



**CITY OF CARSON**  
**PLANNING COMMISSION STAFF REPORT**

NEW BUSINESS DISCUSSION: July 26, 2016

SUBJECT: Visioning of Six Planning Areas

APPLICANT: City of Carson  
Community Development Department  
Planning Division  
701 E. Carson Street  
Carson, California, 90745

REQUEST: Discuss and consider the Vision Plan for the 640 acres  
surrounding the 157 acre former Cal Compact site

PROPERTY INVOLVED: Various

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**COMMISSION ACTION**

\_\_\_\_ Concurred with staff  
\_\_\_\_ Did not concur with staff  
\_\_\_\_ Other

**COMMISSIONERS' VOTE**

AYE	NO		AYE	NO	
		Chairman Diaz			Mitoma
		Vice-Chair Madrigal			Pimentel
		Andrews			Post
		Fe'esago, Jr.			Thomas
		Guidry			

***Item No. 9-A***

## **I. Introduction**

### **Background**

On December 15, 2015, the Carson City Council enacted a one year moratorium on new development within a 640-acre area around the 157-acre former Cal Compact landfill site. Initially, the purpose of the moratorium was to develop land use strategies with the anticipated development of the NFL stadium. As the NFL decided to locate the stadium elsewhere, the City Council still determined the moratorium was necessary to develop different land use strategies surrounding the 157 acre site which the Carson Reclamation Authority took ownership as a result of the NFL proposal.

On December 15, 2015, the City Council authorized the preparation of the Vision Plan and the City hired PlaceWorks, a planning firm, and Kosmont Companies, a financial advisory and economic development firm to prepare the Vision Plan. Staff and the consultants (Staff) worked strategically with the community and property owners to prepare a cohesive future development plan for the project area that considers land use, mobility, urban design, and infrastructure. The Carson Vision Plan is the foundation of future efforts to set the stage for the revitalization of the area.

There are two catalysts for the revitalization of this area. First is the opening of the Porsche Experience Center on October 1, 2016. The second is the future development plans for the 157 acres. On July 5, 2016, the City entered into an Exclusive Negotiating Agreement CAM-CARSON LLC. an entity of Macerich, one of the largest shopping center developers and owners in the country. Macerich is proposing to develop a 585,000 square foot high fashion regional outlet mall immediately adjacent to the I-405 Freeway on a 46-acre portion of the 157 acres. The outlet mall will include 150 stores and provide 1,800 permanent jobs and 1,700 construction jobs.

### **Study Area**

The majority of the study area historically functioned as a regional location for less desirable land uses (landfill, waste transfer station, recycling, storage, etc.). As a result, approximately half of the study area has some form of environmental constraint which may impact future development potential (all vacant properties have environmental constraints). However, the Study Area enjoys a great location with access to two major freeways (I-405 and I-110) with high visibility from some of the South Bay's most traveled freeway corridors. Other land uses in the area include industrial, commercial, office, and open space uses.

## **II. Analysis**

### **Existing Conditions Assessment**

As a starting point in development of a vision for the study area, Staff conducted a high-level analysis of existing conditions. The Staff evaluated existing uses, buildings, infrastructure, environmental constraints, accessibility, and visibility in terms of opportunities and constraints for future development.

## **Demographic and Market Analysis**

Kosmont conducted a demographic and market analysis was completed in order to better understand the market potential based on factors such as the regional trade area, vacancy rates, rental rates, retail sales, household size, household income, and population growth. Key findings revealed that:

- There is a surplus in many retail categories;
- There are retail voids in areas such as food stores, clothing stores, and electronics and appliance stores;
- There is a limited hotel market;
- Office vacancy and rents are trending higher;
- Multifamily residential vacancy is trending lower and rents are trending higher (20% since 2012); and
- Industrial vacancy is trending lower and rents are trending higher.

## **Council Interviews**

In March 2016, City staff and PlaceWorks met with each of the City Council members. The intent of these interviews was to understand what they see as future opportunities for the area, and how this area can/should “fit” within the overall community. The project team used this information to form the development of the Vision Plan.

## **III. Community Outreach**

The Vision Plan is a product of discussions between the Staff and property owners. This effort is the first step in developing a cohesive land use, mobility, and economic vision for the area. In early 2016, Staff hosted two landowner workshops for the area’s property owners to better understand what’s working and not working for property owners, learn about any upcoming plans to expand, redevelop or relocate, and hear how they envision the future of the project area. In addition, the City staff and PlaceWorks held follow-up discussions with key stakeholders in the area.

At the March 29, 2016 Workshop, the Staff presented an overview of the Vision Plan process and described the opportunities and constraints associated with each Planning Area. Following the brief presentation, Staff facilitated a discussion with the group to answer the questions outlined above. Based on the feedback provided, the project team prepared a Draft Vision Plan for the study area.

On May 3, 2016, Staff hosted a second workshop for property owners in the study area and presented a draft of the land uses recommended for each subarea and collect their input on the proposed uses. The team also highlighted key opportunities and constraints and identified potential implementation strategies. Landowners in attendance were generally comfortable with the uses proposed for the study area, and did not recommend any significant changes.

A series of follow-up one-on-one interviews with individual property owners within the project area were held to better understand the perspective of the variety of land user and major stakeholders. It was important to understand the needs related to health care (Kaiser), office and commercial development (Watson Land), and office development. Finally, on June 2, 2016,

staff presented the Vision Plan to the Economic Development Commission (EDC) who supported the effort.

#### **IV. Vision Plan**

The Vision Plan document includes the background information, analysis, community outreach, land use vision and implementation actions (Exhibit 1).

##### **Land Use Vision**

The study area is organized into six Planning Areas along with the gateways into the study area and the view corridors. The preparation of a Vision Plan for Carson was a collaborative and iterative process involving community members, business and property owners in the project area, the Carson City Council, and staff. Based on the Market Analysis, review of environmental constraints, and feedback received from project stakeholders, Staff developed a land use Vision Plan for the entire study area. The Vision Plan further subdivides the study area into 18 “subareas”, each with their own preferred mix of uses, implementation strategy, and associated public improvements. Proposed uses in the study area include a range of commercial, industrial, residential, and mixed-use development.

##### **Development Potential**

In order to better understand the development associated with the land uses outlined in the Vision Plan, custom target densities and intensities have been identified for each subarea (see summary table below). This summary table represents the total development potential of the subarea if all land uses were to transition over time. The Vision Plan recognizes that not all properties will redevelop; however, this analysis provides a rough estimate of the potential associated with the proposed plan. In summary, the total development capacity for the study area, if all parcels redeveloped, would be approximately:

- 2,344 residential units
- 1.2M square feet of commercial building space
- 4.8M square feet of industrial building space
- 500K square feet of office building space
- 120K square feet of other types of building spaces
- 225 hotel rooms

##### **Implementation Actions**

The Vision Plan includes several implementation tools to assist in realizing the goals of the Vision Plan including:

- Planning and Development Actions
  - Update Existing Regulations to Incentivize New Investment
  - Support Strategic Redevelopment Opportunities
  - Development Reserve
  - Revised Interim Uses
- Funding and Financing Tools
  - Target Key Public Infrastructure and Service Needs
  - Develop Infrastructure and Services Financing Options

These implementation measures are discussed in more detail in the Implementation Actions section of the Vision Plan.

