

Item (d)3: City Council Focus Area Status Report: Growing Our Economy

Executing Work While Building the Infrastructure for Long-Term Impact

*Community and Economic Development Committee
December 15, 2025*

Rosalynn Hughey, Deputy City Manager, Growing Our Economy

Jen Baker, Director, City Manager's Office of Economic Development and Cultural Affairs

Agenda

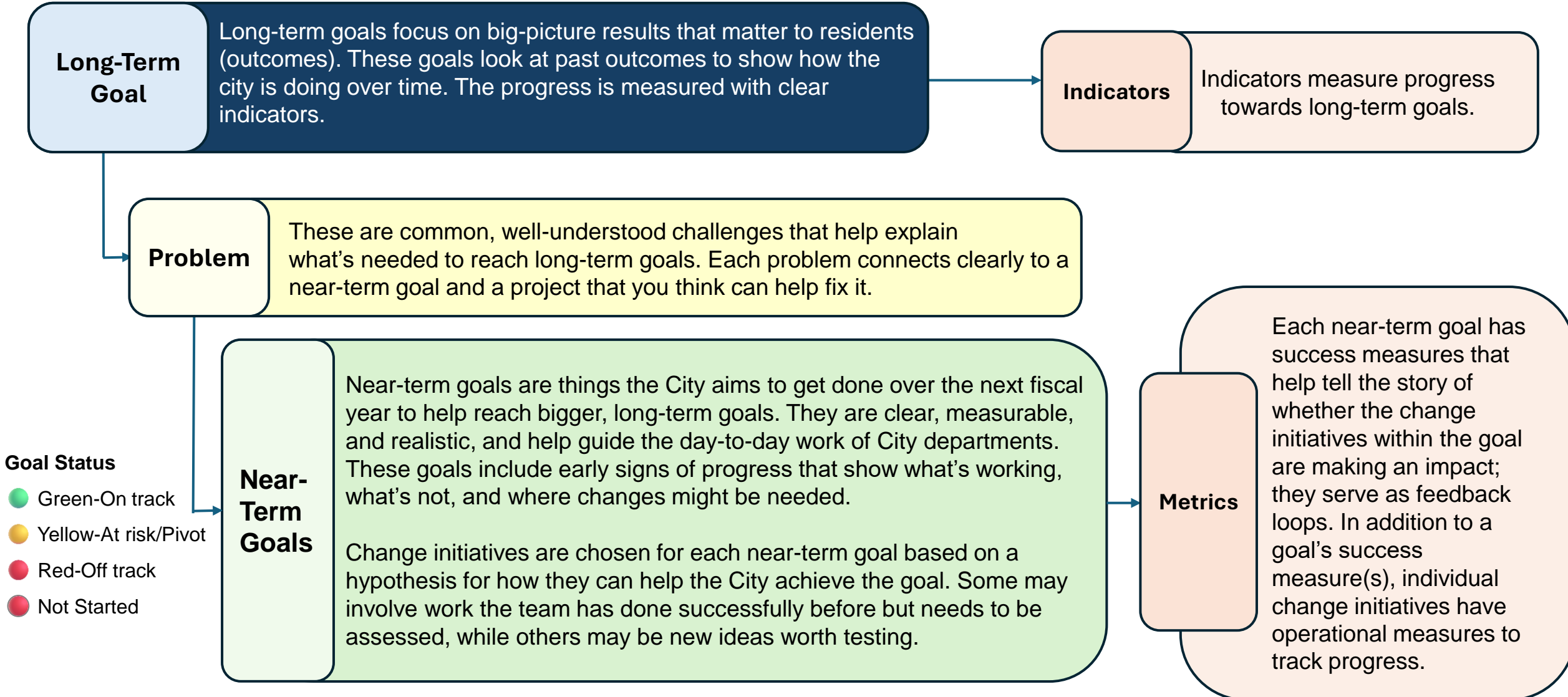
- 1** Focus Areas 2.0 – City Council Approved Evolution (Covered in Building More Housing Focus Area)
- 2** Execution as Learning – Focus Area Portfolio Update
- 3** What's Next? Focus Areas and the Fiscal Year 2026-2027 Budget Process

Logic models are the backbone of Focus Areas 2.0

They help us clarify how our work is intended to create impact by clearly aligning strategies with problems and articulating testable assumptions that we can learn from and adapt to.

