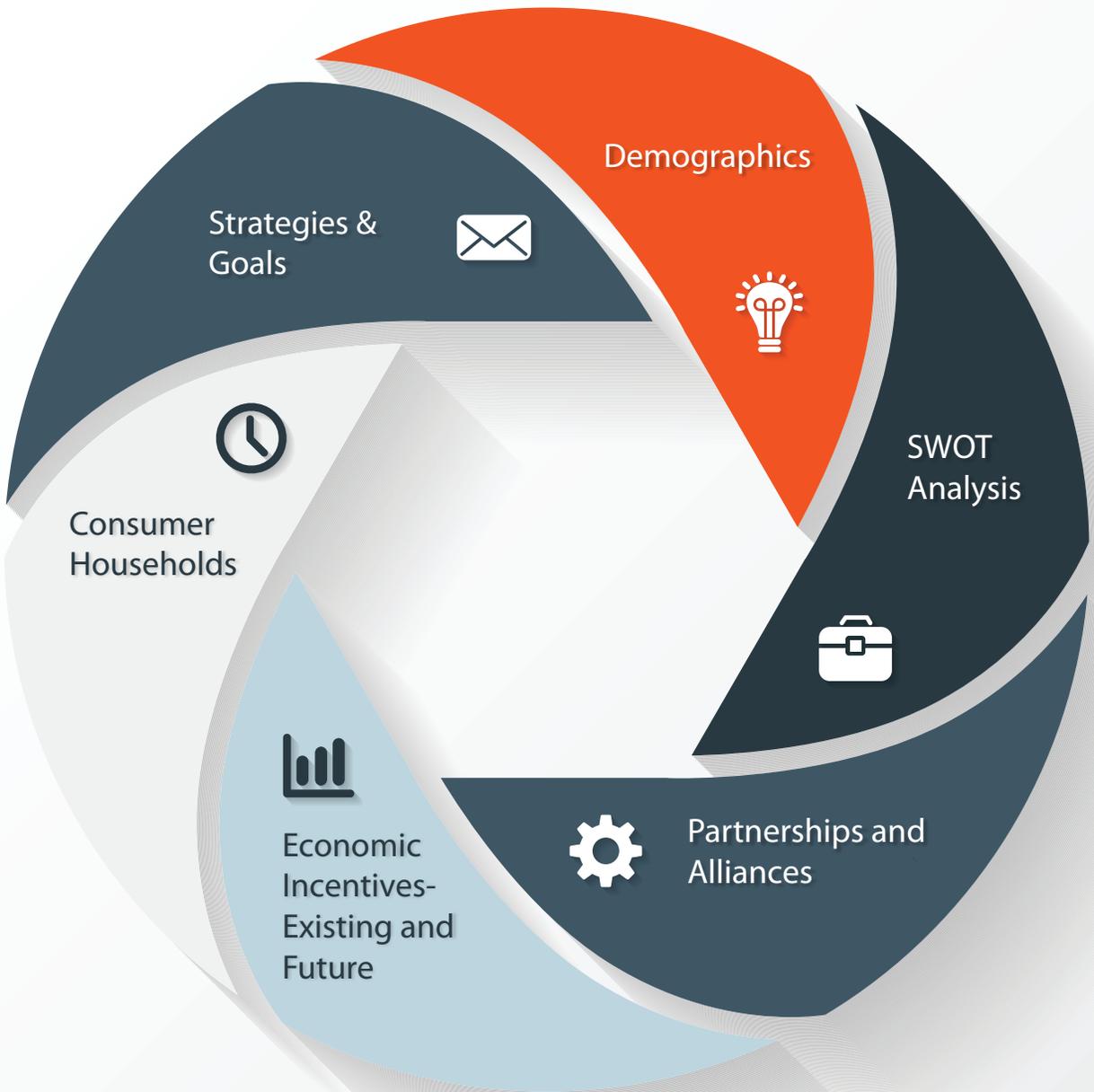


CITY OF SIMI VALLEY

ECONOMIC

DEVELOPMENT PROGRAM



CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

The Economic Development Program has been prepared to assist the Economic Development Division in carrying out its economic development efforts. The document's organization initially provides the reader with the "Purpose" of the document. The second section, "Simi Valley as a Community," provides a summary of the commercial and industrial development over the past ten years, a demographic profile of the City, and a list of the assets, liabilities and opportunities of Simi Valley, as well as the comparative advantages of locating a business in Simi Valley. The third section, "Organizational Plan," identifies the City staff that comprises the Economic Development Division and also those outside agencies that work closely with City staff. The fourth section, "Existing Programs for Economic Development," provides a summary discussion of the economic development programs currently being undertaken by City staff. The fifth section, "Future Economic Development Incentives," outlines the State's position on economic funding mechanisms and the California Competes Program. The sixth section, "Defining Simi Valley's Market," is an assessment of the existing economic base in Simi Valley, including a brief analysis of existing industry clusters and the adjacent communities surrounding the City, along with identification of land available for development. The seventh section, "Simi Valley's Competitive Position," includes a discussion of economic development activities in the region and neighboring communities as well as identifying other competitors for business

and industry. The eighth section, "Simi Valley Purchasing Power – the Consumers" includes an analysis of purchasing behavior and demographics of the various households residing in Simi Valley and a comparison to national averages. The final section segues into the "Development of the Economic Program, a summary of the City's Mission Statement as well as the goals for economic development, work plan objectives, and specific tasks for implementing the strategy are outlined.

The underlying objective of this report is to provide a comprehensive economic development guide that will identify key areas of economic development, while building on current successes that lay a foundation enhancing economic vitality in the City of Simi Valley.

I. Purpose

The purpose of the Economic Development Program is simple in nature - to attract new businesses and retain existing businesses in order to provide jobs for Simi Valley residents, to create additional tax revenue to the City, and to strengthen the local economy. A successful business attraction program not only promotes economic growth but also provides economic diversification. This diversification results in more resilience in the local economy and allows the community to withstand cyclical declines in various sectors of the local and national economies. For years, Simi Valley has enjoyed a high degree of employment diversification, lacking a concentration of any one employment category. This diversification has contributed to the success of Simi Valley's economic vitality. Development of new businesses expands the property tax base and increases sales tax

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base for the City. Methods to protect and increase City revenues are always important as a hinge against declining revenues due to economic conditions. While not a significant contributor, industrial and office development can create sales tax revenues for a community. However, economic development efforts must also be directed at the retail sector to ensure that new retail development does not simply redistribute sales from existing retail businesses but provides additional choices and new shopping opportunities to residents and sales tax revenues to the City.

The retention and expansion of existing businesses is also of equal importance to a successful economic development strategy. Existing businesses provide a solid base from which new business attraction efforts can be established. Existing local business can often be assisted to expand more economically than new business can be attracted. If existing businesses are successful, new businesses will be attracted to the community. Understanding local business needs and providing assistance to existing businesses to make expansion more attractive within the community will result in a stronger business environment.

II. Simi Valley as a Community

Community Snapshot

The City of Simi Valley is a suburban community with an estimated population of 125,317 per 2012 Census data. Located in the eastern portion of Ventura County and immediately adjacent to the San Fernando Valley, Simi Valley is a primary gateway between Los Angeles and Ventura County. Port Hueneme, the only deep-water port of entry between Los Angeles and San Francisco, is located 30 minutes away.

Simi Valley is perennially rated by the FBI as one of the nation's safest cities, currently ranked third in the State for cities with populations over 100,000 based on their 2012 Uniform Crime Reporting Data.

Simi Valley also offers a large and diverse labor pool for City employers to draw from. More than one-third of local workers are classified as professional, technical, or managerial. Two-thirds of Simi Valley workers are college educated. In addition to the well-trained labor pool, the City has a diverse industrial base and an expanding retail sector.

Simi Valley is served by the Ronald Reagan Freeway (State Route 118), which connects to all freeways servicing California along with rail transportation routes that provide links to all major markets. The Metrolink Commuter Rail connects the City with the San Fernando Valley, Burbank Airport, downtown Los Angeles, and numerous other locations along the way. The City's bus system connects its network of industrial areas with residential tracts and commercial facilities. The City is also served by the Amtrak Coast Starlighter, Surfrider, and other rail lines.

The character of Simi Valley changed dramatically in the late 1970's and early 1980's when the City of Simi Valley began attracting major businesses and industry. Prior to this time, the City was primarily a bedroom community serving the San Fernando Valley and Los Angeles basin areas. Businesses soon came to discover that Simi Valley provided not only an enviable family lifestyle but a community for businesses to grow. A summary of the City's key demographic information is summarized below:

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Demographic Profile

Size: 42.28 square miles

Population: 125,793
(2012 estimate)

Population Growth: 1.3% per year
Average (2010-2012)

Median Income: \$87,000
(2012)

Income Per Capita: \$35,159
(2010)

Median Age: 38.1
(2012)

Median Housing Cost: \$360,000
(2012)

Home Ownership Rate: 74.1%
(2007-2011)

**Median Household Income
Owner Occupied:** \$97,934
(2010)

**Median Household Income
Renter Occupied:** \$60,678
(2010)

Households: 40,550
(2007 – 2011)

**Percent of Population with English as
primary language:** 72.6%
(2012)

Employed Residents: 65,801
(2012 Average)

Unemployment Rate: 7.4%
(2012 Average – Not Seasonally Adjusted)

Jobs (In City): 39,089
(2012)

Annual Salary per Job in City: \$43,491
(2012)

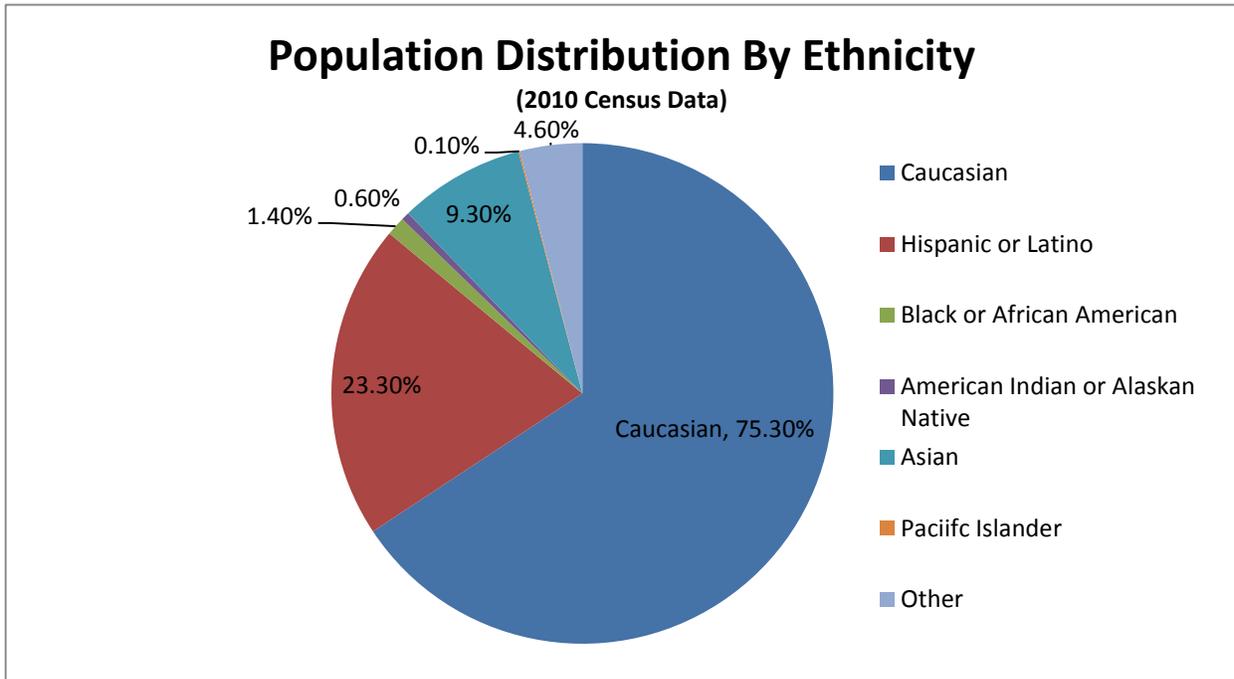
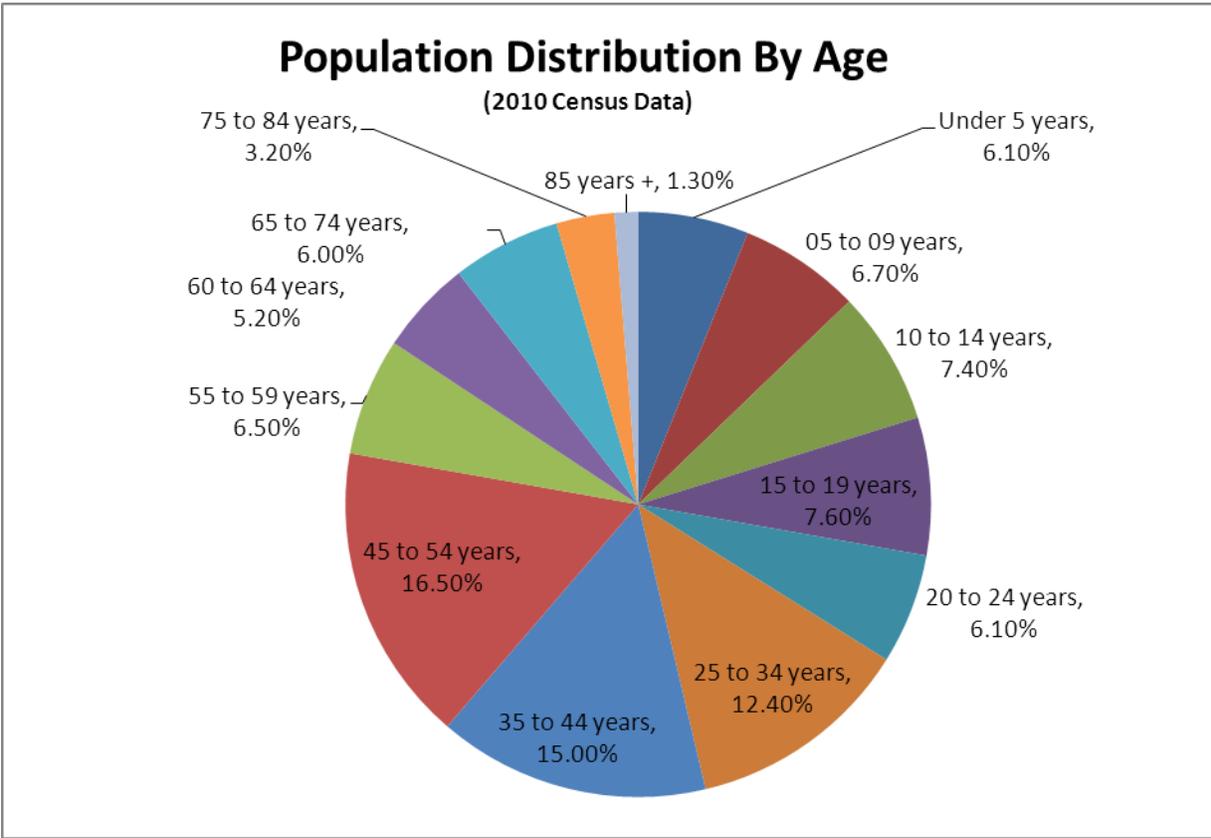
**Percent of Population with High School
Diploma or Higher (2007-2011):** 89.6%

**Percent of Population with College
Degree or Higher (2007-2011):** 31.3%

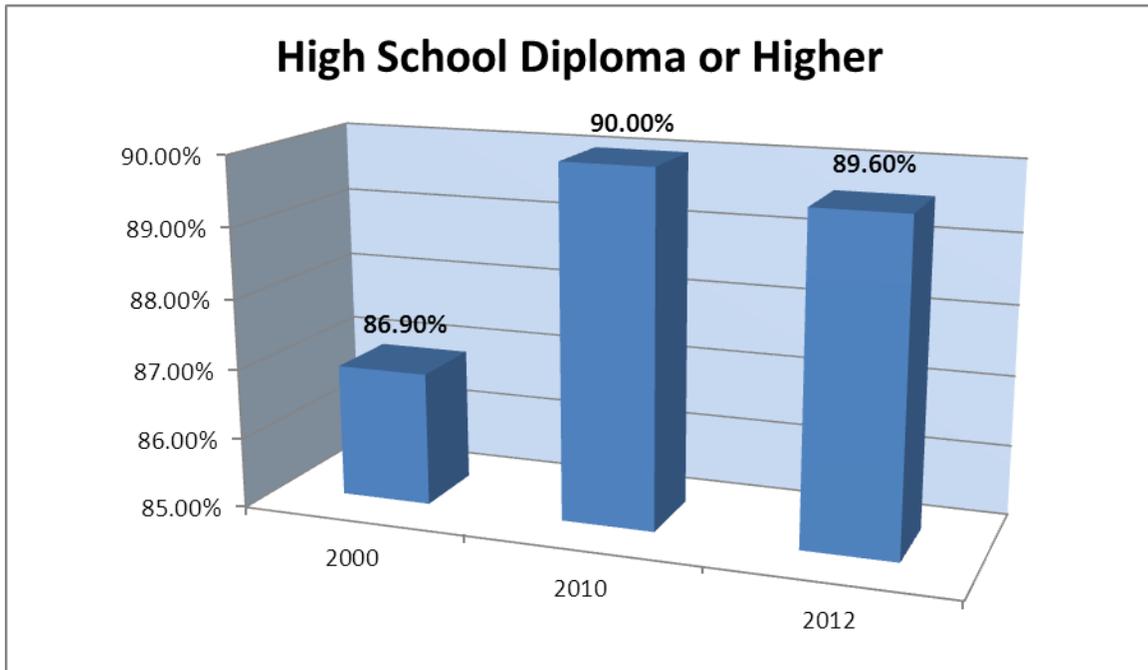
Crime Rate (2010): 14.8 per 1,000 persons

Miscellaneous: *Eighth* Happiest City in the
Country per 2011 University of Vermont –
Geography of Happiness Study

Sources: U.S. Census Bureau, Nielsen Co., SCAG,
City-Data, U.S. Bureau of Labor Statistics,

