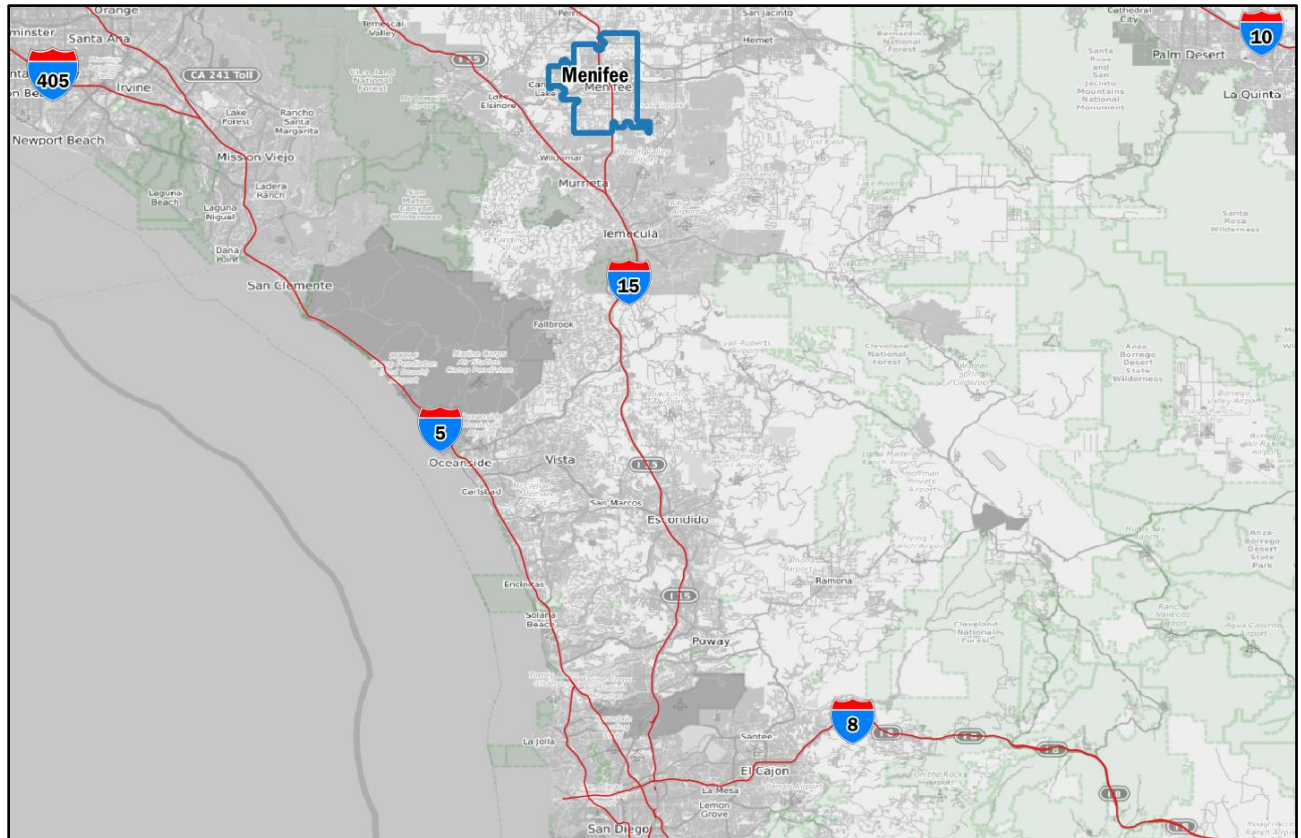




COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)



Submitted by:
City of Menifee

SUBMITTED TO:
U.S. Department of Commerce
Economic Development Administration

September 11, 2019

Contents

A. Introduction	1
B. Executive Summary	4
C. Market Overview / Demographics Summary	16
D. Target Industry Analysis	36
E. Community and Private Sector Participation.....	48
F. CEDS Implementation Plan	50
G. Evaluation Framework	74
H. Candidate CEDS Projects.....	78
I. Qualifying Census Tracts.....	81
Appendix A – Census Data	82
Appendix B – Commuter Flow Data Summary	87
Appendix C – Summaries of CEDS Committee Meetings.....	94

A. Introduction

This document provides a five-year Comprehensive Economic Development Strategy (CEDS) for the City of Menifee.

Economic Development Context

The economic development context for Menifee is expressed in the “Big Picture” Themes for the CEDS, and a list of “strengths, weaknesses, opportunities, and threats” (SWOT) issues, all summarized in the Executive Summary section (B), following.

Economic Resilience and the CEDS

This CEDS strongly aligns with the Economic Development Administration’s focus on building resiliency in local and regional economies. The overall CEDS reflects a complete spectrum of strategic themes that relate directly to the concept of economic resiliency. These themes include:

- Diversification of the City’s industry/employment base;
- Focus on strengthening existing and emerging industry clusters in the region;
- Focus on strengthening the existing business base through implementing a retention/expansion program for existing businesses;
- Creating a business environment conducive to entrepreneurial and small business development;
- Infrastructure investments that leverage local, state and federal funding;
- Integration of economic development programming with broader planning, land use and environmental initiatives; and
- Improving the City’s fiscal position.

The relationship of sustainability and economic resiliency concepts to the individual Strategy Groups within the CEDS is summarized in Section F.

Evaluation Framework

The CEDS Action Plan includes a set of performance measures that will be utilized to evaluate implementation of the CEDS and its impact on local/regional economic conditions. The chosen performance measures focus on metrics that can be readily tracked over time (and compared across different geographies and jurisdictions). The focus on commonly available data sources (including the Census Bureau, Bureau of Labor Statistics, and various State sources) is intended to facilitate the preparation of Annual Performance Reports in future years.

CEDS Committee

Preparation of this CEDS was guided by the following Strategy Committee:

Name	Affiliation	Private	Public
Michael Cano	VFW	X	
John Collison	Mount San Jacinto College		X
Rick Croy	Parks, Recreation and Trails Commission		X
Gina Gonzalez	City of Menifee Economic Development Director		X
Karla Gonzalez	Inland Empire Small Business Development Center (SBDC)		X
Nathan Hultgren	County of Riverside Economic Development Agency (EDA)		X
Cheryl Kitzerow	City of Menifee Director of Community Development		X
Kassen Klein	Kassen Klein Consulting	X	
Tony Lopiccolo	Menifee Valley Chamber of Commerce	X	
Doug McAllister	Economic Development Coalition Southwest Riverside County	X	
Richard Melrose	Quail Valley Community Group	X	
Sandy Melrose	Quail Valley Community Group	X	
David Mills	Community (at-large member)	X	
Gordon Mize	Lee & Associates	X	
Jon Nicks	City of Menifee Director of Community Services		X
Anthony Shaw	County of Riverside EDA Workforce Development Division		X
Jonathan Smith	City of Menifee Director of Public Works		X
Jeff Wyman	City of Menifee Assistant City Manager		X

Meniffee Mayor and City Council

City elected officials interviewed for the CEDS include:

Bill Zimmerman, Mayor
Greg August, Mayor Pro Tem (District 1)
Matthew Liesemeyer (District 2)
Lesa Sobek (District 3)
Dean Deines (District 4)

Project Consultant

The Natelson Dale Group, Inc.

B. Executive Summary

Key “Big Picture” Themes to be Addressed by the CEDS

Key big-picture issues for economic development in Menifee include the following:

- Multiple development opportunities are available in Menifee, as throughout the region, and one challenge is to differentiate Menifee from other places in terms of: 1) how Menifee encapsulates advantages inherent within the location and surrounding region, 2) what the City can bring in the way of distinct advantages, including how being identified with Menifee is meaningful for businesses and developers.
- As with many growing cities, Menifee is most likely to become increasingly attractive for economic activity of all types with the passage of time. Defining these future conditions and communicating them successfully calls for carefully focused efforts. One key consideration is to specifically recognize within economic development policies the need to balance near-term opportunities with longer-term opportunities that may ultimately yield higher returns for the community. This will necessitate preserving capacity while still supporting economic progress.
- Menifee is located in the midst of other cities that are competing for economic activity. Of the numerous factors affecting Menifee’s competitive position within this environment, one that the City can deal with directly and relatively easily is policies and procedures relating to the City’s interaction with property owners and the real estate development community.
- Although a growing city, Menifee has a practical limit to its ultimate size, and will always be in a complementary, even if sometimes competitive, mode with respect to its neighboring communities. These communities include at a minimum the cities that are part of

Implementation “umbrella” concept

Although the CEDS document addresses a wide range of topics, each with its own specific strategic direction, the comprehensive nature of these types of plans can be rendered more useful, for some communities, if carried out within an all-encompassing conceptual “background” framework. This approach works best when the following conditions are present:

- Common themes run throughout the list of strategic categories and their associated action items.
- Issues the community wishes to address in the CEDS are mostly broad in nature rather than requiring a focus on a finite number of very specific topics or items.
- Consensus within the community on matters of planning and development is relatively tenuous.

In the process of generating the Menifee CEDS, numerous strategies and improvements have been identified that have the common theme of enhancing the appeal of the community, both physically and as a matter of perception. These actions are understood to both improve conditions for local residents and to help attract investors in local-serving businesses as well as other types of employment activity. An umbrella concept for the CEDS might therefore be “programming an urban design exercise.” In other words, the recommended strategies and action items would be structured so that they have the potential to feed into a “program of specifications” which could, at the appropriate time, be used as the basis for undertaking an urban design process.

the “Valley of Innovation,” represented by the Economic Development Coalition: Menifee, Temecula, Murrieta, Lake Elsinore, Canyon Lake and Wildomar.

- Especially for a city comprised of a set of distinct, formerly independent, community areas, the benefits of economic development may not be perceived equally by all segments of the population, which increases the importance of having economic development policies that are geographically as well as functionally comprehensive. Also, the benefits of a broadly defined economic development strategic plan can be explicitly woven into the fabric of the Plan’s Action Items. These kinds of benefits include, for example, the following:
 - Transitioning away from a limited-service toward a full-service community, in which an expanded range of goods and services is made available for residents’ use.
 - Expanding available employment options for residents, many of which now commute outside the community for work. In this regard, expansion of both retail/service businesses and office and industrial space-using businesses is more likely to occur in tandem rather than one and not the other, in part because retailers and employers alike will generally perceive a balanced community (consumers with shopping opportunities and employees with employment options) to be more attractive.
 - Net revenue gains to the City, enabling increased investment in community infrastructure along with expanded public services.

Regardless of whether a formal urban design process is initiated or not, this program would add another layer of value to the CEDS itself.

Menifee has an existing basis for urban design applications, through the Community Design Element of the *City Of Menifee General Plan* (2013)¹, as well as the overall General Plan itself. As an umbrella concept for the CEDS, an urban design program could address the following CEDS strategic themes in a manner that could expedite their coordination:

- Maintaining a comprehensive view of the entire community and its numerous planned/desired projects, with the intent of continuing to integrate various subareas of Menifee, each with unique challenges, opportunities, and locally oriented goals, into an increasingly functional whole.
- Increasing the overall attractiveness of the community and clarifying its image, including an image of the city as having its own unique and distinct identity, even given its numerous sub-areas.
- Continue the ongoing process of highlighting development-focus areas of the city and illustrating how they reinforce one another and community subareas (functionally and perceptually).
- Addressing issues that can have a fragmenting influence on Menifee within a comprehensive framework. For example, Menifee could create a fully developed Transportation Network Strategy (reflecting high priorities for road infrastructure and building on existing General Plan components for bikeways, electric vehicles, etc.) that would add to efficiency and quality of life, enhance Menifee’s image as a place that embraces innovation, and help tie the different subareas of Menifee together (physically and symbolically).

1. Components of the Community Design element in the General Plan include Rural Design, Economic Development Corridor Design, Corridors and Scenic Resources, Community Image, and Community Design Features, Quality, etc.

Summary of Key “SWOT” Issues Affecting Menifee’s Development Potentials

The technical studies prepared for the CEDS and stakeholder input provided the basis for an inventory of important SWOT (strength-weakness-opportunity-threat) issues affecting Menifee’s economic development direction. These topics are summarized as follows:

Strengths:

- Excellent quality of life
- Proximity to two major freeways
- “New”/attractive community
- Uncrowded/uncongested community
- Land supply provides capacity/options for new development (including high-profile parcels along 215 Freeway)
- Proximity to two airports (French Valley and March Inland Port)
- Excellent community college system in region (three nearby campuses, including one in Menifee)
- The City government culture is supportive of progress
- Safe community; City currently creating its own Police Department
- Strategic/central location within urbanization path of larger region
- Available water supply/service
- City’s General Plan (including Economic Development Corridor concept) has set the stage for balanced, high-quality development in the future
- Excellent resident workforce
- Excellent health care facilities/services
- Reasonably priced, quality housing
- Forthcoming courthouse project

Weaknesses:

- Separate, disconnected communities/subareas (sometimes with conflicting interests)
- Some “new” aspects of Menifee are incompatible with older areas
- Lack of cohesive image/brand – there is a need to pull all places and outlooks together
- Lack of local entertainment facilities
- City’s development fee structure is perceived as uncompetitive in terms of cost and transparency to developers
- City (government) is understaffed, which can lead to delays in development approvals
- Infrastructure deficiencies in some areas
- Homeless population
- Limited job base within community; many residents need to commute to outside jobs (see Appendix B for commuting data details)
- Image as an “old” retirement community
- Leakage of retail demand; limited supply of retail/restaurant facilities
- No hotels or visitor amenities
- School districts are not unified

Opportunities:

- Emerging medical services corridor (anchored by existing Loma Linda University Medical Center and the forthcoming Kaiser hospital – both in Murrieta)
- Potential to participate in medical technology cluster expanding out from San Diego County
- Potential spin-off development from medical corridor (e.g., hotels, conference facilities, etc.)
- Potential to attract/grow manufacturing firms and jobs
- Potential to grow equine-related industries based on significant research practice at Burns Ranch
- Potential to attract/grow high-tech industries based on existing occupations of Menifee's resident workforce (many of whom commute to tech jobs in distant communities)
- Potential to create an "old town" that is pedestrian friendly
- Facilitate development of building space and programmatic support for entrepreneurial startups (e.g., co-working space, maker space, incubator facilities, etc.)
- Enhance coordination between industry and workforce development (including community college system)
- Menifee's image is currently a blank slate and therefore can still be directed by future policy decisions
- Companies in neighboring cities are starting to run out of space and growth options

Threats:

- Incorrect perception that Menifee is "development unfriendly" based on prior government's (Riverside County's) operations
- Utility infrastructure is deficient in some parts of Menifee
- Land prices are escalating and in some cases sellers' expectations are unrealistic
- The overall region (Temecula Valley) lacks a 4-year college/university
- Industrial/office space appropriate for smaller businesses is limited
- State/Federal regulatory hurdles
- Lack of upscale, executive-caliber housing
- Potential for traffic to become a constraint to future development (if infrastructure improvements do not keep pace with demand)

Industry Clusters – the Key to Local and Regional Prosperity

Based on the industry cluster analysis summarized in Chapter D, the CEDS focuses on a range of industries and business types as targets for the City's business attraction efforts. The recommended targets have been identified through an extensive "screening" process that reflects the following considerations:

Menifee's Core Strengths from a Business Attraction Perspective

- Substantial land and zoning capacity for future commercial/industrial development
- Strategic freeway location within the Temecula Valley (and within the larger Riverside-San Diego County region)
- Recent and imminent retail/entertainment development in Menifee provides a basis for expanding destination shopping/dining experiences in the City

- Emerging connections to the large clusters of technology firms in San Diego County and immediate proximity to the Inland Empire's core industry cluster (logistics)
- A well-educated resident workforce, including many "out-commuters" employed in San Diego County technology sectors
- Attractive amenities and community life

Priority Objectives of the City's Business Attraction Efforts

- Continue to improve the range of goods and services available to residents
- Strengthen City's fiscal position (tax base)
- Expand employment opportunities of Menifee residents, with a focus on creating higher-wage jobs
- Foster business development opportunities at a range of scales (i.e., small to larger firms)
- Focus marketing/development resources on industries with strong long-term growth potentials (avoiding sectors that are especially vulnerable to worker displacement due to automation, etc.)
- Position Menifee as a viable location for high-image/high-tech activities

The recommended target industries are organized around four "themes," as summarized on the following table:

Recommended Targets for Business Attraction		
Major Theme	Rationale for this Target	Types of Industries/Activities
1. Local-serving businesses	<ul style="list-style-type: none"> • Leverages recent/ forthcoming retail and entertainment-oriented development in the City • Capitalizes on strong population growth 	<ul style="list-style-type: none"> • Retail • Restaurants • Entertainment and commercial recreation • Local services typically found in retail/downtown settings
2. Technology focus	<ul style="list-style-type: none"> • Connects to Inland Empire's core strength (logistics), while avoiding the aspects of logistics that are most vulnerable to worker displacement from innovation • Capitalizes on Menifee's proximity (and workforce connections) to San Diego County technology sectors • Leverages potentials associated with the City's resident workforce and quality of life amenities (which the CEDS recognizes are still evolving) 	<ul style="list-style-type: none"> • R&D, scientific and technical services • Computer systems design • Architectural and engineering services (and related professional services such as legal and financial firms).
3. Selected manufacturing activities	<ul style="list-style-type: none"> • Focuses on higher-wage manufacturing sectors that are already growing in the Temecula 	<ul style="list-style-type: none"> • Navigational, measuring & control instruments manufacturing

	Valley and the larger Riverside/San Diego region <ul style="list-style-type: none"> • Leverages Menifee’s proximity (and workforce connections) to San Diego County technology-oriented manufacturing activities • Capitalizes on Menifee’s land capacity, affordability and ability to be a business-friendly City 	<ul style="list-style-type: none"> • Specialty food and beverage manufacturing (including a possible focus on distilled beverages, which offer tourism and “placemaking” potentials) • Advanced manufacturing • Other Riverside/San Diego manufacturing growth sectors
4. Healthcare and retirement	<ul style="list-style-type: none"> • Builds on established base of retirement developments in Menifee (i.e., Sun City) and other parts of the Temecula Valley • Responds to strong demographic trends • Leverages Menifee’s unique balance of affordability and quality of life 	<ul style="list-style-type: none"> • Regional healthcare firms and facilities (in response to population growth) • Continuing care / assisted living

CEDS Goals and Strategies

Based on direction from the CEDS Committee, six major goals have been established for this CEDS:

- A. Create new jobs through business retention/expansion/attraction and entrepreneurial development
- B. Expand City’s tax base
- C. Improve Menifee residents’ local employment opportunities; upgrade workforce preparedness
- D. Improve Menifee’s amenities as a residential community (residential quality of life), including expanded availability of local retail/restaurant and entertainment options
- E. Continue to consistently convey a message to the business/development community that the City of Menifee is “ready for business”
- F. Foster sustainability and economic resiliency

Note that these goals have varying implications in terms of the internalization of activities with the City. For example, for expanding the City's tax base, new businesses and development should occur within the City limits; while job creation can occur outside the City and still be beneficial to Menifee residents. Data in Appendix B indicate that cross-commuting is common among all Temecula Valley cities, including Menifee. Ideally, jobs created at locations outside the City will be in close proximity. In this regard, the jobs-rich communities of Temecula and Murrieta, in close proximity to Menifee, can be viewed as part of Menifee’s job base, and therefore relatively advantageous locations for new employment.

The CEDS Implementation Plan operationalizes the goals through 12 major Strategy Groups (detailed in Chapter F and briefly summarized below).

Executive Summary of CEDS Implementation Plan

A set of new, immediate-priority initiatives are highlighted below and further detailed and discussed within the overall context of the CEDS in subsequent sections. These initiatives are extracted from the Year 1 Work Program detailed in Section F. The Potential Budget column shows estimated staff hours (including both start-up time and ongoing time during year 1) as well as, where relevant, dollar estimates for contract services and other expenditures outside of the City operating budget. Otherwise, staff hour estimates assume that existing staff, not all of which will be directly related to the CEDS program, will be deployed in these efforts.

TABLE 1. "TACTICAL" PRIORITIES: RECOMMENDED NEW INITIATIVES TO ACHIEVE THE CEDS OBJECTIVES

High-Priority Initiative	Immediate Steps	Potential Budget
ORGANIZATIONAL CAPACITY		
<p>Establish overall implementation approach and milestones.</p> <p>Institutionalize a system of partners who will participate in CEDS implementation.</p>	<p>Refine the list of near-term deliverables, consisting of meetings, working documents, and documentation of processes, as outlined in the Next Steps matrix, Table 7.</p> <p>Working with prospective participants, individually and/or through meetings, prepare list of confirmed partners and their commitments to various framework elements, with target dates, milestones, etc.</p>	<p>Staff: 110 hours</p>
MARKETING, GENERAL		
<p>Develop research-based materials that demonstrate market advantages for both developing real estate and locating businesses in Menifee (including, as a high priority, a retail leakage study).</p> <p>Develop formal economic development marketing plan that reflects researched materials.</p> <p>Coordinate messages promoting real estate development and industry targeting (for both local-serving businesses and employers).</p> <p>Review options for retaining a marketing specialist to develop a marketing program and related collateral materials.</p>	<p>Determine the availability of funds and other resources, timing, etc. and other aspects of the feasibility of conducting such studies.</p> <p>Specify requirements for this plan, in conjunction with RFP preparation.</p> <p>Conduct work sessions with partners to define CEDS-focused program. This program should reflect the following factors:</p> <ul style="list-style-type: none"> • Support of specific CEDS initiatives that have a marketing dimension (as identified in individual action items below) • Effective leveraging of partner / stakeholder resources (for help in dissemination of marketing messages, etc.) • If and how best to use outside professional assistance in developing the initial marketing program 	<p>Staff: 230 hours</p> <p>\$40,000 - for marketing professionals if used</p>

High-Priority Initiative	Immediate Steps	Potential Budget
INDUSTRY TARGETING		
<p>Local-serving (retail) businesses. Use data from research conducted for the CEDS and any additional research-based materials that have become available, to refine strategies for addressing retail leakage conditions in the City. Strategy should reflect the City's competitive position with respect to commercial development characteristics (including market advantages / disadvantages) of surrounding communities.</p> <p>Employers in Higher-wage industries. As part of the research-based documentation of market conditions in Menifee, and to help refine target-industry prospects:</p> <ul style="list-style-type: none"> • Document how key industries have spread outward from the San Diego area towards Menifee and the surrounding region. • Explore opportunities for leveraging the presence of nearby airports as business attractors, by expanding awareness of companies/industries now taking advantage of those facilities, and other measures. • Incorporate specialized industry attraction themes including, for example, tourism and foreign direct investment (FDI). 	<p>Local-serving (retail) businesses. Based on retail study if available, identify highest-priority retail tenant targets (i.e., names of specific retail/ restaurant chains) based on review of the available research plus surveys, etc.</p> <p>Design retail-specific marketing materials as part of overall marketing program.</p> <p>Review options for partnerships and other resources related to retail tenant recruitment (including property owners, commercial real estate brokers; developers and property managers; ICSC, etc.).</p> <p>Higher-wage industries. Identify highest-priority (employer) target industries based on the following process:</p> <ul style="list-style-type: none"> • Conduct workshop with appropriate stakeholders to review target industry/cluster study prepared for the CEDS; • Meet with partner agencies to determine compatibility of their industry attraction efforts with Menifee's strongest market opportunities; • Meet with industrial developers, property owners and brokers to identify opportunities to collaborate on industrial tenant attraction. <p>Review options for partnerships and other resources related to industrial tenant recruitment (including industrial real estate brokers; developers and property managers; site selection magazines; targeted trade shows; etc.).</p>	<p>Staff: 500 hours (partial fulfillment of this initiative, to maintain balance of effort among initiatives)</p> <p>\$15,000 - annually for 1-2 years, then periodically after, if using outside vendor databases</p>

High-Priority Initiative	Immediate Steps	Potential Budget
EXISTING-BUSINESS RETENTION AND EXPANSION (BRE)		
<p>Business Outreach. Utilize online surveys, business site visits and other typical economic development tools to expand communication with existing firms, to achieve any or all of the following purposes:</p> <ul style="list-style-type: none"> Identify any needs for business assistance and connect businesses with available support resources. Probe their sense of locational advantages and disadvantages in Menifee, including such issues as the desirability of and potential for bringing key suppliers or business-service firms to the City. Identify any needs for coordinating operational or expansion requirements with local regulatory bodies. 	<p>Based on a review of options – including systems that might be in use within the region and those available through vendors and in common use, or independently designing a system – select preferred method(s) for sustaining a robust outreach process and identify the necessary resources to implement.</p> <p>Launch high-profile BRE program with a heavy initial focus on increasing direct communication with and outreach to the existing business community. Program should include a mix of the following outreach methods:</p> <ul style="list-style-type: none"> Online surveys Quarterly meetings/mixers with the business community (potentially focused on different business / industry types each quarter) In-person visits to key businesses 	<p>Staff: 524 hours</p> <p>\$30,000 - for use of BRE systems if required.</p>
ENTREPRENEURIAL DEVELOPMENT		
<p>Investigate extent to which existing programs/facilities in the City and region meet the needs for emerging entrepreneurs, recognizing the different types of support needed by local-consumer startups and tech-oriented startups.</p> <p>As appropriate, investigate options for establishing incubator and/or business accelerator facilities in Menifee, working with partners.</p> <p>Explore ways the City can maximize its coordination with the business model of incubator operators and their tenant focus.</p>	<p>Using information in the CEDS as a point of departure, identify existing providers in the region and points of contact.</p> <p>Prepare coordination framework showing how the City, through partners if possible, can be represented (as appropriate) within existing entrepreneur-coordination groups currently active in the region.</p>	<p>Staff: 80 hours</p>

High-Priority Initiative	Immediate Steps	Potential Budget
REAL ESTATE DEVELOPMENT AND REVITALIZATION / REDEVELOPMENT		
<p>Expand as necessary on the research-based materials described under the General Marketing function above to: a) document specific competitive conditions for key commercial areas within the community, and b) identify the need for types of space that will support employers, from small entrepreneurs to larger firms.</p> <p>Establish an outreach program to real estate developers active in Menifee and the region to directly promote the community and assess interests and receive feedback concerning development prospects.</p> <p>Review policies related to the Economic Development Corridor, specifically as this may relate to the potential for mixed-use development, or for otherwise encouraging development activity in general, but especially creative and engaging projects.</p> <p>Identify older commercial areas that may be suitable for, and benefit by, revitalization. Older commercial areas can sometimes be repurposed to uses that might be lacking in the community, for Menifee perhaps this is small spaces for startup companies.</p> <p>Create and market incentives for redevelopment/revitalization of older properties (potentially including non-financial incentives such as expedited entitlements and permit processing).</p> <p>As appropriate, contact the owners of commercial properties that might benefit from revitalization efforts to assess interest and potential partnerships or other forms of public support to achieve revitalization / redevelopment goals.</p>	<p>Coordinate with activities described under the Marketing strategy group section, to ensure marketing materials reflect research findings and other overall marketing directions</p> <p>Prepare coordination framework showing how the City's planning and revitalization efforts are best aligned with any overall "design umbrella" approaches to community improvement, marketing messages, and other economic development efforts, including BRE, recruitment, etc.</p> <p>Prepare initial inventory and preliminary assessment of incentive options, including concepts such as shovel-ready sites, "program" EIRs, and allowing higher development densities on larger parcels or within designated revitalization areas.</p>	<p>Staff: 200 hours</p>

High-Priority Initiative	Immediate Steps	Potential Budget
COORDINATION FRAMEWORK FOR OTHER STRATEGY GROUPS AND ACTION ITEMS		
<p>In addition to the core economic development activities outlined above, the CEDS includes a range of strategies that are intended to support and enhance the effectiveness of the core marketing and business development efforts. The “support” strategy groups address the following topics:</p> <ul style="list-style-type: none"> • Workforce development • Development streamlining • Placemaking • Infrastructure development coordination • Quality of life enhancements 	<p>Develop “coordination frameworks” to establish general protocols for the interface between the City’s CEDS/economic development program and various “support” functions. The coordination frameworks will help ensure that the City’s various development-related policies remain in sync with economic development activities and, when appropriate, facilitate future policy adjustments to maximize the alignment of related programs.</p>	<p>Staff: 80 hours (partial fulfillment of this initiative, to maintain balance of effort among initiatives)</p>

C. Market Overview / Demographics Summary

The full *Economic and Demographic Profile* document (provided under separate cover) evaluates demographic and economic data at multiple levels of geography (city, county, and state) to allow for comparison of local conditions to larger-area benchmarks. Highlights of the full *Profile* are summarized below.

