO
ECOSLO	Environmental Center of San Luis Obispo
HCSLO	History Center of San Luis Obispo County
REACH	Regional Economic Action Coalition
SLCUSD	San Luis Coastal Unified School District
SLOCC	San Luis Obispo Chamber of Commerce
SLOCOG	San Luis Obispo Council of Governments
SLOC	San Luis Obispo County
SLOWDB	San Luis Obispo County Workforce Development Board
SLOMA	San Luis Obispo Museum of Art

SCORE	SCORE San Luis Obispo
SLOAC	SLO County Arts Council
SLOP	SLO Partners
SOFTEC	SOFTEC
UCC	Uplift the Central Coast
SLO CAL	Visit SLO CAL

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			ONGOING	FY23-24	FY24-25	FY 25-26	FY 26-27			FY27-FY28
PILLAR 1: BUSINESS AND ENTREPRENEUR VITALITY										
1.1. BUSINESS RETENTION AND EXPANSION (BRE). Develop a proactive and targeted approach to identify and address the needs of existing businesses, while creating an environment that fosters growth and innovation.										
1.1.1. Continue to work with partners at the Chamber, REACH, Cal Poly, Downtown SLO, SCORE and others to support the business community through retention, creation, attraction, education, and communication efforts.	ED&T	SLOCC, REACH, Cal Poly, DSLO, SCORE SLO	✓						ON TRACK	Ongoing meetings are held with Cal Poly, Chamber, DSLO, and REACH.
1.1.2. Continue to proactively communicate with the business community on a regular basis as it relates to important economic development programs, opportunities, and activities.	ED&T	SLOCC, DSLO, CIE, COM	✓						ON TRACK	Periodic updates continue to be sent to all business license holders and interested parties.
1.1.3. Expand business outreach efforts with a formal BRE program that assists new and existing businesses, monitors employer trends, and pinpoints enterprises and sectors that require support. (MCG CVERFS 3.d)	ED&T	SLOCC, DSLO, CIE					Q3		ON TRACK	FY 25-26: Business start-up checklists drafted, formal BRE brand "SLO Grown Business Support" created, and webpages have been drafted. Public rollout anticipated for Q3 FY 25-26.
1.1.3.1 Establish a business welcome program that provides support to new businesses. This can include everything from welcome materials, business visits and training, and support. The appropriate partners can be included in this process where relevant.	ED&T	SLOCC, DSLO		Q1					IN PROGRESS	FY 25-26: Business Navigator continues to meet with new and prospective businesses to provide support and connections to community partners as needed.
1.1.3.2 Reestablish the business visit program with the Chamber of Commerce (including all businesses) to identify needs of important geographic areas or business sectors in the community.	ED&T	SLOCC		Q3					COMPLETE	
1.1.3.3 Participate in the Downtown SLO business visits program on a regular basis.	ED&T	DSLO		Q3					ON TRACK	
1.1.3.4 Determine the feasibility of an ongoing annual business survey to begin to develop data and trend analysis specific to the City and the business community.	ED&T	SLOCC			Q1				INCOMPLETE	FY 25-26: This strategy has been postponed to FY 26-27 in light of other priorities.
1.1.3.5 Investigate the use of an existing City technology platform (e.g., Ask SLO) to act as a customer relationship management system to document detailed notes, follow-ups, and touchpoints over time.	ED&T	IT			Q3				IN PROGRESS	FY25-26: Working with GIS & Fire Department to determine utility of a map-based application to coordinate business information between departments.
1.1.3.6 Continue to maintain relationships with the development real estate community through the Developer's Roundtable; the Building, Design, and Construction Group; and other formal and informal meetings to understand potential commercial and residential development projects, potential tenants, and upcoming vacancies.	ED&T	CDD	✓						ON TRACK	FY25-26: Staff continue to meet with developers, brokers, and property owners through Developers' Roundtable and other channels to stay apprised of the latest developments.
