

2025-27 Financial Plan Proposed Goals & Objectives

Human Relations Commission (HRC)

Background

The HRC 2025-27 Financial Plan Proposed goals and objectives are derived from careful analysis and consideration of current strategies and tactics within the DEI Strategic Plan and its long-term impact in the community, as well as Council's vision on addressing DEI and centering key community issues.

Goals

1. Increase funding allocation to grant programs

- a) For the Human Services Grant (HSG) a **substantial** increase should be considered since many underserved and underrepresented communities and services are underfunded due to shifting City Council's guidance. These additional funds should be allocated to secondary funding priorities.
- b) Establish the DEI SLO Business Grant as an annual ongoing project led by the Office of DEI and Office of Economic Development & Tourism.
- c) Request funds to establish a grant program for middle and high school students centered on improving human relations and addressing issues of injustice in the San Luis Obispo community (i.e. homelessness prevention, access to health care; and diversity, equity, and inclusion).

2. Funds to establish resources to address Hate Crime and Incidents

- a) Request funding to establish community resources that align with the DEI Strategic Plan and offer outreach and engagement opportunities for the community to be involved and learn about proper reporting.

3. HRC Community Outreach & Engagement

- a) Request funds to enhance public engagement and participation by increasing promotional awareness campaigns for city engagement opportunities.

4. Address CVRA needs through outreach and engagement

- a) Request funds to address the City's efforts in expanding services and resources about electoral and voting participation.
- b) Request funds to establish live interpretation and captioning in City Council meetings.

5. Expand investment in training

- a) Request funds to provide tailored trainings to advisory bodies as it relates to expanding knowledge and skills regarding diversity, equity, and inclusion.

Please provide as many goals as seem reasonable considering that resources are limited.

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Planning Commission

Background

On December 11, 2024, the Planning Commission updated goals for City Council consideration for the 2025-27 Financial Plan. The Planning Commission prioritized the following goals based on the evaluation of the completion status for the 2023-25 Major City Goals; community need, and input received over the past two years; special and urgent conditions that need to be addressed; and the availability of City resources to accomplish the identified goals and work programs within the financial plan timeframe.

Goals

1. Housing

Emphasize affordable housing programs, encourage flexible use and non-traditional housing product types to facilitate development of housing options of all types (deed restricted affordable housing, multi-family, senior and mixed-use). Continue to work with Cal Poly on aligning enrollment with additional housing for students and faculty. Prioritize projects that develop transitional and supportive housing options for unhoused community members. Continue to partner with the County of San Luis Obispo and local service providers to prevent and address homelessness.

2. Sustainability & Multi-Modal Circulation

Implement the Climate Action Plan, Multi-Modal objectives identified in the LUCE and the Downtown Concept Plan by encouraging density and in-fill development that includes and prioritizes non-automobile alternatives to access commercial, services and recreational opportunities. Review the Upper Monterey Area Plan, Margarita Area Specific Plan and Mid-Higuera Enhancement Plan with the intention of providing more housing options of all types and encourage project designs that promote accessible, convenient, and safe pedestrian, bicycle, and transit access.

3. Livability and Interagency Collaboration

Continue to collaborate with partner agencies on regional issues to improve the quality of life for community residents. Address neighborhood issues associated with fraternities and sororities and encourage Cal Poly to build on-campus fraternity and sorority houses.

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Personnel Board

Background

The Personnel Board requests the City Council consider the following goals for the 2025-27 Financial Plan.

Goals

1. Diversity, Equity, Inclusion

The City is committed to policies, practices, and structures that support the well-being and empowerment of all residents, marginalized communities, and its employees.

- a. More fully utilize the expertise of the Personnel Board in providing input and oversight into the organizational diversity, equity, and inclusion (DEI) policies, programs, and practices.
- b. Ensure sufficient City resources (staff, consultant, and budgetary) are provided in the 2025-27 Financial Plan to support changes to current human resources processes to align with best practices in DEI in hiring, training, and promotional policies, practices, and programs identified in the [Office of DEI's 5-year strategic plan](#).

2. Fiscal Sustainability

As the City navigates through uncertain economic times, ensure the City prioritizes employee engagement to reduce turnover and avoid costs associated with hiring and onboarding staff.

