

2024-2029 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY REPORT TO THE U.S. DEPARTMENT OF COMMERCE, ECONOMIC DEVELOPMENT ADMINISTRATION



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Executive Summary

In order to provide local governments and regional entities and projects with the required framework to be eligible to receive U.S. Department of Commerce, Economic Development Administration (EDA) funding, the County of Orange's OC Community Resources Agency, the Orange County Community Services Division (OCCS) and the Workforce and Economic Development Division, partner with the Orange County Workforce Development Board to develop the Orange County Comprehensive Economic Development Strategy (OC CEDS) every five years. The CEDS is a roadmap for the county's short- and long-term economic future, identifying both challenges to be addressed, strengths to be leveraged and economic development investments to be considered.

The 2024-2029 version provides a comprehensive overview of the current demographic, economic, social, and environmental landscape in Orange County. It also identifies potentially vulnerable communities which would benefit greatly from increased economic development and infrastructure investment. This economic development strategy and plan helps to lay the foundation for local stakeholders as well as elected officials and the business community, and community and non-profit leaders to establish a countywide economic development framework and formulate goals and strategies to best leverage competitive advantages and address areas of potential weakness. Overall, the OC CEDS:

- Provides a comprehensive overview of Orange County's diverse economy.
- Identifies "Red Zones" that qualify for EDA funding as well as Community Economic Resilience Fund (CERF) "Disinvested Communities", a statewide effort similar to CEDS (see below and appendix for background) that should be given special focus and attention as they may also derive benefit from economic development and infrastructure investments in Orange County.
- Proposes goals with strategies on how best the county and its stakeholders can improve economic resiliency.
- Creates the investment roadmap and framework required for Orange County entities to be eligible to apply for and receive U.S. Department of Commerce, Economic Development Administration (EDA) funding.
- Aligns closely with the current California Jobs First initiative (formerly known as the Community Economic Resilience Fund), a California state initiative of which Orange County is one of 13 regions undergoing a significant economic development planning and outreach/engagement strategy and planning effort. More on the extensive effort surrounding that initiative can be found in Appendix D, but this OC CEDS leans heavily on that research, planning, and outreach effort to formulate the OC CEDS SWOT analysis, for example, knowing that the

California Jobs First initiative reached out to hundreds of community organizations and tens of thousands of residents, especially in Orange County’s “Red Zones” and “Disinvested Communities”.

- Provides framework and reference points for the California State Workforce Development Board, Governor-identified Orange Region local and regional plans for the local area board, including the Orange County Workforce Development Board, as applicable.

By incorporating these aspects and tailoring them to Orange County's specific context, this CEDS report provides guidance and a roadmap to the region's economic development efforts that points to revitalizing a more collaborative, prosperous, resilient, sustainable, and equitable future for Orange County.

Background and Context

Since the previous 2019-2023 CEDS report, there have been a number of significantly impactful events which have served to dramatically disrupt regions, communities, individuals, industries, and supply chains across the world. The emergence of SARS-CoV-2 or COVID-19 in early 2020 closed businesses across the nation and snarled supply chains as the world economy nearly screeched to a halt. Due to the combined impacts of government spending as well as supply chain disruptions, the cost of goods began to skyrocket and began to squeeze workers and households. Inflation caused the Federal Reserve to hike interest rates precipitously in a relatively short time period.

On top of rising prices at the pump and in the grocery store, the cost of housing and rentals also began to climb rapidly. The mainstream status of remote work post-pandemic has helped shift real estate demand from commercial to residential; while many expected home prices to fall during the pandemic, they actually increased, hitting all-time highs in some cases, as demand far outpaced supply.

This supply-demand imbalance persisted through several interest rate increases which further decreased affordability rates. Monthly payments for a \$500,000 mortgage with a 3 percent rate (average in December 2020) jumped from \$2,108 to \$3,651 as mortgage rates topped 7.95 percent in November 2023.¹ While home prices have fallen slightly, they remain near all-time highs.

As the rate of inflation has begun to moderate and is seemingly on track to return to the Federal target of 2 percent, suggesting a ‘soft landing’ has been achieved and risks of a potential recession being severely diminished, likely giving the Federal Reserve room for much-needed rate cuts later in 2024. Despite this reduced risk, the global economy and

¹ <https://www.bankrate.com/mortgages/historical-mortgage-rates/#current-rates>

the numerous conflicts abroad suggest a still turbulent, risky national and global economic environment.

Despite significant national and global headwinds, Orange County continues to see strong economic and employment activity; several county industries have more than fully recovered from pandemic-era job losses. This report aims to provide Orange County's elected leaders and economic and workforce development professional communities with both information on the county's economic performance in the face of these disruptions and suggestions regarding effective strategies for further strengthening the region's economy, especially resiliency. By doing so, Orange County will be better prepared to not only weather economic disruptions, but to bounce back by making economic development investments that will create and grow sustainable, good-paying jobs.

To this end, this report focuses on both OC CEDS traditional "Red Zones" and CERF "Disinvested Communities". Similar to the "Red Zones" identified in previous iterations of this report, Disinvested Communities are census tracts which scored in the worst 25 percent of Orange County census tracts based on a number of economic, social and environmental factors. While the number of Red Zones declined from 71 in the 2013-2018 CEDS to 55 in the 2019-2023 CEDS and further to 48 in this 2024-2029 CEDS, CERF has identified 92 Disinvested Community census tracts that are worthy of consideration for economic development investments that will pay dividends in the coming years.

Focusing local policymaker and stakeholder efforts on improving economic, social, health and environmental conditions in these Disinvested Communities both improves the lives of community members and benefits all Orange County residents and businesses. As such, this report has identified five major goals including:

Goal 1: Provide World-Class Education, Career, and Workforce Opportunities to Address the Skills Gap

Goal 2: Focus on Residents Living in Disinvested Communities

Goal 3: Promote Key Industry Clusters

Goal 4: Improve Orange County's Economic Competitiveness in a Global Economy

Goal 5: Plan and Develop State-of-the-Art Infrastructure.

Goal 6: Foster Greater Regional Collaboration by Increasing Economic and Workforce Development Partnerships.

These goals represent pathways for Orange County to achieve sustainable and equitable economic growth spread evenly across its diverse communities.

Orange County's Disinvested Communities

The California Jobs First initiative, formerly known as the Community Economic Resilience Fund (CERF), is a \$600 million fund created to promote and encourage sustainable and equitable economic recoveries from the COVID-19 pandemic. Its primary goals include:

- Promoting a sustainable and equitable recovery from COVID-19 that creates high-quality and accessible jobs for all Californians;
- Supporting development of and investment in sustainable industries;
- Aligning and leveraging state, federal, philanthropic, and private-sector investments to maximize recovery efforts and catalyze long-term economic resilience; and
- Integrating the priorities of community residents into regional planning processes.

Orange County received approximately \$5 million in CERF planning grants to support a High Road Transition Collaborative (HRTC) to coordinate regional efforts, develop frameworks for success, develop community engagement, and collaborate with funders and stakeholder groups. In order to ensure an equitable economic recovery, Orange County's CERF leveraged the 'Disinvested communities' identified by Senate Bill 535 (SB 535), a bill which stipulates that a quarter of California Climate Investments derived from the State's Cap-and-Trade Program should go to projects which benefit Disinvested communities and at least 10 percent of funds go to projects located within those communities.

According to SB 535 definitions, there are currently 95 Disinvested communities in Orange County; the new definition includes CalEnviroScreen 4.0 data on areas suffering from a combination of economic, health and environmental burdens including poverty, unemployment, pollution, and disease. The map in **Appendix A** illustrates the locations of these communities in Orange County.

Orange County's strong economic growth has not been evenly distributed across the county; it is home to both some of the country's wealthiest communities and Disinvested Communities in need of extra support from policymakers and other stakeholders.

Orange County Red Zones

As in previous iterations of the Orange County CEDS, Red Zones are census tracts in the region with unemployment rates 2.0 percentage points above the national average and average per capita incomes which are less than 80 percent of the national average. Therefore, current Red Zones are census tracts with unemployment rates of 7.3 percent or higher and per capita incomes of \$33,009 or lower. There are currently 48 Red Zones in Orange County.

Despite significant recent economic disruptions, the number of Orange County Red Zones have declined from 71 in the 2013-2018 CEDS to 55 in the 2019-2023 CEDS to 48 in this report, another illustration of the county's strong economic foundations. The map in **Appendix B** illustrates the locations of these communities in Orange County.

Overall, 289,752 Orange County residents or 9 percent of the county population reside in Red Zones. The number of Red Zones in Santa Ana increased from 10 in the 2019-2023 CEDS to 11 in this iteration, representing an increase of 1,542 residents while the number of Red Zones in Anaheim declined from 12 to 8, representing a decline of 22,011 residents. The city of Garden Grove saw the largest increase in Red Zones, jumping from 6 to 9, an increase of 18,134 residents while the largest decline in Red Zones occurred in Fullerton which dropped from 7 Red Zones to 2.

Orange County Red Zones by City

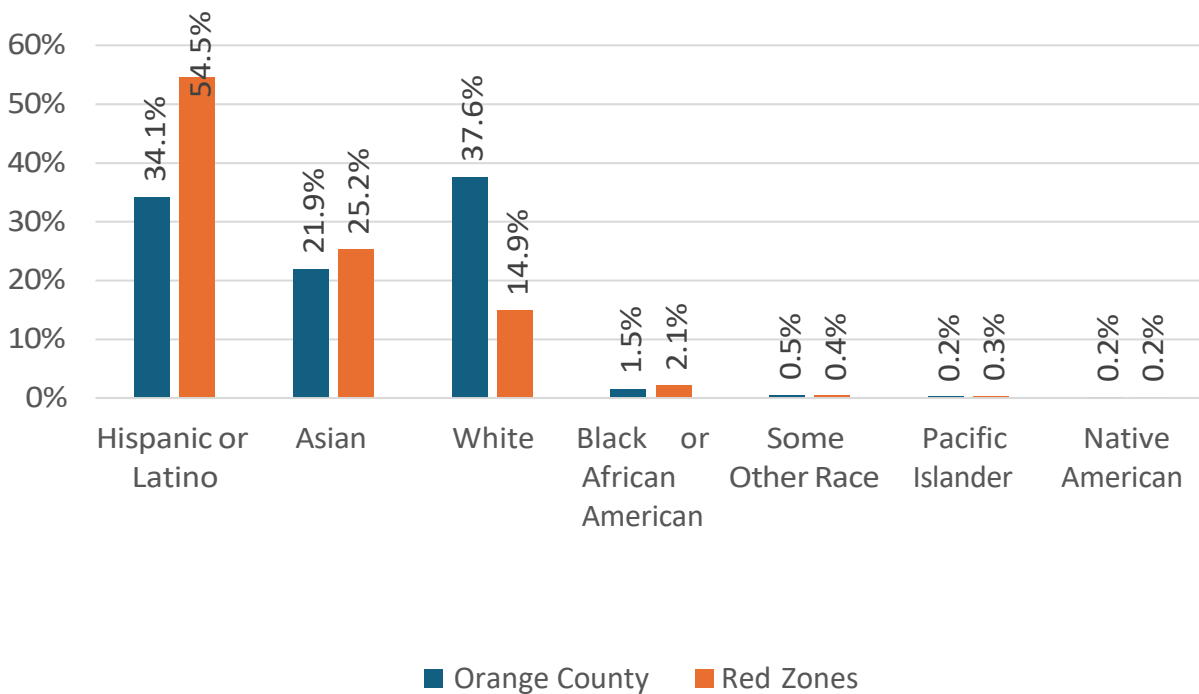
	Total Population	Population Living in Red Zones	Percent of Population living in Red Zones	Number of Red Zone Census Tracts
Anaheim	335,946	54,303	16%	8
Buena Park	83,359	5,627	7%	1
Fullerton	143,013	11,097	8%	2
Garden Grove	171,195	49,485	29%	9
Huntington Beach	196,469	7,808	4%	1
Irvine	305,688	23,065	8%	2
La Habra	62,037	12,245	20%	3
Orange	138,155	7,020	5%	1
Placentia	51,327	7,023	14%	1
Santa Ana	304,258	64,282	21%	11
Seal Beach	24,871	701	3%	1
Tustin	79,696	16,884	21%	3
Westminster	90,660	30,212	33%	5
Orange County	3,151,946	289,752	9.2%	48

Source: U.S. Census Bureau, American Community Survey; California Department of Finance, Demographic Research Unit

Since the previous CEDS report was published, the number of Red Zone residents in Orange County has decreased from 317,701 to 289,752. While this decrease is a welcome sign of progress, 9.2 percent of county residents still live in Red Zones, indicating further room for improvement.

In 2022, Orange County had an average per capita income of \$51,343 and an unemployment rate of 4.2 percent. Red Zones, on the other hand, had an average per capita income of only \$26,951 and unemployment rate of 9.4 percent. Red Zones are also much more diverse than the overall county with 54.5 percent of residents in Red Zones being Hispanic or Latino and 25.2 being Asian compared to 34.1 percent and 21.9 percent at the county-level, respectively.

Orange County and Red Zone Race and Ethnicity Comparison, 2023



Source: U.S. Census Bureau, American Community Survey

Identifying areas down to the census tract level allows for targeted and more effective strategies and policies that can provide better support for these communities. These should include education and workforce development programs, including tutoring and career and technical education, that will prepare young Red Zone residents for career success. This focus on disadvantaged Orange County residents, one of the key CEDS goals, will benefit both these communities and the overall county economy.

Please see **Appendix C** for the OC CEDS Summary Background, which provides an overview of some key aspects of that overall economy, including housing, income and poverty rates, as well as Orange County demographics, city populations, high school graduation rates and other key data points.

Equity in Orange County

Orange County's strong economy has not brought prosperity to all Orange County residents. The COVID-19 pandemic exposed many of these disparities with its disproportionate public health and financial impacts on lower-income county residents. In response to these impacts, Advance OC partnered with the Orange County Health Care Agency to create the Orange County Equity Map, which spotlights social and health disparities in Orange County across a number of dimensions. Its Social Progress Index measures both basic human needs and key metrics of opportunity such as access to advanced education, aggregating more than 50 data points. A focus on equitable development in the county's lower-income areas – especially in its Disinvested Communities – will help not only these county residents but the entire county by boosting overall economic activity.

Orange County's highest-ranking cities on the Social Progress Index were Aliso Viejo and Mission Viejo with scores of 55 and Laguna Niguel with a score of 54. Santa Ana, Stanton, and Garden Grove were the cities with the lowest Social Progress Index scores of 31, 32, and 36, respectively.

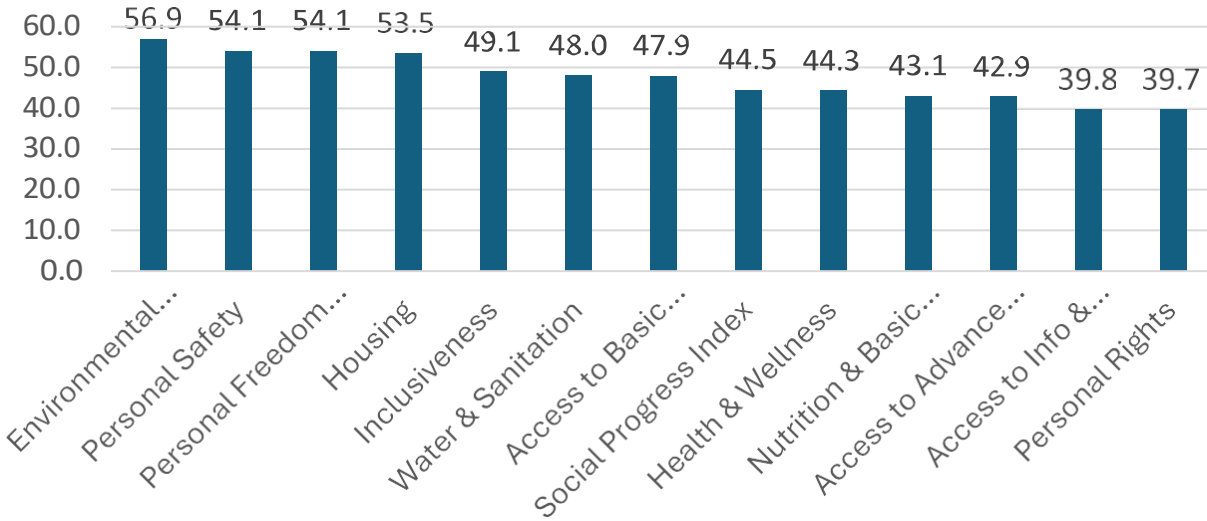
Orange County Social Progress Index by City, 2021

City	Index	Rank
<i>Aliso Viejo</i>	55	1
<i>Mission Viejo</i>	55	2
<i>Laguna Niguel</i>	54	3
<i>Laguna Hills</i>	54	4
<i>Yorba Linda</i>	54	5
<i>Los Alamitos</i>	53	6
<i>Rancho Santa Margarita</i>	53	7
<i>Seal Beach</i>	53	8
<i>Newport Beach</i>	53	9
<i>Irvine</i>	53	10
<i>Laguna Beach</i>	52	11
<i>Villa Park</i>	52	12
<i>Lake Forest</i>	52	13
<i>Brea</i>	51	14
<i>Cypress</i>	51	15
<i>San Clemente</i>	50	16
<i>Laguna Woods</i>	50	17
<i>Dana Point</i>	50	18
<i>Fountain Valley</i>	48	19
<i>Huntington Beach</i>	48	20
<i>Placentia</i>	47	21
<i>San Juan Capistrano</i>	46	22
<i>La Palma</i>	46	23
<i>ORANGE COUNTY</i>	45	-
<i>Tustin</i>	45	24
<i>Orange</i>	44	25
<i>Fullerton</i>	43	26
<i>Costa Mesa</i>	42	27
<i>La Habra</i>	40	28
<i>Buena Park</i>	39	29
<i>Westminster</i>	37	30
<i>Anaheim</i>	37	31
<i>Garden Grove</i>	36	32
<i>Stanton</i>	32	33
<i>Santa Ana</i>	31	34

Source: AdvanceOC, Social Progress Index

When looking at the overall county and its individual component group scores, Orange County scored highest in Environmental Quality followed by Personal Safety and Personal Freedom and Choice while scoring lowest in Personal Rights and Access to Information and Communications, which reflects room for improvement in internet access-related infrastructure.

Orange County Average Index Scores by Component, 2021



Source: AdvanceOC

Improving equity and access to opportunities to ensure all segments of the regional population can benefit must remain a priority moving forward. As such, local stakeholders and policymakers should start further integrating equitable growth strategies into economic development programs and continually tracking regional and local progress. Fortunately, multiple initiatives have already made progress towards these goals, such as the Orange County Health Care Agency’s Equity in OC initiative and Orange County Grantmaker’s Beyond Equity Learning Series, which provides historical and cultural context for inequity in the region. These initiatives and programs help to better inform residents of current equity disparities in the region and how these disparities have come to be, allowing for more informed decisions.

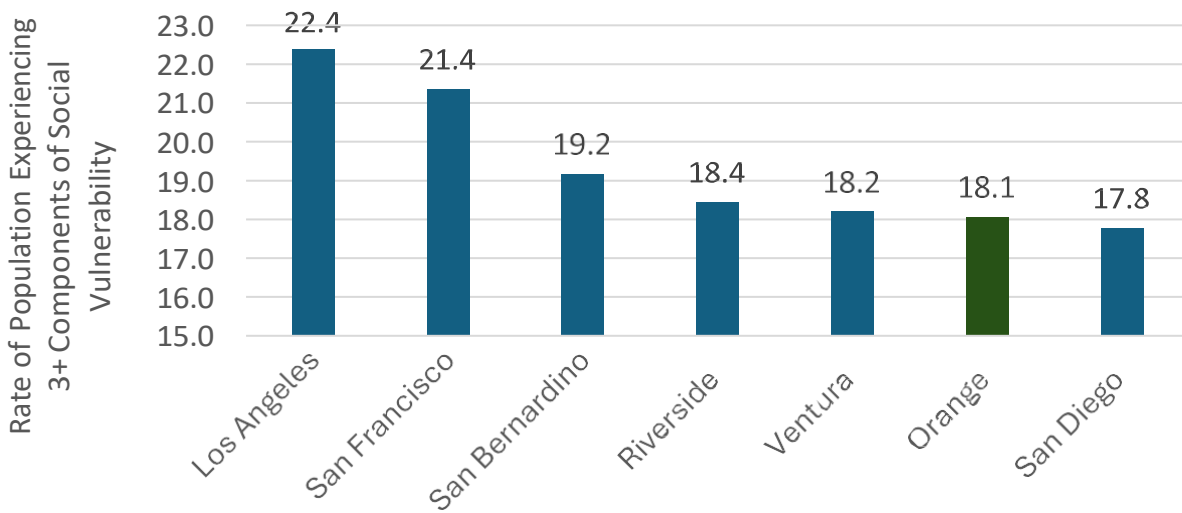
Moving forward, as the nation continues to recover from significant recent disruptions both domestically and abroad, continued focus should be placed on regional equity and additional support should be made available for at-risk communities. Doing so will not only help to improve the lives of residents in these communities but will help to further lift the broader region while ensuring no residents are left behind.

Orange County Climate Resilience

While being located on the Southern California coastline has provided the region with numerous competitive advantages, these competitive advantages are potentially under threat from climate change. As highlighted elsewhere in this report, the region remains susceptible to wildfires, mudslides, flooding, coastal erosion, pollution and contamination, with the risk of each increasing as global temperatures continue to rise.

Despite these increased risks, Orange County has higher levels of community resilience than some of its regional neighbors and peers. Looking at the U.S. Census Bureau’s Community Resilience Estimates for 2022, which measures the capacity of individuals and households within a community to absorb external stress of a potential disaster, approximately 945,391 residents or 30.3 percent of the county’s population had zero components of social vulnerability. This is much higher than Los Angeles County (25.6 percent), San Bernardino County (27.3 percent) and Riverside County (28.5 percent). When looking at the rate of the population experiencing 3+ components of social vulnerability, Orange County had the second lowest rate at 18.1 percent, beat out only by San Diego County (17.8 percent).

Orange County and Peer Region Community Resilience Estimates, 2022



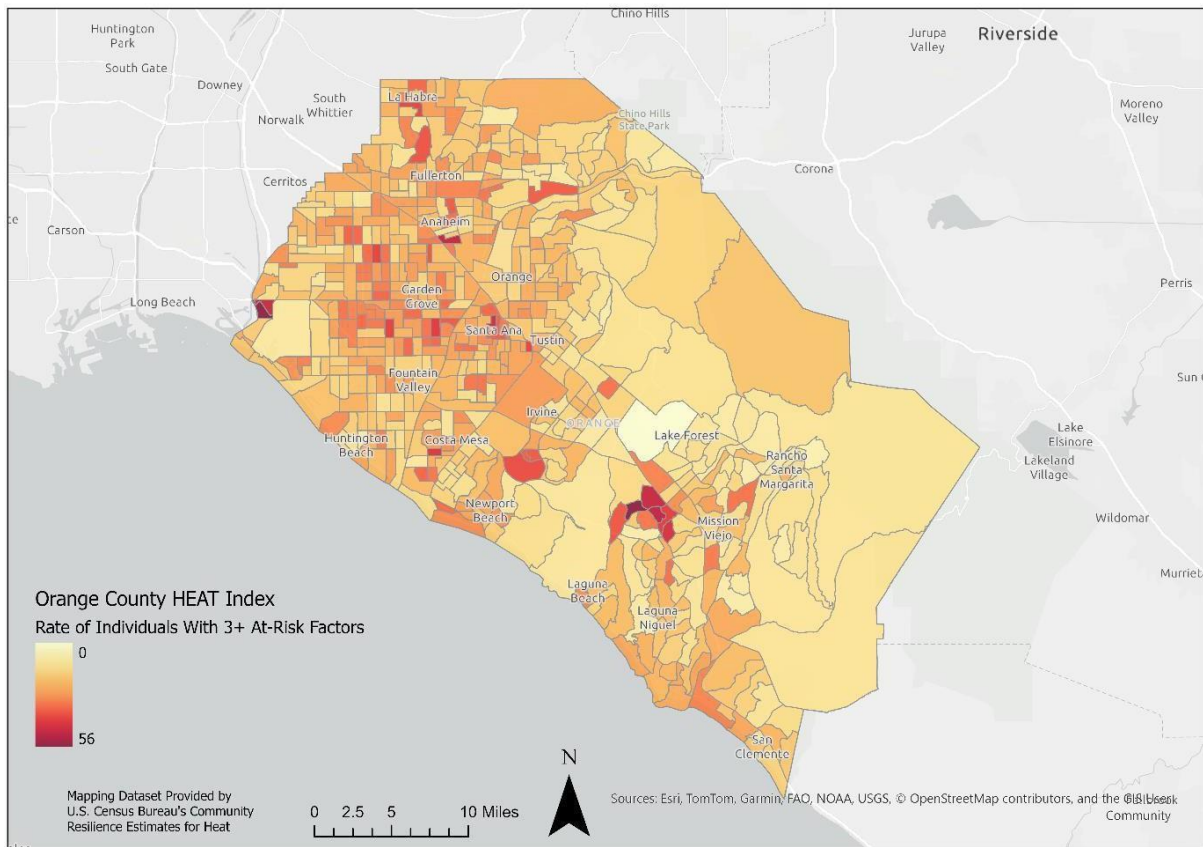
Source: U.S. Census Bureau; Community Resilience Estimates 2022

While Orange County was well below the Top 25 at-risk counties, one of its census tracts ranked as the 34th within the Top 100 census tracts with 3+ components of social vulnerability. Located in Seal Beach’s Leisure World, a nationally recognized active senior community, this census tract has an extremely high proportion of elderly residents with an estimated 88 percent of its population being 65 years and over. With Community Resilience Estimates taking into account poverty status, disability status, age, and a variety of other metrics; the higher proportion of older residents in this community

significantly increases the potential negative impacts of any major disasters. Overall, it is estimated that 63.9 percent of residents within that Seal Beach census tract have 3+ social vulnerability components.

As Orange County continues to grow older, it is important that communities and regional stakeholders understand how a changing climate could impact its population. In a previous iteration of the Community Resilience Estimates, the U.S. Census Bureau incorporated measures of social vulnerability in the context of extreme heat exposure. Looking at the map below, two areas the most at-risk also have higher proportions of senior citizens – Seal Beach’s Leisure World and areas of Laguna Woods, a city with a predominately 65+ population.

Orange County Community Resilience Estimates for HEAT



Even with Orange County’s strong water infrastructure and proactive strategies, some risks from climate change such as heat islands remain major concerns.

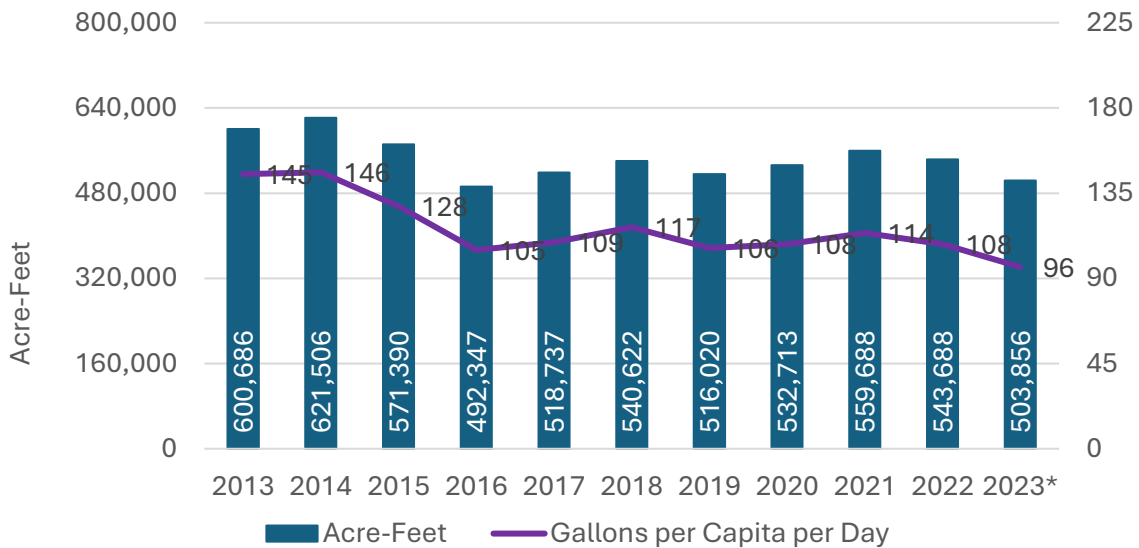
Economic Development Infrastructure

Orange County boasts a robust and well-developed economic infrastructure, supported by strong water, transportation, telecommunications, and natural resource systems. One of the key CEDS goals, as mentioned in the executive summary, is the development of state-of-the-art infrastructure; Orange County has made significant progress towards this goal but would still see long-term benefits from further investments.

Water Infrastructure

As seen in the chart below, Orange County’s daily water usage has significantly declined over the past decade, a testament to its efficient water use. Overall consumption remains well below both pre-2015 levels and the Water Conservation Act of 2009 (SB X7-7) target of 158 GPCD. Within Orange County, water use varies greatly, from 29.6 gallons per capita per day in Garden Grove to 121.6 in the East Orange County Water District.

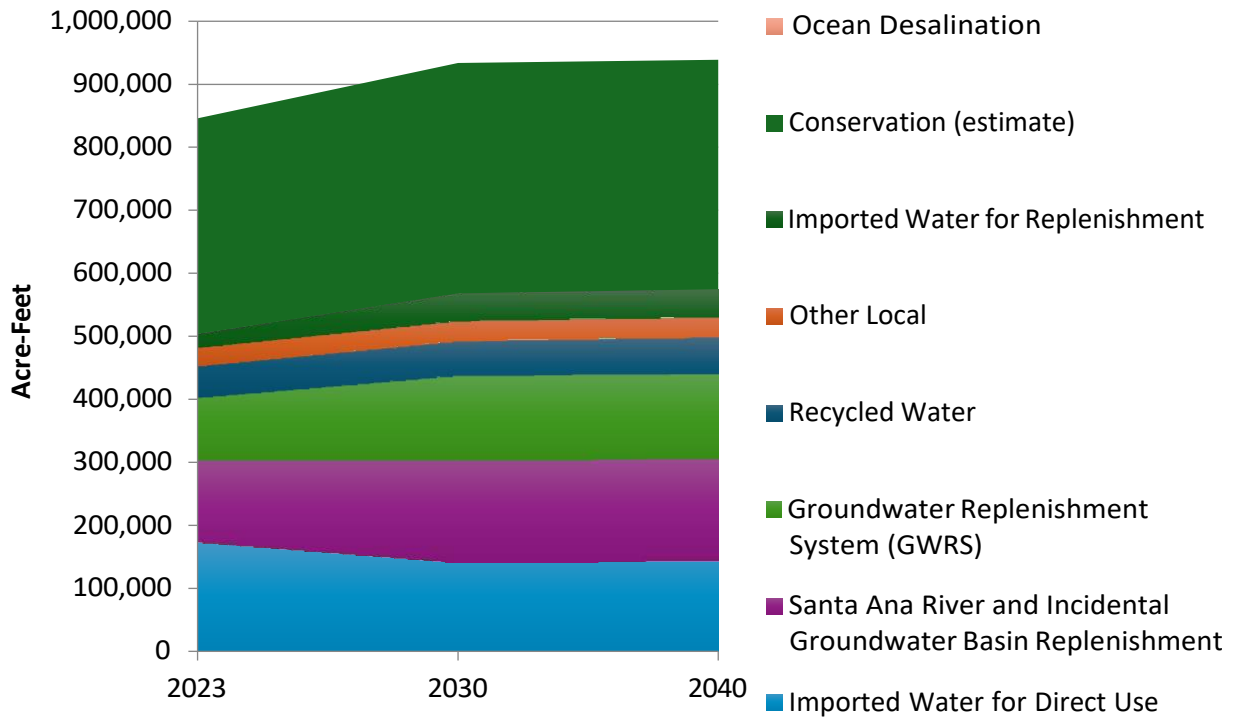
Urban Water Usage in Acre-Feet and Gallons per Capita Per Day in Orange County, 2013-2023



Source: Municipal Water District of Orange County; *Data for 2023 is based on end of year projections and may be subject to change or revision.

The following chart projects major Orange County water sources over the next two decades.

Orange County Water Sources Projections, 2023-2040



Sources: Municipal Water District of Orange County; Orange County Water District

Orange County’s Groundwater Replenishment System (GWRS) is a state-of-the-art wastewater recycling and water purification project developed in collaboration between the Orange County Water District (OCWD) and Orange County Sanitation District (OC San). It can produce up to 130 million gallons of water every day, enough to meet the needs of million residents in north and central Orange County; as of 2023, it has produced more than 400 billion gallons of water. The GWRS allows Orange County to replace 134,000 annual acre-feet of water imports.

Transportation Infrastructure

The Orange County Transportation Agency (OCTA) is currently pursuing several projects to reduce congestion on the county’s freeways via the OC Go program, funded by the county’s Measure M sales tax. Key projects include:

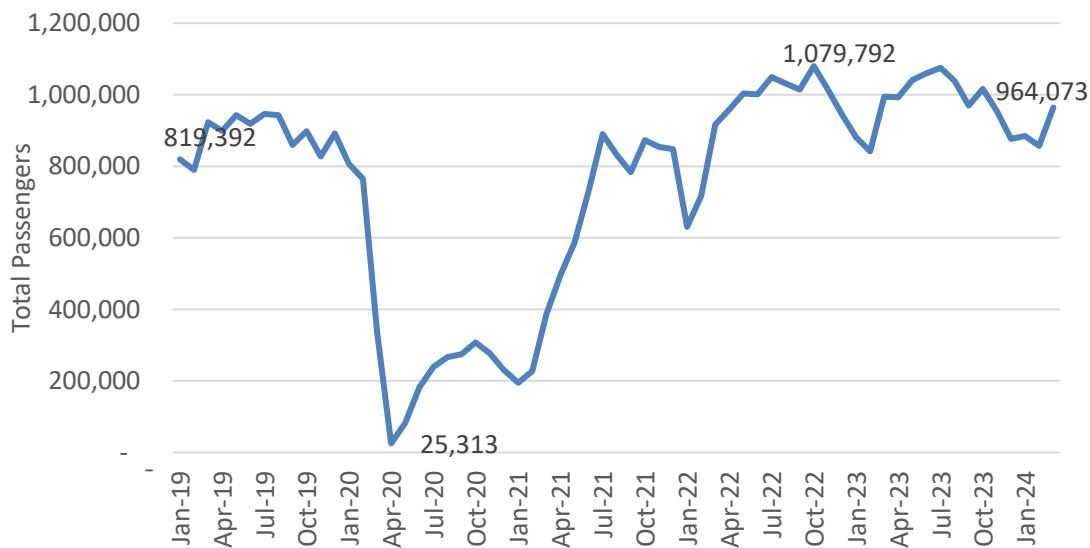
- Regional Capacity Program (Project O)
- Regional Traffic Signal Synchronization Program (Project P)
- Local Fair Share Program (Project Q)
- Transit Extension to Metrolink (Project S)
- Metrolink Gateways (Project T)
- Community Based Transit/Circulators (Project V)
- Safe Transit Stops (Project W)
- Environmental Cleanup Program (Project X)

Alongside these programs, OCTA also makes state, federal and local funding available to all 34 cities, the County, and local agencies or organizations who go through one of the 34 cities or County. These Call for Projects include:

- Enhanced Mobility for Seniors and Disabled Grant Program
- Bicycle Corridor Improvement Program
- Pavement Management Relief Funding Program
- 2023 Orange County Complete Streets Program

Total passenger volume at Orange County’s John Wayne Airport totaled 964,073 in March 2024, a 3.1 percent year-over-year decrease but also an incredible rebound from the pandemic-era nadir of just 25,313 in April 2020.

Total Monthly Passengers Served at John Wayne Airport, January 2019 – March 2024

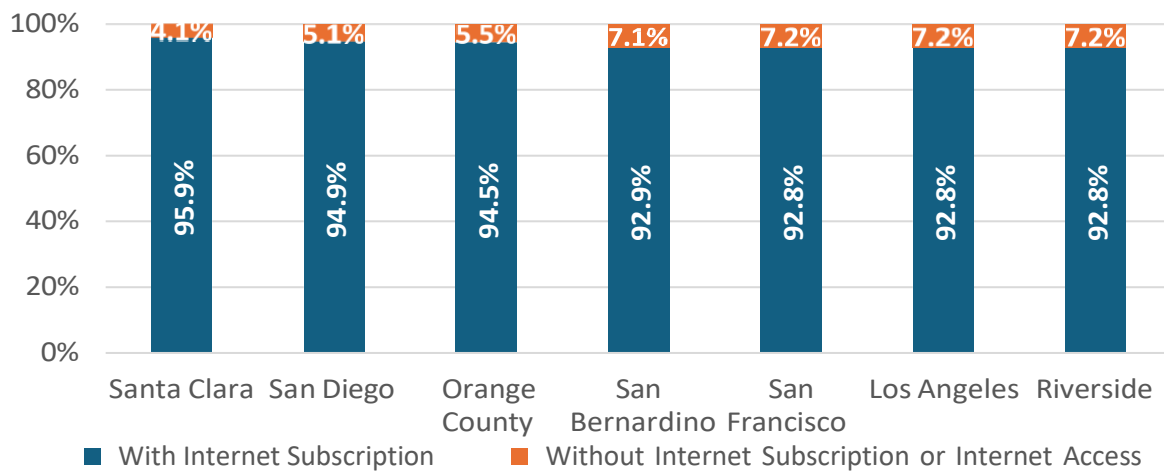


Source: OCair.com

Telecommunications Infrastructure

Remote work and distance learning trends, accelerated by the COVID-19 era, seem here to stay and thus broadband internet access remains key economic infrastructure. Approximately 98 percent of Orange County households have a home computer and 94.5 percent have internet access, more than in San Bernardino (92.9 percent), San Francisco (92.8 percent), Los Angeles (92.8 percent) and Riverside (92.8 percent) counties.

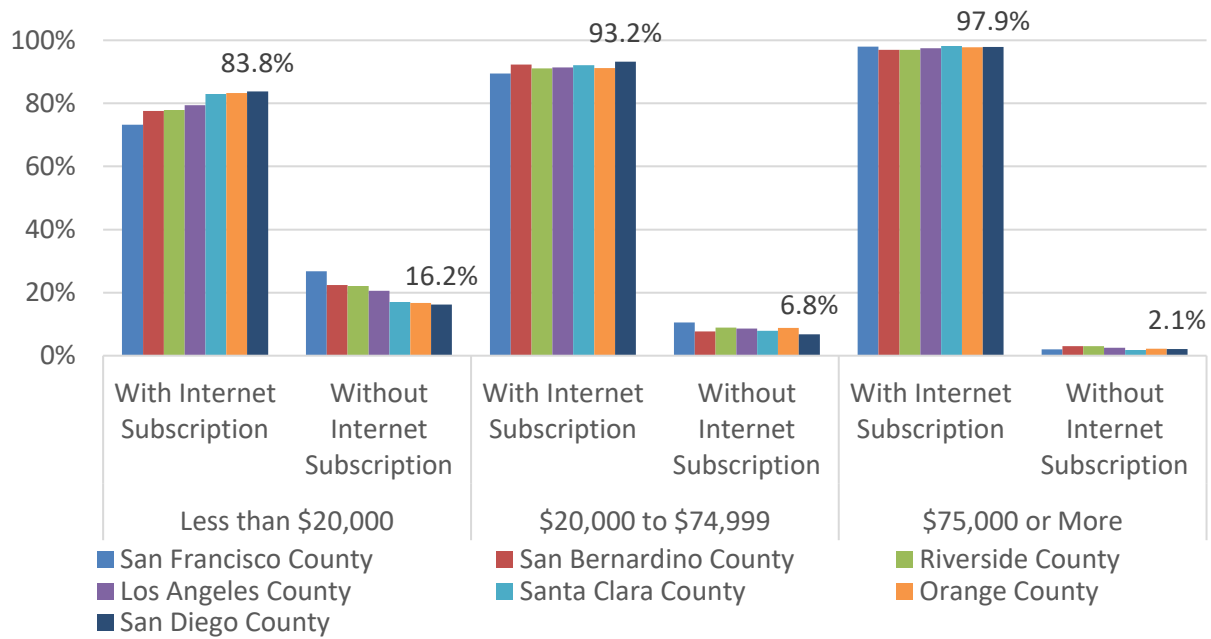
Percentage of Households with and Without Internet Subscriptions by County, 2021



Source U.S. Census Bureau, American Community Survey, 1-Year Estimates

Remote work, online education, and other post-COVID realities mean that increasing robust internet access should remain a priority for local policymakers and stakeholders. Within Orange County, internet access varies significantly among socioeconomic groups; only 2.1 percent of households making \$75,000 or more lack internet access, compared to 16.2 percent of households making less than \$20,000.

Internet Subscription Access by Income Level by County, 2021

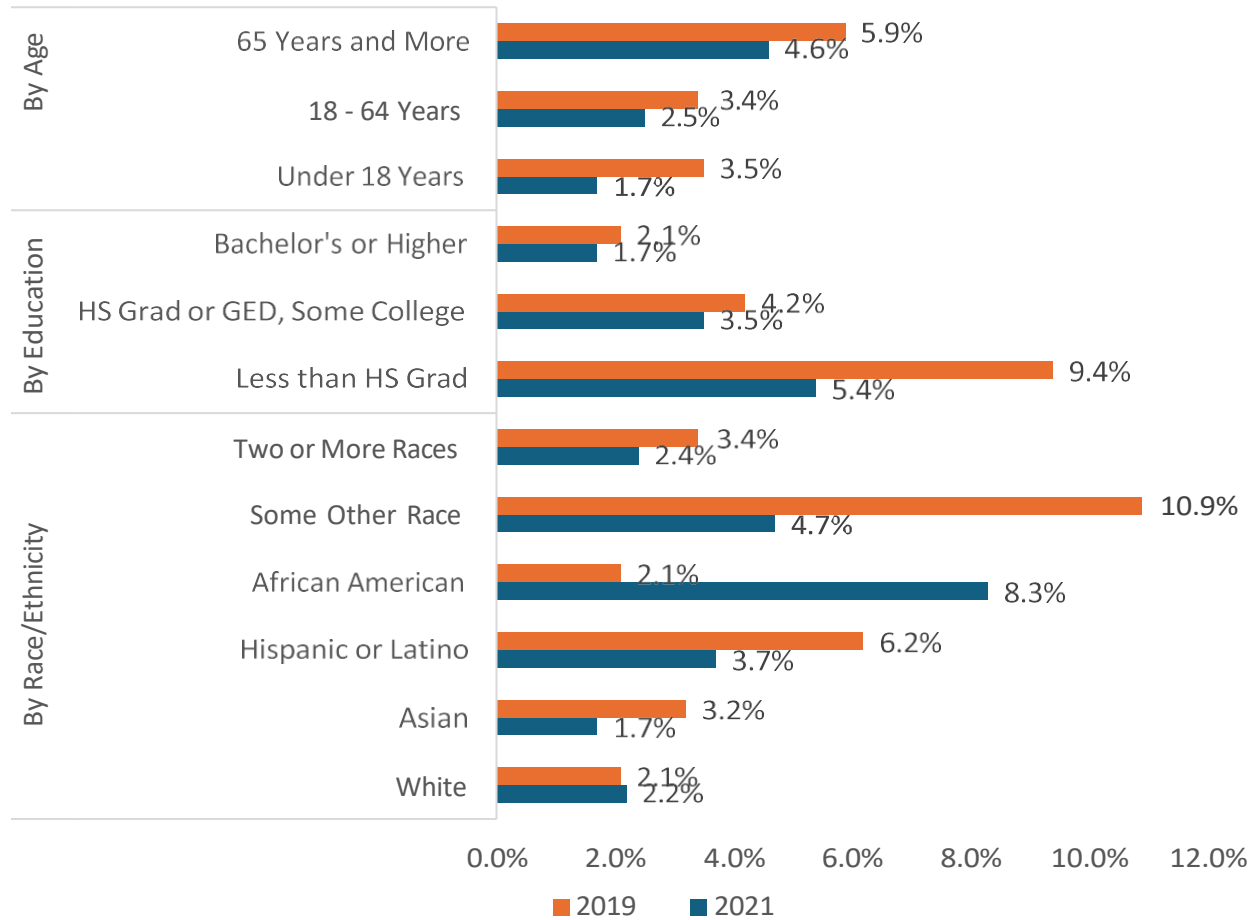


Source U.S. Census Bureau, American Community Survey, 1-Year Estimates

Internet access has increased for all Orange County age groups since 2019, with the largest increases occurring in the under 18 and over 65 age groups. Furthermore, the percentage of households without an internet subscription where the head of household has less than a high school diploma also decreased, from 9.4 percent in 2019 to 5.4 percent in 2021.

This trend was unfortunately not true for all of Orange County’s racial and ethnic groups. The percentage of African American households lacking internet access increased from 2.1 percent to 8.3 percent. While the percentage of ‘some other race’ households lacking internet access decreased from 10.9 percent to 4.7 percent, this figure remains higher than the county average. Racial disparities in internet access reflect the need for additional investment in this key piece of 21st century infrastructure that drives economic development.

