

# MAJOR CITY GOALS AND 2025-27 WORK PLAN



The City of San Luis Obispo's Major City Goals were developed through careful deliberation by the City Council with input from the community to advance a vision of San Luis Obispo's future. The two-year Major City Goal Work Plan establishes the top priorities to help accomplish the vision and goals during fiscal years 2025-26 and 2026-27.

## VISION

The City of San Luis Obispo is a dynamic community embracing its future while respecting its past with core values of civility, sustainability, diversity, inclusivity, regionalism, partnership, and resiliency

## MAJOR CITY GOALS

The critical focus areas to achieve the vision





## Cultural Vitality, Economic Resilience, and Fiscal Sustainability

- Improve the local business environment, support Downtown vitality, and help businesses thrive
- Support the cultural arts, including the Cultural Arts District
- Support initiatives to assist the local workforce to develop the skills needed to secure quality jobs and local businesses and employers to attract and retain talent
- Promote the City as an appealing community for people to live, work, visit, and invest
- Balance operational needs and infrastructure investments with consideration of the long-term fiscal sustainability of the City organization



## Housing & Neighborhood Livability – Healthy, Safe, and Affordable

- Facilitate sustainable growth that aligns with climate, economic, and housing goals
- Promote the expansion and diversification of housing opportunities for all
- Ensure housing is safe, healthy, and affordable, while facilitating stronger protections for renters
- Foster diverse, connected, and safe neighborhoods that are livable for all



## Infrastructure and Sustainable Transportation

- Advance street safety improvements and support Vision Zero goals for all road users
- Continue implementation of the Active Transportation Plan, including expansion of multimodal transportation networks to improve connectivity, advocating for regional financial support as necessary.
- Ensure public spaces, roads, and utilities are well maintained and sufficient to support planned future growth and development
- Build out park infrastructure to support community recreation and accessibility
- Support policies and programs aimed at expanding mass transportation and public transit



## Diversity, Equity, and Inclusion

- Support increased access and belonging for all community members
- Facilitate programs and initiatives to support diverse community engagement and representation, including climate justice initiatives
- Operationalize inclusive practices in City processes and policies
- Foster an inclusive organizational culture with equitable practices in recruiting, hiring, and retention



## Homelessness Response

- Collaborate with partners to prevent and reduce homelessness
- Leverage external funding with regional partners to expand crisis response and continuum of shelter and support programs
- Implement the Homelessness Response Strategic Plan (HRSP)
- Refine approaches to reduce the impacts of homelessness to balance safety, health, and community well-being



## Open Space, Climate Action, and Resilience

- Continue implementation of the Climate Action Plan and Lead by Example Plan Work Programs
- Implement disaster mitigation efforts to reduce risks from floods and fires
- Strengthen community resilience through emergency preparedness, community networks, and planning efforts
- Protect, sustain and advance open space and natural and historic resources
- Expand trail connectivity and accessibility to support biking, hiking, and outdoor enjoyment for all community members

# Cultural Vitality, Economic Resilience, and Fiscal Sustainability

## 1 - Improve the local business environment, support Downtown vitality, and help businesses thrive

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- a. Finalize a Community Work Force Agreement to support future construction work for the Prado Interchange and Public Safety Center projects.
  - b. Implement a Business Welcome program to support business attraction, retention and expansion efforts including start up checklists for the 18 most common business types.
  - c. Create a disaster preparedness and resiliency guide for businesses and host an annual training.
  - d. Work with partners to create a roadmap for the development of a potential conference facility in Downtown SLO.
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## 2 - Support the cultural arts, including the Cultural Arts District

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- a. Complete the construction of the Mission Plaza Project to enhance the experience of the plaza and downtown.
  - b. Complete the construction of the Cultural Arts District Parking Structure.
  - c. Complete the update to the City's Historic Resources Inventory. Complete initial phase of the project updating the Historic Preservation Ordinance and Historic Context Statement (Phase 1) and complete the update of the Historic Resources Inventory (Phase 2).
  - d. Implement the City's Lease and Grant Agreements with SLO REP to support construction of the new theater and a successful opening.
  - e. Manage the tennanting and ongoing operations of a vendor in the Mission Plaza kiosk.
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## 3 - Support initiatives to assist the local workforce to develop the skills needed to secure quality jobs and local businesses and employers to attract and retain talent