**V. Recommendation**

That the Planning Commission:

- WAIVE further reading and ADOPT Resolution No.\_\_\_\_\_, entitled “A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF CARSON RECOMMENDING APPROVAL OF THE VISION PLAN INCLUDING THE STEPS NECESSARY TO IMPLEMENT THE VISION PLAN TO THE CITY COUNCIL.”

**VI. Exhibits**

1. Vision Plan

**CITY OF CARSON**  
**PLANNING COMMISSION**  
**RESOLUTION NO. 16-**

**A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF  
CARSON RECOMMENDING APPROVAL OF THE VISION PLAN INCLUDING  
THE STEPS NECESSARY TO IMPLEMENT THE VISION PLAN TO THE CITY  
COUNCIL**

**THE PLANNING COMMISSION OF THE CITY OF CARSON, CALIFORNIA,  
HEREBY FINDS, RESOLVES AND ORDERS AS FOLLOWS:**

WHEREAS, on December 15, 2015, the Carson City Council enacted a one year moratorium on new development within a 640-acre area around the 157-acre former Cal Compact landfill site, for the purpose of developing land use strategies surrounding the 157-acre site which the Carson Reclamation Authority owns; and

WHEREAS, on December 15, 2015, the City Council authorized the preparation of the Vision Plan and the City hired PlaceWorks, a planning firm, and Kosmont Companies, a financial advisory and economic development firm to prepare the Vision Plan; and

WHEREAS, the Porsche Experience Center and the future development plans for the 157 acres, for which the City entered into an Exclusive Negotiating Agreement with CAM-CARSON LLC, an entity of Macerich, one of the largest shopping center developers and owners in the country, to develop a 585,000 square foot high fashion regional outlet mall, represents two significant catalysts for revitalization of this area; and

WHEREAS, based on Kosmont's demographic and market analysis, there is considerable market potential for future economic development to revitalize the area and strengthen the City's economic outlook; and

WHEREAS, City of Carson Staff has worked strategically with the community and property owners to prepare a cohesive future development plan for the project area that considers land use, mobility, urban design, and infrastructure; and

WHEREAS, City of Carson Staff prepared the proposed Vision Plan, and received feedback from property owners during workshops on March 29, 2016 and May 3, 2016; and

WHEREAS, the Carson Vision Plan is the foundation of future efforts to set the stage for the revitalization of the area; and

WHEREAS, in order to achieve the potential of the Vision Plan, the City must pursue several implementation actions including planning and development actions and funding and financing tools.

**Section 1.** The Planning Commission of the City Of Carson, California, hereby finds, as follows:

- a) The Vision Plan has been reviewed by the Planning Commission.
- b) The Vision plan provides a guide to the future development of the area.
- c) The implementation measures identified in the Vision Plan are necessary to implement the City's vision to revitalize the area.
- d) The Vision Plan recommends reasonable potential land uses for the study area.



- e) The vision Plan identifies the necessary tools to finance the infrastructure and services needed to implement the Vision Plan.

**Section 2.** Based on the aforementioned findings, the Planning Commission hereby recommends approval of the Vision Plan to the City Council.

**Section 3.** The Secretary shall certify to the adoption of the Resolution and shall transmit copies of the same to the City Council of the City of Carson.

**PASSED, APPROVED AND ADOPTED THIS 26<sup>th</sup> DAY OF JULY, 2016**

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**CHAIRPERSON**

**ATTEST:**

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**SECRETARY**



# CARSON VISION PLAN

JULY 20, 2016



**Prepared for:**

City of Carson  
701 E Carson Street  
Carson, California 90745

**Prepared by:**

PlaceWorks  
3 MacArthur Place Suite 1100  
Santa Ana, CA 92707

Kosmont Companies  
1601 N. Sepulveda Blvd., #382  
Manhattan Beach, CA 90266

EXHIBIT NO. 1





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# INTRODUCTION

In December of 2015, the Carson City Council enacted a moratorium on new development within a 640-acre area around the City's 157-acre site and future home of a major regional attraction; the moratorium suspends development activity for a one-year period. The purpose of the moratorium was to allow the City to work strategically with the community and property owners to prepare a cohesive future development plan for the project area that considers land use, mobility, and infrastructure.

The Vision Plan provides a high-level land use framework for how the area could transition over time to better serve the needs of Carson and the South Bay community. The Vision Plan:

- » Sets the stage for efforts to revitalize the area around the City's 157-acre site into a vibrant destination center
- » Supports the City's new projects including the Porsche Experience (opening October 2016)
- » Evaluates the potential for future development in light of environmental constraints
- » Defines an opportunity to create new gateways for future visitors/customers of the study area
- » Identifies potential strategies to implement the Vision Plan
- » Strives to improve the image of the area

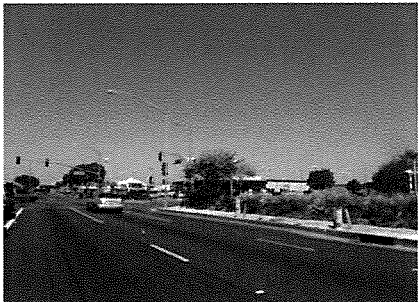
The Vision Plan will be used as a guide for staff, landowners, and developers while specific implementation strategies are pursued.

## Study Area

The majority of the study area historically functioned as a regional location for less desirable land uses (landfill, waste transfer station, recycling, storage, etc.). As a result, approximately half of the study area has some form of environmental constraint which may impact future development potential (all vacant properties have environmental constraints). However, the Study Area enjoys a great location with access to two major freeways (I-405 and I-110) with high visibility from some of the South Bay's most traveled freeway corridors. Other land uses in the area include industrial, commercial, office, and open space uses. Long views of the site can be experienced from I-405. Key gateways into the study area and adjacent projects (i.e., the 157-acre property), along with long-views, are identified on Figure 1. The study area is organized into six Planning Areas, as illustrated on Figure 2.



Existing use photos of the study area



Existing use photos of the study area

## 157-Acre Property

In 2015, the City of Carson Reclamation Authority gained control of 157-acres along I-405, previously referred to as the Boulevards at South Bay/Carson Marketplace. The City is focused on attracting a “signature development” to the 157-acre site that will take advantage of its prime location along I-405, within the very desirable South Bay area. In the summer of 2016, the City of Carson and Macerich (one of the country’s leading owners, operators and developers of major retail real estate) entered into an exclusive negotiating agreement to develop approximately 46 acres of the 157-acre property into a high fashion outlet mall. The development plans for the rest of the site are still being considered. This property is not included in the Development Moratorium/Carson Vision Plan area, however, future uses on the site will positively influence market demand within the study area.

