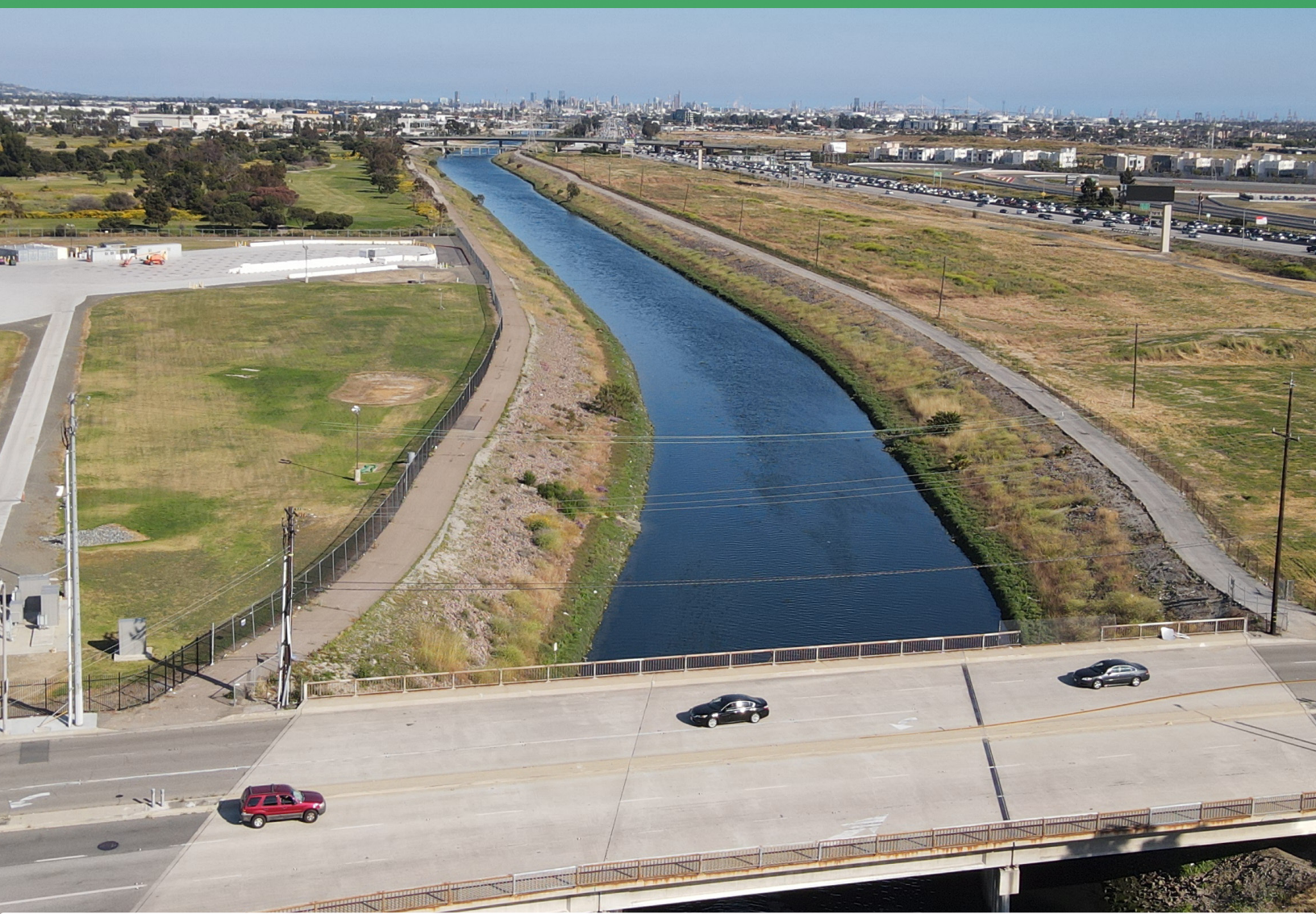


City of Carson

ECONOMIC DEVELOPMENT STRATEGIC PLAN



Project Team:



Prepared for:



DRAFT
September 11, 2023

EXHIBIT NO. 1

CITY OF CARSON

Economic Development Strategic Plan

PRESENTED TO
COUNCIL

September 19, 2023

PREPARED FOR



City of Carson
Community Development Department
Economic Development

PROJECT TEAM



ACKNOWLEDGMENTS

CITY COUNCIL

Mayor, Lula Davis-Holmes
Mayor Pro Tem, Jawane Hilton - District 1
Council Member, Jim Dear - District 2
Council Member, Cedric L. Hicks Sr. - District 3
Council Member, Arleen Bocatija Ro - District 4

CITY STAFF

Assistant City Manager of Economic Development, John Raymond
Community Development Director, Saied Naaseh
Special Projects Manager, James Nguyen
Principal Administrative Analyst, Brent Gesch
Economic Development Liaison, LaToya Butler
Executive Assistant, Sylvia Rubio
Administrative Specialist, Maria Gonzalez
Division Secretary, Bert Boceta

ECONOMIC DEVELOPMENT COMMISSION

Chair, Ray Aldridge
Vice Chairperson, Deborah Wallace
Secretary, Katie Pandolfo
Commissioner, Christopher Childers
Commissioner, Darren Embry
Commissioner, Trini Jimenez
Commissioner, Blake Kelley
Commissioner, Clyde Sparrow
Commissioner, Nasser Watar

PLANNING COMMISSION

Chair, Dianne Thomas
Vice-Chair, Louie Diaz
Commissioner, Del Huff
Commissioner, Frederick Docdocil
Commissioner, Richard Hernandez
Commissioner, Carlos Guerra
Commissioner, Richard Hernandez
Commissioner, Jamie Monteclaro
Commissioner, Karimu Rashad

ACKNOWLEDGMENTS

Participants in Economic Development Summit Meetings (unless already listed above)

Adam Duvendeck, Vice President of Operations, Dignity Health Sports Park

Alex Hernandez, President, Brandywine

Barbara Levine, Business Assistance, Los Angeles County Economic Development Corporation (LAEDC)

Barry Waite, President, Carson Chamber of Commerce

Bill Lorenzen, FCL/Price Transfer

Blake Kelley, Centerpointe

Brent Gesch, City of Carson, Community Development Department

Brian Carr, Artist, Carson Arts Colony

C. Mariko, Farinacci-Gonzalez, Community Library Manager, L.A. County Library (Carson Library)

Cecil Flournoy, Los Angeles County Economic Development Corporation (LAEDC)

Cheryll Cooks, Manager, South Bay Work Investment Board

Chris Mulligan

Christine Saavedra, SA Recycling

Christopher Palmer, Planning Commissioner, City of Carson

Clyde Sparrow Jr., City of Carson Economic Development Commission

Cpt. Damon Jones, L.A. County Sheriff's Department

Dan Dias, See's Candies

Dan Vozenilek, External Affairs, AT&T

Darren Embry, City of Carson Economic Development Commission

Daveid Roberts, City of Carson, City Manager's Office

David Gamboa, Interim Chief of Staff to the President, California State University, Dominguez Hills

David Leger, Senior Project Manager, South Bay Cities Council of Governments

David Ochi, Executive Director, CSUDH, Innovation Incubator

Deborah Wallace, Vice President, Division of Administration and Finance, CSUDH

Del Huff, Carson African-American Empowerment Coalition

Devely Pula, L.A. County NECA

Diana Medel, Boys & Girls Club of Carson

Ed Apodaca, General Manager, DoubleTree Hotel

Janice Jimenez, President, Filipino-American Chamber of Commerce

Jason Jo, Transportation Services Supervisor, City of Carson

Jeanette Martinez-Gonzalez, Owner, GBros Inc.

John Harris, Go Kart World, Inc.

John Killen, Xebec Building Company

Joseph Perri, The Olson Company

Juliana Moreno, Public Affairs, Philips 66

Kadym Cooper, Corporate Relations, Shell Oil Company

Kate Miner, Shell Oil Company

Katie Pandolfo, General Manager, Dignity Health Sports Park

Katy Powers, Shell Oil

Krystal Rawls, CSUDH, Workforce Integration Network (WIN)

Lauren Carich, Director of Resident Services Carson Arts Colony

Lena Whittaker, Owner, Magnificent Events

Louie Diaz, Planning Commissioner, City of Carson

Lt. Pasqual Allen, L.A. County Sheriff's Department

Michael George, Assistant to the City Manager, City of Carson

Michael Whittiker, Director, City of Carson, Community Services Department

Moises Aglipay, Field Representative, Assemblymember Mike Gipson (District 64)

Nina Turner, Link Logistics Real Estate

Rachel Hickenbottom, Senior Vice President, Link Logistics Real Estate

Ralston Turner, Senior Budget Analyst, City of Carson, Finance Department

Ray Aldridge, Carson Bicycle Coalition

Ray Barlow, See's Candies

Ray Tremblay, L.A. County Sanitation District

Robert Chavez, Operations Manager, South Bay Workforce Investment Board

Robert Lennox, Assistant City Manager, City of Carson

Robert Mendoza, Project Manager, Newmark MerrillMerrill Companies

Sara Harris, Deputy for Economic and Community Development, L.A. County Supervisor Holly Mitchell

Scott Bartlett, Senior Manager, Porsche Experience Center

Shameka Dixon, Director of Workforce Development, GRID Alternatives

Sonia Lopez, Director, Constituent Engagement, L.A. County Supervisor Holly Mitchell

Spencer Chambers, The Honest Abe Cidery

Stacie Hawkins, Western Community Housing

Stan Pegadiotes, L.A. County Sanitation District

Starleen Van Buren, Director, El Camino College SBDC

Ted Cordova, E&B Natural Resources

Todd Burnight, Carson Companies

Tomi Dianne Riley, Air Products

Trini Jimenez, Vice President of Public Affairs, Watson Land Co.