1.1.3.7 Compile information collected from business licenses, surveys, visits, and other sources to track trends among employers and distribute these findings to business support partners, such as business and workforce training providers, as well as other local and regional economic development partners. (MCG CVERFS 3.d)	ED&T	FIN					Q4			
1.1.3.8 Highlight the City's BRE accomplishments to showcase successful economic development efforts, maintain the confidence of the local business community, and encourage continued investment in business support activities.	ED&T	COM	✓						IN PROGRESS	
1.1.4. Ensure broad and inclusive engagement in area and specific plans updated by the Community Development Department to represent the needs of local businesses.	ED&T	CDD	✓						ON TRACK	FY 25-26: Worked with interested developer pursuing new mixed use opportunities as a result of the Airport Area Specific Plan Update in May 2025, which conditionally allows mixed use development in the AASP.
1.1.5. Connect businesses to the SLO Green Business Network and other third-party resources for operational sustainability and efficiency (e.g., electric fleet rebates and lighting rebates).	ED&T	SNR, ECOSLO	✓						ON TRACK	FY25-26: Connected new business owner to the SLO Green Business Network and referred to available grants for commercial retrofitting.
1.1.6. Provide support to help entrepreneurs, innovators, and new businesses participate in the clean energy transition.	ED&T	SNR, ECOSLO	✓						ON TRACK	Continue to share resources & opportunities as they arise in the Business Newsletter.
1.2. ENTREPRENEURIAL SUPPORT. Continue to bolster the entrepreneurial ecosystem by improving access to resources, education, and networks for entrepreneurs.										

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PILLAR 1: BUSINESS AND ENTREPRENEUR VITALITY									
1.2.1. Support the creation of coworking, shared resource facilities, maker spaces, and other innovative ways to lower the barriers to entry and provide additional resources. (MCG CVERFS 3.a)	ED&T	CDD, CIE, DSLO, SLOCC					Q4	ON TRACK	FY 25-26: Met with business owner interested in developing a coworking space downtown. Welcomed a new business to SLO that plans to offer a membership-based tool library to the community.
1.2.2. Maintain and build on the efforts with the Cal Poly CIE (CIE), which includes the Hothouse and other activities, to help ensure its continued success and the success of the local entrepreneurs it supports.	ED&T	CIE	✓					ON TRACK	FY25-26: Finalized agreement for grant funding for the new and improved Hothouse location at 1144 Chorro.
1.2.3. Develop tools to anchor businesses that graduate from the CIE programs and other incubator programs into the community. In addition to the location assistance and other support, address continued access to business support resources and funding.	ED&T	CIE, REACH, SLOCC, DSLO			Q3			IN PROGRESS	FY 25-26: ED& T Staff connected with the new SBDC director and will utilize the Business Start-Up Checklist in this effort in FY25-26.
1.2.4. Maintain support of organizations like the SBDC, the Service Corps of Retired Executives (SCORE), and Softec to address the needs of both startup and existing businesses.	ED&T	CIE, SCORE, SOFTEC	✓					ON TRACK	Sponsorship support is on an annual basis.
1.2.5. Collaborate with the CIE, the Chamber, REACH, and other partners to conduct familiarization tours with venture capitalists mirroring the successful approach used in the City's tourism marketing.	ED&T	CIE, DSLO, REACH, SLOCC						✓	
1.2.6. Work with REACH and other partners to promote the region in general and the City specifically as an entrepreneur destination in select markets, such as the Silicon Valley area. Target high-growth entrepreneurs who do not require a significant amount of operating space to grow.	ED&T	CIE, DSLO, REACH, SLOCC	✓					ON TRACK	Ongoing support and collaboration between the ED&T team and REACH to respond to RFIs and to perform marketing of the area for business relocation.
1.2.6.1 Create a clear message about what the City has to offer entrepreneurs and highlight the City's values, culture, quality-of-place amenities, and other strengths.	ED&T	CIE, DSLO, REACH, SLOCC			Q4			IN PROGRESS	
1.2.6.2 Continue to enhance the online presence of the region and the City to attract entrepreneurs and investors.	ED&T	CIE, DSLO, REACH, SLOCC	✓					IN PROGRESS	
1.2.6.3 Partner with local organizations to amplify the City's messaging and reach a wider audience.	ED&T	CIE, DSLO, REACH, SLOCC	✓					ON TRACK	Continued partnership with the SLO Chamber for media outreach.
1.2.6.4 Publicize current success stories by showcasing successful startups, highlighting innovation in critical industries, and promoting successful entrepreneurs who have made SLO their home.	ED&T	CIE, DSLO, REACH, SLOCC, COM	✓					INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives
1.3. BUSINESS PREPAREDNESS, SUSTAINABILITY, AND RESILIENCY. Implement disaster preparedness measures that enhance the City's ability to respond to economic disruptions and effectively support business recovery.									