## Market Analysis Summary

In order understand the market potential for the Planning Area, a demographic and market analysis was done looking at the regional trade area, Carson population, household sizes and income levels, and resulting retail spending potential, and trends in inventory, rental rates and vacancy rates for residential, commercial and industrial uses.

Key findings included:

- » Located at the intersection of two major freeways, and with proximity to Ports of LA/Long Beach and LAX, the Planning Area is well suited for capturing regional demand for significant commercial and industrial development.
- » While there is a local surplus in some categories, there are numerous categories with significant leakage, such as food, clothing and electronics.
- » There is a limited hotel market today, but the new Porsche Experience and the 157-acre commercial development will be major demand drivers for hotel guests.
- » Office market is limited to local serving users, with rents and vacancy rates trending higher.
- » Multifamily residential market is strong with vacancy rates trending lower and rents trending higher.
- » Industrial market is strong with demand for large distribution/logistic facilities with vacancy rates trending lower and rents trending higher.



## Outreach Summary

The City of Carson understands that the City and private sector must work together to develop a cohesive land use, mobility, infrastructure, financing, and economic vision for the area. In early 2016, the City hosted two landowner workshops for the area's property owners to better understand what's working and not working for property owners, learn about any upcoming plans to expand, redevelop or relocate, and hear how they envision the future of the project area. The City has also heard from each City Councilmember and had follow-up discussions with key stakeholders in the area. A high-level summary of the feedback received is included below.

### *Landowner Workshops*

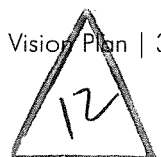
The Vision Plan focuses on providing direction for the future of the area and will not affect the right of any existing business to continue to operate. Also, it will not result in the City taking anyone's property. The Vision Plan will include "next steps" for how the City might implement land use, zoning and infrastructure changes in the future.

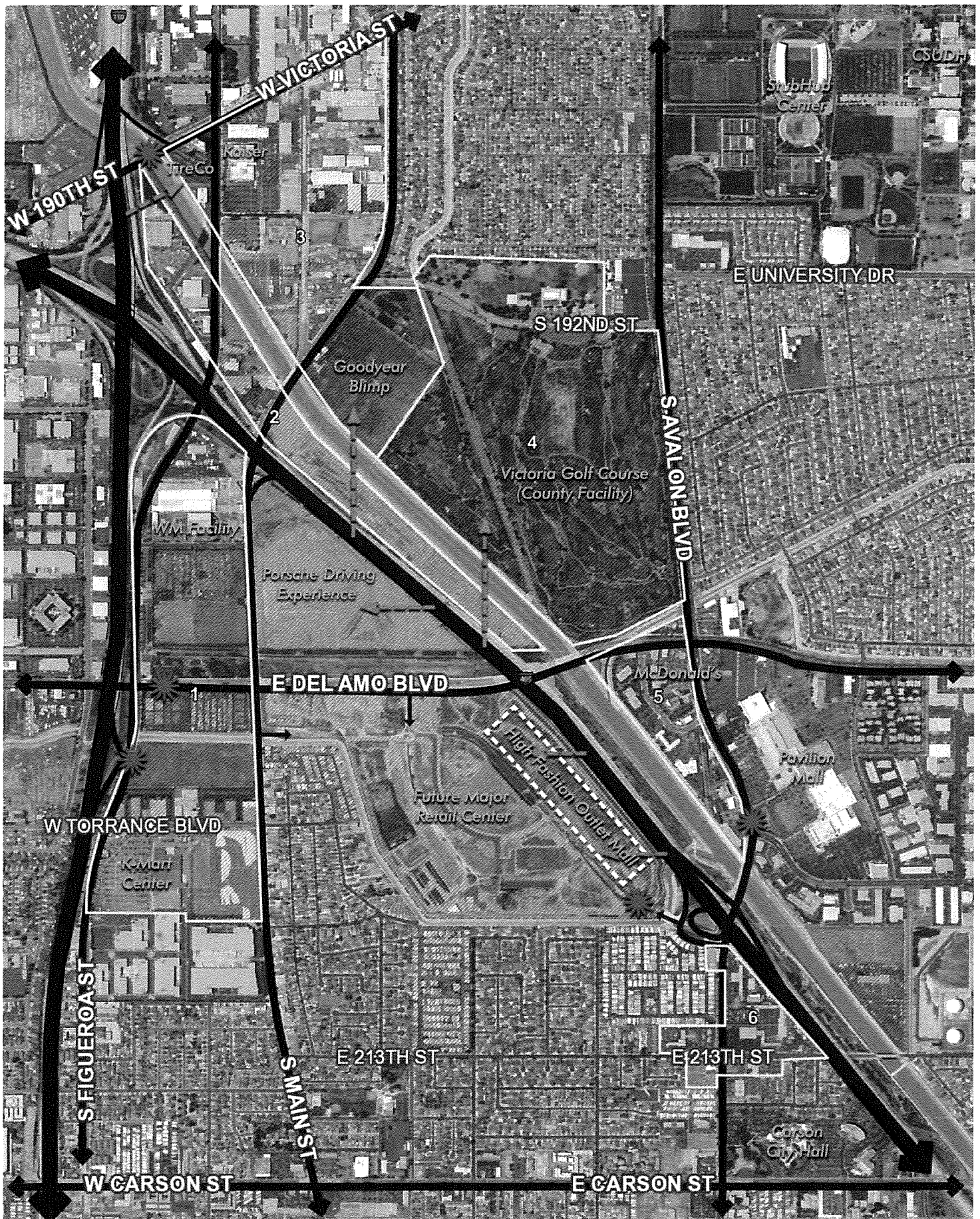
### **Workshop #1: Defining a Vision**

In early March 2016, individual letters were mailed to every business and property owner affected by the Moratorium inviting them to attend the first of two landowner workshops. The workshop was held on March 29, 2016 at the Carson Community Center with approximately 20 individuals in attendance. The purpose of the meeting was to:

- » Share the findings of the Market Analysis
- » Better understand what's working/not working for property owners
- » Learn about upcoming plans to expand, move, or make improvements
- » Hear from you what property owners want to see here in the future
- » Learn what the City can do to help property owners be more successful

The team presented an overview of the Vision Plan process and described the opportunities and constraints associated with each Planning Area. Following the brief presentation, the team facilitated a discussion with the group to answer the questions outlined above. Based on the feedback provided, the project team prepared a Draft Vision Plan for the study area.





