

Report to Economic Development Sub-Committee

TO: Economic Development Subcommittee

FROM: Cruz Esparza, Economic Development & Housing Director

AGENDA DATE: September 10, 2024

TITLE: ECONOMIC DEVELOPMENT STRATEGIC PLAN

RECOMMENDED ACTION

Staff recommends that the Economic Development Subcommittee members recommend approval of the five-year Economic Development Strategic Plan.

DISCUSSION

Expanding on the City Council's Momentum MoVal vision, the Economic Development & Housing Department proposes a new Strategic Plan that will guide Moreno Valley's evolution into a thriving community for residents and businesses. This five-year Strategic Plan focuses efforts on key priorities, targeting the most critical areas of economic development. With its adaptive and forward-looking foundation, the Strategic Plan empowers the City Council to respond to new challenges while remaining on track to achieve our goals.

The Strategic Plan outlines targeted objectives and initiatives that align with the City Council's direction, guiding the work of the Economic Development & Housing team. It is designed to be ambitious, reflecting a strong commitment to advancing Moreno Valley's future.

The Strategic Plan is intended to encourage Moreno Valley's vibrant local economy by creating diverse employment and entrepreneurial opportunities, supporting business attraction and expansion, increasing Moreno Valley workforce's local participation, and enhancing the generation of new City revenues. This strategic approach positions Moreno Valley as a key economic hub in the Inland Empire, fostering a resilient business environment. The Plan also emphasizes the importance of innovation and entrepreneurship, alongside preparing residents for meaningful careers through targeted educational and training programs.

The Economic Development Strategic Plan is built around the following five strategic areas upon which the collective efforts of the Economic Development & Housing team will be focused:

1. Emerging Industries & High Paying Jobs
2. Entertainment & Sense of Place
3. Revenue Generation
4. Business Retention, Expansion & Entrepreneurship
5. Workforce Development

The five strategic areas address 19 goals to be achieved by 53 objectives and 239 initiatives. The Economic Development Strategic Plan is our guide to a prosperous future, ensuring that each step we take strengthens our community and propels us toward lasting success.

Staff will provide a verbal presentation at the Subcommittee meeting.

ATTACHMENTS

EXHIBIT A: The Economic Development Strategic Plan



Prepared By: Michele Patterson
Economic Development Manager



Department Head Approval: Cruz Esparza
Economic Development & Housing Director

MORENO VALLEY

ECONOMIC DEVELOPMENT

STRATEGIC PLAN

2024



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Moreno Valley's Economic Development Strategic Plan | Expanding on the City Council's Momentum MoVal vision, it guides Moreno Valley's evolution into a thriving community for residents and businesses. This five-year Strategic Plan focuses efforts on key priorities, targeting the most critical areas of economic development. With its adaptive and forward-looking foundation, the Economic Development Strategic Plan empowers the City Council to respond to new challenges while remaining on track to achieve our Momentum MoVal vision.

The Plan outlines targeted objectives and initiatives that align with the City Council's direction, guiding the work of the Economic Development team. It is designed to be ambitious, reflecting a strong commitment to advancing Moreno Valley's future. The journey ahead requires determination and hard work, but the potential rewards are substantial.

The Economic Development Strategic Plan aims to cultivate a vibrant local economy by creating diverse employment and entrepreneurial opportunities, supporting business attraction and expansion, increasing Moreno Valley workforce's local participation, and enhancing the generation of new City revenues. This plan allows for strategic approaches that position Moreno Valley as a key economic hub in the Inland Empire, fostering a resilient business environment. The Plan also emphasizes the importance of innovation and entrepreneurship, alongside preparing residents for meaningful careers through targeted educational and training programs.

The Economic Development Strategic Plan is built around the following five strategic areas upon which the collective efforts of the Economic Development team will be focused:

1. Emerging Industries & High Paying Jobs
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Industries by Sector



Moreno Valley’s Economic Position | Strategically positioned in Southern California’s Inland Empire, Moreno Valley is at the heart of a region experiencing significant economic expansion, particularly in manufacturing, and logistics. Moreno Valley is well-positioned to secure a leading share of this growth, driven by its prime access to the regional transportation network, established business clusters in high-growth industries, and vast areas available for development.

Moreno Valley’s Emerging Occupations | Leveraging our strategic advantages, Moreno Valley has enjoyed consistent and robust economic growth across key employment sectors such as healthcare, wholesale and retail trade, hospitality, food service, and education. The city is home to over 4,500 businesses, including numerous Fortune 500 companies and globally recognized firms, as well as cutting-edge enterprises in emerging industries like advanced manufacturing, electric vehicle manufacturing, and clean/green technology. Major employers in Moreno Valley are detailed to the left.

Employment growth in the Inland Empire has frequently outpaced the national average, particularly in logistics and healthcare. Reflecting this trend, Moreno Valley’s employment grew by more than 34,000 jobs between 2011 and 2022. The Transportation, Warehousing, and Utilities sector represented over 60% of all new jobs created. Healthcare and Government made up another 18%.

The city boasts a workforce of 97,000, with access to a labor pool of over 1.1 million within a 20-mile radius, providing employers with a diverse and skilled talent base.

MAJOR EMPLOYERS | EMPLOYEE

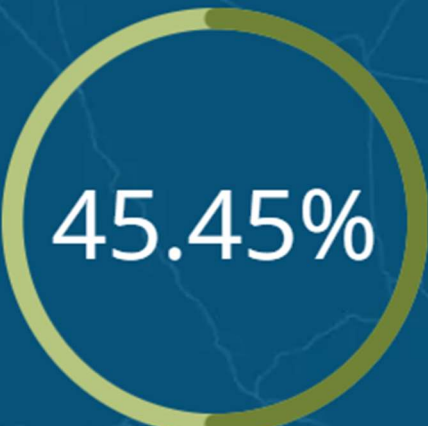
March Air Reserve Base		7500
Riverside University Health Systems		5188
Amazon		4854
MV Unified School District		4091
Skechers		2500
Ross Dress For Less / dd’s Discounts		2000
ALDI Western HQ		1900
Deckers Outdoor		1600
Kaiser Permanente		1467
Harbor Freight Tools		1170
Moreno Valley Mall		1080

Demographics	
Population	214,196
Population Growth	4.31%
Average Age	35.5
Unemployment	6.00%
SFR Resale Value	\$ 578,000
Household Income	\$ 101,026

Some College or Higher



White Collar Workers



Moreno Valley's Momentum | Moreno Valley is experiencing dynamic growth, with a population increase of 5.07%—adding 10,337 new residents over the past nine years. As of 2024, the population is estimated at 214,196, and the growth trajectory shows no signs of slowing. Over the next five years, total population is projected to expand by more than 4.31%, pushing Moreno Valley's estimated population to over 223,000 residents.

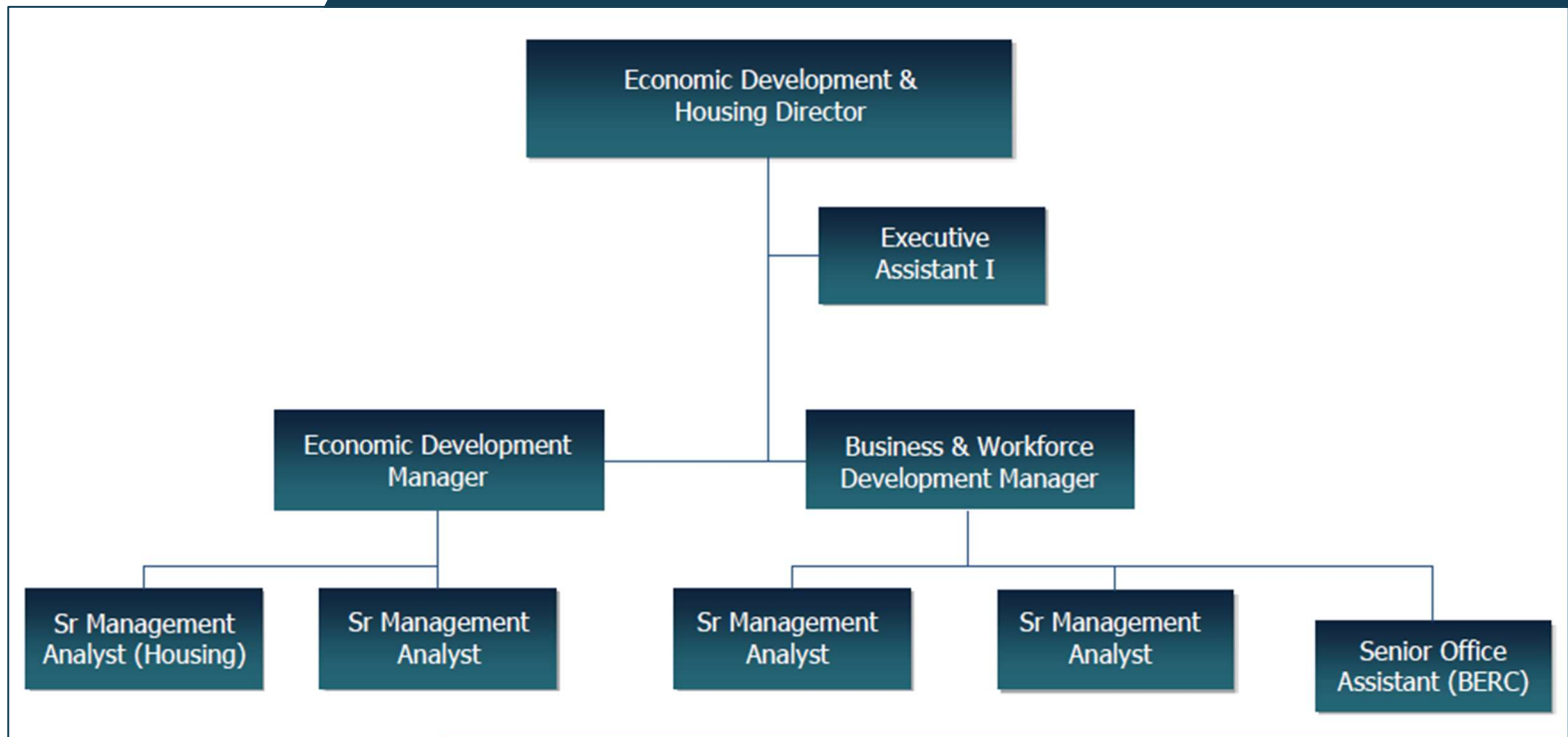
Moreno Valley's Population Maturation | Since 2015, the population aged 0-18 has decreased by 9.99%, signaling a shift towards a more mature demographic with the average age at 35.5. This change in age distribution is reflected in the city's educational attainment, employment patterns, and income levels, marking a significant evolution in Moreno Valley's community profile.

