

ECONOMIC DEVELOPMENT
STRATEGIC PLAN

GARDEN GROVE

2018

To improve the Physical, Social and Economic Health of
Garden Grove's Residents, Businesses, and Visitors.



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BROOKHURST PLACE

(Phase I Completed July 2018)

GARDEN GROVE CITY COUNCIL

The City of Garden Grove is grateful to the fine work of its employees and the input from its residents and businesses. The Economic Development Strategic Plan is a testament to their efforts.



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AT-LARGE**



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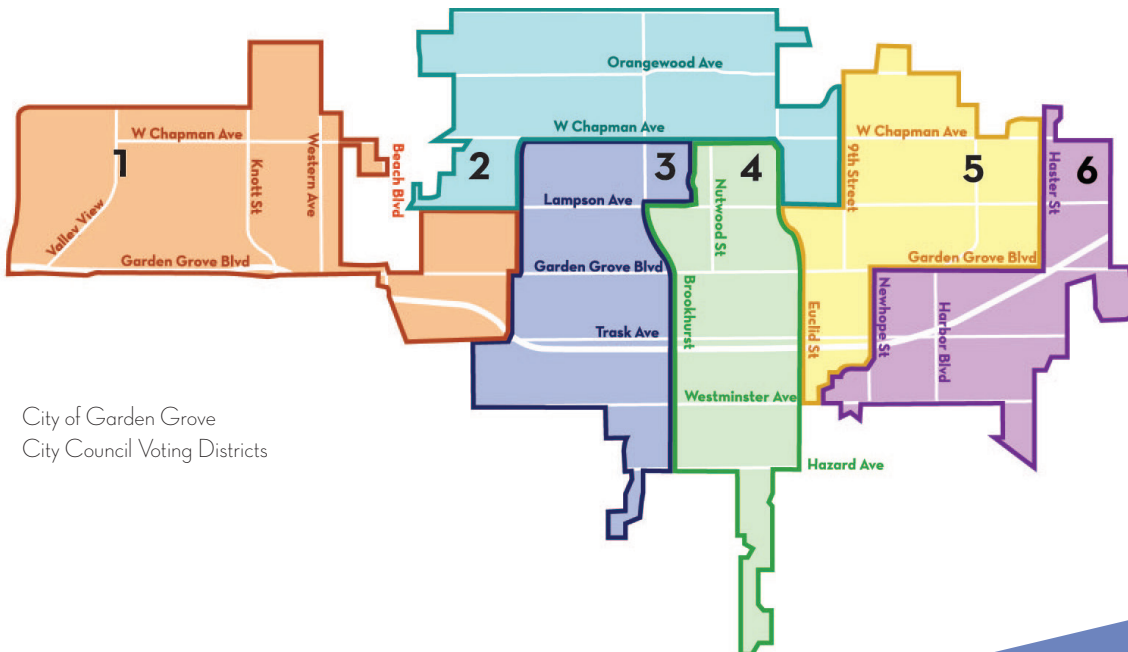
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City of Garden Grove
City Council Voting Districts

EXECUTIVE SUMMARY



“The mission of the City of Garden Grove’s economic development program is to strengthen and sustain the City’s economic base.”

The City of Garden Grove’s 2018 Economic Development Strategic Plan (“EDSP”) is a baseline assessment of existing conditions that drive economic investment and outlines strategic recommendations to address the community’s economic issues and opportunities. Through implementation of the 2014 Economic Development Strategic Plan, the City of Garden Grove has achieved a tremendous track record of success in the areas of hospitality and tourism development, Re:Imagine Initiatives, and job creation efforts in the industrial/manufacturing sectors. Going forward, the purpose of 2018 EDSP is to serve as a guide to sustain ongoing efforts for economic development activities and policies.

The term “economic development” refers to activities undertaken by the public sector to promote job creation and retention, to ensure a strong, growing and diversified economy, and to enhance the City’s tax base. Local economic development is a process that strives to improve the economic well-being of the community. It helps to retain and increase local revenue that funds government services that both residents and businesses desire. The economic development process has long been a major part of how the City of Garden Grove promotes/supports business.

The EDSP will be updated periodically to accommodate the dynamic nature of the local economy. Consistent with the City’s economic goals, the updated 2018 EDSP continues to promote the retention of existing businesses, create opportunities for business expansion, and attract complementary businesses to the City of Garden Grove. The City’s efforts to expand economic activity, with the goal of increasing the City’s revenue, will enhance the quality of life for residents and businesses citywide.