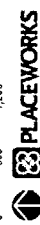




# Planning Areas

- Planning Areas
- City Boundary

## CARSON VISION PLAN



Date: 3/10/2016

# CARSON VISION PLAN "BIG IDEAS"



## 1A Regional Commercial (25 ac)

- Capitalize on visibility from I-405 and I-110 to provide desired regional commercial uses, including hospitality, that support Carson's major destinations
- No known environmental constraints

1A

## 1B Logistics Hub (35 ac)

- Locate logistic businesses adjacent to major freeway access points
- Site is environmentally constrained, logistics uses are appropriate
- Allow auto and truck related businesses

1B

## 1C Logistics Hub (80 ac)

- Locate logistic businesses adjacent to major freeway access points
- Site is largely environmentally constrained, logistics uses are appropriate
- Allow auto and truck related businesses

1C

## 2A Light Industrial/Office (15 ac)

- Support continued operation of "good neighbor" light industrial uses
- Allow transition to office development
- Access and visibility is limited
- No known environmental constraints

2A

## 2B Light Industrial (10 ac)

- Maintain area for the City's light industrial uses that are good neighbors, including manufacturing and distribution
- Access and visibility is limited
- Site is environmentally constrained

2B

## 2C Regional Commercial (29 ac)

- Well-positioned to support indoor and outdoor commercial entertainment uses
- High visibility from I-405
- Access is limited and lot is narrow
- Site is environmentally constrained

2C

## 3A Professional Office (7 ac)

- Continue to encourage high-rise iconic professional offices uses and consider the opportunity to create partnerships with medical office uses across Figueroa St
- No known environmental constraints

3A

## 3B Flex Industrial (89 ac)

- Support ongoing medical office uses and their expansion throughout the subarea
- Allow for select industrial uses to continue as a transition to SFD along Main Street

3B

## 3C Special Use Facility (30 ac)

- Support the continued operation of the Goodyear Blimp and its support facilities
- Consider the facility in relation to adjacent uses and future development
- Site is environmentally constrained

3C

## 3D Light Industrial (9 ac)

- Allow for a range of light industrial uses
- Allow auto and truck related businesses
- Potential height limited due to proximity to Goodyear Blimp
- Site is environmentally constrained

3D

## 4A Community Park (25 ac)

- Amenities designed to serve the recreation needs of the Carson community
- Retrofit park to serve special needs children
- Potential for residential under certain conditions
- No known environmental constraints

4A

## 4B Regional Park (178 ac)

- Opportunity to reposition property as an amenity for the South Bay Community
- Site is environmentally constrained
- County of Los Angeles facility, any modifications require agency coordination

4B

## 5A General Commercial (1 ac)

- Well-positioned on Del Amo Blvd for convenience commercial uses
- Serves commercial needs of office users
- Envisioned to be low intensity
- No known environmental constraints

5A

## 5B Office/Residential (27 ac)

- Offices can continue business as usual
- High-density residential allowed with certain conditions
- Lot consolidation desired
- No known environmental constraints

5B

## 6A General Commercial (0.5 ac)

- Well-positioned off I-405 for convenience commercial uses
- Low intensity commercial uses compatible with surrounding residential are desired
- No known environmental constraints

6A

## 6B Mixed-Use Avalon (6 ac)

- Mix of medium-density residential and commercial uses are desired
- Provides transition to residential uses
- Near activity centers and Carson Street
- No known environmental constraints

6B

## 6C Mixed-Use Avalon (16 ac)

- Mix of high-density residential and commercial uses are desired
- Provides transition to residential uses
- Near activity centers and Carson Street
- No known environmental constraints

6C

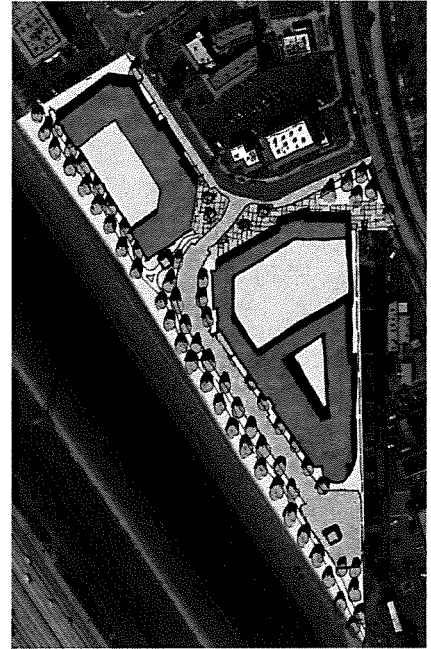
# LAND USE VISION

The City of Carson envisions the study area to transition to a vibrant destination center to complement existing and future uses within the City and to serve the entire South Bay region. The City recognizes that it will take substantial public and private investment, along with strategic planning and a significant time commitment, to achieve this vision.

The preparation of a Vision Plan for Carson was a collaborative and iterative process involving community members, business and property owners in the project area, the Carson City Council, and City staff. Based on the Market Analysis, review of environmental constraints, and feedback received from project stakeholders, the project team developed a land use Vision Plan for the entire 640-acre area (gross acreage). The Vision Plan subdivides the study area into 17 “subareas” based on net developable acreage (gross acreage excluding right-of-ways), each with their own preferred mix of uses, implementation strategy, and associated public improvements. Proposed uses in the study area include a range of commercial, industrial, residential, and mixed-use development. The proposed land uses envisioned for the study area are illustrated on Figure 3.

The following pages highlight the existing context for each Planning Area, followed by a high-level discussion of the land use vision for each Subarea. To complement the land use vision, this report includes photos to illustrate the type of development envisioned for each area. These photos are only intended to represent one possible development idea, and should not be taken as specific direction on how a project should develop.

The Vision Plan for Carson is a first step on a long road to seeing this critical area of the City realize its full potential. The intent is that a series of implementation strategies will be undertaken following the conclusion of the Vision Plan project to help the City move forward with the ideas outlined in the Plan. Based on the land use vision for the Subarea, a recommendation on how to implement the vision has been specified, if necessary (i.e., Specific Plan, Development Code Update, and/or Overlay Zone). The Vision Plan will be used as a guide for staff, landowners, and developers while the Specific Plans and/or Development Code Updates are being prepared. These implementation tools are described in detail in the Implementation section of the report.



The image above is a conceptual development illustration of Subarea 5B, Office/Residential.