Moreno Valley's Advancing Education | As Moreno Valley's population matures, the pursuit of higher education is increasingly becoming a priority. As of 2024, the city's degree attainment rate has risen to 25.51%, reflecting a growing commitment to educational advancement across the community.

Moreno Valley's Workforce Evolution | As the city's young residents have entered the workforce, the labor force has expanded by 18.77%. The nature of work in Moreno Valley is also evolving. The number of residents in white-collar occupations has surged by 92.27%, while blue-collar employment has decreased by 20.87%. As of July 2024, the city's unemployment rate stands at 6%, reflecting a dynamic shift in the employment landscape.

Moreno Valley's Prosperous Transformation | Two key indicators of the community's economic success are the significant increases in home values and household incomes. The average resale value of a single-family home in Moreno Valley has soared over the past nine years (see attached chart). From \$252,000 in 2015, it has climbed to \$578,000 by July 2024—a remarkable 130% increase. During the same period, average household incomes have surged by 61.1%, rising from \$62,712 in 2015 to \$101,026 in 2024.

The MISSION of the Economic Development & Housing Department is to improve the quality of life for Moreno Valley residents by creating jobs, attracting new businesses, expanding existing businesses, encouraging entrepreneurs, enhancing workforce competencies, and managing affordable housing programs.



Chapter 1 | EMERGING INDUSTRIES & HIGH-PAYING JOBS

Situated in the dynamic Inland Empire of Southern California, the City of Moreno Valley offers significant opportunities for industries seeking a dynamic and supportive locale. A growing, educated workforce, competitive incentives and modern facilities converge to create an ideal setting for both emerging companies in high-growth industries and established industries with strong compensation packages.

The City's focus on attracting industries that offer high-paying jobs aligns with its goals of creating diverse employment opportunities, welcoming revolutionary technologies and innovative practices to the City, and attracting international talent and partnerships.

Moreno Valley currently supports a robust employment base in manufacturing, logistics, healthcare, education, and hospitality. These sectors, especially healthcare and logistics, have demonstrated resilience and sustainability, even across recent years of economic volatility during the pandemic.

The City now seeks to capitalize on opportunities to expand and diversify these clusters by attracting businesses in advanced manufacturing, electric vehicle manufacturing, aerospace, cybersecurity, clean & green technology, information technology, and artificial intelligence. Focusing economic development efforts on attracting new business in these sectors and helping existing business to expand represents a solid strategy for growth, as the success of these business sectors has been demonstrated in the region. Building on this foundation and targeting growing industries that pay above-average wages will help ensure a strong and stable economy, increase tax revenues, and support investments that enhance the quality of life in the community.

Goal 1.1: Attract Companies from Innovative Growth Sectors including Advanced Manufacturing, Electric Vehicle Manufacturing, Green & Clean Technology, Information Technology, Artificial Intelligence, and Aerospace and Defense Companies (including but not limited to semiconductors, medical device, biotechnology, alternative fuel & energy, nanotechnology, software development, artificial intelligence, and autonomous vehicles).

- **Goal 1.1: Innovative Growth Companies**
- **Goal 1.2: Healthcare**
- **Goal 1.3: Building Trades & Professionals**

Objective 1.1.1: Engage with Industry and Business Leaders in Emerging Growth Sectors to Establish, Expand, or Invest in Moreno Valley.

Initiative 1.1.1.1: Leverage data services, both existing and new options, to understand industry trends and develop a comprehensive database of companies to target.

Initiative 1.1.1.2: Consider infrastructure, access/logistical advantages, demographics, etc. and identify optimal locations within Moreno Valley suitable for industry-specific facilities.

Initiative 1.1.1.3: Market the strategic benefits of locating operations in Moreno Valley through the Moreno Valley business website, print, and digital formats, emphasizing logistical connectivity, workforce readiness, industry-relevant advantages, and a business-friendly environment.

Initiative 1.1.1.4: Cultivate a skilled workforce tailored to various industry needs through collaboration with local and regional educational institutions, training programs and workforce development initiatives.

Initiative 1.1.1.5: Represent Moreno Valley in relevant tradeshows and industry conferences; embrace speaking opportunities to showcase Moreno Valley as a prime business destination. Network with key stakeholders, engage with key decision-makers in emerging markets.

Initiative 1.1.1.6: Explore customized incentive packages (e.g. development agreements, incentive agreements) that ensure mutually beneficial outcomes for both the city and prospective businesses

- **Goal 1.1: Innovative Growth Companies**
- **Goal 1.2: Healthcare**
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Initiative 1.1.1.7: Offer specialized Development Ombudsman services to assist new businesses in navigating the City’s entitlement and development processes. Advocate for and connect businesses with City staff, Moreno Valley Electric Utility (MVU) and agency partners, as businesses establish and grow.

Goal 1.2: Attract Hospital and Healthcare Facilities

Objective 1.2.1: Attract Healthcare Facilities To Moreno Valley (including hospitals, network providers, private practice, urgent care, specialty clinics, etc.).

Initiative 1.2.1.1: Compile a comprehensive list of hospitals and healthcare networks and their existing facility locations. Establish and foster partnerships within Moreno Valley’s healthcare sector to identify service gaps in the continuum of healthcare locally available to residents.

Initiative 1.2.1.2: Utilizing data subscriptions and other information sources, identify suitable sites for hospital and healthcare facility expansion, focusing on community health needs.

Initiative 1.2.1.3: Promote and market through the Moreno Valley business website, print, and digital advertising the advantages and benefits of locating hospitals and healthcare facilities in Moreno Valley. Emphasize the region’s service gaps, growing population, and increasing demand for quality healthcare in this underserved market.

Initiative 1.2.1.4: Participate in and exhibit at relevant tradeshows and conferences to showcase Moreno Valley as an ideal location for healthcare investment and development.

- Goal 1.1: Innovative Growth Companies
- Goal 1.2: Healthcare
- Goal 1.3: Building Trades & Professionals

Initiative 1.2.1.5: Engage with healthcare network leaders in the areas of healthcare where residents experience gaps in local provider availability and encourage them to establish, expand, or invest in a Moreno Valley location.

Initiative 1.2.1.5: Provide customized Development Ombudsman services (entitlements, project management) to ensure a business-friendly, efficient, and personalized experience for new businesses.

Initiative 1.2.1.6: Explore customized incentive packages (e.g. development agreements, incentive agreements) that ensure mutually beneficial outcomes for both the city and prospective businesses.

Objective 1.2.2: Attract Medical Professionals to Live and Work in Moreno Valley.

Initiative 1.2.2.1: Develop mid and high-end housing options to accommodate healthcare professionals, ensuring quality living spaces.

Initiative 1.2.2.2: Encourage expansion of existing medical and wellness facilities and support new facility development to meet growing healthcare demands.

Initiative 1.2.2.3: Promote the advantages and benefits of living in Moreno Valley to medical professionals, highlighting community amenities, lifestyle opportunities, and the long-term employment outlook for healthcare careers, kickstarted by the approved campus expansion plans of the two existing hospital systems (Riverside University Health Systems, Kaiser Permanente).

- **Goal 1.1: Innovative Growth Companies**
- **Goal 1.2: Healthcare**
- **Goal 1.3: Building Trades & Professionals**

Goal 1.3: Attract Building Trades and Professionals

Objective 1.3.1: Attract Skilled Tradesmen (electricians, plumbers, HVAC, carpenters, ironworkers/welders, safety managers, building inspectors and more.

Initiative 1.3.1.1: Collaborate with high schools, technical schools and community colleges to develop and promote training programs for the trades.

