

ATASCADERO ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION PLAN SUMMARY

The Action Plan is organized into Major Activity areas that will allow the City to concentrate efforts in specific areas with multiple goals and objectives in mind. For each Major Activity Area, there are recommendations related to Economic Development Infrastructure-Related Activities and recommendations for promotion and marketing. The Major Activity areas are:

- Land Use Planning and Site-specific Development
- Tourism
- Business Development
- Workforce Development
- Quality of Life

LAND USE PLANNING AND SITE SPECIFIC DEVELOPMENT

Economic Development Infrastructure-Related Activities

Recommended activities to enhance Atascadero's economic development infrastructure as outlined in the following Action Plan focus on those City-initiated projects that will encourage or facilitate the private-sector investments needed to fulfill the City's economic development goals.

1. Colony Square. The completion of the Colony Square project, as proposed, is the pivotal catalytic event that Atascadero needs to see its improvement plans for the downtown area come to fruition. The City should prioritize the completion of the Colony Square development project. To do so, it should prioritize and expedite all necessary zoning, design guideline, building regulation and infrastructure improvements to facilitate development and construction. The City should also assist with developer financing to the degree possible.

2. Del Rio Road Commercial Area. The development of the Del Rio site is the City's primary means of re-capturing the sales tax dollars it is currently losing to retailers in neighboring communities. To realize its revenue goals, the City should expedite the processing of development review and environmental clearances for this area. If the current applicants decide to withdraw their applications, the City should quickly market these sites to attract appropriate retailers.

3. Downtown. The downtown area is the core of the City, the location for commerce, public assembly and entertainment. To realize its economic development goals, the City will need to encourage property owners, both public and private, to redevelop their properties. In some cases, the City may need to purchase pivotal properties to jump-start the revitalization process. It is critical that the City and the Atascadero Unified School District find a way to re-locate the Junior High School to allow for increased commercial, public assembly and entertainment uses in the downtown. Once the Junior High School is re-located, many of the medical and dental office tenants will be

more willing to re-locate as well. Once construction of the Colony Square project is underway, and that critical economic asset is promoted widely, redevelopment in other parts of the downtown will happen at a quicker pace, though redevelopment agency activities will still be needed to facilitate this activity. The critical tool for incentivizing re-development is through increased densities, through increased heights. Allowing taller buildings in the downtown core would create the vitality. It would also incentivize developers to invest in the downtown area. A first step in this process would be to establish a parking district, which would provide a vehicle for exploring parking options.

It is critical for the realization of the City's downtown revitalization goals that non-retail uses at street level be discouraged. However, allowing residential and office above street level would be appropriate. Higher density residential uses would increase the purchasing power of the area and increase the likelihood that retail uses would be economically feasible. Since higher densities will require parking structures at the periphery of the downtown, the City may want to conduct a feasibility study of building a parking structure as a means of facilitating redevelopment. This would reduce the costs of development for the builders, who could be assessed the construction and maintenance costs for the garage based on their own developments' space.

4. *El Camino Real.* The Economic Development Strategy recommends that, ultimately, most commercial activity along El Camino Real should be limited to selected mixed-use nodes at key intersections along this historic corridor. El Camino Real is the City's main north-south thoroughfare and tourism corridor. As such, it should be a primary focal point for implementation of streetscape, way-finding and beautification improvements that support the City's brand as a picturesque, unpretentious, authentic community with small-town charm at the center of it all. This would include adopting a boulevard concept for El Camino, planting of trees along a median and encouraging mixed use development at selected intersections. Once development of both Colony Square and the Del Rio Commercial Center have started, any further retail development should be concentrated at the remaining nodes along El Camino Real and encourage the redevelopment of existing commercial strip centers into Class A or B office space to accommodate growth in employment in targeted industries.

5. *Morro Road Tourism Corridor.* Morro Road is currently the location of many of the City's non-lodging tourism assets, including the lake park, the zoo, and the veterans' memorial. Morro Road connects the City to its closest coastal area and beaches, a likely location to expand its tourism assets. The City should review its zoning designations for properties along Morro Rd. to make sure that zoning allows for a greater intensity of lodging facilities and visitor services.