Focus Area 2.0 – City Council Approved Evolution

Logic Model Structure





Growing Our Economy Focus Area

Performance Dashboard

Long-Term Goal. Cultivate an ecosystem for thriving businesses and resident prosperity.

Indicators	Jobs, Revenue, Downtown Vibrancy, Small Businesses, Income Diversity Ratio			
Problem Areas	1. Business Development and Workforce Preparedness	2. Infrastructure Readiness	3. Downtown and Neighborhood Business Districts Investment	4. Sports and Entertainment District Development
Near-Term Goals (FY 2025-2026)	<p>1.1 Engage employers and connect them to resources that attract and retain 5,000 jobs by June 2026.</p> <p>1.2 Identify priority growth sectors (such as manufacturing and AI). Customize business outreach activities engaging priority sectors and bringing visibility to the City's competitive assets.</p> <p>1.3 Analyze job attraction, retention, and expansion performance measure methodology and data sources and report to December CED Committee.</p> <p>1.4 Implement two program improvements from FY 2024-2025 workforce pilot for 125 unstably housed residents.</p> <p>1.5 By March 2026, work2future will launch a pilot selection paid work experience trainings related to AI, with 80 clients enrolling by June 2026.</p> <p>1.6 Implement AI tool for skills assessment and job matching and bring results and recommendations to CED Committee meeting in June 2026.</p>	<p>2.1 Three data centers/large energy projects receive permanent power from PG&E by June 2026.</p> <p>2.2 Two new data center/large energy projects in the Building Plan Review phase by June 2026.</p> <p>2.3 Five new data center/large energy projects in the Planning Entitlement phase by June 2026.</p> <p>2.4 Define and execute an Exclusive Negotiating Agreement for development of the Economic Development Lands near the Regional Wastewater Facility by March 2026.</p> <p>2.5 Issue first LS Power utility construction permit by June 2026.</p>	<p>3.1 Generate five commercial lease renewal commitments in Downtown of 5,000 square feet or more by June 2026.</p> <p>3.2 Facilitate five new ground-floor business attractions to Downtown by June 2026.</p> <p>3.3 Implementation of four Downtown placemaking initiatives by June 2026.</p> <p>3.4 Formation of one new business improvement district by June 2026.</p> <p>3.5 Implement two new small business grant programs and assess need and interest by business and project type.</p> <p>3.6 Accelerate small businesses by streamlining one City process.</p>	<p>4.1 Develop conceptual plan for a Sports and Entertainment District and present to City Council by December 2025.</p> <p>4.2 Facilitate an updated study of a Convention Center Expansion/HQ Hotel and present to City Council by December 2025.</p> <p>4.3 Develop administrative guidelines for Entertainment Zone implementation by December 2025.</p> <p>4.4 Produce or facilitate at least eight cultural outdoor special events specific to 2026 activities and deliver six public artworks.</p> <p>4.5 Facilitate at least 485 city-wide outdoor special event days that cumulatively drive over two million attendees.</p> <p>4.6 Work with external partners to measure economic impact of 2026 major sporting events with the goal of capturing 20% of all direct spending within the Bay Area.</p>
Change Initiatives	<ul style="list-style-type: none"> • Business Attraction Strategy • Business Intelligence Capture • Workforce program for unstably housed residents • work2future AI tools • WIOA Reauthorization advocacy 	<ul style="list-style-type: none"> • Fast-track development pathway • Concierge model for major investors • Targeted marketing and engagement with large energy customers • Regional Wastewater Facility Economic Development Lands • Partnerships with regional utilities and state agencies 	<ul style="list-style-type: none"> • Business Attraction Strategy • Downtown Office Incentive Program • Stitching Districts • Business Improvement District formation • Business grant programs – Neighborhood and Start-up • Small Business Ally 	<ul style="list-style-type: none"> • Sports and Entertainment District Conceptual Plan • Convention Center Expansion/HQ Hotel Study • Entertainment Zone implementation • 2026 major sporting events activations • Outdoor special events



Growing our Economy Focus Area

Performance Dashboard

Long-Term Goal. Cultivate an ecosystem for thriving businesses and resident prosperity.

Introduction and Indicators

As a major innovation hub, San José operates within a region marked by high demand and competitiveness. External conditions—including housing and construction costs, regulatory mandates, and broader economic trends—affect investment decisions, yet the City remains focused on advancing growth and opportunity.

