

# **Comprehensive Economic Development Strategy (CEDS)**

# **MENIFEE**

**City of Menifee:**  
Designed with  
Purpose. Destined  
for Prosperity.



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# CEDS Leadership and Development Team

## MENIFEE CITY LEADERSHIP



**Ricky Estrada,**  
Mayor



**Bob Karwin,**  
Mayor Pro Tem,  
District 1



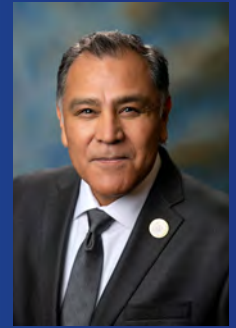
**Ben Diederich,**  
Councilmember,  
District 2



**Dan Temple,**  
Councilmember,  
District 3



**Dean Deines,**  
Councilmember,  
District 4



**Armando G. Villa,**  
City Manager

## CEDS COMMITTEE

The following CEDS Committee informed the development of Menifee's Strategy:

| Name                       | Affiliation                                          | Name                   | Affiliation                                                                 |
|----------------------------|------------------------------------------------------|------------------------|-----------------------------------------------------------------------------|
| <b>Bryan Jones</b>         | City of Menifee<br>Assistant City Manager            | <b>Connie Stopher</b>  | Southern California Wine<br>Country Economic Development<br>Coalition (SWR) |
| <b>Kayla Charters</b>      | City of Menifee<br>Economic Development<br>Director  | <b>Kimberly Wright</b> | Riverside County<br>Economic Development Manager                            |
| <b>Orlando Hernandez</b>   | City of Menifee<br>Community Development<br>Director | <b>Evelyn Rodas</b>    | Riverside County Workforce<br>Development                                   |
| <b>Nick Fidler</b>         | City of Menifee<br>Public Works Director             | <b>Jason Tang</b>      | Riverside County Workforce<br>Development                                   |
| <b>Mariana Mitchell</b>    | City of Menifee<br>Community Services Director       | <b>Karla Gonzalez</b>  | Inland Empire Small Business<br>Development Center (SBDC)                   |
| <b>Michelle Sarkissian</b> | City of Menifee<br>Chief Information Officer         | <b>Roger Shultz</b>    | Mt. San Jacinto College (MSJC)<br>Superintendent/President                  |
| <b>Phil Derner</b>         | Measure DD Oversight Member                          | <b>Vincent Garrett</b> | Kaiser Permanente<br>Department Administrator                               |
| <b>Tierra Trembley</b>     | Parks, Recreation, &<br>Trails Commission            | <b>Adam Molnar</b>     | Hamann Property Management                                                  |
| <b>Katie Luna</b>          | Menifee Valley Chamber of<br>Commerce                | <b>Eric True</b>       | Digital Dental Leaders<br>CEO                                               |

# Executive Summary

**The development of this Comprehensive Economic Development Strategy (CEDS) stems from Menifee's commitment to shaping its future through economic innovation, strategic investment, and enhanced prosperity.**

Menifee has grown into a desirable community for families, veterans, seniors, and young professionals drawn by its safe environment, housing attainability, family-oriented atmosphere, and convenient access to the broader Southern California region playground. From its humble beginnings and rich history in mining and farming, to one of the state's first Del Webb senior communities "Sun City" in the sixties, to a suburban bedroom community, this region continues to evolve and elevate from an economic development perspective. This plan dives into what's next to continue to elevate! As growth continues, Menifee is committed to guiding investment thoughtfully with a balanced approach by leveraging resources that create long term prosperity by designing unique places for people and businesses to connect and thrive.

The CEDS process brings focus to Menifee's priorities and serves as a guide for advancement through targeted industry attraction, intentional investment, and placemaking that promotes a unique and unified Menifee. The CEDS identifies opportunities to increase the value and revenue potential of land, buildings, and developments, attract needed and desired services, and diversify the City's housing and building types to strengthen long-term economic resilience.

This CEDS was shaped through vast engagement with the local community and collaboration with City leaders and regional partners. Input from residents, local business owners, economic development coalitions, and business development organizations brought forth the following vision:



**Building a City  
for tomorrow,  
TODAY!**

*Menifee will be a thriving city where residents have opportunities to live and work locally, supported by mortgage-paying jobs, diverse industries and local businesses, and a full range of dining, entertainment, and recreation options that enhance quality of life and advance Menifee's identity as a desirable and distinguished and prosperous destination city.*

Input was gathered through a series of interviews and community workshops held both virtually and in person, offered in English and Spanish. Participants identified Menifee's strengths and shared ideas for improving daily life. They discussed the industries, businesses, and careers they would like to see, both as residents and members of the local workforce. Participants and local leaders also discussed external challenges and ways to build Menifee's long-term resilience. These discussions and shared perspectives shaped the SWOT analysis, goals, objectives, and Strategic Direction and Action Plan.

Ample community engagement, combined with thoughtful data analysis resulted in a CEDS process that led to seven interconnected goals. These goals reflect a place-based, people-centered approach to growth that prioritizes a connected community, value creation, long-term fiscal health, and a resilient local economy. Each goal is supported by objectives, actionable implementation steps, performance measures, and identified partnerships, which are presented in detail in the Strategic Direction and Action Plan section of the CEDS. The goals and supporting actions of the Action Plan are summarized below.

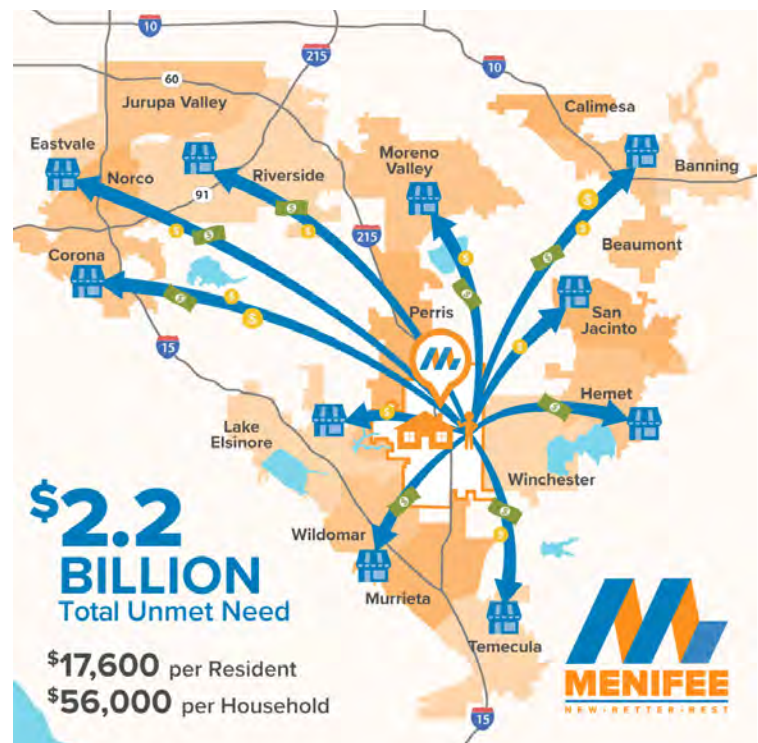
### Build identity through placemaking and strategic development.

Menifee will build and strengthen its identity by intentionally creating distinct destinations where people, businesses, and activity come together. Concentrating development within designated corridors and districts creates places that elevate the experience of living in the City, generate higher economic value, and support fiscal sustainability. Mixed-use environments, destination-oriented commercial areas, and activated public spaces are at the heart of placemaking in Menifee and the city's continued strategic development. Implementation and actions are further expanded in later sections and include leveraging existing community assets and prioritizing development that advance placemaking and prosperity. Performance measures include tracking new development square footage in target Economic Development Corridors, with partnerships that include local developers, property owners, and the Menifee Valley Chamber of Commerce.

### Expand local dining and entertainment.

As identified by the local community, Menifee should expand local dining and entertainment options that offer more choices and create places for people to gather and engage locally. Strengthening these offerings helps shape destinations that support daily life, social connection, and community identity. Additionally, expanding local choices allows Menifee to capture resident spending that currently leaves the City. A sales leakage and unmet need report identified approximately \$2.2 billion in annual leakage, representing an opportunity to redirect spending occurring outside of Menifee back into the community, supporting an estimated \$22 million in General Fund and Measure DD revenues. Implementation actions include site marketing, developer coordination, and recruitment efforts that prioritize attracting distinctive operators that promote building identity and creating an appealing mix of local establishments and select regional or national brands. Menifee will offer choices that are inclusive of its community, supporting diverse needs, lifestyles, and stages of life.

Figure 1: Sales Leakage and Unmet Need



## Grow local, mortgage-paying jobs.

Expanding access to local, mortgage-paying jobs reflects the community's desire for Menifee to provide residents with access to lucrative careers and long-term financial prosperity close to home. Opportunities to live and work locally can reduce long commutes, strengthen household financial stability, and allow people to spend more time engaged in their community. Menifee's goal of growing employment in well-paid, emerging industries that support the ability for homeownership, reduce cost burdens, and promote household financial vitality also supports Menifee's broader economic resilience. Actions focus on attracting employers, offices, and expanding firms that align with the City's long-term vision. Success means creating an economy where people at different stages of life can find valuable careers locally, grow professionally, and participate fully in Menifee's future.

## Expand office and commercial space.

Menifee's goal is to increase availability of move-in ready office and commercial space, which supports Menifee's ability to attract employers, grow local jobs, and strengthen the City's economic base. Strategically locating office and commercial development near civic, healthcare, education, and mixed-use centers helps concentrate activity, improve land efficiency, and generate higher, long-term economic value. Actions support promoting mixed-use development, integrated parking, and development styles that maximize revenue per acre and integration with other local vibrant spaces. Implementation efforts focus on site readiness and leveraging current anchors and assets, with performance measures tracking new space delivery, occupancy, and investment activity over time.

## Build on Menifee's skilled workforce.

Menifee's workforce is already one of its strongest assets, with residents employed across a wide range of professional, technical, and skilled occupations. Menifee's goal is to build on this local strength and expand pathways between education, training, and local employment to allow residents to build advantageous careers without leaving the community. Partnership opportunities identified include local colleges, training providers, and regional economic development coalitions to support access to certifications, apprenticeships, and opportunities aligned with target industries. Menifee aims to achieve increases in median household incomes and employment growth in targeted sectors.



*New office space attracts investment  
in surrounding retail and helps  
with our long-term vision.*

## Invest in strategic infrastructure for economic development.

Menifee's goal to invest in strategic infrastructure for economic development is rooted in a vision of long-term community well-being, including increased mobility choices and connectivity. Actions focus on transportation improvements, utility upgrades, and public facilities that support sustainable and connected development. Implementation emphasizes coordinating funding sources, leveraging partnerships, and aligning infrastructure delivery with development activity, with performance measures tracking project completion, investment levels, and improvements in access and mobility.

## Advance a business-friendly and entrepreneurial community.

Menifee will advance a business environment that supports innovation, investment, and the long-term growth of entrepreneurs and local businesses. Training, workshops, and entrepreneurship programs will expand access to practical skills, mentorship, and resources that support small business growth and new business formation. Partnerships with regional and state business support organizations extend the reach of these efforts and connect local entrepreneurs to broader networks and expertise. Progress is tracked through business participation, program outcomes, and ongoing feedback that allows Menifee's business support systems to continuously evolve alongside the needs of its business community.

The goals and objectives are further detailed in the Strategic Direction and Action Plan. The goals are supported by objectives, an action and implementation plan, and performance metrics detailed in later sections. This CEDS also identifies partnerships with organizations such as the Menifee Valley Chamber of Commerce, SBDC, and Riverside County agencies to expand collaboration and unite efforts across the region. Strengthening these relationships promotes the efficient use of resources to advance both unique local goals and shared regional economic goals.

These seven, interconnected goals form the basis of the Strategic Direction and Action Plan and are grounded in insights gathered through extensive community and stakeholder outreach and paired with economic research from reliable data sources. Input from the community and regional partners was integrated alongside demographic, housing, labor market, and industry data to identify Menifee's opportunities, challenges, and areas of strategic focus.



Each individual section in the CEDS, as well as the accompanying data analytics, is instrumental in understanding and unveiling, Menifee's current conditions, the analytical foundation behind each goal, key insights and perspectives captured through the engagement process, and collectively result in producing a visionary strategy. The individual CEDS sections are briefly summarized as follows:

- **Summary Background:** Explores Menifee's current conditions and starting point through an examination of data including, population and demographic trends, housing characteristics, income and workforce data, and existing and emerging industries.
- **SWOT Analysis:** Synthesizes local input and economic research to identify local strengths, weaknesses, opportunities, and threats, and informs strategic actions and resources the City can leverage in pursuit of these initiatives.
- **Community and Stakeholder Engagement:** Describes the outreach process and how resident, business, and stakeholder input and perspectives directly informed the goals, objectives, and actions.
- **Strategic Direction and Action Plan:** Translates community priorities and data findings into implementable actions that are responsive to the needs and opportunities of its community, identifies partnerships the City can cultivate or expand to achieve its goals, and establishes performance measures to ensure progress is monitored and continued.
- **Evaluation Framework:** Presents select metrics to measure progress and goal implementation and ensure accountability, transparency, and informed-decision making.
- **Economic Resilience,** which discusses Menifee's approach to prepare for, anticipate, respond to, and recover from economic disruptions and position its community for economic sustainability.

Together, these components form a cohesive strategy that connects data, community input and priorities, and active implementation. The CEDS creates a defined path the City can pursue to focus investments and support development that creates long term returns, promotes continued innovation, and strengthens fiscal health.



*The CEDS also identifies potential funding sources and opportunities to integrate funding from local, regional, state, and federal sources for infrastructure, placemaking, and workforce projects. A specific project list is included along with the goal of investing in strategic infrastructure for economic development.*

# Summary Background

## UNDERSTANDING MENIFEE TODAY

### POPULATION AND DEMOGRAPHICS: GROWTH THAT SETS MENIFEE APART

From a population lens, Menifee stands out from its neighboring cities due its rapid and continual growth over the last decade positioning Menifee to be the largest population in Southwest Riverside County. This expansion influences Menifee's current economic landscape and inspires a closer look at what drives Menifee's appeal and strengths. Growth in a city also spotlights the importance of preparation and strategic planning. As residents settle in and call Menifee home, the City must align and balance job growth, infrastructure investment, retail and restaurants, community services, and quality of life with the needs and demands of its expanding community.