ECONOMIC DEVELOPMENT STRATEGIC PLAN

In preparation of the 2018 EDSP, the City of Garden Grove and its consultant conducted working sessions with internal City departments, engaged local neighborhood meetings with chambers of commerce, the Downtown Business Association, neighborhood groups, and elected officials to develop the framework presented in this EDSP.

The EDSP identifies six (6) economic development goals to be addressed over the next three (3) years. The goals were developed through an assessment of Garden Grove's Strengths, Weaknesses, Opportunities, and Threats ("SWOT"), internal and external working sessions, review of the City's existing economic market, and reviewing economic trends and technology advancements.

KEY ECONOMIC DEVELOPMENT GOALS:

GOAL 1:

Enhancement of Job Opportunities

GOAL 2:

Leverage Creative Funding and Financing Tools

GOAL 3:

Expand and Preserve Locally-Generated Tax Revenue

GOAL 4:

Promote tourism development initiatives and provide direct support for the development of the Grove District-Anaheim Resort

GOAL 5:

Community-Based Economic Development

GOAL 6:

Housing Opportunity and Investment



ECONOMIC DEVELOPMENT GOALS & IMPLEMENTATION



Economic Development Goal #1 – Enhancement of Job Opportunities

Job creation and expansion is a cornerstone for the enhancement of economic development in Garden Grove. The city seeks to enhance and sustain the availability of long-term, employment opportunities throughout the city.

STRATEGIC ACTIONS

1.1 | BUSINESS ATTRACTION

Make diligent efforts to attract businesses that complement the culturally diverse character of Garden Grove

- Attract national/international hospitality and commercial investment
- Participate in Trade Shows such as International Council of Shopping Centers (ICSC) and the American Lodging Investment Summit (ALIS)
- Continue to strategically utilize and expand social media presence in collaboration with the City's Office of Community Relations

1.2 | BUSINESS INVESTMENT LIAISON

Provide local support services for business recruitment

- Continue to promote local services for new and existing businesses such as the Buy In Garden Grove Program and Garden Grove is your Market campaign
- Explore technology opportunities to further expand self-service and web-based support services for local business such as online permitting and online plan-check services in the Building & Safety Division

1.3 | BUSINESS OUTREACH

Continue to enhance the City's ability to brand the community

- Continue to work with the community, local stakeholders and partners to execute the City's marketing and outreach strategy led by the City's Office of Community Relations
- Explore opportunities for digital and print marketing material(s) for external distribution
- Maintain ongoing collaborative efforts in existing economic target areas, such as the Downtown/Civic Center areas, Grove District-Anaheim Resort, Industrial Corridors, Korean Business District, Little Saigon, and West Garden Grove

The Economic Development Goals within the Strategic Actions define specific policies, programs and procedures that implement the three year Economic Development Strategic Plan. The goals of the EDSP were derived from collaboration of community stakeholders as described above. Please refer to the Comprehensive Matrix detailing a summary of targeted action items. Within the appendix identified as “Context,” we have further defined the issues, challenges and needs of our community in broad topical areas to provide the basis of our community EDSP.



Economic Development Goal #2 – Leverage Creative Funding & Financing Tools

Redevelopment dissolution in 2012 has changed the economic development funding climate. Today, the City is encouraged to leverage financial tools available through the Governor’s Office of Business and Economic Development, and explore creative incentive financing through Senate Bill 562 as an alternative method for project financing to attract new quality investments.

STRATEGIC ACTIONS

2.1 | ECONOMIC DEVELOPMENT RESOURCES

Explore emerging funding opportunities and financing tools

- a. Explore enhanced infrastructure financing districts (“EIFDs”) as an alternative financing tool, where appropriate
- b. Promote target areas that have the State designation of Opportunities Zones to enhance economic development investment locally
- c. Continue to participate in trade organizations such as International Council of Shopping Centers to monitor local and national trends in real estate development and project financing
- d. Continue to promote the new State Initiative including the City’s participation in the Orange County Recycling Market Development Zone (RMDZ)
- e. Continue monitoring federal, state and local grant opportunities in areas of focus such as:
 - i. Planning grants for active transportation Initiatives to implement the City’s Bike and Pedestrian Master Plan
 - ii. Explore utilization of Economic Development Administration (EDA) grants along the Grove District Harbor Resort area to connect Streetscape and Landscape plans from Garden Grove Boulevard to the 22 CA State Freeway
- f. Establish a database of public and private grants, financing and in-kind services that support business development and expansion
- g. Leverage job creation opportunities through utilization of Community Development Block Grants (CDBG) in the development of Small Business Assistance Program(s)

Economic Development Goal #3

Expand and Preserve Locally-Generated Tax Revenue

Methods and strategies to expand and enhance the City's tax revenue base will ensure continued services.