This is how we're meeting the moment.

The City will emphasize our comparative advantages to inform business engagements, prepare our workforce, and drive infrastructure readiness opportunities to grow employment and jobs. Downtown and neighborhood business district investments will advance community placemaking activities and sports and entertainment district formation planning.

Jobs

30,600 more jobs
(7.7% jobs gained)
from 2020-2024

Staff will report
quarterly data by
sector starting in
February 2026.

Revenue

How can we increase
tax revenue?



Downtown Vibrancy

Downtown is
more vibrant

+8% survey rating



Small Businesses

+ 722 net new
businesses July-
Sept. 2025

98% of businesses in
San José are small
businesses

Income Inequality

Income inequality is
growing

A 60th percentile
earners make 3.4x
more in income
than a 30th
percentile earner



Growing Our Economy Focus Area

Performance Dashboard

Long-Term Goal. Cultivate an ecosystem for thriving businesses and resident prosperity.

1. Business Development and Workforce Preparedness. To remain competitive, San José must strengthen engagement with key growth industries and prepare local talent for the jobs of the future.



San José is a hub for innovation with a diverse industry base, available land, and strong talent that attract development opportunities.



As a technology destination, San José is subject to intense regional competition, variable market demands, and high cost of living and doing business.



We need strong engagement with key industries and to prepare local talent for the jobs of the future.



Growing Our Economy Focus Area

Performance Dashboard

1. Business Development and Workforce Preparedness. To remain competitive, San José must strengthen engagement with key growth industries and prepare local talent for the jobs of the future.

Goal 1.1 Engage employers and connect them to resources that will attract and retain 5,000 jobs by June 2026.

Wins

- In Q1 FY 2025-2026, staff retained, expanded, and/or attracted 1,300 jobs.
- Highlights of the team's work through Q2 include retention efforts with semiconductor company DISCO Hi-Tech America, expansion of Rose Battery, celebrating a new North San José location for Netgear, and welcoming Lucid Motors into the Downtown Growth Area.

Learnings/Adjustments

- Business facilitation work can take on a variety of different forms – needs to be personalized based on City opportunities and company needs.

Goal 1.2 Identify priority growth sectors (such as manufacturing and AI). Customize business outreach activities engaging priority sectors and bringing visibility to the City's competitive assets.

Wins

- The Business Development team exhibited at SEMICON West, the leading U.S. semiconductor industry convening, as part of the California delegation. Presence at this convening is important to keep the semiconductor industry in California and in San José.
- Priority sectors identified: hardware and processing technology, advanced manufacturing, semiconductors, research and development for technology innovation/AI, robotics, quantum computing, photonics, existing retail, and healthcare innovation.

Learnings/Adjustments

- Staff will secure a new corporate prospecting tool to facilitate more informed and strategic corporate outreach.



Growing Our Economy Focus Area

Performance Dashboard

1. Business Development and Workforce Preparedness. To remain competitive, San José must strengthen engagement with key growth industries and prepare local talent for the jobs of the future.

Goal 1.3 Analyze job attraction, retention, and expansion performance measure methodology and data sources and report to December CED Committee.

Performance Measure Methodology

When staff addresses a top priority for a business, staff records jobs for this performance measure as a retention, expansion, or attraction. Jobs data is collected from the City's business certificate database, which is populated with information that is self-reported by companies.

Definitions:

- Attraction: New company without physical location in San José
- Retention: Company that has a physical location in San José
- Expansion: Company that has a physical location in San José and adds jobs

Major Categories of Support

- Connecting to state/federal programs or incentives (ex. CHIPS)
- Unsticking a City process (e.g., permitting, event/holiday traffic management)
- Company becoming a Foreign Trade Zone

Learning/Adjustments

- Focus for this performance measure is existing large employers and tax revenue generators in San José (retention/expansion) and key industries (attraction).
- With high regional costs, smaller companies that are willing to pay a premium to establish and grow here are opportunities for attraction, as well as large local employers that relocate or expand into San José, and large corporations seeking to grow their presence in San José.
- When available, staff will include construction jobs generated and disaggregate them in reporting.
- Connections made through both proactive outreach and inbound communications.

Examples:

- Retention: Cisco Headquarters – legacy companies keeping headquarters here
 - Moved headquarters to Santana Row after acquiring Splunk (950 employees)
- Attraction: Welcoming Lucid Motors into the Downtown Growth Area - innovative companies continue to be attracted to San José.



