

**MOORPARK CITY COUNCIL
AGENDA REPORT**

TO: Honorable City Council

FROM: David C. Moe II, Economic Development and Housing Manager *D. Moe*

DATE: January 8, 2015 (CC Meeting of 1/21/15)

SUBJECT: Consider Report on Economic Development Activities

BACKGROUND AND DISCUSSION

The City's Economic Development Program consists of the retention and recruitment of businesses in the City. For retention purposes, staff's goal is to insure that businesses are able to operate in a business friendly environment and have appropriate support from the City to be successful.

The promotion of the City is one of the retention activities conducted by staff. Staff is working to raise the awareness of Moorpark businesses in the community. The City has partnered with the Moorpark Chamber of Commerce (Chamber) for the last three years to conduct Moorpark Restaurant Week. This event is designed to make Moorpark residents more aware of the restaurants in the City and have them visit these restaurants during the historical slow period for restaurant sales. The City is also working with the Chamber on a 2015 back to school event to encourage residents to shop local for their school supply needs.

Another retention activity is face to face meeting with the businesses. Staff meets with a number of businesses every year to see how well they are doing and if there is anything the City can do to help. These meetings can range from ten minutes to several hours depending on the issues the business brings up with staff. Some of the recent common items discussed were:

- a) Internet speeds
- b) Signage
- c) Temporary events
- d) City Permit Process
- e) Business expansion/relocation
- f) Housing for managers and their workforce
- g) City street projects
- h) Hotel for business clients
- i) Parking

- j) Traffic
- k) Sales volume

After meeting with a business, staff researches any concerns they may have and, if feasible, works towards a solution. Some examples of this are:

a) High speed internet. Staff reached out to AT&T and secured a commitment from them to install fiber cabling to any commercial or industrial area in the City.

b) On street parking. The City changed the parking requirements on Condor Drive to allow street parking on one side to help accommodate a large and growing employer in the City.

c) Signage. Staff worked with the businesses at Campus Plaza to install signs on one of the buildings facing Highway 118 to help advertise the businesses in the center. Staff also recommended the owner of The Village at Moorpark shopping center construct a tower element to increase the visibility of Dick's Sporting Goods and other businesses from Highway 23. Unfortunately, the owner did not pursue this option. Staff also suggested that the owners of the Vons shopping center install an additional monument sign, but they decided not to do so.

d) Utility assistance. Staff assisted AG Machining expedite the installation of an upgraded gas line to service their building. With expedited installation, AG Machining was able to deliver their product to their client on time and without delay.

Some of the businesses tell staff that they are struggling in a certain area such as marketing, business plan, financing, or workforce development. The City informs the business that they are eligible for free consulting services through the Economic Development Collaborative of Ventura County (EDC-VC). All Moorpark businesses are eligible for this free consulting service because the City annually contributes to the EDC-VC. In 2014, 13 Moorpark businesses took advantage of the free service.

When the City anticipates that a business is considering leaving or closing their store, staff visits with them to see if there is anything the City can do to keep their business from leaving Moorpark. Sometimes the City is successful, but most of the time the decision has already been made by their corporate office and it is too late to intervene. Staff has worked with Albertsons, Ralphs, Staples, Do It Center, and Big Lots to keep their stores open. The common denominator for stores considering or closing their Moorpark location is usually money (lack of sales) and the landlord is not interested in negotiating a lower rent.

Big Lots is the most recent retail store to announce that it is closing its doors in Moorpark. Big Lots' sales nationally have been declining since 2011, but have posted marginal gains in the first three quarters of 2014 (see chart below). Staff suspects that their corporate office was looking to eliminate any stores that are not performing at the targeted profit level. Unfortunately, this was the case for the Moorpark store.

COMPARABLE SAME-STORE SALES

BIG LOTS U.S.