Percentage of Households Without Internet Subscription by Age, Education and Ethnicity, 2019 and 2021

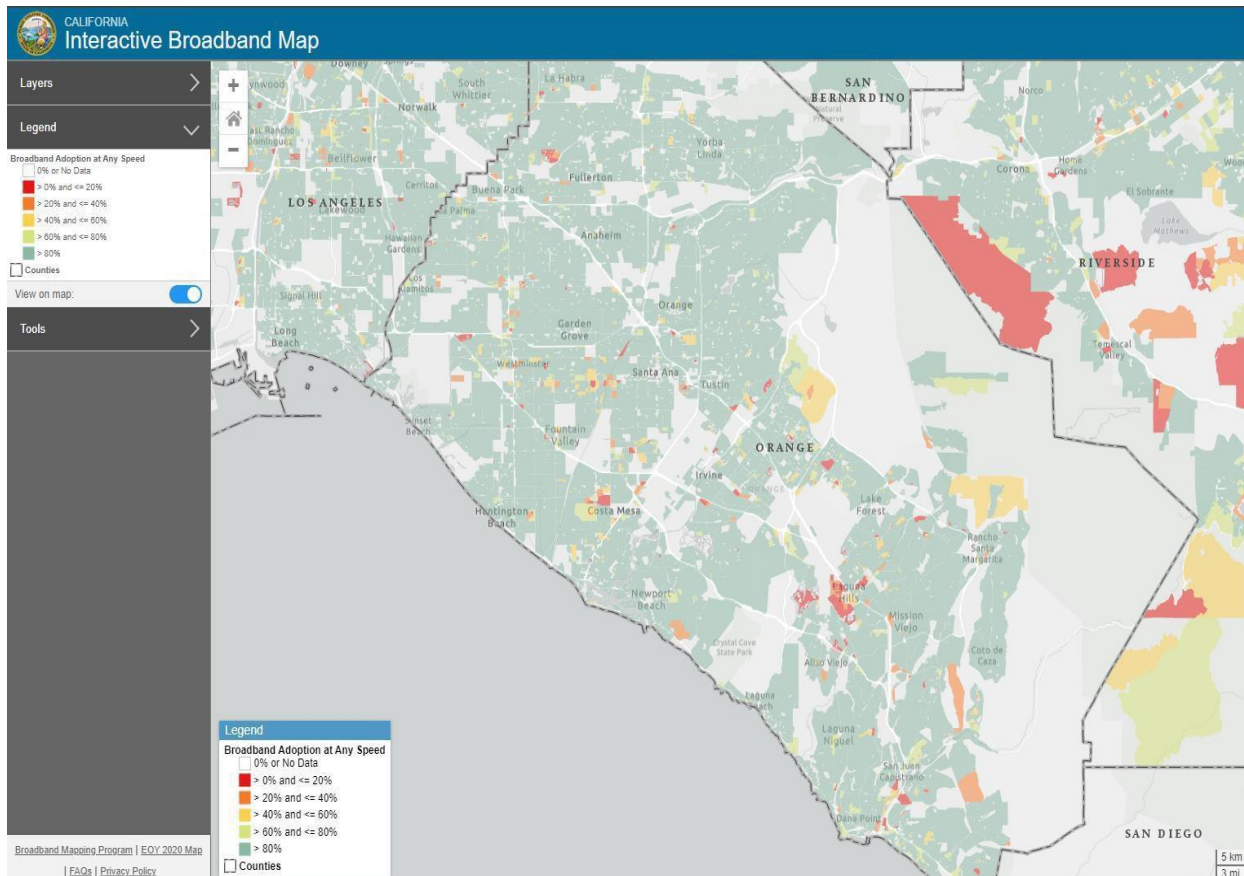


Source U.S. Census Bureau, American Community Survey, 1-Year Estimates; Data not available for Pacific Islander or Native American populations in Orange County. Data for 2020 not available due to COVID-19 related disruptions in data collection.

Broadband Access

As discussed elsewhere in this report, the COVID-19 pandemic made broadband key infrastructure for both the workplace and education. While many workers have returned to the office, some have stayed home, and it looks like some permanent level of remote/hybrid work is here to stay. The pandemic also drove e-commerce and virtual learning, both of which increase demand for overall internet infrastructure. As more and more parts of everyday life become increasingly digitized, from academia offering distance learning to remote work opportunities and the increased integration of internet-of-things (IOT) in household products, residents must have access to strong and reliable broadband services.

California's Interactive Broadband Map shows, while large parts of Orange County have high levels of broadband adoption, gaps still exist. In the red areas on the map below, less than 20 percent of households have broadband internet access; while some of these areas are located in Laguna Woods, a city with a very large proportion of older residents, other pockets exist in cities such as San Juan Capistrano, Orange, Costa Mesa, and Fullerton.



Source: California Interactive Broadband Map, California Public Utilities Commission

Areas with high percentages of older residents could benefit from more broadband access, especially as more and more health-related services become available online through telemedicine and online pharmacies. Orange County's Office on Aging in partnership with the Social Services Agency, piloted a program, Access to Technology, aimed at older adults who have limited access to and limited experience with technology. This program offered devices, broadband services, and training for older adults in the county.

In addition to these communities, improving broadband access and broadband speeds will continue to become increasingly important to nearly all facets of life – from schoolwork to job postings and social gatherings. In order to help support and drive connectivity during the pandemic, the County of Orange launched their Wi-Fi on Wheels Pilot Program which helped bring free broadband connectivity to neighborhoods who lacked reliable

access in the cities of Westminster and Midway City. Additionally, this program added 33 Wi-Fi extensions at county libraries, enabling residents to sit outside with improved access to services.

Following the pandemic, the state of California put in place The Broadband for All Action Plan aimed at closing the digital divide with three primary goals:

- 1) Access to high-speed internet at homes, schools, and libraries;
- 2) Access to affordable internet services and devices;
- 3) Access to digital skills and training.

Citing the fact that 1 in 5 Californians lack broadband services, the state passed Senate Bill (SB) 156 which includes nearly \$6 billion in funding for broadband related investments. This includes funding totaling \$3.25 billion for the Middle-Mile Broadband Initiative which includes development of a statewide open-access physical fiber optic infrastructure to enable internet connectivity and \$2 billion for Last-Mile and Adoption Programs.

Alongside leveraging state funding to help improve the region's connectivity, Orange County should continue to improve its digital infrastructure to help better attract young residents and businesses into the region. Google Fiber, a service providing 1 Gig and 2 Gig internet speeds to both residences and businesses, has become increasingly accessible in Orange County. First available in Irvine, Good Fiber services have since expanded to areas of Newport Beach, Tustin, and Santa Ana. Continuing to support the roll out of these high-speed internet services will provide a dramatic benefit to County residents while also helping to prepare households for any future disruptions which may lead to an increased internet usage or reliance. Closing any gaps in service and ensuring that all communities have reliable access to high-speed services could also help to improve economic, health and social equity.

Economic Resilience

Orange County has shown a tremendous amount of resilience in the past five years: in the face of not only a global pandemic but also global supply chain issues, global geopolitical uncertainty, ongoing automation as well as more local issues such as shifting demographics and a skyrocketing cost of living. Despite all these issues, the county's economy continues to thrive, due in part to the strengths identified in the SWOT analysis.

Orange County's recovery from the pandemic is perhaps the best example of this resilience. Orange County's employment has completely recovered from the pandemic, reaching a new high of 1,691,100 jobs as of February 2023. As seen in the chart below, most county industries have seen significant job growth since 2020.

Orange County Employment Pre- and Post-Pandemic

	Feb-23	YoY Change	YoY Percent Change	Vs. February 2020
Total Nonfarm	1,691,100	44,600	2.7%	100.5%
Accommodation and Food Services	169,500	8,700	5.4%	99.0%
Professional, Scientific & Technical Services	146,700	7,500	5.4%	107.9%
Arts, Entertainment, and Recreation	54,000	7,400	15.9%	98.9%
Healthcare and Social Assistance	217,300	6,700	3.2%	105.6%
Government	165,500	4,800	3.0%	98.5%
Retail Trade	148,000	3,600	2.5%	99.9%
Educational Services	38,300	3,200	9.1%	114.7%
Manufacturing	156,000	2,600	1.7%	98.1%
Transportation, Warehousing & Utilities	35,500	2,400	7.3%	117.5%
Other Services	52,900	1,300	2.5%	97.2%
Management of Companies and Enterprises	39,100	1,300	3.4%	101.6%
Construction	105,000	1,200	1.2%	98.7%
Wholesale Trade	76,500	100	0.1%	97.1%
Real Estate and Rental and Leasing	39,900	100	0.3%	98.3%
Information	24,700	-	0.0%	95.7%
Administrative Support / Waste Management	148,700	(2,500)	-1.7%	96.9%
Finance & Insurance	73,200	(3,700)	-4.8%	92.9%

Source: California Employment Development Department

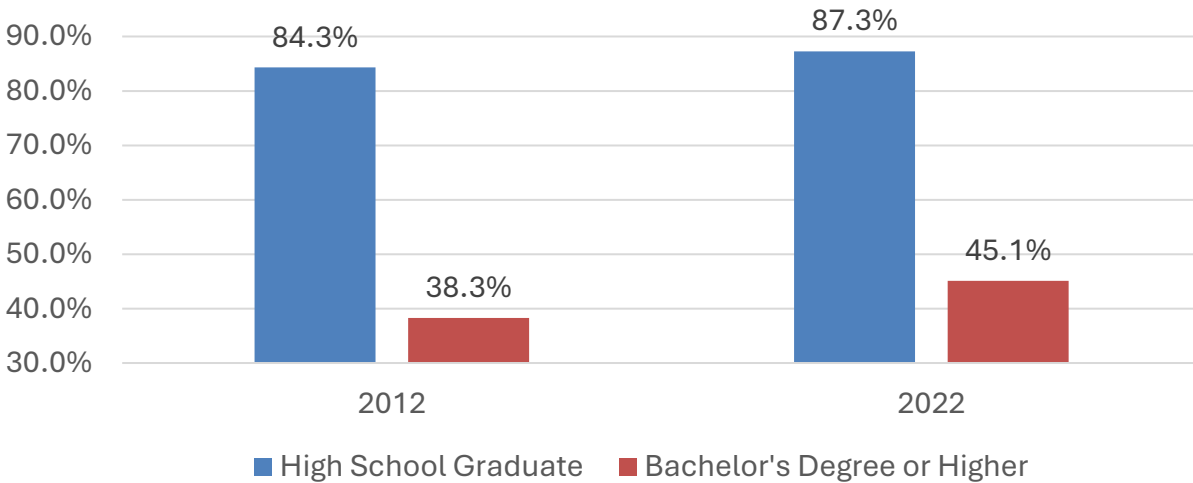
Workforce Development in Orange County

One of Orange County's strongest competitive advantages is its well-educated, qualified workforce, which attracts and retains businesses of all sizes in all sectors. As the region continues to grow and evolve, maintaining this competitive advantage must remain a priority for local policymakers and stakeholders. While the region's strong academic system will continue to contribute significantly to preparing the region's workforce, workforce development and training programs can help to further strengthen it and help to fill any potential gaps.

Over the past decade, the educational attainment of Orange County's working age population has seen large improvements. In 2012, 84.3 percent of residents aged between 25 and 64 were high school graduates and 38.3 percent had a Bachelor's degree or higher compared to 87.3 percent in 2022 being high school graduates and 45.1 percent having a Bachelor's degree or higher. Home to a strong K-12 system and with a number of world-class universities such as the University of California, Irvine, California State

University, Fullerton, and Chapman University, Orange County and its academic institutions continue to offer residents a number of pathways to start or accelerate their career progression.

Orange County Working Age (25-64 Years) Educational Attainment

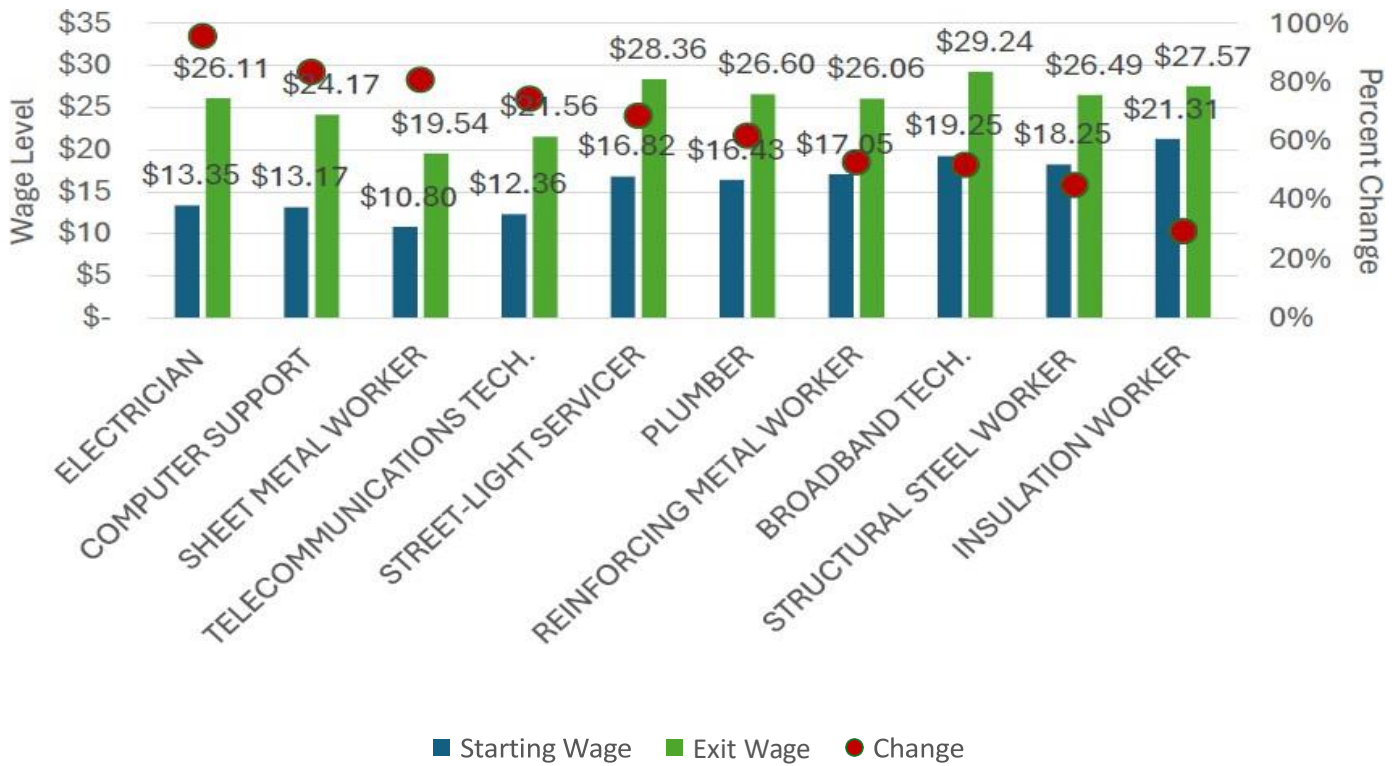


Source: U.S. Census Bureau; American Community Survey

While costs at traditional four-year universities have increased in recent years, they still represent one of the primary pathways to career advancement and growth. This is reinforced by the fact that median earnings for Orange County residents who are high school graduates totaled \$37,795 in 2022 compared to \$78,753 for residents with a Bachelor’s degree and \$104,074 for residents with a Graduate of professional degree.

Alongside traditional four-year universities, apprenticeships, on-the-job training and even adult education programs can provide workers with important and necessary skills to advance in their careers and as such represent important pathways to workforce development in the region. Apprenticeships represent lucrative pathways to gainful employment opportunities for individuals who prefer trade occupations such as pipefitters or electricians. These opportunities provide on-the-job training allowing workers to start earning right away while incurring little to no debt in the process. Additionally, these positions provide workers with important benefits and pensions. In Orange County, Electricians who have gone through apprenticeship programs see the largest benefit, with their wages jumping 95.6 percent, followed by Computer Support Specialists (+83.5 percent) and Sheet Metal Workers (+80.9 percent).

Top 10 Occupations in Orange County by Largest Average Increase in Wages After Apprenticeship Program Completion



Source: U.S. Department of Labor, Employment and Training Administration, Q1 2022

Orange County’s Workforce Development Board in partnership with the County Board of Supervisors through the Workforce and Economic Development Division helps oversee workforce development programs across the region while partnering with both academia and industry leaders to help better shape workforce development activities. Some of its current programs include:

- Ready S.E.T. OC – Workforce Innovation and Opportunity Act (WIOA) Youth Program provides a range of services to young adults including career guidance, educational attainment support, skills training, and career pathways or enrollment in post-secondary education.
- OC Workforce Solutions - Part of a nationwide system of American Job Centers One-Stop Workforce Centers and systems. Orange County Workforce Solutions encompasses core programs services for both job seekers (career services, job search assistance, training, supportive services, and career counseling) and businesses (recruitment, hiring, labor market information, layoff avoidance, and training programs) offered at no-cost. OC Workforce Solutions helps residents with career services, vocational training, job search, referrals, childcare assistance and even transportation assistance. OC Workforce Solutions partners with local community colleges, nonprofits, educators and the private sector to help assist and

guide its programs to ensure a strong job pipeline where employer needs and employee skills match up. In doing so, OC Workforce Solutions not only helps to drive career growth and advancement but also helps fill the county's persistent skills gap. www.OCworkforcesolutions.com

- Orange Workforce Alliance – A Regional Planning Unit, collaborates with regional local workforce boards and partners to develop and deploy innovative strategies that meet current and emerging labor gaps for employers.

Other community based organizations in the region also support underemployed and unemployed adults by helping them progress from low-wage positions into long-term middle-skill occupations.

The Senior Community Service Employment Program of Orange County is a federally funded program which uses Workforce Solutions Centers to train, retain and prepare low-income workers, aged 55 and older, for entry or reentry into the workforce. Workforce Solutions Centers will assist in case job searches, skills workshops, classroom training, and referrals to other services.

The Orange County Community Foundation's OC Workforce Development Initiative also leverages relationships between academia and industry leaders to create a pipeline of qualified candidates for in-demand middle-skills jobs. It has granted over \$1.6 million to 7 collaborative projects, including initiatives focused on helping graduating high school seniors enrolling in community colleges, disconnected youth seeking additional training, and underemployed young adults seeking career advancement.

Workforce development programs represent a significant opportunity for Orange County to both further strengthen its labor market and competitive advantages and improve economic equity. These programs have fewer barriers to entry than four-year college degrees and are thus more accessible to lower-income county residents, including those in Disinvested Communities, and are a proven bridge to sustainable, gainful employment.

Infrastructure Resilience

Orange County's famously beautiful climate – key to both its economy and overall lifestyle – faces several threats from climate change, including rising temperatures, beach erosion, wildfires, droughts and rising sea levels. The recent San Clemente landslides that disrupted train services from San Diego illustrate the disruptive effect that these threats can have. Fortunately, multiple stakeholders are already investing in projects to mitigate these potential impacts.

- As mentioned elsewhere in this report, Orange County has invested in a world-class Groundwater Replenishment System that will help ensure the county's water supply for years to come.
- The U.S. Army Corps of Engineers has combatted beach erosion through sand replenishment efforts – involving 1.9 million cubic feet of sand – from Seal Beach to San Clemente. However, a lack of federal funding has prevented further sand

replenishment efforts. Furthermore, the recent heavy rains, which have helped fill reservoirs across the state, have contributed to significant beach erosion in southern Orange County.

Further investments are needed, especially in the county's Disinvested Communities, which are at a disproportionate risk from higher temperatures because of their lack of trees and abundance of heat-absorbing surfaces such as asphalt.

Climate and Economic Resilience

One major topic for Orange County's climate resilience has to be its Transportation sector, the source of almost 40 percent of greenhouse gas emissions at the state level. While Agriculture is generally a large source of greenhouse gas emissions, Agriculture is a relatively small part of Orange County's economy, which means that it is not a major greenhouse gas emitter in the county.

The Orange County Transportation Authority Long Range Transportation Plan identifies four key sustainability strategies:

- Delivering on previous commitments;
- Improving overall system performance;
- Expanding choice and access to reduce the number of single-rider trips; and
- Improving system sustainability.

OCTA also identifies last-mile access to and from transportation centers as a major goal. Sustainable transportation infrastructure could lead to significant job growth in Orange County. Specific investments could potentially include: bicycle infrastructure, micromobility, shared electric or autonomous vehicles and other last-mile solutions.

North and central Orange County are potentially good locations for these investments due to their population density and relatively lower rates of vehicle ownership. These investments could also boost overall economic activity by giving residents of these areas greater transportation access and thus greater access to jobs.

Beyond transportation, Orange County might have a relatively smooth transition to green energy compared to other areas. In many parts of the county, key local industries such as Manufacturing and Mining/Resource Extraction depend on large amounts of low-cost power, which means that a transition to green and/or renewable energy could disrupt the local economy. Orange County's most important industries, on the other hand, include Tourism, Healthcare and Business and Professional Services, all of which have much less intensive energy demands.

Investments in green power itself – including wind and solar energy – could also create jobs. While California already generates more than half of its power via clean (non-greenhouse gas emitting) sources, this figure will likely increase in the near future and Orange County could get in on the ground floor of new green infrastructure development. Furthermore, the county's current oil and gas industry is minimal, meaning that this green

transition will not cause a significant economic disruption.

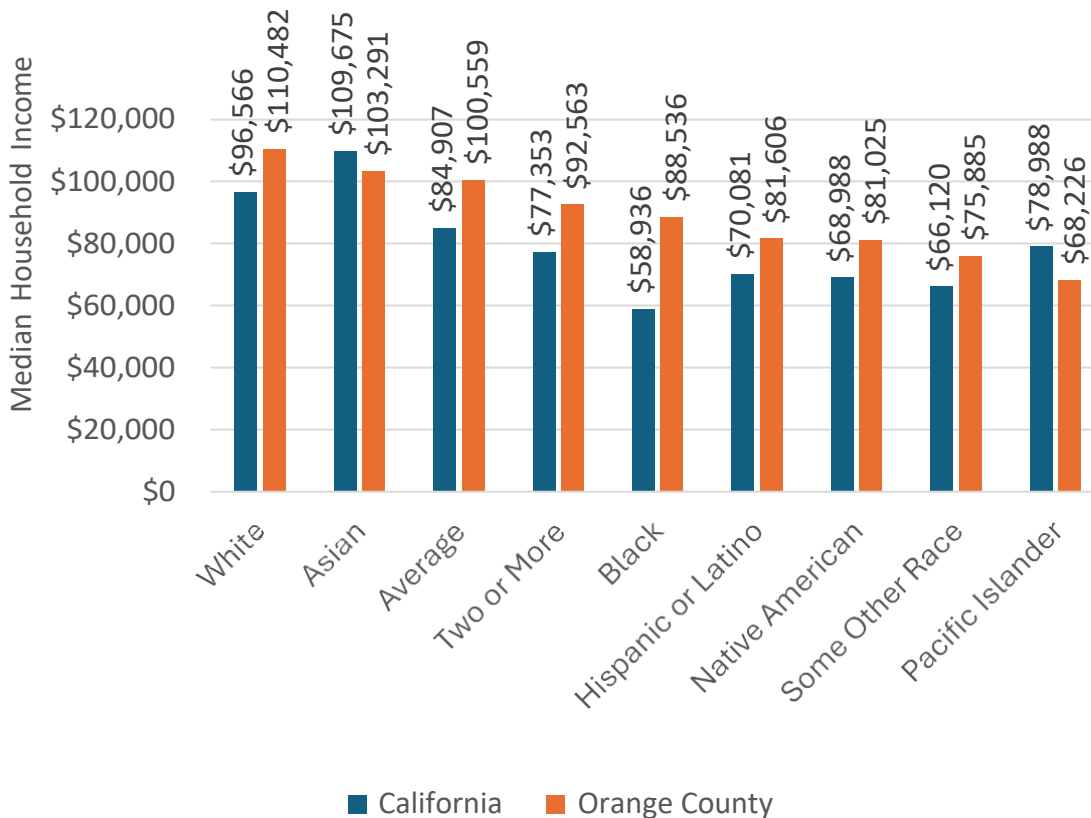
One potentially climate change-driven economic disruption could come from coastal erosion. The county’s beaches are foundations of its Tourism industry, attracting visitors from around the world. Threats to these beaches could, in turn, threaten employment in both the county’s Tourism industry and all of the county businesses that depend on visitor foot traffic.

Social and Equitable Development

Orange County’s remarkable post-pandemic recovery has not brought prosperity to all county communities. In fact, the county’s high cost of living and lack of affordable healthcare disproportionately affects these communities.

As seen in the chart below, Orange County has significant racial disparities in median household incomes, with White households making \$42,256 more than Pacific Islander households.

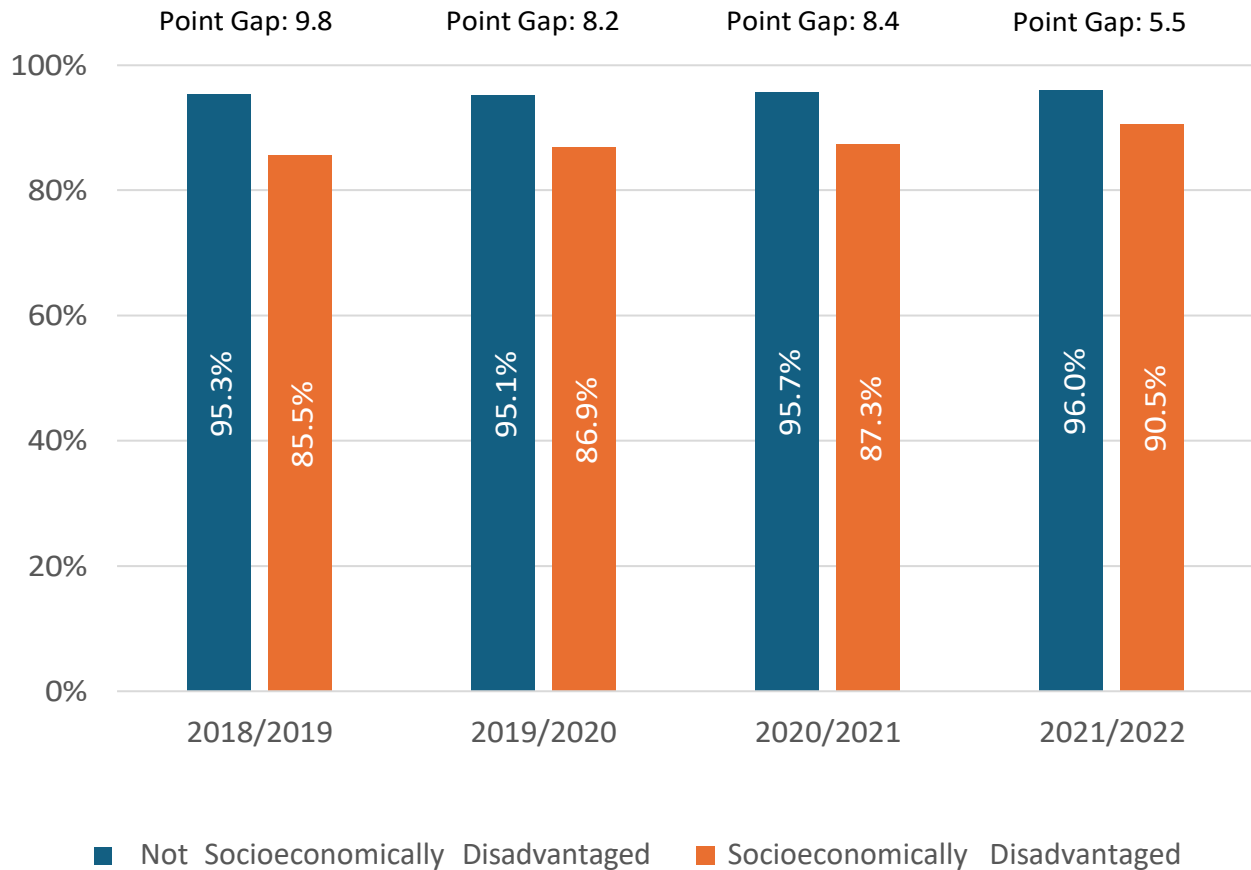
Median Household Income by Race/Ethnic Group, 2021



Source: U.S. Census Bureau, American Community Survey

How can Orange County address these gaps? Increasing educational attainment is a powerful way forward and an area where the county has already made significant progress. As seen in the chart below, the gap in high school graduation rates between Disinvested and non-Disinvested students has declined from 9.8 percentage points in 2018-2019 to 5.5 in 2021-2022; both groups have overall graduation rates of over 90 percent.

Four-Year Adjusted Cohort Graduation Rate by Socioeconomic Status, 2018/2019-2021/22



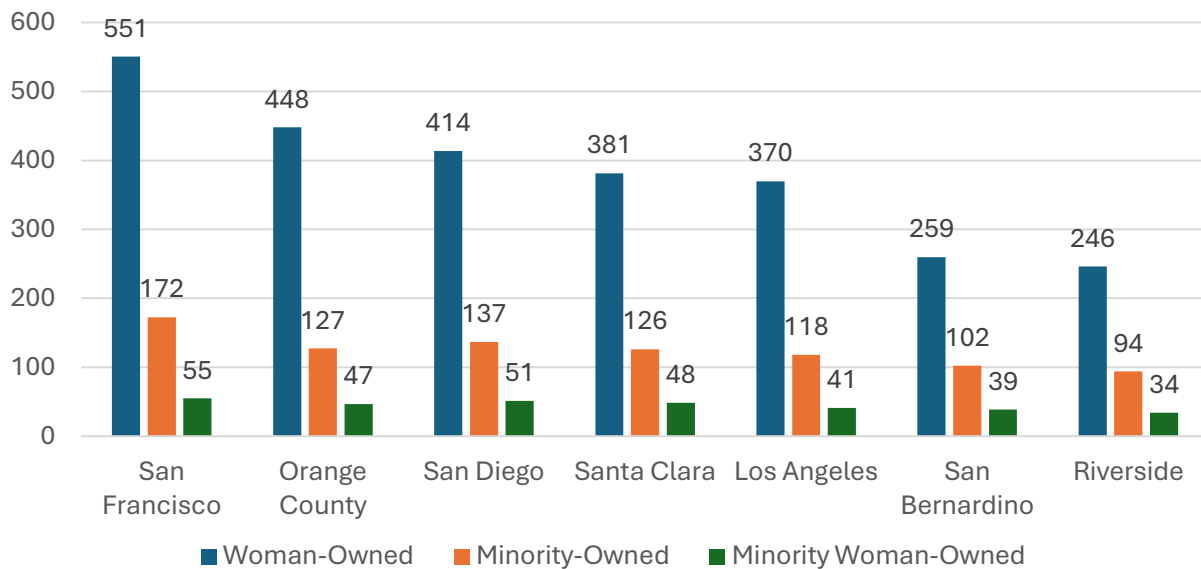
Source: California Department of Education, DataQuest

Supporting entrepreneurship is another promising way to help close this gap. Orange County stakeholders and policymakers should focus particularly on increasing the number of women-, minority- and women-minority-owned businesses. While the numbers of women- and minority owned businesses per 100,000 increased by 9.5 percent and 6.9 percent, respectively, between 2022 and 2023, the percentage of women-minority-owned businesses actually decreased.

Orange County’s diversity, strong business climate, highly educated population and startup incubators such as the University of California, Irvine’s Cove (part of Beall Applied

Innovation) make it uniquely positioned to catalyze entrepreneurship in minority and Disinvested communities.

Regional Woman-Owned, Minority-Owned and Minority Woman-Owned Businesses per 100,000 People, 2023



Source: Dun and Bradstreet, Market Insight

In addition to policymakers, academics and industry leaders, community members themselves have important roles to play in increasing Orange County’s resilience. Community members can best communicate the economic and social realities they face, bringing unique perspectives often overlooked by policymakers.

Engaging community members in planning and decision-making processes not only helps to build trust through increased collaboration between regional governments and community members, but also helps to ensure the effectiveness and reception of economic development programs and strategies.

Collaboration and Leadership

Finally, Orange County can boost its economic resilience by increasing collaboration between its 34 city governments, the regional county government, the business and development community, educational institutions, major employers, community and charitable organizations, and other key stakeholders.

It can leverage these stakeholders’ experience and expertise to support key drivers of economic growth, such as entrepreneurship and growing businesses in emerging industries. This can in turn lead to specialized industry clusters with outsized contributions to the local and regional economies. Further combining industry leaders and innovators with regional policy makers and community planners, can effectively better plan for the

needs of new and emerging industries ensuring the proper infrastructure is in place so these industries can more rapidly and readily expand.

This progress will require significant regional collaboration not only between public and private organizations, but with county and city officials within Orange County as well as in neighboring counties. Orange County is extremely diverse and what works in coastal cities such as Laguna or Newport Beach may not be viable solutions for Santa Ana or Fullerton. Therefore, local city governments must not only understand their own goals, but the goals of their neighbors. In doing so, cities can craft collaborative policies and move closer to crafting a cohesive, county-wide strategy aimed at improving the lives of all Orange County residents.

Orange County's unique economic composition of diverse industry clusters and highly-skilled workforce talent complements its regional county neighbors and the Southern California region exceptionally well, providing specialized industry clusters not found anywhere else in the state. While neighboring counties will always compete for new residents, increasing the level of collaboration between counties will serve as a benefit to Southern California as well as the state and nation.

In order to properly respond to any potential disruptions, the County and its stakeholders must regularly assess economic, social, and technological progress. This report should serve as the beginning of this process, not its end; cities and nonprofits should continue to monitor the impacts of their own initiatives and policy decisions. Equally important is adapting and responding to future challenges, whether they are accelerations of long-term trends or black swan events. By better monitoring economic and social trends, Orange County and its cities will be more readily able to adapt and implement policies aimed at leveraging opportunities or reducing threats.

Information Networks

During the COVID-19 pandemic, the Orange County Healthcare Agency created a webpage that provided daily updates on the total number of COVID-19 cases, hospitalization rates, and COVID-related deaths, as well as these statistics broken down by specific city or ZIP code. County residents could use an interactive map to explore COVID-19's impacts on different areas of the county or view the changing pandemic situation in the form of change-over-time line graphs. A summary of these statistics and link to this webpage on the homepage of the county's popular local newspaper, the *Orange County Register*, ensured that it reached a wide audience.

This public health service demonstrates Orange County's ability to create an accurate, far-reaching information network in response to a major shock; county stakeholders and policymakers should apply this lesson to future disruptive events.

The previously mentioned California Jobs First (formerly CERF) initiative is another example of a potential information network: a connected group of stakeholders in a variety of areas sharing information. In case of a disruptive event, these connections – especially with community-based and philanthropic organizations – can help spread information to citizens across the county.

Relationship to Larger Regional or State Economy

Orange County is a major economic powerhouse for both the Southern California region and state overall. It represents 8.1 percent of the state’s total population, 9.2 percent of its total taxable sales and 8.8 percent of its gross regional product (GRP). Orange County’s GRP per capita of \$98,979 is significantly higher than the state average of \$90,982, illustrating its high level of economic activity.

Orange County and California Comparison

	Orange County	California	Orange County as Percent of State Total
Gross Regional Product, \$ in Billions (2022)	\$312	\$3,552	8.8%
Total Taxable Sales, \$ in Billions (2022)	\$176	\$1,904	9.2%
Population (2023)	3,137,164	38,940,231	8.1%
Labor Force (Dec. 2023)	1,599,900	19,208,000	8.3%
Employment (Dec. 2023)	1,539,300	18,235,700	8.4%
Unemployed Workers (Dec. 2023)	60,600	972,300	6.2%
Foreign Born Population (2022)	953,096	10,428,025	9.1%
Bachelor's Degree or Above (2022)	964,122	9,935,941	9.7%

Source: California Employment Development Department, U.S. Census Bureau American Community Survey, U.S. Department of Finance Demographic Research Unit, California Department of Tax and Fee Administration, Lightcast.

One key interaction with the rest of the state comes via the county’s Hospitality and Tourism industry, which attracts visitors from across the state. In Q4 2022, approximately 25.8 percent of visitors to Orange County came from within California, with the largest sources of visitors shown in the table below.

Orange County Visitors Share and Year-Over-Year Change by Metro Regions, Q4 2022

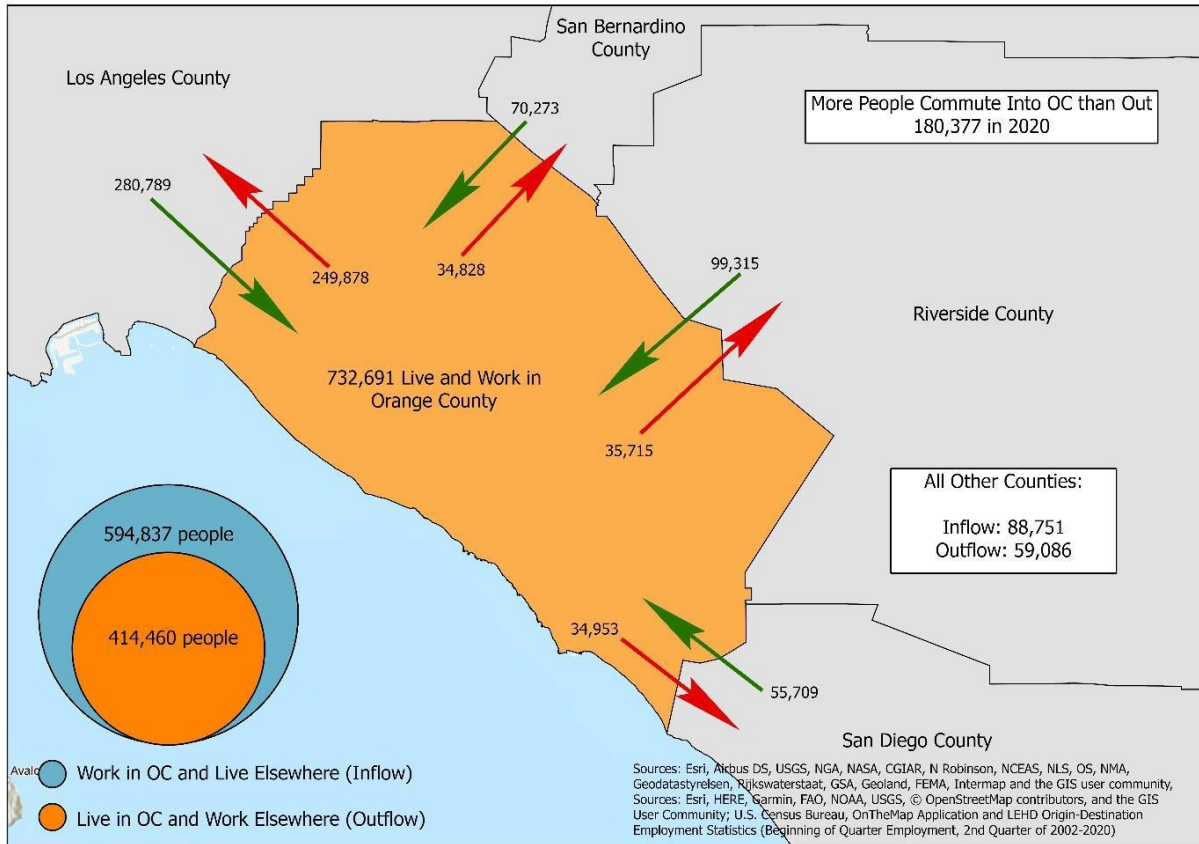
In-State Metro Region		
Region	Visitor Share	YOY Percent Change
San Francisco, CA	25.6%	-14.4%
Sacramento, CA	17.6%	-10.7%
San Diego, CA	13.6%	-2.3%
Los Angeles, CA	12.7%	18.1%
Fresno-Visalia, CA	8.2%	-3.8%
Palm Springs, CA	6.7%	63.2%
Bakersfield, CA	5.5%	5.7%
Santa Barbara, CA	5.3%	22.9%
Monterey-Salinas, CA	2.3%	15.3%
Chico-Redding, CA	2.0%	64.3%

Source: VisitCalifornia.com, Domestic Visitor Profiles, Q4 2022

As part of the Greater Los Angeles metropolitan area, Orange County is heavily intertwined with its northern neighbor. Many residents commute between the two counties for work, and industries like tourism and entertainment overlap significantly. While Los Angeles holds the economic edge in terms of sheer size and diversity, Orange County contributes substantially to the region's overall strength. In 2020, approximately 732,691 people both lived and worked in Orange County. About 414,460 people lived in Orange County and worked outside the county while 594,837 people worked in Orange County but lived outside the county.

Orange County and Los Angeles continue to have one of the largest trade flow of workers with 280,789 workers traveling from Los Angeles to work in Orange County and 249,878 workers traveling from Orange County to Los Angeles. The largest gap in tradeoff between workers was with Riverside County; 99,315 Riverside County residents came to Orange County for work compared to only 35,715 commuting the other way, a tradeoff of 63,600 workers. While the shift to remote work is likely to further disrupt commuter trends between counties and even states, Orange County's broad range of industry clusters, strong labor market, and above average wages are likely to keep attracting workers commuting into the county from surrounding counties.

Inflow/Outflow Patterns of Orange County Workers and Residents, 2020



Orange County’s concentrated industry clusters complement those of Los Angeles and of the broader Southern California region. Key Orange County industry clusters include Advanced Manufacturing, Medical Device and Professional Services, compared to Biopharmaceuticals and Defense in San Diego County and Entertainment and Manufacturing in Los Angeles County; together, these industry clusters make Southern California a world-class economy.

Orange County’s strong educational system also informs its relationship to the broader state economy; just as tens of thousands of workers commute into the county, thousands of students come into the county to study. The University of California, Irvine (UCI) is one of the nation’s top research universities with 48 graduate programs ranked among the nation’s top 50, having produced 5 Nobel Prizes, and being one of 71 research universities elected to the prestigious Association of American Universities. In 2021-2022, UCI received approximately \$580 million in research funding through various grants and contracts and was estimated to create a \$7 billion annual economic impact in Orange County and \$8 billion for the state.²

² https://uci.widen.net/s/dc8dzlkszt/uci23_facts_figures_brochure

Alongside UCI, California State University, Fullerton (CSUF) and Chapman University are home to approximately 50,000 Orange County students.^{3,4} With CSUF ranking 3rd in the state and 9th in the nation for enrolling transfer students, having the second highest enrollment of master's-level public institutions, and ranked the 3rd most innovation regional university in the West; CSUF represents an attractive alternative to UCI for students in the region.⁵

UCI also works with and supports several business incubators and accelerators including The Cove at UCI. As part of UCI Beall Center for Applied Innovation, The Cove at UCI was developed as a location and community for innovators and entrepreneurs to collaborate on ideas, strategies, and business proposals. With the specific aim of driving and accelerating regional innovation. The Cove is a 31,000 square foot facility in University Research Park complete with meeting spaces, private offices, and conference rooms. Adding to the entrepreneurial environment, the space is complete with a 100-foot video wall and acoustic panels for presentations and speakers. The Cove also offers members access to a prototyping lab which provides equipment including 3D printers, laser cutters, CNC machines, and other rentable workbenches.⁶

The Cove is not the only local entrepreneurial resource in Orange County. The Orange County Inland Empire Network Small Business Development Center (OCIE SBDC), located on the campus of CSUF, offers a variety of services to entrepreneurs and startups, including business consulting, connections to grant and loan programs, and technical assistance. OCIE SBD also hosts regular workshops – both in-person and online – on relevant topics and offers in-person appointments.

Emerging and Declining Industries

The pandemic-related disruption of entire industries – such as Hospitality and Tourism and commercial real estate – demonstrates just how volatile the economy can be. While COVID-19 was a true black swan event, other potentially transformational factors, such as technological advances, are somewhat more predictable.

AI will undoubtedly continue to transform the global economy, affecting nearly every industry. Other technologies are also having a transformative effect, such as the information technologies creating new Healthcare occupations. The county's transition from a manufacturing economy to a service-based economy will likely continue; Manufacturing accounted for only nine percent of county employment in 2022, compared to 16 percent in 2000. Automation of repetitive tasks will likely continue (and continue to

³ https://www.fullerton.edu/data/_resources/pdfs/facts/CSUF%20Facts%20Fall%202023.pdf

⁴ <https://www.chapman.edu/about/facts-and-rankings/index.aspx>

⁵ <https://www.fullerton.edu/rankings/>

⁶ <https://innovation.uci.edu/the-cove/>

expand to new job categories), putting both Manufacturing and extractive industries like Oil and Gas at risk of further job loss.

Several other more county-specific trends could fuel economic change: the county's aging population, which will require more Healthcare and thus fuel growth in that industry; its strong educational institutions and highly educated residents, who could spark homegrown technological innovation; its Advanced Manufacturing sector, especially the medical device subsector, an already thriving industry cluster which helps drive regional innovation and specialization; and the county's commercial real estate market, which must adapt to e-commerce and work from home impacts on real estate demand.

As in many communities around the country and around the world, Orange County's aging population is already having major impacts: increased Healthcare and Social Assistance employment, which has already grown from nine percent of total county employment in 2000 to 13 percent in 2022; increased demand for services such as handymen and public transit; fewer homes on the market as older residents stay in their homes; declining school and college enrollment. In the long-term, an older population will mean a shallower talent pool for current and potential businesses, which could have significant economic consequences.

In addition to the decline in Orange County's natural resource sector described in the previous section, as part of Orange County's CERF process, a broad group of stakeholders ranked the county's most promising industry sector priorities. The top five target industry sectors were selected as priorities for Orange County:

- Healthcare and Social Assistance
- Manufacturing
- Educational Services
- Construction
- Accommodation and Food Services.

More information on this can be found in Appendix D. Please also see the section on Economic Resilience for an analysis of industries that have grown or declined since the outbreak of the pandemic.

Many of the key factors in Orange County's economic performance have already been mentioned in this report. Negative factors include:

- The county's lack of affordable housing;
- Economic disparities;
- Traffic congestion, a result of the county's increasing population density; and
- Environmental concerns, from beach erosion and landslides to heat islands in Disinvested Communities.

One additional concern is the statewide regulatory climate, which makes both new home construction and new business formation more difficult than in other states. According to the Draper Innovation Index, a ranking of domestic and international business and entrepreneurial environments, California has the nation's worst small business environment and its 48th worst tax environment. This statewide issue has significant implications for Orange County.

