

CITY OF SAN LUIS OBISPO

Economic Development Strategic Plan

OCTOBER 16, 2012

Revised March 17, 2015





CITY OF SAN LUIS OBISPO | Economic Development Strategic Plan

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EXECUTIVE SUMMARY

The Need for an Economic Development Strategic Plan

San Luis Obispo is a one of a kind City. It is surrounded by natural beauty and outdoor recreation opportunities, and enjoys a small-town atmosphere with the vibrancy of the university environment. For these reasons, San Luis Obispo is a desirable place to live. However, there are barriers to workforce-aged people living in the City primarily due to a lack of stable, head-of-household jobs with career ladders, benefits, and pay that can sustain a household. To this end, in the 2011-13 Financial Plan the City Council established a goal to focus more on economic development and head-of-household job creation. The Economic Development Strategic Plan (EDSP) works towards that goal.

Local Economic Conditions and Key Findings

The EDSP formulation process focused on meaningful public engagement and comprehensive data gathering and analysis. Due to extensive previous work, the EDSP effort was able to build on a strong foundation as well as draw on the knowledge and guidance of community members. The input received from the community and key insights gleaned from the data gathering and analysis led to a set of findings and recommended strategies that build on existing efforts and add new elements to the City's Economic Development Program.

Strategies and Implementation

The EDSP focuses on creating a system that supports and sustains industries generating head-of-household jobs. This plan provides a prioritized list of twenty-five actions aimed at fostering the conditions, relationships, and resources that enable and encourage the private sector to create well paid, career-oriented jobs on a consistent basis. While the EDSP has a five-year implementation period, the success or failure of this framework should not be measured by specific transactions or projects but by aggregate results over time.

The economic development strategies are organized into the following four major categories that reflect the most significant local opportunities and challenges:

1. Break Down Barriers to Job Creation
2. Actively Support Knowledge & Innovation
3. Promote and Enhance the San Luis Obispo Quality of Life
4. Build on Existing Efforts and Strengthen Regional Partnerships

Implementation of the EDSP will advance the economic vitality of the City and encourage job creation, with a concentrated focus on head-of-household jobs, support for infrastructure development, public-private and public-public partnerships, and business retention and expansion.

1. INTRODUCTION & SUMMARY

In early 2011, the City of San Luis Obispo initiated the Economic Development Strategic Plan (EDSP) project in response to City Council direction. The EDSP is the first step in achieving the Council's 2011-2013 Major City Goal to "increase the focus on economic development and support creation of head-of-household jobs through developing strategies for infrastructure, focusing on promising growth sectors, and expediting desired economic activity."

This Chapter introduces the purpose of the EDSP, defines a head-of-household job, explains the process for developing the EDSP, and provides an overview of the economic development strategies. Chapter 2 provides a snapshot of local demographic and economic conditions, and Chapter 3 lays out the economic development strategy and metrics for measuring achievements over the five-year life of the plan. The EDSP focuses on the above objectives and complies with the General Plan. The General Plan sets overall goals and policies related to growth and character of different areas of the City.

The purpose of the San Luis Obispo Economic Development Strategic Plan is to develop and prioritize strategies for achieving the City Council's Major City Goal to "Increase focus on economic development. Support creation of head-of-household jobs through developing strategies for infrastructure, focusing on promising growth sectors and expediting desired economic activity. Expand collaboration with Cal Poly, Cuesta, business community, and responsible agencies."

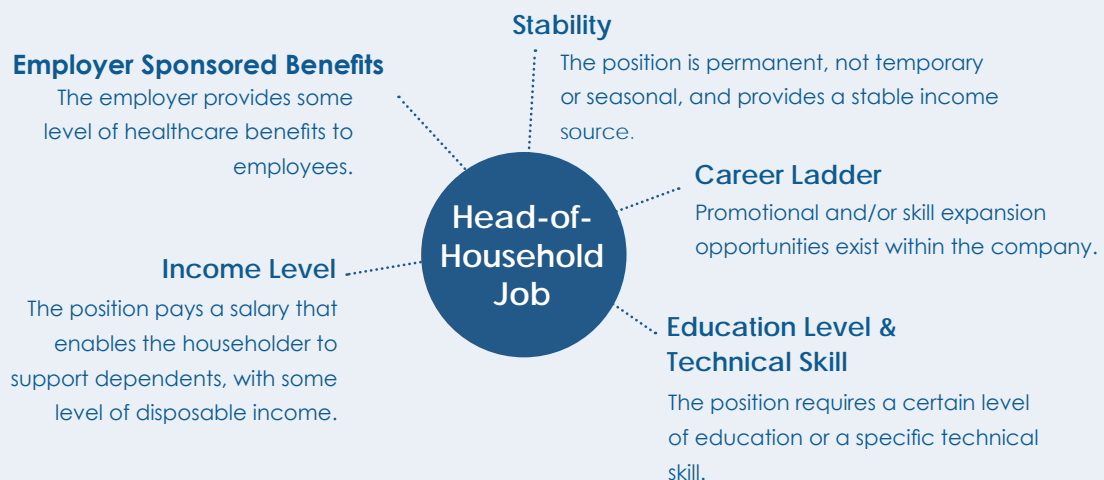
HEAD-OF-HOUSEHOLD JOB DEFINED

The City's Economic Development Steering Committee identified five factors that define a head-of-household job in San Luis Obispo:

- **Income Level** - the position's salary enables the employee to support dependents with some level of disposable income,
- **Employer Sponsored Benefits** - the employee receives some level of healthcare benefits,
- **Stability** - the position is permanent and provides a stable income source,
- **Career Ladder** - there are opportunities for promotions and/or skill expansion, and
- **Education Level and Technical Skill** - the position requires a certain level of education or skill.

Figure 1 provides an illustration of head-of-household job characteristics. Based on the work of the Steering Committee, the EDSP uses the "Self-Sufficiency Standard" developed by the Center for Women's Welfare for a model of income measurement for Head-of-Household jobs. The Self-Sufficiency Standard is a performance measure that provides realistic and detailed data on what individuals need to be self-sufficient. Information used to develop the standard comes from multiple sources including the U.S. Census and the U.S. Department of Agriculture. The standard uses market-specific costs for housing, childcare, food, transportation, health care, tax credits, and other miscellaneous expenses to define the minimum annual income a head-of-householder needs to make ends meet. For the SLO-Paso Robles Metropolitan Statistical Area, the most recent self-sufficiency standard information was released in 2011.

Figure 1. Head-of-Household Job Characteristics



For the SLO-Paso Robles Metropolitan Statistical Area, the self-sufficiency standard income ranges from \$26,193 to \$93,314 depending on the household size and age of the children. Table 1 presents some representative figures for households in San Luis Obispo County.

Analysis shows that the minimum income necessary to purchase the median priced (currently \$463,800) home in the City is a combined income of \$77,000. As 85 percent of SLO households do not have children under 18, the minimum income needed to purchase a home for two adults with no children would be very close to the self-sufficiency income standard of \$37,491 per adult (See Table 1).


For the purposes of this EDSP, the definition of Head-of-Household job is critical for measuring the progress toward creating jobs that help to sustain all types of families in the City of San Luis Obispo. Although the income needed to support a household varies dramatically based on household size, the high cost of housing in San Luis Obispo warrants a minimum income threshold of \$50,000 per adult to be defined as a head-of-household job.

For tracking purposes, the standard for a head-of-household job in San Luis Obispo will include a minimum of four of the five Head of Household Job Characteristics identified in Figure 1. As a result, even jobs that do not fall in the income range will be tracked so long as these jobs offer the other four characteristics including stability, education/technical skill, career ladder opportunities, and employer-sponsored benefits.

Head-of-Household Job Definition

Based on City Council direction, the income level for a head-of-household job was set at \$50,000. This number was determined by multiplying the income per adult for a household with two adults and no children (\$37,491) times two then multiplying that number by two-thirds (rounded to the nearest thousandth). This number will change over time as the Self-Sufficiency Standards are updated.

THE PROCESS

In addition to extensive data collection and analysis, the development of the EDSP employed a highly collaborative process among residents, business leaders, non-profits, other governmental agencies and City staff. One of the core components of this collaboration was the Steering Committee that included representatives from the Economic Vitality Corporation (EVC), Chamber of Commerce, Downtown Association, banking industry, Cal Poly, non-profits, and interested residents. The Steering Committee developed several foundation documents, provided input on the public engagement process, facilitated community workshops, and helped draft final strategies. The public engagement process and data collection and analysis are summarized below (see Appendix A, Chapter 5  for more detailed information).


Adult	Adult with schoolage child	Adult with 2 schoolage children	2 adults with no children	2 adults with schoolage child	2 adults with 2 schoolage children
\$26,193	\$42,105	\$50,451	\$37,491/adult	\$49,650/adult	\$57,562/adult


Source: Center for Women's Welfare, 2011

Figure 2. The Process




Public Engagement

Public engagement included extensive one-on-one interviews and four public workshops. Interviews were conducted with over 30 community members, including representatives from the for-profit business community, local non-profits, City staff, and elected officials. The interviews were comprised of general, open-ended questions intended to invite conversation and encourage a respondent-driven process. This process facilitated the identification of the highest priority issues facing the community (see Appendix A, Section 5.3  Page 43) and guided the formation of the findings and recommended strategies.

The first three workshops encouraged public input on targeted topics relative to economic development. Workshops were facilitated by the City, the Consultant Team, and members of the Steering Committee. Attendees included interested residents, employees, business owners, and representatives from a range of interest groups. The workshops were well attended with approximately 40 participants at each session. The public was made aware of the workshops through advertisements in the local newspaper, postings on the City website, and targeted invitations to community-based organizations and community members. Results from the workshops helped to identify key issues and guided strategy formation and refinement (see Appendix A, Section 5.4  Pages 48 - 51). The fourth workshop was held on June 21, 2012, to gather input on the Public Review Draft EDSP.

The public was also engaged in review of the Draft EDSP at public meetings held by the Planning Commission and the City Council where the advisory body members and officials took input from community members.

Background Research & Analysis

The Consultant Team conducted a comprehensive review and analysis of relevant data, documents, and resources to ensure that the EDSP contains sufficient factual data and is based on an understanding of previous and ongoing economic development efforts. To this end, the EDSP builds on successful accomplishments, particularly the SLO County Economic Strategy, which identifies five industry clusters in the region with the greatest potential to drive local and regional economic prosperity based on recent job growth, export potential, and competitive advantages (see Appendix A, Section 1.3,  Page 6).

This detailed background analysis is included in Appendix A, which summarizes existing resources, identifies opportunity areas for commercial and industrial uses, evaluates market and labor force trends, and evaluates the City's Development Review Process against four other benchmark jurisdictions. A snapshot of this work is included in Chapter 2.

