



# Agenda

Dec. 18, 2023, 3 p.m.

Council Chamber  
1200 Carlsbad Village Drive  
Carlsbad, CA 92008

## Welcome to the Economic Development Subcommittee Meeting

We welcome your interest and involvement in the city's legislative process. This agenda includes information about topics coming before the Economic Development Subcommittee and the action recommended by city staff. You can read about each topic in the staff reports, which are available on the city website.

### How to watch

#### In Person



City Council Chamber  
1200 Carlsbad Village Drive

#### Online



Watch the livestream at  
[carlsbadca.gov/watch](https://carlsbadca.gov/watch)

### How to participate

If you would like to provide comments to the Economic Development Subcommittee, please:

- Fill out a speaker request form, located in the foyer.
- Submit the form to the Clerk before the item begins.
- When it's your turn, the Clerk will call your name and invite you to the podium.
- Speakers have three minutes, unless the presiding officer (usually the chair) changes that time.
- You may not give your time to another person, but can create a group. A group must select a single speaker as long as three other members of your group are present. All forms must be submitted to the City Clerk before the item begins and will only be accepted for items listed on the agenda (not for general public comment at the beginning of the meeting). Group representatives have 10 minutes unless that time is changed by the presiding officer or the City Council.
- **In writing:** Email comments to [clerk@carlsbadca.gov](mailto:clerk@carlsbadca.gov). Comments received by 1 p.m. the day of the meeting will be shared with the subcommittee prior to the meeting. When e-mailing comments, please identify in the subject line of the agenda item to which your comments relate. All comments received will be included as part of the official record. **Written comments will not be read out loud.**

### Reasonable accommodations

Persons with a disability may request an agenda packet in appropriate alternative formats as required by the Americans with Disabilities Act of 1990. Reasonable accommodations and auxiliary aids will be provided to effectively allow participation in the meeting. Please contact the City Manager's Office at 442-339-2821 (voice), 711 (free relay service for TTY users), 760-720-9461 (fax) or [manager@carlsbadca.gov](mailto:manager@carlsbadca.gov) by noon on Monday to make arrangements. City staff will respond to, and seek to resolve, requests before the start of the meeting in order to maximize accessibility.

**CALL TO ORDER:**

**ROLL CALL:**

**PUBLIC COMMENT:**

**APPROVAL OF MINUTES:**

Minutes of the Regular Meeting held Aug. 21, 2023

**SUBCOMMITTEE COMMENTS & ANNOUNCEMENTS:**

**NEW BUSINESS:**

1. CARLSBAD BUSINESS ORGANIZATION AND BUSINESS UPDATES – Receive informational reports from Carlsbad business organizations, discuss and provide recommendations. (Staff contact: David Graham, Innovation & Economic Development Department)

**Recommendation:** Receive the informational reports and provide feedback.

2. UPDATE ON VILLAGE AREA PROPERTY AND BUSINESS IMPROVEMENT DISTRICT EFFORT – Receive an informational report from Carlsbad Village Association (CVA) on the feasibility of a Property and Business Improvement District (PBID) in the Village Area, discuss and provide recommendations. (Staff contact: David Graham, Innovation & Economic Development Department)

**Recommendation:** Receive the informational report and provide feedback.

3. UPDATE ON WORKFORCE AND TALENT PROGRAMS – Receive an informational report regarding progress on workforce and talent programs contained within the Economic Development Strategic Plan, discuss and provide a recommendation. (Staff contact: David Graham, Innovation & Economic Development Department)

**Recommendation:** Receive the informational report and provide feedback.

4. UPDATE ON ECONOMIC DEVELOPMENT STRATEGIC PLAN PROGRESS – Receive an informational report regarding progress on strategies and tactics contained within the Economic Development Strategic Plan, discuss and provide a recommendation. (Staff contact: David Graham, Innovation & Economic Development Department)

**Recommendation:** Receive the informational report and provide feedback.

**SUBCOMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:**

**ADJOURN:**



## ECONOMIC DEVELOPMENT SUBCOMMITTEE

# Minutes

Aug. 21, 2023, 3 p.m.  
Regular Meeting

Council Chamber  
1200 Carlsbad Village Drive  
Carlsbad, CA 92008

**CALL TO ORDER:** 3 p.m.

**ROLL CALL:** Blackburn, Bhat-Patel.

**APPROVAL OF MINUTES:**

Minutes of the Regular Meeting held April 17, 2023

Motion by Mayor Blackburn, seconded by Mayor Pro Tem Bhat-Patel to pass the minutes. Motion carried unanimously, 2/0.

