



CITY OF MOORPARK

Economic Development Strategic Plan

2025-2029

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ACKNOWLEDGEMENTS

Mayor & City Council

Mayor Chris R. Enegren
Councilmember Renee Delgado, District 1
Councilmember Daniel Groff, District 2
Mayor Pro-Tem Tom Means, District 3
Councilmember Dr. Antonio Castro, District 4

Community & Economic Development Committee (CEDC)

Mayor Pro-Tem Tom Means
Councilmember Daniel Groff

Office of the City Manager

City Manager, Mr. Troy Brown
Assistant City Manager, Mr. PJ Gagajena

Community Development Department

Community Development Director, Mr. Doug Spondello, AICP
Economic Development Manager, Mr. John Bandek
Administrative Specialist, Ms. Jeannine Lugo

Project Consultant

PFM Group Consulting

Moorpark Businesses & Partners

Ambiance Home Furnishings & Decor
Big Brand Tire & Service
Command Performance Catering
County of Ventura - Economic Vitality
Economic Development Collaborative
Encore Studios
Ensign Bickford Aerospace & Defense
Freda's Fine Food & Drink
High Street Arts Center
High Street Depot
High Sweet Creamery
Lucky Fools Pub
M on High
Moorpark Chamber of Commerce
Moorpark College
Old Town Market & Liquor
Pentair
Picnic Time Family of Brands
Ridley Defense
The Fine Print Shop
The Teaching Zoo at Moorpark College
Ventura County Community College District
Whitakers Hardware
Workforce Development Board of Ventura County



AN AMTRAK TRAIN CROSSING OVER THE ARROYO SIMI.

A MESSAGE FROM THE MAYOR

Dear Moorpark Residents and Business Community,

I am proud to present Moorpark's first-ever Economic Development Strategic Plan. This document represents our commitment to fostering a vibrant, sustainable, local economy while preserving the unique character that makes our city special.

Moorpark has always been a community that values its small-town charm, safety, and high quality of life. As we look to the future, we recognize the need to proactively shape our economic destiny. This plan outlines our vision for balanced growth – one that attracts high-quality jobs, supports our local businesses, and creates exciting opportunities for our residents.

Our strategy focuses on leveraging our strengths, including our exceptional Moorpark College, charming independent local businesses, growing advanced manufacturing sector, and potential for an authentic and revitalized downtown area. We aim to create a resilient economy that serves our community's needs while positioning Moorpark as a unique destination within the region.

This plan is not just a roadmap for City staff; it's a call to action for our entire community. By working together – residents, businesses, and City leadership – we can build an economy that reflects our values and enhances our quality of life for generations to come.

I invite you to review this plan and join us in shaping Moorpark's promising future!

Sincerely,



Mayor Chris R. Enegren



EXECUTIVE SUMMARY

Moorpark enjoys a thriving, sustainable local economy that preserves the community's cherished small-town character while fostering innovation and opportunity. The City is a model for balanced growth, where high-quality jobs, prosperous local businesses, and a vibrant downtown are leveraged by safe residential neighborhoods.

This document represents the City of Moorpark's first-ever Economic Development Strategic Plan. In providing a five-year "roadmap" (2025-2029) for the City's economic development efforts, this strategic plan seeks to assist the City in capitalizing on unique assets such as Moorpark College, a highly-skilled population, and a strong industrial and small-business base. The plan aims to create a resilient microeconomy that enhances the quality of life for all residents and positions the city as a distinctive destination within the region to live, work, dine, shop, learn, and do business. This document tiers off the community priorities, insights, and recommendations of General Plan 2050 (adopted in 2023).

The Economic Development Strategic Plan is grounded by these four major economic development goals:

1. DIVERSIFY DINING, SHOPPING, AND ENTERTAINMENT OPTIONS

2. ATTRACT HIGH-QUALITY JOBS AND EXPAND THE ADVANCED MANUFACTURING SECTOR

3. RETAIN, EMPOWER, AND LEVERAGE EXISTING BUSINESSES & ASSETS FOR ECONOMIC GROWTH

4. PROMOTE MOORPARK'S UNIQUE SMALL-TOWN CHARACTER REGIONALLY

BACKGROUND

DEMOGRAPHICS

Moorpark's residents are predominantly highly educated professional workers with families. Moorpark's household income is the highest in Ventura County. However, the vast majority of Moorpark residents commute out of the city for work, largely to locations along the Highway 101 corridor. The share of Moorpark residents working from home has increased from 5 percent to 15 percent since the beginning of the pandemic.

SHOPPING HABITS AND RETAIL LEAKAGE

Although Moorpark offers many unique retail and dining activities, such as High Street in Downtown Moorpark, many residents leave the city to engage in retail and dining. The best estimate suggests that this "retail leakage" totals \$600 million per year. Success in retaining more of these activities locally would not only increase sales tax revenue but also support the growth and success of Moorpark's local businesses.

ECONOMIC BASE AND INDUSTRY CLUSTERS

Despite its reputation as an attractive residential community, Moorpark has a large employment base for a city its size – more than 12,000 employees. The city is especially strong in manufacturing sectors such as defense, aerospace, and drone technologies, as well as auto- and motorcycle-related businesses. Moorpark is also strong in finance and insurance (as a result of Pennymac), and education (primarily because of Moorpark College). However, there is a mismatch between Moorpark residents and jobs in Moorpark. Many manufacturing jobs require blue-collar rather than professional skills. And just as most residents out-commute, most employees in-commute. Addressing this mismatch presents a strategic opportunity to boost the local economy by retaining more jobs and talent within the city. By aligning local employment opportunities with the skills and qualifications of Moorpark residents, the city can reduce out-commuting, increase local spending, and cultivate a stronger workforce pipeline.

PUBLIC ATTITUDES ABOUT ECONOMIC DEVELOPMENT

This report draws on an extensive public engagement process, informed in part by the City's General Plan update, which included community feedback from surveys, virtual and in-person workshops, and focus groups. Additional workshops and focus groups were conducted specifically for this report to deepen the understanding of community priorities.

The combined insights indicate that Moorpark is viewed as a family-friendly, safe community where residents are invested in the local economy and generally know one another—a perspective supported by statistics identifying Moorpark as one of the safest cities in the nation. This strong sense of community fosters a desire to support local businesses.

Business owners generally expressed satisfaction with the City's services and permitting process, a notable improvement from past perceptions. However, several larger businesses are located outside the city's retail core, resulting in limited awareness among employees about local dining, retail, and service options. These insights align with the General Plan's emphasis on enhancing economic vitality and connectivity throughout the city.



MOORPARK STAKEHOLDERS PARTICIPATING IN AN IN-PERSON STRATEGIC PLAN WORKSHOP ON JANUARY 11, 2024.

RECOMMENDATIONS

This report contains a series of strategies and actions grouped into four themes. Each of the four goals includes a brief explanation of its purpose. Specific actions related to these themes are detailed in the Recommendations section of this report.

1. DIVERSIFY DINING, SHOPPING, AND ENTERTAINMENT OPTIONS

Moorpark's current dining, shopping, and entertainment options serve the community but fall short of fully reflecting local demand or attracting nearby visitors. Expanding these offerings will strengthen Moorpark's appeal, increase local spending, and establish the city as a regional destination. This goal aims to enhance Moorpark's reputation and provide new opportunities that resonate with residents and draw patrons from surrounding communities, boosting both the economy and community vibrancy.

2. ATTRACT HIGH-QUALITY JOBS AND EXPAND THE ADVANCED MANUFACTURING SECTOR

Moorpark boasts a strong base of manufacturing employers, particularly in the aerospace, drones, and auto and motorcycle industries, and is also located near major biotech firms. These established assets create a solid foundation for expanding Moorpark's advanced manufacturing sector, positioning the city for future economic growth and increased resilience. A thriving advanced manufacturing sector not only contributes to the city's economic prosperity but also holds substantial potential for local employment, providing Moorpark residents with greater access to high-quality job opportunities. This goal focuses on fostering growth within these critical industries while strengthening connections between residents and high-skill job pathways in advanced manufacturing.

3. RETAIN, EMPOWER, AND LEVERAGE EXISTING BUSINESSES & ASSETS FOR ECONOMIC GROWTH

Moorpark's established local businesses and assets are integral to the community's identity and enjoy strong support from residents. This goal focuses on empowering these businesses to thrive and connecting them with valuable local opportunities—such as partnerships with large employers—to drive growth and reinforce Moorpark's economic foundation.

4. PROMOTE MOORPARK'S UNIQUE SMALL-TOWN CHARACTER REGIONALLY

Moorpark's small-town character is one of its most distinctive assets, with High Street as the only true Main Street environment in eastern Ventura County. This cherished quality not only resonates with residents but also has the potential to attract visitors from neighboring areas. This goal aims to enhance Moorpark's small-town charm—especially along High Street—and promote it regionally as an economic driver that supports the success of locally owned, independent businesses.

In reviewing this report, it is important to note that there is no one “silver bullet” that will allow Moorpark to achieve its economic development goals quickly. Cities often fall into the trap of trying to find one outcome – the construction of a public facility, or the recruitment of an individual large employer – that will solve all problems. This approach rarely succeeds. Rather, to advance local economic development, Moorpark must work with its many partners in the community toward the four goals identified and do so, as the General Plan calls for, with a sustained effort not only to 2029, but beyond.

Some elements of this plan will bear fruit quickly. For example, the recruitment of retail stores already interested in eastern Ventura County might bring those stores to Moorpark soon. Other elements will take time. For example, encouraging local entrepreneurs to start their businesses in Moorpark and to see those businesses mature will likely take several years. Similarly, reaching out to and recruiting major industrial employers – or encouraging current employers to expand – won't happen overnight and will likely take years to pay off. Moorpark must begin all these activities now to maximize the potential momentum.





INTRODUCTION

THE LUSH GREEN MOUNTAINS ALONG GRIMES CANYON ROAD IN UNINCORPORATED MOORPARK, SHOWCASING ONE OF THE AREA'S MOST SCENIC DRIVES.



INTRODUCTION

- 10. OUR APPROACH
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OUR APPROACH

The Economic Development Strategic Plan (EDSP) for Moorpark is built on a foundation of community engagement, data-driven analysis, and strategic prioritization. A wide range of stakeholders were engaged to gather diverse perspectives and ensure the plan addresses real community needs. The strategies are informed by rigorous analysis of demographic and economic data, ensuring they are evidence-based and effective. By focusing on actionable steps and working closely with local partners, the plan aims to create real economic opportunities, improve the daily lives of all residents, and support local businesses, employers, and workers.

PFM Group Consulting, LLC was hired by the City to assist in developing its first Economic Development Strategic Plan. The firm provides valuable insights and data to support a data-driven approach. In addition to the strategic plan, PFM Group Consulting independently developed an *Economic Conditions Report* (see page 82), highlighting detailed information and analyses. This report showcases their expertise and further supports the recommended strategies for economic development.

Building on this robust foundation, the EDSP directly aligns with the Economic Development Element goals in General Plan 2050 (adopted in 2023), which establish a long-term framework for sustaining economic growth in Moorpark. A central goal (ED 2.1) of the Economic Development Element is to adopt and regularly update an economic development strategic plan—making this EDSP a key step in implementing the General Plan's vision for economic vitality. The General Plan includes five overarching Economic Development Goals, each with several subgoals. Paraphrased, those goals are:

1. Create and maintain a **self-sustaining, innovative, and resilient local economy**.
2. Engage in a **long-term economic development program** that attracts private investment, including preparing this Economic Development Strategic Plan.
3. Encourage **thriving retail, office, and industrial** businesses.
4. Maintain a **financially resilient local government**, including fiscally sustainable land use and development patterns.
5. Strengthen and maintain a **thriving Downtown**.



PICTURESQUE MOUNTAINS SURROUNDING MOORPARK.

PUBLIC ENGAGEMENT PROCESS

The City of Moorpark's economic ambitions are shaped by the voices of its residents, business owners, and stakeholders. To ensure that the Economic Development Strategic Plan reflects the community's vision and aspirations, the PFM team undertook a comprehensive public engagement process in late 2023 and early 2024. This process included a series of in-person and virtual workshops, focus groups, and surveys designed to capture a wide range of perspectives.

The PFM team conducted in-person stakeholder interviews to gather insights directly from the community. The team facilitated a public workshop in January 2024, where 31 participants self-selected into either a residents' or business-owners' focus group, fostering focused discussions tailored to each group's specific concerns and ideas. The project team also conducted a smaller focus group with 12 business and property owners from High Street, providing a platform to delve deeper into the needs and opportunities within Moorpark's historic downtown area. Recognizing the importance of accessible participation, a virtual community workshop was offered in March 2024, engaging 27 attendees and ensuring broader community involvement. A full summary of the meeting topics and participants is provided below.

Stakeholder Group	Interview Date
Moorpark Chamber of Commerce (5 participants)	November 1, 2023
Moorpark Community and Economic Development Committee Members, Mayor Pro-Tem Tom Means, and Councilmember Daniel Groff	November 1, 2023
Mayor Chris Enegren; City Manager Troy Brown	November 2, 2023
Ensign-Bickford Aerospace & Defense Company	November 2, 2023
Pentair	December 11, 2023
Councilmember Renee Delgado	January 11, 2024
Moorpark College	January 11, 2024
Business Owner and Resident In-Person Community Workshop (31 participants)	January 11, 2024
Big Brand Tire	January 12, 2024
Councilmember Dr. Antonio Castro	January 30, 2024
High Street Business Owners Focus Group (12 participants)	January 31, 2024
M on High / Command Performance Catering	February 1, 2024
Business Owner and Resident Virtual Community Workshop (27 participants)	March 26, 2024

PUBLIC ENGAGEMENT SUMMARY

Complementing these workshops, a comprehensive survey was launched to further capture community feedback, yielding 337 responses from residents, visitors, and workers, as well as 59 responses from local businesses. These collective insights have been instrumental in shaping the strategic plan, ensuring it aligns with the community's needs and aspirations.

During the stakeholder interviews, participants highlighted Moorpark's considerable strengths and assets that can be leveraged for future growth. [Moorpark College emerged as a pivotal anchor institution](#), fostering an educated workforce by nurturing local talent. High Street, with its nearly century-old theater, is both [an asset and cultural anchor in the downtown area](#), making it a popular destination for both visitors and locals. This element, coupled with personal ties to the area, has influenced many to operate businesses or engage in civic life in Moorpark.

Many participants emphasized that Moorpark is a [family-friendly and safe community](#) where residents feel deeply invested in the local economy and generally have strong social connections. This sense of community fosters a [supportive environment for local businesses](#). The city's [proximity to the freeway and the L.A. metro area](#) enhances accessibility to other shopping centers, recreational activities, and employment opportunities.

Business owners generally expressed [satisfaction with the City's services and permitting process](#). However, some noted a lack of awareness about new restaurants in town that could provide catering or lunch options for their employees. Several [larger businesses are situated away from the city's retail core](#), limiting their employees' exposure to storefronts and signage that inform them of dining options.

Interviewees also pointed out that Moorpark has traditionally been affordable for single-income families. However, [rising home prices have made it challenging for younger families to move into and remain in the area](#), leading to a decline in local school enrollment. While the city offers numerous outdoor recreation opportunities, there is potential for better promotion of these assets. Additionally, multiple participants expressed a [desire for more high-end restaurants](#), noting that they often travel out of town for such dining experiences.

This feedback underscores the community's recognition of Moorpark's assets and the opportunities for strategic enhancements that align with residents' and business owners' aspirations.

RESIDENT & VISITOR SURVEY

During the strategic planning process, an online survey was published to allow residents and visitors to share their insights on the economic and community development needs of Moorpark. Survey questions included topics such as desired business types, employment opportunities, and retail options. The survey received 337 responses from residents, visitors, workers, and college students, revealing key insights into Moorpark's community needs and preferences.

The survey results provide a detailed view of the community's desires and suggestions for the future of the city. The survey captured a broad range of viewpoints, with 25% of respondents being long-term residents who have lived in Moorpark for over 20 years. Newer residents were broken down into several categories: 10% have lived in Moorpark for 11-20 years, 20% for 6-10 years, and 45% for less than five years. This diverse respondent pool ensured that the survey captured a variety of perspectives on the city's economic development needs.

25%
of survey participants
seek more diverse dining
options

One common theme in the survey was a [strong desire for more diverse shopping and dining options](#). Many respondents mentioned specific types of businesses they would like to see. For example, there was a [significant interest in bringing a Trader Joe's to the area](#), making it one of the most frequently requested businesses in the survey. Other [popular requests included higher-end restaurants](#) and a Whole Foods market. There was also a notable interest in [more independent dining options](#) and a [desire for more vegetarian and vegan food choices](#). Diverse ethnic cuisines were also in high demand, with 25% of respondents expressing interest in more Italian, Thai, and Indian restaurants, indicating [a preference for culinary diversity in Moorpark](#). These results all suggested that even though Moorpark has a significant amount of retail space, dining and retail options do not always meet the community's needs.

A notable number of residents mentioned the inconvenience of limited operating hours for existing restaurants, [expressing a desire for extended hours, especially during weekends](#). This suggests that residents would appreciate more flexibility and availability in their local dining options, providing an opportunity for businesses to capture more local spending. Another theme that emerged was where residents typically dine out. [Many reported traveling to nearby cities including Thousand Oaks, Simi Valley, and Westlake Village for dining experiences](#), which indicates an opportunity for Moorpark to capture this outflow by enhancing its own dining scene.

Employment opportunities were another key concern. Many respondents indicated [a need for more jobs in trades for young individuals and higher administrative positions](#). There was also a call for more professional-type jobs, particularly in sectors such as manufacturing and corporate office locations. A notable suggestion was the establishment of a large medical practice, akin to UCLA Health, which could provide both employment opportunities and essential services to the community.

The feedback also highlighted a [desire for better promotion of local dining options](#), especially for employees of larger businesses located away from the city's retail core. This lack of awareness about new restaurants and local dining options was seen as an area for improvement.

The survey results revealed a notable [contrast in priorities between long-term and newer Moorpark residents](#). Long-term residents, those who have called Moorpark home for over 20 years, placed a strong emphasis on preserving the city's existing character. Their responses prioritized maintaining Moorpark's family-friendly atmosphere and safe environment, while expressing a desire for more upscale retail and dining options within this established framework. In contrast, [newer residents showed different priorities](#) in their survey responses. Their focus was primarily on economic growth and diversification. These more recent arrivals to Moorpark emphasized the [need for increased job opportunities within the city](#) and a wider variety of larger employers. This suggests a desire for Moorpark to expand its economic base and offer a broader range of services and employment options.



AN AERIAL VIEW OF THE HIGH STREET ARTS CENTER, LOCATED ON HIGH STREET IN DOWNTOWN MOORPARK.



A FATHER AND HIS DAUGHTER WAVING AS THEY RIDE A HORSE TO CELEBRATE THEIR HERITAGE IN THE ANNUAL COUNTRY DAYS EVENT.

This distinction highlights how length of residency may influence perspectives on the city's future development, with long-term residents favoring enhancements that preserve the city's current character, while newer residents push for more substantial changes to Moorpark's economic landscape.

Overall, the survey results paint a picture of a community that values its small-town feel and family-friendly environment but is eager for more diverse shopping, dining, and employment opportunities. The feedback gathered through the survey has been adapted to the goals and actions of this strategic plan.



THE MOORPARK HIGH SCHOOL BOYS FOOTBALL TEAM PRACTICING ON THEIR HOME FIELD.