6. *Eagle Ranch.* In the long term, the Eagle Ranch presents an opportunity for the City to expand its economic development assets through development of a combination of job-producing, revenue-generating and residential uses. Towards that end and to assist in the planning process, the City should commission a feasibility study of an equestrian center and/or hotel and conference center that would complement and further promote the City's rural feel. A hotel/conference center would also support the City's goal to enhance its tourism assets and to become a center for education and training. The City should consider residential subdivisions that accommodate horseback riding and other equestrian-oriented activities.

Promotion Activities

Atascadero should aggressively promote the Colony Square project through its atascaderoconddev.org website so as to attract developers and potential businesses to the City's downtown area. In addition, the City should continue its activities in relation to CALED and ICSC to attract additional business investment to the City. (Please see additional business expansion and attraction promotional activities in the section of that name, below.)

ENHANCING TOURISM ASSETS

Economic Development Infrastructure-Related Activities

To increase the level of tourism business in Atascadero, the City should consider adding to its inventory of tourism assets. This would include considering the feasibility of an equestrian center, expanding the zoo, building a winery center/museum and improving Stadium Park. As stated above, the City should review its zoning for the Morro Road corridor to make sure that it supports the development of lodging facilities and visitor services. The City should also consider the use of portable event infrastructure to increase its capacity for events. Atascadero should leverage its existing family-oriented facilities to market to family-oriented vacationers. Also, taking advantage of its proximity to nearby wineries and vineyards, Atascadero could encourage the construction of a facility that would act as an event center with a wine theme; it could include a museum and a small, boutique-sized winery.

Promotion Activities

For visitors, Atascadero offers a wide variety of activities including paddling on the lake, shopping, golf, biking, wine tasting and for families with small children, there's the Charles Paddock Zoo. However, Atascadero is not top-of-mind for visitors because of competing attractions in neighboring areas including Pismo Beach and Morro Bay's coastal recreation, San Luis Obispo's university-related business sites, Paso Robles' diverse and upscale shopping and Templeton's wine tasting. People might visit Atascadero more often if there were more to do. The additional things to do that could result in visitors spending more time in the city might be more shops, a theater series or an equestrian center.

Key target audiences that need to be reached to encourage more visitors are:

- San Luis Obispo county residents and beyond
- Active travelers
- Weekend getawayers
- Families and couples
- Outdoor enthusiasts
- Wine enthusiasts

- Veterans (Purple Heart Trail)
- Nature lovers (birds, wildflowers)

The marketing plan and implementation strategies that we are recommending are done so with the above audiences in mind. These are the audiences that marketing communications will speak to. However, audiences outside the key target audiences are not completely ignored.

Specific marketing methods and tools to be used will include:

Internet

Visitatascadero.com web site: Upgrade and revise visitatascadero.com site to make it search optimized with a downloadable pdf press kit to assist media and provide them with story idea. The site will also serve as the primary marketing instrument for raising awareness of the city and driving consumers to events, attractions, outdoor activities and the downtown area.

Colonydays.org web site: Improve design and content of site. Make it search-optimized and linked to the visitatascadero.com site.

Design

Atascadero Logo: Consider updating graphic look of logo including colors, fonts and images for a more contemporary look that conveys the authentic small town image.

Media Outreach

Publicity: Develop annual publicity plans. Effective publicity plans will generate favorable media visibility for the city and as part of the plan the distribution of ongoing press releases will increase Atascadero's search engine rankings.

Social Media: Create a Twitter page with the Mayor or other city official's name, or the Twitter name could simply be "Atascadero." Update on a regular basis to build buzz about the city and its tourism and business news.

Podcasts: Expand customer base and improve web site search engine rankings with four podcasts/year, one per quarter. Podcasts can be posted on the visitatascadero.com web site and promoted through email blasts.

Direct Contact

Email Newsletters: The tourism/visitor site, and visitatascadero.com site can each have a place to sign up for newsletters. A tourism-related newsletter can serve to drive traffic to events and attractions. Direct Marketing: Identify growing and expanding businesses in target industries that are good candidates for locating in Atascadero. Direct contact can be made with them through industry- specific fact sheets accompanied by a well-designed and expertly written cover letter.