Growing Our Economy Focus Area

Performance Dashboard

1. Business Development and Workforce Preparedness. To remain competitive, San José must strengthen engagement with key growth industries and prepare local talent for the jobs of the future.

Goal 1.4 Implement two program improvements from FY 2024-2025 workforce pilot for 125 unstably housed residents.

Wins

- To date, 69 unstably housed clients have enrolled in the pilot workforce development program.

Learnings/Adjustments

- Ongoing intensive case management in partnership with community-based organizations remains critical.
- Majority of clients enrolling are young adults aged 18-24.

Goal 1.5 By March 2026, work2future will launch trainings related to AI, with 80 clients enrolling by June 2026.

Wins

- Since July 1, 2025, the workforce development team has launched 50 AI-related trainings, with 31 clients enrolled so far.

Learnings/Adjustments

- These trainings are tailored to application of AI tools across a wide variety of high-wage, high-growth professions.

Goal 1.6 Implement AI tool for skills assessment and job matching and bring results and recommendations to June CED.

Wins

- On track to implement AI tools by March 2026.

Learnings/Adjustments

- Progress with IT to understand potential tools and implement



Growing Our Economy Focus Area

Performance Dashboard

Long-Term Goal. Cultivate an ecosystem for thriving businesses and resident prosperity.

2. Infrastructure Readiness. Companies need infrastructure that enables them to succeed.



Image created by Gemini



San José is known as an innovative and future-focused city. The City is building the energy infrastructure to support premium development opportunities.



There is strong regional and national competition for premium revenue generating development opportunities.



Through strategic marketing and permit streamlining, San José can attract large-scale growth, create jobs, and strengthen our brand as an economic hub.



Growing Our Economy Focus Area

Performance Dashboard

2. Infrastructure Readiness. Companies need infrastructure that meet their needs.

Goal 2.1 Three data centers/large energy projects receive permanent power from PG&E by June 2026. 

Goal 2.2 Two new data center/large energy projects in the Building Plan Review phase by June 2026. 

Goal 2.3 Five new data center/large energy projects in the Planning Entitlement phase by June 2026. 

Wins

- Staff received substantial new interest in data center projects following the City's partnership agreement with PG&E, providing valuable insights into how best to educate prospective developers about PG&E's large-load cluster study and interconnection process so they have the information needed to make informed investment decisions in San José.

Learnings/Adjustments

- The Data Center Development Team was formed to coordinate and remove hurdles for projects moving through entitlement and building plan review. Early work has shown a clear learning curve among both applicants and City staff regarding data center requirements, environmental review pathways, and how to handle unconventional proposals such as mixed residential–data center developments.
- Large-scale fire testing requirements for Energy Storage Systems (e.g., Backup batteries) may significantly slow or complicate project delivery. This underscores the need for continued monitoring as more applicants include Energy Storage Systems in their designs.

19 data centers/large energy projects in development pipeline as of Sept 2025.

3 out of 17 Data center/large energy projects progressed to the next stage between June and Sept 2025.

Estimated \$2.1M in projected utility tax revenue generated by data center/large energy projects in FY 2026-2027 for projects under construction.



Growing Our Economy Focus Area

Performance Dashboard

2. Infrastructure Readiness. Companies want infrastructure that meet their needs.

Goal 2.4 Define and execute an Exclusive Negotiating Agreement describing land use, infrastructure, and staging for development of the Economic Development Lands near the Regional Wastewater Facility by March 2026.

Wins

- Council authorized staff to negotiate and execute an Exclusive Negotiating Agreement with Prologis Inc. on November 18, 2025.

Learnings/Adjustments

- Proactive communication and coordination with stakeholders is key.
- Optimization and fiscalization of City-owned land is vital.

Goal 2.5 Issue first full LS Power Utility Permit by June 2026.

Wins

- Construction will not impact 2026 sporting event activations Downtown.

Adjustments/Learnings

- CPUC final decision on CEQA required before franchise agreement can be adopted. Staff adjusted the process and timeline to accommodate CEQA requirements.
- CEQA completion required an adjustment to go to Council March 2026; still on track to issue permits by June 2026.



Growing Our Economy Focus Area

Performance Dashboard

Long-Term Goal. Cultivate an ecosystem for thriving businesses and resident prosperity.