BUSINESS SURVEY

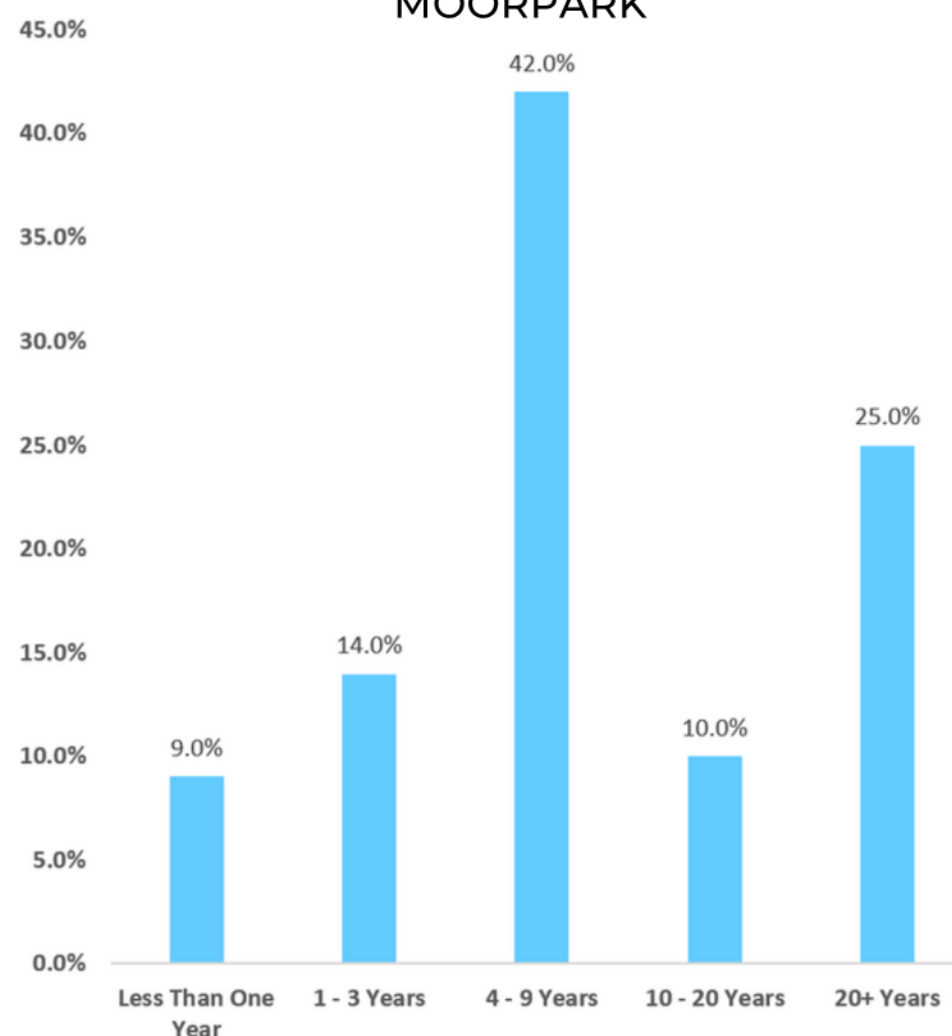
In addition to the extensive feedback gathered from the General Plan 2050 process, which included 640 submissions in response to four surveys, over 600 comments, suggestions, and ideas from public workshops and community pop-up events, and more than 100 comments from Discover Moorpark's Instagram and Facebook posts, a dedicated survey was distributed to business owners and managers to gather insights on critical aspects of Moorpark's economic landscape. This business survey received 59 responses, representing businesses with a diverse range of operational tenures in Moorpark.

Specifically, 24% of business respondents have been operational for 1-3 years, 32% for 4-9 years, 12% for 10-20 years, and 22% for over 20 years. This variety offered a well-rounded perspective on the challenges and opportunities faced by businesses at different stages of their lifecycle. The survey included questions about training program needs, impediments to business success, recruitment and retention challenges, industries with growth potential, business relationships, and required infrastructure or amenities.

A significant theme among responses was the [need for more effective marketing and visibility](#). Several businesses mentioned [difficulties in attracting foot traffic and the high costs associated with marketing efforts](#). Twenty-five percent of respondents highlighted the importance of better integration into the community, emphasizing the need for improved exposure to attract both local and regional customers.

This sentiment was echoed by businesses newer to the area, who expressed a strong need for better exposure and community integration. Despite these challenges, [many businesses praised the city's supportive environment and the proactive approach of City officials in addressing business needs](#). Several businesses noted the benefits of the City's economic development efforts to promote local businesses through events and marketing campaigns, which have increased customer engagement and sales. Additionally, respondents appreciated the [streamlined permitting process and the accessibility of City staff](#).

TENURE OF SURVEYED BUSINESSES IN MOORPARK



Training programs were another key focus, with many respondents highlighting the [need for industry-specific skills, customer service, supervisor skills, and computer skills](#). A notable 40% indicated a need for better customer service training, reflecting a desire to enhance the quality of service provided within the community. Additionally, [35% of businesses expressed interest in collaborating with local educational institutions](#) like Moorpark College to develop targeted training programs that align with industry needs.

[Employee recruitment and retention were identified as challenges](#) by some businesses, particularly those in specialized fields. Issues such as [high living costs in the area were mentioned as barriers to retaining talent](#), while recruitment was seen as challenging due to the competitive job market.

Long-standing businesses, those operating for over 20 years, emphasized the importance of fostering a supportive business environment through continuous engagement and collaboration between the City and business owners. They expressed a [desire for regular updates on city projects, economic trends, and opportunities for public-private partnerships](#). These businesses also valued initiatives that promote local spending and support for small businesses, such as [shop local campaigns and business networking events](#).

Respondents frequently highlighted the entertainment, retail, and restaurant sectors as having strong growth potential in Moorpark. There was particular interest in [expanding leisure activities for adults](#) and creating a [more vibrant nightlife scene](#).

Overall, the business survey underscored a few critical areas for the City's economic development strategy: enhancing visibility and marketing for local businesses, addressing recruitment and retention challenges, improving infrastructure and amenities such as the addition of fiber internet and the availability of temporary offices spaces, expanding the availability of parking, and fostering growth in key industries such as entertainment and retail.

30%

of businesses commended the efficiency of the permitting process, noting significant improvements in recent years.

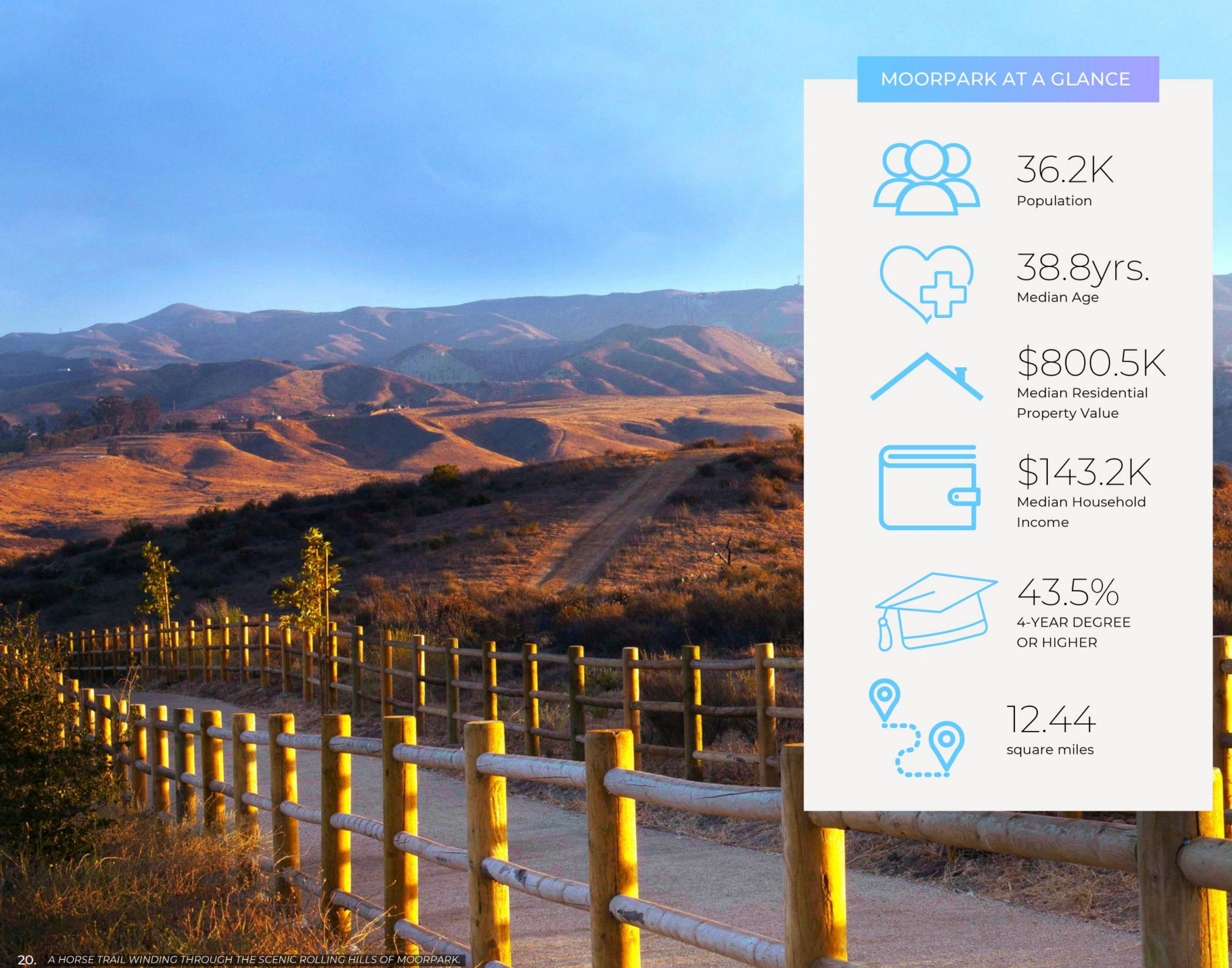


COMMUNITY PROFILE



COMMUNITY PROFILE

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MOORPARK AT A GLANCE



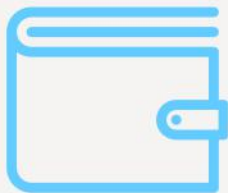
36.2K
Population



38.8yrs.
Median Age



\$800.5K
Median Residential
Property Value



\$143.2K
Median Household
Income



43.5%
4-YEAR DEGREE
OR HIGHER



12.44
square miles

REGIONAL COMPARISON

CITY	POPULATION	SQ. MILES	MEDIAN AGE	HOME VALUE	HOUSEHOLD INCOME	4-YEAR DEGREE+
Moorpark, CA	36,284	12.44	38.8	\$800,500	\$143,218	43.5%
Thousand Oaks, CA	126,966	55.2	44.4	\$900,600	\$124,811	53.9%
Simi Valley, CA	126,356	42	41.2	\$704,200	\$113,992	41.6%
Ventura County	843,843	1,840.80	39	\$719,100	\$102,569	38.2%
Camarillo, CA	70,741	19.86	40.3	\$713,900	\$100,594	46.8%
Ventura, CA	110,763	32.1	41.3	\$714,000	\$100,073	44.8%
Fillmore, CA	16,455	3.3	35	\$508,500	\$85,255	16.70%
Oxnard, CA	202,063	26.6	33.5	\$587,200	\$84,941	19.6%
Ojai, CA	7,610	4	50.4	\$877,500	\$76,569	43.10%
Santa Paula, CA	30,788	4.6	34.6	\$519,700	\$72,014	13.90%
Port Hueneme, CA	21,847	4.5	34.8	\$498,100	\$71,695	20.10%
Los Angeles County	10M	40,060.20	37.4	\$732,200	\$82,516	35.6%
California	39.54M	163,696	37.3	\$659,300	\$91,551	37.0%



OVERLOOKING RESIDENTIAL HOMES NESTLED IN THE DISTANCE AGAINST MOORPARK'S SCENIC BACKDROP.

MOORPARK OVERVIEW



Highest Quality of Life

Moorpark is renowned for its safe neighborhoods, excellent schools, and an abundance of parks and recreational facilities. With 153 acres of park space spread across 19 parks, residents enjoy a wide variety of outdoor activities and beautiful green spaces. The City's investment in public amenities ensures residents enjoy a high standard of living, making Moorpark a desirable place to call home.

Proximity to Major Hubs



Moorpark is ideally situated in Southern California, nestled in the picturesque rolling hills of Ventura County. The city boasts strategic positioning with easy access to major transportation routes, including State Routes 118 and 23, and a transit center. This prime location offers a tranquil small-town atmosphere while remaining within close reach of key regional hubs and attractions. Residents and visitors benefit from proximity to renowned institutions and facilities such as California Lutheran University, the Port of Hueneme, the Naval Base Ventura County, and Amgen. Additionally, Moorpark is just a short drive from iconic destinations such as Los Angeles, the Ronald Reagan Presidential Library, Malibu, and the Ventura Pier. This central location provides the perfect balance of serenity and accessibility, making Moorpark an attractive place for both living and business opportunities, while still offering easy access to urban amenities and key regional hubs. As a major rail transit hub, Moorpark Station connects travelers to the region via Metrolink's Ventura County Line and Amtrak's renowned Pacific Surfliner, which runs from San Luis Obispo to San Diego. The station is served by five daily Pacific Surfliner trains and 16 Metrolink trains each weekday, providing reliable access to and from Los Angeles Union Station and East Ventura. Leveraging the Amtrak station as an economic driver could further enhance business opportunities through increased connectivity.

Public Safety



Moorpark is renowned for its low crime rates and high level of public safety, having been ranked by Safewise as the third-safest city in California in 2020, 2021, and 2022. The Ventura County Sheriff's - Moorpark Police Department and community safety programs work diligently to maintain a secure environment for residents and businesses. Additionally, the presence of the California Highway Patrol Moorpark Office provides an extra layer of safety, enhancing law enforcement's capability to respond swiftly to emergencies. This focus on safety ensures that Moorpark remains a peaceful and welcoming community where people feel secure and confident in their daily lives.

Educational Excellence

Moorpark is home to an award-winning school district and Moorpark College, which was named a top 10 finalist for the 2025 Aspen Prize for Community College Excellence, recognizing it as one of the best among over 1,000 community colleges nationwide. This distinction reflects the college's outstanding achievements in graduation rates, student success, and workforce readiness. Additionally, the city's proximity to higher education institutions such as California Lutheran University (6.1 miles), California State University Channel Islands (15.6 miles), and California State University Northridge (23.1 miles) provides further educational opportunities and fosters a well-educated local workforce. These institutions not only contribute to the community's educational standards but also support local businesses through research, innovation, and skilled graduates ready to enter the workforce.



Economic Stability and Growth Potential

Moorpark boasts a diverse economic base, encompassing finance, education, and manufacturing sectors. The city's stable economy thrives on a mix of local businesses and regional companies. Through strategic initiatives and a commitment to business development, Moorpark fosters economic expansion, attracting businesses looking to invest and grow. The city's potential is evident in homegrown success stories. Wood Ranch BBQ & Grill, which started in Moorpark, has expanded to 18 locations, while Kahoots Feed and Pet has grown to 23 stores as of July 2024. These examples highlight Moorpark's capacity to support businesses from startup to scale-up.



Pro-Business Environment

The City of Moorpark fosters a supportive business atmosphere through personalized, concierge-like services. Leveraging its smaller size, Moorpark offers personalized attention that larger cities often cannot match, including the ability for the public to meet one-on-one with City officials, tailored assistance with site selection, and guidance on local regulations. Recent investments by the City in new software and updates to the general plan and zoning code aim to streamline permit reviews and improve services. Notably, Moorpark is the only city in Ventura County without a business license tax, requiring only a simple registration for business regulation. To enhance convenience and efficiency, the City could streamline the business registration process by implementing an online renewal system, creating a more user-friendly experience and potential for increased revenue generation. With responsive staff ready to assist with any business need, Moorpark ensures businesses receive the support they need to thrive in its dynamic economic landscape.



DEMOGRAPHICS

Moorpark's residential population is important to understand in identifying both business and retail opportunities. Moorpark's approximate 36,000 residents are characterized by the following:

- By and large, they are highly educated professional workers with families; 44% of individuals aged 25 and over have at least an undergraduate degree. This percentage is much higher than the educational attainment of the individuals who work within Moorpark; only 26% [1] of Moorpark workers have bachelor's degrees.

\$143K
MOORPARK'S MEDIAN
HOUSEHOLD INCOME

- Moorpark's median household income of \$143,218 is the highest in Ventura County.
- The percentage of employed Moorpark residents working at home increased dramatically during the pandemic, from 5% to 15% and has remained at that level through 2024.

- Depending on which data source is used,[2] between 70% and 90% of Moorpark residents commute out of the city to work. The *Economic Conditions Report* (see page 82) indicates that Moorpark residents work primarily in several cities elsewhere in Ventura County, principally Thousand Oaks and those cities along the 101 Corridor, as shown in Figure 1.
- At 3.2 persons per household, Moorpark also has a higher household size than surrounding communities, suggesting that Moorpark has more families than neighboring cities.

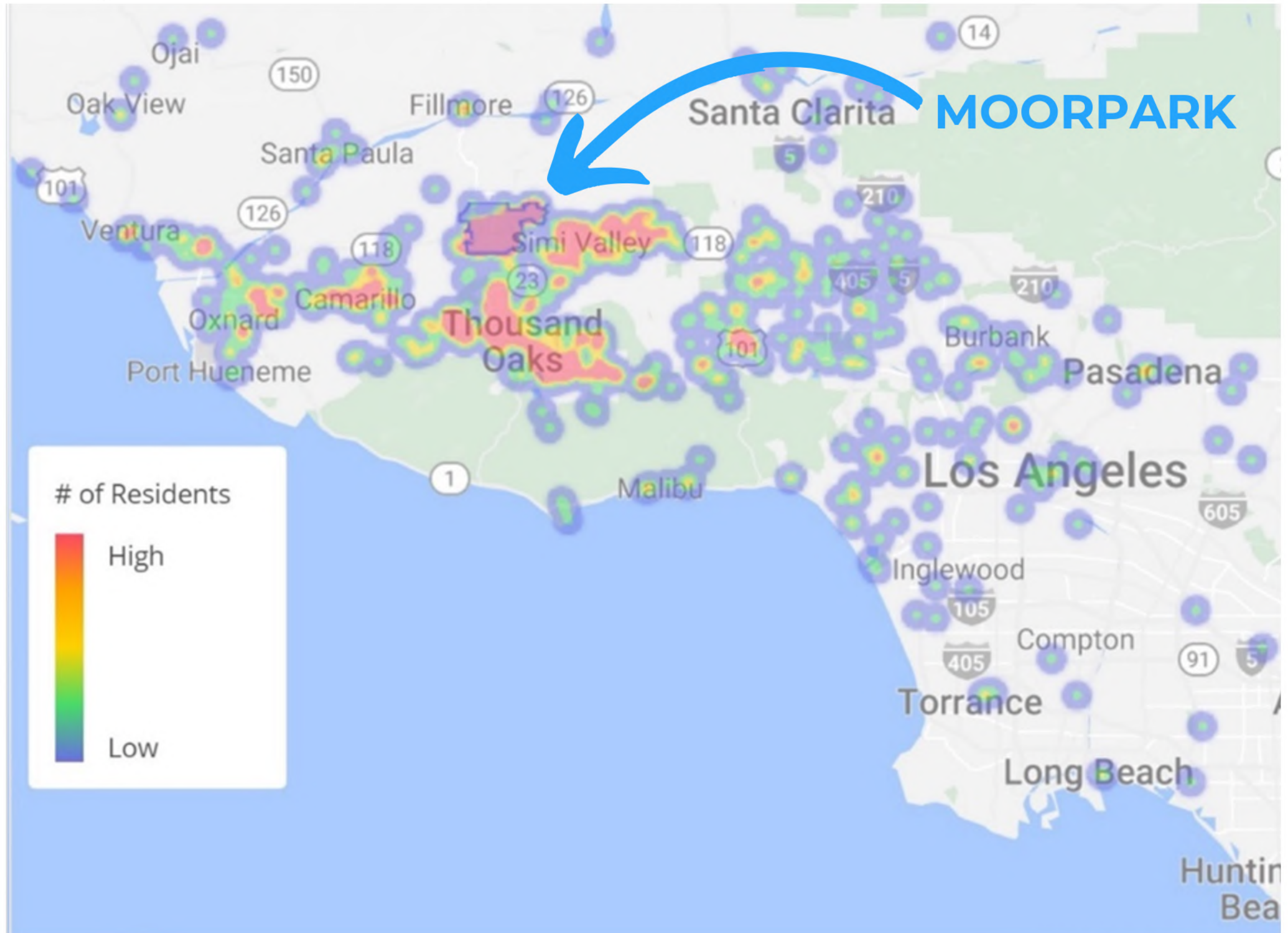


44% OF ADULT RESIDENTS
HAVE BACHELOR'S
DEGREES, WHILE ONLY 26%
OF LOCAL EMPLOYEES
HAVE SUCH DEGREES.