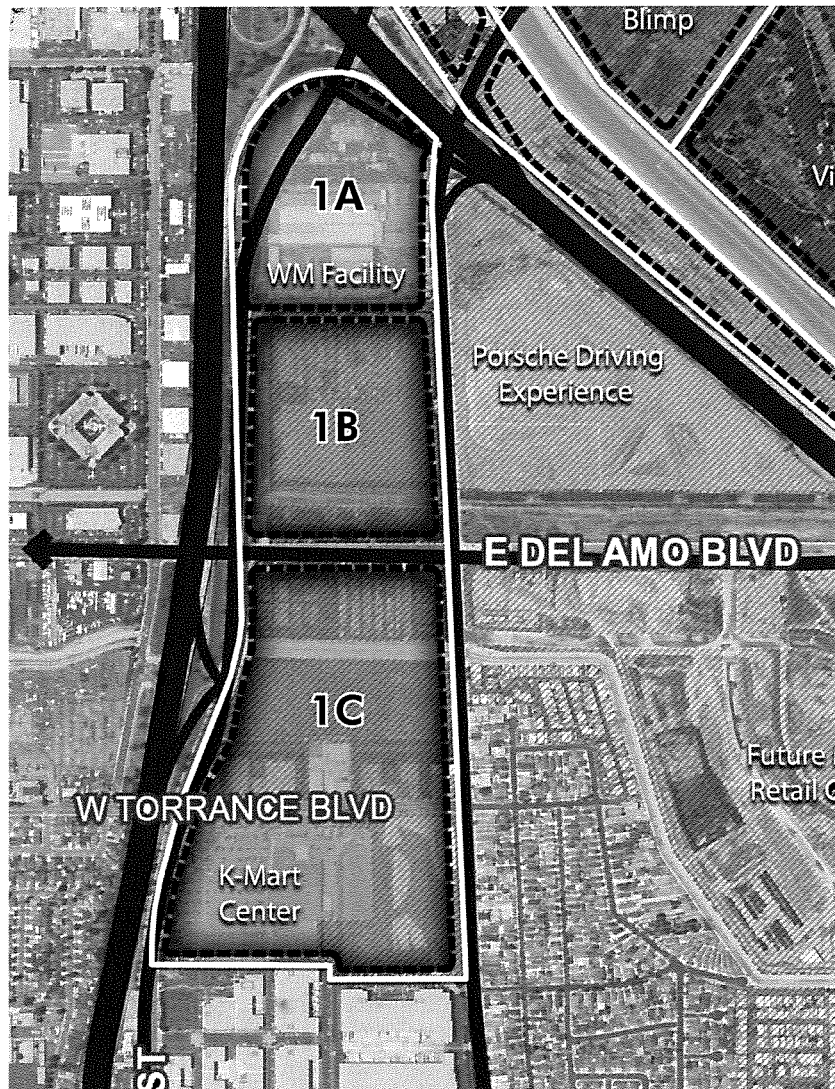


Illustrative of the Porsche Driving Experience (outside the study area)



## Planning Area 1

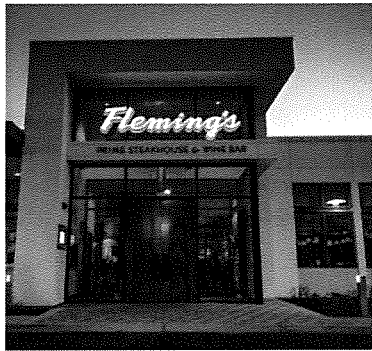
Planning Area 1 is 164 gross acres and serves as a major gateway into the City from I-110 and Del Amo Boulevard. There is very limited vacant land in the planning area, and the land that is vacant is environmentally constrained. Key existing uses in Planning Area 1 include Waste Management, Pepsi Bottling Group, a nursery/composting facility, and Carson Town Center, a commercial center anchored by K-Mart. Carson Town Center, which is entitled through a Specific Plan, also includes a light industrial/logistics component located outside of the Planning Area's southern boundary. A specific plan is underway in West Carson (west of I-110) to allow for new development at densities up to 70 du/ac and floor-area-ratio of up to 1.5.



### ***Proposed Vision 1A: Regional Commercial, 25 net acres***

With high visibility and easy access to I-405 and I-110, Subarea 1A is well-suited to transition to regional commercial uses, including hospitality uses, that support Carson's major destinations such as the Porsche Driving Experience and future major retail center. High-end dining options could also exist here to supplement the more casual offerings currently found throughout the City.

A Specific Plan is the preferred implementation tool to create a well-integrated site plan and to facilitate a transition in land use for this area. Allowing for regional commercial uses necessitates a change in zoning (current zone is Heavy Manufacturing).



### ***Proposed Vision 1B and 1C: Logistics Hub, 115 net acres***

The majority of sites in Subareas 1B and 1C were either former industrial or household waste landfills or contaminated by former onsite uses, such as petroleum companies, and continue to be environmentally constrained. However, proximity to the freeway and relatively large parcel sizes continue to attract developer interest. Logistic businesses are an appropriate future use here; freeway access points feed directly into and out of the area, reducing the impact of truck travel on the City's residential neighborhoods. Auto- and truck-related uses should continue to be allowed.



#### **1A Current Zoning:**

Manufacturing, Heavy

#### **1A Implementation Tool:**

Specific Plan with tailored regulations and design guidelines to accommodate moderate to high-end restaurants, hospitality, and other services.

#### **1B and 1C: Current Zoning:**

Manufacturing, Light  
Specific Plan-4

#### **1B and 1C: Implementation Tool:**

Development Code update focusing on signage, allowable uses, intensities, updated landscaping, and design requirements. Potential Specific Plan(s) to allow for a mix of uses, including residential and commercial, within the same project area.

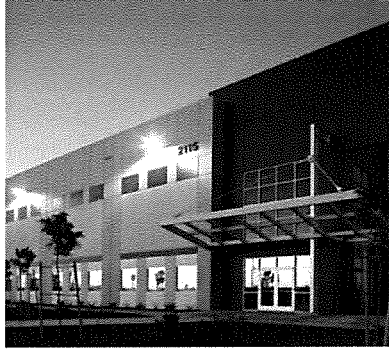
## Planning Area 2

Planning Area 2 is 56 gross acres and has good visibility from I-405 and the project area's major north-south corridors including Figueroa Street and Main street. However, despite its visibility, access to the Planning Area is very limited. Constrained on the south by I-405 and the north by the Dominguez Channel, the parcels in this Planning area are oddly configured making new development difficult. There is some vacant land, but it is environmentally constrained. There are views to the golf course and the Goodyear Blimp from the southern portion of Planning Area 2.



### ***Proposed Vision 2A and 2B: Light Industrial, 25 net acres***

Access and visibility is limited to subareas 2A and 2B. There are some environmental constraints, but both subareas are completely developed. At these locations, the City should support continued operation of “good neighbor” light industrial, including manufacturing & distribution. In addition to light industrial uses, Subarea 2A should also allow for office development if there are market demands for that use in the study area.



#### **2A and 2B Current Zoning:**

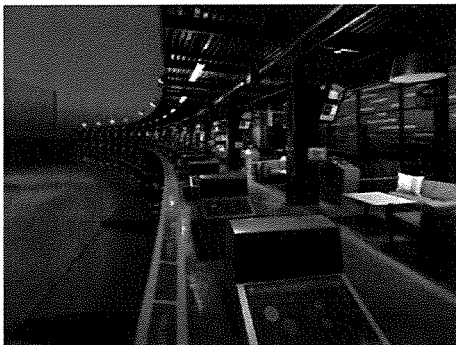
Manufacturing, Light

#### **2A and 2B Implementation Tool:**

Development Code update to focus on landscaping, screening, loading areas, and signage requirements.

### ***Proposed Vision 2C: Regional Commercial, 29 net acres***

Located across I-405 from the Porsche Driving Experience, Subarea 2C is well-positioned to support indoor and outdoor commercial entertainment uses. The site has high visibility from I-405, but access is limited, the lot is narrow, and the site is environmentally constrained, which may make significant development difficult. The site has views to the Goodyear Blimp and Golf Course, and the Dominguez Channel has the potential to serve as a nearby amenity.



