



ECONOMIC DEVELOPMENT

STRATEGIC PLAN

2021

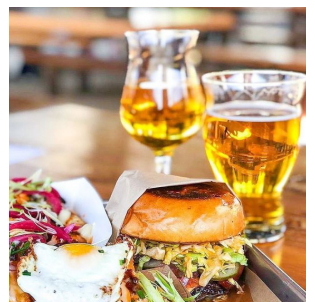


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GARDEN GROVE CITY COUNCIL

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.



Steven Jones
Mayor



Kim B. Nguyen
Mayor Pro Tem
District 6



George S.
Brietigam III
District 1



John R. O'Neil
District 2



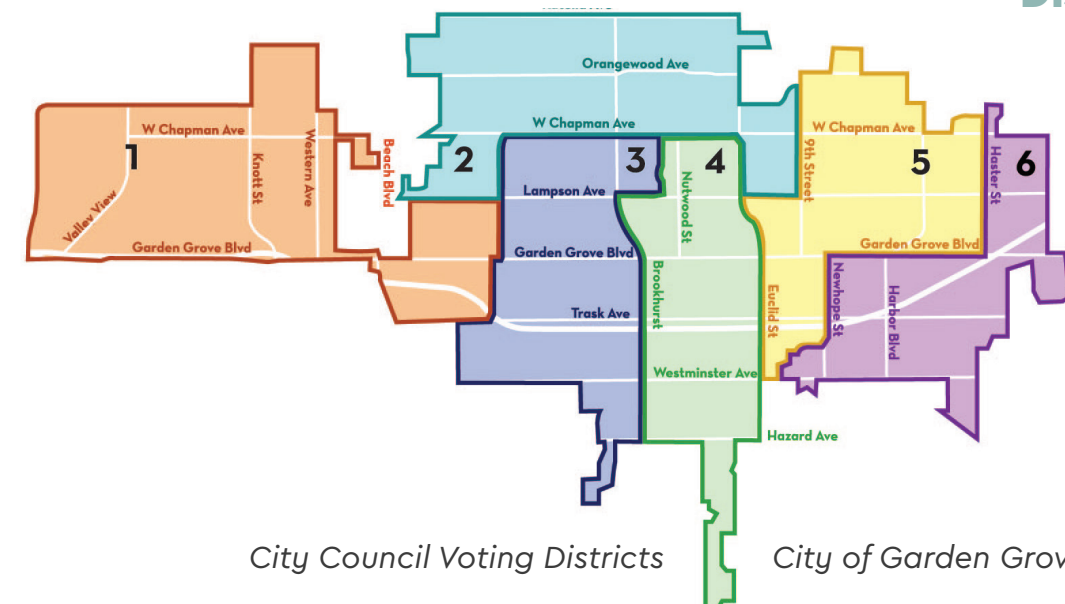
Thu-Ha Nguyen
District 3



Patrick Phat Bui
District 4



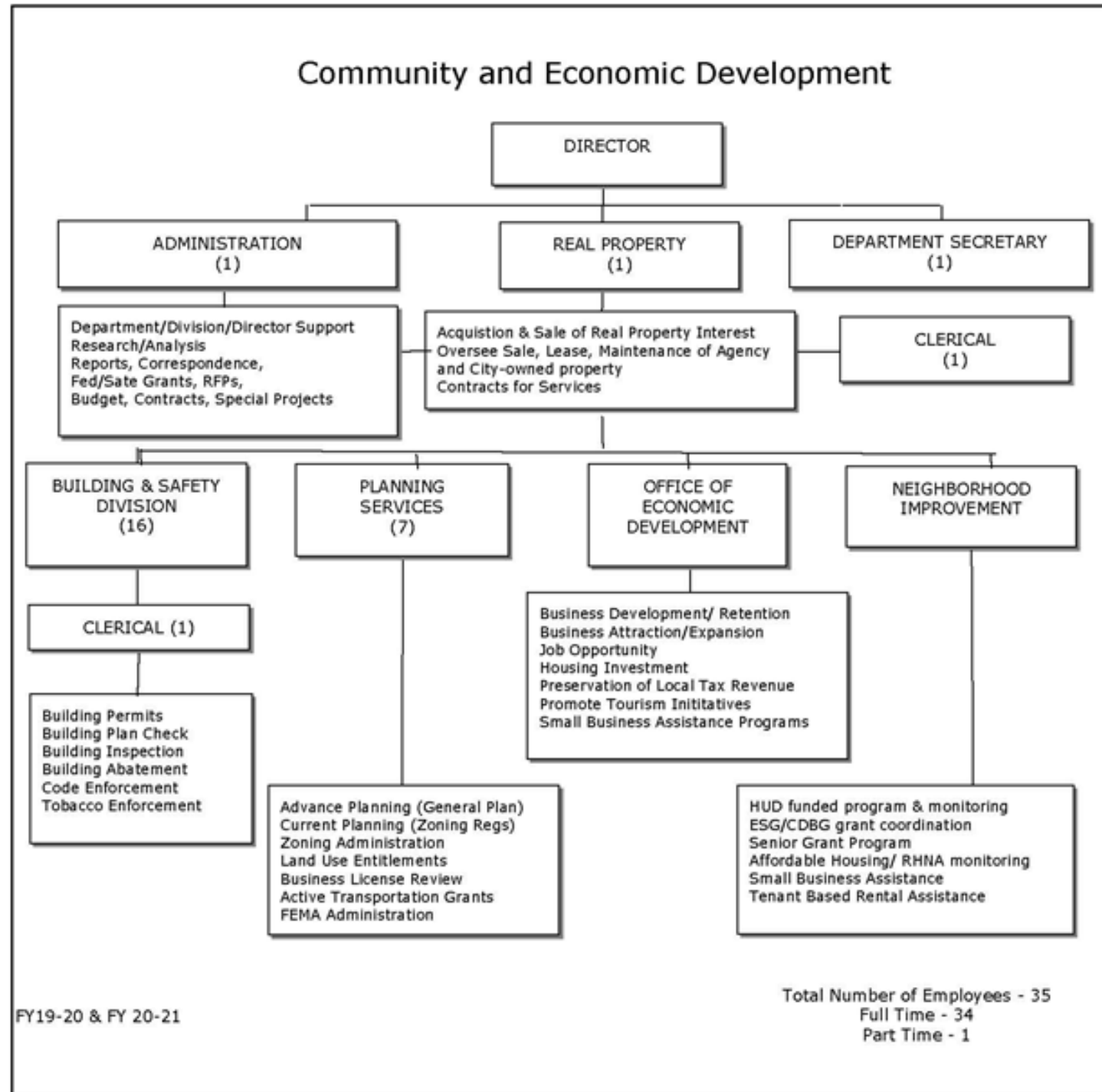
Stephanie
Klopfenstein
District 5



City Council Voting Districts

City of Garden Grove

ORGANIZATIONAL CHART



*source FY 2021-2023 Budget
2019 Org Chart with Duties

GARDEN GROVE'S OFFICE OF ECONOMIC DEVELOPMENT

OUR MISSION | To improve the Physical, Social, and Economic health of Garden Grove by creating opportunities for Businesses, Residents, and Visitors.

OUR VISION | To enhance the quality of life in Garden Grove.

EXECUTIVE SUMMARY

The City of Garden Grove's 2021 Economic Development Strategic Plan ("EDSP") is a baseline assessment of existing conditions and outlines strategic recommendations to address the economic investment and opportunities. Through implementation of the 2018 EDSP, the City of Garden Grove has achieved a tremendous track record of success in the areas of retail/dining development, job creation efforts, homelessness initiatives, and assisting small businesses during the COVID-19 pandemic. Going forward, the purpose of the 2021 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 new 2021 EDSP continues to promote the retention of existing businesses, create opportunities for business expansion, with a focus to support and sustain economic recovery through the post Covid-19 months. 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.

In 2020, the Community and Economic Development Department merged the Neighborhood Improvement Division into the Office of Economic Development. The Office of Economic Development will continue to improve the community by developing programs with federal and state funds with the most impact to the City's community.

"Local economic development is a process that strives to improve the economic well-being of the community."



KEY ECONOMIC DEVELOPMENT GOALS

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.