-
- [1] The educational attainment data for Moorpark employees refers to individuals aged 29 and older. While educational attainment is typically measured for residents aged 25 and older (with 44% of Moorpark residents in this age group holding an undergraduate degree), the available data for workers specifically covers those 29 and older.
 - [2] The American Community Survey and the Longitudinal Employment-Household Dynamics database, both compiled by the U.S. Census Bureau, uses different methodologies and often show significant differences in depicting the same trend, such as out-commuting. Nevertheless, both data sources show overwhelming out-commuting by Moorpark residents.

Figure 1: Work Location of Moorpark Residents, Min. 50 Visits, January - December 2023



Data provided by Placer Labs Inc.

PSYCHOGRAPHIC ANALYSIS

“Psychographics” is an analysis used by various data and marketing companies to categorize a community’s population into groups that share similar characteristics, providing insights into residents’ lifestyles, values, and spending habits. One source of psychographic information is ESRI, a leading computer mapping and geographic data analysis company.

As Figure 2 shows, most Moorpark residents reside in professional households with head-of-household jobs [“Professional Pride,” “Savvy Suburbanites,” and “Workday Drive”]. Understanding these dominant psychographic segments helps the City tailor economic development strategies to meet the preferences and needs of residents, fostering an environment that attracts and retains these demographics. It is also important to note, however, that a significant portion of Moorpark’s population falls into diverse categories, including immigrants and multi-generational households (“Diverse Convergence” and “Family Extensions”), which further underscores the need for inclusive and varied approaches in program development and outreach.

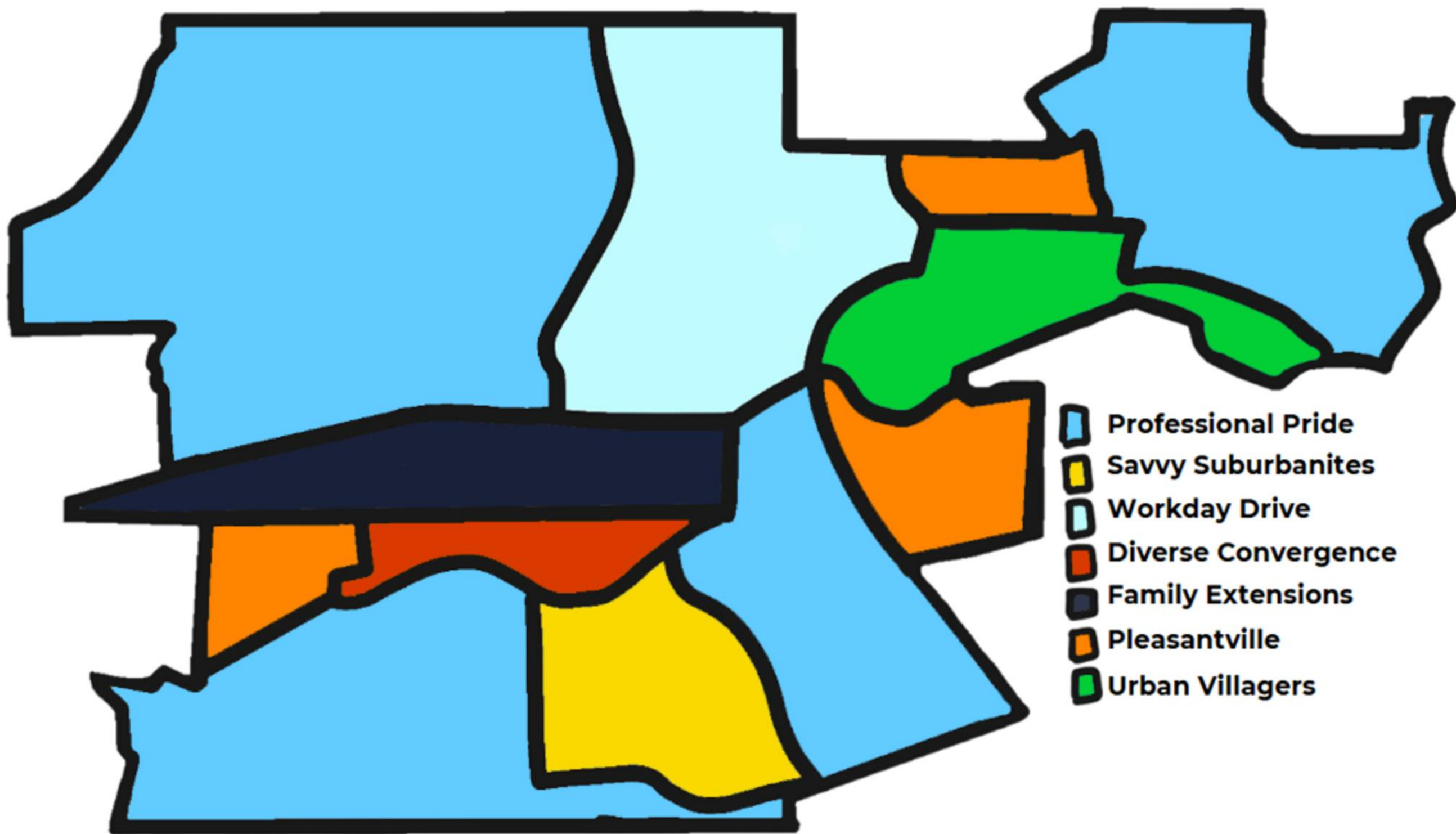
Figure 2: Psychographic Profiles of Moorpark Residents

Category	HH Size	Median Age	HH Income*	Moorpark	Ventura County
Professional Pride: Goal-oriented couples. Often commute far and work long hours but schedules are finetuned to meet needs of their school-age children.	3.13	40.8	\$138,100	37.9%	4.8%
Savvy Suburbanites: Well-educated, well read, and well capitalized. Families include empty nesters. Enjoy good food and wine, plus amenities of city’s cultural events.	2.85	45.1	\$108,700	14.6%	6.3%
Workday Drive: Partial to new housing away from bustle of city but close enough to commute to professional job centers. Many busy two-worker households.	2.97	37.0	\$90,500	11.9%	4.7%
Diverse Convergence: Almost 40% foreign-born; nearly 1 in 4 households linguistically isolated. Many young families renting apartments in older buildings.	3.07	32.8	\$46,500	10.5%	3.0%
Family Extensions: Characterized by multigenerational households. Spending reflects their children and conveniences, as well as latest trends and fashions.	4.12	28.3	\$38,300	9.5%	5.5%
Pleasantville: Couples with high net worth; most have lived in the area long-term, some with adult children.	2.88	42.6	\$92,900	8.8%	14.1%
Urban Villagers: Multigenerational, multilingual. Trendy and fashion conscious but focus on their children.	3.78	34.0	\$62,300	6.8%	9.2%

Source: ESRI Tapestry Area Segmentation Profile

* Household incomes listed are national averages, not specific to Moorpark.

**Percent of households in Ventura County that fall into each category. The total of all categories listed here will not equal 100 percent as there are additional psychographic profile categories not listed on this table. This table only includes the most prevalent categories associated with Moorpark residents.



OCCUPATIONS & JOB SKILLS

As the demographic characteristics of Moorpark residents suggest, most of Moorpark's residents are highly educated and primarily employed in professional occupations. It can be difficult to obtain extremely specific data about occupations and job skills of residents at the city level, but the data that is available provides at least a high-level view of the job skills of Moorpark residents.

As Table 1 shows, almost three-quarters of employed Moorpark residents work in professional occupations – a finding that is consistent with the psychographic profile analysis. Almost half of employed Moorpark residents work in either management or professional jobs. Only 14% of employed Moorpark residents work at blue-collar jobs.

“Almost half of employed Moorpark residents work in either management or professional jobs.”

Furthermore, almost half of all employed Moorpark residents are employed in service industries. (It is important to note that the term “service industries” is an extremely wide-ranging category. Furthermore, service industries, which can include professional jobs such as architects and accountants, are defined differently than service occupations, which tend to be lower-paying jobs.[3])

**Table 1: 2022 Moorpark Employed Population (Age 16+)
By Occupation**

Occupation	Percent of Total
Professional Occupations (Listed Below)	73.1%
Professional	26.8%
Management/Business/Financial	22.8%
Administrative Support	12.7%
Sales	10.8%
Blue Collar Occupations (Listed Below)	14.2%
Transportation/Material Moving	4.1%
Production	4.0%
Construction/Extraction	3.3%
Installation/Maintenance/Repair	1.5%
Farming/Forestry/Fishing	1.3%
Services	12.7%
Total Professional, Blue Collar, & Services	100.0%

Source: Moorpark Market Profile, ESRI

According to the *Uplift Central Coast Regional Plan*, a quality job in Ventura County is defined as one that provides a livable wage of at least \$70,000 annually, includes employer-sponsored health insurance, and offers pathways for continued economic advancement. However, in Ventura County, only 27.6% of jobs meet these criteria and are considered quality jobs.

Notably, 12% of employed Moorpark residents work in manufacturing, while another 12% are employed in the FIRE (Finance, Insurance, Real Estate) sector. This suggests the potential for more white-collar residents to find local opportunities in manufacturing, while many in the FIRE sector likely commute out of the city for work.

[3] The services industry, per ESRI, is defined as businesses that provides services to customers and includes such professions as healthcare support, protective services, food preparation, personal care, and building or grounds cleaning and maintenance.

VISITOR CHARACTERISTICS

Even though Moorpark residents often leave the city to shop and work, many visitors do come to the city and many Moorpark residents do engage in shopping, dining, and daily activities in the city. This analysis used data from Placer Labs to identify visitor patterns in the city over time.[5] These highlights include:

- The City-organized July 3rd Fireworks Extravaganza attracts more than 60,000 visitors to Moorpark each year, making July 3, 2023, the most popular day for visitors in 2023, with a total of 66,000 attendees. This number includes the 15,000 ticketed attendees at Arroyo Vista Park, as well as numerous others visiting family and friends for the holiday, along with residents and visitors enjoying the show from their homes, city parks, block parties, or local restaurants.
- The second most popular day was May 13, the day of the California Interscholastic Federation – Southern Section (CIF-SS) Divisional Playoff Games. This week-long event, which only occurs if the team qualifies for the CIF competitions, drew more individuals than the Moorpark College graduation on May 19 (33,158 visitors). In this case, it was the success of the women's basketball team that brought the playoff games to Moorpark.
- Moorpark College graduation was in the top third of Moorpark's highest-visited events; however, 100 days in 2023 received more visitors than graduation day on May 19.
- Special events on High Street regularly draw more than 30,000 people per event to Downtown Moorpark, though many of these are residents.
- Not surprisingly, Friday and Saturday evenings are the busiest times on High Street.



FAMILIES AND FRIENDS GATHERED AT ARROYO VISTA PARK FOR THE CITY-ORGANIZED JULY 3RD FIREWORKS EXTRAVAGANZA EVENT.

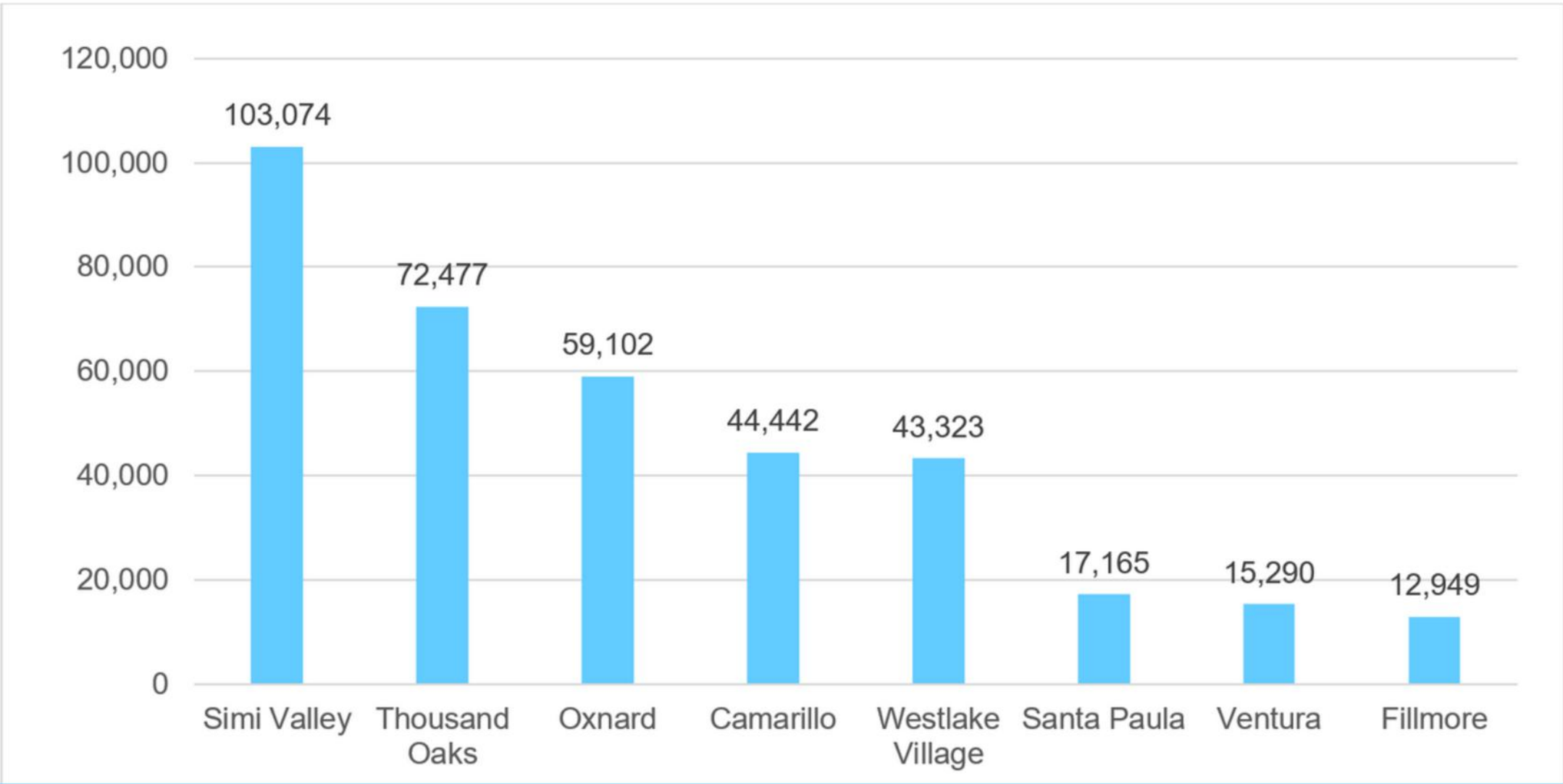


RESIDENTS AND VISITORS GATHER ALONG THE SIDEWALKS OF HIGH STREET IN DOWNTOWN MOORPARK TO WATCH THE ANNUAL COUNTRY DAYS PARADE.

In 2023, the High Street Arts Center attracted 23,500 attendees, predominantly from nearby cities. Notably, 24% of these visitors were Moorpark's own residents. The largest groups of visitors to High Street came from Simi Valley and Thousand Oaks, making them the most frequent non-local sources of visitors.

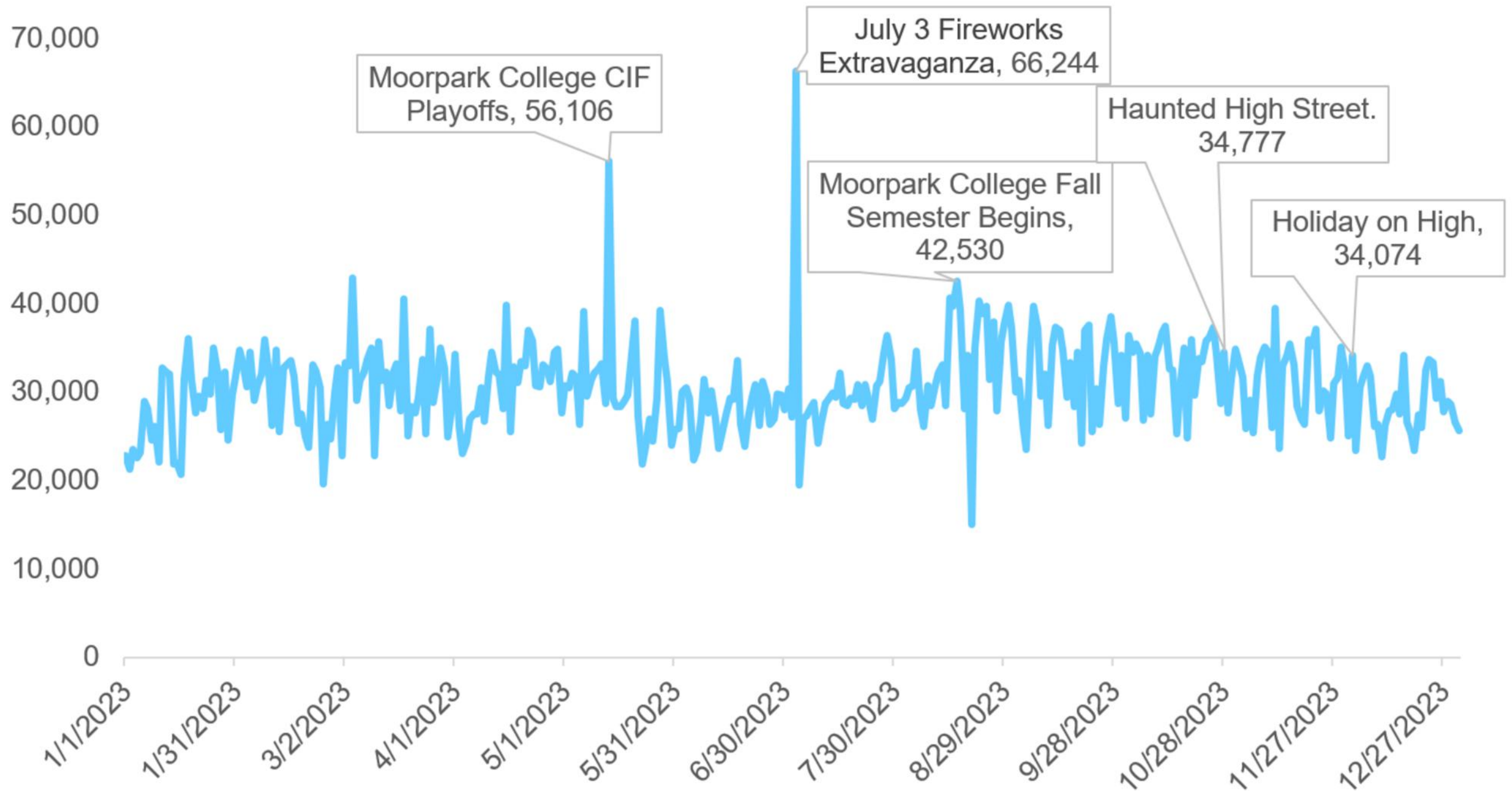
A notable discovery from the data is that while Simi Valley and Thousand Oaks contributed significantly to Moorpark’s visitors with 103,074 and 72,477 visits respectively, Westlake Village—a much smaller city with a population of roughly 7,573—had an impressive 43,323 visitors originating from there. This is significant as it indicates that a considerable number of people, whether residents, visitors, or employees, regularly travel from Westlake Village to Moorpark, highlighting strong connectivity between the two areas.

Figure 4: Origin of Travel for Moorpark Visitors (Minimum of 10 Visits), 2023



[5] Placer Labs uses geographically based cell phone data to identify travel patterns and patterns that show people congregation in specific locations. Sometimes Placer also combines this data with other data sources, such as credit-card data, to estimate economic activity in particular locations.