Tunde Ogunwole, VP/Development Officer, Prologis

Victor Ibarra, Public Affairs Manager, Southern California Gas

Yemi Alade, Assistant Vice President, Link Logistics Real Estate

Contents

- 1. Introduction** 1
 - Overview of the Strategic Planning Process 1
- 2. Executive Summary** 3
 - Carson’s Existing and Potential Positioning for Economic Development 4
 - SWOT Summary – Strengths, Weaknesses, Opportunities and Threats Identified by the EDSP Process 7
 - Overview of EDSP “Gamechanger” Initiatives 8
 - Management of EDSP Implementation within City of Carson’s Organizational Structure 20
 - Targeted Industries for Growth, Retention and Workforce Development..... 21
 - Geographic Focus Areas 25
 - Potential Demand for New Commercial/Industrial Development in Carson 26
 - Summary of Tourism Assessment and Hotel Market Study 32
- 3. Highlights of Other EDSP Background Studies**..... 34
- 4. EDSP Action Plan** 37
 - Action Plan Overview 37
 - Strategy Details 40
 - Partnerships for EDSP Implementation..... 76
- 5. EDSP Monitoring Guidelines** 85
 - Reporting Progress and Measuring Results 85
 - General Performance Measures for Local Economy 85
 - Progress Reporting on EDSP Action Items 87

Appendix A: Profile of Local and Regional Small Business and Entrepreneurial Development Programs

Appendix B: Profile of University-based Resources Relevant to EDSP

Appendix C: Benchmark Comparisons of Peer-city Economic Development Programs

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

1. Introduction

This document provides a strategic framework to guide the City of Carson’s economic development policies and programs over the next 5-10 years. The Carson Economic Development Strategic Plan (EDSP) is based on a comprehensive research and stakeholder input and outreach process, and reflects consensus views on the most promising opportunities and the most pressing challenges facing Carson’s economy. While the EDSP places primary emphasis on actions and initiatives to be pursued by the City, it recognizes that a wide array of public- and private-sector entities have roles in influencing the economic vitality of Carson. In this regard, some of the recommended actions will be carried out through partnerships with other entities. Even for those action items in which the City’s role is essentially coordination, this function can take many forms and is often critical to solving problems that may not otherwise have a clear constituency or single responsible entity assigned to resolving them.

Overview of the Strategic Planning Process

The recommended policies and program activities are based on an extensive planning process that included the following components:

- A review of the City’s previous economic development strategy, and of existing and past economic development policies and programs.
- An analysis of Carson’s existing and projected demographic profile, providing an understanding of underlying trends that may affect economic growth potentials.
- Direct input from a cross section of the City’s economic development stakeholders via individual interviews and a series of workshop-type meetings (three Economic Development “Summit” meetings).
- A review of the various public- and private-sector entities involved in different aspects of economic development (or related activities), along with a summary of their existing program offerings.
- An industry “cluster” analysis to identify the industry groups (clusters) that are the most important “engines” of the existing local economy, as well as the industry groups that are likely to offer the most attractive growth potentials in the future.
- A real estate market analysis to identify potential future demand for commercial and industrial development in the City.
- An in-depth analysis of Carson’s “visitor economy,” including an evaluation of existing tourism/visitation patterns, direct input from the major visitor venues in the City, and a market study to forecast demand for new hotel development.

For both the industry cluster analysis and the real estate demand projections, conclusions were screened through the lens of the recent pandemic to identify ways in which immediate and longer-term market opportunities may be altered due to shifts in consumer preferences and workforce practices.

Where relevant, key findings of the background and technical studies are referenced in the EDSP. The full studies are provided as separate reports.



2. Executive Summary

This Executive Summary of the EDSP contains the following sections:

- Carson’s existing and potential positioning for economic development
- SWOT summary – a distillation of Strengths, Weaknesses, Opportunities and Threats identified for Carson, based on technical studies and stakeholder input conducted for the EDSP process
- Overview of key EDSP initiatives – selected, high-profile “gamechanger” initiatives intended to jump-start the implementation of the Action Plan and create high-impact “wins” for the City’s economic development program
- Management of EDSP implementation within City of Carson’s organizational structure – recommended staffing for carrying out the Action Plan
- Targeted industry clusters – recommended targets for business retention, expansion, attraction, and entrepreneurial development, based on research results and stakeholder contributions
- Geographic focus areas (Downtown, Avalon corridor, etc.) – a map of key real estate redevelopment opportunities, and places of interest in the City most relevant to economic development
- Summary of projected 10-year demand for new commercial and industrial development in Carson
- Summary of tourism assessment and hotel market study

Carson's Existing and Potential Positioning for Economic Development

Carson's Tremendous Potentials

With a combination of inherent locational strengths and first-rate business and institutional assets, the City of Carson is extremely well positioned to pursue high-impact economic development. Carson's core advantages include:

Geographic/locational strengths

- Central, ***strategic location*** within the dynamic South Bay region of Los Angeles County.
- Excellent visibility and access to other key Southern California markets via the San Diego (405), Harbor (110) and Artesia (91) ***freeways***.
- Proximity to world class ***port and airport*** infrastructure.
- Possible recreational and placemaking opportunities associated with the ***Dominguez Channel***.
- Large resident ***workforce*** and stable ***residential neighborhoods*** with high rates of ***home ownership***.

Business/institutional assets

- Mix of legacy and newer ***industries*** (including energy, manufacturing, and logistics), with potential connections to the region's technology and entertainment sectors.
- Regionally ***important retail shopping facilities***, leveraging Carson's excellent freeway frontage.
- A major visitor destination (***Dignity Health Sports Park***, or "DHSP") and other one-of-a-kind attractions such as The Porsche Experience Center and the Goodyear Blimp.
- Recent and pending development activity (including ***new housing types*** that are broadening the community's appeal to a broader demographic) and key sites with major redevelopment potential.
- The longstanding presence of ***California State University, Dominguez Hills (CSUDH)***, which is critically important both as a high-caliber educational institution and as a purveyor of unique programming focused on entrepreneurship and inclusive economic development.
- Existing ***City partnerships*** with CSUDH and the South Bay Workforce Investment Board (SBWIB), providing a foundation for ensuring effective connections between Carson's resident workforce and emerging job opportunities in high-paying industries.
- The City's newly formed ***Enhanced Infrastructure Financing District (EIFD)*** – an important public financing mechanism that can be leveraged to attract private development investment.
- Viable opportunities for major ***Federal/State grant funding***, based on the significant presence of fundable issues (e.g., transitioning of fossil fuel industry and remediation of brownfield sites).
- A newly-adopted ***General Plan Update***, which lays a groundwork for development-friendly land use policies responsive to contemporary market trends.

- New **fiscal revenue sources** (EIFD, Utility Users Tax, Measure K Sales Tax, Gross Receipts Petroleum Tax, etc.) that effectively mitigate City fiscal constraints which historically prevented proactive implementation of economic development programming.

Unfulfilled Potential – Some Existing Hindrances to Economic Development

The strengths and assets described above are in some cases *unfulfilled* potentials. At present, the following issues are barriers to Carson fully activating its advantages:

- An **undersupply of hotels, restaurants, and entertainment amenities** attractive to visitors – resulting in poor “retention” of DHSP patrons for extended stays (and associated expenditures) in Carson.
- A **downtown area** which, despite attracting new higher-density residential development in recent years, has yet to become a “destination worthy” district attractive to both residents and visitors.
- **Image problems** – Carson’s public image in Southern California tends to be neutral (people are unfamiliar with it) or negative (some people have the perception that Carson is a blighted, high-crime area).
- **Limited developable land** and **shifting market trends** (e.g., global reduction of demand for brick-and-mortar retail facilities and a softening office market), which will increasingly require the City to facilitate redevelopment of older retail and office properties to accommodate growth.

EDSP – a Roadmap for Taking Carson to the “Next Level”

During 2022 and 2023, the City of Carson initiated an ambitious strategic planning effort to assess existing conditions, evaluate market opportunities, and engage a broad array of public and private stakeholders to define priorities and chart a detailed course of action for the City’s economic development program. The resulting Economic Development Strategic Plan (EDSP) is intended to guide the City’s economic direction for the next 5-10 years, in concert with other City plans and policies addressing land use, infrastructure and workforce development. As outlined in the EDSP Action Plan (Chapter 4), meaningful implementation of this plan will require persistence, a shared vision, and bold commitment of resources by the City’s leadership.



SWOT Summary – Strengths, Weaknesses, Opportunities and Threats Identified by the EDSP Process

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Central location in Southern California • Proximity to transportation infrastructure (freeways, ports, airports) • CSUDH • Sports/entertainment destinations • Strength of key industries (manufacturing, logistics) • Skilled resident workforce and strong training resources (including WIB and magnet schools) • High rate of home ownership (creates sense of stake in community) • Retail destination (South Bay Pavilion, IKEA, etc.) • Population and employment growth projected to outpace other parts of LA County • Enhanced Infrastructure Financing District (financing mechanism to incentivize development) • Major development projects underway or pending • Relatively affordable real estate (compared to other South Bay communities) 	<ul style="list-style-type: none"> • Concerns about City's business friendliness (permitting, fees, taxes, inconsistent regulations, etc.) • Real and perceived issues related to homelessness, crime, blight, etc. • City is understaffed (affects public safety, code enforcement, development processing, etc.) • Lack of amenities appealing to younger demographic • Lack of hotels to capture overnight stays of DHSP visitors • Lack of a walkable downtown • Slower growth in assessed valuation (development investment) compared to peer cities • Despite potentials created by DHSP, Porsche, the Goodyear Blimp, South Bay Pavilion, and CSUDH, Carson is still not widely recognized as a visitor destination • Limited "greenfield" land available for development • Underutilized facilities (Carson Events Center, CSUDH sports facilities) 	<ul style="list-style-type: none"> • Adaptive reuse of retail/office buildings • Cleanup / reuse of brownfield properties • Improve Dominguez Channel and position as an amenity • Potential for state/federal grant funding • Golf course reuse • Leverage regional activity/investment (e.g., 2028 Olympics, CSUDH expansion plans, South Bay Fiber Network) • Create "destination worthy" downtown • Create mixed-use live entertainment district (linked to DHSP) • Out-commuters represent potential workforce for new firms • Expand positive messaging to the business community (instead of the typical regulatory messaging) • Revamping of City's messaging, marketing, and special events programming • Build on core business strengths that distinguish Carson within the Southern California region: manufacturing, logistics, energy, visitor economy, retail, education 	<ul style="list-style-type: none"> • "Anti-business" ordinances (e.g., moratorium on industrial/warehouse development) • Growth in remote work (impacts demand for office/retail development) • Limited affordable and mid-market housing (a region-wide problem that potentially inhibits economic growth throughout Southern California) • "Bedroom community" mindset (NIMBYism) • State policies towards legacy industries (oil) • Regional business climate that discourages growth of manufacturing activities • Pressure to convert industrial land/zoning to other land use types • Poor "optics" (visually unattractive gateways for visitors) • Global changes in retail industry (impacts of e-commerce)