STRATEGIC ACTIONS

3.1 | BUSINESS OMBUDSMAN SERVICES

Provide direct service and support for local businesses through the Office of Economic Development

- a. Continue to enhance online services for local businesses including updates to the available commercial property database and City's Business Portal
- b. Prepare "how to guides" for typical business needs such as navigating through the City's Building Inspection Process or resident concerns related to Code Enforcement or Building Abatement activities
- c. Continue to promote local activities to attract new business creation in partnership with Federal, State and County resources such as the U.S. Small Business Administration and the State Department of Commerce and Trade

3.2 | BUSINESS TO BUSINESS COLLABORATION

Continue to engage and work with various groups active in the City that enhance and improve the business and tourism community

- a. Maintain collaboration efforts with local community organizations such as the Garden Grove Community Foundation and the Chambers including:
 - i. Garden Grove Chamber of Commerce
 - ii. Korean American Chamber of Commerce of Orange County (KACCOC)
 - iii. Vietnamese American Chamber of Commerce
 - iv. U.S. Small Business Administration ("SBA"), Orange County Small Business Development Center ("SBDC"), Service Corps of Retired Executive ("SCORE")
 - v. State Department of Commerce and Trade and their affiliates such as Trade Connect
 - vi. Governor's Office of Business and Economic Development (Go-Biz)
 - vii. Garden Grove Tourism Promotion Corporation (GGTPC)
 - viii. Visit Anaheim
 - ix. Orange County Visitors Association (OCVA)
- b. Support the City's business spotlight program which recognizes and promotes local businesses
- c. Encourage sponsorship opportunities for local events by local businesses when conducting business visitations in partnership with the Garden Grove Chamber of Commerce

3.3 | SUSTAIN ECONOMIC TAX BASE

Proactively support major tax generating uses so the economy grows in a healthy and solid direction

- a. Provide for staff support services to the hospitality industry
- b. Expand services and outreach programs to local automobile dealerships in the area of new car sales
 - i. Explore buy local program opportunities for residents
- c. Expand collaborative efforts in the Downtown area with Main Street businesses, SteelCraft and Cottage Industries
- d. Promote business expansion in the Industrial areas by continuing business visits, being up to date on land transactions and attending trade shows

Economic Development Goal #4

Promote tourism development initiatives and provide direct support for the development of the Grove District-Anaheim Resort

The Grove District-Anaheim Resort is one of the major economic development engines for the City of Garden Grove. The success of ten (10) hotel developments in the Grove District area collectively represent a source of significant revenue and employment generator for the city. Completion and expansion of the development opportunities will continue to support the long-term economic sustainability citywide.

