

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

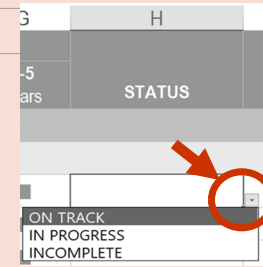
Status ON TRACK *This item has been accomplished or action is on track toward meeting or maintaining this task.*

IN PROGRESS *Action has been initiated, but is delayed or otherwise not fully on track. Requires removal of barriers or other actions to achieve implementation.*

INCOMPLETE *Action has not begun on this item or barriers may prevent implementation.*

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	FY24	FY25	FY26-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. [M.C.G. 1.2(b)]	ED&T	SLOCC, REACH, Cal Poly, DSLO, SCORE SLO	✓				ON TRACK	Ongoing recurring meetings are held with Cal Poly, Chamber, DSLO, and REACH. FY25: Restarted SLO Annual Business Support Agencies roundtable in August 2024, next scheduled in February 2025. Outcome of roundtable was updated referral information for each agency and facilitation of collaboration between ED&T office and between agencies.
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. FY24: A total of 28 separate business emails were sent. FY25: Gathered information about future construction projects and disseminated to DSLO.
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.	ED&T	SLOCC, DSLO, CIE		Q4			IN PROGRESS	FY24: 100+ businesses contacts made. Assistance provided to these businesses included business resource referrals, site selection, building and planning permit guidance, and assistance with other government agencies. FY25: This FY, ED&T established and documented standard operating procedures for monitoring employer and consumer trends utilizing data commissioned and prepared by a contractor on a quarterly and semi-annual basis. Additional research and outreach into the BRE program has started with internal and external partners. Final project plan for BRE program created and approved, first internal meetings scheduled for October 2024.
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		Q4			IN PROGRESS	Drafting the business welcome program with input from other City Departments and prospective new businesses in the City. Expected completion of the materials is in FY25 Q3 due to the complex coordination of more than eight internal programs and other external partners. FY25: From July-September 2024, ED&T contacted 5 new businesses to welcome them to the city and answer
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			IN PROGRESS	Discussions with SLO Chamber on the program are underway, the return of the program is anticipated for FY25 Q2. First business visit will occur in the Mid-Lower Higuera Area in November 2024.
1.1.3.3 Participate in the Downtown SLO business visits program on a regular basis.	ED&T	DSLO		Q3			ON TRACK	Following onboarding of new ED&T staff + DSLO staff, discussions are underway for coordinated business visits when applicable. FY24: In FY24, visits were separate and referral-based. FY25: Held first coordinated business visits with downtown SLO in September, visiting 3 new businesses downtown.
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		IN PROGRESS	Basic information is available from the BW Research project to serve as a basis for discussion. Met with the Chamber in FY 2025 Q1 to discuss needs and scope of survey.
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			
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	ED&T team participated in Developer's Roundtable in Q3 FY24 which included changes to the format based on industry input. ED&T staff considering additional and alternative industry group forums with CDD Director in the future as needed. FY25: ED&T participated in Developer's Roundtable in Q1 FY25. Built network with brokers and property owners of vacant commercial buildings downtown. Email and phone outreach to 2 brokers of large industrial and retail properties.
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.	ED&T	FIN						✓
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	✓				ON TRACK	FY24: Successful results from the FY24 Buy Local Bonus, Eat Local Bonus, and Restaurant Week programs were communicated to local media and the public through City communication channels. FY25: Successful Downtown Summer Spending Promotion was communicated on City channels. Garnered positive media coverages showcasing new and expanded businesses in the City.

