



*City of Carson
Economic Development Strategic Plan*

Presentation to Carson City Council
September 19, 2023

Economic Development Strategic Plan (EDSP)

Steps in Process:

- Multi-disciplinary consulting team
- Market assessment and technical studies
- Stakeholder engagement
- SWOT Summary
- EDSP Action
- ***Implementation***



Action Plan theme:

“Carson – Where Creativity Comes to Live, Work, and Play”



The EDSP is intended to guide Carson's economic development programs and policies for the next 5-10 years.

The EDSP includes:

- Programs that can be implemented immediately and generate near-term results
- More ambitious/visionary programs that may take years to be fully activated



Recommended Target Industries

The EDSP builds on Carson's strengths/opportunities in 6 key industry groups:

1. Visitor Economy
2. Clean Tech
3. Manufacturing
4. Logistics/Transportation
5. Professional/Creative
6. Construction-related (workforce development focus)



“Gamechanger” Initiatives

For purposes of communicating EDSP priorities, the EDSP organizes the recommendations into 8 high-visibility, high-impact initiatives:

Overall Positioning

Gamechanger #1: Marketing & Branding Initiative

Visitor Economy

Gamechanger #2: Create "destination worthy" downtown

Gamechanger #3: Create live entertainment district

Gamechanger #4: "Reinvigorate Retail"

Ready for Business

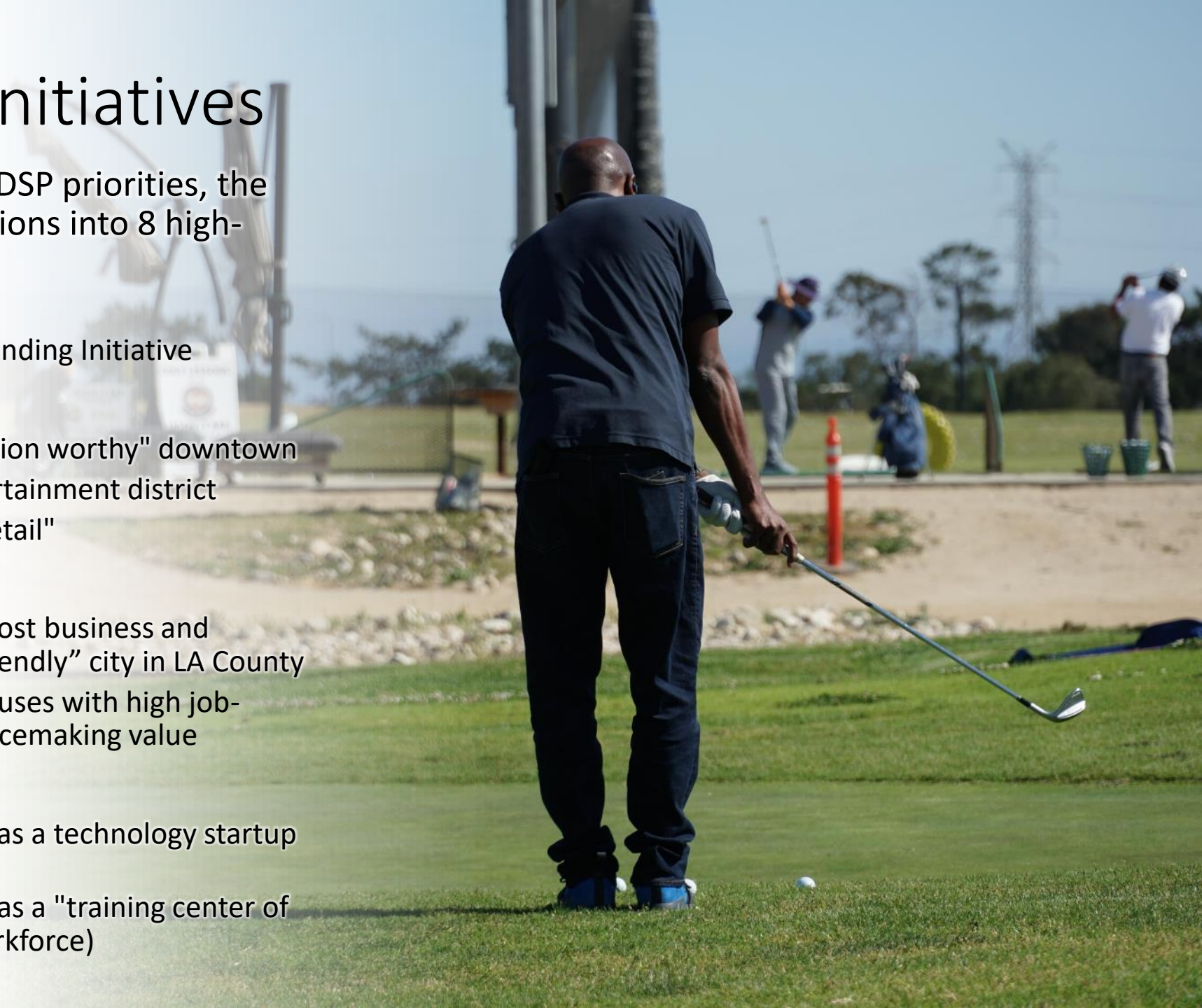
Gamechanger #5: Become “The most business and development friendly” city in LA County