Demographic and Economic Data/Forecasts

Census-Based Demographic and Economic Overview

The following data were obtained from the U.S. Census Bureau, American Community Survey (ACS) 5-year estimates (2012-16). Table 2 below provides a summary of household and education-related data from the ACS. The table shows that Menifee has a relatively high share of *family-type* households. Menifee's share of households below the poverty rate is below that of the County and the State. In addition, median household income in Menifee is similar the County figure. For the population 25 years and over, the percent of population with a bachelor's degree or a graduate or professional degree is lower than the County, which is lower than the state. For the fields of bachelor's degrees, 32% of Menifee's residents have Science and Engineering degrees, similar to the County (33.5%) and State (40.9%) shares. Menifee has a relatively high share in Science and Engineering *Related* fields compared to the County and the State.

TABLE 2. HOUSEHOLD AND EDUCATION RELATED DATA – MENIFEE, RIVERSIDE COUNTY, AND CALIFORNIA

	Menifee	Riverside County	California
Household-Related Data Variables			
Percentage of Family households	72.0%	73.5%	68.7%
Percentage of Households below poverty level	11.5%	16.5%	15.8%
Median Household Income	\$57,598	\$57,972	\$63,783
Education-Related Data Variables			
Percentage of the population 25 years and over that have attained a Bachelor's degree or higher	17.4%	21.2%	32.0%
Percentage of the Fields of Bachelor's Degrees attained by the population			
Science and Engineering Fields	31.7%	33.5%	40.9%
Science and Engineering-Related Fields	12.1%	10.1%	7.9%
Business Fields	18.7%	21.4%	17.9%
All other fields combined	37.5%	35.0%	33.3%

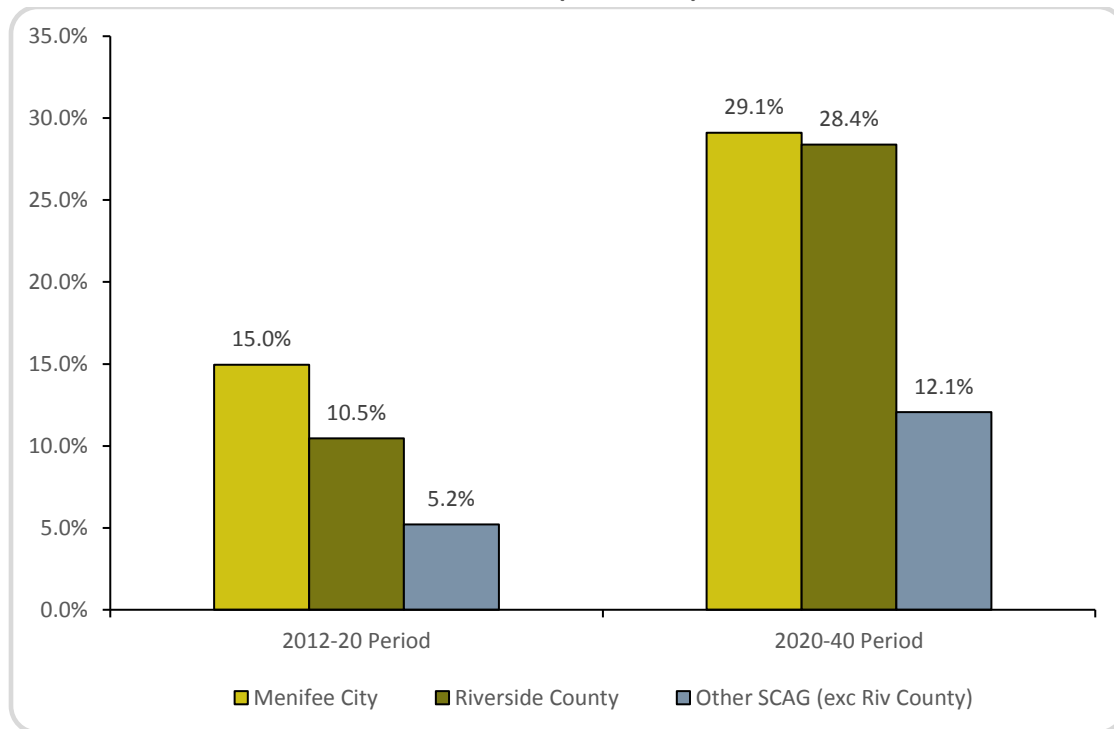
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates; TNDG.

Demographic and Employment Forecasts

To provide additional context on the city-level SCAG forecasts, the following two figures (Figure 1 and Figure 2) compare Menifee's projected growth – in population and employment – relative to the County

and the remaining SCAG region¹. The figures further illustrate the City's recent and projected rapid demographic and employment growth, as Menifee is projected to grow at a higher rate than the two benchmark areas, especially in rate of employment growth.

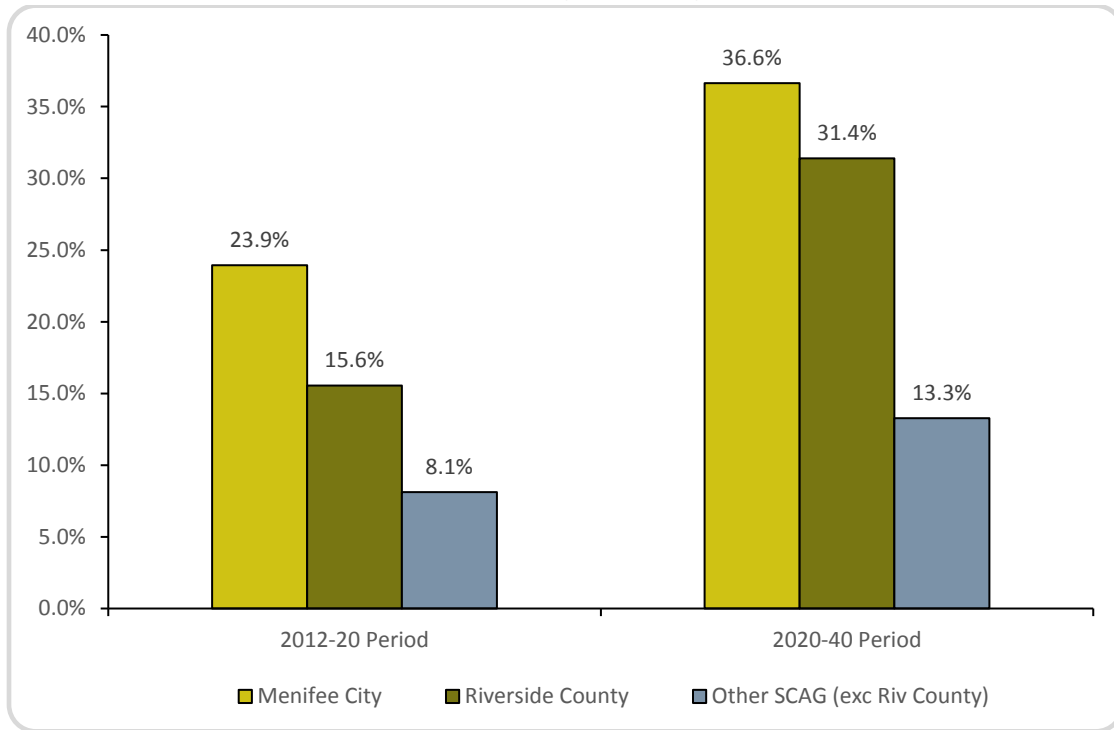
FIGURE 1. SCAG POPULATION FORECASTS (% GROWTH): 2012-2020 AND 2020-2040



Source: SCAG 2016 RTP; TNDG

¹ The SCAG region includes the following six-county region: Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura.

FIGURE 2. SCAG EMPLOYMENT FORECASTS (% GROWTH): 2012-2020 AND 2020-2040

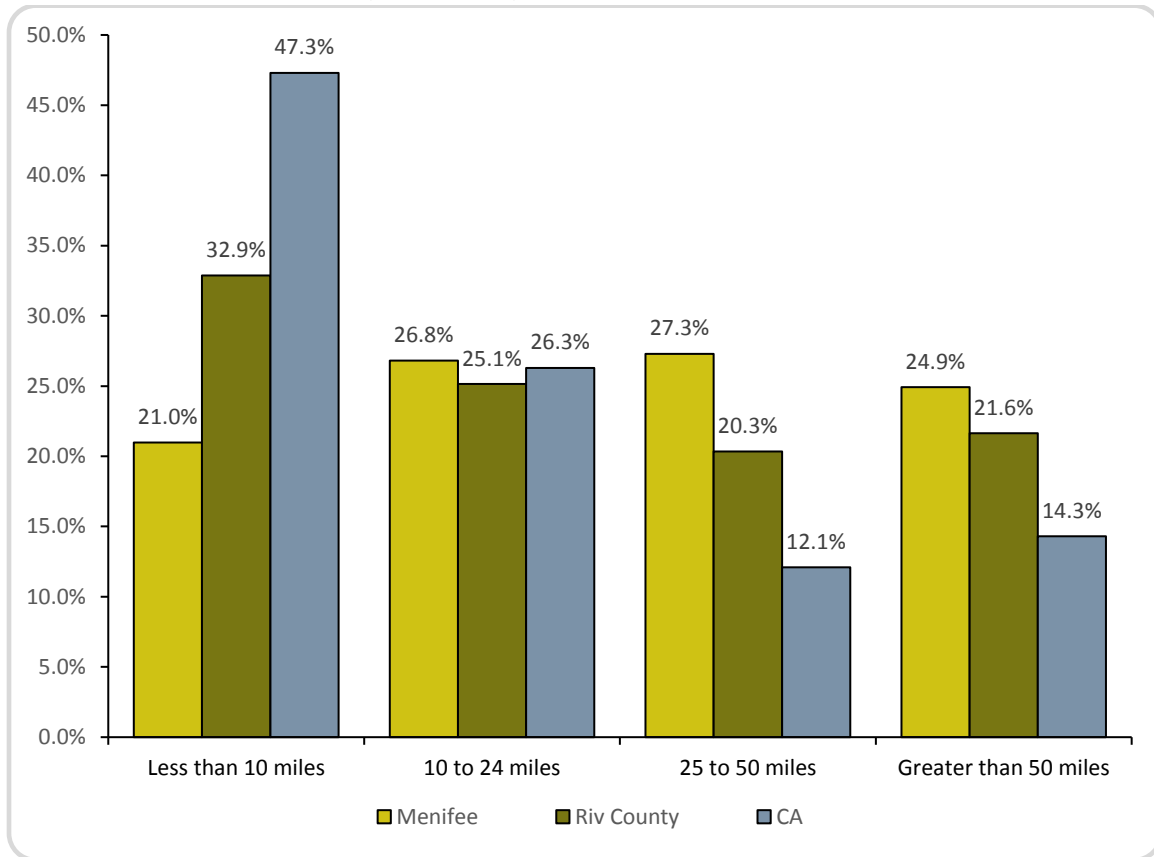


Source: SCAG 2016 RTP; TNDG.

Labor Force Data

The data in these figures are from the U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program. Figure 3 below provides travel distance ranges to work for the City's labor force relative to County and State benchmarks. The figure shows that Menifee's resident labor force tends to have longer distance commutes relative to the overall labor force in the County and in the State.

FIGURE 3. TRAVEL DISTANCES (MILE RANGES) TO WORK: MENIFEE, RIVERSIDE COUNTY, AND CA, 2015

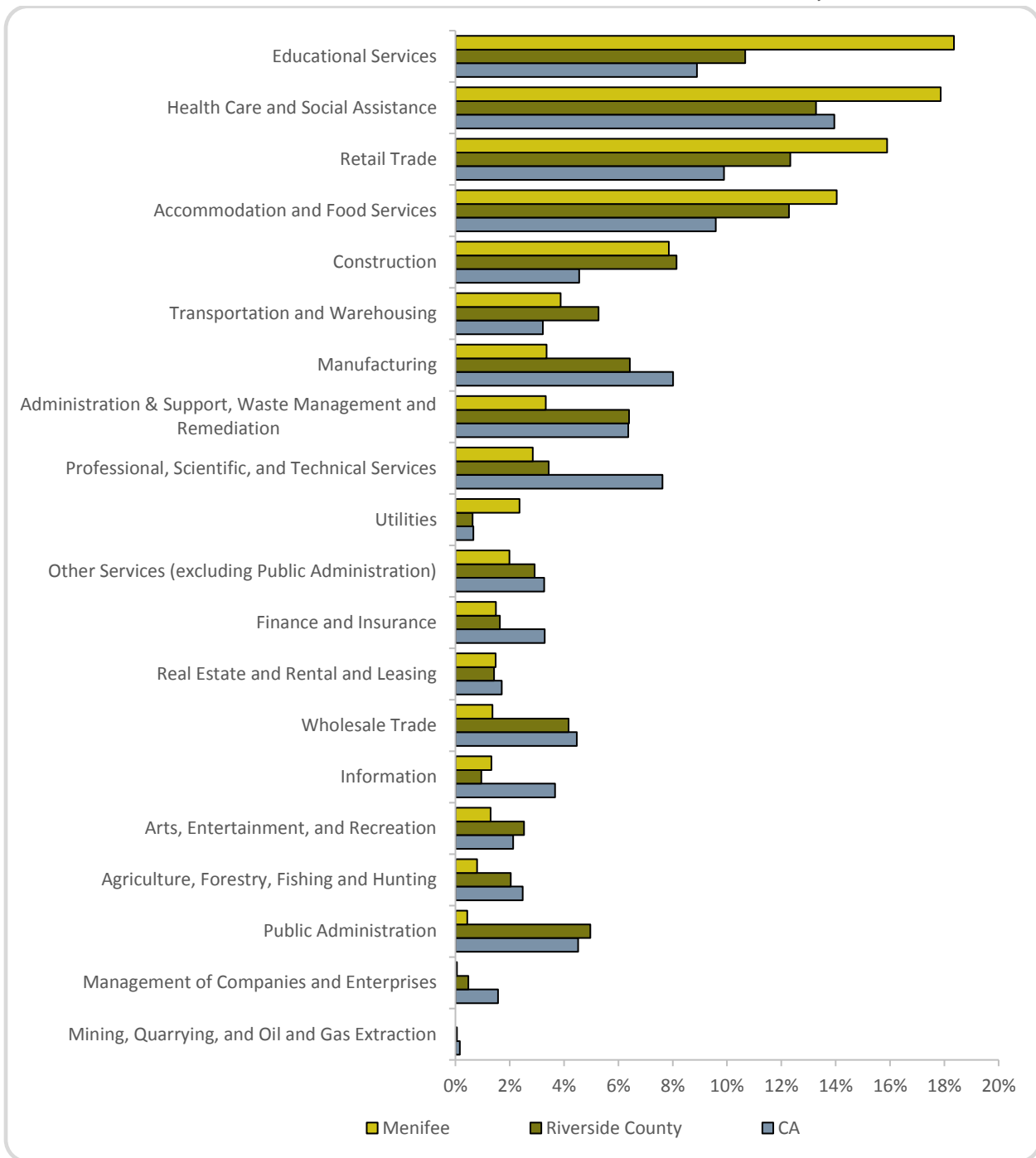


Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at <https://onthemap.ces.census.gov>.

Employment Overview

The LEHD program also provides employment data by industry at various levels of geography. Figure 4 shows that Menifee had the largest shares of employment (jobs located in the city) in the Educational Services, Healthcare and Social Assistance, and Retail Trade industries relative to the two benchmark regions. Compared to the State, Menifee has a much smaller share of employees in the relatively high-paying Professional, Scientific, and Technical Services industry.

FIGURE 4. SHARE OF PLACE-OF-WORK EMPLOYMENT BY INDUSTRY BY AREA, 2015



Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at <https://onthemap.ces.census.gov>.

Building Permit and Taxable Sales Data

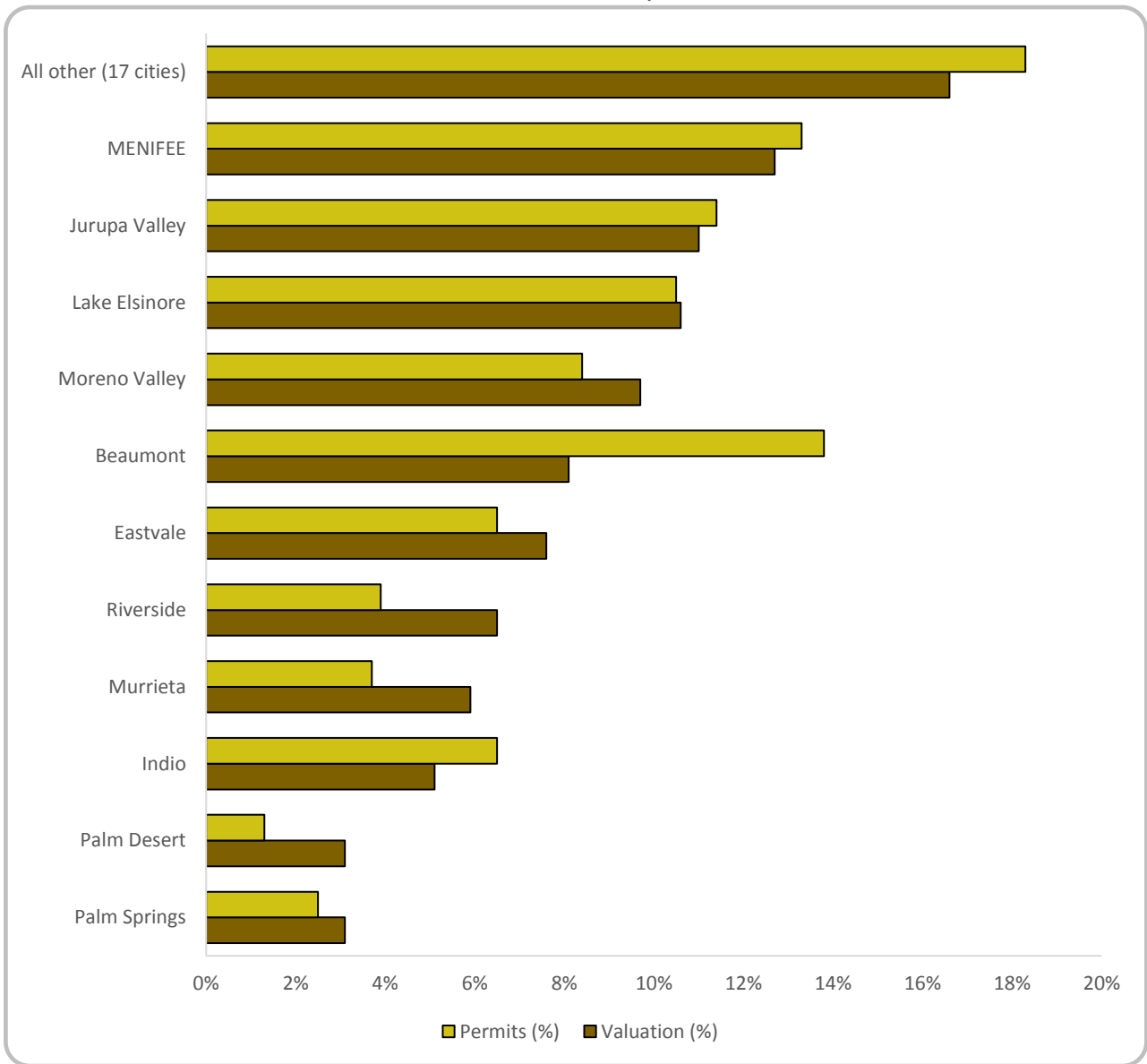
This section examines building permit and taxable sales data for the City of Menifee compared to other areas. The U.S. Census Bureau provides city-level building permit data through its Place Level Residential Building Permit Statistics survey. For taxable sales data, this section compares data for Menifee, Riverside County, and the State of California, as provided by the California State Board of Equalization (SBOE).

Building Permit Data

In 2010, the value of residential building permits issued in Menifee stood at \$95.8 million. Valuations declined in 2011 (\$68.9 million) but remained higher than 2010 levels in subsequent years. In 2017, total permits reached a valuation of \$196.9 million.

Figure 5 shows the percent distribution of private residential building permits, in number of permits and valuation, among Riverside County incorporated cities in 2017. At about 14%, Menifee accounted for the largest share of residential building permits among the individual Riverside County cities, with a slightly lower share of valuation.

FIGURE 5. DISTRIBUTION OF PRIVATE RESIDENTIAL BUILDING PERMIT ACTIVITY AND VALUATION IN RIVERSIDE COUNTY FOR INCORPORATED CITIES, 2017

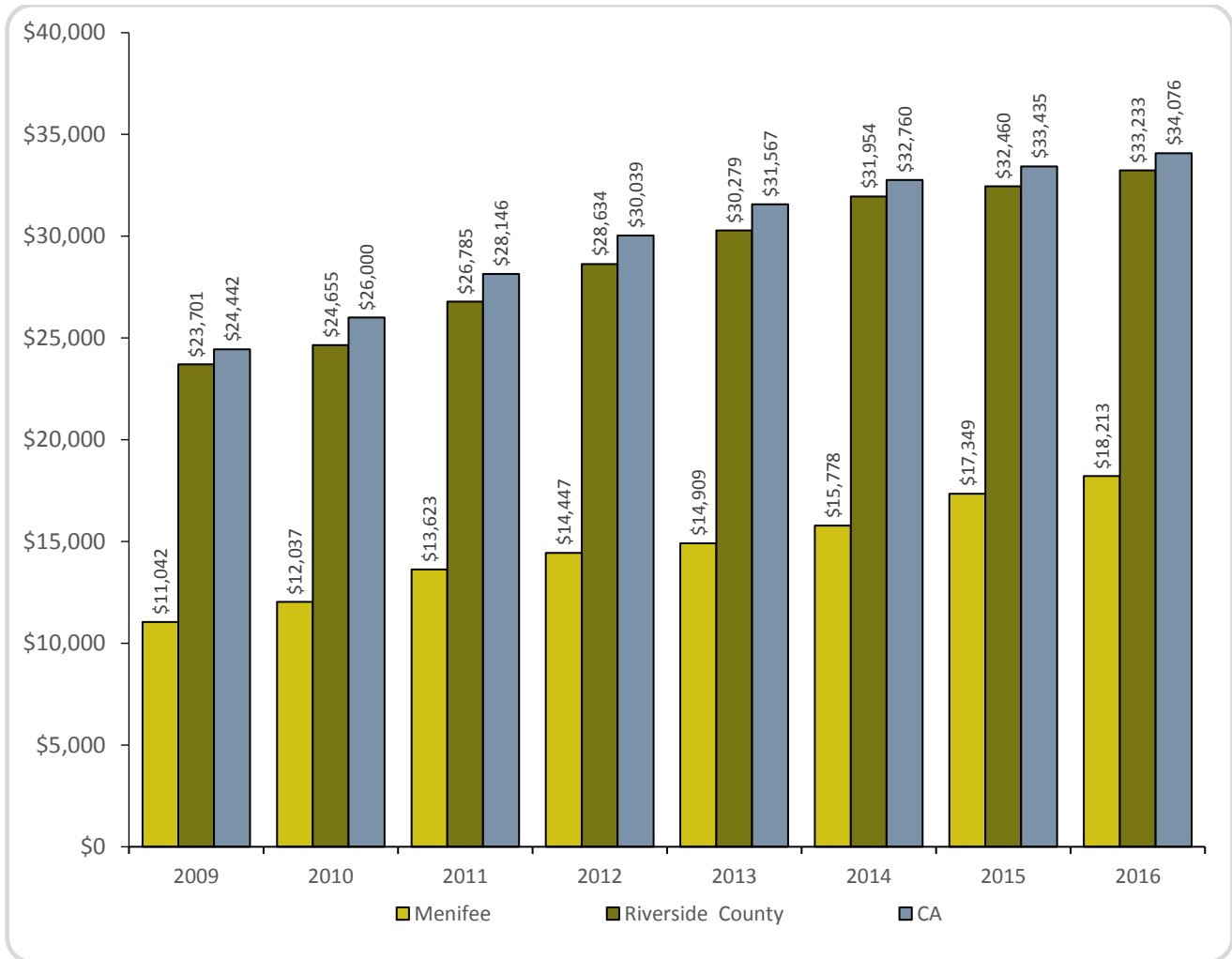


Source: U.S. Census Bureau, Manufacturing and Construction Division; TNDG.