- a. Support employee engagement, wellness, and resiliency through various avenues including employee surveys, adaptation of work policies, and resources that support employee mental health.
- b. Ensure appropriate resources are allocated to fund employee wages and benefits with inflation in mind while remaining fiscally sustainable in alignment with the Council adopted compensation philosophy and labor relations objectives.
- c. Consider additional flexibility in ways projects are funded.
- d. Ensure appropriate resources are allocated for the above in the 2025-27 Financial Plan.

3. City Employee Workforce Development

Employees who understand how their work connects to the City's mission, vision, values, and goals are empowered to make a difference through serving the community of San Luis Obispo.

- a. Support and prioritize employee development and growth through investing in resources to lead, train, and develop all employees and onboard new and transitioning employees.
- b. Maintain open communication throughout all levels of organization to share progress on and impacts of staff projects and Major City Goals.
- c. Establish, encourage, and facilitate pathways to career development.

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Cultural Heritage Committee

Background

The Committee would like to continue with previously recommended goals from Fiscal Year 2023-2025, with minor amendments:

Goals

1. Historic Inventory & Historic Preservation Ordinance Update – Allocate additional funds and resources to further advance the in-progress comprehensive update of the City’s inventory of historic resources and associated updates to the Historic Preservation Ordinance as recommended by the consultant led preliminary phase assessment and recommendations completed by historic consultant Page and Turnbull.
2. City Owned Adobes – Support efforts with additional funding to improve the structural condition, historic integrity, and appropriate cultural interpretation of the four City-owned adobes in light of the City’s Diversity, Equity and Inclusion goals. In particular, continue to support efforts to stabilize, restore, and rehabilitate the La Loma Adobe and provide funding in support of the rehabilitation of the Rosa Butron Adobe.
3. Public Information - Provide information to increase awareness and support of the Historic Preservation Program and Historic Resources Inventory update project including opportunities for participation; and, pursue opportunities for appropriate cultural interpretation of historic resources with a focus on including City goals to advance Diversity, Equity, and inclusion. Incorporate digital technology in the city's interpretive program, and seek additional funding from Transient Occupancy Tax (TOT) for a "plaque program".

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Architectural Review Commission

Background

State Housing Laws do not allow the City to utilize subjective design guidelines (i.e. Community Design Guidelines) for many new residential developments. In response, the ARC, in 2021, helped draft the City's current Objective Design Standards (ODS) (Municipal Code Chapter 17.69). However, additional state housing laws have exposed the need for more objective design standards for more types of residential developments (i.e. single family, duplexes, triplexes, multifamily, mixed-use, etc.). To continue to support more housing units that are compatible with the City's unique character, the ARC's goal is to expand the City's ODS to provide additional design requirements for all types of residential development. While the ODS will regulate residential development, there is also a need to provide a comprehensive update of the Community Design Guidelines (CDG) to focus the Guidelines specifically on commercial development and remove subjective residential design guidelines.

Goals

1. Expand the Objective Design Standards to provide additional design requirements for more types of residential developments to include standards and definitions for:
 - Specific types of residential developments (single family, duplexes, triplexes, multifamily, mixed-use, etc.).
 - Overall site design (parking areas, outdoor spaces, landscaping, pedestrian access, lighting, privacy, etc.).
 - Transitions between residential and commercial zones and high-density residential and low-density residential zones.
 - Conversion of commercial buildings into residential development.
 - And include images and reference photos.
2. Complete a comprehensive update of the Community Design Guidelines for Commercial developments and other design guidelines including:
 - Strengthen and more clearly define guidelines for storefronts and windows in commercial areas to maintain transparency and prevent the installation of opaque film and interior signs and displays that obstruct views into stores.
 - Update CDG for neighborhood compatibility to address transitions between neighborhood commercial development and adjacent residential neighborhoods (LUCE §3.5.7.9).
 - Overall site design (pedestrian scale, walkability, bicycle infrastructure, outdoor spaces, landscaping, etc.)
 - Include more images and reference photos to highlight guideline language.