Gamechanger #6: Incentivize land uses with high job-creation and placemaking value

Tech-focused Economy

Gamechanger #7: Position Carson as a technology startup leader

Gamechanger #8: Position Carson as a "training center of excellence" (workforce)



Gamechanger #1:

Marketing/branding initiative to position Carson as a center of innovation, creativity, and resilience leveraging rich industrial legacy and unmatched location in Southern California

- Upgraded ED website and social media strategy
- Promotion of development sites and incentives
- Business attraction (within Los Angeles County)
- Retail/restaurant recruitment
- Campaign targeted at Carson's existing business community to raise awareness of available City resources for business assistance
- Tourism/visitation promotion ("Stay Carson")



Gamechanger #2:

Create "destination worthy" downtown (anchored by repositioned Carson Events Center, additional hotels & new housing)

- Reinvest in (and rebrand) Carson Events Center
- Attract hotel development
- Attract high-caliber urban housing
- Link Downtown to larger Avalon corridor (potentially connected by shuttle system)
- Placemaking investments



Gamechanger #3:

Create live entertainment district(s) (restaurant, retail, hotel, mixed-use housing) to more fully capture the potential economic value of Carson's visitor venues (DHSP, etc.)

- Identify candidate site(s), coordinate with landowners and create “vision plan”
- Marketing to attract developer/tenants
- Developer RFP process



Gamechanger #4:

"Reinvigorate Retail" initiative (shore up stronghold centers with support for retail attraction; facilitate the improvement of business skills of existing retailers; promote cooperative marketing and promotion within business districts; support market-based reuse of underutilized commercial properties to expand housing and industrial development capacity where such reuse has a positive economic impact)

- Retail/restaurant tenant recruitment campaign
- Coordinate with property owners to maximize use of available City incentives and resources
- Identify high-priority target sites for reuse
- Establish incentives to facilitate land use change



Gamechanger #5:

Transform Carson into “the most business and development friendly city” in Los Angeles County by streamlining all its development, permitting and entitlement processes

- “Streamline Carson” program (expedited development processing)
- “Carson Cares” business outreach program (business retention and small business assistance)
- Focused law enforcement resources
- Strategic infrastructure investments



Gamechanger #6: Focus City policies, resources and partnerships to incentivize land uses with high job-creation and placemaking value