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- a. Work with CAPSLO to provide up to nine grants to support new and expanded private childcare options and evaluate other approaches, e.g. permit fee subsidy, if needed.
  - b. Evaluate opportunities to partner with Cal Poly, SLCUSD, and County for employer-supported childcare programs.
  - c. Support the creation or expansion of coworking opportunities, such as the the Hothouse, or other shared resource facilities to lower the barriers to entry for new businesses and provide opportunities for community members to build skills.
  - d. Analyze and annually share relevant data and insights from the business retention and expansion program regarding labor needs with industry and workforce training partners.
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## 4 - Promote the City as an appealing community for people to live, work, visit, and invest

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- a. Implement the approved brand strategy to continue to build awareness of San Luis Obispo as a destination and increase occupancy in hotels.
  - B. Create a program to support business-led efforts to identify and promote business areas throughout the City.
  - c. Conduct a study session with the City Council to explore innovative and alternative funding methods to address the needs of business areas throughout the City.
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**5 - Balance operational needs and infrastructure investments with consideration of the longterm fiscal sustainability of the City organization**

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- a. Develop and implement a long-term strategy to address the forecasted General Fund deficit in the 2027-29 Financial Plan period.

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- b. Conduct an RFP process to evaluate banking service providers that will provide secure banking services at the best value to the City.

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- c. Conduct an RFP process to identify a consultant to prepare the City's annual cost allocation plan to ensure that enterprise funds are appropriately reimbursing the General Fund for services provided to them.

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- d. Refine the administration of the City's business license and business tax program to enhance consistency of communications and clarity around enforcement actions in order to maximize collection of business tax revenue.

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- e. Complete an analysis of the existing infrastructure financing program and develop a plan to implement improvements that enhance transparency and efficiency.

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# Diversity, Equity, and Inclusion

## 1 - Increase access and belonging for all community members

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a. Provide an annual update and receive feedback on City DEI efforts at the Diversity Partners Network (DPN), which includes representatives from Cal Poly, Cuesta College, and other local organizations involved in the diversity, equity, and inclusion space.

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c. Conduct an annual Community Academy program including application outreach to underserved and underrepresented communities.

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d. Host at least two listening sessions with minority- and women-owned businesses (MWOBs) to receive input on the tools they need, and any barriers to overcome, to be successful business owners in the community.

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e. Develop and distribute to the community and partners a brief annual report from the Office of DEI highlighting outcomes and results of DEI work.

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f. Complete the portion of the Broadband Plan funded through the Last Mile Federal Funding Account.

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## 2 - Facilitate programs and initiatives to support diverse community engagement and representation

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a. Implement a communications plan to provide education and information about the City's new Citywide Single Voting System.

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b. Lead a City advisory body section of the Diversity Coalition's annual Board Leadership Training, aimed at removing barriers for representation of underserved and underrepresented groups on City advisory bodies.

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c. Provide annual and on-demand training of the City's Public Engagement and Noticing Manual for applicable City employees, including updates to better reach underserved and underrepresented communities.

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d. Develop and distribute a "how to" guide in Spanish and other languages on how to participate in public meetings and share public comment.

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e. Incorporate land acknowledgement into City Council meetings and advisory body meetings.

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## 3 - Operationalize inclusive practices in City processes and policies

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a. Create a Citywide Title VI Implementation Plan and other required documents.

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b. Annually review four City policies and practices, as identified by City departments and the Office of DEI, to ensure inclusive language and processes.

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c. Embed equity considerations into the City financial planning and budget process such as updating the Significant Operating Budget Change form.

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## 4 - Foster an inclusive organizational culture with equitable practices in recruiting, hiring, and retention

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a. Develop and implement equity and inclusivity training for staff of all levels (Directors, Managers, Staff, etc.).

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b. Develop and implement a set of DEI-focused best practices in screening and interviewing processes, such as blind application review.

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c. Take the San Luis Obispo County Family-Friendly Workplace Assessment and implement any recommendations as feasible.

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d. Integrate DEI requirements into performance evaluations for management level positions which can include, but is not limited to training, team development, and project implementation.

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e. Annually report out on demographic data collected in NeoGov for City job applicants and Oracle for paid advisory body members and identify targeted strategies to address potential equity gaps.