Overview of EDSP “Gamechanger” Initiatives

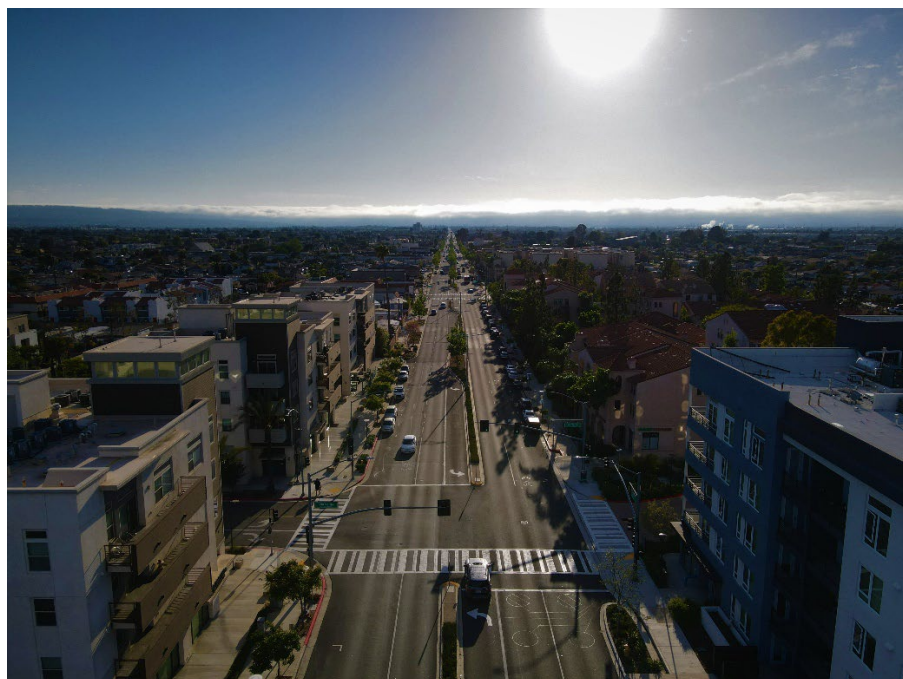
The overall EDSP is organized around eight high-profile initiatives (“gamechangers”), which are highlighted in this Executive Summary. The full EDSP Action Plan (Chapter 4) details the gamechanger initiatives in terms of 21 operational strategies (each with prioritized lists of specific action items).

The Eight “Gamechanger” Initiatives

Overall Positioning

Gamechanger #1: Marketing/branding initiative to position Carson as a center of innovation, creativity, and resilience leveraging Carson’s rich industrial legacy and unmatched location in Southern California

Why this gamechanger is an urgent priority: Carson offers a unique mix of the kinds of “ingredients” that economic development success stories are made of: a major university, world-class entertainment venues, a strategic freeway location with regional-scale retail facilities, an impressive industrial/manufacturing base, and major “legacy” industries that are poised to lead a transition to an innovation-driven economy. Yet, Carson’s position in the dynamic Southern California economy is largely unknown and underappreciated. A systematic, sustained marketing effort is needed to bring Carson’s tremendous business and development opportunities to light.



Visitor Economy

Gamechanger #2: Create "destination worthy" downtown (anchored by repositioned Carson Events Center, additional hotels, new housing)

Why this gamechanger is an urgent priority: Carson has made notable headway in recent years towards fulfilling an evolving vision for its downtown. This progress includes the attraction of several high-caliber urban housing developments (with more underway), modernization of City Hall, and initial work on revitalizing the Carson Events Center. However, the downtown as a whole still falls short of the promise of functioning as a unified "place" and visitor destination. Additional marketing and strategic placemaking investments are needed to tie Downtown's assets together to create a true "there", which in turn can anchor revitalization of the larger Carson Street and Avalon Boulevard corridors.



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 (at DHSP or other sites in Carson)

Why this gamechanger is an urgent priority: Carson’s most important activity generators – DHSP, CSUDH, the Porsche Experience Center, and the Carson Events Center – create a huge potential market for visitor spending on meals, specialty retail shopping, entertainment and hotel stays before and after major events. As documented by the tourism market assessment completed for the EDSP, Carson is largely “missing the boat” on these opportunities, with much of this spinoff demand from Carson venues/events being captured in neighboring cities with more developed visitor economies. Carson is ripe for the development of additional visitor “infrastructure” to capture more of the business demand created by its existing venues.



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; and support market-based reuse of underutilized commercial properties to expand housing and industrial development capacity where such reuse has a positive economic impact)

Why this gamechanger is an urgent priority: Carson faces two distinct sets of challenges with respect to the retail industry: 1) Regional-scale shopping facilities – which have long been a prominent part of Carson’s economy and tax base – are threatened by the global reduction in demand for brick-and-mortar retail development, and 2) Neighborhood-level shopping centers are an ongoing concern due to longstanding voids in the retail tenant mix in some parts of the community (resulting, for example, in “food deserts”). To effectively navigate these challenges, the City will need to be open to flexible approaches that in sync with evolving market conditions, while maintaining a commitment to traditional best practices such as marketing to support tenant recruitment and marshaling financial resources to incentivize private reinvestment in older shopping centers.



Ready for Business and Development

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

Why this gamechanger is an urgent priority: Fiscal constraints historically limited the City’s staffing levels for core economic/community development functions such as business outreach and retention, and timely processing of proposed development projects. Over time, these constraints negatively impacted the City’s reputation for business and development friendliness. With the availability of new funding resources, the City now has an important opportunity to streamline processing (an effort which is already underway) and to significantly increase its visibility in the realm of business outreach and assistance. These functional improvements also need to be aggressively marketed, sending a clear message that Carson is “open for business.”

The development streamlining initiative needs to be comprehensive and cut across all development review and approval processes. The City has already taken an important initial step by outsourcing processing previously handled by Los Angeles County with a private consulting firm, resulting in much shorter turnaround times for plan checks and inspections. However, the County still provides civil engineering services, causing a remaining “drag” on development project approvals. In addition, review processes for the Fire Department and Planning Division need to be brought into alignment with the recent Building and Safety process improvements.

Gamechanger #6: Focus City policies, resources and partnerships to incentivize land uses with high job-creation and placemaking value (this initiative is intended to cover land uses and geographic subareas not specifically addressed by the other gamechangers)

Why this gamechanger is an urgent priority: Carson has several distinct opportunities to influence public and private investment in projects with high job-creation and placemaking value. These include potential improvements to Dominguez Channel, potential redevelopment of The Links at Victoria Golf Course, and opportunities to attract high-value industrial and office uses. In the absence of the City serving in a coordinator/collaborator role, these opportunities are less likely to come to fruition with outcomes that support the City’s overall vision for economic development.

Tech-focused Economy

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 industries¹)

Why this gamechanger is an urgent priority: Carson has exceptional “starting points” for cultivation of a local technology economy: an emerging clean tech cluster with linkages to the area’s legacy industries; university-based entrepreneurial development resources; industrial facilities/land where tech companies can potentially find room to grow; and a strategic location within the larger Southern California cluster of technology firms. To position Carson as a full-fledged “player” in the regional tech economy, it will be essential for the City to forge a range of public and private partnerships to take these various opportunities to the next level



¹ These focus areas would potentially include electric vehicle (EV) technology, hydrogen, water/land recycling technology, and best-practice leadership in remediation and redevelopment of brownfield properties.

Gamechanger #8: Position Carson as a "training center of excellence" (linkage of workforce development programs to staffing/training needs of emerging industries)

Why this gamechanger is an urgent priority: Carson’s resident workforce – and its prominent educational and training institutions (including CSUDH and the South Bay Workforce Investment Board) – are strong community “selling points” from an industry attraction perspective. To ensure that Carson’s residents will fully benefit from the future economic growth that will result from the EDSP, the City can play a vital role in improving the connection between core industries and the local workforce. While the City does not envision getting directly into the business of providing workforce training programs, it can meet these needs through expanded collaboration with existing workforce development partners and by facilitating communication flows between private employers and workforce development service providers.

The table on the next page provides additional summary-level information about the proposed game-changer initiatives. The specific strategies comprising each gamechangers are detailed in Chapter 4 of the EDSP.



ESSENTIAL FEATURES OF GAMECHANGER INITIATIVES

Gamechanger Initiative	SWOT Issues Addressed	Key Programmatic Elements	City's Role
<p>1. Marketing/branding initiative to position Carson as a center of innovation, creativity, and resilience leveraging Carson's rich industrial legacy and unmatched location in Southern California</p>	<ul style="list-style-type: none"> • Need for image enhancement • Opportunity to promote business and development opportunities in Carson 	<ul style="list-style-type: none"> • 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 	<p>This would be a core, in-house function of the City's ED program.</p> <p>Initial planning of marketing campaign (and possibly some elements of implementation) could be outsourced to a professional marketing agency.</p> <p>Marketing initiative (messaging, etc.) should be positioned to support other gamechanger initiatives.</p>
<p>2. Create "destination worthy" downtown (anchored by repositioned Carson Events Center, additional hotels, new housing)</p>	<ul style="list-style-type: none"> • Opportunity to leverage recent and pending housing development (and the presence of the Civic Center) to create a full-service downtown 	<ul style="list-style-type: none"> • 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) • Invest in public-realm placemaking projects 	<p>This initiative – which is largely a function of developer outreach and coordination – would involve both economic development and community development roles by the City.</p>
<p>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 (at DHSP or other sites in Carson)</p>	<ul style="list-style-type: none"> • "Lost potential" of DHSP patrons and other visitors who do not stay in Carson after events 	<ul style="list-style-type: none"> • Identify candidate site(s), coordinate with landowners and create "vision plan" • Marketing effort (linked to Gamechanger #1 above) to attract developer/tenants • Developer RFP process 	<p>City's initial efforts should focus on candidate site identification, followed by developer outreach when "vision plan" is ready.</p> <p>City should engage DHSP and CSUDH as partners in the visioning effort.</p>

Gamechanger Initiative	SWOT Issues Addressed	Key Programmatic Elements	City's Role
<p>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; and support market-based reuse of underutilized commercial properties to expand housing and industrial development capacity where such reuse has a positive economic impact)</p>	<ul style="list-style-type: none"> • Global trend of shrinking and evolving footprint for brick-and-mortar retail • 	<ul style="list-style-type: none"> • Identify high-priority target sites for reuse • Establish incentives (potentially including sales/property tax rebates) to facilitate land use change • Coordinate with property owners to maximize use of available City incentives and resources (including façade improvement grants and other financial support of retail building reinvestment) 	<p>This initiative – which is largely a function of developer outreach and coordination – would involve both economic development and community development roles by the City.</p>
<p>5. Transform Carson into “the most business and development friendly” city in Los Angeles County</p>	<ul style="list-style-type: none"> • Complaints from business/development community about slowness of City’s entitlement and permitting processes • Limited City resources currently devoted to business retention 	<ul style="list-style-type: none"> • “Streamline Carson” program (expedited development processing across Planning, Building, and Engineering) • “Carson Cares” business outreach program (systematic and permanent business retention and small business assistance) • Focused infrastructure and law enforcement investments 	<p>This initiative would involve two levels of City involvement: 1) comprehensively reviewing and improving development processing and business permitting systems, and 2) promoting these improvements and business assistance programs through branded programs (as part of the marketing initiative)</p>