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PILLAR 1: BUSINESS AND ENTREPRENEUR VITALITY								
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. [M.C.G. 1.2(e)]	ED&T	CDD	✓				ON TRACK	Monthly check in meetings established with the ED&T and Community Development Director to stay informed and involved. FY25: ED&T staff reviewed CDD's Upper Monterey Special Focus Area Public Outreach & Engagement SOW. Committed financial support to this effort.
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	Monthly check in meetings established with the City's Sustainability Team to move this forward. ED&T meeting with EcoSLO for the advancement of Green Business Network. Met with new CEO for EcoSLO in FY24 Q4. EcoSLO expected to relaunch program in FY25 Q1.
1.1.6. Provide support to help entrepreneurs, innovators, and new businesses participate in the clean energy transition.	ED&T	SNR, ECOSLO	✓				ON TRACK	Monthly check in meetings established with the City's Sustainability Team to move this forward.
1.2. ENTREPRENEURIAL SUPPORT. Continue to bolster the entrepreneurial ecosystem by improving access to resources, education, and networks for entrepreneurs.								
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.	ED&T	CDD, CIE, DSLO, SLOCC	✓				ON TRACK	Continued discussions with the HotHouse and Cal Poly to support efforts to expand services. FY25: Held meeting in September 2024 with a coworking space to better understand their business model and clients served, and future opportunities.
1.2.2. Maintain and build on the efforts with the Cal Poly CIE (CIE), which includes the Holhouse and other activities, to help ensure its continued success and the success of the local entrepreneurs it supports.	ED&T	CIE	✓				ON TRACK	Quarterly check in meetings established with the CIE team to ensure alignment. FY25: In August 2024, staff participated in a CIE visioning workshop.
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			
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 ongoing on an annual basis. Currently using one-time funding. Ongoing funding to be established in the 2025-27 Financial plan. Roundtable held in August 2024. Successful integration of promotion for business training opportunities have been added to City's Business email.
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				✓		Started discussions with CIE to explore feasibility of a venture capital familiarization tour and advised on best practices.
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 RFI's 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	ED&T	CIE, DSLO, REACH, SLOCC			Q4		ON TRACK	Marketing agency contract has been funded and established for this work effort.
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	✓				ON TRACK	Initial updates have been made to Business section of the City's website.
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. Support of REACH digital ad placement for regional ED positioning.
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	✓				ON TRACK	Discussing with CIE and SLO Chamber on how best to showcase the story of entrepreneurship in San Luis Obispo. Article in LA Times about SLO entrepreneur.
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.	ED&T	FIRE	✓				ON TRACK	Meeting quarterly with the Emergency Management team to address the recovery planning efforts. Will restart pending the hiring of new Emergency Manager.
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	✓				ON TRACK	SLO Children's Museum received a grant for installing floodgates and will be working with the emergency management team to film a PSA on the installation.
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	✓				ON TRACK	Communicated various storm preparation resources to the business community during the FY 24Q3 storm events.
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	Communicated various storm preparation resources to the business community during the FY24 Q3 storm events.
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				✓		

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PILLAR 1: BUSINESS AND ENTREPRENEUR VITALITY								
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	✓				ON TRACK	Ongoing recurring meetings are held with Cal Poly & CIE staff.
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	Worked with City partners to communicate information related to this topic via the business email when relevant including communication on the Transit Innovation Study.
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. [M.C.G. 1.2(a)]	ED&T	SLOCC, DSLO	✓				ON TRACK	FY24: Continued high engagement of the Support Local programs including successful implementation and expansion of the BLB/ELB programs resulting in \$1.2 million local spending through the FY24 promotional programs. FY25: The Downtown Summer Spending Promotion concluded in September 2024, with 1,800 giveaway entries. Planning underway for Buy Local Bonus and Restaurant Month for FY25.
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	ED&T team met with recipients of the DEI Business Grant to understand the successes and challenges of the program and anticipate future demand for grants of this nature.
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.	ED&T	DEI, SLOCC, CIE				✓	ON TRACK	ED&T and Finance discussed having a demographic survey go out in 2025 along with business license renewals.
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 community.	ED&T	DEI, SLOCC, DSLO, COM			Q1		ON TRACK	Meeting Monday with the City's DEI team to determine opportunities for promotion. ED&T and DEI team working with the Chamber and Cal Poly to host an Insight Studio related to DEI Business Practices in October 2024. The event will include a panel of grant recipients and will be open to the public.
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. [M.C.G. 1.1(b)]	ED&T	SNR	✓				ON TRACK	Monthly check in meetings established with the City's Sustainability Team to move this 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). [M.C.G. 1.1(c)]	ED&T	DEI	✓				ON TRACK	Monthly check in meetings established with the City's DEI Team to move this 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	Monthly check in meetings established with the City's DEI Team to move this forward. Held cooperative businesses visits to support business owners and connected them to bilingual resources. So far in 2024, ED&T connected with 5 new business owners who are part of a minority community.
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	Internal meetings to discuss opportunities for enhanced communication and information-sharing with businesses in the permitting process.
1.5.5.1 Attend the Developer's Roundtable events and other economic development related sessions.	ED&T	CDD	✓				ON TRACK	ED&T team participated in Developer's Roundtable in Q3 FY24 which included changes to the format based on industry
1.5.5.2 Support the new Community Development Department and Community Services leadership on process improvements.	ED&T	CDD	✓				ON TRACK	Established monthly check in meetings with Community Development Director.
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. [M.C.G. 1.2(d)]	ED&T	CDD	✓				ON TRACK	The 2023 General Plan Annual Report was received at the 4/16/2024 City Council Meeting.
1.5.7. Represent the interests of the business community during the implementation of the broadband strategic plan. [M.C.G. 1.2(j)]	ED&T	IT, SLOCC	✓				ON TRACK	The ED&T team participated in the evaluation and selection of the City's partner.
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	Worked with CDD to provide a letter of support for the Housing and infrastructure plan at the County Board of Supervisors meeting in August 2023.