Taxable Sales Data

Data for taxable retail sales, as provided by the SBOE, indicate that retail sales in Menifee have increased by about \$254 million during the period of 2009 to 2016, or by 85%. Although Menifee has performed relatively well in overall sales trends, the data suggest that Menifee significantly lags the County and the State on taxable sales per household basis. Figure 6 shows taxable sales per household for all three geographies. Although this measure has steadily been rising over this period (from \$11,042 in 2009 to \$18,213 in 2016) in Menifee, taxable sales per household was just 54.8% of the County measure (\$33,233) and 53.4% of the State measure (\$34,076) as of 2016.

FIGURE 6. TAXABLE RETAIL SALES/HOUSEHOLD (2009 – 2016), MENIFEE, RIVERSIDE COUNTY, AND CALIFORNIA



Source: SBOE; TNDG

Competitive Assessment Summary

This section provides a summary of the Competitive Assessment completed (under separate cover) for the CEDS process. The Competitive Assessment evaluates the City's competitive position in the six-city Temecula Valley region.² In addition to comparing Menifee to its neighboring cities, the assessment also compares Menifee to larger-area benchmarks of Riverside and San Diego Counties.

This summary of the Competitive Assessment includes the following topics, which are representative of the total set of tabulated data in the full report:

- Median Household Income and Per Capita Income
- Owner-Occupied Housing and Single-Family Detached Housing
- Educational Attainment
- Resident Workers by Industry Composition
- Labor force participation rate by age segment
- Travel Time to Work
- Jobs by Industry Composition
- Comparison of the Jobs and Resident Workers by Industry Composition
- Crime Rate
- Cost of Doing Business

Generally and where relevant, the graphical representations of data are sorted from highest to lowest values. A summary of the conclusions from the data related to the selected topics is shown below:

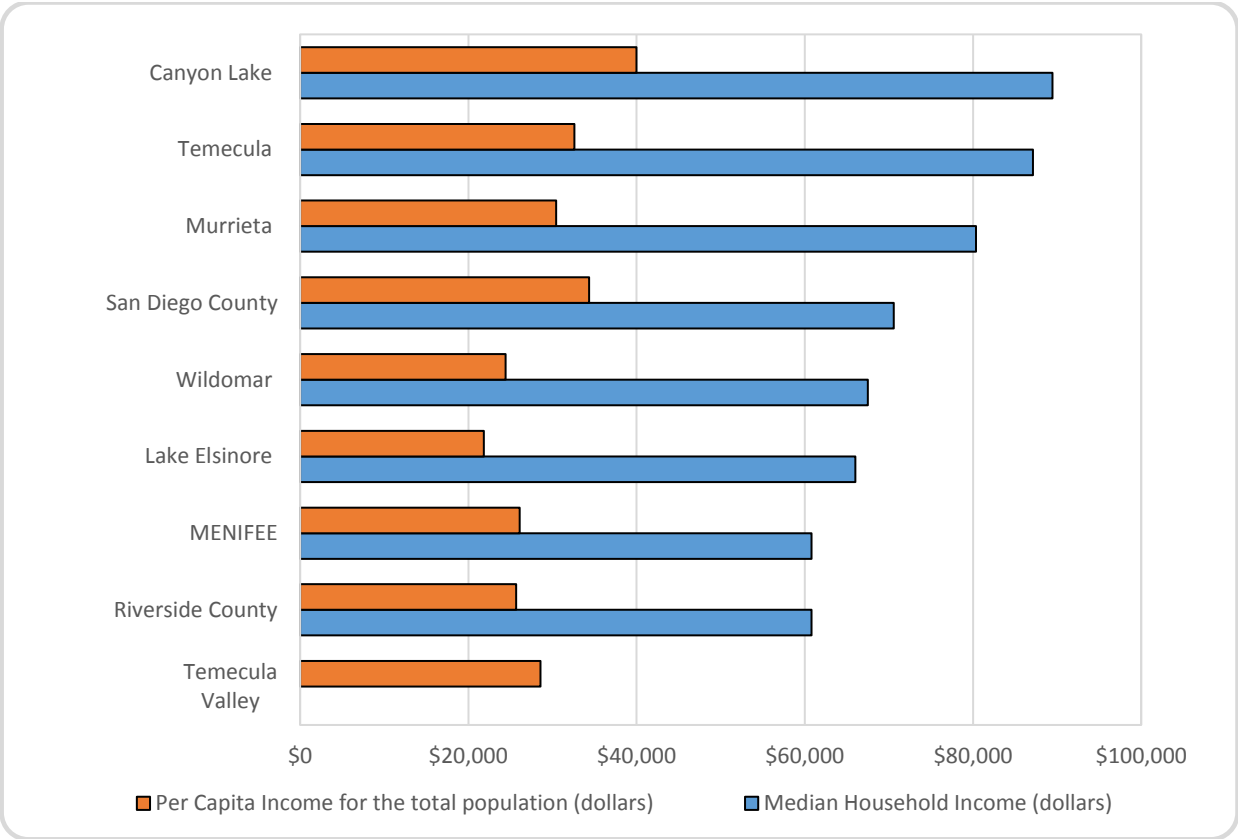
Figure Topics	City's Position	Benefits	Challenges
Median Household Income and Per Capita Income	Same as Riverside County for Median Household Income and Per Capita Income; both measures lower than San Diego County and most cities	Suggests moderately priced community	This is a marketing challenge, disparity in figures with competitors may be partly due to heavy retirement-age population (City of Menifee at 19% in comparison to the State of California at 13%)
Owner-Occupied Housing and Single-Family Detached Housing	Higher inventory of detached Single-Family homes that are owner-occupied that all but one comparison place	Suggests commitment to community	Possible scarcity and gap in housing options and therefore affordability
Educational Attainment	Smaller percentage with bachelors and higher degrees than most places		Most other places would tend to be more competitive on basis of skilled workforce
Resident Workers by Industry	Above average in educational services/health care, otherwise similar to most other places		Menifee and most other places lag San Diego County in workers in higher-wage industries such as professional and scientific services

² This region includes the following six cities: Canyon Lake, Lake Elsinore, Menifee, Murrieta, Temecula, and Wildomar.

Figure Topics	City's Position	Benefits	Challenges
Labor Force Participation Rate by Age Segment	Average in comparison to other cities, slightly below average for those 65 to 74	Menifee probably has untapped resources in older age groups	
Travel Time to Work	Well above Temecula Valley figures in the 20 to 44 minutes categories		Higher commute times indicate a need to balance employment opportunities with the residential base
Jobs by Industry	Well above average in educational services / health care; below average in professional services		Need diversification away from over-dependence on education and health services
Comparison of the Number of Jobs and Resident Workers	Resident workers far outnumber the number of jobs, and this imbalance is relatively pronounced in Menifee in comparison to other places		This is another indication of the need to bring the community into a greater jobs/workers balance
Crime Rate	Relatively favorable in comparison to others	This is a selling point	Still less favorable than Temecula
Cost of doing business	Compares favorably (and also similarly) to other places	Entire region is relatively low cost, by the indicator used in the analysis	

Census Demographics

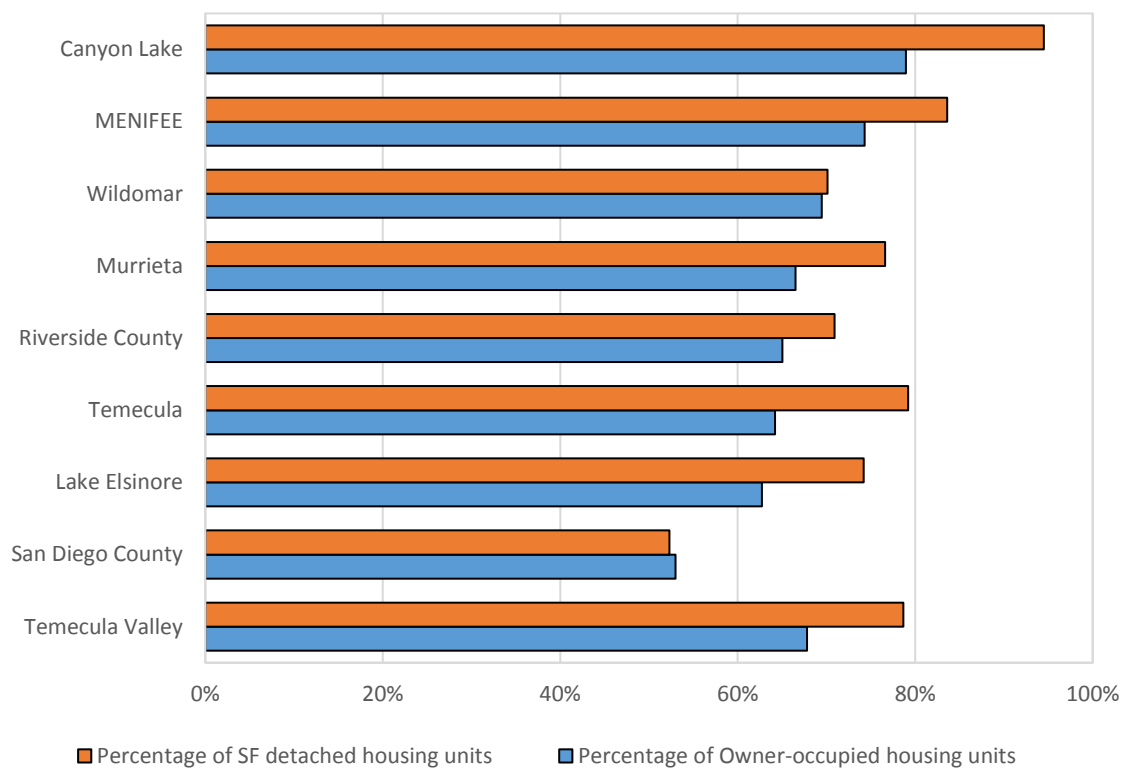
FIGURE 7. MEDIAN HOUSEHOLD INCOME AND PER CAPITA INCOME, 2017



Note: 1. Temecula Valley includes the six cities, excluding Menifee.
2. Temecula Valley does not have a represented Median Household Income.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

FIGURE 8. PERCENTAGE OF OWNER-OCCUPIED HOUSING AND SINGLE-FAMILY DETACHED HOUSING, 2017

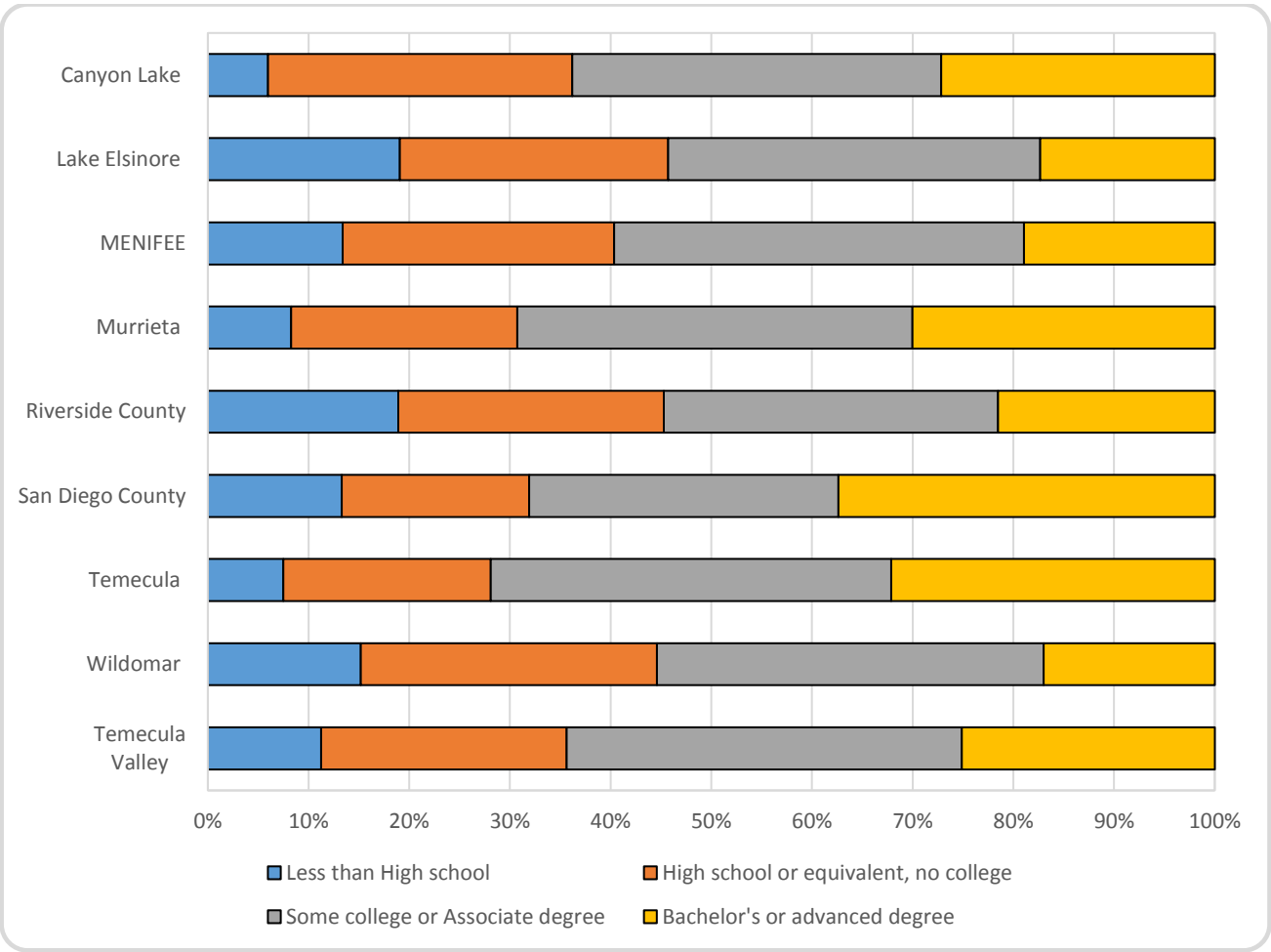


Note: Temecula Valley includes the six cities, excluding Menifee.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

Employment Data and Workforce Characteristics

FIGURE 9. EDUCATIONAL ATTAINMENT, 2017

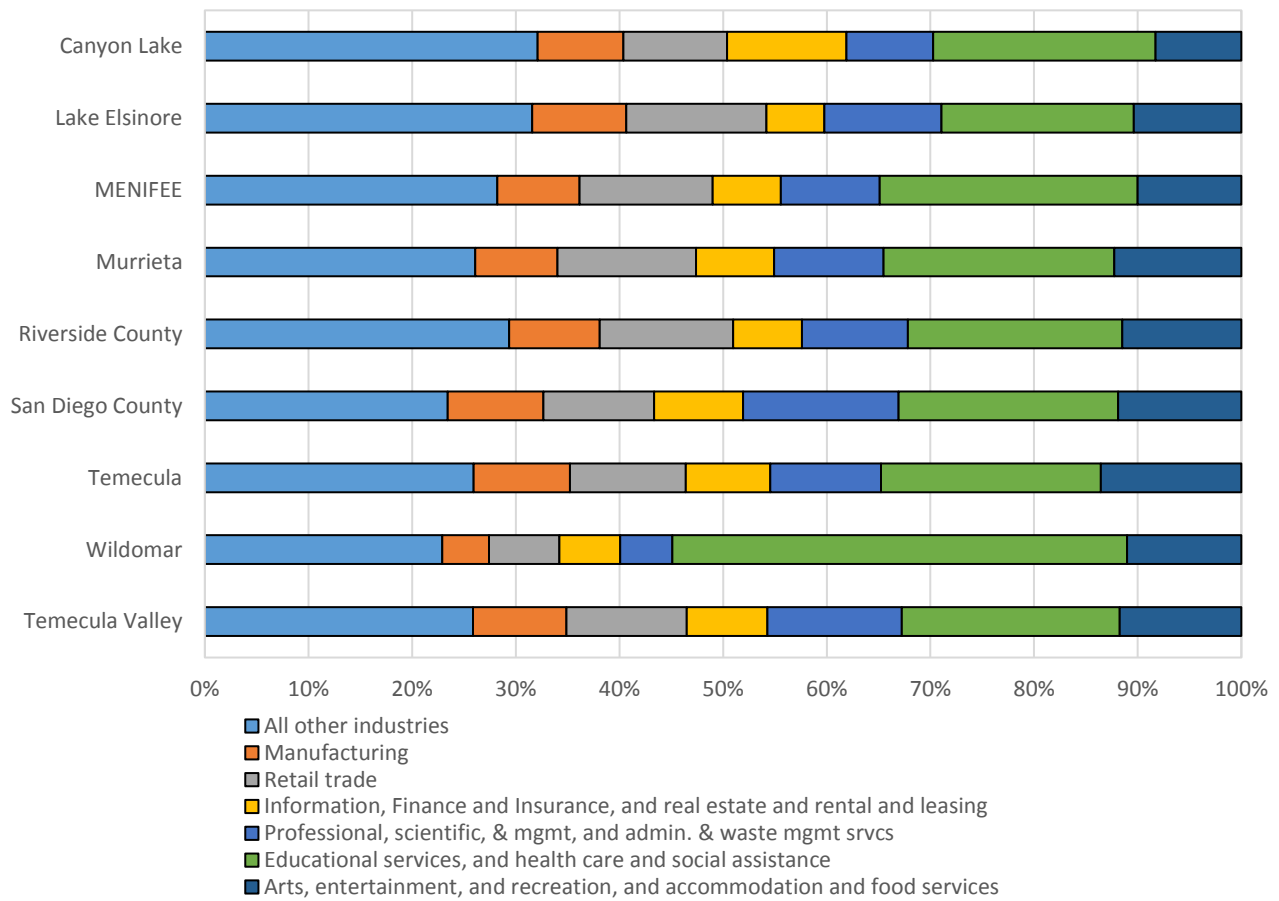


Notes: Population 25 years old and older. Percent attaining the levels shown.

Temecula Valley includes the six cities, excluding Menifee.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

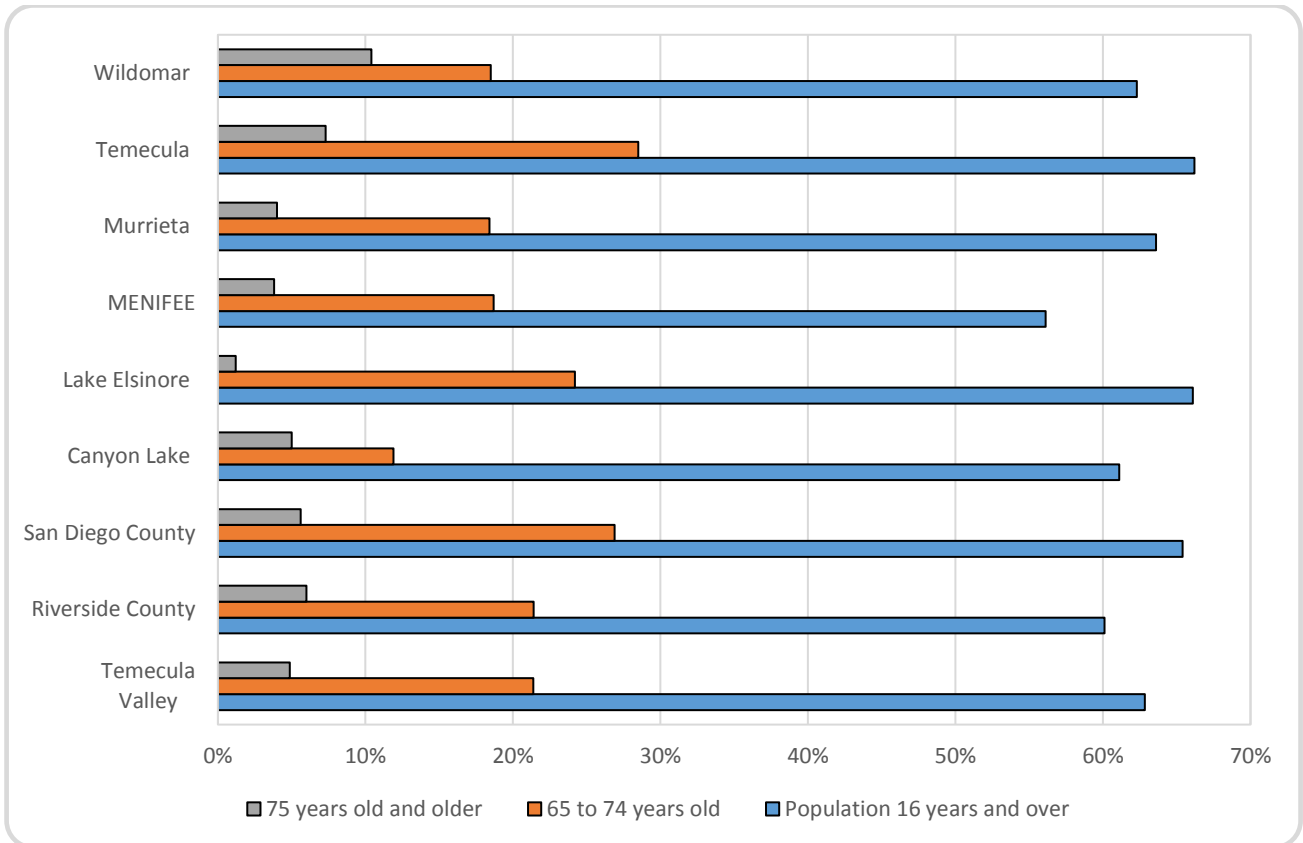
FIGURE 10. PERCENTAGE OF RESIDENT WORKERS BY INDUSTRY, 2017



Note: Temecula Valley includes the six cities, excluding Menifee.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

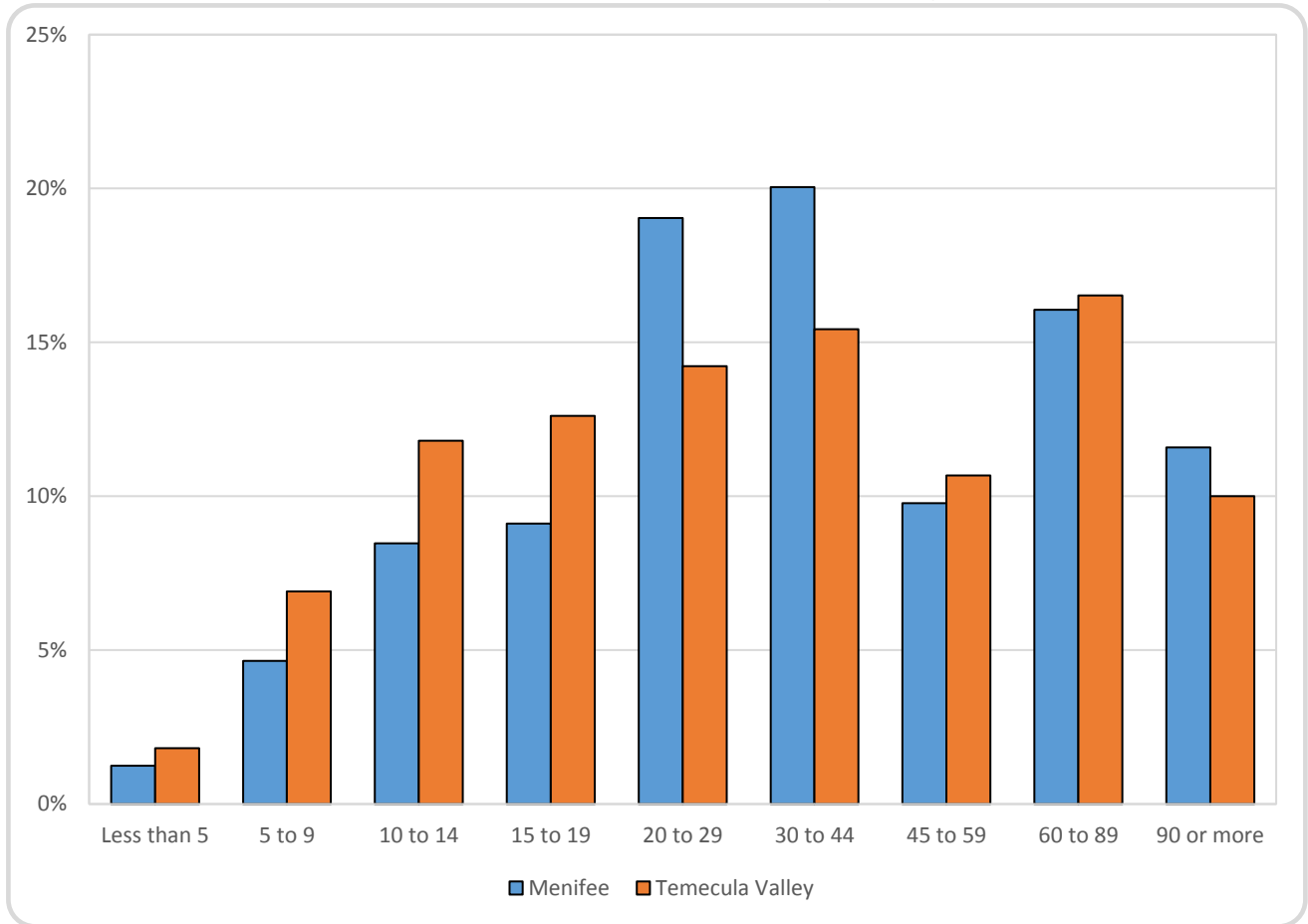
FIGURE 11. LABOR FORCE PARTICIPATION RATE BY AGE SEGMENT, 2017



Note: Temecula Valley includes the six cities, excluding Menifee.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