	Q1	Q2	Q3	Q4	Full
	Act	Act	Act	Act	Year
2014	0.9	1.7	1.4		
2013	-2.9	-2.2	-2.5	-3.0	-2.7
2012	-0.8	-1.9	-4.6	-3.5	-2.7
2011	-3.6	-1.5	1.7	3.4	0.1
2010	6.0	3.8	0.7	0.0	2.5
2009	-0.5	-2.4	-0.2	5.1	0.7
2008	3.4	2.8	-0.2	-3.2	0.5
2007	4.9	5.2	-0.5	-0.6	2.0
2006	2.5	5.2	5.8	4.9	4.6
2005	2.4	0.2	1.7	2.5	1.8
2004	2.7	0.2	-1.4	-1.3	0.0
2003	1.0	3.4	4.3	4.7	3.4
2002	11.7	12.4	7.1	2.1	7.7

Source: <http://www.biglots.com/corporate/investor-relations/comparable-store-sales>

To answer the question, "Why are all the stores leaving Moorpark?" The simple answer is we are not alone. Below is an excerpt of an article from Barbara Farfan, a Retail Industry Expert:

"Even before the end of calendar year 2014, the largest U.S. retail chains had announced hundreds of store closings that will be happening in the calendar year 2015.

The general opinion among U.S. retail consumers and casual U.S. retail industry observers is that store closings are "bad" and a sign of weakness, while store openings are "good" and a sign of growth, expansion, and success. The store closings by U.S. retail chains in 2015 are not so easily categorized.

Retail store closings in the U.S. have less to do with economic implications and more to do with sociological insights. Store closings are no longer about discretionary income as much as they are about consumer empowerment and how retail consumption is shape shifting in response to rapidly changing consumer behaviors and preferences.

The amount of commercial retail store space in the U.S. grew 12% from 1970 to 2010. In a consumer-driven economy where approximately 70% of the GDP is

dependent on the purchase of goods and services, this seems like a positive indicator of economic expansion and strength. But during that same time period, the population of the U.S. consumers only grew 52%. So rather than being a sign of economic stability, the number of retail stores in the U.S. is more of a sign of retail store supply exceeding retail store demand.

Does the U.S. marketplace need 50 square feet of retail space for every man, woman, and child within the country's borders? The ongoing and steady post-recession stream of store closings since seems to indicate that the answer is "no."

It's not that consumers haven't been making money and spending it on retail goods and services since the Great Recession. Rather, it's that consumers are losing interest in and patience for the retail store distribution model. The tedious and time-consuming process of slogging from store to store seeking "the perfect" whatever is becoming less of an entertaining recreational hobby, and more of an avoidable annoyance. Retail store closings in the U.S. are no longer a reflection of poor economic health, they are a reflection of an antiquated distribution system that is increasingly losing its appeal to the average consumer.

What follows is a complete, updated, and ongoing list of U.S. retail chains that are closing underperforming retail store locations, downsizing, or going bankrupt and out of business in the 2015 calendar year.

*This 2015 U.S. Retail Store Closings list is arranged numerically according to the number of store closings. The number in the left column is the total number of stores that have been designated for closing in the calendar year of 2015 and beyond. This list was last updated on **January 5, 2015.***

2015 Store Closings - Complete List of U.S. Retailers Closing Stores, Downsizing Chains, and Retail Company Bankruptcies:

400 Office Depot / Office Max (by 2016)
250 Office Depot (2015)
225 Staples (through 2015)
223 Barnes & Noble (through 2023)
200 Radio Shack (through 2017)
180 Abercrombie & Fitch (by 2015)
175 Aeropostale ("over the next several years")
75 Aeropostale (through January 2015)
66 Bottom Dollar Food
170 Jones Group (by mid-2014)
150 American Eagle Outfitters (through 2017)
80 Wolverine World Wide (2015 - Strike Rite & Keds)
77 Sears (2015)

- 70 *Coach (fiscal 2015)*
- 63 *Pep Boys ("in the coming years")*
- 55 *Staples (2015)*
- 54 *Golf Galaxy (by 2016)*
- 50 *Express (through 2015)*
- 50 *Guess (through 2015)*
- 25 *Build-A-Bear (through 2015)*
- 20 *Pick 'n Save (by 2017)*

The 2014 list of store closings is attached as Exhibit A and is 4 times longer than the 2015 list.