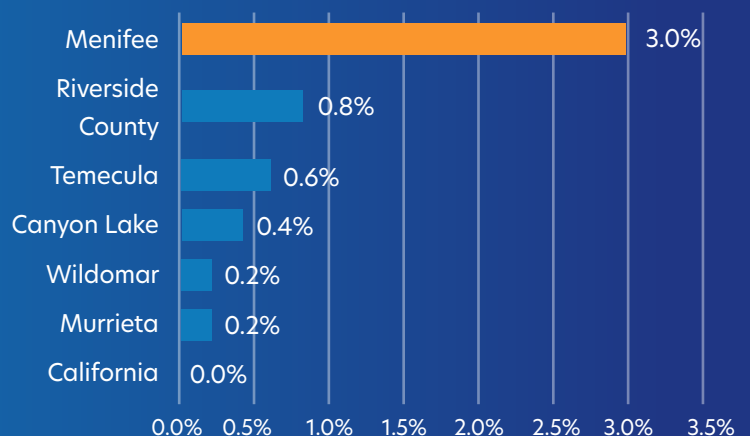
When Menifee incorporated in 2008, the City was home to roughly 50,000 residents. Today, based on 2024 U.S. Census data, Menifee is home to approximately 116,246 residents. The City grew at an average annual rate of 3.0% between 2020 and 2024. Over the past decade, Menifee's population grew more than 30%. Figure 3 displays a summary of Menifee's population statistics.

Figure 2: Population Snapshot



Menifee is one of the fastest-growing cities in the region and significantly outpaced growth in neighboring cities and in both Riverside County and California from 2020 to 2024. This data reinforces Menifee's distinct draw among various population sectors. Figure 2 compares Menifee's 2020-2024 population annual growth rate to that of neighboring cities, Riverside County, and the state.

Figure 3: 2020-2024 Population Growth Rate



Source: Esri ArcGIS Business Analyst

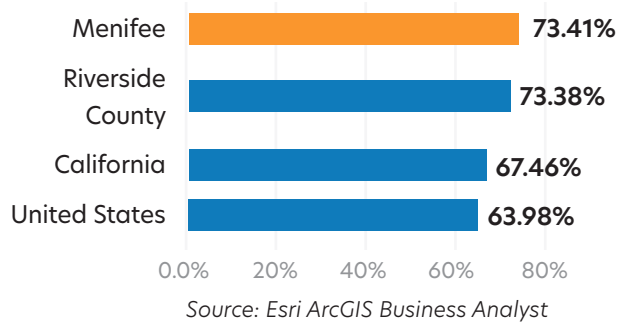
During community outreach, residents cited Menifee's family-oriented environment and welcoming community among the top reasons they enjoy living in the city. According to Esri 2024 data, about 73.4% of Menifee's households are family households. The U.S. Census Bureau defines a family household as a household in which residents are related, including married couples, families with children, and other family members, such as siblings, living together. According to U.S. Census data obtained through the American Community Survey (2018–2022), about 38% of all Menifee households are family households with children. Another 31% are married-couple households without children, and roughly 7% are other types of family households, including extended family arrangements.

Menifee's share of family households is similar to the overall share of family households in Riverside County and is above California's 67.5 percent and the nation's 64.0 percent. These numbers reinforce the city's appeal as a family-oriented community. Residents consistently cite quality of life, safety, and a family-friendly atmosphere as key reasons they choose to live in Menifee.

At the same time, stakeholder engagement and CEDS Committee discussions expressed interest in

appealing to and supporting a wider range of age groups, including better attracting and retaining a younger workforce. Participants discussed the importance of creating conditions that allow recent graduates and early-career professionals to live and work in Menifee. Several goals in the CEDS are designed to respond to this need and create pathways toward a more age-diverse and economically resilient community. As the average age of first-time homebuyers rises, Menifee aims to provide housing and places that attract residents earlier in their career trajectories. Expanding housing types, housing diversity of size and for rent, and building diversity can help support this objective. Figure 4 shows a comparison of family households in the region, state, and nation.

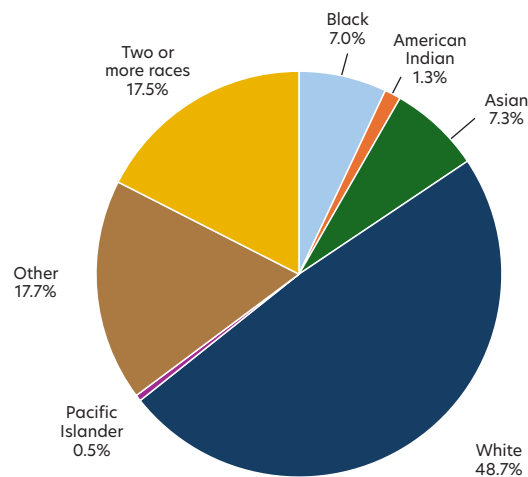
Figure 4: Percentage of Family Households



From a demographic perspective, Menifee is home to residents of various backgrounds. The city's population reflects a wide range of cultural traditions and perspectives, with a diversity index score of 84. The index score, as defined by demographic research institutions, represents the probability that two randomly selected residents will be of different racial or ethnic backgrounds. Menifee's score of 84 means there is an 84% chance of such a difference. Figure 5 shows the demographic breakdown of Menifee's population, based on 2024 Esri data.

As shown in the chart, the population reports their race as follows: 48.7% White, 17.7% classified as "Other," 17.5% two or more races, 7.3% Asian, 7.0% Black or African American, 1.3% American Indian, and 0.5% Pacific Islander. The "Other" category often includes individuals who do not identify with standard racial categories.

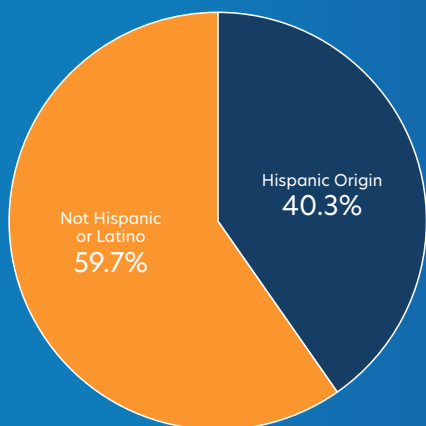
Figure 5: Population Demographic Breakdown



## Hispanic or Latin Origin

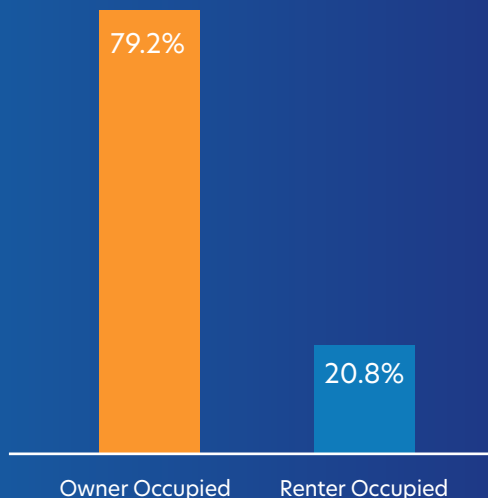
Hispanic or Latino origin is reported separately from race and accounts for 40.3% of Menifee's population. Because individuals of Hispanic or Latino origin may identify with several races, this group overlaps across the categories shown in Figure 5. Figure 6 displays the share of Menifee's population by Hispanic or Latino origin.

Figure 6: Share of Population by Hispanic or Latino Origin



Source: Esri, ArcGIS Business Analyst

Figure 7: Share of Owner-Occupied versus Renter Occupied Housing Units



Source: U.S. Census, 2024 American Community Survey

## HOUSING: ACCESS TO HOMEOWNERSHIP AND HOUSING AFFORDABILITY

### Homeownership in Menifee and the Region

Access to homeownership remains an important characteristic of Menifee's housing market and a factor that continues to differentiate the City within Southern California. Homeownership is less attainable in many parts of Southern California, positioning Menifee as a community where ownership opportunities remain comparatively more accessible. Figure 7 shows the breakdown of owner-occupied housing units versus renter occupied housing units in 2024.

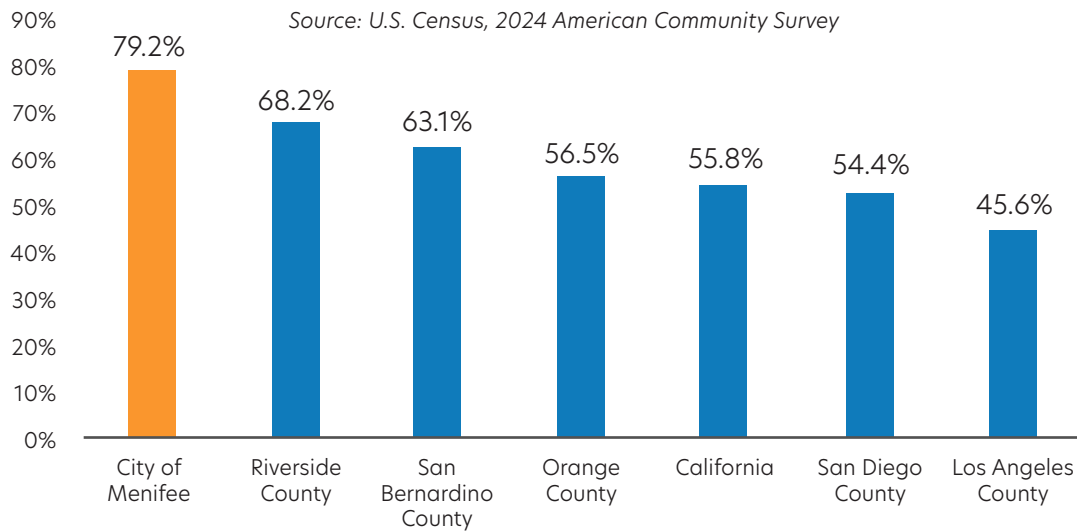
Per 2024 U.S. Census data, approximately 79.2% of Menifee's housing units were owner-occupied, while about 20.8% were renter occupied. This ownership share is notably higher than the statewide rate of approximately 55.8% and the rates of nearby counties.

Menifee's ownership rate of 79.2% contrasts with the lower rates of nearby counties such as Orange County, Los Angeles, and San Diego, where cost and limited inventory has made homeownership less attainable. Figure 8 provides a comparison of homeownership rates in nearby counties and the state.

The Inland Empire generally demonstrates stronger homeownership trends than the coastal counties, with Riverside County at 68.2% and San Bernardino County at 63.1%. This pattern reflects the region's continued role in offering relatively greater access to homeownership within Southern California. Within this context, Menifee's homeownership rate of 79.2% indicates a comparatively strong ownership presence that aligns with community feedback on the City's relative affordability and access to homeownership. As Menifee continues to grow, this is a strength the community desires to maintain, while expanding housing options that support a wider range of ages, household types, and pathways to homeownership over time.

**Figure 8: Homeownership Rate Comparison**

Source: U.S. Census, 2024 American Community Survey



*As Menifee continues to grow, this is a strength the community desires to maintain, while expanding housing options that support a wider range of ages, household types, and pathways to homeownership over time.*



## HOUSING DIVERSITY AND HOUSING PRODUCT BALANCE

Menifee's housing stock has historically been oriented toward larger, single-family homes. Approximately 70% of housing units are three bedrooms or larger, while studios and one-bedroom units account for about 5% of the total housing supply.

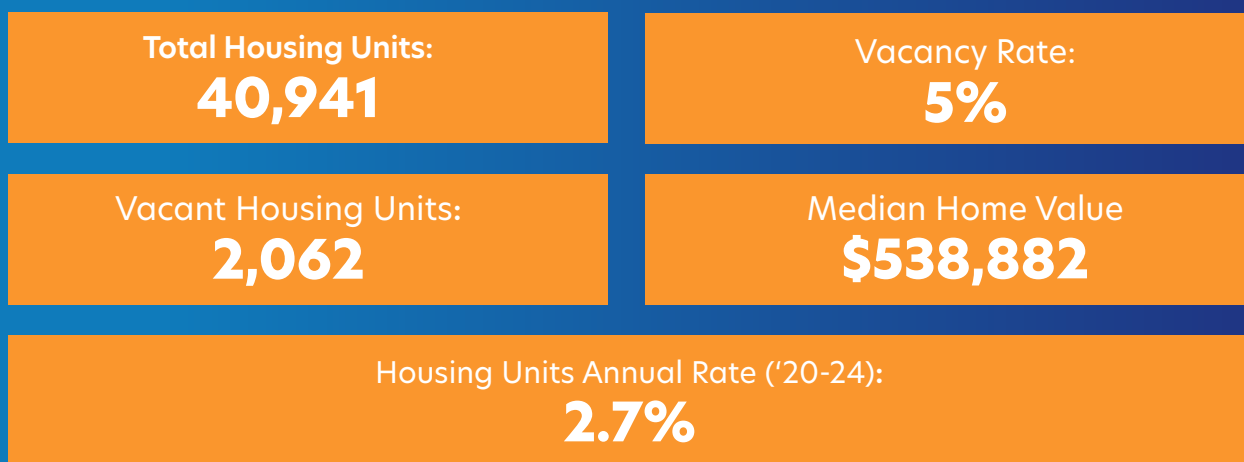
Stakeholder engagement and CEDS Committee discussions revealed an interest in Menifee better appealing to, and supporting, a younger generation of residents, including recent graduates and early-career professionals. Housing diversity and affordability play an important role in attracting and retaining a younger workforce and in providing pathways for residents to remain in Menifee and fulfill their housing needs.

Expanding the range of housing types, including townhomes, condominiums, and multi-family units, can help address diverse economic and lifestyle needs and support a broader mix of household types that have greater appeal to a broad age spectrum. A more balanced housing product creates opportunities for increased connectivity, adaptability, and concentration of residents near jobs, services, and amenities.