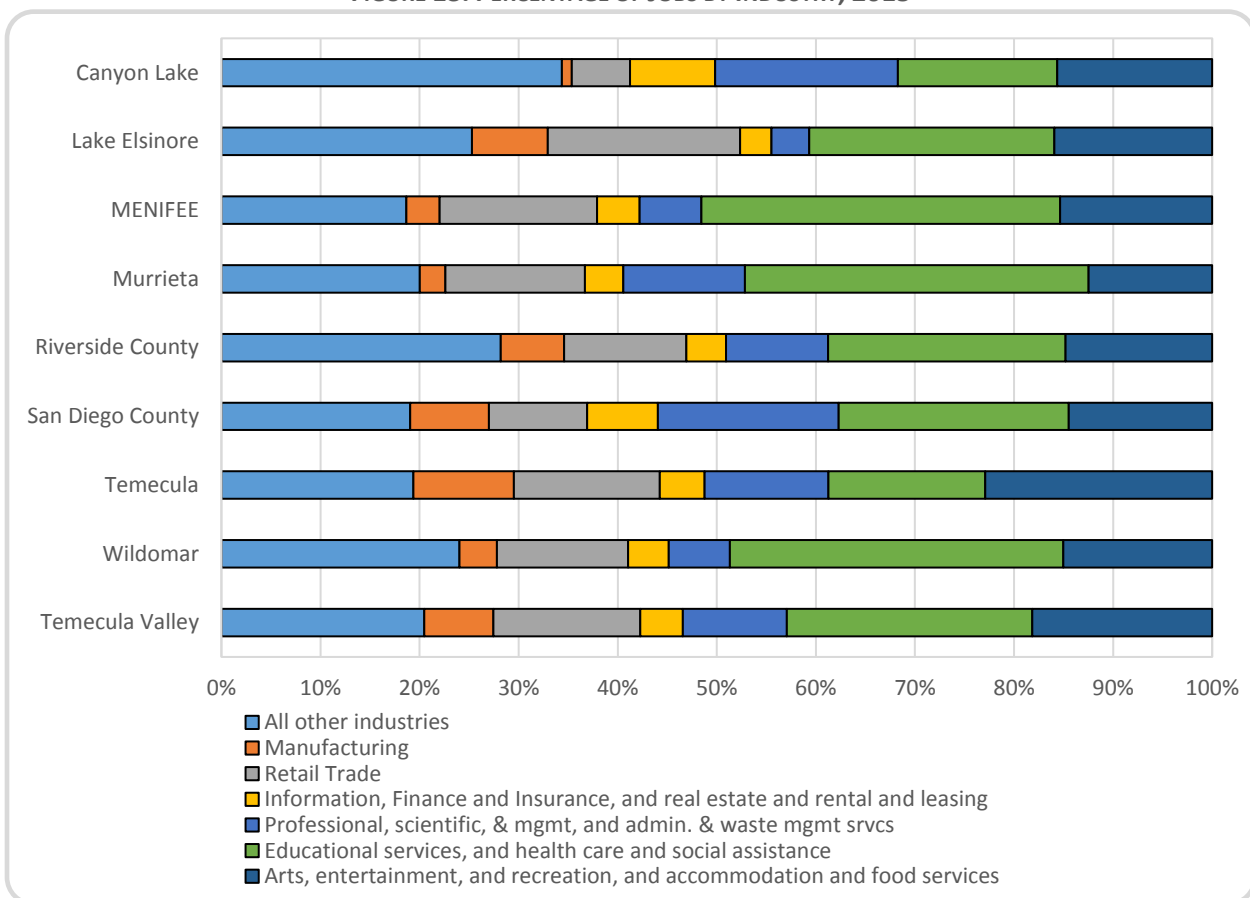
FIGURE 12. TRAVEL TIME TO WORK, 2017 (MINUTES)



Note: Temecula Valley includes the six cities, excluding Menifee. See Appendix B for commuting data details.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

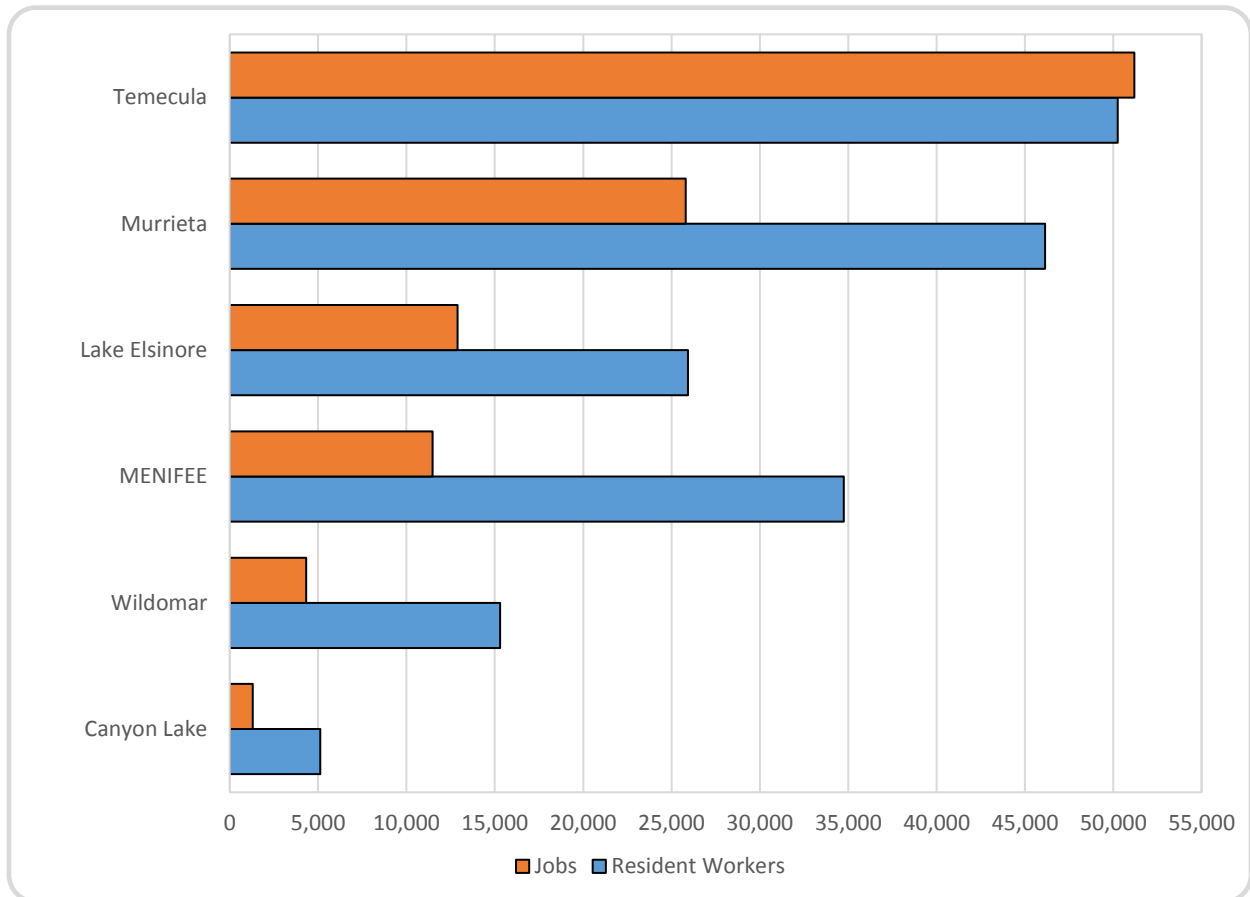
FIGURE 13. PERCENTAGE OF JOBS BY INDUSTRY, 2015



Note: Temecula Valley includes the six cities, excluding Menifee.

Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at <https://onthemap.ces.census.gov>; TNDG

FIGURE 14. COMPARISON OF NUMBER OF JOBS AND RESIDENT WORKERS BY CITY

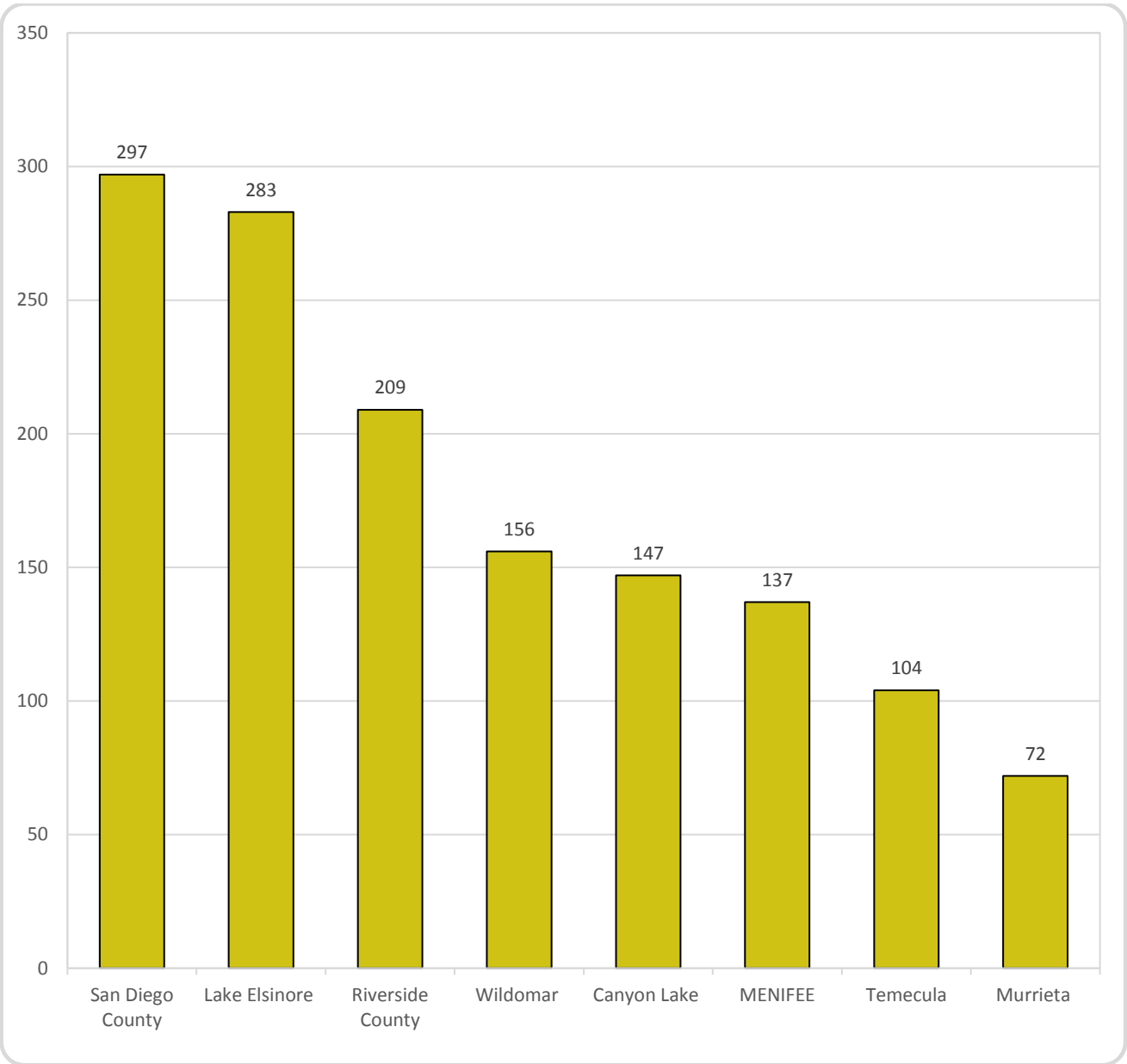


Note: Jobs refer to data estimates compiled from the U.S. Census Bureau's LEHD program OnTheMap 2015 and Resident Workers refer to estimates compiled from the U.S. Census Bureau's ACS 2017 5-year estimates.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at <https://onthemap.ces.census.gov>; TNDG

Quality of Life Measures

FIGURE 15. CRIME RATE (VIOLENT CRIME) PER 100,000 POPULATION



Source: FBI, Uniform Crime Reports, prepared by the National Archive of Criminal Justice Data.

Cost of Doing Business Survey. The “cost rating” figures in the table below are a summary indicator produced by the authors of the 2016-2017 Kosmont-Rose Institute Cost of Doing Business Survey³. Through a process of collecting data on license fees, tax codes, and other quantitative measures, this survey ranks more than 300 cities across the US. The cost rating symbols shown below for Meniffee and other rated places in the competitive mix indicate that the competitive region generally is relatively low cost, with Meniffee in the “very low cost” category. This very favorable rating can be emphasized in Meniffee’s marketing materials.

³ It should be noted that the Kosmont-Rose Institute of Doing Business Survey did not evaluate the cities of Wildomar and Canyon lake (two of the 6 “competitor” cities) as part of its comparative city cost analysis.

The full rating scale is as follows:

Very Low Cost (\$), Low Cost (\$\$), Average Cost (\$\$\$), High Cost (\$\$\$\$), and Very High Cost (\$\$\$\$\$)

Place	Kosmont-Rose Cost Rating
Menifee	\$
Lake Elsinore	\$
Murrieta	\$\$
Temecula	\$
Riverside County	\$\$
San Diego County	\$

D.Target Industry Analysis

This section identifies prospective target industries/activities for the City of Menifee. The full target industry document (provided under separate cover) addresses the following distinct phases of the initial industry targeting process:

1. The basis for looking for industries to be the targets of economic development efforts;
2. Defining targeting opportunities;
3. Identifying targeting opportunities; and
4. Results of initial targeting processes.

The basis for looking for industries to be the targets of economic development efforts

Multiple considerations come into play when considering what industry should be the target of economic development efforts:

- City goals, derived from an economic development strategic planning exercise, or other planning efforts, can be brought into the decision process at any point;
- In the absence of intervention, local economies evolve along a path of least resistance, following market forces; and
- Underlying principles for industry targeting generally include fostering economic growth and diversification.

Defining targeting opportunities

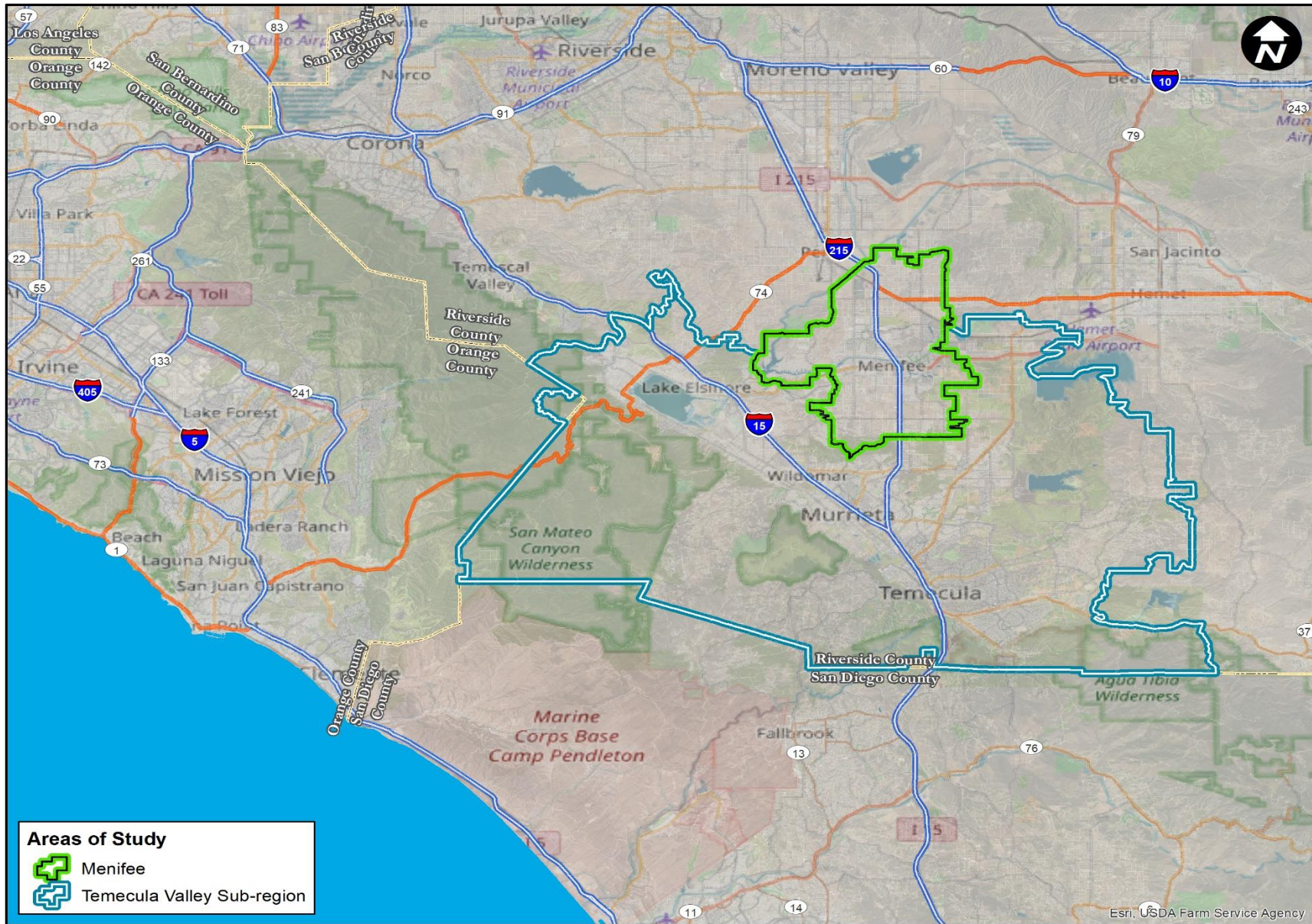
Relevant Economic Region and Sub-region

The regions of interest in the target industry analysis include the following three geographic areas:

- The City of Menifee;
- The Temecula Valley sub-region comprising the cities of Menifee, Temecula, Murrieta, Lake Elsinore, Canyon Lake and Wildomar; and
- The larger economic region encompassing Riverside and San Diego counties.

The Temecula Valley sub-region was defined based on the six cities included in the “Valley of Innovation” economic development initiative. The map on the following page (Figure 16) shows Menifee’s location within this sub-region.

FIGURE 16. MENIFEE CITY/MENIFEE SUB-REGION



Source: TNDG, US Census

Approaches to Identifying Potential Target Industries

The following questions are generally part of the foundation upon which target industry inquiries are based:

- What economic strengths are evident in the community and larger region?
- What economic sectors are growing the fastest?
- How does regional economy's principal sectors compare to national trends?
- What are Menifee's opportunities to target quality employment growth?

Following the concepts inherent in these questions, TNDG identified, preliminarily, a wide range of industry opportunities that could become the focus of economic development efforts for the City of Menifee. The identified opportunities are based on several themes or strategic approaches that applied to this analysis and that Menifee could choose to emphasize in its business development efforts:

1. ***Build on existing or emerging strengths within the Temecula Valley.*** Examples include activities related to Menifee's demographics (retirement-age population, the resident workforce, etc.), such as healthcare, continuing care/retirement, and specialty food and beverage manufacturing.
2. ***Capitalize on the massive logistics cluster just north of Menifee (i.e., Moreno Valley and Perris) and the significant cargo capacity of March Inland Port Airport.*** For this opportunity, we are not recommending that Menifee target the development of huge warehouse/distribution facilities, but we believe that Menifee could position itself to capture logistics-related activities that focus on advanced technologies and high-value added activities.
3. ***Target attraction of a range of higher-wage industries that are currently well established (and growing) in the larger Riverside County/San Diego County region.*** Even though they may not be currently well-represented in Menifee, activities in this category are potential "targets of opportunity" based on their general compatibility with Menifee's locational strengths and out-commuting resident workforce. Examples would include various manufacturing activities, wholesale trade, data/information services, and financial/technical/professional services (see Table 4 for details).

Identifying targeting opportunities

The detailed process of identifying prospective industry targets included the following steps:

- Structure of local and regional economies
- Indicators of major sectors' trends
- Performance indicators for detailed sectors
- Focus on basic industries
- Metrics for screening industry targets

Results of initial targeting processes

Candidate industries/activities were identified within the three groups shown below:

Group 1: Technology focus

- a. R&D, scientific and technical services
- b. Computer systems design

- c. Architectural & engineering services (and related professional services such as legal and financial firms)

Group 2: Manufacturing

- a. Navigational, measuring & control instruments manufacturing
- b. Specialty food and beverage manufacturing
- c. Advanced manufacturing
- d. Other Riverside/San Diego manufacturing opportunities

Group 3: Healthcare and Retirement

- a. Regional healthcare (in response to population growth)
- b. Continuing care/assisted living

Table 3 describes key considerations for the potential target industries/activities listed above. Note that only the cells in the matrix that are particularly relevant to the discussion have content.

TABLE 3. MENIFEE INDUSTRY OPPORTUNITIES

Targeting considerations	Target industry prospects				
	1.a. Logistics Technology	1.b. Data Centers	1.c. Scientific Research and Development Services; Other Professional, Scientific, & Technical Svcs.	1.d. Computer Systems Design and Related Services	1.e. Architectural, Engineering, and Related Services
Compatibility with:					
Community existing economy	Relates to wholesale trade, transportation in region		Established in city	Established in city	Established in city
Community assets	Region has substantial logistics-using activities		Attractive community/region		
Community land use pattern, availability by type		Locations are typically outside of core urban areas; have specific infrastructure demands	May need business park-type areas/facilities		
Community existing workforce	Many resident workers in industry group	Not a large employer, so training needs minimal	Many resident workers in the Professional, Scientific, & Technical Svcs. Industry.		
Community demographic character	Can be relatively high-wage				
Community's identified preferences, economic objectives, etc.	Focus on high-value-added, technology-focused activities		Higher-paying jobs, relating to regional trends	Higher-paying jobs, relating to regional trends	Higher-paying jobs
Relative competitiveness of this industry within the local or regional area	Larger industry group is strong in region	Relatively strong presence in the region	Strong in region	Reasonable presence in region	Strong in region
Growth trends and future prospects of this industry	Growing in the region		Negative growth projected	Strong growth projected	Somewhat negative growth projected
Nature of the opportunity, locally	Computer programming, data analytics, fleet	Huge property tax base per employee	Expand jobs in industries with heavy out-commuting		

Targeting considerations	Target industry prospects				
	1.a. Logistics Technology	1.b. Data Centers	1.c. Scientific Research and Development Services; Other Professional, Scientific, & Technical Svcs.	1.d. Computer Systems Design and Related Services	1.e. Architectural, Engineering, and Related Services
	management, regulation compliance				
Implications of automation, AI, etc.	More likely to benefit from than face displacement from AI and automation		Some vulnerability to AI, but potential upside as well (working with AI)		
Relative “portability” of industry	Few location restrictions		Portable, especially if costs for workforce can be minimized		
Importance of “sense of place,” community image, etc. to industry	Tech workers attracted to amenity areas, culture of innovation		Very important	Important	Important

TABLE 3, PART 2

Targeting considerations	Target industry prospects				
	2.a. Navigational, Measuring, Electromedical and Control Instruments Mfg.	2.b. Food and Beverage Manufacturing	2.c. Advanced Manufacturing	3.a. Regional Healthcare	3.b. Continuing Care Retirement Communities, Assisted Living Facilities, Nursing Care Facilities
Compatibility with:					
Community existing economy	Nothing in city		Focus opportunities in existing industries: industrial machinery mfg., bio-health products	Strong in outpatient care	Strong in assisted living, underrepresented in skilled care and continuum of care
Community assets					
Community land use pattern, availability by type			May need smaller-scale business park-type areas/facilities		Can blend into residential, other areas
Community existing workforce				Sizable base of existing workers	
Community demographic character			Could attract seniors / semi-retirees as prospective entrepreneurs		Have elderly population
Community's identified preferences, economic objectives, etc.	Higher-paying jobs, relating to regional trends	Promotes hospitality and boosts lifestyle	Can be small firms, with maker spaces, collaboration with local education		Can support biomed/tech development; elderly tend to be vulnerable to illness
Relative competitiveness of this industry within the local or regional area	Strong presence in region	Strong presence in the region		Existing strength with potential for expansion in the surrounding region	Reasonable presence in region
Growth trends and future prospects of this industry	Zero growth projected	High-growth in recent years			Strong growth projected

Targeting considerations	Target industry prospects				
	2.a. Navigational, Measuring, Electromedical and Control Instruments Mfg.	2.b. Food and Beverage Manufacturing	2.c. Advanced Manufacturing	3.a. Regional Healthcare	3.b. Continuing Care Retirement Communities, Assisted Living Facilities, Nursing Care Facilities
Nature of the opportunity, locally	Hi-tech connection	Craft spirits/distilleries; supply chain linkages already exist due to wine/beer	Robotics and additive manufacturing (3-D printing); also provides network of advisors to support local development of maker, other firm types	Demand will grow substantially based on population growth	
Implications of automation, AI, etc.	Some effects of automation possible	Risk is small for small-scale businesses	Risk is small for small-scale/maker businesses	AI could affect, probably initially in the need for real versus virtual access to medical professionals	
Relative “portability” of industry	Portable, especially if workforce costs minimized	Especially portable at small scale		Very portable	
Importance of “sense of place,” community image, etc. to industry	Could be important		Supportive entrepreneurial environment will be desirable	Important for health care professionals	

Source: TNDG

Table 3 provides a list of industry sectors, generally at more detailed-industry levels than those shown in Table 2 above, that relate to the theme of “higher-wage industries that are currently well established (and growing) in the larger Riverside County/San Diego County region.” In some cases, the industry sectors on this list are already well-represented in Menifee and/or the Temecula Valley; in other cases they are not, but would potentially be feasible targets for Menifee in the future. The table shows the following characteristics for each of the three analysis areas of Menifee, the Temecula Valley, and Riverside-San Diego Counties.