GOAL #1	COMMUNITY-BASED DEVELOPMENT
GOAL #2	LEVERAGE CREATIVE FUNDING & FINANCING TOOLS
GOAL #3	EXPAND AND PRESERVE LOCALLY-GENERATED TAX REVENUE
GOAL #4	TOURISM INITIATIVES AND DEVELOPMENT OF THE RESORT
GOAL #5	PROMOTE AND EXPAND HOMELESS RESOURCES AND SERVICES
GOAL #6	INCREASE HOUSING OPPORTUNITIES AND INVESTMENT



GOAL #1

COMMUNITY-BASED DEVELOPMENT

Community-Based Development is the groundwork for the development of Garden Grove. The city seeks to enhance and sustain the availability of long-term employment opportunities, ensure future economic growth, and provide continued support to residents.

1. Attract businesses that complement the culturally diverse character of Garden Grove

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

2. Provide local support services for business recruitment

- a Promote local services for new and existing businesses through the Buy In Garden Grove Program and Garden Grove is your Market campaign
- b 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 and Planning Services Division

3. Enhance the City's ability to brand the community

- a 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
- b Explore opportunities for digital and print marketing material(s) for external distribution
- c 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



GOAL #1 CONTINUED

4. Address Public Facilities and Infrastructure Needs

- a Facilitate various Public Works infrastructure projects in low-income neighborhoods throughout the city

5. Incentivize low-income job creation and retention through Economic Development Programs

- a Promote the Jobs 1st Program
- b Promote the Jobs 1st To-Go Program
- c Workforce Activation & Readiness Program (WARP)

6. Assist and promote small business investments in the Downtown/Civic Center area

- a Continue to support property owners and local investments along Main Street
- b Facilitate implementation and completion of the Cottage Industries project
- c Continue to support advertising for 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 Continue to implement the Downtown Parking Management Plan

7. Provide local business support for established businesses and new businesses

- a Conduct regular meetings with local neighborhood groups to discuss their needs, challenges and opportunities and establish community engagement programs to promote continued dialogue and communication on certain neighborhood topics, such as code enforcement and building abatement in conjunction with the Building and Safety Division



LEVERAGE CREATIVE FUNDING AND FINANCING TOOLS

GOAL #2

The City continues to leverage financial tools available through the Federal, State, and County levels and explore creative incentive financing as an alternative method for project financing to attract new quality investments.



1. Utilize State Assembly Bill 562 as an economic subsidy to entice Garden Grove businesses to expand, stay, and grow their business

- a Continue to monitor and support the Amended and Restated Operating Covenant Agreement executed in 2016 with AAA Oil Inc. dba California Fuels and Lubricants
- b Continue to monitor and support the Agreement Regarding Opening, Operating, and Other Covenants executed in 2017 with Garden Grove Automotive Inc. operating as Garden Grove Kia

2. Explore emerging funding opportunities and financing tools

- a 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
- b Continue to promote the Business Resource Toolkit and place current business support items from the Federal, State, and County levels
- c Explore enhanced infrastructure financing districts (EIFDs) as an alternative financing tool, where appropriate
- d Promote target areas that have the State designation of Opportunities Zones to enhance economic development investment locally
- e Continue to promote the new State Initiative including the City's participation in the Orange County Recycling Market Development Zone (RMDZ)
- f Continue monitoring Federal, State, and local grant opportunities in areas of focus such as:
 - i 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
- g Establish a database of public and private grants, financing and in-kind services that support business development and expansion
- h Leverage job creation opportunities through utilization of Community Development Block Grants (CDBG) in the development of Small Business Assistance Program(s)
- i Continue to develop business assistance programs through the Cares Act and the American Rescue Act

GOAL #3

EXPAND AND PRESERVE LOCALLY-GENERATED TAX REVENUE

The City continues to develop methods and strategies to expand and enhance the City's tax revenue base that will ensure a high level of service to its residents and business owners.