#### **2C Current Zoning:**

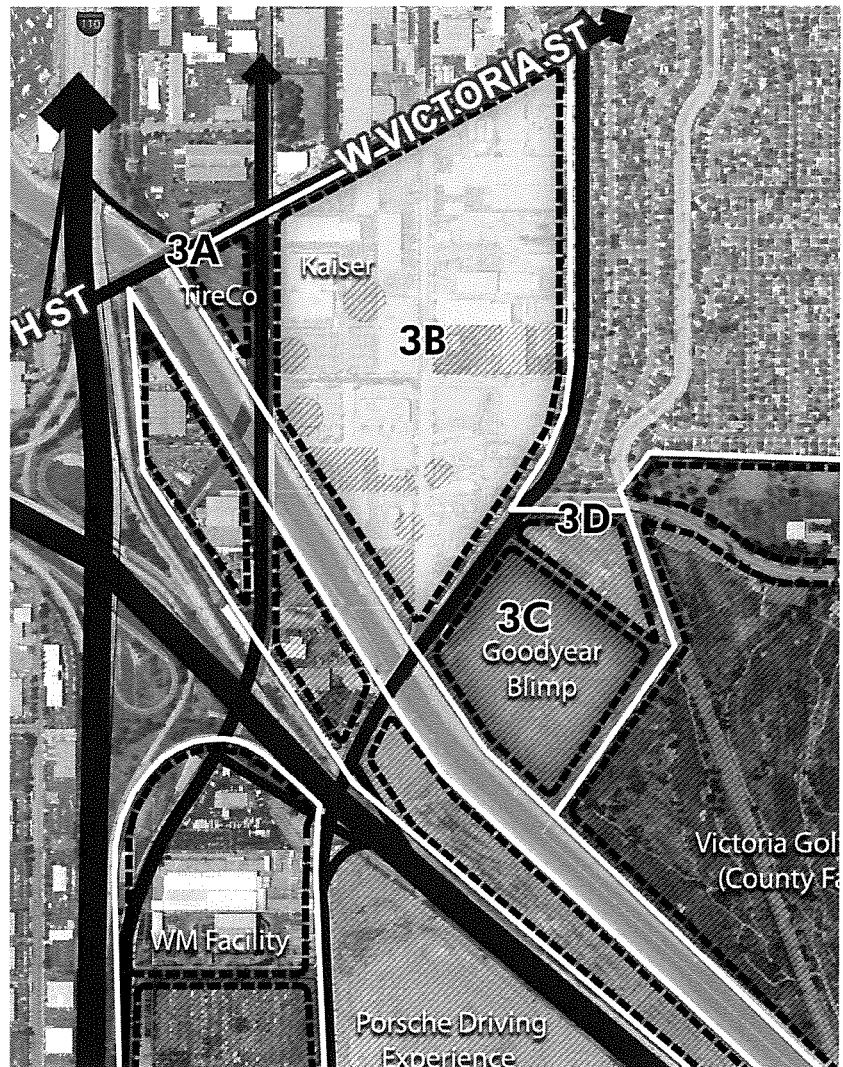
Commercial, Regional Center

#### **2C Implementation Tool:**

Development Code update to tailor allowable and interim uses and landscaping requirements.

## Planning Area 3

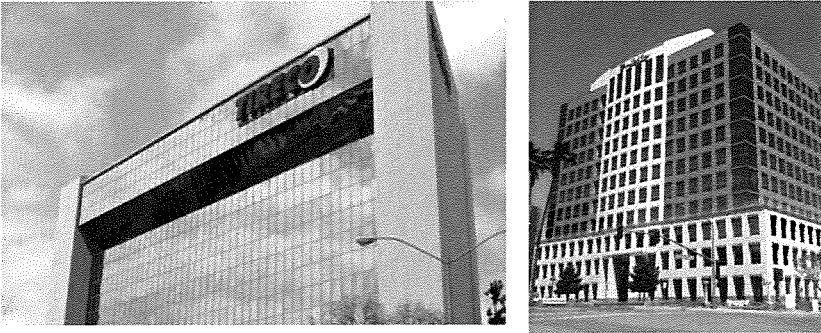
Planning Area 3 is 146 gross acres and is comprised of a mix of environmentally constrained and clean sites. Most of this Planning Area is developed and there is very limited vacant land. As a result, most new development in this Planning Area is expected to occur as existing uses transition over time. Key existing uses in Planning Area 3 include Kaiser Medical Offices, TireCo, Metro storage, automotive storage and repair, Phantom Carriage Brewery, and the Goodyear Blimp. To the east of the Planning Area (across Main Street) are single-family homes, and to the north of the Planning Area (across Victoria Street) are similar light industrial uses.





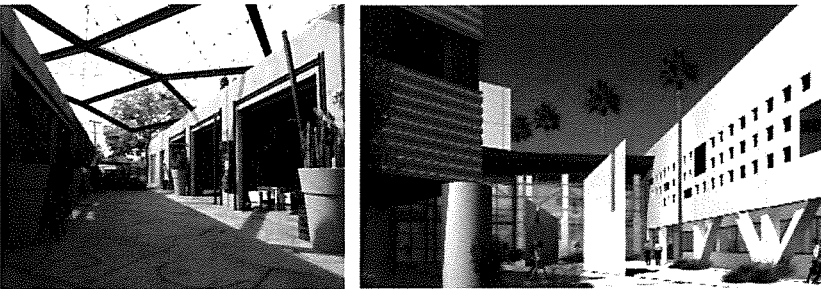
### ***Proposed Vision 3A: Professional Office, 7 net acres***

Subarea 3A is home to the TireCo building, one of the community's most recognizable office developments. The vision for this subarea is to encourage the continued presence of high-rise iconic professional offices uses, perhaps in partnership with medical office uses across Figueroa Street. Construction of a parking structure may open up new development potential.



### ***Proposed Vision 3B: Flex Industrial, 89 net acres***

The area between Figueroa Street, Victoria Street, Main Street, and the Dominguez Channel is comprised of a mix of light industrial and medical uses (including Kaiser). There are some environmental constraints. The plan for this area is to support medical office uses, allow industrial uses (including "makers"), and also allow medium- and high-residential uses, especially as a transition to SFD along Main Street.



### ***Proposed Vision 3C: Special Use Facility, 30 net acres***

This area is home to the Goodyear Blimp facility.

### ***Proposed Vision 3D: Light Industrial, 9 net acres***

Subarea 3D allows for a range of light manufacturing uses and auto and truck related businesses. Proximity to the Goodyear Blimp may require height limits for future development. The site is environmentally constrained.

#### **3A Current Zoning:**

Manufacturing, Light

#### **3A Implementation Tool:**

Development Code update to refine allowable uses and intensity standards

#### **3B Current Zoning:**

Manufacturing, Light

Manufacturing, Heavy

#### **3B Implementation Tool:**

Specific Plan or Overlay Zone to provide flexibility and higher standards for building design and landscaping, tailor uses to compliment other areas of the Vision Plan, and to address transition between residential and nonresidential uses.