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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. [M.C.G. 1.2(c)]	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	ED&T team lead the development of the amended TBID marketing plan for FY24 and the program work for the PCC for FY24. Efforts underway for FY25 TBID Marketing Plan and PCC program work.
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.
2.1.3. Ensure continued messaging alignment with Visit SLO CAL where appropriate.	ED&T	SLO CAL	✓				ON TRACK	ED&T team participated in the development and review of the Visit SLO CAL FY25 Marketing Plan.
2.1.4. Elevate the unique identity of each neighborhood to increase awareness of amenities beyond the Downtown core.	ED&T	CDD, SLOCC			Q2		IN PROGRESS	Neighborhood section of VisitSLO.com has been developed including promotional content. Advertising program for neighborhoods has been initiated.
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	Unique identities have been created for all SLO areas including video and other content. Retained consultant for the comprehensive evaluation of the neighborhood identity
2.1.4.2 Showcase and support neighborhood businesses through marketing and promotional efforts.	ED&T	CDD, SLOCC	✓				ON TRACK	Neighborhood section of VisitSLO.com has been developed including promotional content.
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				✓	IN PROGRESS	First neighborhood meeting held, based on input and feedback. PCC evaluated the public outreach plan for identity adoption, programming and coordination and retained consultant for the comprehensive evaluation of the
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				✓	ON TRACK	FY24: Worked with Palm Street business owners to implement a successful celebration of the historic Chinatown during Lunar New Year as pilot program to support neighborhood promotional collaborations. Worked with business owner in the LoBro neighborhood to share promotional plan with neighborhood representatives in a business-led community meeting. FY25: Identified business owner in the SLO South neighborhood to champion their business area.
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	Secured extensive PR placements in local, regional and national media outlets. SLO named in top 10 small towns in America by CNN.
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		ON TRACK	The City's sponsorship of SCORE helped fund a BIPOC Business event on August 29th, 2023. Continued work efforts still underway.
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"	ED&T		✓				ON TRACK	ED&T team in the process of evaluating and accessing the platforms.
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	Developed the ARTober program to celebrate national Arts & Humanities month in San Luis Obispo. ARTober will return in FY25 Q2.
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				✓	ON TRACK	Worked with over a dozen local arts & cultural organizations to promote and implement ARTober. ARTober will return in FY25 Q2.
2.2.2.2 Publicize historical or cultural landmarks that represent diverse communities.	ED&T	DEI, SLOHC				✓	ON TRACK	Through the "Art Starts With" campaign, the City promoted various public art installations that depict historical or cultural significance.
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	FY24: PCC has awarded \$100,000 in grant funding to organizations through the GIA and CACP program. FY25: CACP program grants were awarded by Council in July 2024.
2.2.2.4 Partner with local business that reflect the diversity of the City.	ED&T	SLOCC, DSLO	✓				ON TRACK	Diverse businesses are included in PR and marketing efforts through TBID and PCC. Example of results include CNN Travel feature.
2.2.3. Continue to support the Downtown SLO programs like Clean & Safe, the Ambassadors, and homelessness support. [M.C.G. 1.3(c)]	ED&T	DSLO	✓				ON TRACK	Annual contract in place with Downtown SLO along with ongoing creative collaboration on program implementation and business responsiveness. DSLO has renewed the Tree Lighting and Plaque program, and ED&T collaborated with Public Works to identify eligible trees in the project area.
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	Provided grant funding and promotional support for Farmers' Market and Concerts in the Plaza.
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	✓				ON TRACK	Funded the design update and installation of the large acrylic maps in the downtown area. Wayfinding signs were installed in Mission Plaza and along the creek.
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. [M.C.G. 1.3(a)]	ED&T	DSLO	✓				ON TRACK	Collaborated closely with DSLO in response to business challenges including construction, parking and visitation. Provided DSLO with data for a media story on downtown vibrancy. Addressed two large vacancies downtown through the site selection process and a meeting with a property