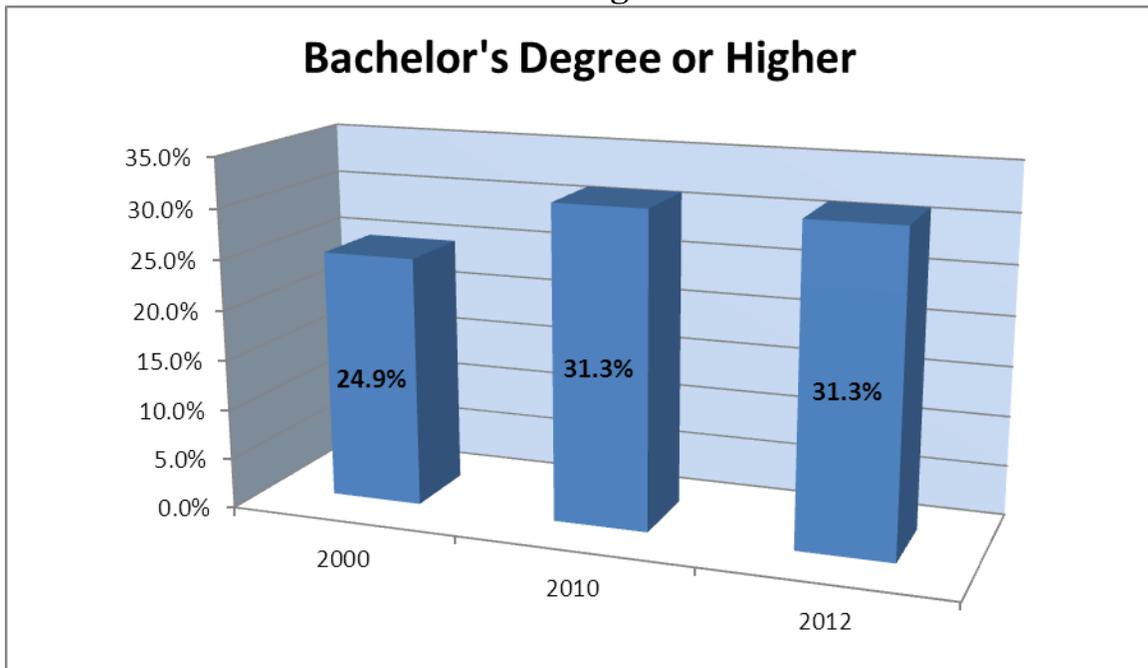


Percent of Population 25 Years and Over Completing High School or Higher

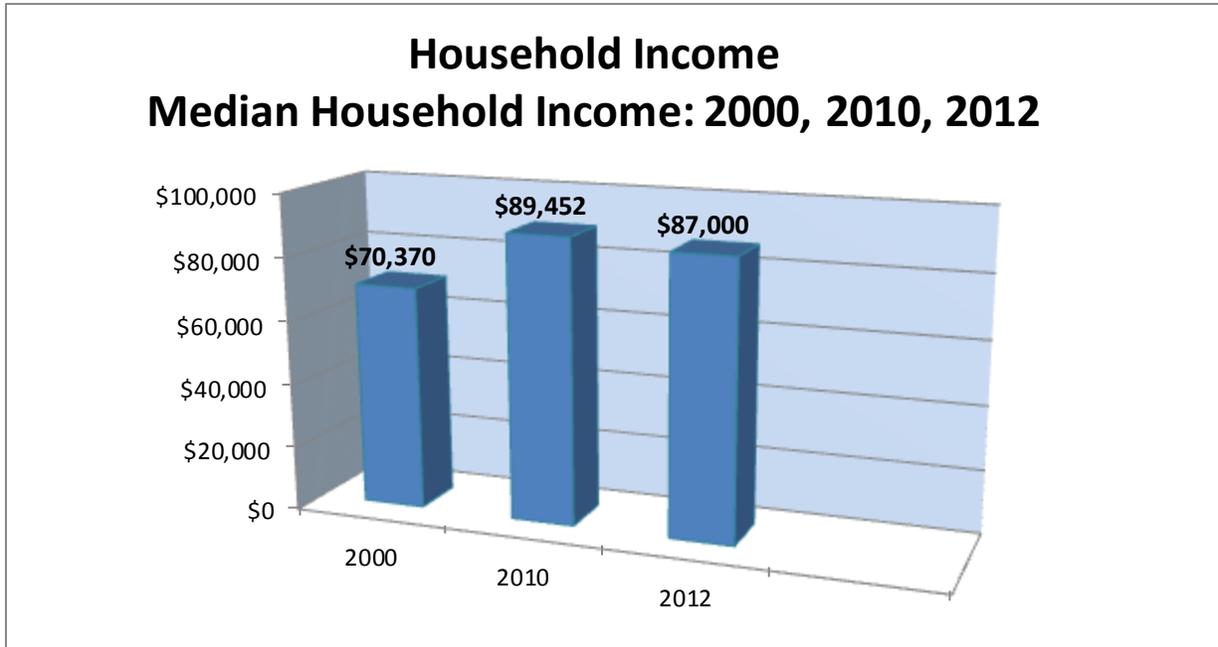


Source: 2000 and 2010 Census; Nielsen Co., 2012

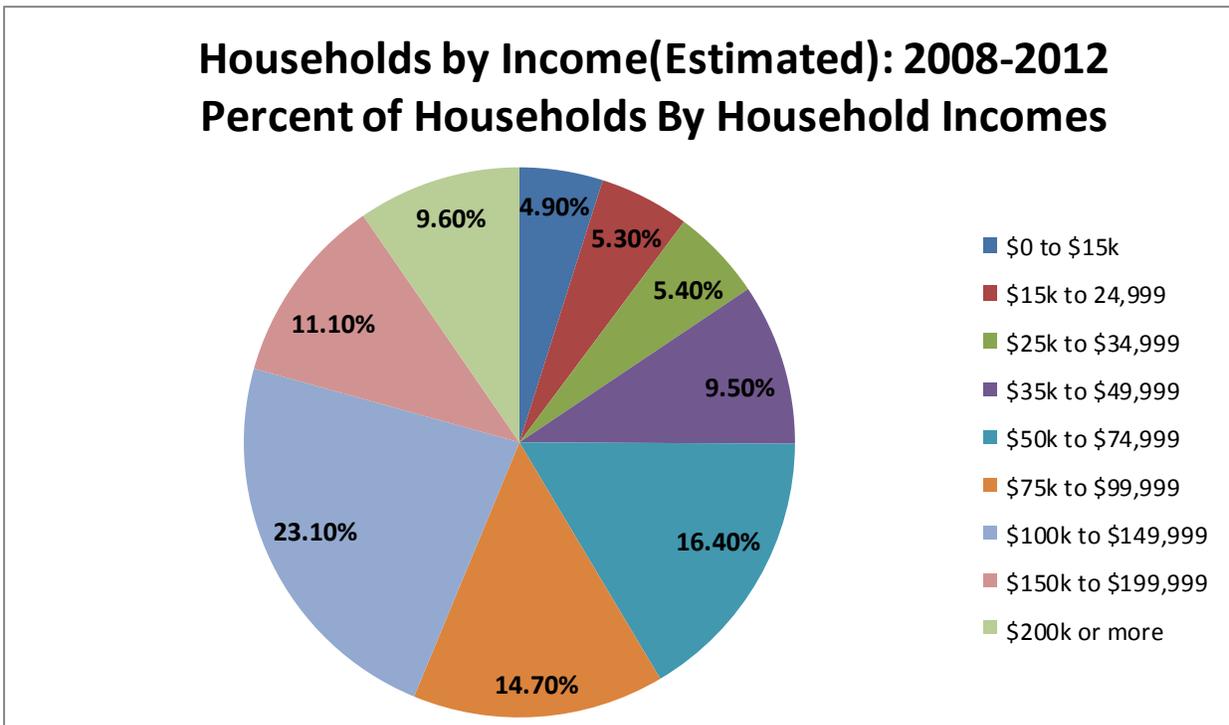
Percent of Population 25 Years and Over Completing Bachelor's Degree or Higher



Source: 2000 and 2010 Census; Nielsen Co., 2012



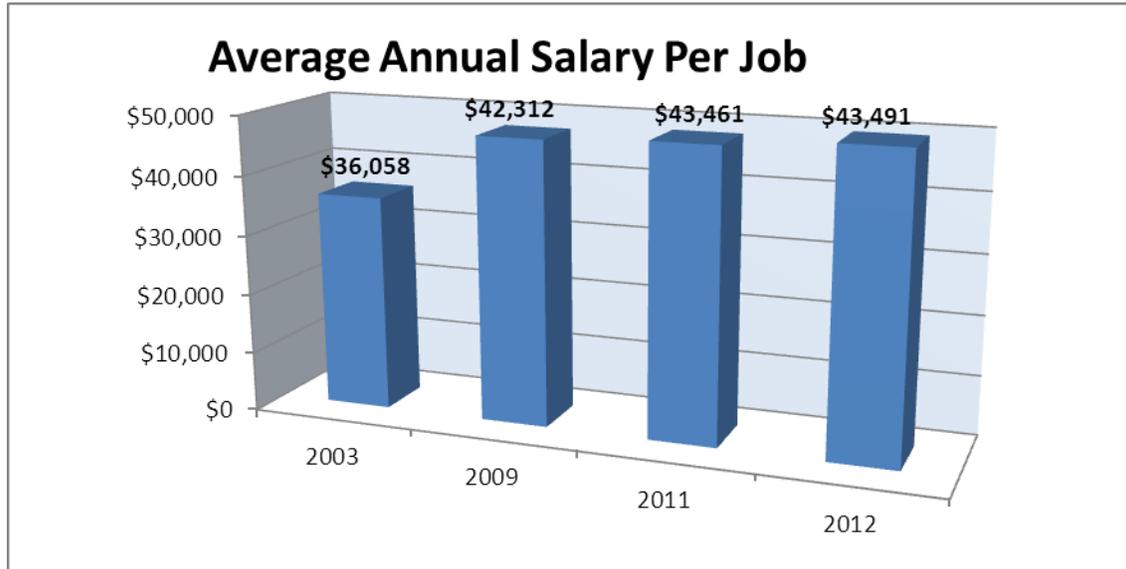
Source: Source: 2000 and 2010 U.S. Decennial Census; Nielson Co., 2012



Source: U.S. Census Bureau, 2008 -2012 American Community Survey

- 25 percent of Simi Valley households earned less than \$50,000 per estimates.
- 31 percent of Simi Valley households earned between \$50,000 and \$99,999.
- 44 percent of Simi Valley households earned incomes above \$99,999 per estimates.

**AVERAGE SALARIES PER JOB IN SIMI VALLEY:
2003, 2009, 2011, 2012**



Source: CA Employment Development Department (QCEW), 2003, 2009, 2011, 2012

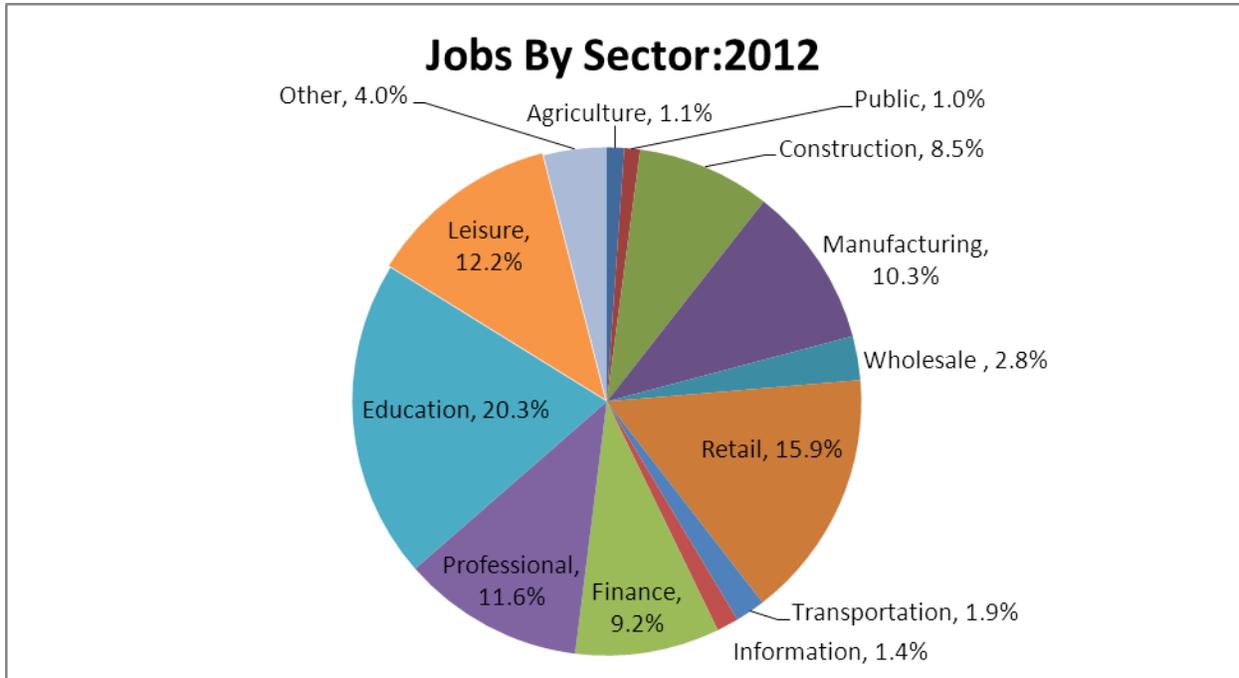
- Average salaries for employees working in the City of Simi Valley increased from \$36,058 in 2003 to \$43,491 in 2012, an increase of 20.61%.



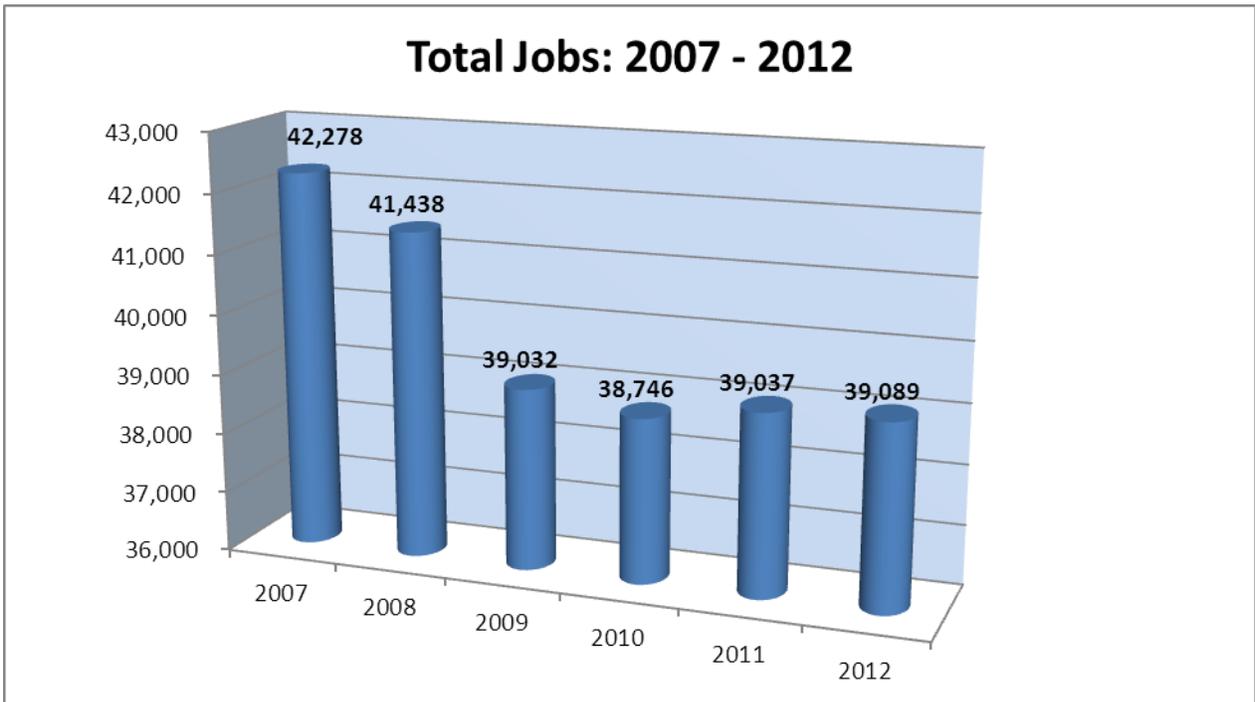
Source: California Employment Development Department, 2012 Annual QCEW

- In 2012, the Information sector provided the highest average annual salary in the City (\$65,951). The Other Services sector (e.g. automotive repair, dry-cleaning, and personal care) provided the lowest average annual salary in the City (\$20,383).

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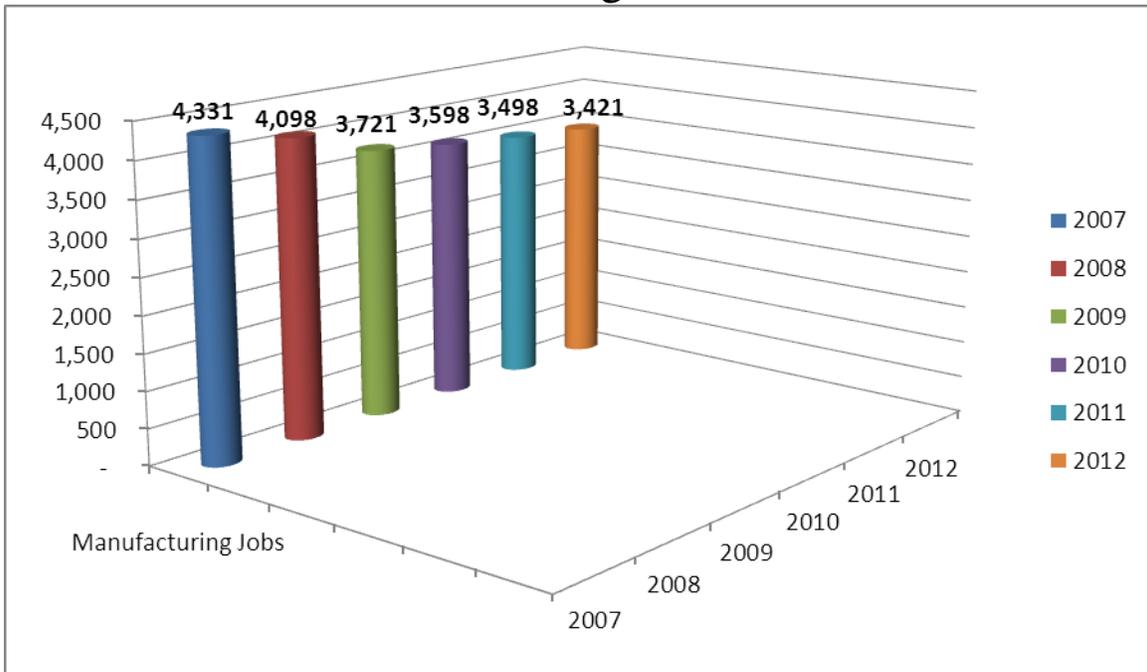
Source: Profile of the City of Simi Valley (May 2013), Southern California Association of Governments



Source: Profile of the City of Simi Valley (May, 2013), Southern California Association of Governments

- Total jobs refer to jobs that provide wages and salary in addition to employment held by business owners and self-employed persons. Annual number does not include unpaid volunteers or family workers, and private household workers.