1.3.1. Build capacity for post-disaster recovery by working in conjunction with the emergency management function to develop a plan for business preparedness and recovery. (MCG CVERFS 1.c)	ED&T	FIRE					Q4	IN PROGRESS	FY25-26: Working with Fire Department & Emergency Manager to plan aligned work programs for FY 26-27. Attended a "Train the Trainer" workshop in January hosted by Outsmart Disaster to further this effort.
1.3.1.1 Continue to build on existing education efforts around natural disasters identified in the City's Local Hazard Mitigation Plan and relevant hazard mitigation resources.	ED&T	FIRE	✓					IN PROGRESS	FY25-26: With new Fire Hazard Maps adopted in October, ED&T staff will work with Emergency Management personnel to communicate and conduct outreach with businesses and commercial property owners.
1.3.1.2 Increase the business community's awareness of the City's emergency management preparation and response protocols related to business operations, in advance of disruptive incidents.	ED&T	FIRE, SLOCC, DSLO, COM	✓					IN PROGRESS	FY25-26: Working with Fire Department & Emergency Manager to plan aligned work programs for FY 26-27.
1.3.1.3 Outline a protocol for business re-entry in the event of an evacuation or temporary business closures. Establishing a tiered re-entry system will help to ensure an orderly return to operations by clarifying which businesses and industries are to be prioritized for reentry.	ED&T	FIRE					✓		
1.3.1.4 Include a communications plan for keeping businesses informed before, during, and after a disaster.	ED&T	SLOCC, DSLO, COM					✓		
1.3.1.5 Specify the roles and responsibilities of business support partners pre-disaster, during, and post-disaster.	ED&T	FIRE, CIE, DSLO, SLOCC					✓		
1.3.2. Leverage partners, such as the SBDC and Downtown SLO, as well as the Chamber, to improve business disaster preparedness, awareness, and response.	ED&T	CIE, DSLO, SLOCC	✓					ON TRACK	

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PILLAR 1: BUSINESS AND ENTREPRENEUR VITALITY									
1.3.2.1 Increase awareness of, the need for, and benefits of, continuity planning through seminars, workshops, webinars, or other educational programs.	ED&T	FIRE, CIE, DSLO, SLOCC, COM					✓		
1.3.2.2 Expand the continuity planning resources on slocity.org. Videos or recordings of previous training sessions will increase accessibility for business owners who do not have the time to attend live training.	ED&T	FIRE					✓		
1.3.3. Partner with the SBDC to evaluate post-disaster funding options and increase local business awareness of federal post-disaster financial resources, such as US Small Business Administration disaster loans.	ED&T	CIE	✓						INCOMPLETE FY25-26: Progress on this task is on hold in light of higher-priority initiatives
1.3.4. Facilitate the communication of City programs that support preparedness, sustainability, and resiliency to the business community, including but not limited to fire and disaster preparedness, water conservation, building retrofit, and waste management.	ED&T	SNR, FIRE, SLOCC, DSLO, CIE, COM	✓						ON TRACK Working with City partners to communicate information via the business email as available.
1.3.5. Advocate for regional transportation initiatives and other solutions that support lower cost, more sustainable, and more efficient transportation and infrastructure for employees and businesses.	ED&T	PW, CDD	✓						ON TRACK
1.4. SMALL BUSINESS DEVELOPMENT. Continue to support the small business community to sustain growth.									
1.4.1. Continue activations, promotions, and programs like "Buy Local Bonus," "Eat Local Bonus," and "Shop Local" to build economic resiliency throughout the City and including Downtown.	ED&T	SLOCC, DSLO	✓						ON TRACK FY25-26: The sixth annual Buy Local Bonus program in December incentivized \$638,300 in local spending. In January 2026, the second annual SLO Restaurant Month promoted 60 eateries throughout the City.
1.4.2. Encourage business development in sectors that support the long-terms goals of the City as it relates to sustainability and diversity, equity, and inclusion.	ED&T	SNR, DEI, CIE, SLOCC, DSLO	✓						ON TRACK FY25-26: Business Navigator working with multiple business owners seeking to establish businesses that align with City Goals of Diversity, Equity, and Inclusion.