THE PLAN FOR THE CITY'S ECONOMIC DEVELOPMENT PROGRAM INCLUDING HEAD-OF-HOUSEHOLD JOB CREATION

The EDSP culminates in a set of clear, measurable strategies primarily aimed at continuing existing Economic Development programming while adding specific activities and work efforts to support head-of-household job creation over the next five years. Strategies are organized into four areas:

1. Break Down Barriers to Job Creation
2. Actively Support Knowledge & Innovation
3. Promote and Enhance the San Luis Obispo Quality of Life
4. Build on Existing Efforts and Strengthen Regional Partnerships

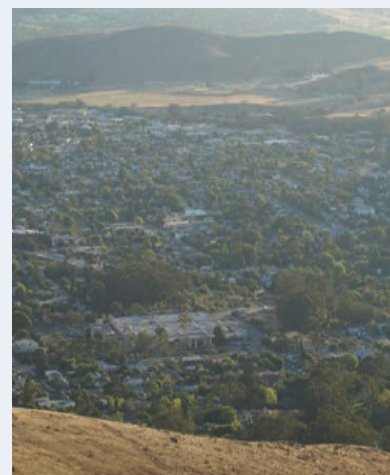
As discussed above, economic development strategies were developed through review of applicable best practices, extensive community engagement, case studies, and input from experts that included City staff, a Steering Committee, and a team of consultants focused on the field of economic development. Key findings were identified for each topic area. While there is a broad range of issues relative to economic development in San Luis Obispo, the EDSP focuses on addressing the highest priority issues with the most tangible, feasible solutions. While not a wholesale adoption of the SLO County Economic Strategy, the City strategies support many of the same aims. The EDSP's strategies are described in detail in Chapter 3, including an implementation matrix with timelines, responsible department, funding sources, and measurements for success, as well as a sequential timeline of strategy implementation.

Top Advantages of Doing Business in SLO:

Arts, lifestyle, and environment

Top Disadvantages of Doing Business in SLO:

Development Review Process and Fees



The Economic Development Strategic Plan Background Report

Background research for the EDSP was compiled in a Background Report (Appendix A). Specific chapters and sections of the Background Report are referenced throughout this document linking findings to supporting demographic and economic findings. Where supporting research is provided there will be an icon and reference to the Background Report. Icons refer to the following chapters:



1. Introduction & Summary of Existing Resources



2. Opportunity Sites



3. Market & Labor Force Trends



4. Development Review Process & Fees




5. Public Engagement

2. LOCAL SNAPSHOT

SETTING

San Luis Obispo is one of California's iconic small cities, with a vibrant small-town character, well-preserved historic buildings, Mediterranean climate, and natural beauty that attracts visitors and inspires devotion in residents. Set in the southern coastal foothills of the Santa Lucia range, it is surrounded by an extensive greenbelt of rolling hills, chaparral, oak woodlands, farms, and vineyards.

The City serves as the County seat, and although it is a small town, it is an important regional center for commerce, education, government, tourism, and agriculture. The City has worked to maintain the vibrancy and economic viability of the Downtown. It is a strong anchor for the community and a prime destination for visitors. Downtown is a critical piece of the quality of life experienced by San Luis Obispo residents (see Appendix A, Section 5.3,  Page 43).

The City has many long-time businesses and institutions, including California Polytechnic State University (Cal Poly) and Cuesta Community College (Cuesta). Bounding the City at its northern edge, Cal Poly attracts a consistent influx of students and serves as an important source of employment, culture, and creativity. Demographic and economic factors highlight the central role that Cal Poly and Cuesta play in the local economy. A high proportion of young people, small household size, and high propensity to rent all reflect the large student population. The colleges sometimes pose a challenge, as student lifestyles can conflict with community priorities and housing demand drives up housing costs, affecting affordability.


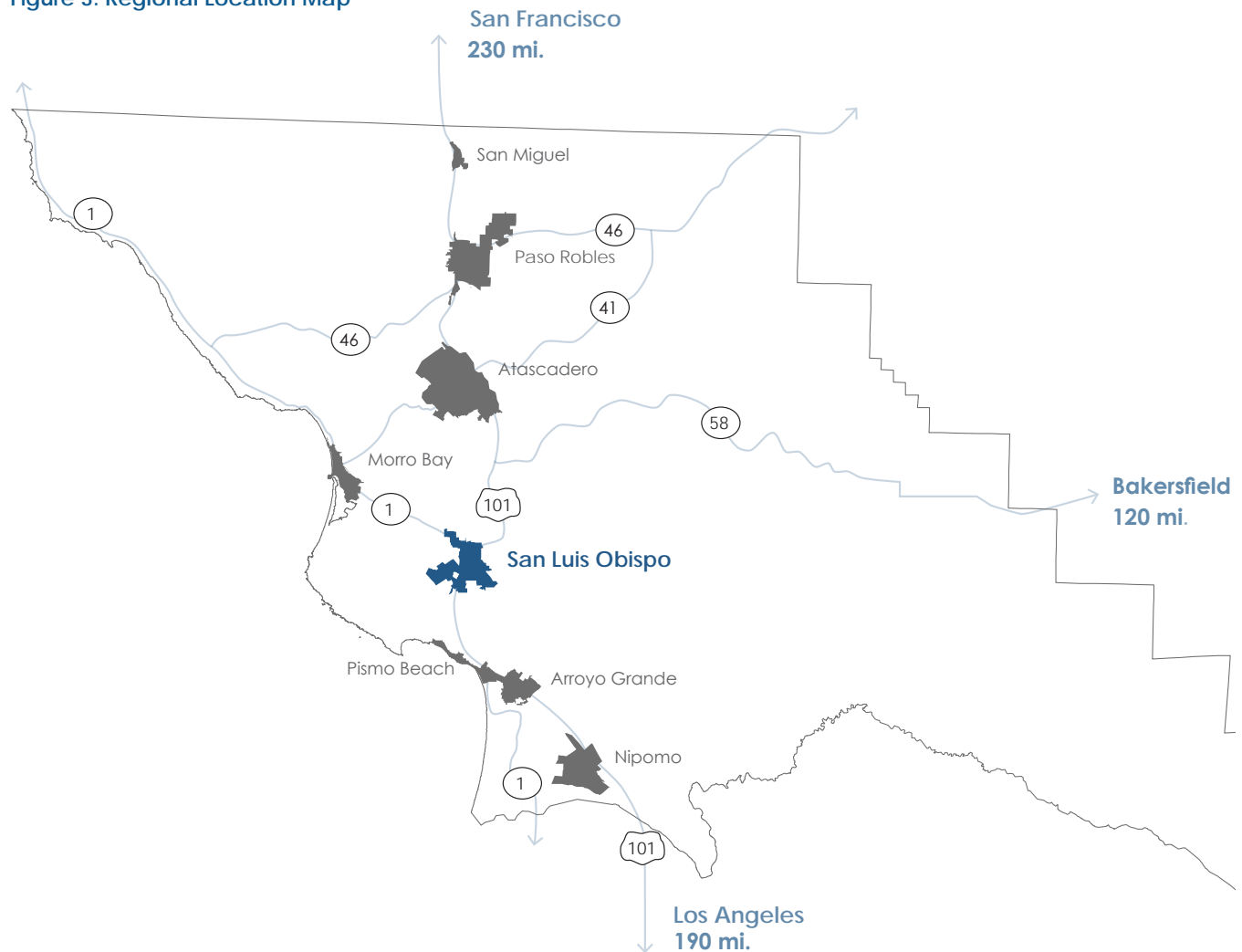
The rest of this Chapter provides a snapshot of the local population, households, jobs and income. More detailed information on market and labor force trends can be found in the Background Report (see Appendix A, Chapter 3  Page 17).



Figure 3. Regional Location Map



POPULATION

The City of San Luis Obispo has a population of approximately 45,000, approximately 16 percent of the County's total population. Over the last 20 years, population in the City has grown by around 3,000, an average rate of 0.4 percent per year, while the County of San Luis Obispo has grown at an average rate of 1.1 percent per year.

Demographics in San Luis Obispo are what one would expect of a somewhat rural, small university town. The majority of the City's population falls between the ages of 20 and 64, workforce population age, and the largest segment by far is age 20 to 24 (almost 30% of the City's population), reflecting the influence of the colleges. The City's retirement age population makes up 12 percent of the population, which is slightly higher than the State average of 11.4 percent.

The City's level of educational attainment is higher than the County's and the State's. Almost half (46%) of the City's population over the age of 25 has at least a bachelor's degree, while one in five have a graduate or professional

degree. Statewide, approximately 30 percent of the population has a bachelor's degree or higher.


HOUSEHOLDS

Table 2 summarizes household statistics for the City, and compares the City to the County and State. The majority of households in the City are comprised of single individuals, and families with children under 18 are the least represented.


Table 2 Household Statistics, 2010			
Household Statistic	City of San Luis Obispo	County of San Luis Obispo	State of California
Percent of population in non-family households	60%	37%	31%
Household Type			
Single Individuals	32%	26%	23%
Families with Children under 18	15%	25%	33%
Percent of households that are renters	61%	40%	44%

Source: US Census Bureau, Table DP-1 Profile of General Population and Housing Characteristics SF1 100% Data, 2010 Census

JOBS AND INCOME

Approximately 57 percent of the City's available labor force, ages 16 and over, is employed. This accounts for over 50 percent of the entire population of the City. The majority of the City's workforce is employed in one of four industry groups (see Appendix A, Section 3.2, Figure 3.16,  Page 25):

- Retail, Accommodation, and Food Services (two related sectors combined)
- Educational Services
- Health Care and Social Assistance
- Professional, Scientific and Technical Services

The sectors employing the most people in the City do not necessarily correspond to those earning the highest wages. Retail, Accommodation, and Food Services is the largest industry group employer in the City and also represents the group with the lowest median annual earnings (approximately \$10,000). The Utilities industry sector, which has the highest median annual earnings, employs only two percent of the workforce. The Information and Public Administration sectors, those with the second and third highest median annual earnings, employ three percent and five percent of the City's workforce, respectively. The Public Administration sector consists of federal, State, and local government agencies. Figure 4 illustrates the relationship between median annual earnings and employment by industry sector. Major employers in San Luis Obispo County by jurisdiction are shown in Table 3.2 of the Background Report (see Appendix A, Section 3.2,  Page 26).

Shifting household income distribution towards higher incomes may be associated with higher housing prices.

Household income distribution in the City is consistent with what one would expect in a university town. The population is spread across the spectrum, with large portions of the population making less than \$10,000 a year (15%) and more than \$100,000 per year (19%). The large percentage below \$10,000 a year is likely due to the high number of students who work part-time. The greatest number of households is in the \$50,000 to \$74,999 income bracket (17%). Overall, about 56 percent of the households earn less than \$50,000 per year (the median household income is \$42,461).