Events

Visitor Events: Create integrated marketing communication programs to promote and publicize events that will generate interest beyond Atascadero, such as Colony Days. This would involve publicity, a travel writer visit, web site specifically devoted to the event, email newsletter, Twitter updates, advertising, business outreach, etc. Consider event additions such as charity fundraiser/VIP pre-event party.

Advertising

Advertising: Create a 12-month ad plan for visitor attraction.

Program Measurement

Results Measurement: Results can be measured through such means as the number of web site hits, media coverage, retail sales tax figures, event attendance, hotel occupancy, broker event attendance, business license applications and more.

This plan includes near-term focuses with the intent to establish Atascadero as a San Luis Obispo county location with a small town atmosphere that’s an enjoyable place for people to visit and stay, as well as a location that’s at the center of it all offering potential for economic growth for a variety of businesses.

Following is the Branding Blueprint, which is the foundation of the Atascadero Tourism Marketing Plan.

ATASCADERO DESTINATION BRANDING BLUEPRINT--TOURISM

Brand Elements	Strategies, Descriptions, Comments
Brand Destination	Located at the center of it all, entrance to central coast, part of San Luis Obispo county, a region popular with tourists. Picturesque, quiet, unpretentious, authentic community with small-town charm, historical elements, recognized wine region, popular and diverse events.
Brand Vision (Future)	A San Luis Obispo county regional destination with tourist attractions and events that consistently draws people from the region and beyond. The center of it all with art, culture, dining, shopping and an equestrian center that is frequented by the horse enthusiast crowd.
Brand Positioning (current)	Overlooked by visitors to the region. Not enough unique retail choices to draw shoppers, events need to be promoted and expanded upon, needs more marketing of existing attractions and needs to develop additional ones (arts colony and entertainment venues).
Brand Target	San Luis Obispo county residents and beyond. Active travelers, weekend getawayers, families, couples, outdoor enthusiasts, wine enthusiasts, veterans (Purple Heart Trail), nature lovers (birds, wildflowers).
Brand Name	The Colony of Atascadero
Brand Identity	The Center of it All OR Take a Step Back in Time (Needs development to reflect idea of authentic, no place like this in CA)(Graphics should connect with/complement others in

	the region)
Brand Promise	Easy to enjoy, fun events, zoo, part of the San Luis Obispo region including popular wine and beach locations, unique downtown with family-owned shops, Carlton Hotel offers superb pampered getaway.
Brand Personality	Accommodating, welcoming, sense of community
Brand Emotion	Relaxed. Glad to be there. Real.
Brand Experience	Hometown, village-like atmosphere. May be left with feeling that there needs to be “one more thing to do.” Might be arts colony, entertainment at Stadium Park, or equestrian events in the future.
Brand Quality	Luxury hotel, historical, eco-tourism and athletic activities, easily accessible, easy parking, clean, not congested. Not commercialized-family-owned shops.
Brand Pricing	Less expensive for food and accommodations than nearby cities.
Brand Packaging	Requires marketing communications plan implementation to raise awareness and drive traffic.
Brand Distribution	Needs to get to target audiences through: web site updates, press releases, publicity, social media, podcasts, advertising, event promotion, media familiarization trips and improved signage.
Brand Association	San Luis Obispo Region, Central Coast. Close to Paso Robles wine country, Hearst Castle, Morro Rock, beaches.
Brand Credentials	Included in <i>Sunset</i> magazine articles, <i>Wine Spectator</i> article on Up and Coming Wine Region, Hollywood movies filmed in the area.
Brand Message	Take a step back in time and enjoy Atascadero, the center of San Luis Obispo county, a city with a small-town atmosphere, easy to get there, easy to stay.

BUSINESS DEVELOPMENT/BRE

Economic Development Infrastructure–Related Activities

Atascadero should cooperate with EVC and others to attract green industries, possibly set up an incubator, establish a network of business resources for business retention and expansion purposes but also to help incubate new businesses; and, invest in infrastructure improvements and development, especially broadband and Wi Fi.