In order to best combat these potential challenges, Orange County should leverage its primary competitive advantages and its major drivers of economic growth. Some of these advantages or drivers include:

- **Strong Labor Market:** With one of the best educated populations in Southern California, Orange County must continue to attract and retain both new workers and businesses into the region.
- **Location and Infrastructure:** Proximity to Los Angeles and its international connections, coupled with robust transportation infrastructure like John Wayne Airport and the Ports of Long Beach and Los Angeles, fuel trade and attract businesses.
- **Tourism and Leisure:** Theme parks, beaches, and a strong entertainment industry draw millions of visitors, boosting hospitality, retail, and service sectors.
 - Disneyland, already a major economic driver in the region, has planned a significant \$1.9 billion expansion project which will not only increase visitor numbers and the associated spending but also create a significant number of jobs, tax revenue and economic output for the region, which are highlighted in the SWOT analysis under Opportunities.
 - With the 2028 Summer Olympics being hosted in Los Angeles, Orange County remains uniquely positioned to take advantage not only of the massive influx of domestic and international travelers but also of the increased levels of spending associated with preparations for the event.
- **Technological Innovation:** Irvine's position as a hub for high-tech companies and research institutions propels Orange County into the forefront of innovation, attracting skilled workers and generating high-paying jobs.
- **Strong Healthcare and Professional Services:** Healthcare continues to be a major employer, along with professional and financial services, contributing to a stable and diverse job market.

A more comprehensive list of the region's potential weaknesses and strengths is provided in the analysis. The following section of the report examines a closely related topic, the county's economic resilience in the face of significant disruptions.

SWOT Analysis – Key OC CEDS Strengths, Weaknesses, Opportunities, Threats

This SWOT analysis highlights Orange County’s regional and local strengths and opportunities to understand how they can be leveraged. Policymakers and stakeholders must also address weaknesses and threats via short- and long-term strategies.

Strengths

- Decades of immigration make Orange County’s population **extremely diverse**; these international connections play a major role in the county economy.
- Orange County’s **highly educated workforce** both fuels entrepreneurship and helps it attract and retain existing businesses.
- Orange County’s **central geographic location and transportation infrastructure** attracts tourists, residents, workforce, and businesses to the county which is a key strategic advantage. Orange County is the economic engine of Southern California
- **The county’s world-class education institutions**, headed by Chapman University, California State University, Fullerton (CSUF) and the University of California, Irvine (UCI) continue to educate the county’s population.
- Orange County is a **world-famous tourist destination** due to its beaches, theme parks, cultural attractions, world-class shopping centers, and other attractions that highlights the highly attractive lifestyle and quality-of-life which is increasingly important to modern successful economies.
- Strong, **concentrated industry clusters** fuel economic growth and innovation in the county, most notably healthcare, information technology, tourism, advanced manufacturing, and professional services.
- Orange County’s **diverse economy is** not overly dependent on any one industry, which will help it weather future shocks and shields the county from specific industry downturns, promoting stability.
- Its **Groundwater Replenishment System** is the world’s largest water purification system for indirect potable reuse and can provide up to 130 million gallons per day.
- The county’s **consistently low unemployment** reflects its strong overall economy and high level of economic activity.
- Finally, **its high levels of internet connectivity are** a major strength in a world of mainstream remote work and education.

Weaknesses

- Orange County **could make opportunities to unify cities within the region, currently** each city creates its own short- and long-term strategies.
- **Outdated perceptions** of Orange County as a homogenous suburbia may dissuade potential residents, businesses, or entrepreneurs from relocating to the county.
- Orange County suffers from a **gap between employer needs and job candidates' skills**, which could significantly slow economic growth in the long-term.
- As in the rest of the world, Orange County's workforce is **vulnerable to automation**; this potential rise in unemployment is a particular problem for such an expensive area.
- As previously mentioned, the county's **lack of affordable housing** is a significant weakness, which has already led to population decline.
- **A lack of open land for new housing construction** exacerbates this issue.
- The county's **lack of affordable Childcare** is a major issue for both child development and the wider economy, as it forces many working parents to choose between their careers and working for their children.
- Orange County, like many other California counties, is **vulnerable to a variety of natural disasters**, such as floods, fires, landslides, droughts and earthquakes.
- Orange County is also vulnerable to **climate change effects** such as heat islands and rising ocean temperatures.
- Orange County's **uneven economic outcomes** prevent all county residents from sharing in its overall prosperity.
- Orange County's Disinvested Communities also suffer from **disproportionate public health impacts**, including lower rates of health insurance and higher rates of chronic diseases.
- Disinvested Communities also have **lower rates of internet access** than other parts of the county.

Opportunities

- By **elevating Disinvested Communities**, Orange County can both improve the lives of residents of these communities and increase total countywide economic activity.
- An **overall regional competitiveness strategy** could boost economic synergy between county cities and other stakeholders.
- By further **promoting innovation and entrepreneurship**, Orange County stakeholders can fuel further innovation and economic growth, thus keeping the county economically competitive in the years to come.
- By **leveraging existing and emerging industry clusters**, Orange County can ensure long-term job growth, especially biotechnology/life sciences, clean energy, and artificial intelligence (AI).
- **Leveraging the county's diverse population** can help the county continue to attract talent, businesses and investment from around the world by capitalizing on

outstanding cultural diversity that leverages international trade and cultural exchange opportunities, boosting economic growth.

- **Creating and promoting accessible career pathways** such as CTE can help improve economic outcomes, especially among lower-income residents, as well as providing a steady supply of job candidates for county employers.
- **A reindustrialization strategy** will further diversify the county's economy and potentially fuel a new round of innovation.
- Continuing to **attract and retain world-class employers** will help the county's growth in the face of future challenges.
- **Expanding Childcare access** could bust overall economic activity by allowing parents to return to the workforce.
- Continued **investment in a state-of-the art transportation network** and **wise water management** will increase the county's resilience to drought and other potential climate change impacts.
- Further **attract visitors and visitor spending** by leveraging and promoting Disneyland's Disneyland Forward expansion project, representing a \$1.9 billion investment into the region. With every \$1 billion invested into Disneyland Resort, Disney estimates creating over 6,500 jobs, \$26 million in tax revenues, and \$1.3 billion in economic output.⁷ On top of economic benefits, Disneyland Forward could result in community benefits such as: up to \$30 million in new annual city revenues; a \$30 million contribution to affordable housing; \$8 million to park improvements; and \$85 million contribution to improve traffic and pedestrian safety.⁸ An independent analysis of the project done by Cal State Fullerton shows that creating new theme park experiences make the biggest impact to drive tourism, create local jobs and increase the average daily rates for hotel rooms. Additionally, Cal State Fullerton estimates that a full build out of Disneyland and its associated properties would result in an additional \$244 million a year, effectively doubling Disney's fiscal contributions to Anaheim.⁹
- By **preparing for economic spill-over effects** of Los Angeles hosting the 2028 Summer Olympics, Orange County can attract further visitor spending.
- **Leveraging the opportunities provided by the state's new California Climate Commitment** estimated to generate nearly 4 million new jobs while reducing fossil fuel use and air pollution to help support this potentially new regional industry cluster.

⁷ <https://www.disneylandforward.com/economic-benefits>

⁸ <https://www.disneylandforward.com/community-benefits>

⁹ <https://www.latimes.com/socal/daily-pilot/entertainment/story/2024-04-15/disneyland-forward-csuff#:~:text=According%20to%20a%20nine%2Dpage,fiscal%20contribution%20to%20the%20city.&text=Despite%20the%20rosy%20forecast%2C%20the,of%20the%20Disney%20expansion%20plan>

Threats

- Orange County's **declining and aging population** could lead to a decline in working-age job candidates for county employers, thus potentially decreasing overall economic growth.
- Its lack of **affordable housing** could lead to further population declines and make Orange County a less attractive destination for potential residents, businesses, or entrepreneurs.
- California's **stringent regulatory environment** could discourage new business formation, thus slowing overall economic growth.
- Orange County is currently undergoing a **mental health crisis**, especially among young people; this could have significant consequences unless adequately addressed.
- **Artificial Intelligence (AI)** will continue to transform the workplace and could automate current occupations, potentially leading to unemployment.
- Despite Orange County's strong water replenishment system, **statewide water supply uncertainty** remains a concern.
- **Climate change**, as exemplified by heat islands and coastal erosion, as well as potential natural disasters, could create significant challenges in the long-term future.
- E-commerce and remote work have shifted **commercial real estate demand**, leading to excess retail space and a potential decline in this sector.

The following section provides a roadmap for future economic growth in Orange County, identifying five key goals that policymakers and other stakeholders should prioritize.

Strategic Direction/Action Plan

Primary Goals and Key Strategies for Orange County

Goal 1: Provide World-Class Education, Career, and Workforce Opportunities to Address the Skills Gap

As businesses and industries continue to grow and evolve with new technologies or processes, it is imperative that the labor market be able to grow and evolve along with it. Prior to the COVID-19 pandemic, the skills gap had become a national concern with many businesses indicating difficulty finding qualified workers able to fill open positions. These open positions often represented unrealized economic output; filling these positions will boost the county's overall economic growth.

The Skills Gap represents a mismatch between employee skills or knowledge and employer needs or requirements. While Orange County has a number of world-class

educational institutions, many traditional four-year universities or certification programs often focus on technical skills such as complex software programming languages for Software Developers or advanced financial analysis for Accountants, they often fail to educate or familiarize students with soft skills such as communication or collaboration. As a result, many young professionals find themselves to be technically proficient yet lack key workplace skills which can in turn impact overall workplace efficiency. While the Skills Gap is felt at a national level, Orange County remains uniquely positioned to address its own regional skills gap helping to not only improve workplace efficiency or output but also to help further attract more employers and jobs into the region.

Addressing the Skills Gap requires increased collaboration between industry leaders, local businesses, and academia so that employment requirements can be properly understood and educational or training programs can be crafted. With industry professionals providing important details on not only currently relevant processes or skills needed by their organizations, but they can also help guide educational or training programs to anticipate industry trends or disruptions so that workers will always be ready to fill new or emerging positions. This represents a unique opportunity for community colleges or certification programs which can more effectively tailor their programs to include more soft skills training or update curricula to include new technologies or processes. Traditional four-year colleges and universities, while still indispensable to the region in providing a well-educated workforce, may be slower to react or adopt new courses as well as being significantly more expensive. With the recent spike in the cost-of-living across the country, the lower cost alternative provided by community colleges could be much more attractive, especially to residents in Disinvested communities. Effectively, strengthening the relationships between academia, certification and training programs, local employers and industry professionals could help create effective pathways to gainful employment for many residents in Disinvested communities while also helping to reduce the regional Skills Gap.

Key Strategies:

- Support and promote community college and certification programs aimed at closing the Skills Gap.
- Ensure academic institutions at all levels have adequate support to promote college and career readiness.
- Increase access to and participation in Career Technical Education (CTE) programs.
- Develop and promote targeted education and training programs in key industry clusters including Advanced Manufacturing, Biotechnology, and Information Technology.
- Improve attraction and retention of young families and professionals into the region to help expand the labor market.

- Continue to anticipate new and emerging technologies which require additional training or education to better anticipate the labor needs of businesses and industries.

Goal 2: Focus on Residents Living in Disinvested Communities

Orange County's incredible economic growth has not been evenly distributed within the county, which has Disinvested Communities as well as a world-famous high quality of life and a median home price of well over \$1 million.

Through the Community Economic Resilience Fund (CERF) and SB 535, Orange County has identified 92 census tracts which qualify as 'Disinvested communities.' These Disinvested communities represent the top 25 percent of census tracts in the county based on a number of economic, social, and environmental metrics established in the California Communities Environmental Health Screening Tool: CalEnviroScreen 4.0. Using Orange County's Red Zone methodology, a total of 48 census tracts qualify under EDA CEDS criteria.

Working to improve the quality of life and opportunities for residents in these communities will require a collaborative effort between residents, local policymakers, academia, workforce and economic development organizations, non-profit organizations and the private sector. While improved access to affordable career training or certification programs will help to lift many individuals within these communities, additional support must also be provided to improve educational attainment in these areas with special focus being placed on English Language Learner (ELL) programs as these Disinvested communities also typically speak languages other than English at home. The consequences of a lack of English language proficiency for career advancement means that English language education – for both traditional students and adults – should be a priority.

This focus on supporting Disinvested Community residents will help ensure that the entire county shares in its economic prosperity.

Key Strategies:

- Develop specific project proposals focused on Red Zones/Disinvested Communities to help spur economic and employment growth.
- Create and promote collaborative training and education programs which cater specifically to the needs of residents in Red Zones/Disinvested communities.
- Improve access to high-quality, high-paying employment opportunities.
- Increase support and improve access to English Language Learner (ELL) services and courses for both K-12 students and adults.

Goal 3: Promote Key Industry Clusters

Industry clusters represent important concentrations of interconnected complimentary and supplementary businesses who provide similar products or services. The growth of these clusters attracts similar businesses, complimentary education and training institutions, and investors, thus accelerating overall economic specialization, innovation, and competition. This specialization also attracts investment and talent, further boosting local and regional economic growth. Popular examples of industry clusters include Hollywood’s movie or entertainment sector, information technology in Silicon Valley, wine in Napa Valley or Detroit’s once dominating auto industry.

Orange County’s specialized industry clusters include Advanced Manufacturing, Biotechnology, Information Technology and Hospitality and Tourism all of which play pivotal roles in the region’s economy. In order to properly support these sectors, Orange County must more effectively promote these clusters and their benefits to workers both in the region and outside – to help in better attracting workers to fill currently open positions. These clusters represent important employment opportunities for all workers but especially for workers in Disinvested communities who may be looking for higher paying jobs.

Special attention should also be given to Advanced Manufacturing sectors such as Medical Devices as the national economy continues to accelerate reshoring. The manufacturing sector had previously suffered from a poor image of having physically demanding, low-wage positions resulting in low employment demand. As technologies have evolved with the onset of ‘Industry 4.0’ and associated employment opportunities have seen improved salaries and wages, these sectors and their images are seeing dramatic improvements and once again becoming attractive for many workers. Ensuring these sectors are properly promoted to both new and existing workers in the region will help further drive economic growth and activity.

Key Strategies:

- Encourage the support, expansion, and retention of key industry clusters in the region through improved collaboration between regional stakeholders and industry leaders.
- Form industry groups to better promote opportunities in existing and emerging clusters such as Advanced Manufacturing or Green Energy.
- Promote collaboration between industry leaders and academia and training organizations to ensure a steady pool of qualified workers from which organizations can hire.

Goal 4: Improve Orange County's Economic Competitiveness in a Global Economy

Local and global economies have seen significant disruptions in recent years; the COVID-19 pandemic brought to light significant shortfalls in a number of sectors across the globe, most notably the fragility of global supply chains and the importance of having a manufacturing or industrial base. The eruption of the Russia-Ukraine war highlighted the importance of access to energy and energy prices, especially during hard winter months.

Orange County is home to over 100,000 businesses including many *Fortune* 500 companies and plays a crucial role in the Southern California economy. With an abundance of national and international transportation connections, a diverse population, and strong industry clusters, Orange County is well-positioned to thrive in a global economy; as previously mentioned, it already attracts students, employees, and businesses from around the world.

To further accelerate this growth, Orange County and its cities and stakeholders must work to streamline regulatory procedures, encourage foreign investments, and foster relationships with the Small Business Association (SBA) and Small Business Development Centers (SBDC) to help the region stand out as a prime location for international businesses.

Key Strategies:

- Increase promotion of the county as a national and international hub for business development and trade.
- Foster a positive, welcoming environment for existing foreign businesses and entrepreneurs to expand into.
- Increase investment and support of small businesses and start-ups while promoting innovation and entrepreneurship.
- Attract and retain international students at local colleges and universities.

Goal 5: Plan and Develop State-of-the-Art Infrastructure

Orange County's transportation infrastructure – including railroads, freeways, trade ports and an international airport – give it regional, national and global connections. This infrastructure is thus a key part of the county's economy and further investments and improvements will be vital to ensuring long-term economic growth.

Housing is one infrastructure area with significant room for improvement in Orange County. The county's high cost of living has already led to population declines. If left unchecked, this could have dramatic impacts on the region's labor force as young professionals and young families may be unable to find affordable housing options.

Broadband/high-speed internet becomes key workforce infrastructure in a post-pandemic economy with mainstream remote work and remote learning. Regional stakeholders and policymakers must work to ensure all Orange County residents have access to high-speed internet at home as it plays an important role not only in careers but in educational attainment as well.

On top of transportation and broadband infrastructure, Orange County must also pay special attention to the potential impacts of climate change and how potential rising sea levels will impact coastal communities or inland waterways. With 40 miles of coastline, several Orange County beaches are susceptible to coastal erosion which have already begun to impact rail lines – namely Amtrak’s Pacific Surfliner which connects Orange County to San Diego County.

Special attention should be focused on Disinvested communities where internet access may be lagging as ensuring these communities have access to online tools and services could help drive economic prosperity.

Key Strategies:

- Expand and improve existing transportation infrastructure to help reduce congestion and travel times for commuters.
- Focus on expanding affordable housing options to help better attract and retain young families and professionals into the region.
- Support the expansion of communication networks such as broadband internet access and wireless technologies – especially in Red Zones and Disinvested Communities.

Goal 6: Foster Greater Regional Collaboration by Increasing Economic and Workforce Development Partnerships

The nexus of economic and workforce development, always an important part of any economy, has become truly crucial at a time when new technologies continually transform the workplace, labor market, and overall economy. Orange County, like many areas of the country, has long faced the challenge of a skills gap, a discrepancy between employer needs and employee skills. Other long-term issues like the county’s high cost of living and lack of workforce housing create barriers to employment by making education and training programs unaffordable, inconvenient, or both for too many Orange County residents.

These challenge has been complicated by new factors such as the mainstreaming of remote work and continued rise of AI, both of which have already begun to transform job opportunities, workplaces, and overall skills demand.

Fortunately, Orange County is home to a number of economic and workforce development organizations and programs, from local universities and community colleges, numerous community based organizations, and philanthropic foundations in addition to the Orange County's three workforce development boards. Workforce professionals in each of these organizations have much needed expertise and insight into Orange County's labor market, especially into the economic and workforce development challenges faced by many Orange County residents.

In the face of these large-scale challenges, a siloed approach to economic and workforce development is clearly insufficient, especially regarding the need to adapt education and training programs to the new economic realities. Collaboration between economic development and workforce professionals, on the other hand, can lead to the exchange of ideas and creation of new best practices that will ensure that Orange County continues to thrive in a period of technological transition. This exchange of ideas and perspectives from different economic and workforce development organizations will also ensure that the needs of all county residents – especially members of Orange County's Disinvested Communities – are taken into account.

This collaboration could also lead to larger-scale, countywide workforce development programs that might potentially address issues too large or too complex for any single organization or institution. The challenges of breaking down socioeconomic barriers to employment and of preparing Orange County workers for success in the AI era will require truly a team approach; building these teams should be a major, county-level priority.

Key Strategies:

- Convene meetings and/or conferences that encourage cross-pollination between Orange County economic and workforce development organizations and professionals.
- Ensure that economic and workforce development conversations are informed by the latest research into the Orange County labor market.
- Ensure that these discussions take all Orange County residents into account, including the county's Disinvested Communities.

CEDS Project Proposal Submissions Summary

Community Investment
<p>Anaheim - Store One Phase II Buena Park - SiFi Instillation Garden Grove – Garden Grove Green Initiative Garden Grove – Workforce Development Placentia - New Senior/Community Center at Tri-City Park Project Santa Ana - Fill It From the Tap Westminster - Economic Development Analysis for Mixed-Use Districts</p>
Downtown/City Revitalization
<p>Brea - Downtown Brea Parklets Fullerton - Fullerton Downtown & Rail Area Revitalization Project Huntington Beach - LA 2028 Public Improvements Huntington Beach – Downtown Revitalization Public Improvements (HIOZ) La Habra - Hillcrest Wellness Center Improvement Plan Placentia - Transit Oriented District and Old Town Placentia Revitalization and Multi-Modal Infrastructure Project Santa Ana - 3rd and Broadway Development Opportunity Santa Ana - Modernization of the Santa Ana Civic Center Westminster - "Little Saigon: Blueprint for investment" Improvements</p>
Housing Development
<p>Brea - Permanent Supportive Housing Project Fullerton - Fullerton Housing Incentive Overlay Zone (HIOZ) Irvine - One Irvine Project</p>
Park/Trail Revitalization
<p>Brea – Arovista Park Modernization Garden Grove – Garden Grove Park Improvements Mission Viejo - Core Area/Oso Creek Trail Glass Barn Event Center Mission Viejo - North Oso Creek Trailhead, Trails Café, and Restroom Santa Ana & Garden Grove (2) - Willowick Golf Course Seal Beach - Westminster Trail and Park Development Project Yorba Linda – Savi Ranch Infrastructure Improvements</p>
Retail/Hotel Development
<p>Anaheim - Beach & Lincoln Small Business Incubator Pavilion Garden Grove - Investel Garden Resorts, LLC (Site C) Garden Grove - New Age Brookhurst LLC (Brookhurst Place Phase II) Garden Grove - New Age Garden Grove, LLC (Site B2) Garden Grove - Civic Center Garden Grove (P3 Civic Center Revitalization) Garden Grove - Garden Grove Longsdon Pit Landfill</p>

Westminster - Bolsa Row Infrastructure Improvements
 Westminster - Westminster Mall Revitalization

Sewer/Street Improvements

Brea - Flower Street Closure and Traffic Circle
 Buena Park - La Palma Sewer Line Upsizing
 Fullerton - Fullerton Series Lighting Upgrades
 Garden Grove - Anaheim-Grove Resort District Public Improvements
 Garden Grove - Neighborhood Improvement Program
 Laguna Niguel - South Forbes Road/OSO Creek Trail Active Transportation Enhancements
 Santa Ana (3) - Santa Ana Blvd, 17th Street, and Grand Avenue Grade Separation
 Santa Ana (7) - Bristol Street, Warner Ave Phase one & two., Fairview St., Dyer Rd., Grand Ave., and Alton Ave. Improvements
 Westminster - Navy Rail Corridor

Transportation Development

Costa Mesa - Adams Avenue Active Transportation Project
 Laguna Niguel - Transit Shelter Enhancements Project
 Santa Ana - OC Streetcar
 Seal Beach - Implementation of New or Expanded Micro Transit Service

CEDS Project Proposal Summaries by City

Anaheim:

- Store One Phase II:** Phase II aims to enhance Store One's capacity by repurposing select shop spaces to accommodate food businesses run by Store One entrepreneurs. Remaining shop spaces will host essential services, including a digital media lab for food photography and video production, a childcare facility, and other supportive resources.
- Beach & Lincoln Small Business Incubator Pavilion:** It will be a dynamic indoor/outdoor marketplace within a large 3-acre development that focuses on supporting immigrant and BIPOC artisans, cottage industries, and food trucks by offering small affordable commercial spaces for incubating businesses.

Brea:

- Flower Street Closure and Traffic Circle:** Closure of Flower Street at the northern access point of Imperial Highway and Flower Street intersection to create a traffic Circle.
- Downtown Brea Parklets:** Project consists of installation of parklets within the

Downtown Brea area, thus providing additional pedestrian amenities (i.e. chairs, tables, shades).

3. Arovista Park Modernization: Project aims to modernize a 14.89-Acre Park by adding an all-accessible playground, pickleball courts, upgraded walkways, improved restroom facilities, and other enhancements within the existing park footprint.

4. Permanent Supportive Housing Project: City of Brea, in collaboration with the Orange County Office of Care Coordination, aims to develop a housing project on a 0.437-acre vacant site at 323 North Brea Boulevard. This initiative will provide around 40 units for individuals experiencing homelessness, with in-house supportive services to help them establish and maintain stable housing.

Buena Park:

1. La Palma Sewer Line Upsizing: Project aims to enhance sewer infrastructure along La Palma Ave., from Beach Blvd to Stanton Ave.

2. SiFi Instillation: The City's agreement with SiFi Networks aims to install a state-of-the-art community-wide fiber optic network, providing service connections to every home and business.

Costa Mesa:

1. Adams Avenue Active Transportation Project: Aims to enhance bicycle and pedestrian infrastructure along Adams Ave, from Santa Ana River to Fairview Road.

Fullerton:

1. Fullerton Housing Incentive Overlay Zone (HIOZ): Aims to transform approximately 729 privately owned parcels within Fullerton's Housing Incentive Overlay Zone into multifamily housing units to generate around 13,209 new housing units, with a 10% affordability requirement for participating developers.

2. Fullerton Downtown & Rail Area Revitalization Project: Aims to rejuvenate Fullerton's Downtown District by enhancing storefronts, introducing green spaces, and fostering community engagement.

3. Fullerton Series Lighting Upgrades: Aims to replace outdated streetlight systems that rely on mercury vapor lamps with modern, energy efficient fixtures.

Garden Grove:

1. Investel Garden Resorts, LLC (Site C): Project aims to build two upper scale and one selective service hotels within the Anaheim-Grove Resort District.

2. New Age Brookhurst LLC (Brookhurst Place Phase II): Project aims to build unit with 700 residential units including 60 affordable units and up to 80,000 square feet of commercial, retail, restaurant, and hotel space.

3. Anaheim-Grove Resort District Public Improvements: Aims to improve street and

traffic operational enhancements; pedestrian and accessibility parkway improvements; and storm drain improvements located in southern resort areas.

4. **Willowick Golf Course:** City of Santa Ana and Garden Grove will redevelop Willowick Golf Course, necessitating new public infrastructure construction and upgrades, including street enhancements, pedestrian improvements, storm drain upgrades, and more.

5. **New Age Garden Grove, LLC (Site B2):** Project aims to develop 2.5 acre site consisting of a new resort with approximately 180 rooms.

6. **Civic Center Garden Grove (P3 Civic Center Revitalization):** Construct new center with Emergency Operation Center, park, and parking structure.

7. **Garden Grove Longsdon Pit Landfill:** Aims to upgrade blowout station into future parking for new hotel development.

8. **Neighborhood Improvement Program:** Project aims to install street lighting in red-zone communities,

9. **Grow Garden Grove – Workforce Development:** In partnership with non-profit organization, the city plans on establishing a business incubator/accelerator to facilitate entrepreneurship. The City would also like to establish a loan fund called the Grow Garden Fund.

10. **Garden Grove Park Improvements:** Aims to improve park infrastructure including walking trails and replacement of outdated play equipment.

11. **Garden Grove Green Initiative:** Project aims to align economic objectives with green initiatives in order to address the challenges posed by climate change.

Huntington Beach:

1. **Downtown Revitalization Public Improvements (HIOZ):** Project aims to reconfigure the broader downtown resort district, including enhancements to Main St.

2. **LA 2028 Public Improvements:** Aims to upgrade existing public facilities in need of refurbishment and maintenance that will support the City's involvement in the LA 2028 Summer Olympics.

Irvine:

1. **One Irvine Project:** The program provides resources to owner occupants of qualifying single-family homes and condominiums built in or before 1975, with objectives including economic growth, safety enhancement, and property maintenance improvements.

La Habra:

1. **Hillcrest Wellness Center Improvement Plan:** Upgrade the center's parking, safety lighting, security, ADA Compliance, and more.

Laguna Niguel:

1. **Transit Shelter Enhancements Project:** Project aims to upgrade twenty-eight transit shelters to support existing transit users and attract new users.
2. **South Forbes Road/OSO Creek Trail Active Transportation Enhancements:** Project includes a 380-foot sidewalk gap closure along easterly side of Forbes Road, extension of paved trail to the southern City boundary at the Rancho Capistrano Road, and improvements at the Forbes Road cul-de-sac.

Mission Viejo:

1. **Core Area/Oso Creek Trail Glass Barn Event Center:** Improve and expand existing Core Area/OSO Creek Trail Barn Event Center by expanding food, beverage and hospitality offerings.
2. **North Oso Creek Trailhead, Trails Café, and Restroom:** Aims to connect the Oso Creek Trail to the Village Town Center Retail Area.

Placentia:

1. **New Senior/Community Center at Tri-City Park Project:** Aims to design a proposed Senior Center/Community Center at Tri-City Park.
2. **Transit Oriented District and Old Town Placentia Revitalization and Multi-Modal Infrastructure Project:** Project includes the creation of a Transit Oriented Development Packing House District and Old Town Placentia Revitalization Project that will incorporate several infrastructure improvements.

Santa Ana:

1. **OC Streetcar:** Cities of Santa Ana and Garden Grove in cooperation with OCTA are working to build a Fixed Guideway (OC Streetcar) Transportation system between Santa Ana Regional Transportation Center (SARTC) and a new transportation center in Garden Grove.
2. **Willowick Golf Course:** City of Santa Ana and Garden Grove will redevelop Willowick Golf Course, necessitating new public infrastructure construction and upgrades, including street enhancements, pedestrian improvements, storm drain upgrades, and more.
3. **3rd and Broadway Development Opportunity:** Redevelop existing parking structure into a mixed-use site and a hotel.
4. **Santa Ana Blvd, 17th Street, and Grand Avenue Grade Separation:** Project aims to grade separate existing Street/OCTA Metrolink at-grade railroad crossing.
5. **Bristol Street, Warner Ave., Fairview St., Dyer Rd., Grand Ave., and Alton Ave. Improvements:** Street Improvements, including landscaped medians, landscaped buffers for pedestrians in the parkways, protected bike lanes, storm drain

improvements, undergrounding overhead utilities, and more.

6. **"Fill It From the Tap"**: Aims to encourage the consumption of tap water at all City facilities, public venues, and community events.

7. **Modernization of the Santa Ana Civic Center**: City is working on acquiring a state building to demolish and help modernize Civic Center area.

Seal Beach:

1. **Implementation of New or Expanded Micro Transit Service**: Aims to implement a new micro transit service, which aims to offer convenient transportation options for Seal Beach residents and visitors.

2. **Westminster Trail and Park Development Project**: Aims to connect a network of bike and pedestrian facilities to the San Gabriel River Trail and the Coyote Creek segment of the Orange County Loop.

Westminster:

1. **Navy Rail Corridor**: Aims to construct an underground waterline, consistent with the easement, and improve the surface area with a service road and basic landscaping.

2. **"Little Saigon: Blueprint for investment" Improvements**: Aims to revitalize and rehabilitate the Little Saigon Corridor.

3. **Economic Development Analysis for Mixed-Use Districts**: Project will perform an economic analysis for all of Westminster's Mixed-Use Districts.

4. **Bolsa Row Infrastructure Improvements**: Aims to develop 40,000 Sq Ft mixed-use infrastructure of retail, a banquet facility, and mid-size hotel.

5. **Westminster Mall Revitalization**: Aims to revitalize and reimagine the Westminster Mall by adding retail space, two hotels, 3,000 affordable and market-rate housing units, 17 acres of public open space, and a medical facility.

Yorba Linda:

1. **Savi Ranch Infrastructure Improvements**: Project aims to widen Yorba Linda Blvd and Savi Ranch Parkway, as well as creating secondary access point for the area.

Evaluation Framework

Orange County, California Comprehensive Economic Development Strategy Committee

Project Criteria Rating Sheet

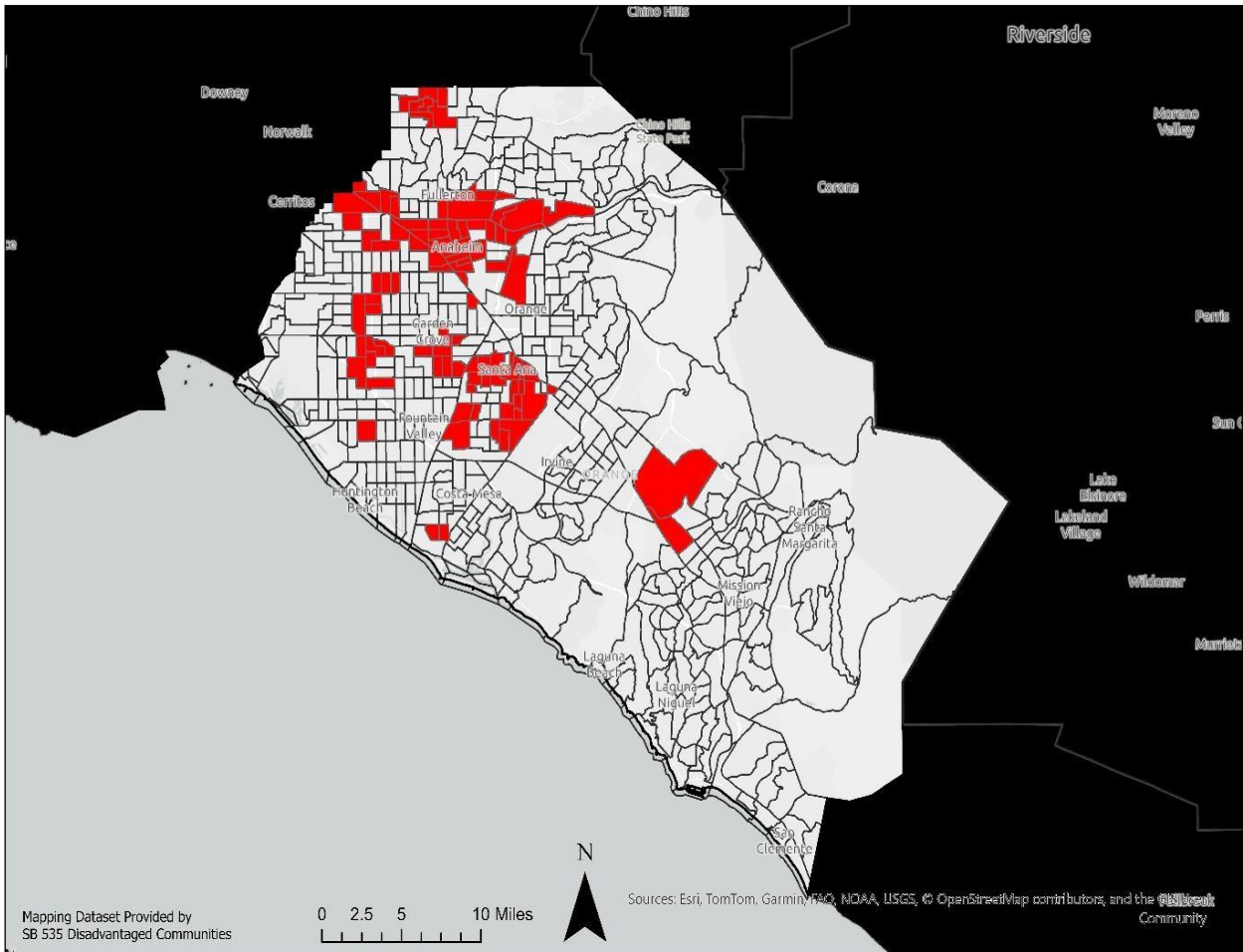
Criteria	Details	Score
1. Project Proposal _____ Date of Rating _____	Select "2" points or "1" for each sub-criterion. <ul style="list-style-type: none"> Define Problem _____ 2 _____ 1 Solution _____ 2 _____ 1 Outcome _____ 2 _____ 1 Amount Requested _____ (6) 	
2. Ability to promote diverse economic growth (including multiplier effect):	Select all that applies. <ul style="list-style-type: none"> Long Term _____ 7 Medium Term _____ 5 Short Term _____ 3 (15) 	
3. Will project promote growth in an identified Short Term = (1) 3 Years Medium Term = 3 - 5 Years Long Term = 5 - 10 Years	Select all that applies. <ul style="list-style-type: none"> Locally _____ 3 Regionally _____ 3 (6) 	
4. Flexibility to anticipate economic changes:	Select if meets criteria. _____ 5 (5)	
5. Investment and/or leveraging from other investment sectors (Research, Education, Business and/or Capital)	Select only one applicable point value. <ul style="list-style-type: none"> High _____ 8 Moderate _____ 5 Low _____ 2 (8) 	
6. Potential for skill/high wage job creation (sustainable jobs and career advancement potential – entry level through management):	Select all that applies. <ul style="list-style-type: none"> Long Term _____ 3 Medium Term _____ 3 Short Term _____ 3 (9) 	
7. How well will project leverage investment? Project funding request is: <ul style="list-style-type: none"> <25% of total project cost 25% to 49% of total project cost ≥50% of total project cost 	Select only one applicable point value. <ul style="list-style-type: none"> High _____ 10 Moderate _____ 7 Low _____ 4 (10) 	

Criteria	Details	Score
<p>8. a. Does the project benefit unemployment in the region? Number of jobs created: _____</p> <p>b. Does the project benefit a high unemployment area? Number of jobs created: _____</p>	<p>Select only one applicable point value. <u>Regional Benefit</u></p> <ul style="list-style-type: none"> • High _____ 7 • Moderate _____ 5 • low _____ 2 <p>Select only one applicable point value. <u>Localized Benefit</u></p> <ul style="list-style-type: none"> • High _____ 9 • Moderate _____ 6 • low _____ 3 (16) 	
<p>9. a. Does the project benefit regional income levels? Wage Levels: _____</p> <p>b. Does the project benefit low per capita income area? Wage Levels: _____</p>	<p>Select only one applicable point value. <u>Regional Benefit</u></p> <ul style="list-style-type: none"> • High _____ 7 • Moderate _____ 5 • low _____ 2 <p>Select only one applicable point value. <u>Localized Benefit</u></p> <ul style="list-style-type: none"> • High _____ 9 • Moderate _____ 6 • low _____ 3 (16) 	
<p>10. Is there a plan to evaluate degree to which project achieves outcome?</p>	<p>Select either yes for 3 points or no for zero. Yes _____ 3 No _____ (3)</p>	
<p>11. Consistency with CEDS Committee’s current goals and objectives?</p>	<p>Select only one applicable point value.</p> <ul style="list-style-type: none"> • Highly Consistent _____ 6 • Moderately Consistent _____ 4 • Not/Low Consistent _____ 2 (6) 	
Total (100 Possible)		

Short Term = 1 - 3 Years
 Medium Term = 3 - 5 Years
 Long Term = 5 - 10 Years

Appendix A: Orange County Disinvested Communities Map

Disinvested Communities in Orange County, CA by Census Tract



Disinvested Communities by City, Zip, and Census Tract

City	Zip	Census Tract
Anaheim	92801	6059086602
Anaheim	92801	6059086601
Anaheim	92805	6059086301
Anaheim	92801	6059087200
Anaheim	92805	6059086501
Anaheim	92806	6059086402
Anaheim	92801	6059086702

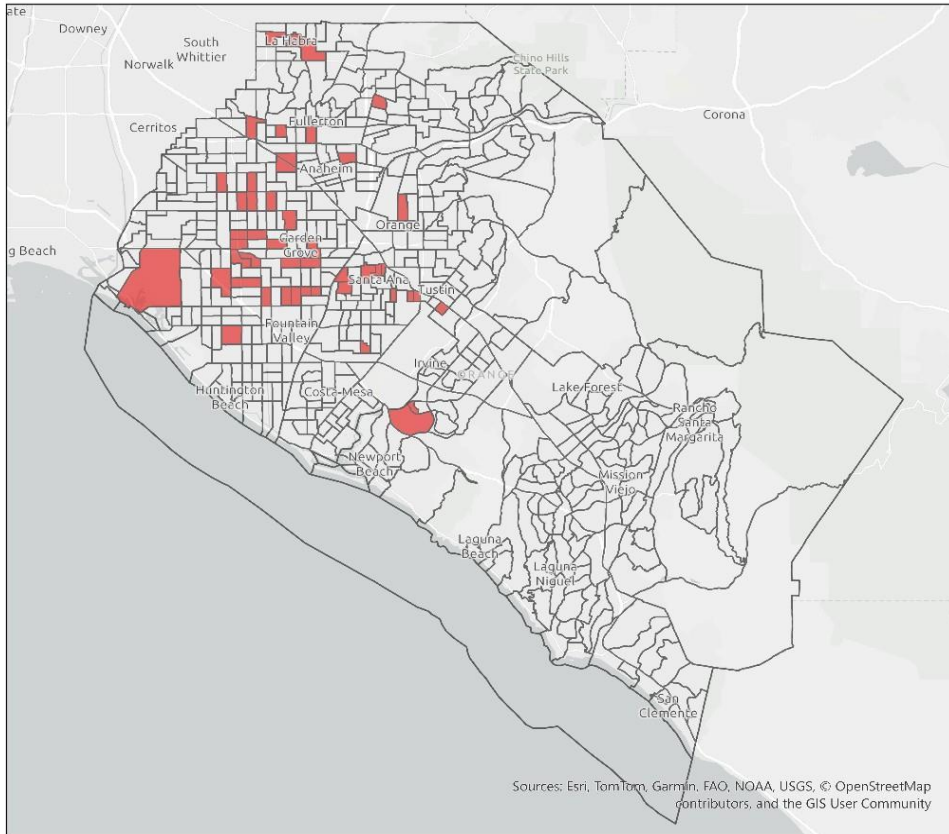
Anaheim	92805	6059087405
Anaheim	92805	6059087403
Anaheim	92801	6059087102
Anaheim	92806	6059086306
Anaheim	92802	6059087504
Anaheim	92805	6059087404
Anaheim	92806	6059086407
Anaheim	92807	6059021813
Anaheim	92805	6059086404
Anaheim	92806	6059011714
Anaheim	92805	6059087401
Anaheim	92801	6059086802
Anaheim	92802	6059087106
Anaheim	92805	6059087300
Anaheim	92801	6059086803
Anaheim	92801	6059086502
Anaheim	92801	6059086701
Anaheim	92806	6059086406
Anaheim	92804	6059087806
Anaheim	92802	6059087105
Buena Park	90620	6059110402
Buena Park	90621	6059110603
Buena Park	90621	6059110606
Buena Park	90620	6059110302
Buena Park	90620	6059110500
Costa Mesa	92627	6059063604
Costa Mesa	92627	6059063605
Fullerton	92832	6059011601
Fullerton	92831	6059011602
Fullerton	92831	6059011502
Fullerton	92831	6059011403
Fullerton	92833	6059001801
Fullerton	92833	6059001802
Garden Grove	92843	6059089106
Garden Grove	92844	6059088802
Garden Grove	92843	6059088501
Garden Grove	92843	6059088902
Garden Grove	92841	6059088101
Garden Grove	92843	6059089003
Huntington Beach	92647	6059099402
Irvine	92618	6059052404
Irvine	92618	6059052410

La Habra	90631	6059001103
La Habra	90631	6059001404
La Habra	90631	6059001402
La Habra	90631	6059001202
La Habra	90631	6059001201
La Habra	90631	6059001304
La Habra	90631	6059001401
Midway City	92655	6059099702
Orange	92867	6059076204
Placentia	92870	6059011720
Placentia	92870	6059011721
Santa Ana	92707	6059074003
Santa Ana	92707	6059074004
Santa Ana	92703	6059089105
Santa Ana	92707	6059074005
Santa Ana	92707	6059074200
Santa Ana	92707	6059074300
Santa Ana	92704	6059074106
Santa Ana	92704	6059074108
Santa Ana	92704	6059074109
Santa Ana	92705	6059074403
Santa Ana	92701	6059074405
Santa Ana	92701	6059074406
Santa Ana	92701	6059074501
Santa Ana	92704	6059074802
Santa Ana	92704	6059074805
Santa Ana	92703	6059075201
Santa Ana	92703	6059089004
Santa Ana	92707	6059074502
Santa Ana	92701	6059074602
Santa Ana	92703	6059074801
Santa Ana	92703	6059074901
Santa Ana	92701	6059075002
Santa Ana	92701	6059075004
Santa Ana	92703	6059075100
Santa Ana	92703	6059075202
Santa Ana	92703	6059089001
Stanton	92804	6059087805
Stanton	90680	6059087902
Stanton	90680	6059087803
Stanton	90680	6059087901
Tustin	92780	6059075514

Westminster	92683	6059099601
Westminster	92683	6059099802
Westminster	92683	6059099801
Westminster	92683	6059099904

Appendix B: Orange County Red Zone Map

Orange County Comprehensive Economic Development Strategy Red Zones, 2024-2029

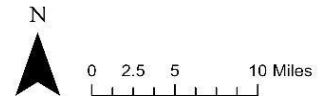


Orange County CEDS Red Zone 2024-2029 Thresholds:

Unemployment Rate:
Above 7.3%

Per Capita Income:
Below \$33,000

Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community



Data provided by US Census Bureau's 2022 American Community Survey, 5-Year Estimates; Mapping and GIS data sourced through ArcGIS Pro

Appendix C: Summary Background

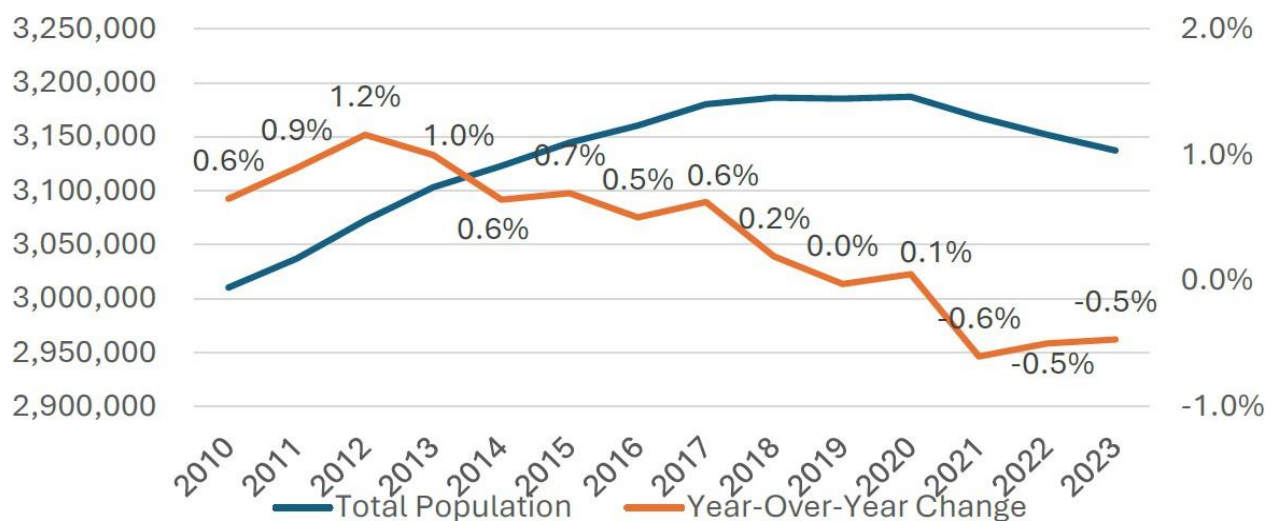
Per the CEDS requirements, this section of the report summarizes the current state of Orange County and its economy, including a demographic and sociological analysis, a look at the county’s various natural and cultural resources, an analysis of key infrastructure, and a look at the county’s relationship to the wider regional economy. This information provides the foundation for the suggested strategies to achieve key CEDS goals later in this report.