Initiative 1.3.1.2: Create or enhance apprenticeship opportunities that offer hands-on experience and a clear path to certification.

Initiative 1.3.1.3: Expand MoVaLearns to offer financial support for students pursuing careers in the trades.

Initiative 1.3.1.4: Host and/or participate in job fairs and industry events to connect with potential skilled workers and showcase each industry’s cutting-edge technology and tools. Use virtual reality and simulation technologies to expose recruits to what working in the trades is like.

Initiative 1.3.1.5: Work with industry groups and associations to promote trade careers and develop joint initiatives.

Initiative 1.3.1.6: Market the currently approved developments, as well as the future development pipeline, in Moreno Valley and the region to demonstrate the long-term employment outlook for the skilled trades.

Objective 1.3.2: Attract White Collar Professionals (software engineers, architects, information technology and security, accountants,

- Goal 1.1: Innovative Growth Companies
- Goal 1.2: Healthcare
- Goal 1.3: Building Trades & Professionals

dentists, civil engineers, marketing, financial analysts, insurance and real estate professionals).

Initiative 1.3.2.1: Pursue the development of technology parks, innovation hubs, or coworking spaces that contain amenities such as advanced IT infrastructure and meeting facilities.

Initiative 1.3.2.2: Promote premier residential developments for building modern, attractive housing with desirable amenities in key areas.

Initiative 1.3.2.3: Collaborate with local universities and educational institutions to align curricula with industry needs and create internship and co-op programs.

Initiative 1.3.2.4: Foster partnerships with skills development centers focused on continuing education and professional development in fields like IT, engineering, and finance.

Initiative 1.3.2.5: Explore tax incentives or grants to companies that create high-paying white-collar jobs in the city.

Initiative 1.3.2.6: Showcase the city's cultural and recreational opportunities, safety, and cleanliness to feature Moreno Valley's attractiveness to potential residents.

Initiative 1.3.2.7: Provide Business Liaison support for established businesses looking to expand, including access to business development resources (including recruitment assistance, hiring incentives, workforce development training) and advisory services.

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- **Goal 1.2: Healthcare**
- **Goal 1.3: Building Trades & Professionals**

Initiative 1.3.2.8: Launch print and digital targeted marketing ad campaigns that highlight the city’s benefits and opportunities for professionals in various sectors.

Initiative 1.3.2.9: Host or support industry conferences, workshops, and networking events that draw professionals to the city and showcase the city’s offerings.

Initiative 1.3.2.10: Partner with or support local chapters of national and international professional associations related to finance, insurance, and real estate.

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Resources:

Initiatives to be achieved at existing Economic Development staffing levels. Retain essential Marketing, Business Attraction, and Development Ombudsman staff to effectively carry out business attraction efforts and smoothly navigate internal city processes for incoming and existing businesses.

Chapter 2 | ENTERTAINMENT & SENSE OF PLACE

As the City of Moreno Valley continues to grow, its residents and visitors are eager to experience dynamic spaces and events that celebrate arts, culture, and social gatherings close to home. They desire local options that enhance their quality of life and foster community connections. Moreno Valley offers exciting opportunities for investors to develop venues for state-of-the-art entertainment/sporting events, innovative eateries, and cultural landmarks that articulate the spirit of Moreno Valley's thriving community. By attracting these types of venues, Moreno Valley enriches not only its own cultural fabric but also draws visitors from beyond the City limits, generating valuable tourism dollars that contribute to the local economy.

The plan for cultivating entertainment and sense of place locations focuses on eatertainment venues, or those establishments offering both food/beverage and entertainment options, sports entertainment venues, cultural arts / events venues, and iconic gathering places.

Goal 2.1: Attract Eatertainment Venues

Objective 2.1.1: Cultivate Gathering Places that Offer Full-Service Food, Beverages, and Interactive Entertainment

(e.g., bowling alleys, karaoke lounges, ax throwing, pickleball, ping pong halls, bocce ball courts, bingo halls, high-tech mini golf, shuffleboard, indoor racetracks, game centers, and upscale golf experiences)

Initiative 2.1.1.1: Actively participate in conferences and tradeshows centered on the entertainment industry to network with key stakeholders, engage with eatertainment operators, gain valuable insights into emerging trends, and build relationships with key decision-makers.

Initiative 2.1.1.2: Conduct thorough research to identify and evaluate optimal locations for establishing eatertainment

- **Goal 2.1: Entertainment Venues**
- **Goal 2.2: Sports Entertainment Venues**
- **Goal 2.3: Arts & Cultural Events**
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facilities, ensuring they align with market demand and strategic business goals.

Initiative 2.1.1.3: Collaborate with brokers and tenant representatives who have expertise in entertainment concepts and/or eatertainment venues to gain insights, identify prime locations and optimize the establishment of new facilities.

Initiative 2.1.1.4: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for establishing businesses.

Objective 2.1.2: Foster Opportunities for Rooftop Amenities and Encourage Development Projects to Incorporate Rooftop Communal Spaces.

Initiative 2.1.2.1: Scout potential sites suitable for rooftop amenities.

Initiative 2.1.2.2: Actively participate in development review meetings to advocate for rooftop features.

Initiative 2.1.2.3: Explore customized incentive packages (e.g. development agreements, incentive agreements) that ensure mutually beneficial outcomes for both the city and prospective businesses.

Initiative 2.1.2.4: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for to establishing businesses.

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Objective 2.1.3: Attract Dine-In/IMAX Theaters and Screening Rooms that offer Elevated Dining Experiences and/or IMAX Screenings.

Initiative 2.1.3.1: Attend industry-specific conferences and tradeshows focused on entertainment to actively engage with theater industry leaders, gain valuable insights into emerging trends, and build relationships with key decision-makers.

Initiative 2.1.3.2: Conduct a comprehensive analysis to identify and evaluate the most advantageous locations for establishing new facilities, considering factors such as market potential, accessibility, and local demographics/entertainment culture.

Initiative 2.1.3.3: Collaborate with property owners of commercial and retail-zoned properties to explore and discuss potential development opportunities, ensuring alignment with strategic objectives and maximizing the impact of new ventures.

Initiative 2.1.3.4: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for establishing businesses.

Objective 2.1.4: Cultivate Tasting Rooms (breweries, wineries, distilleries).

Initiative 2.1.4.1: Curate databases of contacts within the brewing, winemaking, and distilling communities.

Initiative 2.1.4.2: Market Moreno Valley's unique attributes to prospective establishments.

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- **Goal 2.3: Arts & Cultural Events**
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Initiative 2.1.4.3: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for new businesses.

Goal 2.2: Attract Sports Entertainment Venues

Objective 2.2.1: Promote Development Opportunities for Marquee Venues that would Host Professional or Semi-Professional Sporting Events in Moreno Valley.

Initiative 2.2.1.1: Identify and thoroughly evaluate potential sites that are suitable for development, considering factors such as access, location, infrastructure, and market demand, to ensure they meet the criteria for successful project implementation.

Initiative 2.2.1.2: Develop and maintain a comprehensive database of key contacts, including developers and operators, who are influential in the industry. This list will be essential for networking, collaboration, and facilitating project development.

Initiative 2.2.1.3: Aggressively promote and market the unique advantages and benefits of establishing a sporting venue in Moreno Valley, highlighting the city's strategic location, economic incentives, substantial regional fan base population and supportive business environment to attract potential investors and businesses.

Initiative 2.2.1.4: Participate in sports event-relevant tradeshows and conferences to connect with industry professionals, gain valuable insights into emerging trends, and build relationships with key decision-makers.

- Goal 2.1: Entertainment Venues
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Initiative 2.2.1.5: Identify and connect with sports venue developers and operators to promote Moreno Valley’s potential for public-private partnerships. Engage in detailed discussions to explore how these partnerships can be structured to benefit both parties and enhance local development.

Initiative 2.2.1.6: Research, identify, and propose new incentive programs that could be leveraged to promote and support the establishment of new sports and entertainment facilities, ensuring these incentives align with project goals and offer significant benefits.

Initiative 2.2.1.7: Investigate various funding sources, including grants, sponsorships, and other financial support mechanisms, to facilitate the development of sports venues. Explore opportunities for securing financial assistance to ensure the successful execution of projects.

Objective 2.2.2: Cultivate Development of Sports Facilities and Complexes Accessible to the Public (e.g. Soccer Complex, Ball Fields, Aquatic Centers), Offering Diverse Indoor and Outdoor Recreational Opportunities.

Initiative 2.2.2.1: Conduct a thorough search and evaluation to identify potential sites for development. Assess each location’s suitability based on criteria such as accessibility, infrastructure, and alignment with project goals, and consider securing these sites to advance future initiatives.

Initiative 2.2.2.2: Create and maintain an extensive database of professionals and companies involved in the

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public sports industry, including developers, operators, and service providers.

Initiative 2.2.2.3: Investigate opportunities for establishing collaborative public-private partnerships. Engage with relevant stakeholders to explore how joint ventures can be structured to leverage both public resources and private sector expertise, enhancing the development and success of sports-related projects.

Initiative 2.2.2.4: Research and/or propose various financial resources, including grants, sponsorships, and alternative funding options, to support the establishment of sports facilities. Explore and secure these financial sources to provide the necessary funding and facilitate successful project implementation.