Gamechanger Initiative	SWOT Issues Addressed	Key Programmatic Elements	City's Role
<p>6. Focus City policies, resources and partnerships to incentivize land uses with high job-creation and placemaking value (this initiative is intended to cover land uses and geographic subareas not specifically addressed by the other gamechangers)</p>	<ul style="list-style-type: none"> • Unique placemaking potentials associated with Dominguez Chanel and The Links at Victoria Golf Course (redevelopment opportunity) • Need to create professional office district to accommodate potential attraction of professional/creative businesses • Unique challenges and opportunities associated with the concentration of brownfield sites in Carson 	<ul style="list-style-type: none"> • Promote public-realm improvements to Dominguez Channel and incentivize reinvestment in adjacent private properties • Coordinate with County to optimize redevelopment potentials of The Links at Victoria • Create opportunity sites to incentivize creation of professional office district(s) • Incentivize attraction of manufacturing/R&D firms as tenants of existing and future industrial buildings • Position Carson as a “national best-practices leader” in brownfield remediation and redevelopment (and pursue related opportunities for state/federal grant funding) 	<p>This gamechanger will involve forging partnerships with a range of public and private partners to expand opportunities for Carson’s remaining land resources to be developed (or redeveloped) with projects that deliver the highest economic impact.</p> <p>The City can support these partnerships by coordinating the preparation of conceptual and business plans; targeting compatible uses in the City’s marketing efforts; and adopting focused incentives (potentially including sales/property tax rebates and waived development impact fees) to attract private investment.</p>

Gamechanger Initiative	SWOT Issues Addressed	Key Programmatic Elements	City's Role
<p>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)</p>	<ul style="list-style-type: none"> • Clean tech opportunities tied to inevitable transition of oil industry • Potential connection to South Bay region's "Silicon Beach" (as a possible technology focus separate from the Clean Tech and fossil fuel transition initiatives) • Potential to leverage CSUDH resources and connections • Potential to create development capacity by remediating and redeveloping Carson's substantial inventory of brownfield sites 	<ul style="list-style-type: none"> • Partner with CSUDH (and possibly other regional institutions within 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 funds 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 	<p>City should focus initial efforts on establishing partnership with CSUDH (this would likely take the form of expanding the City's existing contract for services with CSUDH).</p> <p>City should also take initial steps to establish a consortium of energy companies (and other firms with a potential connection to clean tech) to define a "game plan" for leveraging transition of legacy industries into a business development opportunity.</p>

Gamechanger Initiative	SWOT Issues Addressed	Key Programmatic Elements	City's Role
<p>8. Position Carson as a "training center of excellence" (linkage of workforce development programs to staffing/training needs of emerging industries)</p>	<ul style="list-style-type: none"> • Opportunity to leverage Carson's resident workforce as a resource for business attraction and entrepreneurial development 	<ul style="list-style-type: none"> • Establish consortium of workforce development/training organizations • Through business outreach efforts (Gamechanger #5 above), establish processes for documenting the workforce training needs of private employers 	<p>This initiative would mostly involve coordination with workforce development partners (SBWIB, CSUDH, Community Colleges, high school districts, and labor unions) to facilitate focusing of available resources in Carson.</p> <p>City would also serve as a "conduit" between business community and workforce training programs/resources. As a demonstration project for the Training Center of Excellence concept, City could implement a consortium-sourced program focused on construction careers.</p>

Management of EDSP Implementation within City of Carson’s Organizational Structure

The EDSP recommends that the City of Carson devote two staff positions (housed within the Community Development Department) to spearhead implementation of the EDSP:

1. Economic Development Manager
2. Administrative Specialist, Economic Development Division

Given the close nexus between economic development and land use, it is recommended that the City’s Community Development Director also have a significant role in EDSP implementation. The table below shows the general delineation of EDSP roles and responsibilities between the new Economic Development Manager and the Community Development Director.

Economic Development Manager	Community Development Director
<p><i>Core responsibilities:</i> Business growth and attraction, shepherding key initiatives:</p>	<p><i>Core responsibilities:</i> Development capacity (responsibility shared with economic development) and support for placemaking:</p>
<ul style="list-style-type: none"> • Retention/expansion/attraction, including marketing for ED and tourism • Placemaking areas/projects • Regional partnerships and linkages • Business friendliness • Responses to changing economic conditions 	<ul style="list-style-type: none"> • Preserve/create additional land capacity for housing and economic diversification • Support site selection and planning processes for major physical projects, such as a Live Entertainment Center project • Oversee redevelopment scenarios and implementation for sites such as The Links at Victoria Golf Course

Targeted Industries for Growth, Retention and Workforce Development

As part of the EDSP process, The Natelson Dale Group, Inc. (TNDG) prepared an in-depth analysis of the existing mix of industries in Carson relative to regional (Los Angeles County) and national benchmarks. This analysis, called an “industry cluster study,” is fully documented in a separate report. Based on the industry cluster study and direct input from business stakeholders participating in the EDSP process, the EDSP recommends that the City focus its business retention/expansion/attraction and entrepreneurial development efforts around five broad themes or categories of business activity:

1. Visitor Economy
2. Clean Tech
3. Manufacturing
4. Logistics/Transportation
5. Professional/Creative
6. Construction

A sixth focus area – construction related industries – is included as primarily a workforce development initiative (part of Gamechanger #8).

As shown on the table beginning on the next page, each of the five broad categories includes a range of specific industry/business types determined to be viable targets for Carson. The table also indicates the potential for each industry group to address the following areas of strategic focus:

- Technology focus
- Manufacturing focus
- Placemaking value

Targeted Industry Clusters (grouped by broad themes)

Broad Theme								Technology Focus	Manuf. Focus	Placemaking Value
Visitor Economy										
STRATEGIC FOCUS: Placemaking; attract land uses that complement “anchor venues” (e.g., DHSP) and thereby increase capture of economic benefit from the large numbers of visitors already coming to Carson.										
Targeted Business Types	Hospitality (hotels)	Entertainment	Sports	Performing arts	Visual arts	Retail/restaurant	Recreation			
Selling Points / Rationale	Existing facilities (DHSP, Porsche, South Bay Pavilion) can serve as strong anchors for "next level" initiatives to position Carson as a premiere visitor destination; potential to leverage 2028 Olympic events.									
City's Potential Strategic Roles	Land use planning (downtown, live entertainment district, Dominguez Channel); infrastructure investment; zoning/entitlement; lead public/private partnerships; marketing; targeted business attraction; potential tax-sharing agreements.									
Clean Tech										
STRATEGIC FOCUS: Business attraction and entrepreneurial development that leverages Carson’s legacy industries (energy production) and the existing/emerging presence of clean tech related firms (including electric vehicles)										
Targeted Business Types	Renewable fuels	Carbon recapture	Electric vehicle-related	Battery storage	Environmental Services	Automotive (electric vehicles and components)	Lighting and Electrical Equipment (green energy)			
Selling Points / Rationale	Based on Carson's longstanding connection to the energy sector, the inevitable transitioning of the fossil fuels industry, and the existing presence of alternative energy companies already, Carson can position itself as a regional leader in renewable fuels (a status no other community has clearly claimed yet).									
City's Potential Strategic Roles	Pursue federal and state grant funding; facilitate cleanup of brownfield sites; zoning/ entitlement of industrial buildings; lead public/private partnerships; targeted business attraction/sponsoring pilot projects or project sites.									

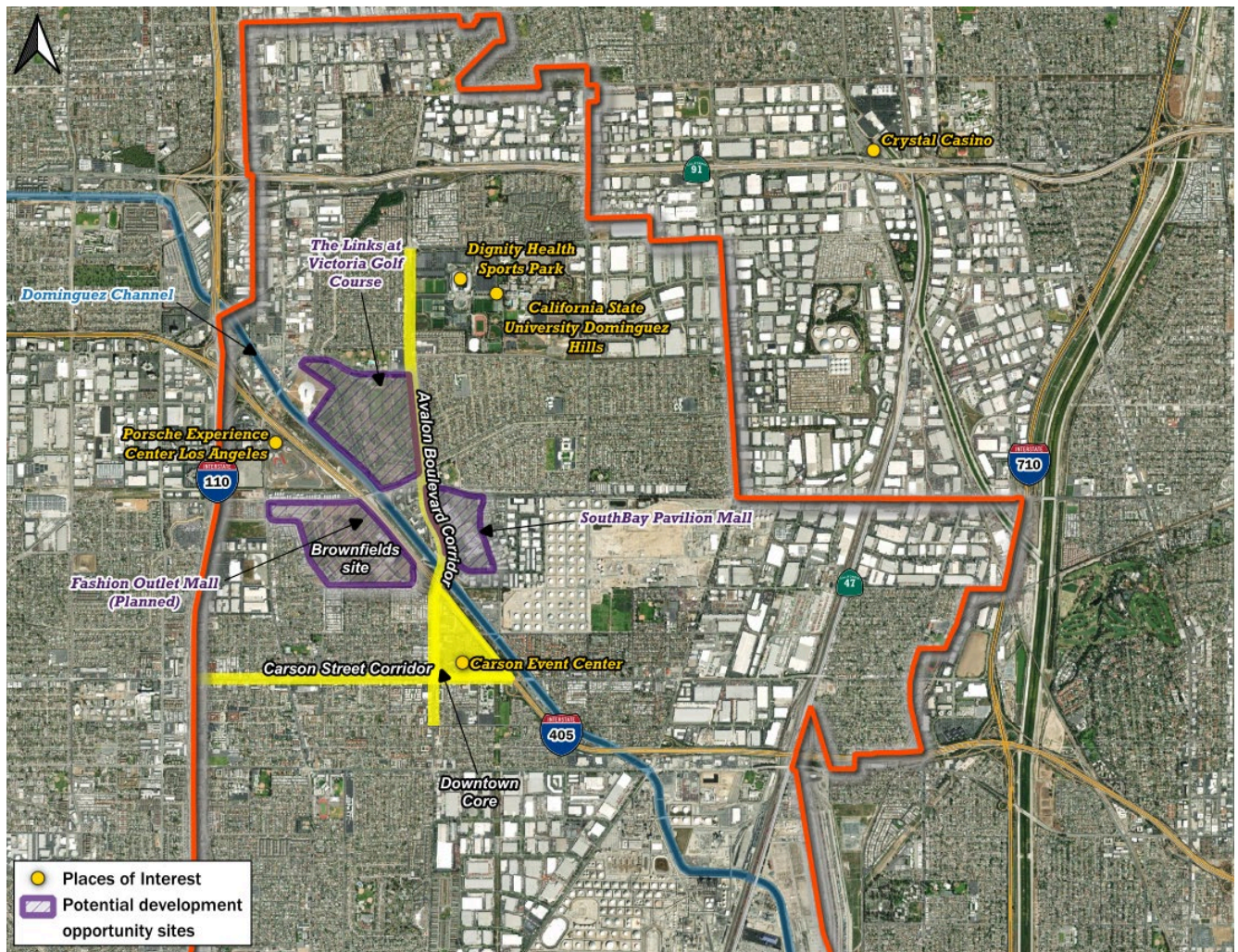
Broad Theme						Technology Focus	Manuf. Focus	Placemaking Value
Manufacturing								
STRATEGIC FOCUS: Business retention/expansion/attraction leveraging existing concentration of manufacturing firms in Carson								
Targeted Business Types	Aerospace Vehicles and Defense	Downstream Chemical Products	Food Processing and Manufacturing	Information Technology and Analytical Instruments				
Selling Points / Rationale	Leverage Carson's position as an existing manufacturing stronghold; potential ties to higher-tech activities.							
City's Potential Strategic Roles	Zoning/entitlement of industrial buildings; interface with regional partnerships; business retention and attraction.							
Logistics/Transportation								
STRATEGIC FOCUS: This cluster is <i>not</i> recommended as an attraction target (market strengths are likely to continue to attract these uses to Carson, without a special marketing focus by the City); City should focus on incentivizing higher value logistics firms (those creating more employment opportunities and tax revenue) and potential alternative uses of industrial space (manufacturing and R&D tenants)								
Targeted Business Types	Local Logistical Services	Transportation and Logistics	Distribution and Electronic Commerce					
Selling Points / Rationale	Regional demand for industrial space in recent years has been dominated by logistics facilities; Carson can continue to capture this demand while being selective about project types (focus on employment and tax generators).							
City's Potential Strategic Roles	Incentivize higher-value uses of industrial buildings/land.							