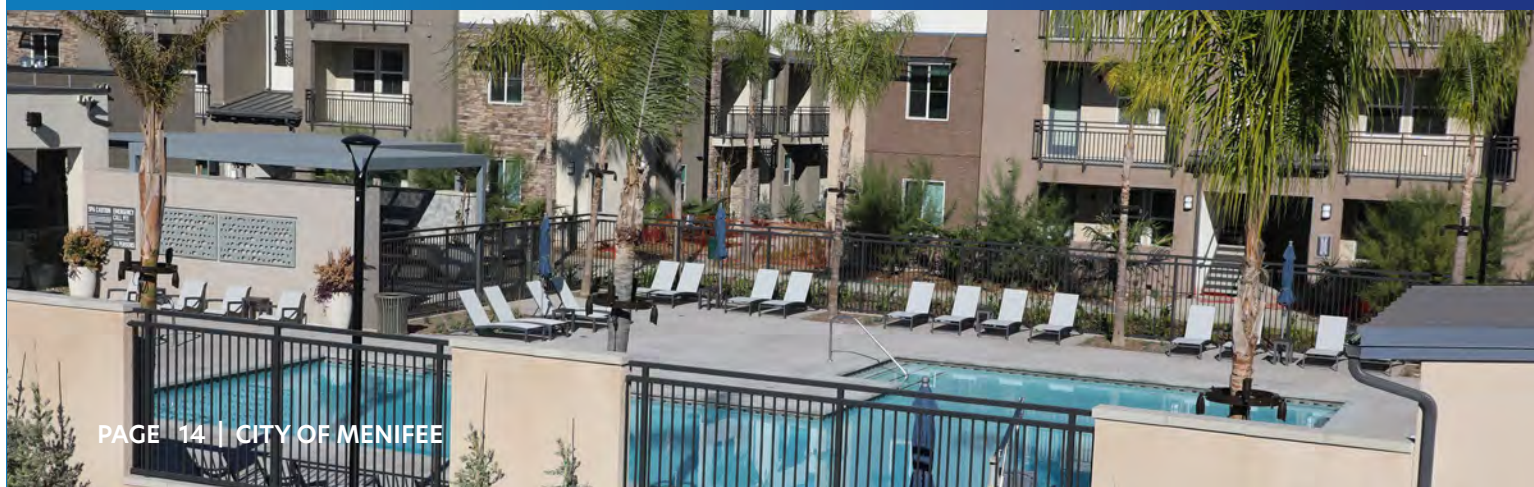
## HOUSING UNITS AND HOUSING AFFORDABILITY

According to 2024 U.S. Census data, Menifee contained approximately 40,941 total housing units. The housing supply grew at an average annual rate of 2.7% between 2020 and 2024, keeping pace with the population growth rate of 3.0%. As of 2024, there were about 2,062 units vacant, representing a vacancy rate of roughly 5%. Figure 9 displays Menifee's housing units, annual rate, vacancy rate, and median home value.

Figure 9: Housing Statistics



Source: Esri, ArcGIS Business Analyst. U.S. Census



The median 2024 home value is \$538,882 in Menifee. This is comparable to the median home value in Riverside County and lower than the California state median home value and coastal Southern California regions. This data contextualizes Menifee’s relative affordability within the broader state housing market, which remains one of the most expensive in the nation.

Despite a comparative advantage in housing affordability, 53.9% of renter households in Menifee are considered rent burdened. The U.S. Census Bureau defines rent-burdened households as those spending 30% or more of their income on rent and utilities. Riverside County has a similar rate of 55.2% and the California state average is 51.6%. The city, county, and state all have higher rent-burdened rates than the national level.

Housing cost burdens also affect homeowners in addition to renter households. According to American Community Survey data, approximately 32% of owner-occupied households with a mortgage in Menifee spend 30% or more of their income on housing costs. While Menifee offers comparatively greater access to homeownership and relatively more attainable home values, the city and the broader Inland Empire are affected by California’s high housing costs, which continue to challenge affordability for households.

Overall, Menifee’s housing market reflects a combination of relative access to homeownership and an evolving set of needs. The City continues to offer greater access to homeownership than much of Southern California, a characteristic residents value and seek to preserve. At the same time, housing cost burdens among renters and homeowners reflect affordability challenges shaped by statewide market conditions and there is a need for greater housing diversity. Continuing to expand and diversify the housing stock to include townhomes, apartments, duplexes, condominiums, and multi-family housing will help maintain homeownership accessibility and affordability over time.

## HOUSEHOLD INCOME AND EDUCATIONAL ATTAINMENT

Per U.S. Census data, 24.8% of Menifee adults hold a bachelor’s degree or higher. This rate falls below the California rate of approximately 37.5% of adults holding a bachelor’s degree or higher. Menifee residents have higher shares of associate’s degrees and some college without a degree than California overall, suggesting many adults have pursued higher education or technical training even if they have not completed a four-year program. Figure 10 shows educational attainment by category for adults ages 25 to 64.

Figure 10: Educational Attainment Percentages in Menifee and California

| Educational Attainment  | Menifee | California |
|-------------------------|---------|------------|
| No High School Diploma  | 10.1%   | 14.6%      |
| High School Graduate    | 24.9%   | 20.5%      |
| Some College, No Degree | 28.3%   | 19.7%      |
| Associate’s Degree      | 11.9%   | 7.8%       |
| Bachelor’s Degree       | 16.8%   | 23.5%      |
| Postgraduate Degree     | 8.0%    | 14.0%      |

Source: JobsEQ by Chmura Economics & Analytics, U.S. Census

Menifee’s median household income is estimated at \$96,230, placing it just below the California median household income of \$97,646 and above the Riverside County median of \$89,700, per 2024 Esri data. The city’s projected 2025-2030 median household income growth rate of 2.4% is comparable to 2.3% for both Riverside County and the state. Menifee resident wages are growing at comparable rates to the state and County. Figure 10 displays the median household income and household income growth rates for each area.

While median household incomes in Menifee are keeping pace with Riverside County and the state, many residents commute outside of Menifee for work to seek high-paying jobs. Input from the community emphasized the need to attract higher-wage, mortgage-paying employment opportunities within the city.

Figure 11: Income and Growth Rate in Menifee, Riverside County and California

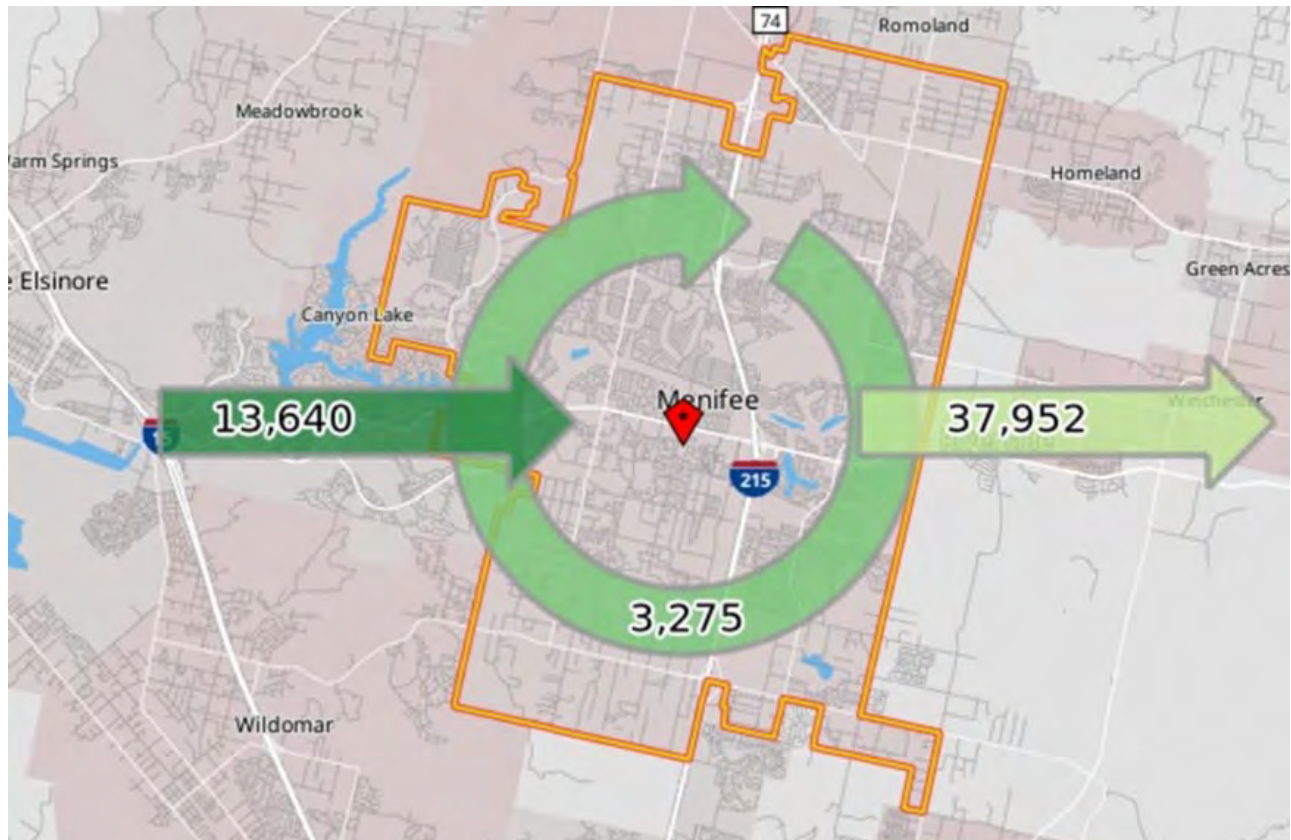
|                                       | Menifee   | Riverside County | California |
|---------------------------------------|-----------|------------------|------------|
| Average Household Income              | \$118,097 | \$118,925        | \$139,308  |
| Median Household Income               | \$96,230  | \$89,700         | \$97,646   |
| Median Income Growth Rate (2025-2030) | 2.4%      | 2.3%             | 2.3%       |

Source: Esri, ArcGIS Business Analyst. U.S. Census

WORKFORCE COMMUTE DATA

Menifee’s labor force is largely employed outside of the city. Approximately 93% of employed residents work outside of Menifee, confirming input from community members and local leaders that residents often leave the city for work opportunities. This pattern is not unusual in Riverside County, where other nearby cities have between 75% and 96% of employed residents working elsewhere. While it is a regional issue, Menifee is interested in strengthening its local employment base and attracting mortgage-paying jobs within the city. The goal of attracting more local, mortgage-paying jobs is explored in more detail in the Strategic Direction and Action Plan section the CEDS. The figure below from an analysis by the Western Riverside Council of Governments (“WRCOG”) shows the inflow and outflow of jobs, with approximately 38,000 residents leaving the city for work.

Figure 12: Inflow and Outflow of Jobs in the City



Source: Western Riverside Council of Governments

Commute times are relatively high in Menifee. Per U.S. Census data, the average commute time for Menifee residents is approximately 42.5 minutes, while the California state average is approximately 29 minutes. The longer travel times reinforce community feedback specific to the need for more local, well-paying job opportunities that allow residents to work closer to home. Figure 13 summarizes select workforce statistics, such as average commute times and the labor force participation rate, which refers to the percentage of working-age population (16+) that is either employed or actively looking for work.

Figure 13: Workforce Statistics - Commute Time and Residents Working Outside of Menifee

|                                           |       |
|-------------------------------------------|-------|
| Menifee Average Commute Time (minutes)    | 42.5  |
| California Average Commute Time (minutes) | 29.0  |
| Residents Working Outside of Menifee      | 93.0% |
| Menifee Labor Force Participation Rate    | 55.5% |

Source: Esri, ArcGIS Business Analytics, U.S. Census

## CURRENT AND EMERGING INDUSTRIES AND SECTORS

Given that most Menifee residents commute outside the city for work, it is important to understand the industries in which they are employed. The leading industries employing Menifee residents include retail trade, health care and social assistance, educational services, construction, and manufacturing. Data from the U.S. Census and the Riverside County Office of Economic Development captures the industries where residents work, regardless of whether those jobs are located within or beyond the city's boundaries. Figure 14 shows the top ten industries employing Menifee residents in 2024.

A greater number of Menifee residents work in healthcare, education, public administration, construction, and professional, scientific, and technical services than there are available, local jobs in those fields. This creates a strong potential for targeted industry attraction within city limits. Residents leave the city for these employment opportunities, demonstrating that Menifee already has a skilled workforce in these sectors. With targeted industry attraction, Menifee can further strengthen its labor pool and focus on expanding opportunities in higher-paying industries.

Figure 14: Top Industries Employing Menifee Residents

| Industry                      | # Employed | Percentage |
|-------------------------------|------------|------------|
| Retail Trade                  | 5,837      | 12.1%      |
| Health Care/Social Assistance | 5,824      | 12.0%      |
| Educational Services          | 4,978      | 10.3%      |
| Construction                  | 4,830      | 10.0%      |
| Manufacturing                 | 3,397      | 7.0%       |
| Accommodation/Food Services   | 3,161      | 6.5%       |
| Public Sector and Services    | 3,012      | 6.2%       |
| Transportation/Warehousing    | 2,763      | 5.7%       |
| Professional/Scientific/Tech  | 2,680      | 5.5%       |
| Arts/Entertainment/Recreation | 2,317      | 4.8%       |

Source: JobsEQ by Chmura Economics & Analytics, U.S. Census

As demonstrated in future industry projections, several industries in Menifee are projected to experience steady job growth. Among these, professional, scientific, and technical services, health care and social assistance, real estate, and public administration industries stand out for their strong wage potential and opportunities for upward mobility within the field. This combination of job growth and competitive earnings offers promising areas for targeted industry attraction and workforce development. Figure 15 presents ten industries in Menifee ordered by projected annual growth rate.

**Figure 15: Top Industries by Projected Growth Rate**

| Industry                                                             | Projected Annual Growth Rate | Average Annual Wage (2024) |
|----------------------------------------------------------------------|------------------------------|----------------------------|
| Health Care and Social Assistance                                    | 2.4%                         | \$53,531                   |
| Arts, Entertainment and Recreation                                   | 1.8%                         | \$38,254                   |
| Transportation and Warehousing                                       | 1.6%                         | \$53,600                   |
| Professional, Scientific, and Technical Services                     | 1.6%                         | \$71,862                   |
| Other Services (except Public Admin) <sup>1</sup>                    | 1.5%                         | \$42,821                   |
| Accommodation/Food Services                                          | 1.4%                         | \$32,559                   |
| Construction                                                         | 1.4%                         | \$67,480                   |
| Administration and Support Waste Management and Remediation Services | 1.4%                         | \$44,819                   |
| Real Estate and Rental Leasing                                       | 1.3%                         | \$63,020                   |
| Public Administration                                                | 1.2%                         | \$88,179                   |

<sup>1</sup> Other Services includes repair and maintenance services, personal services, and civic and social organizations.  
Source: JobsEQ by Chmura Economics & Analytics, U.S. Census

*Professional, scientific, and technical services, health care and social assistance, real estate, and public administration industries stand out for their strong wage potential and opportunities for upward mobility within the field.*



## OCCUPATIONS AND WAGES IN RIVERSIDE COUNTY

In Riverside County as a whole, healthcare and knowledge-based occupations show the highest annual projected growth rates Countywide. The healthcare support occupations category has the highest projected annual growth rate at 2.8%, followed by healthcare practitioners and technical occupations, and community and social service occupations.