- Total Jobs in 2018;
- Job Growth, 2010-2018;
- Location Quotient in 2018;
- Average Earnings Per Job; and
- Projected National Growth (2018-2028).

The table includes a column (first column) showing related sectors discussed in Table 2, to facilitate cross-referencing pertinent industry information in both tables.

TABLE 4. REGIONAL OPPORTUNITY CLUSTERS AND INDUSTRIES

Tbl. 1 Ref.	Sectors	Total Jobs in 2018			Job Growth, 2010-2018		Location Quotient in 2018		Average Earnings Per Job	Projected National Growth (2018-28)
		Menifee	Temecula Valley	Riverside-San Diego	Temecula Valley	Riverside-San Diego	Temecula Valley	Riverside-San Diego		
2.b.	Food and Beverage Manufacturing:									
	Other Food Manufacturing	0	97	1,809	87%	166%	0.43	0.46	\$53,169	3%
	Beverage Manufacturing	< 10	647	6,593	66%	150%	2.59	1.51	\$53,933	2%
	Textile Products Manufacturing:									
	Other Textile Product Mills	0	61	986	22%	15%	0.90	0.84	\$50,296	17%
2.c.	Wood and Paper Products Manufacturing:									
	Veneer, Plywood, and Engineered Wood Products	0	0	768	0%	77%	0.00	0.60	\$64,647	4%
	Converted Paper Product Manufacturing	0	169	1,920	24%	26%	0.68	0.44	\$65,872	12%
	Chemical Products Manufacturing:									
	Basic Chemical Manufacturing	0	50	845	(7%)	19%	0.37	0.35	\$122,731	20%
3.a.	Pharmaceutical and Medicine Manufacturing	0	34	7,766	(74%)	19%	0.13	1.65	\$141,249	18%
	Soap, Cleaning Compound, and Toilet Preparation	0	108	1,265	42%	52%	0.96	0.64	\$82,820	10%
	Other Nonmetallic Mineral Product Manufacturing	0	107	1,046	81%	49%	1.41	0.79	\$70,084	41%
2.c.	Metal Products Manufacturing:									
	Forging and Stamping	0	215	860	43%	90%	2.36	0.54	\$128,457	7%
	Machine Shops; Turned Products	< 10	195	5,194	61%	33%	0.54	0.83	\$60,585	4%
	Other Fabricated Metal Product Manufacturing	30	462	1,932	17%	20%	1.83	0.44	\$74,170	9%
2.c.	Machinery and Equipment Manufacturing:									
	Industrial Machinery Manufacturing	37	87	1,478	36%	180%	0.78	0.76	\$88,986	20%
	Commercial and Service Industry Machinery	0	244	2,336	34%	18%	2.80	1.54	\$79,520	8%
	Other General Purpose Machinery Manufacturing	0	290	2,259	113%	34%	1.17	0.52	\$81,005	19%

Tbl. 1 Ref.	Sectors	Total Jobs in 2018			Job Growth, 2010-2018		Location Quotient in 2018		Average Earnings Per Job	Projected National Growth (2018-28)
		Menifee	Temecula Valley	Riverside-San Diego	Temecula Valley	Riverside-San Diego	Temecula Valley	Riverside-San Diego		
	Electric Lighting Equipment Mfg.	59	59	718	127%	35%	1.21	0.85	\$67,940	3%
2.c.	Transportation-related Manufacturing:									
	Motor Vehicle Parts Manufacturing	10	130	2,397	7%	22%	0.24	0.25	\$55,362	12%
	Aerospace Product and Parts Manufacturing	0	<10	12,885	Insf. Data	100%	0.00	1.65	\$113,260	11%
1.a.	Wholesale Trade:									
	Motor Vehicle and Parts and Supplies Wholesalers	72	1,266	5,752	19%	30%	3.58	0.93	\$52,547	14%
	Lumber and Other Construction Materials Wholesalers	<10	308	3,439	47%	69%	1.35	0.86	\$63,027	6%
	Metal and Mineral (except Petroleum) Wholesalers	<10	346	1,054	2%	39%	2.84	0.50	\$65,682	8%
	Household Appliances and Electronics Wholesalers	20	266	7,525	53%	87%	0.81	1.31	\$142,103	1%
	Hardware, and Plumbing and Heating Wholesalers	0	134	3,470	28%	31%	0.54	0.80	\$72,749	2%
	Machinery, Equipment, and Supplies Wholesalers	20	637	5,749	39%	33%	0.97	0.50	\$70,084	1%
	Miscellaneous Durable Goods Wholesalers	42	868	10,899	83%	53%	1.54	1.11	\$61,633	6%
	Paper and Paper Product Merchant Wholesalers	<10	78	1,468	26%	23%	0.62	0.67	\$62,877	4%
1.b.	Data and Information Services:									
	Data Processing, Hosting, and Related Services	< 10	42	3,523	(28%)	40%	0.12	0.56	\$89,143	3%
	Other Information Services	16	355	3,715	23%	16%	1.09	0.65	\$78,888	9%
	Financial Services:									
	Nondepository Credit Intermediation	10	528	9,927	14%	45%	0.78	0.84	\$94,921	3%
	Agencies, Brokerages, and Other Insurance Related	97	1,171	28,044	38%	32%	0.63	0.87	\$58,930	13%

Tbl. 1 Ref.	Sectors	Total Jobs in 2018			Job Growth, 2010-2018		Location Quotient in 2018		Average Earnings Per Job	Projected National Growth (2018-28)
		Menifee	Temecula Valley	Riverside-San Diego	Temecula Valley	Riverside-San Diego	Temecula Valley	Riverside-San Diego		
	Other Investment Pools and Funds	0	< 10	4,690	Insf. Data	64%	0.02	0.99	\$61,736	8%
1.c.	Technical and Professional Services:									
1.d.	Computer Systems Design and Related Services	61	523	32,987	5%	18%	0.23	0.83	\$104,863	21%
	Management, Scientific, and Technical Consulting	288	2,000	46,779	24%	26%	0.86	1.15	\$64,119	27%
	Advertising, Public Relations, and Related Services	86	340	11,363	30%	28%	0.51	0.98	\$60,587	8%
	Corporate Headquarters and Support:									
	Management of Companies and Enterprises	< 10	363	27,365	6%	28%	0.15	0.67	\$110,992	11%
	Facilities Support Services	< 10	37	1,874	(3%)	26%	0.23	0.65	\$52,397	6%
	Higher Education:									
	Colleges, Universities, and Professional Schools	0	61	17,688	27%	28%	0.03	0.56	\$55,205	20%
	Business Schools and Mgmt. Training	0	14	3,417	40%	18%	0.08	1.08	\$62,143	21%
3.a.	Regional Healthcare:									
	Offices of Physicians	144	2,210	46,180	(1%)	18%	0.84	1.01	\$100,348	4%
	Outpatient Care Centers	38	1,833	21,559	325%	239%	2.14	1.44	\$88,998	15%
	Medical and Diagnostic Laboratories	20	121	6,786	33%	50%	0.45	1.43	\$86,174	11%
	Specialty Hospitals	0	0	4,584	0%	20%	0.00	1.26	\$92,239	15%
	Commercial Recreation:									
	Spectator Sports	78	734	6,863	49%	29%	1.90	1.02	\$67,077	5%

Source: Emsi, TNDG

E. Community and Private Sector Participation

Overview of Community Participation Approach

Community participation is an essential element of preparing a Comprehensive Economic Development Strategy (CEDS). Menifee's CEDS process included the following community outreach components:

- The City of Menifee appointed an 18-member CEDS Committee to oversee the process and to provide a direct link to the private sector business community. The roles of the CEDS Committee are described in greater detail below.
- The City hosted two consultant-facilitated community workshops to obtain input for the CEDS (on November 13 and November 29, 2018). These evening meetings were held in different locations in the City in order to maximize public participation. The meetings focused on identifying basic SWOT issues and potential strategic priorities for the City's economic development programming.
- As one of the tasks in the work plan for the CEDS, the consultant conducted individual interviews with all five members of the Menifee City Council on February 28, 2019. The interviews focused on six topics:
 - Menifee's greatest **strengths/assets/opportunities** from an economic development perspective
 - Menifee's most significant **challenges or potential threats** from an economic development perspective
 - **Highest priorities** for the City's economic development program (i.e., major goals)
 - **Specific industries** the City should target for attraction/growth
 - **Key "opportunity" sites and/or business districts** that should be prioritized in the CEDS
 - **Specific projects or programs (including major infrastructure improvements)** to be included in the CEDS

CEDS Committee Roles

The CEDS Committee members completed an online survey and participated in three workshop-type meetings during the CEDS development process:

- CEDS Committee meeting #1 (November 14, 2018). This initial meeting had two primary objectives: 1) provide Committee members with an overview of the CEDS process, and 2) provide a brief summary of the preliminary market and demographic analysis completed by the consultant team. In addition, the consultants facilitated a group discussion with Committee members that focused on identifying key issues/themes for the CEDS
- CEDS Committee meeting #2 (December 12, 2018). The second Committee meeting had two primary objectives: 1) summarize Menifee's competitive economic position compared to benchmark geographic areas, and 2) obtain Committee members' input on a future vision for Menifee (with respect to potential target industries and economic development program priorities).

- CEDS Committee meeting # 3 (January 23, 2019). The third Committee meeting had two primary objectives: 1) summarize key “big picture” themes of a draft CEDS Action Plan and 2) obtain Committee members’ input on the draft Action Plan strategy groups.

Summaries of the three meetings are provided in Appendix C of the CEDS.

F. CEDS Implementation Plan

The framework for implementing the CEDS is outlined in the four tables provided in this chapter:

Table 6 summarizes the overall Action Plan in terms of 12 major Strategy Groups, each detailed in terms of a series of Action Items. This table shows the priority level recommended for each strategy group (based on CEDS Committee input) and also identifies the lead and support entities that would be tasked with implementation of each action item.

Table 7 provides more detailed implementation steps for the subset of action items that would be pursued during Year 1. The Year 1 work program is based on the assumption that the CEDS would be implemented by existing City staff. Table 7 shows the potential allocation of staff hours to each of the Year 1 implementation steps. The table also estimates the additional (non-staff) budget resources that would be needed (mostly for marketing costs) during Year 1.

Table 5 shows the various ways in which the CEDS strategies foster sustainability and economic resiliency.

Table 8 provides a matrix that shows how the various strategy groups are intended to interact with and support each other.

Matrix of Strategy Groups and Action Items

A series of 12 strategy groups, associated action items, and action item organizational involvements are summarized in the following table. The table identifies the City departments that would lead each action item; where applicable it also identifies partner organizations relevant to each action area.

Based on direction from the CEDS Committee, each major strategy group is prioritized based on the following scale:

- Highest
- High
- Lowest
- Coordination Role (limited direct involvement by City; these are important activities that would primarily be delivered through external partners)

TABLE 6. ACTION ITEM SUMMARY AND PRIORITIZATION

Strategy group Action Item	City Lead (Department)	Partners, coordinating agencies	Priority Level/ City Role
1. ORGANIZATIONAL CAPACITY			High
A. Establish overall implementation approach and milestones.	ED		
B. Institutionalize a system of partners who will participate in CEDS implementation.	ED		
2. MARKETING, GENERAL			High

Strategy group Action Item	City Lead (Department)	Partners, coordinating agencies	Priority Level/ City Role
A. Develop research-based materials that demonstrate market advantages for both developing real estate and locating businesses in Menifee.	ED		
B. Develop formal economic development marketing plan that reflects researched materials.	ED		
C. Coordinate messages promoting real estate development and industry targeting (for both local-serving businesses and employers).	ED	MVCC SWRCAR	
D. Review options for retaining a marketing specialist to develop a marketing program and related collateral materials.	ED		
Through Partnerships: Review marketing programs and materials used by economic development partners, locally and regionally, for message-consistency with Menifee programs/materials.	ED	MVCC EDC	
3. INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES			High
A. Use data from research conducted for the CEDS and any additional research-based materials that have become available, to refine strategies for addressing retail leakage conditions in the City. Strategy should reflect the City's competitive position with respect to commercial development characteristics (including market advantages / disadvantages) of surrounding communities.	ED	MVCC	
B. Implement retail tenant recruitment program, in partnership with interested property owners, as part of expanded marketing efforts.	ED	MVCC	
4. INDUSTRY TARGETING, EMPLOYERS			High
A. <i>As part of the research-based documentation of market conditions in Menifee, and to help refine target-industry prospects:</i>			
<ul style="list-style-type: none"> Document how key industries have spread outward from the San Diego area towards Menifee and the surrounding region. 	ED	EDC	
<ul style="list-style-type: none"> Explore opportunities for leveraging the presence of nearby airports as business attractors, by expanding awareness of companies/industries now taking advantage of those facilities, and other measures. 	ED	EDC	
<ul style="list-style-type: none"> Incorporate specialized industry attraction themes including, for example, tourism and foreign direct investment (FDI). 	ED	EDC	

Strategy group Action Item	City Lead (Department)	Partners, coordinating agencies	Priority Level/ City Role
B. Implement target industry marketing program in partnership with industrial property owners and regional economic development organizations.	ED	EDC	
5. EXISTING-BUSINESS RETENTION AND EXPANSION			High
A. Business Outreach. Utilize online surveys, business site visits and other typical economic development tools to expand communication with existing firms, to achieve any or all of the following purposes:			
<ul style="list-style-type: none"> Identify any needs for business assistance and connect businesses with available support resources 	ED	IESBDC	
<ul style="list-style-type: none"> Probe their sense of locational advantages and disadvantages in Menifee, including such issues as the desirability of and potential for bringing key suppliers or business-service firms to the City. 	ED		
<ul style="list-style-type: none"> Identify any needs for coordinating operational or expansion requirements with local regulatory bodies. 	ED	CD	
6. ENTREPRENEURIAL DEVELOPMENT			Coordination Role
A. Investigate extent to which existing programs/facilities in the City and region meet the needs for emerging entrepreneurs, recognizing the different types of support needed by local-consumer startups and tech-oriented startups.	ED	IESBDC MSJC IECE	
B. As appropriate, investigate options for establishing incubator and/or business accelerator facilities in Menifee, working with partners.	ED	MSJC IESBDC	
C. Explore ways the City can maximize its coordination with the business model of incubator operators and their tenant focus.	ED	MSJC	
7. WORKFORCE DEVELOPMENT			Coordination Role
A. Workforce Development Coordination. Coordinate with local/regional educational and workforce-development organizations to ensure that available workforce training resources are in sync with the City's business development efforts (including retention/expansion and findings of employer outreach) and industry targeting.		MSJC MUSD WDC	
8. REAL ESTATE DEVELOPMENT AND REVITALIZATION/REDEVELOPMENT			High
A. Expand as necessary on the research-based materials described under the General Marketing function above to: a) document specific competitive conditions for key	ED	SWRCAR CD	

Strategy group Action Item	City Lead (Department)	Partners, coordinating agencies	Priority Level/ City Role
commercial areas within the community, and b) identify the need for types of space that will support employers, from small entrepreneurs to larger firms.			
B. Establish an outreach program to real estate developers active in Menifee and the region to directly promote the community and assess interests and receive feedback concerning development prospects.	ED	SWRCAR CD	
C. Review policies related to the Economic Development Corridor, specifically as this may relate to the potential for mixed-use development, or for otherwise encouraging development activity in general, but especially creative and engaging projects.	CD		
D. Identify older commercial areas that may be suitable for, and benefit by, revitalization. Older commercial areas can sometimes be repurposed to uses that might be lacking in the community, for Menifee perhaps this is small spaces for startup companies.	CD		
E. Create and market incentives for redevelopment / revitalization of older properties (potentially including non-financial incentives such as expedited entitlements and permit processing); also consider incentives to facilitate development of needed business park space.	ED	CD	
F. As appropriate, contact the owners of commercial properties that might benefit from revitalization efforts to assess interest and potential partnerships or other forms of public support to achieve revitalization / redevelopment goals.	ED		
9. DEVELOPMENT STREAMLINING			Highest
A. Audit current development approval processes and investigate options for expediting approvals (including expanded use of program-level environmental impact reports; online permitting tools, etc.).	CD		
B. Establish a team consisting of key City department representatives with a focus on identifying and instituting ways of expediting business relocations and expansions (entitlements, permitting, etc.), and helping to ensure a culture of overall business friendliness within the City.	CM		
10. PLACEMAKING			Lower
A. Review the planning and development status of Town Center with respect to the potential for reinforcing its role as a focus for the community: with public spaces, for welcoming visitors, landmark structures, etc.	ED	CD CS	

Strategy group Action Item	City Lead (Department)	Partners, coordinating agencies	Priority Level/ City Role
B. Review and inventory other notable places in the community, based on conditions such as historic character and associations, potential for revitalizing a business area, or areas with unique natural features that might be enhanced, such as drainageways for example.	CD CS		
C. Consider expanding the range of special events in the city, focusing on events that have strong potentials to reinforce placemaking efforts (large festivals, etc.).	ED CS	MVCC	
11. INFRASTRUCTURE DEVELOPMENT COORDINATION			Highest
A. <i>See Section I, Candidate CEDS Projects, for detailed list of CEDS candidate projects.</i>	PW	CD	
B. Coordinate with other agencies / service providers to ensure timely development of new infrastructure needed to accommodate development and business growth, and to monitor emerging technology-driven changes in infrastructure needs.	PW	CD/ED	
C. Review the existing CIP to identify planned projects particularly supportive of economic development efforts as outlined in the CEDS, and for opportunities to re-prioritize such projects, as appropriate.	ED	PW	
D. Prioritize projects in future, new CIP documents based on priorities established in the CEDS.	ED	PW	
E. Coordinate with the business community and broadband service providers to identify immediate and longer-term needs for expanding broadband capacity, and prepare appropriate plans as needed.	MVCC/ED	PW CD	
F. As part of comprehensive review of City's development processing systems (Development Streamlining section above), ensure the City's policies are accommodating to broadband expansion, while also protecting community aesthetics.	CD		
12. QUALITY OF LIFE ENHANCEMENTS			Lower
A. Activities in this category need to be closely coordinated with the Placemaking section, above, where the intent is to make improvements that enhance identity of the community in concert with assets that improve quality of life.	CS/CD		
B. If a visioning process is conducted as part of the generation of overall marketing materials for Menifee, prepare strategic directives that respond to key issues identified in the visioning process that also have a quality of life component.	ED		

Strategy group Action Item	City Lead (Department)	Partners, coordinating agencies	Priority Level/ City Role
C. Encourage residential development options across a range of housing types and prices (especially product types that are currently “missing” from Menifee’s housing mix), as appropriate to attract workers compatible with existing businesses and targeted industries to Menifee, including young professionals and technology workers and higher-income earners. This can also contribute to economic diversification within the community. The City’s role in this can be limited to maintaining the appropriateness of planning and zoning documents, making economic development promotional material available to homebuilders as well as other developers, and assisting homebuilders who add amenities above and beyond requirements of City standards, through the Development Streamlining process outlined above.	CD/ED	SWRCAR	

City departments:

CD = Community Development
CS = Community Services
CM = City Manager
ED = Economic Development
PW = Public Works

Partner entities:

BIA-RC = Building Industry Association of Southern California-Riverside County
EDC = Economic Development Consortium, Temecula Valley area
IECE = Inland Empire Center for Entrepreneurship
IESBDC = Inland Empire Small Business Development Center
MSJC = Mount San Jacinto College
MUSD = Menifee Union School District
MVCC = Menifee Valley Chamber of Commerce
RCTC = Riverside County Transportation Commission
SBA = US Small Business Administration
SCAG = Southern California Association of governments
SCORE = Service Corps of Retired Executives
SWRCAR = Southwest Riverside County Association of Realtors
WDC = Riverside County Workforce Development Center

Year 1 Priorities

Recommended priorities for Year 1 of the CEDS implementation process are shown in Table 7, below.

New Resources Needed. In order to give a sense of the extent to which new resources may be required for implementation, Table 7 displays two different types of information in the “Budget Resources” column: 1)

Items that are assumed to require only existing staff, in some cases re-aligned to action item content, are labeled as “Existing staff;” and 2) Action items that are likely to require new City funding resources (mostly associated with marketing activities) are notated as the nature of the requirement and classified according to the following ranges of estimated costs:

\$:	Less than \$10,000 (one-time or annually, as noted for each item)
\$\$:	\$10,000 to \$25,000 (one-time or annually, as noted)
\$\$\$:	\$25,000 to \$50,000 (one-time or annually, as noted)
\$\$\$\$:	More than \$50,000 (one-time or annually, as noted)

TABLE 7. YEAR 1 WORK PROGRAM

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
1. ORGANIZATIONAL CAPACITY					
A. Establish overall implementation approach and milestones.	Refine the list of near-term deliverables, consisting of meetings, working documents, and documentation of processes, using the other elements in this Work Program as a point of departure, along with the Action Item/Strategy Group interaction matrix, Table 9. For strategy groups with next steps that focus on “coordination frameworks,” structure these frameworks recognizing that the coordination process primarily involves connecting existing activities, organizations, etc. to implementation of the CEDS.	Consolidated work program for all year 1 action items	30		Exist. staff
B. Institutionalize a system of partners who will participate in CEDS implementation, and meet annually to provide update on process and progress.	Working with prospective participants, individually and/or through meetings, prepare list of confirmed partners and their commitments to various framework elements, with target dates, milestones, etc.	Partner-interaction calendar for all year 1 action items Coordination meetings with key partners (as identified for individual action items below)	80		Exist. staff

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
2. MARKETING, GENERAL					
A. Develop research-based materials that demonstrate market advantages for both developing real estate and locating businesses in Menifee (including, as a high priority, a retail leakage study).	Determine the availability of funds and other resources, timing, etc. and other aspects of the feasibility of conducting such studies.	Memo on feasibility. Depending on timing, develop RFP for studies.	40		Exist. staff
B. Develop formal economic development marketing plan that reflects researched materials, building on the City's existing marketing plans/initiatives.	Specify requirements for this plan, in conjunction with RFP preparation.	Depending on timing issues (above), preliminary marketing plan design if practical.	70	40	\$\$-\$\$\$\$, for market-ing professionals if used, and similar for market research professionals
C. Coordinate messages promoting real estate development and industry targeting (for both local-serving businesses and employers).					
D. Review options for retaining a marketing specialist or consultant to develop a marketing program and related collateral materials.					
Through Partnerships: Review marketing programs and materials used by economic development partners, locally and regionally, for message-consistency with Menifee programs/materials.	Conduct work sessions with partners to define CEDS-focused program. This program should reflect the following factors: <ul style="list-style-type: none"> Support of specific CEDS initiatives that have a marketing dimension (as identified in individual action items below) Effective leveraging of partner/ stakeholder resources (for help 	Tactical plan for first year of CEDS-specific marketing (i.e., listing of media types and outlets; estimated budget for advertising and other	60	20	Exist. staff

	Year 1 Work Program				
Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
	in dissemination of marketing messages, etc.) <ul style="list-style-type: none"> If and how best to use outside professional assistance in developing the initial marketing program 	marketing tactics)			
3. INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES					
A. Use data from research conducted for the CEDS and any additional research-based materials that have become available, to refine strategies for addressing retail leakage conditions in the City. Strategy should reflect the City's competitive position with respect to commercial development characteristics (including market advantages / disadvantages) of surrounding communities.	Based on retail study if available, identify highest-priority retail tenant targets (i.e., names of specific retail/restaurant chains) based on review of the available research and other data plus online survey of residents	Initial list of high-priority targets for retail and restaurant tenant recruitment	24	200	Exist. staff
		Meetings with key property owners / brokers, to identify opportunities to collaborate on retail tenant recruitment;	24		

	Year 1 Work Program				
Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
		Online survey and documentation of Menifee residents to refine consumer priorities for new retail and restaurant businesses in the city and in specific Menifee communities.	30	30	
B. Implement retail tenant recruitment program, in partnership with interested property owners, as part of expanded marketing efforts.	Obtain and design retail-specific marketing materials as part of overall marketing program, in-house or through a consultant. Review options for partnerships and other resources related to retail tenant recruitment (including property owners, commercial real estate brokers; developers and property managers; ICSC, etc.).	Collateral materials for retail tenant recruitment	24		Exist. staff
4. INDUSTRY TARGETING, EMPLOYERS					

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
<p>A. <i>As part of the research-based documentation of market conditions in Menifee, and to help refine target-industry prospects:</i></p> <ul style="list-style-type: none"> • Document how key industries have spread outward from the San Diego area towards Menifee and the surrounding region. • Explore opportunities for leveraging the presence of nearby airports as business attractors, by expanding awareness of companies/industries now taking advantage of those facilities, and other measures. • Incorporate specialized industry attraction themes including, for example, tourism and foreign direct investment (FDI). Consider developing an FDI strategic plan. 	<p>Identify highest-priority target industries based on the processes shown in the Deliverables column.</p> <p>Review options for partnerships and other resources related to industrial tenant recruitment (including industrial real estate brokers; developers and property managers; site selection magazines; targeted trade shows; etc.).</p>	Initial prospect list	100	200	May involve \$\$, annually for 1-2 years, then periodically after, if using outside vendor databases
		Workshop with CEDS Committee to review target industry/cluster study prepared for the CEDS process	40		
		Meeting with partner agencies to determine compatibility of their industry attraction efforts with Menifee's strongest market opportunities	20		

	Year 1 Work Program				
Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
		Meeting with industrial developers, property owners and brokers to identify opportunities to collaborate on industrial tenant attraction.	20		
B. Implement target industry marketing program in partnership with industrial property owners and regional economic development organizations.	Design industry-specific marketing materials as part of overall marketing program.	Collateral materials for industrial tenant recruitment	32		Exist. staff
	Confirm protocols defining how relevant partners are expected to participate in how the City responds to employer prospects (e.g. having a public/private team that can be assembled quickly to answer questions, encourage prospects to feel comfortable within the community, etc.)	Response team MOU and protocols	20		
5. EXISTING-BUSINESS RETENTION AND EXPANSION (BRE)					
A. Business Outreach. Utilize online surveys, business site visits and other typical economic development tools to expand communication with existing firms, to achieve any or all of the following purposes:	Based on a review of options – including systems that might be in use within the region and those available through vendors ⁴ and in	Delineated outreach materials / formats	64	200	\$\$\$ annually, if using outside

⁴ E.g. Blane Canada Ltd.