Promotion

As with tourism marketing and promotion, there should also be ongoing communications with the commercial real estate audience including: potential office-space tenants, retailers, small business owners, site selection decision makers and commercial real estate brokers and agents. Also targeted are the following specific industry sectors: tourism and hospitality, food and beverage manufacturing, wine processing, construction, new media arts, electronic components, alternative energy and green economy products and services.

The target audience for business expansion and recruitment marketing are businesses and site selectors in the following eight industry groups:

- Tourism and Hospitality
- Food and Beverage Manufacturing and Distribution
- Construction
- New Media Arts
- Electronic Components
- Alternative Energy
- Green Economy Products and Services

Specific marketing methods and tools to be used would include:

Internet

Update the atascaderocondev.com website with information on Atascadero’s commercial real estate news and activities. The site should be search-optimized so that it appears high on the search rankings when someone searches for properties and office space in the County and the City. The site would also include links to brokers offering commercial and industrial space or sites available for purchase or lease.

Design

Atascadero Logo: Consider updating graphic look of logo including colors, fonts and images for a more contemporary look that conveys the authentic small town image.

Media Outreach

Publicity: Develop annual publicity plans. Effective publicity plans will generate favorable media visibility for the city and as part of the plan the distribution of ongoing press releases will increase Atascadero’s search engine rankings.

Social Media: Create a Twitter page with the Mayor or other city official’s name, or the Twitter name could simply be “Atascadero.” Update on a regular basis to build buzz about the city and its business news.

Podcasts: Expand customer base and improve web site search engine rankings with four podcasts/year, one per quarter. Podcasts can be posted on the atascaderocondev.com web site and promoted through email blasts.

Direct Contact

Direct Marketing: Identify growing and expanding businesses in target industries that are good candidates for locating in Atascadero. Direct contact can be made with them through industry-specific fact sheets accompanied by a well-designed and expertly written cover letter.

Events

Business Attraction Events: Hold two events per year for brokers from SLO County

- 1) General overview, tour of the city so brokers can learn of space availability.
- 2) Tour of one significant project, even if still under construction.

Advertising

Advertising: Create a 12-month ad plans for business attraction. Also consider running a paid-for 8-page insert in the Pacific Coast Business Times on Atascadero businesses and commercial real estate news and activities. It would reach the paper’s 10,000 weekly readers. City officials would have control over the copy and the paper would sell advertising.

Following is the Branding Blueprint, which is the foundation of the Atascadero Business Expansion and Recruitment Marketing Plan.

ATASCADERO DESTINATION BRANDING BLUEPRINT--BUSINESS EXPANSION & ATTRACTION

Brand Elements	Strategies, Descriptions, Comments
Brand Destination	San Luis Obispo county location, easily accessible at intersection of Highways 101 and 41 between San Luis Obispo and Paso Robles allows easy access to consumers and customers countywide. Relaxed, authentic community.
Brand Vision (Future)	A city with small- town charm and excellent quality of life that consists of a successful, diverse business community made up of small, entrepreneurial

	and innovative businesses. A workforce of local and regional residents, many of who have skills to compete at the forefront of technology, new media, and green industries, wine manufacturing and production, due to knowledge acquired at the city's state-of-the-art technical training institute.
Brand Positioning	Currently overlooked, not associated with business, should be seen as a business site with a clear business identity.
Brand Target	Tourism and hospitality, food and beverage manufacturing, wine processing, construction, new media arts, electronic components, alternative energy, green economy products and services, entrepreneurs and innovators, consultants, home-based businesses, small manufacturing site-selection decision makers, commercial real-estate brokers and agents.
Brand Name	The Colony of Atascadero
Brand Identity	Atascadero, The Center of It All
Brand Promise	Atascadero is business-friendly and will provide assistance, city is moving forward with plans for growth and development.
Brand Emotion	Authentic, pleasant, welcoming-community feeling.
Brand Quality	Authentic, relaxed quality of life with appealing regional amenities.
Brand Pricing	One of the most affordable cities in San Luis Obispo county. Office and retail space, plus living is less expensive than nearby cities. Industrial space-competitive.
Brand Packaging	Needs consistent packaging with one theme for all economic development collateral: web site, brochures, advertisements, social media sites, sales presentations, etc. Message will vary to each industry category but overall consistent look and feel.
Brand Distribution	Site selectors, brokers, bankers, direct contact (trade shows, business groups and associations), Internet, publicity, advertising. Target industries through relevant trade associations.
Brand Association	Associate with Central Coast and San Luis Obispo region, including Cal Poly. Also, Paso Robles Wine Alliance
Brand Credentials	Western Cities' Helen Putnam Awards for Innovative Governance, Distinguished and Blue Ribbon School awards
Brand Message	Atascadero is a San Luis Obispo region city at the center of it all, offering a high quality of life strong potential for economic growth for innovative and pioneering companies in the areas of new media, wine and green and energy-efficient industries.