Figure 5: Daily Moorpark Visitor Count, 2023



The significant drop on Sunday, August 20, 2023, shows a low visitor count of 14,977. Placer does not provide specific explanations for fluctuations in daily visitor counts.

Four of the 10 most popular days in 2023 for visitors were Saturdays; half of the most popular days to visit the city were in August. The most popular visiting days indicate that special events on High Street are not necessarily the top drivers of visitors. Instead, these events tend to attract primarily Moorpark residents and individuals employed in the city, rather than drawing significant numbers of visitors from surrounding or neighboring communities. Excluding shopping centers, superstores, and grocery stores, the most popular places for visitors to Moorpark in 2023 were In-N-Out Burger (11% of visitors), Moorpark College (8.5% of visitors), and T.J. Maxx (6.5% of visitors)

Top recreation locations attracting visitors in Moorpark include Arroyo Vista Community Park (6% of visitors), and the Moorpark High School football stadium (5% of visitors).

**DID
YOU
KNOW
?**

**AUGUST AND OCTOBER
2023 SAW THE HIGHEST
OF VISITORS, WITH
ONE MILLION PEOPLE
VISITING MOORPARK
EACH MONTH.**



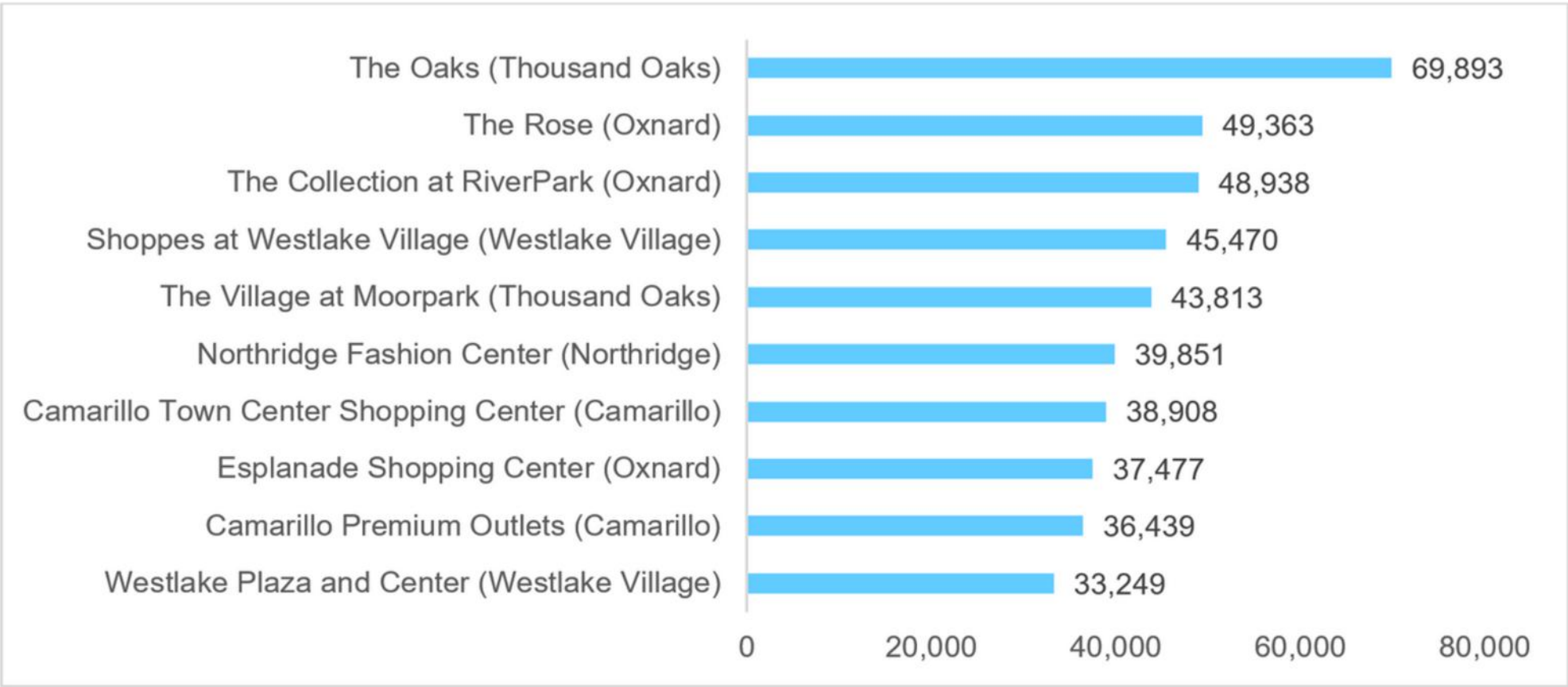
WOOD RANCH CELEBRATING ITS 30-YEAR ANNIVERSARY IN 2022, WITH BALLOON DECORATIONS DISPLAYED IN FRONT OF ITS MOORPARK LOCATION—THE FIRST CITY IT OPENED IN.

SHOPPING HABITS & RETAIL LEAKAGE

Although Moorpark has the highest median household income in Ventura County, the city experiences considerable retail “leakage” – that is, Moorpark residents conduct much of their retail spending in other cities. Data from Placer Labs suggests that between May and November of 2023, there was approximately \$316 million in retail leakage from Moorpark to surrounding communities, including Los Angeles and the rest of Ventura County. This finding conforms with findings in the General Plan Economic Development background document, which estimated retail leakage at approximately \$600 million per year.

At least part of this leakage is likely due to the retail and food and beverage options available elsewhere that are unavailable in Moorpark. Although Placer Labs cannot determine why individuals travel to certain places, it can identify patterns of behavior. The most popular retail locations for Moorpark residents to visit are not located in Moorpark. As data from the *Economic Conditions Report* in Figure 7 shows, by far the most popular location visited by Moorpark visitors is The Oaks Mall in Thousand Oaks. Other popular locations are mostly along the 101 Corridor and in Simi Valley.

Figure 7: Most Popular Places Moorpark Visitors Visited At Least 10 Times (Outside of Moorpark), 2023



Retail leakage presents opportunities for growth in Moorpark's sales tax revenues. For example, Thousand Oaks features the Thousand Oaks Auto Mall, which includes over 25 car brand dealerships, as well as The Oaks Mall, both of which are major sales tax revenue generators. Similarly, Simi Valley is home to the Simi Valley Town Center, which offers a wide variety of retail stores and dining options, contributing to its higher sales tax receipts.

This finding aligns with comments made during public workshops and stakeholder interviews, in which respondents stated they often leave Moorpark to shop at big box stores, or specific establishments such as Trader Joe's or car dealerships, in other towns. Notably, while there is a strong desire for an additional grocery store such as Trader Joe's, residents responded in the interviews and workshops that they did not want large, generic, big box stores in Moorpark and would prefer to leave town to seek these goods elsewhere.

The following table summarizes Moorpark sales tax by industry group. The third quarter 2023 total was \$1.2 million – representing a decrease of \$0.2 million (13.4 percent) over the third quarter 2022.

Table 2: Moorpark Sales Tax by Major Industry Group

Major Industry Group	Count	Q2 2023	Q2 2022	\$ Change	% Change
Business and Industry	298	\$118,197	\$141,119	(\$22,922)	-16.2%
General Consumer Goods	277	\$281,966	\$310,569	(\$28,603)	-9.2%
Restaurants and Hotels	110	\$255,206	\$233,755	\$21,451	9.2%
Autos and Transportation	58	\$79,812	\$112,224	(\$32,412)	-28.9%
Building and Construction	38	\$47,685	\$49,477	(\$1,792)	-3.6%
Food and Drugs	30	\$89,042	\$88,694	\$348	0.4%
Transfers & Unidentified	25	\$467	\$1,494	(\$1,027)	-68.7%
Fuel and Service Stations	9	\$181,514	\$260,071	(\$78,557)	-30.2%
State and County Pools	0	\$191,494	\$240,627	(\$49,133)	-20.4%
Total	845	\$1,245,383	\$1,438,030	(\$192,647)	-13.4%

Source: HDL Moorpark Sales Tax Report

The Public and Stakeholder Engagement sessions also suggested that Moorpark residents are interested in attracting an upscale grocery store (with Trader Joe’s mentioned most frequently). For this reason, an additional analysis using Placer Labs analysis was conducted to determine what the impact on existing stores in other cities would be if such a grocery store were placed in Moorpark Marketplace. This analysis examined four upscale markets: Trader Joe’s, Whole Foods, Gelson’s, and Sprouts Farmers’ Market, all of which have stores in Thousand Oaks that Moorpark residents presumably shop at.

The analysis revealed a significant 'cannibalization' rate — that is, the percentage of sales that would be switched from the existing Thousand Oaks store to a new Moorpark store. As shown in Table 3, the cannibalization rate for Trader Joe’s is exceptionally high at 71.6%, much higher than the rates for Gelson’s and Whole Foods. This high rate indicates it would not be in Trader Joe’s interest to open a Moorpark location, as most sales would simply shift from their Thousand Oaks store rather than create new revenue.

Table 3: Grocery Store Market Share Analysis

Store	Distance from Moorpark (miles)	Trade Area Size (Sq Mi)	Trade Area Population	Placer Labs Demographic Fit Score	Cannibalized Market	Potential Market (people)
Moorpark Marketplace	N/A	33.42	120,619	N/A	N/A	N/A
Gelson's Market	4.8	38.54	226,974	63/100	27.7%	87,208
Whole Foods Market	6.2	76.28	327,462	73/100	43.0%	68,765
Sprouts Farmers' Market	6.6	51.64	173,724	89/100	66.6%	40,323
Trader Joe's	4.0	57.23	209,289	78/100	71.6%	34,304



STATE ROUTE 118 PASSING THROUGH MOORPARK, PROVIDING A KEY TRANSPORTATION ROUTE THROUGH THE CITY.



ECONOMIC COMPETITIVENESS



AN AERIAL VIEW OF MOORPARK MARKETPLACE.



ECONOMIC COMPETITIVENESS

- 38. EMPLOYMENT BASE & INDUSTRY CLUSTERS
 - 39. MOORPARK BUSINESSES
 - 40. INNOVATION & ADVANCED MANUFACTURING
 - 43. RETAIL MARKET
 - 45. BUSINESS ATTRACTION TARGET LIST
 - 47. INDUSTRIAL MARKET
 - 49. OFFICE MARKET
 - 50. EDUCATION
 - 52. CURRENT DEVELOPMENTS
 - 54. LODGING MARKET
 - 58. DOWNTOWN HIGH STREET
- 



EMPLOYMENT BASE & INDUSTRY CLUSTERS

Moorpark has a very large employment base for a city its size with more than 12,000 employees according to ESRI, though other estimates are much higher. Characteristics of this employment base include the following:

- Just as most residents out-commute, most Moorpark jobs are fulfilled by individuals who in-commute.
- Employees who work in Moorpark have a lower educational attainment than Moorpark residents. Only about 26% of Moorpark job-holders have a bachelor's degree, compared to 44% of residents.
- Most people employed in Moorpark are employed by small businesses of all kinds. This includes many different types of businesses that are defined as "small" by the number of employees and overall revenue. Some may be locally-owned, but some may not be.
- Moorpark does have some very large employers (200+ employees). By and large, these are manufacturing businesses.
- Moorpark has strong "industry clusters" in finance and insurance (as a result of Pennymac), education (primarily Moorpark College), manufacturing, and wholesale trade.
- Contained within the manufacturing sector, Moorpark has a strong presence in the aerospace and drone sectors. For example, Ensign-Bickford manufactures ignition devices, while Aerovironment manufactures unmanned aircraft systems. These assets are especially important given the proximity of Moorpark to Naval Base Ventura County, the largest generator of economic activity in the county.
- Moorpark has a strong automobile/motorcycle sector with more than 20 companies involved in this sector. These businesses span a wide range of activities, from motorcycle parts and customization to aftermarket products for vehicles, custom-built motorcycles for professional drivers, and even fashion accessories for automotive enthusiasts.

More than
70%
of Moorpark residents
commute out of the city
to work.

MOORPARK BUSINESSES

Moorpark boasts a vibrant business community, with 545 active home-based businesses and 746 commercial-based businesses as of July 2024. This diverse mix of over 1,200 registered businesses forms the backbone of the city's local economy.

1,200+
Registered Moorpark-
based businesses

In an effort to better understand and preserve Moorpark's economic heritage, research was conducted to identify long-standing businesses within the community. This analysis revealed that at least 22 businesses in Moorpark have been operating for over 30 years, with 10 of these surpassing the 40-year mark. Notably, by 2025, five businesses will have achieved the remarkable milestone of conducting business in Moorpark for over 50 years. These businesses include Whitaker Hardware, Inc., GT Water Products, Semiconductor Equipment Corporations, Cactus Patch, and The Mayflower Market & Liquor.

Moorpark is also home to several businesses founded by Spanish-speaking entrepreneurs, some of which have become legacy establishments in their own right. For example, Gaby's Panaderia, Lalo's Mexican Food, and Caesar's Carpets have each served the community for over 30 years. Other long-standing businesses include Carla's Bakery and Mexican Food, which has operated for 18 years, and El Pollo Corona Grill, which has served Moorpark for 12 years (as of 2024). However, many regional economic and workforce development organizations, such as the Workforce Development Board of Ventura County, currently offer business resources primarily in English, such as their *Business Solutions Guide*. This presents an opportunity for the City to explore providing additional resources that enhance accessibility for Spanish-speaking business owners. These legacy businesses are a testament to Moorpark's economic resilience and entrepreneurial spirit. They've weathered changing market conditions and economic cycles, serving as anchors in the community. Their longevity not only contributes to the city's unique character but also provides stable employment and maintains valuable community relationships. Recognizing their importance, the strategic plan proposes a

Legacy Business Program to provide targeted support, ensuring these established enterprises continue to thrive and contribute to Moorpark's economic vitality. While cities such as Oxnard, Simi Valley, Camarillo, and Ventura have established business loan programs through the Economic Development Collaborative to support businesses, Moorpark is one of the few cities in Ventura County without one. The City could explore implementing a similar program to provide additional support for its business community. This could mean funding for façade improvements, equipment upgrades, and other enhancements to keep businesses competitive and attractive in the community.

21%
of Moorpark
housing units have
a registered home-
based business.

INNOVATION & ADVANCED MANUFACTURING IN MOORPARK

A thorough review of patents filed by inventors and businesses based in Moorpark reveals significant insights into the city's economic landscape and technological capabilities. The analysis includes patents from both residents employed in non-Moorpark companies and businesses located within the city, providing a comprehensive understanding of the local talent and industrial activities. A total of 2,862 patents have been identified, with 71 patents issued in 2023 alone, highlighting ongoing innovation and technological advancement in Moorpark.

Moorpark's patents span several key industries, including medical devices, technology, automotive, aerospace, and advanced manufacturing. This diversity underscores Moorpark's capacity for innovation across various sectors. For instance, residents employed by companies like HRL Laboratories, LLC, and Skyworks Solutions, Inc. emphasize the city's strength in the tech industry.

While these companies are not based in Moorpark, the fact that their inventors reside here highlights the high level of talent in the community and suggests the potential for attracting similar tech companies to the area.

Similarly, inventors working for BendPak, Inc. and

DID YOU KNOW?

The first patent filed from Moorpark was by Harry Yount and Andrew Gossman for a new variation of the Moorpark Apricot, published on September 26, 1933. This variation featured a smaller kernel and ripened earlier than the original, making it ideal for commercial planting.

GM Global Technology Operations LLC contribute significantly to the automotive sector, showcasing the city's expertise and potential for growth in this industry. Koros Medical Devices, a Moorpark-based company, stands out with 70 patents, making it the leading local entity in terms of patent filings. Notable inventions from Koros include the Osteo Punch Rongeur, a significant advancement in medical technology. Thousand Oaks-based AMGEN INC., which employs 200 Moorpark residents, leads overall with 80 patents, all filed by inventors residing in Moorpark, highlighting the exceptional talent present in the community despite the company's location outside the city. Moorpark is strategically positioned to leverage regional assets for expanding its innovation and manufacturing sectors. The city's proximity to Naval Base Ventura County, the Port of Hueneme (employing 47 Moorpark residents), and FathomWerx offers unique collaboration opportunities. Additionally, Ventura County's iHub2 designation further primes the region for technological advancement, enhancing its potential to attract businesses and accelerate innovation in advanced manufacturing.

The analysis reveals a strong foundation for advanced manufacturing in Moorpark, with considerable contributions to drone parts, auto parts, and aerospace and defense technologies. This suggests that Moorpark possesses a rich talent pool and an innovative ecosystem capable of supporting cutting-edge research and development. The diverse range of patents and the presence of leading companies underscore the city's potential to become a hub for technological and industrial growth. By leveraging its unique strengths and promoting its diverse range of industries, Moorpark can effectively position itself as a premier destination for technological and manufacturing excellence, attracting businesses and talent to drive future growth and prosperity. Building on the comprehensive patent analysis, further research into Moorpark's business landscape reveals a robust presence in key advanced manufacturing sectors.

In the automotive and motorcycle parts and technologies field, Moorpark is home to 22 businesses. This cluster includes notable companies such as Slingmods.com, Zrappy, Thrashin Supply Co, O'Neal USA, Deeds Engineering, and Infinitewerks. These enterprises contribute significantly to the city's manufacturing base and align with the patent activity observed in automotive technologies.

**DID
YOU
KNOW?**

**AMGEN EMPLOYS 200
MOORPARK RESIDENTS AT ITS
THOUSAND OAKS LOCATION.**

Equally impressive is Moorpark's footprint in aerospace, defense, and drone technologies, with 23 businesses operating in these advanced manufacturing fields. Standout companies in this sector include AeroVironment, Ensign Bickford Aerospace and Defense, Quantum Systems, Macro-Blue, and Auterion GS, to name a few. This concentration of aerospace and defense-related businesses complements the patent activities noted in these areas, reinforcing Moorpark's position as a hub for cutting-edge technology and manufacturing. The presence of these 45 businesses across these two high-tech manufacturing sectors underscores Moorpark's potential as a center for innovation and advanced manufacturing. It demonstrates a synergy between the city's patent activity and its actual business ecosystem, suggesting a successful ground for further growth and development in these industries.



EMPLOYEES OF THRASHIN SUPPLY PARKED OUTSIDE EL POLLO CORONA GRILL FOR LUNCH, HIGHLIGHTING LOCAL EMPLOYERS SUPPORTING THE ECONOMY BY CHOOSING NEARBY BUSINESSES (PHOTO CREDITS: THRASHIN SUPPLY).

MOORPARK'S DIVERSE MANUFACTURING ECOSYSTEM

Beyond the automotive and aerospace sectors, Moorpark boasts a noteworthy presence in other specialized manufacturing fields, particularly in textiles and outdoor gear. The textile industry in Moorpark is represented by several prominent businesses. Pindler, a well-established fabric and textile manufacturer, leads this sector. Heritage Performance Gloves specializes in equestrian performance riding gloves, catering to a niche but significant market. Reid Witlin Ltd. and Park & Boly both further contribute to the textile manufacturing base in the city.

Outdoor and recreational product manufacturing is another area where Moorpark shines. Picnic Time Family of Brands produces a wide range of products including picnic baskets, picnic accessories, and various merchandise. Beach State focuses on beach umbrellas and gear. It's worth noting that O'Neal, previously mentioned in the automotive category, actually has a broader scope. The company manufactures motorcycle gear sets, helmets, and accessories.

This diverse range of specialized manufacturers highlights Moorpark's versatility in the manufacturing sector. From high-tech aerospace components to lifestyle products, the city's manufacturing base demonstrates an ability to support various industries, fostering a resilient and adaptable economic environment. To further spotlight these industries, the City should explore creating a 'Made in Moorpark' promotional video series, showcasing the city's manufacturing businesses and their unique contributions.



OWNERS OF PICNIC TIME FAMILY OF BRANDS, MR. PAUL COSARO & MR. DANNY CORBUCCI (LEFT TO RIGHT).