**PUBLIC COMMENT:**

*Don Christiansen expressed his support for renewable energy and sustainable electricity.*

**SUBCOMMITTEE COMMENTS & ANNOUNCEMENTS:** None.

**NEW BUSINESS:**

1. **CARLSBAD BUSINESS ORGANIZATION AND BUSINESS UPDATES** – Receive informational reports from Carlsbad business organizations, discuss and provide recommendations. (Staff contact: David Graham, Innovation & Economic Development Department)

**Recommendation:** Receive the reports and provide feedback.

Chamber of Commerce CEO Bret Schanzenbach and Visit Carlsbad President Kim Sidoriak provided informational reports.

The subcommittee received the reports.

2. **ECONOMIC DEVELOPMENT STRATEGIC PLAN UPDATE** – Receive the informational report and provide a recommendation to approve funding in the amount of \$185,000, for proposed Strategic Actions as part of the fiscal year 2023-2024 Budget. (Staff contact: David Graham, Innovation & Economic Development Department)

**Recommendation:** Receive the report and provide feedback.

Chief Innovation Officer David Graham and Economic Development Manager Matt Sanford presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

The subcommittee received the report.

**SUBCOMMITTEE MEMBER REQUESTS FOR FUTURE AGENDA ITEMS:** None.

**ADJOURN:** Mayor Blackburn adjourned the duly noticed meeting at 3:47 p.m.

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Kaylin McCauley  
Deputy City Clerk



## ECONOMIC DEVELOPMENT SUBCOMMITTEE

# Staff Report

**Meeting Date:** Dec. 18, 2023  
**To:** Economic Development Subcommittee  
**From:** David Graham, Chief Innovation Officer  
**Staff Contact:** David Graham, Chief Innovation Officer  
david.graham@carlsbadca.gov, 442-339-5992  
**Subject:** Carlsbad Business Organization and Business Updates

### Recommended Action

Receive informational reports from Carlsbad business organizations, discuss, and provide recommendations.

### Discussion

Carlsbad businesses fuel the city's economic vitality and Carlsbad's business organizations play a critical role in supporting them. This item provides a regular opportunity to hear an update from Carlsbad business organizations, including the Carlsbad Chamber of Commerce, Carlsbad Village Association, and Visit Carlsbad, as well as from other key industry clusters and economic development organizations, on current programs and initiatives, perceived challenges, and opportunities for engagement.

Updates will be provided by:

1. Carlsbad Chamber of Commerce
2. Visit Carlsbad
3. Biocom

### Next Steps

Staff will continue to engage with Carlsbad business organizations, economic development organizations, and other business support organizations that support the local economy, business programming, and businesses themselves.

### Public Notification

Public notice of this item was posted in keeping with the Ralph M. Brown Act and was available for public viewing and review at least 72 hours before the scheduled meeting date.

### Exhibits

None.



## ECONOMIC DEVELOPMENT SUBCOMMITTEE

# Staff Report

**Meeting Date:** Dec. 18, 2023  
**To:** Economic Development Subcommittee  
**From:** David Graham, Chief Innovation Officer  
**Staff Contact:** David Graham, Chief Innovation Officer  
david.graham@carlsbadca.gov, 442-339-5992  
**Subject:** Update on Village Area Property and Business Improvement District Effort

### Recommended Action

Receive an informational report from Carlsbad Village Association (CVA) on the feasibility of a Property and Business Improvement District (PBID) in the Village Area, discuss and provide recommendations.

### Discussion

During the fiscal year 2023-2024 budget discussions, CVA requested support from the City Council to fund a PBID feasibility study in the Village Area. The request originated from comments the organization had received from several business and property owners expressing interest in services above and beyond the core services provided by the city. In response, the City Council approved \$20,000 to be used for the development of a feasibility study in the FY 2023-24 budget.

Beginning in the late summer, CVA began work to define a proposed boundary for a district, develop a survey of property owners, and engage with property and business owners to determine interest in a PBID and if so, what services were most desired that would improve the Village Area.