Broad Theme								Technology Focus	Manuf. Focus	Placemaking Value
Professional/Creative										
STRATEGIC FOCUS: This cluster represents a longer-term/visionary opportunity for the City to “bridge” the emerging presence of technology oriented industries and the creative potentials associated with unique land uses such as CSUDH, DHSP and the Porsche Experience Center. The intention of targeting creative industries also reflects Carson’s proximity to the larger entertainment/media industry cluster which dominates other parts of Greater Los Angeles.										
Targeted Business Types	Business Services	Education and Knowledge Creation	Insurance Services	Local Health Services	Marketing, Design, and Publishing	Video Production & Distr. (studios)	Music and Sound Recording			
Selling Points / Rationale	These business types can effectively leverage existing (but not fully realized) anchors in Carson, while positioning them to have greater placemaking value to the community. The focus on creativity can become an overarching EDSP theme.									
City's Potential Strategic Roles	Land use planning to create viable areas for high-profile professional buildings; interface with regional partnerships; targeted business attraction. Partnerships to improve broadband capacity in the industrial areas will be essential to this strategy.									
Construction-related										
STRATEGIC FOCUS: This cluster is included in the EDSP strictly as a potential “showcase” focus of workforce development programming. Positioning the cluster as a workforce development strategy reflects the reality that construction careers tend not to be place-specific (i.e., job opportunities are not confined to the City where a construction firm is headquartered); as such, Carson residents skilled in construction trades can potentially take advantage of employment opportunities both within and outside Carson.										
Targeted Business Types	Construction Products and Services	Vulcanized and Fired Materials ("durable" construction materials)								
Selling Points / Rationale	Recommended based on target industry analysis (and compatibility/complementarity with other targeted clusters)									
City's Potential Strategic Roles	Leverage public sector construction projects through PLA's and local hire policies.									

Geographic Focus Areas

The following figure highlights key real estate development opportunity sites within Carson, most of which are incorporated into EDSP strategies. The map also shows places of interest within the City that have an economic development connection.

GEOGRAPHIC FOCUS AREAS: REDEVELOPMENT OPPORTUNITY SITES AND KEY FEATURES



Source: US Census (city boundary and transportation), City of Carson (POI and Other), TNDG

Potential Demand for New Commercial/Industrial Development in Carson

As part of the EDSP process, The Natelson Dale Group, Inc. (TNDG) prepared 10-year forecasts of potential demand for new retail, office and industrial space in Carson. TNDG’s projections are summarized below and fully documented in a separate report.

Industrial Development Demand. Summary Table A provides an overview of TNDG’s industrial demand analysis for current conditions and recent past trends. Future industrial development opportunities are summarized below the table.

**SUMMARY TABLE A
OVERVIEW OF INDUSTRIAL MARKET CONDITIONS AND TRENDS
CARSON AND LOS ANGELES COUNTY**

Existing Conditions	Los Angeles County	Carson
Total Industrial Building Inventory	947.3 million square feet (67% logistics)	32.6 million square feet (83% logistics)
Average rent	\$1.55/SF/month	\$1.50/SF/month
Vacancy rate	2.7%	1.7%
Recent Demand/ Absorption Trends	<p>Average industrial absorption of 1.5 million square feet per year over the past 3 years (100% of net absorption was logistics space)</p> <p>For the prior 7 years (2012-2019), industrial absorption averaged 4.4 million square feet per year (88% logistics)</p>	<p>Average industrial absorption of 27,000 square feet per year over the past 3 years (100% of net absorption was logistics space)</p> <p>For the prior 7 years (2012-2019), industrial absorption averaged 84,000 square feet per year (49% logistics)</p>
Market Tailwinds (Favorable Factors)	<ul style="list-style-type: none"> The pandemic-induced surge in demand for logistics facilities is expected to remain strong in Southern California but will gradually taper off over the next five years. The extremely low existing vacancy rate for industrial space in Los Angeles County (2.7% overall, 2.8% for logistics space) represents significant “pent up” demand which translates into immediate development opportunities – even in the absence of new firms moving into the region. 	

Existing Conditions	Los Angeles County	Carson
Market Headwinds (Constraining Factors)	<ul style="list-style-type: none"> Absorption rates for “specialized” industrial space (including manufacturing facilities) have been negative in 5 of the last 7 years, reflecting an ongoing trend of a net reduction in manufacturing firms and employment. According to various forecasts reviewed by TNDG, these trends are expected to continue. Although absorption of “flex” space (hybrid space combining office and production areas) totaled 700,000 square feet countywide between over the past 10 years, absorption has been mostly negative since 2017 and is expected to remain negative for at least the next five years. In contrast to logistics, firms occupying flex space were more likely to adopt work-from-home practices during the pandemic and this trend is expected to have a continuing impact on space demand. 	

Future Industrial Development Opportunities

- The extremely low industrial vacancy rates in Los Angeles County create a strong starting point that can fuel new construction demand for several years – even in the absence of new firms locating in the region. For purposes of this analysis, TNDG has assumed that a “healthy” industrial market has a stabilized vacancy rate of 3.5%. The current vacancy rate of 2.7% is well below this benchmark and creates tight market conditions that constrain regional economic growth. The difference between the benchmark vacancy rate and the actual vacancy rate (3.5% minus 2.7%) represents pent-up demand. Countywide this pent-up demand equates to about 7.5 million square feet (MSF) of new industrial space that could be added to the existing supply without creating a glut of vacant space. In theory, this pent-up demand represents an immediate development opportunity in the county.
- In addition to the space supportable by pent-up demand, Los Angeles County is expected to generate additional industrial demand based on growth in industries occupying industrial buildings. Total countywide demand for new industrial buildings over the next 10 years is projected to range between 13.5 MSF and 17.5 MSF (including the existing pent-up demand).
- For planning purposes, TNDG forecasts that Carson can potentially capture up to 10% of countywide industrial demand, translating into **demand for up to 1.75 MSF of new industrial space over the next 10 years.**
- Based purely on current market trends, industrial space absorption in the next 5-10 years is expected (by TNDG and other market analysts such as CoStar) to continue to be dominated by demand for logistics facilities. Logistics facilities are expected to sustain low vacancy rates (increasing to only 3.1% by 2027) and achieve strong rent growth (increasing by 29% from \$1.53/SF in 2022 to \$1.97/SF in 2027, according to CoStar).
- Flex and specialized industrial space are also expected to achieve rent growth over the next five years (29% for specialized space and 27% for flex space) but are not expected to generate

substantial demand for new building construction. (CoStar is projecting that the total inventory of specialized industrial space (i.e., manufacturing) will actually *shrink* by 3.8 MSF countywide over the next five years, and the inventory of flex space is projected to shrink by 700,000 square feet).

- Given the relatively small capacity for additional industrial growth in Carson (with total demand over the next 10 years projected at 1.75 MSF or less), TNDG believes that Carson can potentially capture flex/manufacturing/R&D uses despite the unfavorable demand conditions in Los Angeles County overall. However, this will largely depend on two factors: 1) an aggressive marketing/economic development effort by the City to attract targeted business types, and 2) the ability to offer new competitive industrial building product attractive to these firms.

Office Development Demand. Summary Table B provides an overview of TNDG’s office demand analysis, for existing/recent office market conditions.

**SUMMARY TABLE B
OVERVIEW OF OFFICE MARKET CONDITIONS AND PROJECTED DEVELOPMENT OPPORTUNITIES
CARSON BUSINESS PARK SPECIFIC PLAN**

Existing Conditions	Los Angeles County	Carson
Total Office Building Inventory	434.4 million square feet (40% Class A)	1.25 million square feet (10% Class A)
Average rent	\$3.50/SF/month	\$2.38/SF/month
Vacancy rate	14.5%	2.7%
Recent Demand/ Absorption Trends	Average office absorption of NEGATIVE 4.6 million square feet per year over the past 3 years For the prior 7 years (2012-2019), office absorption was positive by an average of 1.3 million square feet per year.	N/A – City-level data not available ²

² Due to the small size of Carson’s existing office market, detailed absorption data are not available at the city level.