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PILLAR 2: PLACEMAKING AND PROMOTION							
2.3.2. Continue to financially and operationally support Downtown SLO during the winter holidays including incentivizing private participation through the matching program. [M.C.G. 1.3(b)]	ED&T	DSLO	✓			ON TRACK	FY24: The 47th annual Holiday Parade had 15,000 attendees. FY25: Holiday efforts for this year are underway, and contract
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).	ED&T	SLO City, SLOC, SLO CAL, DSLO		Q1		ON TRACK	Conference center study "refresh" is in progress. Final report expected to be complete in FY25 Q2.
2.3.3.1 Determine additional sites to be added to the current feasibility study.	ED&T	CDD		Q1		ON TRACK	Two additional sites have been added to the study including the current Courthouse building and the area near 1166 Hinuera St.
2.3.4. Support innovative and alternative funding methods and service models to address the needs of the Downtown area.	ED&T	DSLO	✓			ON TRACK	DSLO is evaluating a new PBID.
2.3.5. Support opportunities that speed the implementation of the Downtown Concept Plan.	ED&T	CDD	✓			ON TRACK	Several "sidewalk bulb outs" are in the review process. Maintaining communication with DSLO for the Mission Plaza restoration project.
2.3.6. Develop a Council Report and Study Session on downtown vacancies, the status, and possible options to address any issues identified. [M.C.G. 1.3(d)]	ED&T			Q4		ON TRACK	Completed FY24 Q4. In place of a study session, staff held meetings with individual Council members to review the status and vibrancy of downtown.
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. [M.C.G. 1.4(h)]	ED&T			Q2		ON TRACK	Completed FY24 Q4. Memo released in Q2 2024.
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. [M.C.G. 1.4(d)]	ED&T		✓			ON TRACK	PCC has awarded \$100,000 in grant funding to organizations through the GIA and CACP program in FY24. FY25: CACP program grants were awarded by Council in July 2024.
2.4.3. Investigate the alignment of artistic and cultural initiatives across the City.	ED&T	SLOAC, SLOMA, CDD, DSLO, DEI			Q2		Held meetings with the SLO County Arts Council to discuss shared goals and arts & culture event planning, resulting in a collaborative agreement with DSLO and SLO County Arts Council to amplify the Art after Dark program.
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. [M.C.G. 1.4(c)]	ED&T	PR, COM	✓			ON TRACK	The 8-month "Art Starts With" campaign was completed in September which established 8 themed public art promotional "reels" and garnered over 650k impressions on social media. FY25 ongoing coordination with Public Art Coordinator. Commissioned new photography of additional art installations through the TBID.
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. [M.C.G. 1.4(a)]	ED&T	SLOAC, SLOMA, HCSLO	✓			ON TRACK	Worked with over a dozen local arts & cultural organizations to promote and implement ARTober. ARTober will return in FY25 Q2. In July 2024, ED&T staff wrote a letter of support for an Our Town Grant for the SLO Film Festival at the Palm Theatre. Entered into a collaborative agreement with ED&T, DSLO and SLO County Arts Council to amplify the Art after
2.4.7. Continue the Citywide banner program. [M.C.G. 1.4(e)]	ED&T	DSLO	✓			ON TRACK	Evaluating the addition of a street banner location on Morro Street. New banners were added in FY25 Q1 for Independence Day.
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					✓	
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	Coordinated the City's representation at the SLO County Housing Summit. Supported the outreach and communication of the City's ProHousing designation.
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				✓	ED&T staff reviewed CDD's Upper Monterey Special Focus Area Public Outreach & Engagement SOW.
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	ED&T staff involvement as applicable.
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	Worked with City partners to communicate information related to this topic via the business email when relevant including communication on the Transit Innovation Study.
2.5.4.1 Aligning with the City's sustainability goals.	ED&T	PW, SNR	✓			ON TRACK	Support of the Sustainable SLO implementation.
2.5.4.2 Expanding mass transit by increasing frequency of service and providing more routes.	ED&T	PW	✓			ON TRACK	Communication on the Transit Innovation Study and transit options for customers and employees Downtown.
2.5.4.3 Integrating different modes of transportation, such as shared bikes or electric scooters.	ED&T	PW	✓			ON TRACK	PCC reviewed and provided support of the Bikeshare RFP. ED&T staff provided input for the Bikeshare RFP.
2.5.4.4 Improving the pedestrian and cycling infrastructure.	ED&T	PW	✓			ON TRACK	PCC reviewed and provided support of the Bikeshare RFP.