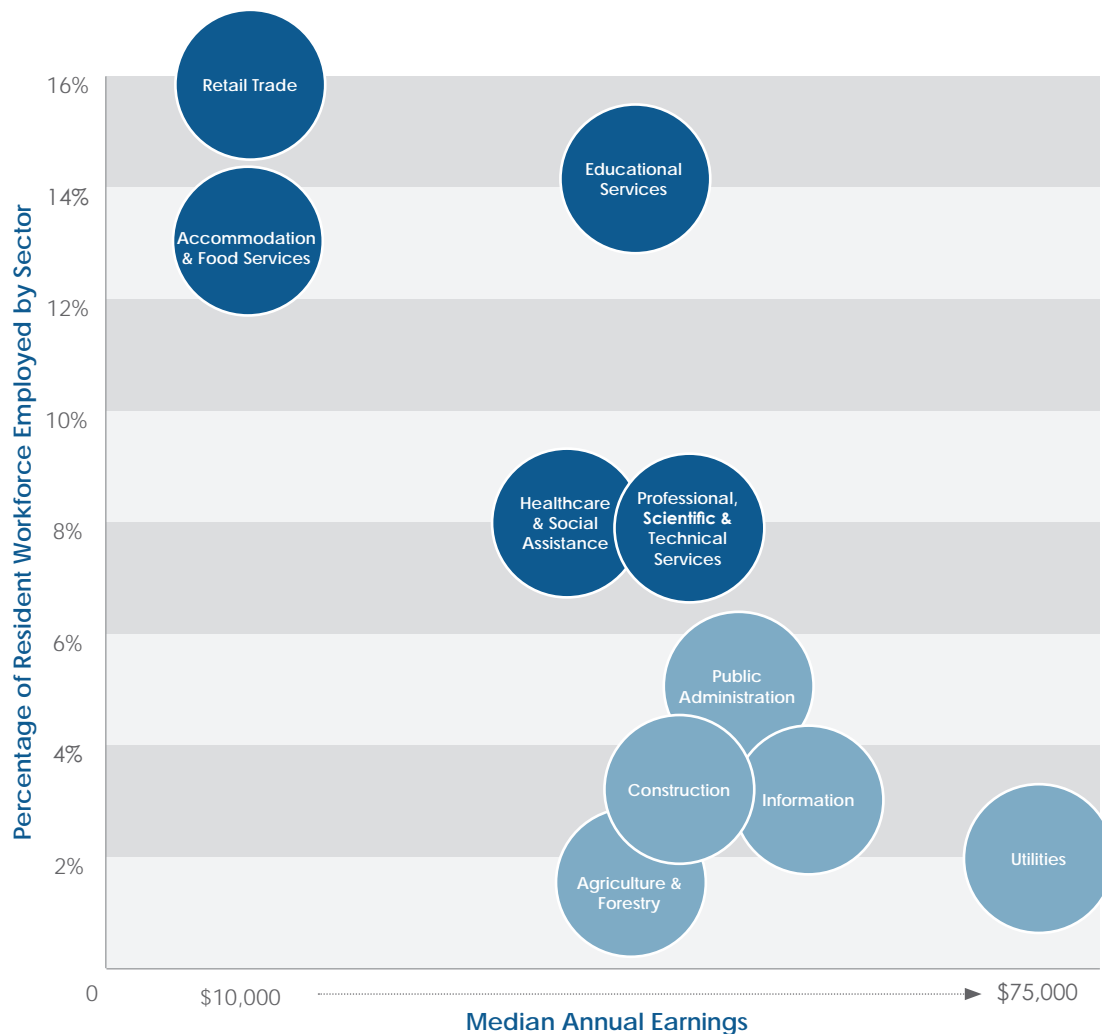
As a leading indicator of economic transformation, per capita income serves as a good overall measure of wage growth in a region. The City's per capita income (about \$25,000) is lower than the County and the State (both of which are about \$29,000). Although this may be a reflection of the student population, the County's per capita income has grown at a faster rate than that of the City. According to the U.S. Census, between 1990 and 2010 the City's per capita income has grown by 72%, while the County's has grown by almost 90% over the same time period. Thus wage growth in the City appears to be rising at a slower rate when compared to the region (See Appendix A, Section 3.2,  Page 19).

Figure 4. Median Annual Earnings and Employment Rates



NOTE:

Dark Blue - Top 5 industry sectors in residential employment

Light Blue - Top 5 industry sectors in median annual earnings

3. ECONOMIC DEVELOPMENT STRATEGY

The Economic Development Strategy builds on the City's existing Economic Development Program. This Strategy provides a prioritized list of actions aimed at nurturing the conditions, relationships, and resources that enable and encourage the private sector to create well paid, career-oriented jobs on a consistent basis while continuing to support the broader economy of the City.

To create and implement these efforts, the EDSP builds on the SLO County Economic Strategy, which identified five industry clusters with the greatest potential to drive local and regional economic prosperity, and focuses on partnerships and collaborative strategies. In addition, City leaders understand that they must avoid overlooking emerging jobs that are not part of an identified "cluster" and remain sensitive to other emerging opportunities. From a broader economic development perspective, the City should continue to provide economic development services that drive investment in and expansion of our economy while emphasizing generation of head-of-household jobs and supporting small businesses. As of 2009, approximately 50 percent of the businesses in the City had four employees or fewer and almost 70 percent had fewer than 10 employees.

Input received during public outreach also indicates the City has a high number of home-based businesses (included in these small business numbers), and the City has a successful process for permitting home occupations. The City's strategies should respond to the existing business landscape and strive to facilitate desired economic activity.

Based on opportunities and challenges identified through the background data analysis and the public engagement process, the EDSP provides key findings and strategies to strengthen and build on the City's Economic Development Program.

Creating Quality Jobs: Transforming the Economic Development Landscape

The emerging practice of economic development - which, as the case study research shows, must be more inclusive, strategic, adaptive, and system-driven.

International Economic
Development Council, March 2010

Study funded by the Ford
Foundation



Organizations and Programs

Business and Career One Stop of San Luis Obispo

A service affiliated with the Workforce Investment Board and Goodwill Industries, the Business and Career One Stop provides resources for job seekers and employers including resume building, education and training resources, and more.

Business & Entrepreneurship Center at Cuesta College (BEC)

The BEC works with businesses and community organizations to form strategic partnerships to increase jobs and grow the economy. Specifically, the BEC identifies needs and provides training and business improvements for targeted sectors. Objectives of the BEC include research, working directly with businesses and advanced business consulting.

California Central Coast Research Partnership (C3RP)

C3RP facilitates collaboration between Cal Poly and business/industry by acting as the interface between the university and interested collaborators. One of the major initiatives to support this mission is the establishment of a technology park on the Cal Poly campus.

The Cal Poly Center for Innovation & Entrepreneurship (CIE)

A Cal Poly university-wide center that brings together students, faculty and entrepreneurs to collaborate and learn from each other. CIE takes an interdisciplinary approach more similar to the real-world business environment. The primary functions of CIE are teaching and learning, mentoring, and research.

Central Coast Software & Technology Association (Softec)

Central Coast computer industry group. Supports development of new businesses and serves as tech industry advocate in the region.

City of San Luis Obispo Promotional Coordinating Committee (PCC)

City advisory body that provides long-range and annual recommendations for City funding of promotions and advertising. The programs administered by the PCC include the Grants in Aid program, which annually funds local arts and recreation events and organizations.

Economic Vitality Corporation (EVC)

Regional non-profit economic development organization with a revolving fund-micro loan program. Authored the SLO County Economic Strategy in 2010. Implementation of the Strategy is ongoing.

Mission Community Services Corporation

Mission Community Services Corporation is a non-profit providing training, technical assistance, loan access, and support to lower income, unemployed and underemployed members of the workforce. In particular, the organization serves small businesses and entrepreneurs.

San Luis Obispo Chamber of Commerce (CC)

Local business advocacy and networking organization. The Chamber recently unveiled their 2012-2017 Strategic Plan – a five-year plan to promote the economic and community well-being of the City.

San Luis Obispo County Workforce Investment Board (WIB)

Implements the federal Workforce Investment Act by leveraging resources and helping catalyze workforce development in the County.

San Luis Obispo Downtown Association

A membership organization of downtown San Luis Obispo businesses administered by a board of directors and small staff for the benefit of businesses in the business improvement district. The association focuses on parking, promotions, design, economic activities, and Thursday night promotions. The Downtown Association published a Strategic Business Plan in 2007.

Service Core of Retired Executives (SCORE)

Local chapter of national non-profit providing free education and small-business assistance to entrepreneurs. The group is comprised of volunteers with knowledge and experience to share with those working to start and thrive as a small business.

Cal Poly Small Business Development Center for Innovation (SBDC)

A University of California Merced-directed SBDC aimed at providing educational services for small business owners and aspiring entrepreneurs. Services offered include assisting small businesses with financial, marketing, production, organization, engineering and technical assistance, and feasibility studies.

The EDSP does not provide detailed strategies on other important topics, such as housing workforce training, or energy conservation as explained below.

Housing: The City has a wide range of housing, but lacks a sufficient range of housing oriented towards entry-level through executive-level employees. A continuum of housing options is essential so that employers desiring to establish a business in San Luis Obispo can adequately expect that employee housing options can be accommodated with wages. The Land Use and Circulation Element Update and implementation of General Plan Housing Element address housing issues in the City.

Workforce Training: There are many opportunities for workforce training offered in San Luis Obispo. In addition to training offered through Cal Poly, Cuesta and the Adult School, many other local organizations provide workforce training and assistance (See Organizations and Programs text box on the preceding page). The City does not administer training programs but strongly supports them through partnerships detailed in the strategies herein.

Energy Conservation: Energy conservation is a priority for the City and is supported by community values. City efforts and opportunities for businesses and residents to conserve energy and resources are detailed in the Climate Action Plan (See City of San Luis Obispo Climate Action Plan text box on page 30).

The economic development strategies are organized into four major categories:

- Break Down Barriers to Job Creation
- Actively Support Knowledge & Innovation
- Promote and Enhance the San Luis Obispo Quality of Life
- Build on Existing Efforts and Strengthen Regional Partnerships

This Chapter also includes a five-year implementation matrix to guide the City and community partners in realizing the EDSP's recommendations. The matrix includes individual strategies, timeframe for implementation, lead City department(s), potential funding resources, and measurements for success, including quantitative metrics. The metrics provide a mechanism for ongoing monitoring and evaluation of the community's economic strength and the success of the EDSP. Metrics will also enable the City to refine and adapt its efforts as the project progresses assuring more effective implementation. A timeline of strategy implementation in chronological order is also presented at the end of the Chapter. Implementation of the EDSP will advance the economic vitality of the City and encourage job creation, with a concentrated focus on head-of-household jobs, support for infrastructure development, public-private and public-public partnerships, and business retention and expansion.

Industry Clusters of Opportunity


The San Luis Obispo County Economic Strategy commissioned by the EVC identified five industry clusters with the greatest potential to drive local and regional economic prosperity based on recent job growth, export potential, and competitive advantages. As of 2008, the five clusters accounted for 36 percent of the region's jobs and were responsible for 89 percent of the job growth countywide.

1. Building Design and Construction
2. Health Services
3. Specialized Manufacturing
4. Knowledge and Innovation Services
5. Uniquely SLO (includes agriculture, wine, recreation, accommodation, restaurants, and other specialty products and experiences)



1. BREAK DOWN BARRIERS TO JOB CREATION

Major barriers to job creation in San Luis Obispo include the development review process and the lack of backbone infrastructure in the expansion areas¹ of the City.

The development review process is considered an important component of a city's attractiveness to investors and ability to create head-of-household jobs. Developers often cite speed and predictability in permit processing as a key requirement for successful real estate development. The City and four benchmark communities were analyzed to serve as a comparison point for procedural requirements, permitting timeframes, and fees. The benchmark jurisdictions studied were San Luis Obispo County, the City of Santa Barbara, the City of Davis, and the City of Paso Robles. (See Appendix A, Chapter 4, Pages 34-35  for the complete analysis). The fees paid per square foot of building were much higher in the City of San Luis Obispo than in the benchmark communities. Furthermore, though the City appears to process permits efficiently (showing some of the shortest processing times), processing time and predictability continues to be cited as a barrier to investment and job creation. While the results of this benchmarking study provide useful and interesting information for the City, it is based on a relatively small data set and only offers a glimpse into the complex systems underlying development fees and processing time. As a result, Strategy 1.1 requires a more in-depth review of the City's permit processing.

Opportunities for nonresidential development are available throughout the City; however, the primary opportunity sites for creating spaces for new buildings that could house significant numbers of head-of-household jobs are located in the southern portion of the City within the Urban Reserve Line. In particular, the Airport Area and Margarita Area Specific Plans, located approximately 2.5 miles south of Downtown, offer approximately 1,900 acres with almost 1,170 acres (71%) dedicated to business services, business park, manufacturing, and government facilities. Both plans focus on planning for job creation - including head-of-household positions - through goals, development standards, allowed land uses, and design of the specific plan areas, as detailed in the text box to the left.