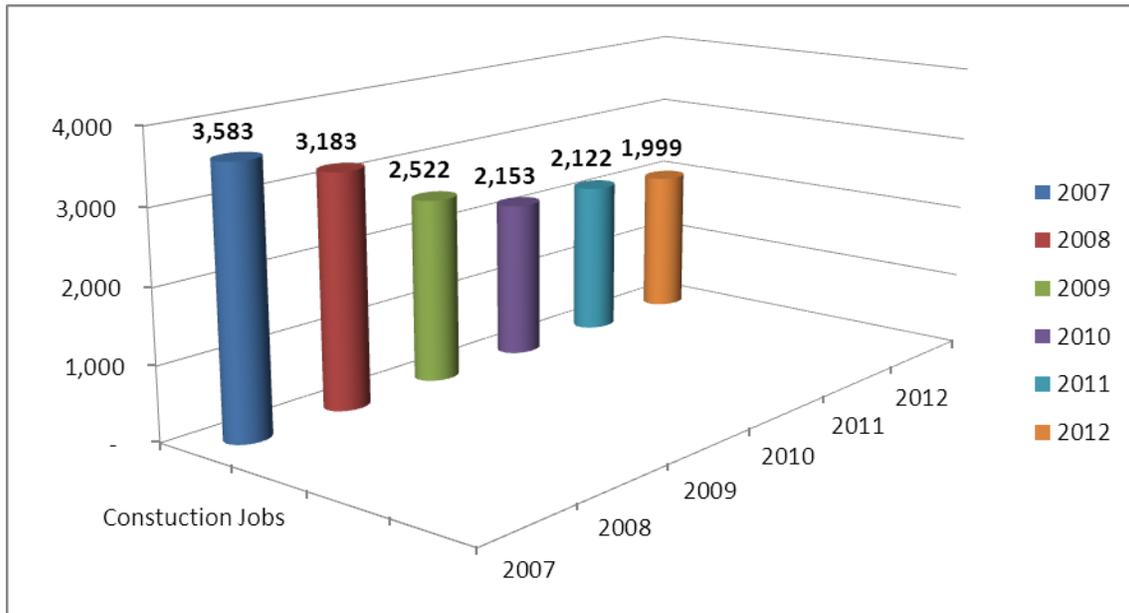
Manufacturing Jobs: 2007 -2012



Source: California Employment Development Department, 2007-2012; SCAG

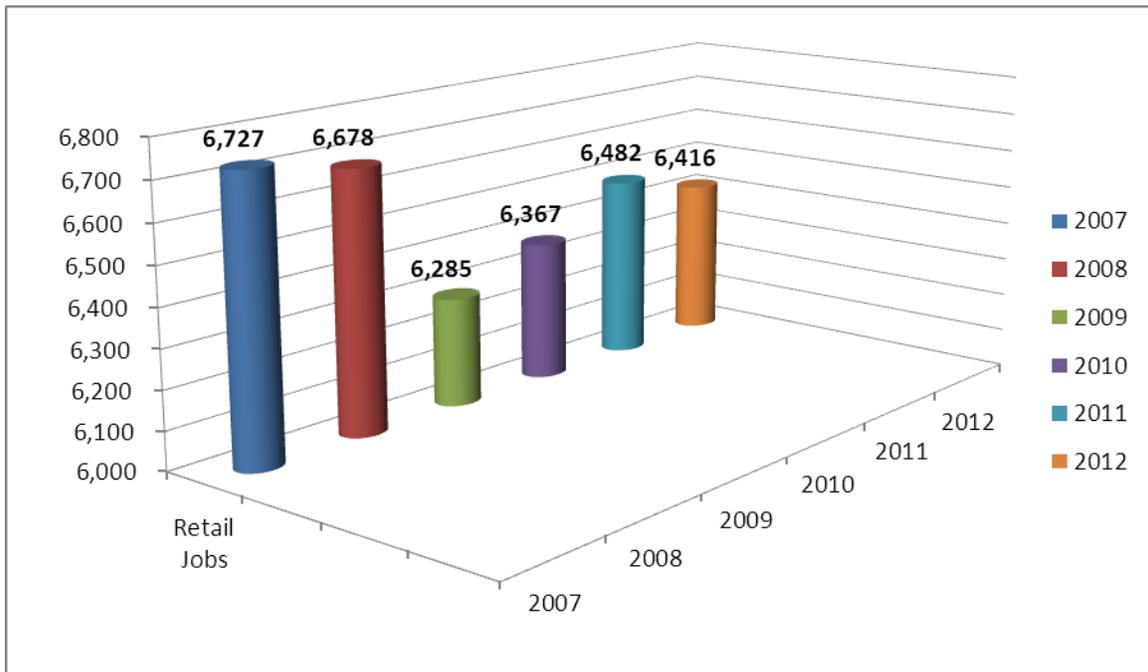
- Data set includes jobs in the food, apparel, metal, petroleum, coal, machinery, computer and electronic product, and transportation equipment.

Construction Jobs: 2007 -2012



Source: California Employment Development Department, 2007-2012; SCAG

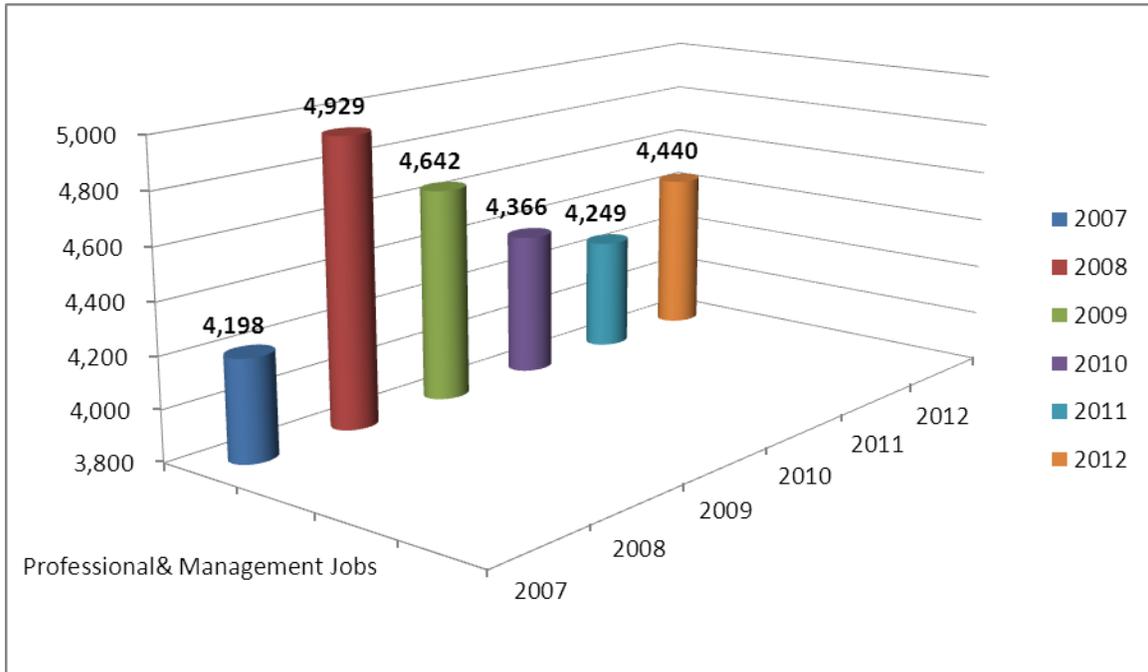
Retail Jobs: 2007 -2012



Source: California Employment Development Department, 2007-2012; SCAG

Data set in the manufacturer sector includes employees in the motor vehicle and parts dealers, furniture, electronics and appliances, food and beverage, building materials, sporting goods, clothing, books, and office supplies.

Professional and Management Jobs: 2007 – 2012



Source: California Employment Development Department, 2007-2012; SCAG

Data set in the professional and management sector includes employees in the professional and technical services area, managers and supervisors of companies, and administration and support staff.

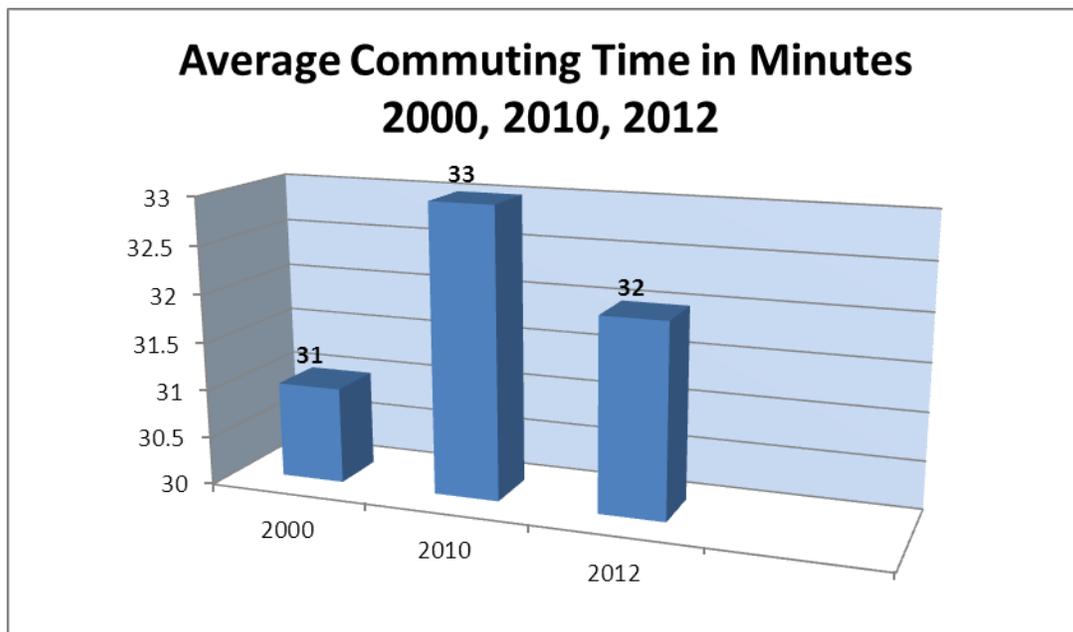
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Top 10 Locations Where Residents Commute to Work: 2010

	Local Jurisdiction	Number of Commuters	Percent of Total Commuters
1	San Fernando Valley/Los Angeles	14,676	27.76%
2	Simi Valley	10,111	19.12%
3	Thousand Oaks	4,833	9.14%
4	Burbank	1,367	2.59%
5	Camarillo	1,145	2.17%
6	Moorpark	1,096	2.07%
7	San Buenaventura	1,012	1.91%
8	Westlake Village	763	1.44%
9	Santa Clarita	749	1.42%
10	Oxnard	712	1.35%
	Other Destinations	16,411	31.04%

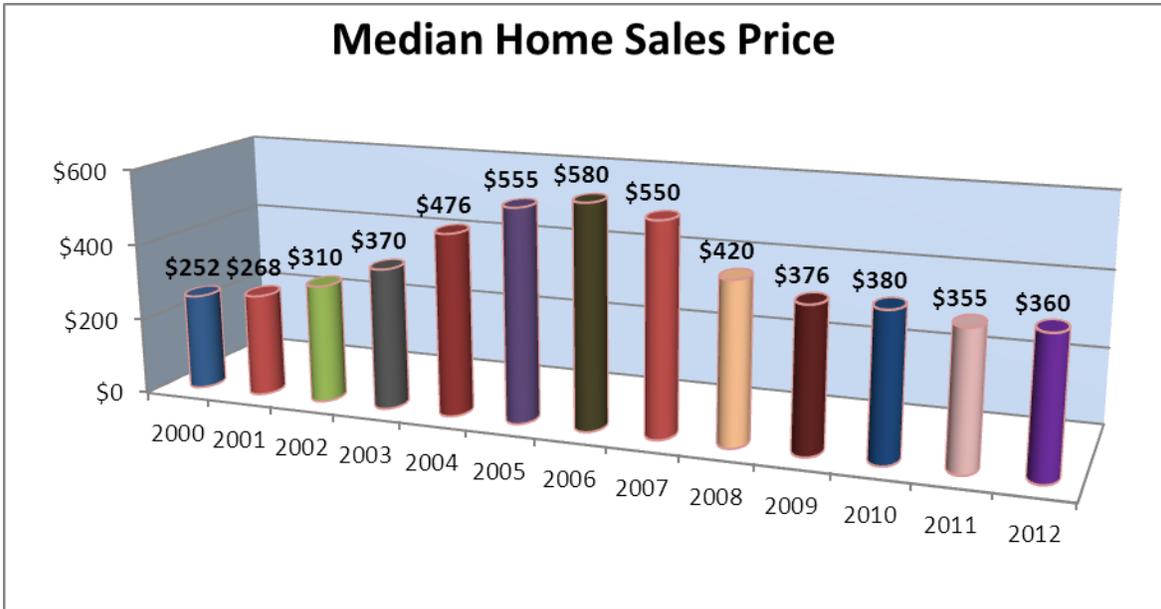
Source: Profile of the City of Simi Valley (May 2013), Southern California Association of Governments

- 35.76% of Simi Valley residents work within the County of Ventura, of which 19.12% work here in the City, and 64.24% commute to other areas.



Source: 2000 and 2010 U.S. Decennial Census; Nielson Co., 2012

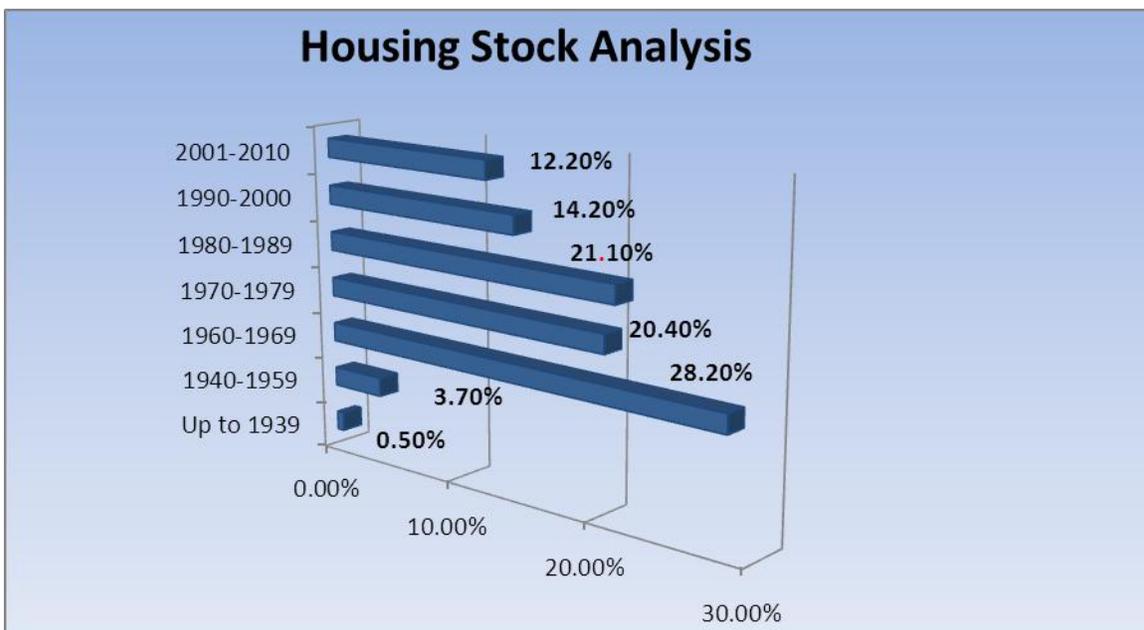
- On average, residents of Simi Valley traveled 32 minutes to work locations in 2012.



Source: MLS Area Market Survey, Census 2000, 2010

Note: Median home sales price reflects re-sales of existing homes and provides a point of reference on market values of homes sold in the City.

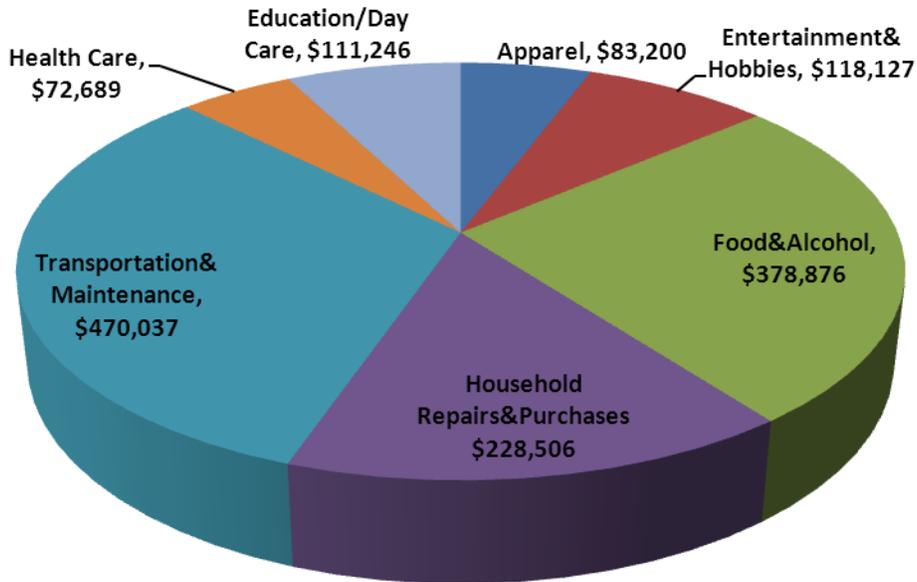
- In 2012, the median home sales price in the City was \$360,000, which represents a 42.85% increase when compared to sales activity in the year 2000 and a 5.26% decrease when compared to 2010 sales data.



Source: Census data 2000 and 2010, Simi Valley's 2012 Adopted Housing Element

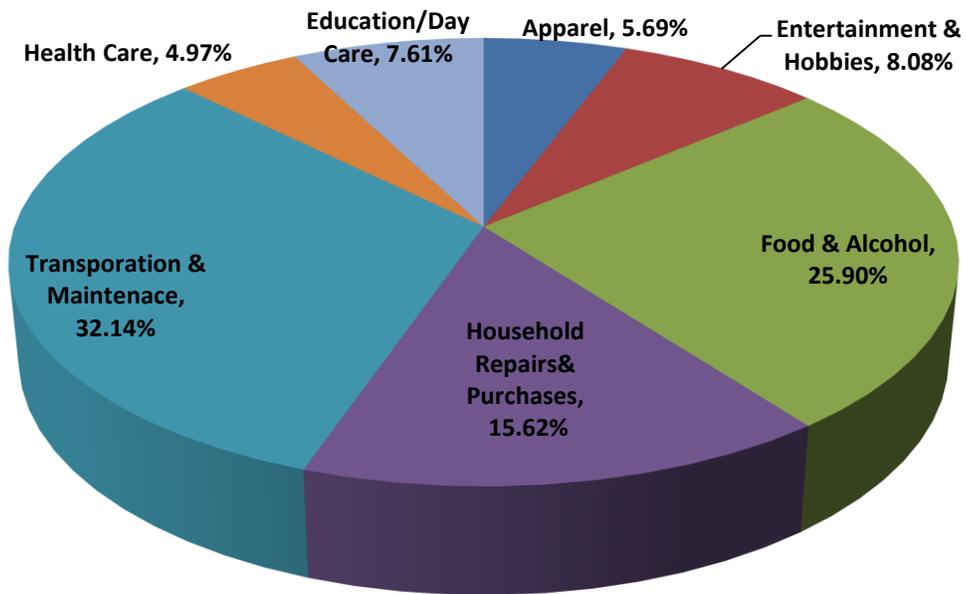
- From 1970 to 2010, construction for 67.9% percent of the housing stock was created. Approximately, 32% of the City's housing stock is approaching 50 years of age.

2013 Consumer Spending Trends (In Thousands)



Source: CoStar Group, Consumer Spending Report-Simi Valley

2013 Annual Consumer Spending Trends (Percentage)



Source: CoStar Group, Consumer Spending Report-Simi Valley

SWOT ANALYSIS

A Snapshot of Strengths, Weaknesses, Opportunities, and Threats

The SWOT analysis referenced below is not intended as a characterization of the community, but simply a reflection on those factors that are important in developing the City’s economy. All of the individual components of SWOT (strength, weaknesses, opportunities, and threats) come into play in most instances with retaining and attracting business investment in the community. It is also important to understand how each can impact the success of any locally generated economic development initiatives as the same economic environment affects all forms of development. As the business community determines what is considered strength or a weakness, the City will need to adapt as a means to recruit and retain businesses.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Low business tax and low square footage costs • No utility tax • Excellent highway and passenger-rail access • Close proximity to Burbank and Los Angeles International Airports, in addition to Port Hueneme • Access to a large and diversified labor force • Excellent quality of life; beautiful and varied landscape throughout the region; nature trails; and beautiful parks • Close access to educational facilities such as 2-year community colleges, and 4-year universities such as Cal Lutheran University and the California State Universities of Northridge and Channel Islands • Perennially ranked by the FBI as one of the safest cities in the nation • Major iconic attraction – Ronald Reagan Library & Museum • High median-income and disposable income levels attract retailers • Strong business base upon which to build new business • Infrastructure capacity • Responsive City Council 	<ul style="list-style-type: none"> • City viewed as a suburban oasis, an ideal location for raising a family; Success of City’s business community not well known to outside business collective • Perception of cumbersome permitting process • The City’s key industrial and automotive sectors are not visible to vehicle trips (potential consumer and business travelers) travelling on the 118 Freeway • Limited ability for industrial development (land locked) • Few vacant buildings • City lacks industrial inventory in the 10,000 square foot range for large employers • Aging industrial buildings could be seen as less appealing when comparing newer industrial buildings clustered along the 101 Southbound and Northbound Feeway • Lack of affordable workforce housing • Budget constraints affiliated with the Simi Valley Unified School District may cause concern for businesses looking to relocate employees

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Opportunities	Threats
<ul style="list-style-type: none"> • Expand the City’s reputation as a place where industry can and does thrive • Relationship building - Enhancing communications among businesses in the community • Provide “<i>improving business friendly-going the extra mile</i>” focused workshops to City employees • Image building – Publicize the recent organizational changes that have taken place in the City through the Permit Processing and Review Committee • Collaborate with the Ventura County Workforce Investment Board, Simi Valley Chamber of Commerce, and the East County Jobs and Career Center to raise workforce education levels and skills training to meet the emerging sectors in the manufacturing environment • Develop effective channels to market the free and low cost services of Partner Agencies, valuable benefits that can assist all sizes and types of businesses • Further develop partnerships with higher educational institutions to enhance economic vitality • Increase visibility of Simi Valley’s “business friendly” environment with implementation of a marketing campaign and development and delivery of advertising material • Expanding the City’s fiber optic network with all future road construction and street resurfacing projects in commercial and industrial zones, in efforts to enhance both business retention and recruitment • Attracting potential consumers, business owners, and job seekers within the vehicle trip market while traveling along the 118 Freeway 	<ul style="list-style-type: none"> • A large number of seasoned and experienced City employees retiring within the next five to ten years will provide challenges as the organization loses institutional knowledge • Fiscal ability to replace skilled staff as employees retire • Not responding to the need to market and enhance the City’s image will provide a greater advantage for other local municipalities who also have access to major highway corridors • Reduced sales tax and funding for the City will lessen the City’s ability to continue excellent public service • Intrusion of non-industrial users in industrial facilities limits the ability for manufacturing and/or mechanical type businesses to lease vacant space and generate significant sales tax revenue as well as create good paying jobs • Larger Industrial inventory exceeding 100,000 square feet prove to be more difficult to lease and therefore remain vacant for longer periods of time • On a broader level, continued economic uncertainty for business owners leads to slow growth and reduced consumer spending • Political and business related policies and legislation by the State of California further erodes business growth and cities’ ability to govern and provide economic development strategies.