Objective 2.2.3: Encourage the Development of an E-sports Arena.

Initiative 2.2.3.1: Identify and evaluate potential sites for development, ensuring they meet the necessary criteria and consider securing these locations for future projects.

Initiative 2.2.3.2: Proactively pursue opportunities for forming public-private partnerships to enhance collaborative efforts and leverage resources effectively.

Initiative 2.2.3.3: Examine available and/or propose new incentive programs that could support and encourage the formation of public-private partnerships, aiming to maximize benefits for all parties involved.

Initiative 2.2.3.4: Research and identify various financial support mechanisms, including grants, sponsorships, and

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other funding sources, to aid in the establishment and development of new projects.

Goal 2.3: Cultivate Arts and Cultural Events

Objective 2.3.1: Attract a Destination Venue Operator that Showcases Historical, Scientific, Artistic, Cultural, or Immersive Exhibits.

Initiative 2.3.1.1: Identify potential sites suitable for accommodating the destination museum.

Initiative 2.3.1.2: Identify potential destination museum developers and operators, as well as an inventory of existing facilities in the region. Create and maintain an extensive database of destination museum professionals involved in historical, scientific, artistic, cultural, or immersive museum operations.

Initiative 2.3.1.3: Explore grants, sponsorships, and other funding mechanisms to facilitate venue establishment. Investigate opportunities for establishing collaborative public-private partnerships. Engage with relevant stakeholders to explore how joint ventures can be structured to leverage both public resources and private sector expertise, enhancing the development and success of sports-related projects.

Initiative 2.3.1.4: Explore customized incentive packages (e.g. development agreements, incentive agreements) that ensure mutually beneficial outcomes for both the city and prospective businesses.

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Objective 2.3.2: Foster the Development of Live Entertainment Venues, Serving as Concert Halls, Playhouses, Music Lounges, Cabarets, or Performing Arts Spaces.

Initiative 2.3.2.1: Identify sites suitable for live entertainment venues, considering accessibility/proximity to transportation networks and existing land uses.

Initiative 2.3.2.2: Participate and exhibit at entertainment-related conferences and tradeshows to showcase Moreno Valley as the next location for live entertainment venue development, connect with industry professionals, gain valuable insights into emerging trends, and build relationships with key decision-makers.

Initiative 2.3.2.3: Seek out live entertainment venue developers / operators.

Initiative 2.3.2.4: Explore grants, sponsorships, and other funding sources. Investigate opportunities for establishing collaborative public-private partnerships. Engage with relevant stakeholders to explore how joint ventures can be structured to leverage both public resources and private sector expertise, enhancing the development and success of a live entertainment venue.

Initiative 2.3.2.5: Explore customized incentive packages (e.g. development agreements, negotiating terms) that ensure mutually beneficial outcomes for both the city and prospective businesses.

Objective 2.3.3: Cultivate cultural / ethnic festivals and street fairs.

Initiative 2.3.3.1: Identify suitable sites (both private and public) for hosting festivals and street fairs.

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- **Goal 2.3: Arts & Cultural Events**
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Initiative 2.3.3.2: Inventory established annual festivals / street fairs in the region for dates and themes.

Initiative 2.3.3.3: Engage with relevant stakeholders to leverage both public resources and private sector expertise, enhancing the development and success of cultural / ethnic festivals and street fairs. Explore public-private partnership opportunities involving various types of operators, shopping centers, and business owners.

Initiative 2.3.3.4: Explore grants, sponsorships, and other funding sources to facilitate event establishment.

Goal 2.4: Create Iconic Gathering Places

Objective 2.4.1: Create Public Art Attractions; Establish Gathering Places through Art Installations, Monuments, Sculptures, Memorials, Integrated Architectural or Landscape Architectural Work, Community Art, Digital Media, Water Features, Light Exhibits, Murals, and More.

Initiative 2.4.1.1: Identify suitable sites to accommodate large-scale public art installations.

Initiative 2.4.1.2: Leverage public art development impact fees (DIFs) and other incentive mechanisms to foster the creation of these attractions.

Initiative 2.4.1.3: Explore collaborations with various artists and companies capable of developing impactful public art.

Initiative 2.4.1.4: Explore grants, sponsorships, and other funding sources to facilitate their establishment.

- **Goal 2.1: Entertainment Venues**
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Objective 2.4.2: Cultivate Nature and Exploration Spaces, such as Botanical Gardens, Zoological Gardens, Aquariums, Planetariums, Aviaries, Menageries, Conservatories, Arboretums, or Wildlife Centers.

Initiative 2.4.2.1: Identify potential sites suitable for accommodating these types of venues. Inventory established nature-centric destinations.

Initiative 2.4.2.2: Investigate public-private partnerships to support the development of these nature-centric venues. Engage with relevant stakeholders to leverage both public resources and private sector expertise, enhancing the development and success of natural destinations.

Initiative 2.4.2.3: Explore grants, sponsorships, and other funding sources to facilitate their establishment.

Objective 2.4.3: Develop a marquee downtown gathering place.

Initiative 2.4.3.1: Negotiate with major downtown property owners to shape a marquee gathering place.

Initiative 2.4.3.2: Collaborate with the Community Development team to facilitate the realization of a downtown center.

Objective 2.4.4: Enhance Utilization of Lake Perris and Surrounding Area for Destination Recreation Activities and Events.

Initiative 2.4.4.1: Establish partnerships with the California State Parks Department to maximize the area's development potential.

- **Goal 2.1: Entertainment Venues**
- **Goal 2.2: Sports Entertainment Venues**
- **Goal 2.3: Arts & Cultural Events**
- **Goal 2.4: Iconic Gathering Places**

Initiative 2.4.4.2: Explore land transfer opportunities from State agencies.

Initiative 2.4.4.3: Assist in marketing efforts to attract development interests and promote engaging activities at Lake Perris.

Resources:

Initiatives to be achieved at existing Economic Development staffing levels. Retain essential Marketing, Business Attraction, and Development Ombudsman staff to effectively carry out business attraction efforts and smoothly navigate internal city processes for incoming and existing businesses.

- **Goal 2.1: Entertainment Venues**
- **Goal 2.2: Sports Entertainment Venues**
- **Goal 2.3: Arts & Cultural Events**
- **Goal 2.4: Iconic Gathering Places**

2.0 Entertainment & Sense of Place

Chapter 3 | REVENUE GENERATORS

City General Fund revenue generation through new retail, industrial, institutional, and medical office development and expansion directly supports infrastructure improvements, public services/facilities, and overall economic vitality.

As our city continues to evolve, attracting City revenue-generating businesses will be essential to sustaining and accelerating growth. To achieve financial balance, the Economic Development team will focus on attracting investments that drive both immediate profitability and long-term, sustainable operation. The Revenue Generation Initiatives emphasize ground-up development and tenant attraction of Sales, Property, Utility, and Transient Occupancy Tax generators to Moreno Valley's premier retail and restaurant establishments, hospitality venues, industrial facilities, and healthcare / corporate offices. Such tenants will generate revenues to help offset cost deficits related to providing services to residential land uses.

Key strategies include identifying and targeting specific business types, effectively marketing site opportunities and the benefits that a commercial location in Moreno Valley offers, potentially adjusting incentive programs, fostering a supportive business environment and collaborating with local stakeholders. Generation of revenues from targeted industries will fund essential City services, support City Council priorities and elevate the quality of life for Moreno Valley residents.

Goal 3.1: Attract Retail Uses

Objective 3.1.1: Attract Sales Facilities/Dealerships For Various Transportation Modes (E.G., Automobiles, Recreational Vehicles, Boats, Airplanes, Etc.)

Initiative 3.1.1.1: Highlight Moreno Valley's unique strengths and market appeal to draw top retail establishments, focusing on economic advantages and community partnerships.

- Goal 3.1: Retail
- Goal 3.2: Hospitality
- Goal 3.3: Restaurants
- Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs

3.0 Revenue Generators

Initiative 3.1.1.2: Collaborate with the Community Development team to identify optimal locations for vehicle sales facilities, ensuring strategic alignment with city growth plans.

Initiative 3.1.1.3: Utilizing existing software subscriptions and new data service offerings, research and build a comprehensive database of vehicle sales facilities to identify viable gaps in existing dealership networks where a new vehicle sales center could flourish.

Initiative 3.1.1.4: Pursue corporate manufacturers and dealership franchisees for new dealership approvals and potential franchise connections.

Initiative 3.1.1.5: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for new businesses.

Objective 3.1.2: Working with Private Developers, Establish a Lifestyle Center, Fostering an Open-Air Shopping Experience with Walkable, Pedestrian-Friendly Retail and Dining Options. Develop Neighborhood Shopping Centers to Enhance Local Retail/Grocery Accessibility.

Initiative 3.1.2.1: Conduct thorough site scouting to pinpoint ideal locations for the lifestyle center and neighborhood shopping centers, focusing on accessibility and market demand.

Initiative 3.1.2.2: Cultivate relationships with and engage seasoned developers capable of transforming identified sites

- **Goal 3.1: Retail**
- **Goal 3.2: Hospitality**
- **Goal 3.3: Restaurants**
- **Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs**

3.0 Revenue Generators

into vibrant lifestyle centers and neighborhood shopping centers.