#### **3C Current Zoning:**

Special Use

#### **3C Implementation Tool:**

No change

#### **3D Current Zoning:**

Manufacturing, Light

#### **3D Implementation Tool:**

No change

## Planning Area 4

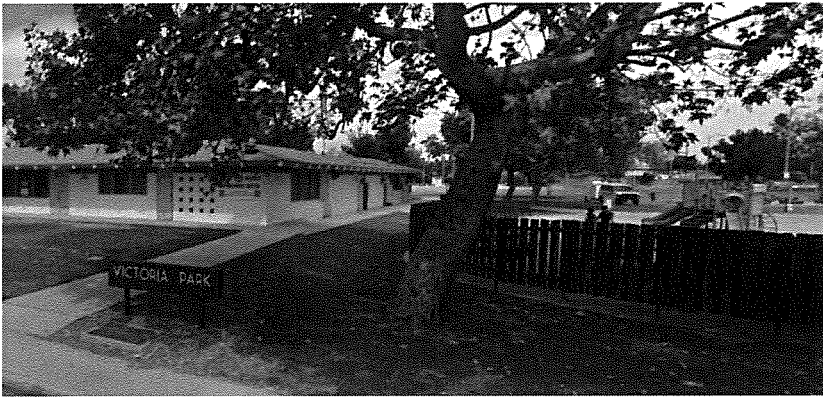
Planning Area 4 is 210 gross acres comprised entirely of open space, including the Links at Victoria Golf Course (a Los Angeles County facility) and Victoria Park. The golf course is environmentally constrained, but there are no known environmental constraints at Victoria Park. In a largely-developed urban area like Carson where open space is often limited, these two facilities play an important role in connecting residents to open space and recreation facilities.



### ***Proposed Vision 4A: Neighborhood Park, 25 net acres***

Victoria Park (Subarea 4A) is a neighborhood park provides a space for outreach recreation for the local Carson community. The park is expected to remain a part of the study area. In the future, there may be an opportunity to retrofit the park to serve special needs children (no other open space facility in Carson serves this unique population).

Given that there are no known environmental constraints Subarea 4A, it is a reasonable site for future residential development, as long as the community's active open space and recreation needs continue to be met at other sites and facilities.



### ***Proposed Vision 4B: Regional Park, 178 net acres***

Subarea 4B is home to the Links at Victoria Golf Course, a facility of Los Angeles County. The golf course is on top of a former landfill, but in the future there could be an opportunity to partner with the County to reposition the property as an amenity for both Carson residents and the South Bay Community.

#### **4A Current Zoning:**

Open Space

#### **4A Implementation Tool:**

No change

#### **4B Current Zoning:**

Open Space

#### **4B Implementation Tool:**

No change



## Planning Area 5

Planning Area 5 is 34 gross acres and there are no known environmental constraints in the area. Located between the Dominguez Channel and Avalon Boulevard, south of Del Amo Boulevard, this Planning Area is across the street from Pavilion Mall and has great access and visibility from I-405. The area is currently comprised primarily of Class B and C office space and food service, including fast food (McDonald's) and casual sit-down food service (Pizza Hut, Denny's, and Sizzler). Planning Area 5 is located directly across the Dominguez Channel from the City's 157-acre site, and specifically, the portion of the 157-acre site identified for a future high fashion outlet mall.



***Proposed Vision 5A: General Commercial, 1 net acres***

Subarea 5A is well-positioned on Del Amo Blvd for low-intensity convenience commercial uses, specifically to serve the needs of nearby office users.



***Proposed Vision 5B: Office/Residential, 27 net acres***

Subarea 5B is entirely built-out. The Vision Plan allows for offices uses to continue with business as usual, while also allowing high-density residential development with certain conditions, such as minimum lot size requirements. Proximity to Pavilion Mall make this an attractive location for future mixed-use development with an integrated pattern of residential, office, and shopping experiences, with enhanced pedestrian pathways and streetscapes.



**5A Current Zoning:**

Commercial, Regional Center

**5A Implementation Tool:**

No change

**5B Current Zoning:**

Commercial, Regional Center

**5B Implementation Tool:**

Specific Plan or Overlay Zone that addresses internal circulation, reduction of access points along Avalon Boulevard, connectivity between uses, transition between office and residential uses, and landscape design.

## Planning Area 6

Planning Area 6 is 27 gross acres and, like Planning Area 5, is there are no known environmental constraints. It is the closest Planning Area to Carson Street and City Hall, where the City is experiencing a development renaissance with new mixed-use projects. Its proximity to these destinations, combined with frontage along Avalon Boulevard and access to I-405 make this an attractive area for future catalytic development projects. Current uses in the Planning Area include auto sales on temporary use permits, a gas station, and post office.



### ***Proposed Vision 6A: General Commercial, 0.5 net acres***

Subarea 6A is well-positioned off I-405 for convenience commercial uses. Low-intensity commercial uses compatible with surrounding residential are desired in this area.



#### **6A Current Zoning:**

Commercial, Automotive

#### **6A Implementation Tool:**

No change

#### **6B and 6C Current Zoning:**

Commercial, Automotive

Commercial, Regional Center

#### **6B and 6C Implementation Tool:**

Specific Plan to allow for higher densities and intensities than allowed in the current Development Code

### ***Proposed Vision 6B and 6C: Mixed-Use Avalon, 22 net acres***

The vision for subareas 6B and 6C builds off of the new mixed-use development along Carson Street. A mix of high-density residential and commercial uses (vertical or horizontal) are desired in this area. Currently, the area is comprised primarily of auto sales and service uses operating under temporary permits. The size of these subareas, adjacency to I-405 and Avalon Boulevard, and relationship to near activity centers (City Hall, Pavilion Mall, and Carson Street), make this an likely candidate for near-term redevelopment.



## Development Potential

In order to better understand the development associated with the land uses outlined in the Vision Plan, custom target densities and intensities have been identified for each subarea (see summary table below). This summary table represents the total development potential of the subarea if all land uses were to transition over time. The Vision Plan recognizes that not all properties will redevelop, however, this analysis provides a rough estimate of the potential associated with the proposed plan. In summary, the total development capacity for the study area, if all parcels redeveloped, would be approximately:

- » 2,344 residential units
- » 1.2M square feet of commercial building space
- » 4.8M square feet of industrial building space
- » 500K square feet of office building space
- » 120K square feet of other types of building space
- » 225 hotel rooms