3. Downtown and Neighborhood Business Districts: When Downtown thrives, San José thrives. Neighborhood business districts drive shared prosperity and placemaking city-wide.



The formation of new business improvement districts revived a key strategy for investment. Placemaking efforts and the upward trend in Convention Center bookings and hotel demand further strengthen the city's economic trajectory.



Downtown still faces negative perception and quality of life concerns. There is a city-wide challenge around commercial and office vacancy, and increased costs of doing business.



We're supporting business districts through increased business attraction and retention efforts and placemaking investments.



Growing Our Economy Focus Area

Performance Dashboard

3. Downtown and Neighborhood Business Districts: When Downtown thrives, San José thrives. Neighborhood business districts drive shared prosperity and placemaking city-wide.

Goal 3.1 Generate five commercial lease renewal commitments in Downtown of 5,000 square feet or more by June 2026. ●

Goal 3.2 Facilitate five new ground-floor business attractions to Downtown by June 2026. ●

Goal 3.3 Implementation of four Downtown placemaking initiatives by June 2026. ●

Wins

- Three companies have utilized the Downtown Office Leasing Incentive Program since it was approved by Council in October 2024.
- Two lease renewal commitments secured through Q2 FY 2025-2026.
- Three business attractions secured from Lucid Motors, Poppy & Claro, and VTA's Security Office.
- Three placemaking initiatives were completed in Q1 Fiscal Year 2025-2026, with three ongoing. 2026 major sporting events are a valuable driver for placemaking, with several partners interested in supporting improvement efforts.

Learnings/Adjustments

- The parking benefits available in the Downtown Leasing Incentive, were just recently made more accessible by removing onerous insurance requirements. The three companies utilizing the program are now able to access the free parking benefit.
- Various additional companies are looking for suites under 2,500 square feet, which fall below the threshold for the leasing incentive. Staff learned that the Downtown Office Leasing Incentive Program works best for more established small businesses and fits the needs of early-stage start-ups less. These companies are more inclined to lease a smaller space or join an existing co-working space.
- Downtown companies remain committed to Downtown but are exploring moves within the core as higher-quality and more cost-effective office options become available.



Growing Our Economy Focus Area

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3. Downtown and Neighborhood Business Districts: When Downtown thrives, San José thrives. Neighborhood business districts drive shared prosperity and placemaking city-wide.

Goal 3.4 Formation of one new business improvement district by June 2026. ●

Goal 3.5 Implement two new small business grant programs and assess need and interest by business and project type. ●

Goal 3.6 Accelerate small businesses by streamlining one City process. ●

Wins

- Sufficient desire exists within the business community along the Alum Rock and The Alameda business corridors to bring forward resolutions of intention to form business improvement districts in these areas to City Council on December 16, 2025.
- The Small Business Advisory Committee provided substantive input to the design and evaluation of the new business start-up grant programs scheduled to launch in January 2026.

Learnings/Adjustments

- The use of a consultant, in partnership with staff, is critical to outreach, identification of business leaders, and forming strong business association and improvement districts.





Growing Our Economy Focus Area

Performance Dashboard

Long-Term Goal. Cultivate an ecosystem for thriving businesses and resident prosperity.

4. Sports and Entertainment District Planning: There is an opportunity to activate San José as the South Bay's hub for sports and entertainment.



There is momentum around sports and entertainment in San José including the renewed agreement with the Sharks and 2026 major events.



There is an opportunity to invest in new state-of-the-art sports facilities to sustain growth and momentum through a sports and entertainment district.



There is an opportunity to analyze catalytic economic drivers through long-term investment in sports and entertainment infrastructure.



Growing Our Economy Focus Area

Performance Dashboard

4. Sports and Entertainment District Planning: Activate San José as the South Bay's hub for sports and entertainment.

Goal 4.1 Develop conceptional plan for a Sports and Entertainment District and present to City Council by December 2025.

Goal 4.2 Facilitate an updated study of a Convention Center Expansion/HQ Hotel and present to City Council by December 2025.

How will we drive results this fiscal year?

As important as 2026 major sporting events are for our local economy and sense of civic pride, fully capturing the potential of our local experience economy requires a longer-term plan.