1.4.3. Use information gathered from the business license demographic questions to reach out to specific types of businesses to help determine the unique needs of minority-owned businesses and develop a plan to address identified challenges with assistance from relevant partners. (MCG DEI 1.c)	ED&T	DEI, SLOCC, CIE					✓		ON TRACK
1.4.4. Encourage and promote inclusive business practices Citywide by capturing and showcasing best practices discovered from the DEI Business Grant program and other relevant programs. Share and distribute creative solutions to the broader business	ED&T	DEI, SLOCC, DSLO, COM			Q1				COMPLETE FY25-26: Highlights of the DEI Business Grant recipients were shared on City social media channels.
1.5. BUSINESS SUPPORT INFRASTRUCTURE. Maintain efforts to develop and grow business support infrastructure and tools.									
1.5.1. Continue to partner with the Office of Sustainability to implement the economic development related actions in the Climate Action Plan (CAP) as well as the sustainability related actions in the updated Economic Development Strategic Plan.	ED&T	SNR	✓						ON TRACK Monthly meetings with the City's Sustainability Team to move efforts forward.
1.5.2. Continue to partner with the Office of Diversity, Equity, and Inclusion (DEI) to implement the economic development related actions in the DEI Major City Goal and planned DEI strategic framework as well as the DEI related actions in the updated Economic Development Strategic Plan (EDSP).	ED&T	DEI	✓						ON TRACK Monthly meetings with the City's Diversity, Equity, and Inclusion Team to move efforts forward.
1.5.3. Leverage information gathered from surveys, business visitations, insights from local partners, and other sources to determine business support gaps and monitor improvements over time.	ED&T	DEI, SLOCC, DSLO					✓		
1.5.4. Ensure awareness of business support and economic development resources, especially within minority communities and among business owners who are new to the area or may have language barriers.	ED&T	DEI, SLOCC, DSLO				✓			ON TRACK FY25-26: Business Navigator continues to meet and welcome business owners from different backgrounds.
1.5.5. Build on efforts to improve the entitlement and permitting processes. Continue to make improvements, as needed, based on data and community feedback.	ED&T	CDD	✓						ON TRACK FY 25-26: As part of the Business Start-Up Checklists project, City departments have identified areas for improvement within the City's business licensing and permitting process.
1.5.5.1 Attend the Developer's Roundtable events and other economic development related sessions.	ED&T	CDD	✓						ON TRACK
1.5.5.2 Support the new Community Development Department and Community Services leadership on process improvements.	ED&T	CDD		✓					COMPLETE Open communication maintained between Community Development and Community Services leadership. Issues addressed collaboratively as they arise.

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PILLAR 1: BUSINESS AND ENTREPRENEUR VITALITY										
1.5.6. Continue to focus on efficiency and transparency in the permitting process through implementation of new tools, performance management reporting, and enhanced customer transparency tools. Report recurring performance measures or permit processing times during General Plan Annual Report.	ED&T	CDD	✓						ON TRACK	
1.5.7. Represent the interests of the business community during the implementation of the broadband strategic plan.	ED&T	IT, SLOCC	✓						ON TRACK	
1.5.8. Continue to advocate for solutions to macroeconomic and systemic issues, like housing, transportation, and childcare, in line with the City's legislative platform, in economic development related settings at the local, regional (REACH), super-regional (Uplift the Central Coast), and state levels.	ED&T	REACH, UCC	✓						ON TRACK	FY25-26: ED Staff are participating in the Uplift Childcare Coalition led by First 5 SLO County to share learnings and best practices in supporting the child care industry.

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PILLAR 2: PLACEMAKING AND PROMOTION										
2.1. QUALITY-OF-PLACE PROMOTION. Bolster efforts to promote the City as an appealing destination for all people to live, work, visit, and invest.										
2.1.1. Continue to promote the City to tourists, visitors, and locals through the efforts of the TBID and the PCC.	ED&T	SLO CAL, SLOCC	✓						ON TRACK	Ongoing work effort is underway with both TBID and PCC.