This item provides an opportunity for the CVA to update the subcommittee on progress made to date, feedback from property and business owners engaged, perceived challenges faced by village properties and businesses, and next steps.

### Next Steps

Staff will continue to work with CVA and with village businesses through the culmination of the feasibility study and will return to the Economic Development Subcommittee with the study results.

### Public Notification

Public notice of this item was posted in keeping with the Ralph M. Brown Act and was available for public viewing and review at least 72 hours before the scheduled meeting date.

### Exhibits

None.



## ECONOMIC DEVELOPMENT SUBCOMMITTEE

# Staff Report

**Meeting Date:** Dec. 18, 2023  
**To:** Economic Development Subcommittee  
**From:** David Graham, Chief Innovation Officer  
**Staff Contact:** David Graham, Chief Innovation Officer  
david.graham@carlsbadca.gov, 442-339-5992  
**Subject:** Update on Workforce and Talent Programs

### Recommended Action

Receive an informational report regarding progress on workforce and talent programs contained within the Economic Development Strategic Plan (EDSP), discuss and provide a recommendation.

### Discussion

As reflected in the EDSP, workforce and talent challenges are among the most pressing issues faced by businesses on an ongoing basis. Across the country, many economic development programs now include workforce and talent programs as means to bolster economic competitiveness. In the San Diego region, both the San Diego Regional Economic Development Corporation and San Diego North Economic Development Council have invested heavily in developing resources to better align talent with job opportunities. In this vein, one of the key pillars of the EDSP is focused on better connecting potential workers to opportunities within Carlsbad companies. Staff have made continuous progress on talent programming over the first half of the fiscal year. The city's efforts help ensure strong talent pipelines for Carlsbad companies and help current and prospective residents find meaningful work opportunities.

Building on our commitment to fostering a robust and equitable talent pipeline, staff are implementing strategic actions that align with the EDSP's action plan. These actions are designed to enhance Carlsbad's attractiveness to skilled workers, support local businesses in their recruitment efforts, and ensure our workforce is equipped with the necessary skills to thrive in the modern economy.

**Life in Action:** Recognizing the importance of showcasing Carlsbad as an ideal place to live and work, we are utilizing the Life in Action program to promote the city as a great place to live and work. Highlighting the unique lifestyle, cultural richness, and career opportunities available in our city, Life in Action engages audiences via persistent social media posts, monthly newsletters, and original content. By effectively communicating these attributes, we aim to attract a diverse and talented workforce who are drawn not only to the quality of life that Carlsbad affords but also to the career prospects of our key industries and businesses.

In the last year, Life in Action published 918 social media posts, engaging 132,000 people.

Staff also authored 11 articles and published 11 newsletters.

**Life in Action Recruiter:** To make it easier for employers to connect with potential talent, staff are enhancing the "Life in Action Recruiter" tool. As part of the fiscal year 2023-2024 budget, the Economic Development Subcommittee recommended additional funds for the build-out of the recruiter platform, which was in turn approved by the City Council. The upgraded interface provides a more user-friendly and efficient platform for employers to recruit interested workers. By streamlining this process and making the platform more efficient for employers, we aim to facilitate better matches between local businesses and job seekers, thereby optimizing the recruitment process. The upgraded platform is currently in beta as the final kinks get worked out and will launch in January 2024.

**Collaboration with Local Partners and Educational Institutions:** Staff are actively collaborating with local partners and educational institutions to increase student awareness of job and internship opportunities in Carlsbad. For example, staff are in conversations with CSU San Marcos to determine how to better provide connectivity options, like shuttles, to Carlsbad employers. Staff are also working with the university and the San Diego North Economic Development Council to promote campus housing as an option for summer interns. Through this program, CSU San Marcos will offer blocks of rooms to summer interns at Carlsbad companies at a discounted "rack rate". The program, set to begin in Summer 2024, removes a significant barrier for interns – affordable options for summer housing. Several Carlsbad employers have expressed significant interest in the program and laud the idea to expand their ability to hire interns from across the country.