WORKFORCE

Economic Development Infrastructure–Related Activities

Supporting the growth of firms in targeted industries will require building upon existing workforce training resources. This will require inventorying existing training resources, identifying labor force characteristics and establishing of a training center in Atascadero.

Promotion

Atascadero should use its atascaderocondev.com website to promote the availability of talented, skilled workers in Atascadero well-suited to jobs in the targeted industries and to promote its training resources.

QUALITY OF LIFE

Economic Development Infrastructure–Related Activities

Atascadero's quality of life is its most important economic development assets. Investments in cultural and arts venues, events, beautification, and other actions identified in this plan will improve the City's economic vitality and help to sustain its quality of life.

Promotion

Through the visitatascadero.com and atascaderocondev.com websites, Atascadero should promote its quality of life attributes.

ATASCADERO ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

DRAFT: May, 2009

Prepared by: Applied Development Economics, Inc.

DOWNTOWN

Goal 1: Atascadero’s downtown is a lively place for business, entertainment, arts, and public gatherings. Atascadero facilitates the transition of the downtown into a synergistic entertainment, cultural and specialty shopping area.

Objective 1: Colony Square successfully connects the Sunken Gardens, Stadium Park, and Colony Way to create a vibrant commercial core.

- | | | |
|---|-------|--|
| 1 | 1-1.1 | Continue supporting the completion of Colony Square |
| 1 | 1-1.2 | Incorporate pedestrian/bicycle/transit routes to connect Colony Square with other Downtown locations and facilities. |
| 1 | 1-1.3 | Adopt design guidelines to ensure a unified design theme for the Downtown. |

Objective 2: The development in Downtown includes features to support the City’s Tourism Marketing Plan in terms of creating venues for art showings, events such as the Art Walk, fine restaurants, and entertainment venues to attract tourists as well as local residents

- | | | |
|---|-------|---|
| 1 | 1-2.1 | Continue work to renovate the historic Colony administration building to meet current safety codes. |
| 1 | 1-2.2 | Concentrate entertainment and cultural venues, including lively and visual arts, galleries and similar uses in the Downtown. Consider an entertainment overlay zone to encourage the location of such uses in downtown. |
| 1 | 1-2.3 | Build attractive multi-story parking garages adjacent to the downtown core to support development of arts and entertainment venues; avoid surface parking except on streets. |
| 1 | 1-2.4 | Ensure that new commercial development includes space for restaurants wherever appropriate, especially in the Downtown. |

Objective 3: New development in downtown features mixed-use to increase the intensity of activity.

- | | | |
|---|-------|--|
| 1 | 1-3.1 | Continue to implement the Downtown Revitalization Plan. |
| 1 | 1-3.2 | Prioritize relocation of the Junior High School to expand commercial uses and allow for a broader range of uses and development intensities in the Downtown. |
| 1 | 1-3.3 | Consider additional ways to incentive relocation of medical offices off of West Mall. |
| 1 | 1-3.4 | Consider increasing allowable densities in the Downtown core only to incentivize re-development. Consider allowing housing on upper floors to help increase local purchasing power in the immediate area and to help make retail and entertainment development more economically attractive. |
| 1 | 1-3.5 | Offer density bonuses to developers that build under-ground parking or multi-level parking. |

RETAIL

ATASCADERO ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

DRAFT: May, 2009

Prepared by: Applied Development Economics, Inc.