Demographics and Sociological Analysis

Population and Housing

With a population of approximately 3.14 million in 2023, Orange County is the third largest county in California and the sixth largest in the U.S. Historic population growth trends have reversed in recent years, beginning in 2020, as a result of skyrocketing housing prices affecting cost-of-living and driving some former residents to move to other, lower cost California regions such as the Inland Empire, but increasingly out of state as well.

Total Population and Growth, 2010-2023



Source: State of California, Department of Finance, *E-5 Population and Housing Estimates for Cities, Counties and the State — January 1, 2021-2022*. Sacramento, California, May 2022.

As of 2023, Anaheim was Orange County’s largest city with a population of 328,580, followed by Irvine at 303,051 and Santa Ana at 299,630. Anaheim and Santa Ana have seen some of the county’s largest population declines despite being more affordable than other Orange County cities; Anaheim lost 7,366 residents (or 2.2 percent of its population) while Santa Ana lost 4,628 residents (1.5 percent). More expensive cities such as Newport Beach and Laguna Beach also saw population losses, as seen in the chart below.

Only a few Orange County cities saw population growth over the past year, including Brea, Placentia and Lake Forest. These cities are bolded in the table below.

Orange County City Population and Year-Over-Year Change, 2022-2023

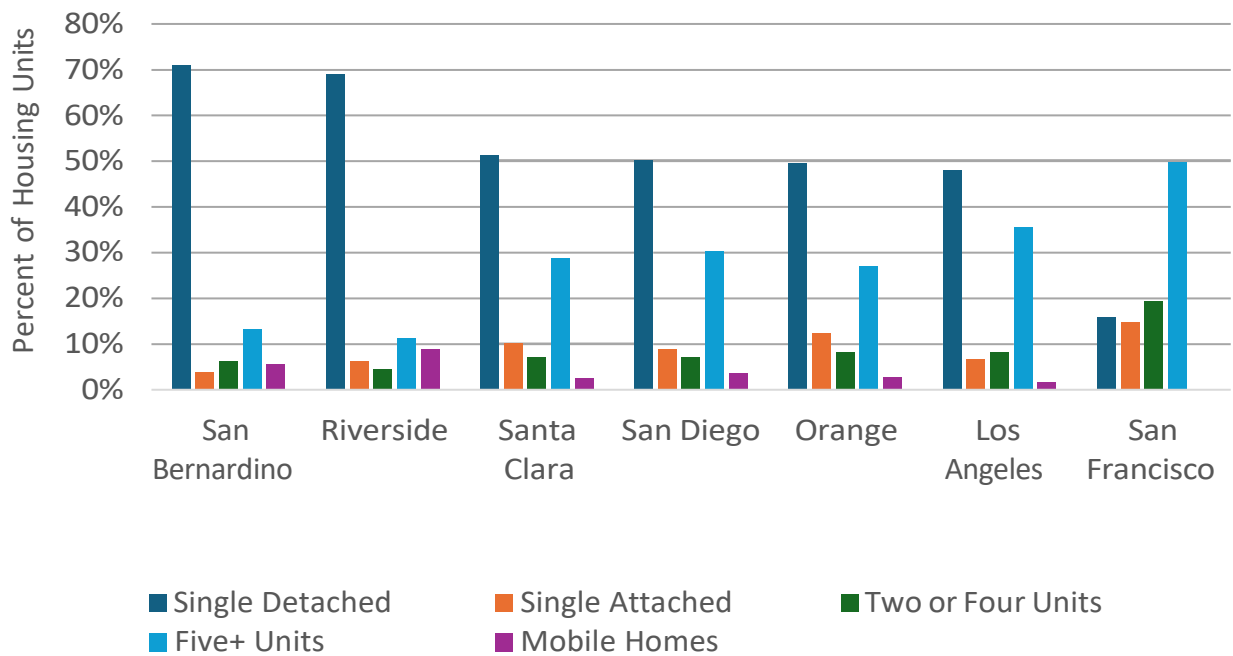
	2022	2023	Change	Percent Change
Anaheim	335,946	328,580	-7,366	-2.2%
Irvine	305,688	303,051	-2,637	-0.9%
Santa Ana	304,258	299,630	-4,628	-1.5%
Huntington Beach	196,469	195,714	-755	-0.4%
Garden Grove	171,195	171,183	-12	0.0%
Fullerton	143,013	142,873	-140	-0.1%
Orange	138,155	139,063	908	0.7%
Costa Mesa	111,649	111,183	-466	-0.4%
Mission Viejo	92,118	91,846	-272	-0.3%
Westminster	90,660	90,498	-162	-0.2%
Lake Forest	86,614	87,127	513	0.6%
Buena Park	83,359	83,517	158	0.2%
Newport Beach	83,653	83,411	-242	-0.3%
Tustin	79,696	79,558	-138	-0.2%
Yorba Linda	67,284	67,068	-216	-0.3%
Laguna Niguel	65,010	64,702	-308	-0.5%
San Clemente	63,431	63,237	-194	-0.3%
La Habra	62,037	61,835	-202	-0.3%
Fountain Valley	56,976	56,987	11	0.0%
Placentia	51,327	52,507	1,180	2.3%
Aliso Viejo	51,016	50,766	-250	-0.5%
Cypress	49,877	49,818	-59	-0.1%
Brea	46,947	48,184	1,237	2.6%
Rancho Santa Margarita	47,300	47,066	-234	-0.5%
Stanton	38,986	39,084	98	0.3%
San Juan Capistrano	34,869	35,089	220	0.6%
Dana Point	33,009	33,155	146	0.4%
Laguna Hills	30,667	30,525	-142	-0.5%
Seal Beach	24,871	24,647	-224	-0.9%
Laguna Beach	22,506	22,445	-61	-0.3%
Laguna Woods	17,536	17,450	-86	-0.5%
La Palma	15,402	15,332	-70	-0.5%
Los Alamitos	11,894	12,129	235	2.0%
Villa Park	5,791	5,790	-1	0.0%
Countywide	3,151,946	3,137,164	-14,782	-0.5%

Source: California Department of Finance

Orange County has made progress towards increasing its multifamily housing supply; the number of 5+ unit housing structures increased by 2.1 percent (or more than 6,000 units) from 2022 to 2023. As of 2023, approximately 26.9 percent of all housing units in the County were in structures with 5+ units, more than in the Inland Empire but less than in neighboring Los Angeles and San Diego counties.

Single-family housing units saw a corresponding decline as a proportion of Orange County’s housing supply despite the addition of 4,000 units between 2022 and 2023, which illustrates the shift towards multifamily housing. Overall, 14,469 new housing structures were built in Orange County over the past year, with the largest increase occurring in single attached structures (6,863 or 5.0 percent) and the largest decrease in mobile homes (a decline of 1,551 or 4.6 percent).

Orange County Housing Landscape

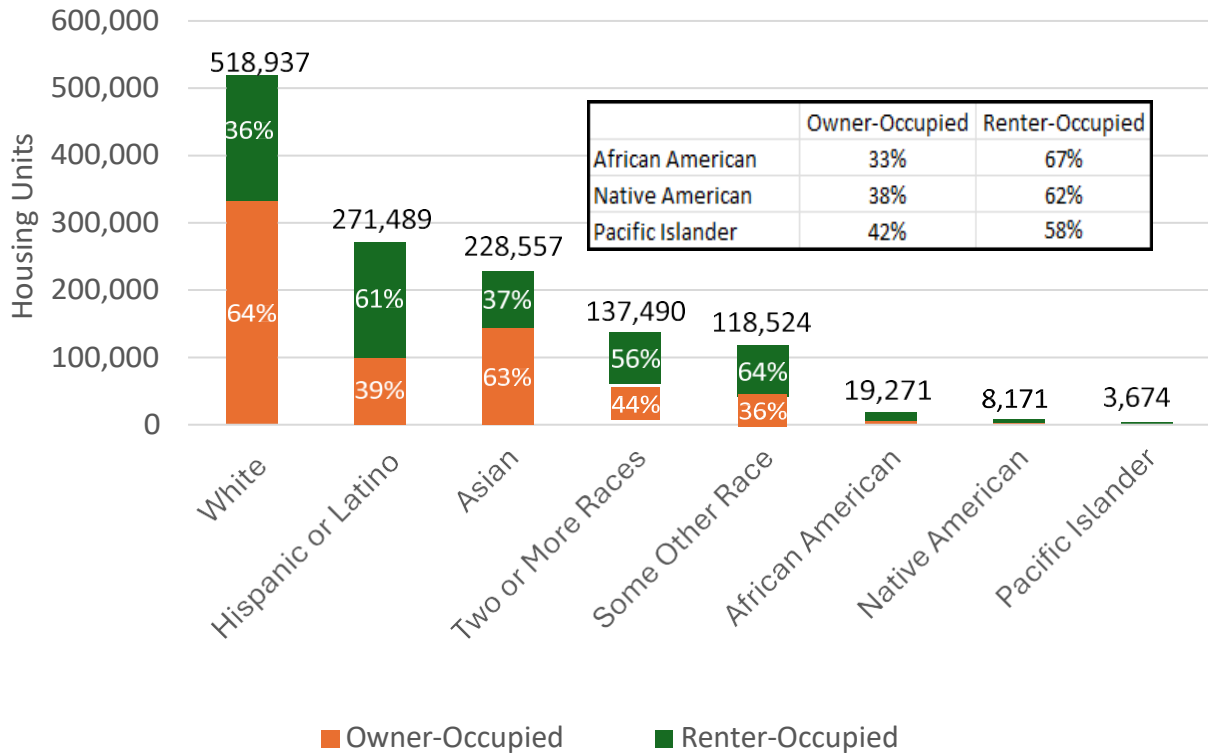


Source: California Department of Finance

Orange County’s homeownership rate declined by 0.6 percentage points from 2019 to 2021, reaching a low of 56.5 percent; its rental rate saw a corresponding increase.

As seen in the chart below, white communities had the highest rate of homeownership at 64.0 percent, followed by Asian residents at 63.2 percent and Pacific Islander residents at 42.3 percent. African American residents had the highest rate of renter-occupied units at 66.8 percent, followed by residents who identified as ‘some other race’ at 64.2 percent and Native American and Hispanic/Latino residents at 61.9 percent and 61.5 percent, respectively. Addressing these disparities is important because of how homeownership drives long-term wealth creation.

Owner- and Rent-Occupied Housing Units by Race/Ethnicity, 2021

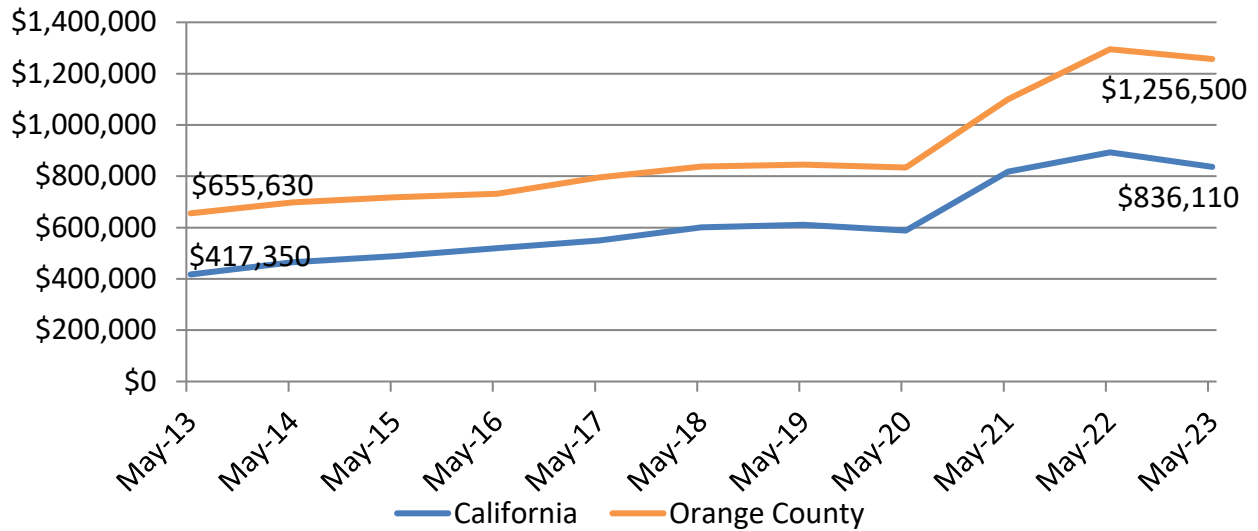


Source: U.S. Census Bureau, American Community Survey

The Federal Reserve has increased both its federal funds rate and interest rates to battle inflation; as of July 2023, the 30-year fixed mortgage rate was almost 8 percent, cooling down the housing market.

This further decreases the available home supply by discouraging homeowners (with locked in interest rates) from selling their homes, pushing prices up to record highs. Orange County’s median home price peaked at \$1.325 million in April 2022 and have slightly declined to \$1.256 million as of May 2023.

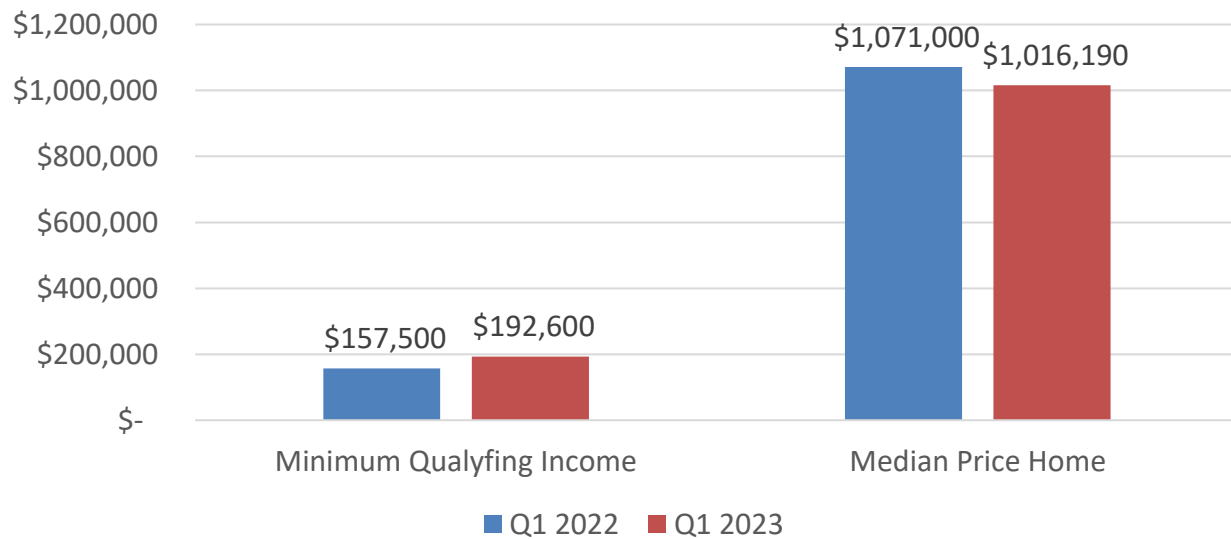
Orange County Median Home Price, 2013-2023



Source: California Association of Realtors, Current Sales & Price Statistics

As of Q1 2023, Orange County homebuyers would need a minimum qualifying income of \$296,400 for a median priced home costing \$1,195,520. First time home buyers would need a minimum qualifying income of \$192,600 to afford a \$1,016,190 ‘entry-level’ home compared to only \$157,500 required for a \$1,071,000 ‘entry-level’ home a year earlier in Q1 2022. Despite price declines over the past year, the increased interest rates have pushed borrowing costs higher, further decreasing affordability.

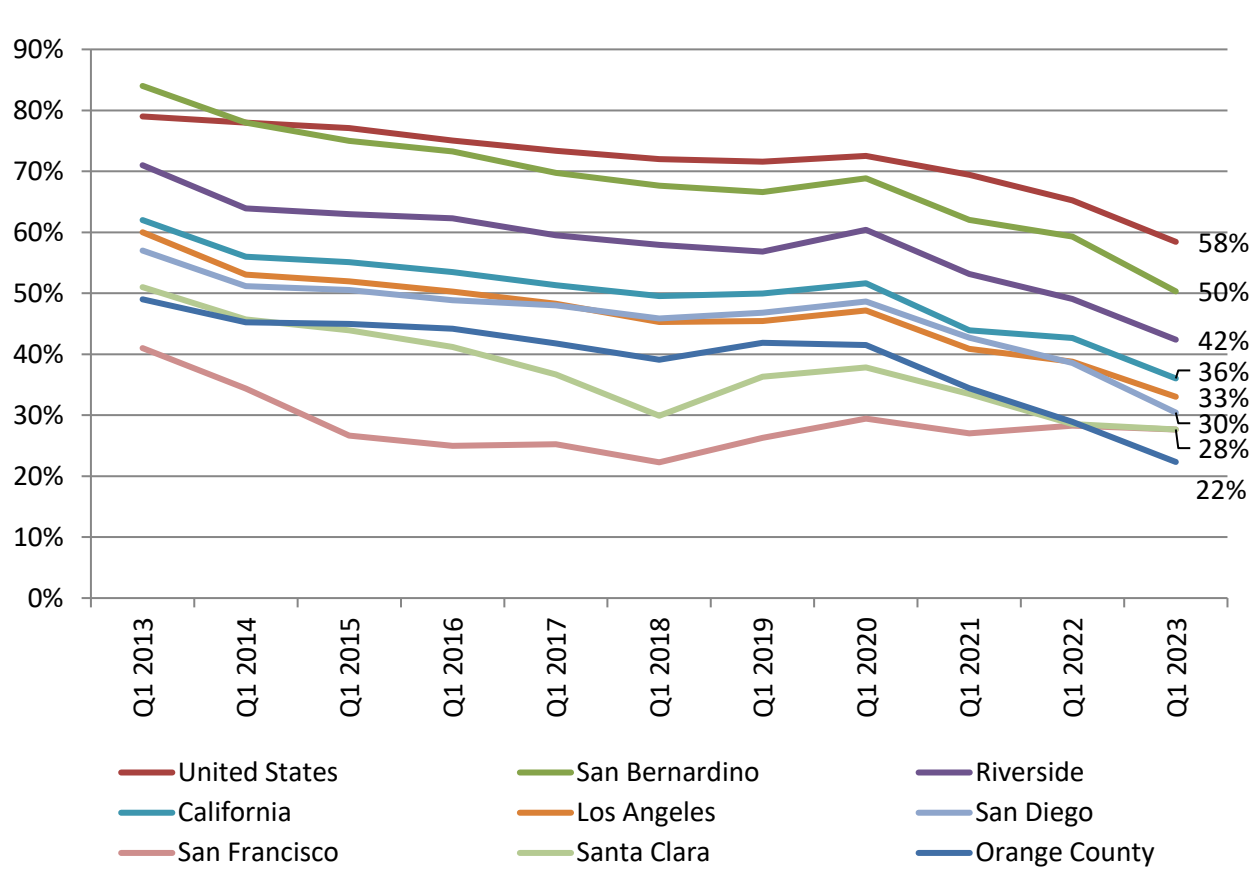
Orange County First-Time Home Buyer Minimum Qualifying Incomes and Median First-Time Home Price, Q1 2022 and Q1 2023



Source: California Department of Realtors

As seen in the chart below, only 22 percent of first-time Orange County homebuyers could afford an entry level home as of Q1 2023, a YOY decrease of seven percentage points. This makes Orange County the state’s second least affordable county for first-time homebuyers, even less affordable than expensive Bay Area counties.

Orange County First-Time Home Buyer Affordability Index

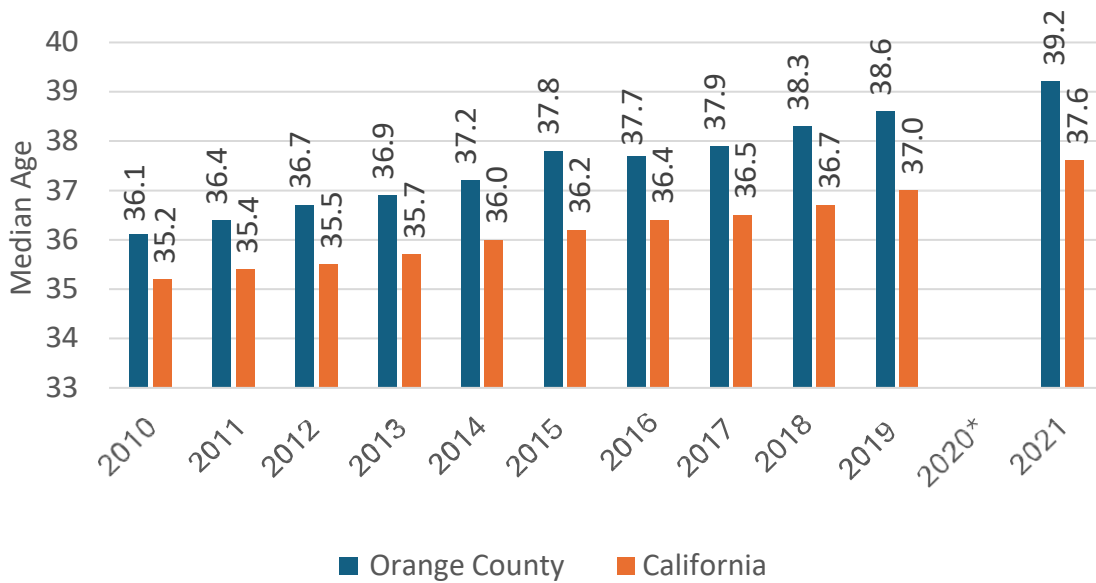


Source: California Department of Realtors

Age and Ethnicity

As previously mentioned, Orange County’s population is rapidly aging; this trend, if it continues, could have significant economic impacts. The county’s median age increased from 36.1 in 2010 to 39.2 in 2021 and, as seen below, the gap between its median age and the overall state median age also grew over that same period.

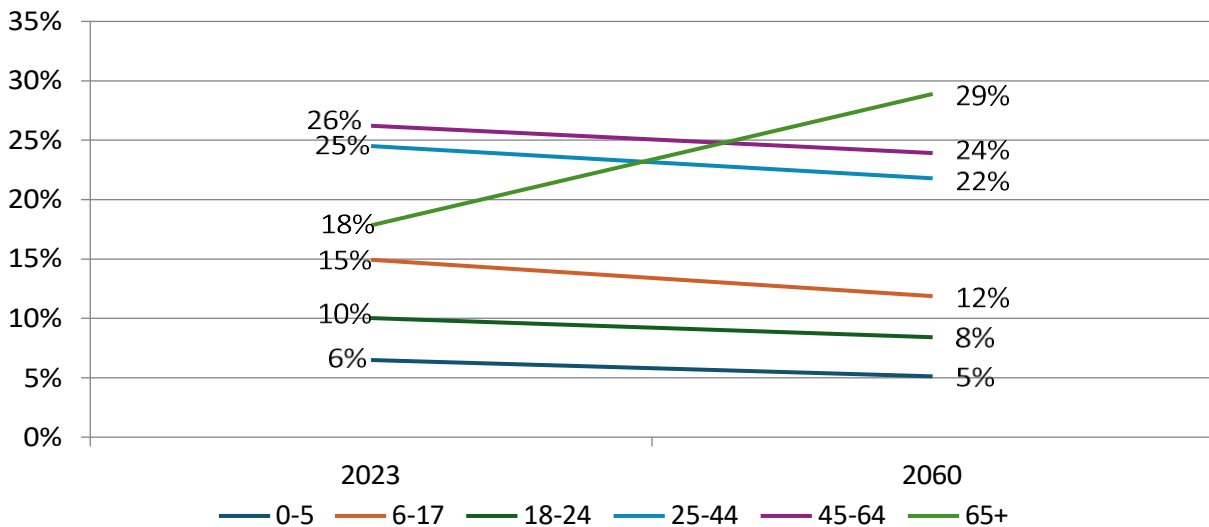
Orange County Median Age, 2010 – 2021



Source: U.S. Census Bureau, American Community Survey

Residents over the age of 65 are the only age group expected to increase in proportion over the next several decades, growing from 18 percent of the population in 2023 to 29 percent in 2060.

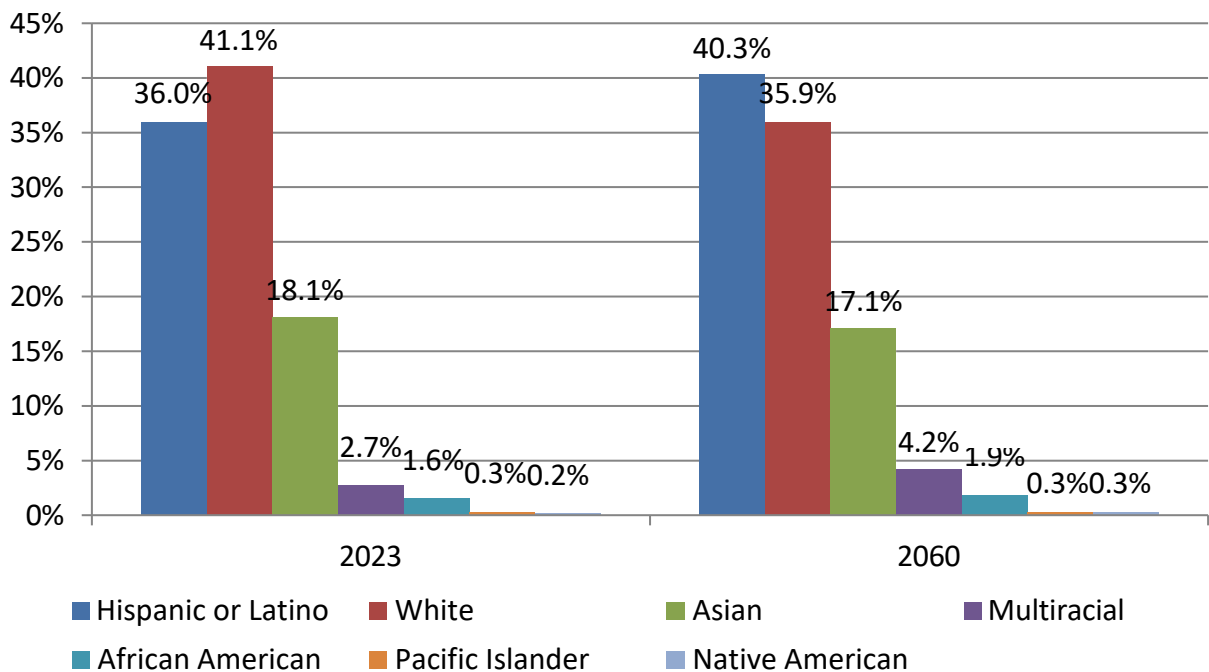
Projected Change in Age Group Proportions of Total Orange County Population, 2023 and 2060



Source: California Department of Finance. Demographic Research Unit. Report P-2B: Population Projections by Individual Year of Age, California Counties, 2010-2060 (Baseline 2019 Population Projections; Vintage 2020 Release). Sacramento: California. July 2021

Orange County’s population is also becoming more diverse, as seen in the chart below. The proportion of White residents in Orange County is expected to shrink from 41.1 percent in 2023 to 35.9 percent by 2060, while the proportion of Hispanic/Latino residents will increase from 36.0 percent to 40.3 percent. The proportion of multiracial residents will increase from 2.7 percent to 4.2 percent. The proportion of Asian residents is expected to see a slight decline from 18.1 percent of the population to 17.1 percent; African American residents will see a slight increase from 1.6 percent to 1.9 percent of the population.

Projected Change by Racial and Ethnic Groups as Proportions of the Total Orange County Population, 2023 and 2060

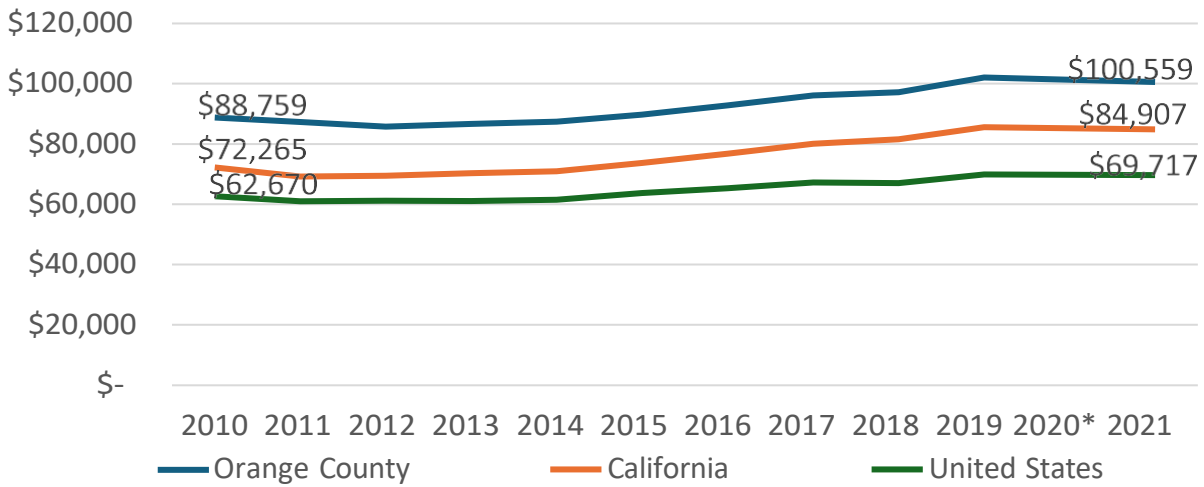


California Department of Finance. Demographic Research Unit. Report P-2D: Population Projections by Total Hispanic and Non-Hispanic Race, California Counties, 2010-2060 (Baseline 2019 Population Projections; Vintage 2020 Release). Sacramento: California. March 2021.

Income and Poverty

Orange County’s median household income reached \$100,559 in 2021, a decline of \$1,519 or 1.5 percent from 2019’s inflation-adjusted median of \$102,078. The county’s median household income is 18.4 percent above the state median of \$84,907 and 44.2 percent above the national median of \$69,717. These inflation-adjusted totals help to highlight the impact of inflation in 2020 and that while incomes have increased, they have failed to keep pace with inflation. This is especially true and impactful for lower-income households or communities which were already struggling to afford basic necessities.

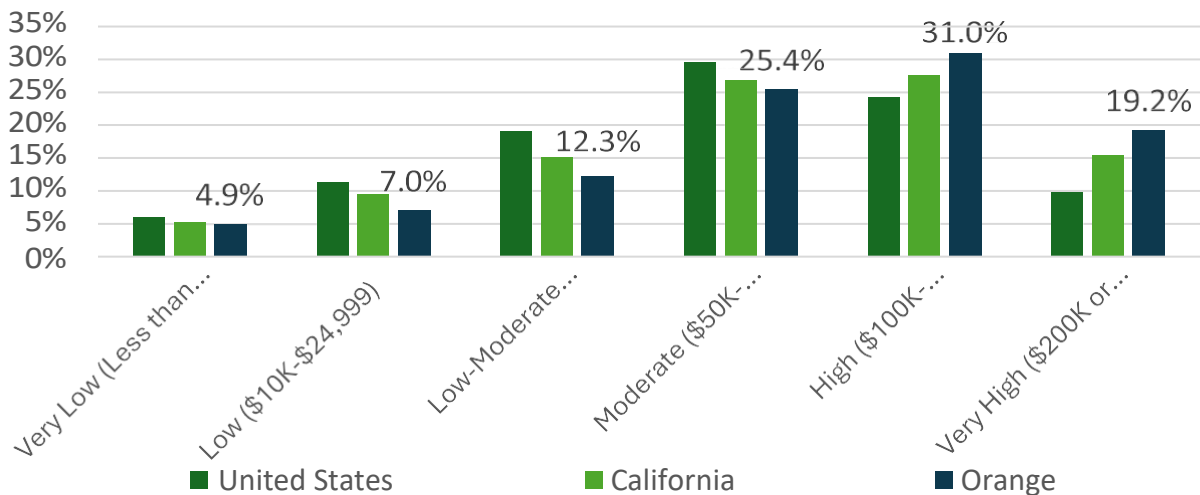
Median Household Income (Inflation-Adjusted), 2021



Source: U.S. Census Bureau, American Community Survey

Overall, approximately 4.9 percent of Orange County households are in the “very low” (less than \$10,000) income classification, slightly less than the state (5.3 percent) and national (6.0 percent) rates. The percentage of county households with incomes over \$200,000 increased from 17.0 percent in 2020 to 19.2 percent in 2021, well above both the state and national rates of 15.5 percent and 9.8 percent, respectively. Overall, 50.2 percent of Orange County households make over \$100,000, above the state (43.1 percent) and the nation (34.0 percent).

Distribution of Households by Median Household Income, 2021

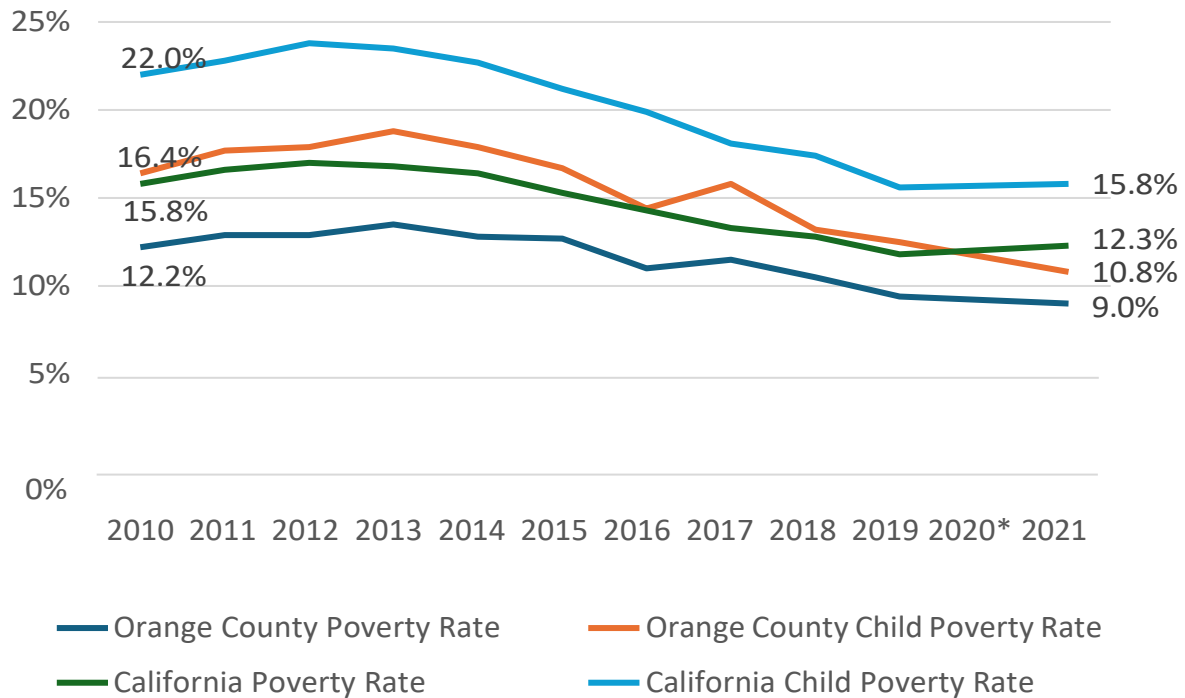


Source: U.S. Census Bureau, American Community Survey

Orange County’s overall poverty rate has declined by 3.2 percent since 2010; its child poverty rate fell by 5.6 percent over the same time. As of 2021, Orange County’s poverty rate was measured at 9.0 percent compared to 12.3 percent at the state-level. The child

poverty rate in the County shrank from 16.4 percent to 10.8 percent, a decline of 5.6 percent while the state child poverty rate shrank by 6.2 percent points, from 22 percent to 15.8 percent. This falling poverty rate helps to highlight the tremendous progress made in both Orange County and across the state.

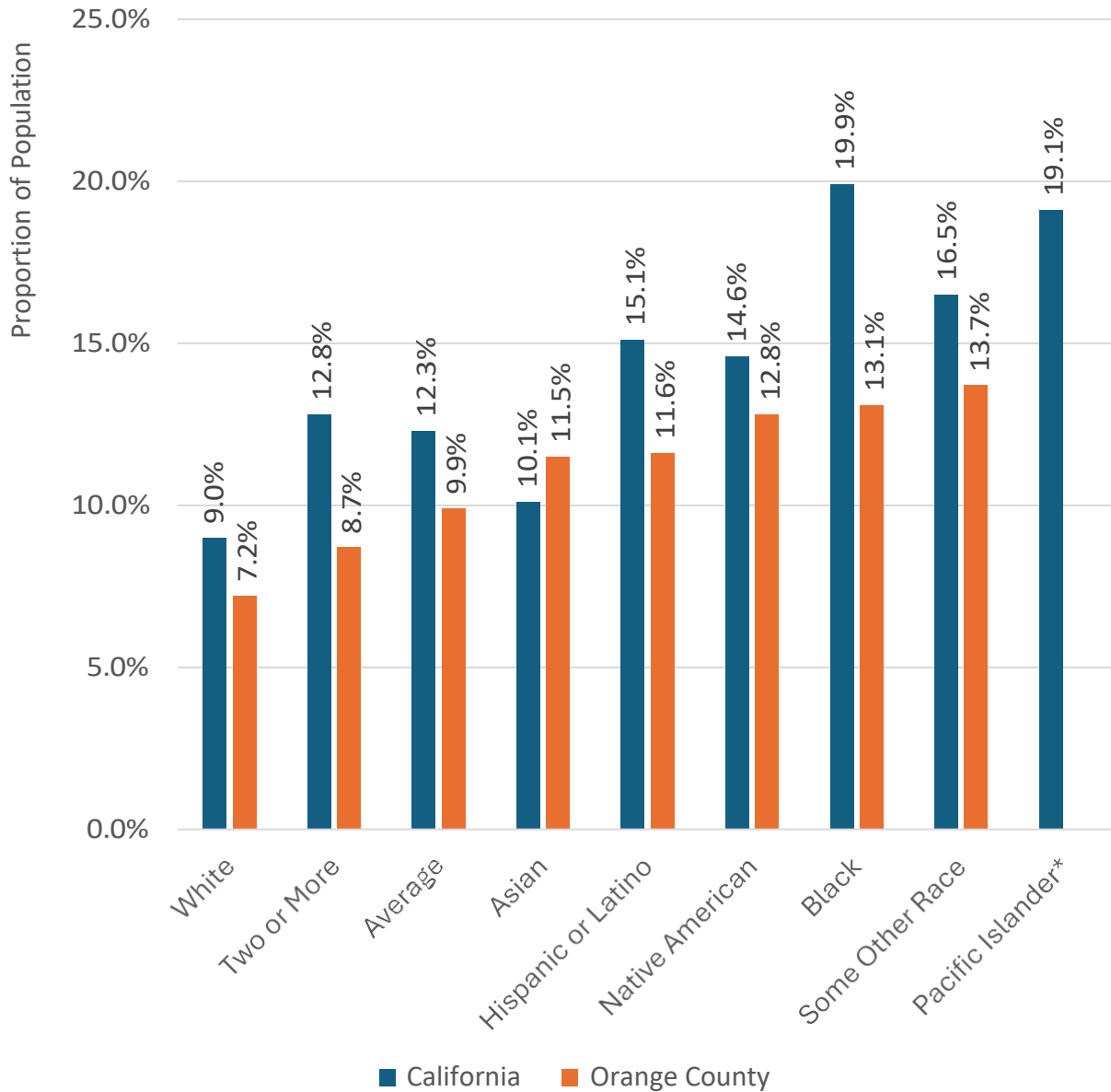
California and Orange County Poverty Rates, 2010-2021



Source: U.S. Census Bureau, American Community Survey

With the exception of Asian communities, which had a poverty rate of 10.1 percent in California compared to 11.5 percent in Orange County, all racial and ethnic groups in Orange County had lower poverty rates than at the state level. The largest gap between state and county-level poverty rates in 2021 was for Black residents, with an overall poverty rate of 19.9 percent for the state compared to 13.1 percent in Orange County. (Data on Pacific Islanders in Orange County was not available for 2021 from the U.S. Census due to an insufficient number of sample cases in the Orange County region resulting in data anomalies.). Addressing these disparities via additional support programs – especially education and training programs – could not only help these communities but boost the entire county economy. It would also make significant progress towards two major CEDS goals, focusing on residents of Red Zones and Disinvested Communities and providing the right education and training opportunities to close the skills gap.

Poverty Rate by Race/Ethnicity, 2021

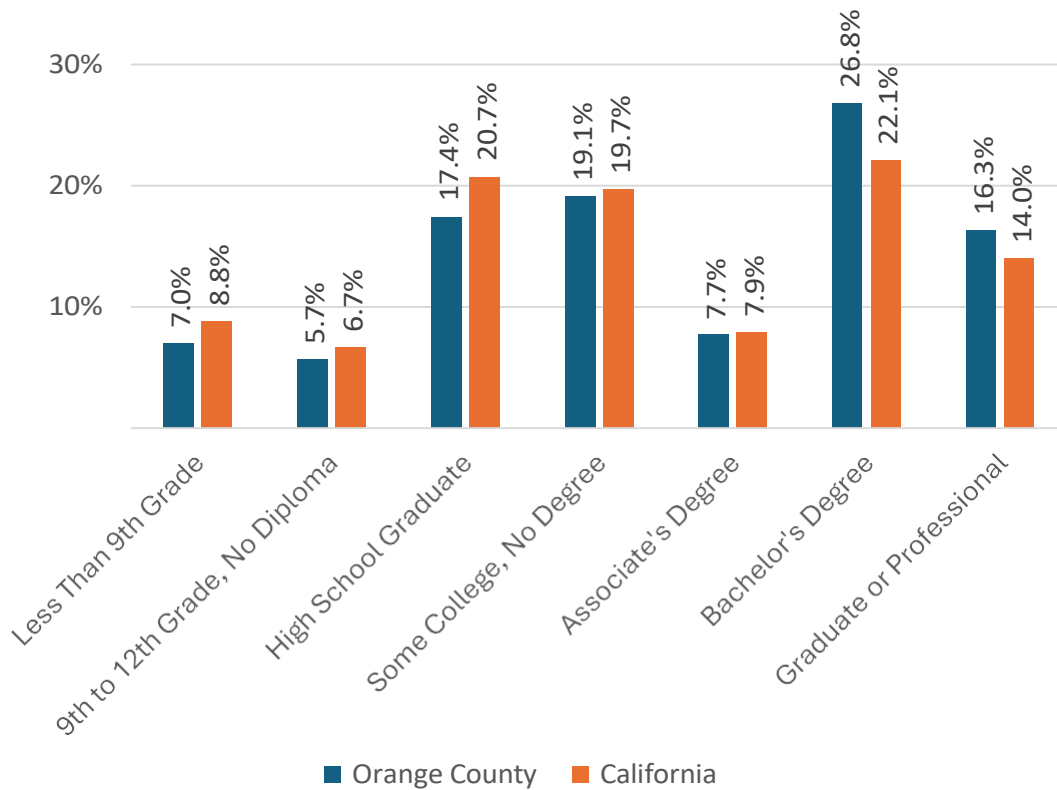


Source: U.S. Census Bureau, American Community Survey

Educational Attainment

Orange County’s higher than average wages reflect its highly educated population. Only 12.7 percent of county residents lack a high school diploma, compared to 15.5 percent of all Californians. 43.1 percent of Orange County residents have a Bachelor’s degree or higher, compared to only 36.2 percent of Californians. This deep, highly educated talent pool is one of the county’s greatest strengths, helping it attract and retain world-class employers.