Although the Airport and Margarita Area Specific Plans include sufficient land for nonresidential development and provide a strong foundation for community planning, many of the development sites are large, may need to be subdivided, and lack supporting infrastructure. The lack of infrastructure within the larger developable areas and cost of extending existing water, sewer and transportation systems are major barriers to new job creation and expansion of existing businesses. Several strategies call for the City to take specific and proactive steps to create more shovel-ready sites in the Airport Area and Margarita Area.

Note 1: The expansion areas include the Margarita Area Specific Plan (MASP), Orcutt Area Specific Plan (OASP), and Airport Area Specific Plan (AASP) areas.








Margarita Area Specific Plan and Airport Area Specific Plan Support for Head-of-Household Jobs

Margarita Area Specific Plan (MASP)

- Accommodates professional-service, research, and light manufacturing jobs that can support local households in a way that is compatible with neighboring residences (p.2, General Goals for the Margarita Area).
- The Business Park designation will provide employment opportunities in proximity to the core area. The business park designation is intended for well-designed, master-planned, campus-type developments that will contribute to community character and the City's objective of attracting jobs that can support households in San Luis Obispo (p.26, Development Standards, Section 2.6.1 Business Park Uses).

Airport Area Specific Plan (AASP)

- Vacant industrial lands will be developed to accommodate a new generation of industries (pg. i, Vision Statement).
- The airport is an important factor in the desired future of the area and vitality of the business parks envisioned (p. ii, Vision Statement).
- The open space preserve at the heart of the area will provide an attractive setting for new development that will increase land values and the area's desirability for new businesses (p. ii, Value Enhancement).
- Altogether, the enhanced development potential and attractiveness will generate new job opportunities for the community and contribute to the fiscal well-being of the City (p. ii, Value Enhancement).
- Market trends in the region and development trends in the Airport Area suggest greater and greater demand for facilities to accommodate high tech and clean industries, in addition to the manufacturing and warehouse uses that have historically occupied the area (p. 4-2, Land Use Background).
- The Business Park designation is intended to generate jobs that will match the skills and interest of the available workforce, and jobs that could pay employees enough to cover the generally high cost of housing in the region (p. 4-2, Land Use Background).
- The purpose of the AASP is to further the City's goal for growth management, economic development, and community character by designating land uses that facilitate and encourage the creation of high quality base-level and support-level jobs in the Airport Area (p. 4-9, Land Use Goal 4.1.2).

Key Findings Break Down Barriers to Job Creation	See Background Report (Appendix A)
1. Within the City's expansion areas there are limited "shovel ready" sites for new construction due to the scale and cost of required public infrastructure.	 Sec. 5.4 pp. 49, 50
2. Key opportunity sites need to be subdivided and/or lack infrastructure. These constraints add to the time and complexity to bring projects online.	 Sec. 2.1 p. 13
3. There are limited built office and business park spaces large enough to accommodate the expansion of some companies currently in the City and companies looking to relocate to the area.	 Sec. 5.3 pp. 46, 47 Sec. 5.4 p. 50
4. The City has done a good job of identifying the infrastructure needed to support development. It has, in addition, developed a fee program to pay for infrastructure so that new development pays its share of the costs per the City's General Plan policies. ¹ However, the burden of installing this infrastructure often falls on private development and in most cases new development is looked to as a means of building more infrastructure than is needed to serve that particular project. The ability of private development to be the "bank" for new City infrastructure is limited by tighter lending policies as a result of the recent recession.	  Sec. 4.3 pp. 35, 38 Sec. 5.3 pp. 44, 46, 47 Sec. 5.4 p. 49
5. Feedback from the community indicates that there is a desire to explore the balance between high quality infrastructure and the costs of development because infrastructure costs are a significant impediment to development.	 Sec. 5.3 pp. 44, 45 Sec. 5.4 p. 49
6. Improved communication between City departments is desired by the development community in order to provide project applicants with accurate and timely information and to streamline the development review process.	 Sec. 5.3 p. 45 Sec. 5.4 p. 49
<p>NOTE</p> <p>1. General Plan Policy 1.13 Costs of Growth: The costs of public facilities and services needed for new development shall be borne by the new development, unless the community chooses to help pay the costs for a certain development to obtain community-wide benefits. The City will adopt a development-fee program and other appropriate financing measures, so that new development pays its share of the costs of new services and facilities needed to serve it.</p>	

Strategies to Break Down Barriers to Job Creation

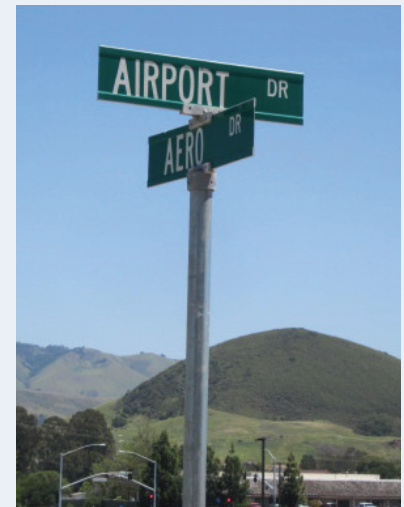
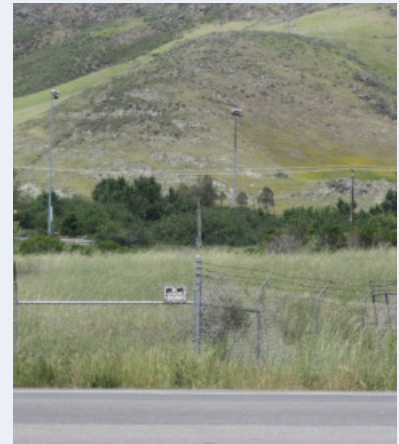
The strategies below identify actions/commitments that will improve the economic climate by being more responsive to business, and bringing more certainty to the permitting process and City fees. To achieve desired results, these activities need to be mutually supportive. The strategies in this Section are divided into three subsections: Processing, Infrastructure & Fees, and Key Sites as detailed below.

Processing

1.1 Identify opportunities for permit streamlining with the goal of reducing permit processing times, seeking opportunities to increase internal coordination, and improving cross department focus on development review. Incorporate consideration of:

- a. Improving communication with applicants, including requirements for complete applications.
- b. Evaluating projects at the administrative review level when applications meet City policies and design guidelines.
- c. Creating standard conditions of approval and preliminary environmental review documents to facilitate development of key sites.
- d. Evaluating capacity and potential effectiveness of a proposed program to create and update a portfolio of available properties ready for development as an advanced planning tool for property owners, developers, and area residents.
- e. Evaluating efficiency of existing efforts to provide site selection assistance, business liaison services, pre-application meetings, quick response team meeting and fast-track permitting and review.
- f. Evaluating effectiveness of reporting relationships, staff authority, and staffing levels.
- g. Considering project management training for lead staff on development applications.
- h. Allowing more nonresidential uses by right in business parks.
- i. Evaluating the City's environmental review process for opportunities to make the process more transparent and predictable for applicants.
- j. Developing a master conditional use program for shopping complexes to expedite the natural turnover in retail and office buildings.

As of May 2012, Fitch Ratings rated the City's bonds as 'AA' with a stable outlook. The rating is based on the City's strong financial position, excellent financial management, low debt ratio and low absolute debt, a resilient tax base, and a fundamentally sound economy. This high credit rating could result in opportunities for the City to borrow for key infrastructure at a low cost.



- 1.2 Continue to build on existing efforts that offer site selection assistance, business liaison services, pre-application meetings, quick response team meetings, and fast-track permitting and review.

Infrastructure & Fees

- 1.3 Analyze infrastructure plans to ensure they are “right-sized” for the community and reasonable. Reduce the cost of these facilities, where possible, consistent with **General Plan Land Use Element Policy 1.13**. The analysis should include reviewing City engineering standards, transportation plans, installation timing, community expectations, and other cost drivers to identify opportunities to reduce the barriers to new development while not negatively impacting safety, access, or long-term City maintenance costs. This evaluation should include implementation of low impact development (LID) standards, which could lower construction and maintenance costs.
- 1.4 Ensure that the fair-share structure includes appropriate percentages for each party bearing a portion of the infrastructure costs. New development shall be responsible for City infrastructure costs only to the extent there is a **nexus between the costs and project impacts**. Utilize a consultant to lead a series of study sessions with the City Council on the City’s impact fee structure guided by existing policies and options for the City to consider related to how impact fees are determined, calculated, and applied.
- 1.5 Incentivize the creation of head-of-household jobs through use of the following tools:
 - a. Complete an infrastructure financing assessment to establish priorities for City investment in infrastructure expansion.
 - b. Explore financing strategies for infrastructure that address timing and/or the cost burden of infrastructure, including development agreements, reimbursement agreements, infrastructure financing districts, business improvement districts, the property-based financing mechanisms identified in the City’s specific plans, and the City’s existing program for financing fees.
 - c. Evaluate existing infrastructure impact fees applied in the City and determine if City policy supports increased cost sharing for projects that provide City-wide benefits. Where appropriate, conduct an economic benefit analysis as part of development review to identify potential economic benefits.

- d. Where appropriate, participate in the financing of environmental impact reviews and the development of specific plans.
- e. Identify one or more strategic infrastructure projects that the City could invest in to benefit a wide variety of residents, businesses, employees and property owners by providing a significant return on investment to the City in the form of increased economic activity, business retention and expansion, and head of household job creation.

1.6 Monitor changes in State infrastructure finance law that increase financing options as a way to fund new investments in infrastructure (new bills are being introduced in response to the elimination of redevelopment agencies).

1.7 Seek grant funding for transportation facilities that position areas for development and have the potential to reduce development impact fees.

Key Sites

- 1.8 Prepare and update a portfolio of ‘available properties’ ready for development in accordance with the findings of the streamlining outcomes enumerated in Strategy.** This advanced planning tool would include information for commercial brokers, businesses, and developers that includes the type and scope of development suitable for the site(s), zoning, available infrastructure, and (in some cases) entitlements in place. Where possible, use the portfolios to develop standard conditions of approval and design guidelines for key sites to streamline development when proposed.
- 1.9 Evaluate the supply of land and space for residential and nonresidential development (i.e., general type, square footage, access to amenities, transportation access, environmental constraints, etc.) in the expansion areas of the City and prioritize areas with the greatest potential for near term development that supports new head-of-household jobs.**

Existing SLO County Economic Strategy strategy: Specialized Manufacturing

Accelerate permitting for facility modifications and new facilities by (1) sharing expertise in manufacturing techniques to help assess possible process improvements, (2) developing a faster permitting option for facility modifications when they meet pre-defined criteria, and (3) encouraging the creation of technology parks or zones that are pre-approved for development.



Infrastructure Financing Strategies and Mechanisms

In California, the most commonly used financing tools for infrastructure development include "value capture" tools like tax increment financing districts, benefit assessment districts, community facilities districts, and developer fees. These value capture tools all depend on new real estate development to generate parcel-based taxes or property tax revenues to finance the improvements. These tools and others are described below.

Development Agreements and Reimbursement Agreements

Work with property owners and developers that are willing to install infrastructure beyond their "fair share" requirement as a potentially expedient way to provide new infrastructure in the City's expansion areas.

Infrastructure Financing Districts (IFDs)

The formation of an IFD requires a 2/3 vote by property owners in the specified area to allow a portion of new property taxes generated within the district to be diverted to pay for public improvements (but not ongoing maintenance). IFDs are a form of tax increment financing based on the idea that public enhancements would cause property values to rise, generating higher property tax revenues. Unlike redevelopment, the property in an IFD doesn't have to be blighted and IFDs do not have eminent domain powers. IFDs can issue bonds secured by expected future property taxes to fund upfront infrastructure development costs. Every local agency (e.g. the City, the County, etc.) that would contribute its property tax increment revenue to the IFD must approve the plan. Schools cannot shift their property tax increment revenues to the IFD. IFDs can last for 30 years.