2.1.1.1 Support activities as outlined in the City's Tourism Business Improvement District (TBID) Strategic Marketing and Business Plan and sustain promotional activities targeted toward visitors and locals through continued engagement with the TBID and the Promotional Coordinating Committee (PCC).	ED&T	SLO CAL, SLOCC	✓						ON TRACK	
2.1.2. Ensure that the City's efforts related to sustainability and open space protection (as documented in the CAP) and DEI (as documented in the forthcoming DEI Strategic Plan) are incorporated into the ED&T work program, as appropriate.	ED&T	SNR, DEI	✓						ON TRACK	Meeting monthly with the Sustainability and DEI teams to ensure progress and alignment. Secured placement on BBC Travel article as the #1 most sustainable small town in the US.
2.1.3. Ensure continued messaging alignment with Visit SLO CAL where appropriate.	ED&T	SLO CAL	✓						ON TRACK	ED&T team participates in the VSC Marketing Committee to encourage alignment.
2.1.4. Elevate the unique identity of each neighborhood to increase awareness of amenities beyond the Downtown core. (MCG CVERFS 4.b)	ED&T	CDD, SLOCC					Q4		IN PROGRESS	
2.1.4.1 Develop and promote an identity for each neighborhood that reflects its culture and history.	ED&T	CDD, SLOCC			Q2				IN PROGRESS	
2.1.4.2 Showcase and support neighborhood businesses through marketing and promotional efforts.	ED&T	CDD, SLOCC	✓						IN PROGRESS	
2.1.4.3 Involve residents in the process of identifying and celebrating the unique attributes and character of their neighborhoods. Convene interested parties in the neighborhood to discuss priority economic development and tourism opportunities.	ED&T	CDD						✓		
2.1.4.4 Empower neighborhood leaders or identify champions to take an active role in highlighting the unique characteristics of their communities.	ED&T	CDD				✓			IN PROGRESS	
2.2. WELCOMING ENVIRONMENT. Create an inclusive and friendly environment for residents, workers, and visitors.										
2.2.1. Personalize the SLO experience and advance the "Live the SLO Life" brand by leveraging storytelling.	ED&T	SLOCC, DSLO	✓						ON TRACK	
2.2.1.1 Highlight diverse residents, visitors, business owners, and employees to share testimonials of their experiences in SLO. This could be individuals sharing stories of their business, occupation, hobbies, personal history, or experience with local events and destinations.	ED&T	SLOCC, DSLO, SCORE SLO			Q1				INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
2.2.1.2 Manage online sources that highlight local information—including Wikipedia pages for the City—and ensure they reflect the "Live the SLO Life" brand.	ED&T		✓						INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
2.2.2. Highlight the diverse culture, history, assets, and amenities of the City to help foster a sense of inclusion.	ED&T	SLOAC, SLOCC, DSLO, HCSLO, SLOMA	✓						ON TRACK	FY25-26: ARTober brought back for third year to support local arts organizations during Arts & Humanities Month.
2.2.2.1 Leverage the History Center of San Luis Obispo County and other community partners in telling the SLO story.	ED&T	SLOAC, SLOCC, DSLO, HCSLO, SLOMA						✓		FY25-26: City support of Mee Heng Low's Historic Restaurant Grant earned the SLO History Center a \$10,000 storytelling grant.
2.2.2.2 Publicize historical or cultural landmarks that represent diverse communities.	ED&T	DEI, SLOHC						✓		
2.2.2.3 Continue to support cultural events that celebrate the various cultures within the City through the Cultural Grants-in-Aid Program (GIA) and the Tourism and Community Promotions Program.	ED&T	SLOCC	✓						ON TRACK	
2.2.2.4 Partner with local business that reflect the diversity of the City.	ED&T	SLOCC, DSLO, DEI	✓						ON TRACK	SLO Restaurant Month in 2026 including 16 restaurants participating for the first time, representing different cultures throughout the City.
2.2.3. Continue to support the Downtown SLO programs like Clean & Safe, the Ambassadors, and homelessness support.	ED&T	DSLO	✓						ON TRACK	Annual contract in place with Downtown SLO to fund the Clean & Safe Program.
2.2.4. Continue to work with Downtown SLO to build on the success of the historic Thursday Night Farmers' Market and the Concerts in the Plaza program.	ED&T	DSLO	✓						ON TRACK	Annual contract in place with Downtown SLO to fund and support Farmers' Market operations.
2.2.5. Enhance both the virtual and the physical wayfinding between the various areas of the City and Downtown.	ED&T	PW, CDD, DSLO		✓					COMPLETE	

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PILLAR 2: PLACEMAKING AND PROMOTION									
2.3. DOWNTOWN VITALITY. Continue to support and maintain a vibrant and dynamic urban core that attracts people and businesses.									