Active Transportation Committee

DATE: November 27, 2024
 TO: Emily Jackson, Director of Finance
 FROM: Adam Fukushima, Staff Liaison to the Active Transportation Committee

SUBJECT: FY 2025-27 Active Transportation Committee Recommended Goals

On November 21, 2024 the Active Transportation Committee recommended its FY 2025-27 goals for Council consideration which are represented in the following table. Projects are ranked in order of importance from most to least desired to fund based on proposed projects identified in the Active Transportation Plan.

Recommended Goal	Why Goal is Important
<u>ACTIVE TRANSPORTATION PLAN TIER 1 PROJECT DEPLOYMENT</u>	
Higuera Complete Streets Project -Provide necessary matching funds for this state funded project -Complete design and construction	This project improves north-south cross-town connectivity for active transportation and Safe Routes to School improvements to Hawthorne Elementary and Laguna Middle Schools
Broad Street (South to Orcutt) Quick Build Project -Design and construct	Improves connectivity and safety along this wide arterial street
Foothill Blvd Quick Build Project -Complete design and Construction	Improves east-west connectivity between Cal Poly, residences, and activity centers along Foothill
Pedestrian Crossing at South/King -Construct project	Improves connectivity to Hawthorne Elementary School, Meadow Park, and residences
Roundabout at California/Taft -Complete design and construct	Improves the connection to the Railroad Safety Trail across California Blvd
Railroad Safety Trail Gap at Bullock Lane and Railroad Crossing Improvements -Acquire approvals from Union Pacific and construct	Fills a gap in the RRST between the existing portion north of Orcutt Rd and new segment south to Tank Farm Rd
Shared Use Path on Madonna Road Overpass -If supported by Council, advance design and construction	Fills a gap on Madonna Rd between the shared use path and Higuera Street

<p>Tank Farm Rd Shared Use Path -Initiate a City-led capital improvement project to advance construction as an initial phase of larger corridor improvements</p> <p><u>COMPLETE STREETS ELEMENTS OF ANNUAL PAVING PROJECTS</u></p> <p>Tank Farm Road (Broad to Orcutt)</p> <p>Sacramento Drive (Industrial to Via Esteban)</p> <p>Johnson Ave (Bishop to Buchon)</p> <p>Mill St (Chorro to California)</p> <p>Broad St (Pacific to Tank Farm)</p> <p>Industrial Rd (Broad to Railroad Tracks)</p> <p>Pavement Areas 2 and 3</p> <p><u>Misc. Pedestrian Facility Improvements-</u> Maintain \$100,000 in annual funding for misc. projects such as safe routes to school, signing & striping projects ideally incorporated into other construction projects</p> <p><u>Misc. Bicycle Facility Improvements-</u> Maintain \$100,000 in annual funding for misc. projects such as safe routes to school, signing & striping projects ideally incorporated into other construction projects.</p> <p><u>Ped/Bikeway Maintenance:</u> Maintain annual funding for shared use path maintenance</p> <p><u>Sidewalk Replacement and Installation:</u> Maintain annual funding for curb ramp and sidewalk upgrades</p>	<p>Improves a low stress, east-west connection for active transportation</p> <p>Completing these projects as part of other construction projects results in substantial cost savings.</p> <p>Completing these improvements as part of other construction projects results in substantial cost savings.</p> <p>Completing these improvements as part of other construction projects results in substantial cost savings.</p> <p>Performing pavement maintenance on pedestrian and bicycle paths will increase the life of these facilities and reduce the risk of collisions.</p> <p>Completing these improvements as part of other construction projects results in substantial cost savings.</p>
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<p style="text-align: center;"><u>PROGRAMS</u></p> <p>Active Transportation Education: Continue and increase education regarding Active Transportation in partnership with non-profit organizations and agency partners about safety topics and use of new facilities.</p>	<p>Ensure the community knows how to use new active transportation facilities as they are constructed and address high priority safety topics.</p>
<p style="text-align: center;"><u>STAFFING</u></p> <p>Active Transportation Manager and Transportation Planner/Engineers: Maintain positions.</p>	<p>The City has made a commitment to complete a Tier 1 network identified in the Active Transportation Plan. The Active Transportation Manager and Transportation Planner/Engineers are critical in sufficiently implementing the Tier 1 network projects and preparing grant applications.</p>

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Promotional Coordinating Committee

Background

With economic growth expected to moderate, and inflation, workforce challenges and supply chain issues continuing to pose challenges, it will continue to be vital to improve the quality of life for all City residents and visitors.