Occupations in healthcare, management, and the life, physical, and social sciences generally offer competitive wages and paths for career advancement. For instance, while healthcare support roles may offer lower starting wages, they often serve as entry points to higher-paying healthcare practitioner and technical positions. Examining Menifee's local employment base and the broader county context helps align education, workforce training, and business attraction efforts with sectors that provide higher-wage, mortgage-paying and long-term career opportunities.

Figure 16: Top Industries in Riverside County by Projected Annual Growth Rate

| Occupation                             | Projected Annual Growth Rate | Average Annual Wage (2024) |
|----------------------------------------|------------------------------|----------------------------|
| Healthcare Support                     | 2.8%                         | \$39,400                   |
| Healthcare Practitioners and Technical | 1.9%                         | \$124,200                  |
| Community and Social Service           | 1.9%                         | \$71,400                   |
| Computer and Mathematical              | 1.8%                         | \$109,800                  |
| Management                             | 1.7%                         | \$133,000                  |
| Life, Physical, and Social Science     | 1.7%                         | \$100,100                  |
| Business and Financial Operations      | 1.6%                         | \$87,300                   |
| Personal Care and Service              | 1.6%                         | \$44,300                   |
| Architecture and Engineering           | 1.6%                         | \$106,100                  |
| Transportation and Material Moving     | 1.5%                         | \$52,000                   |

Source: JobsEQ by Chmura Economics & Analytics, U.S. Census

## Declining Industries for Menifee

The agriculture, forestry, fishing, and hunting industries declined by 2.6% over the past five years in Menifee per data from the U.S. Census and the Riverside County Office of Economic Development. These industries are part of the agriculture and natural resources sector and make up a relatively small share of total employment in Menifee but remain part of the region's historical economic base. Common occupations include farmworkers, equipment operators, irrigation technicians, and grounds maintenance workers. Many of these jobs depend on seasonal demand and available farmland, which continue to shift as development expands across western Riverside County.

## Emerging Sectors for Menifee

Several sectors show strong potential for Menifee's job attraction and workforce development efforts. Healthcare is one of the city's largest employment sectors, a field where many residents already work, and a growing industry across Riverside County. The city also needs a medical hospital.

Professional, scientific, and technical services also present strong potential, with competitive wages and occupations such as engineers, accountants, and marketing specialists. These industries align with the City's goal to attract higher-wage and innovation-driven employment.

Additionally, incoming or new development can signal incoming emerging industries and opportunities. In Menifee, several new industrial buildings are currently under construction or recently completed entitlement, signaling industrial logistics and manufacturing, and distribution sectors as emerging, with associated careers in operations. New hotel development in Menifee also points to an anticipated increase in tourism, which could spur demand for tourism and hospitality related jobs. Menifee is positioned well to serve the Southern California Wine Region, outdoor activities, and ecotourism.

Per U.S. Census data, among graduates ages 29-35 in Menifee, nearly half hold degrees in science and engineering fields, suggesting an existing pipeline to meet the growing demand for healthcare and knowledge-based industries. An additional 16% possess business degrees, while 30% hold humanities degrees that often lead to careers in communication, education, and community-oriented roles. The distribution indicates a capable workforce well-positioned to meet evolving industry needs.

Menifee's existing participation in these fields demonstrates a skilled and adaptable workforce. This foundation positions the City to attract employers in healthcare, professional and technical services, and emerging knowledge-based industries such as life sciences and applied technology, supporting a higher-wage local economy for residents.



*Healthcare stands out as a prominent opportunity sector. It is one of the city's largest employment sectors, a field where many residents already work, and a growing industry across Riverside County.*

## INFRASTRUCTURE PROJECTS AND ECONOMIC INNOVATION ASSETS

The infrastructure projects and economic assets below present opportunities for integrated funding across local, regional, state, federal, and private partners. The initiatives involve various aspects of economic development, from improving connectivity and visibility to strengthening community identity and overall quality of life.

### Infrastructure Projects Related to Economic Development

#### **Garbani Rd & I-215 Interchange / Wickerd Overcrossing to provide local connectivity over the I-215**

The Garbani Road I-215 Interchange project will create new connections across I-215. Improvements at the Garbani Road and I-215 interchange include construction of an overhead structure over the I-215 connecting Garbani Road east to west and northbound and southbound onramps and offramps to I-215.

The project supports economic development by easing congestion and improving access between residential neighborhoods, commercial areas, and future development sites. It can enable new business activity along the I-215 corridor and support use of Menifee's 400 acres of land, a pivotal asset for future community and recreational offerings. The total estimated cost is \$61 million and is pending funding. This project can include the use of local, regional, state, and federal funds.

#### **Haun Corridor Parkway**

This project will create placemaking elements within districts along the Haun Corridor Parkway that is located within the Community Core Economic Development Corridor. The project supports placemaking efforts such as linear parks, water features, connecting trails, and enhancements that provide connectivity to each district along the Haun Corridor.

#### **McCall Blvd & I-215 Overpass / Interchange Project**

The McCall Boulevard Interchange Improvements include expanding the interchange, widening the street, and adding modern mobility features. The project is designed to expand the interchange's capacity to accommodate Menifee's growth and meet current and future traffic demand. The interchange serves as a primary access point for the surrounding community, including Sun City's commercial district and a major medical center. The project features include sidewalks, bike lanes, and electric vehicle lanes. The project is undergoing environmental studies and construction is targeted for future fiscal years pending funding.

## ECONOMIC INNOVATION ASSETS

### **Menifee's 398 Acres of Open Space**

In May 2025, Menifee acquired 398 acres in the Menifee Hills to preserve open space for current and future parks and recreation needs. The City intends for this area to remain permanent open space for hiking, biking, and ecotourism. The purchase advances the 2023 Parks Master Plan and the General Plan's Open Space and Conservation Element by expanding park access, extending trails, and protecting natural landforms. This investment enhances quality of life, supports recreation-based activity, and strengthens unique community identity. The City plans to pursue grant funding for future enhancements.



### Economic Development Corridors (EDCs)

Menifee's Economic Development Corridors are designated areas along the I-215 that concentrate commercial, office, and mixed-use activity to support long-term job growth and balanced land use. The City's General Plan identifies these corridors as the primary locations for new employment and business investment. The subareas include:

- **Community Core EDC** - a region focused on a concentration of people, place, prosperity and possibilities dedicated to mixed-use district development, with transit connection to San Jacinto College, Salt Creek and Paloma Wash Trails, supporting creation of a destination of places and trails, an active and thriving city center.
- **Northern Gateway EDC** - envisioned as an employment district with a concentration of business parks and industrial development with connections to transportation such as rail and I-215, allowing the City to host more local jobs.
- **McCall Boulevard EDC** - a commercial district with office space and retail, serving the medical center visitors and employees, and the adjacent residential area.
- **Newport Road** - a neighborhood-oriented commercial district, with a mix of retail and office space that is easily accessible to single family homes, catering to local job growth as well as expansion entertainment and dining.
- **Southern EDC** - designated to become the Innovation District, focused on business parks, and office use to attract large companies, technology, and healthcare industries.

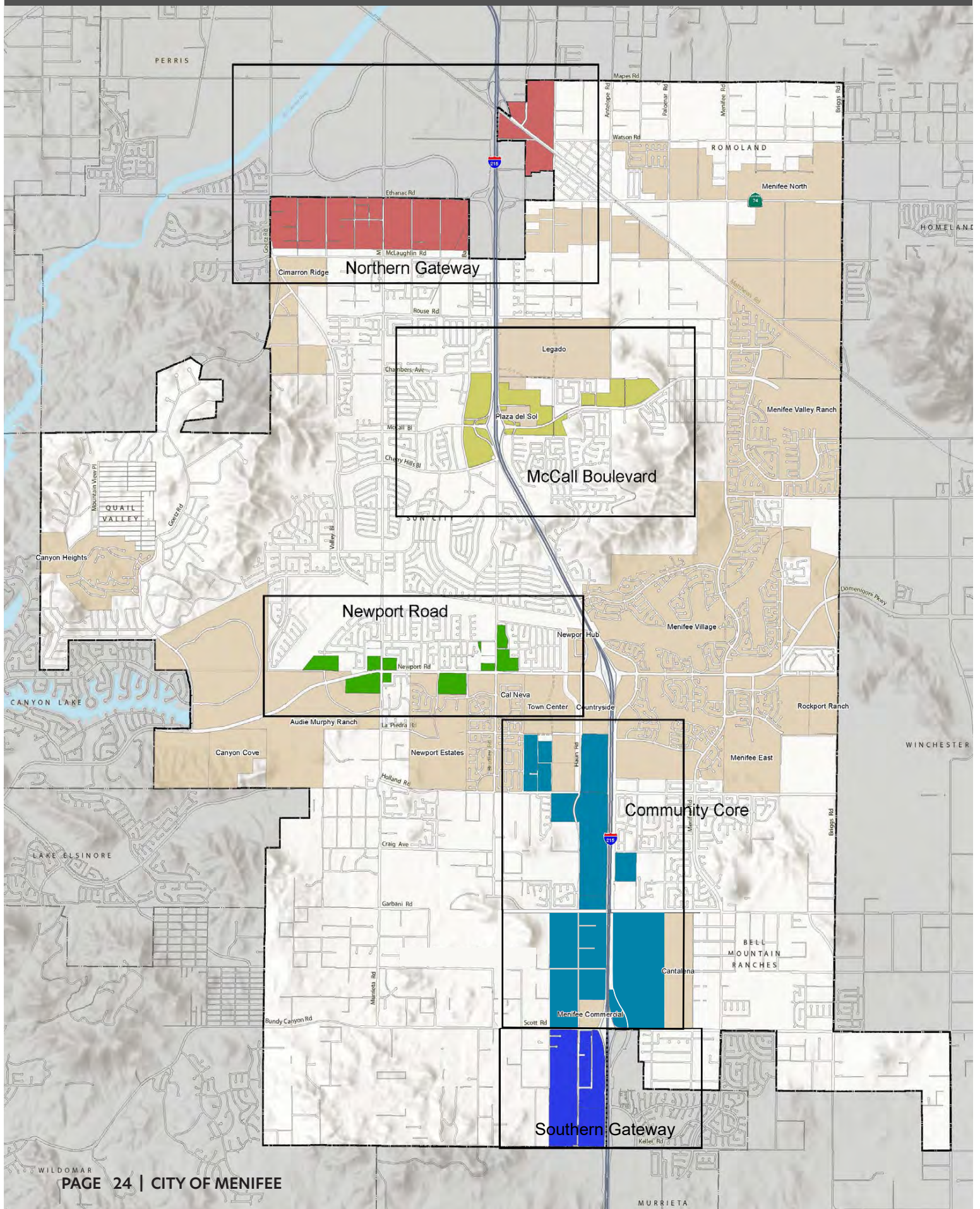
Each corridor serves a role in the City's economic framework. Continued infrastructure improvements within these corridors will enhance connectivity, visibility, and investment readiness.

### MENIFEE'S INNOVATION DISTRICT

Menifee is actively developing an Innovation District through a Specific Plan for a portion of the City's southern gateway area. The Innovation District area encompasses approximately 400 acres of land. The Innovation District builds on the Economic Development Corridor framework and adds a layer of detailed planning and design controls. This area creates additional network of districts where people can work love, play, dine, and be entertained.

The Plan proposes features such as business incubators, executive suites, and biotechnology, medical, and financial sectors that connects to the medical industry across the freeway and open space to the south. The Innovation District goals include increasing local employment, reducing sales tax leakage, shortening commutes, and providing more housing options. The area represents an ongoing opportunity for coordinated public and private investment that advance Menifee's economic development goals and cements Menifee as a destination of choice.

Figure 17: Economic Development Corridor Sub Areas



# SWOT Analysis

## STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The following SWOT analysis summarizes the strengths, weaknesses, opportunities, and threats influencing Menifee's community and economic landscape today. The City's Economic Development team developed the SWOT analysis based on economic research, review of planning, policy, infrastructure, and program documents, interviews with stakeholders and leadership, and community input conducted throughout the CEDS process.

### INTERNAL FACTORS: STRENGTHS AND WEAKNESSES

Community and stakeholder input revealed clear and recurring themes about Menifee's strengths. Residents and business leaders consistently pointed to safety, a family-oriented character, strong market potential that draws private investment, available land, and housing affordability as defining assets. Menifee's strategic location and freeway access can enhance its regional visibility and position the city for continued expansion. These strengths reinforce Menifee's emergence as a mixed-use, innovative and prosperous city with significant opportunity for future development and investment.

Menifee's current challenges, identified as weaknesses in the SWOT, include limited dining and entertainment destinations, a lack of commercial retail businesses, a lack of local job opportunities, a lack of housing diversity, a shortage of office and commercial space to accommodate businesses with expansion needs, and investment in infrastructure that has an economic development return on investment.

The identified challenges have been a central focus of Menifee's recent economic development efforts. The City has expanded outreach to developers and brokers and strengthened partnerships with state and regional organizations such as the Governor's Office of Business and Economic Development (GO-Biz) and the Inland Empire Small Business Development Center (SBDC).

*Our strengths reinforce Menifee's emergence as a mixed-use, innovative and prosperous city with significant opportunity for future development and investment.*



Menifee also supports its workforce and small businesses by hosting job fairs with Mt. San Jacinto College and business seminars with partner agencies. In addition to this CEDS, Menifee is advancing parallel long-term plans, such as the Menifee Placemaking, Unique Identity and Tourism Master Plan (“Placemaking Master Plan”), which provides a strategic roadmap to redefine the visitor experience, elevate pride and sense of place for

Menifee visitors, and cement Menifee’s identity as recognized destination city through distinct and desirable dining, retail, and cultural events that impact economic growth. The Strategic Action Plan builds upon these goals and ensures alignment with both the City’s Placemaking Master Plan and General Plan. Figure 18 displays Menifee’s strengths and weaknesses in more detail.

Figure 18: Menifee Strengths and Weakness Table

| Strength                                                                                                        | Weakness                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Affordability of housing                                                                                        | Shortage of entertainment and amenities                                                                                                     |
| Safe community with strong and credible safety reputation                                                       | Residents travel elsewhere for dining, entertainment, and recreation                                                                        |
| Strong market potential and steady demand and a growing and stable population                                   | Shortage of office and commercial space and lack of move-in ready buildings                                                                 |
| Family oriented, welcoming, diverse community                                                                   | Infrastructure and traffic strain, as infrastructure improvements were not strategically planned for population growth, particularly roads. |
| Land availability, significant amount of land available to develop and City-owned land, 400 acres of open space | Residents commute out of the City for work, shortage of local jobs                                                                          |
| Regional location and connectivity, centrally positioned in SW Riverside County with strong freeway access      |                                                                                                                                             |



## OPPORTUNITIES AND EXTERNAL THREATS

Menifee's outlook reveals strong development potential and opportunity for retail expansion and industry diversification. Recurring themes from research and community engagement include expanding local dining and entertainment, attracting mortgage-paying career opportunities, and strengthening partnerships that connect education, workforce, and business development. Strong regional clusters in higher-wage industries like healthcare, life sciences, and technology, align with local priorities identified through interviews and public input and can support a resilient economy. Additionally, through targeted retail and entertainment attraction efforts, Menifee can capture the nearly \$2.2 billion sales tax leakage from residents traveling outside of the City and support the long-term health of its local economy. See *Figure 1 on page 6*.