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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. [M.C.G. 1.1(e)]	ED&T	CDD	✓			ON TRACK	Unemployment data updated monthly, employment trends updated biannually, and all other data updated quarterly. Contract with CA EDD being renewed in October 2024.
3.1.2. Promote and increase awareness of Moderate Income+ jobs with existing and potential employers.	ED&T	SLOCC, SLOP, SLOWDB	✓			ON TRACK	Employment trends updated biannually.
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		ON TRACK	Discussions with SLO Chamber on the program are underway. Utilizing the forum of the Business Visits to incorporate these conversations in FY25 Q2.
3.1.3. Prioritize support for talent development efforts that target occupations offering higher wages and benefits.	ED&T	SLOCC, SLOP, SLOWDB, CCC	✓			ON TRACK	Initial meetings have been held with the Workforce Development Board.
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. [M.C.G. 1.2(g)]	ED&T	CAPSLO	✓			ON TRACK	To date, the grant has created 11 newly licenced businesses and 116 slots for children, with 8 applicants pending licensure with potential to create an additional 92 slots.
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	IN PROGRESS	Meeting with CAPSLO in September 2024 identified hurdles day care centers are facing in the permitting and licensing process. Met with business owner considering adding a day care component to existing business model.
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. [M.C.G. 1.2(i)]	PR	PR, Cal Poly, SLCUS	✓			ON TRACK	Lead organization updated to Parks and Recreation Department. Met with director of an employer-supported childcare program to address concerns.
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	ON TRACK	Met with CIE to understand the day-to-day operations of the HotHouse and support needs. Met with owners and clients of a coworking space to understand vision and business model. Investigating opportunities for collaboration.
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	ON TRACK	Met with CIE to understand the day-to-day operations of the HotHouse and support needs. Met with owners and clients of a coworking space to understand vision and business model. Investigating opportunities for collaboration.
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	✓			ON TRACK	The SOAR program has offered assistance to 440 relocating employees since October 2022 when the pilot program launched. The top three areas of assistance have been social connections, housing search assistance, and partner employment opportunities.
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		
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.

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PILLAR 3: TALENT DEVELOPMENT AND ATTRACTION							
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	✓			ON TRACK	Presented to the SLCUSD continuing education teachers on career pathways in FY24 Q3.
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	Supported connections between employers and SLO Chamber related to SOAR resources.
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	Provided information in business outreach with links to the Business section of the City's website where data is located.
3.3.5.2 Respond to specific employer requests for community data and information.	ED&T	SLOCC	✓			ON TRACK	Provided information in business outreach with links to the Business section of the City's website where data is located.
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	Maintain weekly meeting with the SLO Chamber to share information and business needs. Provide information in outreach with links to the Business section of the City's website where data is located.
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	Meeting monthly with the City's Sustainability team to determine opportunities for effort.
3.4.2. Continue to advocate for solutions that can help to address the systemic issues with childcare.	ED&T	UWSLO, CFSLO	✓			ON TRACK	Continue ongoing communication with CAPSLO and potential day care businesses.
3.4.3. Partner with the Chamber to regularly inform local and regional training providers of skilled labor needs of employers.	ED&T	SLOCC	✓			ON TRACK	Working with the Chamber to put structure around this work.
3.4.3.1 Organize regular meeting or forums where local businesses can meet with workforce training providers to discuss their needs and collaborate on solutions.	ED&T	SLOCC	✓			ON TRACK	In August 2024, coordinated an annual roundtable of business support agencies to understand opportunities for collaboration.
3.4.3.2 Share relevant BRE visit insights as well as industry and workforce trends with training partners.	ED&T	SLOCC	✓			ON TRACK	Maintain weekly meeting with the SLO Chamber to share information and business needs.
3.4.3.3 Facilitate introductions between workforce training providers and major employers to build relationships and identify areas of need.	ED&T	SLOCC	✓			ON TRACK	Maintain weekly meeting with the SLO Chamber to share information and business needs.