Goal 2: Atascadero provides a broad range of retail stores so that residents and visitors can meet most of their shopping needs locally.

Objective 1: Encourage a broad range of retailers to locate within the city.

2	2-1.1	Prepare marketing materials that highlight key demographic and income characteristics important to desired retailers. Ensure that these materials are easily accessible from the City's economic development website.
2	2-1.2	Attend ICSC conferences to promote key retail development opportunities in the City.
2	2-1.3	Encourage retailers to establish shops in Atascadero, especially in the Downtown, by promoting the City's infrastructure improvement plans for the Downtown and for other commercial nodes through its economic development web site.

Objective 2: Support development of major commercial centers at the Del Rio Road interchange.

2	2-2.1	Process applications and environmental clearance for projects on these sites when submitted.
2	2-2.2	If proposed projects do not go forward, develop and implement a marketing program for the sites to attract the types of development desired by the City.
2	2-2.3	When the major sites on the NE and SE corners of the intersections are developed, begin planning for related development on available sites along the west side of El Camino Real north of Del Rio.

Objective 3: Re-capture 50 percent of retail leakage within 5 years; 75 percent of retail leakage within 10 years.

2	2-3.1	Focus business development efforts on key areas of leakage such as general merchandise, auto sales, and upscale specialty retail.
2	2-3.2	Monitor retail sales trends in Atascadero to spot developing weaknesses in the retail mix.
2	2-3.3	Identify development opportunities that offer modern commercial formats such as lifestyle centers or larger scale retail centers.
2	2-3.4	Collaborate in "Shop Local" campaigns with Mainstreet merchants, the Chamber of Commerce, and major retail centers in the City.

Objective 4: Concentrate retail at major nodes along El Camino Real.

2	2-4.1	Consider designing and implementing a boulevard concept along El Camino Real to complement provisions of General Plan Goal LOC 4.
2	2-4.2	Align transit planning with planning for mixed-use nodes to facilitate travel to and from retail, employment and entertainment centers.

Objective 5: Redevelop selected strip malls into R&D industrial space, Class A & B office space, high density residential or a mix of these uses.

2	2-5.1	As larger retail centers develop, facilitate the conversion of smaller retail centers to office/employment centers or mixed use areas.
---	-------	--

ATASCADERO ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

DRAFT: May, 2009

Prepared by: Applied Development Economics, Inc.

	Objective 6: Seek to concentrate commercial retail and office capacity in the downtown core.	
2	2-6.1	Continue to implement the Downtown Revitalization Plan.
TOURISM		
Goal 3: Atascadero is the gateway and hub for visitors to the Central Coast, providing lodging, recreation, entertainment, and unique shopping and cultural opportunities.		
	Objective 1: Leverage its central location and access to San Francisco, Los Angeles, and Fresno to enhance its tourism industry.	
3	3-1.1	Implement Tourism Marketing Plan
3	3-1.2	Promote development of Bed and Breakfast facilities.
3	3-1.3	Collaborate with regional tourism agencies to market San Luis Obispo County
	Objective 2: Increase the number of venues for performing arts and other cultural events, including Stadium Park if resources are available to improve it. Increase the number of special events that attract visitors.	
3	3-2.1	Utilize “Portable Infrastructure” to support a variety of events in various locations through the City.
3	3-2.2	Program multiple locations for simultaneous events to provide variety and greater capacity for events.
3	3-2.3	Promote family oriented tourism including recreation opportunities, facilities, and events.
3	3-2.4	Explore the feasibility of developing a wine museum to attract North County wine country visitors.
3	3-2.5	Develop potential itineraries for family visitors and other tourist to promote multi-night stays in Atascadero
	Objective 3: Explore the feasibility of developing Eagle Ranch into a venue for attracting business and leisure visitors.	
3	3-3.1	Consider uses for Eagle Ranch that would further the goals of the economic development strategy. Possible uses to consider would include an equestrian center with adjacent equestrian-oriented subdivisions and a conference center/hotel/resort.
	Objective 4. Enhance existing attractions to accommodate larger events and more business and leisure travelers. These include the golf course, the zoo, and the parks.	
3	3-4.1	Review zoning along Morro Road to determine if some Commercial park zones should be replaced with Commercial Tourist zone to accommodate more lodging and visitor services/attractions along this corridor.
3	3-4.2	Implement Zoo park expansion plan

ATASCADERO ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN

DRAFT: May, 2009

Prepared by: Applied Development Economics, Inc.