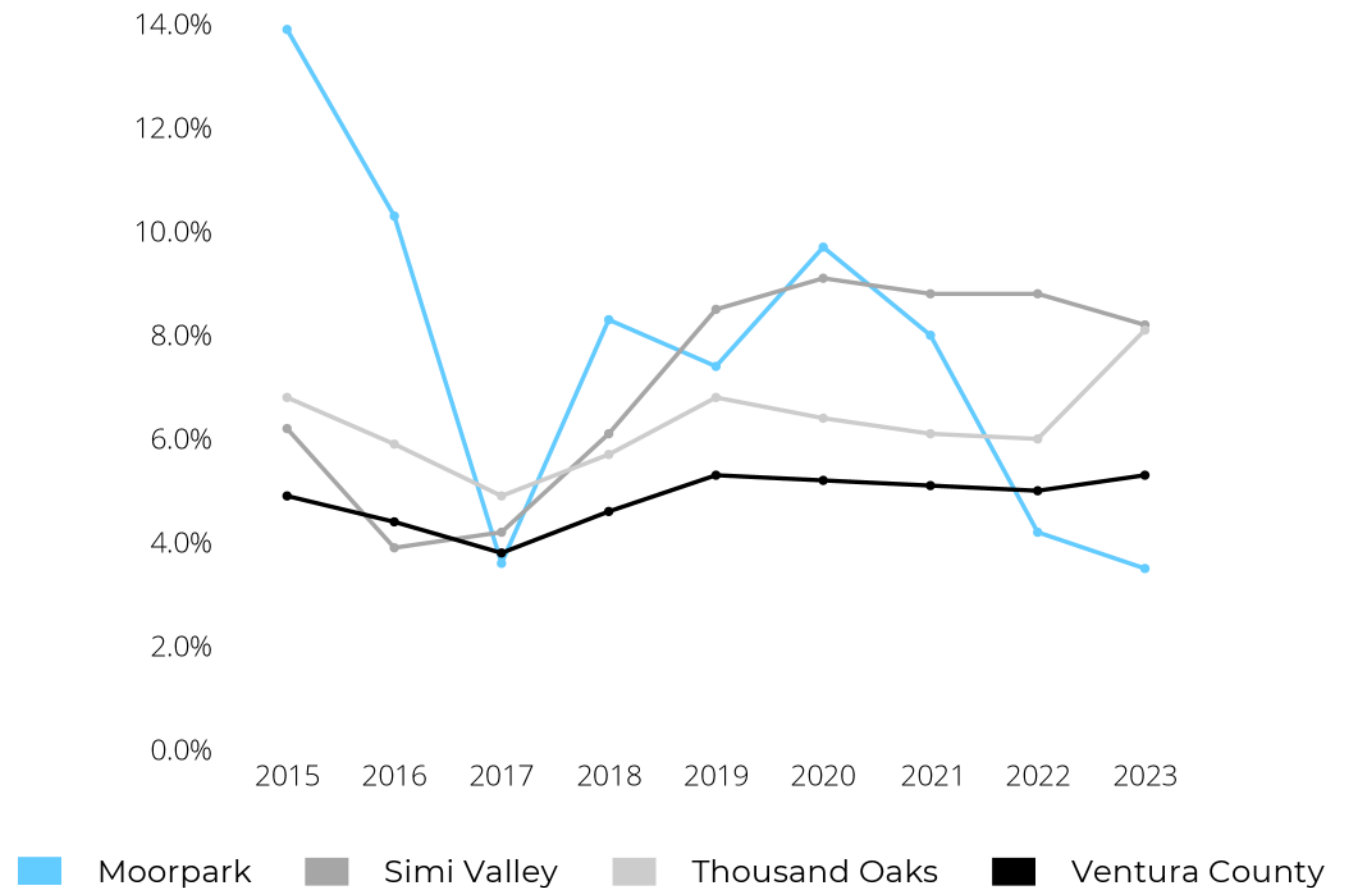
RETAIL MARKET

Retail vacancy rates and rent per square foot are critical indicators of a city's economic health and retail market performance. In Moorpark, these metrics have shown a promising trend from 2015 to 2023. Starting at a high of 13.9% in 2015, Moorpark's retail vacancy rate was significantly above Simi Valley (6.2%), Thousand Oaks (6.8%), and Ventura County (4.9%). Over the years, the rate has shown a steady improvement, reaching its lowest point in over a decade at 3.5% in 2023. This demonstrates the growing strength and resilience of Moorpark's retail sector.

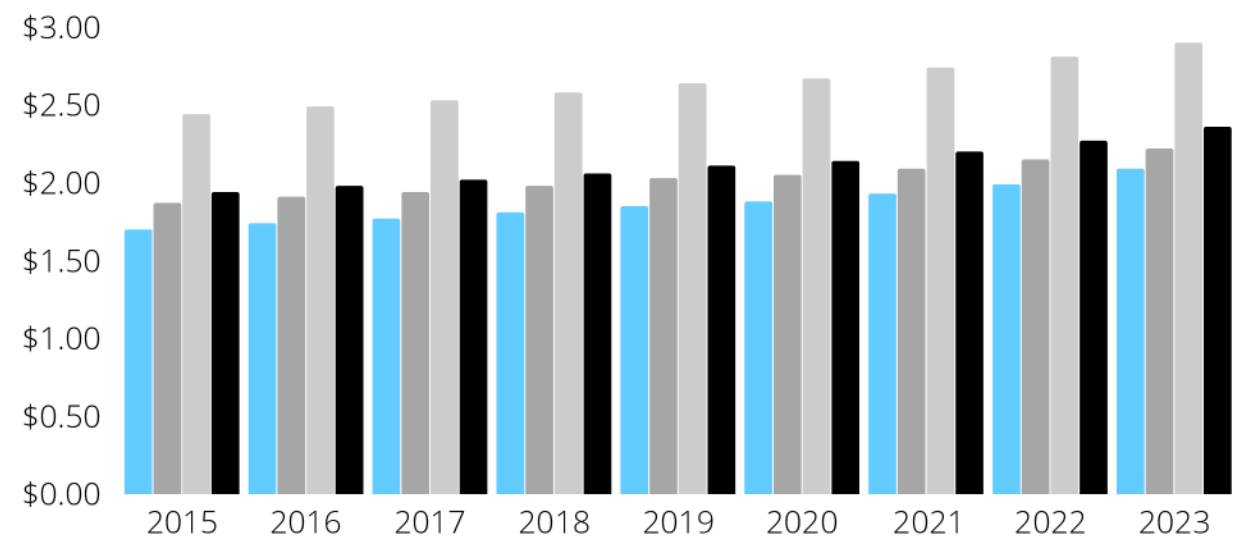
Additionally, retail rent per square foot in Moorpark has steadily increased from \$1.70 in 2015 to \$2.09 in 2023, demonstrating growing demand and value in the local retail market. Moorpark's rent remains below neighboring areas such as Simi Valley and Thousand Oaks, reflecting its potential for further growth.

Data Source: CoStar, July 2024

RETAIL VACANCY RATE, 2015-2023



RETAIL RENT/SQ FT. RATE, 2015-2023



Data Source: CoStar, July 2024

Moorpark is home to about 1.8 million square feet of retail space, including restaurant space. Eighty percent of this space is located in the 10 major shopping centers. Most of these shopping centers are located along the Los Angeles Avenue corridor, either in the East Los Angeles Avenue Commercial Corridor (adjacent to State Route 118) or the West Los Angeles Avenue Local Retail Corridor (located further west on L.A. Avenue). The remaining retail is located in small stand-alone buildings or parcels. In addition, High Street offers a unique Downtown environment in eastern Ventura County, though it currently lacks an active merchants' association or business improvement district.

Adjacent to downtown, "The Alley," located at 330 Zachary Street, has created a distinctive food and beverage location in an unusual industrial area near the East Los Angeles Avenue Commercial Corridor.



Orange Downtown High Street Green "The Alley" - 333 Zachary Street Blue Los Angeles Avenue



FAMILIES GATHER AT 'THE ALLEY' TO CELEBRATE FRÜHLINGFEST, AN ANNUAL EVENT ORGANIZED BY ENEGREN BREWING CO.

BUSINESS ATTRACTION - TARGET LIST

While Moorpark's retail sector shows promising growth, there is potential to further diversify and strengthen the local economy by attracting businesses that align with the community's needs and the City's strategic goals. Generally, community feedback has shown a strong preference for local, independently-owned shops over chain stores, reflecting a desire to preserve Moorpark's unique character. There is also notable community interest in businesses offering outdoor seating experiences similar to Stonehaus in Thousand Oaks, highlighting a desire for al fresco dining options.

The growth of locally-owned shops depends on entrepreneurs who are willing to invest, take risks, and bring their expertise to the area. The City is committed to fostering a supportive environment that encourages and sustains this local business development. While the City has implemented a chain store ordinance on High Street to protect this distinctive character, certain chain stores may still apply to locate there, subject to a review process to ensure alignment with the area's character. Outside of High Street, the City has limited ability to restrict chain stores that meet zoning and regulatory requirements.

With these preferences from community feedback and market insights in mind, the following types of businesses have been identified as desirable and potentially successful in Moorpark. The City intends to provide the necessary support to foster these local opportunities.

DINING & FOOD

- Bagel Shop / Deli
- Diverse ethnic cuisines
- Family-friendly restaurants with outdoor seating areas
- Farm to Fork restaurants
- Fried Chicken Fast Food
- Lure Fish House
- Porto's Bakery & Cafe
- Restaurants with extended operating hours
- True Food Kitchen
- Upscale Dining Options (ex:Fleming's)
- Whiskey Bars
- Vegetarian/Vegan options

ENTERTAINMENT & RECREATION

- Archery / Axe Throwing
- Color Me Mine
- Conference Center / Event Space
- Community Pool
- Escape Rooms
- Go Karting
- Hotel
- Indoor Ropes Courses & Zip Lines
- Indoor Trampoline Park
- Interactive Science & Discovery Centers
- Paintball / Laser Tag
- Rock Climbing Gyms
- Tech Playground / Robotics Center
- Topgolf

RETAIL & SHOPPING

- Farmer's market or year-round indoor market
- Flower Shop
- Independent boutiques
- Trader Joe's
- Whole Foods Market

This list aims to balance the community's desire for unique, local businesses with the need for certain popular chains, while also addressing the demand for diverse dining, shopping, and recreational options.

To achieve these business attraction goals, Moorpark can leverage industry events such as the International Council of Shopping Centers (ICSC) conferences. The ICSC hosts both regional and national conferences annually, providing valuable networking opportunities and insights into retail trends. The regional conference for Southern California is typically held in San Diego or Palm Springs during the Fall, while the national conference takes place in Las Vegas during the Spring. Attending these events allows City representatives to connect with targeted retailers, developers, and industry experts, showcasing Moorpark's potential and attracting businesses that align with the community's vision. These conferences serve as crucial platforms for relationship-building and staying informed about the latest developments in the retail and commercial real estate sectors, which can significantly aid in realizing Moorpark's economic development goals. Attending these conferences, providing a personal touch, and simply demonstrating that the City is welcoming of new business investment builds confidence and can encourage new venues to locate in Moorpark.

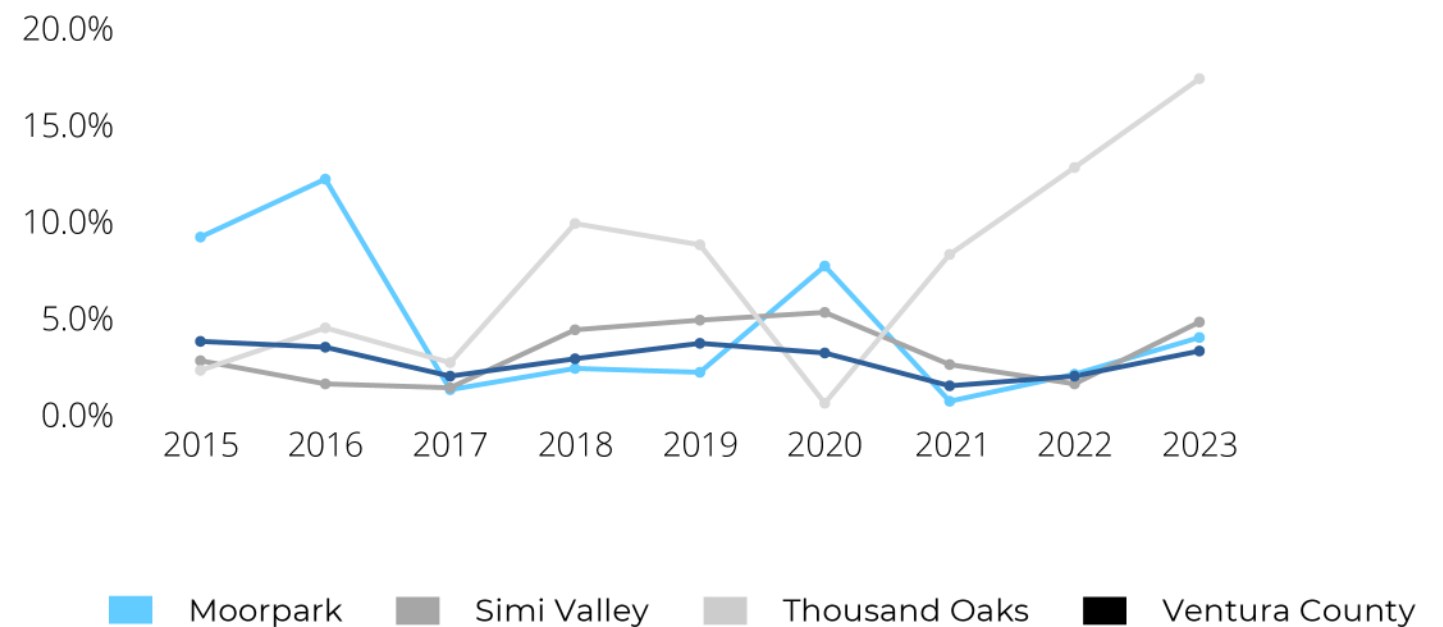


INDUSTRIAL MARKET

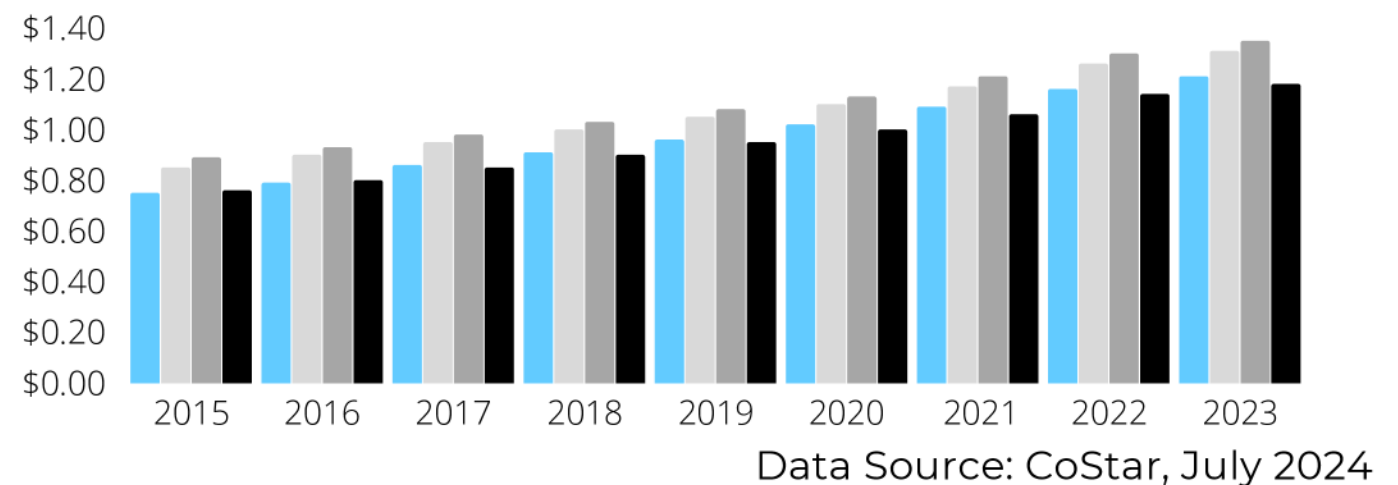
In 2015, Moorpark's industrial vacancy rate was 9.2%, the highest among the compared regions. However, the market quickly tightened, with rates dropping to an impressive 1.3% in 2017, showcasing Moorpark's strong industrial demand. In 2023, the vacancy rate reached 4.0%, higher than Ventura County's average of 3.3% but still competitive compared to Thousand Oaks, which saw a significant increase to 17.4%.

Moorpark's industrial rent per square foot has experienced a steady increase, rising from \$0.75 in 2015 to \$1.21 in 2023. This growth highlights the city's attractiveness for industrial businesses seeking affordable options compared to nearby regions. Thousand Oaks, for example, commands higher rents, reaching \$1.35 per square foot in 2023, indicating a more constrained industrial market. Simi Valley, with slightly higher rents than Moorpark, offers competitive pricing, while Ventura County's average rent reflects a balanced market at \$1.18 per square foot in 2023.

INDUSTRIAL VACANCY RATE, 2015-2023



INDUSTRIAL RENT/SQ FT. RATE, 2015-2023





Moorpark has about 4 million square feet of industrial and warehouse space to accommodate industrial and manufacturing businesses, a large amount for a city of its size. This space is located mostly on the western side of the city (where Pentair is located) and in the industrial-zoned areas of Princeton Avenue (near the Los Angeles Avenue offramp on State Route 118). The current vacancy rate is 5.0%.

The vast majority of this space is both older (with most having been constructed prior to 2000) and owned by the large employers that occupy the space, meaning it is not available to industrial tenants on the open market. In addition, despite its large existing supply of industrial space, Moorpark only has 280 acres of industrial land in the entire city. Few vacant parcels remain, most prominently the 32-acre site in between the Southern California Edison substation and Pentair along West Los Angeles Avenue that was previously considered as a possible location for a movie studio.

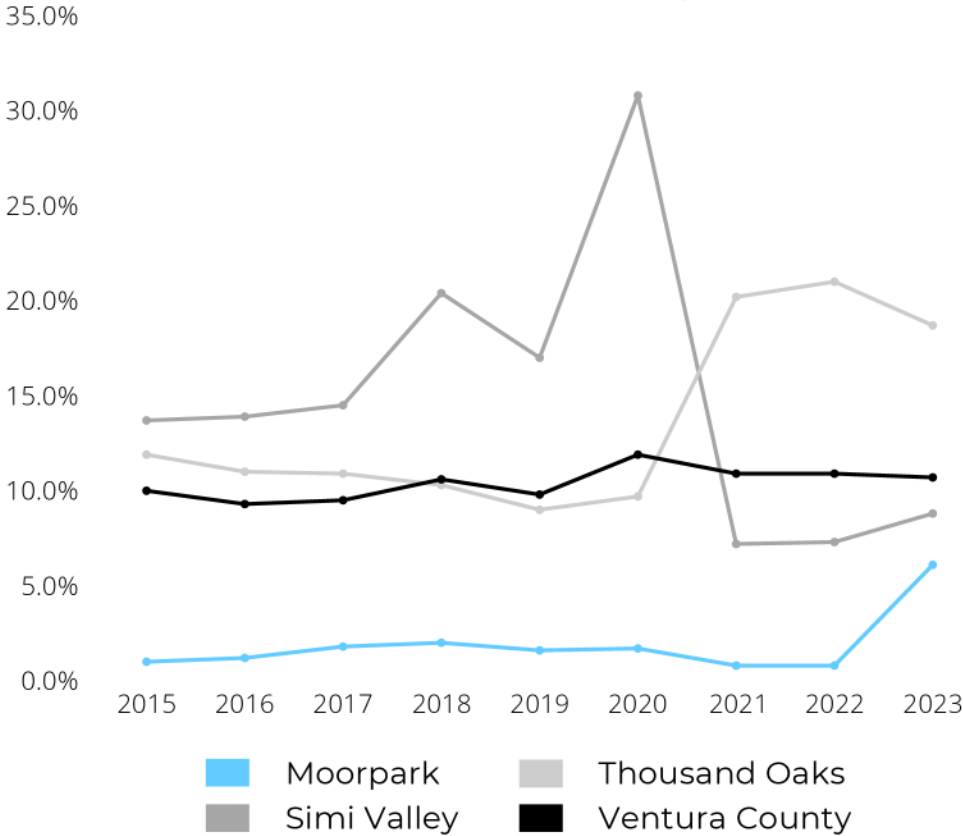
Other parcels that could potentially be used for industrial space or large-scale employment include the site behind Moorpark Marketplace originally slated for a Home Depot, the large vacant parcel north of Princeton Avenue just west of State Route 118, and the former Benchmark Electronics location at 200 Science Drive, which includes a 115,000-square-foot building on a 10-acre site. The former Benchmark property is a good example of an industrial property that is built out far below the square footage that zoning allows. Many other industrial buildings are in the same situation. Maximum buildouts were increased in the new General Plan, so there may be opportunities to expand on underutilized sites. To address the limited availability and future opportunities for industrial space in Moorpark, the City should consider hosting annual broker and property owner roundtable discussions. These discussions would focus on larger industrial spaces and development opportunities to facilitate growth and optimize utilization of underutilized parcels.