Educational Attainment, 2021

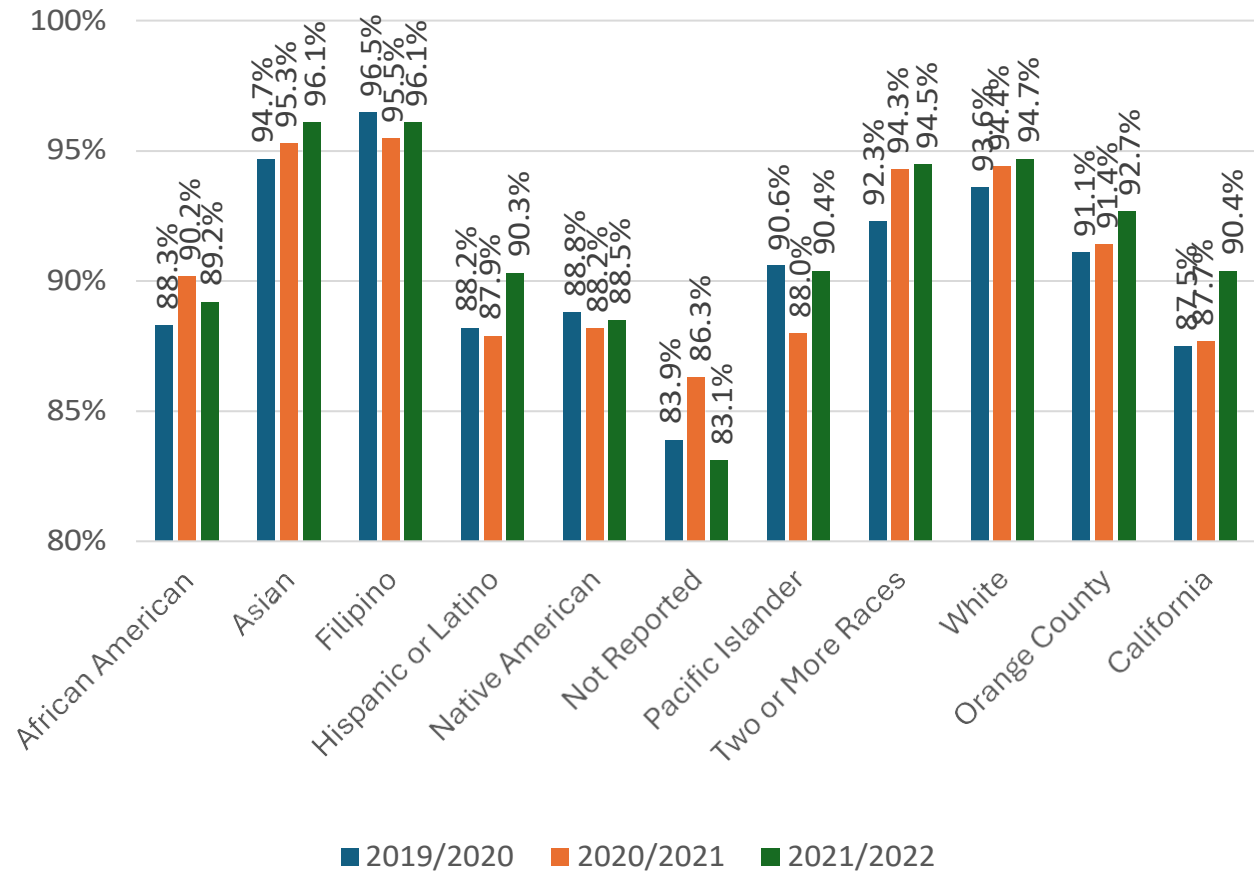


Source: U.S. Census Bureau, American Community Survey

Overall, 92.7 percent of Orange County students who entered 9th grade in 2018 graduated on time four years later in 2022, a year-over-year increase of 1.3 percentage points. The largest improvements in graduation rates occurred among Hispanic/Latino and Pacific Islander students, with declines seen among African American students and those who did not report their race/ethnicity.

While Orange County’s overall graduation rate was above the statewide rate of 90.4 percent, the racial disparities and socioeconomic disparities still need to be addressed, especially in the county’s Disinvested Communities.

High School Graduation Rates by Race/Ethnicity, 2019/2020 – 2020/2021



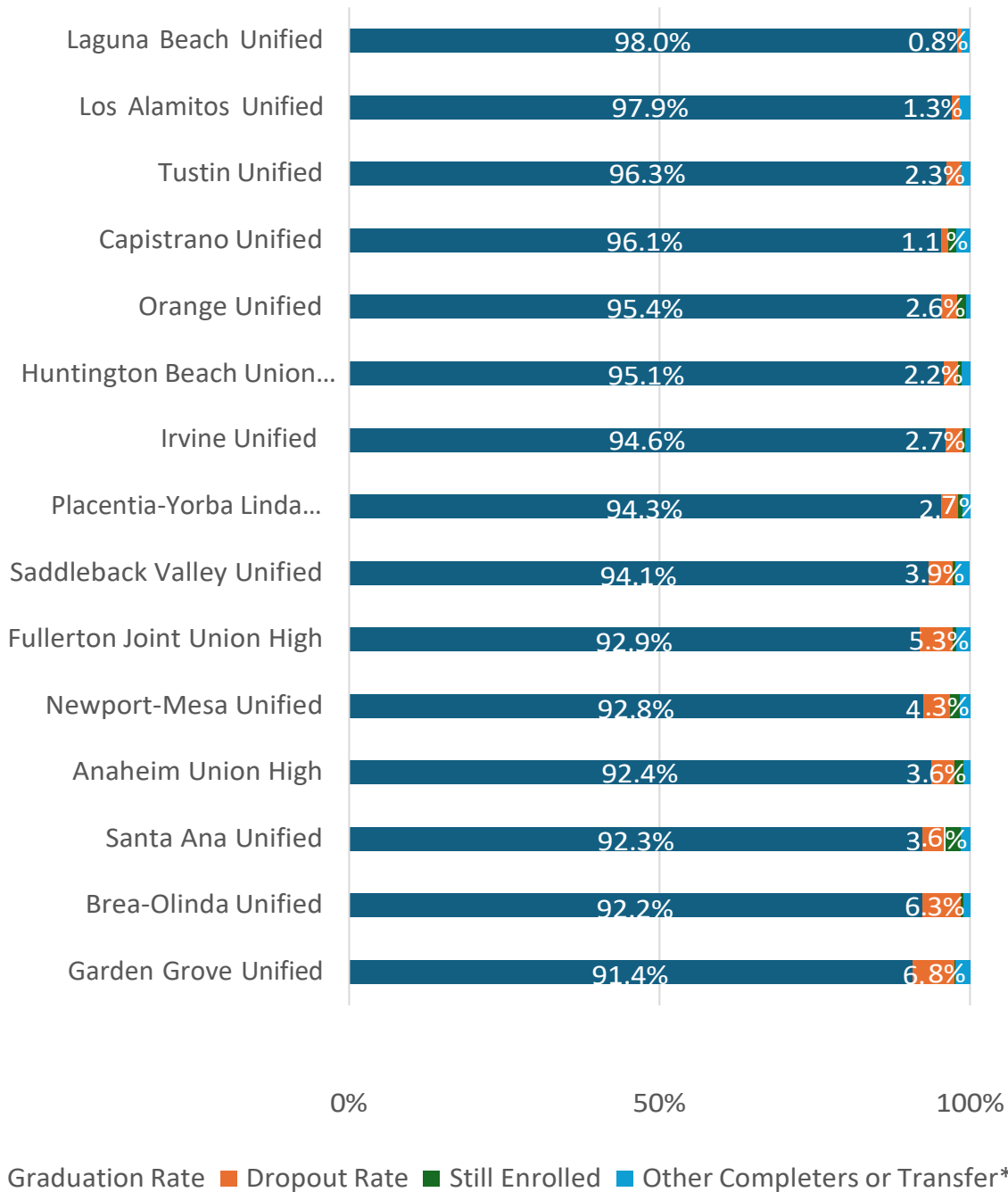
Source: California Department of Education, DataQuest

Laguna Beach Unified continues to boast the highest graduation rate in Orange County at 98.0 percent, followed by Los Alamitos Unified at 97.9 percent and Tustin Unified at 96.3 percent. In general, high school graduate rates correlate with affluence, which points to the need for additional educational and academic resources in the county’s Disinvested Communities.

Orange County’s dropout rate of 3.8 percent was well below the state average of 5.6 percent. Garden Grove Unified had the highest dropout rate at 6.8 percent, followed by Brea-Olinda Unified (6.3 percent) and Fullerton Joint Union High (5.3 percent).

Despite seeing the lowest graduation rate at 88.1 percent in 2020/2021, Santa Ana Unified also saw the largest year-over-year improvement (4.2 percentage points), followed by Fullerton Joint Union High (4.0 percentage points) and Saddleback Valley Unified (3.6 percentage points).

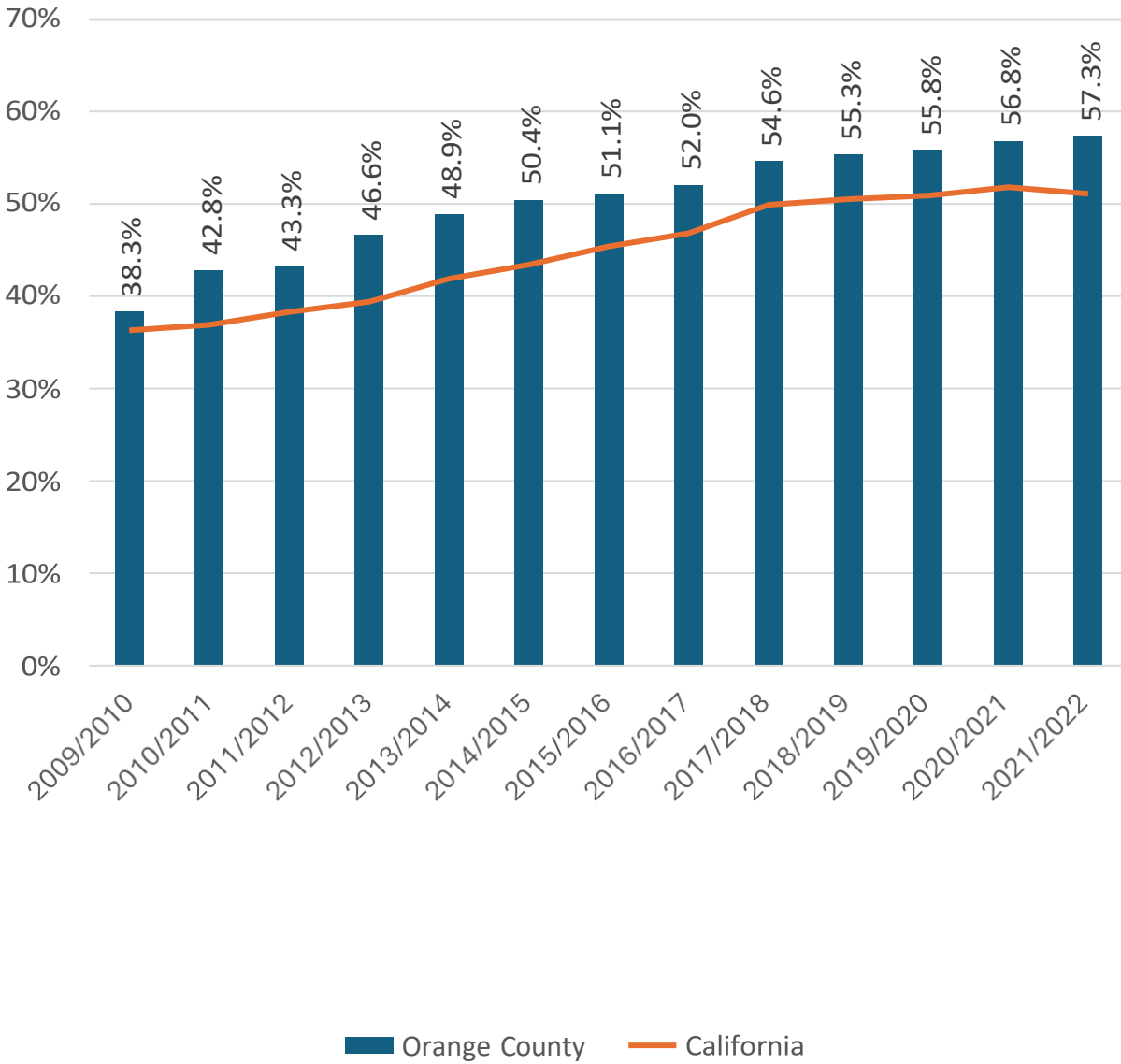
High School Students Outcomes by School District, 2021/2022



Source: California Department of Education, DataQuest

While the UC/CSU (University of California / California State University) eligibility rate for students fell from 51.8 percent to 51.1 percent at the state level, it increased from 56.8 percent to 57.3 percent in Orange County.

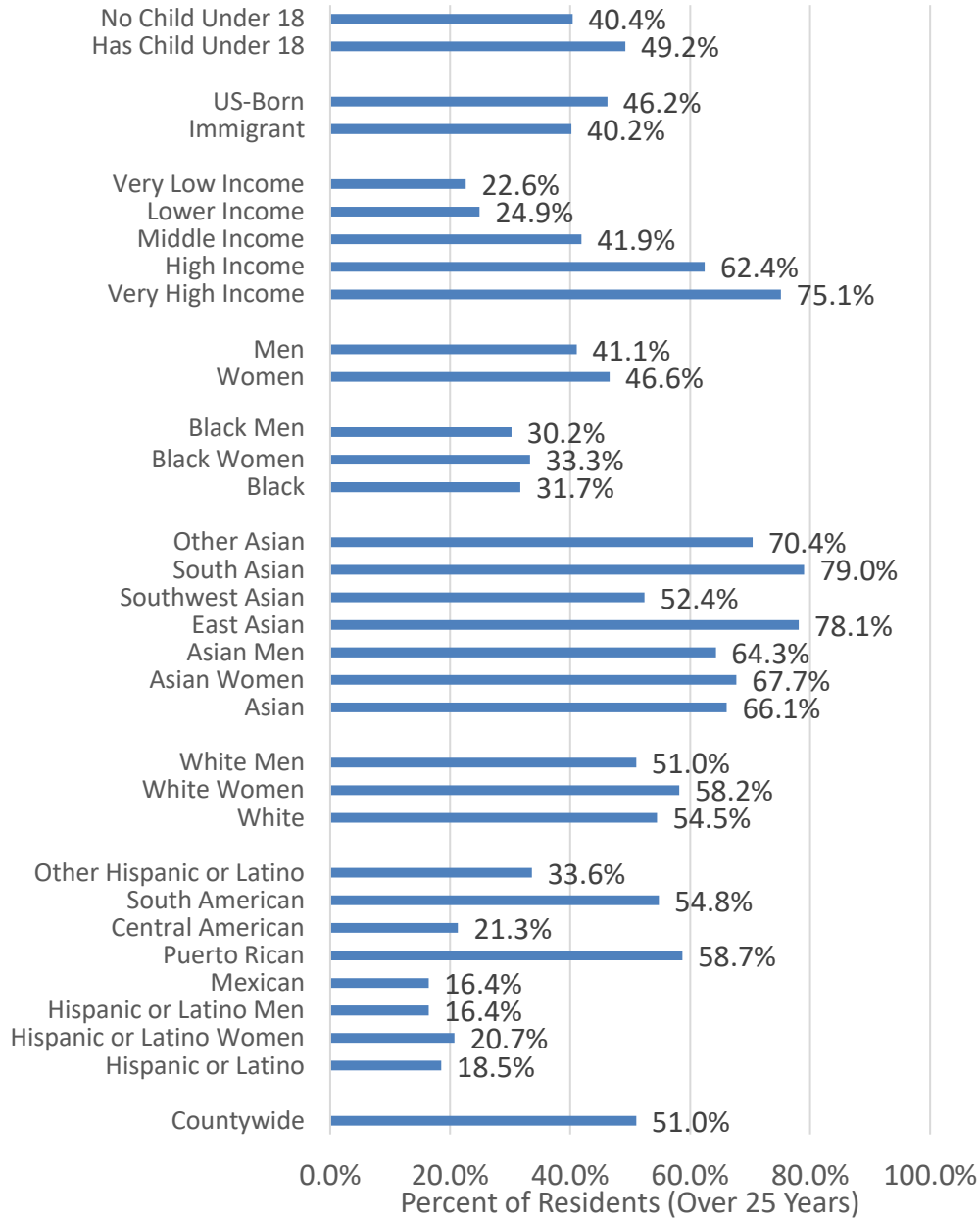
UC/CSU-Eligible High School Graduates in Orange County, 2009/2010 – 2021/2022



Source: California Department of Education, DataQuest

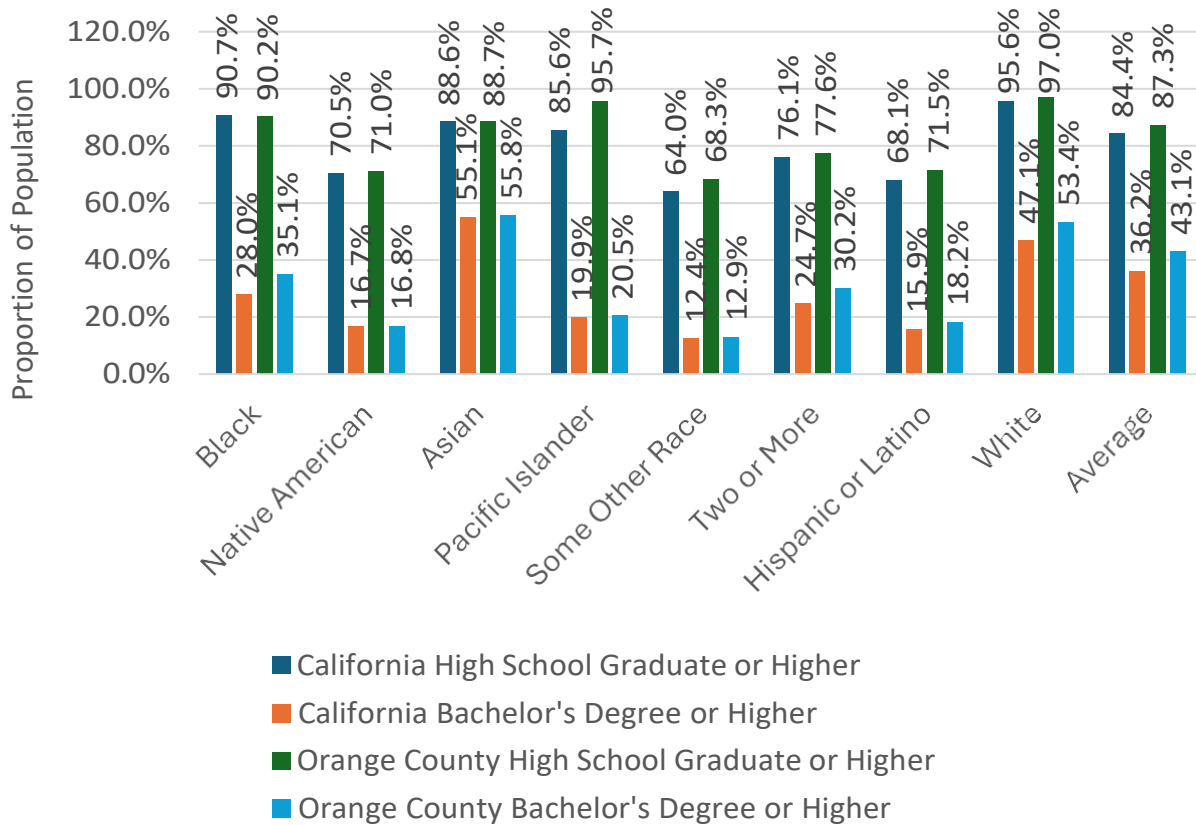
While Orange County has a highly educated population, it also has significant racial disparities in educational attainment. Approximately 66.1 percent of Asian residents have a Bachelor’s degree compared to 54.5 percent of White residents, 31.7 percent of Black residents and 18.5 percent of Hispanic/Latino residents.

Percent of Resident (Over 25 Years) With an Associate’s Degree or Higher



Compared to the state as a whole, each of Orange County’s racial or ethnic groups have a higher proportion of residents with a Bachelor’s degree, with the largest gap existing between Black residents at 7.1 percentage points, followed by White residents at 6.3 percent and Two or More Races at 5.5 percent. A similar trend was observed for those with at least a high school diploma, except for Black residents where 90.7 percent were high school graduates or higher at the state level versus 90.2 percent in Orange County.

Educational Attainment by Race/Ethnicity, 2021

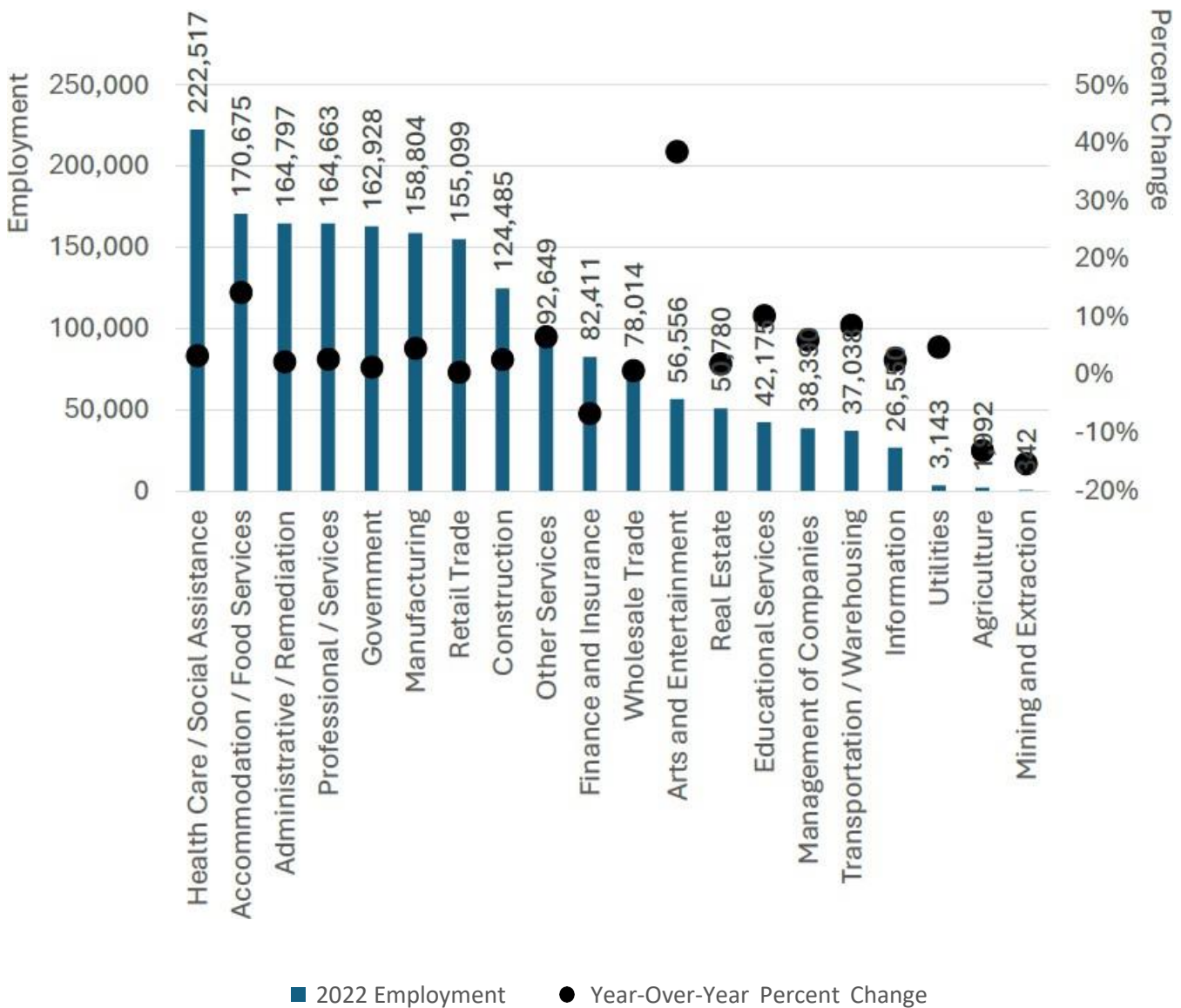


Source: U.S. Census Bureau, American Community Survey

Industry Employment and Wages

In 2022, Health Care and Social Assistance represented the largest industry in the region with over 220,000 employees representing 12.1 percent of total county employment followed by Accommodation and Food Services and Administrative and Remediation Services. Since 2021, as the region continued to recover from pandemic-related job loss, Orange County’s Arts and Entertainment industry saw the largest percent growth, increasing by 38.6 percent or by 15,750 jobs while Accommodation and Food Services saw employment growth of 21,302 or 14.3 percent.

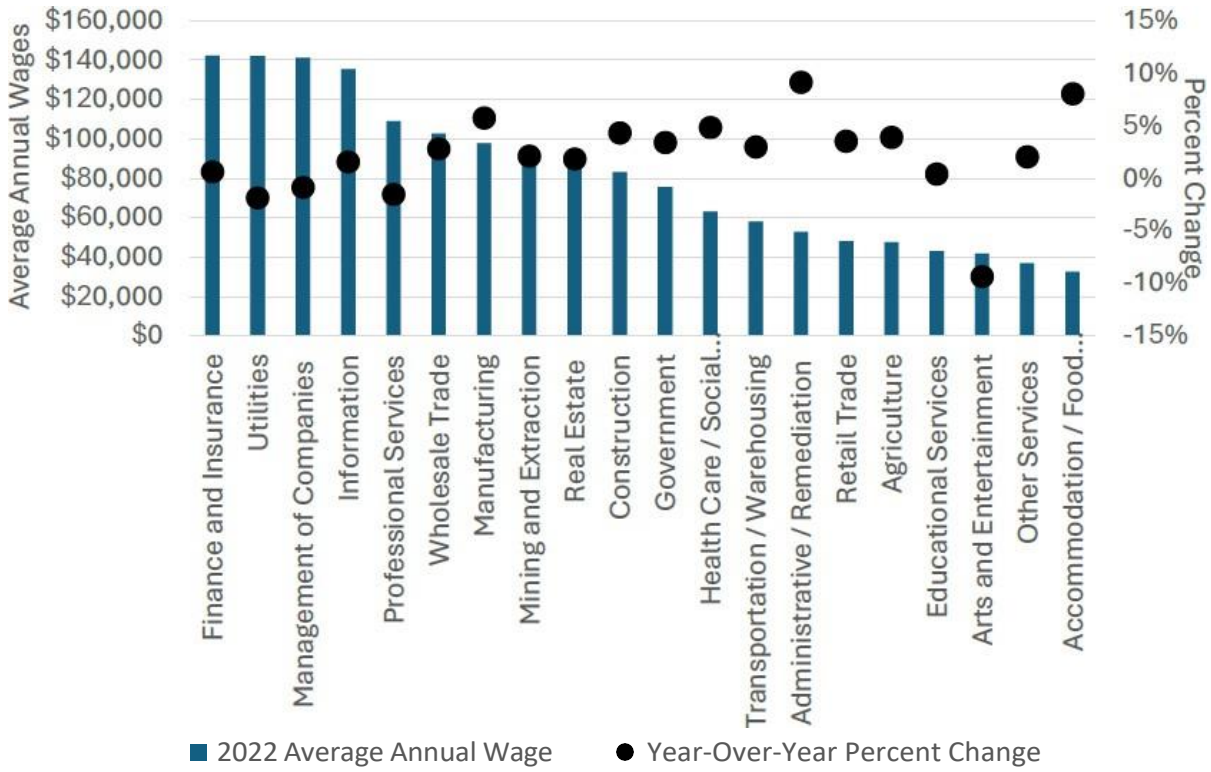
Orange County Industry Employment and Change, 2022



Source: Lightcast

Finance and Insurance, Utilities, and Management of Companies provided the largest average annual wages in 2022 at \$142,242, \$142,089, and \$141,014, respectively. Industries to see the largest percent growth in average annual wages included Administrative and Remediation at 9.1 percent followed by Accommodation and Food Services with growth of 8.0 percent and Manufacturing with growth of 5.7 percent.

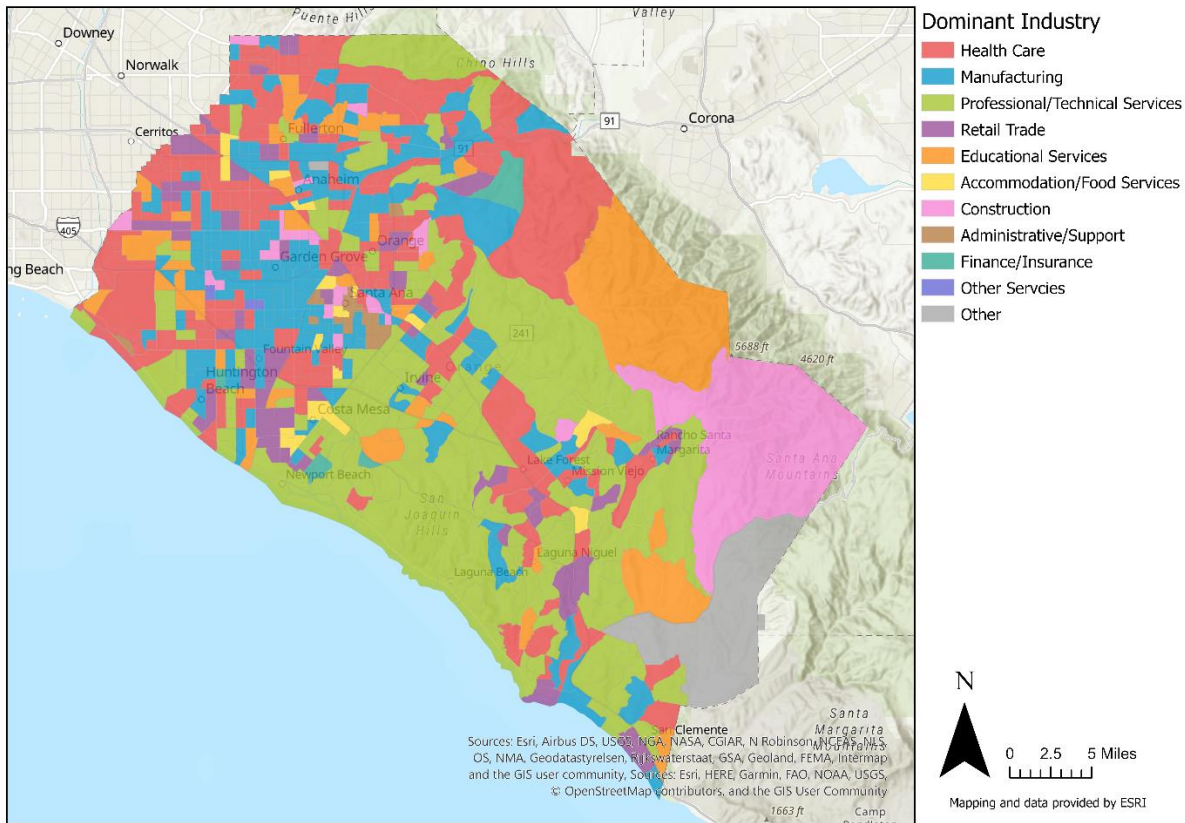
Orange County Average Annual Industry Wages and Change, 2022



Source: Lightcast

Looking at the distribution of these industries throughout the county, Health Care and Manufacturing have a heavy presence in north Orange County while Professional and Technical Services dominates south Orange County. This helps to reflect broad regional specializations in the area as well as highlights how varied Orange County industry base is which has served to attract a diverse group of residents and workers.

Dominant Industry by Census Tract in Orange County, 2023



Geographic and Climatic Landscape

Orange County’s name reflects its history as an agricultural community, a source of oranges, grapes and avocados. While some traces of this history remain, the county’s postwar economic boom has completely transformed its landscape, first from a rural county to a suburban one and, more recently, from a suburb of the Los Angeles metropolis to an urban area in its own right. Disneyland was famously built on former orange groves, while South Coast Plaza took the place of lima bean fields and the City of Irvine was built on a portion of the once-extensive Irvine Ranch. Fortunately, much of the former Irvine Ranch has been preserved as the Irvine Open Space Preserve, with almost 25,000 acres of native habitat crisscrossed by hiking and biking trails; the federal government has recognized this preserve as a National Natural Landmark.

Orange County’s sunny climate and its 42 miles of coastline are perhaps its most important natural features. The county has a Mediterranean climate with warm summers and cool winters, with temperatures ranging from the forties to the nineties. The county’s beaches – including Crystal Cove State Park and Bolsa Chica, Corona del Mar, Doheny, Huntington, San Clemente and San Onofre State Beaches – continue to attract a wide

variety of visitors, including surfers, anglers, *plein air* painters, joggers and future residents. The county's coastline also includes three Marine Conservation Areas as well as the Laguna Beach State Marine Reserve and the Seal Beach National Wildlife Refuge.

Major natural spaces in inland Orange County include:

- Aliso and Wood Canyons Wilderness Park (4,500 acres)
- Black Star Canyon
- Chino Hills State Park (more than 14,000 acres)
- part of Cleveland National Forest
- Laguna Coast Wilderness Park (7,000 acres)
- Oak Canyon Nature Center
- Peters Canyon Regional Park
- Whiting Ranch Wilderness Park (2,500 acres).

Together, Orange County's open spaces provide both a plethora of hiking, biking and walking trails for residents and visitors as well as preserves for dozens of native species, from fish and dolphins to many kinds of birds. These spaces are an important investment in the county's future.

Cultural and Natural Environment

Orange County's tremendous postwar economic growth made it a destination for companies, entrepreneurs and families from around the country and around the world. The county is currently home to almost one million (961,638) foreign-born residents and is particularly well-known for its Iranian, Mexican, Vietnamese, and Taiwanese communities. These communities, in turn, have given Orange County an incredible diversity, a truly international variety of cuisines, festivals and other cultural experiences; in other words, perceptions of the county as a homogenous suburbia are outdated.

Orange County's history is reflected in landmarks such as Mission San Juan Capistrano, the Bowers Museum and The Laguna Arts Museum, which contains work by some of the many painters who have flocked to Laguna Beach. Costa Mesa is home to both South Coast Plaza, one of the world's most lucrative shopping centers, and the Segerstrom Center for the Arts, the home of the Pacific Symphony, Pacific Chorale, and Philharmonic Society of Orange County.

In central Orange County, the Disneyland Resort and Knotts Berry Farm remain pillars of the county's Hospitality and Tourism industry, attracting millions of visitors every year. Visitors also flock to the county's beaches, as they have for decades. Orange County is such a hotbed of surf culture – from the Trestles to Huntington Beach – that it hosts the annual U.S. Open of Surfing.

The county's beaches are only part of its open spaces, as previously mentioned. As of 2024, over 50,000 acres of land in Orange County has been designated as a preserve or protected, allowing local wildlife to flourish. These areas are important for recreation, public health and environmental preservation. Preserving these areas will help to maintain the region's biodiversity and ecological balance.

In addition to preserving these open spaces, Orange County is also preserving its own history in multiple ways. Mission San Juan Capistrano, one of the county's most important historical sites, is both a National Register of Historic Places site and a designated California Historical Landmark.

Mission San Juan Capistrano is only one of fifty Orange County sites listed on the National Register of Historic Places; other notable Orange County places on this list include:

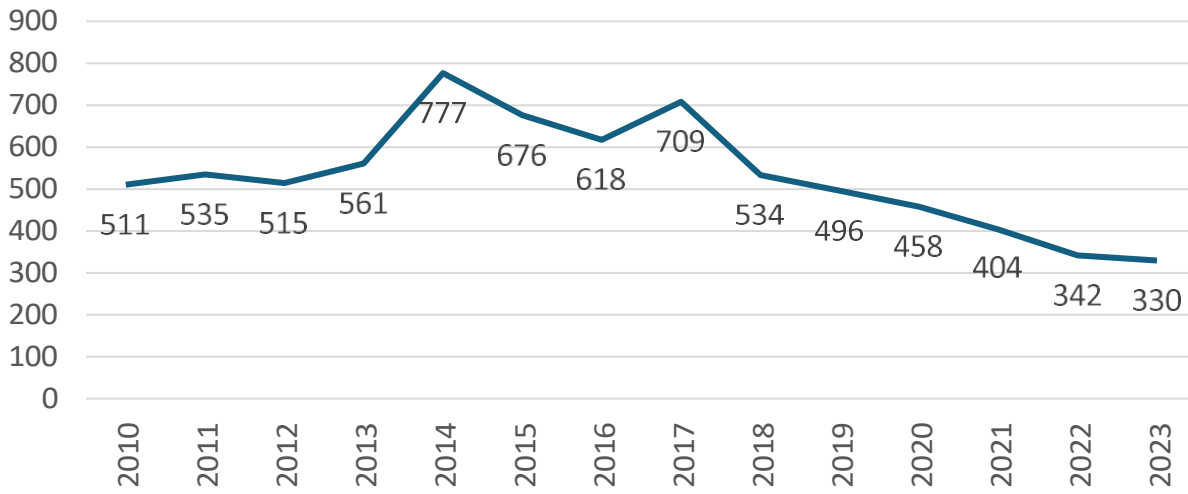
- The Anaheim Orange and Lemon Association Packing House, which is currently enjoying a second life as a shopping center and food hall;
- Balboa Pavilion;
- Crystal Cove Historic District;
- Downtown Santa Ana Historic Districts;
- The First Baptist Church of Orange;
- Fullerton City Hall;
- Lighter-Than-Air Ship Hangars (formerly part of the Marine Corps Air Station);
- The Modjeska House;
- Old Town Orange Historic District; and
- The Jose Serrano Adobe.

In addition to these places, Orange County museums such as the Laguna Arts Museum and Bowers Museum preserve key pieces of the county's social and cultural history.

Natural Resources

While Orange County has a rich agricultural past, currently it has limited natural resources compared to other parts of California. There are some oil and gas reserves, but the county primarily relies on imported resources for energy and materials. Since 2010, Orange County's mining industry peaked in employment at 777 in 2014 before experiencing a gradual decline to 330 jobs as of 2023. With the county focused on sustainability initiatives, especially as it relates to water conservation and to prevent contamination, and the associated pollution with fossil fuels, mining and extraction activities are likely to remain low in the region.

Orange County Mining, Quarrying and Oil and Gas Extraction Employment, 2010-2023



Orange County’s famously sunny weather could become a key natural resource via solar power, especially in the context of growing electric vehicle infrastructure; the region’s beautiful weather not only serves to attract new residents and tourists but could be even more of a strength for power generation, if correctly leveraged.

Appendix D: Overview -- California Jobs First/Community Economic Resilience Fund (CERF)

Overview:

The California Jobs First initiative, formerly known as the Community Economic Resilience Fund (CERF), is a multimillion-dollar statewide grant program launched in 2023 that funds programs across thirteen California regions, including Orange County. It focuses on four key objectives: equity, sustainability, job quality and access, and economic competitiveness and resilience.

In the words of the California Governor's Office of Planning and Research,

CERF was created to promote a sustainable and equitable recovery from the economic distress of COVID-19 by supporting new plans and strategies to diversify local economies and develop sustainable industries that create high-quality, broadly accessible jobs for all Californians.

Specifically, the Community Economic Resilience Fund Program (CERF) would support communities and regional groups in producing regional roadmaps for economic recovery and transition that prioritize the creation of accessible, high-quality jobs in sustainable industries.

The Community Economic Resilience Fund (CERF) is a significant program in California dedicated to fostering a sustainable and equitable economic recovery from the pandemic's hardships. Here's a breakdown of its key aspects:

Goals:

- **Diversifying local economies:** CERF aims to move away from overreliance on specific industries and promote the development of new, sustainable sectors that can create quality jobs for all Californians.
- **Building long-term resilience:** The program focuses on strategies that will prepare communities for future economic challenges, including the transition to a carbon-neutral economy.
- **Promoting equity and inclusion:** CERF prioritizes creating economic opportunities that benefit everyone, regardless of background or socioeconomic status.

Impact:

- **Job creation:** CERF's goal is to create high-quality, accessible jobs in sustainable industries like clean energy, green manufacturing, and healthcare.
- **Community development:** The program invests in initiatives that strengthen local businesses, infrastructure, and workforce development.

- Environmental sustainability: CERF prioritizes economic strategies that align with California's ambitious climate goals, promoting a cleaner and healthier future.

Here are some additional details about CERF:

- The program is administered by the California Office of Planning and Research (OPR).
- Regional collaboratives are formed to develop and implement the economic roadmaps.
- These collaboratives involve a diverse range of stakeholders, including community members, businesses, non-profit organizations, and government agencies.

Overall, the Community Economic Resilience Fund represents a significant effort by the state of California to build a more sustainable, equitable, and resilient economy for all its residents. It's an ambitious program with the potential to create lasting positive change in communities across the state.

CERF is a statewide regional planning effort that promotes sustainable and equitable economic development by diversifying local economies, developing industries with sustainable job growth, and creating accessible career opportunities. Throughout this process, the state recognized that many projects that could meet the values of the California Jobs First Initiative, will be short of the necessary steps to be eligible for implementation funding, and in response developed a Catalyst fund, which will guarantee funding to regions to support these "pre-development" activities so they are eligible for federal, state and private funding.

This appendix provides an overview of the California Jobs First/CERF initiative as its inclusive process, goals, strategies, research, and community engagement align and complement the 2024-2029 OC CEDS.

Research:

One of the first phase's main deliverables was a research report detailing Orange County's economy, history, demographics, housing landscape, climate and public health. Key themes of this report include the current and potential impacts of the county's extremely high cost of living; its aging and increasingly diverse population; and the importance of sustainable economic growth across the entire county, especially in its Disinvested Communities.

The report also included the following special sections:

- A Labor Market Analysis, with a special focus on the county's recovery from the COVID-19 pandemic;

- The UCI Labor Center’s Orange County Worker Profile, written by UCI professor Dr. Karen Parks and doctoral candidate Youjin Kim;
- A summary of CERF Participatory Action Research;
- An Industry Cluster Analysis, identifying the county’s largest and most concentrated industries;
- A look at potential AI impacts on Orange County; and
- A SWOT analysis.

The research undertaken for this report serves as a foundation for CEDS research and analysis.

Governance Process:

The already established Orange County High Road Transition Collaborative (HRTC) serves as the governing body of the county’s California Jobs First process. Of the 73 current collaborative members, 38 joined during the grant submission process after being identified by existing members as potentially good fits for the initiative.

The committee continued adding members during the grant process, with a focus on members representing underrepresented stakeholder groups. Representatives who wanted to serve on the collaborative had to submit a collective partnership agreement to the current collaborative.

The individuals or organizations were then able to join the collaborative if they were nominated with a motion and a second. Once nominated, they had to receive a majority of votes cast by HRTC members for inclusion.

The selection of residents to serve on the collaborative required a different process. CBOs on the collaborative developed grading criteria for strong candidates. The opportunity was shared with many CBOs throughout the region. The CBOs on the collaborative then selected the top 8 residents based on those criteria while also ensuring ethnic and geographic diversity. That group of eight was then submitted to the full collaborative for approval.

Current HRTC members include numerous representatives of the:

- Business Community
- California Native American Tribes
- Disinvested Community Members
- Economic Development Agencies
- Education and Training Providers
- Environmental Justice Organizations
- Community-Based Organizations

- Local Government Agencies
- Labor Organizations
- Philanthropic Organizations
- Workforce Organizations

Priority Industry Sectors

A good example of this inclusiveness, guidance, and engagement is the industry sector prioritization process that Orange County’s CERF undertook in preparation for Catalyst funding.

In Orange County, the journey to select five industries started with research being conducted on the labor market, industry clusters, AI/Automation impacts, wages and unionization in Orange County. This analysis was presented to the decision-making body (aka collaborative) to serve as foundational knowledge of the strengths, weaknesses, opportunities and threats to the Orange County economy. The researchers then held "office hours" on these topics to answer any further questions from members of the collaborative to ensure their understanding of the material. In a follow-up meeting, ample time was allowed for the collaborative to discuss amongst themselves which industries they believed were important and why. An online poll was released with all 20 NAICS code sectors with notes on subsectors to provide a clearer picture of what industries sit within each sector. The collaborative had a week to cast their votes.

One major aspect of CERF’s equity and sustainability objectives to promote a sustainable and equitable economy is by supporting new plans and strategies to diversify local economies and develop sustainable industries that create good paying jobs that are broadly accessible for all Orange County residents, especially in traditionally disinvested communities, which are akin to the OC CEDS “red zones”. An additional focus is to encourage entrepreneurial opportunities in these same communities.

To accomplish this, Orange County’s High Road Transition Collaborative (HRTC, the CERF decision-making body) selected the following five target industry sectors as priorities for Orange County:

- Healthcare and Social Assistance
- Manufacturing
- Educational Services
- Construction
- Accommodation and Food Services.

Outreach and Engagement: Process and Findings

The regional California Jobs First convener, the Orange County Business Council (OCBC), sent out requests for proposals to more than 300 Orange County organizations, many of which were involved with the 2020 OC Census community table to engage Hard to Reach communities. Applications were sorted into three categories: Those that represented environment-related organizations, business-related organizations, and community-based organizations (CBOs). 27 organizations were granted awards ranging from \$15,000 to \$50,000 totaling \$870,000 that truly reflected the ethnic, geographic, and stakeholder diversity of Orange County, with a particular focus on Disinvested Communities.

The grantees were:

- All nonprofits
 - All working extensively in Orange County (the vast majority work exclusively in Orange County)
 - Conducting outreach in a total of 11 languages (Arabic, Chinese, Dari, English, Farsi, Gujarati, Hindi, Korean, Spanish, Tagalog, Vietnamese)
Using a variety of outreach mechanisms to reach their constituents and clients
 - Experienced working with their respective communities and issues that impact their communities
 - Experienced in culturally-competent community engagement, social impact campaigns, and/or robust and coordinated activities

Grant Program Insights:

Feedback collected through O&E has been provided to the Collaborative as a primary source of information to develop strategies and projects in 2024 that truly meet the communities' needs.

Grantees conducted outreach to 288,990 unduplicated individuals across Orange County. Of those nearly 289,000 residents, 13,594 were considered "high-quality" connections where partners received direct input or feedback.

In the words of the Climate Action Campaign's Lexi Hernandez, this outreach

"allowed our organization to connect with clubs and groups at local universities that we did not previously have the capacity to hold community workshops with. The community workshops allowed for us to also build deeper relationships with students present which will continue to be helpful in the future since groups at both universities ask that we continue to attend on a monthly or quarterly basis to provide updates on the CERF plan and how students can engage with CERF and other local climate resilience actions in their community.

One of the primary new skills developed during this process was the understanding of the connections to a resilient economy and climate justice in OC, and how to effectively communicate about it. Though we generally understood and do share

the importance of high-road jobs when considering climate action and climate action plans in different jurisdictions, this process allowed us to develop a deeper understanding of what those jobs could look like in different sectors and the current state of the economy and industries in OC.”

The following section summarizes some of the most important survey results.