External threats identified by the community and local leaders included rising costs of living and doing business across California which impact local affordability. Broader economic pressures such as higher construction costs, a complex state regulatory environment, and national market volatility add uncertainty for local businesses and investors.

Menifee's Economic Development team is responding to these external threats by planning and investing with a long-term view, to improve how businesses interact with the City and access information. The City has created centralized resources on how to do business in Menifee, helping investors and entrepreneurs better understand Menifee's competitive local costs and development processes. The team also tracks detailed data on sales leakage and consumer demand to inform private investment decisions. Menifee's long-range infrastructure and development planning focuses on projects that are financially sustainable, create returns, and maintain local affordability over time. Figure 19 displays Menifee's opportunities and threats in more detail.

Figure 19: Menifee Opportunities and Threats Table

| Opportunities                                                                                         | Threats                                                                                                           |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Capture consumer demand - expand local dining and entertainment                                       | Housing prices rising statewide, increasing risk of pricing out new and first-time buyers                         |
| Expand office and commercial space - create buildings to attract and grow businesses                  | Rising cost of living statewide can erode local affordability                                                     |
| Strengthen workforce partnerships - leverage colleges and regional partners and programs              | Growth outpacing infrastructure - population increase straining roads and infrastructure                          |
| Attracting higher-wage industries - target healthcare, life sciences, and other professional services | High cost of doing business - rising construction costs, operating costs, and interest rates can limit investment |
| Reduce commutes - grow local job options so residents can live and work in Menifee                    | California state regulatory environment and national economic pressures and uncertainty and instability           |
| Enhance recreation and amenities - invest in unique recreational assets                               | Expanding in multiple directions without concentrated population centers poses a treat to retail attraction       |



*Menifee's success in creating a prosperous and resilient economy will be largely aided through a strategic alignment of partnerships with local, regional, and state economic development agencies that offers business insights, resources, and technical expertise. The City has active and upcoming partnerships that support desired business attraction and workforce development opportunities. These include the Riverside County Economic Development Agency, the Southern California Wine Country Economic Coalition, and the Menifee Valley Chamber of Commerce, which promote regional collaboration.*

## **ADDITIONAL PARTNERSHIP OPPORTUNITIES AND RESOURCES**

Educational partners such as Mt. San Jacinto College (MSJC), the Inland Empire Small Business Development Center (SBDC), the California State University system, and the University of California, Riverside (UCR) support workforce training and development. LAUNCH Apprenticeship Network, SCORE, and the Inland Empire Women's Business Center (IEWBC) offer mentorship, technical assistance, on the job training, and small business support. Partnerships are explored in more detail in the objectives and Action Plan portion.

## **RESILIENCE, CONNECTIVITY, AND REGIONAL ALIGNMENT**

### **Natural Hazard Management**

The Riverside County CEDS (2019-2024)<sup>2</sup> emphasizes the importance of coordinated emergency preparedness to protect the regional economy from disruptions. The County CEDS identifies drought as a significant economic threat, and Western Riverside County also faces risks from wildfires, flooding, and high heat. Coordination among city governments and with regional partners such as the Western Riverside Council of Governments supports strategies to reduce climate related interruptions and strengthen the area's resilience.

### **Infrastructure Readiness: Broadband and Energy**

The Riverside County CEDS identifies expanding broadband access as essential to regional economic growth. The County CEDS emphasizes that public and private investment in broadband infrastructure is needed to close the existing gaps in the area.

Menifee has established extensive broadband access and now benefits from high-speed internet coverage throughout much of the city. Building on this success, the City's focus has shifted toward creating more commercial and office space where businesses can benefit from the connectivity already in place.

<sup>2</sup> Riverside County is currently preparing a new CEDS for the County but a draft has not yet been made available to the public.

As Menifee continues to grow, the City aims to successfully coordinate energy infrastructure alongside land use and development. The City will continue working closely with providers such as Southern California Edison (SCE), SoCalGas, the Eastern Municipal Water District (EMWD), and Riverside County Flood Control to efficiently scale energy, water, and utility systems. Menifee intends to strengthen its collaboration with SCE, using programs like the Economic Development Rate, which reduces operating costs for businesses expanding in targeted areas. These partnerships and regional efforts support long-term climate sustainability along with fiscal health.

Regionally, Menifee is active in climate and energy initiatives led by the Western Riverside Council of Governments (WRCOG). WRCOG is currently updating its subregional Climate Action Plan (CAP), which will include revised greenhouse gas (GHG)

inventories and updated reduction strategies across sectors. The CAP will establish 2030 and 2050 GHG reduction targets for all WRCOG member jurisdictions, including Menifee, to align members with larger decarbonization goals.

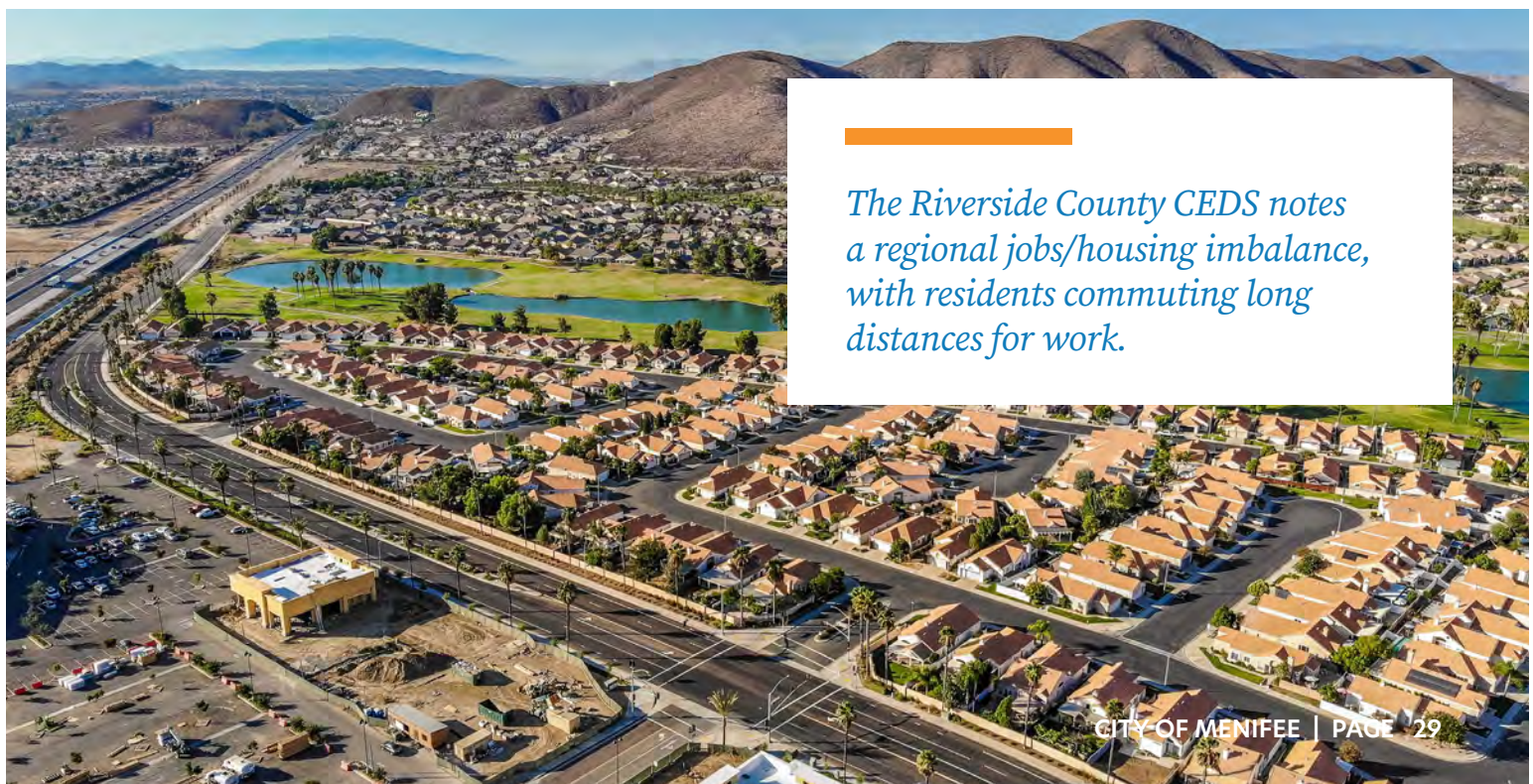
### Jobs/Housing Balance

The Riverside County CEDS notes a regional jobs/housing imbalance, with residents commuting long distances for work. While the County CEDS does not provide an official jobs/housing ratio, it reports that for every one worker commuting into Riverside County, approximately 1.3 workers commute out for employment in neighboring counties. The chart below from the Western Riverside Council of Governments (“WRCOG”) shows the percentage of people who live and work in the same county, which is 46% for Riverside County and has declined over the past two decades.

Figure 20: WRCOG Percentage of People Who Live and Work in the Same County

| County                | 2002 | 2022 |
|-----------------------|------|------|
| Riverside County      | 53%  | 46%  |
| San Bernardino County | 51%  | 47%  |
| Orange County         | 68%  | 64%  |
| San Diego County      | 85%  | 79%  |

Source: Western Riverside Council of Governments



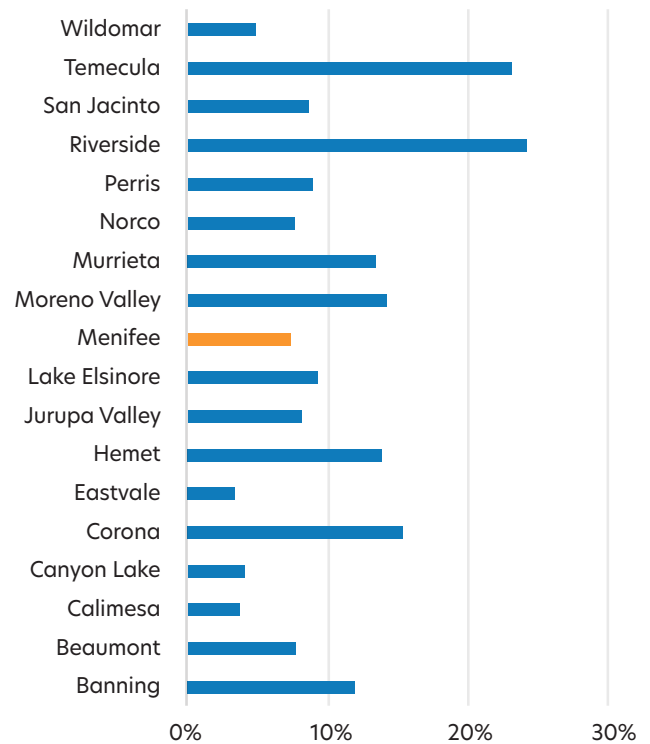
Based on 2024 U.S. Census data, Menifee's jobs/housing ratio is approximately 0.46, which shows that housing development has advanced faster than local job creation. The City is working to close this gap with goals including attracting mortgage-paying employment opportunities, planning for office and commercial space, and aligning infrastructure investment to support new employment centers.

This jobs/housing imbalance is also present in Menifee, where housing and population growth has outpaced local job opportunities. An analysis by WRCOG indicates that typically 10-15% of residents in the WRCOG subregion live and work in the same city. In Menifee, that figure is lower, as only 8% of residents both live and work in the city. Menifee's goal to expand local employment is part of a larger regional effort to create more sustainable communities that allow residents to live and work locally. The chart below comes from WRCOG and displays the percentages of residents who live and work in the same city.

The jobs/housing ratio measures the relationship between the number of jobs and the number of housing units in a given area. A ratio of 1.5 means there are six jobs for every four households, which is recognized by planning and building industry organizations as a healthy balance. This ratio accounts for at least one full-time worker in most households, recognizing that some residents are

retired, some choose not to or cannot work, and others hold part-time jobs. In a modern economy and with Menifee's working-age population, a one-to-one job to housing unit ratio is not realistic, as most households rely on more than one source of income to achieve preferred levels of financial stability.

**Figure 21: WRCOG Percentage of People who Live and Work in the Same City**



# Community and Stakeholder Engagement

Menifee's Comprehensive Economic Development Strategy (CEDS) was developed through a concerted engagement with a wide range of local stakeholders and community members. From July through December 2025, the City and consultant team conducted an extensive and inclusive outreach process to ensure the strategy reflects the priorities and perspectives of Menifee's residents, local business owners, professionals, and regional partners.

Flyers promoting the community meetings were shared throughout the community, including schools, local events, churches, and City Hall. The City also promoted engagement efforts through their dedicated website, social media channels, and direct outreach to business stakeholders. Outreach materials were relatable and accessible to the public, encouraging the community to connect with and engage in the CEDS process. The input gathered from these efforts directly informed the SWOT analysis, goals, and project priorities.

## IN-PERSON COMMUNITY WORKSHOP (JULY 2025)

The City hosted a public workshop to engage residents in identifying community strengths, economic challenges, and local aspirations. Attendees ranged from local business owners, active members of the senior community and residents with young families. Participants formed small groups and through a facilitated discussion, shared their vision for the future, celebrating the local, small-town feel of their community, highlighting their support for attracting new businesses, and a desire to live and work locally.

## VIRTUAL COMMUNITY WORKSHOP (AUGUST 2025)

A citywide virtual workshop gave residents an opportunity to weigh in on local strengths, challenges, and economic goals. Participants engaged in discussions around themes such as quality of life, business and industry attraction, city development, and infrastructure needs. Participants provided fresh perspectives on the strengths and challenges of small business ownership in the region, recognized a need for strategic and purposeful city development, and communicated a need for expanding office space for new and growing businesses.