OFFICE MARKET

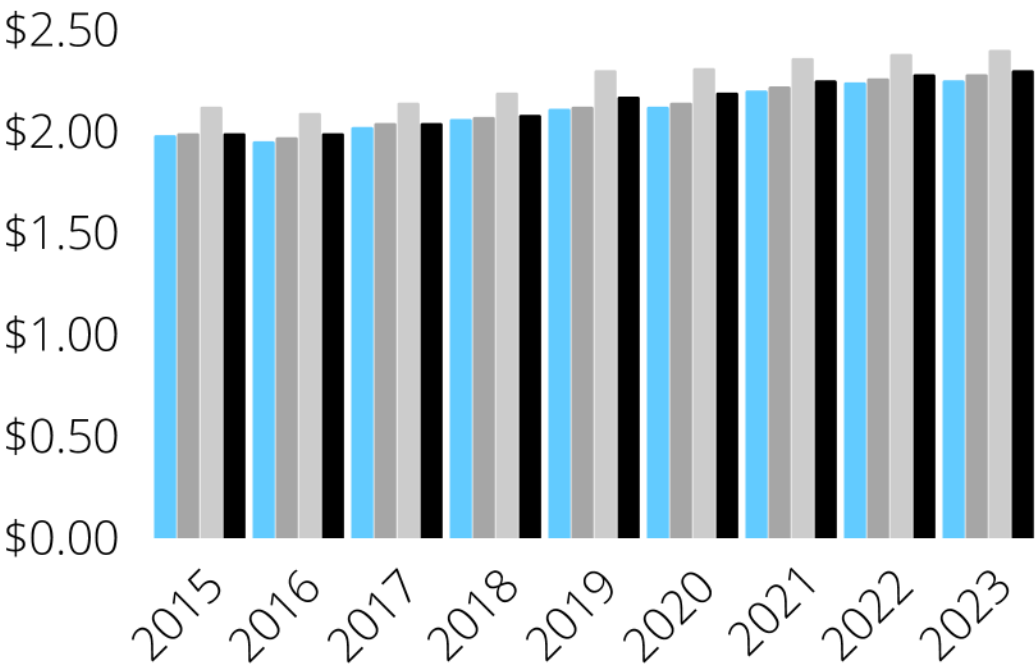
Moorpark's office market presents a unique landscape within Ventura County, marked by its relatively small total inventory of approximately 330,000 square feet. Despite this limited space, Moorpark has consistently demonstrated strong performance in terms of both low vacancy rates and competitive rent per square foot, making it an appealing location for businesses seeking office space in the region. From 2015 to 2023, Moorpark maintained impressively low vacancy rates, starting at just 1.0% in 2015 and remaining well below the rates observed in Simi Valley, Thousand Oaks, and Ventura County for most of this period. The only significant increase in vacancy rates occurred in 2023, rising to 6.1%, largely due to the sale of the 145 Park Lane medical office building and the market listing of 883 Patriot Drive, which collectively added significant space to the market. Even with this increase, Moorpark's vacancy rate remains competitive compared to Simi Valley.

Moorpark's office rents have steadily increased from \$1.98 per square foot in 2015 to \$2.25 in 2023, reflecting the city's appeal as an affordable and attractive business destination. With some of the lowest office rents in East Ventura County, Moorpark's office market is performing well, drawing interest from businesses looking for cost-effective locations. The city's limited office inventory means that market changes, such as property sales or new developments, can significantly impact vacancy rates and rental prices. However, this smaller scale offers an opportunity for targeted attraction strategies that leverage Moorpark's competitive costs and business-friendly environment.

OFFICE VACANCY RATE, 2015-2023



MONTHLY RENT/SF. (\$), 2015-2023



Data Source: CoStar, July 2024

MOORPARK COLLEGE



Moorpark College is one of Moorpark's most important economic assets. The college has more than 15,000 students and is regularly ranked as one of the Top 10 community colleges in the nation. The college has close relationships with local employers that help align the college's programs with employers' needs and conducts a large annual job fair for its students. Moorpark College is part of an elite group of community colleges in California that offers a bachelor's degree, launching its Bachelor's in Biomanufacturing program in Fall 2024. Furthermore, it is in the process of funding a proposed 4,000-seat amphitheater that will generate an estimated \$23 million in revenue annually.[9] In addition, Moorpark College is home to America's Teaching Zoo, one of only two zoos in the United States located on a college campus, and where a variety of about 125 animals live. In 2023, America's Teaching Zoo attracted over 50,000 visitors. Beyond its educational mission, Moorpark College is one of the largest employers in the city, with more than 600 employees. In addition, according to an economic impact report prepared by the Ventura County Community College District, Moorpark College students spend more than \$130 million per year in Ventura County. [10] Most visitors to Moorpark College do not come from Moorpark.[11] To further strengthen the city's economy and community ties, Moorpark should explore ways to support Moorpark College graduates in finding local jobs and becoming long-term residents, fostering a stronger local workforce and encouraging community growth.

[9] Placer Labs uses geographically based cell phone data to identify travel patterns and patterns that show people congregation in specific locations. Sometimes Placer also combines this data with other data sources, such as credit-card data, to estimate economic activity in particular locations.

[10] The report did not break down spending by city, so it is unknown how much of that spending occurred in Moorpark.

[11] Placer Labs does not have a separate category for students and instead counts them as visitors; Moorpark College faculty and staff are categorized as employees.



THE NEW TIGER ENCLOSURE, RAJAH'S RETREAT, AT THE TEACHING ZOO AT MOORPARK COLLEGE.

In 2023, there were approximately 132,300 visitors to Moorpark College, of which 10,400 were residents of Moorpark. Of these visitors, 50,000 visited the Teaching Zoo at Moorpark College. Simi Valley was the most common place of residence for visitors, with close to 20,000 individuals visiting in 2023, likely reflecting a large number of students who live in Simi Valley.

Most visitors to Moorpark College arrived from either their home locations (25% of visits in 2023) or places of employment (20%). The most common business visitors originated from is the Starbucks on Collins Drive, just outside the entrance to the College. When leaving the College, the most common destination is the Starbucks on Collins Drive in Moorpark, the In N' Out in Moorpark, and the Chick-fil-A in Simi Valley. Twenty-four percent of visitors went directly home.

Unlike High Street or the city as a whole, there were no spikes in the number of visits to Moorpark College on any particular day. The most popular days for individuals to visit the college were in August, September, and October, which corresponds to Fall semester class enrollment.

CURRENT DEVELOPMENTS

Moorpark currently has approximately 11,800 housing units, of which approximately 8,600, or 72%, are single-family homes. About 630 of those units, or 5.5%, are deed-restricted for below-market rents or prices. The city's pipeline currently includes about 1,700 more units, divided about equally between single-family and multi-family, with about 27% planned for deed-restricted below-market rents or prices. If all these homes are built as planned, the city would have approximately 13,500 housing units, of which about 9,500 (70% would be single-family) and 1,100 (8%) would be affordable. So, while the city's housing stock would change significantly on the margins, overall it would not be that different.

Although some below-market income-restricted units will be reserved for residents of very modest means, a large percentage will be reserved for households whose incomes are relatively high. According to the Department of Housing & Community Development (HCD), a 2024 single-occupied household of one in Ventura County is considered "low" when making \$49,251 to \$78,800 annually. A "moderate" income household for the same household size ranges from \$78,801 to \$105,500 – a figure that is quite close to the city's current household median income of approximately \$143,218, which is the highest in the county.

The reason these relatively high incomes are viewed as low or moderate is not because incomes have dropped but because home prices and rents have increased dramatically. Since 2016, the median home price in Moorpark has increased from \$605,000 to \$924,000, while interest rates have doubled, from about 3.5% to about 7%. This means that the average homebuyer's down payment has increased by 50%, from \$121,000 to \$184,000, while the typical monthly payment has more than doubled, from \$2,200 to \$4,800. Thus, it now requires an income of approximately \$230,000 per year to buy a home in Moorpark – double the income required in 2016 and double the city's median income (which is the highest in Ventura County).

As for rents, in 2019, per the Housing Element, median rent was \$2,100. Currently, per Zillow, it's \$3,500 – far more than the typical monthly mortgage before the pandemic. (The Zillow number may include only market-rate units, existing deed-restricted affordable.)



The question that arises is how future development will change the demographic and psychographic profile of the city. It would appear that about 800 new households (6% of the city's total households) will fall into a category similar to Professional Pride. Many of the deed-restricted units will likely be occupied by psychographic categories such as Urban Villagers and households just starting a family. Perhaps 300-400 (about 3% of the city's total households) will likely be lower-income deed-restricted households, falling into categories such as Diverse Convergence and Family Extensions. These categories are already present in Moorpark's population.

The new Professional Pride and similar households will bring disposable income that could add to the demand for high-end restaurants and grocery stores, though at only 6% of the population, this additional demand will not be a dramatic shift. Of course, this assumes that all development in the pipeline is built as planned in the foreseeable future – an eventuality for which there is no guarantee. Ordinarily as well, if home prices are rising sharply, equity-rich homeowners with limited incomes will be tempted to move out while higher-income households such as Professional Pride psychographics will move into the newly vacant houses. However, this is not likely to happen in the near future. Since the beginning of the pandemic, residential mobility in Moorpark has declined sharply, as it has elsewhere. As noted in the *Economic Conditions Report* (see page 82), 25% of Moorpark residents moved into the city between 2015 and 2019, but only 6% have moved in since then. This decline in residential mobility will further slow any upward demographic shift on the part of Moorpark's residents.

NEW DEVELOPMENTS & BUSINESSES COMING TO MOORPARK

RESIDENTIAL DEVELOPMENTS

- Arroyo Spring Apartments - 150- Unit Affordable Housing
- Beltramo Ranch - 47 Single-Family Detached Residences
- Everett Street Terraces - 60 Multi-Family Condos
- Green Island Villas - 63 Unit Multi-Family
- High Street Depot - 79 Unit Apartments
- Hitch Ranch - 755 Residential Units
- North Ranch - 139 Residential Units
- Pacific Communities - 153 Single Family; 131 Condos
- Vendra Gardens - 200 Unit Apartments

OFFICE / OTHER DEVELOPMENTS

- 347 Moorpark Ave - 6 Units; 3,540 SF Commercial
- 858 Patriot Drive - 28,955 SF Medical Offices
- New Moorpark City Library
- Pentair Expansion - 90,566 SF Industrial Building

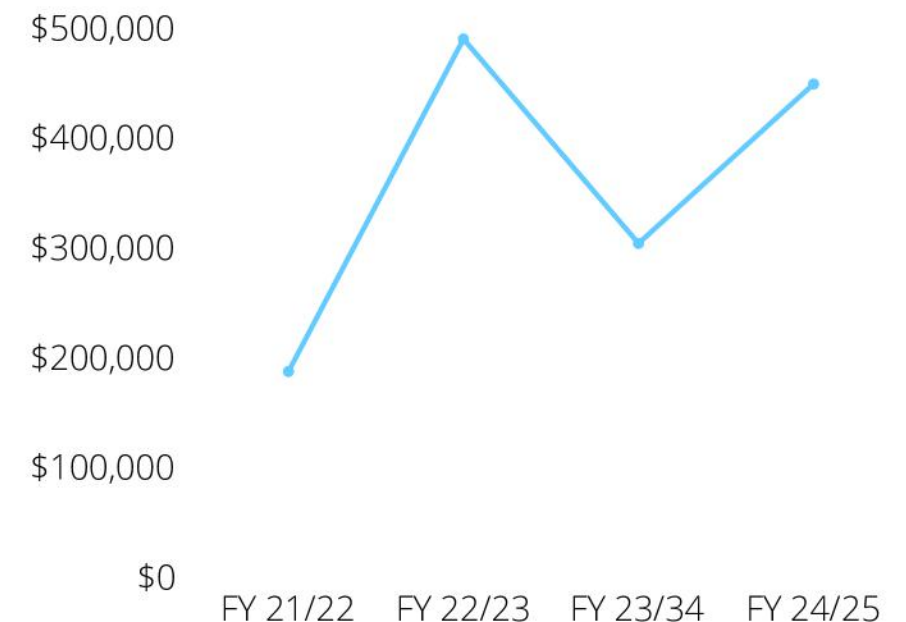
RESTAURANTS / EATERIES

- High Sweet Creamery - Coming Soon 2024
- Luna Grill - Coming Soon 2025
- Mountain Mike's Pizza - Coming Soon 2025
- Parkway Kabob Grill - Coming Soon 2024
- Waba Grill - Coming Soon 2025

LODGING MARKET

Moorpark's lodging market is currently represented by a single hotel, the Fairfield Inn & Suites by Marriott, located at 14350 White Sage Road. This four-story, 108-room Marriott property opened in June 2020 and has quickly established itself as a key player in the local hospitality sector. Located on a 2.38-acre site, the hotel offers amenities including two meeting spaces, a fitness center, and an outdoor pool, catering to both leisure and business travelers. The hotel's success is evident in its impressive guest numbers, with 31,659 registered guests in 2023 alone. Since its opening, the Fairfield Inn & Suites has welcomed over 100,000 guests as of 2024, demonstrating strong demand for lodging in Moorpark. This demand is driven by various factors, including weddings, visitors to the nearby zoo, and business meetings. The city's 10% Transient Occupancy Tax has seen significant growth, with revenues increasing from \$188,301 in FY 21/22 to a projected \$450,000 in FY 24/25, underlining the positive impact of the lodging sector on Moorpark's economy.

TRANSIENT OCCUPANCY TAX REVENUE , STARTING FY 21/22



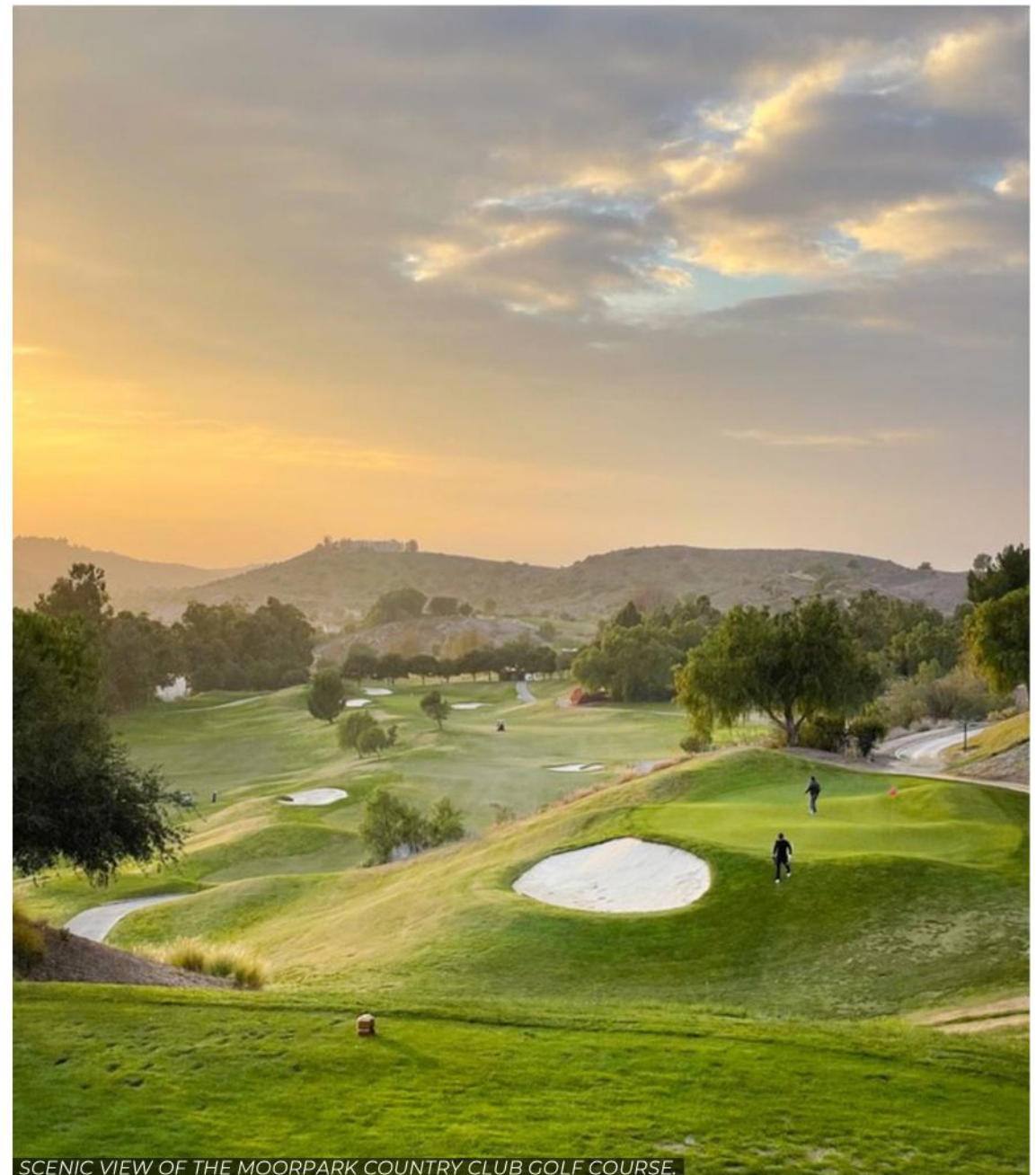
AERIAL VIEW OF FAIRFIELD INN AND SUITES BY MARRIOTT IN MOORPARK.

WEDDINGS, EVENTS, & GOLF: MOORPARK'S TOURISM TRIFECTA

Through the strategic planning process, Moorpark's wedding, event, and golf industries have been identified as a powerful, interconnected economic engine for the city - one that has been significantly underrecognized until now. While these sectors have long been present in Moorpark, their full potential and collective impact on the local economy have not been fully realized or leveraged.

This strategic analysis reveals the substantial economic impact of these interrelated industries, positioning them as major contributors to local economic activity and tourism. The synergy between wedding venues, event spaces, golf courses, and supporting businesses forms a robust ecosystem that not only attracts visitors but also supports a wide network of local enterprises.

Moorpark and its vicinity offer an impressive array of wedding and event venues, many associated with golf courses. These include Moorpark Country Club, Tierra Rejada Golf Club, Rustic Canyon Golf Course, and Golf Development Complex. Other popular venues like Eden Gardens, Rancho De Las Palmas, Walnut Grove, and Ever After Petit Venue complete the offerings, making the area a sought-after destination for celebrations. The prevalence of golf course venues highlights their dual role in driving tourism. They host weddings and events while also attracting golf enthusiasts, boosting visitor numbers, and extending stays in the area.



SCENIC VIEW OF THE MOORPARK COUNTRY CLUB GOLF COURSE.

Supporting this industry is a robust network of businesses. Among the city's largest employers, Command Performance Catering serves over 600 weddings in the region annually, in addition to catering prestigious events such as The Grammy Awards. A Rental Connection, provides event planning and venue preparation services, while Ever After Bridal serves as a local provider of bridal dresses. Kish Rigging, offers professional rigging services for high-profile events across the country. Their impressive portfolio includes work on The Voice, Emmy Awards, presidential debates, and the iHeart Music Festival, showcasing the far-reaching impact of Moorpark's event industry expertise.