2.3.1. Continue to partner with Downtown SLO to ensure the promotion, resiliency, growth, and vitality of the Downtown.	ED&T	DSLO	✓					ON TRACK	Staff continue to work closely with DTSLO to address issues and provide support through the annual contract. In Q2 2025-2026, staff have continued to work closely on issues surrounding vacancies and marketing of downtown...
2.3.2. Continue to financially and operationally support Downtown SLO during the winter holidays including incentivizing private participation through the matching program.	ED&T	DSLO	✓					ON TRACK	The 49th Annual Holiday Parade attracted 15,000 estimated visitors. Extended lights along the Warden Bridge and through the Creek were popular with visitors and businesses.
2.3.3. Restart discussions with partners regarding the potential of a conference facility and explore potential funding structures (i.e., public, private, or public-private partnership). (MCG CVERFS 1.d)	ED&T	SLO City, SLOC, SLO CAL, DSLO					Q4	IN PROGRESS	Staff are beginning to analyze potential funding structures and will continue in FY 25-26. Actively working with County to identify space for a conference center within the Courthouse. In January, staff met with Cal Poly to align goals for a conference center.
2.3.3.1 Determine additional sites to be added to the current feasibility study.	ED&T	CDD		Q1				COMPLETE	
2.3.4. Support innovative and alternative funding methods and service models to address the needs of the Downtown area. (MCG CVERFS 4.c)	ED&T	DSLO					Q4	IN PROGRESS	DSLO evaluated a new PBID, and held a forum for downtown property owners. DSLO pausing efforts for now to facilitate additional engagement with property owners.
2.3.5. Support opportunities that speed the implementation of the Downtown Concept Plan.	ED&T	CDD	✓					ON TRACK	FY25-26: Staff working with Parks & Rec to tenant the new Mission Plaza Café Kiosk.
2.3.6. Develop a Council Report and Study Session on downtown vacancies, the status, and possible options to address any issues identified.	ED&T			Q4				COMPLETE	
2.4. CULTURAL VITALITY. Strengthen working relationships with and maintain financial support of the arts community to enrich the cultural offerings throughout the City.									
2.4.1. Develop a Council Memorandum on the current base level of economic support for Arts and Cultural activities across the various departments in the City.	ED&T			Q2				COMPLETE	
2.4.2. Continue to financially support the Arts and Cultural activities of the City through the PCC's GIA program and the additional grant funding via the PCC.	ED&T		✓					ON TRACK	Staff continue to advertise the Cultural Arts and Community Promotions Grant Program annually.
2.4.3. Investigate the alignment of artistic and cultural initiatives across the City.	ED&T	SLOAC, SLOMA, CDD, DSLO, DEI			Q2			COMPLETE	
2.4.4. Ensure that the City promotes the various City and privately owned art installations through programs like the public art promotional plan developed by the PCC.	ED&T	PR, COM	✓					ON TRACK	
2.4.5. Engage the Office of DEI to develop initiatives that encourage increased participation in arts programming by underserved groups, including youth.	ED&T	DEI, SLOAC						✓	
2.4.6. Continue to work with community partners to ensure the cultural vitality of the City.	ED&T	SLOAC, SLOMA, HCSLO	✓					ON TRACK	FY25-26: ARTober brought back for third year to support local arts organizations during Arts & Humanities Month.
2.4.7. Continue the Citywide banner program.	ED&T	DSLO	✓					ON TRACK	
2.4.8. Evaluate additional opportunities to expand support of the cultural vitality of the community as part of the 2025-2027 goal-setting process.	ED&T				✓			COMPLETE	
2.5. INCLUSIVE NEIGHBORHOOD PLANNING. Encourage inclusive neighborhood planning efforts that benefit residents and encourage both housing production and economic activity.									
2.5.1. Maintain joint efforts with the Community Development Department and other partners to communicate the need to increase the supply of workforce and multifamily housing by supporting the implementation of the City's Housing Element Policies and Programs as they align with the City's Major City Goals.	ED&T	CDD	✓					ON TRACK	Staff provide citywide rent reports via CoStar to planning staff now on a quarterly basis.