Existing Conditions	Los Angeles County	Carson
Market Tailwinds (Favorable Factors)	<ul style="list-style-type: none"> Los Angeles County is projected to have strong growth in business sectors that typically occupy office space. Countywide office-based employment is projected to grow by as many as 71,000 jobs over the next 10 years. (However, as noted below, a higher-than-historic proportion of “office workers” will be remote or hybrid workers. As such the growth in jobs will generate less demand for office space than in previous growth cycles). Notwithstanding the currently very high vacancy rates (20.5%) for Class A office space, market observers such as CoStar are projecting that most new office space in Los Angeles County over the next 10 years will be in the Class A category. In effect, older Class B and Class C buildings are likely to be replaced with new Class A facilities. 	
Market Headwinds (Constraining Factors)	<ul style="list-style-type: none"> The current vacancy rate of 14.5% countywide represents an oversupply of space that will need to be absorbed before there will be net demand for new office construction. Whereas job growth in office-oriented industries is expected to be strong over the next 10 years, the “new realities” represented by remote workers will result in less new demand for office space. Historically in Los Angeles County the average office worker generated demand for as much as 250 square feet of office space. For forecasting purposes, TNDG has applied a reduced factor of 125 square feet per office-based job. 	

Future Office Development Opportunities

- The current office vacancy rate of 14.5% countywide represents an oversupply of space that will need to be absorbed before there will be net demand for new office construction. Based on assumed “equilibrium” vacancy levels (19.5% for Class A, 12.0% for Class B, and 7.5% for Class C), TNDG estimates a current oversupply of 2.5 MSF of office space countywide (1.8 MSF of Class A space, 500,000 SF of Class B space and 200,000 SF of Class C space).
- In spite of the currently challenging office market conditions, Los Angeles County is expected to generate additional office demand in the coming years based on employment growth in industries that typically occupy office space. TNDG forecasts that countywide growth in office-based employment will range between 65,000 and 71,000 jobs over the next 10 years. However, a higher-than-historic proportion of “office workers” will be remote or hybrid workers. As such the growth in jobs will generate less demand for office space than in previous growth cycles. Historically in Los Angeles County the average office worker generated demand for as much as 250 square feet of office space. For forecasting purposes, TNDG has applied a reduced factor of 125 square feet per new office-based job.
- Consistent with forecasts from CoStar (and observable market trends), TNDG projects that most new office development in Los Angeles County over the next 10 years will be Class A buildings.

Based on the above factors, TNDG projects that gross demand for Class A office space over the next 10 years (2022-2032) will range from 8.1 MSF to 8.9 MSF countywide. After adjusting for the 1.8 MSF of current “excess” Class A space, TNDG projects that net demand for new Class A office space in Los Angeles County will range from 6.3 MSF to 7.1 MSF over the next 10 years.

- For planning purposes, TNDG forecasts that Carson can potentially capture up to 2% of countywide office demand, translating into **demand for up to 142,000 square feet of new office space over the next 10 years.**
- As noted in the industrial discussion above, Carson’s ability to fully participate in the highly competitive office market in the coming decade will largely depend on two factors: 1) an aggressive marketing/economic development effort by the City to attract targeted business types, and 2) the ability to offer new competitive office building product attractive to these firms.

Retail/Restaurant Development Demand. Summary Tables C and D provide an overview of TNDG’s retail demand analysis.

**SUMMARY TABLE C
OVERVIEW OF RETAIL MARKET CONDITIONS AND PROJECTED DEVELOPMENT OPPORTUNITIES IN CARSON**

Existing Conditions	Carson
Market Tailwinds (Favorable Factors)	Projected ongoing population growth in Carson and the surrounding market area will continue to increase overall demand for retail space in Carson. Expanding, and possibly diversifying, retail offerings can potentially leverage the capture of other stores not found or well represented within Carson, as the community becomes more attractive in general for retailers. These benefits of growth would be augmented through implementing strategies in this EDSP addressing improvements to shopping centers that could make them both more efficient and attractive.
Market Headwinds (Constraining Factors)	E-commerce as a proportion of all retail trade is expected to expand, which will erode demand for physical space, particularly in certain categories, as shown in this report. Aging shopping centers will need ongoing reinvestment, and some cases involving repurposing of existing uses, for them to remain attractive and otherwise viable. Other communities in the region will be attempting to some extent to help their own shopping centers remain competitive.
Projected Development Demand (Carson)	For planning purposes, TNDG forecasts that Carson can potentially capture <u>demand for up to 930,000 square feet of new retail space over the next 10 years,</u> based on the indicators summarized in Table D below.

SUMMARY TABLE D
SUMMARY OF RETAIL SALES POTENTIAL AND SUPPORTABLE SPACE IN CARSON

Indicators of supportable retail sales in Carson (demand and sales figures in thousands of constant dollars)			
Estimates	2021	2025	2032
Demand	\$1,942,804		
Sales	\$1,871,241		
Supportable sales, <u>above</u> 2021 estimated	\$71,563	\$421,649	\$529,162
Supportable space (with allowances for e-commerce growth), square feet (SF)	165,545 SF	896,513 SF	930,757 SF

Future Retail Development Opportunities

- Given Carson’s excellent freeway access and established status as a regional retail shopping destination, TNDG’s retail market analysis considers demand potentials for a relatively large trade area defined by a 10-mile radius. Based on achievable “capture rates” (i.e., market shares) of regional spending potentials, TNDG’s projections of retail demand indicate that developing an additional 900,000 square feet by 2025 is within the realm of possibility. Accomplishing this would involve focused efforts in retailer recruitment, along with other strategies to enhance existing shopping centers.
- The study findings – indicating strong development opportunities despite global trends in the “footprint” of retail facilities tends to be shrinking rather than growing – are validated by fact that a major retail development project has been pending for a number of years (and as of now still appears to be viable) on a former brownfield site in Carson. This project, which would be positioned as one of the region’s largest fashion outlet centers, would potentially absorb nearly two-thirds of the projected citywide demand for new retail space in Carson.
- Beyond 2025, a combination of increased population in the defined trade area and assumptions about the counteracting effects of reduced sales due to growth in e-commerce will tend to have a stabilizing effect on supportable retail space in the City.

Summary of Tourism Assessment and Hotel Market Study

This section of the Executive Summary consists of selected excerpts from the *Tourism Assessment and Hotel Market Study, City of Carson Economic Development Strategic Plan*, prepared by HVS Convention, Sports & Entertainment Facilities Consulting,³ dated May 26, 2023. HVS is an international leader in sports venue, tourism, and hospitality consulting.

Carson’s Tourism Demand Generators. HVS identified four main tourism demand generators in the City of Carson:

- Dignity Health Sports Park [DHSP]
- California State University, Dominguez Hills [CSUDH]
- The Carson Event Center
- Porsche Experience Los Angeles.

Other attractions in Carson are the Carroll Shelby Car Museum and the International Printing Museum. Based on geocoded visitation data, DHSP and CSUDH are by far the largest sources of visitation to Carson. However, any analysis should consider that CSUDH has significant repeat visitation from commuting students and that, due to proximity, there may be some overlap between the campus and DHSP.

Potential Demand for New Hotel Development For the purposes of forecasting the Carson Hotel Market, HVS assumes that:

- Carson is able to attract a high-quality, select-service, 120-room property adjacent or attached to the Carson Event Center (the “Proposed Hotel”).
- The property would have significant meeting space, business amenities, and a restaurant. HVS assumes the Proposed Hotel would open by 2027 in order to service demand during the Olympics in 2028.

The projected growth in room-night demand within the Carson hotel market provides the foundation for the development of additional hotel rooms. The Proposed Hotel attached to the Carson Event Center could enter the market and claim a portion of the room night demand as well as induce meeting and group room nights. After the new supply has stabilized in the market, demand growth and supply growth are balanced, resulting in little change in occupancy rates. The prevailing outlook is that hotel markets will continue to recover from the pandemic’s direct impact on the travel industry. Carson’s existing hotels have historically experienced strong occupancy and consistent ADR growth. If strategically developed, new hotel developments could help grow room night demand as part of a conference and meetings complex or an entertainment district.

³ This summary is provided for general information only, and is not intended for any decision making, in keeping with the authors’ assertion that, “This report is to be used in whole and not in part.”

Strategic Priorities. A range of public incentives to support hotel development (including sharing of transient occupancy tax revenue), commonly applied in comparable situations, could be considered by Carson (and are discussed in detail in the HVS report).

In the past, Carson has not had unified efforts to attract out-of-town visitation or retain visitors to Carson. The marketing and placemaking initiatives included in the EDSP Action Plan are designed to directly address this need for a more comprehensive approach to growing Carson's visitor economy.

Though Carson may never capture all of the associated spending with drive-in and out-of-town visitors to major venues in the City, there is a substantial room to grow in serving visitors' needs for lodging, food and beverage, and other leisure and entertainment options. Compared to other sports venues in the region, DHSP struggles with keeping visitors on campus when they do visit. Improving the on-site amenities will help make DHSP and the surrounding areas a destination which attracts people looking for entertainment, rather than just a venue that people visit and then depart.

3. Highlights of Other EDSP Background Studies

In addition to the real estate market analysis, tourism/visitation assessment and target industry/cluster study summarized in the preceding chapter, the consultant team for the EDSP completed the following background/technical studies (which are provided as separate documents and available on the online EDSP Story Map) to provide guidance to the strategic planning process:

Summary of Key EDSP Datasets

This document – prepared early in the EDSP process – summarizes a range of relevant demographic and economic data at multiple levels of geography, allowing for comparison of local (Carson) conditions to larger-area benchmarks. In particular, the report compares data for the following geographic areas:

- City of Carson
- Larger reference areas (Los Angeles County and California)
- Selected peer-group cities in the South Bay COG subregion (El Segundo, Inglewood, Redondo Beach, and Torrance)
- Selected peer-group cities in Gateway COG subregion (Cerritos, Commerce, Industry, Long Beach, and Santa Fe Springs)

The selection of the “peer group” cities reflects the fact that Carson is located in immediate proximity to two Los Angeles County subregions. While Carson is technically part of the South Bay subregion, it is also adjacent to (and shares important economic characteristics with) the Gateway subregion. The selected cities are intended to represent the competitive characteristics of the two subregions relative to Carson. In this regard, each of the peer group cities has notable economic development strengths of interest or relevance to Carson:

El Segundo – premier location for aerospace and technology firms

Inglewood – location of SoFi Stadium

Redondo Beach – visitor destination

Torrance – strong mix of retail, office and industrial uses

Cerritos – strong mix of retail, office and industrial uses

Commerce – strong industrial location

Industry – strong industrial location

Long Beach – largest of the peer-group cities and dominant across multiple economic sectors; also has a Cal State University campus

Santa Fe Springs – strong industrial location

The datasets report was used as one basis for framing the issues discussed at the EDSP “Summit” meetings (stakeholder workshops). It also provides a baseline for tracking changes in demographic and economic conditions over time.