Open space access, diversity, equity, inclusion, and carbon neutrality should continue to be primary considerations in all our goal work. The City of San Luis Obispo should strive to attain these goals with the support of the stakeholders and community members.

Top 5 Proposed Goals

1. Sustain the economic vitality of downtown and other business districts:

- Continue to fund Economic Development promotional programs like Support Local including Buy Local Bonus and explore new opportunities to activate the downtown core in cost effective, unique and creative ways. Give our locals continual opportunities to explore and reconnect with our downtown.
- Continue to work with TBID to support their programs to bring visitors to our city.
- When funding is available, support one-time promotions to support a thriving downtown and expand the support of neighborhood business districts, that can be supported by the local community.
- Connect existing and new businesses to resources to help them thrive and thus supporting both jobs and the quality of life for our community members.
- Advocate for ease of access to downtown, reengaging locals and inspiring ownership of the heart of our city while creating a sense of belonging with consideration around smart growth and affordability.

2. Community Engagement and Quality of Life:

- Support placemaking efforts by promoting Public Art programs and identifying additional opportunities for public art throughout the city.
- Raise the awareness of San Luis Obispo being an “arts” destination by seeking opportunities to improve the quality and quantity of arts available to the community members and visitors of SLO. The promotional efforts of arts should include visual, performing, culinary and permanent/temporary public art installations.
- Continue to emphasize the quality of life for all the community members and visitors to San Luis Obispo through the support of programs and grants which focus on this goal.
- Continue implementation of the Monterey/Mission Plaza downtown concept plan.
- Explore options that expand childcare, after school classes, and Parks and Recreation programs so families have a better opportunity to earn a livable household income.

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3. Diversity, Equity and Inclusion:

- Expand support for programs which provide opportunities to include all community members in a safe and welcoming way.
- Continue to work with a wide-ranging group of nonprofits and community organizations to ensure that all community members of San Luis Obispo have access to diverse cultural opportunities.

4. Climate Action and Destination Stewardship:

- Support implementation of the City of SLO Climate Action Plan which has the goal of carbon neutrality by 2035 including the work of sustainable tourism.
- Support enhanced bike and pedestrian infrastructure throughout the city. Continue planned buffered and green-striped bike lanes while seeking new opportunities for additional pedestrian safety measures.
- Support access to shared bike programming which would make e-bikes more accessible to community members and visitors.
- Support the improvement of public transportation to provide safe access for community members to employment, shopping and community resources without long waits and route changes. Explore public and private partnerships with locally owned and operated transit routes to expand services provided.
- Support investment in improvements to the city recycling program including compostable containers, coated papers and more plastics so more items can be recycled leading to less waste.
- Advocate for continuing the traffic calming measures on all major streets in town, including Johnson, Foothill and the South Broad Street corridor.
- Continue to educate new businesses on our current policies and priorities so that community members are aware of and following the City's programs.
- Consider major changes to downtown thoroughfares like those adopted in [Lancaster, CA](#).
 - Pedestrian involved collisions have decreased by 78%
 - Motor vehicle collisions decreased by 38%
 - 57 new businesses have opened on Lancaster BLVD
 - Retail sales of increased by 57%
 - Revenue from the downtown area has increased 119% from 2007 to 2012

5. Homelessness Support: Mental Health + Safety:

- Support the continuation to increase the support of programs to address the concerns of the community members and how it relates to the unhoused community.
- Support the expansion the support of local programs and organizations which offer resources for the unhoused community including: reunification efforts, outreach, mental/health care access, education, shelter and housing opportunities.

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Closing

The Promotional Coordinating Committee is tasked with improving the quality of life for the community members of San Luis Obispo and we thank you for the opportunity to provide our perspective into your goal setting process. The PCC will take direction provided by Council and write our goals to fit the finalized objectives so that we are working together to reach our mutual goals of continuing to make the city of SLO an even better place to live, work and play.

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Tourism Business Improvement District

Background

The Tourism Business Improvement District (TBID) Board recommends that City Council continue with the existing adopted Major City Goals for 25-27 as these goals continue to align with the priority values and needs of the community. However, the TBID recommends the addition work program as outlined below.