1. Provide service and support to local businesses

- a Continue to enhance online services for local businesses including updates to the available commercial property database via LoopNet on the City's Business Portal
- b Prepare "how to guides" for typical business needs such as navigating through the City's Processes

2. Engage and work with various active groups in the City that enhances and improves 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 Orange County Hispanic Chamber of Commerce (OCHCC)
 - v U.S. Small Business Administration (SBA)
 - vi Orange County Small Business Development Center (SBDC)
 - vii Service Corps of Retired Executive (SCORE)
 - viii State Department of Commerce and Trade and their affiliates such as Trade Connect
 - ix Governor's Office of Business and Economic Development (Go-Biz)
 - x Garden Grove Tourism Promotion Corporation (GGTPC)
 - xi Visit Anaheim
 - xii City Bank and Chapman Brookhurst
- b Support the City's business spotlight program which recognizes and promotes local businesses in collaboration with the Office of Community Relations
- c Encourage sponsorship opportunities for local events by local businesses when conducting business visitations in partnership with the Garden Grove Chamber of Commerce

3. 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 Continue to implement the Vehicle Rebate Program
- c Promote business expansion in the Industrial areas by continuing business visits, being up to date on land transactions and attending trade shows

GOAL #4

PROMOTE TOURISM DEVELOPMENT INITIATIVES AND PROVIDE DIRECT SUPPORT FOR THE DEVELOPMENT OF THE GARDEN GROVE RESORT

The Grove District-Anaheim Resort is one of the major economic development engines for the City of Garden Grove. The 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.

1. Attract businesses that complement the culturally diverse character of Garden Grove

- a Implement the continuation of Grove District Landscape and Streetscape to adjoin the north district to the SR 22 Freeway on Harbor Boulevard
- b Continue to expand the Grove District
- c Partner with the Garden Grove Tourism Promotion Corporation (GGTPC) to continue to market and maintain the Grove District
- d Facilitate and expedite entitlement processing and monitoring of existing and future entitlements in the Grove District
 - i Site C Resort Audela – Le Meridien and Kimpton Hotel Development
 - ii Site B2 Resort Nickelodian Resort Hotel
 - iii Homes 2 Suites by Hilton
 - iv Explore redevelopment of the Longsdon Pit

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



GOAL #5

PROMOTE AND EXPAND HOMELESS RESOURCES AND SERVICES

Addressing homelessness prevention and providing services to low-income residents remain a priority in the City. Homelessness impacts communities of all sizes and Garden Grove is no exception. The OED will continue to develop programs with the federal, state, and local monies it receives to inoculate homelessness in Garden Grove and provide low-income housing and services to residents in need.



1. Implement the Comprehensive Strategic Plan to Address Homelessness (CSPAH)

- a Develop Community Engagement Efforts around Homelessness and raise awareness about available resources and best practices
- b Expand homelessness prevention efforts
- c Enhance Data Tracking & Homeless Outreach activities
- d Explore Emergency Housing Options
- e Increase Access to Affordable and Supportive Housing

2. Implement and improve upon Community Programs and activities that provide assistance to the homeless or those at-risk of homelessness

- a Senior Citizen Services
 - i H. Louis Lake Senior Center
 - ii Meals on Wheels OC
- b Food Distribution for low-income residents
- c Fair Housing education and mediation
 - i Fair Housing Foundation
- d Street Outreach and referrals to services
 - i GGPD Special Resource Team (SRT)
 - ii City Net
- e Mental Health Services
 - i The Priority Center's Outreach and Engagement
 - ii Mobile Mental Health Unit
 - iii Crisis Stabilization Unit
- f Rental Assistance and Emergency Housing

3. Increase public outreach and education to raise awareness around homelessness and the City's efforts to address it

- a Promote the Garden Grove Coalition to End Homelessness and facilitate quarterly meetings
- b Partner with local non-profits to provide educational workshops and trainings
- c Produce videos to increase awareness and educate the public about the issues surrounding homelessness
- d Host webinars and community forums to promote City programs and educate the public regarding homelessness



GOAL #6

INCREASE HOUSING OPPORTUNITIES AND INVESTMENT

State legislature states that a primary housing goal for the state is to ensure that every resident has a decent home and suitable living environment. It is a goal of the City to provide housing opportunities to residents and future residents of Garden Grove and increase the investment into the community to offer a higher quality of life in the City.

1. Provide Decent and Affordable Housing

- a Create new affordable housing units
- b Develop affordable housing through property acquisition and rehabilitation
- c Assist the Planning Division with Density Bonus housing projects
- d Assist low-income Garden Grove homeowners with home repairs

2. 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"

3. 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

4. Continue annual monitoring of existing Affordable Housing Developments

- a Conduct Annual Monitoring and Reporting of existing units

5. Collaboration with Code Enforcement

- a Work with the community through education and outreach to share resources regarding property maintenance

6. Collaboration with the Planning Services Division

- a Assist Planning with the Housing Element's Goals and Policies that will help the City meet its RHNA numbers and incentivize the creation of affordable Accessory Dwelling Units.