In the past, several other national chains have closed their stores and left the City, including Sav-on (relocated from a standalone building into Albertson's), Kmart, Linen N Things, Payless Shoes, Hallmark, and Burger King as well as the movie theater. Also, Chick's Sporting Goods was purchased by Dick's Sporting Goods. Shortly after this acquisition closed, the Moorpark Dick's Sporting Goods store was advertised as a sublease. Staff contacted the store manager and asked why the store is being offered for lease. The response was that Moorpark doesn't fit their market demographics. Dick's Sporting Goods lease expires in 2022 according to the sublease advertisement on Loopnet.com.

The economy is recovering and job growth numbers are strong as of December 2014. Some experts are saying 2014 was the year of transition for retail and 2015 will be a stronger year.

The Moorpark trade area is small compared to the neighboring trade areas of Simi Valley and Thousand Oaks. Large chain retail businesses looking to open a store in our area would most likely also consider west Simi Valley. A west Simi Valley location offers the business the ability to draw Moorpark residents and enjoy a larger trade area. Some of the larger chain retail companies that did invest in Moorpark in the last 10 years did so hoping the City would continue to grow in size and become a stronger trade area. Unfortunately, no one predicted the recession would come, which halted residential development and reduced the business growth nationwide. In order to be able to attract additional retail and prevent more stores from closing, the Moorpark trade area must be strengthened.

The City's build out population is estimated to be 45,000 in 2025-2030. If the City's population can be increased to 50,000, staff believes Moorpark would become more attractive to larger chain businesses. This growth isn't anticipated for 20 plus years. Staff also believes Moorpark's demand for retail is changing based on the increased supply of vacant commercial buildings, increasing online sales, retailers such as Best Buy and even Walmart occupying smaller store footprints. To adequately address Moorpark's changing retail demand, the City is

currently preparing an RFP to have an expert analyze the retail, office and hotel trends occurring in Moorpark and its market area and make recommendations to the City to address the findings of the study.

Another way to strengthen Moorpark's trade area is to increase the daytime population, or in other words, have more people working during the day in the City to support the retail and restaurant establishments. Daytime population is one of the critical trade area items that retail and restaurant businesses analyze for locating a new store, and is one of the reasons Moorpark doesn't have a Trader Joe's. For example, in 2010, Trader Joe's opened a second store in Ventura. Staff compared the trade areas of Moorpark and Ventura. Moorpark had superior household income and had more residents with a graduate level degree, but Ventura has a larger trade area and a significantly larger daytime population.

Below is a chart taken from a lease advertisement for The Village at Moorpark shopping center offered by Lee & Associates.

<u>Demographics</u>	<u>1-Mile</u>	<u>3-Mile</u>	<u>5-Mile</u>
<i>Daytime Employment</i>	3,891	15,171	32,086

Now compare the daytime employment listed above to a property available on Loopnet.com for lease at **2811-2819 E. Cochran Street, Simi Valley, CA:**

	<u>1-Mile</u>	<u>3-Mile</u>	<u>5-Mile</u>
<i>Daytime Employment</i>	13,290	31,504	46,990

Increasing the daytime employment in Moorpark is key to increasing our likelihood of attracting certain retailers and upscale casual dining. The City had a reduction in the daytime employment when the aerospace industry left southern California. The City recently has experienced an increase in manufacturing businesses locating in the City, but generally manufacturing has been in decline in southern California and the nation. The businesses currently locating to the City are expanding out of their existing locations or consolidate several locations. These businesses tell staff one of the key decisions to locate in Moorpark was the available building that met their needs. Having a health supply of industry and commercial buildings available is needed to continue to attract businesses that will add to the City's daytime population. There is a trend occurring in the City of marginal user occupying industrial buildings due to lower rents compared to a commercially zoned building. These marginal users contribute little to the daytime population and reduce the available supply of industrial use.