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# Housing and Neighborhood Livability – Healthy, Safe, and Affordable

## 1 - Facilitate sustainable growth that aligns with climate, economic, and housing goals

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- a. Organize a focus group to explore barriers to residential infill development—including specific discussions about the Downtown Core—and produce a memo to Council to help guide updates to the Zoning Regulations.
  - b. Conduct a study session on the status of the City's growth management regulations.
  - c. Conduct a study session on implications and implementation of State Fire Hazard maps for local responsibility areas.
  - d. Implement actions and requirements of the State Fire Hazard Severity maps
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## 2 - Promote the expansion and diversification of housing opportunities for all

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- a. Conduct an educational forum and improve the implementation of Below Market Rate (BMR) best practices to market and streamline the purchase and rental process for BMR units.
  - b. Create an informational handbook to assist the community in understanding state and local regulations for the development of ADUs and the creation of Urban Lot Splits and evaluate options for adopting pre-approved ADU plans.
  - c. Annually, or as needed for compliance, and by obtaining information from housing partners, complete updates to the Zoning Regulations to implement state law and to address identified barriers to affordable housing and housing production.
  - d. Work with SLOCOG to determine the City's RNHA allocation for the 7th Cycle Housing Element Update.
  - e. Initiate an update to the 7th Cycle Housing Element through the creation of an RFP for consultant services.
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## 3 - Ensure housing is safe, healthy, and affordable, while facilitating stronger protections for renters

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- a. Conduct a study session with the City Council to identify needs and opportunities regarding renter protections, based on the memo produced in 2024, and receive direction on items for further consideration and development.
  - b. Conduct a study session with the City Council on potential Rental Housing Registry. This study session would discuss parameters of potential registry and discussion of resources needed for establishment and ongoing maintenance of registry.
  - c. Adopt and implement updated California Building Standards and local amendments (building code)
  - d. Create a strategic plan for the safe housing program, and conduct outreach and engagement with a focus on both tenants and landlords.
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## 4 - Foster diverse, connected, and safe neighborhoods that are livable for all

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- a. Initiate an update to the Tree Regulations to streamline housing projects.
  - b. Conduct a study session with Council on Code Enforcement priorities related to safe/livable neighborhoods and receive feedback on priorities. Discuss potential updates to property maintenance standards.
  - c. Update property maintenance standards to ensure they align with City priorities related to safe and livable neighborhoods and housing.
  - d. Create a project plan and standard operating procedures for Community Development enforcement of zoning code regulations pertaining to greek houses. Consider potential updates to zoning code to facilitate efficient regulation of greek houses.
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# Homelessness Response

## 1 - Collaborate with partners to prevent and reduce homelessness

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- a. *Data* - Support efforts to improve data access between City, County and service providers to more effectively facilitate connecting unhoused individuals to shelter and services. Identify data platform needs and develop implementation plans.
  - b. *Prevention* - Collaborate quarterly with SLO County and housing and homeless services providers to streamline resources to enable individuals and families to remain in housing.
  - c. *Homeless Services* - Meet monthly with CAPSLO to support effectiveness of the 40 Prado Homeless Service Center, including updates to Good Neighbor Policy which will be presented to Council in Q2 of FY25-26.
  - d. *Justice Services* - Continue and expand collaborations between the City Attorney/City Prosecutor, SLOPD & SLO Fire (CAT/MCU/CSOs/LPTs), County Behavioral Health, and SLO Courts to coordinate criminal warrant and Municipal Code criminal misdemeanor prosecution efforts to enhance criminal diversion, social services, and specialty court connections, including mental health, drug and alcohol, veteran's support, CARE Court, conservatorship and housing and benefits services.
  - e. *Regional Compact* - Work with SLO County jurisdictions to develop and execute regional MOU to clearly outline jurisdictional responsibilities to prevent and address homelessness, create accountability measures, and ensure equitable resource allocations.
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## 2 - Leverage external funding to expand crisis response and continuum of shelter and housing programs with regional partners

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- a. *Homekey* - Utilize State Homekey funding to implement Calle Joaquin Homekey project, providing 75 permanent supportive housing units which are scheduled to be fully occupied in Q1 of FY-25.
  - b. *Encampment Resolution Funds* - Complete outreach work as described in the City's Subrecipient Agreement with SLO County for implementation of the Welcome Home Village project to address encampments along the Bob Jones Bike Trail.
  - c. *Other Funding Opportunities* - Actively seek and vet additional funding sources to expand crisis response efforts and continuum of shelter programs in collaboration with regional partners. Report on any progress to Council in Q4 of FY26-27, unless grant applications are brought to Council for approval in advance of that timeline.
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## 3 - Implement the Homelessness Response Strategic Plan (HRSP)