Creation of “Downtown” Carson

RRM Design Group developed a memorandum that identifies the opportunities and challenges that exist for furthering the City of Carson’s vision for creating a downtown. It summarizes the existing policy documents that guide development within the area and builds on and refines the vision for downtown. It also includes recommendations for near-term implementable action items supporting this vision. While Carson does not have a traditional, walkable downtown, there is potential to create a future Downtown Core using the existing “bones.” Key programmatic elements included within the study promote the following objectives:

- Destination worthy downtown
- Implement a façade improvement program
- Integrate the arts to promote placemaking and streetscape beautification
- Reinvest in (and rebrand) Carson Events Center
- Promote redevelopment and revitalization
- Streamline infill development
- Link Downtown to larger Avalon corridor (potentially connected by shuttle system)
- Attract hotel development
- Increase mobility and connectivity into and throughout the downtown

Residential Development and Housing Memorandum

Housing is a key component to economic development. If a city has housing for all income levels of the workforce, it can attract talent and thereby employers and create a stronger economy. Economic strategies to promote Livable Communities include:

- Attract high caliber urban housing
- Provide for a variety of housing types to accommodate Carson’s workforce
- Repurpose and rezone underutilized sites for residential needs
- Encourage the use of publicly owned land for construction of affordable housing
- Streamline review and approval of proposed housing developments

RRM Design Group created a companion study that incorporates relevant information regarding housing sites for the development of all types of housing – market rate, affordable, supportive/transitional – into one location. The memorandum summarizes research and data collection prepared to address the housing market and specifically market rate housing in the City of Carson. In addition, policies and programs within the adopted Housing Element and the General Plan Update are summarized to identify City policies as to sites where affordable housing can be developed. Strategies for the preservation and protection of mobile home parks are also summarized. The document also includes a few case studies are identified that provide planning and zoning approaches for additional opportunities in largely built-out cities in the nearby region.

Brownfield Redevelopment Roadmap Companion Study

One objective of Carson’s Economic Development Strategic Plan is the evaluation of former landfill and industrial lands for potential reuse, including a zoning designation as a brownfield property. A brownfield site is one where the expansion, redevelopment, or reuse of the site may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties protects the environment, improves visual character, and takes development pressures off greenspaces and working lands. As part of the EDSP, Catalyst Environmental Solutions developed a companion study that provides a “roadmap” for brownfield redevelopment within the City of Carson.

Workforce and Educational Institution Analysis

This document provides a summary of labor force and employment data to identify key trends, needs and opportunities related to Carson’s local and regional workforces. In particular, the report profiles the occupational mixes and associated educational/training requirements for each of the target industry clusters identified in the EDSP. The data compiled for this report are intended to guide Carson’s programmatic initiatives to ensure a competitive workforce suitable for the City’s targeted industries.

Profile of Local and Regional Small Business Assistance and Entrepreneurial Development Programs

This document (provided as Appendix A of the EDSP) lists and describes existing small business and entrepreneurial development programs available in Carson or readily accessible to Carson workers and businesses, including City programs and resources available through other organizations. The summarized information provides a “snapshot” of existing programs and resources as of the time the research was completed. It is anticipated that the City will continue to expand and refine this information, and ultimately publish it as an online resource directory for the business community.

Profile of University-based Resources Relevant to the EDSO

This report (attached as Appendix B of the EDSP) profiles a range of university-based programs that are potential partnership resources for the City of Carson’s economic development efforts. Whereas the list includes relevant programs for colleges and universities throughout southern California, particular attention is given to facilities and programs based at California State University, Dominguez Hills (CSUDH). The emphasis on CSUDH reflects the unique advantages and opportunities Carson has by virtue of being host to a state university campus (which very few California communities of Carson’s size have).

Benchmark Comparisons of Peer-city Economic Development Programs

A supplemental study was conducted to compare and benchmark peer-city economic development programs. The cities of Downey, El Segundo, Gardena, Inglewood, Long Beach, Norwalk, Santa Clarita, Santa Fe Springs, and Torrance were selected, in consultation with City of Carson staff, as potential aspirational models and/or competitors for Carson’s economic development program and the findings were summarized within this study (which is attached as Appendix C of the EDSP).

4. EDSP Action Plan

Action Plan Overview

The EDSP Action Plan implements the eight “Gamechanger” initiatives through a total of 21 specific strategies. The 21 strategies are outlined below and detailed on the following series of tables.

Gamechanger #1: Marketing/branding initiative to position Carson as a center of innovation, creativity, and resilience leveraging Carson’s rich industrial legacy and unmatched location in Southern California

- 1.A Design and implement comprehensive economic development marketing program
- 1.B Promote expanded tourism/visitation ("Stay Carson" program), leveraging regional attractions and tourism-promotion organizations and building on existing, unique assets

Gamechanger #2: Create "destination worthy" downtown (anchored by repositioned Carson Events Center, additional hotels, new housing)

- 2.A Promote Events Center reinvestment/rebranding
- 2.B Pursue placemaking investments in Downtown Carson and connecting corridors (Carson Street and Avalon Boulevard)

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 (at DHSP or other sites in Carson)

- 3.A Create live entertainment district (restaurant, retail, hotel, mixed-use housing)

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; and support market-based reuse of underutilized commercial properties to expand housing and industrial development capacity where such reuse has a positive economic impact)

- 4.A Implement "Reinvigorate Retail" initiative

- 4.B Implement retail/restaurant tenant recruitment campaign (part of Strategy 1.A)

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

- 5.A Establish comprehensive business retention and expansion (“BRE”) program including direct outreach, contact management and linkages to business assistance resources
- 5.B Establish branded development streamlining program ("Streamline Carson")
- 5.C Focus law enforcement resources including cameras, automated license plate readers, and officers in neighborhoods/corridors/districts where most needed
- 5.D Focus City resources and coordinate with partners to prioritize infrastructure investments (including broadband) that support targeted economic development

Gamechanger #6: Focus City policies, resources and partnerships to incentivize land uses with high job-creation and placemaking value (this initiative is intended to cover land uses and geographic subareas not specifically addressed by the other gamechangers)

- 6.A Pursue Dominguez Channel improvement concepts with focus on adjacent development
- 6.B Determine the potential for The Links at Victoria Golf Course redevelopment (with possible recreation/open space uses plus non-recreation uses including housing)
- 6.C Identify opportunity sites for professional office development and implement policies/incentives to attract office development
- 6.D Support recruitment of manufacturing tenants and provide incentives to maximize creation of quality jobs in existing and future industrial buildings
- 6.E Partner with property owners to assess, investigate, and clean-up contaminated sites, establishing Carson as a "national best-practices leader" in 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 industries⁴)

- 7.A Address entrepreneurial/small business development either locally (in house) or with linkages to regional business assistance and small business lending resources
- 7.B Strengthen linkages to innovation (e.g., through collaboration with CSUDH)
- 7.C Launch public/private industry cluster initiative

Gamechanger #8: Position Carson as a "training center of excellence" (linkage of workforce development programs to staffing/training needs of emerging industries)

- 8.A Coordinate workforce development through linkages to available local and regional partner assets, augmenting as appropriate
- 8.B Establish "showcase" workforce development program focused on employment opportunities in construction and related industries

⁴ These focus areas would potentially include electric vehicle (EV) technology, hydrogen, water/land recycling technology, and best-practice leadership in remediation and redevelopment of brownfield properties.

Strategy Details

Gamechanger #1 – Marketing/branding initiative

- 1.A Design and implement comprehensive economic development marketing program
- 1.B Promote expanded tourism/visitation ("Stay Carson" program), leveraging regional attractions and tourism-promotion organizations and building on existing, unique assets

STRATEGY 1.A: Design and implement comprehensive economic development marketing program

Brief Description of Program

The City will launch a new marketing program (specific to economic development) that will address the following objectives:

- Increasing the City’s exposure to selected targeted industry clusters, at selected locations.
- Raising public awareness of City’s competitive advantages, business assistance resources, and enhanced “business and development friendly” policies/programs.
- Promoting development opportunities and quality-of-life enhancements represented by placemaking initiatives within the EDSP.
- Incorporating enhanced social media and other contemporary approaches to marketing.
- Recognizing Carson’s diversity, in population and the business community, in marketing materials.

Tactically, the marketing program should include the following seven elements:

1. Recognizable brand for the City (newly developed as part of EDSP implementation)
2. Marketing to general community (social media, special events, etc.)

3. Marketing to existing Carson business community (to raise awareness of City resources, etc.)
4. Marketing to recruit targeted retail and restaurant tenants
5. Marketing to development community to attract targeted land uses (e.g., housing, hotels)
6. Marketing to targeted (and aspirational) industry clusters such as clean tech and the creative arts
7. General marketing to promote "Shop Carson" program (residents, daytime population)⁵

Note: a separate but related marketing effort focused on tourism/visitation promotion is outlined in Strategy 1.B below.

City’s Positioning/Roles in Implementation

The City will take a lead role in implementing the economic development-specific marketing program. Initial program design (and some elements of implementation) may benefit through support from a professional marketing agency. The program will be designed in recognition of the complementary roles that regional marketing initiatives (i.e., led by external partner organizations) can fill.

⁵ The Open Rewards program sponsored by the City of Lancaster provides a strong model for a shop local program (see <https://www.cityoflancafterca.org/our-city/departments-services/economic-development/open-rewards>).

STRATEGY 1.A: Design and implement comprehensive economic development marketing program

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Maintain and update the EDSP Story Map (an online companion to the EDSP document) on an ongoing basis. (The Story Map is being launched concurrently with the publication of the EDSP and will serve as the main online presence of the City’s economic development program; this online material will be frequently updated as additional elements of the City’s marketing plan and overall EDSP are implemented over time.)
- B. Inventory and review all current City of Carson marketing activities (across all departments with a nexus to economic development) and consider revisions that will reflect the most current thinking about marketing/communications strategies (e.g., enhanced social media, etc.). Based on that review, identify specific marketing activities that would be enhanced by support from a professional marketing firm (retained to undertake development of a tactical marketing plan and related media focused on EDSP objectives).
- C. Define work scope and issue request for proposals (RFP) for a professional marketing agency to support initial design and implementation of City’s economic development marketing plan and to develop recognizable brand suitable for economic development.
- D. Complete ED-specific marketing plan (through contracted marketing agency retained in Step C above).
- E. Coordinate with external/regional partner organizations to ensure that the City’s marketing targets and other marketing objectives are optimally positioned within regional marketing initiatives (including partner websites, etc.)
- F. In tandem with Strategies 4.A and 4.B below ("Reinvigorate Retail" initiative), implement marketing component directed towards retail/restaurant tenant recruitment.
- G. Implement messaging targeted at Carson’s existing business community to raise awareness of available City resources for business assistance. This can be accomplished through the creation of a City of Carson Economic Development E-Newsletter that is released on a regular (e.g., quarterly) basis.
- H. Actively promote available development sites and incentives (as defined in other EDSP strategies) and available vacant properties to targeted businesses (these resources should be clearly catalogued online and in other elements of marketing program).
- I. Implement business recruitment/attraction campaign (pursuant to marketing plan developed in Step D), focused on capturing firms from within Los Angeles County that are seeking expansion or relocation options.