The City has been actively recruiting businesses since the City incorporated. The City worked diligently to persuade Kmart, a multiscreen theater, Kavlico, SDI and Warehouse Discount Center to open in Moorpark. Unfortunately, due to market

conditions or corporate decisions not all of these businesses were successful in the long run.

A good recruiting success story is Target. Moorpark was not on Target's radar for locating a store. Staff worked with the developer of the Moorpark Market Place shopping center to get Target interested. Target required a freeway sign and access to Los Angeles Avenue (SR 118) to make a store feasible in Moorpark. Staff worked with Target to incorporate these needs and Target decided to build a store. Moorpark did not have a larger retailer in the City where residents could purchase consumable goods, as Kmart had closed its Moorpark location. If the Kmart store was still open, Target probably wouldn't have opened a store and the City wouldn't have either store as Kmart is closing stores nationwide. Target is doing well and the City is now working with them as they reinvest a second time in their Moorpark location.

Another business the City successfully recruited is Simi Valley Harley Davidson. Staff worked with them to locate their store in Moorpark along Highway 118. This business has done well in the City and has added one new motorcycle line and through a second expansion is expected to add a third brand of motorcycles.

The City also assisted Tom Lindstrom RV expand the business to the City owned property on Los Angeles Avenue. As soon as the California State Department of Finance approves the Long Range Property Management Plan, it is anticipated that the site will be sold to Mr. Lindstrom.

The City worked with Enegren's Brewing Company as they began to outgrow their existing location. Instead of seeking a location outside the City, Enegren's Brewing Company decided to expand into a second location in the City.

One of the City's top recruitment priorities has been a hotel. After working with the owner of the property and encouraging the project to move forward for several years, the City of Moorpark should have its first hotel. Staff has worked to expedite this project and it is on this agenda for consideration.

Staff is working with Home Depot to sublease their former Moorpark site. Home Depot notified the City that it will not be constructing a store in Moorpark unless the trade area changes significantly. Home Depot holds a lease interest in the property and is actively trying to sublease the site. Unfortunately, as time goes by, this property becomes less attractive to a potential business, because a business desires a longer time horizon to justify the cost to construct a building. The property owner is not interested in discounting the land lease, because Home Depot is obligated to pay the rent until their lease expires in 2026.

Additional recent relocations to the City include PennyMac, Turbonetics, and AG Machining. These three companies now contribute over 1,300 employees in

Moorpark's daytime population. Staff is working with other companies to locate in Moorpark, but they requested their identity remain confidential. General descriptions of these businesses are:

- (2) Used car dealers
- (2) Industrial business
- Sporting goods store
- (3) Food establishments

One business that is getting ready to open its doors in Moorpark is Ventura County Credit Union (VCCU). The City helped VCCU find a location, assisted expediting the fiber optics installation, and offered to permit an ATM at their location in advance of the grand opening to help establish a presence.

The City cannot control the market and it cannot control what specific retail store or restaurant will open a store in Moorpark. The City is only able to guide businesses with its zoning authority to locate businesses and shopping centers in certain areas. Each district spells out what general type of business or use of the property that is allow and provides certain standards and operational requirements. Therefore, the decision to locate a store or a shopping center in Moorpark is solely the decision of the business owner or the investor and the bank. The City cannot legal prevent a business from occupying a structure if it meets all the requirements in the zoning district or force the owner to bring a certain brand or store type.

Another misconception is incentivizing businesses to locate in Moorpark. Giving a business an incentive to locate in the City doesn't make a bad project good. Incentives are most effective to further strengthen the finances of a good project. This approach shows the business that the City wants a relationship and is willing to work with them on their business needs.

One of the limitations larger employers are experiencing in Moorpark is the lack of available large, move in ready office buildings. For example, the larger Kavlico building on Princeton Avenue is mostly warehousing space with outdated offices. If a larger office employer was going to occupy the building, they would need to make a considerable investment in tenant improvements. Staff believes the office space needs, similar to retail needs, are changing in Moorpark. Hopefully the retail, office and hotel study will be able to provide some insight on the office demand in the City and provide some recommendations for future actions.