Business Improvement Districts (BIDs)

A Business Improvement District (BID) is a special type of assessment district that generates revenue to support enhanced services. A BID can fund a range of public services including maintenance, sidewalk cleaning, security, marketing, and economic development. BIDs can fund the aforementioned activities as well as public improvements such as acquisition and maintenance of parking facilities, benches, trash receptacles, street lighting, decoration, and public plaza. By funding ongoing maintenance of public improvements, BIDs can be a good complement to IFD or Assessment District financing. There are two existing BIDs in the City – the Downtown Business Improvement District (D-BID) and the Tourism Business Improvement District (TBID).

Assessment Districts

Assessment districts enable a city to levy additional property taxes within designated areas in order to finance improvements directly benefiting those areas. Bonds are issued to finance local improvements such as streets, sidewalks and parking facilities. Typically, an assessment district is formed to undertake a particular public improvement, and bonds are issued under one of two major assessment acts: the Improvement Act of 1911 or the Improvement Bond Act of 1915. Proposition 218, a 1996 state constitutional amendment, enacted more restrictive requirements for adopting an assessment district and limited the improvements and activities that can be financed through an assessment district.

Mello-Roos Community Facilities Districts (CFDs)

The Mello-Roos Act of 1982 authorized the formation of a special tax district to finance capital improvement projects and pay for ongoing operations and maintenance. A CFD cannot be formed without a two-thirds majority vote of residents living within the proposed boundaries. Or, if there are fewer than 12 residents, the vote is instead conducted of current landowners within the proposed district. Mello-Roos parcel taxes are levied on real property and collected on the county property tax bills. The City can issue Mello-Roos bonds to finance public infrastructure secured by the special taxes on privately owned land and improvements.

Statewide Community Infrastructure Program (SCIP)

The SCIP is a Statewide bond infrastructure financing program that assists developers in paying for many required impact fees (school impact fees are exempt). The developer participates through an acquisition agreement via tax exempt proceeds from the issue of bonds. The bonds used in SCIP are Limited Obligation Improvement Bonds. SCIP can prepay impact fees to the City or reimburse developers for fee payment. SCIP can also provide funds to jurisdictions to provide them with more of a cushion of funds when waiting for impact fee payment. The program is administered by California Statewide Communities Development Authority (CSCDA), a joint powers authority founded and sponsored by the League of California Cities. In order to participate in SCIP cities must be members of CSCDA. The City of San Luis Obispo is a member of CSCDA.

California Pollution Control Financing Authority








The California Pollution Control Financing Authority, part of the State Treasurer's office, has been providing financing to California businesses for forty years. The projects funded focus on waste, recycling, pollution prevention, and clean up of contaminated sites. Loans up to \$2.5 are made through the Authority.

2. ACTIVELY SUPPORT KNOWLEDGE & INNOVATION

The Knowledge & Innovation Services Cluster comprises a wide range of businesses, including computer systems design, software publishers, colleges, universities, and professional schools, advertising services, printing services, and general professional, scientific, management, and technical services. According to the SLO County Economic Strategy, these industries are some of the fastest growing in the region with average annual growth in jobs of 4.8 percent between 1995 and 2008. The Knowledge & Innovation Services cluster presents opportunities for job creation due to existing relationships, the proximity of Cal Poly and Cuesta, and the County's fiber optic cable landings.

According to the SLO County Economic Strategy, the region could benefit by:

Growing involvement of the academic community in helping cluster companies as measured by (1) amount of assistance to start ups, (2) number of students working collaboratively on projects for cluster companies, (3) number of faculty engaged in projects with local

Key Findings Actively Support Knowledge & Innovation	See Background Report (Appendix A)
1. Cal Poly offers opportunities to capitalize on innovation and research with an emphasis on areas of expertise related to high tech development.	 Sec. 1.2 pp. 3, 4, 5  Sec. 3.1 Fig. 3.5 Table 3.2  Sec. 5.3 pp. 44, 45, 46 Sec. 5.4 p. 49
2. The local business environment would benefit from a more robust "vertical value chain" to support start-ups as well as thriving businesses (e.g. local legal expertise and capital). The Business & Entrepreneurship Center at Cuesta College provides valuable support of this type.	 Sec. 5.3 pp. 46, 48 Sec. 5.4 pp. 49, 50
3. Local trends in telecommuting and home-based businesses are an opportunity for creation of jobs.	 Sec. 3.2 Fig. 3.18  Sec. 5.3 pp. 44, 46 Sec. 5.4 p. 49
4. The County's unique fiber optic beachhead presents an untapped opportunity for job creation.	 Sec. 5.3 p. 44 Sec. 5.4 p. 49

Cal Poly Areas of High Tech Expertise

Aerospace Engineering
 Animal Science
 Biomedical
 Computer Science
 Energy/Environment
 Food
 Marine Sciences
 Material & Polymer Science
 Plastics and Packaging
 Robotics & Optics



companies, (4) growing cluster company presence in Cal Poly Tech Park, and (5) expansion of degree and certification programs, contract education, and transfer agreements to prepare local residents for jobs and career advancements with cluster companies.

Strategies to Actively Support Knowledge & Innovation

The Knowledge & Innovation strategies identify specific areas on which the City should focus to spur opportunities for job growth and help build awareness of the City's competitive advantage. The specific areas are Entrepreneurship and Access to Broadband.

Entrepreneurship

2.1 Continue to work with Cal Poly, Cuesta, the Chamber of Commerce, the business community, and the EVC to define, develop, and promote an environment supportive of entrepreneurs and start-up businesses. This may include facilitating the creation of:

- a. A business incubator (office, light manufacturing, ag tech, laboratory, storage & warehouse) to assist start-ups and/or spin-offs from Cal Poly. Consider business license tax exemptions for businesses located in incubator spaces.
- b. An innovation marketplace that serves as a forum for showcasing innovation and local companies and as a place for idea exchange for local industries in conjunction with existing efforts such as Central Coast Software & Technology Association (SOFTEC) and Cal Poly Center for Innovation and Entrepreneurship (CIE).
- c. A co-location workspace to foster idea exchange and support the growth of innovative businesses.
- d. Support for small business owners seeking to grow their businesses.

Access to Broadband

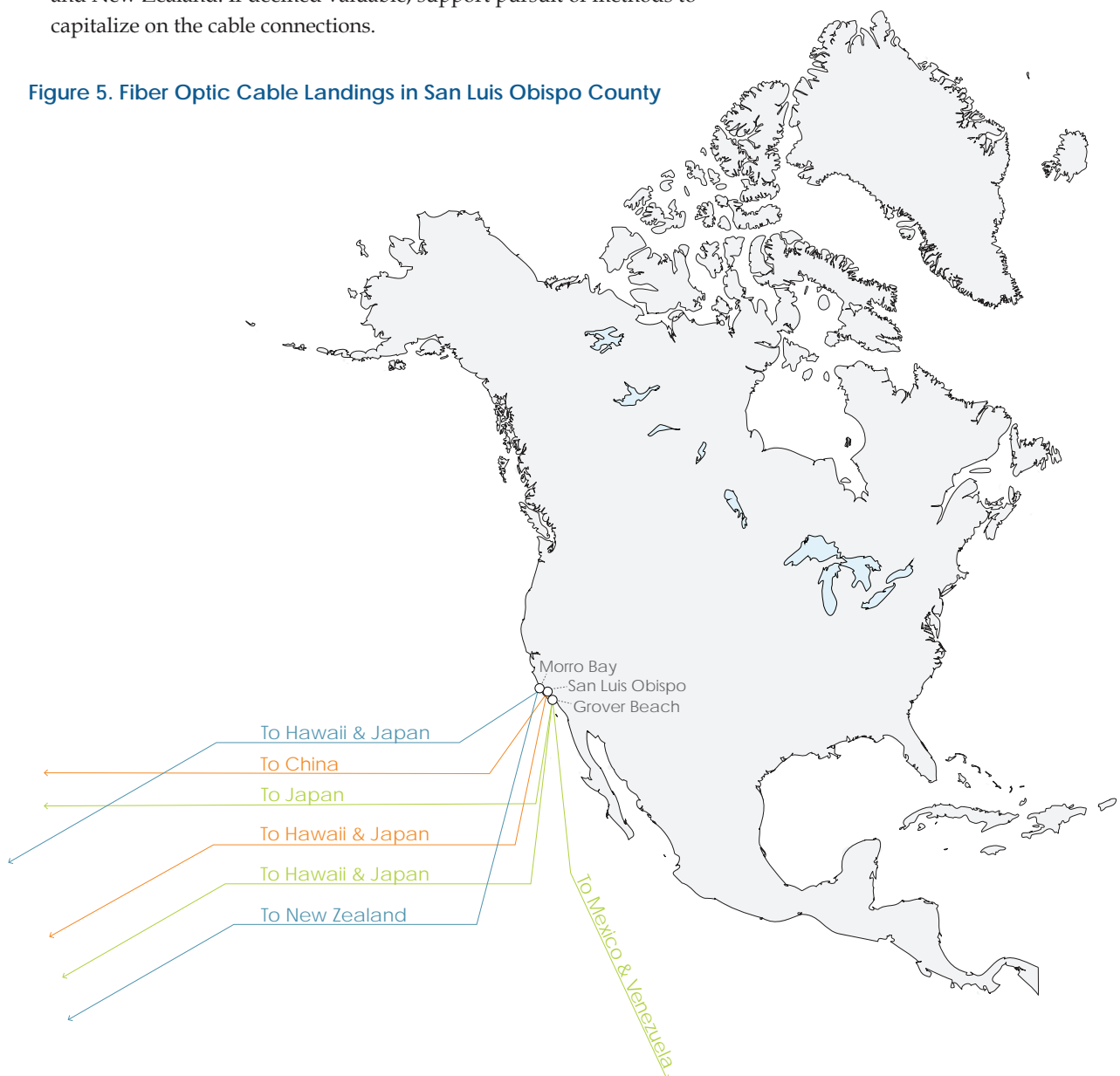
2.2 Convene a cross-department team at the City, with input from local industry experts, to facilitate expansion of broadband infrastructure, including:

- a. A system for public-private partnerships.
- b. Exploration of opportunities with the Corporation for Education Network Initiatives in California (CENIC), the County, and Cal Poly.

- c. Adoption of a policy that requires installation of vacant conduit when trenching occurs in the public right-of-way for unrelated work.
- d. Expedited permitting of new installations.
- e. Adoption of a policy that guides City decisions regarding use of existing fiber optic infrastructure, including vacant conduit.

2.3 In partnership with Countywide economic development organizations, explore the concept of a regional technology master plan to link the cross-Pacific landing sites and local jurisdictions. This will include researching potential business opportunities derived from the cable landings that connect the Central Coast with Asia, Central America, South America, and New Zealand. If deemed valuable, support pursuit of methods to capitalize on the cable connections.

Figure 5. Fiber Optic Cable Landings in San Luis Obispo County



Cultural Industries and Tourism

Some industries in the cultural sector are clearly tied to the tourism sector and they include activities such as:

- Ecotourism
- Heritage and historic tourism
- Agri-tourism
- Visual and performing arts festivals and programs

Others are products and services that are more tied to the community's export base. These include:

- Design-based professional services, such as architecture, landscape architecture and design services
- Media content production--especially new media, websites and related activities
- Value-added agriculture, in particular organic and natural products, wine and other "Central Coast identified" products

And finally there is a set of cultural industry production that is dependent on access to a creative community in a low-cost environment. These activities occur in places that offer cultural enrichment, have a highly educated labor force and exhibit a tolerance for experimentation and nontraditional lifestyles. These activities include:

- Visual arts production
- Writing
- Motion picture production
- Music, dance and performance.