Subarea	Use	Net Acres	Residential		Nonresidential Square Feet					
			Density	Units	Intensity	Commercial	Industrial	Office	Other	Hotel
1A	Regional Commercial	25			0.5	544,500				225
1B	Logistics Hub/Mixed-Use	35		-	0.6		914,760			
1C	Logistics Hub/Mixed Use	80		-	0.6	120,226	2,090,880			
2A	Light Industrial/Office	15			0.5		163,350	163,350		
2B	Light Industrial	10			0.25		108,900			
2C	Regional Commercial	29			0.25	315,810				
3A	Professional Office	7			1			304,920		
3B	Flex Industrial	89	22	490	0.5		1,453,815			
3C	Special Use Facility	30			0.04				52,272	
3D	Light Industrial	9			0.1		39,204			
4A	Neighborhood Park	25			0.01				10,890	
4B	Regional Park	178			0.01				77,537	
5A	General Commercial	1			0.25	10,890				
5B	Office/Residential	27	60	535	0.4	244,633		70,567		
6A	General Commercial	0.5			0.25	5,445				
6B	Mixed-Use Avalon	6	60	360	0.3	3,136				
6C	Mixed-Use Avalon	16	60	960	0.3	3,136				
<b>Total</b>		<b>582.5</b>		<b>2,344 Units</b>		<b>1,247,776 Commercial SF</b>	<b>4,770,909 Industrial SF</b>	<b>538,837 Office SF</b>	<b>140,699 Other SF</b>	<b>225 Rooms</b>

**Table 1. Development Potential**



# IMPLEMENTATION ACTIONS

The Carson Vision Plan is a first step in help the study area transform into a vibrant regional destination with new jobs, shopping opportunities, residential units, and recreation choices. Following a brief discussion of the area's infrastructure needs, this section describes four essential actions that work together as a single, cohesive strategy for capturing the potential of the Carson Vision Plan. This strategy targets planning and development actions and funding and financing actions that will act as incentives for additional development.

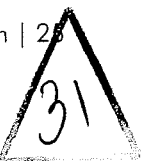
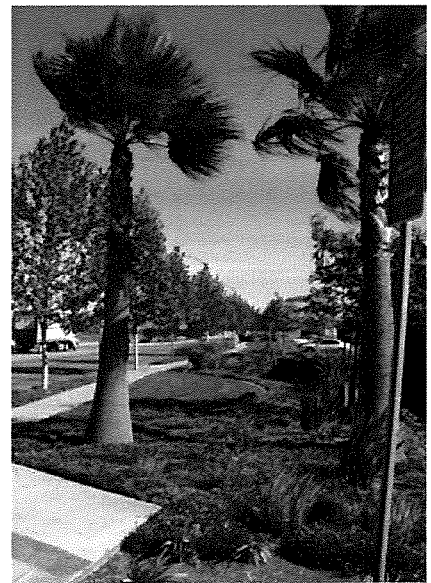
## Infrastructure Needs

There are a range of public improvements desired for the study area, including:

- » Streetscape improvements (landscaping, lights, and signage) along priority corridors (see sidebar)
- » Gateway monumentation
- » Brownfield remediation
- » Parking
- » Open space and pedestrian connectivity
- » Digital connectivity infrastructure to address lack of adequate internet/phone service
- » Increased service levels for water/sewer

As part of the Vision Plan, the City identified key priority corridors where infrastructure improvements are especially important and their implementation should be pursued in the near-term to support new projects and encourage investment and redevelopment of the area. These priority corridors include:

- » Figueroa Street: Del Amo Boulevard to Victoria Street/W 190th Street
- » Francisco Street: Figueroa Street to Main Street
- » Main Street: Carson Street to Victoria Street/W 190th Street
- » Del Amo Boulevard: I-110 to Avalon Boulevard







## Planning and Development Actions

This section presents ideas on how planning and development actions can help implement the Vision Plan.

### ***Update Regulations to Incentivize New Investment***

Current land use and development regulations, zoning standards and design guidelines are out of date and do not adequately address the needs of the community. Updated regulations, standards and guidelines would ensure that investments in new development – from signs to landscaping to buildings – contribute to positive and mutually beneficial change. An updated General Plan guides the intensity, location and distribution of land uses for the area. A new development envelope established by zoning creates incentives for redevelopment and encourages rebuilding of the urban fabric. A clear vision – illustrated in Design Guidelines – ensures that new development will enhance the urban fabric where it exists and extend it where it does not.

Future Specific Plans which implement the Vision Plan will also be required to consider ways to incentivize development, such as facilitating access to funds for remediation and ways to streamline development through expedited review processing. These methods must be considered in collaborate with City staff to understand their application in the project area.

### ***Support Strategic Redevelopment Opportunities***

Key redevelopment opportunities at the 27 acres at Avalon Boulevard and Del Amo Boulevard (Planning Area 5) and the 22 acres along Avalon Boulevard and 213th Street (Planning Area 6). These redevelopment opportunities could be realized through developer-initiated Specific Plans and Development Agreements. In addition, a variety of other development opportunities exist throughout the six planning areas. Complete revitalization of these areas will transform these underutilized areas by adding more than 6,000,000 SF of offices, stores and employment centers and 2,300 housing units that draw residents, workers, visitors, shoppers, students and others from across the city and region.

### ***Development Reserve***

A Development Reserve increases the development potential for preferred land uses such as mixed-use, retail, and other uses that are tax and job generators or provide other desired community objectives. This approach creates an incentive for land owners to partner with developers since the increased development potential is not assigned as it is with traditional zoning. Potential incentives may include increased density, increased building height, reduced on-site parking, reduced setbacks, and increased floor area ratio.

### ***Interim Uses***

It may be appropriate for the City to allow for interim uses in the study area until development standards are updated and/or sites are remediated, particularly on former landfill sites which site vacant. These types of uses could include auto storage, nurseries, seasonal uses (Christmas trees, pumpkin patches. etc.), and other similar uses. Interim uses should be well-screened to protect the image of the streetscape adjacent to the interim uses. The City should evaluate its Development Code to ensure it adequately regulates interim uses, including screening requirements, for property throughout the City, not just the study area.

### **Funding and Financing Tools**

With the loss of redevelopment in 2012, cities lost an important set of tools to publicly finance infrastructure and other public facilities to encourage new private development. Conventional funding vehicles, such as Community Facility Districts (CFD or Mello-Roos), Development Impact Fees and other financing options remain available and they are privately funded through special assessments or fees. New tools, including Enhanced Infrastructure Financing Districts (EIFDs), are described below.

### ***Target Key Public Infrastructure and Service Needs***

Improvements to key public infrastructure - roads, sewer, water, flood control, parks, open space, libraries, brownfield restoration, as well as private development such as affordable housing within a mixed-use project and transit oriented development – will ensure that public infrastructure works in tandem with private investment to create a vibrant area to help Carson keep a competitive edge in the marketplace.

### ***Develop Infrastructure and Services Financing Options***

Implementation of several infrastructure financing tools such as an Enhanced Infrastructure Financing District (EIFD), Development Impact Fees, Community Facility Districts, and other methods will be necessary to fund necessary infrastructure and services. For example, an EIFD helps finance infrastructure improvements by capturing new tax growth received from properties within a defined project area. Based on projected development within the study area, the EIFD could fund improvement such as City streetscape improvements (~\$25 million), conversion of golf course to a regional park (\$30-40 million) and new County fire station (\$30-40 million).