Initiative 3.1.2.3: Deliver dedicated Development Ombudsman services that are tailored to developers' and tenants' needs to efficiently and effectively move developments through the entitlement and construction processes.

Objective 3.1.3: Attract destination retail, premier grocery, and big box retail opportunities (e.g., IKEA, Trader Joe's, Barons Market, Sam's Club, Walmart/Target) to stimulate economic growth and revenue generation.

Initiative 3.1.3.1: Compile targeted databases of potential sites and key contacts within the destination retail / grocery sectors, establishing valuable connections for collaboration.

Initiative 3.1.3.2: Position Moreno Valley as a prime location, showcasing distinct advantages and market appeal for destination retail, premier grocery big box retailers, leveraging strategic advantages and consumer demographics to attract national brands.

Initiative 3.1.3.3: Exhibit at tradeshow, participate in events and consider speaking opportunities to increase visibility and network with tenants.

Initiative 3.1.3.3: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for new businesses.

Initiative 3.1.3.4: Explore customized incentive packages (e.g. development agreements, negotiating terms) that

- Goal 3.1: Retail
- Goal 3.2: Hospitality
- Goal 3.3: Restaurants
- Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs

3.0 Revenue Generators

ensure mutually beneficial outcomes for both the city and prospective businesses.

Objective 3.1.4: Attract Energy Center and Electric Vehicle Charging Opportunities to Promote Sustainable Development and Innovation.

Initiative 3.1.4.1: Curate specialized databases of contacts within the energy center and electric vehicle charging industry, focusing on sustainability and technological advancement.

Initiative 3.1.4.2: Highlight Moreno Valley's electric vehicle owners, progressive policies and infrastructure readiness to prospective energy centers and electric vehicle charging facilities, emphasizing support for green initiatives and sustainable growth.

Initiative 3.1.4.3: Highlight Moreno Valley's unique strengths and market appeal to draw top retail establishments, focusing on economic advantages and community partnerships.

Initiative 3.1.4.4: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for new businesses.

Goal 3.2: Attract Hospitality Facilities

Objective 3.2.1: Promote Development Opportunities for Destination Resorts, Flagship Hotels, and Brand Hotels in Moreno Valley.

- **Goal 3.1: Retail**
- **Goal 3.2: Hospitality**
- **Goal 3.3: Restaurants**
- **Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs**

3.0 Revenue Generators

Initiative 3.2.1.1: Identify prime sites conducive to the development of a range of destination resorts, flagship hotels, and brand hotels, ensuring alignment with city planning objectives.

Initiative 3.2.1.2: Compile an extensive database of reputable developers and operators in destination resorts, flagship hotels, and brand hotel development.

Initiative 3.2.1.3: Strategically promote and market the unique advantages and economic benefits of a Moreno Valley hospitality location.

Initiative 3.2.1.4: Attend industry-specific conferences and tradeshows to actively engage with leaders in the hospitality industry, gain valuable insights into emerging trends, and build relationships with key decision-makers.

Initiative 3.2.1.5: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for new businesses.

Initiative 3.2.1.6: Explore customized incentive packages (e.g. development agreements, incentive agreements) that ensure mutually beneficial outcomes for both the city and prospective businesses.

Goal 3.3: Attract Restaurant Facilities

Objective 3.3.1: Attract Fine Dining Establishments, Food Halls, Sit-Down Restaurants, and Casual Dining Eateries.

Initiative 3.3.1.1: Identify suitable locations conducive to establishing vibrant restaurant experiences that enhance

- **Goal 3.1: Retail**
- **Goal 3.2: Hospitality**
- **Goal 3.3: Restaurants**
- **Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs**

3.0 Revenue Generators

community engagement, demographics, economic trends, and culinary diversity.

Initiative 3.3.1.2: Build a comprehensive database of experienced developers and operators specializing in fine dining, food hall, sit-down, and casual dining restaurants concepts.

Initiative 3.3.1.3: Attend industry-specific conferences and tradeshows to showcase Moreno Valley as a desirable destination; actively engage with leaders in the culinary industry, gain valuable insights into emerging trends, and build relationships with key decision-makers.

Initiative 3.3.1.4: Strategically promote and market the unique advantages and economic benefits of Moreno Valley to prospective restaurateurs, highlighting the community's historical restaurant performance, growing market, and supportive business environment.

Initiative 3.3.1.5: Highlight Moreno Valley's unique strengths and market appeal to draw top fine dining, food hall, sit-down, and casual dining restaurants, focusing on economic advantages and community partnerships.

Initiative 3.3.1.6: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for new businesses.

Goal 3.4: Attract Fortune 1,000 Companies, Point-of-Sale Fulfillment Centers, Advanced Manufacturing, and Tech Hubs

Objective 3.4.1: Draw in Fortune 1,000 Corporations and Tech Hubs to Expand or Relocate in Moreno Valley.

- **Goal 3.1: Retail**
- **Goal 3.2: Hospitality**
- **Goal 3.3: Restaurants**
- **Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs**

3.0 Revenue Generators

Initiative 3.4.1.1: Identify optimal sites conducive to hosting Fortune 1,000 corporations and tech hubs, prioritizing proximity to innovation hubs and logistical advantages.

Initiative 3.4.1.2: Establish a comprehensive database of Fortune 1,000 and technology corporations; establish connections with decision-makers and site selectors, and engage in targeted outreach.

Initiative 3.4.1.3: Participate in and exhibit at industry-specific conferences and tradeshows to showcase Moreno Valley as a desirable destination; actively engage with leaders in tech industries, gain valuable insights into emerging trends, and build relationships with key decision-makers.

Initiative 3.4.1.4: Establish collaborative partnerships with local colleges and universities to enhance local capacity for Fortune 1,000 corporations and tech hubs and foster knowledge exchange.

Objective 3.4.2:

Attract Point-of-Sale Fulfillment Centers.

Initiative 3.4.2.1: Identify strategic sites capable of accommodating point-of-sale fulfillment centers, considering accessibility to excellent transportation network, infrastructure, workforce availability, etc.

Initiative 3.4.2.2: Develop a targeted database of companies specializing in point-of-sale fulfillment, leveraging data to tailor outreach efforts effectively.

- **Goal 3.1: Retail**
- **Goal 3.2: Hospitality**
- **Goal 3.3: Restaurants**
- **Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs**

3.0 Revenue Generators

Initiative 3.4.2.3: Engage actively in industry-specific tradeshows and conferences to promote Moreno Valley as an ideal location for fulfillment operations and build relationships with key decision-makers.

Initiative 3.4.2.4: Explore incentive programs to attract and support point-of-sale fulfillment centers, enhancing economic growth and employment opportunities.

Initiative 3.4.2.5: Collaborate with property owners to enhance facility operations by implementing advanced technological and/or environmentally friendly upgrades, driving capital investment, and increasing possessory interest tax revenues

Objective 3.4.3: Attract Advanced Manufacturing Facilities.

Initiative 3.4.3.1: Identify suitable sites for manufacturing facilities, considering infrastructure, workforce availability, and regulatory considerations.

Initiative 3.4.3.2: Establish a comprehensive database of manufacturing companies seeking expansion or relocation opportunities, encouraging global trade.

Initiative 3.4.3.3: Participate actively in industry tradeshows and conferences to showcase Moreno Valley's capabilities and investment potential and build relationships with key decision-makers.

Initiative 3.4.3.4: Provide customized Development Ombudsman services (entitlements, project management) ensuring a business-friendly, efficient, and personalized experience for new businesses.

- **Goal 3.1: Retail**
- **Goal 3.2: Hospitality**
- **Goal 3.3: Restaurants**
- **Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs**

3.0 Revenue Generators

Initiative 3.4.3.5: Explore customized incentive packages (e.g. development agreements, incentive agreements) that ensure mutually beneficial outcomes for both the city and prospective businesses.

Initiative 3.4.3.6: Collaborate with property owners to enhance facility operations by implementing advanced technological and/or environmentally friendly upgrades, driving capital investment, and increasing possessory interest tax revenues.

Resources:

Initiatives to be achieved at existing Economic Development staff levels. Retain essential Marketing, Business Attraction, and Development Ombudsman staff to effectively carry out business attraction efforts and smoothly navigate internal city processes for incoming and existing businesses.

- **Goal 3.1: Retail**
- **Goal 3.2: Hospitality**
- **Goal 3.3: Restaurants**
- **Goal 3.4: Fortune 1,000, Point of Sale, Advanced Manufacturing, Tech Hubs**

3.0 Revenue Generators

Chapter 4 | BUSINESS RETENTION, EXPANSION & ENTREPRENEURSHIP

The Business Retention, Expansion & Entrepreneurship goals focus on enhancing the growth and sustainability of local businesses in Moreno Valley. They address challenges such as a demand for comprehensive support services, streamlined processes, and targeted incentives that would enable business retention and expansion. To overcome these obstacles, the city will expand business retention services, cultivate a supportive ecosystem and facilitate access to technical support. Initiatives include offering Business Liaison services, maintaining the Business & Employment Resource Center (BERC) employee recruitment assistance program, and developing legacy business programs to support long-standing local businesses.