The participants in this third set of industries are engaged in cultural production not as a hobby but rather as a livelihood. Most of these vocations imply long-term unemployment or the need to access employment in other economic sectors-- which often times focuses on casual employment opportunities.








3. PROMOTE AND ENHANCE THE SAN LUIS OBISPO QUALITY OF LIFE

Throughout the public outreach process, quality of life, lifestyle advantages, and access to outdoor recreation were mentioned as the top attributes that attracted and kept people in San Luis Obispo. Aspects of the San Luis Obispo quality of life that were considered for the EDSP include:

- Performing and visual arts
- Arts education groups
- Public open space in and around the City
- Recreational amenities in the region
- City support of the arts and recreation via Grants in Aid and other support
- Programs and events
- Wine and Agriculture

The cultural industries not only directly contribute to economic development for the City, they also are an essential aspect of the City's ability to attract and grow businesses and create jobs.

Industries in the cultural sector add value by leveraging a "sense of place" into a commodity that is embedded in the qualities of the goods and services produced locally. This sense of place is derived from the physical qualities of the place, its history, meaning and social relations, and by a common understanding of what the place means to a broader audience. The City approaches development from a holistic perspective taking into account how much and what type of growth can be sustained both environmentally and economically. San Luis Obispo's historic context, environmental setting, and cultural fabric all drive City policy including the General Plan and specific plans.

Key Findings Promote and Enhance the San Luis Obispo Quality of Life	See Background Report (Appendix A)
1. A thriving downtown contributes to San Luis Obispo's position as the cultural and economic hub of the region, and increases general awareness of San Luis Obispo as a special place.	 Sec. 5.3 p. 45
2. San Luis Obispo has high levels of volunteerism and a large number of non-profits. Active civic engagement contributes to the local quality of life and helps build a more resilient local economy.	  Sec. 1.2 pp. 3-6 Sec. 5.3 p. 44
3. The strong arts scene in San Luis Obispo, which is supported by the City's Community Promotions program, presents an opportunity to capitalize on and enhance the SLO brand.	 Sec. 5.3 pp. 44, 45 Sec. 5.4 pp. 49, 51
4. San Luis Obispo, and the Central Coast in general, is increasingly associated with a healthy and innovative lifestyle.	 Sec. 5.3 pp. 44, 45 Sec. 5.4 p. 49
5. SLO County is widely known for agriculture and wine production. Local food availability throughout the County is a major asset and makes a healthy and locally-oriented lifestyle more feasible.	 Sec. 5.3 pp. 44
6. The City's beautiful and expansive greenbelt provides recreational opportunities for residents, defines our urban edge, prevents urban sprawl, and preserves our sense of place.	 Sec. 5.3 pp. 44, 45

City Promotional Coordinating Committee Mission Statement

"The mission of the Promotional Coordinating Committee is to promote San Luis Obispo's unique lifestyle by providing financial and moral support to local groups, non-profit organizations, and others that produce activities, events, and enhancements for the continuous enrichment of its residents and visitors."

Building the Performing Arts Center

The process to design, build and raise funds for the Performing Arts Center on the Cal Poly campus was a collaborative effort between the City, Cal Poly and community members. The project culminated in an excellent performance facility that created jobs, is a local and regional economic driver, and a keystone of the performing arts on the Central Coast. This is the type of success story envisioned when implementing the strategies in this Section.



Strategies to Promote and Enhance the San Luis Obispo Quality of Life

The strategies below identify local cultural arts, community organizations, open space, recreational amenities and sustainable practices (attributes commonly referred to as the "San Luis Obispo Quality of Life") that contribute to the City's ability to grow jobs through business attraction and retention. Many of these attributes are included in the City's support of arts and recreation through Grants in Aid, through support of the Chamber of Commerce Green Business Awards, and other means, are all key to the quality of life strategies. Tourism initiatives should be cognizant of reinforcing the sense of place and cultural brand of San Luis Obispo. Similarly, funders of community arts organizations, educational programs, and community events should consider further capitalizing on these attributes as opportunities for economic development.

- 3.1 Integrate administration of the City's tourism/community promotion efforts into the City's Economic Development Program to further capitalize on the role that cultural industries play in economic development.**
- 3.2 Formulate a program to encourage businesses to implement voluntary actions to enhance, preserve, and improve the environment beyond what current laws require with the help of representatives from the business and environmental communities.**
- 3.3 Prepare a City of San Luis Obispo "viewbook" to make available to businesses potentially interested in locating in the City.** The finished product would be available on-line and would highlight how the San Luis Obispo quality of life can contribute to opportunities and benefits for business owners and employees in terms of the local business environment, lifestyle and recruitment.
- 3.4 Continue and increase programs that add diversity, attract different interests, capitalize on outdoor sporting events and local recreational opportunities, and highlight uniquely SLO characteristics, such as the marathon, Savor the Central Coast, bike events, family-friendly**

activities, activities for young professionals, and ethnic group-related activities to help promote San Luis Obispo's healthy, active lifestyle.

- 3.5 **Work with Countywide arts organizations to identify existing arts programs that result in the greatest job and economic development benefits and develop a strategy for City support of such programs.**
- 3.6 **Explore opportunities for marketing the City as a place to do business via the airport and train depots.**

At present the City supports a broad variety of arts and cultural organizations. This is an important function for the public sector because it contributes directly to the quality of life in the community. Arts activities and programs not only add to the quality of life for all of the community's citizens, they also represent an opportunity to serve as a foundation for economic development.

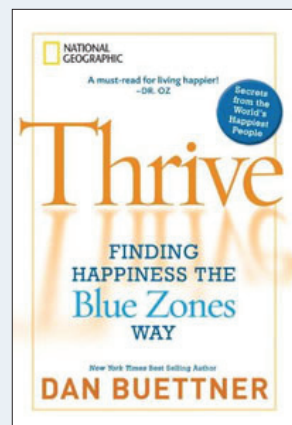
Implicit in this idea is the notion that by making San Luis Obispo a more livable, educated, and culturally engaged community an environment where cultural industries, with their attendant economic development potential, can thrive as a result. By taking cultural industries seriously, public efforts by the City and its partners in improving the cultural life of San Luis Obispo become investments in economic development. This can be most effective when the City and its partners request that the cultural and recreational activities that it supports include consideration of economic development spin-offs that can occur from their programs.

The advantage to this type of approach is that the City can continue in its ongoing commitment to making San Luis Obispo a better place to live and in so doing create a framework for creating a more diverse and competitive cultural industries sector in the community.



Thrive: Finding Happiness the Blue Zones Way

In 2010, Dan Buettner's *Thrive: Finding Happiness the Blue Zones Way* identified San Luis Obispo as one of the happiest places in North America. The book and author were featured on the Oprah Winfrey Show and significant attention was drawn to the City. "Hits" on the City's website spiked, and tourism has continued to exhibit a strong recovery following the major recession that began in 2008. However, *Thrive* can mean more than attracting visitors to the City, the value of *Thrive* and the sense of place it describes is that people begin to associate San Luis Obispo products with happiness and a healthy, active lifestyle. Doing business with San Luis Obispo companies is a smart business decision because City business leaders and employees are committed to the SLO Quality of Life.



City of San Luis Obispo Climate Action Plan

The City's Climate Action Plan (CAP) was adopted in July 2012. The CAP reinforces the City's commitment to a clean environment and encourages green practices by local businesses. The plan includes Greenhouse Gas reduction strategies organized into the following categories:

- Buildings
- Renewable Energy
- Transportation & Land Use
- Water
- Solid Waste
- Parks & Open Space
- Government Operations

Instead of creating new programs, the EDSP relies on strategies in the CAP that relate to economic development and businesses. The Buildings, Renewable Energy, Transportation & Land Use, and Water categories provide recommendations for businesses to operate in a green manner including, reducing employee commuting, improving new and existing building energy efficiency, creating incentives and financing for renewable energy, encouraging water conservation, and more.

The Government Operations chapter provides strategies for the City to operate in a green manner.

4. BUILD ON EXISTING EFFORTS AND STRENGTHEN REGIONAL PARTNERSHIPS

Economic development in the City is closely linked to the region. A successful framework for local and regional economic development must strategically integrate regional goals and resources and support solid and enduring partnerships with other regional stakeholders. Successful collaborations are marked by a focus on common projects and regular, dynamic communication. The systemic creation of quality jobs and the building of regional wealth requires capable leadership, regional partnerships, private-sector involvement, and an emphasis on workforce development.

The City's Economic Development Program has many areas of focus as shown in Figure 6. This report evaluates which of the existing focus areas should be built on to help achieve the goal of head-of-household job creation in addition to introducing strategies that will expand Economic Development programming.

This Section provides strategies that strengthen the alignment of local and regional goals and resources and leverage City resources to encourage business investment and expansion of head-of-household jobs.

Figure 6. Economic Development Program



Key Findings Build on Existing Efforts with Regional Partners	See Background Report (Appendix A)
1. Building a systematic approach requires working relationships with a range of institutions, sectors, and government agencies. Strong partnerships with higher education institutions and schools are critical.	 Sec. 3.2 p. 26 (Tab. 3.2)  Sec. 5.3 pp. 44, 45, 47-48 Sec. 5.4 p. 50
2. Business retention and expansion programs need to be highly proactive, especially for high-growth, high-wage, and high productivity jobs in technology-based and emerging industries.	 Sec. 5.3 pp. 46, 47, 48 Sec. 5.4 pp. 49, 50
3. The local workforce is well educated. However, due to competition and rapidly advancing technology a high level of skill is required even at the entry level.	 Sec. 3.2 p. 20 (Fig. 3.5)
4. Demographic data demonstrates a lower percentage of City residents in the “life-building” age group of approximately 35-44, often correlated with middle-management positions. More jobs are needed in the City for this group to retain local talent.	 Sec. 3.2 p. 21 (Figs. 3.8 & 3.9)
5. It is important to recognize that a jobs/housing imbalance exists in the City. More people work in San Luis Obispo than live in the City. This is due to the City’s roles as center of commerce for the region and the County seat.	 Sec. 5.4 p. 49
6. Government employers make up several of the largest employers in the City. Maintaining this employment base is important to the local economy and the creation of head-of-household jobs.	 Sec. 3.2 p. 26 (Tab. 3.2)
7. The level of service in air and train transportation needs to be protected and expanded. The loss or reduction of transportation service was identified as a significant threat to local businesses and economic development.	 Sec. 1.3 p. 7  Sec. 5.3 p. 44, 47

Strategies to Build on Existing Efforts and Strengthen Regional Partnerships

The following strategies focus on increasing efficiency, productivity, and competitiveness through industry partnerships, partnerships with Cal Poly and Cuesta, and cluster-based efforts. Note that these activities are intended to be mutually supportive. Achieving results requires long-term, ongoing commitment from all levels of City government and community members. Several of the strategies below are aimed at supporting small businesses. (See Strategies 4.2, 4.3, 4.6 and 4.7. See also Strategy 2.1). The specific areas are Business Retention, Business Attraction, Business Support, and Support for Downtown.

Business Retention

4.1 Pursue collaborative efforts with regional partners to grow and retain public and private sector employees in the City, including:

- a. Partnerships for business retention activities.
- b. Welcoming businesses to the area.
- c. Building on the "SLO Open for Business" website (www.openforbusinessslo.com) to provide a welcome mat, business statistics and data.
- d. Developing an ongoing outreach strategy that proactively seeks information on how the City can help businesses stay, thrive and expand in the City.