Narrative

Assets (Strengths)

- *Location*

Located adjacent to San Fernando Valley and within short travel from Los Angeles basin, the City's location allows employers in the San Fernando Valley and Los Angeles basin an easy location without losing employees concerned about increased commuting times. Simi Valley is in close proximity to the Burbank and Los Angeles International Airports (30 and 47 miles respectively), while the Port of Hueneme, the only deep water port between San Francisco and Los Angeles, is 28 miles from the City.

- *Labor Force*

Simi Valley's location allows employers to take advantage of the labor pools in the San Fernando Valley, Santa Clarita Valley, Palmdale/Lancaster, and the Ventura County area. This provides a large labor pool with both skilled and unskilled labor. More than 500,000 workers reside within 15 miles of Simi Valley, half of which have college degrees. More than 10% of this workforce has attained advanced degrees or certifications.

- *"Safest City" Status*

Consistently has ranked as a top ten safest city in the United States for cities with a population over 100,000.

- *Close Proximity to Community Colleges and Universities*

Simi Valley is ideally located within a short drive to California State University campuses at Northridge and Channel Islands as well as California Lutheran University. Additionally, the Ventura County Community College District has campuses in Moorpark, Oxnard, and Ventura that serve Simi Valley. The University of Southern California and University of California at Los Angeles are also within commuting distance.

- *Infrastructure - Water and Sewer*

Simi Valley's water sources, the Ventura County Waterworks District No. 8 and Golden State Water, are sufficient to provide water to the current and anticipated population. As a result of long range planning, the City's wastewater treatment plant has excess capacity, which not only serves the existing Simi Valley population but can also accommodate future growth trends in population and higher volume enterprises looking to relocate. Currently, plans for future expansion are being drafted.

- *No Utility Tax*

The cost of doing business is critical to all business regardless of their location. Businesses located within the Los Angeles Department of Water and Power service area in the City of Los Angeles are assessed a **12.5%** utility tax on all electrical use, **10%** tax on natural gas use, and a **9%** tax on all communication use. In addition, the average electrical rate for businesses in the City of Los Angeles is generally higher than Southern California Edison served areas, including Simi Valley. The City of Simi Valley assesses **no utility tax** on business or residential users.

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- ***Competitive Business Tax Environment***

Simi Valley's gross receipts tax, or Business Tax Receipt, structure is approximately one-third the cost of the gross receipts tax in the City of Los Angeles. Additionally, for small business owners, the City Council took action to waive a Business Tax Receipt for businesses with annual gross receipts below \$300,000.

- ***Outstanding Quality of Life and Recreational Amenities***

Simi Valley's quality of life and recreational amenities continue to expand and provide opportunities for residents and businesses to enjoy a lifestyle that results in content employees.

- ***Transportation Network (passenger and freight)***

Simi Valley is dissected by the Ronald Reagan Freeway (SR118), which connects to interstates 405, 5, and 101 to provide surface transportation to all areas of the country. The Simi Valley Rail Station provides passenger rail service for the Metrolink commuter rail and Amtrak rail systems. Simi Valley Transit, the City's ground transportation service, provides transportation service to the City via forty-passenger buses as well as through a Dial-A-Ride service to provide specialized transportation.

- ***Low Cost Business and Industrial Property and Lease Rates***

Upon comparing land and lease costs to competing areas in Ventura County, rates sought in Simi Valley are generally lower than the Conejo Valley and large portions

of the Oxnard Plain. However, land and lease rates in other portions of the Oxnard Plain can be less than Simi Valley, but a trade-off on quality of life would be required. Similarly, land and lease costs less than those in Simi Valley can be found in the San Fernando Valley, but a trade-off would also be required.

- ***High Median Income/Disposable Income Levels***

Based upon Census data, Simi Valley has the second highest median income in Ventura County during the periods of 2007 – 2011. This data helps the City attract retail tenants as well as specific types of industrial and business users.

Liabilities (Weaknesses/Threats)

- ***Cost of Housing and Lack of Workforce Housing Product***

Like most of Ventura County, Simi Valley suffers from a lack of workforce housing. This type of housing, as opposed to "affordable" housing, provides housing opportunities for middle management, teachers, and those whose income is higher than the "affordable" criteria yet less than sufficient to purchase new or existing housing in the City. This lack of workforce housing will continue to affect the depth of the labor pool available to Simi Valley businesses.

- ***Limited Vacant and "Buildable" Parcels for Industrial Growth***

Without significant infrastructure improvements, acreage available for new industrial development is limited. Less than 150 developable acres are available for development in industrially zoned areas to support growth in industrial employment.

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The three zoning districts relevant to industrial development include the geographical areas zoned as Business Park (BP), General Industrial (GI), and Light Industrial (LI). The BP District allows for quality industrial development, such as research and development and low-tech manufacturing type uses. Development standards for this zoning district are addressed through a Specific Plan to protect the unique qualities of the area.

The LI District provides for a variety of light manufacturing services, such as warehousing and distribution, technical research, and related business office uses.

The GI District provides for a broad range of manufacturing and quasi-industrial activities, and provides appropriate safeguards for adjoining industrial properties, nearby non-industrial areas, and the community in general. Business uses include metal fabrication, lumber and wood manufacturing, and with concrete and plastic manufacturing. In addition, the GI District allows for outdoor uses such as contractor storage facilities.

Further discussion of land availability for economic development is presented in the following pages.

- ***Perceived Cumbersome Development Process***

While the City has enjoyed the benefits of quality development, the perception in the development industry is that Simi Valley's development process is slow and cumbersome. Simi Valley requires a significant amount of information to be submitted prior to review by the Planning Commission. While staff has the ability to move a project to the Planning Commission

in a timely fashion once the application is "deemed complete," it is the timeframe leading up to "deemed complete" status that negatively affects the developer. Similarly, the City's plan check process has been found by the development community to be time consuming. Although the plan check process for Building and Safety related issues has been streamlined for larger projects, the processing time for civil engineering and street improvements has been criticized for being too lengthy.

- ***Suburban Community Perception***

The City struggles with its reputation as more than a great place to live with a high quality of life. The City is perceived as a bedroom community as witnessed by the casual observer who drives on the 118 Freeway and views Simi Valley as a residential haven. Simi Valley has always been seen as a refuge for residents of the San Fernando Valley seeking to secure better schools and housing for their families. Many business owners are unaware that the City is the site of national-level industrial operations such as AeroVironment, Meggitt, and Milgard.

- ***Age of Industrial Buildings***

Much of the existing commercial and industrial building inventory is older and less appealing to some business owners because of the age of the buildings.

- ***Availability of Larger Buildings***

Among the existing commercial and industrial inventory exist a few buildings with 150,000 or more of available square footage. These types of properties require a specific type of "specialty" tenant that the City does not normally have; often times,

the building remains vacant for many years thus inadvertently conveying a message of economic uncertainty to the community. At this time, a 200,000 square foot building on Ward Avenue is available, the former Bank of America 290,000 square foot building at 400 National Way is available, and the Farmers Insurance complex, with a total of 271,000 square feet, is available.

- ***Growing Concerns with Simi Valley Unified School District's Budget Constraints***

The recent fiscal budget constraints with the Simi Valley Unified School District and pending discussion of school closures may raise concerns for employers looking at relocating to Simi Valley.

- ***Intrusion of Non-Industrial Users to Industrial Buildings***

As the Southern California region continues to show signs of slow recovery from the Great Recession, several industrial building/property owners have mitigated financial losses by leasing vacant space to non-industrial users. The City has noticed a trend among certain businesses venturing through the permitting process, more specifically business uses such as multi-purpose halls, training and gymnasium facilities, exercise facilities, and religious assemblies that are now occupying building units within the Industrial Districts. Lack of availability of industrial space lessens the opportunity to attract manufacturing, mechanical, and/or technical type businesses that have the potential to generate sales tax revenue for the City as well as create employment opportunities at all pay levels.

Opportunities

Through careful and collaborative planning, the City has outlined various action plans addressing the opportunities referenced in the above SWOT analysis under the subsequent section entitled The Development of the Economic Plan on page 33.

III. Organizational Plan

Overview

The Director of Economic Development/ Assistant City Manager and his staff, as directed by policy dictated by the City Council, implement Simi Valley's economic development programs. Additionally, outside public, quasi-public, and private agencies assist in the City's economic development efforts. In addition to economic development responsibilities, the Office of Economic Development is responsible for managing the dissolution of the former Simi Valley Community Development Agency. Under the direction of the Director, Economic Development staff consists of a Business & Development Advocate. While all City Departments provide a supporting role, clerical staff is provided through the City Manager's Office.

Partnerships and Alliances

The City of Simi Valley has created partnerships with several local, regional, and State organizations. The City's overall economic development program utilizes the expertise and resources available from these and other outside organizations (Partner Agencies) to be successful. The following are the Partner Agencies that are available

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to the City in its Economic Development programs:

- 1) Simi Valley Chamber of Commerce
- 2) Economic Development Collaborative – Ventura County (EDC-VC)
- 3) Small Business Development Center
- 4) County of Ventura
- 5) Ventura County Community College District
- 6) California Manufacturers Technology Center
- 7) California Trade and Commerce Agency
- 8) Small Business Administration
- 9) S.C.O.R.E
- 10) Women’s Economic Ventures
- 11) Workforce Investment Board of Ventura County
- 12) East County Jobs and Career Center
- 13) Southern California Edison
- 14) Southern California Gas
- 15) AT&T

The partnerships and alliances that the City has created with these Partner Agencies have contributed to the City’s success in attracting and retaining major employers. It is extremely important that the City maintains these relationships, expand upon the ones that have already been created, and make serious efforts to identify other organizations who can provide assistance to the City in its effort to recruit and retain new businesses. A majority of the new business prospects in the City are generated through direct contact with the City and the regional brokerage community.

IV. Existing Economic Development Efforts

Business Recruitment

The City has a business recruitment program that is administered by Director of

Economic Development/Assistant City Manager. Staff currently meets with property owners, makes presentations to brokers, meets with prospective clients, and works cooperatively with the Partner Agencies. Due to the vast market area in the Los Angeles/Ventura County region, much of the movement by businesses is done through the real estate brokerage community. For this reason, it is essential for staff to keep in close contact with the real estate brokers. As inquiries are made, either through direct contact or from other sources, staff quickly responds to those contacts. Additionally, leads received through real estate brokers or others are immediately investigated and follow through initiated.

In addition, staff prepares and updates economic development information on the City’s Internet website, which includes information on free to low-cost educational courses designed for business owners, financial resources to accessing capital, and marketing, advertising, and employee training resources for businesses to pursue. Additionally, in an effort to illustrate the permitting process and reduce uncertainty among business owners expanding or opening operations within the City, staff has prepared the “How to Open a Small Business in the City of Simi Valley” booklet coupled with the “Small Business Resource Guide” providing a compilation of resources for small business owners. The City also subscribes to proprietary software, which gives staff from the Economic Development Division the ability to provide custom reports of available properties and vacant spaces as well as demographic and property data for Ventura and Los Angeles counties. The City’s reporting services include listings of building and tenant spaces available, asking

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rents and sales prices, comparable data for lease rates, and demographic and analytical property data. To continue communication with the business community, the Quarterly Economic Development Newsletter is distributed throughout the community providing information on sales tax revenue, commercial tenant improvement activity, residential real estate values, and employment statistics and other economic data for Simi Valley.

Business Retention and Expansion

The City's business retention and expansion program has various aspects. In partnership with the Simi Valley Chamber of Commerce, Economic Development staff conducts meetings with Simi Valley employers to determine the needs of the employers and provide assistance in coordinating both City and other services that may be available. These other services include, but are not limited to, employment training, Rapid Response (to prevent or reduce layoffs), business plan development and management assistance, and financial resources training. These services are provided through the EDC-VC, the Simi Valley Chamber of Commerce, the County of Ventura, and the Ventura County Community College District. Utilizing the services of those noted in the Partnerships and Alliances section, the City has access to a wide variety of business assistance programs.

Meetings with Major Employers

In addition to the above noted meetings with the Chamber of Commerce, Economic Development staff is available to meet with employers to discuss their current operations and to inform them of the services that the City offers. This allows

the City to respond if the business is considering either relocating or expanding. Typically, these meetings are at the company's facility with the operations manager or company president. During the meeting, a number of items can be discussed, including any plans for expansion, new equipment purchases, labor or employee issues, potential business-to-business contacts with other local companies, general health of the business, and any concerns regarding City services, policies, and requirements that may impact the business. Staff can also provide the company with a description of current projects, identify any new programs that may be available to meet their needs, or answer any general questions that the company may have.

Small Business Assistance Programs

The City has several business assistance programs designed to strengthen small businesses, to increase the number of employees through job creation, and to retain jobs in Simi Valley. Funded through the City and administered by the EDC-VC, the Business Enhancement Program provides technical assistance in key, challenging areas for small businesses. Areas of assistance include strategic planning, market research, financial analysis, sales management, business planning, business plan development/enhancement, marketing strategies, and profit improvement. Because many start-up and small businesses are undercapitalized and cannot obtain sufficient financing without assistance, additional services are available that locate sources of capital and financing to assist small business with their financial needs.

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An additional area of business assistance that the City provides and coordinates is technical assistance on development questions, financing issues, and regulatory considerations for existing businesses. The City also offers the services of the Business & Development Advocate along with dedicated project teams to provide one-on-one assistance through the development and permitting process, over the counter plan review for non-structural improvements related to existing buildings with a total area less than 3,000 square feet, expedited processing for those business owners on a tight time schedule, and access to daily inspections during the construction process. In addition to assistance and information provided by City staff, referrals are frequently made to other sources of expertise such as the EDC-VC, County of Ventura, and governmental agencies with jurisdictions affecting those businesses.

Local Incentives - City Strategies

On a local level, the City of Simi Valley has taken various steps that require little financial investment but provide a positive impact to the business community. The following is an example of the actions taken by the City Council to assist Simi Valley businesses:

- Eliminated the need to pay a Business Tax for businesses with annual gross receipts less than \$300,000.
- Adopted a Local Business Preference in the City's Purchasing Ordinance.
- Approved the Administrative Adjustment process for smaller Planning Division actions, effectively reducing the time and

cost for businesses to obtain CUPs and other Planning approvals.

- Expanded the use of Temporary Signs for existing businesses.
- Developed a "Grand Opening" Temporary Sign for new businesses.

At a staff level, numerous adjustments have been made to the processing of development plans through the Planning Division and the Building & Safety Division to expedite the processing of required permits.

V. Future Economic Development Incentives

"A creative economy is the fuel of magnificence."

Ralph Waldo Emerson

Historically, local governments' most effective tool for economic development was the usage of redevelopment agencies. Redevelopment in California allowed cities and counties to develop infrastructure for community growth, provide incentives for businesses seeking to relocate within California or from out of state, and to fund an effective tool to create affordable housing and thus develop a workforce. While the tools of redevelopment were greater than those just described, abuses existed, and constant revisions to redevelopment law took place. As the Great Recession took hold, in July 2011, the State of California dissolved redevelopment agencies and utilized the former redevelopment revenues to shore up the State budget. In a further effort to balance the State budget, in 2013, the State of California eliminated Enterprise Zones. While this action actually benefitted Simi Valley, putting it in a more competitive

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position with cities that were designated as Enterprise Zones, it eliminated the last tool for economic development available to local governments. California cities are left with only two basic options to raise funds for economic development: raise local taxes, which require a public vote, or encourage economic development via private sector investment. Larry Kosmont, President of the Kosmont Companies, which produces the Kosmont-Rose Institute Cost of Doing Business Survey, stated “After disposing of redevelopment agencies and Enterprise Zone programs, California has few economic development tools left in the shed to stimulate recovery at the state or the local level, often resorting to adding penalties or taxes to business rather than incentives to create jobs.”

Looking into the future of economic development programs to assist in the City’s efforts, the State continues to suggest that economic funding mechanisms be achieved through higher property taxes in lieu of resurrecting Redevelopment funding.

California Competes Program

In 2013, the State created the California Competes Program. Similar to other programs widely available in other states, the California Competes Program has three elements: Tax Credit Program, State Sales Tax Rebate, and Jobs Hiring Credit. The Tax Credit Program is available to businesses looking to relocate to California or for those existing businesses looking to expand. The Program offers a nonrefundable tax credit to businesses in an amount that is based on numerous factors such as job creation and amount of investment in the state. All businesses have the ability to apply and compete in the

Program, but the awards are competitively based and distributed. The California Competes Program includes over \$780 million in available tax credits in the next five years and is available statewide. The State Sales Tax Rebate Program provides a rebate of the State portion of the Bradley-Burns Sales Tax, approximately 4.2%, for the purchase of certain machinery and equipment used in manufacturing and biotechnology research. The Program is available statewide and is not competitive. The Jobs Hiring Credit, directed at census tract areas within California with the highest unemployment and lowest incomes, would not apply to Simi Valley.

VI. Defining Simi Valley’s “Market”

Assessment of Simi Valley’s Economic Base

Simi Valley is fortunate to have a very diverse employment and economic base. Both strong manufacturing and warehousing operations as well as leading retail centers add substantially to the economic base. Simi Valley’s major employers include Bank of America, Milgard Manufacturing, Polytainer, Aerovironment, Pharmaceutical Litho & Label, McBain Instruments, Jaxx Manufacturing, Kingsbridge International, Entertainment Earth, Alcoa Fasteners, L3 Communications, and Meggitt USA. From this short cross-section of employers, it is clear that Simi Valley’s employment base is diverse, representing the high-tech industry, light manufacturing, call centers, and office uses. This diversification of the employment base allows Simi Valley to “weather the storm” and reduces the City’s vulnerability in times of economic downturns.

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In addition to the office and industrial employers, the retail and government sectors provide a significant number of employment opportunities in Simi Valley. While contributing to the City's sales tax base, large retailers such as Wal-Mart, Home Depot, Lowe's, Macy's, Albertsons, Vons, Best Buy, Kohl's, Target, Costco, and the automotive dealerships provide a great number of employment opportunities. Further, the government and educational sectors in Simi Valley provide several thousand employment opportunities.