3	3-4.3	Explore feasibility of expanding Paloma park to be more suitable for major softball tournaments (Lancaster - 65 acres, 8 fields drew 912 visiting teams and 22,800 visitors)
Objective 5: Explore, and if feasible, support the development an equestrian event center in Atascadero.		
3	3-5.1	Commission a market study to describe the potential market and design for such a facility. Based on market study recommendations, identify potential sites for the facility.
3	3-5.2	Market the development opportunity to potential developers and/or interest groups.
Objective 6: Advocate for improvements to Highways 41 and 46 to improve safety and enjoyment of travel to and from the fast-growing Central Valley region.		
3	3-6.1	Work through the SLO COG to request a safety assessment or corridor study for Highway 41 east and west of 101
3	3-6.2	Work with Caltrans District 5 corridor planning staff to improve way finding signage along Highway 41
JOBS		
Goal 4: Atascadero supports innovative businesses, particularly those in emerging environmental and information technology fields.		
Objective 1: Support growth of economic opportunity areas, including alternative energy, graphics, new media, food and beverage, electronics and others.		
4	4-1.1	Coordinate efforts with the SLO Economic Vitality Corp. to locate firms within such industries to Atascadero.
4	4-1.2	Establish a business retention and expansion program to support the growth of firms in targeted industries. Use a strategic approach to delivery of business services by first identifying firms with greatest capacity for growth (employment, sales, taxes) and focusing delivery of services towards them.
4	4-1.3	Establish a business retention and expansion program to support the growth of firms in targeted industries. Use a strategic approach to delivery of business services by first identifying firms with greatest capacity for growth (employment, sales, taxes) and focusing delivery of services towards them.
4	4-1.4	Working with the EVC, Identify one industry cluster to form a cluster network. This cluster should have concentration, leadership capacity and capacity for business growth within Atascadero. Likely candidates include: food & beverage (wine) and agri-tourism and alternative energy manufacturers and service providers.
4	4-1.5	Implement strategic marketing efforts to recruit firms in target industries (see marketing plan)
4	4-1.6	Focus business attraction and development on existing available sites, using redevelopment authority/resources where possible to help remove development barriers.

Objective 2: Support growth of green economy firms in Atascadero.		
4	4-2.1	Coordinate efforts with the SLO Economic Vitality Corp. to locate green technology firms to Atascadero.
4	4-2.2	Conduct a green technology incubator feasibility study.
4	4-2.3	Start a green technology incubator to incentivize green economy companies to locate in Atascadero. Identify city-owned or other properties most suitable.
4	4-2.4	Identify components of the green economy that are most appropriate for Atascadero; conduct outreach to such firms
4	4-2.5	Document patenting activity in green economy technologies at Cal State SLO; support efforts to commercialize these technologies within SLO County
4	4-2.6	To help in both the formation and growth of a local green economy and meet GHG emission reductions, complete a climate action plan for Atascadero and assist households and businesses in meeting energy & resource conservation goals
4	4-2.7	Inventory green technology product and service firms within Atascadero and assist in marketing their services to businesses and households

Objective 3: Make necessary improvements to roadways that connect the industrial areas to State Highway 41		
4	4-3.1	Improve the Via Way bridge crossing of Atascadero Creek to facilitate safe truck, car and bike travel to industrial areas
4	4-3.2	Improve the intersection of Mercedes Ave and Highway 41 to facilitate safe truck, car and bike travel to industrial areas
4	4-3.3	Use redevelopment funding mechanisms to make roadway improvements in industrial areas and assess development in those areas on a pro-rata basis.

Objective 4: Increase access to fiber optic broadband infrastructure.

QUALITY OF LIFE

Goal 5: Atascadero is an inviting community to work, shop, and play.