STRATEGIC ACTIONS

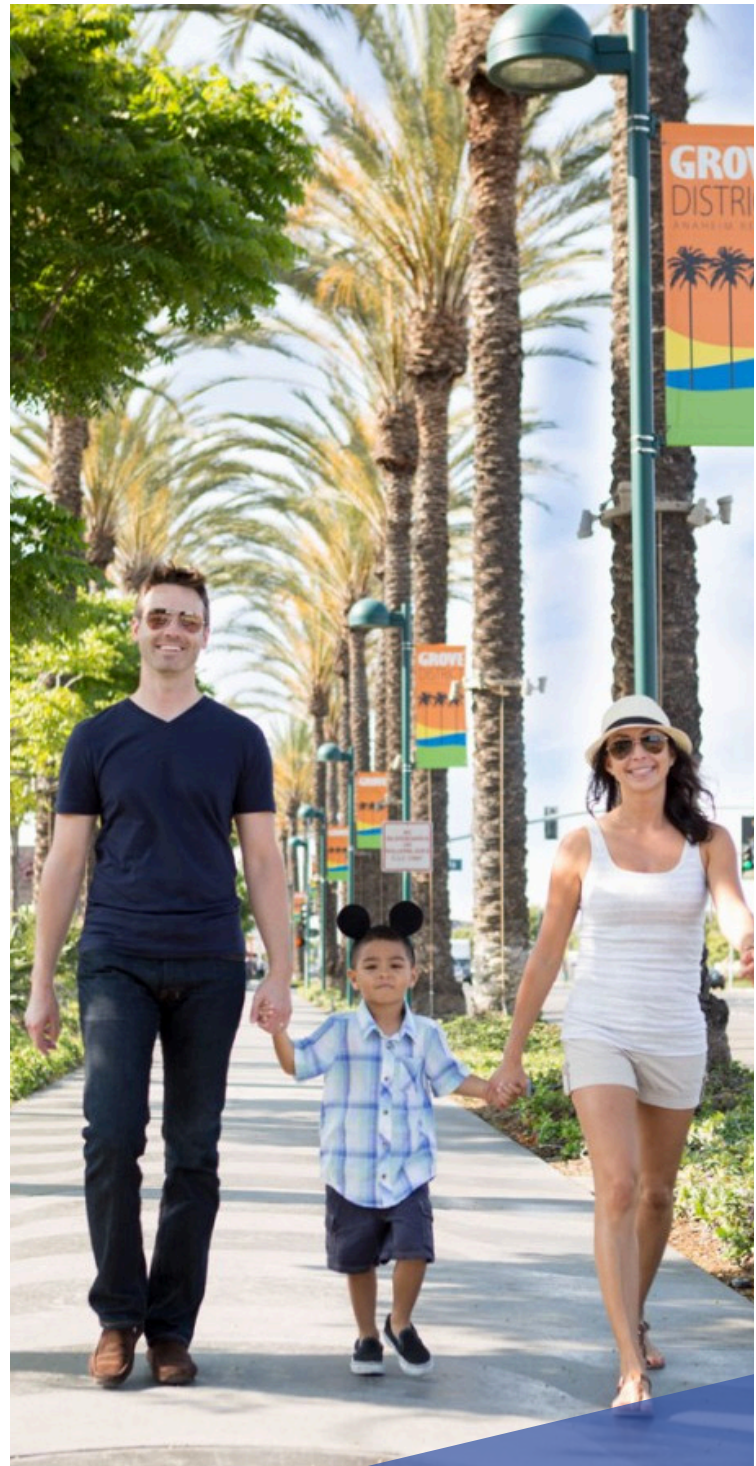
4.1 | GROVE DISTRICT ANAHEIM RESORT

Continue to attract complementary amenities for visitor-serving facilities in the Grove District, including restaurants, retail, entertainment and hotel developments

- a. Implement the continuation of Grove District Landscape and Streetscape to adjoin the north district to the SR 22 Freeway on Harbor Boulevard
- b. Leverage city resources for the continued expansion of the Grove District
- c. Partner with the Garden Grove Tourism Promotion Corporation (GGTPC) to continue to market and maintain the resort
- d. Facilitate and expedite entitlement processing and monitoring of existing and future entitlements in the Grove District
 - i. Site C Resort
 - ii. Site B2 Resort
 - iii. BN Group
 - iv. Other resort developments including but not limited to the Willowick Golf Course disposition
 - v. Explore redevelopment of the Longsdon Pit

4.2 | MARKETING AND BRANDING OF THE GROVE DISTRICT

- a. Expand digital and print collateral for use in external marketing
- b. Continue to update marketing materials to market available properties
- c. Attend trade shows in the tourism, lodging, and theme park industries



Economic Development Goal #5

Community-Based Economic Development

Garden Grove has a long tradition of community involvement. To ensure future economic development is reflective of community needs and desires, deliberate efforts to engage residents, property owners, business owners and visitors should be undertaken.

STRATEGIC ACTIONS

5.1 | DOWNTOWN RE:IMAGINE

Assist and promote small business investments in the downtown area

- a. Continue to support property owners and local investments along Main Street
- b. Facilitate implementation and completion of the Cottage Industries project
- c. Facilitate implementation and completion SteelCraft Garden Grove
- d. Encourage collaboration with existing businesses and tenants in the Downtown/Civic Center area
- e. Encourage continued collaboration with the Downtown Business Association and Main Street Commission to provide additional support to local business entrepreneurs
- f. Explore permit streamlining opportunities for businesses in the Downtown/Civic Center area
- g. Main Street Parking management plan implementation