Top strategies for creating jobs accessible to the most economically disadvantaged individuals and families:

1. Education training and skills development programs
2. Workforce representation and right to unionize
3. Environmentally friendly projects that provide high quality being built in underserved communities (examples include water efficiency projects, recycling, habitat restoration)

Top strategies for a more equitable economy:

1. Affordable Housing
2. Education and Training
3. Support for Small Business and Entrepreneurs

Top strategies for increasing health equity:

1. Affordable and high-quality comprehensive healthcare
2. Health education to support healthier lifestyles
3. Access to service that meet specific healthcare needs

Top strategies for increasing environmental equity:

1. Better distribution of, access to, or investment in parks, green spaces, and climate resiliency projects in disinvested communities (examples include tree planting, shade structures, access to water fountains).
2. Local, healthy, and affordable food options
3. Better land use planning that prevents the concentration of polluting industries or hazardous sites

“What would your life be like if Orange County had a ‘high road’ economy?”

1. Improved Quality of Life and Decreased Stress: Envision a life with less financial stress, improved quality of life, and increased time for family and leisure activities. They anticipate that affordable housing, better job opportunities, and general economic stability would lead to less worry about financial survival.
2. Better Health and Environment: Desire for a cleaner environment, healthier living conditions, and better healthcare. They hope for less pollution, access to healthy food, and affordable healthcare as part of a "High Road" economy.
3. Economic Equality and Social Justice: Emphasize the need for economic equality, with equal access to opportunities and benefits for all, including minorities and

disadvantaged groups. They hope for a more equitable distribution of resources and opportunities in a "High Road" economy.

“What are the underinvested occupations or talents in your community that, with additional support, could develop into high-quality jobs?”

1. **Education and Teaching:** Identified teachers, tutors, and education technology as areas that need more investment. There are suggestions to support individuals who are tutoring from home to get licensed and build tutoring centers.
2. **Arts and Crafts:** Artists and craftspeople in these communities could potentially turn their skills into a profitable business if they had the right support. This includes painters, musicians, and individuals with skills in handcrafts.
3. **Culinary Skills:** Chefs and individuals into cooking and baking feature prominently in the responses. This includes individuals who run small-scale catering services from home and those who have started businesses based on their love for cooking.

“Have you ever thought about starting your own business? If yes, what happened to your business?”

1. **Lack of Financial Resources:** Not having enough money or capital to start a business. High costs for rent and initial setup, and difficulties in obtaining loans or other financial support.
2. **Lack of Knowledge or Support:** Lack the know-how or understanding to start a business. Lack of guidance, mentorship, and access to helpful resources, like the lack of legal support or understanding of the legal requirements.
3. **Language and Cultural Barriers:** Difficulties due to language barriers or a lack of services in their native language.

Outreach and Engagement:

From the beginning, California Jobs First has had a particular focus on outreach to community members, especially Disadvantaged Community members. Therefore, a key component of the project's first phase involved outreach to these individuals and gathering feedback, as seen in the survey results above.

One notable example of this was CERF Participatory Action Research, which was carried out at a community forum in June 2023 and involved gathering feedback from disinvested community members of primarily Vietnamese, Cambodian and Hispanic/Latino backgrounds. The following chart summarizes this feedback.

Break Out Groups	Most Cited Obstacles
Domestic Workers	Wages, pandemic, child care, lack of information, displacement, housing costs, exploitation, and gentrification.
Community Organizers and <i>promotoras</i>	Lack of information, pandemic, undocumented status, wages.
Homemakers	Childcare, cost of living, lack of information, wages.
Neighborhood-level organizations and Renters	Housing costs, conditions, regulations, wages, cost of living, pandemic, loans and credit, displacement, racism.
Cooperative Workers	Costly and cumbersome permitting procedures and regulations, political leadership and participation, lack of information, resources, and wages.
Worker Benefits	Childcare, lack of information and knowledge of rights, wages.
Micro-entrepreneurs	Undocumented status, costly and cumbersome permitting procedures and regulations, wages, childcare, and technology.
Other sectors	Lack of information, wages, and housing costs.
Other sectors	Housing costs and conditions, regulations.
Cambodian Elders	Living costs, wages, political leadership and participation, and housing costs.

Appendix E: Orange County City Submissions (Reference pages 46-51 for City Listing)

City of Anaheim Project Summary

Project Name: Store One Phase II

Project Dates: Fall 2027-Fall 2029

Description:

Store One is a developing center for culinary entrepreneurship and workforce training located in the to-be-renovated home of the original Northgate Gonzalez Market in north Anaheim. Phase I of the facility (12,000+ sq. ft.), set to open in mid-2025, will feature commercial kitchens and pop-up retail spaces for emerging food businesses and will provide low-income Anaheim residents with food business training and incubation services as well as culinary training and job placement services.

Phase II of the facility will provide capacity building opportunities to the Store One operation. Phase II, currently comprised of 10,000+ sq. ft. of inline shop spaces, would repurpose select shop spaces to house food businesses operated by Store One entrepreneurs. These shops would bolster the entrepreneur's incubated business as it launches, grows, and eventually graduates to its long-term landing pad, giving way for future businesses to be incubated. The remaining shop spaces would house additional services that will become vital to the sustainability and success of Store One's entrepreneurs and culinary training students, including a digital media lab for food photography and video production, a childcare facility, and other wraparound services.

Purpose / Justification (Refer to CEDS Guidelines):

The project achieves two goals within the 2019-2023 CEDS listed below:

- **Goal 1.3** - Support career and technical education.
- **Goal 1.4** - Develop and promote targeted education and training programs in Orange County's key high value priority industry clusters - Hospitality and Tourism.
- **Goal 2.2** - Enable economic self-sufficiency for Red Zone residents through the promotion of economic and educational opportunity which can remove barriers to employment and lead to career advancement.
- **Goal 2.3** - Upgrade the skills of the current Red Zone workforce to strengthen abilities and improve the lives of Red Zone residents.
- **Goal 4.3** - Increase investment in small business start-ups and promote entrepreneurship.

Other Agencies Involved: Store One will convene multiple educational and nonprofit partners to facilitate entrepreneurship and workforce training services. The initial slate of partners will be formally selected in 2024. Since 2021, Store One has held partnership exploration meetings with dozens of potential nonprofit partners, including those who are widely considered to be the leaders of small business training and culinary training in Anaheim and the wider region.

Operating Budget Impact: The ongoing operations of Phase II have yet to be determined, however, revenue for use of the pop-up restaurant and retail spaces by incubated businesses will generate revenue to off-set a portion of operating expense.

Cost Estimates: Construction costs estimated between \$5-7 million based on size of site and amount of commercial kitchen equipment provided.

Example Drawing or Photo if available:



Aerial Map showing City-owned property (in blue) Phase I (in yellow) and Phase II (in red)



Store One Phase I exterior rendering



Store One Phase I Pop-up Restaurant Rendering

City of Anaheim Project Summary

Project Name: Beach & Lincoln Small Business Incubator Pavilion

Project Dates: Fall 2024- Fall 2026

Description:

As part of a larger 3-acre mixed-use, mixed-income development with 60 for-sale townhomes and 46 affordable apartments for seniors and young adults, the Beach & Lincoln Small Business Incubator Pavilion project is an incubator market space centering around immigrant and BIPOC artisans, cottage industries, and food trucks. The indoor/outdoor marketplace would reutilize a former gas station canopy and provide a collection of five to ten small, affordable commercial spaces for incubating small businesses to launch and stabilize their concepts. This project would integrate with mentorship and programs from the City of Anaheim's forthcoming Store One project. After receiving incubation services and gaining access to batch kitchens and retail/restaurant pop-up spaces at Store One, this project would provide a growth opportunity for the next step in small business growth.

Purpose / Justification (Refer to CEDS Guidelines):

The project achieves two goals within the 2019-2023 CEDS listed below:

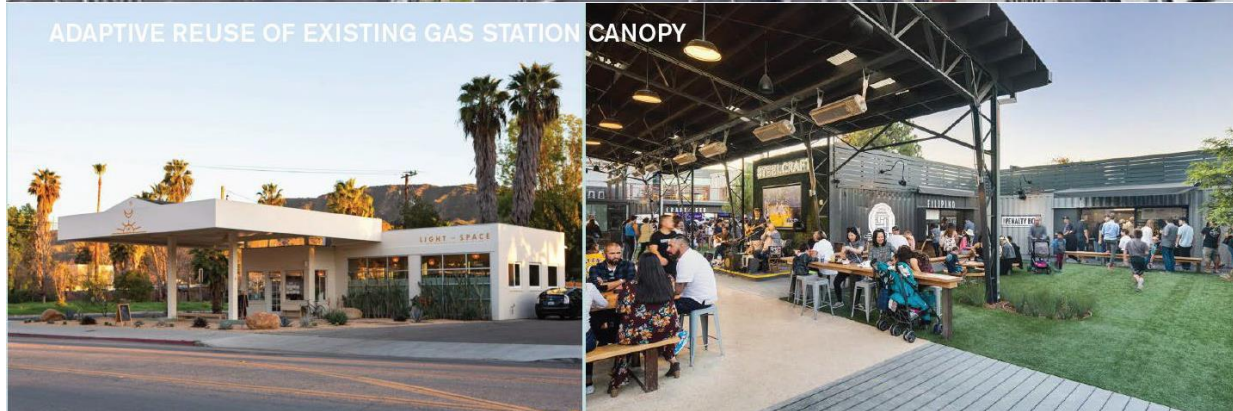
- **Goal 2.2** -Enable economic self-sufficiency for Red Zone residents through the promotion of economic and educational opportunity which can remove barriers to employment and lead to career advancement
- **Goal 4.3** - Increase investment in small business start-ups and promote entrepreneurship

Other Agencies Involved: Nonprofit development partner Innovative Housing Solutions (IHO), or a specified affiliate, will possess the property, leasing it to an entrepreneurial community-based organization such as CIELO. This organization will manage a small business collective or cooperative social enterprise, collaborating with micro-businesses and small enterprises, and highlighting local business products.

Operating Budget Impact: No annual operating impact to the city. The land disposition has complied with the Surplus Land Act. IHO, or the designated affiliate, aims to establish a sustainable business model that covers the operational expenses of the social enterprise.

Cost Estimates: Estimated construction costs for an adaptive reuse of the existing gas station into a community asset, including any environmental remediation, is anticipated to be approximately \$6.5M. This estimate is based on the size of site and amount of commercial kitchen equipment provided.

Example Drawing or Photo if available:



Note - these are precedent images and not project renderings

City of Brea Project Summary

Project Name: Flower Street Closure and Traffic Circle

Project Dates: City of Brea Staff submitted for the 2023 OC Complete Streets Call for Projects and is waiting for the results. Currently in the conceptual phase.

Description: Closure of the Flower Street at the northern access point of Imperial Highway and Flower Street intersection to create a traffic circle

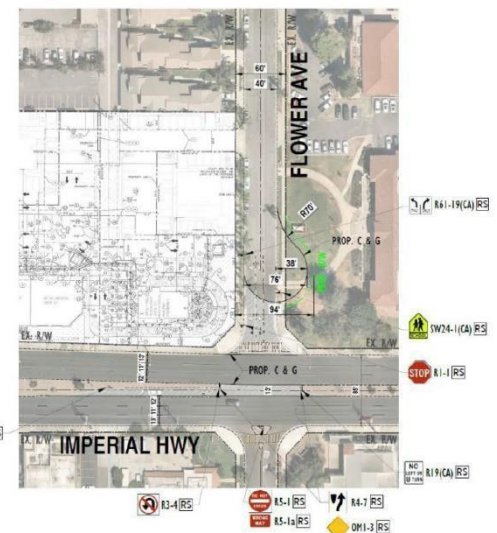
Purpose/ Justification (Refer to CEDS Guidelines): This project would increase pedestrian and vehicle safety by alleviating existing issues related to school drop-off/pick-up operations that occur in the morning and afternoon. By doing so, it provides safer vehicular and pedestrian access to the adjacent downtown area (Downtown Brea), encouraging increased economic growth of one of City's economic hubs.

Other Agencies Involved: California State Department of Transportation, Brea Olinda Unified Schools District, Department of State Architects.

Operating Budget Impact: TBD

Cost Estimates: Preliminary Design/Engineering \$70,000; Plans, Specifications, and Engineer's Estimate \$100,000; Construction \$1,000,000. Total Project Cost \$1,170,000.

Example Drawing or Photo if Available:





City of Brea Project Summary

Project Name: Downtown Brea Parklets

Project Dates: **Phase One:** September 19, 2022 to February 29, 2024
Phase Two: Estimated in 2024-2025

Description: Installation of parklets within the City’s downtown area (Downtown Brea). Phase one includes the construction of two parklets on the north side of Birch Street, between Madrona Avenue and Walnut Avenue. A potential third parklet is being evaluated, which is anticipated to be constructed on Brea Boulevard.

Purpose/ Justification (Refer to CEDS Guidelines): This project would provide additional pedestrian amenities (i.e. chairs, tables, shades) by expanding into the public right-of-way without negatively impacting the traffic flow. By doing so, the project creates additional public spaces that are more welcoming and engaging, while assisting the surrounding businesses with additional spaces that could be utilized to expand their services and bring economic growth to the area. During the COVID-19 pandemic, restaurants in Downtown Brea were able to maintain operations by using parklet space for outdoor dining. The utilization of parklets has been demonstrated to be a proven approach to reasonable business expansion. This area will also benefit from future connectivity as opportunities for multi-modal transit expand to incorporate a future rideshare zone on Brea Boulevard that will cater to both buses and app-based rideshare services, combined.

Other Agencies Involved: None

Operating Budget Impact: This project is anticipated to generate future maintenance and operational costs ranging between \$5,000 to \$15,000 annually.

Cost Estimates: The cost to construct one typical parklet includes the following estimated costs:

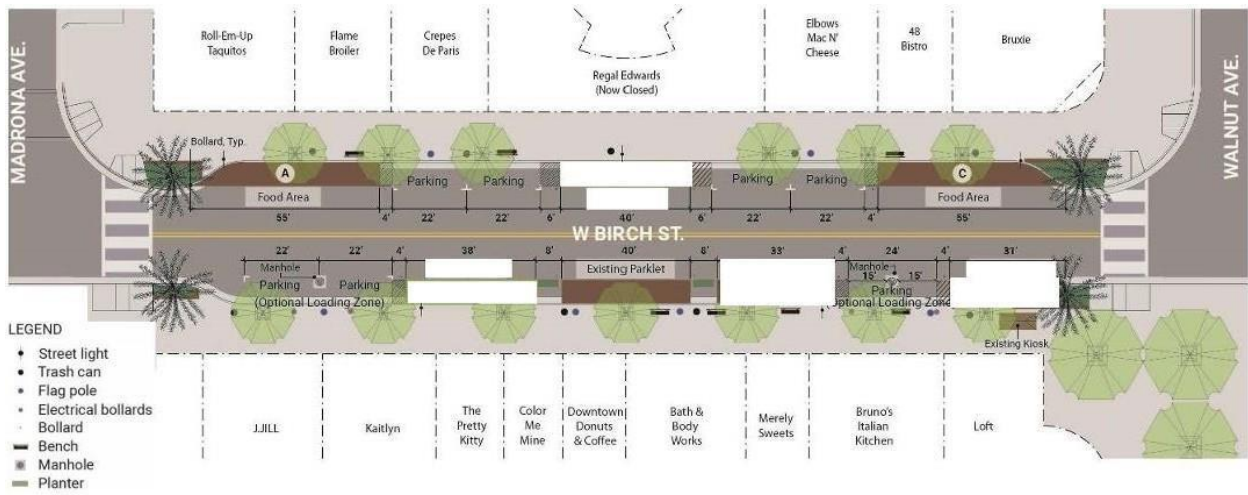
A. Design:	\$15,750
B. Construction:	\$160,000
C. Materials:	\$50,000

Total Per Parklet:	\$225,750	x	3 Parklets	=	\$677,250
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Additionally, \$5,000 annually is estimated to maintain each parklet, for a total of \$15,000 per year.

Example Drawing or Photo if Available:

Phase One Rendering:



City of Brea Project Summary

Project Name: Arovista Park Modernization

Project Dates: Phase One: Spring 2024 – Fall 2025
Phase Two: Spring 2026-Summer 2027

Description: This project proposes to update and modernize an existing 14.89-acre park. The improvements generally include: constructing new all-accessible playground; addition of new pickleball courts; removing existing and installing new restroom facilities; upgrades to walkways and ADA improvements for access; existing parking lot re-surfacing and lighting; re-surfacing existing basketball and volleyball courts; regarding existing baseball fields; replacement of existing irrigation system; removal and replacement of trees; landscaping; and utility improvements within the existing footprint of the park area.

Purpose / Justification (Refer to CEDS Guidelines): Key amenities of the project include a state-of-the-art, all-accessible playground for individuals of all ages and abilities, as well as improvements to the widely utilized Tracks at Brea cross-town pedestrian and bicycle trail system. While generally a community beautification project, this investment is anticipated to assist with moderate traffic reduction due to the 4.1-mile trail system beginning/ending at this site, thereby encouraging local users to walk or bike to the park. Additionally, the project is expected to direct regional tourism to Brea as a destination park and playground unlike any other in the County.

Other Agencies Involved: N/A

Operating Budget Impact: TBD – Anticipated ongoing annual park maintenance staff and operating costs

Cost Estimates: Phase One: \$13.5M; Phase Two: \$10M

Example Drawing or Photo if available: Enclosed.



City of Brea Project Summary

Project Name: Permanent Supportive Housing Project

Project Dates: November 2023 to January 2027

Description: The City of Brea owns a 0.437-acre vacant site located at 323 North Brea Boulevard. The City intends to facilitate the design and construction of a Permanent Supportive Housing Project (Project) on the site. The proposed Project will provide approximately 40 units designated for individuals experiencing homelessness earning at, or below 30% of the area median income (AMI). The proposed Project will offer in-house supportive services to residents, empowering them to establish and sustain their housing while working towards their individual goals. By partnering with the Orange County Office of Care Coordination's Coordinated Entry System to identify and refer individuals experiencing homelessness to the property, this Project will effectively amplify the linkage between homeless individuals and housing. Additionally, the Project site is served by the Orange County Transit Authority Bus Route 129 with a stop directly in front of the Project site.

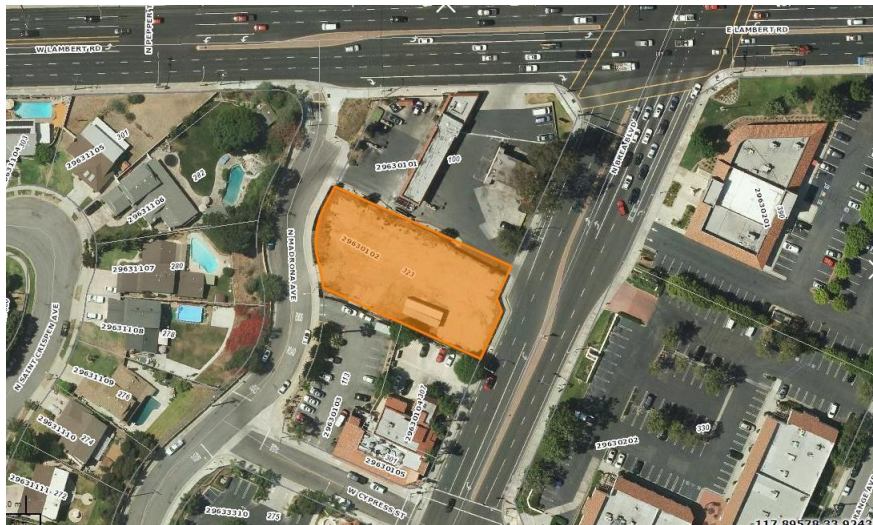
Purpose / Justification (Refer to CEDS Guidelines): Adding new residents to the City who will have a stable home base and resources to maintain a healthy lifestyle and employment.

Other Agencies Involved: Orange County Office of Care Coordination

Operating Budget Impact: Anticipated increase in sales tax generated by new residents living in the City.

Cost Estimates: Development costs are estimated at \$28,307,955.

Example Drawing or Photo if available: The below image is an aerial view of the proposed Project site.



City of Buena Park Project Summary

Project Name: La Palma Avenue Sewer Line Upsizing

Project Dates: 2025

Description: The scope of work for this project includes removing the existing 8-inch sewer main, constructing 1,300 linear feet of 10-inch Vitrified Clay Pipe (VCP) sewer pipe, rehabilitating (9) sewer manholes, performing video inspection, reconnecting (12) sewer laterals, and repaving the street. To the extent feasible, the City will be leveraging private development impact fees to help offset a portion of the costs associated with the proposed improvements.


Purpose / Justification (Refer to CEDS Guidelines): To increase the sewer main line capacity in La Palma Avenue from Beach Boulevard to Stanton Avenue which will alleviate direct flow in parallel sewer mains in that area and provide additional sewer capacity for several large developments that are projected to occur within the corridor. The City has identified this segment of La Palma Avenue for high-density residential development with the City's General Plan and Housing Element. Additionally, several large retail centers, including the Buena Park Downtown (Buena Park Mall) are considering expansion plans to redevelop the mall site with mixed-use residential development and expanded retail and restaurant uses. This future development is restricted by current sewer capacity from the existing 8-inch line. New housing opportunities combined with planned retail/restaurant expansion within this segment of La Palma Avenue will increase employment opportunities and provide needed housing, including affordable housing, in the heart of Buena Park.

Other Agencies Involved: None

Cost Estimates: \$1,285,800, which includes design, traffic control and construction costs for the proposed work.

Example Drawing or Photo if available:



	DRAWN BY: MATTHEW SYFRITT	DATE: JANUARY 2024	EXHIBIT LA PALMA AVENUE SEWER LINE IMPROVEMENTS
	APPROVED: DEEPTHI ARABOLU, P.E., T.E. <small>ASSISTANT CITY ENGINEER R.C.E NO 79742</small>	DATE: JANUARY 2024	

City of Buena Park Project Summary

Project Name: SiFi Fiber Optic Internet Connections to City Facilities

Project Dates: 2026

Description: The City of Buena Park entered into an agreement with SiFi Networks to install state-of-the-art community wide fiber optic network in the City. Utilizing the City right-of-way to micro-trench for fiber optic cable, a service connection opportunity will be available at every home and business in the city, helping to close the digital divide and allow for long-term personal and economic growth for residents and businesses alike. SiFi has designed the network to include all City facilities, residences, businesses, and institutions within Buena Park. SiFi will be funding the full cost for the fiber optic cable installation, which represents a substantial portion of the overall project costs that allows the City to better utilize its limited funding to support other aspects of the project rollout.

Separately, SiFi and the City entered into a Smart City Agreement that would allow the City to connect 120 City facilities and infrastructure directly to SiFi's fiber optic network with no intermediary service provider. Approximately 75 of the 120 City facilities currently do not have any network access at all. Adding these connections will address future municipal needs such as additional security cameras, synchronized traffic signals, digital signage or billboards, and other future initiatives that require network connectivity.

Fiber optic connectivity is more than just a superfast internet connection to homes and businesses and schools. It will futureproof the City for generations to come, bringing more choice of providers, boost the economy and enable Smart City applications to make for an even greater city to live, work and play.

Purpose / Justification (Refer to CEDS Guidelines): The agreement with SiFi Networks brings several potential benefits to the Buena Park community. Currently, not all households and businesses within the City have access to gigabit internet speeds from any service provider, and even providers that offer download speeds approaching one-gigabit do not always make matching upload speeds available to customers. The SiFi project would make download and upload speeds of at least one-gigabit available to all members of the community. SiFi will also create a FiberCity Aid discount program in which potentially thousands of disadvantaged households (up to 11% of customers on the SiFi Network) would get a discount of at least 50% on internet service; when combined with the FTC's existing \$30/month Affordable Connectivity Program discount some households may be able to receive internet service at little to no cost.

The COVID-19 pandemic revealed the critical need for reliable high-speed internet. The City can play a key role in providing quality internet connectivity at City facilities including the Senior Center, Community Center, City Hall, Police Department and recreation facilities that will enable the City and the Buena Park Community to have access to low-cost or no-cost internet. These internet access points are especially critical to our senior and low-income populations who rely on public facilities to access the internet.

Other Agencies Involved: None.

Operating Budget Impact: Ongoing annual cost of approximately \$100,000 for networking services from SiFi Networks at 120 City facility locations.

Cost Estimates: Initial construction cost of approximately \$500,000. This includes bringing fiber to buildings, structures, and other facilities from the main strands on the street. It also includes networking equipment to enable the fiber services such as modems, routers, public Wi-Fi access points, etc.

Example Drawing or Photo if available:



City of Costa Mesa Project Summary

Project Name: Adams Avenue Active Transportation Project – Multipurpose Trails and Cycle Track

Project Dates: 2025 to 2028

Description: The Adams Avenue Active Transportation Project - Multipurpose Trails and Cycle Track will construct bicycle and pedestrian improvements including a mix of off-street Class I Multipurpose Trails and Class IV Cycle Tracks on Adams Avenue from the Santa Ana River to Fairview Road. The project includes street rehabilitation, narrowing of travel lanes, Class I Multipurpose Trail, Class IV Cycle Track, sidewalk and other pedestrian improvements, medians, landscaping, and traffic signal improvements. From the Santa Ana River to Harbor Boulevard, the project proposes a 10' wide multipurpose trail on each side of Adams Avenue separated from traffic by a landscaped buffer. From Harbor Boulevard to Fairview Road, the project proposes a Class IV Cycle Tracks connecting to pedestrian and bicycle improvements at the entrance to Orange Coast College.

Purpose/Justification: The project will improve pedestrian and bicycle access and connectivity to local businesses, schools, parks, high density residential neighborhoods, existing and planned bicycle facilities, high frequency transit, and Orange Coast College. The project was designed with the primary goals of: (1) reducing vehicle-pedestrian and vehicle-bicyclist collisions by increasing the safety and mobility of non-motorized users and (2) increasing trips accomplished by walking and bicycling.

Other Agencies Involved: Orange Coast College and Newport Mesa Unified School District.

Operating Budget Impact: TBD

Cost Estimates: \$15 Million



City of Fullerton Project Summary

Project Name: Fullerton Housing Incentive Overlay Zone (HIOZ)

Project Dates: Calendar Years 2025-2032

Description: The primary objective of this project is to secure infrastructure investment that will catalyze the development of high-quality residential units within Fullerton's Housing Incentive Overlay Zone. The investment aims to create an environment conducive for developers to undertake significant housing projects, aligning with the city's broader goals of addressing housing needs and fostering sustainable growth. The Fullerton HIOZ Housing Development Initiative is a transformative effort designed to convert approximately 729 privately owned parcels into multifamily housing units, with a focus on mixed-use and creative developments.

This extensive project aims to generate around 13,209 new housing units over the next 8 years, incorporating a 10% affordability requirement for participating developers. A crucial component of this initiative is the development and enhancement of infrastructure to accommodate the increased housing density. This includes significant upgrades in utilities, transportation, public services, and community facilities.

The project is not just a housing development program, but a comprehensive urban renewal strategy. It focuses on creating vibrant, sustainable, and inclusive communities through thoughtful planning and design. The initiative is expected to have a substantial positive impact on Fullerton's economic landscape, attracting new residents and businesses, and enhancing the quality of life for existing community members.

The City's [6th Cycle Housing Element](#) Policy Action 3.1-a directs the City to explore financial incentives for property owners for environmentally friendly building improvements, such as solar panel installation and energy and water efficiency upgrades, induction cooking, and outdoor water conservation techniques, with priority given to units affordable to lower and moderate-income households. This project proposal addresses those needs.

Policy Action 3.1-b directs the City to create an infrastructure project priority checklist to support infrastructure for public transit and active transportation, such as walking and biking, prioritizing low- and moderate-resource areas

Background and Need: Fullerton's HIOZ presents a unique opportunity to transform 729 parcels into multifamily housing units. These parcels are privately owned. However, the existing infrastructure is inadequate to support the scale of development envisioned. Strategic investment in infrastructure is crucial to unlocking the potential of HIOZ, making it attractive for quality developers.

Project Deliverables:

Infrastructure Upgrades: Enhancement of utilities, transportation networks, and public services to support the new housing units. This includes upgrades to water, sewage, electricity, roadways, and public transit systems.

Developer Incentives: Provision of incentives to attract developers to invest in HIOZ, leveraging the improved infrastructure.

Community Engagement and Support: Engaging with local communities to ensure the developments meet their needs and enhance the overall quality of life in Fullerton.

Economic Impact:

- **Increased Tax Base:** Enhanced property values and new development will contribute to an increased tax base.
- **Job Creation:** The project will create jobs in construction, urban planning, and support services, contributing to local employment growth.
- **Community Revitalization:** New housing and improved infrastructure will stimulate local economies and revitalize communities.

Evaluation and Metrics:

- *Infrastructure Improvements:* Completion of key infrastructure projects.
- *Developer Participation:* Number of developers investing in the HIOZ.
- *Housing Units Developed:* Tracking the number of units developed in the HIOZ.

Conclusion: This proposal represents a strategic approach to leveraging Fullerton's HIOZ for significant urban development. By focusing on infrastructure investment, the city aims to create a fertile ground for high-quality housing development, driving economic growth, community revitalization, and sustainable urban living.

Purpose / Justification (Refer to CEDS Guidelines) :

Economic Development and Resilience: This project directly aligns with CEDS objectives for regional economic growth, diversification, and resilience, aiming to revitalize various areas of the City, including State identified opportunity zones. Aligning with the county's regional economic development goals, the project supports establishing new affordable housing opportunities for the region.

Equity and Inclusiveness: Adheres to CEDS's commitment to inclusive development, ensuring benefits are equitably distributed among all community members. Development projects are focused in areas that were identified based on a 4-tiered methodology that took into account schools and parks, hazard zones, state opportunity zones, and development feasibility. The inclusion of state opportunity zones helps end exclusionary housing practices in these communities. Infrastructure upgrades would also directly benefit those who are near these developments.

Sustainability: The project's emphasis on eco-friendly practices and sustainable development reflects CEDS's focus on environmental stewardship. Project deliverables

would seek to incorporate modern infrastructure which can include advanced water quality features, environmentally sustainable lighting, as well as development standards which take into consideration Leadership in Energy and Environmental Design (LEED) standards.

Other Agencies Involved:

Possible partner agencies include OCTA & Special districts where applicable

Operating Budget Impact:

The total estimated impact would range, preliminary estimates of the impact of HIOZ range to \$10+ million annually in infrastructure needs assuming all parcels are developed within the timeline and developer interest persists.

If all parcels are developed, the HIOZ offsets these costs through approximately \$8-10 million in property tax as well as spillover economic impacts of new housing units. This would result in offsets in sales tax due to higher participation in the local economy.

Cost Estimates:

Infrastructure Upgrade Costs: The per unit cost for infrastructure upgrades could range from \$19,558 - \$23,455. This includes upgrades to utilities, roads, and public services for each housing unit. Total for 13,209 Units would be in the range of \$258.64M - \$309.82M. This figure represents the total infrastructure upgrade cost for the entire HIOZ project. Assuming the CEDS project can fund a certain percentage of these costs, the request would be for 5% of the costs or \$12.9 million.

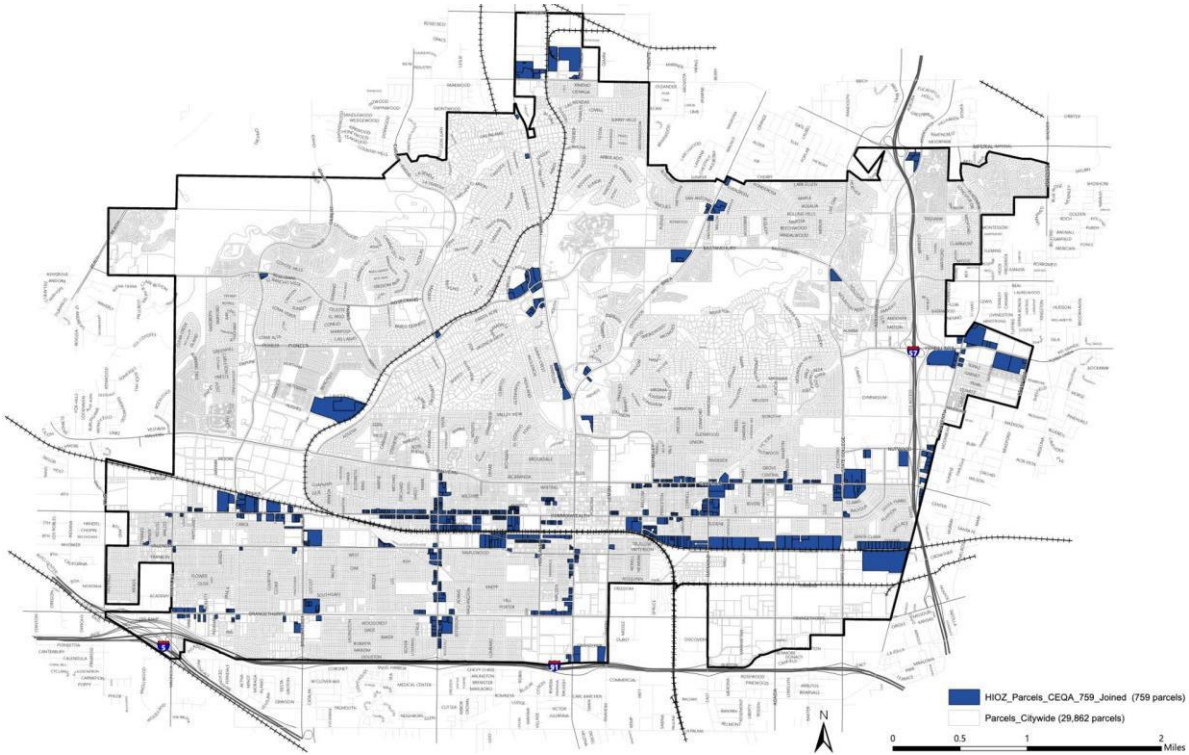
Developer Attraction Costs: To effectively attract quality developers, the City would need to undertake a robust outreach and engagement process that involves marketing, branding, and strategic outreach. This is estimated to be in a range of \$2M - \$5M. These costs also include potential incentives to attract developers to invest in the HIOZ.

Creation of Development Standards: The estimated costs for robust development standards for the HIOZ can range from \$500,000 - \$2M. This budget is for developing standards that incorporate Fullerton's history and LEED standards, involving professional fees for consultants. This would look to compartmentalize designs based on each area of investment of the HIOZ and focus on those elements.

Total Potential CEDS project cost: \$16.9 Million

The costs to actually develop parcels can range depending on economic factors and costs of materials. For reference, potential construction costs could range from \$200,000 - \$400,000 per unit. Extrapolating this across all the sites within the HIOZ, total construction cost would range from \$2.64B - \$5.28B. This gives an idea of the scale of the housing developments in the HIOZ and its significant impact to Orange County as a whole.

HIOZ Parcel Map:



POTENTIAL HIOZ DEVELOPMENTS:

TOWNHOMES
INDIVIDUAL DWELLING UNITS PLACED
SIDE-BY-SIDE.

LIVE-WORK
INDIVIDUAL DWELLING UNITS WITH
GROUND FLOOR COMMERCIAL/WORKING
FLEX SPACE.

MULTIPLEX
BUILDING WITH 4- TO 8- DWELLING UNITS.



STACKED FLATS WITH STRUCTURED PARKING

BUILDING WITH STACKED DWELLING UNITS AND ATTACHED STRUCTURED PARKING, WHERE GROUND FLOOR MAY BE COMMERCIAL.



STACKED FLATS WITH SURFACE PARKING

BUILDING WITH STACKED DWELLING UNITS AND DETACHED SURFACE PARKING, WHERE GROUND FLOOR MAY BE COMMERCIAL.



GARDEN OR COURTYARD UNITS

INDIVIDUAL DWELLING UNITS ARRANGED AROUND A GARDEN/COURTYARD.



POTENTIAL AMENITIES:

RECREATION



CIVIC USES



DAY CARE/EDUCATION FACILITIES



SENIOR CENTERS



LIVE-WORK SPACE



City of Fullerton Project Summary

Project Name: Fullerton Downtown & Rail Area Revitalization Project

Project Dates: Calendar Years 2025-2029

Description: This ambitious project represents a significant step towards reimagining and rejuvenating the heart of Fullerton. It aims to transform the Downtown District into a bustling hub of economic and social activity, harmonizing modern development with the rich historical legacy of the area. By enhancing storefronts, introducing lush landscaping, and integrating wayfinding and green spaces, the project seeks not only to beautify the cityscape but also to create a dynamic, inclusive environment that fosters business growth, cultural enrichment, and community engagement. It will serve as a beacon of innovation and sustainability, setting a precedent for urban revitalization that balances progress with heritage.

Key deliverables of the project include improving downtown are identified through the following items which each serve as a method to enhance the community and serve regional goals to improve visitation and economic vitality within Orange County.

Rail Area & Truslow Community Revitalization: Focusing on revitalization of the rail areas and downtown, this deliverable focuses on launching a project for the area south of the BNSF railway, particularly around Truslow Avenue and key historical sites like the Elephant Packing House. This initiative, with an estimated budget of \$12.9 to \$21.05 million, aims to transform these underdeveloped areas into vibrant, sustainable communities, while preserving their unique historical character.

Comprehensive Area Specific Plan Update:

- Creating a detailed development framework.
- Budget: \$500,000 to \$1 million.

Developer Incentive Program:

- Attracting quality development that aligns with city goals.
- Budget: \$2 million to \$5 million.

Historical Sites Revitalization:

- Focusing on the Elephant Packing House and surrounding areas.
- Budget: \$300,000 to \$800,000.
- Infrastructure and Public Realm Improvements:

Upgrading streets, utilities, and public services:

- Budget: \$10 million to \$15 million.

Community Engagement and Support:

- Involving residents in the planning process.
- Budget: \$100,000 to \$250,000.

The anticipated outcomes of this project include economic revitalization, enhanced living standards for the community, and the preservation of Fullerton's historical sites. The initiative is designed to create a dynamic, inclusive Fullerton, balancing modern development with historical preservation.

Storefront Improvement Program: Through a matching grant project and maintenance agreements with local businesses, this program would facilitate significant high visibility improvements to exterior façade and public facing areas which would directly support our local businesses. The program would include performance metrics that identify needs, a robust outreach process, accountability for participants, and clear measurable outcomes that align with CEDS guidelines.

Landscaping and Green Spaces: To improve quality of life in the downtown as well as facilitate improvement and aesthetic appeal, this scope would focus on improving existing downtown landscaping features with the goal of providing better public spaces for our community to benefit and enjoy. Landscaping features contribute to the overall aesthetic of the downtown and assist the city's efforts in placemaking to attract quality businesses and visitors to our downtown.

Broadband and Technological Enhancements: To better improve the downtown district for visitors, broadband technology such as public Wifi hotspots will be assessed in core community areas where high foot traffic occurs to support technological equity. This effort assists the city in supporting disadvantaged community members access quality broadband services at no cost, while also stimulating visitation and use of local facilities.

Public art & Community Spaces – In an effort to build on the city's rich heritage and culture, the use of public art throughout the downtown district as well as key areas in the city align with goals to foster inclusivity and growth. The city would pursue local artists to incorporate these concepts into the downtown.

Purpose / Justification (Refer to CEDS Guidelines):

Economic Development and Resilience: This project directly aligns with CEDS objectives for regional economic growth, diversification, and resilience, aiming to revitalize the economic landscape of Fullerton's Downtown. Aligning with the county's regional economic development goals, the project supports Fullerton as a gateway to the county for long distance rail visitation.

Equity and Inclusiveness: Adheres to CEDS's commitment to inclusive development, ensuring benefits are equitably distributed among all community members. Various project deliverables identified include providing accessibility to those within HUD designated qualified census tracts clear access to downtown services and amenities.

These range from free broadband Wifi to improved green spaces which support health equity to those who lack these spaces in their neighborhoods.

Sustainability: The project's emphasis on eco-friendly practices and sustainable development reflects CEDS's focus on environmental stewardship. Project deliverables would seek to incorporate drought tolerant landscaping as well as a focus on pedestrian foot traffic rather than vehicular access. Improving wayfinding for pedestrians and supporting connectivity to regional and cross-country rail demonstrates a focus on reducing Green House Gasses (GHG's) in alignment with the goals of the CEDS guidelines.

Other Agencies Involved:

Possible partner agencies include LOSSAN, SCRRA, OCTA, Arts OC.

Operating Budget Impact:

The total estimated impact would be \$6-8.5 million in one-time investment for the downtown. The city would ultimately incur longer-term maintenance responsibilities once project deliverables are completed, however, businesses may participate in shared maintenance through collaborative approaches if feasible. By implementing these significant enhancements, Fullerton would set itself apart as a destination which supports new growth across industries and the region as a whole. From workforce enhancements,

Cost Estimates:

Specific Plan & Infrastructure Rail & FTC Areas: \$15-21 Million (Inclusive of all

Storefront Improvements: \$2-3 million (estimate)

Landscaping and Green Spaces: \$1-2 million (estimate)

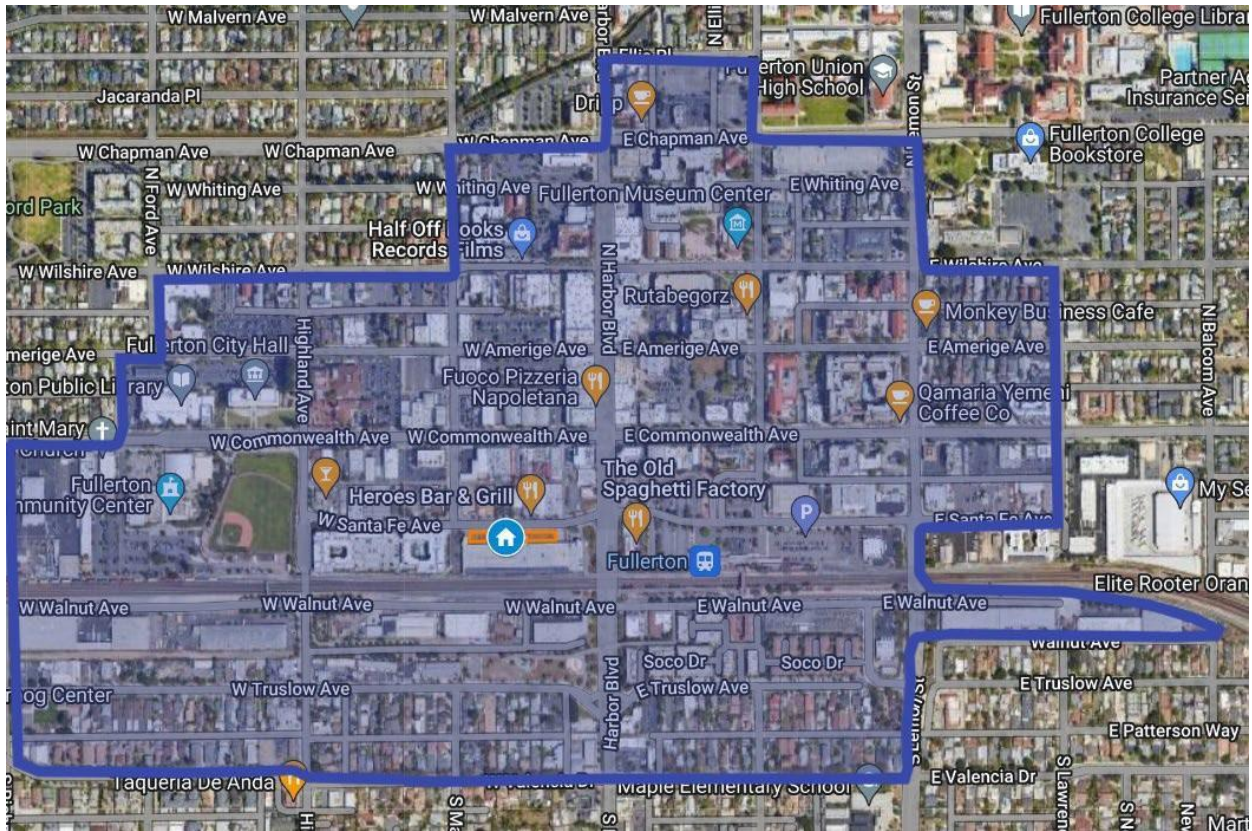
Wayfinding Signage: \$500,000 - \$750,000 (estimate)

Broadband and Technological Enhancements: \$1 million (estimate)

Public Art and Community Spaces: \$500,000 - \$1 million (estimate)

Total Estimated Cost: \$30.5 million (estimate)

Example Map (Focus Area):



IMPROVEMENT CONCEPTS:



City of Fullerton Project Summary

Project Name: Fullerton Series Lighting Upgrades

Project Dates: 2026-2032

Description: Fullerton is a historic Orange County city with significant cultural and regional history. Given the city's age, infrastructure needs have continued to manifest as the agency seeks to continue a maintenance of effort service level that meets the needs of the community.

A significant volume of lighting fixtures throughout the City present themselves as holding both utility risks as well as life and safety risks due to their age. Fullerton's series streetlight systems were designed and installed decades ago and are now obsolete. The streetlight technology in place utilizes electrical transformers owned by Southern California Edison (SCE) and lighting circuits and fixtures owned by the City of Fullerton, all of which are now outdated and can no longer be reliably and cost-effectively operated and maintained.

Fullerton's streetlight system relies on Regulated Output (RO) transformers which are difficult to repair or replace, according to SCE. Additionally, the original design utilized mercury vapor (MV) lamps which are now unavailable and banned due to environmental and safety concerns. In the 1980's, Fullerton lamps were replaced with high pressure sodium vapor (HPSV) lamps, which do not have the same electrical performance characteristics as MV lamps. This has created failure of SCE-owned RO transformers due to increased inrush current as streetlights are turned on each night.

Inrush current is the instant high input drawn when electrical equipment is turned on. This older technology is also based on series circuit wiring between the lamp fixtures and the SCE transformer. The City would seek to replace these lights with modern lower energy and sustainable light fixtures that would provide adequate lighting to those served.

A significant portion of southwest and central Fullerton hold a high volume of series lighting in the City. This area is already economically and socially disadvantaged both through a CalEnviroScreen Healthy Places Index (HPI) as well as through HUD's designated Qualified Census Tract (QCT) assessment. Properties in this area are lower income households that often lack resources and are already disadvantaged.