One of the most frequently asked questions staff is asked is whatever happened to the movie studios? The developer working on behalf of the owner has completed the bridges across the flood channel channel and is now working to secure the additional land to widen Los Angeles Avenue (Highway 118). The

developer is still marketing the project to movie production companies to relocate their production headquarters. In the past, the City has worked with the developer to get the project entitled and a designated Target Employment Area, which is needed for EB5 financing.

All cities have their unique strengths and weakness. An individual strength or a particular weakness could be the difference in a business locating in a city. Staff believes Moorpark's strengths are as follows:

- a) High household income
- b) Consistently rank as one of the safest cities
- c) Good infrastructure
- d) Housing Cost
- e) Home to Moorpark Community College
- f) Excellent school district
- g) Beautiful park system
- h) Access to Hwy 118 and 23
- i) Employers can recruit employees from most of Ventura County
- j) Recognized as a low cost city to conduct business

Some of the weaknesses for Moorpark are:

- a) Relative low population
- b) Overbuilt commercial for population
- c) Relatively low daytime population
- d) Close proximity to the large population centers of Simi Valley and Thousand Oak, and even Oxnard and Ventura
- e) Traffic patterns favor the Hwy 101 corridor
- f) Lack of hotel
- g) Limited urban expansion area due to regulated open space
- h) Historic shopping patterns (gravitate to regional malls to bundle trips)
- i) Internet sales

Staff's economic development work program for 2015 is attached as Exhibit B. The program is similar to the activities conducted in 2014, but includes an increase effort to enhance business retention and recruitment. Some of the additional activities included:

- a) Enhancing the economic development presence on the City's webpage
- b) Updating the City brochure
- c) Conduct business seminars
- d) Implement promotional programs for existing businesses

Staff continues to closely monitor the local and national retail trends. Staff believes that the trends listed below will have an influence on economic development activities in the City during the 2015 calendar year:

Smaller retail footprints. Target and Wal-Mart are two names that have already announced small-store initiatives for 2015. For its part, Wal-Mart plans to open 200 to 220 and Target plans to open 6 small-format stores in their new fiscal year. Along with opening new formats, industry experts predict that as retailers' leases expire, many will opt to shrink their overall square footage by closing stores or trimming their size.

High-end shopping thrives while others survive. The National Retail Federation reported those who earn less than \$50,000 a year plan to spend \$516.95 for the 2014 holidays, only \$5.15 more than in 2013. Those who make over \$50,000, on the other hand, will spend \$1,055.39, an increase of \$46.75.

New cars sales for electric vehicles are increasing in California. Hybrid electric and plug-in electric vehicles now account for almost 10 percent (9.6%) of all new car sales in California. Electric vehicles, which registered nearly zero in statewide new car sales as recently as three years ago, are now taking a noticeable market share, according to the latest quarterly report released by the California New Car Dealers Association. As vehicles become increasingly fuel efficient or fully electric, the sales tax Moorpark receives from gasoline sales will continue to shrink.

Continued online sales growth. Online sales grew 13.9% from November 1 to December 31 compared with the holiday period in 2013, according to IBM Corp.'s Digital Analytics Benchmark report. These gains are greater than gains posted in the comparable period in 2013, which saw 8.5% sales growth. The benchmark pulls data from 8,000 brands and 35,000 e-commerce clients, according to IBM.

Continued explosive growth of mobile online sales. Mobile sales accounted for 22% of online cyber monday sales, according to IBM. Retailers are experiencing mobile application growing pains and are working to make their mobile sites run more smoothly in 2015.

FISCAL IMPACT

None.

STAFF RECOMMENDATION

Receive and file report.