Wins

- Two workgroup sessions with primary stakeholders and design experts on the number/types of complementary, characteristic district venues, and how they are connected.
- Technical Advisors secured by TSJ to evaluate and scope a Convention Center renovation/expansion project

Learnings/Adjustments

- Need to synthesize Convention Center study with Entertainment District research. They pull from the same set of opportunities, assets, and limitations. Therefore, deliverables have shifted to an info memo to be released by Q1 FY 2025-2026.
- September 2025 Study Trip to Atlanta: Entertainment District-Focused Learning.
- Office space can re-emerge around successful districts.





Growing Our Economy Focus Area

Performance Dashboard

4. Sports and Entertainment District Planning: Activate San José as the South Bay's hub for sports and entertainment.

Goal 4.3 Develop administrative guidelines for Entertainment Zone implementation by December 2025.

How will we drive results this fiscal year?

Promote Entertainment Zones as a tool for community-led events. Conduct outreach to inform and educate stakeholders and event organizations.

Wins

- Launch of entertainment zone website and toolkit.

Learnings/Adjustments

- Recent clarification from the California Department of Alcoholic Beverage Control confirms that one-day liquor licenses may be issued for events within Entertainment Zones. This clarification removes a major barrier to temporary outdoor alcohol sales and enables Entertainment Zones activations.

PROGRAMA ENTRETEN

El programa Zona de Entretenin que las personas compren y beben en las áreas públicas durante eventos especiales.

ENTERTAINMENT ZONE PROGRAM

San José's Entertainment Zone program helps enhance vibrant outdoor events by allowing attendees to consume alcohol outside in certain public areas during approved special events.

CÓMO FUNCIONA EL PROGRAMA:

- Ofrecido a través del proceso de Permiso para eventos especiales al aire libre (sin costos adicionales).
- Bebidas alcohólicas se venderían en negocios con licencia ABC dentro de la zona.
- Bebidas deben estar en vasos claramente marcados, que no sean de vidrio ni de metal, y permanecer dentro de la zona.
- Carteles y planes de seguridad garantizan el cumplimiento de las reglas ABC y de la ciudad.

HOW THE PROGRAM WORKS:

- Included as an option through the Outdoor Special Event Permit process (no extra fees).
- ABC-licensed businesses within the Zone would be allowed to sell alcoholic drinks to event attendees.
- Drinks must be in clearly marked, non-glass, non-metal cups and stay within the Zone.
- Signage and security plans ensure ABC and City rules are followed.

HOW TO APPLY:

1. Submit an Outdoor Special Event Permit Application.
2. Once approved, notify nearby ABC-licensed businesses so they may participate.
3. **Businesses:** To serve alcohol inside an Entertainment Zone, businesses must complete ABC's annual Entertainment Zone registration.

Entertainment Zone Locations:

- 1 Sharks Way
- 2 Little Italy
- 3 San Pedro Street
- 4 Post Street
- 5 South First Street
- 6 Fountain Alley
- 7 Paseo de San Antonio
- 8 Alum Rock Avenue

¿Necesitas ayuda?
El Equipo de Eventos Especiales de la Oficina de Desarrollo Económico y Cultural puede asistir con el proceso de la Zona de Entretenin la planificación del evento y la obtención de permisos hasta el registro en ABC. OCAApplications@sanjoseca.gov o (408) 793-4344.

Need Help?
The Office of Economic Development and Cultural Affairs' Special Events Team can assist with the Entertainment Zone process from event planning and permitting to signage and ABC registration support. OCAApplications@sanjoseca.gov or (408) 793-4344.

Learn more and apply: bit.ly/SJEntertainmentZone



Growing Our Economy Focus Area

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4. Sports and Entertainment District Planning: Activate San José as the South Bay's hub for sports and entertainment.

Goal 4.4 Produce or facilitate at least eight cultural outdoor special events specific to 2026 activities and deliver six public artworks. ●