**Expanding the Job Readiness Room:** The Job Readiness Room (JRR), offered through Carlsbad Libraries completed the pilot phase in July 2023. The program partners learned several lessons about demand, industry interests from participants, and usability by businesses. The program succeeded in providing new skills to more than 100 Carlsbad residents and workers, but fell short on placements within Carlsbad companies, at roughly 15% placement/success in finding a new job. In debriefing with Carlsbad employers, it was evident that while the program did upskill candidates, it was too challenging to break outside their standard hiring practices. As such, the JRR partners reconfigured the program to provide more specific upskilling pathways for newly hired employees. In this form, the program will allow for 25 small-to-medium-sized Carlsbad employers to provide 15-20 hours of job training for new employees once a hire has been made. This pivot, which will be promoted through the Chamber of Commerce, better aligns with current employer hiring practices and continues to provide a more qualified workforce that supports the city's competitiveness.

**Evaluating Micromobility Options:** To improve accessibility to employment centers, staff continues to monitor North County Transit District's efforts to revive the former Carlsbad Connector program to provide first and last-mile connectivity from transit hubs to major employers and business parks. This initiative, which aligns with the city's Transportation Demand Management plan is also how the city would propose to move students from CSU San Marcos to the business park. It aims to address transportation barriers that might prevent talented individuals who do not live within close proximity to Carlsbad from accessing employment opportunities. By improving connectivity and transit options, Carlsbad



is making it easier for workers to commute, thereby expanding the talent pool available to our local businesses.

These strategic actions are integral to our vision of nurturing a dynamic, skilled, and accessible workforce in Carlsbad. By focusing on these key areas, we are not only enhancing our city's economic competitiveness but also ensuring that residents have access to rewarding career opportunities and a high quality of life.

#### **Next Steps**

With feedback from the Economic Development Subcommittee, staff will continue to execute strategies and tactics included in the economic development strategic actions, in conformance with the Economic Development Strategic Plan approved by City Council.

#### **Public Notification**

Public notice of this item was posted in keeping with the Ralph M. Brown Act and was available for public viewing and review at least 72 hours before the scheduled meeting date.

#### **Exhibits**

None.



## ECONOMIC DEVELOPMENT SUBCOMMITTEE

# Staff Report

**Meeting Date:** Dec. 18, 2023  
**To:** Economic Development Subcommittee  
**From:** David Graham, Chief Innovation Officer  
**Staff Contact:** David Graham, Chief Innovation Officer  
david.graham@carlsbadca.gov, 442-339-5992  
**Subject:** Update on Economic Development Strategic Plan Progress

### Recommended Action

Receive an informational report regarding progress on strategies and tactics contained within the Economic Development Strategic Plan, discuss and provide a recommendation.

### Discussion

On Jan. 10, 2023, the City Council adopted the Economic Development Strategic Plan (EDSP), aligning with the city's broader five-year strategic plan to enhance economic vitality. The EDSP, supported by the fiscal year 2023-24 budget, combines a long-term overarching strategy with adaptable, annually-reviewed strategic actions.

To effectively monitor the EDSP's implementation, a comprehensive dashboard has been developed, tracking progress on each strategic action and overall advancement towards the EDSP goals. The following highlights from the second quarter reflect significant progress:

#### **Industry Roundtables**

Beginning on Aug. 30, these roundtables have successfully convened leaders from key industries in Carlsbad, including Tech, Sports and Active Lifestyle, Cleantech, and Life Sciences sectors. These discussions foster industry-specific dialogue and insight into future challenges and opportunities. Plans are set to host 12 such discussions annually beginning in 2024.

#### **Broker Connections**

Staff continue to maintain relationships with the commercial real estate brokerage community in Carlsbad. Continuous engagement with the commercial real estate brokerage community has been pivotal in enhancing business intelligence and keeping Carlsbad at the forefront as a preferred business location.

#### **Innovation Day**

Carlsbad's participation in Innovation Day at Petco Park underscored the city's role as a regional innovation hub. The event attracted over 3,500 attendees, including more than 100 Carlsbad residents. Notably, Carlsbad companies such as Aptera, Shipcalm, Airspace Technologies, Argonaut Manufacturing, and Viasat were featured. Connect's commitment to host a flagship event in Carlsbad in 2024 further reinforces this positioning.

## **Startup Week**

Hosting the opening day of San Diego Startup Week '23, Carlsbad demonstrated its supportive environment for innovation and entrepreneurship. The event drew 450 attendees and 30 exhibitors, with several Carlsbad companies and speakers prominently featured, including a keynote address from a new Carlsbad company - Vuori. The event's success was highlighted by the popularity of sessions held in Carlsbad – the top three best attended sessions were all in Carlsbad, affirming the city's status as a key venue.