The plan outlines strategies to foster business expansion opportunities by providing streamlined review processes, targeted incentives, and technical resources for growth. Initiatives focus on cultivating strong relationships with existing businesses, promoting strategic locations for expansion, and offering market research insights into local economic trends. The City will also enhance business capabilities through tailored technical assistance, leveraging partnerships with industry-specific consultants, and providing access to state-of-the-art facilities like the Moreno Valley College's iMake Innovation Center. Expanding the workshop series on essential business skills and regularly updating local resources and support services will empower businesses to thrive.

Finally, the goals emphasize enhancing business vitality through targeted incentives that promote economic growth and employment opportunities. Initiatives include expanding the Hire a Grad and Hire a Veteran campaigns, developing additional local hire incentive programs, and promoting County, State, and Federal incentive programs. By increasing access to diverse financing options, the city aims to stimulate economic development and encourage entrepreneurial innovation. The overall goal is to enhance Moreno Valley's thriving business environment that contributes to the community's economic prosperity.

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Goal 4.1: Enhance Business Retention & Expansion

Objective 4.1.1: Enhance the Growth and Sustainability of Businesses of All Sizes in Moreno Valley by Providing Business Retention Services (comprehensive resources, fostering a supportive business ecosystem, and facilitating access to technical support.

Initiative 4.1.1.1: Expand the selection of Business Liaison services that connect business owners, especially those in the new list of emerging industries, to technical expertise provided by Economic Development partner organizations. Conduct regular business visits to establish and maintain city hall / business relationships. Incorporate Moreno Valley Utility (MVU) and other key business development partners into the Business Visitation Program.

Initiative 4.1.1.2: Host quarterly business roundtables to facilitate open dialogue between business owners, managers, and city officials, allowing for the exchange of ideas, feedback, and collaborative problem-solving.

Initiative 4.1.1.3: Maintain the Business & Employment Resource Center (BERC) recruitment assistance program to help businesses attract and retain qualified talent. This includes access to city-run job boards, job alert eBlasts, hiring events at the BERC, hosting regional job fairs, and leveraging BERC partner recruitment resources.

Initiative 4.1.1.4: Develop legacy business programs to support long-standing local businesses through recognition, incentives, and dedicated resources aimed at preserving their heritage and promoting their continued success.

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Initiative 4.1.1.5: Maintain and enhance current business marketing programs, including Business Spotlight videos showcasing local businesses, Business Welcome Signs for new businesses, and continuous promotion of the "Shop MoVal" campaign to bolster community support for local businesses.

Initiative 4.1.1.6: Offer access to talent development programs including On-the-Job Training, Incumbent Worker Training, Employment Training Panel, and other BERC partner resource programs.

Initiative 4.1.1.7: Pursue awards recognition that showcases the City's innovative Economic Development initiatives, highlights the City's commitment to supporting local businesses, and attracts more partnerships and program funding.

Objective 4.1.2: Foster Opportunities for the Expansion of Businesses in Moreno Valley by Providing Streamlined City's Processes, Promoting City Incentives and Access to Resources that Foster Growth.

Initiative 4.1.2.1: Cultivate strong relationships with existing businesses to encourage proactive communication with the City regarding their expansion needs and questions. Ensure businesses are aware of and can access expansion site opportunities, streamlined review processes, targeted financial incentives, and growth resources.

Initiative 4.1.2.2: Coordinate with Business Attraction staff to identify and propose strategic locations conducive to business expansion and development in Moreno Valley.

Initiative 4.1.2.3: Connect businesses with dedicated

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Development Ombudsman for guidance on project planning, entitlement, and construction assistance.

Initiative 4.1.2.4: Provide access to comprehensive market research with actionable insights into local economic trends and consumer preferences.

Initiative 4.1.2.5: Strengthen health and wellness partnerships with providers, such as Riverside University Health System and Kaiser Permanente, to align business expansion with community health needs and leverage their resources for local growth.

Objective 4.1.3: Enhance Business Capabilities in Moreno Valley through Tailored Technical Assistance. Leverage Consultants, Innovative Resources and Specialized Workshops Aimed to Empower Businesses with the Tools and Knowledge Needed to Thrive in the Moreno Valley Community.

Initiative 4.1.3.1: Partner with industry-specific consultants to provide targeted advisory services for local businesses in Moreno Valley (partners include but not limited to the Inland Empire Small Business Development Center - IESBDC), University of California Riverside’s Entrepreneurial Proof of Concept and Innovation Center - EPIC, National Latina Woman’s Business Association – NLWBA, etc.).

Initiative 4.1.3.2: Facilitate access to state-of-the-art facilities and expertise at Moreno Valley College’s iMake Innovation Center to foster prototyping creativity and technological advancement among entrepreneurs.

Initiative 4.1.3.3: Expand the series of recurring workshops focused on essential skills and strategies to

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

support the growth and sustainability of both small and major businesses (priority topics will include “How to Start a Business,” “Marketing,” “Human Resources Compliance,” “Accounting,” “Access to Capital,” etc.).

Initiative 4.1.3.4: Maintain and regularly update a comprehensive guide outlining local resources, regulations, and support services available to businesses in Moreno Valley.

Initiative 4.1.3.5: Establish programs and resources tailored to assist the creation and operations of non-profit organizations.

Objective 4.1.4: Enhance Business Vitality in Moreno Valley through Targeted Incentives that will Foster Economic Growth and Promote Employment Opportunities within the City.

Initiative 4.1.4.1: Facilitate and expand the Hire a Veteran and Hire a Grad campaigns, encouraging businesses to prioritize hiring residents who are US military veterans or who have recently graduated with a certificate or post-secondary degree.

Initiative 4.1.4.2: Develop and promote local hire incentive programs (e.g., Hire a Grad, Hire a Vet, Business License fee waivers, and Moreno Valley Electric Rate Utility Economic Incentives) to businesses that hire Moreno Valley residents.

Initiative 4.1.4.3: Provide Moreno Valley businesses with complimentary access to the BERC for conducting training sessions and meetings.

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Initiative 4.1.4.4: Promote County, State, and Federal incentive programs to assist existing Moreno Valley businesses.

Objective 4.1.5: Increase Access to Diverse Financing Options for Moreno Valley Businesses to Facilitate Business Growth, Stimulate Economic Development, and Encourage Entrepreneurial Innovation.

Initiative 4.1.5.1: Facilitate easier access to capital through lender networks, and partnerships with service providers.

Initiative 4.1.5.2: Launch specialized support programs tailored for micro-enterprises, including mentorship and financial assistance.

Initiative 4.1.5.3: Promote the use of Industrial Development Bonds as well as other state and federal financing programs to fund expansion and infrastructure projects for eligible businesses in Moreno Valley.

Goal 4.2: Foster Entrepreneurship

Objective 4.2.1: Stimulate Local Entrepreneurial Activity in Moreno Valley through Cultivating Innovation and Providing Resources for Startup Success.

Initiative 4.2.1.1: Launch an accelerator program offering mentorship, resources, and networking opportunities to accelerate the growth of local business startups.

Initiative 4.2.1.2: Promote and collaborate on pitch competitions to showcase local entrepreneurial talent, providing platforms for networking, feedback, and potential

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

investment opportunities (partners to include but are not limited to Moreno Valley College, UC Riverside, and Riverside County’s Innovation Month).

Initiative 4.2.1.3: Develop entrepreneur placement programs to showcase products and services.

Objective 4.2.2: Expand Avenues for Entrepreneurs in Moreno Valley to Access Capital, Fostering Growth and Sustainability through Strategic Financial Initiatives.

Initiative 4.2.2.1: Establish partnerships with local financial institutions and entrepreneur expects to provide access to capital for entrepreneurs in Moreno Valley.

Initiative 4.2.2.2: Promote state and federal funding opportunities for entrepreneurs by providing information sessions, resources, and assistance with the application processes.

Objective 4.2.3: Equip Entrepreneurs with Essential Technical Support through Practical Skills, Resources, and Networking Opportunities Crucial for Success.

Initiative 4.2.3.1: Engage expert consultants to provide personalized guidance and advice (partners include but not limited to AmPac, the Inland Empire Small Business Development Center - SBDC, University of California Riverside Entrepreneurial Proof of Concept and Innovation Center - EPIC, National Latina Woman’s Business Association - NLWBA).

Initiative 4.2.3.2: Expand access to and support resources at MVC’s iMake Innovation Center for entrepreneurs to innovate and prototype new products.

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Initiative 4.2.3.3: Provide workshops tailored for entrepreneurs that cover essential topics such as business planning, marketing strategies, and financial management (priority topics will include access to capital, marketing, and growth planning).

Initiative 4.2.3.4: Develop programs and resources to support the growth and sustainability of Moreno Valley non-profit organizations.

Objective 4.2.4: Promote Entrepreneurial Success in Moreno Valley through Financial Incentives and Providing Free Access to BERC Facilities for Business Development Opportunities.

Initiative 4.2.4.1: Facilitate and expand the Hire a Grad and Hire a Veteran campaigns to encourage businesses to prioritize hiring residents who are US military Veterans or who have recently graduated with a certificate or post-secondary degree.