Modernizing the lighting in these crucial areas of Fullerton through a CEDS infrastructure funding program would not only serve Fullerton, but OC as a whole. Modernized lighting fixtures help build the groundwork for growth and promote a safe and equitable environment for all.

Purpose / Justification (Refer to CEDS Guidelines) :

Economic Development and Resilience: This project directly aligns with CEDS objectives for regional economic growth, diversification, and resilience, through a focus on jobs creation through infrastructure large-scale upgrades and replacement. Furthermore, safe streets and neighborhoods mean safe places to work. Increasing numbers of local disadvantaged and minority owned businesses operate in work from home or home occupation settings. Supporting these census tracts through improvements facilitates business and commerce for those who need it most.

Equity and Inclusiveness: Adheres to CEDS's commitment to inclusive development, ensuring benefits are equitably distributed among all community members. The target areas of light fixture replacement are heavily focused on southwest and central Fullerton. These areas score high on the Healthy Places Index (HPI) as well as the CalEnviroScreen 4.0 analysis system. These parcels are already disadvantaged and many are Qualified Census Tracts (QCT's) which align with federal funding priorities. Social determinants of health and quality of life issues for minority and disadvantaged community members are addressed when infrastructure issues are resolved, and safety is made a top priority.

Sustainability: The project's emphasis on sustainable lighting and energy aligns with US Department of Energy (DOE) program initiatives and priorities as it relates to converting to sustainable energy and reduced emissions. Utilizing less power while also meeting the community needs is a clear deliverable of this upgrade. Systems identified for replacement bring modern technology and sustainability to the forefront of the community.

Other Agencies Involved: Southern California Edison (SCE)

Operating Budget Impact:

To update series lighting, the City could easily incur well over \$35 million in costs.

Cost Estimates:

CEDS project funding could support up to \$15 million in costs. These costs include a targeted implementation of upgrades to disadvantaged community areas and a focus on providing lighting in areas that are impacted from both a life-safety perspective as well as a quality-of-life priority.

Example Drawing or Photo if available:

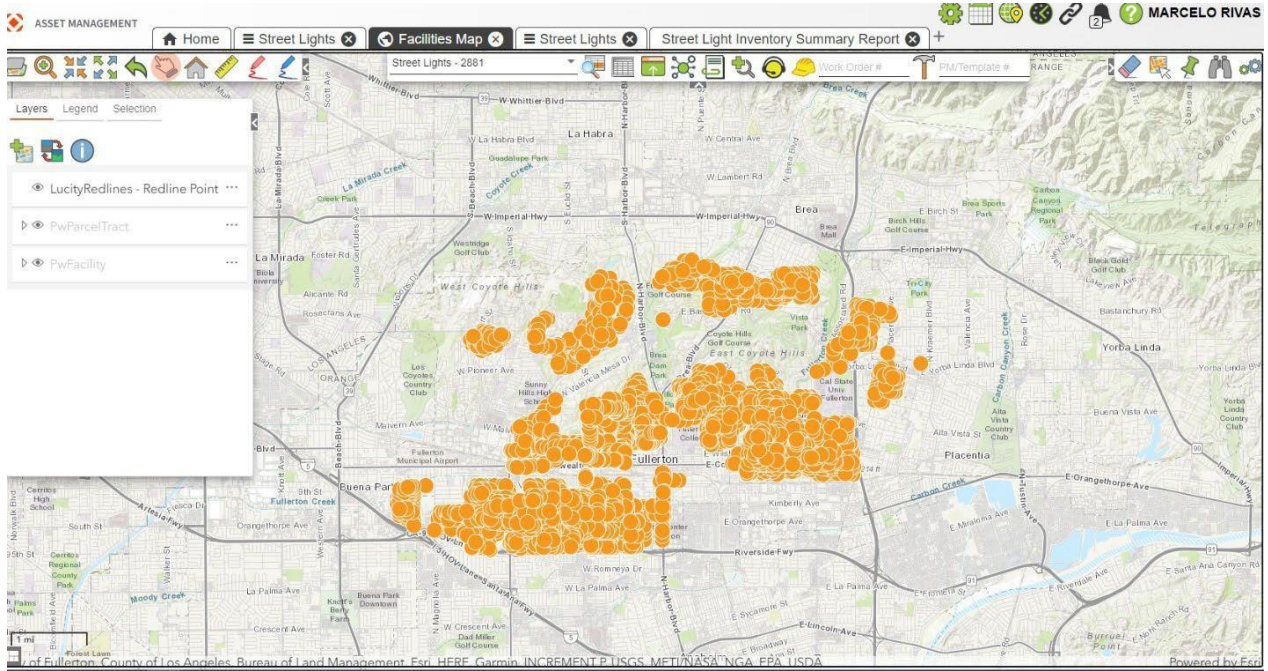


Figure 1- Areas of Need - Streetlight Replacements

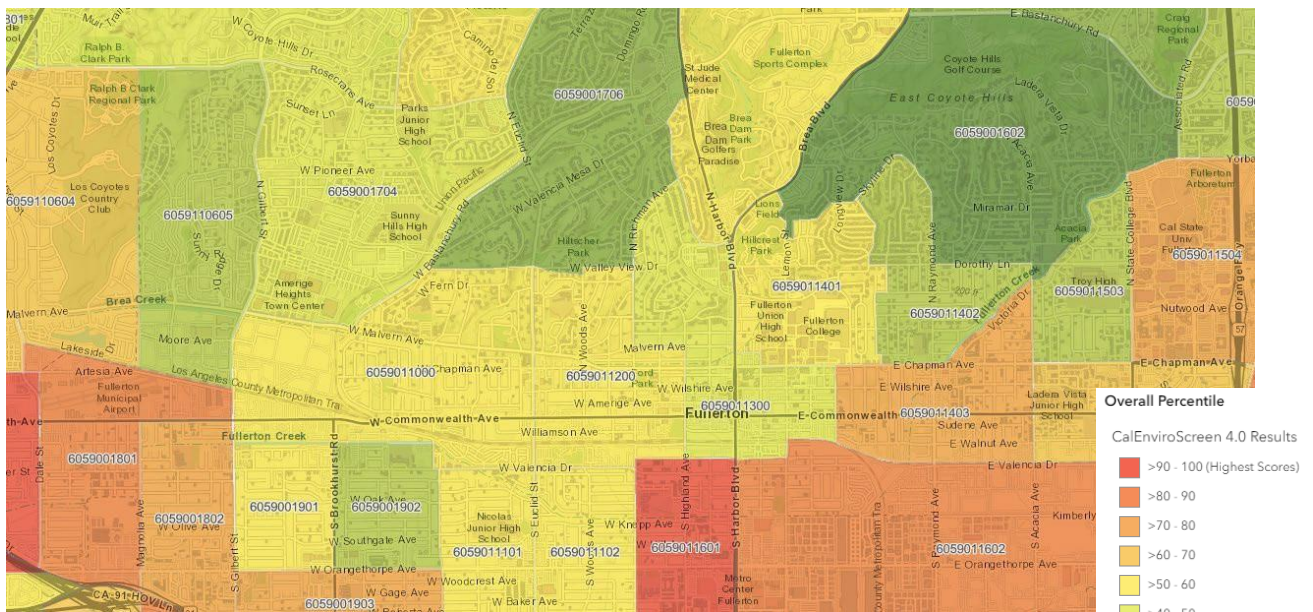


Figure 2 - Cal EnviroScreen Mapping - Impact Areas

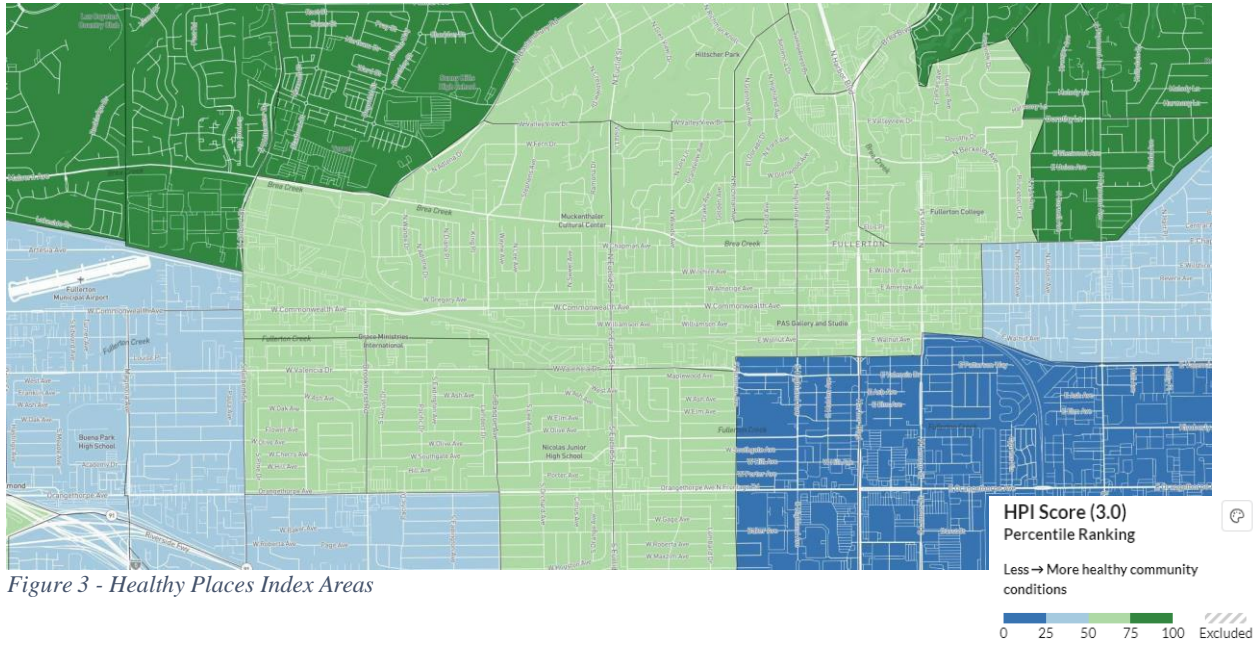


Figure 3 - Healthy Places Index Areas



Figure 4 - Safety Hazards Due to Lighting

City of Garden Grove Project Summary

Project Name: Investel Garden Resorts, LLC (Site C)

Projected Dates: Start of Construction – Mid 2025

Description: Investel Garden Resort is the developer of Site C consisting of two (2) upper-upscale and one (1) select service hotel collectively totaling a maximum of 769 rooms, approximately 39,867 square feet of conference/meeting space, approximately 36,885 square feet of restaurant/retail/entertainment space, a parking structure, and a resort pool to be constructed on approximately 4.3 acre site.

Purpose/Justification: The project is expected to create 750 permanent jobs and eliminate blight. Hospitality/Tourism is identified as a targeted industry sector. This project is located within the Anaheim-Grove Resort District which includes a cluster of hospitality uses serving Disneyland and the Anaheim Convention Center.

Other Agency's Involved: Successor Agency to the Garden Grove Agency for Community Development

Operation Budget Impact: The gross revenue generated from this development is approximately \$3.5M-\$4.3M in transient occupancy tax, \$160K-\$360K in sales tax, and \$192K-\$268K in property tax.

Cost Estimate: The total cost of this development is approximately \$350M-\$400M.



City of Garden Grove Project Summary

Project Name: New Age Brookhurst LLC (Brookhurst Place Phase II)

Projected Dates: Multi-Phase Project – 2023-2027

Description: The New Age Brookhurst LLC is a Public-Private Partnership with the City of Garden Grove and New Age Brookhurst (the "Developer"). The Brookhurst Place is being developed in phases and at completion, will be comprised of up to 700 residential units including 60 affordable units and up to 80,000 square feet of commercial, retail, restaurant and hotel space. Brookhurst Place Phase I consisting of 180 residential units was completed in July 2018. Brookhurst Place Phase II will consist of the remaining residential units and associated commercial/retail development.

Purpose/Justification: The project is expected to create approximately 200-400 permanent jobs.

Other Agency's Involved: Successor Agency to the Garden Grove Agency for Community Development

Operation Budget Impact: The project is estimated to generate an additional \$3.1M in property tax annually.

Cost Estimate: The total cost for all phase of this development is approximately \$250M-300M.



City of Garden Grove Project Summary

Project Name: Anaheim-Grove Resort District Public Improvements

Projected Dates: Mid 2025

Description: The proposed project encompasses development of public infrastructure improvements including: street and traffic operational enhancements; pedestrian and accessibility parkway improvements; and storm drain improvements located in the southern resort areas along Harbor Boulevard in the City's master planned Grove District. Proposed boundaries include Chapman Avenue to Westminster Avenue to integrate and enhance development opportunities. The resort area is a key corridor of the City that is currently targeted for strategic economic development and job creation.

Purpose/Justification: The project is expected to create 1,200-1,400 new permanent jobs. Hospitality/Tourism is identified as a targeted industry sector. This project is located within the Anaheim-Grove Resort District which includes a cluster of hospitality uses serving Disneyland and the Anaheim Convention Center.

Other Agency's Involved: N/A

Operation Budget Impact: The project is estimated to generate an additional \$5M-\$15M annually.

Cost Estimate: The total cost of the public infrastructure project is approximately \$7M-\$11M.



City of Garden Grove Project Summary

Project Name: Willowick Golf Course (Public Infrastructure)

Projected Dates: Mid 2027

Description: The Willowick Golf Course is located at 3017 W 5th Street in the City of Santa Ana and is owned by the City of Garden Grove. The 18-hole golf course site is comprised of eight separate parcels totaling approximately 102 acres.

The Cities of Garden Grove and Santa Ana are in collaboration to redevelop the Willowick site. Joint efforts are underway in the areas of community engagement and visioning for the site. It is anticipated reuse of the Willowick site would require construction of new public infrastructure and upgrades to existing public infrastructure. Improvements may include: street and traffic operational enhancements; pedestrian and accessibility parkway improvements; storm drain improvements; roadway improvements; relocation of water mains; sewer line improvements; removal of utility pipes; installation of new traffic signals; construction of new curb and gutter; median improvements; landscaping; street lighting; and, signage.

Purpose/Justification: The project is expected to create a significant amount of new permanent jobs as development of the site offers a significant opportunity to add jobs in targeted industry sectors. New housing, including affordable housing, will also result as part of site development. This project would include significant housing and employment opportunities for Red Zone residents.

Other Agency's Involved: City of Santa Ana

Operation Budget Impact: The project is estimated to generate additional property tax and sales tax revenue annually.

Cost Estimate: The total cost of the public infrastructure for the Willowick Reuse project is unknown at this time.



City of Garden Grove Project Summary

Project Name: New Age Garden Grove, LLC (Site B2)

Projected Dates: Start of Construction – Mid 2025

Description: The former Garden Grove Agency for Community Development and New Age Garden Grove, LLC-2 entered into a Disposition and Development Agreement that provided for development of 2.5 acre site consisting of a new resort with approximately 180 rooms. The proposed project would incorporate an additional 2 acre site to the west as an expansion thereby increasing the new resort to total approximately 500 rooms.

The project is located on the west side of Harbor Boulevard and north of Twintree Lane.

Purpose/Justification: The project is expected to create new 200-545 permanent jobs. Hospitality/Tourism is identified as a targeted industry sector. This project is located within the Anaheim-Grove Resort District which includes a cluster of hospitality uses serving Disneyland and the Anaheim Convention Center.

Other Agency's Involved: Successor Agency to the Garden Grove Agency for Community Development

Operation Budget Impact: The project could generate up to \$4.8M in transient occupancy tax and \$70K-\$300K in property tax and sales tax increment annually.

Cost Estimate: The total cost of this development is approximately \$60-\$400M.



City of Garden Grove Project Summary

Project Name: Civic Center Garden Grove (P3 Civic Center Revitalization)

Projected Dates: Start of Construction – Mid 2024 (Phase I)

Description: Based on community engagement and professional assessments, Garden Grove launched a Public-Private Partnership to design, build, and finance the new Civic Center Public Safety Facility, including an Emergency Operation Center (EOC), Park, and Parking Structure. The Master Plan for the Civic Center may also include new public infrastructure and broadband for all residents and visitors to the City.

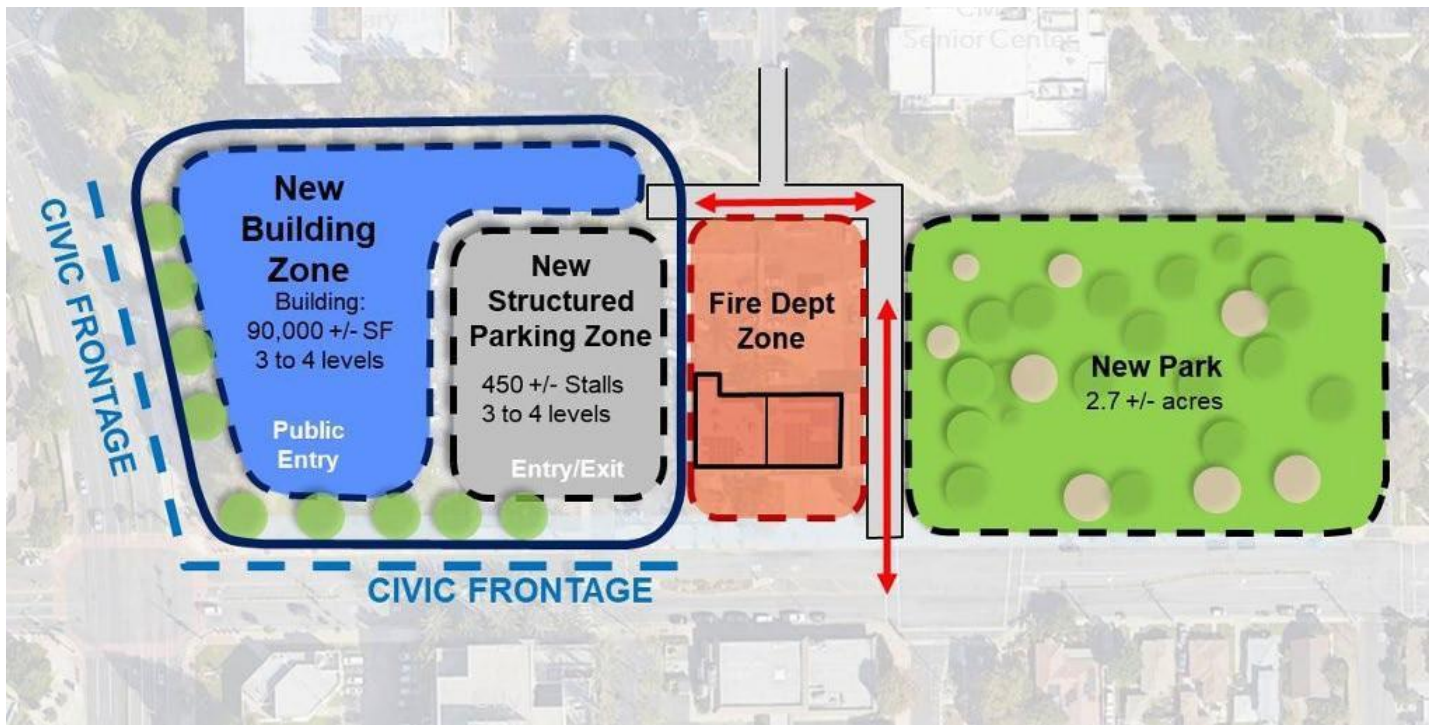
The City of Garden Grove owns approximately 22.4 acres of real property while the City's Housing Authority owns approximately 4.0 acres within the City's Civic Center area. The Housing Authority acquired the property for development of affordable housing. The City land will provide the opportunity to reconfigure civic buildings and open space while creating opportunities for private redevelopment.

Purpose/Justification: Affordable housing and job creation

Other Agency's Involved: Potential – local, state, and federal agencies

Operation Budget Impact: At completion, the project is anticipated to generate new property tax and sales tax revenues annually.

Cost Estimate: The total cost of this development (Phase I) is approximately \$150M-\$200M.



City of Garden Grove Project Summary

Project Name: Garden Grove Longsdon Pit Landfill

Projected Dates: Start of Construction – Mid 2027

Description: The Garden Grove Sanitation District has completed the Surplus Lands Act process for the properties at 12261 and 12263 Chapman Avenue (APNs 233-17-121 and 233-18-101). The City received the Department of Housing and Community Development's (HCD) written authorization to proceed with the sale of the properties. At this time, the Garden Grove Sanitation District is not interested in selling the properties.

In conjunction with the Garden Grove Sanitation District, the City is awaiting approval from South Coast AQMD to upgrade the blowout station. The application was submitted in 2020. After the land is surcharged, the Northern site can accommodate future parking for new hotel development of up to 500 new hotel rooms with evaluation of \$300-400M.

Purpose/Justification: The project is expected to create 300-500 new permanent full-time jobs via new development. Hospitality/Tourism is identified as a targeted industry sector. This project is located within the Anaheim-Grove Resort District which includes a cluster of hospitality uses serving Disneyland and the Anaheim Convention Center.

Other Agency's Involved: Potential – local, state, and federal agencies

Operation Budget Impact: At completion, the project is anticipated to generate new property tax, sales tax, and transient occupancy tax revenues annually.

Cost Estimate: The total cost of the new project is approximately \$250M-\$300M.



City of Garden Grove Project Summary

Project Name: Neighborhood Improvement Program

Projected Dates: TBD

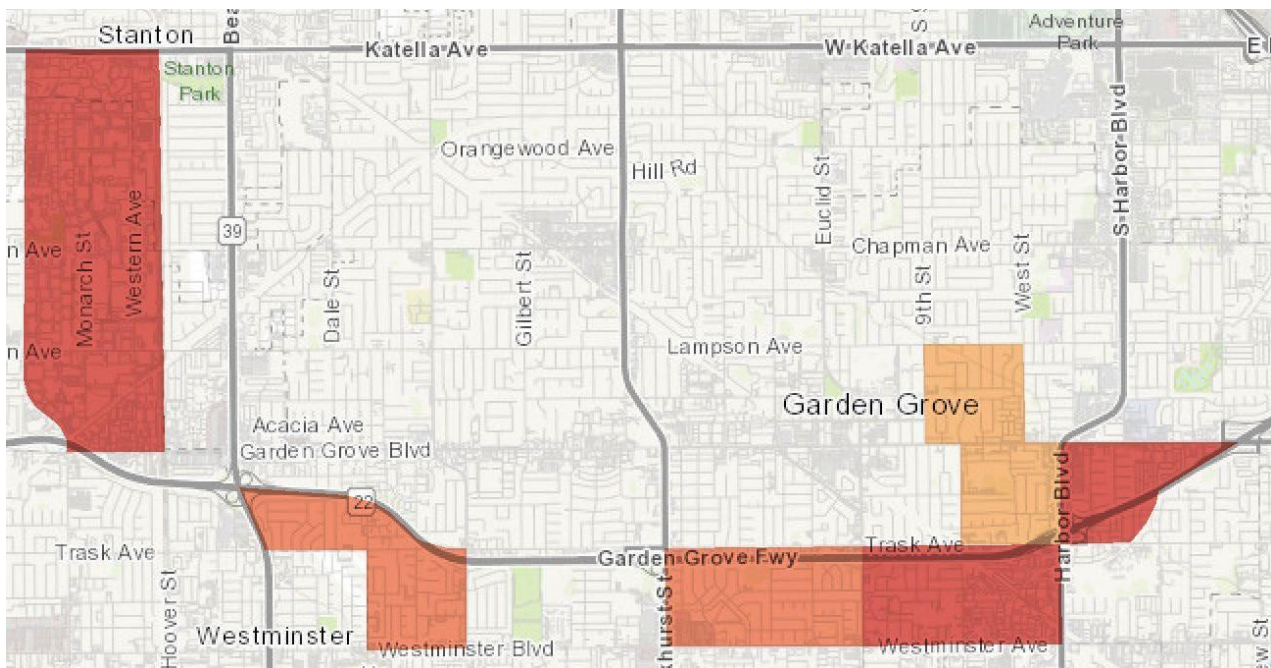
Description: The City of Garden Grove has identified disadvantaged communities under the “red-zone” census tracts that face socio-economic challenges and lack access to resources and opportunities. There are currently neighborhoods in disadvantaged communities that do not have adequate street lighting infrastructure due to high-cost burdens associated with installing and maintaining streetlights. Poorly lit streets lead to poor visibility, increased crime, and diminished quality of life for the residents. In addition, these areas also contend with blight of graffiti vandalism. Graffiti causes aesthetic degradation, property damage, and safety concerns which contribute to perceptions of neglect and decline in the area.

Purpose/Justification: Through the neighborhood improvement program, the City will provide much needed streetlight infrastructure and will focus on graffiti abatement in the red-zone areas. The program will play a vital role in enhancing the residents’ quality of life, fostering community resilience, creating economic opportunities, and creating safer, vibrant communities overall.

Other Agency’s Involved: SCE

Operation Budget Impact: Unknown at this time

Cost Estimate: The total cost of the new project is approximately \$500K-\$1M



City of Garden Grove Project Summary

Project Name: Grow Garden Grove – Workforce Development

Projected Dates: TBD based on funding

Description: The City of Garden Grove recently purchased an office building and is interested in partnering with non-profits to establish a business incubator/accelerator in the building to facilitate entrepreneurship. Additionally, the City would like to establish a revolving loan fund called the Grow Garden Grove Fund to provide loans to more mature, profitable businesses. The idea is to create a spectrum of support from the earliest stages of a business plan to helping existing businesses grow. As workforce development is a key concern to businesses this center envisions partnering with the Workforce Investment Board, Employment Development Department, and education partners to address identified skills gap and workforce needs for start-up businesses.

Purpose/Justification: The purpose of this effort is to encourage and support start-up businesses from “cradle to grave” thereby supporting job creation through assistance, funding procurement, and workforce development.

Other Agency’s Involved: Various non-profits, education and local, state and federal agencies

Operation Budget Impact: Unknown at this time

Cost Estimate: Unknown at this time



City of Garden Grove Project Summary

Project Name: Garden Grove Park Improvements

Projected Dates: TBD

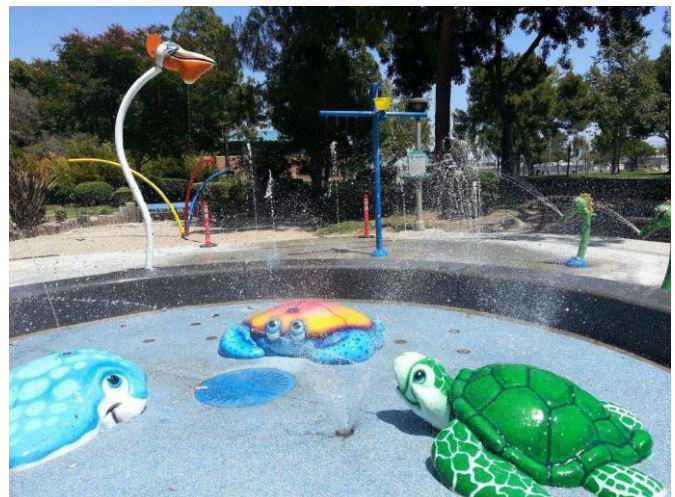
Description: Grove Park is an integral part of the Garden Grove community and offers an abundance of outdoor amenities including basketball and volleyball courts, exercise equipment, play area with ADA accessible pieces, and open field space. Garden Grove Park is also home to the City's iconic Atlantis Play Center, a nautical themed vintage park with over 60 years of creating cherished memories for families. In addition to drop-in play, many special programmed events such as the Jack O'Lantern Jamboree, Eggscavation, OC Autism Breakfast with Santa, Mid-Autumn Children's Festival, and various school field trips are held inside this unique park.

Purpose/Justification: There are key areas within Garden Grove Park and Atlantis Play Center that require infrastructure improvements which include a much-needed walking trail, enhancements to path of travel, and replacements of outdated play equipment. Parks and recreation play a crucial role in promoting mental health and well-being within communities by providing an open space not only for physical activity but also for relaxation and stress relief. To ensure these benefits are maximized, investment to infrastructure is crucial for our community.

Other Agency's Involved: Potential – local, state, and federal agencies

Operation Budget Impact: Unknown at this time

Cost Estimate: The total cost for the park improvements is approximately \$2.5M.



City of Garden Grove Project Summary

Project Name: Garden Grove Green Initiative

Projected Dates: TBD based on funding

Description: The City of Garden Grove is strategically advancing towards sustainable economic development projects through implementation of comprehensive projects focused on green energy, electric vehicles, and sustainability. Through collaborative endeavors with stakeholders from both the public and private sectors, the City aims to harness available resources and grant funding opportunities to accelerate the adoption of renewable energy technologies, bolster infrastructure that support electric vehicles, and instill sustainable practices across diverse sectors of the economy.

Purpose/Justification: The purpose of this project is to align economic objectives with green initiatives in order to drive innovation, facilitate job creation, and address challenges posed by climate change while enhancing the overall well-being of the community.

Other Agency's Involved: Potential – local, state, and federal agencies

Operation Budget Impact: Unknown at this time

Cost Estimate: Unknown at this time



City of Huntington Beach

Project Summary

Project Name: Downtown Revitalization Public Improvements

Project Dates: 2024 – Ongoing

Description: The Project will reconfigure the broader downtown resort district, including enhancements to Main Street.

Purpose/Justification: This project will enhance connectivity, revitalize businesses, and assist in increasing the amount of time visitors spend downtown, thereby creating jobs and supporting the local economy.

Other Agencies Involved: N/A

Cost Estimates: The total cost of the project is approximately \$1.75 million.

City of Huntington Beach

Project Summary

Project Name: LA 2028 Public Improvements

Project Dates: 2024 – Ongoing

Description: The Project will upgrade existing public facilities in need of refurbishment and maintenance that will support the City's involvement in the LA 2028 Summer Olympics. This includes a multitude of improvement projects within the Downtown and beachfront areas, such as renovating and expanding 15 beach restrooms, widen and rehab the multi-use beach path and the utilities located within, improve ADA accessibility at the 6th Street beach parking lot, and rehabilitate the inclusive beach playground due to marine environment impacts.

Purpose/Justification: This project will support the City's ability to compete for hosting sporting events as part of the LA 2028 Summer Olympics. Hosting any Olympic event will increase consumer awareness of the City, bolster overnight and daytime tourism, and bring visitors that may return to the City after the Olympics.

Other Agencies Involved: N/A

Cost Estimates: The individual cost of each prioritized public improvement varies based on level of difficulty, type of construction required, and market conditions through the date of the LA 2028 Summer Olympics.

City of Irvine Project Summary

Project Name: One Irvine Project

Project Dates: 2019 to TBD depending on funding

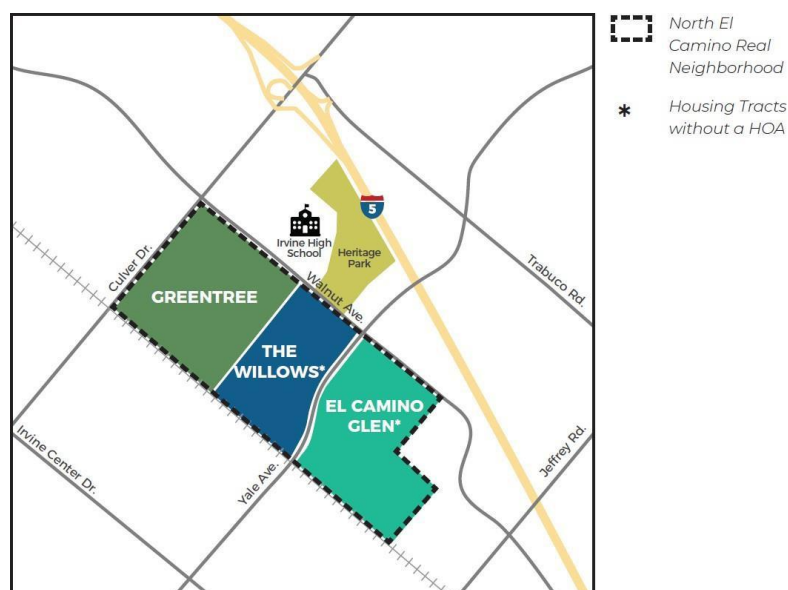
Description: In 2019, the City of Irvine embarked on a neighborhood revitalization initiative called ONE IRVINE. The goal of the program is to engage residents and stakeholders to spark long-lasting, community-led reinvestment and revitalization, and to eliminate code issues in the City's older neighborhoods. ONE IRVINE resources are currently available to owner occupants of qualifying single-family homes and condominiums built in or before 1975. The program was piloted in the North El Camino Real, one of the community's oldest residential neighborhoods.

Purpose / Justification: The objectives of One Irvine include: Provide a pathway for economic growth by relieving homeowners of certain burdens through permit fee holidays, green home grants, home improvement loans, and residential rehabilitation support; Enhance the qualities that make Irvine's villages safe and vibrant; Develop community-driven action plans for target areas; Stimulate property maintenance and landscaping improvements; Reduce long-term cost of City services.; Develop an action plan that can inform the City's existing plans and programs, including the Capital Improvement Program and the General Plan.

Other Agencies Involved: N/A

Operating Budget Impact: TBD

Cost Estimates: TBD



City of La Habra Project Summary

Project Name: Hillcrest Wellness Center Improvement Plan

Project Dates: TBD

Description: The Community Resources and Care Center (CRCC) houses the Community Food Giving Program, the Gary Center is the center and clearinghouse of food donations and houses the La Habra Employment & Training Division Adult Employment Program, the Homeless Outreach Program, the Clothing Line for clothes donations and distributions and more. Both are City owned facilities on Hillcrest Avenue at the Railroad Tracks in La Habra. In addition to these facilities, the La Habra Boxing Center and Guadalupe Park are also located on the site.

All of the facilities together are affectionately called the “Hillcrest Health and Wellness Center,” where a good amount of City sponsored or co-sponsored programs for the at-risk are located. The facilities and outdoor areas are in need of upgrades and repair. Issues include parking, safety lighting, security, ADA compliance, and more. The Boxing Club is currently unoccupied and the City is interested in creating space for programs such as vocational and job training programs, a non-profit partner for afterschool program for at-risk youth, and for other programs that will work towards the eradication of homelessness in La Habra, while also assisting the low income and at-risk of homeless population at the same time.

Purpose/Justification: To use resources to assist with safe affordable housing, business and job development.

Other Agencies Involved: TBD

Operating Budget Impact: TBD

Cost Estimate: \$300,000



City of Laguna Niguel Project Summary

Project Name: Transit Shelter Enhancements Project

Project Dates: Fiscal Year 2024-2025 Pending Funding

Description: The project proposes to upgrade twenty-eight (28) transit shelters in the City of Laguna Niguel to support existing transit users and attract new users of all ages and abilities. The existing transit shelters in the City of Laguna Niguel are over 30 years old and in need of replacement, do not meet current Americans with Disabilities Act (ADA) standards, lack any City branding, and possess an out-of-date styling. Providing a unique design and transit experience within the City of Laguna Niguel will strengthen the City's connection to the Orange County Transportation Authority's (OCTA's) regional transit network. The new shelters have been designed to meet current ADA standards, provide an open structure for security and safety, utilize solar power for energy efficiency, minimize the collection of debris and trash, facilitate efficient cleaning, and protect patrons from inclement weather. The transit shelter design will also support signage to promote the City's expanding trolley system.

Purpose / Justification (Refer to CEDS Guidelines): The Bus Shelter Enhancement project will improve public infrastructure, enhance rider experience, encourage new ridership, and facilitate the efficient movement of Orange County residents to employment opportunities and commercial centers.

Other Agencies Involved: OCTA

Operating Budget Impact: Minimal annual maintenance.

Cost Estimates: Construction costs are estimated at \$3,000,000. Design plans and specifications have been previously completed, making this a shovel-ready project.

Example Drawing or Photo if available:



City of Laguna Niguel Project Summary

Project Name: South Forbes Road/Oso Creek Trail Active Transportation Enhancements

Project Dates: July 2024 – September 2028

Description: The proposed South Forbes Road/Oso Creek Trail Active Transportation Enhancements (Project) is comprised of three portions:

1. 380-feet of sidewalk gap closure along the easterly side of Forbes Road;
2. 3,100-feet of extension to the Oso Creek off-street (Class I) paved trail to the southern City boundary at Rancho Capistrano Road; and
3. Intersection improvements at the Forbes Road cul-de-sac, including ADA curb ramps, an east-west pedestrian crosswalk.

Project improvements are located within the City of Laguna Niguel, along Forbes Road and the Oso Creek right-of-way, near the Laguna Niguel/Mission Viejo Metrolink Station. The improved active transportation network connections and safety enhancements will increase mobility and safety for people living within the community and along the corridor, as well as Orange County residents walking and cycling to the Laguna Niguel/Mission Viejo Metrolink Station, Saddleback College, The Shops at Mission Viejo regional center, Kaleidoscope shopping center, El Paseo shopping center, and other nearby destinations.

The Project is located within the City of Laguna Niguel 2011 Gateway Specific Plan (Gateway Plan) project area (Gateway Area). The Gateway Area was a industrial/commercial district bisected and highly constrained by freeway, rail, and utility infrastructure corridors. The City of Laguna Niguel has been implementing the Gateway Plan to transform the Gateway Area into a vibrant, high-intensity transit and pedestrian-oriented district.

The project will support the ongoing land development activities as outlined in the 2011 adopted Gateway Specific Plan (GSP) which has resulted in 1,900 built or under construction apartments and senior housing units. Remaining build out of the GSP includes approximately 1,000 dwelling units, 200,000 square feet of retail space, 750,000 square feet of office and commercial uses, and 300 hotel rooms.

Purpose / Justification (Refer to CEDS Guidelines): The proposed Project is expected to help create additional jobs through improved regional economic competitiveness resulting from multimodal transportation investments that enhance walking, bicycling, and connectivity to commuter rail lines. East of the proposed Project, along Marguerite Parkway, are major commercial establishments, including The Shops at Mission Viejo. These major commercial destinations provide economic activity and employment opportunities for students attending Saddleback College nearby.

The Project will increase mobility and safety for people walking and cycling to travel to and near the Laguna Niguel/Mission Viejo Metrolink Station, which includes Metrolink fixed rail service as well as OCTA OC Flex services. Providing travel options to access transit stations, such as walking and bicycling paths, supports maintaining and increasing transit ridership volumes. Maintaining and increasing commuter rail ridership volumes is a critical component of preserving and securing the resilience of the regional rail network and economy.

Other Agencies Involved:

- Orange County Flood (OC Flood)
- Southern California Regional Rail Authority (Metrolink)
- City of Mission Viejo
- California Department of Transportation (Caltrans)

Operating Budget Impact:

The City will develop a maintenance and operating budget for the additional off-street trail segment and ongoing maintenance of the sidewalk as needed.

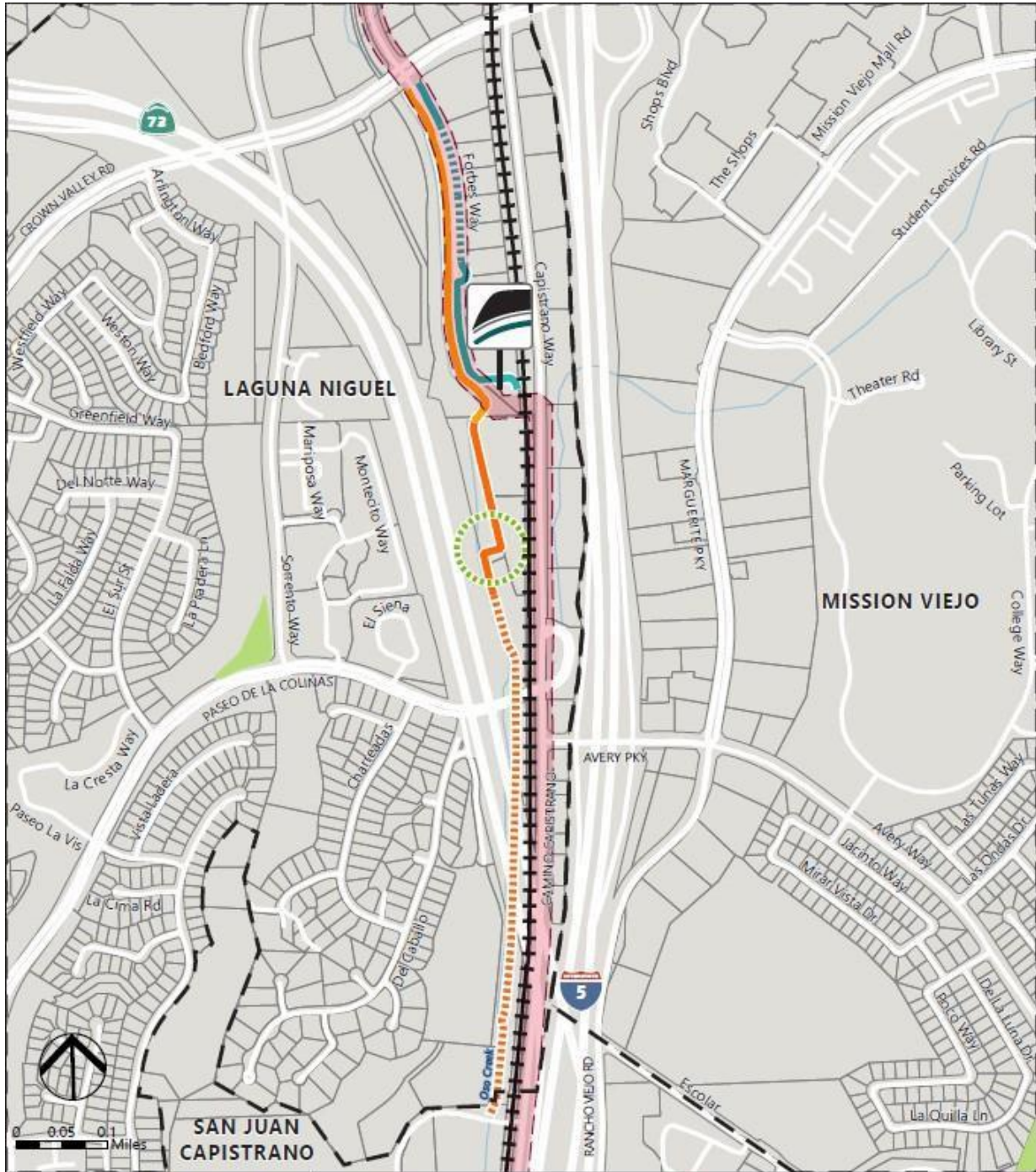
Cost Estimates:

PA&ED	\$310,000
PS&E	\$470,000
Construction	\$3,100,000
Total	\$3,880,000

Example Drawing or Photo if available:

Refer to the following page.

Project Location Map



South Forbes Road/Oso Creek Trail Active Transportation Enhancements

Project Location Map



MARK THOMAS

LEGEND

-  County
-  Existing Sidewalks
-  Proposed Sidewalk
-  Existing Oso Creek Trail
-  OC Loop Connector
-  Conditioned Oso Creek Trail
-  Proposed Oso Creek Trail
-  Laguna Niguel/Mission Viejo Train Station
-  Proposed Intersection Improvements

City of Mission Viejo Project Summary

Project Name: Core Area/Oso Creek Trail Glass Barn Event Center

Project Dates: July 2024 – June 2025

Description: The Special Event space is a glass barn located on the east side of the Oso creek. The facility is used for special events supported by LOS OSOS. Additionally, the facility is proposed to be used for educational and cultural exhibits.

Purpose/ Justification: To expand food, beverage and hospitality offerings. Improve and expand existing recreational and community facilities. Provide a wider range of recreational amenities for a broader user base. Create more community gathering places, like dining, seating, and event space. To enhance the trail experience. Additionally, according to the South Orange County Economic Coalition (SOCEC), trail systems and their amenities “bring new economic life to cities and communities”, by offsetting commuting costs of seeking out these types of amenities in neighboring communities. SOCEC states that the savings realized by the community individuals, that no longer have to commute outside the City, would be typically reinvested back into the community. The proposed project will also help to meet the 2019-2023 Comprehensive Economic Development Strategy (CEDS) Performance Objective 2: Number of jobs retained in the region, which seeks to "In the next five (5) years, through economic development and workforce development investments. Completion of the full scope of the project (Mission Viejo Core Area Vision Plan including the Glass Barn) is estimated to result in 10-15 new retail/restaurant establishments and create and/or retain between 175-350 jobs.

Other Agencies Involved: The Glass Event Barn is joint-use facility with the Santa Margarita Water District

Operating Budget Impact: \$700,000

Cost Estimates: \$ 5,000,000



City of Placentia Project Summary

Project Name: New Senior/Community Center at Tri-City Park Project

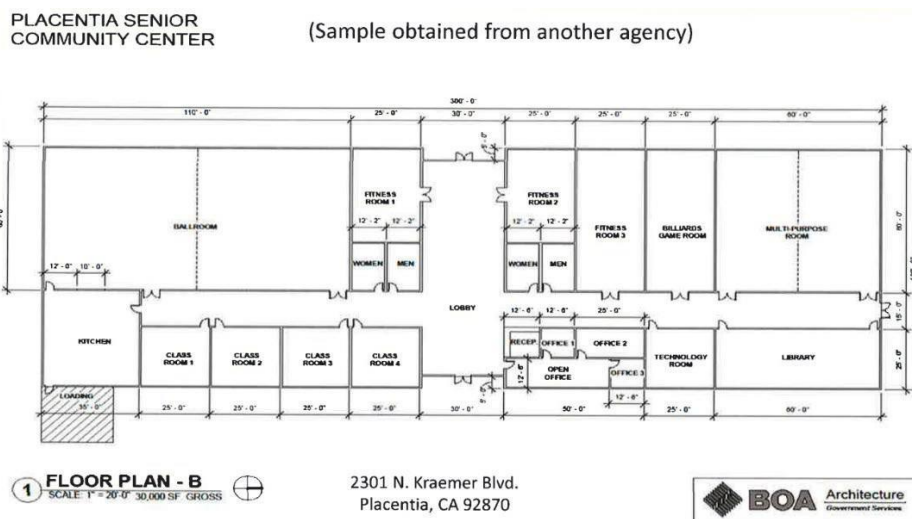
Project Date: 2024

Description: The City of Placentia and the Blue-Ribbon Committee have embarked on a project to design a proposed Senior/Community Center at Tri-City Park. This will be a multi-generational center with an abundance of recreation and human services programs for our local community, particularly our youth and seniors. This will significantly improve recreational opportunities for a community that faces many socioeconomic challenges, and which currently lacks access to sufficient recreational opportunities.