*The City hosted a public workshop to engage residents in identifying community strengths, economic challenges, and local aspirations.*



### IN-PERSON SPANISH-LANGUAGE COMMUNITY WORKSHOP (SEPTEMBER 2025)

To ensure inclusive participation, the City hosted an in-person, Spanish-language community workshop. The event created a forum for Spanish-speaking residents to express their views on economic priorities and lived experiences in Menifee. Through interactive small group discussions, attendees discussed their vision for the economic future of the City from the perspectives of long-time residents, parents, and active community members. As part of the facilitated discussion, attendees defined what a high quality of life means for the community and what resources residents and businesses needed to position themselves for long-term economic growth.

### STAKEHOLDER INTERVIEWS (AUGUST-SEPTEMBER 2025)

Interviews with local professionals, including the Southern California Wine Country Economic Development Coalition (EDC) and Chamber of Commerce representatives provided targeted insight into Menifee's business climate, and

recommendations to strengthen its local identity and support its labor market. Recommendations included focused industry attraction in healthcare, life sciences, and green technology, coupled with workforce development and training opportunities in these industry sectors. Interviewees highlighted the ease of doing business in Menifee and applauded the City's ability to expedite approvals through inter-departmental collaboration.

### PUBLIC REVIEW OF THE DRAFT STRATEGY (OCTOBER 2025)

The draft CEDS is released for a 30-day public review period to allow for community and stakeholder feedback prior to final adoption. Public comments received during this period will be integrated and addressed in the final version of the CEDS.



## CITY COUNCIL AND CITY STAFF ENGAGEMENT

### City Staff Engagement (April 2025)

City staff participated in a kickoff session at the outset of the CEDS process. Representatives from the City Manager's Office, Community Development, Public Works, Community Services, and the Economic Development Department shared insights on current challenges, infrastructure needs, and strategic priorities from their departmental perspectives. Staff input helped inform the baseline understanding of Meniffee's economic landscape.

### City Council Interviews (July 2025)

Interviews with the Mayor and City Councilmembers offered leadership-level perspectives on Meniffee's current strengths, challenges, and long-term aspirations. Topics included industry and business attraction, quality of life improvements, infrastructure priorities, and top community needs and focal areas. The City Council shared insights on each topic, highlighted the city's strengths and unique opportunities, and described visionary goals for the city over the next 10-20 years.

## THE CEDS COMMITTEE

### CEDS Committee Meeting and Workshop (July 2025)

The City convened its CEDS Committee, a diverse advisory group representing a broad spectrum of key sectors of Meniffee's economy and community. Members included representatives from local businesses and property management, healthcare and education professionals, regional workforce development organizations, the Chamber of Commerce, and the City's fiscal oversight body. This group was a vital contributor in guiding the CEDS process and ensuring the strategy reflects Meniffee's needs and opportunities with focused strategies to promote long-term economic growth.

The CEDS Committee continues to serve as an advisory body throughout the process. Their sustained input ensures the strategy remains grounded in community-identified priorities.



*Topics included industry and business attraction, quality of life improvements, infrastructure priorities, and top community needs and focal areas.*



# Strategic Direction and Action Plan

Menifee's Strategy developed through the Economic Development Department's robust engagement with residents, business owners, local leaders, and the CEDS Committee. This collaborative input, combined with economic research and the guidance of existing planning documents shaped the goals, objectives, and vision of this CEDS. The SWOT analysis helped translate insights into priorities and opportunities that the City can act on.

The vision statement below reflects the aspirations expressed by the community and stakeholders throughout this process, capturing their priorities for Menifee's economic future:

Menifee will be a thriving city where residents have opportunities to live and work locally, supported by mortgage-paying jobs, diverse industries and local businesses, and a full range of dining, entertainment, and recreation options that enhance quality of life and advance Menifee's identity as a distinguished and prosperous destination city.

The accompanying Action Plan builds on this vision with actionable steps, partnership opportunities, and performance measures.

## ACTION PLAN

The Action Plan takes each goal and objective and adds actionable steps that guide implementation. It serves as a roadmap to advance Menifee's economic vision and offers performance measures and potential partnerships where relevant.



*This collaborative input, combined with economic research and the guidance of existing planning documents shaped the goals, objectives, and vision of this CEDS.*



## Goal 1:

# Build identity through placemaking and strategic development



### Performance measures

- Increase in mixed-use or commercial development projects initiated within target activity areas, tracking metrics such as square footage of new development in the EDCs
- Number of placemaking and tourism-related projects completed or underway consistent with the plan
- Reduction in overall sales tax leakage over time

### Partnership opportunities

Partnership opportunities to create or expand on include:

- Property owners within Menifee's Economic Development Corridors
- Developers in Menifee's Economic Development Corridors
- Commercial brokers and site selectors actively marketing Menifee properties
- Menifee Valley Chamber of Commerce
- Mt. San Jacinto College
- Public Private Partnership
- Development Agreements, Enhanced Infrastructure Financing Districts (EIFD), Business Improvement Districts (BID), Parking Districts

## Objectives

- **Objective 1:** Strengthen Menifee's identity as a connected and vibrant city by creating distinct destinations that bring residents, visitors, and businesses together and enhance the resident, business, and visitor experience.
- **Objective 2:** Establish and enhance commercial areas that generate high economic value and support Menifee's long-term fiscal sustainability.
- **Objective 3:** Integrate a mix of uses to create connected, walkable and bikeable districts, with intentional placemaking that supports housing, retail, dining, nightlife, and entertainment.
- **Objective 4:** Focus on Haun Road Parkway between Newport & Keller Roads by creating a high value destination of districts that are well landscaped, connected by trails and parkways, and create synergy and a unique experience.

## Action Plan

### Create an economic heartbeat for the city -

Establish and strengthen areas where people, businesses, and amenities come together. Concentrated areas build prosperity and support vibrant community life. Aligning with the goals of the Placemaking Master Plan, Menifee will promote

development and retail opportunities that reinforce Menifee as a recognized destination city.

### Activate Economic Development Corridors (EDCs)

**and Districts** - Use the City's designated EDCs as the foundation for office, commercial, and employment growth. With the right amount of housing to concentrate people above and adjacent to action and destination. Direct investment to support mortgage-paying jobs, quality retail, and placemaking through focused use of resources in these strategic locations.

### Promote smart growth and fiscally responsible development

- Guide land use and resource allocation toward development and infrastructure projects that create lasting economic value, generate higher revenue per acre, and contribute to Menifee's long-term fiscal health and prosperity.

**Employ the Placemaking Master Plan** - Use the Menifee Placemaking, Unique Identity, and Tourism Master Plan to guide projects that enhance the City's sense of place, support tourism, and strengthen connections between residents, visitors, and local businesses.

**Activate community assets** - Capitalize on venues like the Central Park Amphitheater, existing trails, and Menifee's 398 acres of open space by partnering with community groups to host local and regional events. Expand and connect the trail system to develop Menifee's identity around outdoor recreation and active living helping provide choices and options to mobility within the community so our residents don't feel like they have to drive everywhere, resulting in reducing traffic congestion.

**Support a balanced mix of housing and commercial options** - Provide housing opportunities for living above or adjacent to retail and entertainment centers, while ensuring surrounding neighborhoods remain accessible and well-connected.

**Reduce sales tax leakage** - Strengthen local destinations and business offerings that encourage residents and visitors to spend locally. With approximately \$2.2 billion in retail sales leakage identified at the time of this CEDS, focused recruitment and tenant mix strategies can boost economic activity within priority corridors and districts.



## Goal 2:

# Expand local dining and entertainment



### Performance measures

- Reduction in retail and dining sales leakage to neighboring communities
- Change in total restaurant and entertainment sales tax revenue year-over-year
- Number of new and distinct dining and entertainment businesses opened annually
- Cultivate a balance of housing choices and options along with a balance of mobility choices and options to diversify our resident base and create a city inclusive of all people

### Partnership opportunities

Partnership opportunities to create or expand on include:

- Developers with sites suitable for dining and entertainment uses
- Commercial brokers specializing in restaurant and retail leasing
- Regional restaurant groups and hospitality associations

## Objective

Capture unmet consumer demand by attracting new and distinct dining and entertainment options.

## Action Plan

**Market sites strategically** – Focus recruitment efforts on entitled or high-density sites that can support future patrons. Prioritize and market to dining and entertainment businesses that align with areas of sales leakage to neighboring communities. Develop a tiered business and retail recruitment work plan.

**Attract through-traffic spending** – Develop marketing and destination strategies to capture consumer spending from travelers along the I-215 corridor through dining, entertainment, and tourism outreach and promotion. Broaden the customer base and build retailer confidence in Menifee's market potential.

**Create recruitment packages** – Create and strategically distribute restaurant recruitment and entertainment recruitment packages. Showcase Menifee's demographics, income levels, and sales leakage to desired retailers.

**Engage regional distinctive restaurants** – Identify unique restaurants with one or two thriving locations in nearby cities and invite them to expand in Menifee.

**Cultivate a balanced mix of establishments** – Work with developers to create a blend of national brands and unique local businesses, creating destinations that attract distinct culinary talent and provide memorable experiences, rather than generic retail environments.

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*Develop marketing and destination strategies to capture consumer spending from travelers along the I-215 corridor through dining, entertainment, and tourism outreach and promotion.*



## Goal 3:

# Grow local, mortgage-paying jobs



### Performance measures

- **Median Household Income Growth:** Track annual growth in Meniffee's median household income and compare it to the average annual inflation rate. A positive gap—for instance, income growth of 3.5% per year versus 2.5% inflation—would indicate real income gains for residents
- **Employment Growth in Target Sectors:** Monitor changes in the share of jobs within higher-wage and target industries such as healthcare, professional and technical services, and life sciences. A rising share of employment in these sectors would be an indicator of progress

### Partnership opportunities

Partnership opportunities to create or expand on include:

- Regional hospitals such as Kaiser, Mayo Clinic, and Scripps
- Riverside County Office of Economic Development
- Southern California Wine Country Economic Development Coalition
- University of California, Riverside Life Sciences Incubators

During community outreach, local leaders, business owners, and residents expressed a strong desire to see more local, well-paying job opportunities in Menifee. In this CEDS, higher-wage jobs are considered “mortgage-paying” jobs, positions that provide enough income for a household to cover local mortgage costs while keeping housing expenses at or below 30% of household income, and support additional expenses, savings, and discretionary spending such as dining and entertainment. Based on current mortgage levels, this equates to roughly \$140,000 in annual household income. This figure sits above Menifee’s 2024 average household income of about \$118,000, which shows room for growth in the City’s job base.

Participants described lengthy commutes and the need to leave Menifee for work as ongoing challenges. The CEDS Committee and community members also identified specific industries they hope to see grow in Menifee, including healthcare, medical technology, life sciences, technology, artificial intelligence, recreation, hospitality, and professional services such as accounting, engineering & design, etc. This input directly shaped the goal of growing local, mortgage-paying jobs that allow residents to work and build careers within their own community.

## Objectives

- **Objective 1:** Attract and retain employers in emerging, higher-wage industries such as healthcare, life sciences, technology, engineering, and other professional services.
- **Objective 2:** Strengthen local career pathways so residents can access mortgage-paying jobs in Menifee, reducing both the distance of commutes and the need to commute elsewhere.

## Action Plan

**Recruit startups** – Proactively outreach to companies relocating or expanding from San Diego, Orange County, and Los Angeles that seek access to the Inland Empire workforce. Understand why they are relocating from other areas to identify and underscore Menifee’s competitive advantages. Promote Menifee as a competitive business location by attending industry conventions and expos and build partnerships with local incubators such as the UC Riverside Life Sciences Incubator to attract early-stage firms in biotechnology, medical devices, and artificial intelligence.

**Attract offices and satellite offices** – Reach out to technology firms, hospitals, and professional services headquartered in nearby metropolitan areas to position Menifee as a viable location for offices and satellite offices. For example, Menifee’s proximity to San Diego presents a particular opportunity to support the region’s strong life sciences sector through satellite operations. Offer incentives or expedited permitting to encourage investment from desired industries.

**Develop industry marketing materials for targeted industries** – Create professional, data-informed marketing materials that showcase Menifee’s strengths, skilled workforce, and business advantages. Share through digital platforms, print, and industry events to raise visibility.

**Market Menifee’s talent base** – Develop materials that present Menifee’s workforce and talent base. Materials can showcase how many residents in the healthcare industry, technology industries, and professional services already live in Menifee but commute elsewhere for employment, such as San Diego, Orange County, or Los Angeles.

**Host Job Fairs** – partner with the Chamber of Commerce, Riverside County Workforce Development and local employers on job fairs targeting workforce in high demand occupations (e.g., healthcare, life sciences). Incorporate a youth component to the Mt. San Jacinto College job fair to directly connect with a younger workforce and encourage them to develop and grow their skillset in Menifee.

## Goal 4:

# Expand office and commercial space



### Performance measures

- Documented increase in permitted or constructed office space over a five-year period, including projects entitled or under construction
- Increased occupancy by professional service firms in spaces around the courthouse

### Partnership opportunities

Partnership opportunities to create or expand on include:

- Developers pursuing office and mixed-use projects
- Riverside County Office of Economic Development
- Healthcare and professional service firms seeking regional offices and satellite office

## Objective

Increase availability of move-in-ready office and commercial space to allow businesses to grow their operations and footprint in Menifee.

## Action Plan

**Encourage developer investment** - Continue to build on Menifee's extensive outreach to developers and commercial brokers by continually communicating the unmet demand for office and commercial space, including the need for office space integrated into retail centers. Market Menifee as an emerging submarket where demand outpaces space using data related to vacancy rates and the commuting workforce.

**Leverage courthouse, education, and healthcare anchors** - Promote investment in vacant office space around the courthouse and existing medical facilities. Position the courthouse as an economic driver and promote surrounding areas for legal, professional services, and office-oriented development. Develop targeted messaging regarding workforce availability and growth in the healthcare, education, and legal industries.

## Identify ways to expand on medical, private universities and education uses in the region -

Advance Menifee's role in the region for healthcare, education, and professional services by identifying opportunities for growth, expansion, and new activity within these sectors that align with the City's long-term vision.

**Offer targeted development incentives**- Provide fee reductions, deferrals, or other incentives for projects that add high-demand office and commercial space in strategic sectors. Prioritize incentives for developments that create substantial local employment opportunities.

**Promote vertical and mixed-use office design** - Encourage development agreements that support multi-story office and retail projects with integrated parking, maximizing floor area ratio and long-term property value while supporting efficient land use.