Exhibit A - 2014 List of Store Closings

Exhibit B - Draft 2015 Economic Development Work Program

Exhibit A

This 2014 U.S. Domestic and International Store Closings list is arranged alphabetically, according to the name of the retail chain. The number in the left column indicates the total number of store closings that will happen in 2014, as confirmed by officials from each retail chain. This list will be updated frequently throughout 2014 as more store closing information and numbers are announced and confirmed. **The latest additions to the Store Closing List are indicated with bold lettering.**

16 2b (bebe)
75 7-Eleven
60 Aaron's
180 Abercrombie & Fitch (by 2015)
1 Abercrombie Kids
3 Ace Hardware
3 ACO Hardware
100 Advance Auto
1 Aerie
6 AG Supply
10 Ann Taylor
33 Archiver's
175 Aeropostale ("over the next several years")
75 Aeropostale (2014)
26 Albertson's
198 ALCO (bankruptcy)
150 American Eagle Outfitters (through 2017)
11 American TV & Appliance
6 Arby's
2 Arden B
1 Babies 'R Us
223 Barnes & Noble (through 2023)
1 Barnes & Noble College Bookstore
1 Bed, Bath & Beyond
1 Bedroom Expressions
1 Belk
1 Bella's Market
2 Best Buy
1 Big 5
1 Big Lots
5 Bi-Lo
300 Blockbuster
91 Blockbuster (UK)
1 Bon-Ton
2 Book World
3 Books-A-Million
15 Bridgestone

145 Brown Shoes / Famous Footwear
1 Broyhill Home Collections
63 Build-A-Bear (through 2014)
25 Build-A-Bear (through 2015)
1 California Pizza Kitchen
3 Carl's Furniture
1 Carter's
17 Cato
3 Champps Americana
125 Children's Place
17 Christopher & Banks
70 Coach
365 Coldwater Creek
6 Cord Camera
1 Cost Plus World Market
100 Crocs
60 Crumbs Bake Shop
20 Delhaize
6 Denny's
2 Design Spree
54 Destination Maternity
2 Dickey's Barbecue Pit
2 Dillons Grocery Stores
360 Dots
1 East of England Co-op
1 Eddie Bauer
42 Edwin Watts Golf
76 EE
50 Express (through 2017)
1 Family Christian Stores
370 Family Dollar
4 Family Fare
65 Fastenal
2 Finger Furniture
2 Finish Line
1 Food Fast Convenience Store
1 Food Lion
42 Fresh & Green's
4 Fresh Market
2 Fresh Pride
128 GameStop
70 Gamestop (Spain)
2 Gediman's
20 Gilly Hicks
54 Golf Galaxy (by 2016)
2 Gourmet Heaven

1 Graeter's
 50 Guess (through 2015)
 1 Gulf
 1 Haggen Food & Pharmacy
 1 Hallmark
 2 Haverty's
 22 Homemade Pizza Co.
 6 Honk's \$1.00
 1 Hubbell & Hudson
 1 Hubbell & Hudson
 1 Hush Puppies
 4 Jack in the Box
 33 JCPenney
 1 JC's 5 Star Outlet
 2 JMR Chalk Garden
 170 Jones Group (by mid-2014)
 70 Juicy Couture
 1 Kim's Video & Music
 50 Kitchen Collection
150 Kmart
 1 Knect Home Center
 2 Kroger
 4 Len Druskin
 1 Lids Locker Room
 1 Life Is Good
 73 Liquidation World (Big Lots Canada)
 39 Loehman's
 2 Lolabella Boutique
 8 Long John Silver's
 4 Lowe's Foods
 7 Macy's
 5 Mattress Source
 1 Max Club (Wal-Mart)
 74 McDonald's (Japan)
 4 McDonald's (Moscow)
 4 Meat House
 13 Mill Stores Furniture Outlet
 2 My Favorite Toy Store
 56 Naartjie Kids
 7 Noni B
 2 Nordstrom
 1 Oak Express
 400 Office Depot/Max (by 2016)
150 Office Depot (2014)
 1 Old Navy
 2 P2 by Pink Pump