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- a. *Safe Parking* - Facilitate implementation of the Rotating Overnight Safe Parking Pilot Program in partnership with CAPSLO and local faith community partners to expand safe parking capacity and address vehicular homelessness.
  - b. *Hotel Voucher Program* - Continue implementation of Hotel Voucher Program to provide expanded capacity at 40 Prado Homeless Services Center as the CAPSLO Family Shelter is developed at 46 Prado Rd.
  - c. *Feedback Sessions* - Conduct feedback sessions with six key stakeholder groups to inform updates to the HRSP and address specific issues related to health, safety, and community well-being for each stakeholder group.
  - d. *HRSP Update* - Update the HRSP for 2027-2031 in alignment with the Countywide Plan to Address Homelessness.
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#### **4 - Refine approaches to reduce the impacts of homelessness to balance safety, health, and community well-being**

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a. *SLOPD CAT & CSO Teams* - Continue/refine operation of a coordinated homelessness response including the Police Department's Community Action Team (CAT), Licensed Psychiatric Technician contracted through the County's Behavioral Health Department and a Community Service Officer (CSO). Identify potential funding sources to ensure sustainability of CAT and CSO positions.

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b. *SLOFD MCU Team* - Continue/refine operations of the Fire Department's Mobile Crisis Unit (MCU), including integration of a Licensed Psychiatric Technician contracted through the County's Behavioral Health Department. Identify potential funding sources to ensure sustainability of MCU positions.

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c. *Outreach & Coordination* - Facilitate bi-weekly interdepartmental field team meetings and bi-weekly inter-agency outreach meetings to coordinate outreach, enforcement, and encampment cleanup efforts to reduce community-wide impacts of homelessness.

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d. *Ask SLO* - Receive and respond to community member Ask SLO requests related to homelessness response and transient encampments to more efficiently address health and safety concerns. In response to Ask SLO requests, Homelessness Response staff will coordinate Field Team process for posting camps, conducting outreach, storing belongings, addressing cleanup needs, and tracking data in alignment with the City's CAMP Standards.

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e. *Environmental Mitigation* - Coordinate efforts to mitigate environmental impacts and protect creek systems in collaboration with regional agencies including quarterly meetings with Caltrans, CHP, and SLO County. Develop and implement a Vegetation Management Plan.

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# Infrastructure and Sustainable Transportation

## **1 - Advance street safety improvements and support Vision Zero goals for all road users**

- a. Start construction of the 2025 Arterials Paving project which could include streets such as Sacramento Dr, Tank Farm, and Calle Joaquin depending on available funding.
- b. Start construction of the 2026 Roadway Sealing Project in Pavement Areas 2 & 3.
- c. Start construction of the South/King Traffic Signal.
- d. Start construction of the California/Taft Roundabout.

## **2 - Continue implementation of the Active Transportation Plan, including expansion of multimodal transportation networks to improve connectivity, advocating for regional financial support as necessary.**

- a. Start construction of the Higuera Complete Streets Project.
- b. Complete the South Broad St. Corridor Plan and initiate Demonstration Project.
- c. Complete public outreach and concept design for the Foothill Complete Streets project.
- d. Promote the Roll and Stroll Education Campaign.
- e. Bring final recommendation for Grand Avenue to Council to be implemented with the 2027 Paving Project.

## **3 - Ensure public spaces, roads, and utilities support future growth and development**

- a. Finalize the design plans for construction of the Prado Bridge Widening Project.
- b. Complete the WRRF Expansion Project.
- c. Complete the Prado Interchange Final Value Engineering Report and Council Update.
- d. Evaluate and implement EV firefighting tools and technology to protect waterways and infrastructure.

## **4 - Build out park infrastructure to support community recreation and accessibility**

- a. Start construction of Righetti Ranch Park (Phase 1).
- b. Start construction of Devaul Ranch Playground Replacement Project.
- c. Advertise for construction bids for the Emerson Park Replacement Project.