5.2 | COMMUNITY OUTREACH

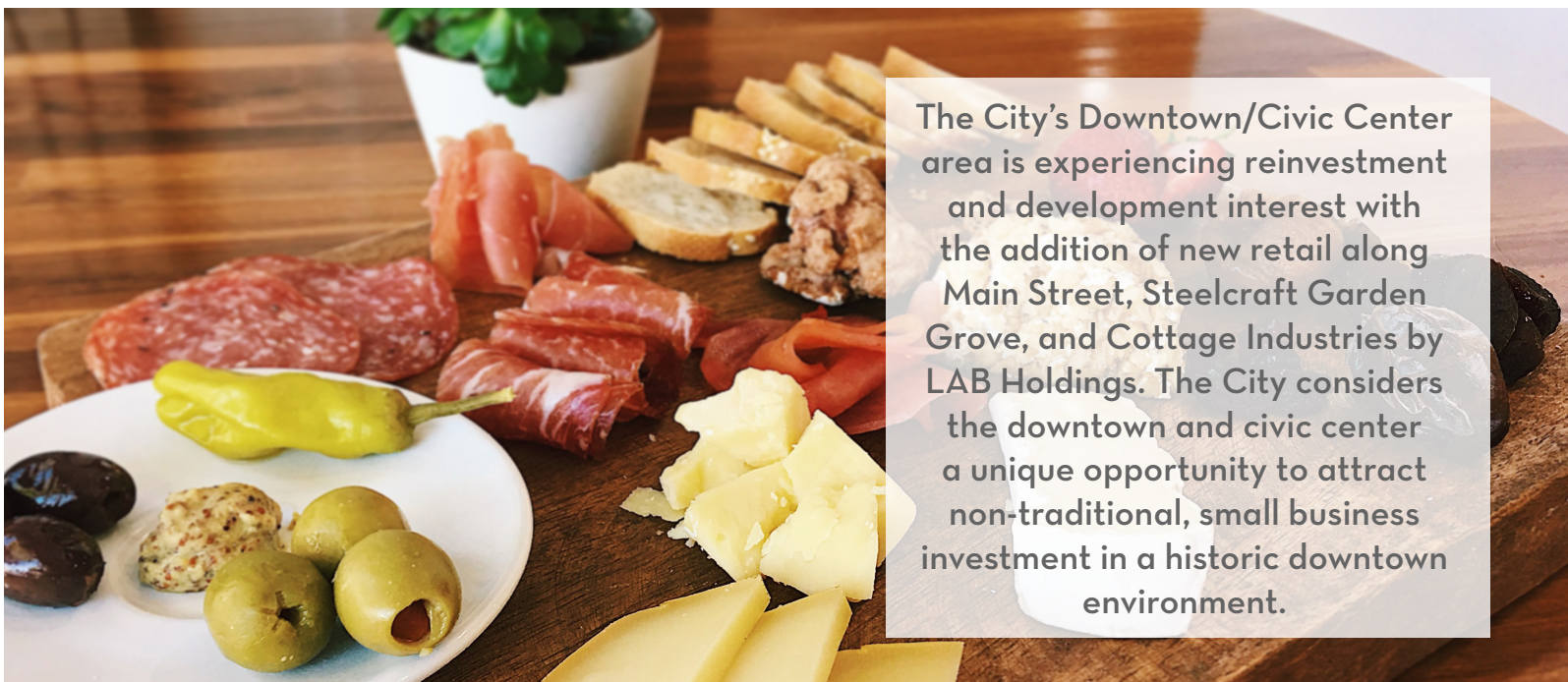
Local business support for established businesses and new businesses

- a. Conduct regular meetings with local neighborhood groups to discuss their needs, challenges and opportunities
- b. Establish community engagement programs to promote continued dialogue and communication with neighborhood groups on certain neighborhood topics, such as code enforcement and building abatement

5.3 | ENHANCE QUALITY OF LIFE

Proactive Code Enforcement and Neighborhood Improvement Efforts

- a. Work with the community through education and outreach to share the information about property maintenance
- b. Work with business owners to share best practices about growth and expansion opportunities



The City's Downtown/Civic Center area is experiencing reinvestment and development interest with the addition of new retail along Main Street, Steelcraft Garden Grove, and Cottage Industries by LAB Holdings. The City considers the downtown and civic center a unique opportunity to attract non-traditional, small business investment in a historic downtown environment.

Economic Development Goal #6 Housing Opportunity and Investment

Housing creates job opportunities and retail creation and expansion.
Housing is an integral component to the City's overall economic development strategy.

STRATEGIC ACTIONS

6.1 | REDISCOVER PLACE MAKING

Encourage a variety of housing products to serve the needs of the community

- a. Explore mixed use development in key areas of the City
- b. Encourage higher density housing in appropriate areas of the City that do not negatively impact existing established neighborhoods.
- c. Promote connectivity to "active transportation"

6.2 | HOUSING TOOLBOX

Promote and Develop Affordable Housing

- a. Promote development of affordable housing projects in the community
 - i. Garden Brook Senior Village
 - ii. Brookhurst Place (Phase II)
- b. Provide Home Improvement Loans and Grants in partnership with the SBA and CDBG Funds

6.3 | HOUSING COMPLIANCE

Continue annual monitoring of existing Affordable Housing Developments

- a. Conduct Annual Monitoring and Reporting of existing units



SUMMARY ACTION PLAN MATRIX

Highlighted Departments/Parties have Implementation Responsibility.