*Promote investment in office space around the courthouse and existing medical facilities.*





## **Goal 5:**

# **Build on Meniffee's skilled workforce**

### **Performance measures**

- **Residents participating in and completing target industry training programs** - Track the annual number of residents completing degree or certification programs in healthcare, life sciences, and other high-wage industries
- **Local employment outcomes** - Monitor changes in employment rates among youth, recent graduates, and adults re-entering or transitioning careers
- **Labor force participation rate** - Measure changes in the share of working-age residents participating in the labor force

### **Partnership opportunities**

Partnership opportunities to create or expand on include:

- Mt. San Jacinto College
- LAUNCH Apprenticeship Network
- California Employment Development Department
- The California State University system

## Objective

Leverage and support Menifee's workforce by expanding partnerships with colleges, training providers, and employers.

## Action Plan

**Align workforce and anchor industries** - Partner with healthcare and life science training programs to prepare residents for local job opportunities. Track occupational trends to identify growing industries and estimate the number of graduates and incoming workers available to meet future labor demand.

**Support access to higher education and skills expansion** - Improve access to higher education and advanced training for Menifee's workforce by expanding local options for degree and certificate programs. Explore attracting a California State University campus to locate in Menifee to reduce travel barriers and long commutes for students.

**Develop and promote apprenticeships programs** - Collaborate with programs such as LAUNCH Apprenticeship Programs to connect residents with apprenticeships at desired high-growth industries. Strengthen career pathways that help local workers gain hands-on experience and transition into permanent employment.

## Partner with Inland Empire SBDC and SCORE -

Deliver small business mentorship, financial literacy workshops, and entrepreneurship training for Menifee college students, recent graduates, and residents pursuing career transitions.

## Seek to establish additional mentorship

**opportunities** - Partner with local employers, colleges, and regional business organizations to expand mentorship opportunities such as pairing college students with business professionals for career coaching and internships.

## Utilize workforce and commuting data to support

**decision-making** - Analyze employment, commuting, and occupation data to validate or disprove assumptions and inform actions such as employer outreach and job attraction strategies.



*Partner with healthcare and life science training programs to prepare residents for local job opportunities.*



## Goal 6:

# Invest in strategic infrastructure for economic development

### Performance measures

- Number of transportation and mobility projects completed each year, including roads, interchanges, bridges, trails, bike lanes, sidewalks, and transit improvements
- Decreases in average resident commute times, measured through commute and traffic studies and bring jobs home
- Amount of infrastructure investment secured annually, especially in reference to the major projects listed in the project list
- Parking structures and shared parking strategies to reduce acreage of asphalt parking lots
- Increase revenue per acre

### Partnership opportunities

Partnership opportunities to create or expand on include:

- Governor's Office of Business and Economic Development (GO-Biz)
- Southern California Edison (SCE)
- Eastern Municipal Water District
- Riverside County Flood Control
- SoCalGas
- WRCOG

Strategic infrastructure investment should be rooted in an intentional and focused application of resources that can generate development that is financially sustainable and beneficial to the community long-term. This form of focused investment creates returns to re-invest in further infrastructure improvements and improve quality of life for residents. It allows for placemaking through the creation of cohesive and well-connected areas that bring together people and places. A CEDS project list is included to identify priority infrastructure projects and funding opportunities that can promote a connected and prosperous community.

## Objective

Invest in infrastructure that generates strong community returns, improving mobility, public facilities, and quality of life while supporting Menifee's long-term growth and fiscal sustainability.

## Action Plan

**Invest in mobility and connectivity** - Enhance infrastructure that strengthens access and circulation within Menifee and encourages engagement with Menifee's destinations. Connect residents to Menifee's Economic Development Corridors and commercial centers. Integrate projects that invest in more mobility choices and options, including bikeable trails, separated bikeways and walkways, and trees for sidewalks and shade. Continue seeking financing opportunities and partnerships to maintain long-term investment in districts, corridors, and commercial hubs.

**Promote mixed-use development and housing near target centers** - Focus new development in housing that creates a concentration of people adjacent and within districts" ie. this creates more customers in areas where a mix of housing, retail, and office space can deliver strong long-term economic returns, create active destinations, and reduce the need for long-distance commutes. Actively promote how economic prosperity is tied to the thoughtful blend of people, places and possibilities.

**Expand public facilities** - Plan for new or enhances community-serving facilities such as recreation spaces, parks, trails, fire station, municipal operations center, police stations, and City Hall to match population growth.

**Plan utility upgrades** - Coordinate with EMWD, SCE, SoCalGas, and other providers to ensure water, sewer, and energy infrastructure expand alongside new residential and commercial development. Coordinate with Riverside County Flood Control for trail enhancements.

**Maintain Strong Partnerships with CA Go-Biz and SCE** - Routine dialogue and partnership with Go-Biz and SCE can help the City leverage cost-reducing programs like Go-Biz's California Competes Tax Credits, SCE's Economic Development Rate, and state equipment reimbursement credits for manufacturers.

*Focus new development in areas where a mix of housing, retail, and office space can deliver strong long-term economic returns, create active destinations, and reduce the need for long-distance commutes.*



## Goal 7:

# Advance a business friendly and entrepreneurial community



### Performance measures

- Track the amount of business seminars completed and the number of attendees at the business seminars
- Track the number of annual graduates from the entrepreneurship trainings
- Track business satisfaction with City processes through targeted surveys or feedback sessions

### Partnership opportunities

Partnership opportunities to create or expand on include:

- Menifee Valley Chamber of Commerce
- Small Business Development Center (SBDC)
- Inland Empire Women's Business Center (IEWBC)
- Asociación De Emprendedores

## Objective

Advance and continue to enhance and evolve through innovation and investment in Menifee's friendly business community by supporting small business growth and cultivating entrepreneurship pathways.

## Action Plan

**Facilitate interdepartmental collaboration** – Create a Menifee Economic Development Action Team (EDAT) comprised of interdepartmental staff from Economic Development, Planning, and Building that can collectively meet with businesses for location or expansion needs and offer a concierge service. Depending on availability, hold monthly or bimonthly check-ins with the Menifee EDAT to discuss businesses in the pipeline and devise tactical steps for streamlining projects.

**Hold quarterly business seminars** – Partner with regional and state business resource agencies to deliver workshops on practical topics such as social media marketing, negotiating and leasing, and business finance. Survey the community annually to identify training interests.

**Launch entrepreneurship trainings** – Partner with SCORE Inland Empire and Asociación De Emprendedores on customized entrepreneurial trainings. These programs can deliver entrepreneurship trainings courses offered in English and Spanish, that culminate in graduation events and business expos where aspiring entrepreneurs can showcase products and services.

**Partner with the Chamber of Commerce** – Coordinate closely with the Menifee Valley Chamber of Commerce. A partnership allows both the City and Chamber to broaden their reach and support of Menifee businesses and align resources effectively to promote Menifee's economic vitality.

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*Create a Menifee Economic Development Action Team (EDAT) comprised of interdepartmental staff from Economic Development, Planning, and Building that can collectively meet with businesses for location or expansion needs and offer a concierge service.*



## CEDS PROJECT LIST

The project list below summarizes Menifee's active capital and economic development projects that advance the goals of this CEDS. Each project includes a title, reference code as identified in the City's Capital Improvement Program, a brief description, estimated cost, identified funding, and remaining funding gap.

These efforts align directly with the goals of this CEDS, including infrastructure enhancement, placemaking, job and business attraction, and the expansion of commercial and employment space. The projects line up local capital improvements with broader economic development objectives and present funding opportunities. Figure 22 displays the project list, including estimated costs, identified funding, and remaining funding gap.

Figure 22: CEDS Project List

| Title                                                            | Project Description                                                                                                                                                                                                                                                                                                       | Estimated Cost | Identified Local Funding Amount | Remaining Funding Gap |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------|-----------------------|
| <b>McCall/I-215 Interchange (CIP 14-01)</b>                      | The project will widen the bridge expanding to a 6-lane major arterial, per the City's General Plan, and install dual left turn lanes. The project will also widen on and off ramps, install lighting, construct sidewalks, bike/NEV lanes, and make improvements to the intersections of Encanto Drive and Bradley Road. | \$50,047,720   | \$3,805,460                     | \$46,242,260          |
| <b>Scott Road/Bundy Canyon Road Widening (CIP 20-01)</b>         | The project will widen Scott Road between Haun Road & Sunset Avenue segment to 4- lanes, adding a 14-foot median, 10-foot paved shoulders, construct drainage improvements, relocate existing utilities, and modify existing traffic signals.                                                                             | \$43,535,000   | \$7,054,430                     | \$36,480,570          |
| <b>Haun Corridor Parkway</b>                                     | Widen the Haun Corridor to improvements between Newport Road and Scott Road, to encourage development along the freeway-frontage land within the Community Core EDC.                                                                                                                                                      | \$13,000,000   | N/A                             | \$13,000,000          |
| <b>Garbani Interchange and Wickered Overcrossing (CIP 20-05)</b> | The project will construct a four-lane bridge over the I-215 with on and off ramps, dedicated bike lanes, sidewalks, street lighting, signage and striping. The project will also make improvements to the Haun Road and Antelope Road intersections, install traffic signals, and construct drainage improvements.       | \$77,470,270   | \$6,020,860                     | \$71,449,410          |

| Title                                                   | Project Description                                                                                                                                                                                                                                                                                                        | Estimated Cost       | Identified Local Funding Amount | Remaining Funding Gape |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------|------------------------|
| <b>Valley Boulevard Widening (CIP 22-02)</b>            | There are two areas of missing road/ connection at Murrieta Road and north of McCall Boulevard. The project will construct a 4-lane road and complete the two gap sections between Murrieta Road and Chambers Avenue. The project will also install traffic signals, street lighting, sidewalks, and dedicated bike lanes. | \$20,570,000         | \$3,030,000                     | \$17,540,000           |
| <b>McCall Blvd. Widening (IP 22-03)</b>                 | The project will widen the existing road between Oakhurst Avenue and Junipero Road to 4-lanes.                                                                                                                                                                                                                             | \$6,984,890          | \$6,685,890                     | \$300,000              |
| <b>Menifee Road Widening (CIP 23-12)</b>                | The project will construct a 4-lane road from Scott Road to Garbani Road, modify existing traffic signals, construct storm drain improvements, install street lighting, sidewalks, and dedicated bike lanes.                                                                                                               | \$22,680,000         | \$2,519,000                     | \$20,161,000           |
| <b>Holland Road Widening (CIP 25-04)</b>                | The project will construct a 4-lane road, modify existing traffic signals, install new traffic signals, construct storm drain improvements, install street lighting, sidewalks, and dedicated bike lanes.                                                                                                                  | \$7,000,000          | \$839,000                       | \$6,161,000            |
| <b>Murrieta Road Bridge Over Salt Creek (CIP 23-01)</b> | The project will replace the existing at grade crossing through Salt Creek with a 4-lane bridge between Park City Avenue and Valley Boulevard. The proposed bridge includes 8-foot shoulders on both sides, street lighting, and 6-foot pedestrian sidewalks on both sides.                                                | \$26,321,130         | \$1,800,000                     | \$24,521,130           |
| <b>Murrieta Road Widening CIP- 25-03</b>                | The project will construct a 4-lane road, create a single point intersection at Holland Road, modify existing traffic signals, install new traffic signals, construct storm drain improvements, install street lighting, sidewalks, and dedicated bike lanes.                                                              | \$32,610,000         | \$1,500,000                     | \$31,110,000           |
| <b>Total Estimated Costs</b>                            |                                                                                                                                                                                                                                                                                                                            | <b>\$300,220,010</b> | <b>\$33,254,640</b>             | <b>\$266,965,370</b>   |

# Additional Action Plan Implementation Details

## GOAL ACTIVATION TIMELINE AND CONTRIBUTING ENTITIES

Implementation of the CEDS will require coordination across multiple City departments (internal resources), as well as collaboration with community and partner agencies consisting of local, state, and federal entities and educational institutions (external resources). The table below identifies lead and supporting contributors for each goal, along with recommended actions and an estimated timing for each action.

Figure 23: Goal Activation Timeline

| Goal                                                                | Contributing Entities                                                                                                                                                                                                                                        | Actions/Timing                                                                                                                                                                                                                                 |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Build identity through placemaking and strategic development</b> | <b>Lead:</b> Economic Development<br><b>Internal Resources:</b> City Manager, Community Development, Community Services, Public Works<br><b>External Resources:</b> Chamber of Commerce, EDC developers and property owners                                  | <b>Years 1-3:</b> Begin activation projects and placemaking in EDCs and community assets.<br><b>Years 3-5+:</b> Continue corridor development and employing Destination Master Plan.                                                           |
| <b>Expand local dining and entertainment</b>                        | <b>Lead:</b> Economic Development<br><b>Internal Resources:</b> Community Development, Community Services, City Manager<br><b>External Resources:</b> Regional restaurant and hospitality groups, developers and commercial brokers in restaurant and retail | <b>Years 1-3:</b> Conduct outreach and recruitment. Develop recruitment work plan and packages.<br><b>Years 3-5+:</b> Track and reduce sales leakage.                                                                                          |
| <b>Grow local, mortgage-paying jobs</b>                             | <b>Lead:</b> Economic Development<br><b>Internal Resources:</b> City Manager<br><b>External Resources:</b> RivCoED, Southern California Wine Country EDC, UC Riverside, Kaiser, Mayo Clinic, Scripps                                                         | <b>Years 1-3:</b> Targeted employer outreach and recruitment, job fairs, City marketing.<br><b>Years 3-5+:</b> Track metrics and continue attraction and retention efforts.                                                                    |
| <b>Expand office &amp; commercial space</b>                         | <b>Lead:</b> Economic Development<br><b>Internal Resources:</b> City Manager, Public Works, Community Development<br><b>External Resources:</b> Healthcare and professional service firms, office and mixed-use developers, RivCoEd                          | <b>Years 1-2:</b> Engage developers and brokers to advance new office and mixed-use projects.<br><b>Years 2-4:</b> Implement incentives, track in-progress projects and new construction<br><b>Years 5+:</b> Evaluate new space and occupancy. |

| Goal                                                                                                | Contributing Entities                                                                                                                                                                                                                                                                              | Actions/Timing                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Build on Menifee's skilled workforce</b>                                                         | <b>Lead:</b> Economic Development<br><b>Internal Resources:</b> Community Development, City Manager<br><b>External Resources:</b> Mt. San Jacinto College, LAUNCH Apprenticeship Network, California EDD, CSU System                                                                               | <b>Years 1-2:</b> Establish partnerships with colleges, workforce agencies, and apprenticeship networks.<br><b>Years 2-4:</b> Launch new training cohorts and expand participation<br><b>Years 5+:</b> Expand programs and monitor participation and outcomes. |
| <b>Invest in strategic infrastructure with a high return of investment for economic development</b> | <b>Lead:</b> Economic Development<br><b>Internal Resources:</b> Public Works, City Manager<br><b>External Resources:</b> GO-Biz, SCE, Eastern Municipal Water District, Riverside County Flood Control, California Department of Transportation, Riverside County Transportation Commission, WRCOG | <b>Years 1-3:</b> Advance funding for priority projects.<br><b>Years 3-5+:</b> Implement major improvements and pursue sustained investment.                                                                                                                   |
| <b>Advance a business-friendly and entrepreneurial community</b>                                    | <b>Lead:</b> Economic Development<br><b>Internal Resources:</b> City Manager, Community Services<br><b>External Resources:</b> Chamber of Commerce, SBDC, IEWBC, Asociacion de Emprendedor@s                                                                                                       | <b>Years 1-3:</b> Form EDAT, hold business seminars and trainings.<br><b>Years 3-5+:</b> Evaluate business satisfaction and strengthen Chamber partnership                                                                                                     |

*Implementation of the CEDS will require coordination across multiple City departments (internal resources), as well as collaboration with community and partner agencies consisting of local, state, and federal entities and educational institutions (external resources).*





## ESTIMATED IMPLEMENTATION COST LEVELS

Each goal's implementation will involve varying levels of financial investment. The table below provides a qualitative estimate of cost levels to help guide resource allocation.