Adjacent Communities

Similarities exist in the east Ventura County area that helps to blur the level of competition with Simi Valley's neighboring communities. Located in eastern Ventura County, Moorpark and Thousand Oaks provide similar quality of life amenities to their residents and businesses. However, many technology companies have chosen to locate along the 101 Freeway Corridor in Thousand Oaks, Westlake Village, Agoura Hills, and Calabasas. As a result, these cities have benefited from their 101 Freeway location and have been successful in recruiting numerous technology companies to locate in their area. Because technology companies had been willing to pay higher building costs, lease rates in the Thousand Oaks/Newbury Park area are generally higher than other east Ventura County areas. Like Simi Valley, Moorpark has benefited from the comparatively high building costs of the 101 Freeway Corridor. Because of the high cost affiliated with the 101 Freeway Corridor, technology companies desiring a location near similar companies but not wanting to pay high building costs are locating in Simi Valley and Moorpark.

Further west, Camarillo also benefits from its location on the 101 Freeway Corridor and has been successful at attracting technology companies. Camarillo benefits from having available building sites, a good inventory of buildings, freeway visibility, and well-developed industrial parks. The City of Oxnard also has well-developed industrial parks and is competitive for some heavy manufacturing and warehouse and distribution uses.

The San Fernando Valley does provide a limited amount of competition for business attraction. However, due to the overall age of the area, the buildings, and the deficiencies of being located in the City of Los Angeles, Simi Valley remains competitive.

Further away, the Santa Clarita Valley area has benefited from well-developed industrial parks adjacent to the Golden State Freeway Corridor. One of Simi Valley's main competitors, this area has the financial backing of the Newhall Land Company, a major property owner in the area. Although the area is attractive due to its quality of life attributes, the area suffers from traffic congestion both on the Freeway corridor and on the local street system.

Land Available for Economic Development

Based upon the current General Plan designations, there is limited acreage of vacant property available for commercial and industrial development. Although several small parcels are available in the City for development, few large parcels remain for large users (either industrial or commercial). Staff estimates there is approximately 350 acres of undeveloped

and vacant industrial and commercial zoned properties in Simi Valley. With respect to industrial development, large vacant and unapproved parcels include 25.5 acres in the Tapo Canyon Business Park and 36.4 acres located east of Madera Road between the Union Pacific Railroad and Easy Street. An additional 73 acres west of the western terminus of Cochran Street is vacant and unimproved, and 121 acres south of the Arroyo Simi at the western City limits remain vacant. However, these 194 acres (73 acres and 121 acres) would require a significant capital investment to bring the properties to a development ready level. Additionally, these parcels may contain environmentally sensitive areas that would limit development. Of the remaining properties, one parcel is 9 acres (which is shovel ready), and all others are 5 acres or less. While these smaller parcels can meet the smaller users' needs, companies seeking larger parcels/buildings will be forced to look at other communities.

With respect to commercial land for retail use, few development opportunities are available. All remaining vacant parcels are less than five acres. Without the rezoning of property, Simi Valley's ability to attract large retail development is limited to the use of existing commercial property.

While large development may be constrained, Simi Valley will still have opportunities to attract retailers not currently represented in the community. First, as the community ages and existing retail centers become tired or obsolete, redevelopment will create retail opportunities. Second, with the growing use of the Internet for retail shopping, the current retail trends are finding large big box retailers preferring smaller store formats as opposed to the previous

prototype between typically 20,000 and 35,000 square feet. This downsizing will allow Simi Valley to remain competitive in the retail arena.

VII. Simi Valley's Competitive Position

In the early 1990's, communities throughout the nation increased efforts to create jobs for local residents and to bolster their local economy's fiscal strength. As a result, competition in attracting businesses intensified to a regional, as well as national level. In addition to the competition to attract new jobs, communities were faced with the task of retaining existing employers. Simi Valley, as well as communities throughout California, was faced with the prospect of losing jobs and companies to other areas. Other states established offices in Southern California for the sole purpose of recruiting businesses to relocate out of California. During that time, the media reported numerous cases of companies leaving California for locations in other states. What is old is new again, this condition is present today as well.

In May 1992, the former Simi Valley Community Development Agency (SVCDA) adopted the Commercial/Industrial Development Program. Through adoption of this Program, strategies were put into place to increase the City's competitive position in the recruitment of industrial businesses. Those strategies included utilizing a negotiated percentage of the net tax increment revenue generated by a new development project within a redevelopment area as financial assistance; providing City project teams to assist industrial and commercial developments through the City's development process; and increasing

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the City/Agency's advertising and marketing efforts.

The City effectively used the above strategies in the Program for attracting new business. The following is a summary of the financial assistance provided via the SVCDA :

Company	# of Employees at time of award	Assistance to Company
Guardian Products	335	\$175,000
Micom/Nortel	360	\$282,620
Warner/Elektra/Atlantic	186	\$168,800
Price/Costco	175	\$567,000
Standard Abrasives	150	\$100,000
Microwave Monolithic	75	\$32,750
Condor Systems	90	\$15,000
View Engineering	48	\$30,000
Milgard Manufacturing	301	\$300,000
Nexicore	175	\$45,000

The SVCDA's usage of financial assistance to retain or attract a company proved to be largely ineffective with long-term retention. Of the ten businesses that had received financial assistance from the Agency, only three remain in the City. The demise of redevelopment in 2011 by the State of California effectively terminated the financial assistance program. The City does continue to effectively utilize development project teams and has directed advertising

to regional publications as opposed to national magazines.

In addition to the Industrial/Commercial Development Program, the City Council and the Board of Directors for Waterworks District No. 8 adopted a program to allow for the deferral of payment of specific development fees related to sanitation connections, traffic impact/signals, and water capital improvement charges. This Program, currently available to commercial and industrial development, has been widely used in Simi Valley.

While these Programs have played a role in the City's ability to attract new business, the City's relative advantage has been the attractiveness of Simi Valley. Among its advantages are quality of life and quality of schools, safety within the community, abundance of recreational opportunities, effective transportation system, attractive lease rates, and a responsive and accessible government. Simi Valley's location adjacent to the San Fernando Valley and within commuting distance from Ventura County locations and the Palmdale/Lancaster area provides Simi Valley with a large labor pool from which employers can draw. On a micro scale, more than 500,000 workers live within 15 minutes of Simi Valley, of which nearly half hold a college degree, and more than ten percent has achieved an advanced degree or certification.

Additionally, Simi Valley's allure is also due to the environment to which it is competing. The City of Los Angeles' business tax structure is difficult to understand and more expensive than Simi Valley's, customers within the Department of Water and Power's service area is assessed a utility tax where none exist in

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Simi Valley, the City of Los Angeles assesses a communications tax on all Internet and cell phone transmissions as well as a tax on all natural gas usage, and development in Simi Valley is newer, containing more desired building features than most locations in Los Angeles. The low cost of doing business within Simi Valley provides a competitive advantage over neighboring communities in the San Fernando Valley and the Los Angeles basin. As Santa Clarita, another main competitor continues to expand its recruitment efforts towards entertainment, high-tech, and manufacturing type organizations, traffic issues, both intracity as well as interstate, continue to plague the Santa Clarita Valley area.

Taken as a whole, Simi Valley remains very competitive in its ability to attract industrial employers. Because Simi Valley's neighboring communities offer the same type of incentives, Simi Valley will remain competitive as long as it is able to retain the advantages noted above.

In the retail sector, Simi Valley has long been a secondary market to retailers. Located immediately adjacent to the primary markets of the 101 Freeway/ Conejo Valley and the San Fernando Valley, many of Simi Valley's desired retailers have already established themselves in these areas. Additionally, because these markets have stronger population bases with stronger demographics and areas dense with existing retail, expanding retailers will prefer these locations for their initial stores. As the primary markets become fully represented by the major retailers, these same retailers will seek secondary markets for new stores. As noted earlier, retailers prefer smaller store formats. These small formats are generally placed in secondary markets

and are designed to complement large stores in primary market areas. Although inventories will vary between small and large format stores, the retailers' desire is to make the smaller stores generate the same dollars per square foot average as the larger stores but reducing the overhead and lease space.

It is anticipated that Simi Valley will become a favored location for small store formats by the major retailers. Needing to stop sales leakage in certain retail sectors and having strong demographics to support these retail uses, Simi Valley will be an attractive location for these retailers.

VIII. Simi Valley's Purchasing Power - The Consumers

In developing the Economic Development Program, the City engaged the services of Nielsen, a leading global information and measurement company, to analyze the Simi Valley market and provide demographic data related to what Nielsen categorizes as the social demographics or characteristics that embody the households of Simi Valley, specifically, the lifestyle behaviors of consumers that drive product consumption and the skill set that define the labor pool available to existing and potential employers of the City. Incorporating Nielsen's demographic assessment enhances the Economic Development Program as it identifies market opportunities for potential retailers and recognizes the skill set of a labor pool available to existing and potential employers.

Nielsen's My Best Segments and PRIZM reporting has analyzed Simi Valley's households, and has grouped households

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into segments based on demographics and behaviors. The purpose of segmentation allows one to gain better insight into consumer lifestyle and behavioral information for shopping preferences.

Nielsen categorizes the market into three Lifestage Groups; (1) Younger Years, (2) Family Life, and (3) Mature Years. According to Nielsen's findings, the City has approximately 42,287 households; of these, the distribution of households is as follows:

- 1) **40.92%** - Family Life
- 2) **34.12%** - Younger Years
- 3) **24.96%** - Mature Years

Within each Lifestage Group are various household classifications identifying their education levels, income earnings, household activities, and shopping preferences. To simplify the myriad of segmentations, detailed analysis on the top two household classifications within the predominant Lifestage Group classifications are provided below. Details of the various Lifestage Groups and the affiliated sub-segments are made available in Appendix A, page 61, for further review.

Family Life Lifestage Group

The largest segment within the Family Life Lifestage Group is the Young Accumulators, with 9,252 Simi Valley households.

Name	Households	Percentage
Upward Bound	5,905	63.82%
Beltway Boomers	1,591	17.20%
Kids-and-Cul-de-Sacs	1,756	18.98%
	9,252	100%

Young Accumulators are slightly younger and typically include a diverse ethnical mix. Most household adults are college educated and work a mix of white-collar managerial and professional jobs. These large families enjoy comfortable lifestyles in mid-sized homes. Their interests include outdoor sports, kid-friendly technology, and adult toys like campers, powerboats, and motorcycles. They lean toward cable networks targeted to children and teenagers.

The largest two households of Young Accumulators are Upward Bound and Kids-and Cul-de-Sacs.

Upward Bound

Upward Bound households are upscale families that boast dual incomes, have college degrees, maintain professional employment positions, and are households with children. Households such as these are heavy purchasers of computers, action figures, dolls, board games, bicycles, and camping equipment. Age ranges are from 35-54, homeownership is high, and income levels are upscale. Households such as these tend to vacation at national parks, order from Zappos.com, enjoy reading outside, and tend to drive Mazda SUVs.

Kids and Cul-de-Sacs

Upper middle-class, suburban, married couples with children describe this group of households. Diversely mixed with a high composition of Hispanic and Asian ethnicity, these households typically own homes in newly built subdivisions and have large families. Adults are college-educated, considered white-collar professionals, and hold administration jobs with upper-middle class incomes. Purchasing behavior leans towards child-centered products and

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services. Households tend to shop at Target, play fantasy sports, read Parents Magazine, watch X Games, and tend to drive Honda Odysseys.

Younger Years Lifestage Group

The largest segment within the Younger Years Lifestage Group is Midlife Success and includes 11,076 Simi Valley households.

Name	Households	Percentage
Movers and Shakers	3,839	34.66%
Executive Suites	1,243	11.22%
God's County	85	.77%
Brite Lites, Li'l City	3,662	33.06%
Home Sweet Home	1,912	17.26%
Suburban Sprawl	335	3.02%
	11,076	100%

Midlife Success are childless couples in their thirties and forties. This group is the wealthiest of the Younger Years segment. College educated, many of these households make six-figure incomes at executive and professional jobs but also extend to middle class individuals. It is not uncommon for many of these folks to purchase the latest technological devices, financial products, enjoy aerobic activities, and travel.

The largest two households of Midlife Success are Movers and Shakers and Brite Lites Li'l City.

Movers and Shakers

Nielsen identifies these households as America's up-and-coming business class.

Movers and Shakers are dual income couples who hold graduate degrees or higher. They are typically at the upper part of the age range between 45 and 64, and are without children. Characterized as white-collar professionals and/or executive, many own their own home with some owning their own businesses. Purchasing behavior favors shopping at Nordstrom along with participating in activities such as playing tennis, reading Yoga Journal, and watching NHL games. Movers and Shakers tend to drive Land Rovers.

Brite Lites, Li'l City

Sometimes referred to as upscale middle age DINK residents (double-income, no kids), this group of well-off middle-aged couples is under 55, have college educations, hold well-paying business and professional careers, and fill their home with the state-of-the-art technology. Lifestyle behavior includes shopping at Costco, gambling in Las Vegas, reading Runner's World, and watching the Simpsons. Brite Lites, Li'l City tend to drive the BMW M series automobiles.

Mature Years Lifestage Group

The largest segment within the Mature Years Lifestage Group is Affluent Empty Nest and includes 4,963 Simi Valley households.

Name	Households	Percentage
Upper Crust	2,573	51.84%
Second City Elite	2,360	47.56%
Big Fish, Small Pond	30	.60%
	4,963	100%

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Upper Crust

Nielsen categorizes this type of household as having the wealthiest lifestyle in America. Upper Crust consists of the elite empty-nesting couples over the age of 55. Of Nielsen’s household composition mix, Upper Crust has the highest percentage of residents earning over a \$100,000 a year, possessing a postgraduate degree, and having the most lavish standard of living. It is not uncommon to find that Upper Crust individuals shop at Saks Fifth Avenue, vacation in Europe, read the Atlantic, watch the Golf Channel, and tend to drive the Lexus LS series automobile.

Second City Elite

The households of Second City Elite mimic many of the qualities of the Upper Crust residents, as they are also prosperous professionals and empty nesters. The homes of these households are filled with multiple computers, large screen TV sets, and wine collections. Nielsen finds that more than half of these households have college degrees, and have a preference towards cultural activities. Along with shopping at Neiman Marcus, Second City Elites like to collect art, read Smart Money, watch live television from Lincoln Center, and drive Lexus ES series automobiles.

Simi Valley – How Do We Compare?

As cited earlier, Nielsen is a leading global information and measurement company, and has the ability to analyze and compare local demographics of households to national averages. As far as Simi Valley’s standing, many the City’s household classifications tend to exceed the national index. For ease of simplicity, the predominant households identified earlier in

each Lifestage Group have been provided in the table below comparing the household classification against the national average, in addition to comparing the same household classifications in Ventura County against the national average. A detailed ranking report of the City’s 38 household classifications is provided in Appendix A, page 55.

Segment	H.H.*	Simi Valley	Ventura County	Difference
Upward Bound	5,905	770.9	453.9	1.6983
Movers and Shakers	3,839	586.6	283.3	2.0731
Brite Lites, Li'l City	3,662	505.5	404.8	1.2496
Upper Crust	2,573	421.2	355	1.1852
Second City Elite	2,360	415.72	571.2	-0.7266
Kids and Cul-de-Sacs	1,756	266.6	116.3	2.2928

*H.H. – refers to households

The US average index equals 100. To illustrate the index application, let’s examine the Upward Bound classification. Upward Bound households residing in Simi Valley are 7.7 times higher than the US average of Upper Bound households; in addition, Simi Valley’s Upper Bound households are 1.69 times higher than Ventura County’s index of 453.9, meaning that Upward Bound households residing in Ventura County are 4.53 times the national average. In analyzing Simi Valley’s demographics, it is evident the population is diverse, including all age groups with a

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high proportion of middle to upper middle-class households that enjoy the rewards of financial stability. When examining the various households of Nielsen's three Lifestage groups, whether young, family oriented, or professionally seasoned, a collective theme of preferences prevails – an admiration of an environment suited for active lifestyles and exercise, an interest in the latest electronic/technological devices, family dining, gardening and recreating, travel, and an affinity towards sports and sports related equipment. Relevant to the City is the opportunity to expand the retail base to include businesses that market and sell products that are fitting to these types of preferences. Relevant to the existing and potential employer base is a well-educated labor pool filled with professionals, many of which hold a bachelor's degree or higher.

Along with the demographic analysis, Nielsen also examines a local market's retail supply and demand to identify opportunities for the geographical area. Utilizing the demographic base and accessing two major sources of data, Nielsen has generated the RMP Opportunity Gap – Retail Stores report (Appendix A, page 58) for the City. The RMP is a simple report, itemizing consumer expenditures and supply related to retail sales. Nielsen draws upon the U.S. Bureaus of Labor Statistics and the U.S. Census to provide supply and demand data. The RMP report illustrates the following opportunities for retail expansion:

- Automotive Parts/Accessories
- Other Recreational Vehicles
- Gasoline Stations
- Garden Centers, Lawn, Garden Equipment Supply Stores
- Grocery Stores
- Beer, Wine, Liquor Stores

- Women's Clothing Stores
- Clothing Accessories Stores
- Jewelry, Leather Goods, Luggage
- Sporting Goods, Hobby. Musical Instrument Stores
- Miscellaneous Store Retailers (Forists, Novelty and Souvenir, Used, and Other)
- Full-service Restaurants and Drinking Places
- Furniture and Home Furnishing Stores

Areas of saturation, specifically where supply exceeds demand, includes General Merchandise Stores, Children and Infants Clothing Stores, Book and Periodical Stores, Office Supplies and Stationery, and Limited Service Eating Establishments.

As far as future retail development, the City is poised with many opportunities to welcome new retail business. As the Simi Valley Town Center continues construction on the Studio Movie Grill Theater and modifies the Town Center's Specific Plan to address parking, landscaping, and signage, the potential to attract the desired mix of retailers appears promising. In addition, as the economy continues to improve, the City will likely see façade improvements in the older commercial shopping centers to make them competitive relative to the newer shopping centers in the community. As a result, owners will continue to lease vacant spaces and attract additional retail businesses to their centers.

IX. The Development of the Economic Program

In August of 2012, Mayor Huber presented his 20-point Economic Strategic Plan to the City Council. The proposed Plan

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focused on increasing the City's economic development efforts in several areas that collectively would positively impact the level of service and business attraction/retention efforts. Prior to its adoption in October 2012, the City Council discussed the various concepts and added additional items to the Plan. Since introduction, several key functions have been implemented including the development of an on-line permitting system, the creation of an all-inclusive overview identifying the various steps of the development process designed to reduce uncertainty for businesses and developers, a comprehensive online Business Resource Center, initiation of a regional marketing analysis, detailed research regarding infrastructure requirements related to high-tech technology corridor, regular economic development reports to the City Council, and an enhanced business visitation program in collaboration with the Simi Valley Chamber of Commerce. The City Council's adopted Economic Strategic Plan was the impetus behind the development of this Economic Development Program. It is the intent of staff to have this document updated and evaluated every two years.

Mission Statement

The Mission Statement for Simi Valley's Economic Development Program is simple, concise, and defines the Program's purpose as follows:

“Develop and sustain a strong and diverse economic base that provides local employment opportunities and meets the service and shopping needs of the City and the region.”

Goals for Economic Development

The Economic Development Program is guided by the Mission Statement and the following four goals:

1. Ensure diversity, vitality, and balance in Simi Valley's economy;
2. Create new full time jobs that have pay ranges equal to or above the national average;
3. Enhance the City's tax revenue base; and
4. Promote Simi Valley through effective marketing.

Plan Goals

It is the intent of staff to have this Economic Development Program evaluated every two years. Staff considers this to be a living document that will change over time but must also have a realistic timeframe to accomplish stated goals. In order to make a difference and to achieve success, and based upon staff workload, the number of the goals must be limited and manageable. Staff has developed a series of goals for the Economic Development Program to accomplish over the next two years. Goals will be addressed over this time period, and, as results are developed, staff will present findings to the City Council on a semi-annual basis.