## **5 - Support policies and programs aimed at expanding mass transportation and public transit**

- a. Execute new SLO Transit Operations and Maintenance Agreement.
- b. Reinstate transit services to pre-pandemic levels.
- c. Increase route frequency and reduce headways consistent with recommendations of the 2025 Short Range Transit Plan.
- d. Provide transit service to San Luis Ranch and Avila Ranch neighborhoods.
- e. Expand and promote the Downtown Access Pass (DAP) program.

# Open Space, Climate Action, and Resilience

## 1 - Continue implementation of the Climate Action Plan (CAP) and Lead by Example (LBE) Plan Work Programs

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- a. Adopt and implement updated energy reach codes (e.g., local amendments to the 2025 California Energy Code) (CAP)

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- b. Work with CAPSLO to complete the Department of Energy Buildings Upgrade Prize pilot projects (installing energy efficiency upgrades in 10 low-income occupied manufactured homes) and report to Council on potential energy bill savings next steps (CAP)

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- c. Complete the 2027-2031 Climate Action Plan and GHG Inventory Update (CAP)

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- d. Complete publicly accessible EV charging projects at the Cultural Arts District Parking Structure.

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- e. Complete publicly accessible EV charging projects at the Cultural Arts District Parking Structure and various City property while continuing to develop policy and funding resources to expand access to EV charging infrastructure on public and private property (CAP)

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- f. Convene circular economy stakeholder forum to inform future circular economy actions (CAP)

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- g. Partner with the IWMA to create waste education materials for HOAs and property managers, focusing on food waste diversion in high-turnover multi-family complexes. (CAP)

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- h. Develop and adopt internal polices focused on zero emissions buildings, facilities, and vehicles (LBE)

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- i. Complete investment grade audits for building electrification retrofits at Swim Center, City Hall, and Corporation Yard (LBE)

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- j. Conduct a year-long campaign to connect employees to low emissions commute options (LBE)

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## 2 - Implement disaster mitigation efforts to reduce risks from floods and fires

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- a. Complete Construction of the Mid-Higuera Bypass Project

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- b. Conduct a Study Session and achieve Council's strategic direction regarding defensible space and home hardening policies and programs

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- c. Complete the Vegetation Management Plan (VMP)

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- d. Treat at least 25 acres of vegetative fuels in high wildfire risk areas of City creeks and Open Space

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- e. Complete Waterway Management Plan, Volume 1 update

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## 3 - Strengthen community resilience through emergency preparedness, community networks, and planning efforts

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- a. Launch comprehensive community outreach and engagement opportunities on a quarterly basis that (i) provide general climate resilience and disaster preparedness resources, (ii) incorporate climate justice considerations in scheduling, location, and content, and (iii) support the projects described in MCG tasks 2b, 2c, and 2e

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- b. Empower community organizations to host "pop-up" resilience hub events and support block and neighborhood-level preparedness efforts

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- c. Evaluate CERT/ LISTOS program alternatives for community engagement and resiliency. Evaluate community receptivity to FIREWISE community designations

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- d. Conduct a study session to consider options for funding stormwater and / or creek maintenance and flood preparedness in support of CASE programs

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**4 - Protect, sustain and advance open space and natural and historic resources**

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- a. Pursue priority land conservation opportunities to expand the Greenbelt; identify funding opportunities and resources; and engage with priority landowners on an annual basis.
  - b. Complete Johnson Ranch Open Space Riparian Restoration Project
  - c. Revive traditional ecological knowledge and cultural activities on City Open Space through annual engagement and dialogue with the leadership of local indigenous tribes
  - d. Plant at least 125 native trees in Open Space through partnerships in furtherance of the 10 Tall goal
  - e. In partnership with Friends of La Loma Adobe, complete property boundary adjustment, initiate structural stabilization of the adobe, and complete trailhead connection as part of the Reservoir Canyon Natural Reserve
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**5 - Expand trail connectivity and accessibility to support biking, hiking, and outdoor enjoyment for all community members**

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- a. Implement Firefighter Trail realignment at Reservoir Canyon Natural Reserve
  - b. Implement HiBar and Panorama Trail extensions at Miossi Open Space
  - c. Initiate Morro View to Durata Vista Connector Trail at Irish Hills Natural Reserve
  - d. Enhance accessibility for all through bilingual docent led hikes, Jr. Ranger Camp scholarships, and environmental education
  - e. Develop a sustainable trail strategy plan that incorporates passive recreation, public amenities, and equitable access, while ensuring natural resource protection
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