## **Business Workshops**

In collaboration with Carlsbad Libraries, economic development staff is helping to facilitate and promote programming by the Small Business Development Center (SBDC). This quarter, SBDC hosted a “Meet the Buyers” program at the Dove Library. According to the SBDC, the event yielded:

- 2 New Business Starts
- An increase in sales of over \$3.3 million
- 10 new jobs
- Over \$2.9 million in government contracts awarded

Staff continue to support the SBDC and Libraries to deliver more business-focused programs and resources through the libraries.

## **Cybersecurity Awareness Program**

After a brief hiatus, staff resumed the Cybersecurity Awareness Program alongside the Chamber of Commerce and Cyber Center of Excellence (CCOE). Forty-five businesses registered for the event. With a 300% increase in cyberattacks over the last few years, the series helps create a more resilient economy by increasing awareness of cyber vulnerabilities within the business community. The first workshop in the reformatted series featured presentations from the FBI, RiskRecon, and CCOE. The series will continue on a quarterly basis, giving Carlsbad companies several opportunities to learn about risks and best practices for mitigating an attack.

## **Internal Improvement**

Cross-departmental efforts have been instrumental in enhancing the city’s economic development role, with businesses frequently praising Carlsbad’s supportive environment and exceptional customer service. Initiatives to increase online service accessibility are underway, focusing on permitting along with business startup and talent recruitment resources. Economic development staff continue to work across the organization to highlight how other departments have a role in economic development. This work includes planning, building, engineering, environmental services, transportation, finance, and more.

## **Regional Collaboration**

The City of Carlsbad continues to participate in the Innovate78 collaboration along with the cities of Escondido, Oceanside, San Marcos, and Vista. The collaboration allows the five cities to compete collectively as a North County region, instead of independently and against one another. Starting in 2023, the collaboration made a pivot to work with the San Diego North Economic Development Council to bolster North County attraction and retention efforts.

Beginning in 2024, the collaborative will shift its focus from Innovate78 as a marketing and promotional initiative and invest more heavily in direct services and support for startups, entrepreneurs, and innovation economy companies. This will be done through mutual support of Connect, in which Carlsbad was already a supporter.

### **Economic Intelligence**

The ongoing biennial business survey is a critical tool for understanding and responding to economic trends and needs. The 2024 survey is currently in progress, with results expected to be presented in the first quarter of 2024.

Outreach is being conducted through city-owned channels as well as partner organizations. Businesses can fill out the survey through January at [carlsbadca.gov/BusinessSurvey](https://carlsbadca.gov/BusinessSurvey).

### **Banner Program**

Since the program's expansion, it has received numerous compliments from residents, visitors, and businesses. The Carlsbad Village Association (CVA) has effectively managed the Banner Program, expanding its scale and introducing cost efficiencies. The program's success under CVA's management has been notable, enhancing the city's visual appeal and community engagement. This includes more than doubling the program scale, sourcing local imagery, adding a Fall seasonal rotation, and handling storage and maintenance of the program.

The strategic actions recommended by the subcommittee for fiscal year 2023-24 are listed below.

### **Goal 1: Support Small Business, Startups & Entrepreneurs**

<b>Strategy</b>	<b>Action</b>	<b>Priority</b>	<b>Status</b>	<b>Progress</b>
1.1.1.	Celebrate staff's role in economic development and continue to educate them on how their work can lead to success and economic health in the city.	High	In Progress (work internally with other departments that interface with businesses)	Ongoing
1.1.2.	Continually review the planning application and permitting procedures to identify process improvements.	High	In Progress (ADU by right process, comprehensive form updates)	Ongoing
1.2.1.	Continue the implementation of the Customer Self-Service program within the permitting application system, Energov, to increase the number of applications available online.	High	In Progress (12 permits now available)	10%
1.2.3.	Increase the ability for customers to track the status of their projects online.	High	In Progress (Building permits now available)	25%
1.2.4.	Promote the pre-application program to help identify major issues early in the entitlement process.	High	In Progress (information included in discussions with	Ongoing