Economic Development (ED) · Building Division (BD) · Neighborhood Improvement (NI) · Planning (P)

SUMMARY ACTION		DESCRIPTION	RESPONSIBLE DIVISIONS			
			ED	BD	NI	P
1.1 BUSINESS ATTRACTION						
Make diligent efforts and track businesses that fit well into the culturally diverse character of Garden Grove						
a.	Attract national/international hospitality investment		ED	BD	NI	P
b.	Participate in Trade Shows such as International Council of Shopping Centers (ICSC) and the American Lodging investment Summit		ED	BD	NI	P
c.	Continue to expand social media presence		ED	BD	NI	P
1.2 BUSINESS INVESTMENT LIAISON						
Provide local support services for business recruitment						
a.	Continue to promote local services for new businesses		ED	BD	NI	P
b.	Explore technology opportunities to support services for local businesses		ED	BD	NI	P
1.3 BUSINESS OUTREACH						
Continue to enhance the City's ability to brand the community						
a.	Work with the community, stakeholders and partners to define a marketing and outreach strategy		ED	BD	NI	P
b.	Provide digital and print marketing material for external distribution		ED	BD	NI	P
c.	Work collaboratively with existing economic target areas, such as the downtown, West Garden Grove, Korean Business District, Little Saigon and Grove District		ED	BD	NI	P



SUMMARY ACTION	DESCRIPTION	RESPONSIBLE DIVISIONS			
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2.1 ECONOMIC DEVELOPMENT RESOURCES

Explore emerging funding opportunities and financing tools

a.	Explore enhanced infrastructure financing districts (EIFDs) as alternative to traditional tax-increment financing where appropriate	ED	BD	NI	P
b.	Promote target areas that have the State designation of Opportunities Zones	ED	BD	NI	P
c.	Continue to participate in trade organizations	ED	BD	NI	P
d.	Promote the new state initiative including the City's participation in the Orange County Recycling Development Zone (RMDZ)	ED	BD	NI	P
e.	Continue monitoring federal, state and local grant opportunities	ED	BD	NI	P
f.	Establish a database of public and private grants, financing and in-kind services that support business development and expansion	ED	BD	NI	P
g.	Leverage job creation opportunities through Community Development Block Grants (CDBG)	ED	BD	NI	P

SUMMARY ACTION	DESCRIPTION	RESPONSIBLE DIVISIONS			
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3.1 BUSINESS OMBUDSMAN SERVICES

Provide direct service and support for local business through the Office of Economic Development

a.	Enhance online services for local businesses	ED	BD	NI	P
b.	Prepare "how to guides" for business needs	ED	BD	NI	P
c.	Promote local activities to attract new business creation	ED	BD	NI	P

3.2 BUSINESS TO BUSINESS COLLABORATION

Continue to engage and work with various groups active in the City that enhance and improve the business and tourism community

a.	Maintain collaboration efforts with local community organizations	ED	BD	NI	P
b.	Support the City's business spotlight program	ED	BD	NI	P
c.	Encourage sponsorship opportunities for local events by local businesses	ED	BD	NI	P

3.3 SUSTAIN ECONOMIC TAX BASE

Proactively support major tax generating uses so the economy grows in a healthy and solid direction

a.	Provide for staff support services to hospitality industry	ED	BD	NI	P
b.	Expand services and support to automobile sales	ED	BD	NI	P
c.	Expand collaborative efforts in the Downtown area	ED	BD	NI	P
d.	Promote business expansion in the Industrial areas	ED	BD	NI	P

SUMMARY ACTION	DESCRIPTION	RESPONSIBLE DIVISIONS			
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4.1 GROVE DISTRICT ANAHEIM RESORT

Continue to attract complementary amenities for visitor-serving facilities in the Grove District, including restaurants, retail, entertainment and hotel developments

a.	Implement the continuation of Grove Resort Landscape and streetscape to adjoin the north district to the SR 22 Freeway	ED	BD	NI	P
b.	Leverage city resources and to assist in the development process	ED	BD	NI	P
c.	Partner with the Garden Grove Tourism Promotion Corporation (GGTPC) to continue to market and maintain the resort	ED	BD	NI	P
d.	Facilitate and expedite entitlement processing and monitoring of existing and future entitlements	ED	BD	NI	P

4.2 MARKETING AND BRANDING THE GROVE DISTRICT

a.	Expand digital and print collateral for use in external marketing	ED	BD	NI	P
b.	Continue to update marketing materials to market available properties	ED	BD	NI	P
c.	Attend trade shows in the tourism, lodging, and theme park industries	ED	BD	NI	P