Goal #1: Accelerate Retention and Expansion Efforts of Existing Businesses

In most communities, existing businesses provide the highest percentage of all growth; economic developers commonly cite 80%. Retaining and helping businesses to flourish is the most vital role of the City's Economic Development Division. Research indicates that it takes four times as much effort to recruit a new company than it does to retain an existing firm. Given the importance of supporting businesses and organizations already existing in the community, the City will continue to enhance the following:

a) ***Annual Small Business Forum***

Ensure Continued Funding for the Business Forum - Each year, the City of Simi Valley hosts the annual Business Forum as a free service to all business owners in Simi Valley. The Forum provides owners and/or managers with vital information regarding marketing, taxes, tips on retail merchandising and home based business operations, and pertinent tools for businesses to grow and succeed. The Forum includes a continental breakfast, speakers, networking events, educational seminars, and technical workshops repeated throughout the morning till early afternoon. Each year staff evaluates feedback from business owners as a means to enhance the following year's itinerary.

b) ***Business Visitation***

Expand Business Visitation Program with Benchmark of 20 Visits Annually - Visitation programs are an excellent method by which to learn how well the City puts forward an "open for business" atmosphere and also allows staff to identify those businesses possibly at risk and struggling. Staff currently has a business visitation program, which has been expanded through participation in the Simi Valley Chamber of Commerce's outreach to the business community. While the Chamber of Commerce has placed an emphasis on manufacturing employers for their visitations, City staff has expanded its visitation to reach a variety of businesses, with special emphasis placed on those organizations that generate significant sales tax for the City. This allows for an ongoing dialogue with the business community regarding areas of interest and concerns and provides an opportunity to gather feedback on City processes.

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

c) ***Expand promotion of programs and services provided by Partner Agencies***

Expand Marketing of Services from Partner Agencies - The City has established partnerships with various organizations to help businesses in the community succeed. Through these partnerships, the City has been able to call upon persons and organizations such as the Economic Development Collaborative-Ventura County, Workforce Investment Board of Ventura County, East County Jobs and Career Center, and Service Corps of Retired Executives to utilize the expertise in each field. However, many business owners are unaware of the variety of services available from these organizations. In order to better serve the business community, the City will initiate quarterly press releases identifying the many free to low-cost services of its partnering agencies in addition to updating its Business Resource Center.

d) ***Partner with the Simi Valley Chamber of Commerce's Economic Development Committee***

Collaborate efforts with the Simi Valley Chamber of Commerce's Economic Development Committee - As a collaborating partner with the Simi Valley Chamber of Commerce, the City's Economic Development Division will continue to utilize the Chamber's Economic Development Committee as a resource for business retention and recruitment while marketing their programs and services to the business community. A critical role for the Chamber of Commerce's Economic Development Committee is to disseminate information regarding the programs and services available from the City's Partner Agencies. Acting as a liaison to the business community and with enhanced contact to the business community, the Committee can be a conduit of information and refer businesses that are in need of assistance to the Partner Agencies.

e) ***Identify struggling businesses***

Provide early intervention assistance to struggling businesses - Businesses owners have a tendency to work in a silo environment, working day-to-day to keep the operations moving without looking into the future. Often, when business troubles appear, it takes a business by surprise. By identifying struggling businesses early, the City can call upon Partner Agencies to lend assistance to troubled businesses and provide needed assistance to move a business forward. Often times, financial institutions and commercial real estate brokers will become aware of business troubles of their clients prior to the City's Economic Development Division. To that end, staff will initiate visits to local financial institutions to make them aware of the services and programs available from the City's Partner Agencies. Real estate brokers will also be provided information regarding the Partner Agencies at the planned Broker Forum (discussed below).

f) ***Cultivate partnerships with higher educational facilities***

Cultivate partnerships with higher educational facilities to further enhance economic vitality - There are several higher educational facilities that are in close proximity to the City. Among the 2-year community colleges are Moorpark, Oxnard, and Ventura, which are all part of the Ventura County Community College District. Among the 4-year universities are California Lutheran University (Cal Lutheran) and California State

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

permitting process, and further demonstrate the City's commitment in attracting and retaining businesses. It will also allow for staff to disseminate information regarding the programs and services available by the City's Partner Agencies.

c) ***Executive Management Roundtable Forums***

Business-to-Business Opportunities - Roundtable forums allow for a candid sharing of information, a sounding board for business executives to engage in an exchange of information, ideas, and insights that are pertinent to CEO level issues. As a means to enhance Business-to-Business opportunities, the City, in partnership with the Simi Valley Chamber of Commerce, will sponsor two Roundtable forums for chief executive officers and presidents of Simi Valley businesses. This will also allow the Economic Development Division to update businesses on State legislative changes impacting the business community and allow executives an opportunity to share challenges and pressures unique to top-level management.

Goal #4

Increase External Communication

In FY 2013-14, the City Council approved a contract to create a Marketing Campaign for Simi Valley. The resulting Marketing Plan identified methodologies such as public relation opportunities and media relationships to attract new businesses to the City.

a) ***Media Relations***

Broader communication with the media provides the City opportunities to increase the image and visibility of Simi Valley. Providing the media with information packets pertaining to Simi Valley's governance as well as position in the County as a desirable place will further enhance visibility. Additional opportunities include press releases regarding major announcements such as a company relocating to or expanding their business in Simi Valley, future events that the City is sponsoring to attract businesses, and trend stories.

b) ***Communications***

1. ***Newsletters***

Newsletters, both in print and electronic format, will be sent to local businesses featuring success stories of local businesses and how they used resources from the City and other agencies to further business. Additionally, the Quarterly Economic Development Newsletter will have its current distribution expanded to local businesses.

2. ***Publication/Brochure with Business License Renewals***

Staff will publish a small brochure, which will include a list of services and support that the City has to offer, opportunities to submit questions and comments, and a place for referrals and leads about vendors and suppliers that they would like to see relocate to Simi Valley.

Goal #5

Strengthen Simi Valley Town Center

The success of the Simi Valley Town Center is critical to the community and provides affirmation to business owners and residents that the City is economically viable. The Simi Valley Town Center is a vital source of sales tax revenue to the City and creates a significant number of employment opportunities at various wage levels. Alberta Development, owners of the Simi Valley Town Center, are currently undertaking a major redevelopment with demolition of buildings in order to accommodate new tenants and more common areas for the community to gather. The resulting redevelopment will increase the gross leasable area and will create a tenant mix that is suited for the community and thus enhancing the shopping opportunities to Simi Valley and the surrounding area.

As a partner with the Alberta Development, the City has a role in the redevelopment. The City has prioritized the expediting of the plan check, permit processing, and inspection services for the redevelopment effort. The City has also provided assistance to Alberta Development in their tenant recruitment efforts. Enhancing the visual nature of the Simi Valley Town Center is a critical aspect in its future success. Working in conjunction with Alberta Development, an overall signage plan for the Simi Valley Town Center is being developed that will address interior shop signage, parking area signage, signage on Simi Town Center Way, and enhanced signage on the 118 Freeway that could be used to promote the Town Center, the Simi Valley auto dealerships, and community events. The City will continue serving in these roles to ensure the success of the Simi Valley Town Center.

Goal #6

Analyze the impact of non-industrial users in industrially zoned areas of Simi Valley

Employment centers for communities are based in a city's commercial and industrial areas. Critical of any community is providing a wide range of diversified employment opportunities with varied skill levels and training levels. As noted earlier in this Plan, like all cities, Simi Valley has experienced an intrusion of non-industrial users in industrially zoned buildings. These intrusions include religious organizations, gymnastic and other recreational uses, schools, self-storage and recreational vehicle storage, and office uses that include insurance and financial institutions. While these create a certain level of employment opportunities and may be a desirable use in the community, they do not serve the intended purpose of creating employment opportunities in manufacturing, warehousing, assembly, and other similar functions. There are various reasons industrially zoned properties attract non-industrial users but the two primary reasons are lower lease rates than those found in commercially zoned properties and high ceiling space, which are of high importance to recreational users. Nevertheless, the intrusion of non-industrial users does impact the jobs creation ability of a community. While staff does not advocate a blanket exclusion of these uses, the City needs to understand their impact and, if necessary, set limits on the amount of non-industrial uses. Staff will analyze the current level of non-industrial uses and their impacts and provide a report to the City Council.

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

Goal #7

Address DURT in Simi Valley

Dr. Bill Watkins, the Director of the Center for Economic Research and Forecasting at California Lutheran University, has opined that DURT has had a negative impact on the economic vitality of California. As Dr. Watkins has stated, “businesses want to come to California...they want to expand here...we just need to let them do it profitably. To do that, we need to reduce the cost of DURT.” DURT is delay, uncertainty, regulation, and taxes.

The City’s development review process has undergone numerous changes over the last four years. Discussed in the body of this Plan, as a result of the Permit Processing Review Committee and other staff initiatives, are changes that include expedited processing, reduced cost of permits, along with an increase in processing applications through administrative level reviews, which move applicants through the system more expeditiously. While this has been met with positive outcomes, it has been done on a piece-meal basis, and there remain additional steps that can be taken. Creating defined timelines to process each type of development application will reduce and may eliminate uncertainty for the applicant. Deadlines for accomplishing tasks, established in conjunction with the applicant, can alleviate uncertainty and delays. Accomplishing this goal involves the Department of Environmental Services and the Department of Public Works, as well as multiple outside agencies covering a large array of State, Federal, and local rules and regulations. Over the next two years, staff will evaluate the development review process and make an overall comprehensive recommendation to the City Council for modifications.

With respect to taxes and regulations, businesses are inundated with regulations and taxes by the Federal and State governments. However, cities have the ability to assess their actions and the resulting effects on the business community. As part of a comprehensive recommendation, staff will review the various regulations and taxes that are a burden upon the business community and provide information to the City Council.

Goal #8

Increase Fiber Optic Availability

As technology industries provide large tax revenues, economic growth, and the creation of high-skill and high wage jobs, local governments are searching for ways to make their communities more attractive to these employers. Businesses within this industry have many demands, none more important than a robust fiber optic network. The City has several providers that can provide these services, as both Time Warner and AT&T have existing fiber optic networks that are adjacent to the main business cores. There are also several private operators of “dark fibers,” portions of existing privately owned fiber optic lines that are unused and leased by fiber operators to end users.

In addition, the City is taking an active role with the Economic Development Collaborative – Ventura County (EDC-VC) to map all public and private fiber optic lines within the Ventura County area. This project will identify the ownership and leasehold rights of the fiber networks. A consortium of the counties of Ventura, Santa Barbara, and San Luis Obispo has applied for a grant from the Public Utilities Commission to fund various actions to enhance the

APPENDIX A

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

Nielsen – My Best Segments Lifestage Analysis Simi Valley Family Life Segment

Accumulated Wealth

The Accumulated Wealth category contains the wealthiest families in the Family Life Segment, mostly college educated, white Baby Boomers living in sprawling homes. These family segments are filled with upscale professionals, of which the median income is typically six figures. This group has disposable cash and likes to treat their children with electronic toys, computer games, and top-of-the line sporting equipment. The adults in these households are a prime audience for print media, expensive cars, and they enjoy frequent vacations.

Nielsen Code	Name	Households	Percentage
02	Blue Blood Estates	3,290	54.92%
05	Country Squires	245	4.09%
06	Winner's Circle	2,455	40.98%
		5,990	100.00%

Young Accumulators

This segment of Family Life is slightly younger than and not as affluent as their above peers. These households typically include an above-average number of Hispanic and Asian Americans. Most household adults are college educated and work a mix of white-collar managerial and professional jobs. The large families in this group have comfortable lifestyles in their mid-sized homes. They enjoy outdoor sports, kid-friendly technology, and adult toys like campers, powerboats, and motorcycles. Their media tastes lean towards cable networks targeted to children and teenagers.

Nielsen Code	Name	Households	Percentage
13	Upward Bound	5,905	63.82%
17	Beltway Boomers	1,591	17.20%
18	Kids-and Cul-de-Sacs	1,756	18.98%
		9,252	100.00%

Mainstream Families

Mainstream Families consist of middle-class and working-class filled households. Age range for adults is broad from 25 to 54, and there is at least one child under 18 still at home in many of these households. Most live in modestly priced homes including mobile homes and typically own three or more cars. As consumers, these households maintain a large family lifestyle, enjoying lots of sports, electronic toys, groceries in bulk, and televised media.

Nielsen Code	Name	Households	Percentage
32	New Homesteaders	1	.06%
34	White Picket Fences	1,146	65.08%
36	Blue Chip Blues	560	31.80%
52	Suburban Pioneers	54	3.07%
		1,761	100.00%

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

Nielsen – My Best Segments Lifestage Analysis Simi Valley Family Life Segment

Sustaining Families

This is the least affluent of the Family Life Segment, with an assortment of working-class to decidedly downscale. Ethnically mixed, this group has a high percentage of African American, Asian, and Hispanic families. Most adults have blue-collar jobs earning wages that place them in small, older apartments and mobile homes. They maintain modest lifestyles and enjoy playing games and sports, shopping at discount chains and convenience stores, and tuning into TV and radio daily.

Nielsen Code	Name	Households	Percentage
63	Family Thrifts	301	100%
		301	100.00%

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

Nielsen – My Best Segments Lifestage Analysis Simi Valley Younger Years Segment

Midlife Success

Households in the Midlife Success category are childless singles and couples in their thirties and forties. This group is the wealthiest of the Younger Years Segment, and is home to many Caucasian, college-educated residents who make six-figure incomes at executive and professional jobs but also extend to many middle class segments. Consumers in this category are big fans of the latest technological devices, financial products, aerobic exercise, and travel.

Nielsen Code	Name	Households	Percentage
03	Movers and Shakers	3,839	34.66%
08	Executive Suites	1,243	11.22%
11	God's Country	85	.77%
12	Brite Lites, Li'l City	3,662	33.06%
19	Home Sweet Home	1,912	17.26%
30	Suburban Sprawl	335	3.02%
	Total	11,076	100.00%

Young Achievers

Young Achievers are the young hip singles of the Younger Years Segment, a lifestyle group of twentysomethings who have recently settled in or close to metro neighborhoods. Their incomes range from working class to well-to-do, but most of these households rent apartments. Young Achievers are twice as likely as the general population to include college students living in group quarters. Many of these segments contain a high percentage of Asian singles, with personal tastes reflected in alternative music and lively nightlife.

Nielsen Code	Name	Households	Percentage
22	Young Influentials	1,629	57.24%
23	Greenbelt Sports	2	.07%
24	Up-and-Comers	1,025	36.01%
35	Boomtown Singles	190	6.68%
		2,846	100.00%

Striving Singles

The Striving Singles make up the downscale of the Younger Years segment. These twentysomethings typically have low-incomes of less than \$30,000 a year from service jobs or part-time work they assume while attending college. Housing consists of older apartments complexes, which typically offer cheaper rents, dormitories, or mobile homes. As consumers, the Striving Singles enjoy outdoor sports, movies, and music, fast food, and inexpensive cars.

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

Nielsen – My Best Segments Lifestage Analysis Simi Valley Younger Years Segment

Striving Singles

Nielsen Code	Name	Households	Percentage
44	New Beginnings	181	35.70%
47	City Startups	278	54.83%
53	Mobility Blues	48	9.47%
		507	100.00%

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

Nielsen – My Best Segments Lifestage Analysis Simi Valley Mature Years Segment

Affluent Empty Nest

The Affluent Empty Nest households feature upscale couples who are college educated, hold executive and professional positions, and are over 45. Many of these households are found in urban to small-town-areas, and seem to share a propensity to live in larger, older homes. As empty-nesters with no children living at home, these consumers have an abundant supply of disposable income to finance active lifestyles rich in travel and leisure, cultural events, exercise equipment, and business media. Many of these folks are community activists, who engage politicians, volunteer for the environmental groups, and vote regularly during elections.

Nielsen Code	Name	Households	Percentage
01	Upper Crust	2,573	51.84%
10	Second City Elite	2,360	47.56%
9	Big Fish, Small Pond	30	.60%
		4,963	100.00%

Conservative Classics

Conservative Classic households are college educated, over 55 years old, and are upper-middle class. These childless couples and singles live in older suburban homes with two cars in the driveway and a wooden deck/patio for leisure. They enjoy gardening, reading books, watching public television, and entertaining neighbors over barbeques. They frequently visit the theater, local museums, or a casual dining restaurant like the Olive Garden.

Nielsen Code	Name	Households	Percentage
14	New Empty Nests	946	21.04%
15	Pools and Patios	1,558	34.65%
21	Gray Power	842	18.72%
27	Middleburg Managers	1,141	25.37%
28	Traditional Times	10	.22%
		4,497	100.00%

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

Nielsen – My Best Segments Lifestage Analysis Simi Valley Mature Years Segment

Cautious Couples

Cautious Couples is an over 55-year old mix of singles, couples, and windows. The residents in this category of the Mature Years typically are working-class and white, with some college education and a high rate of home ownership. Due to their blue-collar roots, Cautious Couples live sedate lifestyles. Hobbies include reading, travel, eating out at family restaurants, and tinkering with home-based hobbies like coin collecting and gardening.

Nielsen Code	Name	Households	Percentage
39	Domestic Duo	85	10.95%
41	Sunset City Blues	66	8.51%
46	Old Glories	198	25.52%
49	American Classics	427	55.03%
		776	100.00%

Sustaining Seniors

Sustaining Seniors are filled with older economically challenged Americans. They are an ethnically diverse group of people, and are typically 65 years of age and older with household incomes under \$30,000. The group consists of single and windowed individuals, with modest educational backgrounds. They live in apartments or small homes. They enjoy watching television, gardening, sewing, and woodworking. Social activities revolve around veteran's clubs and fraternal organizations.