PERFORMANCE MATRIX

MARKETING PLAN

2018 EDSP ACCOMPLISHMENTS

In October 2018, the City Council received the 2018 Economic Development Strategic Plan (EDSP) and significant achievements have been made.



- In Summer 2018, the Office of Economic Development partnered with the ULI Advisory Services program to create a Technical Assistance Panel (TAPs) for the West Grove retail corridor. The examination and TAP study included physical and demographic analysis to inform retail market visibility. The presentation and recommendations were made to the City and local community members.



Brookhurst Place

- Following the completion of Phase I of Brookhurst Place in July 2018, Kam Sang Company continued to advance Phase II: 462 apartment homes, of which up to 120 will be affordable housing units and 58 for-sale condominiums; up to 200,000 square feet of commercial and retail space; and a 100-key hotel. Upon completion, the 14-acre community project will include 700 new residential units and a one-acre park. Once concurrence from the State Department of Finance (DOF) is received, conveyance of the Phase II properties will begin.

- The City of Garden Grove, as Successor Agency, approved an Agreement between Investel Harbor Resorts, LLC and the City for the sale of a property at 12361 Chapman Avenue at a fair market value of \$1.1 million. The property consists of a vacant 10,883 square foot restaurant/banquet hall on a 0.48-acre site adjacent to the Hyatt Regency Orange County. NOVA opened its doors in Summer 2019.



- On July 25, 2019 the Economic Development Division partnered with the Korean American Chamber of Commerce of Orange County to host a panel discussion about public safety with Police Chiefs from Buena Park, Fullerton, Irvine, and Garden Grove.



- SteelCraft Garden Grove opened Fall 2019. The new 20,000 square foot urban eatery, is comprised of 22 repurposed shipping containers. Artisans in a shared space serve thoughtful and creative food, beer, coffee and dessert. This exciting new urban eatery has added fresh new faces to the Civic Center and is helping to energize the City's downtown and bridge the gap between Main Street and the upcoming Cottage Industries project.

2018 EDSP ACCOMPLISHMENTS

- Construction of Garden Brook Senior Village by AMG & Associates, a mixed-use project with 394 new affordable senior units and up to 12,938 square feet of commercial space, continued in FY 2019–20. The development is a collaboration between the City of Garden Grove, AMG & Associates, the Hoag Foundation, and the Boys and Girls Club of Garden Grove to progress an Intergenerational Program to bring youth and seniors together. Completion is anticipated in fall 2021.

- The City approved the sale of the City-owned real property consisting of approximately 1.45 acres located at 13650 Harbor Boulevard. The developer, BN Group, has secured a franchise agreement for the development of a Home 2 Suites hotel by Hilton. BN Group has completed entitlements and construction drawings for this new 124 room establishment. The ground breaking ceremony was held on June 27, 2019. The hotel started construction 1st quarter 2019. This project is the first new hotel to be built south of the Garden Grove Freeway. The hotel completion date is estimated to be early 2022.

- In November 2018, City Council approved an extension of term of negotiation period to the Amended and Restated Exclusive Negotiation Agreement (ENA) between the City and New Age Garden Grove, LLC for the development of 10 acres of real property. The developer has proposed a Nickelodeon Resort comprising of a 560-room resort hotel and amenities. In addition, the developer and City are working on the draft version of the Disposition and Development Agreement.

- The Garden Grove Planning Commission approved a Site Plan and Tentative Tract Map at the November 2017 meeting to implement a resort hotel development project known as the Site C Project. The Developer has approvals for a proposed program with up to 769 rooms and ancillary hotel uses such as pools, spas, and fitness centers within three resort hotels, one full-service and one limited-service, with up to 104,000 aggregate square feet of conference/meeting banquet space, hotel restaurant space, freestanding pad restaurant, and a multi-level parking garage with 1,297 parking spaces on approximately 4.3 acres of the PUD-128–12. Upon completion, it is anticipated the project will generate approximately \$3.8 to \$4.9 million in additional annual tax revenue to the City. The project is anticipated to start construction in the fourth quarter of 2021.