			developers and new companies)	
1.2.5.	Enhance the Welcome to Carlsbad Program for new businesses by providing information and resources on the pre-application program, permitting process, and business resources.	Medium	Complete (Available on the city's business page)	100%
1.2.10	Utilizing Energov, track turnaround times for planning applications and permits to identify areas to increase efficiency.	Medium	In Progress (CD staff tracks turnaround times, enabled streamlined signage application)	Ongoing
1.3.1.	Create Small Business and Entrepreneur Symposium on basic and critical issues for small business owners. Topics could include marketing, social media, finance, human resources, access to capital, technology, and more.	Medium	In Progress (Partnership with SBDC and Carlsbad Libraries)	33%
1.3.2.	Partner with business organizations to develop a shop local initiative to encourage patronage at Carlsbad businesses.	Low	In Progress (in conjunction with Chamber, CVA and Visit Carlsbad)	75%
1.4.1.	Evaluate signage requirements for businesses.	Low	Not started	0%

**Goal 2: Develop and Attract Workers & Talent**

Strategy	Action	Priority	Status	Progress
2.1.1.	Enhance Life in Action tools to assist in talent attraction for Carlsbad businesses in key industries - transitioning Life in Action Recruiter tool from a pilot to an ongoing resource for Carlsbad businesses. Pilot connected 40 companies with 400 employees. Funding proposal would go from pilot to long-term and 2x participation.	High	In Progress (new interface is complete. Due to launch in January)	90%
2.2.2.	Promote the City's existing digital tools to connect residents, businesses, and tourists to resources the city offers.	High	Complete (via newsletter and social media)	100%
2.1.3.	Enhance and promote educational workshops provided by the Library, Parks and Recreation and other resources that provide skill development to Carlsbad's workforce.	Medium	In Progress (Several workshops taken place)	75%

2.2.1.	Conduct an initial study for outdoor Wi-Fi at city facilities and other critical areas for the public.	Medium	In Progress (data gathering, research, and cost estimation have been completed)	50%
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**Goal 3: Grow and Support Key Industries**

Strategy	Action	Priority	Status	Progress
3.1.1.	Evaluate micro-mobility options in the Village and coastline to make Carlsbad more connected and accessible.	High	In Progress (Potential collaboration with the City of Encinitas)	75%
3.4.1.	Continue to support Carlsbad business organizations that maintain the tourism economy in Carlsbad.	High	In Progress (regular meetings with Visit Carlsbad and hoteliers)	Ongoing
3.2.1.	Use business data and recent business surveys to assess and engage with industry clusters to develop support for their expansion, attraction, and retention. (Biennial Business Survey)	Medium	In Progress (2024 business survey is live)	50%
3.2.2.	Utilize partnership with Innovate 78 to connect Carlsbad businesses with regional resources.	Medium	In Progress (regional collaboration pivoting in 2024 to be more resource-driven)	Ongoing
3.3.1.	Promote the city’s business locator website to businesses looking to move to Carlsbad, developers, brokers, and investors.	Medium	Complete (via newsletter and social media)	100%
3.3.2.	Host industry advisory groups with leaders in key business clusters, with a specific emphasis on the innovation economy.	Medium	Complete (roundtable series captures all key industries)	10%

**Goal 4: Connection, Engagement & Placemaking**

Strategy	Action	Priority	Status	Progress
4.2.1.	Partner with local business organizations to implement placemaking strategies such as holiday lighting and a banner program to enhance the sense of place and community.	High	Complete (contracted with CVA on successful implementation of the banner program and holiday lighting)	100%
4.1.2.	Incorporate business and economic development activities into the weekly City Manager newsletter, city calendar, and social media to foster a sense of pride in	High	In Progress (14 business related items featured in the city managers update)	Ongoing

	local businesses.		11 articles published, 11 newsletters distributed)	
4.2.3.	Utilize the city’s social media platforms to showcase Carlsbad’s sense of place and community.	High	In Progress (918 posts, 132,000 engaged)	Ongoing
4.1.6.	Develop a business spotlight program to highlight local businesses.	Medium	Complete (Small business spotlight in newsletter and social media)	100%

**Next Steps**

With feedback from the Economic Development Subcommittee, staff will continue to execute strategies and tactics included in the economic development strategic actions, in conformance with the Economic Development Strategic Plan approved by City Council.

**Public Notification**

Public notice of this item was posted in keeping with the Ralph M. Brown Act and was available for public viewing and review at least 72 hours before the scheduled meeting date.

**Exhibits**

None.