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
<ul style="list-style-type: none"> Identify any needs for business assistance and connect businesses with available support resources. Probe their sense of locational advantages and disadvantages in Menifee, including such issues as the desirability of and potential for bringing key suppliers or business-service firms to the City. Identify any needs for coordinating operational or expansion requirements with local regulatory bodies. 	common use, or independently designing a system – select preferred method(s) for sustaining a robust outreach process and identify the necessary resources to implement.	Prioritized business contact list			vendors to support
	<p>Launch high-profile BRE program with a heavy initial focus on increasing direct communication with and outreach to the existing business community. Program should include a mix of the following outreach methods, as also reflected in the Deliverables column:</p> <ul style="list-style-type: none"> Online surveys Quarterly meetings/mixers with the business community (potentially focused on different business/ industry types each quarter) In-person visits to key businesses 	Online surveys and compilations		100	
		Quarterly meetings/mixers with the business community	20	40	
		In-person visits to key businesses	20	80	

	Year 1 Work Program				
Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
	As part of the marketing program, design a brochure (and corresponding web-based materials) highlighting available business assistance resources available through the City and partner organizations.	Brochure and corresponding web-based materials on business assistance	32		
6. ENTREPRENEURIAL DEVELOPMENT					
A. Investigate extent to which existing programs/facilities in the City and region meet the needs for emerging entrepreneurs, recognizing the different types of support needed by local-consumer startups and tech-oriented startups.	Using information in the CEDS as a point of departure, identify existing providers in the region and points of contact. Prepare coordination framework showing how the city, through partners if possible, can be represented (as appropriate) within existing entrepreneur-coordination groups currently active in the region.	Meeting with existing providers in the region Summary memo of how existing programs / facilities can serve Menifee entrepreneurs' needs. Annotated database of providers	40		Exist. staff
B. As appropriate, investigate options for establishing incubator and/or business accelerator facilities in Menifee, working with partners.			40		
C. Explore ways the City can maximize its coordination with the business model of incubator operators and their tenant focus.					
7. WORKFORCE DEVELOPMENT					

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
A. Workforce Development Coordination. Coordinate with local/regional educational and workforce-development organizations to ensure that available workforce training resources are in sync with the City's business development efforts (including retention/expansion and findings of employer outreach) and industry targeting.	Prepare coordination framework defining the critical partners and partners' roles leading to establishing a system for defining the goals, methods, etc. related to, eventually, synchronizing workforce training with BRE survey results and refinement of industry targeting.	Internal working framework document with calendar	100	40	Exist. staff
8. REAL ESTATE DEVELOPMENT AND REVITALIZATION / REDEVELOPMENT					
A. Expand as necessary on the research-based materials described under the General Marketing function above to: a) document specific competitive conditions for key commercial areas within the community, and b) identify the need for types of space that will support employers, from small entrepreneurs to larger firms.	Coordinate with activities described under the Marketing strategy group section, to ensure marketing materials reflect research findings and other overall marketing directions	Any relevant revisions to real estate-related marketing materials, generally addressed in the Marketing strategy group	20		Exist. staff
B. Establish an outreach program to real estate developers active in Menifee and the region to directly promote the community and assess interests and receive feedback concerning development prospects.	Prepare coordination framework showing how the City's planning and revitalization efforts are best aligned with any overall "design umbrella" approaches to community improvement, marketing messages, and other economic development efforts, including BRE, recruitment, etc.	Inter-departmental coordination memo	20	20	Exist. staff
C. Review policies related to the Economic Development Corridor, specifically as this may relate to the potential for mixed-use development, or for otherwise encouraging development activity in general, but especially creative and engaging projects.					
D. Identify older commercial areas that may be suitable for, and benefit by, revitalization. Older commercial areas can					

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
sometimes be repurposed to uses that might be lacking in the community, for Menifee perhaps this is small spaces for startup companies.					
E. Create and market incentives for redevelopment / revitalization of older properties (potentially including non-financial incentives such as expedited entitlements and permit processing).	Prepare initial inventory and preliminary assessment of incentive options, including concepts such as shovel-ready sites, “program” EIRs, and allowing higher development densities on larger parcels or within designated revitalization areas.	“Survey-level” memo	100	40	Exist. staff
F. As appropriate, contact the owners of commercial properties that might benefit from revitalization efforts to assess interest and potential partnerships or other forms of public support to achieve revitalization / redevelopment goals.					
9. DEVELOPMENT STREAMLINING					
A. Audit current development approval processes and investigate options for expediting approvals (including expanded use of program-level environmental impact reports; online permitting tools, etc.).	Based on either an external audit or internal review, identify any potential need for additional research via outreach to the development community, etc. Based on audit findings, assess market competitiveness of City’s development fee structures and prepare recommendations regarding focused incentives to mitigate any perceived lack of competitiveness.	Memo for Council review	40	20	Exist. staff*

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
B. Establish a team consisting of key City department representatives with a focus on identifying and instituting ways of expediting business relocations and expansions (entitlements, permitting, etc.), and helping to ensure a culture of overall business friendliness within the City.	Compile departmental contact list and conduct work sessions on expediting relocations/expansions.	Interdepartmental memo	20	60	Exist. staff
10. PLACEMAKING					
A. Review the planning and development status of Town Center with respect to the potential for reinforcing its role as a focus for the community: with public spaces, for welcoming visitors, landmark structures, etc.	Design coordination framework focusing on: 1) generating near-term goals and objectives related to placemaking within the context of the CEDS, including any overall “design umbrella” approaches to community improvement, and 2) aligning work program activities related to marketing and real estate development / revitalization with placemaking goals / objectives.	Memo to action item team leaders	70	40	Exist. staff
B. Review and inventory other notable places in the community, based on conditions such as historic character and associations, potential for revitalizing a business area, or areas with unique natural features that might be enhanced, such as drainageways for example.					
C. Consider expanding the range of special events in the city, focusing on events that have strong potentials to reinforce placemaking efforts.					
11. INFRASTRUCTURE DEVELOPMENT COORDINATION					
A. <i>See Section I, Candidate CEDS Projects, for detailed list of CEDS candidate projects.</i>	Review CEDS project list as part of annual CIP prioritization process to identify candidate projects that are highest priorities for EDA funding proposals.	Memo on relevant project priorities			Exist. staff
B. Coordinate with other agencies / service providers to ensure timely development of new infrastructure needed to accommodate development and business growth, and	Prepare initial-phase coordination framework, focusing on identifying any infrastructure capacity, location,	Memo for Council’s review	80	20	Exist. staff*

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
to monitor emerging technology-driven changes in infrastructure needs.	and financing issues, current and near-term future, that could affect industry-targeting, BRE, and other economic development operational plans.				
C. Review the existing CIP to identify planned projects particularly supportive of economic development efforts as outlined in the CEDS, and for opportunities to re-prioritize such projects, as appropriate.					
D. Prioritize projects in future, new CIP documents based on priorities established in the CEDS.					
E. Coordinate with the business community and broadband service providers to identify immediate and longer-term needs for expanding broadband capacity, and prepare appropriate plans as needed.					
F. As part of comprehensive review of City's development processing systems (Development Streamlining section above), ensure the City's policies are accommodating to broadband expansion, while also protecting community aesthetics.					
12. QUALITY OF LIFE ENHANCEMENTS					
A. Activities in this category need to be closely coordinated with the Real Estate Development, Placemaking, Entrepreneurial Development, and Workforce Development strategy groups, above, where the intent is to make improvements that enhance identity of the community in concert with assets that improve quality of life.	Design coordination framework focusing on: 1) generating near-term goals and objectives related to quality-of-life enhancements within the context of the CEDS and related marketing efforts, and 2) aligning work program activities related to marketing, real estate development, placemaking, entrepreneurial development, and workforce development with quality-of-life enhancement goals / objectives.	Memo to action item team leaders	120	40	Exist. staff
B. If a visioning process is conducted as part of the generation of overall marketing materials for Menifee, prepare strategic directives that respond to key issues identified in the visioning process that also have a quality of life component.					

Strategy Group Action Item	Year 1 Work Program				
	Next Steps	Deliverables	City Staff Requirement (hours/year)		Budget Resources
			Start	Ongoing	
C. Encourage residential development options across a range of housing types and prices (especially product types that are currently “missing” from Menifee’s housing mix), as appropriate to attract workers compatible with existing businesses and targeted industries to Menifee, including young professionals and technology workers and higher-income earners. This can also contribute to economic diversification within the community. The City’s role in this can be limited to maintaining the appropriateness of planning and zoning documents, making economic development promotional material available to homebuilders as well as other developers, and assisting homebuilders who add amenities above and beyond requirements of City standards, through the Development Streamlining process outlined above.	Begin a systematic inventory of literature pertaining to ways to expand housing choice options, in recognition of the complex nature of this issue and the fact that it is being addressed by many entities (for example, see Urban Land Institute and RCLCO, <i>Attainable Housing, Challenges, Perceptions, and Solutions</i> . 2019).	On-going annotated reference bibliography, shared with other departments and housing-related entities as appropriate	40	40	Exist. staff

*Substantial participation by non-economic-development staff.

Economic Sustainability/Resilience and the CEDS Strategy Group Categories

While the overall CEDS reflects a complete spectrum of strategic themes that relate directly to the concept of economic resiliency, sustainability and economic resiliency are also embodied within each of the CEDS Strategy Groups, as summarized in Table 8 below.

TABLE 8 . CONCEPTS OF SUSTAINABILITY AND ECONOMIC RESILIENCY EMBODIED IN STRATEGY GROUPS

Strategy Group, action summary	Sustainability and Economic Resiliency Reflected in Strategy Group
ORGANIZATIONAL CAPACITY	
Implementation process design, protocols, etc.	In addition to the sustainability/resiliency concepts reflected throughout the CEDS, as briefly summarized in this table, key coordination on sustainability outside the CEDS involves supporting

Strategy Group, action summary	Sustainability and Economic Resiliency Reflected in Strategy Group
	a) economic resilience measures included in the Riverside County CEDS, particularly Healthy Communities and Emergency Management sections, and b) sustainability components of the Menifee General Plan, including “maintaining a fiscally sustainable balance of land uses,” along with fiscal sustainability in general
MARKETING, GENERAL	
Comprehensive, coordinated marketing materials	Essential function for achieving CEDS objectives of balancing the economy and developing in a sustainable manner
INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES	
Strategy to address retail leakage	Matching local-serving business availability to the resident populations’ demand will help maximize locals’ access to essential goods while minimizing travel
INDUSTRY TARGETING, EMPLOYERS	
Refine and implement target industry marketing program	Fulfilling industry targets will expand the local workforces’ options for employment, increasing quality of life while minimizing travel
EXISTING-BUSINESS RETENTION AND EXPANSION	
Business Outreach	Maintaining and expanding local businesses will preserve existing employment options and minimize local economic disruption
ENTREPRENEURIAL DEVELOPMENT	
Leverage existing resources where possible to encourage and support entrepreneurship	Cultivating local entrepreneurs expands work options for the resident base and heads to local economic resilience through diversification
WORKFORCE DEVELOPMENT	
Ensure that available workforce training resources are in sync with the City’s business development efforts	The many workers who are subject to job displacement or retraining needs through the effects of automation, as well as other economic disruptors,

Strategy Group, action summary	Sustainability and Economic Resiliency Reflected in Strategy Group
	can benefit by having responsive training resources at hand
REAL ESTATE DEVELOPMENT AND REVITALIZATION / REDEVELOPMENT	
Align plans and policies for development and revitalization with economic development plans and practices	Responsible development and revitalization can help channel growth activity into the most efficient patterns, with wide-ranging benefits from quality of life to fiscal soundness
DEVELOPMENT STREAMLINING	
Expedite the development approval process in recognition of other City development goals and policies	These measures can support efficient development practices
PLACEMAKING	
Align real estate development / revitalization policies with enhancement of community focal areas.	These measures can help preserve the value in existing development and maximize the value of new development, enhancing quality of life along with fiscal efficiency
INFRASTRUCTURE DEVELOPMENT COORDINATION	
Ensure that core infrastructure resources are available to accommodate targeted development and business growth.	Efficient and timely infrastructure development supports responsible, value-enhancing property development
QUALITY OF LIFE ENHANCEMENTS	
Prioritize projects and initiatives, including housing, that include the creation of assets that also improve quality of life.	These measures help instill pride in a community, fostering acceptance of other strategies that promote functionality and efficiency, generally

TABLE 9. STRATEGY GROUP INTERACTION MATRIX

Strategy Group, action summary/Strategy group	Marketing, general	Industry targeting, local-serving businesses	Industry targeting, employers	Exist.-business retention and expansion	Entrepreneurial development	Workforce develop- ment
MARKETING, GENERAL						
Comprehensive, coordinated marketing materials		Align materials	Align materials	City/targets both benefit		Tie in as incentive
INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES						
Strategy to address retail leakage				Targets support exist.	Can fill gaps	Incentive
INDUSTRY TARGETING, EMPLOYERS						
Refine and implement target industry marketing program				Targets support exist. bus.	Align training w/ targets	Incentive
EXISTING-BUSINESS RETENTION AND EXPANSION						
Business Outreach					Supportive programs	Incentive
ENTREPRENEURIAL DEVELOPMENT						
Leverage existing resources where possible to encourage and support entrepreneurship						Incentive
WORKFORCE DEVELOPMENT						
Ensure that available workforce training resources are in sync with the City's business development efforts						
REAL ESTATE DEVELOPMENT AND REVITALIZATION/REDEVELOPMENT						
Align plans and policies for development and revitalization with economic development plans and practices						
DEVELOPMENT STREAMLINING						
Expedite the development approval process in recognition of other City development goals and policies						
PLACEMAKING						
Align real estate development / revitalization policies with enhancement of community focal areas.						
INFRASTRUCTURE DEVELOPMENT COORDINATION						
Ensure that core infrastructure resources are available to accommodate targeted development and business growth.						
QUALITY OF LIFE ENHANCEMENTS						
Prioritize projects and initiatives, including housing, that include the creation of assets that also improve quality of life.						

TABLE 9. STRATEGY GROUP INTERACTION MATRIX, CONT'D.

Strategy Group, action summary/Strategy group	Real estate development/revitalization	Development streamlining	Place-making	Infrastructure development coord.	Quality of life enhancements
MARKETING, GENERAL					
Comprehensive, coordinated marketing materials	Align, tie in as incentive	Promote in materials	Promote in materials		Show relationship
INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES					
Strategy to address retail leakage	Incentive		Adds to sites		Show relationship
INDUSTRY TARGETING, EMPLOYERS					
Refine and implement target industry marketing program	Incentive	Incentive	Coord. capacity	Asset, incentive	Supports prosperity
EXISTING-BUSINESS RETENTION AND EXPANSION					
Business Outreach	Incentive		Enhance locations	Tie in as asset, incentive	Show as supportive
ENTREPRENEURIAL DEVELOPMENT					
Leverage existing resources where possible to encourage and support entrepreneurship	Incentive		Adds to sites		Asset for entrepr.
WORKFORCE DEVELOPMENT					
Ensure that available workforce training resources are in sync with the City's business development efforts					Expanded empl. options
REAL ESTATE DEVELOPMENT AND REVITALIZATION/REDEVELOPMENT					
Align plans and policies for development and revitalization with economic development plans and practices		Expedites	Coord. capacity		Adds to QoL, hsg.
DEVELOPMENT STREAMLINING					
Expedite the development approval process in recognition of other City development goals and policies			Coord. policies	Coord. plans	Housing dev. also
PLACEMAKING					
Align real estate development / revitalization policies with enhancement of community focal areas.				Coord. plans	Adds to QoL
INFRASTRUCTURE DEVELOPMENT COORDINATION					
Ensure that core infrastructure resources are available to accommodate targeted development and business growth.					Goal of infr. dev.
QUALITY OF LIFE ENHANCEMENTS					
Prioritize projects and initiatives, including housing, that include the creation of assets that also improve quality of life.					

G. Evaluation Framework

This section of the report outlines the metrics that will be utilized to evaluate implementation of the CEDS in future years (in the Annual Performance Reports to be submitted to EDA). The evaluation framework focuses on standard economic performance measures utilizing official government (state and federal) data sources.

In addition to the standardized metrics, specific programmatic accomplishments of the CEDS jurisdictions will be summarized in a separate narrative discussion in each Annual Performance Report.

Statistical Performance Measures

Table 10 through Table 13 below highlight the following key performance measures to be considered in each year's Annual Performance Report:

- One-year **population growth** compared to County and State benchmarks (2017-2018 data);
- One-year and two-year changes in **resident unemployment** rates (2016-2018 data);
- One-year and longer-term (10-year) change in **sales tax revenue** compared to County and State benchmarks (2008-2018 data);
- Five-year trends for key Census/ACS data (cities, county, state, U.S.) (2013-2017 data) for the following measures
 - **Educational attainment**
 - **Labor force participation rate**
 - **Home ownership rate**
 - **Median household and average per capita income levels**

The data on the tables are for the most recent years available, and will be utilized as baseline benchmarks in subsequent years (each of the data sources is updated on an annual basis).

Baseline conditions pertaining to the following aspects of an evaluation process: Measure, Period, Menifee Target Area Performance, and Economic Favorability Rating – are summarized below.

Measure	Period	Menifee Target Area Performance	Economic Favorability Rating
Population growth	2017-2018	Population in Menifee grew at a significantly higher rate (2.6%) than county (1.4%) and state (0.8%) benchmarks.	Neutral
Change in resident unemployment rate	2016-2018	Unemployment rate in Menifee is comparable to the county benchmark, and slightly higher than the state benchmark. The unemployment rate of Menifee has declined at the same rate as the county and state benchmark for the past two years.	Neutral
Growth in sales tax revenue	2008-2018	Although sales tax revenue has declined in the county, Menifee's sales tax revenue has been growing steadily for the past 10 years and has outperformed both county and state benchmarks in the past year as well as the past 10 years.	Favorable
Labor force participation	2013-2017	Dropping across all geographies evaluated. Menifee has a slightly lower rate in comparison to county, state, and U.S. benchmarks.	Declining
Home ownership rate	2013-2017	Dropping slightly across all geographies evaluated. Menifee has a slightly lower rate in comparison to county, state, and U.S. benchmarks.	Declining
Median household and average per capita income levels	2013-2017	Improving at each level; slight increases at each level with the Riverside County being the lowest. Menifee has a slightly higher rate than all other geographies in terms of median household income and the second highest in terms of per capita income.	Favorable

**TABLE 10. TOTAL POPULATION BY YEAR
MENIFEE AND REFERENCE AREAS 2017-2018**

Place	2017	2018	% Change 2017-18
Menifee	89,552	91,902	2.6%
Riverside County	2,382,640	2,415,955	1.4%
California	39,500,973	39,809,693	0.8%

Source: California Department of Finance

**TABLE 11 .TOTAL RESIDENT UNEMPLOYMENT RATES 2016-2018
MENIFEE AND REFERENCE AREAS**

Date	Menifee	Riverside County	California	United States
May 2016	5.6%	5.5%	5.5%	4.5%
May 2017	4.8%	4.8%	4.9%	4.1%
May 2018	3.8%	3.7%	3.7%	3.6%
2-year change	-1.8%	-1.8%	-1.8%	-0.9%
1-year change	-1.0%	-1.1%	-0.2%	-0.5%

Source: United States Bureau of Labor Statistics; California
Employment Development Department Labor Force and
Unemployment Rate for California Sub County Areas

**TABLE 12. ANNUAL PERCENTAGE CHANGE TOTAL SALES TAX REVENUE
MENIFEE AND REFERENCE AREAS MOST RECENT YEAR & PAST 10 YEARS**

Place	Fiscal Year 2017-2018	Average Annual Change, Past 10 Years¹
Menifee	7.2%	28.8%
Riverside County	-2.9%	0.8%
California	3.1%	6.7%

Note: (1) Compound Annual Growth Rate
Source: California State Board of Equalization

TABLE 13. COMPARISON OF DEMOGRAPHIC TRENDS BY PLACE % CHANGE 2013-2017

Subject	City of Menifee	Riverside County	California	United States	Type of Change
Educational attainment					
High school diploma	-2.1%	1.1%	-0.1%	-0.8%	PPC
Bachelor's degree	0.8%	0.5%	1.0%	1.1%	PPC
Graduate degree	1.7%	0.5%	1.0%	1.0%	PPC
Labor force participation	-2.2%	-1.3%	-0.7%	-0.9%	PPC
Home ownership rate	-2.2%	-1.5%	-0.8%	-1.1%	PPC
Median household income	10.8%	7.6%	9.9%	8.7%	PC
Per capita income	11.1%	8.9%	12.2%	10.7%	PC

Note: The following abbreviations are used for the type of change indicated above: Percentage Change (PC); Percentage Point Change (PPC)

Source: U.S. Census Bureau – 2010 Census and American Community Survey (5-year surveys ending in 2013, 2014, 2015, 2016, and 2017).

H.Candidate CEDS Projects

The projects listed below, along with estimated costs and identified other funding, were identified by the City.

Title	Project Description	Estimated Cost	Identified Local Funding Amount (1)	Remaining Funding Gap
Scott Road Widening	The project will consist of widening Scott Road from the I-215 to the western City limits. The existing 2-lane road will be widened to 4 lanes with a 12' median and 8' shoulders.	\$28,870,000	\$8,300,000	\$20,570,000
McCall Boulevard Interchange	This project phase will consist of the final environmental, design, and ROW acquisition. The proposed bridge widening will improve the off and on ramps, improving circulation city-wide. Next Phase is the construction of the Interchange bridge.	\$35,168,230		\$35,168,230
Garbani Road Interchange	Construct new 4-lane (2 lanes each direction) and ramps. Includes Garbani Road from Bradley to I-215.	\$60,560,000		\$60,560,000
Holland Road Overpass	The Project is located on Holland Road from Haun to Hanover Roads. The project will provide an additional East to West connectivity route over Interstate 215, relieving traffic congestion from Newport and Scott Road. The additional route will help alleviate traffic driving on Newport Road from Interstate 215 onto Holland Bridge.	\$25,928,365	\$21,216,548	\$4,711,817
Bradley Bridge over Salt Creek	The project is located at the Salt Creek Channel and Bradley Road. This bridge project will eliminate flood road closures on Bradley Road during rain events.	\$10,200,000	\$1,000,000	\$9,200,000
Highway 74 grade separation (for new alignment)	Widen Ethanac from Sherman to Mathews 2 to 4 lanes including RR grade separation.	\$69,000,000		\$69,000,000

Title	Project Description	Estimated Cost	Identified Local Funding Amount (1)	Remaining Funding Gap
Parking Structure	Parking Structure to be included in the Menifee Town Center to assist with parking at all retail amenities within MTC and assist with regional events hosted at Central Park located within Menifee Town Center. (2)	\$9,632,000		\$9,632,000
Haun Corridor Widening	Widen the Haun Corridor to full improvements between Newport and Scott, to open up development along the prime, freeway-frontage land within the EDC.	\$13,000,000		\$13,000,000
Goetz Widening	Widen Goetz south of Vista to the City limits to ignite development in the disadvantaged community of Quail Valley.	\$18,000,000		\$18,000,000
East EDC Gateway Specific Plan	Develop a Specific Plan for the 300 acres of land within the East EDC Gateway area.	\$250,000		\$250,000
Highway 74 Specific Plan	Create a Specific Plan to complement the General Plan along the Highway 74 Corridor to spur development for industrial uses along the highly-traveled corridor to generate job creation.	\$250,000		\$250,000
Northern Gateway Specific Plan	Create a Specific Plan to complement the General Plan within the Northern Gateway in the Economic Development Corridor (EDC) to spur business park, industrial and commercial development to assist with job creation in the disadvantaged community of Romoland.	\$250,000		\$250,000
Northern Gateway infrastructure improvements	Address water, sewer, drainage and road issues to develop the internal backbone infrastructure needed to support targeting the area for business park, industrial and commercial development.	\$15,000,000 to \$20,000,000		\$15,000,000 to \$20,000,000
Southern Gateway Specific Plan Research & Tech Hub	Create a Research and Technology Master Plan that complements the General Plan to invigorate a	\$250,000		\$250,000

Title	Project Description	Estimated Cost	Identified Local Funding Amount (1)	Remaining Funding Gap
	Research & Tech Hub to spur high quality job creation.			
Southern Gateway infrastructure improvements	Address water, sewer and road issues within the EDC and industrial/commercial zoned areas; develop the internal backbone infrastructure needed to spur business park, industrial, and office development within the Southern Gateway.	\$8,000,000 to \$10,000,000		\$8,000,000 to \$10,000,000
Antelope Road Widening	Widen Antelope Road from Mapes to Rouse Road	\$7,040,650		\$7,040,650
Mapes Road Widening	Widen Mapes Road from Sherman to Briggs Rd	\$6,316,200		\$6,316,200
Meniffee Road Widening	Widen Meniffee Road from Rouse to Varela Lane & Mapes Road to SR 74	\$7,673,325		\$7,673,325
Palomar Road Widening	Widen Palomar Road from Mapes Road to SR 74	\$1,071,375		\$1,071,375
Watson Road Widening	Widen Watson Road from Sherman Rd to Meniffee Road	\$5,614,250		\$5,614,250
ESTIMATED COSTS TOTAL (3)		\$329,074,395	\$30,516,548	\$298,557,847

Notes:

1. Maximum dollars available through TUMF.
2. Cost estimate based on space for 400 vehicles at \$21,500/space + 12% design fees.
3. Total costs assume high end of items for which costs are provided in ranges.