124 KEYS HOME 2 SUITES BY HILTON
13650 HARBOR BLVD, GARDEN GROVE, CA 92840



Site C

TRI-CITY TOWN HALL
SMALL BUSINESS RESOURCES ZOOM WEBINAR
 PRESENTED IN KOREAN

WEDNESDAY
MARCH 31, 2021
4:00 - 6:00 P.M.

Zoom Webinar Registration:
bit.ly/business-resources-k

ORANGE COUNTY SMALL BUSINESS SUMMIT

ACCELERATING SMALL BUSINESS

GREAT WOLF LODGE | GARDEN GROVE

Tuesday, November 19, 2019

BRING ANY OF YOUR QUESTIONS AND COME LEARN MORE ABOUT STATE POLICIES THAT AFFECT YOUR SMALL BUSINESS.

- A ONE-STOP SHOP SEMINAR WITH PRESENTATIONS ON:**
- Sales and Use Tax Basics
 - State Tax Credits, Exemptions, and Financing Instruments
 - Forms of Ownership
 - Employee or Independent Contractor?
 - Better Business through Better Records

FRIDAY, MAY 3, 2019
 9:00AM - 12:30PM
 CHECK-IN BEGINS AT 8:30 AM

GARDEN GROVE COMMUNITY MEETING CENTER
 11300 STANFORD AVENUE, GARDEN GROVE, CA 92840
 FREE PARKING

Must RSVP at ASMRC.org/GB/SmallBusiness or call 714.843.4966

THINK BIGG
 Buy In Garden Grove

GARDEN GROVE VEHICLE REBATE PROGRAM

\$500 Rebate WHEN YOU PURCHASE A NEW CAR OR TRUCK

Garden Grove residents and businesses purchasing a new car or truck from one of the six franchised local auto dealers are eligible to receive a \$500 rebate.

ACCOMPLISHMENTS & AWARDS

- In partnership with SBDC Orange County, the division planned a series of seven (7) workshops to provide small business entrepreneurs with resources and tools to enhance their businesses.
- The Office of Economic Development has continued to partner with SCORE to sponsor quarterly workshops dedicated to assisting small businesses in planning a new business, marketing & sales and finance. SCORE is a nonprofit association dedicated to helping small businesses get off the ground and grow and achieve their goals through education and mentorship.
- In partnership with the Orange County/Inland Empire Small Business Development Center Network and Wells Fargo Corporate Philanthropy and Community Relations Group, the City participated in the Orange County Small Business Summit on November 19, 2019. The conference featured regional, state, and federal economic development leaders discussing opportunities to grow the regional small business economy of Orange County, with a specific focus on advancing access to capital, small business development, and innovative public-private partnerships.
- In partnership with Assembly member Tyler Diep and Orange County Supervisor Andrew Do, the City hosted a Small Business Tax Seminar & Resource Expo on May 3, 2019. The event provided an opportunity to perform outreach to all local business owners through collaboration with various agencies.
- The City continues to partner with the Governor's Office of Business and Economic Development to promote GO-Biz, a program designed to help businesses apply for the California Competes Tax Credit, which offers tax credits to businesses adding jobs in California.
- The Vehicle Rebate Program (VRP) offers Garden Grove residents and businesses a \$500 rebate when purchasing a new vehicle from one of the six franchised local auto dealers: Volkswagen Garden Grove, Simpson Chevrolet of Garden Grove, Russell Westbrook Hyundai of Garden Grove, Toyota Place, Garden Grove Nissan, and Garden Grove Kia. The VRP program commenced on July 1, 2019.