Initiative 4.2.4.2: Develop and promote local hire incentives (e.g., Hire a Grad, Hire a Vet, Business License fee waivers, and Moreno Valley Electric Rate Utility Economic Incentives programs) to businesses that hire Moreno Valley residents.

Initiative 4.2.4.3: Provide Moreno Valley businesses with complimentary access to the BERC for conducting training sessions and meetings.

Initiative 4.2.4.4: Promote County, State, and Federal incentive programs to assist existing Moreno Valley businesses.

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Goal 4.3: Enhance Moreno Valley Business & Employment Resource Center (BERC) Programs

Objective 4.3.1: Enhance the Effectiveness of Moreno Valley Business & Employment Resource Center (BERC) Programs through Strategic Partnerships that Foster Collaboration with Local Businesses, Educational Institutions, and Community Organizations.

Initiative 4.3.1.1: Establish Memoranda of Understanding (MOUs) with partners offering programs and resources at the BERC.

Initiative 4.3.1.2: Identify and expand partnerships and services necessary to address the needs of the business community.

Initiative 4.3.1.3: Partner with local educational institutions to offer training and certification programs in entrepreneurship and business management.

Objective 4.3.2: Secure a New, Larger Facility for The Moreno Valley Business & Employment Resource Center (BERC) to Enhance Operational Capacity, Improve Service Delivery, and Better Meet the Evolving Needs of Job Seekers and Businesses.

Initiative 4.3.2.1: Conduct research to assess space requirements and America’s Job Center location requirements for the new BERC facility.

Initiative 4.3.2.2: Identify a new location that meets the future needs for BERC programs and services.

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Initiative 4.3.2.3: Identify potential funding sources and explore financing options.

Initiative 4.3.2.4: Identify staffing needs and engage potential partners to co-locate and operate programs out of the new BERC facility.

Initiative 4.3.2.5: Work with City development divisions to facilitate the entitlement process of a new BERC facility.

Resources:

Initiatives to be achieved at existing Economic Development staffing levels. Retain essential Workforce Development and Business Liaison staffing levels to effectively carry out Business Retention, Expansion & Entrepreneurship initiatives. Ensure adequate staffing for the management and execution of business development programs including key positions such as the Business & Workforce Development Division Manager and Senior Management Analyst, to oversee program delivery and effectiveness.

Expand the Business & Employment Resource Center (BERC).

- Goal 4.1: Business Retention & Expansion
- Goal 4.2: Entrepreneurship
- Goal 4.3: BERC

4.0 Business Retention, Expansion & Entrepreneurship

Chapter 5 | WORKFORCE DEVELOPMENT

The growth of Moreno Valley’s employment sectors is heavily dependent on the presence of a workforce that possesses both the skills and resources to thrive in emerging job markets. To leverage and strengthen the talent pool, Moreno Valley must foster an environment that provides existing residents with opportunities to advance in these dynamic sectors while also attracting new residents with the needed skills to meet the needs of the target industry sectors.

Key goals for equipping residents with the tools, skills, and education needed for success in a rapidly evolving job market include enhancing career readiness through targeted training sessions, ensuring residents are prepared for local employer demands and emerging industries, and providing career coaching to improve resumes and interview skills. Additionally, fostering educational attainment through strategic partnerships with institutions for certificate programs, and higher education opportunities will align resident skills with market needs. Expanding apprenticeship programs to offer hands-on experience and mentorship in various trades and professions will bridge the gap between education and employment, while specialized support services for veterans and the military community will offer job placement assistance, training programs, and access to resources tailored to their unique experiences. Finally, continuous improvement of the Moreno Valley Business & Employment Resource Center (BERC) will ensure it maintains comprehensive America's Job Center of California status, upgrades facilities, expands services, and strengthens partnerships to meet future program needs.

These focused efforts aim to create a robust workforce development system that enables residents to adapt, grow, and succeed in the ever-changing job market.

Goal 5.1: Advance Career Readiness

Objective 5.1.1: Provide a Diverse Range of Training Programs and Workshops that Address Current Industry Needs and Emerging Job Market Trends, Ensuring Residents

- Goal 5.1: Career Readiness
- Goal 5.2: Education Attainment
- Goal 5.3: Apprenticeships
- Goal 5.4: Veterans
- Goal 5.5: BERC

5.0 Workforce Development

Acquire Relevant Skills and Certifications to Enhance Their Workforce Competencies.

Initiative 5.1.1.1: Conduct workshops on essential job skills such as resume writing, interview techniques, and professional communication utilizing existing and new partners to provide the most relevant curriculum (partners to include but are not limited to Grow with Google, local businesses, and California Baptist University).

Initiative 5.1.1.2: Develop and offer industry-specific training programs in collaboration with local businesses and educational institutions to meet the current job market demands.

Initiative 5.1.1.3: Host technology-focused workshops to equip residents with digital literacy and proficiency in emerging technologies.

Initiative 5.1.1.4: Implement financial literacy workshops to educate residents on budgeting, saving, investing, and managing credit, empowering them to make informed financial decisions for their future.

Initiative 5.1.1.5: Deploy assessment tools to evaluate residents' skills and employment readiness, utilizing platforms for career exploration, interview preparation, and skills tests (e.g., typing) to boost employability and combat the regional unemployment rate.

Initiative 5.1.1.6: Develop a virtual library of recordings and online resources to offer a wide range of educational materials, templates, and tools that support career development and enhance job readiness for residents.

- Goal 5.1: Career Readiness
- Goal 5.2: Education Attainment
- Goal 5.3: Apprenticeships
- Goal 5.4: Veterans
- Goal 5.5: BERC

5.0 Workforce Development

Objective 5.1.2: Offer Personalized Career Coaching Services to Help Residents Identify Career Paths, Set Goals, and Develop Strategies for Professional Growth and Job Search Success.

Initiative 5.1.2.1: Provide one-on-one federally funded (Workforce Innovation Opportunity Act) career coaching sessions to help residents identify their strengths, set career goals, and/or enroll in paid training for a new career.

Initiative 5.1.2.2: Develop a non-federally funded career coaching program that leverages local partnerships and community resources to provide tailored support and guidance for residents seeking employment and career advancement.

Objective 5.1.3: Organize Regular Hiring Events that Connect Residents with Local Employers, Providing Opportunities for Direct Interaction, Networking, and Immediate Job Placements.

Initiative 5.1.3.1: Organize regular regional job fairs (up to three annually) that connect residents with local employers, showcasing job openings as well as career and educational resources.

Initiative 5.1.3.2: Host and promote hiring events at the Moreno Valley Business & Employment Resource Center (BERC) as needed for Moreno Valley businesses that connect residents with local employers, provide tips on how to apply, and facilitate on-the-spot interviews.

Initiative 5.1.3.3: Promote hiring events through BERC marketing channels to support local businesses and ensure

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job seekers stay informed about available opportunities in the community.

Initiative 5.1.3.4: Provide training for residents prior to hiring events, equipping them with essential skills such as resume presentation and interview techniques.

Initiative 5.1.3.5: Establish partnerships with workforce agencies and education institutions to enhance the visibility and reach of hiring events, ensuring residents are aware of all opportunities.

Initiative 5.1.3.6: Attend outreach events and partner agency job fairs to actively promote the BERCC's career readiness services and programs, increasing visibility and engagement within the community.

Goal 5.2: Increase Education Attainment

Objective 5.2.1: Promote and Support Educational Opportunities for Residents by Fostering Partnerships with Local Colleges and Universities, Ensuring Access to 2-Year and 4-Year Degree Programs, and Aligning Educational Programs with Workforce Demands.

Initiative 5.2.1.1: Establish and maintain partnerships with local colleges and universities to create clear pathways for residents, ensuring smooth transitions to higher education and the development of Career and Technical Education training programs.

Initiative 5.2.1.2: Organize informational sessions, workshops, and BERCC office hours in collaboration with educational institutions to raise awareness about available programs and enrollment processes.

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Initiative 5.2.1.3: Promote and support dual enrollment opportunities that allow high school students to earn college credits while completing their high school education.

Initiative 5.2.1.4: Provide scholarship and financial aid programs (e.g., MoVaLEARNS and College Promise) to residents interested in pursuing higher education, helping to alleviate financial barriers.

Initiative 5.2.1.5: Expand scholarship and financial aid programs (e.g., MoVaLEARNS) for students pursuing careers in the trades.

Initiative 5.2.1.5: Collaborate with colleges and universities to host interactive sessions (e.g., Career Day Academy), connecting students with local professionals to support career exploration and development.

Initiative 5.2.1.6: Develop career pathway maps in collaboration with college partners AND TRADE SCHOOLS that outline various career opportunities within the region, helping residents understand educational pathways and job prospects in local industries.

Initiative 5.2.1.7: Actively participate in and promote to local businesses the K-12 and higher education Career & Technical Education Advisory programs to help guide local programs to meet the needs of Moreno Valley's industries.

Objective 5.2.2: Increase the Availability and Accessibility of Certificate Programs that Align with Industry Needs, Enabling Residents to Gain Valuable Credentials that Enhance Employability and Career Advancement.

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Initiative 5.2.2.1: Provide access to online learning certificates through platforms (e.g., LinkedIn Learning and Google Career Certificates) to enable residents to gain valuable skills at their own pace.