25 Papa John's
 2 Pappoule's Greek Restaurant
 12 Peet's Coffee & Tea
 63 Pep Boys ("in the coming years")
 20 Pick 'n Save (by 2017)
 2 Piggly Wiggly
 1 Pottery Barn
 1 Pottery Barn Kids
 2 Powell's Books
 8 Price Busters
 125 P.S. from Aeropostale
 200 Radio Shack (through 2017)
 2 Rainbow Foods
 9 Rainbow's Supermarkets
 1 Ralph's
 150 Rent-A-Center
 1 Risky Business
 10 Rite Aid
 1 Ross Dress For Less
 2 Rustic Hutch
 2 Safeway
 2 Savers Thrift Store
 155 Sbarro
339 Sears
35 Sears Auto Centers
 8 Seattle's Best Coffee
 1 Shaw's
 3 Shoe Carnival
 1 Shopko
 4 Sprint Gas Stations
 3 Stein Mart
 1 Stop & Shop
 1 Sofa Mart
 20 SONY
 55 Sprint
170 Staples
55 Staples (2015)
 1 Sunoco
 1 Talbots Clearance Outlet
 12 Target
 2 Thomasville Home Furnishings
 1 Tom Thumb (Safeway)
 1 TOP Food & Pharmacy
 1 Toys 'R Us
 1 Tractor Supply Company
 1 Tuesday Morning

- 1 Tumi
- 76 Walgreens
- 1 Wal-Mart
- 1 Wawa
- 2 Weis Markets
- 48 Wet Seal
- 1 WH Smith Books
- 3 Williams-Sonoma
- 23 Winn-Dixie
- 60 Wolverine World Wide (Stride Rite and Keds)
- 80 Wolverine World Wide (2015 - Strike Rite & Keds)
- 1 Yankee Candle

The list above was updated December 12, 2014.

Exhibit B

Draft 2015 Economic Development Work Program

Retention and Promotion Activities

Activity	Benchmark	Status
Annual Business Meetings	Conduct 24 meetings with businesses throughout the year	
Market regional Property Assessed Clean Energy (PACE) Program to businesses	Advertise in newspaper, City website, newsletter and direct mailing	
Conduct business seminar	Conduct 1 City sponsored business seminar	
Attend EDC-VC Economic Development Manager Meetings	Attend 6 meetings	
Market EDC-VC Programs	Advertise in newspaper, City website, newsletter, direct mailing and site visits. Have 14 businesses take advantage of EDC-VC services	
Proactively identify and research emerging trends	Meet with businesses to discuss emerging trends and monitor news outlets	
Restaurant week	Conduct 1 restaurant week event	
Shop Moorpark program	Conduct 1 shop Moorpark event and advertise the benefits of shopping local in the newspaper, City website and newsletter	
Increase housing opportunities	Work with developers to create additional workforce housing to executive housing units and identify possible residential rezoning possibilities	
Change online sales tax distribution	Work with state and local policymaker to introduce a new sales tax distribution method for online sales	
HUBZone opportunities	Discuss the HUBZone opportunities with 6 businesses	
Assist businesses with City permitting process	Assist businesses navigate the City permitting process and follow up with businesses to receive feedback on the experience	
Streamline business registration renewal process	Implement ways to streamline the business registration renewal process	
Assist Tom Lindstrom purchase the property at 510 Los Angeles Avenue and construct a permanent RV dealership	Complete land sale from Successor Agency to Tom Lindstrom and assist with permitting the dealership improvements	
Participate in Moorpark Chamber events	Attend 10 GRC meetings, 6 breakfast mixers, and 6 evening mixers	

Recruitment Activities

Activity	Benchmark	Status
Property manager meetings	Meet with all property managers once per year, especially focusing on Mission Bell Plaza and the Village at Moorpark	
Update City economic development brochure	Update and market brochure	
Increase economic development presence on City Webpage	Update and add additional economic development information to the City's webpage	
Advertise City in trade journals	Place 1 advertisement	
Assist Target incorporate additional business activities	Complete Target remodel to create an additional retail space	
Hotel in Moorpark	Assist a developer with the City permit process and start construction of a hotel	
Contact regional managers and coordinate real estate availability to desired businesses	Contact 6 business and introduce the City to them	
Retail, Office and Hotel Study	Complete Study	