ACCOMPLISHMENTS & AWARDS

- In March 2020, the Office of Economic Development revamped its website to include new resources to help businesses affected by the COVID-19 pandemic. These new resources included: a new business resource kit linking to the City's partners for business reopening, the City JOBS 1st Program, the City's Micro Grant Program, and the Accessible Businesses Program.
- The JOBS 1st Program was modified in response to COVID-19 and the subsequent allocation of Community Development Block Grant – Coronavirus (CDBG-CV) funding. This program offers job creation loans of up to \$50,000 and job retention grants of up to \$25,000 to assist Garden Grove business owners affected by the pandemic. The JOBS 1st Program will utilize \$830,000 in CDBG-CV funds to create and/or retain over 137 low-income jobs.
- Through the County of Orange and the First District Supervisor, Andrew Do, the City received Coronavirus Relief Funds for economic support in the amount of \$617,600 to assist small businesses impacted by COVID-19. In June 2020, the Micro Biz Program was established in conjunction with an online application portal (ggcity.org/businesses) to streamline the application submittal process for eligible small businesses and non-profit organizations. The program provided economic support to 125 Garden Grove small businesses with grants up to \$5,000 to be used for rent relief payments and business innovation activities. The City exhausted the balance of this portion in December 2020.
- The Office of Economic Development strives to deliver innovative business development programs and initiatives to assist local business owners in navigating their business operations through reopening in Stage 2 of the Resiliency Roadmap. The creation of the Accessible Businesses Program provided a process for local businesses to apply for a 60-day Temporary Outdoor Businesses Permit to expand outdoor dining and/or retail uses onto adjacent sidewalks within a shopping center or in privately owned parking lots.



CITY OF GARDEN GROVE
SMALL BUSINESS RESOURCES AND GRANTS PROGRAM

Fund of \$4.6 Million
 for Grants of \$5,000 up to \$25,000

The City of Garden Grove's Small Business Grants are available to assist local businesses impacted by COVID-19. The grant programs include the new Micro-Business Relief Program for \$5,000 grants and the JOBS 1st Program to apply for \$25,000 grants.

Qualifying Expenses:

- for Micro-Business Relief Grant (rent and business innovation activities)
- for JOBS 1st Grant (payroll and other operating expenses)

Region: City of Garden Grove

Apply for Micro and JOBS1st grants online at: apply.ggcity.org

For more information visit: ggcity.org/businesses
 Contact the Office of Economic Development at microbizgrant@ggcity.org or jobsfirst@ggcity.org

ACCESSIBLE BUSINESSES

ACCESSIBLE EATERIES

For more information: ggcity.org/businesses



SWOT ANALYSIS

The City of Garden Grove's Office of Economic Development Division's SWOT Analysis is a compilation of the division's strengths, weaknesses, opportunities, and threats. The SWOT Analysis assisted the division to discover recommendations and strategies with a focus of leveraging strengths and opportunities to overcome weaknesses and threats.

The Office of Economic Development (OED) assessed its division internally and externally with various stakeholder groups in the City. Internally, the City utilized department directors and EDIC (Economic Development Improvement Committee) and externally, the OED partnered with the Garden Grove Tourism Promotion Corporation (GGTPC) and the Garden Grove Chamber of Commerce to provide vital feedback to continuously improve the services that the OED provides.

The strengths highlighted the overall team and support of executive management and the City Council. The division's knowledge and experience with public-private partnerships, relationships with existing stakeholders, and an active business climate made for positive feedback. The City's low vacancy rates, good infrastructure, and continuous funding from federal and local governments were all positive points made by the community of the OED. The "Weaknesses" the OED can improve upon are to continue to assist the homeless/at risk homeless population, diversify housing projects with a mix of new housing and affordable housing, and find available funding to acquire and entitle project sites to grow the City's tax base.

The threats of the SWOT analysis presented a variety of challenges that offered great opportunities. The City of Garden Grove is fortunate to be a City that retailers and developers wish to be in. The City has a successful auto center and hotel district, a large Vietnamese population that is home to Little Saigon, as well as a striving Korean Business District. The Brookhurst Triangle is another example of the growth of the City's downtown region. The threat of the pandemic and the lasting affects it has on the economy, housing, homelessness, small businesses, and the general community were the driving force in developing this update to the strategic plan. The City will continue to engage the community and utilize monies that flow from the federal government such as the Cares Act and the American Rescue Plan Act to counteract the threats that have been presented in the analysis. Ongoing threats that continue to present a challenge is the City's budget deficit, crimes rising, regional competition from cities, and pressure to speed projects to completion have all presented a challenge in economic development.

The EDSP strategic plan will assist the OED to prioritize projects to tackle the tasks that are assigned to the division by the federal government, state, City Council and Executive Management. The efforts of the division will be handled in an ethical manner.