4.2 Work with regional partners such as the Chamber of Commerce and EVC to bring attention to existing businesses.

4.3 Continue to look for opportunities to enhance data collection that is useful for assessing business growth including:

- a. Continued support for the Annual Economic Forecast Project.
- b. Through policy changes, enhance data collection using the business licensing program (HdL) in order to facilitate collection of employment and other data about local companies.
- c. Identify all businesses with ten or fewer employees within the City.

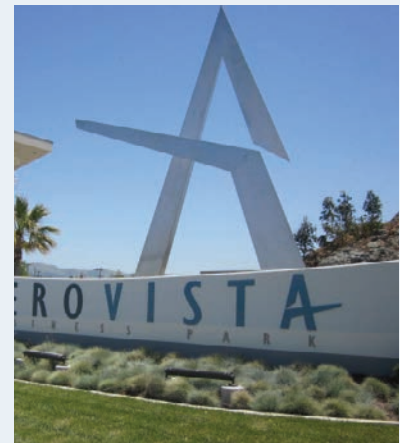
Existing SLO County Economic Strategy strategies:

Health Services:

Launch a community education initiative that would (1) compile a comprehensive database describing the range of services and specialties that currently exist in the County, (2) inform the general public about the quality and accessibility of local specialties, (3) educate key individuals that can influence the choice of using local or outside specialties (e.g., employers, primary care/referring doctors), (4) create and host a widely accessible referral network of local specialties.

Specialized Manufacturing:

Improve the local talent pipeline for the cluster by (1) using the Forum to promote job opportunities, (2) working with Cal Poly to link students/graduates with local job opportunities (e.g., first day is local employer day at career fairs), (3) visiting local high schools to make students aware of career options in the cluster, and (4) collaborating with Cuesta College and Cal Poly to develop offerings in "lean manufacturing" useful to the diversity of firms in the cluster.





- Conduct a survey of these business owners (including home occupations) to determine what small businesses need to grow.
- Develop an action plan that helps businesses of this size grow.

4.4 Look for opportunities to build on partnerships to facilitate data collection, analysis and storage.

Business Attraction

4.5 Develop a plan for business attraction that builds on our local economic assets, including:

- a. Broadband, both the transpacific lines and access within the City (see also Strategy 2.2 and 2.3).
- b. Opportunities that can be developed with Cal Poly and Cuesta alumni.
- c. Opportunities for specialized manufacturing in the Airport Area.
- d. Improve opportunities for real estate brokers, business owners and startups to obtain information more quickly about the suitability of existing sites or future development sites.
- e. Take every opportunity to support enhanced air and rail service.

Business Support

4.6 Continue to provide support for businesses requiring assistance with City processes, information and/or guidance, including neighborhood serving and regional retail.

Support for Downtown

4.7 Continue to support the Downtown as a vibrant destination and resource for residents and visitors.

- a. Research ways to encourage resident-serving businesses without limiting the ability of building owners to choose tenants.
- b. Continue to help facilitate retail and office opportunities that further define San Luis Obispo as the hub of the County for retail, jobs, and social activities.
- c. Reestablish a Shop Local effort building on the lessons learned from past Shop Local campaigns.
- d. Continue to provide support for key Downtown development.

ECONOMIC DEVELOPMENT STRATEGY SUMMARY MATRIX

The following matrix provides the economic development strategies previously discussed in addition to timeframes to complete, lead department(s) at the City, City resources and funds that will be applied to the strategy, and measurements for success for each strategy. Implementation of most of the strategies will include identification of data sources and establishing baselines. Implementation of strategies during future budget cycles will include evaluation and programming of the implementation work during the budgeting process with the City Council. In addition to any reporting specified in the measurements for success, the Economic Development Manager will report annually to the City Council on implementation progress.

Associating metrics and outcomes with the strategies allows the City to monitor the implementation of the Plan. After establishing targets for selected strategies, the City can evaluate the success of individual strategies measured against their targets. Based on whether strategies are meeting, not meeting, or exceeding their associated targets, the City can adjust its economic development efforts to best meet its established goals. For strategies not meeting their metric goals, the City may consider reprioritizing those strategies in favor of more successful efforts or making changes to underperforming strategies to fine-tune them for success.

Figure 7. Adaptive Management of Strategies Flowchart



Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
1. BREAK DOWN BARRIERS TO JOB CREATION					
Processing					
1.1. Identify opportunities for permit streamlining with the goal of reducing permit processing times, seeking opportunities to increase internal coordination, and improving cross department focus on development review. Incorporate consideration of: a. Improving communication with applicants, including requirements for complete applications. b. Evaluating projects at the administrative review level when applications meet City policies and design guidelines. c. Creating standard conditions of approval and preliminary environmental review documents to facilitate development of key sites. d. Evaluating capacity and potential effectiveness of a proposed program to create and update a portfolio of available properties ready for development as an advanced planning tool for property owners, developers, and area residents. e. Evaluating efficiency of existing efforts to provide site selection assistance, business liaison services, pre-application meetings, quick response team meeting and fast-track permitting and review. f. Evaluating effectiveness of reporting relationships, staff authority, and staffing levels. g. Considering project management training for lead staff on development applications. h. Allowing more nonresidential uses by right in business parks. i. Evaluating the City's environmental review process for opportunities to make the process more transparent and predictable for applicants. j. Developing a master conditional use program for shopping complexes to expedite the natural turnover in retail and office buildings.	Ongoing	CDD	Current Financial plan	Track changes in permit processing times. Track the number of applications approved at the administrative level. Potentially seek City Council approval for policy changes identified by the streamlining effort in FY 2016-17.	Improve general business climate and attitude toward industry consistent with City goals. Establish new procedures or revise current procedures as appropriate through implementation of this strategy. Minimize incomplete applications and avoid unnecessary delays. Increase public awareness of planning and environmental issues. Increase productivity through new systems and applications.

LEGEND

Timeframes - Short: 2015 Revision through June 2016; **Medium**: July 2016 through June 2017; **Long**: July 2017 through June 2019

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
1.2. Continue to build on existing efforts that offer site selection assistance, business liaison services, pre-application meetings, quick response team meetings, and fast-track permitting and review.	Ongoing	Admin, CDD	Current Financial plan	Track efforts of staff to provide site selection, business liaison services, pre-application meetings, quick response team meetings and fast-track permitting to provide data upon which to assess performance improvements.	Overall improvement of City permitting process. Documentation in Financial Plan updates.
Infrastructure & Fees					
1.3. Analyze infrastructure plans to ensure they are “right-sized” for the community and reasonable. Reduce the cost of these facilities, where possible, consistent with General Plan Land Use Element Policy 1.13. a. The analysis should include reviewing City engineering standards, transportation plans, installation timing, community expectations, and other cost drivers to identify opportunities to reduce the barriers to new development while not negatively impacting safety, access, or long-term City maintenance costs. This evaluation should include implementation of low impact development (LID) standards, which could lower construction and maintenance costs.	Medium	Admin, PW, F/IT, CDD, Util	2015-2017 Financial Plan	Measure increased investment in backbone infrastructure, such as roadway improvements, in the expansion areas. ¹ Measure increase in net new square feet of commercial space in the expansion areas.	Infrastructure requirements that are right-sized and produce high quality infrastructure facilities in the City.
Note 1: The expansion areas include the Margarita Area Specific Plan (MASP), Orcutt Area Specific Plan (OASP), and Airport Area Specific Plan (AASP) areas.					

LEGEND

Timeframes - Short: 2015 Revision through June 2016; **Medium**: July 2016 through June 2017; **Long**: July 2017 through June 2019

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
<p>1.4. Ensure that the fair-share structure includes appropriate percentages for each party bearing a portion of the infrastructure costs. New development shall be responsible for City infrastructure costs only to the extent there is a nexus between the costs and project impacts.</p> <p>a. Utilize a consultant to lead a series of study sessions with the City Council on the City's impact fee structure guided by existing policies and options for the City to consider related to how impact fees are determined, calculated, and applied.</p>	Short	Admin, PW, F/IT, CDD, Util	Resources programmed in current Financial Plan	<p>Measure increased investment in backbone infrastructure, such as roadway improvements, in the expansion areas.</p> <p>Measure increase in net new square feet of commercial space in the expansion areas.</p>	<p>Enhance awareness and understanding of existing infrastructure financing tools to mitigate the costs of infrastructure improvements.</p> <p>Produce better community-wide understanding about infrastructure needs, and allocation of costs to produce solutions to the impacts of infrastructure costs on job creators.</p>

LEGEND

Timeframes - **Short**: 2015 Revision through June 2016; **Medium**: July 2016 through June 2017; **Long**: July 2017 through June 2019

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
1.5. Incentivize the creation of head-of-household jobs through use of the following tools: <ol style="list-style-type: none"> Establish and fund an infrastructure investment fund that will invest in priority projects that enhance the quality of life and economic development. Explore financing strategies for infrastructure that address timing and/or the cost burden of infrastructure, including development agreements, reimbursement agreements, infrastructure financing districts, business improvement districts, the property-based financing mechanisms identified in the City's specific plans, and the City's existing program for financing fees. Evaluate existing infrastructure impact fees applied in the City and determine if City policy supports increased cost sharing for projects that provide City-wide benefits. Where appropriate, conduct an economic benefit analysis as part of development review to identify potential economic benefits. Where appropriate, participate in the financing of environmental impact reviews and the development of specific plans. 	Short	Admin, PW, F/IT, CDD, Util	Resources programmed in 2015-17 Financial Plan	Track head-of-household job creation.	Enhance awareness and understanding of existing infrastructure financing tools to mitigate the costs of infrastructure improvements.
	Short				
	Ongoing				Produce better community-wide understanding about infrastructure needs, and allocation of costs to produce solutions to the impacts of infrastructure costs on job creators.
	Medium				
1.6. Monitor changes in State infrastructure finance law that increase financing options as a way to fund new investments in infrastructure (new bills are being introduced in response to the elimination of redevelopment agencies).	Ongoing	Admin, F/IT	Resources programmed in current Financial Plan	Report annually to City Council on changes in State law and new financing opportunities for the City.	Enhance awareness and understanding of new infrastructure financing tools appropriate for the City and/or specific projects.
					Target opportunities that can stimulate head-of-household job growth and/or save the City money through more favorable terms.

LEGEND

Timeframes - Short: 2015 Revision through June 2016; Medium: July 2016 through June 2017; Long: July 2017 through June 2019

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Table 3 Economic Development Strategy Summary Matrix					
Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
1.7. Seek grant funding for transportation facilities that position areas for development and have the potential to reduce development impact fees.	Ongoing	PW	Resources programmed in current Financial Plan		Leverage grant funding to encourage private investment. Target opportunities that can stimulate head-of-household job growth. Increase coordination with regional transportation agencies on submittal of grant applications or funding requests.

LEGEND

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Table 3 Economic Development Strategy Summary Matrix					
Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
Key Sites					
1.8. Provide online tools for those looking to locate or develop in the City. a. Prepare and update a portfolio of properties currently under development. b. Prepare and update a portfolio of ‘available properties’ ready for development in accordance with the findings of the streamlining outcomes enumerated in Strategy 1.1. This advanced planning tool would include information for commercial brokers, businesses, and developers that includes the type and scope of development suitable for the site(s), zoning, available infrastructure, and (in some cases) entitlements in place. Where possible, use the portfolios to develop standard conditions of approval and design guidelines for key sites to streamline development when proposed.	Complete (ongoing updates) Medium (to prepare portfolio) Ongoing (portfolio updates)	Admin, CDD	2015-2017 Financial Plan	Produce a portfolio of at least 10 commercial properties by the end of 2013 and distribute at the public counter and through various website portals. Provide access to the portfolio on the City/ SLO Open For Business websites by the end of 2013. Produce semi-annual updates of the portfolio as evidenced in program updates to Council with the budget. Increase the portfolio size and scope over time by at least one property per year.	Improve access to information that facilitates commercial development.