Command Performance
Catering caters to
600+
weddings per year!

It's important to note that the success of this sector relies not only on these primary venues and services but also on a variety of supporting businesses. Local florists, wedding cake bakeries, photographers, videographers, musicians, and other wedding and event-related service providers play crucial roles in creating a comprehensive and attractive package for those choosing Moorpark as their celebration destination. These businesses are integral to the overall appeal and success of Moorpark's wedding and event industry.

In addition to the wedding, event, and golf industries, Moorpark boasts unique local attractions that further enhance its tourism appeal. Underwood Family Farms and Apricot Lane Farms, both popular agritourism destinations, draw visitors year-round with their seasonal events, pick-your-own produce experiences, and family-friendly activities. America's Teaching Zoo at Moorpark College offers a distinctive educational experience, allowing visitors to observe and learn about various animal species while supporting the college's exotic animal training program. These attractions complement the wedding and golf sectors, providing diverse options for visitors and strengthening Moorpark's position as a multifaceted tourism destination.



This wedding, event, and golf sector significantly contributes to Moorpark's tourism and overall economic health. It attracts visitors, boosts hotel occupancy and local spending, provides employment opportunities, and supports a network of local businesses.

The synergy between these industries and the current lodging market represents a substantial economic driver for Moorpark. However, the strategic plan identifies the potential for growth in the hospitality sector. There's an opportunity to expand lodging options, particularly by attracting hotels that include larger meeting spaces capable of hosting industry conferences. Additionally, the development of dedicated event spaces or indoor banquet halls could further enhance Moorpark's appeal as a destination for both business and social gatherings.

By recognizing the full scope and potential of these interconnected industries, Moorpark can take strategic steps to further promote, develop, and capitalize on this unique economic ecosystem. This approach could drive economic growth, enhance tourism appeal, and position the city to capture a larger share of the regional event and conference market. By fostering these interconnected sectors and strategically expanding its hospitality infrastructure, Moorpark can further solidify its position as a premier destination for weddings, events, golf, and conferences, driving sustained economic growth and community development.



HIGH STREET: THE HEART OF MOORPARK

High Street stands as the historic and cultural core of Moorpark, embodying the city's rich heritage while embracing its evolving future. This charming thoroughfare is home to a diverse array of businesses, from long-standing local institutions to exciting new enterprises, creating a unique blend of tradition and innovation. High Street is also an important gathering place during annual community events including Country Days, Haunted High Street, and Holiday on High Street.



LUCKY FOOLS PUB ON HIGH STREET IN DOWNTOWN MOORPARK.

High Street is particularly notable for its concentration of legacy businesses, which have been integral to Moorpark's economic fabric for decades. These establishments include:

- Whitaker Hardware (98 years)
- Old Town Liquor (formerly Barakat's Market, 55 years)
- Cactus Patch (54 Years)
- Mayflower Market and Liquor (49 years)
- Randy's Tire and Automotive (44 years)
- Caesar's Carpets (42 years)
- Tipsy Fox Market (39 years)
- Luther's Attic (32 years)
- Ron's Portable Welding (32 years)

These businesses have weathered changing market conditions and economic cycles, serving as anchors in the community. Their longevity not only contributes to High Street's unique character but also provides stable employment and maintains valuable community relationships. To honor these enduring establishments, the City could implement a Legacy Business Program to formally acknowledge and celebrate long-standing local businesses, recognizing their contributions to Moorpark's history and economy.



LUTHER'S ATTIC THRIFT STORE ON HIGH STREET IN DOWNTOWN MOORPARK.

In recent years, High Street has seen a resurgence in its dining scene, particularly post-COVID. New restaurants have opened their doors, while established eateries have expanded their offerings. M on High now offers a popular brunch service, Lucky Fools Pub has expanded to include a private event space and extended operating hours, and Freda's Kitchen offers an upscale farm-to-fork option. High Street Creamery is currently under construction, promising to add a sweet touch to the area. It's worth noting that High Street was the birthplace of Wood Ranch, now a successful chain with 18 locations, exemplifying the street's potential as an incubator for successful business concepts. To further enhance its appeal, the city should explore encouraging businesses, particularly those on High Street, to offer extended hours, fostering a more vibrant dining and entertainment atmosphere.

High Street offers a wide range of retail and service businesses, catering to various community needs. Kahoots Feed & Pet, which started on High Street, has now grown to 23 locations, showcasing another success story rooted in this historic district. The street also houses professional services, including dental offices, law firms, and financial services. A notable addition to the retail landscape is Ambiance Home Furniture store, a small business that opened post-pandemic, further diversifying the shopping options and demonstrating the continued entrepreneurial spirit on High Street even in challenging times.

Throughout the year, High Street serves as the backdrop for several popular community events, including Haunted High Street, Holiday on High Street, and Moorpark Country Days. These events not only draw visitors to the area but also foster a strong sense of community among residents and businesses alike.

The ongoing construction of the High Street Depot mixed-use development promises to further enhance the area's vibrancy. With plans for 79 residential units, over 13,000 square feet of commercial space, and a community green space, this project aims to bring new life and foot traffic to High Street while respecting its historic character.

During a focus group with 12 business and property owners from High Street, significant interest was expressed in exploring the establishment of a Business Improvement District (BID). The primary goals for a potential BID include beautification projects to enhance the street's visual appeal, fundraising for events to draw more visitors to the area, dedicated branding and marketing efforts for the downtown area, and strengthening the business community through collaborative efforts. A BID could provide the organizational structure and resources needed to implement improvements, attract new businesses, and create a more dynamic downtown experience.





FAMILIES WALKING ALONG HIGH STREET DURING THE ANNUAL CITY-ORGANIZED 'HAUNTED HIGH STREET' EVENT.

To further enhance High Street's appeal and draw more visitors, several ideas could be explored in the future. These might include establishing a regular farmers market on or near High Street to showcase local produce and artisanal goods, introducing seasonal attractions such as pony hayrides during winter holidays, or considering the potential for a seasonal ice rink to create a festive winter atmosphere.

High Street represents the cultural heart of Moorpark, blending rich history with modern vitality. Its mix of legacy businesses, new enterprises, nearly a century-old theater, community events, and future developments positions it uniquely within Ventura County. As Moorpark continues to grow and evolve, High Street stands poised to play a central role in the city's economic and cultural future. Notably, in July 2022, the City Council approved a limitation on chain stores on High Street, aiming to preserve its small-town feel and reinforce its role as an incubator for unique small businesses and a draw for tourists. This decision underscores the City's commitment to offering a distinctive downtown experience that honors the past while embracing the opportunities of tomorrow, ensuring High Street remains a vibrant and authentic core of Moorpark's identity.



CITY HALL

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SWOT ANALYSIS



SWOT ANALYSIS

- 64. INTRODUCTION
- 65. SWOT: DINING, SHOPPING, AND ENTERTAINMENT OPTIONS
- 66. SWOT: QUALITY JOBS AND ADVANCED MANUFACTURING SECTOR
- 67. SWOT: EXISTING BUSINESS RETENTION & ASSET LEVERAGE
- 68. SWOT: REGIONAL PROMOTION & TOURISM

SWOT ANALYSIS & COMPETITIVE ASSESSMENT

Moorpark's economic landscape is complex and multifaceted, characterized by a variety of strengths, weaknesses, opportunities, and threats (SWOT). A SWOT analysis serves as an invaluable tool in assessing and understanding these elements. These four terms are defined as follows:

- **Strengths:** Local advantages for economic growth and business attraction and retention.
- **Weaknesses:** Local disadvantages for economic growth and business attraction and retention.
- **Opportunities:** External trends and conditions that could positively impact Moorpark's ability to capture future economic growth.
- **Threats:** External trends and conditions that could negatively impact Moorpark's ability to capture future economic growth.

A competitive assessment of surrounding communities is incorporated into this analysis. The conclusions of the SWOT analysis are organized into 4 broad categories.

1. DINING, SHOPPING, AND ENTERTAINMENT OPTIONS

2. QUALITY JOBS AND ADVANCED MANUFACTURING SECTOR

3. EXISTING BUSINESS RETENTION & ASSET LEVERAGE

4. REGIONAL PROMOTION & TOURISM



FREDA'S KITCHEN ON HIGH STREET IN DOWNTOWN MOORPARK.

SWOT ANALYSIS & COMPETITIVE ASSESSMENT

1. DINING, SHOPPING, AND ENTERTAINMENT OPTIONS

STRENGTHS

- Moorpark has the highest household income in Ventura County, providing potential for increased local spending.
- Unique "Main Street" environment on High Street, featuring a variety of local and independently owned businesses, including longstanding "legacy" businesses.
- Special events attract thousands of locals and visitors.
- Successful attraction of unique businesses (e.g., Lucky Strike, Amazon Fresh).
- Large chains like Wood Ranch and Kahoots started in Moorpark and expanded.
- Easy freeway access for visitors.

OPPORTUNITIES

- New mixed-use projects near High Street to increase retail market inventory.
- Planned Downtown Specific Plan to enhance High Street's future.
- Potential to attract businesses synergistic with new unique establishments.
- Additional residents from 2,500 new housing units will expand the local market for goods and services.
- Promote Moorpark as a destination to nearby cities.
- Connect local industrial businesses with retail and dining for events and catering.
- Explore partnerships with regional tourism and visitor bureaus.

WEAKNESSES

- Limited retail, dining, and entertainment options due to small market size.
- Many businesses have limited operating hours, closing early or on Mondays.
- Geographic isolation from large population centers.
- Strong competition from nearby cities for high-end dining and retail.
- Retail leakage to neighboring cities with malls and big-box stores.
- Retail businesses do not always match community needs.
- With the shift to online retailing, some businesses' point of sale is outside city limits, reducing tax revenue.
- Local businesses still sometimes recall times in the past when the City was not as business-friendly as it is now.

THREATS

- Economic downturns may disproportionately affect discretionary spending in retail, dining, and entertainment.
- Continued perception of neighboring cities as preferable for high-end dining.
- Difficulty in attracting and retaining skilled workers for service industry jobs due to high living costs.

SWOT ANALYSIS & COMPETITIVE ASSESSMENT

2. QUALITY JOBS AND ADVANCED MANUFACTURING SECTOR

STRENGTHS

- Diverse advanced manufacturing presence, including 22 automotive/motorcycle and 23 aerospace/defense/drone businesses.
- Highly educated workforce contributing to innovation across various sectors. (Strong patent activity with 2,862 patents filed, 71 in 2023 alone.)
- Presence of notable companies such as AeroVironment, DrinkPak, Ensign Bickford Aerospace and Defense, Koros Medical Devices, and Pennymac.
- Specialized manufacturing in textiles and outdoor gear (e.g., Pindler, Picnic Time Family of Brands).
- Proximity to major employers, including biotech employers such as Amgen (200 Moorpark residents employed).

OPPORTUNITIES

- Leverage patent activity and local talent to attract more tech and manufacturing companies.
- Expand on strengths in the aerospace, automotive, drone, and motorcycle technology sectors.
- Capitalize on Moorpark College's new programs in biomanufacturing and cybersecurity.
- Potential for remote workers to become local entrepreneurs.
- Leverage proximity to biotechnology companies looking to expand.

WEAKNESSES

- The mismatch between resident skills and local job opportunities leads to high out-commuting.
- Limited modern office and industrial space for expansion.
- Many innovative companies (e.g., Amgen, HRL Laboratories) are located outside city limits.

THREATS

- Risk of losing innovative talent to out-of-town employers.
- Rapid technological changes may outpace local workforce skills or infrastructure.
- Economic downturns could disproportionately affect manufacturing sectors.
- Increasing automation in advanced manufacturing may reduce job opportunities.
- Potential for corporate decisions made outside Moorpark to affect local operations.

SWOT ANALYSIS & COMPETITIVE ASSESSMENT

3. EXISTING BUSINESS RETENTION AND ASSET LEVERAGE

STRENGTHS

- Over 1,200 registered businesses, including 545 home-based and 746 commercial-based.
- 22 businesses operating for over 30 years, with 4 reaching 50+ years by 2025. (Whitaker Hardware (98 yrs.), Old Town Liquor (formerly Barakat's Market, 55 yrs.), Cactus Patch (54 yrs.), and Mayflower Market and Liquor (49 yrs.).
- Diverse base of established local businesses and large employers.
- Moorpark College is a significant educational asset.
- Amtrak station provides regional connectivity.
- Strong community support for local businesses.
- Proximity to Port of Hueneme and Naval Base Ventura County.

OPPORTUNITIES

- Leverage the high number of home-based businesses to foster innovation and entrepreneurship.
- Utilize Moorpark College's resources to create tailored workforce development programs for local industries.
- Develop partnerships with nearby tech hubs to attract satellite offices or startups to Moorpark.
- Explore agritourism potential, connecting local farms with tourism and hospitality sectors.
- Create cross-sector collaborations between manufacturing, tech, and agricultural businesses for innovative products.

WEAKNESSES

- Limited resources for business support and expansion.
- Underutilized local supply chain connections.
- Limited engagement with Spanish-speaking business owners.
- Challenges in retaining Moorpark College graduates due to high housing costs and limited local employment opportunities.
- Potential underutilization of home-based businesses in the local economy.

THREATS

- Competition from neighboring cities for business retention.
- Economic downturns affecting small and medium-sized businesses.
- Changing consumer behaviors impacting traditional local businesses.
- Potential loss of skilled workforce to other regions.

SWOT ANALYSIS & COMPETITIVE ASSESSMENT

4. REGIONAL PROMOTION AND TOURISM

STRENGTHS

- Charming small-town character and historic downtown High St.
- Strong wedding, event, and golf industry.
- Unique local attractions (e.g., Underwood Family Farms, America's Teaching Zoo, Apricot Lane Farms).
- Special events attracting visitors (e.g., Country Days, 3rd of July Fireworks).
- Scenic beauty and proximity to natural areas.
- Amtrak station provides easy access.
- Diverse dining options, including unique local restaurants.
- Rich agricultural heritage.
- High hotel occupancy.
- Major annual sports leagues & regional tournaments, including the International Field Hockey Cup & AYSO Western USA Annual Soccer Championships.

OPPORTUNITIES

- Leverage social media and digital marketing to increase visibility.
- Develop agritourism experiences connecting urban visitors with local farms.
- Capitalize on the growing trend of "staycations" and local tourism.
- Enhance High St. as a destination for shopping, dining, & events.
- Create themed itineraries showcasing Moorpark's history, culture, and natural beauty.
- Develop cultural and arts programs to attract diverse visitors.
- Utilize the Amtrak station to create themed train experiences or day-trip packages.
- Develop a branding strategy highlighting Moorpark's wedding, event, and golf offerings.
- Farmers Market to attract visitors to Downtown.

WEAKNESSES

- Limited recognition as a tourist destination compared to neighboring cities.
- Lack of larger hotels with conference facilities.
- Insufficient coordinated marketing efforts for regional promotion.
- Limited nightlife and entertainment options.
- Underdeveloped tourism infrastructure (e.g., visitor center, tour guides).

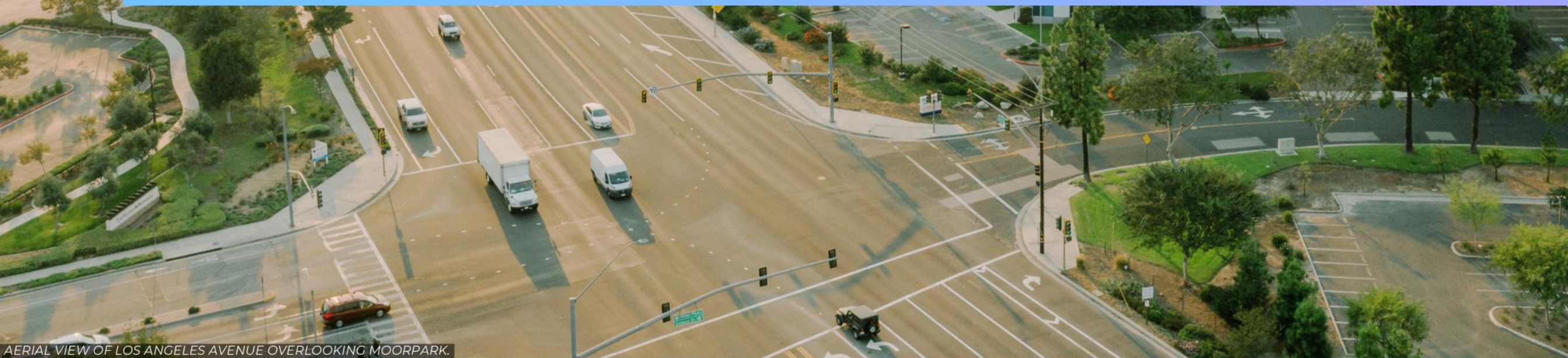
THREATS

- Competition from well-established tourist destinations in neighboring areas.
- Economic downturns affect discretionary spending on travel and tourism.
- Balancing growth and development with the preservation of local character.






RECOMMENDATIONS



AERIAL VIEW OF LOS ANGELES AVENUE OVERLOOKING MOORPARK.

- 
1. DIVERSIFY DINING, SHOPPING, AND ENTERTAINMENT OPTIONS
 2. ATTRACT HIGH-QUALITY JOBS AND EXPAND THE ADVANCED MANUFACTURING SECTOR
 3. RETAIN, EMPOWER, AND LEVERAGE EXISTING BUSINESSES & ASSETS FOR ECONOMIC GROWTH
 4. PROMOTE MOORPARK'S UNIQUE SMALL-TOWN CHARACTER REGIONALLY

RECOMMENDATIONS

1. DIVERSIFY DINING, SHOPPING, AND ENTERTAINMENT OPTIONS

Moorpark's current dining, shopping, and entertainment options serve the community but fall short of fully reflecting local demand or attracting nearby visitors. Expanding these offerings will strengthen Moorpark's appeal, increase local spending, and establish the city as a regional destination. This goal aims to enhance Moorpark's reputation and provide new opportunities that resonate with residents and draw patrons from surrounding communities, boosting both the economy and community vibrancy.

Strategy 1.1. Implement a targeted business attraction program to recruit businesses that address community needs.

- ☐ Action 1.1.1. Organize an ongoing feedback process to stay up-to-date on community needs (e.g., online suggestion box, regular community forums, social media engagement).
- ☐ Action 1.1.2 Develop a comprehensive business attraction toolkit, including attraction letters, site information, demographic data, and streamlined processes.

Strategy 1.2. Participate in the International Council of Shopping Centers (ICSC) conference to recruit businesses that align with community desires.

- ☐ Action 1.2.1. Prepare a comprehensive marketing package highlighting Moorpark's advantages for retailers.
- ☐ Action 1.2.2 Schedule meetings and meet with targeted retailers and developers at the ICSC conference.

Strategy 1.3. Organize annual broker & property owner roundtable discussions focusing on larger spaces and development opportunities.

- ☐ Action 1.3.1. Create a database of local and regional commercial real estate brokers and property owners.
- ☐ Action 1.3.2 Host an annual networking event / meeting to facilitate discussions on development opportunities.

1. DIVERSIFY DINING, SHOPPING, AND ENTERTAINMENT OPTIONS

Strategy 1.4. Encourage businesses, particularly those on High Street, to offer extended hours.

- ☐ Action 1.4.1. Conduct targeted outreach to High Street businesses to discuss the benefits of extended hours.
- ☐ Action 1.4.2. Continue to ensure that planning entitlements do not unduly constrain business operating hours unless specific local objections warrant such restrictions.

Strategy 1.5. Create and maintain an Opportunity Sites Inventory List to showcase available commercial spaces for new dining, shopping, and entertainment options, as well as identify potential sites for future development.

- ☐ Action 1.5.1. Collaborate with local real estate professionals to identify and catalog available commercial spaces.
- ☐ Action 1.5.2. Update the Opportunity Sites Inventory List on a quarterly basis.
- ☐ Action 1.5.3. Continue to provide dedicated staff support to prospective businesses to fill unmet needs.