2.5.2. Evaluate a more structured community-based neighborhood planning effort with the Community Development Department and the Community Services Group for inclusion in the 2025-2027 goal-setting process.	ED&T	CDD						✓	
2.5.3. Advocate for greater accessibility to commercial centers, jobs, parks and open spaces, amenities, hospitals, and schools as outlined in the City's various planning documents, like the Conservation and Open Space Element, Parks and Recreation Blueprint for the Future, and Active Transportation Plan.	ED&T	CDD, PW, SNR, PR	✓					ON TRACK	
2.5.4. Support the development and expansion of multimodal transportation solutions that encourage access to and around Downtown as well as between residential and commercial corridors. Options should address the following.	ED&T	PW	✓					ON TRACK	
2.5.4.1 Aligning with the City's sustainability goals.	ED&T	PW, SNR	✓					ON TRACK	

NOTE: FY27-28 are subject to evaluation, resource allocation, and funding during the Major City Goal and Budget process for the respective year.	LEAD ORGANIZATION	SUPPORTING PARTNERS	TIMELINE					STATUS	FY 25-27 KEY ACCOMPLISHMENTS/ UPDATES	
			ONGOING	FY23-24	FY24-25	FY 25-26	FY26-27			FY27-FY28
PILLAR 2: PLACEMAKING AND PROMOTION										
2.5.4.2 Expanding mass transit by increasing frequency of service and providing more routes.	ED&T	PW	✓						ON TRACK	
2.5.4.3 Integrating different modes of transportation, such as shared bikes or electric scooters.	ED&T	PW	✓						ON TRACK	
2.5.4.4 Improving the pedestrian and cycling infrastructure.	ED&T	PW	✓						ON TRACK	

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			ONGOING	FY23-24	FY24-25	FY25-26	FY 26-27		
PILLAR 3: TALENT DEVELOPMENT AND ATTRACTION									
3.1. SYSTEM DEVELOPMENT. Encourage the continued strengthening of the system to create Moderate Income+ jobs.									
3.1.1. Continue to update the employment scorecard and the economic activity scorecard.	ED&T	CDD	✓					ON TRACK	FY25-26: Unemployment data updated monthly when available, employment trends updated annually, and all other data updated quarterly.
3.1.2. Promote and increase awareness of Moderate Income+ jobs with existing and potential employers.	ED&T	SLOCC, SLOP, SLOWDB	✓					INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
3.1.2.1 Work with the Chamber to recruit local business leaders willing to speak out on the need for improved job quality as a driver of inclusive economic growth with their peers.	ED&T	SLOCC		Q4				INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
3.1.3. Prioritize support for talent development efforts that target occupations offering higher wages and benefits.	ED&T	SLOCC, SLOP, SLOWDB, CCC	✓					INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
3.1.4. Partner with industry and workforce training providers and encourage the County to broaden and measure the effectiveness of the Workforce Investment Board (WIB) to proactively identify and address skilled labor gaps.	ED&T	SLOP, SLOWDB					✓		
3.1.5. Investigate ways to determine a proxy measurement to track progress of growing Moderate Income+ jobs.	ED&T	CDD					✓		
3.1.6. Work with local employers to identify and promote professional and career development opportunities for workers outside the workplace.	ED&T	SLOP, SLOWDB					✓		
3.1.7. Continue to support new and expanded private childcare options through the use of grant funding and other programs. (MCG CVERFS 3.a)	ED&T	CAPSLO					Q4	IN PROGRESS	
3.1.8. Initiate an update to the zoning regulations to further incentivize and streamline the review and permitting of day care centers, including consideration of relaxed property development standards.	ED&T	CDD			Q4			INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
3.1.9. Proactively evaluate opportunities to partner with Cal Poly, San Luis Coastal Unified School District and other major employers for employer-supported childcare programs.	PR	PR, Cal Poly, SLCUS	✓					COMPLETE	
3.2. EMPLOYER AND EMPLOYEE INTEGRATION. Develop methodologies, tools, and programs to welcome and acclimate new employers and employees to the community.									