- **Low:** Relies primarily on staff time and partnerships with regional organizations or external resources, which can often be implemented at minimal cost.
- **Medium:** Moderate cost. may require ongoing outreach, marketing, studies and metric tracking, and/or administrative coordination.
- **High:** Significant investment. involves capital improvements, infrastructure expansion and coordination, and/or multi-agency and funding coordination. Each cost level also identifies the primary funding source type: public, private, or non-profit based on the likely mix of resources to support implementation.

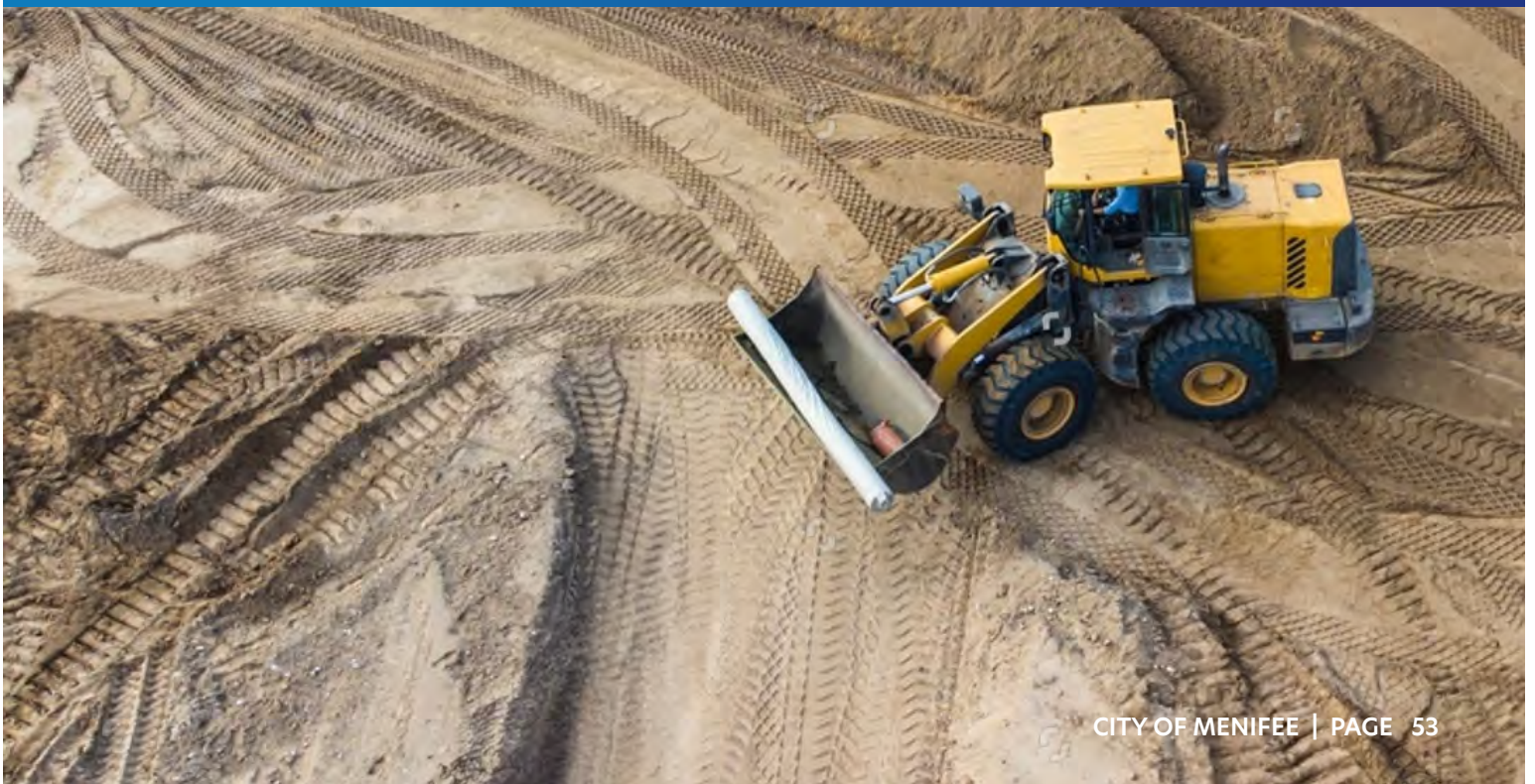


Figure 24: Estimated Cost Level Table

| Goal                                                                                              | Estimated Cost Level                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Build identity through placemaking and strategic development</b>                               | <b>High:</b> Requires significant capital investment in Economic Development Corridors, other key/target areas, and placemaking projects. Opportunity to obtain outside funding.<br><b>Funding Source:</b> Public/Private                  |
| <b>Expand local dining and entertainment</b>                                                      | <b>Medium:</b> Focused on recruitment, marketing, and incentive programs. Ongoing effort.<br><b>Funding Source:</b> Public/Private                                                                                                         |
| <b>Grow local, mortgage-paying jobs</b>                                                           | <b>Medium:</b> Requires ongoing outreach, marketing, and coordination. Calls for long-term metric tracking.<br><b>Funding Source:</b> Public/Private                                                                                       |
| <b>Expand office &amp; commercial space</b>                                                       | <b>Medium to High:</b> Includes outreach and marketing work. Actual expansion is capital-intensive, requiring private sector participation and infrastructure expansion.<br><b>Funding Source:</b> Public/Private                          |
| <b>Build on Menifee's skilled workforce</b>                                                       | <b>Low to Medium:</b> Partnership-driven, calls for coordination with regional training providers, can be cost effective if partnerships are free. Can be more costly if it's highly internal.<br><b>Funding Source:</b> Public/Non-Profit |
| <b>Invest in strategic infrastructure with high return of investment for economic development</b> | <b>High:</b> Major capital projects requiring integration of local, state, and federal funding.<br><b>Funding Source:</b> Public/Private                                                                                                   |
| <b>Advance a business-friendly and entrepreneurial community</b>                                  | <b>Low to Medium:</b> Calls for staff interdepartmental coordination and can be cost effective through partnerships with SCORE, SBDC, and local organizations.<br><b>Funding Source:</b> Public/Non-Profit                                 |





## Evaluation Framework

Performance measures for each goal are integrated throughout the Action Plan section. Menifee can monitor progress from recent year baselines using reliable data sources such as Esri, the U.S. Census Bureau, and the American Community Survey, in conjunction with community surveys and local feedback.

The City has a strong index of baseline metrics through a collection recent studies and reports including data commute times, sales leakage, population growth, jobs and housing statistics, and other significant economic indicators. Menifee's close monitoring of data and connection to its local business community provides a solid foundation for evaluating progress over time.

### SELECT PERFORMANCE MEASURES AND BASELINES

The following are select metrics that will help measure progress toward the goals identified in the Strategic Direction and Action Plan:

- **Employment in Emerging Sectors:** Track changes in the proportion of employment across desired sectors, with an emphasis on increasing the share of jobs in healthcare, financial, professional, scientific, and technical services. The baseline industry proportions for 2024 are:

**Health Care and  
Social Assistance:**

**12%**

**Professional, Scientific, and  
Technical Services:**

**5.5%**

**Finance and Insurance:**

**3.2%**

*Performance measures for each goal are integrated throughout the Action Plan section. Menifee can monitor progress from recent year baselines using reliable data sources such as Esri, the U.S. Census Bureau, and the American Community Survey, in conjunction with community surveys and local feedback.*

**Increase in Median Household**

**Income:** Monitor annual growth in household income. The baseline in 2024 is:

Median Household Income:  
**\$96,230**

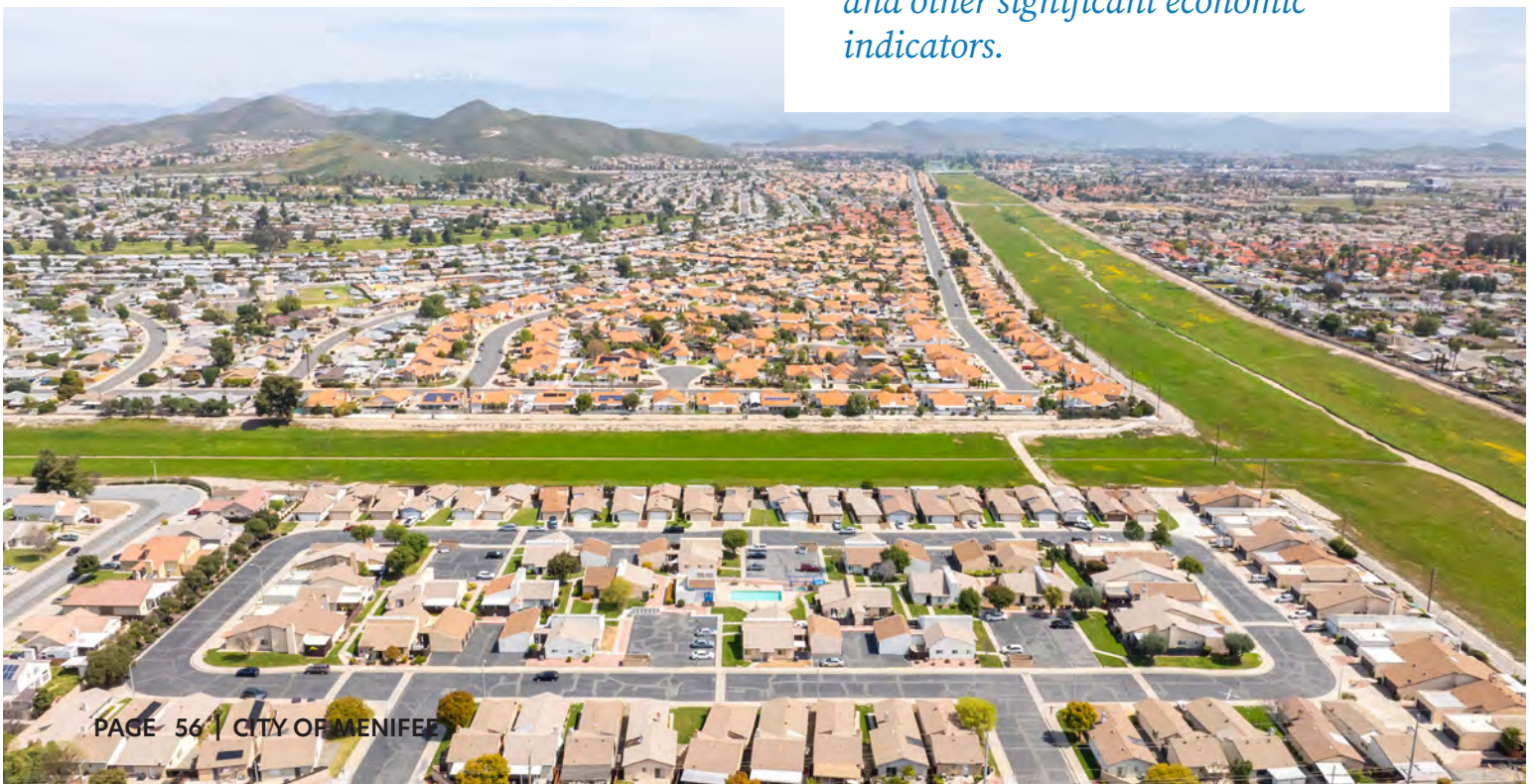
**Increases in Office and Commercial Space:** Measure the amount of office and commercial square footage in the City to track increases. The baseline inventory for 2025 is:

Office square footage:  
**373,582 sf**

Retail square footage:  
**2,415,518 sf**

- **Infrastructure Investment:** Track the number of infrastructure projects, including transportation, mobility, and utility projects completed annually, and the level of funding secured for projects. The CEDS project list displays the local funding amount identified as of this Strategy and the remaining funding gap.
- **Economic Development Corridors (EDCs):** Measure new development and total square footage added within Menifee's designated EDCs, as an indicator of focused growth.

*The City has a strong index of baseline metrics through a collection recent studies and reports including data commute times, sales leakage, population growth, jobs and housing statistics, and other significant economic indicators.*



# Economic Resilience

Menifee's approach to economic resilience includes both steady-state and responsive strategies that prepare the City to adapt to challenges and strengthen long-term adaptability.

## STEADY-STATE INITIATIVES

During interviews, local leaders identified factors that can impact the City's economy, including challenging national and state economic conditions, rising construction costs, and strain on infrastructure improvements. In response, the City is focused on long-term planning, such as expanding infrastructure, improving mobility, attracting local high-wage industries, and prioritizing land use with fiscally responsible and sustainable growth.

Community input reinforced this direction. Participants expressed that the nature of work and industries changes quickly, and a city should not rely too heavily on a single sector. By supporting a variety of industries and paying attention to growing and emergent fields, Menifee can better withstand future economic disruptions.

## RESPONSIVE INITIATIVES

Menifee will maintain coordination with regional and local partners, including Riverside County, the Western Riverside Council of Governments, Mt. San Jacinto College, and small business support networks such as SCORE. Partnerships promote information sharing, resource alignment, and collaboration to support recovery and response when disruptions occur.

The Economic Resilience Stakeholder Network below shows how Menifee will continue to work with regional partners from education, workforce, business, utility, and government sectors. The City will use this network to share information, align resources, and coordinate actions that strengthen the local economy. Active communication among these partners helps Menifee prepare for, respond to, and recover from economic disruptions.

**Figure 25:**  
**Economic Resilience**  
**Stakeholder Network**