LEGEND

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
1.9. Evaluate the supply of land and space for residential and nonresidential development (i.e., general type, square footage, access to amenities, transportation access, environmental constraints, etc.) in the expansion areas of the City and prioritize areas with the greatest potential for near term development that supports new head-of-household jobs.	Ongoing	Admin, PW, F/IT, CDD	2015-2017 Financial Plan	Measure increased investment in backbone infrastructure, such as roadway improvements, in the expansion areas. Measure increase in net new square feet of commercial space in the expansion areas.	Provide clear priorities for infrastructure expansion that help to create head-of-household jobs.
2. ACTIVELY SUPPORT KNOWLEDGE & INNOVATION					
Entrepreneurship					
2.1. Continue to work with Cal Poly, Cuesta, the Chamber of Commerce, the business community, and the EVC to define, develop, and promote an environment supportive of entrepreneurs and start-up businesses. This may include facilitating the creation of: <ol style="list-style-type: none"> A business incubator (office, light manufacturing, ag tech, laboratory, storage & warehouse) to assist start-ups and/or spin-offs from Cal Poly. Consider business license tax exemptions for businesses located in incubator spaces. An innovation marketplace that serves as a forum for showcasing innovation and local companies and as a place for idea exchange for local industries in conjunction with existing efforts such as Central Coast Software & Technology Association (SOFTEC) and Cal Poly Center for Innovation and Entrepreneurship (CIE). A co-location workspace to foster idea exchange and support the growth of innovative businesses. Support for small business owners seeking to grow their businesses. 	Ongoing	Admin	Resources programmed in current Financial Plan to support entrepreneurs and start-ups.	Track and report on efforts to support entrepreneurship. Show increased support year over year.	A more robust vertical value chain that supports start-ups, entrepreneurs, and technology-related firms.

LEGEND

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
Access to Broadband					
2.2. Convene a cross-department team at the City, with input from local industry experts, to facilitate expansion of broadband infrastructure, including: <ul style="list-style-type: none">a. A system for public-private partnerships.b. Exploration of opportunities with the Corporation for Education Network Initiatives in California (CENIC), the County, and Cal Poly.c. Adoption of a policy that requires installation of vacant conduit when trenching occurs in the public right-of-way for unrelated work.d. Expedited permitting of new installations.e. Adoption of a policy that guides City decisions regarding use of existing fiber optic infrastructure, including vacant conduit.	Medium	Admin, F/IT	An internal team has been formed based on previous work. Additional resources will be requested, if needed.	Track permit processing times for broadband infrastructure installations and show improvement in processing timelines.	Expansion of broadband infrastructure. City Council adoption of clear and reasonable processes for public-private partnerships facilitating expansion of broadband infrastructure.
2.3. In partnership with Countywide economic development organizations, explore the concept of a regional technology master plan to link the cross-Pacific landing sites and local jurisdictions. This will include researching potential business opportunities derived from the cable landings that connect the Central Coast with Asia, Central America, South America, and New Zealand. If deemed valuable, support pursuit of methods to capitalize on the cable connections.	Short	Admin	2015-2017 Financial Plan	Propose partnerships with economic organizations for regional broadband planning and research in FY 2015-16.	Raise awareness and get Countywide participation in efforts to understand and promote the value of pacific cable landings in SLO County. Increase the profile of the City of San Luis Obispo businesses by promoting broadband in the region.

LEGEND

Timeframes - Short: 2015 Revision through June 2016; **Medium**: July 2016 through June 2017; **Long**: July 2017 through June 2019

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
3. PROMOTE AND ENHANCE THE SAN LUIS OBISPO QUALITY OF LIFE					
3.1. Integrate administration of the City’s tourism/community promotion efforts into the City’s Economic Development Program to further capitalize on the role that cultural industries play in economic development.	Complete	Admin		Accomplish changes in staffing that increase support of the Tourism Business Improvement District and the Promotional Coordinating Committee and increase community access to and knowledge of tourism.	Establish economic development as a goal of the community promotions program. Leverage San Luis Obispo’s “sense of place” as a commodity that adds value to local goods and services. Greater ability to reinforce the sense of place and cultural brand of San Luis Obispo. Increase community awareness about the value of the “Uniquely SLO” industry cluster to the City’s economic vitality and quality of life.
3.2. Formulate a program to encourage businesses to implement voluntary actions to enhance, preserve, and improve the environment beyond what current laws require with the help of representatives from the business and environmental communities.	Long	Admin, CDD	2017-2019 Financial Plan	Track participation by businesses in voluntary green business practices efforts.	Increase efforts by the business to contribute to a healthy environment in the City.

LEGEND**Timeframes** - Short: 2015 Revision through June 2016; **Medium**: July 2016 through June 2017; **Long**: July 2017 through June 2019**City Department Acronyms** - **CDD**: Community Development; **Admin**: Administration; **PW**: Public Works; **FI/IT**: Finance and Information Technology; **UTIL**: Utilities; **FIRE**: Fire

Table 3 Economic Development Strategy Summary Matrix						
Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success		
				Metrics	Outcomes	
3.3. Prepare a City of San Luis Obispo “viewbook” to make available to businesses potentially interested in locating in the City. The finished product would be available on-line and would highlight how the San Luis Obispo quality of life can contribute to opportunities and benefits for business owners and employees in terms of the local business environment, lifestyle and recruitment.	Complete	Admin		Track visits on viewbook webpage.	Increases in business appreciation of the local quality of life as a reason for locating in San Luis Obispo.	
3.4. Continue and increase programs that add diversity, attract different interests, capitalize on outdoor sporting events and local recreational opportunities, and highlight uniquely SLO characteristics, such as the marathon, Savor the Central Coast, bike events, family-friendly activities, activities for young professionals, and ethnic group-related activities to help promote San Luis Obispo’s healthy, active lifestyle.	Ongoing	Admin	Resources programmed in 2015-2017 Financial Plan	Track and report economic performance of City-funded events, including return on investment.	Expand cultural and recreational activities that contribute to the quality of life and serve as a foundation for economic development. Determine the type of events that provide greater benefit to the local economy.	
3.5. Work with Countywide arts organizations to identify existing arts programs that result in the greatest job and economic development benefits and develop a strategy for City support of such programs.	Medium	Admin	2015-2017 Financial Plan	Development of a strategy in FY 2016-17.	Raise awareness of the value of arts to job creation and economic development.	
3.6. Explore opportunities for marketing the City as a place to do business via the appropriate channels.	Ongoing	Admin	Current Financial Plan	Increased marketing of the City’s Economic Development Program in key locations.	Increase awareness of the resources available to businesses by tourists, residents and business travelers.	

LEGEND

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
4. BUILD ON EXISTING EFFORTS AND STRENGTHEN REGIONAL PARTNERSHIPS					
Business Retention					
4.1. Pursue collaborative efforts with regional partners to grow and retain public and private sector employees in the City, including: <div>a. Partnerships for business retention activities. b. Welcoming businesses to the area. c. Developing an ongoing outreach strategy that proactively seeks information on how the City can help businesses stay, thrive and expand in the City.</div>	Medium	Admin	2015-2017 Financial Plan	Track the number of businesses relocating and expanding within City limits. Track changes in website visits on www.openforbusinessinslo.com.	New opportunities and partnerships to achieve strategies in this document.
	Ongoing	Admin	Current Financial Plan	Track participation with regional partners in efforts to promote existing businesses.	New opportunities to collaborate with regional partners. Increase awareness by local economic development professionals of ongoing business needs. Early identification of workforce needs and businesses at risk of moving out of the area or shutting down.
4.2. Work with regional partners such as the Chamber of Commerce and EVC to bring attention to existing businesses.					

LEGEND

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Table 3 Economic Development Strategy Summary Matrix

Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
4.3. Continue to look for opportunities to enhance data collection that is useful for assessing business growth including: <ul style="list-style-type: none"> a. Continued support for the Annual Economic Forecast Project. b. Through policy changes, enhance data collection using the business licensing program (HdL) or alternative resources in order to facilitate collection of employment and other data about local companies. c. Identify all businesses with ten or fewer employees within the City. <ul style="list-style-type: none"> • Conduct a survey of these business owners (including home occupations) to determine what small businesses need to grow. • Develop an action plan that helps businesses of this size grow. 	Ongoing	Admin, F&IT	Resources programmed in current Financial Plan	Seek City Council approval for policy changes necessary to allow expanded data collection in FY 2013-15.	Enhance awareness and understanding of regional economic trends.
	Short		2015-2017 Financial Plan	Complete assessment of small businesses in FY 2013-14 and use information to develop strategies to help small businesses in FY 2014-15.	Better data about local companies leading to more successful implementation of strategies.
	Long		2015-2017 Financial Plan		Improve data tracking and analysis. Better understanding of the local, small business needs.
4.4. Look for opportunities to build on partnerships to facilitate data collection, analysis and storage.				An action plan to address small business concerns and capitalize on opportunities.	
	Ongoing	Admin	2015 through 2019 Financial Plans		Improve data tracking and analysis

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Economic Development Strategy Summary Matrix						
Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success		
				Metrics	Outcomes	
Business Attraction						
4.5. Develop a plan for business attraction that builds on our local economic assets, including: <div><div>a. Broadband, both the transpacific lines and access within the City (see also Strategy 2.2 and 2.3).</div><div>b. Opportunities that can be developed with Cal Poly and Cuesta alumni.</div><div>c. Opportunities for specialized manufacturing in the Airport Area.</div><div>d. Improve opportunities for real estate brokers, business owners and startups to obtain information more quickly about the suitability of existing sites or future development sites.</div><div>e. Take every opportunity to support enhanced air and rail service.</div></div>	Long	Admin	2017-2019 Financial Plan	Seek City Council funding and approval of a marketing plan for business attraction.	Increase awareness by employers who create head of household jobs of the opportunities to relocate their business to San Luis Obispo.	
Business Support						
1.1. Continue to provide support for businesses requiring assistance with City processes, information and/or guidance, including neighborhood serving and regional retail.	Ongoing	Admin	2015 through 2019 Financial Plans	Track changes in vacant commercial space.	Improve experience of applicants when processing an application or requesting information from the City. Improve customer satisfaction with City process.	
Support for Downtown						

LEGEND

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Economic Development Strategy Summary Matrix					
Strategy	Timeframe to Complete	Lead Dept.	Resources	Measurements for Success	
				Metrics	Outcomes
1.1. Continue to support the downtown as a vibrant destination and resource for residents and visitors. <ul style="list-style-type: none"> a. Research ways to encourage resident-serving businesses without limiting the ability of building owners to choose tenants. b. Continue to help facilitate retail and office opportunities that further define San Luis Obispo as the hub of the County for retail, jobs, and social activities. c. In coordination with The Downtown Association develop measurement and reporting of the occupancy and use of the downtown properties. d. Continue to provide support for key Downtown development. 	Ongoing	Admin	2015-2017 Financial Plan	Track changes in the number of resident-serving businesses in Downtown.	Continue to focus on a thriving downtown and culture as the economic and cultural hub critical to attracting and retaining talent. This includes working closely with the Downtown association and others with interests in Downtown.

LEGEND

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