Objective 1: Maintain the City's rural feel through good planning

5	5-1.1	Explore the feasibility of equestrian-focused residential development, which would include horse trails within new subdivisions.
5	5-1.2	Conduct a feasibility study for an equestrian center
5	5-1.3	Develop design guidelines that help to further the Atascadero Colony architectural style and communicate a rural feel throughout the community. The design guidelines would be implemented through zoning and sign ordinances, façade improvements, site design guidelines, way-finding programs and city beautification programs.
5	5-1.4	Support the establishment of a non-profit tree-planting project that would make it easy for homeowners to plant and care for trees specifically selected for the Central Coast region. Refer to the Palo Alto Canopy program as a model.

Objective 2: Promote Atascadero as a center of culture

5	5-2.1	Inventory and promote events, event venues and event coordinators and service providers through the tourism and city websites.
5	5-2.2	Expand the number of venues for lively and visual arts. Initiate a program of necessary investments to make outdoor amphitheatre usable; encourage art and wine events in the downtown.
5	5-2.3	Consider the establishment of an artist studio near downtown
5	5-2.4	Establish a non-profit foundation to support arts in the schools
5	5-2.5	Initiate a public-private collaborative effort to build a performing arts center near downtown Atascadero
Objective 3: Genuine civil discourse is displayed throughout the community.		
5	5-3.1	Build off of programs at Cuesta College to initiate a speaker series devoted to community and business leadership focusing on building effective leadership traits.
5	5-3.2	Build trust between City government and the public by continue to engage all facets of the public in all aspects of public decision-making; continue to broadcast City Council and other public meetings on the internet; consider conducting household surveys on an annual basis to check the pulse of the community.
WORKFORCE		
Goal 6: Atascadero is a center for workforce education and training.		
Objective 1: Leverage existing assets to promote seminars and specialized education.		
6	6-1.1	Inventory all adult learning programs in and around Atascadero, focusing particularly on programs that bring learners into the city. These would include specialized programs offered through the Atascadero Unified School District, Cuesta College, and private colleges. Seek grants to develop new curriculum so as to expand course/program offerings. Publish this inventory on the Atascadero economic development website as a means of promoting Atascadero as a center of learning.
6	6-1.2	Complete an inventory of facilities (conference centers, meeting rooms, classrooms) designed for adult learning. These could be located at hotels, municipal buildings, school district buildings or private schools. Publish this inventory on the Atascadero economic development web site as a means of promoting Atascadero as a center of learning.
6	6-1.3	Increase the number of venues that could be used to deliver adult learning programs, by encouraging hotels, municipalities and school district to upgrade existing meeting and training facilities; encourage new hotels to include meeting rooms that could accommodate adult learning and which include telecommunications capabilities, including access to internet and video-conferencing.
6	6-1.4	With information about program offerings and facilities, market Atascadero as a desirable location for specialized training programs, executive retreats, and off-site workforce training.
6	6-1.5	Continue to encourage the expansion of the Atascadero Unified School District's specialized education programs for K-12 which enable multiple career pathways, including sustainability, culinary arts, agriculture, medical arts, mechanics, welding and others. Continue to attract educators from other areas to learn about AUSD's unique curriculum offerings.

Objective 2: Work toward establishment of a center for specialized training.		
6	6-2.1	Encourage businesses engaged in adult learning or lifelong-learning and education to locate in Atascadero.
6	6-2.2	Work with existing training venues, including Cuesta College, CSU San Luis Obispo and hospitality industry, to establish a speaker's series on topics that would further the goals of the economic development strategy. Speaker's series could be planned to coincide with other major events, including Colony Days, Wine or Arts Festivals, and others. Speaker's series could also be organized around the type of industries that Atascadero wants to locate within the City, including Green Economy business, New Media Arts, Wine processing and marketing, Green Construction, alternative energy, etc.
6	6-2.3	Consider the development of a conference center in Atascadero
6	6-2.4	Encourage Cuesta College and other providers of work force training to work with industry cluster groups to enhance course offerings to meet the evolving training needs of target industries, including green economy business, alternative energy, and new media arts.