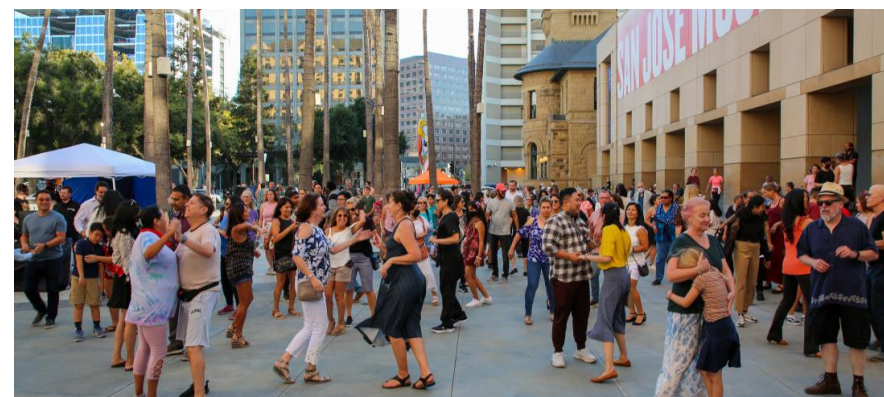
Goal 4.5 Facilitate at least 485 city-wide outdoor special event days that cumulatively drive over two million attendees. ●

Wins

- Staff facilitated 310 city-wide events days, from July 1, 2025, to November 24, 2025, reaching 64% of annual goal of 485 event days. These event days have either already happened or are already booked/conditionally approved. Event days are used to account for multi-day events.
- Coordination underway for six CityDance events before each FIFA World Cup match at Levi's Stadium. Event concepts will activate Downtown vibrancy, support local artists, and enhance the regional visitor experience.
- In partnership with Visit San José, launched the Arts Will Play in 2026! Cultural Tourism Marketing Opportunity. This digital marketing campaign will promote cultural tourism in 2026 through a diverse set of events and programs that uniquely reflect San José's culture. Selected through a competitive proposal process, organizations will receive \$10,000 in digital marketing ad buys plus a customized digital marketing strategy developed in partnership with Visit San José. Recipients include: School of Arts & Culture at the Mexican Heritage Plaza, Symphony San Jose, and Vietnamese American Roundtable.

Learnings/Adjustments

- Recent improvements to the outdoor event facilitation process, paired with policy updates to the Private Property Ordinance, are spurring more event activations.





Growing Our Economy Focus Area

Performance Dashboard

4. Sports and Entertainment District Planning: Activate San José as the South Bay's hub for sports and entertainment.

Goal 4.6 Work with external partners to measure economic impact of 2026 major sporting events with the goal of capturing 20% of all direct spending within the Bay Area. ●

How will we drive results this fiscal year?

During the budget process, the Office of Economic Development and Cultural Affairs realigned core services with the Economic Development Strategy Work Plan. This process created a new performance measure: percent of major sporting events generating over \$100M of economic impact occurring in San José.

Learnings/Adjustments

- The City is working with external partners to develop new and consistent methodology to estimate economic impact for major sports events including Super Bowl LX, NCAA Men's Basketball West Regional Games, and FIFA World Cup in 2026 and beyond.
- Team San Jose has secured software module consistent with other performance measures.
- Limited control over other partners who may prefer other methodology. Our approach may be more conservative than other entities.



How can we better understand and consistently track economic impact of major events?



What's Next? Focus Areas and the FY 2026-2027 Budget Process

What's Next?

Focus Areas and the FY 2026-2027 Budget Process

Embedding Focus Area discussion into the Budget Process to ensure co-creation of strategies aimed to meet our Long-Term Goals

January

Priority Setting.

Staff will embed Focus Areas into the 2026-2027 Preliminary General Fund Forecast and Budget Priorities Study Session to cultivate a discussion that supports the City Council articulating its priorities (given budget constraints and required reductions) in advance of the Mayor's March Message.

April

City Manager's Proposed Budget.

The Administration may propose change initiatives for FY 2026-2027, stemming from learnings derived from current year's execution.

February

May

Budget Study Session.

The Administration will embed Focus Area learnings into a Budget Study Session; this will include recommended changes to the following year's Focus Area work.

Manager's Budget Addendum (MBA).

The Administration will publish an MBA that summarizes all feedback/ideas contemplated through the budget process and establishes a recommended path for FY 2026-2027.

March

Mayor's March Message.

Direction given through the Message will inform exploration/scoping of future focus area work, that may include problem areas or specific change initiatives for FY 2026-2027. Any contemplated changes for the following fiscal year should be explored in this context.

June

June Budget Message.

Through the adoption of the June Budget Message, the City Council will formally adopt the Focus Area workplans for FY 2026-2027.

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Executing Work While Building the Infrastructure for Long-Term Impact

*Community and Economic Development Committee
December 15, 2025*

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