Goals

1. Economic Development & Fiscal Sustainability: In collaboration with local partners, continue to support economic development and a thriving local economy by supporting local businesses, arts and culture, downtown vitality, practicing fiscal responsibility, paying down unfunded pension liabilities, and investing in critical infrastructure.
 - Proposed Work Program Focus Areas + Additions:
 - Foster economic development to support the vitality of downtown and outlying business districts. Support and provide programs for the business community + beautification so SLO remains a vibrant and attractive place to live, work and visit.
 - Continuance of a conference center feasibility study.
 - Support efforts to drive more midweek corporate business demand in the city.
 - Streamline permitting for future development.
 - Evaluate parking needs downtown, at sports venues and elsewhere to accommodate added demand and encourage visitation.
 - Expand the economic development commitment of the city to support new ways of doing business and reduce business development barriers. Economic recovery supports local jobs and the local economy.
 - Prepare for the increase in overall hotel rooms in the county by supporting and growing the awareness of San Luis Obispo as a leisure and small meetings destination.
 - Ensure that the City and Cal Poly, as well as other large employers are aligned and ready to collaborate.
2. Diversity, Equity & Inclusion: In response to our commitment to making San Luis Obispo a more welcoming and inclusive city for all, continue to develop programs and policies to support diversity, equity and inclusion initiatives and advance the recommendations of the Office of DEI.

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- Proposed Work Program Focus Areas + Additions:
 - Expand engagement and education to support and foster safe and welcoming opportunities throughout the community.
 - Continue to work with a wide-ranging group of nonprofits and community organizations to ensure that the residents of San Luis Obispo are exposed to diverse opportunities to all segments of our local community.
 - Build connection between diverse community populations (Cal Poly, Business, Residents, Visitors).

- 3. **Housing and Homelessness:** To expand housing options for all, continue to facilitate the production of housing, including the necessary supporting infrastructure, with an emphasis on affordable and workforce housing. Collaborate with local nonprofit partners and the county, the state, and federal governments to discover and implement comprehensive and effective strategies to reduce chronic homelessness.
 - Proposed Work Program Focus Areas + Additions:
 - Prioritize helping alleviate unhoused population issues as much as possible.
 - Getting the unhoused population housed and/or relocated from high-traffic areas like downtown to benefit tourism through the visitor experience.
 - Addressing safety concerns from the general population related to the impacts from the unhoused population so residents and tourists can feel safe while enjoying activities in San Luis Obispo.
 - Address affordable housing as an economic issue and barrier to resource retention and business attraction.
 - Encourage smart growth in housing and other services that make San Luis Obispo a place where people want to be.
 - Continue to facilitate the production of affordable and workforce housing so our workforce doesn't have to live so far away. Support and encourage affordable, on campus student housing options to free up rental housing.
 - Implement comprehensive and effective strategies to reduce chronic homelessness.

- 4. **Climate Action, Open Space & Sustainable Transportation:** To proactively address the climate crisis, continue to update and implement the Climate Action Plan for carbon neutrality, including preservation and enhancement of open space and the urban forest, alternative and sustainable transportation, and planning and implementation for resilience.
 - Proposed Work Program Focus Areas + Additions:

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- Expand regional transportation options in collaboration with Visit SLO CAL and other partners to encompass a more regional approach (to/from Santa Maria to working centers in San Luis Obispo and airport/train station to key SLO locations including downtown, Cal Poly, and hotels).
- Continue to ensure the city has places for people to gather for events, but also to experience the nature and beauty of the central coast.
- Develop a comprehensive plan related to the increased likeliness of extreme weather events (fire, flooding, etc.), to help encourage a healthy city and keep insurance costs down for residents and businesses.
- Consider economically supporting buildings that install solar and other offsetting components.

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Tree Committee

Background

The Tree Committee recommends the City Council consider the following goals that support effectively managing the City's urban canopy.

Goals

1. Update the Tree Regulations in the Municipal Code based on Ordinance review, Advisory Body Case Study Report, and recent California State Laws.
2. Implement near-term Community Forest Plan goals as feasible and lay groundwork for achieving mid- and long-term goals.
3. Foster community engagement for trees in public places.