Nielsen Code	Name	Households	Percentage
60	Park Bench Seniors	293	92.14%
62	Hometown Retired	25	7.86%
		318	100.00%

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

PRIZM Household Distribution 2014

Simi Valley

Place (see appendix for geographies), Total

PRIZM Code	Name	Area		US Base		
		Households	Pct.	Households	Pct.	Index
01	Upper Crust	2573	6.08%	1,735,731	1.44%	421.2
02	Blue Blood Estates	3290	7.78%	1,106,452	0.92%	844.9
03	Movers and Shakers	3839	9.08%	1,859,646	1.55%	586.6
04	Young Digerati	0	0.00%	1,542,616	1.28%	0.0
05	Country Squires	245	0.58%	2,196,329	1.83%	31.7
06	Winner's Circle	2455	5.81%	1,265,292	1.05%	551.3
07	Money and Brains	0	0.00%	2,541,005	2.11%	0.0
08	Executive Suites	1243	2.94%	1,026,530	0.85%	344.1
09	Big Fish, Small Pond	30	0.07%	2,596,572	2.16%	3.3
10	Second City Elite	2360	5.58%	1,615,999	1.34%	415.0
11	God's Country	85	0.20%	1,790,861	1.49%	13.5
12	Brite Lites, Li'l City	3662	8.66%	2,058,351	1.71%	505.5
13	Upward Bound	5905	13.96%	2,176,605	1.81%	770.9
14	New Empty Nests	946	2.24%	1,213,238	1.01%	221.6
15	Pools and Patios	1558	3.68%	1,508,678	1.26%	293.5
16	Bohemian Mix	0	0.00%	2,247,236	1.87%	0.0
17	Beltway Boomers	1591	3.76%	1,099,862	0.92%	411.1
18	Kids and Cul-de-Sacs	1756	4.15%	1,871,689	1.56%	266.6
19	Home Sweet Home	1912	4.52%	2,138,081	1.78%	254.1
20	Fast-Track Families	0	0.00%	1,988,524	1.65%	0.0
21	Gray Power	842	1.99%	1,048,898	0.87%	228.1
22	Young Influentials	1629	3.85%	1,660,557	1.38%	278.8
23	Greenbelt Sports	2	0.00%	1,658,444	1.38%	0.3
24	Up-and-Comers	1025	2.42%	1,657,238	1.38%	175.8
25	Country Casuals	0	0.00%	1,849,802	1.54%	0.0
26	The Cosmopolitans	0	0.00%	1,474,382	1.23%	0.0
27	Middleburg Managers	1141	2.70%	2,533,873	2.11%	128.0
28	Traditional Times	10	0.02%	3,250,259	2.70%	0.9
29	American Dreams	0	0.00%	2,738,582	2.28%	0.0
30	Suburban Sprawl	335	0.79%	1,498,386	1.25%	63.5
31	Urban Achievers	0	0.00%	1,889,236	1.57%	0.0
32	New Homesteaders	1	0.00%	2,153,865	1.79%	0.1
33	Big Sky Families	0	0.00%	2,198,802	1.83%	0.0
34	White Picket Fences	1146	2.71%	1,706,839	1.42%	190.8
35	Boomtown Singles	190	0.45%	1,762,911	1.47%	30.6
36	Blue-Chip Blues	560	1.32%	1,422,780	1.18%	111.8
37	Mayberry-ville	0	0.00%	2,844,390	2.37%	0.0
38	Simple Pleasures	0	0.00%	2,596,719	2.16%	0.0
39	Domestic Duos	85	0.20%	1,365,136	1.14%	17.7
40	Close-In Couples	0	0.00%	1,470,027	1.22%	0.0
41	Sunset City Blues	66	0.16%	2,298,039	1.91%	8.2
42	Red, White and Blues	0	0.00%	1,328,313	1.11%	0.0
43	Heartlanders	0	0.00%	2,305,111	1.92%	0.0



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Prepared For:

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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

PRIZM Household Distribution 2014

Simi Valley

Place (see appendix for geographies), Total

PRIZM		Area		US Base		
Code	Name	Households	Pct.	Households	Pct.	Index
44	New Beginnings	181	0.43%	1,686,059	1.40%	30.5
45	Blue Highways	0	0.00%	1,837,140	1.53%	0.0
46	Old Glories	198	0.47%	1,096,869	0.91%	51.3
47	City Startups	278	0.66%	1,538,813	1.28%	51.3
48	Young and Rustic	0	0.00%	2,234,101	1.86%	0.0
49	American Classics	427	1.01%	1,152,246	0.96%	105.3
50	Kid Country, USA	0	0.00%	1,500,723	1.25%	0.0
51	Shotguns and Pickups	0	0.00%	1,838,425	1.53%	0.0
52	Suburban Pioneers	54	0.13%	1,168,660	0.97%	13.1
53	Mobility Blues	48	0.11%	1,609,648	1.34%	8.5
54	Multi-Culti Mosaic	0	0.00%	2,133,652	1.78%	0.0
55	Golden Ponds	0	0.00%	1,794,620	1.49%	0.0
56	Crossroads Villagers	0	0.00%	2,409,894	2.01%	0.0
57	Old Milltowns	0	0.00%	1,596,502	1.33%	0.0
58	Back Country Folks	0	0.00%	2,704,410	2.25%	0.0
59	Urban Elders	0	0.00%	1,666,173	1.39%	0.0
60	Park Bench Seniors	293	0.69%	1,442,867	1.20%	57.7
61	City Roots	0	0.00%	1,438,497	1.20%	0.0
62	Hometown Retired	25	0.06%	1,522,688	1.27%	4.7
63	Family Thrifts	301	0.71%	2,281,925	1.90%	37.5
64	Bedrock America	0	0.00%	2,052,117	1.71%	0.0
65	Big City Blues	0	0.00%	1,393,221	1.16%	0.0
66	Low-Rise Living	0	0.00%	1,772,169	1.47%	0.0
67	Unclassified	0	0.00%	0		
Total		42287	100.00%	120,163,305	100.00%	100.0

The "Index" is defined as the ratio of the percent of Households for the segment in the report's geographic area compared to the percent of Households in the U.S. for the segment, times 100.



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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

PRIZM Household Distribution 2014

Ventura County

County (see appendix for geographies), Total

PRIZM		Area		US Base		
Code	Name	Households	Pct.	Households	Pct.	Index
01	Upper Crust	14072	5.13%	1,735,731	1.44%	355.0
02	Blue Blood Estates	10516	3.83%	1,106,452	0.92%	416.2
03	Movers and Shakers	12030	4.38%	1,859,646	1.55%	283.3
04	Young Digerati	3773	1.38%	1,542,616	1.28%	107.1
05	Country Squires	3515	1.28%	2,196,329	1.83%	70.1
06	Winner's Circle	7140	2.60%	1,265,292	1.05%	247.1
07	Money and Brains	7094	2.59%	2,541,005	2.11%	122.3
08	Executive Suites	5828	2.12%	1,026,530	0.85%	248.6
09	Big Fish, Small Pond	5546	2.02%	2,596,572	2.16%	93.5
10	Second City Elite	21080	7.68%	1,615,999	1.34%	571.2
11	God's Country	3467	1.26%	1,790,861	1.49%	84.8
12	Brite Lites, Li'l City	19028	6.93%	2,058,351	1.71%	404.8
13	Upward Bound	22561	8.22%	2,176,605	1.81%	453.9
14	New Empty Nests	3669	1.34%	1,213,238	1.01%	132.4
15	Pools and Patios	4216	1.54%	1,508,678	1.26%	122.4
16	Bohemian Mix	3020	1.10%	2,247,236	1.87%	58.9
17	Beltway Boomers	4084	1.49%	1,099,862	0.92%	162.6
18	Kids and Cul-de-Sacs	4971	1.81%	1,871,689	1.56%	116.3
19	Home Sweet Home	4097	1.49%	2,138,081	1.78%	83.9
20	Fast-Track Families	1137	0.41%	1,988,524	1.65%	25.0
21	Gray Power	3286	1.20%	1,048,898	0.87%	137.2
22	Young Influentials	5099	1.86%	1,660,557	1.38%	134.5
23	Greenbelt Sports	3230	1.18%	1,658,444	1.38%	85.3
24	Up-and-Comers	6594	2.40%	1,657,238	1.38%	174.2
25	Country Casuals	664	0.24%	1,849,802	1.54%	15.7
26	The Cosmopolitans	3962	1.44%	1,474,382	1.23%	117.7
27	Middleburg Managers	9533	3.47%	2,533,873	2.11%	164.8
28	Traditional Times	2767	1.01%	3,250,259	2.70%	37.3
29	American Dreams	11123	4.05%	2,738,582	2.28%	177.9
30	Suburban Sprawl	1208	0.44%	1,498,386	1.25%	35.3
31	Urban Achievers	3156	1.15%	1,889,236	1.57%	73.2
32	New Homesteaders	3555	1.30%	2,153,865	1.79%	72.3
33	Big Sky Families	675	0.25%	2,198,802	1.83%	13.4
34	White Picket Fences	6014	2.19%	1,706,839	1.42%	154.3
35	Boomtown Singles	4022	1.47%	1,762,911	1.47%	99.9
36	Blue-Chip Blues	3891	1.42%	1,422,780	1.18%	119.8
37	Mayberry-ville	745	0.27%	2,844,390	2.37%	11.5
38	Simple Pleasures	1041	0.38%	2,596,719	2.16%	17.6
39	Domestic Duos	1388	0.51%	1,365,136	1.14%	44.5
40	Close-In Couples	2263	0.82%	1,470,027	1.22%	67.4
41	Sunset City Blues	2902	1.06%	2,298,039	1.91%	55.3
42	Red, White and Blues	442	0.16%	1,328,313	1.11%	14.6
43	Heartlanders	1067	0.39%	2,305,111	1.92%	20.3



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 Project Code: City of Simi Valley
 Prepared For:

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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

PRIZM Household Distribution 2014

Ventura County

County (see appendix for geographies), Total

PRIZM		Area		US Base		
Code	Name	Households	Pct.	Households	Pct.	Index
44	New Beginnings	2018	0.74%	1,686,059	1.40%	52.4
45	Blue Highways	253	0.09%	1,837,140	1.53%	6.0
46	Old Glories	1781	0.65%	1,096,869	0.91%	71.1
47	City Startups	1629	0.59%	1,538,813	1.28%	46.4
48	Young and Rustic	1075	0.39%	2,234,101	1.86%	21.1
49	American Classics	2795	1.02%	1,152,246	0.96%	106.2
50	Kid Country, USA	972	0.35%	1,500,723	1.25%	28.4
51	Shotguns and Pickups	556	0.20%	1,838,425	1.53%	13.2
52	Suburban Pioneers	918	0.33%	1,168,660	0.97%	34.4
53	Mobility Blues	837	0.31%	1,609,648	1.34%	22.8
54	Multi-Culti Mosaic	3821	1.39%	2,133,652	1.78%	78.4
55	Golden Ponds	363	0.13%	1,794,620	1.49%	8.9
56	Crossroads Villagers	72	0.03%	2,409,894	2.01%	1.3
57	Old Milltowns	631	0.23%	1,596,502	1.33%	17.3
58	Back Country Folks	158	0.06%	2,704,410	2.25%	2.6
59	Urban Elders	2241	0.82%	1,666,173	1.39%	58.9
60	Park Bench Seniors	3735	1.36%	1,442,867	1.20%	113.4
61	City Roots	891	0.32%	1,438,497	1.20%	27.1
62	Hometown Retired	758	0.28%	1,522,688	1.27%	21.8
63	Family Thrifts	3852	1.40%	2,281,925	1.90%	73.9
64	Bedrock America	195	0.07%	2,052,117	1.71%	4.2
65	Big City Blues	2556	0.93%	1,393,221	1.16%	80.3
66	Low-Rise Living	2817	1.03%	1,772,169	1.47%	69.6
67	Unclassified	0	0.00%	0		
Total		274395	100.00%	120,163,305	100.00%	100.0

The "Index" is defined as the ratio of the percent of Households for the segment in the report's geographic area compared to the percent of Households in the U.S. for the segment, times 100.



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PRIZM Household Distribution 2014

Ventura County

Appendix: Area Listing

Area Name:

Type: List - County

Reporting Detail: Aggregate

Reporting Level: County

<u>Geography Code</u>	<u>Geography Name</u>	<u>Geography Code</u>	<u>Geography Name</u>
06111	Ventura County, CA		

Project Information:

Site: 3

Order Number: 973528015



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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

PRIZM HOUSEHOLD DISTRIBUTION 2014 ANALYSIS OF SIMI VALLEY AND VENTURA COUNTY'S RANKING AGAINST THE UNITED STATES INDEX

Code	Segment Name	Households	Pct.	US Base Households	Pct.	All Compared to US Base		
						Simi Valley	Ventura County	Simi Valley to Ventura County*
1	Upper Crust	2,573	6.08%	1,735,731	0.0144	421.2	355	1.1852
2	Blue Blood Estates	3,290	7.78%	1,106,452	0.0092	844.9	416.2	2.0313
3	Movers and Shakers	3,839	9.08%	1,859,646	0.0155	586.6	283.3	2.0731
4	Young Digerati	-	0.00%	1,542,616	0.0128	0	107.1	0
5	Country Squires	245	0.58%	2,196,329	0.0183	31.7	70.1	0.4531
6	Winner's Circle	2,455	5.81%	1,265,292	0.0105	551.3	247.1	2.2346
7	Money and Brains	-	0.00%	2,541,005	0.0211	0	122.3	0
8	Executive Suites	1,243	2.94%	1,026,530	0.0085	344.1	248.6	1.3868
9	Big Fish, Small Pond	30	0.07%	2,596,572	0.0216	3.3	93.5	0.0347
10	Second City Elite	2,360	5.58%	1,615,999	0.0134	415	571.2	0.7266
11	God's Country	85	0.20%	1,790,861	0.0149	13.5	84.8	0.1587
12	Brite Lites, Li'l City	3,662	8.66%	2,058,351	0.0171	505.5	404.8	1.2496
13	Upward Bound	5,905	13.96%	2,176,605	0.0181	770.9	453.9	1.6983
14	New Empty Nests	946	2.24%	1,213,238	0.0101	221.6	132.4	1.6716
15	Pools and Patios	1,558	3.68%	1,508,678	0.0126	293.5	122.4	2.3896
16	Bohemian Mix	-	0.00%	2,247,236	0.0187	0	58.9	0
17	Beltway Boomers	1,591	3.76%	1,099,862	0.0092	411.1	162.6	2.5235
18	Kids and Cul-de-Sacs	1,756	4.15%	1,871,689	0.0156	266.6	116.3	2.2928
19	Home Sweet Home	1,912	4.52%	2,138,081	0.0178	254.1	83.9	3.0336
20	Fast-Track Families	-	0.00%	1,988,524	0.0165	0	25	0
21	Gray Power	842	1.99%	1,048,898	0.0087	228.1	137.2	1.6583
22	Young Influentials	1,629	3.85%	1,660,557	0.0138	278.8	134.5	2.0699
23	Greenbelt Sports	2	0.00%	1,658,444	0.0138	0.3	85.3	0
24	Up-and-Comers	1,025	2.42%	1,657,238	0.0138	175.8	174.2	1.0083
25	Country Casuals	-	0.00%	1,849,802	0.0154	0	15.7	0
26	The Cosmopolitans	-	0.00%	1,474,382	0.0123	0	117.7	0
27	Middleburg Managers	1,141	2.70%	2,533,873	0.0211	128	164.8	0.7781
28	Traditional Times	10	0.02%	3,250,259	0.027	0.9	37.3	0.0198
29	American Dreams	-	0.00%	2,738,582	0.0228	0	177.9	0
30	Suburban Sprawl	335	0.79%	1,498,386	0.0125	63.5	35.3	1.7955

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

PRIZM HOUSEHOLD DISTRIBUTION 2014 ANALYSIS OF SIMI VALLEY AND VENTURA COUNTY'S RANKING AGAINST THE UNITED STATES INDEX

Code	Segment Name	Households	Pct.	US Base Households	Pct.	All Compared to US Base		
						Simi Valley	Ventura County	Simi Valley to Ventura County*
31	Urban Achievers	-	0.00%	1,889,236	0.0157	0	73.2	0
32	New Homesteaders	1	0.00%	2,153,865	0.0179	0.1	72.3	0
33	Big Sky Families	-	0.00%	2,198,802	0.0183	0	13.4	0
34	White Picket Fences	1,146	2.71%	1,706,839	0.0142	190.8	154.3	1.2374
35	Boomtown Singles	190	0.45%	1,762,911	0.0147	30.6	99.9	0.3061
36	Blue-Chip Blues	560	1.32%	1,422,780	0.0118	111.8	119.8	0.9296
37	Mayberry-ville	-	0.00%	2,844,390	0.0237	0	11.5	0
38	Simple Pleasures	-	0.00%	2,596,719	0.0216	0	17.6	0
39	Domestic Duos	85	0.20%	1,365,136	0.0114	17.7	44.5	0.3922
40	Close-In Couples	-	0.00%	1,470,027	0.0122	0	67.4	0
41	Sunset City Blues	66	0.16%	2,298,039	0.0191	8.2	55.3	0.1509
42	Red, White and Blues	-	0.00%	1,328,313	0.0111	0	14.6	0
43	Heartlanders	-	0.00%	2,305,111	0.0192	0	20.3	0
44	New Beginnings	181	0.43%	1,686,059	0.014	30.5	52.4	0.5811
45	Blue Highways	-	0.00%	1,837,140	0.0153	0	6	0
46	Old Glories	198	0.47%	1,096,869	0.0091	51.3	71.1	0.7231
47	City Startups	278	0.66%	1,538,813	0.0128	51.3	46.4	1.1186
48	Young and Rustic	-	0.00%	2,234,101	0.0186	0	21.1	0
49	American Classics	427	1.01%	1,152,246	0.0096	105.3	106.2	0.9902
50	Kid Country, USA	-	0.00%	1,500,723	0.0125	0	28.4	0
51	Shotguns and Pickups	-	0.00%	1,838,425	0.0153	0	13.2	0
52	Suburban Pioneers	54	0.13%	1,168,660	0.0097	13.1	34.4	0.3939
53	Mobility Blues	48	0.11%	1,609,648	0.0134	8.5	22.8	0.3548
54	Multi-Culti Mosaic	-	0.00%	2,133,652	0.0178	0	78.4	0
55	Golden Ponds	-	0.00%	1,794,620	0.0149	0	8.9	0
56	Crossroads Villagers	-	0.00%	2,409,894	0.0201	0	1.3	0
57	Old Milltowns	-	0.00%	1,596,502	0.0133	0	17.3	0
58	Back Country Folks	-	0.00%	2,704,410	0.0225	0	2.6	0
59	Urban Elders	-	0.00%	1,666,173	0.0139	0	58.9	0
60	Park Bench Seniors	293	0.69%	1,442,867	0.012	57.7	113.4	0.5074

CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

PRIZM HOUSEHOLD DISTRIBUTION 2014 ANALYSIS OF SIMI VALLEY AND VENTURA COUNTY'S RANKING AGAINST THE UNITED STATES INDEX

Code	Segment Name	Households	Pct.	US Base Households	Pct.	All Compared to US Base		
						Simi Valley	Ventura County	Simi Valley to Ventura County*
61	City Roots	-	0.00%	1,438,497	0.012	0	27.1	0
62	Hometown Retired	25	0.06%	1,522,688	0.0127	4.7	21.8	0.2143
63	Family Thrifts	301	0.71%	2,281,925	0.019	37.5	73.9	0.5071
64	Bedrock America	-	0.00%	2,052,117	0.0171	0	4.2	0
65	Big City Blues	-	0.00%	1,393,221	0.0116	0	80.3	0
66	Low-Rise Living	-	0.00%	1,772,169	0.0147	0	69.6	0
67	Unclassified	-	0.00%	0				
Total		42,287	100.00%	120,163,305	100%	100	100	

*1.19 = 1.19 x County Average or 19% greater than County Average



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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

RMP Opportunity Gap - Retail Stores

Simi Valley

Place (see appendix for geographies), Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	212,740,031	169,881,001	42,859,030
Gasoline Stations With Conv Stores-44711	153,506,776	141,159,476	12,347,300
Other Gasoline Stations-44719	59,233,255	28,721,525	30,511,730
Clothing and Clothing Accessories Stores-448	120,962,886	78,492,996	42,469,890
Clothing Stores-4481	63,753,323	63,171,400	581,923
Men's Clothing Stores-44811	3,334,164	3,036,966	297,198
Women's Clothing Stores-44812	15,515,249	13,067,504	2,447,745
Children's, Infants Clothing Stores-44813	3,551,064	6,106,766	(2,555,702)
Family Clothing Stores-44814	33,056,481	33,697,055	(640,574)
Clothing Accessories Stores-44815	2,828,767	1,492,745	1,336,022
Other Clothing Stores-44819	5,467,598	5,770,364	(302,766)
Shoe Stores-4482	8,730,320	8,949,040	(218,720)
Jewelry, Luggage, Leather Goods Stores-4483	48,479,243	6,372,556	42,106,687
Jewelry Stores-44831	43,906,587	6,372,556	37,534,031
Luggage and Leather Goods Stores-44832	4,572,656	0	4,572,656
Sporting Goods, Hobby, Book, Music Stores-451	48,701,899	31,097,938	17,603,961
Sporting Goods, Hobby, Musical Inst Stores-4511	41,607,916	21,945,890	19,662,026
Sporting Goods Stores-45111	22,137,104	9,938,837	12,198,267
Hobby, Toys and Games Stores-45112	10,788,268	9,151,428	1,636,840
Sew/Needlework/Piece Goods Stores-45113	3,989,682	1,799,487	2,190,195
Musical Instrument and Supplies Stores-45114	4,692,862	1,056,138	3,636,724
Book, Periodical and Music Stores-4512	7,093,983	9,152,048	(2,058,065)
Book Stores and News Dealers-45121	6,113,356	7,360,677	(1,247,321)
Book Stores-451211	5,517,505	7,269,227	(1,751,722)
News Dealers and Newsstands-451212	595,851	91,450	504,401
Prerecorded Tapes, CDs, Record Stores-45122	980,627	1,791,371	(810,744)
General Merchandise Stores-452	276,134,607	371,409,568	(95,274,961)
Department Stores Excl Leased Depts-4521	121,404,422	216,016,551	(94,612,129)
Other General Merchandise Stores-4529	154,730,185	155,393,017	(662,832)
Miscellaneous Store Retailers-453	59,941,775	49,985,709	9,956,066
Florists-4531	2,490,462	1,344,085	1,146,377
Office Supplies, Stationery, Gift Stores-4532	30,724,273	36,102,450	(5,378,177)
Office Supplies and Stationery Stores-45321	14,856,414	21,220,725	(6,364,311)
Gift, Novelty and Souvenir Stores-45322	15,867,859	14,881,725	986,134
Used Merchandise Stores-4533	5,177,314	1,980,995	3,196,319
Other Miscellaneous Store Retailers-4539	21,549,726	10,558,179	10,991,547
Non-Store Retailers-454	189,378,322	126,214,204	63,164,118
Foodservice and Drinking Places-722	246,128,164	219,964,957	26,163,207
Full-Service Restaurants-7221	111,780,969	100,184,549	11,596,420



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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

RMP Opportunity Gap - Retail Stores

Simi Valley

Place (see appendix for geographies), Total

Retail Stores	2014 Demand (Consumer Expenditures)	2014 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	98,452,022	108,978,911	(10,526,889)
Special Foodservices-7223	26,399,995	9,822,044	16,577,951
Drinking Places -Alcoholic Beverages-7224	9,495,178	979,453	8,515,725
GAFO *	575,426,928	686,494,429	(111,067,501)
General Merchandise Stores-452	276,134,607	371,409,568	(95,274,961)
Clothing and Clothing Accessories Stores-448	120,962,886	78,492,996	42,469,890
Furniture and Home Furnishings Stores-442	52,745,853	30,230,851	22,515,002
Electronics and Appliance Stores-443	46,157,410	139,160,626	(93,003,216)
Sporting Goods, Hobby, Book, Music Stores-451	48,701,899	31,097,938	17,603,961
Office Supplies, Stationery, Gift Stores-4532	30,724,273	36,102,450	(5,378,177)

* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Nielsen' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census. Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.