I. Qualifying Census Tracts

The tables in Appendix A provide the latest available Census (ACS) data to identify the individual census tracts within the CEDS area that would potentially qualify for EDA investment based on unemployment rates and per capita income levels. These tables reflect the following qualifying criteria:

- 24-month unemployment rate is at least one percentage point greater than the national average unemployment rate
- Per capita income is not more than 80% of the national average per capita income

Appendix A – Census Data

National Outlook

Source: U.S. Census, 2016 and 2017 American Community Survey 1-Year Estimates

U.S.			
Unemployment		Per Capita	
2016	5.8%	2016	\$31,128
2017	5.3%	2017	\$32,397
Average	5.6%	Average	\$31,763

County of Riverside			
Unemployment		Per Capita	
2016	8.3%	2016	\$25,505
2017	7.8%	2017	\$27,186
Average	8.1%	Average	\$26,346

City of Menifee			
Unemployment		Per Capita	
2016	7.3%	2016	\$27,313
2017	6.6%	2017	\$27,745
Average	7.0%	Average	\$27,529

National Outlook on Population

Source: U.S. Census, 2016 and 2017 American Community Survey 1-Year Estimates

	2016	2017	Average
U.S.	323,127,515	325,719,178	325,719,178
County of Riverside	2,387,741	2,423,266	2,405,504
City of Menifee	88,510	90,599	89,555

Incorporated IVDA Target-Area Cities within Riverside County

Source: U.S. Census, 2013-2017 American Community Survey 5-Year Estimates

U.S.	Unemployment	Per Capita
	6.6%	\$31,177

County of Riverside	Population:	2,355,002	
Unemployment		Per Capita	
2013-2017	9.9%	2013-2017	\$25,700

Menifee	Population:	86,820	
Unemployment		Per Capita	
2013-2017	9.0%	2013-2017	\$26,087

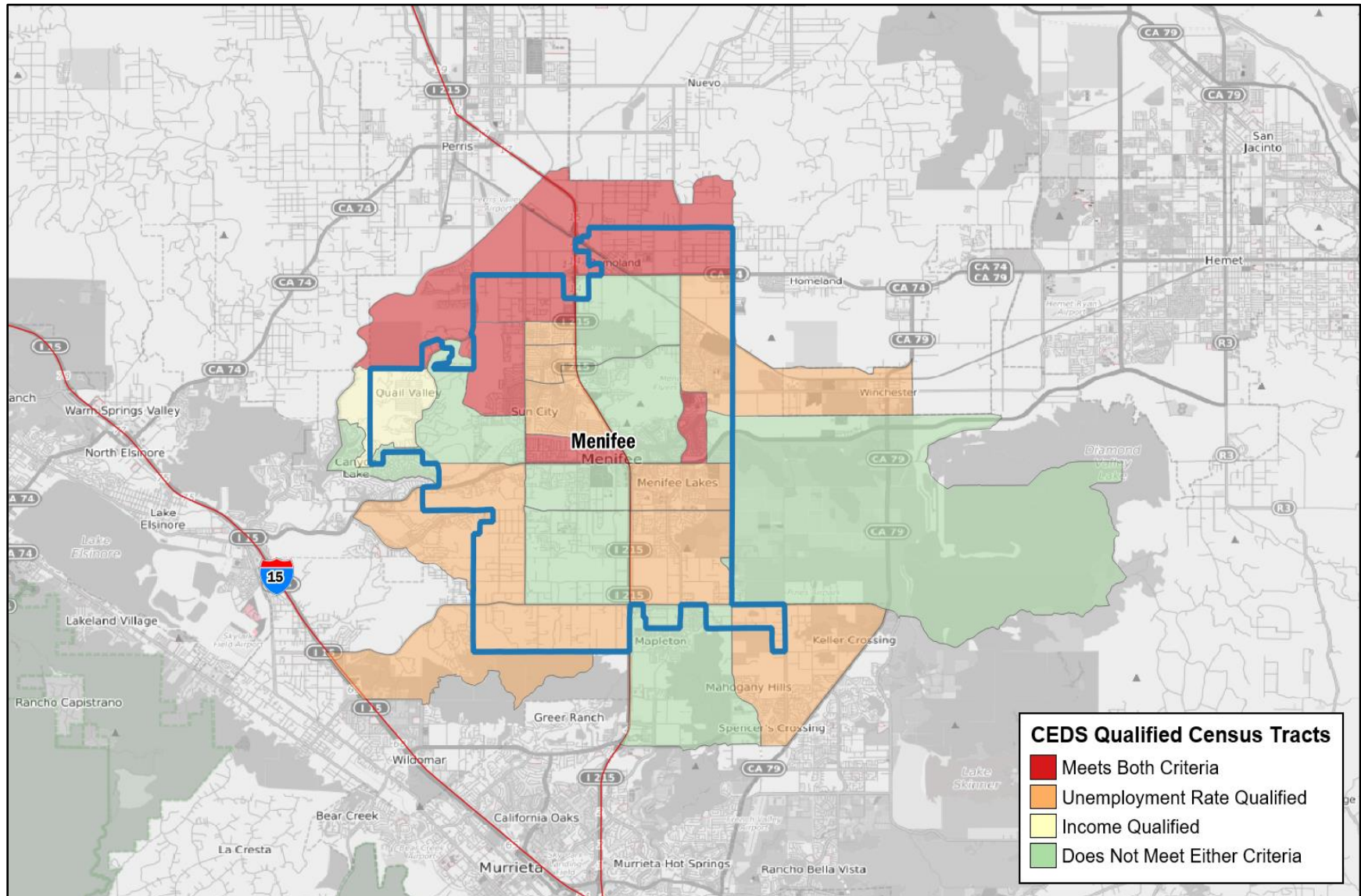
Census Tracts Riverside County (in IVDA Target Area)

Source: U.S. Census, 2013-2017 American Community Survey 5-Year Estimates

U.S.	Unemployment 6.6%	Per Capita Income \$31,177	24 month unemployment rate is at least 1 % point greater than the nat'l average unemployment	The per capita income (PCI) is not more than 80 percent of the national average PCI.
Census Tract	Unemployment	Per Capita	Qualifying	Qualifying
Census Tract 427.08	13.4	\$21,727	TRUE	TRUE
Census Tract 427.09	8.6	\$24,742	TRUE	TRUE
Census Tract 427.11	12.2	\$26,075	TRUE	FALSE
Census Tract 427.16	6.4	\$35,497	FALSE	FALSE
Census Tract 427.17	7.2	\$20,023	FALSE	TRUE
Census Tract 427.24	12.0	\$24,887	TRUE	TRUE
Census Tract 427.26	8.3	\$29,603	TRUE	FALSE
Census Tract 427.28	7.2	\$26,864	FALSE	FALSE
Census Tract 427.29	5.3	\$27,178	FALSE	FALSE
Census Tract 427.3	8.8	\$16,008	TRUE	TRUE
Census Tract 427.31	9.1	\$22,126	TRUE	TRUE
Census Tract 427.32	6.6	\$25,422	FALSE	FALSE
Census Tract 427.33	9.7	\$28,129	TRUE	FALSE
Census Tract 427.37	5.6	\$29,466	FALSE	FALSE
Census Tract 427.38	12.0	\$27,572	TRUE	FALSE
Census Tract 427.39	9.2	\$29,102	TRUE	FALSE
Census Tract 427.4	18.2	\$31,209	TRUE	FALSE
Census Tract 427.41	13.9	\$27,058	TRUE	FALSE
Census Tract 427.42	5.7	\$26,061	FALSE	FALSE
Census Tract 427.43	5.7	\$27,015	FALSE	FALSE
Census Tract 432.35	7.8	\$28,460	TRUE	FALSE
Census Tract 432.79	9.2	\$25,504	TRUE	FALSE
Census Tract 507	6.8	\$31,198	FALSE	FALSE

The following map shows the census tracts referenced above and indicates which criteria they meet in being CEDS qualified tracts.

MENIFEE CEDS QUALIFIED CENSUS TRACTS



Source: TNDG; US Census

Appendix B – Commuter Flow Data Summary

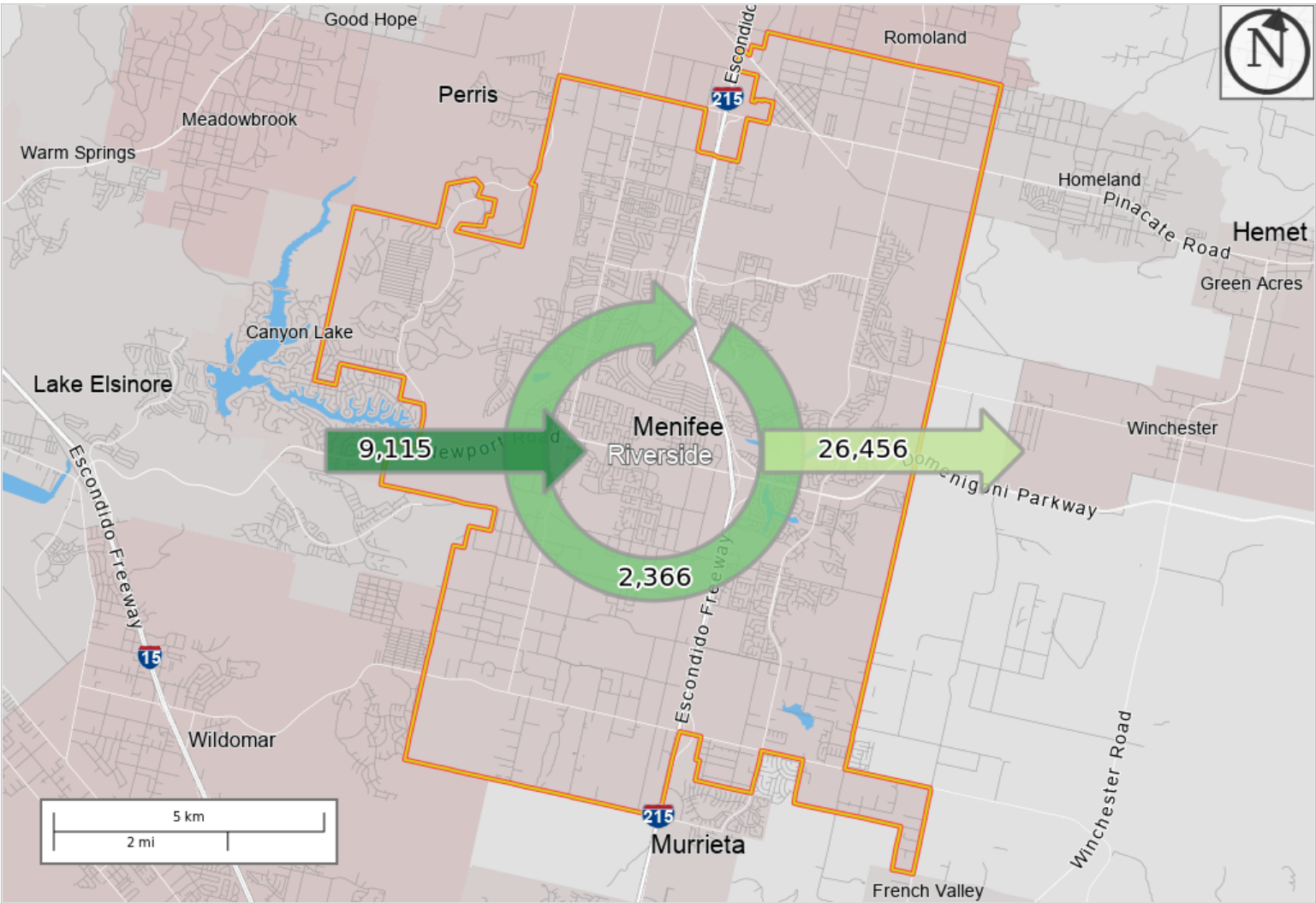
Menifee Inflow/Outflow Summary

The following figures and tables show job inflow/outflow patterns for employees and resident workers in the City of Menifee. The inflow/outflow counts are from the U.S. Census Bureau's OnTheMap application, with underlying data from the Bureau's Longitudinal Employer-Household Dynamics (LEHD) program. The provided information is for 2015 – the most recent year for which data are available through this system.

Figures B-1 and B-2 show visual representations of the job inflow/outflow counts in the City of Menifee. Of the 11,481 total jobs in the City, 2,366 (21%) are held by City residents, while the remaining 9,115 (79%) are held by non-City residents. Additionally, of the 28,822 total Menifee residents, 26,456 (92%) are employed outside of the City.

Figures B-3 and B-4 show visual representations of job outflow patterns for Menifee residents. Figure B-3 shows a map of the top 50 communities that Menifee residents travel to for job opportunities. Figure B-4 shows the same data (top 25 communities) in bar chart form. Finally, Table B-1 shows the raw data in table format. As shown in these figures and tables, the top five cities – Temecula, Menifee, San Diego, Murrieta, and Riverside – account for more than one-third (35.0%) of jobs for Beaumont residents.

Figure B-1: Inflow/Outflow Counts for City of Menifee (All Workers)



Map Legend

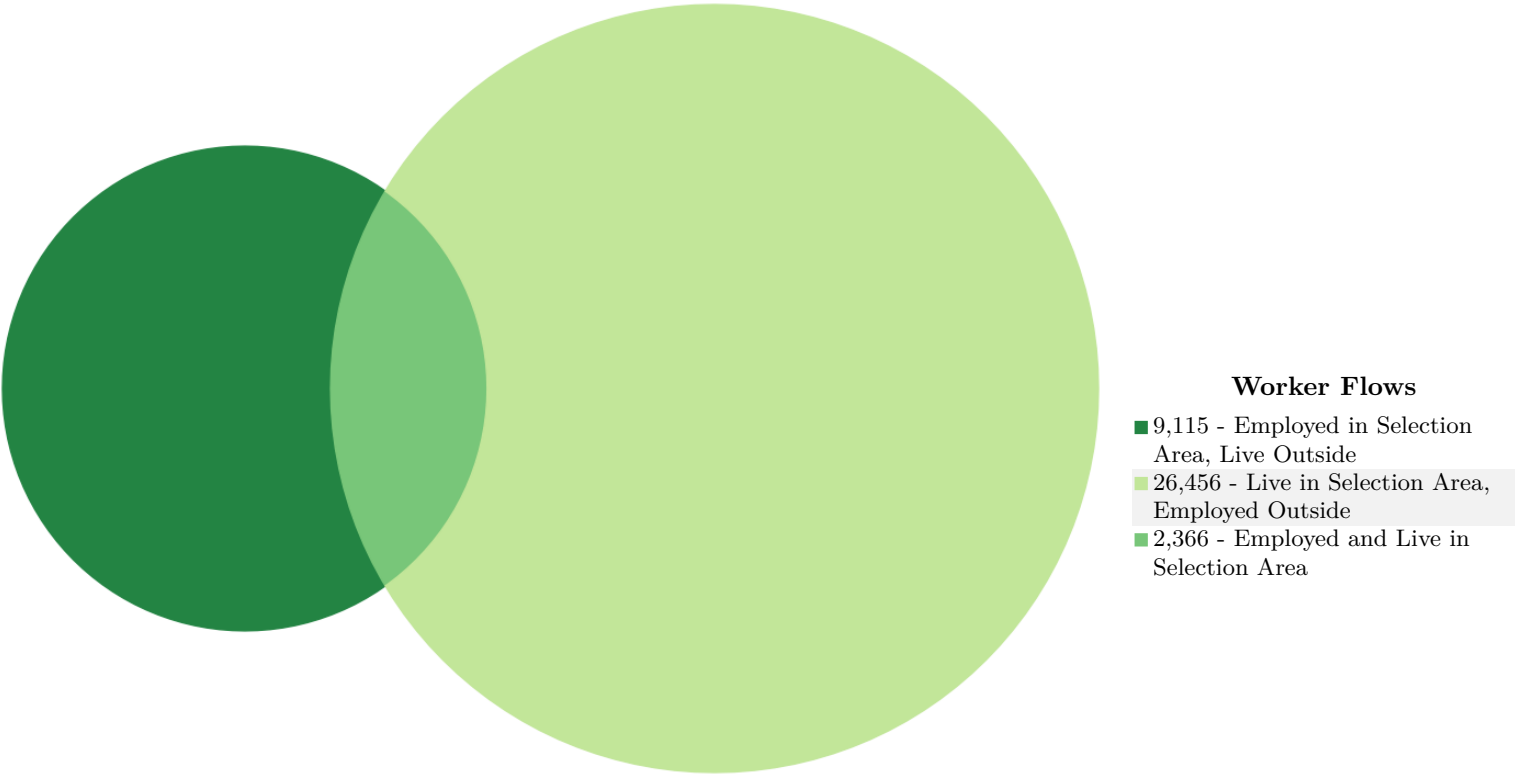
Selection Areas

Analysis Selection

Inflow/Outflow

- Employed and Live in Selection Area
 - Employed in Selection Area, Live Outside
 - Live in Selection Area, Employed Outside
- Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

Figure B-2: Inflow/Outflow Counts for City of Menifee (All Workers)

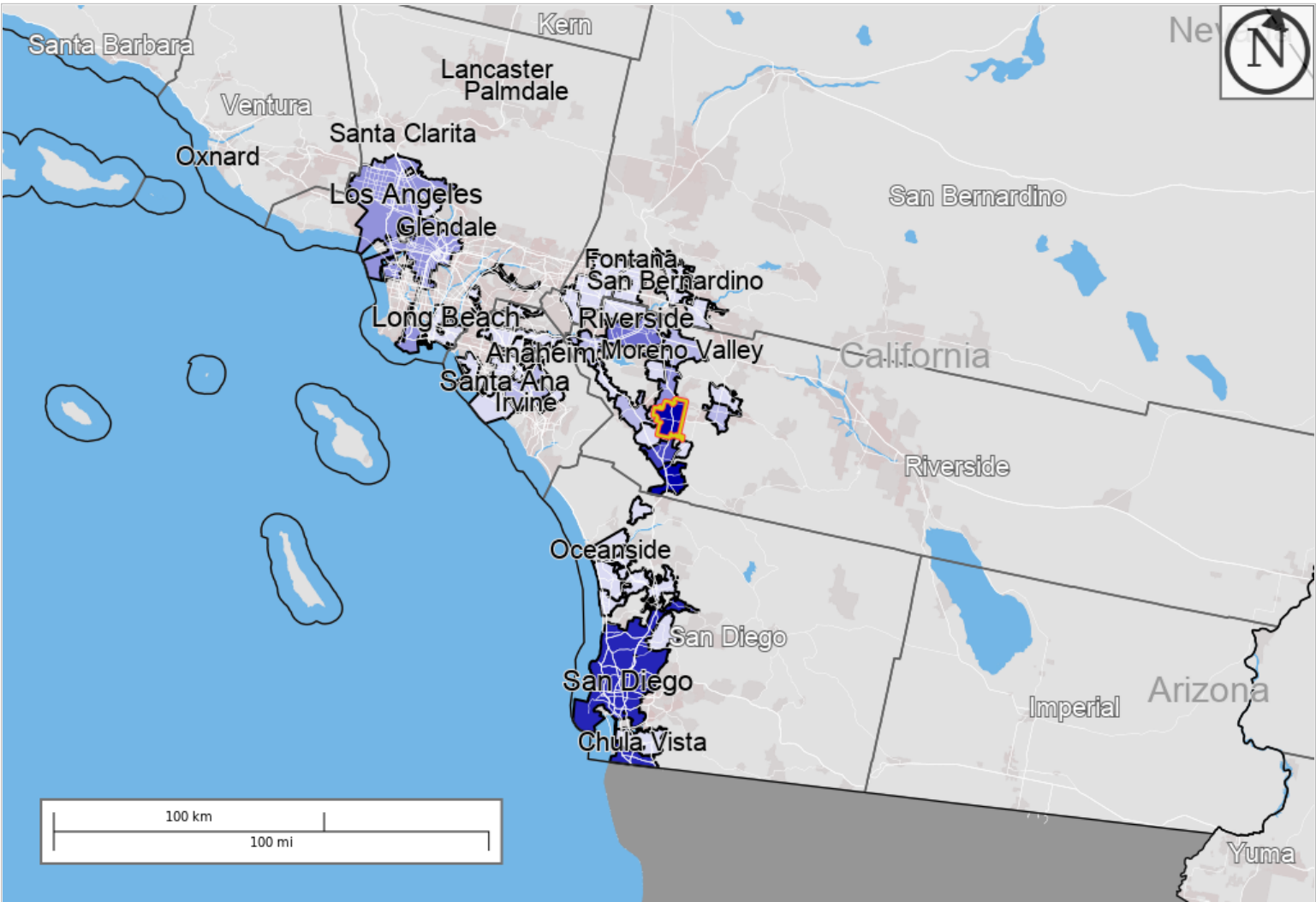


Inflow/Outflow Counts of All Jobs for Selection Area in 2015
All Workers

Worker Totals and Flows	2015	
	Count	Share
Employed in the Selection Area	11,481	100.0
Employed in the Selection Area but Living Outside	9,115	79.4
Employed and Living in the Selection Area	2,366	20.6
Living in the Selection Area	28,822	100.0
Living in the Selection Area but Employed Outside	26,456	91.8
Living and Employed in the Selection Area	2,366	8.2

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Figure B-3: Counts of All Jobs from City of Menifee Residents to Work Places (Cities, CDPs, etc.)



Map Legend

Job Count	Selection Areas
■ 2,225 - 2,580	📍 Analysis Selection
■ 1,869 - 2,224	
■ 1,513 - 1,868	
■ 1,157 - 1,512	
■ 801 - 1,156	
■ 445 - 800	
■ 89 - 444	

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Figure B-4: All Jobs from City of Menifee to Work Places (Cities, CDPs, etc.)

(Only the first 25 entries are shown in the chart.)

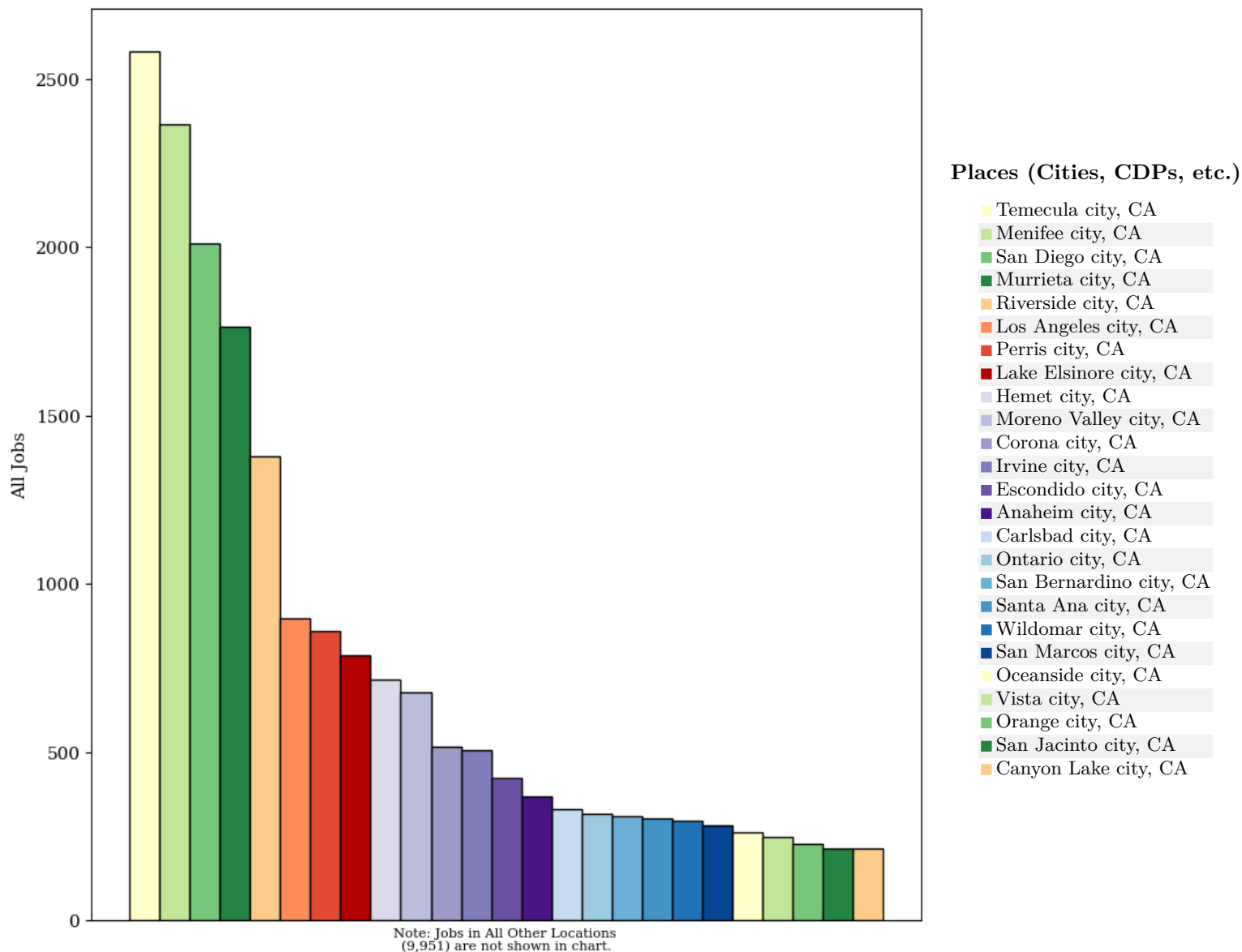


Table B-1: All Jobs from City of Menifee to Work Places (Cities, CDPs, etc.)