Initiative 5.2.2.2: Partner with and promote external resources that assist residents in obtaining a high school diploma and GED, ensuring they have foundational skills for further education and entry-level job opportunities.

Initiative 5.2.2.3: Promote support services to assist residents in navigating the enrollment process for certificate programs.

Initiative 5.2.2.4: Collaborate with local employers and seek out funds to create certificate programs tailored to specific job openings and skills needed in Moreno Valley's long-term employment outlook.

Objective 5.2.3: Attract a New, Four-Year University or Develop a College Hub/Hall to Enhance Local Educational Opportunities and Support Community Growth.

Initiative 5.2.3.1: Conduct outreach to prospective universities to showcase Moreno Valley's demographic advantages, industry growth, and community needs for higher education. Inventory existing programs of study to identify gaps between available programs and industry needs. Actively participate in conferences centered on education to network, gain valuable insights into expanding educational institutions, and build relationships with key decision-makers.

Initiative 5.2.3.2: Research site options and collaborate with local stakeholders, developers, and government

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agencies to create incentives that encourage university development.

Initiative 5.2.3.3: Promote growth opportunities including the developing employment outlook and the workforce knowledge / skills needed, to attract universities interested in expanding their reach.

Initiative 5.2.3.4: Secure funding and grants from state and federal sources to support the construction and establishment of the new educational facility.

Goal 5.3: Foster Apprenticeship Opportunities

Objective 5.3.1: Develop a Comprehensive Apprenticeship Program that Expands Opportunities Across Various Sectors, Including Non-Traditional and White-Collar Fields, to Provide Diverse Career Paths and Foster Workforce Growth.

Initiative 5.3.1.1: Establish partnerships with professional associations and industry groups to identify and address gaps in existing apprenticeship offerings, ensuring alignment with current and future workforce needs.

Initiative 5.3.1.2: Secure funding and grants to support the development of new apprenticeship programs, including scholarships and incentives for participants and employers.

Initiative 5.3.1.3: Establish pilot apprenticeships in emerging fields by partnering with industry leaders and local educational institutions to test and refine new pathways.

Initiative 5.3.1.4: Support the development and expansion of building trades apprenticeships by collaborating

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with local trade organizations and educational institutions to create targeted hands-on training programs.

Initiative 5.3.1.5: Create a virtual library of resources, including templates, checklists, and recorded webinars, to support businesses and job seekers in navigating apprenticeship opportunities.

Objective 5.3.2: Organize and Promote Events that Connect Local Businesses and Job Seekers to Apprenticeship Opportunities, Showcasing Available Programs and Facilitating Hands-on Learning Experiences.

Initiative 5.3.1.1: Host regular apprenticeship information sessions that bring together local businesses and job seekers to explore available programs.

Initiative 5.3.1.2: Host an annual apprenticeship expo that promotes apprenticeship opportunities to high school students and job seekers from across the region.

Initiative 5.3.1.3: Establish partnerships with educational institutions (including Moreno Valley College, University of California Riverside Extension, and Launch Apprenticeship Network) to co-host events, ensuring a diverse range of apprenticeship opportunities are represented.

Initiative 5.3.1.4: Facilitate registration at events, allowing job seekers to apply directly for apprenticeship positions with participating businesses and regional programs (including Launch).

Objective 5.3.3: Raise Awareness and Advocate for Apprenticeship Opportunities Among Businesses and Job Seekers,

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Highlighting the Benefits of Participation in Workforce Development and Career Advancement.

Initiative 5.3.2.1: Develop targeted marketing campaigns to promote apprenticeship opportunities and events through City and BERC channels, utilizing social media, email newsletters, and local partner organizations.

Initiative 5.3.2.2: Create informational materials that highlight the benefits of apprenticeships for businesses and job seekers, distributing them at community events and workshops.

Initiative 5.3.2.3: Actively participate in regional committees that design and advise on apprenticeship programs, ensuring local needs and opportunities are accurately represented and integrated.

Initiative 5.3.2.4: Collaborate with local businesses to share success stories and testimonials from past apprentices, enhancing community awareness and engagement.

Initiative 5.3.2.5: Actively recruit businesses to take advantage of implementing apprenticeship programs, encouraging broader participation in workforce development.

Initiative 5.3.2.6: Partner with educational institutions and workforce agencies (including Moreno Valley College, University of California Riverside Extension, and Launch Apprenticeship Network) to host joint informational campaigns that promote apprenticeship pathways and available resources.

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Initiative 5.3.2.7: Advocate for the development and expansion of building trades apprenticeships by collaborating with local trade organizations and educational institutions to create targeted training programs.

Goal 5.4: Enhance Veteran Programs and Trainings

Objective 5.4.1: Enhance the Availability of Training and Wellness Resources for Veterans, Ensuring They Have Access to Programs that Support Their Professional Development and Overall Well-Being.

Initiative 5.4.1.1: Offer specialized training sessions, including workshops and resource information sessions, tailored to the unique skills and career interests of veterans, facilitating their transition into the civilian workforce.

Initiative 5.4.1.2: Develop and leverage partnerships with local organizations to provide wellness programs, including mental health support and access to benefits initiatives for veterans. Partners to include but are not limited to County, State, and Federal agencies as well as college campuses, plus non-profits such as US Vets and Work for Warriors.

Initiative 5.4.1.3: Organize regular health and wellness fairs focused on veteran needs, featuring local service providers and resource organizations.

Objective 5.4.2: Promote and Advocate for the Needs of Veterans within the Community, Raising Awareness of Available Services and Fostering Partnerships to Support Their Integration and Success.

Initiative 5.4.2.1: Develop a coalition of veteran stakeholders, including nonprofits and government agencies,

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to collaboratively address veteran issues, program opportunities, and promote shared initiatives within Moreno Valley and the greater region.

Initiative 5.4.2.2: Establish a dedicated veteran representative at the BERC to provide tailored support, resources, and guidance for veterans navigating services and programs.

Initiative 5.4.2.3: Foster partnerships with businesses to promote veteran hiring initiatives, including Hire a Veteran, and create job opportunities within the community.

Initiative 5.4.2.4: Attend regional outreach and partner events to promote the BERC and City veteran services, ensuring visibility and engagement within the community.

Goal 5.5: Expand Moreno Valley Business & Employment Resource Center (BERC)

Objective 5.5.1: Ensure the Moreno Valley Business & Employment Resource Center (BERC) Continues to Meet the Standards and Requirements to Maintain its Designation as a Comprehensive America's Job Center of California, Providing Essential Services to the Community.

Initiative 5.5.1.1: Regularly assess and update services offered at the BERC to align with America's Job Center standards as governed by the California Workforce Development Board (CWDB), Workforce Innovation and Opportunity Act (WIOA), and community needs.

Initiative 5.5.1.2: Engage in training and certification programs with County, State, and Federal partners to ensure

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staff are equipped with the latest skills and knowledge. This will improve client service delivery and support a resilient community across emerging industry sectors like healthcare, advanced manufacturing, building trades, green & clean technologies, information technology, artificial intelligence, and aerospace / defense.

Initiative 5.5.1.3: Conduct regular community outreach and surveys to promote available services and gather feedback for continuous improvement. Consider replicating successful programs offered in other America's Job Centers of California.

Objective 5.5.2: Cultivate and Expand Partnerships with Local Organizations, Businesses, and Educational Institutions to Enhance Resources and Support Offered at the BERC.

Initiative 5.5.2.1: Build strategic partnerships with local businesses, workforce agencies, and educational institutions to create collaborative programs and initiatives that support workforce development.

Initiative 5.5.2.2: Establish Memoranda of Understanding (MOUs) with partners offering programs and resources at the BERC.

Initiative 5.5.2.3: Create a partnership database to track and manage relationships with local organizations and stakeholders.

Initiative 5.5.2.4: Pursue award opportunities to showcase the BERC's innovative programs and partnerships, highlighting successes and attracting further support and recognition.

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Objective 5.5.3: Secure a New Facility for the Moreno Valley Business & Employment Resource Center (BERC) to Enhance Operational Capacity, Improve Service Delivery, and Better Meet the Evolving Needs of Job Seekers and Businesses.

Initiative 5.5.3.1: Conduct research to assess space needs and America’s Job Center location requirements for the new BERC facility.

Initiative 5.5.3.2: Identify a new location that meets the future needs for BERC programs and services.

Initiative 5.5.3.3: Identify potential funding sources and explore financing options while leveraging World Logistics Center Development Agreement funds and other opportunities specifically allocated for workforce training.

Initiative 5.5.3.4: Identify staffing needs; engage potential partners to co-locate and operate programs out of the new BERC facility.

Initiative 5.5.3.5: Collaborate with City officials and the Planning team to navigate regulatory requirements and expedite the approval process for the new BERC facility.

Resources:

Initiatives to be achieved at existing Economic Development staffing levels. Retain essential Workforce Development and Business Liaison staffing levels to effectively carry out Business Retention, Expansion & Entrepreneurship initiatives. Ensure adequate staffing for the management and execution of business development programs including key positions such as the Business & Workforce Development Division Manager and Senior Management Analyst, to oversee program delivery and effectiveness.

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