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CITY OF SIMI VALLEY ECONOMIC DEVELOPMENT PROGRAM

RMP Opportunity Gap - Retail Stores

Simi Valley

Appendix: Area Listing

Area Name:

Type: List - Place

Reporting Detail: Aggregate

Reporting Level: Place

Geography Code	Geography Name	Geography Code	Geography Name
0672016	Simi Valley city		

Project Information:

Site: 1

Order Number: 973528015



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Nielsen PRIZM



Predominantly under age 45, singles and couples mostly without children

Segments in Younger Years (Y) consist of mostly singles and couples who are typically under 45 years old and generally have no children in the household. Residents may be too young to have children and/or are approaching middle age and choose not to have them.

At the household level, around age 45 is the cutoff for most segments. Among these younger segments, only those explicit in their definition for lack of children or with low indices for presence of children, tend to be included in Younger Years.

Predominantly middle-aged families with children in the household

Family Life (F) is composed of segments that are middle-aged and either defined by presence of children in the household or have high indices for households with children under age 18. They may be married couples or single parents.

At the household level, presence of children is the primary driver for many segments in this class. While this class also includes segments where the presence of children is not explicit at the household level, in general they do show high indices for that characteristic.

Predominantly age 55 and above, empty-nest couples and mature singles

Mature Years (M) includes segments whose residents are primarily empty-nesters or those with children in their late teens, away at college or rebounding back to mom and dad's home.

At the household level, the primary driver is age, not necessarily the absence of children. Segments that are uniquely child-centered tend to be younger and are grouped under Family Years while those under age 45 and without children are grouped in Younger Years—leaving the last group of segments for the Mature Years.

All 66 Nielsen PRIZM segments are grouped into 11 broader Lifestage Groups, as shown by the color-coded chart above. Lifestage Groups capture a combination of three variables—affluence, householder age and whether there are children living at home. For example, the three Lifestage Groups that comprise Younger Years are, for the most part, young and childless households. What differentiates Lifestage Group Y1, Midlife Success, from Lifestage Group Y2, Young Achievers, is the level of affluence each has achieved at these younger ages.

Similarly, the four groups of segments that make up Family Life are likely to have children in common, while PRIZM® segments categorized as Mature Years are mostly empty-nesters. The most affluent Family Life segments fall into Lifestage Group F1, Accumulated Wealth, which includes *Blue Blood Estates*, *Country Squires* and *Winner's Circle*. The least affluent Family Life segments fall into Lifestage Group F4, Sustaining Families, which includes *Family Thrifts*, *Bedrock America*, *Big City Blues* and *Low-Rise Living*.



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**For more information about PRIZM segmentation visit
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CORP_COL_6085_1209

Demographic Descriptors

The **Demographic Description** field is comprised of an income, age and presence of kids descriptor for each segment. For example, segment 05 *Country Squires*, is described as Upscale Middle Age w/ Kids.

For a complete set of heuristics governing demographic descriptors, request the Segment Descriptor Release Notes from your sales team.

There are seven **Income** descriptors: Wealthy, Upscale, Upper-Middle, Midscale, Lower-Middle, Downscale and Low.

There are four **Age Class** descriptors: Mature, Older, Middle Age and Younger.

There are seven **Age Range** descriptors: Over 65, Over 55, 45-64, 35-54, 25-44, Under 55 and Under 35.

There are five **Presence of Kids** descriptors: Households w/ kids, Mostly w/ kids, Family Mix, Mostly w/o kids and Households w/o kids.

There are five **Tenure** (Home Ownership) descriptors: Homeowners; Mostly Owners; Mix, Owners; Mix, Renters and Renters.

There are six **Employment** descriptors: Management; Professional; White-Collar, Mix; White-Collar, Service, Mix; Blue-Collar, Service, Mix and Mostly Retired.

There are five **Education** descriptors: Graduate Plus, College Graduate, Some College, High School Graduate and Some High School.

There are seven **Race and Ethnicity** descriptors: White; White, Asian, Mix; White, Asian, Hispanic, Mix; White, Black, Mix; White, Black, Asian, Mix; White, Black, Asian, Hispanic; and White, Black, Hispanic, Mix.



Lifestage Group
 Demographic Description
 Age
 Homeownership
 Employment
 Education
 Race & Ethnicity
 Lifestyle Preferences

29 American Dreams



F2 Young Accumulators
 Upper-Mid Middle Age Family Mix
 35-54
 Homeowners
 White-Collar, Mix
 College Graduate
 White, Black, Asian, Hispanic
 Shop at Old Navy
 Buy motivational tapes
 Read *Black Enterprise*
 Watch *Teletutera*
 Lexus IS

30 Suburban Sprawl



Y1 Midlife Success
 Midscale Older w/o Kids
 45-64
 Homeowners
 White-Collar, Mix
 College Graduate
 White, Black, Mix
 Shop at CompUSA
 Sing karaoke
 Read *Men's Journal*
 Watch *South Park*
 Mazda 6

31 Urban Achievers



Y2 Young Achievers
 Lower-Mid Younger Family Mix
 <35
 Renters
 White-Collar, Mix
 Some College
 White, Black, Asian, Hispanic
 Order from hotels.com
 Play soccer
 Read *Latina*
 Watch *Cristina*
 Volkswagen GTI

32 New Homesteaders



F3 Mainstream Families
 Upper-Mid Younger w/ Kids
 25-44
 Mostly Owners
 White-Collar, Service, Mix
 College Graduate
 White
 Order from Best Buy
 Buy toys
 Read *American Baby*
 Watch *Cartoon Network*
 Chevrolet Uplander Flex Fuel

33 Big Sky Families



F3 Mainstream Families
 Upper-Mid Younger w/ Kids
 25-44
 Mostly Owners
 White-Collar, Service, Mix
 Some College
 White
 Order from ebay.com
 Attend high school sports
 Read *Game & Fish*
 Watch *X Games*
 Chevrolet Silverado Diesel

34 White Picket Fences



F3 Mainstream Families
 Upper-Mid Younger w/ Kids
 25-44
 Mostly Owners
 White-Collar, Service, Mix
 Some College
 White, Black, Asian, Hispanic
 Order from BMG Music
 Rent/buy kids' videos
 Read *People en Español*
 Watch *Latin Grammy Awards*
 Kia Sedona

35 Boomtown Singles



Y2 Young Achievers
 Lower-Mid Middle Age w/o Kids
 <55
 Mix, Renters
 White-Collar, Service, Mix
 Some College
 White, Black, Asian, Hispanic
 Shop at Victoria's Secret
 Do karate
 Read bridal magazines
 Watch *VH1*
 Suzuki SX4

36 Blue-Chip Blues



F3 Mainstream Families
 Midscale Younger w/ Kids
 25-44
 Mix, Owners
 Blue-Collar, Service, Mix
 Some College
 White, Black, Asian, Hispanic
 Shop at Marshalls
 Buy fashion dolls
 Read *Baby Talk*
 Watch *Univision*
 Mitsubishi Lancer

37 Mayberry-ville



Y1 Midlife Success
 Upper-Mid Middle Age w/o Kids
 <55
 Mostly Owners
 Blue-Collar, Service, Mix
 Some College
 White
 Shop at Sherwin-Williams
 Go hunting with a gun
 Read *Bassmaster*
 Watch *Daytona 500*
 GMC Sierra Diesel

38 Simple Pleasures



M3 Cautious Couples
 Lower-Mid Mature Mostly w/o Kids
 65+
 Mostly Owners
 Mostly Retired
 High School Graduate
 White
 Order from JCPenney
 Belong to a fraternal order
 Read fraternal magazines
 Watch figure skating
 Ford Taurus

39 Domestic Duos



M3 Cautious Couples
 Midscale Mature Mostly w/o Kids
 65+
 Mostly Owners
 Mostly Retired
 High School Graduate
 White, Black, Mix
 Shop at Kohl's
 Cruise on Norwegian
 Read *Smithsonian*
 Watch *Live from Lincoln Center*
 Chevrolet Impala

40 Close-In Couples



M3 Cautious Couples
 Lower-Mid Older Mostly w/o Kids
 55+
 Homeowners
 Mostly Retired
 High School Graduate
 White, Black, Asian, Hispanic
 Shop at Macy's
 Domestic travel by railroad
 Read *Essence*
 Watch *Rachel Ray*
 Chrysler PT Cruiser

41 Sunset City Blues



M3 Cautious Couples
 Lower-Mid Older Mostly w/o Kids
 55+
 Homeowners
 Mostly Retired
 Some College
 White, Black, Mix
 Order from QVC
 Collect coins
 Read *Ladies' Home Journal*
 Watch *One Life to Live*
 Kia Rondo

42 Red, White & Blues



Y3 Striving Singles
 Lower-Mid Middle Age w/o Kids
 <55
 Homeowners
 White-Collar, Service, Mix
 Some College
 White, Black, Mix
 Shop at Lowe's
 Play lottery
 Read *Four Wheeler*
 Watch *SPEED Channel*
 Dodge Ram

Lifestage Group
 Demographic Description
 Age
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43 Heartlanders



M3 Cautious Couples
 Lower-Mid Older Mostly w/o Kids
 45-64
 Mostly Owners
 White-Collar, Mix
 High School Graduate
 White
 Shop at Kmart
 Go bird watching
 Read *The Family Handyman*
 Watch *CBS The Early Show*
 GMC Sierra Flex Fuel

44 New Beginnings



Y3 Striving Singles
 Downscale Younger Family Mix
 <35
 Renters
 White-Collar, Service, Mix
 Some College
 White, Black, Asian, Hispanic
 Shop at Express
 Read comic books
 Read *Soap Opera Weekly*
 Watch *Telemundo*
 Kia Spectra

45 Blue Highways



Y3 Striving Singles
 Lower-Mid Middle Age w/o Kids
 <55
 Homeowners
 Blue-Collar, Service, Mix
 High School Graduate
 White
 Shop at Walmart
 Own satellite dish
 Read *Guns & Ammo*
 Watch auto racing
 Chevrolet Colorado

46 Old Glories



M3 Cautious Couples
 Downscale Mature Mostly w/o Kids
 65+
 Mix, Renters
 Mostly Retired
 Some High School
 White, Black, Hispanic, Mix
 In-home clothing purchase
 Play bingo
 Read *The Saturday Evening Post*
 Watch *Jeopardy!*
 Kia Rio

47 City Startups



Y3 Striving Singles
 Low Income Younger w/o Kids
 <35
 Mix, Renters
 White-Collar, Service, Mix
 Some College
 White, Black, Mix
 Shop at The Limited
 Attend college football games
 Read *Spin*
 Watch *G4 TV*
 Suzuki Forenza

48 Young & Rustic



Y3 Striving Singles
 Lower-Mid Middle Age w/o Kids
 <55
 Renters
 White-Collar, Service, Mix
 Some College
 White, Black, Mix
 Order from Columbia House
 Buy science fiction books
 Read *Car Craft*
 Watch *WWE Wrestling*
 Dodge Ram Diesel

49 American Classics



M3 Cautious Couples
 Downscale Mature Mostly w/o Kids
 65+
 Mostly Owners
 Mostly Retired
 High School Graduate
 White
 Order from Reader's Digest
 Gamble in Atlantic City, NJ
 Read *American Woodworker*
 Watch *The 700 Club*
 Hyundai Sonata

50 Kid Country, USA



F3 Mainstream Families
 Lower-Mid Younger w/ Kids
 25-44
 Mix, Owners
 White-Collar, Service, Mix
 High School Graduate
 White, Black, Hispanic, Mix
 Order from oldnavy.com
 Buy infant toys
 Read *Fit Pregnancy*
 Watch *Nick at Nite*
 Nissan Titan Flex Fuel

51 Shotguns & Pickups



F3 Mainstream Families
 Lower-Mid Younger w/ Kids
 25-44
 Mostly Owners
 Blue-Collar, Service, Mix
 High School Graduate
 White, Black, Mix
 Shop at Sears Hardware
 Own a horse
 Read *North American Hunter*
 Watch *Outdoor Channel*
 Ford F-Series

52 Suburban Pioneers



F3 Mainstream Families
 Downscale Middle Age Family Mix
 <55
 Homeowners
 White-Collar, Service, Mix
 Some College
 White, Black, Asian, Hispanic
 Shop at Lane Bryant
 Mail order toys
 Read *Bicycling*
 Watch *Sabado Gigante*
 Dodge Charger

53 Mobility Blues



Y3 Striving Singles
 Downscale Younger w/o Kids
 <35
 Mix, Renters
 White-Collar, Service, Mix
 Some College
 White, Black, Hispanic, Mix
 In-home vitamin purchase
 Go whitewater rafting
 Read *Rolling Stone*
 Watch *Game Show Network*
 Suzuki Grand Vitara

54 Multi-Culti Mosaic



F3 Mainstream Families
 Lower-Mid Middle Age Family Mix
 35-54
 Homeowners
 White-Collar, Service, Mix
 Some College
 White, Black, Asian, Hispanic
 Shop at CVS/pharmacy
 Buy Spanish/Latin music
 Read *Seventeen*
 Watch *Premios Juventud*
 Volkswagen GLI

55 Golden Ponds



M4 Sustaining Seniors
 Downscale Mature Mostly w/o Kids
 65+
 Mostly Owners
 Mostly Retired
 Some High School
 White
 Order items by phone
 Buy 1950s music
 Read *American Legion Magazine*
 Watch *The Price is Right*
 Mercury Sable

56 Crossroads Villagers



Y3 Striving Singles
 Downscale Older w/o Kids
 45-64
 Homeowners
 White-Collar, Service, Mix
 High School Graduate
 White, Black, Mix
 Shop at Walmart Pharmacy
 Attend auto races
 Read *Motorcyclist*
 Watch *The Jerry Springer Show*
 Chevrolet Aveo

Lifestage Group
 Demographic Description
 Age
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 Employment
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 Race & Ethnicity
 Lifestyle Preferences

57	58	59	60	61	62	63	64	65	66
Old Milltowns	Back Country Folks	Urban Elders	Park Bench Seniors	City Roots	Hometown Retired	Family Thrifts	Bedrock America	Big City Blues	Low-Rise Living
									
M4 Sustaining Seniors	M4 Sustaining Seniors	M4 Sustaining Seniors	M4 Sustaining Seniors	M4 Sustaining Seniors	M4 Sustaining Seniors	F4 Sustaining Families	F4 Sustaining Families	F4 Sustaining Families	F4 Sustaining Families
Downscale Mature Mostly w/o Kids 65+	Downscale Older Mostly w/o Kids 55+	Low Income Older Mostly w/o Kids 55+	Downscale Older Mostly w/o Kids 55+	Downscale Mature Mostly w/o Kids 65+	Downscale Mature Mostly w/o Kids 65+	Lower-Mid Younger w/ Kids 25-44	Downscale Middle Age w/ Kids <55	Lower-Mid Younger Family Mix <35	Downscale Middle Age Mostly w/ Kids <55
Mix, Owners	Mostly Owners	Renters	Renters	Homeowners	Homeowners	Mix, Renters	Mix, Renters	Renters	Renters
Mostly Retired	Mostly Retired	Mostly Retired	Mostly Retired	Mostly Retired	Mostly Retired	White-Collar, Service, Mix	White-Collar, Service, Mix	White-Collar, Service, Mix	White-Collar, Service, Mix
High School Graduate	Some High School	Some High School	High School Graduate	Some High School	High School Graduate	High School Graduate	High School Graduate	Some College	Some High School
White, Black, Mix	White, Black, Mix	White, Black, Asian, Hispanic	White, Black, Mix	White, Black, Hispanic, Mix	White, Black, Mix	White, Black, Hispanic, Mix	White, Black, Hispanic, Mix	White, Black, Asian, Hispanic	White, Black, Asian, Hispanic
Order from Home Shopping Network Do needlepoint Read <i>Country Home</i> Watch <i>As the World Turns</i> GMC Canyon	Shop at True Value Belong to church board Read <i>Hunting</i> Watch <i>Hallmark Channel</i> Ford Ranger	Shop at Rite Aid Domestic travel on JetBlue Read <i>Selecciones (RD)</i> Watch <i>Primer Impacto</i> Ford Crown Victoria	In-home housewares purchase Buy gospel music Read <i>Jet</i> Watch <i>The People's Court</i> Suzuki Reno	Order from drugstore.com Gamble in Reno, NV Read <i>Catholic Digest</i> Watch <i>NAACP Image Awards</i> Chrysler 300	Order items by mail Mail order craft supplies Read <i>USA Today</i> Watch <i>Live! with Regis and Kelly</i> Mercury Grand Marquis	Shop at Walgreens Buy large baby dolls Read <i>COSMOgirl!</i> Watch <i>Noticiero Univision</i> Suzuki cars	Order from Avon Buy toy cars Read <i>Parents Magazine</i> Watch <i>The Young and the Restless</i> Dodge Ram Flex Fuel	Shop at The Gap Go to movies Read <i>Ser Padres</i> Watch <i>Noticiero Telemundo</i> Volkswagen cars	In-home cosmetics purchase Domestic travel by bus Read <i>Ebony</i> Watch <i>BET</i> Drive van



PRIZM tools to enhance your marketing analysis

PRIZM Directories enable marketers to identify their customers by appending a ZIP+6 or ZIP+4 segment assignment to their records with block group and ZIP code fill-in.

PRIZM Distributions enable marketers to execute segmentation strategies in market areas by providing counts of population and households by segments within a wide variety of geographies. PRIZM Distributions are perfect for site selection or estimating market demand by target group.

PRIZM Link Partner Network is available on virtually all major databases, so marketers can reach their best customers through any direct marketing list and understand them better through targeted market research.

PRIZM Profiles offer marketers over 9,000 behavior and consumption profiles to help them understand and target their current customers and prospects.