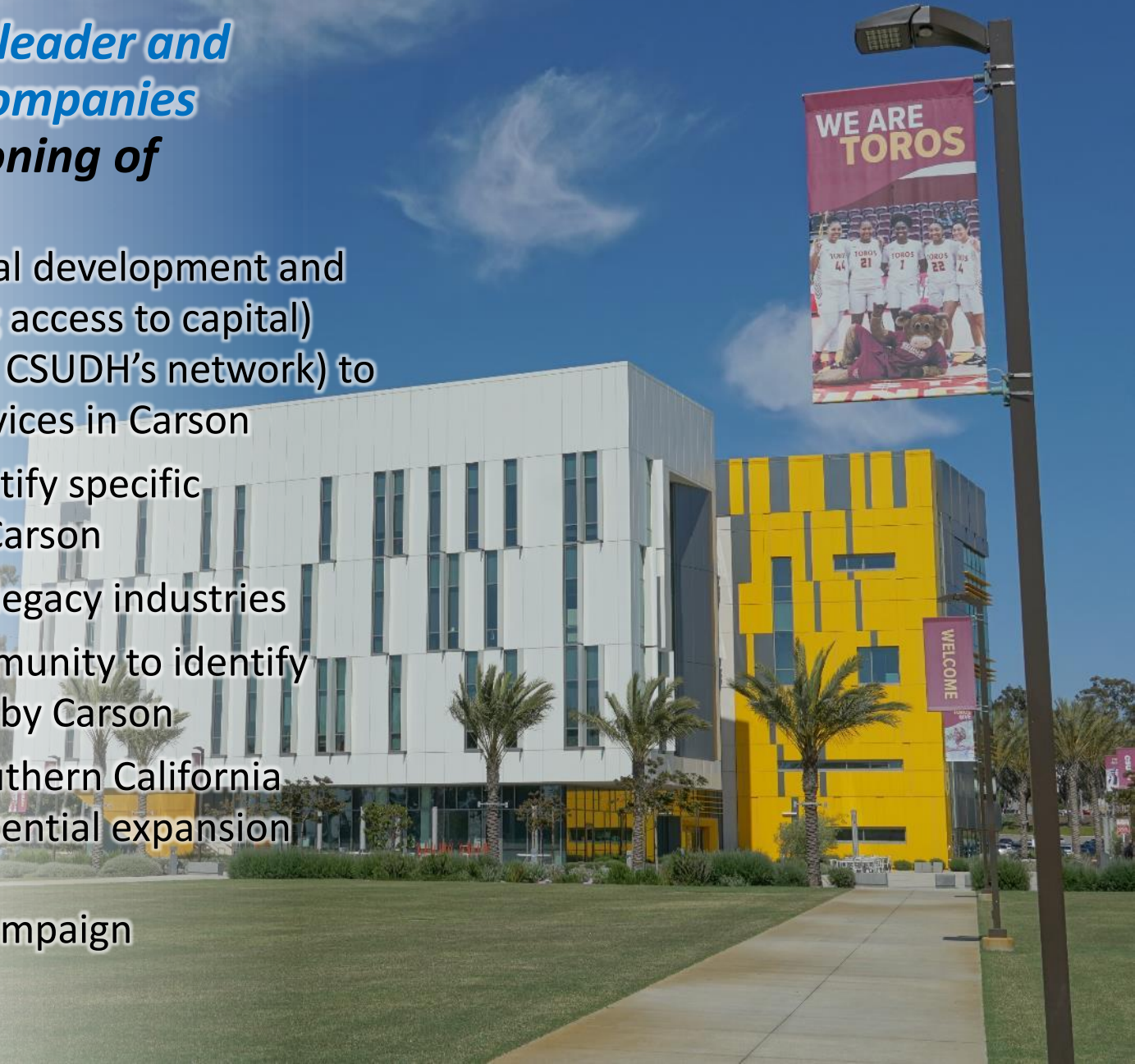
- Dominguez Channel improvements
- Redevelopment options for The Links at Victoria Golf Course
- Opportunities for professional office development
- Recruitment of manufacturing/R&D as industrial tenant
- “National best practices leader” for brownfield remediation and redevelopment



Gamechanger #7:

Position Carson as a technology startup leader and a partner with established technology companies (with a focus on Clean Tech and transitioning of legacy industries)

- Provide access to a full suite of entrepreneurial development and small business assistance resources (including access to capital)
- Partner with CSUDH (and other institutions in CSUDH's network) to provide full-service incubator/accelerator services in Carson
- Coordinate with oil/energy companies to identify specific opportunities for clean tech development in Carson
- Pursue grant funding to support transition of legacy industries
- Network within "Silicon Beach" business community to identify potential expansion opportunities capturable by Carson
- Establish networking opportunities within Southern California electric vehicle industry cluster to identify potential expansion opportunities capturable by Carson
- Include clean tech focus in City's marketing campaign



Gamechanger #8:

***Position Carson as a "training center of excellence"
(linkage of workforce development programs to
staffing/training needs of emerging industries)***

- Establish consortium of workforce development/training organizations
- Through business outreach efforts, establish processes for documenting the workforce training needs of private employers
- Showcase workforce development program focused on construction trades



Organizational Resources for Implementation

EDSP recommends:

- New staff positions – Economic Development Manager and Administrative Specialist (CD Department)
- Support from Community Development Director (tied to existing roles)
- Partnerships to expand impact of City investments
- Contracted activities (e.g., marketing)

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Questions & Comments