City/CDP	2015	
	Count	Share
Temecula	2,580	9.0%
Menifee	2,366	8.2%
San Diego	2,010	7.0%
Murrieta	1,764	6.1%
Riverside	1,380	4.8%
Los Angeles	898	3.1%
Perris	861	3.0%
Lake Elsinore	789	2.7%
Hemet	715	2.5%
Moreno Valley	677	2.3%
Corona	516	1.8%
Irvine	505	1.8%
Escondido	425	1.5%
Anaheim	369	1.3%
Carlsbad	333	1.2%
Ontario	318	1.1%
San Bernardino	312	1.1%
Santa Ana	303	1.1%
Wildomar	297	1.0%
San Marcos	283	1.0%
Oceanside	263	0.9%
Vista	249	0.9%
Orange	228	0.8%
San Jacinto	216	0.7%
Canyon Lake	214	0.7%
Rancho Cucamonga	211	0.7%
Long Beach	189	0.7%
Poway	187	0.6%
Costa Mesa	149	0.5%
Newport Beach	149	0.5%
French Valley CDP	129	0.4%
Chula Vista	127	0.4%
Huntington Beach	120	0.4%
Jurupa Valley	120	0.4%
San Francisco	120	0.4%
Fontana	118	0.4%
Redlands	114	0.4%
Fallbrook CDP	107	0.4%
Industry	102	0.4%
Encinitas	100	0.3%
Chino	99	0.3%
Santa Fe Springs	99	0.3%
Lake Forest	95	0.3%
March ARB CDP	94	0.3%
Brea	93	0.3%
Temescal Valley CDP	93	0.3%
Tustin	93	0.3%
Burbank	92	0.3%
Fullerton	90	0.3%
Mead Valley CDP	89	0.3%
All Other Locations	6,972	24.2%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination

Appendix C – Summaries of CEDS Committee Meetings

M E M O R A N D U M			
TO:	Gina Gonzalez Economic Development Manager City of Meniffee	DATE:	November 19, 2018
FROM:	Roger Dale, Managing Principal The Natelson Dale Group, Inc. (TNDG)	FILE:	#4096
SUBJECT:	Meniffee Comprehensive Economic Development Strategy (CEDS) Kickoff Meeting for Committee Members – Small Group Discussion Summaries		

On November 14, 2018, The Natelson Dale Group, Inc. (TNDG) facilitated the first of three Committee meetings as part of the City of Meniffee’s Comprehensive Economic Development Strategy (CEDS). Committee Meeting #1 had two primary objectives: 1) provide stakeholders with an overview of the CEDS process, and 2) provide a brief summary of the preliminary market and demographic analysis completed by TNDG. In addition, TNDG facilitated a group discussion with committee members that focused on identifying key issues/themes for the CEDS, including the following:

- Meniffee’s image as place to live and do business
- Meniffee’s key strengths and assets from an economic development perspective
- Opportunities for quality economic growth
- Existing impediments to realizing the City’s potentials

A summary of the group discussions is provided on the following pages. The first two topics were discussed by the entire group as one. For discussion topics 3 and 4, the group divided into two smaller discussion groups to discuss these topics.

The next committee meeting is scheduled for December 12, and it will focus on formulating preliminary strategies for the CEDS.

Discussion Topic 1: What is Menifee's existing image as a place to live? What is the City's image as a business location? How accurate are these images?

- New – attractive
- Less crowded
- “Competition” between old areas and lifestyles and newer areas
- 4 communities: sometimes conflicting. All are challenged to “define” themselves, so this affects perceptions of developers and others
- 4 communities: Quail Valley, Sun City, Romoland, Paloma Valley
- Some “new” aspects do not fit with older areas
- Places within Menifee struggle with how to brand themselves
- This diversity of places within the community is a constraint to development
- Image is “to be determined,” and Council decisions affect the outcome
- There is a need to pull all places and outlooks together

Discussion Topic 2: What are Menifee's key strengths/assets as a place to:

- **Live/work**
- **Visit**
- **Do business**

- Land supply allows options for new development
- Strong population growth
- Mt. San Jacinto College
- Airport (French Valley in Murrieta)
- Other local cities have not seized these opportunities (college and airport); Temecula is focused on tourism, wine
- Freeway corridor – good location for employers
- The City is now creating a government culture that is supportive of progress
- Central location with respect to urbanizing patterns
- Can take advantage of medical/med tech industries expanding outward from Murrieta, San Diego
- Council chose to create own police force, which is a plus for attracting business and residents
- City has infrastructure plans to support new development

Group Discussion Topic 3: As the regional economy (Inland Empire and San Diego County) continues to grow and evolve, what are Menifee's most promising opportunities to:

- **Expand existing businesses/industries**
- **Attract new businesses/industries**
- **Diversify City's industry/employment base**

Group 1 – facilitated by Joe McClure

- Need manufacturing base to help balance economy
 - Have workforce to support this and other employment
- Expand medical and med tech businesses
- Might need re-zoning to expedite attraction of business
- Pharmaceutical jobs are high-paying
- What do medical etc. firms need? Can Menifee provide competitive edge?
- Water service, supply is a selling point for Menifee
- Both industrial and office uses can come with desired business types
- Menifee well positioned for geographically expanding med tech industry
- Community is short on local entertainment options, and should encourage some land use for that
 - Can specialize, get something started, help attract tourists
 - Top Golf is example, and this is also example of the need to recognize that the market will drive location decisions by such operations
- Vision that is generated must be realistic, sustainable. Can Murrieta be a model?
 - Vision will help ensure that opportunities will not be missed
- Preconceived image now based on past development roadblocks on the part of the prior government's (Riverside County's) operations

Group 2 – facilitated by Alan Levenson

- Medical corridor concept represents a significant opportunity – Kaiser facility in Murrieta along with Loma Linda medical center. Both have significant plans for growth, and Menifee is in a perfect spot geographically to take part in this growth sector. Three major hospitals in the region form the core of this corridor (Loma Linda with a major research focus)
 - Focus on spin-off, multiplier opportunities from this growing medical corridor (e.g., hotel, conference facilities, etc.)
 - Potential major health care ecosystem in the region
- Local community colleges represent a significant opportunity – 3 nearby campuses with capacity for 6,000 students for each campus

- Companies in Temecula are starting to run out of space and real estate markets are relatively tight – this presents a perfect opportunity for Menifee to capture some of these companies looking to expand from their Temecula base
- *Equine-related* industries could represent an industry sector with growth potential. Burns Ranch has a significant equine research practice.
- Would be interesting to investigate potential for some high-tech industries in Menifee. Many of the out-commuting residents are traveling significant distances for jobs in these industries. Attracting high-tech is likely to be more of a regional industry attraction effort, so the City would need to continue to collaborate with other regional partners

Group Discussion Topic 4: For Menifee to maximize future economic opportunities, what existing impediments to growth need to be addressed? These may include topics related to:

- **Market / industry issues**
- **Workforce and educational issues**
- **Land use and infrastructure issues**
- **Government and regulatory issues**
- **Broader planning and environmental initiatives**

Group 1 – facilitated by Joe McClure

- Example: homebuilder complaints of fee costs and fee uncertainty being a burden. Menifee is worse than other places
- City is understaffed, which adds to delays, and some re-working of codes is also needed
 - The Economic Development Corridor (EDC) codes are being clarified, but are restrictions excessive in some areas?
- The General Plan Land Use and Transportation elements need to be better coordinated
- Clear vision will help ensure consistency in development guidance
- Utility infrastructure needs to be extended into some areas to better support development options
 - The need to protect water quality is a big determinant in land development
- Prices of land are being driven up, and some might be becoming unrealistic
- To help attract med tech, education capacity must expand to 4-year institution
 - State is constrained in expanding university system, and land will be required; can private colleges help fill gap?
 - Temecula is reportedly working on attracting a university
- Space for smaller businesses is lacking. Co-working, innovation centers (example in Murrieta), or similar models could help meet this need
 - Part of problem is prevalence of home-based businesses now being grandfathered in, but alternative options are limited if people want business space. This issue is also reflective of the old vs. new debate in the community

- Quail Valley, an older area, needs development but is lacking good “clean” road connections in part because of missed planning coordination opportunities in the past. The area would also benefit from having more flexible, less restrictive development codes, and also needs other infrastructure such as water, sidewalks, trails etc. in addition to streets
- Can codes vary among city locations without compromising development objectives and consistency?
 - Some codes are driven by federal and state mandates
- Community needs wineries and microbreweries
- Executive housing is lacking

Group 2 – facilitated by Alan Levenson

- Leverage potential college connections with local industry – great opportunity to tailor some of these college programs with industry-specific training (e.g., jet mechanics). Important to get colleges and industries “speaking to one another”
- Workforce development needs to be a major focus of local leaders
- Land use and infrastructure are not are not impediments to growth – they are a significant opportunity. General Plan has played a positive role in this respect
 - Visibility of available parcels along the 215 freeway are a key strategic asset. City needs to preserve these parcels for high-value uses
 - But need to stay ahead of potential issues – don’t let excessive traffic become an issue
 - Continue to focus on funding sources for new infrastructure
- Certainty is key for attracting new business/new development
 - This is what attracts new businesses to a region
 - The key prerequisite for a successful economic development strategy
 - A unified/branding image city is part of this overall idea
 - This starts with the City Council – which right now is a positive force – and trickles down to the City staff to implement the vision
- In terms of government and regulatory issues, anything the City could do mitigate development hurdles from the State would be helpful
- One potential impediment – lack of upscale, executive-style housing (more of this residential product type in nearby Murrieta and Temecula)

M E M O R A N D U M			
TO:	Gina Gonzalez Economic Development Manager City of Menifee	DATE:	December 20, 2018
FROM:	Roger Dale, Managing Principal The Natelson Dale Group, Inc. (TNDG)	FILE:	#4096
SUBJECT:	Menifee Comprehensive Economic Development Strategy (CEDS) Committee Meeting #2 – Member Input on Target Industries and Economic Development Program Areas		

On December 12, 2018, The Natelson Dale Group, Inc. (TNDG) facilitated the second of three Committee meetings as part of the City of Menifee’s Comprehensive Economic Development Strategy (CEDS). Committee Meeting #2 had two primary objectives: 1) summarize Menifee’s competitive economic position compared to two benchmark geographic areas¹, and 2) obtain committee members’ input on a future vision for Menifee (with respect to potential target industries and economic development program priorities). Along with obtaining input on item #2 through a voting/ballot procedure, TNDG facilitated a group discussion with committee members on these issues.

Tables 1 and 2, on the following pages, show the responses to the ballot questions on 1) potential target industries and 2) potential economic development program areas. Along with the tables, Figures 1 and 2 highlight responses, from both categories, that received “high priority” votes from committee members. Summary highlights include the following:

- Potential target industries
 - At least one-half of committee members selected the following four industries as the “Highest/Immediate Priority Option”: R&D, Scientific and Technical Services (81%), Advanced Manufacturing (64%); Regional Healthcare Facilities/Services (63%); and Computer Systems Design (50%).
 - For “longer-term industry options”, more than one-half of members selected Other Riverside/San Diego Manufacturing (53%) and Logistics Technology (60%).
 - More than one-half (60%) of members indicated that the City should “not actively pursue” the Continuing Care / Assisted Living industry.
- Potential economic development programs
 - At least three-fourths of committee members selected the following programs as the “Highest Priority for City”: Infrastructure (93%); Development Streamlining (80%); and Marketing/Business Attraction (75%).
 - More than one-half (56%) of members indicated that *Housing* should be a “lower priority” for the City.

¹ Riverside/San Diego Counties and Temecula Valley (defined by six neighboring cities).

- *Workforce Development* was the most popular program selected as “pursue through partnerships” (33%).

Concurrent with the committee members ballot selections, TNDG also facilitated a discussion with stakeholders on topics related to the various poll questions. These comments are provided in this memo following the tables and figures.

The third and final CEDS committee meeting is scheduled for January 23rd and will focus on reviewing the preliminary findings from the Draft CEDS study.

Table 1. Responses to Potential Target Industry Candidates

Potential Target Industry	Highest/ Immediate Priority	Longer-term Option	Okay if it comes, but don't pursue	Don't want it at all
	%			
Logistics technology	20	60	13	7
Data centers	20	40	33	7
R&D, scientific and tech services	81	19	0	0
Computer systems design	50	31	19	0
Engineering services	46	38	15	0
Navigation/control instrument manuf.	40	47	13	0
Specialty food/beverage manuf.	21	43	36	0
Advanced manufacturing	64	29	7	0
Other Riverside/SD manufacturing	27	53	20	0
Regional healthcare facilities/services	63	25	13	0
Continuing care / assisted living	27	7	60	7

Note: totals may not sum to 100 due to rounding.

Table 2. Responses to Potential Economic Development Programs

Potential Program Areas	Highest Priority for City; New Resources	Lower Priority for City; Use Existing Resources	Pursue Through Partnerships (limited City role)	Don't include this at all
	%			
Marketing / business attraction	75	13	13	0
Existing business retention/expansion	60	33	7	0
Entrepreneurial development	44	25	31	0
Development streamlining	80	20	0	0
Workforce development	40	27	33	0
Infrastructure	93	7	0	0
Placemaking	53	40	7	0
Housing	6	56	31	6
Other Quality of Life initiatives	44	25	25	6

Note: totals may not sum to 100 due to rounding.

Figure 1. Target Industries Selected as “Highest/Immediate Priority”

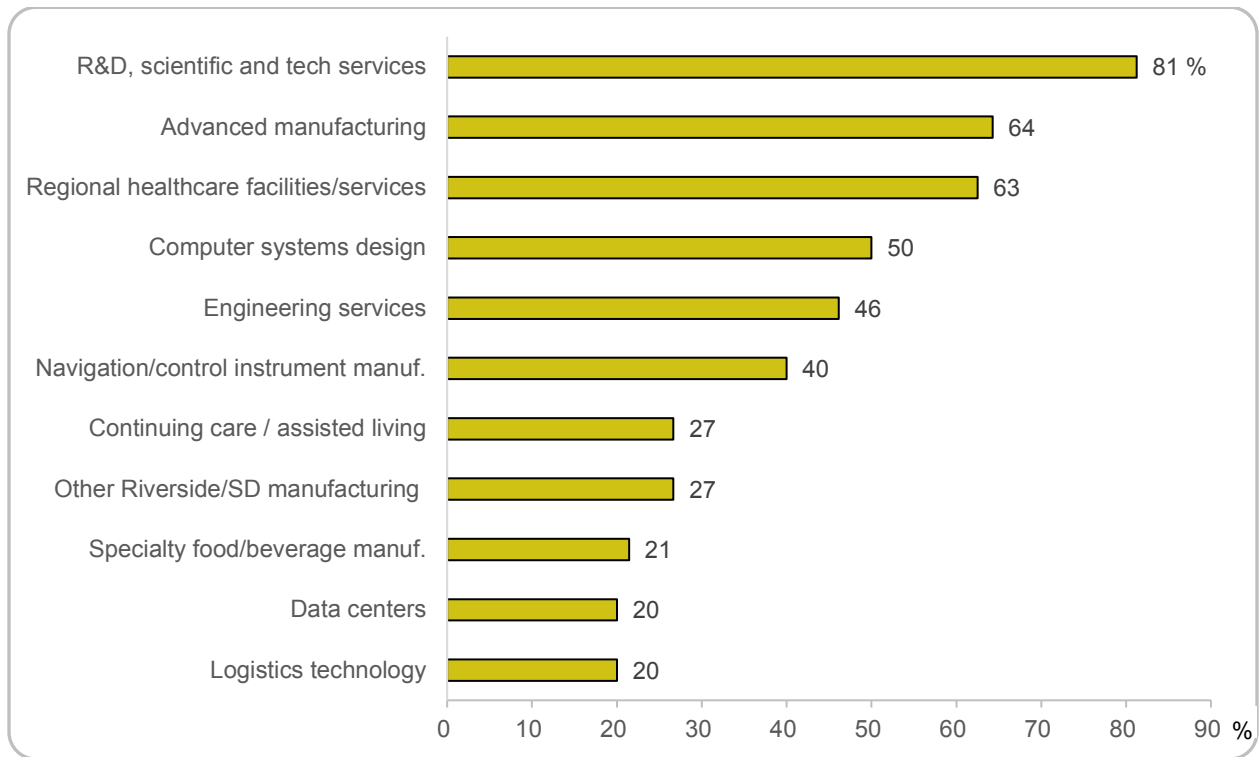
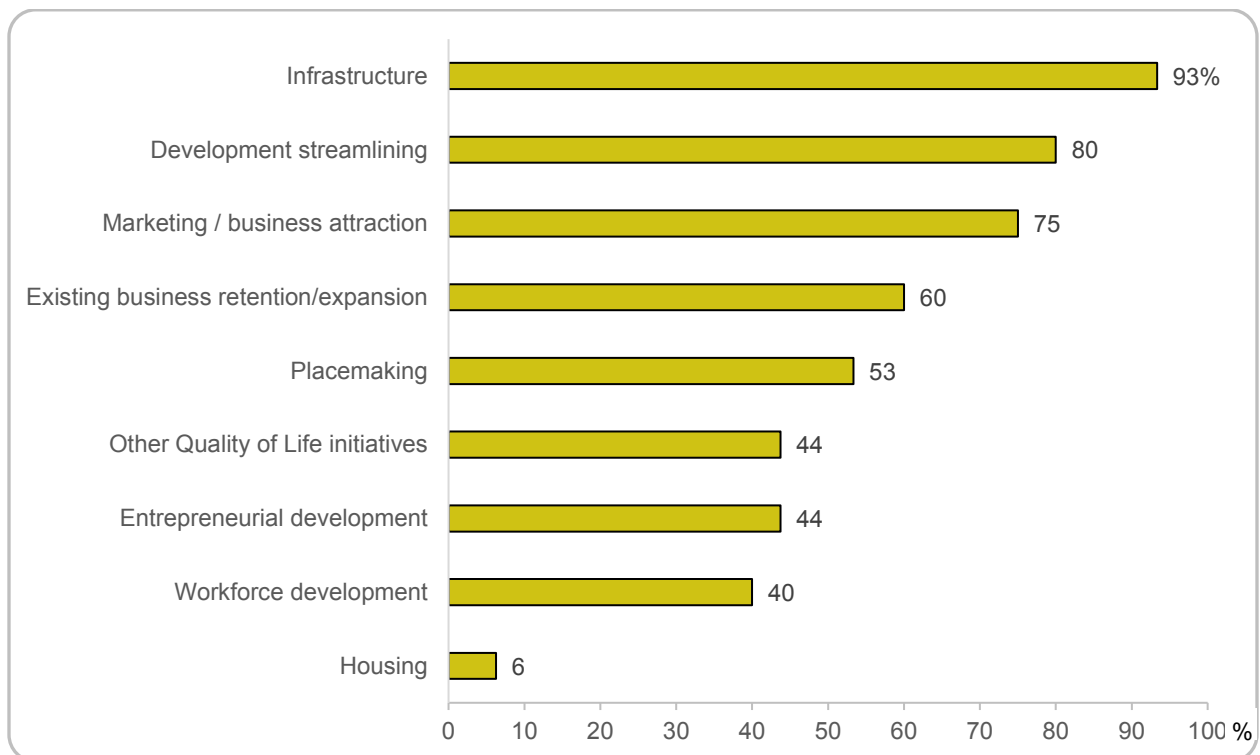


Figure 2. Program Areas Selected as “Highest Priority for City; New Resources”



Target Industries Discussion

- *Continuing Care* industry is already coming (don't need city-assisted attraction)
- *Education* needs to be targeted (esp. colleges)
- *Logistics* (however, be careful about lower-value uses, e.g., general warehouse)
- Focus should be on areas/districts in Menifee, as opposed to specific industries
- Initial interest from *warehouses* at north end of city
- *Data Centers* (need to be cognizant of cost disadvantages in CA, however)

Economic Development Priorities

- City is known as “city of many fees” among some in the business and real estate development communities
- City culture needs to be “business friendly”. Needs to be clearly defined so all of staff is on board
 - This shift to business friendly has already occurred in neighboring Murrieta
 - This culture needs to start with the City Council and then communicate down to city staff (problem w/ KB homes cited as example)
 - City needs to focus on internal processes (culture w/in City Hall)
 - More staff are needed
 - More effective training for existing and new staff
- City's standpoint:
 - Previous budgetary challenges limited city's resources for staff recruitment and development
 - City is working to address these issues/concerns, and is making progress on improving business friendly culture
 - City has made a number of new hires, but it takes time, and it's an ongoing process

MEMORANDUM			
TO:	Gina Gonzalez Economic Development Manager City of Menifee	DATE:	January 20, 2019
FROM:	Roger Dale, Managing Principal The Natelson Dale Group, Inc. (TNDG)	FILE:	#4096
SUBJECT:	Menifee Comprehensive Economic Development Strategy (CEDS) Committee Meeting #2 – Member Input on Target Industries and Economic Development Program Areas		

On January 23, 2019, The Natelson Dale Group, Inc. (TNDG) facilitated the third and final Committee meeting as part of the City of Menifee’s Comprehensive Economic Development Strategy (CEDS). Committee Meeting #3 had two primary objectives: 1) summarize key “big picture” themes of draft CEDS Action Plan and 2) obtain committee members’ input on the 11 Action Plan strategy groups.

As part of the committee meeting, members were provided a table that summarized the 11 strategy groups, along with associated action items for each group. For each action item, the table preliminarily identified the City departments that would lead each action item; where applicable it also identified partner organizations relevant to each action area. In addition, based on committee input from the December CEDS meeting, each major strategy group is prioritized based on the following scale:

- Highest
- High
- Lower [based on input from committee members, this rating could be changed to “longer-term focus”]
- Coordination Role (limited direct involvement by City; these are important activities that would primarily be delivered through external partners)

Committee input and discussions are provided on the following pages, organized by the 11 major strategy groups provided in the draft Action Plan outline.

MARKETING, GENERAL

- Local college is a strong asset for the City – need to make this known. Contributes to a high quality of life (QOL). E.g., college recently developed a multi-purposed stadium w/ many uses beyond primary Football uses.
- Regional identity as distinct from the overall Inland Empire (IE) region is important. In many respects, Menifee is ahead of the overall IE (e.g., by being lumped in w/ the overall IE, Menifee do not receive as favorable terms on performing loan issues)

INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES

- Reduce sales tax leakage should be a big focus – should be a heavy emphasis on a “shop locally” campaign”
- Major warehouse club retailer is missing from the City (new Costco opening in Murrieta, however)
- Certainty in the development process is important – one potential reason why the proposed Walmart has been delayed
- Some local businesses find it difficult to locate in the City (e.g., high rent, “Richie’s Diner” example). However, City can only do so much, as a new and growing community, to accommodate these tenants.

INDUSTRY TARGETING, EMPLOYERS

- Add **RTA** as partner Agency for third bullet point action item, *“Incorporate consideration of how expanded use of autonomous vehicles.....”*
- Infrastructure improvements need to be in place before successfully targeting some employers
- Work with local colleges on attracting target industry sectors

EXISTING-BUSINESS RETENTION AND EXPANSION

- Murrieta’s Chamber of Commerce (COC) “Walkabout” program is an effective program
 - City/COC is starting to implement a similar program
- COC should be a partner for many of these action items
- Should be an internal focus (w/ an emphasis on communication) of City leaders

ENTREPRENEURIAL DEVELOPMENT

- Add EDC as partner for the following action item: *“As appropriate, investigate options for establishing incubator and/or business accelerator facilities in Meniffee, working with partners.”*
 - EDC is currently working on incubator system w/ the goal of integrating to various cities’ local ED program

WORKFORCE DEVELOPMENT

- EDC currently working on “Future of Work” initiative (<https://edcswca.com/future-of-work/>)
 - Starting in April 2019
 - Final document prepared in October 2019
 - Will address lag between employers needs and colleges’ programs to meet these needs
- State of Georgia offers are a good example of technical colleges working with the private sector on WD initiatives. “Quick Start” program. (<https://www.georgiaquickstart.org/>)
- Separate WDC = Riverside County Workforce Development Center and Workforce Development Board (<http://rivcoworkforce.com/WDB/WorkforceDevelopmentBoard.aspx>)

REAL ESTATE DEVELOPMENT AND REVITALIZATION/REDEVELOPMENT

- City Culture is critical – top-down from the City Council
 - Need effective, consistent message from Council that Menifee wants to attract development and new businesses
 - Example of recent project that was pulled out due to underground utility condition
 - 2nd bullet: *“Establish an outreach program to real estate developers active in Menifee and the region to directly promote the community and assess interests and receive feedback concerning development prospects.”* Word-of-mouth is crucial here.
 - Perception is key, whether entirely true or not
 - Development-friendly reputation needs to be established (e.g., Murrieta learned the hard way – took a long time to repair reputation. City missed out on Golden Triangle development opportunity)
(<https://www.sandiegouniontribune.com/sdut-murrieta-university-golden-triangle-development-2011apr06-story.html>)

DEVELOPMENT STREAMLINING

- Make it clear which projects qualify for “fast-track” approval
- Existing ED subcommittee not utilized effectively

PLACEMAKING

- Some feedback that this potentially should be a higher priority
 - 2018 National League of Cities report of local ED focused on *Placemaking* efforts (<https://www.nlc.org/article/2018-state-of-the-cities-report-from-nlc-economic-growth-infrastructure-top-issues-for>)
 - Thousand Oaks Downtown example
 - Important for a sustainable ED plan
- Advantage for Menifee is ample availability of vacant land to incorporate some placemaking efforts as new development comes to the City
- Maybe should be classified as “longer-term” as opposed to lower priority
- City is starting this discussion by moving beyond “minimum standards” development”
 - City is starting this process
 - More fleshed out in next General Plan
 - However, City has to be careful in this respect
 - Don’t want subjectivity in development approvals
 - Don’t want project-by-project variation
 - Might need various Specific Plans for these efforts, so goals and guidelines are clear to the development community
- Good opportunity for City to differentiate itself among other cities in the IE region
- Events are important as part of placemaking efforts – City has created 3 or 4 new successful events
- Important to remember “quality over quantity” in placemaking efforts

INFRASTRUCTURE DEVELOPMENT COORDINATION

[Not discussed during Committee meeting; addressed in separate meetings with City staff and City Council on February 28, 2019.]

QUALITY OF LIFE ENHANCEMENTS

- Need for more upscale housing is acknowledged, but it was mentioned that this would likely follow the attraction of higher-paying jobs to the City
- Instead of goal of “attracting” new higher end housing to the City, maybe “supporting” the conditions which would create demand for this housing type would be more appropriate
- Land Use-Zoning mismatches – e.g., Scott Rd would be ideal for additional commercial development, but much of it is zoned for Rural Residential
- City should focus on ED efforts first – this will then lead to improved QOL
- Big picture is important: Region has tons of potential and this message needs to get out.
- Clearly communicate/express benefits of region; things the region can build on
- Develop an effective vision statement right up front in the plan