Purpose/Justification: With the addition of the new facility, the proposed location, Tri-City Park, will be more welcoming and better serve as a site for community social events and programmatic experiences. These improvements will enhance the social vibrancy of the entire community and will be accessible to all residents. It will be a space that can bring together individuals from a wide range of backgrounds to explore the cultural diversity of the community in a safe, comfortable, and healthy environment.

Other Agencies Involved: County of Orange is preparing the lease agreement to construct the Placentia Senior/Community Center on County land at Tri-City Park.

Total Cost Estimates: \$35 million



City of Placentia Project Summary

Project Name: Transit Oriented District and Old Town Placentia Revitalization and Multi-Modal Infrastructure Project

Project Date: 2024

Description: The City has embarked on an exciting journey to create a Transit Oriented Development Packing House District as well as an Old Town Placentia Revitalization Project that will incorporate several infrastructure improvements. These two project concepts are adjacent to each other as well as the proposed Metrolink station and parking structure. As such, the City will merge the streetscape and infrastructure details included in both of these projects to provide a seamless downtown experience for residents and visitors.

Purpose/Justification: To improve and support multi-modal transportation and pedestrian activated neighborhoods by creating new and wider sidewalks, roads, traffic flow improvements, traffic signal, infrastructure improvements, bike lanes, utility infrastructure improvements, and pedestrian safety amenities.

Other Agencies Involved: The Orange County Transportation Authority (OCTA) will be constructing the new Metrolink Station and the 246-space parking structure.

Operating Budget Impact: \$15.6 million

OCTA Cost: \$29.4 million

Total Cost Estimates: \$45 million



City of Santa Ana Project Summary

Project Name: OC Streetcar

Project Dates: 2018-2025

Description: The cities of Santa Ana and Garden Grove in cooperation with the Orange County Transportation Authority (OCTA) are working to build a Fixed Guideway (OC Streetcar) Transportation system between the Santa Ana Regional Transportation Center (SARTC) and a new transportation center in Garden Grove. The system would provide transit service for commuters traveling from the train station to employment and activity centers in the heart of Orange County and to residents and visitors wanting to circulate throughout the area.

Purpose / Justification: The streetcar project would service Santa Ana's historic downtown which includes government offices, federal, state and local courthouses, unique businesses, and artists' village, several colleges and a variety of organizations that cater to the community's needs.

Other Agencies Involved: City of Garden Grove, Orange County Transportation Authority (OCTA), Federal Transit Administration (FTA)

Operating Budget Impact: TBD – Annual maintenance and operational cost for City

Cost Estimates: The preliminary cost estimate for the OC Streetcar is \$408 million (year of expenditure). Funding sources identified for this project, including capital and operations and maintenance, include Measure M as well as Federal Transit Administration New Starts, Federal Congestion Mitigation and Air Quality Improvement, and State Cap-and-Trade.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Willowick Golf Course

Project Dates: 2019-Ongoing

Description: The Willowick Golf Course is located at 3017 W 5th Street in the City of Santa Ana and is owned by the City of Garden Grove. The 18-hole golf course site is comprised of eight separate parcels totaling approximately 102 acres.

The Cities of Garden Grove and Santa Ana are in collaboration to redevelop the Willowick site. Joint efforts are underway in the areas of community engagement and visioning for the site. It is anticipated reuse of the Willowick site would require construction of new public infrastructure and upgrades to existing public infrastructure improvements in Garden Grove. Public Infrastructure improvements may include but not limited to: street and traffic operational enhancements; pedestrian and accessibility parkway improvements; storm drain improvements; roadway improvements; relocation of water mains; sewer line improvements; removal of utility pipes; installation of new traffic signals; construction of new curb and gutter; median improvements; landscaping; street lighting; and, signage.

Purpose / Justification: The project is expected to create significant new permanent jobs.

Other Agencies Involved: City of Garden Grove,

Operating Budget Impact: The project is estimated to generate an additional property and sales tax.

Cost Estimates: The total cost of the public infrastructure for the Willowick Reuse project is unknown at this time.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: 3rd and Broadway Development Opportunity

Project Dates: 2018-2026

Description: The City constructed the 440-space parking garage located on 3rd Street and Broadway in the early 1980s. The three-level garage is situated on approximately 61,243 square feet of land area and encompasses approximately 146,000 square feet of building area. The 3rd Street Garage is not currently encumbered by any debt. The construction costs for this public parking garage were funded by a tax-exempt bond. A portion of the bond debt service payment obligations on the bond were funded with assessments imposed on property owners within a defined district.

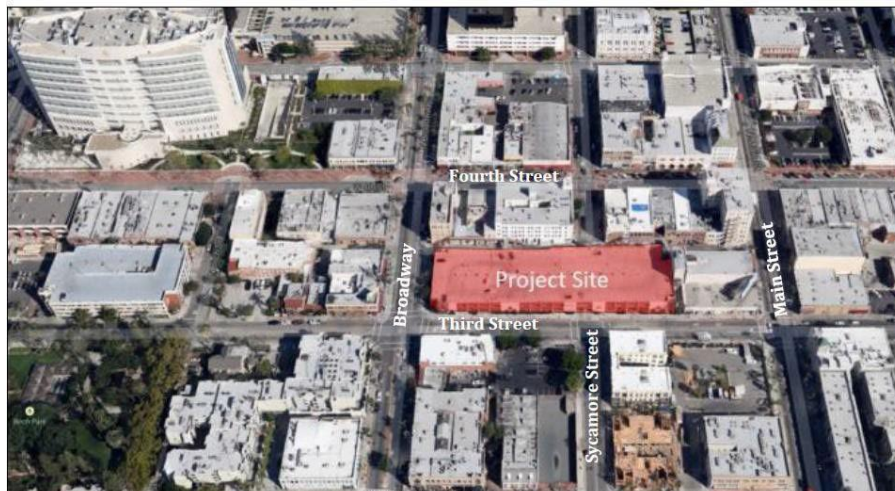
Purpose / Justification: The City has determined that the parking garage is at the point of functional obsolescence. The City has entered into an exclusive negotiation agreement with Caribou Industries to develop the site as mixed use and a hotel. The developer is requesting city assistance and incentives to build the project.

Other Agencies Involved: N/A

Operating Budget Impact: \$10-13 million in City contributed public improvements to ready site for development and build public parking. Plus potential sales, property, and hotel tax abatements.

Cost Estimates: TBD

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Santa Ana Blvd. Grade Separation

Project Dates: TBD

Description: The project proposes to grade separate the existing Santa Ana Boulevard/OCTA Metrolink at-grade railroad crossing. The grade separation will eliminate the at-grade crossing of Santa Ana Boulevard and the OCTA Metrolink tracks to improve pedestrian and bicycle user safety, enhance traffic operations, improve emergency response times, reduce existing traffic congestion and reduce greenhouse gas emissions to improve air quality along Santa Ana Boulevard. This project is of priority for the City and received funds for the design, but are actively seeking funds for the construction of the project.

Purpose / Justification: Continue to support regional and local transportation infrastructure and to reduce carbon footprint by providing enhancements to alternative transportation modes. This project also helps to physically separate train and vehicular/bicycle/pedestrian modes which will help facilitate each transportation mode and should enhance safety.

Other Agencies Involved: OCTA/Metrolink

Operating Budget Impact: TBD – Annual maintenance and operational cost for City

Cost Estimates: The preliminary cost estimate for the Santa Ana Blvd. Grade Separation is \$73.3 million. Funding sources TBD.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: 17th Street Grade Separation (OCTA Lead)

Project Dates: TBD

Description: The project proposes to grade separate the existing 17th St. and Lincoln intersection from the OCTA Metrolink at-grade railroad crossing. The grade separation will eliminate the at-grade crossing of 17th Street and the OCTA Metrolink tracks to improve pedestrian and bicycle user safety, enhance traffic operations, improve emergency response times, reduce existing traffic congestion and reduce greenhouse gas emissions to improve air quality along 17th Street. OCTA continues to seek funding, to no avail. City will need to assess business and residential impacts before the launch of this project.

Purpose / Justification: Continue to support regional and local transportation infrastructure and to reduce carbon footprint by providing enhancements to alternative transportation modes. This project also helps to physically separate train and vehicular/bicycle/pedestrian modes which will help better facilitate each transportation mode and enhance safety.

Other Agencies Involved: OCTA/Metrolink

Operating Budget Impact: TBD – Annual maintenance and operational cost for City.

Cost Estimates: The preliminary cost estimate for the 17th Street Grade Separation is \$150 million. Funding sources TBD.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Grand Avenue Grade Separation (OCTA Lead)

Project Dates: TBD

Description: The project proposes to grade separate the existing Grand Avenue from the OCTA Metrolink at-grade railroad crossing. The grade separation will eliminate the at-grade crossing of Grand Avenue and the OCTA Metrolink tracks to improve pedestrian and bicycle user safety, enhance traffic operations, improve emergency response times, reduce existing traffic congestion and reduce greenhouse gas emissions to improve air quality along 17th Street.

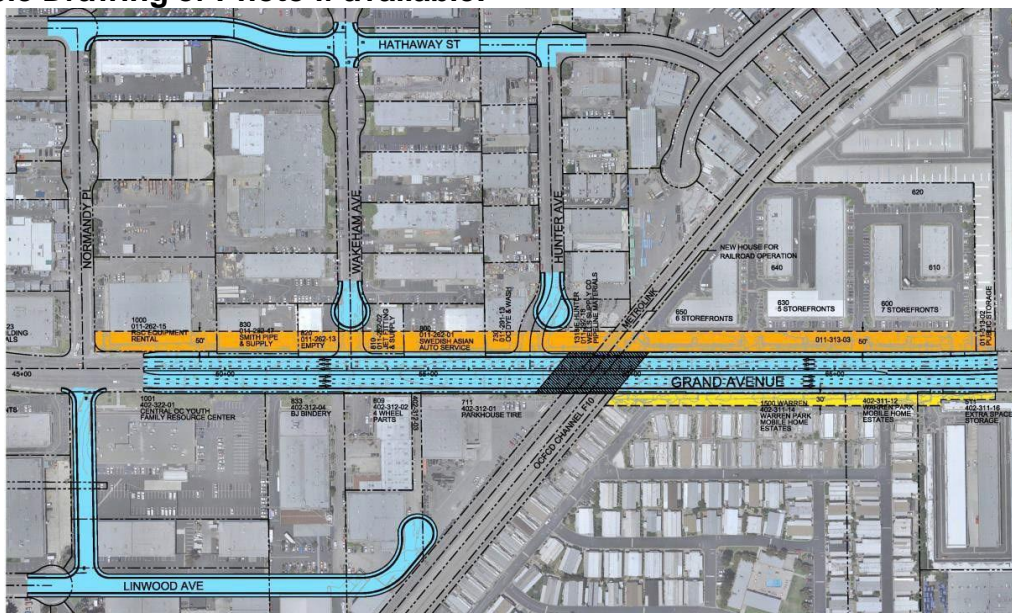
Purpose / Justification: Continue to support regional and local transportation infrastructure and to reduce carbon footprint by providing enhancements to alternative transportation modes. This project also helps to physically separate train and vehicular/bicycle/pedestrian modes which will help better facilitate each transportation mode and enhance safety.

Other Agencies Involved: OCTA/Metrolink

Operating Budget Impact: TBD – Annual maintenance and operational cost for City.

Cost Estimates: The preliminary cost estimate for the Grand Avenue Grade Separation is \$120 million. Funding sources TBD.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Bristol Street Improvements – 17th to Santa Clara

Project Dates: TBD

Description: Improvements include landscaped medians; landscaped buffers for pedestrians in the parkways; protected bike lanes; storm drain improvements; undergrounding overhead utilities; upgrade of street lighting and the building of sound walls where necessary. The street will also be widened from two to three lanes in each direction.

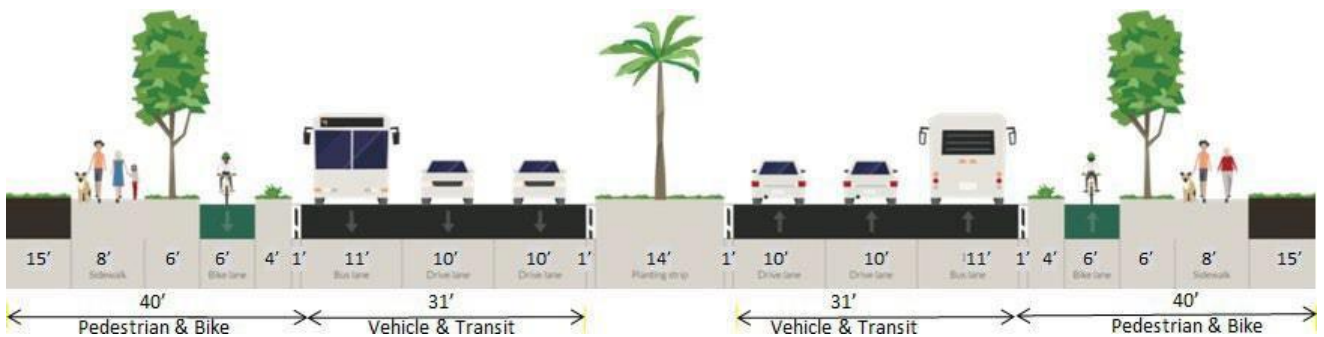
Purpose / Justification: Bristol Street Improvements from 17th Street to Santa Clara Avenue is part of the City's plan to improve the Bristol Street Corridor from Warner Avenue to Memory Lane. The project will provide complete streets features and safe accessible travel for bicyclist, pedestrians, and wheelchairs through new bike lanes, wider parkways, and wider sidewalks. Alleviate current traffic congestion and provide roadway capacity to accommodate future traffic volumes for all transportation modes.

Other Agencies Involved: OCTA

Operating Budget Impact: N/A

Cost Estimates: The preliminary cost estimate for the Bristol Street Improvements is \$55 million. Funding sources TBD.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Warner Avenue Improvements – Main Street to Grand Avenue

Project Dates: 2009 - 2027

Description: The City of Santa Ana is proposing to improve Warner Avenue from Main Street to Grand Avenue with the addition of landscaped medians; landscaped buffers for pedestrians in the parkways, protected bike lanes; storm drain improvements; undergrounding overhead utilities; upgrade of street lighting and the building of sound walls where necessary. The street will also be widened to accommodate three lanes in each direction.

Purpose / Justification: The purpose of the Warner Avenue Improvements project from Main Street to Grand Avenue includes: increase safety for pedestrians, bicyclists, and motorist; provide greater public access with ADA improvements and dedicated bike lanes; reduce traffic congestion and provide traffic calming; improve storm water drainage, water quality, and air quality; and enhance community beautification with significant public investment.

Other Agencies Involved: N/A

Operating Budget Impact: N/A

Cost Estimates: The preliminary cost estimate for the total project is \$80 million. Funding sources for the design and right of way of Phase 1 from Main Street to Oak Street and the design of Phase 2 from Oak Street to Grand Avenue are from Measure M as well as traffic impact fees. There is no current funding for the right of way or construction phases.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Warner Avenue Improvements: Phase 2 – Oak to Grand

Project Dates: 2017-2025

Description: This project will widen Warner Avenue between Oak Street and Grand Avenue from 2 to 3 lanes in each direction. The project will also include additional left turn lanes at Grand Avenue, bus pads, raised medians, and a protected bike lane.

Purpose / Justification: The Master Plan of Arterial Highway Strategic Plan (MPAH) Technical Report identified the need for Warner Avenue to be widened to a six lane major arterial to meet MPAH requirements. The existing Average Daily Traffic (ADT) is in excess of 29,600 vehicles per day. The proposed improvements will allow the segment to accommodate future traffic volumes at a Level of Service A and increase operational efficiency.

Other Agencies Involved: N/A

Operating Budget Impact: N/A

Cost Estimates: The preliminary cost estimate for this is \$20 million. Current construction funding \$19 million.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Fairview Street Improvements – 9th Street to 16th Street

Project Dates: 2015 - 2025

Description: The City of Santa Ana is proposing to improve the segment of Fairview Street from 9th Street to 16th Street with replacement of the existing bridge to accommodate bikes and pedestrians. Additionally, sidewalks, protected bike lanes, landscaped medians, and landscaped buffers for pedestrians in the parkways will be added. The street will also be widened from two to three lanes in each direction. The City received funds for the design and is actively seeking funds for the completion of the project.

Purpose / Justification: Fairview Street is currently a four-lane undivided arterial between 9th Street and 16th Street. The bridge over the Santa Ana River does not currently accommodate pedestrians or bicyclists. The project will provide complete streets features and safe accessible travel for bicyclists, pedestrians, and wheelchairs through new bike lanes and wider sidewalks. Alleviate current traffic congestion and provide roadway capacity to accommodate future traffic volumes for all transportation modes.

Other Agencies Involved: OCTA/Caltrans

Operating Budget Impact: N/A

Cost Estimates: The preliminary cost estimate for the total project is \$29 million. Funding sources for the design and preparation of environmental clearance documents for this project include Measure M as well as Federal Highway Bridge Program (HBP). The City will apply for right of way and construction funding once the environmental clearance documents are completed.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Dyer Road Improvements – SR-55 to RR Crossing e/o Pullman Ave

Project Dates: TBD

Description: Improvements include landscaped medians; landscaped buffers for pedestrians in the parkways; bike lanes; storm drain improvements and upgrade of street lighting. The street will also be widened from three to four lanes in each direction. The City has recently applied for funds in cooperation with City of Irvine for Measure M grant funds to support the project.

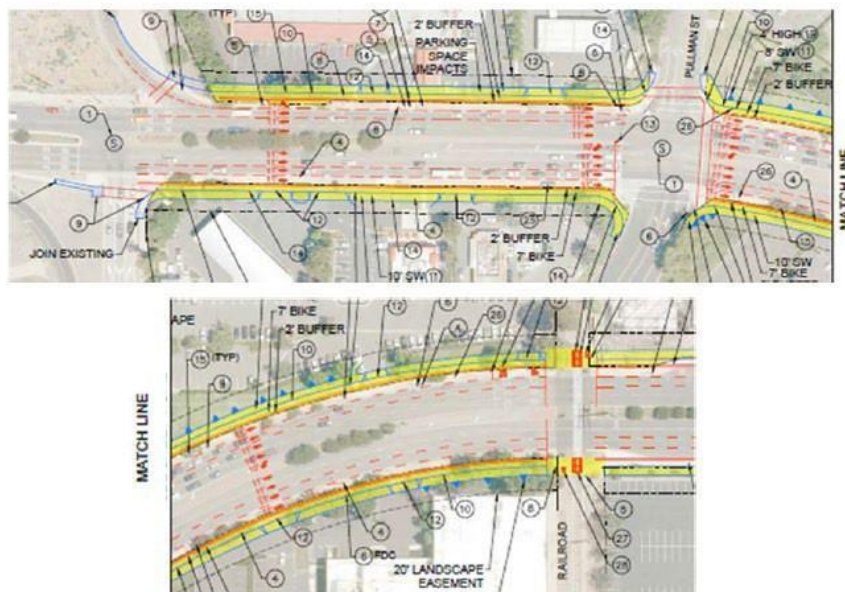
Purpose / Justification: Dyer Road Improvements from the SR-55 Freeway to the Railroad Crossing east of Pullman Avenue is a required mitigation measure in the 1992 Irvine Business Complex (IBC) Re-zone Environmental Impact Report (EIR). The project will provide complete streets features and safe accessible travel for bicyclists, pedestrians, and wheelchairs through new bike lanes and wider sidewalks. Alleviate current traffic congestion and provide roadway capacity to accommodate future traffic volumes for all transportation modes.

Other Agencies Involved: City of Irvine

Operating Budget Impact: N/A

Cost Estimates: The preliminary cost estimate for the Dyer Road Improvements is \$37 million. Funding sources TBD.

Example Drawing or Photo if available: N/A



City of Santa Ana Project Summary

Project Name: Grand Avenue Improvements – 4th to 17th

Project Dates: TBD

Description: Improvements include landscaped medians; landscaped buffers for pedestrians in the parkways; bike lanes; storm drain improvements; undergrounding overhead utilities; upgrade of street lighting and the building of sound walls where necessary. The street will also be widened from two to three lanes in each direction.

Purpose / Justification: Grand Avenue Improvements from 4th Street to 17th Street to Santa Clara Avenue is part of the City's plan to improve the Grand Avenue Corridor from 1st Street to 17th Street. The project will provide complete streets features and safe accessible travel for bicyclist, pedestrians, and wheelchairs through new bike lanes, wider parkways, and wider sidewalks. Alleviate current traffic congestion and provide roadway capacity to accommodate future traffic volumes for all transportation modes.

Other Agencies Involved: OCTA/Caltrans

Operating Budget Impact: N/A

Cost Estimates: The preliminary cost estimate for the Grand Avenue Improvements is \$70 million. Funding sources TBD.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: Alton Avenue Overcrossing at SR-55

Project Dates: TBD

Description: The cities of Santa Ana and Irvine, in corporation with California Department of Transportation (Caltrans), propose to build an overcrossing structure over SR-55, the Costa Mesa Freeway, between the western terminus of Alton Avenue in the City of Santa Ana and the eastern terminus of Alton Parkway in the City of Irvine, Orange County. The proposed project will include the construction of an overcrossing on Alton Avenue/Parkway over SR-55, the widening Alton Avenue between Main Street to Standard Avenue in the City of Santa Ana, the addition of bike lanes, and the relocation of an existing drainage channel. There may be a need and benefit to partner with the City of Irvine and to seek funds via Measure M, State and Federal funds.

Purpose / Justification: The purpose of this project is to provide a roadway link across SR-55; support circulation between the cities of Santa Ana and Irvine and provide mobility for pedestrians; relieve traffic on MacArthur Boulevard and Dyer Road; and accommodate projected traffic between, and planned development in, the Irvine Business Complex (IBC) in Irvine and MacArthur Place in Santa Ana to bolster future economic growth and stability within the project vicinity

Other Agencies Involved: City of Irvine/Caltrans

Operating Budget Impact: N/A

Cost Estimates: The preliminary cost estimate for the Alton Overcrossing Project is \$80 million. Funding sources TBD.

Example Drawing or Photo if available:



City of Santa Ana Project Summary

Project Name: “Fill It From The Tap”

Project Dates: On-Going

Description: The City of Santa Ana approved a “Fill It From The Tap” policy to improve access to and encourage the consumption of tap water at all City facilities, public venues, and community events. This policy also encourages residents to bring reusable water bottles or healthy beverages to community events and discourages outside vendors from bringing bottled water at these events where the Water Resources Division is present and providing tap water for public consumption. A key component to this program is a public outreach campaign to educate children and families about the health benefits of drinking water over sugary beverages, as well as the safety, cost savings and environmental stewardship of drinking tap water over unrecyclable plastic water bottles.

Purpose / Justification: The City of Santa Ana has a long history of environmental stewardship and commitment to the health and quality of life of its community. Drinking tap water over bottled water is proven to be more affordable, safer and better for the environment. Improving public access to water at community events and public venues promotes consumption of tap water, reduces the community’s carbon footprint, and encourages healthier beverage choices for residents while saving them money.

Other Agencies Involved: N/A

Operating Budget Impact: \$25,000 outreach material and \$30,000 staff time.

Cost Estimates: The cost estimate to support the Fill It From The Tap policy is \$55,000.

Example Drawing or Photo if available:



Water Pitcher Giveaways + Insert Card



Drink It From The Tap
A Healthier Beverage Choice

Did you know that sugar-sweetened beverages play a major role in weight gain and obesity? That's right! Soft drinks, and even fruit juices, are loaded with sugar.

According to experts, consuming sugary drinks has increased 500% in the past 50 years and it is the single largest source of added sugar in our diets.

Understanding these health risks, you may want to rethink your beverage choices and reach for water instead. There are many health benefits to drinking water:

- It increases energy & relieves fatigue
- It promotes weight loss
- It flushes out toxins
- It boosts your immune system
- It improves your skin complexion
- It maintains regularity

Drinking water will also save you money, particularly if you drink it from the tap. Drinking tap water over bottled water is proven to be more affordable, safer and better for the environment.

Tap vs Bottled Water

If you were to drink eight glasses of water a day from a Santa Ana tap, it would cost you only 66 cents a year. However, you could spend an average 2,200 times as much, roughly \$1,475 a year, by drinking that same amount in bottled water.

Soft Drinks vs Fruit Juice

Take a look at the breakdown for a 12-ounce (350 ml) portion of Coca Cola and apple juice:

- Coca Cola: 140 calories and 40 grams of sugar (10 teaspoons).
- Apple juice: 165 calories and 39 grams of sugar (9.8 teaspoons).

x 365 = 66 ¢

Newsletter Articles

Youth Water Poster Contest
Fill it from the tap!

Participate & get a chance to **WIN!**

Prizes include: Nintendo 3DS XL, Visa Gift Card, iPad.

Click here to download the contest rules

Poster Contest + Social Media Promotion



T-Shirt Giveaways

Project Name: Modernization of the Santa Ana Civic Center

Project Dates: TBD

Description: The City of Santa Ana approved a resolution for the \$9,000,000 grant from the State of California for the modernization of the Santa Ana Civic Center. An area of interest for the City in the modernization of the Civic Center is the acquisition and demolition of an obsolete State building located at 28 Civic Center Plaza. This building is approximately 0.5 acres in size and is surrounded by City property. The City has been in discussions with the State for the potential acquisition since mid-2020. An appraisal conducted in December 2022 valued the building at \$3,826,000. The \$9 million from the State will provide the necessary funding for the acquisition and demolition of the State building and additional modernization efforts for City Hall and the Civic Center project area.

Purpose / Justification: The City of Santa Ana was founded in 1869 and has over 150 years of progressive development. The modernization of the Santa Ana Civic Center would coincide with the recent efforts throughout the Civic Center including a \$400 million investment by the County of Orange for new headquarters, a \$500 million multi-agency investment for the OC Streetcar, Orange County's first modern streetcar, and a \$34.5 million investment by the City towards the transformation of the Main Library. Furthermore, the City recently acquired approximately 2.2 acres from the County of Orange via a land exchange in an effort to streamline the area and upgrade the area. This newly acquired area includes the Plaza of the Flags and a Japanese Garden, which is positively activated by visitors and residents.

Other Agencies Involved: State of California

Operating Budget Impact: \$20,000,000

Cost Estimates: TBD

City of Seal Beach Project Summary

Project Name: Implementation of New or Expanded Micro Transit Service (P2023-07)

Project Dates: Pilot Program 04/01/2024 – 04/01/2025. Project Anticipated Start Date with Funds 04/01/2025.

Description:

The implementation of a new and expanded micro transit service aims to offer convenient transportation options for both Seal Beach residents and visitors, by connecting them to nearby transit stations. It helps increase the coverage area of local transit options, making it easier for people to access last-mile transit to the coastline, an important natural resource free and available to all. The program encourages visitors to take advantage of transit service into the area, knowing that they can rely on the micro transit service to take them to their next destination.

Purpose / Justification:

Seal Beach has obtained limited grant funding to pilot a cost-effective micro-transit model to provide affordable and accessible last mile transit for all to the coastline and local goods and services. The proposed solution revolves around developing an eco-friendly and on-demand mobility service specifically designed for the Old Town Seal Beach area, where parking may limit accessibility to the beach as well as local services. This approach aims to discourage the use of gas-powered, single occupancy vehicles within and around Seal Beach and encourages the use of electric and shared services within the designated area.

Other Agencies Involved:

Seal Beach has received a one-time grant from the South Coast Air Quality Management District which will offset approximately half the cost of a single-year pilot program.

Operating Budget Impact:

As a program, the anticipated annual cost recurring is approximately \$325,000. City is actively seeking grant funding assistance as well as advertising partners and sponsors to offset costs. In future years, operating budget impacts may vary depending upon assistance received.

Cost Estimates:

The estimated total cost of the project in year one is \$325,783 for three vehicles and one standby ADA vehicle for a period of 12 months, with a total of 28 weekly service hours per week.



Example of the Shuttle

City of Seal Beach Project Summary

Project Name: Westminster Trail and Park Development Project

Project Dates: Funding for the Proposed Development is Currently Pending

Description:

The Westminster Linear Park and Trail Development Project will connect a network of bike and pedestrian facilities to the San Gabriel River Trail and the Coyote Creek segment of the Orange County Loop. The development will also create a linear park with native landscaping, recycled amenities, and directional and educational signage. The project will resolve a surface water quality issue by converting an open draining channel into a closed drainage culvert and creating bioswales for water treatment and infiltration.

Purpose / Justification:

The purpose of the expansion of the off-street bikeway network is to implement and maintain a regional network of safe, efficient, and attractive bicycle/pedestrian facilities to promote non-motorized modes of transportation for all skill and activity levels and encourage active lifestyles. It will also facilitate greater connectivity between the neighboring communities of Seal Beach, Westminster, and Long Beach.

Other Agencies Involved:

The project is partially within the existing public street right-of-way and partially within a private parcel. The private parcel is owned by the adjacent Leisure World. The Board for Leisure World, the GRF, is committed to dedicating the parcel to the City to accommodate the project.

Operating Budget Impact:

While the City already maintains the public right of way, however, landscape and maintenance costs will increase with project implementation. At this time, the ongoing costs are unknown.

Cost Estimates:

The estimated total cost of the project is \$2 million. The City is anticipating a 10% fund match of \$200,000. The cost estimate is based on the Proposition 68 grant application for \$1,800,000 and the City's contribution of \$200,000, which brings the total estimated cost of the project to \$2,000,000.



City of Westminster Project Summary

Project Name: Navy Rail Corridor

Project Dates: 2019-Present

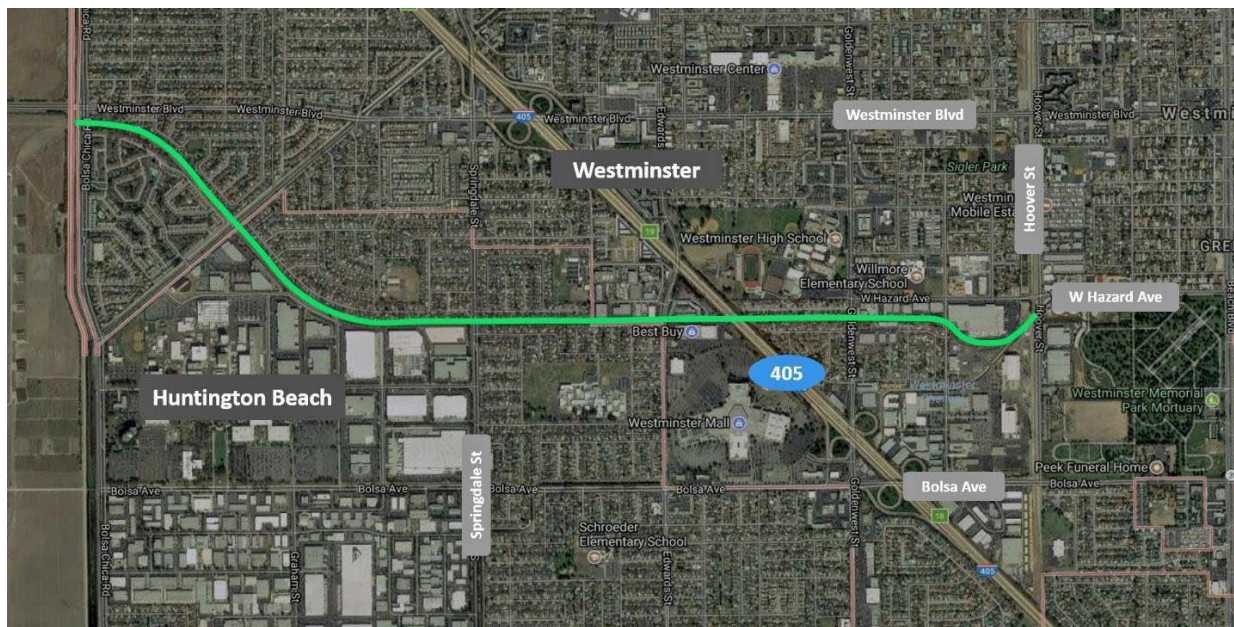
Description: For several decades, the US Navy operated a short rail line through Westminster, from roughly Bolsa Chica Road and Westminster Boulevard to Hoover Street and Hazard Avenue. After discontinuing the line a few years ago, the Navy dedicated its easement to the City of Westminster and City of Huntington Beach (the line runs through sections of both cities). The City of Westminster would like to construct an underground water line, consistent with the easement, and improve the surface area with a service road and basic landscaping. Additionally, there may be opportunity for certain flood control measures on the corridor as well.

Purpose/Justification: The underground waterline along the property would provide much-needed potable water system security.

Other Agencies Involved: OC Flood Control, City of Huntington Beach

Operating Budget Impact: TBD

Cost Estimates: TBD



City of Westminster Project Summary

Project Name: “Little Saigon: Blueprint for Investment” Improvements

Project Dates: 2020-2026

Description: Little Saigon is known worldwide as a place of rich Vietnamese culture and history, complemented by the vast range of commercial activity that takes place in the area. The Little Saigon: Blueprint for Investment is a plan to revitalize and rehabilitate the Little Saigon corridor, which stretches from approximately Newland Street to Brookhurst Street along Bolsa Avenue. Project will include infrastructure improvements, support the creation of shared parking, and increase street furniture and landscaping on Bolsa Avenue. Opportunities may include business assistance for the local small businesses. Many businesses are operating with outdated technologies in antiquated building types that are not conducive to current commercial standards.

Purpose/Justification (Refer to CEDS Guidelines): The objectives include outreach and improving communication between City staff and stakeholders of the Little Saigon area, resulting in a unified effort to enhance and revitalize the businesses; preserving the historical and cultural significance of Little Saigon and developing the area into a historic district; promote the maintenance of real property and improve the livability, appearance, social and economic conditions of the community; and develop a marketing strategy and identity as a premiere tourist attraction. This will result in more visitors to the region, creation of new jobs, and increased sales revenues.

Other Agencies Involved: County of Orange (Midway City), City of Garden Grove

Operating Budget Impact: TBD

Cost Estimates: TBD



City of Westminster Project Summary

Project Name: Economic Development Analysis for Mixed-Use Districts

Project Dates: 2024-2025

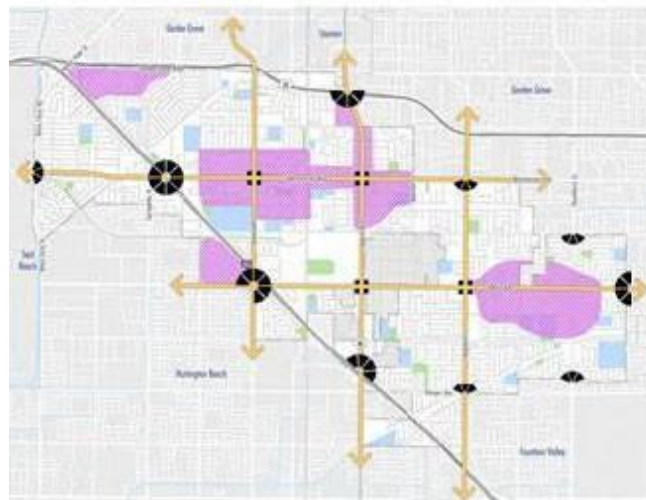
Description: Per the City's Strategic Plan, the City has initiated a project to perform an economic analysis for all of Westminster's Mixed-Use Districts, which includes District 2 Mixed-Use Downtown. The economic development analysis will also look at areas outside of the mixed-use district limits and possibly establish a new mixed-use district along the Beach Boulevard Corridor.

Purpose/Justification (Refer to CEDS Guidelines): The City recognizes the importance of a multifaceted economic development strategy as it translates to increased revenue and promotes a strong economy. This allows the city to increase its investment in public services, infrastructure, and solutions to address issues that impact the community. As a result, new or revitalized businesses or housing will lead to an increase in jobs and construction opportunities.

Other Agencies Involved: CalTrans

Operating Budget Impact: TBD

Cost Estimates: TBD



City of Westminster Project Summary

Project Name: Bolsa Row Infrastructure Improvements

Project Dates: 2024-2026

Description: This mixed-use development located in the heart of the Little Saigon cultural and business district will include 40,000 square feet of retail, a banquet facility, and mid-size hotel in addition to the now-occupied Bolsa Row Apartments with 200 units.

Purpose/Justification (Refer to CEDS Guidelines): The project is expected to generate 240 permanent jobs; and bring new investment to this area, which is home to hundreds of locally owned and minority-owned businesses. The hotel and banquet facility will help boost tourism, benefitting these businesses.

Other Agencies Involved: Southern California Edison

Operating Budget Impact: TBD

Cost Estimates: Approximately \$3 million in funds are required for infrastructure improvements for traffic flow and underground utilities that will benefit the Little Saigon area.



City of Westminster Project Summary

Project Name: Westminster Mall Revitalization

Project Dates: 2023-Present

Description: Westminster Mall is a 100-acre private property with a Specific Plan adopted in 2022. This site is being reimagined per the Specific Plan as a mixed-use development immediately adjacent to the State of California's busiest freeway. The Specific Plan requires 600,000 square feet of retail, two hotels, 3,000 affordable and market-rate housing units, 17 acres of public open space, and a medical facility.

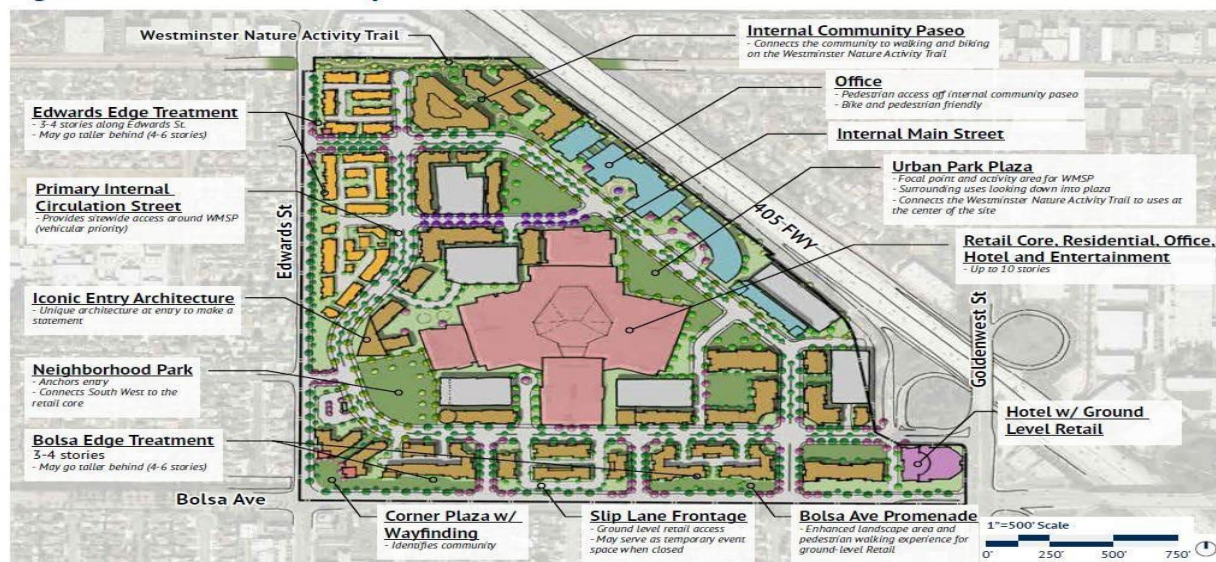
Purpose/Justification (Refer to CEDS Guidelines): The project provides a mix of land uses upon the site that will contribute to the area's overall levels of activity in the commercial, hospitality, and residential sectors. In addition to the creation of new construction and retail jobs, the project will provide new and attractive rental opportunities for professionals, which may incentivize additional employers to locate in the area.

Other Agencies Involved: Southern California Edison, SoCal Gas, Midway City Sanitary District

Operating Budget Impact: TBD based on retailer types and TOT revenues

Cost Estimates: TBD

Figure 3.1.1: Illustrative Concept



Notes:

The concept shown above is intended to be illustrative in nature. Since the entire project site allows for a mixing of uses, the intent of this graphic is to illustrate one way that the application of uses permitted in the SP could look upon buildout. Details related to height regulations on the site can be found in Section 4.3.12, *Building Height and Floor Height*. Additional details related to the various design considerations required for site access and internal and external circulation can be found in Chapter 6, *Mobility*. Final project uses and design including: building locations, footprints, and ultimate site plan configuration will be based upon final concepts approved through application submittal approved by the City and may not necessarily reflect the same uses as illustrated above.

City of Yorba Linda Project Summary

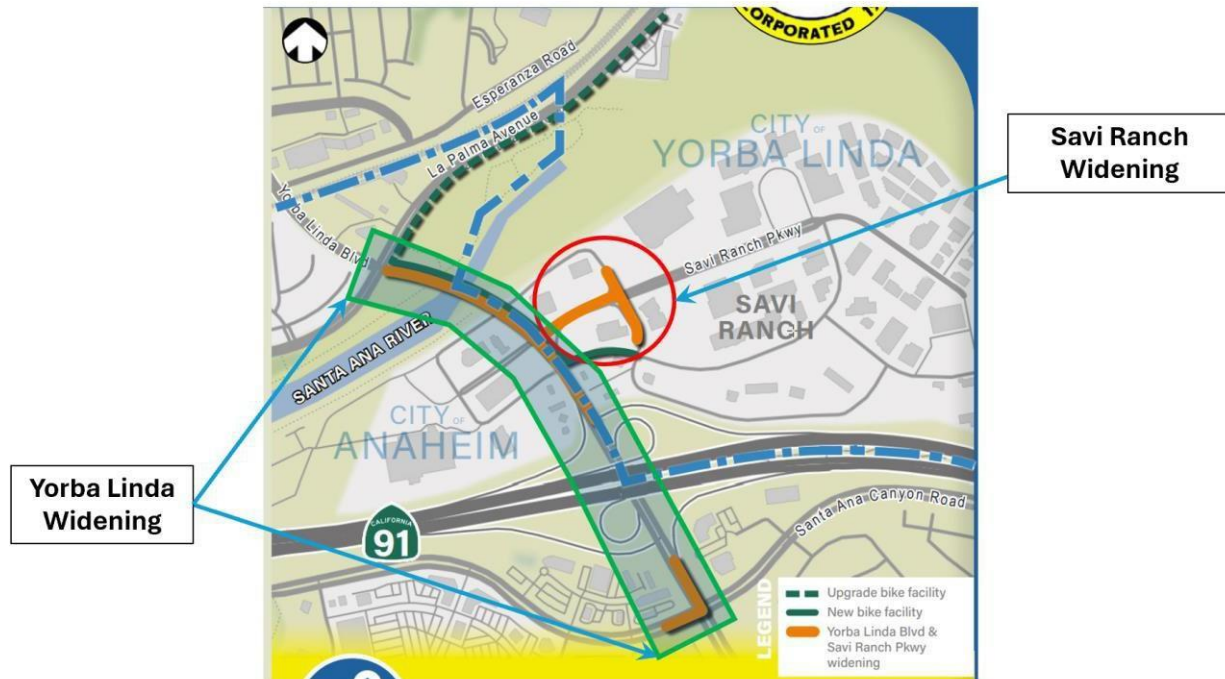
Project Name: Savi Ranch Infrastructure Improvements

Project Dates: 2022 thru 2032

Description: Savi Ranch is a major destination for retail and businesses within the City, providing close to 60% of the City's sales tax revenue. The Savi Ranch area includes a mix of uses including retail, office, medical, light industrial, and most recently the addition of affordable housing. The location is the only exposure the City has to a major interstate (along the 91 Freeway) and is a key point of entry from Riverside County into Orange County. Although already a busy destination site, there are parcels within Savi Ranch that are underutilized. From 2013 to 2015, the City worked with consultants, property owners, businesses, and other stakeholders to develop a Vision Plan for Savi Ranch. In April 2015, the City Council approved a Land Use and Mobility Plan which defined a range of uses intended to be added the area along with future public improvements that would be necessary to service the increased energy envisioned for the 158-acre business park. The Vision Plan identified a wide range of short, mid, and long-term mobility improvements including: 1) widening of Yorba Linda Boulevard and Savi Ranch Parkway, and 2) a secondary access point for the Savi Ranch area.

Design of mobility improvements has been scoped as two (2) separate but related projects: 1) Savi Ranch Parkway Widening and 2) Yorba Linda Boulevard Widening between La Palma Ave and Santa Ana Canyon Road. The Savi Ranch Parkway Widening will provide for improved circulation at the intersection with Yorba Linda Boulevard along with bikeway and pedestrian enhancements. The Yorba Linda Boulevard Widening between La Palma Avenue and Santa Ana Canyon Road will accomplish an additional thru lane while also adding storage capacity at the intersections and improved bikeway and pedestrian facilities within these limits.

YORBA LINDA BOULEVARD AND SAVI RANCH PARKWAY WIDENING



Purpose/Justification: Completion of infrastructure improvements could result in an additional 1.4 million square feet of retail, office, and business uses, as well as 960 additional housing units. The expansion of Savi Ranch has the potential to create approximately 500 to 1,500 new jobs.

Other Agencies Involved: City of Anaheim and State of California Dept of Transportation (Caltrans) are partners on this project. A cooperative agreement has already been established between the Cities of Anaheim and Yorba Linda.

Operating Budget Impact: TBD

Cost Estimate: Yorba Linda Boulevard Widening Project → \$24.3M

Savi Ranch Parkway Widening Project → \$6.3M