5.1 DOWNTOWN RE:IMAGINE

Entitlement, processing and monitoring of significant existing and future entitlements in the downtown area

a.	Support property owners and local investments along Main Street	ED	BD	NI	P
b.	Facilitate implementation and completion of Cottage Industries	ED	BD	NI	P
c.	Facilitate implementation and completion of SteelCraft Garden Grove	ED	BD	NI	P
d.	Encourage collaboration with existing businesses and tenants in the Downtown/Civic Center area	ED	BD	NI	P
e.	Encourage continued collaboration with the Downtown Business Association and Main Street	ED	BD	NI	P
f.	Explore permit streamlining opportunities for businesses in the Downtown/Civic Center area	ED	BD	NI	P

5.2 COMMUNITY OUTREACH

Local business support for established businesses and new businesses

a.	Conduct regular meetings with local neighborhood groups to discuss their needs, challenges, and opportunities	ED	BD	NI	P
b.	Establish community engagement programs to promote continued dialogue and communication with neighborhood groups	ED	BD	NI	P

5.3 ENHANCE QUALITY OF LIFE

Proactive Code Enforcement and Neighborhood Improvement Group

a.	Work with the community through education and outreach to provide information on the importance of maintaining their properties	ED	BD	NI	P
b.	Work with business owners to meet minimum requirements for maintaining business license and permitting facility improvements	ED	BD	NI	P

SUMMARY ACTION		DESCRIPTION	RESPONSIBLE DIVISIONS			
6.1 REDISCOVER PLACE MAKING						
Encourage a variety of housing products to serve the needs of the community						
a.	Explore mixed use development in key areas of the City		ED	BD	NI	P
b.	Encourage higher density housing in appropriate areas of the City that do not negatively impact existing established neighborhoods		ED	BD	NI	P
c.	Promote connectivity to “active transportation”		ED	BD	NI	P
6.2 HOUSING TOOLBOX						
Promote and Develop Affordable Housing						
a.	Promote development of affordable housing projects in the community		ED	BD	NI	P
b.	Attract affordable housing through meetings with developers		ED	BD	NI	P
c.	Provide home improvement loans and grants in partnership with the SVA and CDBG funds		ED	BD	NI	P
6.3 HOUSING COMPLIANCE						
Continue annual monitoring of existing Affordable Housing Developments						
a.	Annual Monitoring and Reporting of existing units		ED	BD	NI	P



CONTEXT FOR ECONOMIC DEVELOPMENT

Garden Grove has many assets and challenges that create the context for economic development. The City's history, traditions, challenges and opportunities have provided a basis for creating actions that implement the overall vision. The City's Office of Economic Development Division has been given the task to work with City Council, City Departments and the community to define the issues, challenges and needs of the community in broad topical areas to provide the basis of the City's community economic development strategy.