RESIDENTS AND VISITORS GATHER ALONG THE SIDEWALKS OF HIGH STREET IN DOWNTOWN MOORPARK TO WATCH THE ANNUAL COUNTRY DAYS PARADE.

2. ATTRACT HIGH-QUALITY JOBS AND EXPAND THE ADVANCED MANUFACTURING SECTOR

Moorpark boasts a strong base of manufacturing employers, particularly in the aerospace, drones, and auto and motorcycle industries, and is also located near major biotech firms. These established assets create a solid foundation for expanding Moorpark's advanced manufacturing sector, positioning the city for future economic growth and increased resilience. A thriving advanced manufacturing sector not only contributes to the city's economic prosperity but also holds substantial potential for local employment, providing Moorpark residents with greater access to high-quality job opportunities. This goal focuses on fostering growth within these critical industries while strengthening connections between residents and high-skill job pathways in advanced manufacturing.

Strategy 2.1. Coordinate with Moorpark College to facilitate workforce development opportunities for students enrolled in the Bachelor of Science in Biomanufacturing program.

- ☐ Action 2.1.1. Develop a marketing campaign to promote the new Biomanufacturing bachelor's degree program to potential students and biotech companies.
- ☐ Action 2.1.2. Establish partnerships between the biotech program and local industry to create internship and job placement opportunities for students and graduates.

Strategy 2.2. Develop a specialized workforce training program in partnership with Moorpark College, the Ventura County Community College District (VCCCD), and Moorpark Unified School District, focused on skills needed in automotive, aerospace, and drone technologies. Explore collaboration opportunities with Oxnard College's Automotive Technology program.

- ☐ Action 2.2.1. Establish a task force with representatives from local colleges and industry leaders to identify specific skill gaps.
- ☐ Action 2.2.2. Work with the VCCCD to implement tailored curriculum and apprenticeship programs addressing identified skill needs.

Strategy 2.3. Implement a targeted marketing campaign to attract automotive, motorcycle, aerospace, and drone technology manufacturers.

- ☐ Action 2.3.1. Develop a comprehensive industry-specific marketing package highlighting Moorpark's advantages for manufacturers.
- ☐ Action 2.3.2. Conduct targeted outreach to such manufacturers through industry associations and trade publications.

2. ATTRACT HIGH-QUALITY JOBS AND EXPAND THE ADVANCED MANUFACTURING SECTOR

Strategy 2.4. Attend key industry conferences and trade shows (ex: International Manufacturing Technology Show or Aerospace & Defense Supplier Summit).

- ☐ Action 2.4.1. Create a calendar of relevant industry events and prioritize attendance based on potential impact.
- ☐ Action 2.4.2. Develop a conference attendance strategy, including pre-event outreach and post-event follow-up plans.

Strategy 2.5. Create a “Made in Moorpark” promotional video series showcasing Moorpark’s Manufacturing industries.

- ☐ Action 2.5.1. Partner with local manufacturers to highlight their operations and innovations in the video series.
- ☐ Action 2.5.2. Distribute the video series through multiple channels, including social media, industry forums, and economic development websites.

Strategy 2.6. Collaborate with the Chamber of Commerce to create networking and business opportunities for advanced manufacturing firms.

- ☐ Action 2.6.1. Meet with the Chamber of Commerce to assess current networking opportunities for advanced manufacturing firms and identify gaps in business support services.
- ☐ Action 2.6.2. Establish a monthly "Advanced Manufacturing Mixer" series, rotating locations among local manufacturing facilities to showcase different businesses.

Strategy 2.7. Facilitate broker roundtable discussions on larger spaces for specialized manufacturing needs.

- ☐ Action 2.7.1. Create an inventory of available large-scale industrial spaces suitable for advanced manufacturing.

3. RETAIN, EMPOWER, AND LEVERAGE EXISTING BUSINESSES & ASSETS FOR ECONOMIC GROWTH

Moorpark's established local businesses and assets are integral to the community's identity and enjoy strong support from residents. This goal focuses on empowering these businesses to thrive and connecting them with valuable local opportunities—such as partnerships with large employers—to drive growth and reinforce Moorpark's economic foundation.

Strategy 3.1. Implement a Legacy Business Program to acknowledge and celebrate long-standing local businesses.

☐ Action 3.1.1. Develop criteria for qualifying as a Legacy Business and create an application process.

☐ Action 3.1.2. Develop and implement a Legacy Business recognition package that includes a ceremonial ribbon cutting event, installation of a designated plaque at the business storefront, and distribution of a press release to local media outlets.

Strategy 3.2. Explore establishing a Loan Program through the Economic Development Collaborative (EDC) for business expansion and modernization.

☐ Action 3.2.1. Explore a loan program, including potential funding sources and eligibility criteria.

☐ Action 3.2.2. Engage with the EDC to develop a framework for the loan program administration.

Strategy 3.3. Develop a Catering Database and "Business Lunch in Moorpark" program to connect local caterers and restaurants with large employers.

☐ Action 3.3.1. Create and maintain (on a quarterly basis), an online directory of local caterers and restaurants offering business lunch services.

☐ Action 3.3.2. Implement a marketing campaign to promote the "Business Lunch in Moorpark" program to local employers.

3. RETAIN, EMPOWER, AND LEVERAGE EXISTING BUSINESSES & ASSETS FOR ECONOMIC GROWTH

Strategy 3.4. Streamline the Business Renewal Process with an online renewal system for convenience, efficiency, and an increased revenue generation opportunity.

- ☐ Action 3.4.1. Develop and launch an online business renewal platform.
- ☐ Action 3.4.2. Conduct a comprehensive audit to identify businesses operating without current registration or that have not renewed.
- ☐ Action 3.4.3. Implement an outreach program to encourage compliance and adoption of the new online renewal system.

Strategy 3.5. Enhance Spanish Language Support for Economic Development Initiatives.

- ☐ Action 3.5.1. Integrate Spanish-speaking to support business attraction and retention efforts, ensuring effective communication with Spanish-speaking business owners and entrepreneurs.
- ☐ Action 3.5.2. Collaborate with local partners, including the Workforce Development Board of Ventura County, to encourage the development and distribution of Spanish-language resources and materials related to business development and support services.

Strategy 3.6. Support Moorpark College graduates in finding local jobs and becoming long-term residents.

- ☐ Action 3.6.1. Develop partnerships between local businesses and Moorpark College to create internship and job placement programs for students and recent graduates.

Strategy 3.7. Promote the Amtrak station as an economic driver, leveraging it for increased connectivity and business opportunities.

- ☐ Action 3.7.1. Develop a marketing strategy to promote Moorpark's Amtrak connectivity to businesses considering relocation or expansion.

4. PROMOTE MOORPARK'S UNIQUE SMALL-TOWN CHARACTER REGIONALLY

Moorpark's small-town character is one of its most distinctive assets, with High Street as the only true Main Street environment in eastern Ventura County. This cherished quality not only resonates with residents but also has the potential to attract visitors from neighboring areas. This goal aims to enhance Moorpark's small-town charm—especially along High Street—and promote it regionally as an economic driver that supports the success of locally owned, independent businesses.

Strategy 4.1. Explore the formation of a Business Improvement District (BID) for High Street.

- ☐ Action 4.1.1. Conduct a comprehensive feasibility study, including a detailed scoping phase, to assess the potential benefits and challenges of establishing a Business Improvement District (BID) on High Street. The scoping phase should address assessment amounts, business engagement strategies, and factors affecting the overall feasibility of the effort.
- ☐ Action 4.1.2. Organize informational sessions for High Street business and property owners to discuss the BID concept and gauge interest.
- ☐ Action 4.1.3. If conditions warrant, assist High Street businesses in establishing a BID.

Strategy 4.2. Explore the possibility of engaging an operator for a year-round Farmers Market featuring local produce and artisanal products.

- ☐ Action 4.2.1. Identify and recruit an operator and suitable location for the year-round Farmers Market.
- ☐ Action 4.2.2. Promote the farmer's market to provide regional exposure and attract visitors.

Strategy 4.3. Collaborate with tourism boards, travel agencies, and event planners to maximize the economic impact of local tourism and to position Moorpark as a premier destination for weddings, golf getaways, outdoor adventures, and family-friendly activities (zoo, farms, and seasonal events).

- ☐ Action 4.3.1. Develop partnerships with regional tourism boards and travel agencies to promote Moorpark's offerings, including advocating for preferential rates at the local hotel for tourists participating in area activities and events.

4. PROMOTE MOORPARK'S UNIQUE SMALL-TOWN CHARACTER REGIONALLY

Strategy 4.4. Develop a digital marketing strategy that showcases Moorpark's wedding and event capabilities, targeting couples and event planners in Southern California and beyond.

- ☐ Action 4.4.1. Create a dedicated wedding and events microsite showcasing Moorpark's venues and services.
- ☐ Action 4.4.2. Implement a targeted social media and content marketing campaign to reach potential couples and event planners.

Strategy 4.5. Promote seasonal events to showcase Moorpark's small-town character and attract visitors year-round.

- ☐ Action 4.5.1. Implement a comprehensive marketing strategy to promote Moorpark's seasonal events, focusing on increased visibility in local and regional media outlets to attract more visitors year-round.

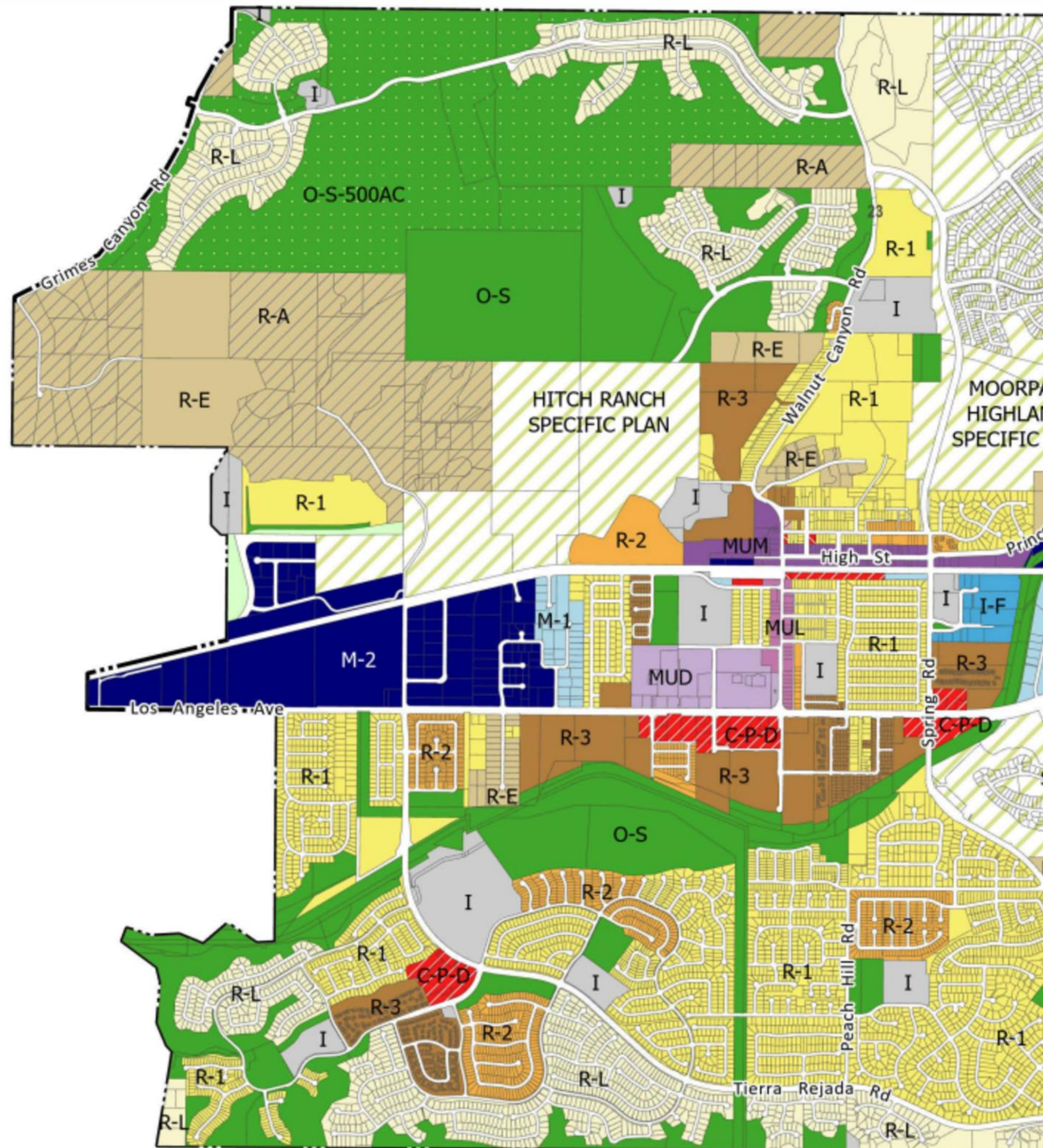
Strategy 4.6. Leverage Moorpark's proximity to regional businesses and assets to attract business visitors and promote local tourism.

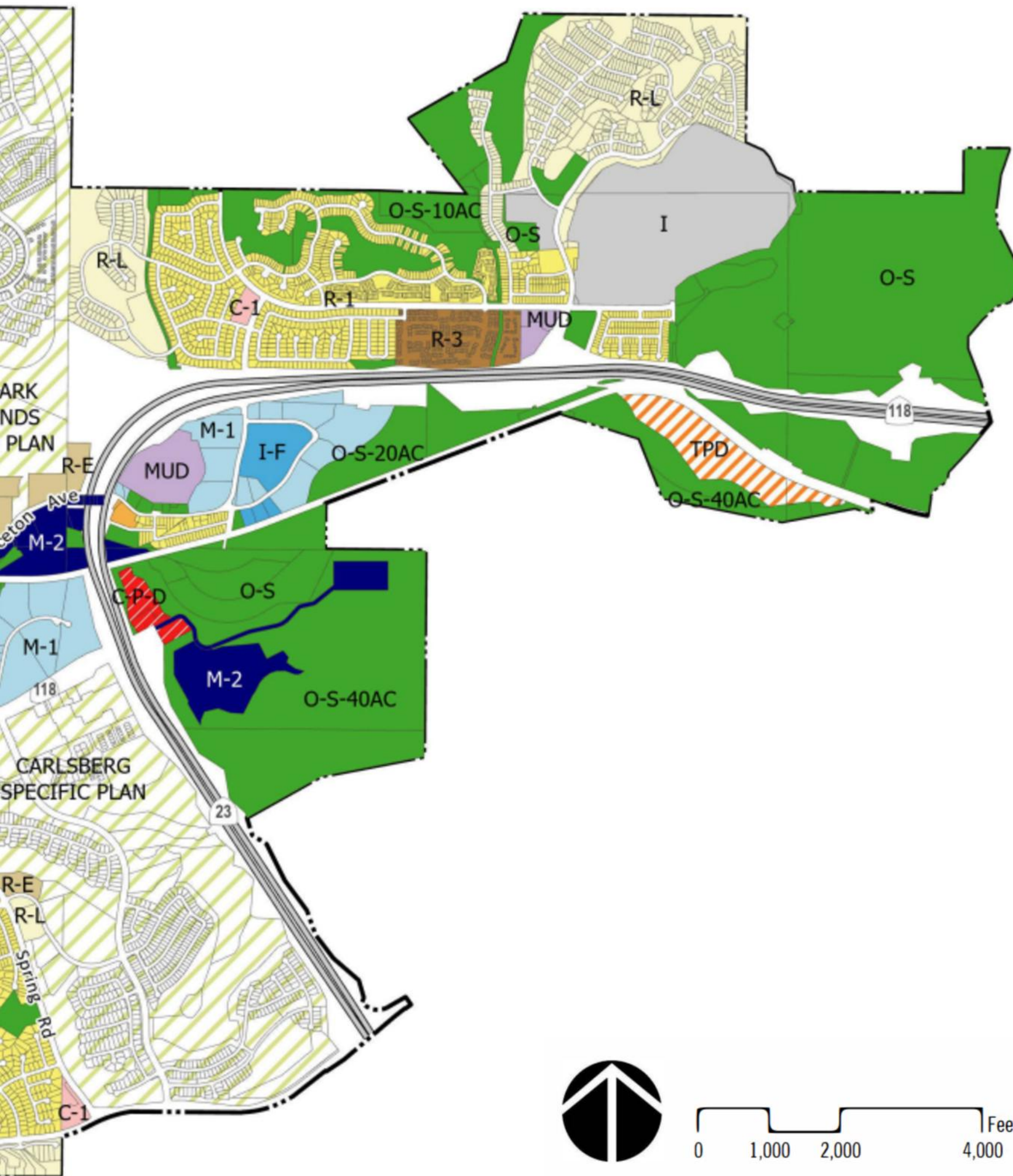
- ☐ Action 4.6.1. Develop targeted marketing materials highlighting Moorpark's amenities for business travelers.

Strategy 4.7. Evaluate and Facilitate Hotel Development Opportunities.

- ☐ Action 4.7.1. Conduct a comprehensive hotel feasibility study to assess current occupancy rates, identify potential locations for additional hotels, and evaluate if current zoning can accommodate these opportunities.

ZONING MAP





Parks, Open Space, Agriculture

- Agricultural Exclusive [A-E]
- Open Space [O-S]
- Open Space 10 Acre Lot Min. [O-S-10AC]
- Open Space 20 Acre Lot Min. [O-S-20AC]
- Open Space 40 Acre Lot Min. [O-S-40AC]
- Open Space 500 Acre Lot Min. [O-S-500AC]

Residential

- Single Family Residential Low [R-L]
- Single-Family Residential [R-1]
- Medium Density Residential [R-2]
- Multifamily Residential [R-3]
- Trailer Park Development [TPD]

Rural Residential

- Rural Agricultural [R-A]
- Rural Exclusive [R-E]

Commercial

- Neighborhood Commercial [C-1]
- General Commercial [C-2]
- Commercial Planned Development [C-P-D]
- Old Town Commercial [C-OT]
- Commercial Office [C-O]

Mixed Use

- Mixed-Use Low [MUL]
- Mixed-Use Medium [MUM]
- Mixed-Use District [MUD]

Industrial

- Industrial Park [M-1]
- Limited Industrial [M-2]
- Industrial Flex [I-F]

Specific Plans

- Moorpark Highlands Specific Plan [SP 2]
- Carlsberg Specific Plan [SP 92-1]
- Hitch Ranch Specific Plan [SP 1]

Institutional

- Institutional [I]

VIEW THE ECONOMIC CONDITIONS REPORT

For additional insights into Moorpark's economic landscape, explore the *Economic Conditions Report*. This report provides in-depth demographic, market, and industry analyses that extend beyond the strategies in this plan. Key topics include workforce demographics, industry trends, and real estate market conditions, offering a comprehensive view of the factors shaping Moorpark's economy.

SCAN HERE

TO VIEW THE FULL ECONOMIC
CONDITIONS REPORT



OR VISIT
[DISCOVERMOORPARK.COM/RESOURCES/EDSP](https://discovermoorpark.com/resources/edsp)

CONCLUSION AND NEXT STEPS

This document represents the City of Moorpark's commitment to fostering a vibrant, diverse, and sustainable local economy that benefits all residents and businesses. As the City moves forward with implementing these strategies, it recognizes that success depends on collaboration between the City, businesses, residents, and other stakeholders, as well as financial and human resources to implement the recommendations outlined in this plan. The City encourages continued engagement and support in making Moorpark an even better place to live, work, and do business. Feedback and involvement from the community is welcomed. If anyone has questions about the strategies outlined in this plan or would like to discuss how they can contribute to Moorpark's economic development efforts, they are encouraged to reach out. The City extends its gratitude for the community's commitment to Moorpark's future. Together, the City and its stakeholders can build a thriving and resilient local economy.

CITY OF MOORPARK
ECONOMIC DEVELOPMENT DIVISION
323 SCIENCE DRIVE | (805) 517-6253
DISCOVERMOORPARK.COM



CITY OF MOORPARK
ECONOMIC DEVELOPMENT
STRATEGIC PLAN
2025-2029