3.2.1. Promote the availability of the coworking space available to remote workers and home-based business owners. Coworking spaces help to foster a sense of community and connect workers to potential clients, partners, and mentors.	ED&T	Cal Poly, SLOCC			Q1			INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
3.2.2. Develop relationships with the coworking facilities to promote opportunities to engage with and contribute to the community.	ED&T	Cal Poly			Q1			IN PROGRESS	
3.2.3. Maintain and expand partnerships with the Chamber on initiatives like the SLO Onboarding Assistance Resource (SOAR) program that help to attract and retain talent.	ED&T	SLOCC	✓					INCOMPLETE	FY25-26: Funding for this effort is not available in FY25-27. Program continues to operate for Chamber members without City support.
3.2.4. Investigate with partners opportunities to develop programs and tools to help engage new employees.	ED&T	SLOCC, DSLO					✓		
3.3. TALENT ATTRACTION AND RETENTION. Position the City as not just a place to visit but also a desirable location to live and work.									
3.3.1. Leverage existing tourism marketing materials and strategies detailed in the TBID marketing plan to support any new talent attraction efforts.	ED&T				Q3			INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
3.3.2. Enhance collaboration with local and regional partners to showcase the unique selling points of the City, such as its natural beauty, the vibrant arts and culture scene, and recreational activities.	ED&T	SLOCAL, SLOCC	✓					ON TRACK	Promotional conversations are ongoing with Visit SLO CAL, Chamber, and Cal Poly.
3.3.3. Facilitate stronger connections among students, employers, and the broader community to help retain graduating high school and college students.	ED&T	Cal Poly, CIE, SLCUSD	✓					INCOMPLETE	FY25-26: Progress on this task is on hold in light of higher-priority initiatives.
3.3.4. Initiate a talent re-attraction or boomerang campaign targeting adjacent markets where there are likely concentrations of former SLO residents or Cal Poly students.	ED&T	Cal Poly, REACH					✓		
3.3.5. Support the talent recruitment efforts of local employers.	ED&T	SLOCC	✓					ON TRACK	FY25-26: Met with two major employers in town to discuss expansion plans and connect with talent recruitment
3.3.5.1 Ensure that employers are aware of the data and information available that can inform potential employees about the community.	ED&T	SLOCC	✓					ON TRACK	

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			ONGOING	FY23-24	FY24-25	FY25-26	FY 26-27			FY27-Y28
PILLAR 3: TALENT DEVELOPMENT AND ATTRACTION										
3.3.5.2 Respond to specific employer requests for community data and information.	ED&T	SLOCC	✓						ON TRACK	
3.3.5.3 Work with employers to identify other sources of community data and information that would assist in their employee recruitment efforts.	ED&T	SLOCC	✓						ON TRACK	
3.4. EDUCATIONAL PARTNERSHIPS. Leverage educational partnerships to create and grow pathways to Moderate Income+ jobs that strengthen the local economy.										
3.4.1. Support the creation of a talent pipeline for green jobs and supporting businesses that align with the goals and objectives of the Climate Action Plan.	ED&T	SLOCC, SNR	✓						ON TRACK	Staff have assumed a supporting role in the development of a talent pipeline for green jobs in the region. Successful integration of workforce upskilling and climate goals includes the Workforce Development Board's support of the Tri-Counties Pre-Apprenticeship Building & Construction Trades Training Program, which included Green Construction as a topic within the Multi-Craft Core Curriculum.
3.4.2. Continue to advocate for solutions that can help to address the systemic issues with childcare.	ED&T	UWSLO, CFSLO	✓						ON TRACK	FY25-26: ED&T staff participating in the First 5 Coalition
3.4.3. Partner with the Chamber to regularly inform local and regional training providers of skilled labor needs of employers.	ED&T	SLOCC						✓		Implementation date rescheduled from ongoing to FY 27-28 in light of higher-priority initiatives
3.4.3.1 Organize regular meetings or forums where local businesses can meet with workforce training providers to discuss their needs and collaborate on solutions.	ED&T	SLOCC						✓		Implementation date rescheduled from ongoing to FY 27-28 in light of higher-priority initiatives
3.4.3.2 Share relevant BRE visit insights as well as industry and workforce trends with training partners.	ED&T	SLOCC						✓		Implementation date rescheduled from ongoing to FY 27-28 in light of higher-priority initiatives
3.4.3.3 Facilitate introductions between workforce training providers and major employers to build relationships and identify areas of need.	ED&T	SLOCC						✓		Implementation date rescheduled from ongoing to FY 27-28 in light of higher-priority initiatives