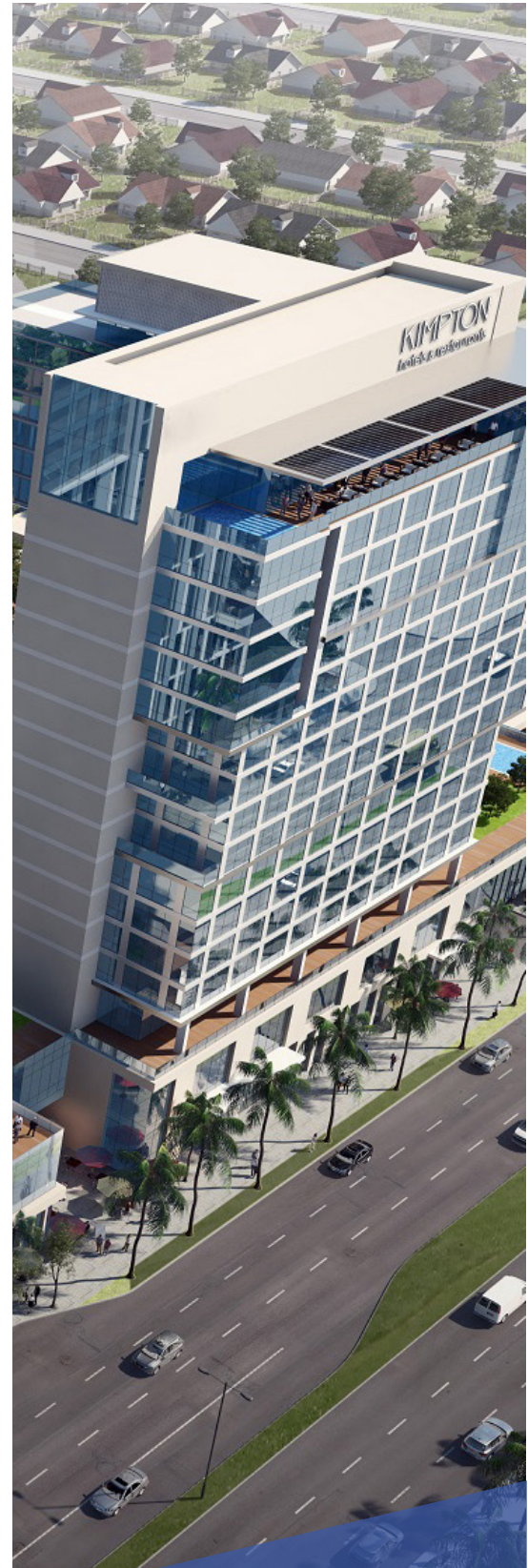


Collaboration:

The City of Garden Grove has a long tradition of collaboration.

The City believes in engagement with residents, property owners and potential investors are successful when their voices are heard. The diverse population of cultures, ages and backgrounds requires the community to listen to each other to:

- ✓ Focus on community engagement
- ✓ Provide opportunities for community investment and volunteerism
- ✓ Utilize Neighborhood Watch as a key contributor to understanding our neighborhood needs
- ✓ Discover and define the community's needs
- ✓ Listen to the needs of all income levels when planning the City's future
- ✓ Work with law enforcement to understand community safety needs
- ✓ Seek opportunities to embrace and celebrate the diversity of the community
- ✓ Sustained and consistent outreach to ensure the City is in tune with the pulse of the community
- ✓ Continue collaboration with the City's various Chambers
- ✓ Proactive engagement with the community to identify code enforcement, safety and other quality of life issues
- ✓ Maximize the use of technology to engage the community



Quality and Experience:

The quality of the built environment is vital to attracting investment and providing a positive experience for the City's residents and visitors. The physical attributes of the community define the character and play a vital role in attracting good business, but also attracting good patrons. The following factors have been identified:

- ✓ Address deferred maintenance of aging commercial/residential properties
- ✓ Enforcement of code violations
- ✓ Long-term strategies for redevelopment in aging commercial centers and corridors
- ✓ Reuse/Repurpose aging commercial centers. Chapman Avenue/Brookhurst Street, The Garden Grove Promenade is a good example of former redevelopment projects.
- ✓ Assist brokers and property owners. Establish a good tenant mix in commercial centers
- ✓ Increase level of investment in aging or underutilized commercial centers
- ✓ Code enforcement that is more proactive at commercial level
- ✓ Pedestrian safety is an important consideration when designing projects
- ✓ Expand beautification of existing corridors/areas to attract business
- ✓ Improve physical attributes and quality of development
- ✓ Harbor is a major gateway to the City - make it an attractive experience
- ✓ Proactively address priority "hot spots" that need immediate improvements
- ✓ Downtown has a unique appeal- capitalize on its unique attributes
- ✓ Seek a balance of improvements/repurposing throughout the City
- ✓ Remodel and or re-purpose aging commercial centers in the Grove District



Encourage Investment:

Facilitating investment in the community will contribute to the community's reputation as a place to invest. From small scale local business to large scale hospitality, the City's ability to provide value-added services to the investment community will encourage the expansion of the City's economic health. The following factors have been identified:

- ✓ Provide a menu of incentives and financing tools that encourage investment
- ✓ Support corridor revitalization in the west side of Garden Grove
- ✓ Continue deliberate focus on the downtown area as an investment opportunity
- ✓ Focus attention on underutilized parcels and commercial centers
- ✓ Provide heightened guidance for architectural design to ensure quality development
- ✓ Proactively address infrastructure to encourage investment
- ✓ Harbor corridor is a unique opportunity - it is a primary economic engine in the community
- ✓ Provide for small business support/enhancement
- ✓ Tell the City's story through enhanced marketing
- ✓ Attract arts and entertainment to expand the scope of who we appeal to in Garden Grove
- ✓ How do we get people to invest in Garden Grove for the long-term?
- ✓ Keep attraction momentum
- ✓ Hospitality is the community's primary economic development tool. Encourage the hospitality industry to continue investment





Marketing:

Who we are as a community – the City’s unique character and attributes are primary to attracting people, businesses and investment the City desire. The City’s ability to “tell our story” will enable and encourage private investment that support our mission.

The following factors have been identified:

- ✓ Our ability to “tell our story” to investors, visitors, residents and patrons.
- ✓ Ensure a high profile at local, regional and national professional organizations to market our attributes
- ✓ Focus on complimenting versus competing with the Grove District
- ✓ Partner with the hospitality industry to enhance the City’s attractiveness
- ✓ Attract emerging markets to attract patrons and investors