Year 1 Milestones/Checklist (milestones for later years are provided in Chapter 5 of the EDSP)

- Professional marketing agency retained to complete marketing plan
- Marketing plan completed (by contracted professional agency)
- Completed outreach to marketing partners (including Carson Chamber of Commerce and LAEDC)

STRATEGY 1.B: Promote expanded tourism/visitation ("Stay Carson" program), leveraging regional attractions and tourism-promotion organizations and building on existing, unique assets

<p>Brief Description of Program Carson and its surrounding region host a complex web of visitor attractions and visitor infrastructure, with extensive interrelationships among these elements. These assets are promoted at a number of different geographic and institutional levels but there is currently no sub-regional tourism or visitor organization (such as a "Visit South Bay" initiative) to provide a coordinated marketing front. Consequently, messaging about these resources from the City's position is particularly challenging and will require the focused cooperation of other private and public entities.</p> <p>Promoting Carson for visitors can be combined with promotional efforts directed to businesses/employers (as in the preceding strategy, 1.A). While the messages directed to each of the two groups are different, considering visitors and businesses simultaneously can help ensure that</p>	<p>assets valued by visitors are also recognized as having value to businesses in terms of quality-of-life enhancements, etc. At the same time, the image of the City can be managed to avoid over-identification with either tourism or industry.</p> <p>City's Positioning/Roles in Implementation Although partners will have a major role in implementing this strategy, the City will need a strong leadership role in coordinating among them, given the complexity of conditions as noted. This could culminate in either a local-focused promotional effort, like Discover Torrance, or the organization of a regional tourism bureau for the South Bay.</p>
---	--

- Action Steps**
(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)
- A. Convene a meeting of potential public and private partners to identify specific areas of focus for a collaborative local tourism promotion program ("Stay Carson"). At a minimum, these partners would include Dignity Health Sports Park, The Porsche Experience Center, the Goodyear Blimp, CSUDH, local hotel operators, major retail/restaurant stakeholders (e.g., South Bay Pavilion) and City staff responsible for Carson Events Center promotion and programming.
 - B. As warranted based on the initial priorities identified in Step A above, establish a structured Tourism Working Group comprising the above partners and meet quarterly to define mutual priorities (and assign responsibilities for implementation of specific tasks).
 - C. As an initial task for the working program, inventory and assess all related promotional materials, from all sources (i.e., private partners including visitor venues, hotels, etc.), to secure an understanding of content and the context of such content, intended audiences, means by which information is accessed, timeliness, and other details. Based on this assessment, identify the extent to which tourism-related marketing should be included in the scope of the professional marketing agency RFP described in Strategy 1.A above (depending on the working group's initial scoping of issues, promotional activities related to tourism may ultimately be handled outside the scope of the Strategy 1.A marketing plan, but should still be closely coordinated with it to ensure appropriate consistency of branding, messaging and graphic materials).

STRATEGY 1.B: Promote expanded tourism/visitation ("Stay Carson" program), leveraging regional attractions and tourism-promotion organizations and building on existing, unique assets

- D. As a potential extension of the local (Carson) Tourism Working Group, convene an exploratory meeting of potential *regional* partnership for tourism development and promotion (“Visit South Bay”). This initial meeting would include City of Carson officials and representatives of neighboring cities and convention/visitor bureaus. The meeting should be scheduled late in Year 1, once the direction and priorities of the local Tourism Working Group have been sufficiently defined to allow for effective participation in a complementary regional initiative.
- E. As warranted based on the outcome of the exploratory meeting in Step D above, convene quarterly planning sessions with regional tourism partners to define mutual priorities and to identify funding needs, potential funding sources, and implementation roles.
- F. Based on the outcome of the regional planning sessions, generate coordinated visitor marketing/information materials that function across jurisdictional lines within a defined “South Bay” region. Coordinate these materials with Carson’s overall marketing program.
- G. Support (financially and through other appropriate resource commitments) formal establishment of a “Visit South Bay” tourism promotion organization.

Year 1 Milestones/Checklist

- Carson Tourism Working Group established (initial plan developed for coordinated visitor promotion based on compilation of existing materials from various sources, as described)
- “Visit Carson” webpage (as warranted, based on plan developed by Tourism Working Group)
- Initial/exploratory meeting with prospective members of a “Visit South Bay” partnership

Gamechanger #2 – "Destination worthy" downtown

- 2.A Promote Events Center reinvestment/rebranding**
- 2.B Pursue placemaking investments in Downtown Carson and connecting corridors (Carson Street and Avalon Boulevard)**
- 2.C Incorporate key Downtown-connecting corridors (Carson Street and Avalon Boulevard) into overall urban design plans**

Note: the strategies supporting Gamechanger #2 are in part derived from a detailed memorandum report (“Carson Economic Development Strategic Plan - Creation of ‘Downtown’ Carson”) prepared by RRM Design Group as part of the EDSP process. Where appropriate, the strategy descriptions below reference RRM’s recommended strategic actions; RRM’s full memorandum provides more detailed descriptions of these recommendations.

STRATEGY 2.A: Promote Events Center reinvestment/rebranding

Brief Description of Program

As one of the largest ballrooms and group meeting spaces in the South Bay, the Carson Events Center is an integral visitation asset for both the City and the surrounding region. It would ideally represent a strong statement of the City’s commitment to such relationships and activities. A vibrant Events Center is partly a matter of physical design and reinvestment and partly a function of management/promotion to maximize use of the spaces available, on the part of organizations that can make use of what the Center has to offer.

The primary responsibility for the Events Center resides outside the economic development program, but the physical and programmatic quality of the Center are key to the City’s objectives in the tourism/visitor area. Some of these projects, like EV charging stations and interior improvements, are already underway but other improvements should be prioritized.

City’s Positioning/Roles in Implementation

The City will take a lead role in setting up and implementing this strategy, which could include additional physical improvements, the development of a potential hotel site on the Event Center campus, and further branding/marketing focus.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Review the Center’s business/management plans in light of the intention to cost-effectively reinvest in the Center in various ways.
- B. Incorporate marketing of the Events Center (including rebranding if necessary), into the overall marketing efforts undertaken within the EDSP, including overall marketing for economic development (1.A) and the strategy addressing tourism promotion (1.B).
- C. Attract/incentivize development of new hotel/conference facilities proximate to the Events Center including undertaking work to identify feasible parcel(s) for the development of such a hotel, marketing it as a prime development opportunity, and defining an incentives package (potentially including TOT and

STRATEGY 2.A: Promote Events Center reinvestment/rebranding

property tax sharing and waived development fees) as needed to attract developer/investor interest in the project.

Year 1 Milestones/Checklist

- Coordination meeting(s) between City’s new ED Manager and the Community Services Department (which has the lead on Events Center repositioning)
- Develop Events Center messaging/selling points to be incorporated into EDSP marketing plan (Strategies 1.A and 1.B)
- Progress on recruitment of additional Downtown hotel

STRATEGY 2.B: Pursue placemaking investments in Downtown Carson and connecting corridors (Carson Street and Avalon Boulevard)

Brief Description of Program

Placemaking is an umbrella term that encapsulates all the tools used to create places that transform public spaces to strengthen the connections between people and these places. In layperson words, placemaking refers to the creating of “there.” It’s the creation of places where people want to be on a Saturday afternoon or Sunday morning. Most of these places have not come about organically, but rather through strategic investment and curation. This strategy outlines an arsenal of placemaking tools – some of which Carson already deploys – that if invested in could reinforce and foster a more cohesive downtown environment.

The recommended inclusion of the “connecting corridors” is important both from the perspective of the improving the corridors themselves but also due to the reality that the improvement of the Avalon corridor, especially, provides an important opportunity to better link (physically and thematically) the Downtown to key activity generators to the north (DHSP, CSUDH, South Bay Pavilion, and Victoria Golf Course). These potential linkages are critical to maximizing Downtown’s viability as a destination.

Much of the walking experience on Avalon north of 213th Street is not conducive to a walkable environment and its connection with another activity node – the South Bay Pavilion – is very poor. Walking and biking north of Del Amo is very secondary to automobile traffic and the sidewalk aesthetics are very poor. All of these conditions create opportunities for innovative approaches using public art and engineering solutions.

Note: The concept of creating a live entertainment district (pursuant to Strategy 3.A below) would most likely be fulfilled at one more locations within the Downtown core and/or connecting corridors. Thus, strategies 2.B and 3.A are integrally related.

Also, although not reiterated as part of Strategy 2.B, two key components of the “Reingorate Retail” initiative (Strategies 4.A and 4B) are potentially applicable to Downtown revitalization:

- City funded façade improvement program
- City marketing efforts to support retail/restaurant tenant recruitment

STRATEGY 2.B: Pursue placemaking investments in Downtown Carson and connecting corridors (Carson Street and Avalon Boulevard)

Locational and transportation issues associated with the connecting-corridor concept include the following:

- Avalon’s access to the 405 Freeway supports the idea that converting vacant or underutilized car dealerships to uses compatible with a downtown function can accelerate Downtown creation.
- Access to key destinations in the City is needed by way of alternative transportation infrastructure, for bicycles and other modes.
 - There could be “green walk” walking paths
 - According to some stakeholders, CSUDH students have indicated a strong desire for bike lanes and linkages from the campus to other places within Carson
 - A shuttle system could be established to move people from CSUDH/Dignity Health Sports Complex to Downtown or other parts of Carson
 - There is also an opportunity to upgrade the aesthetics of most of the Avalon Boulevard walk (between Elsmere Drive and University Drive) with artistic/landscape treatment.

City’s Positioning/Roles in Implementation

From the standpoint of the EDSP, the City’s role will be to leverage the leadership of Downtown plan development to foster economic development opportunities associated with a Downtown plan, which might include marketing the area to specific business types, including the area as an element of quality-of-life enhancement in Carson, and helping make the development community aware of opportunities in the plan area and expediting such development through various resources, incentives, etc.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. In conjunction with the City’s Community Services Department (which has current oversight of Carson Events Center programming), develop plan for additional “pop-up” events in the Downtown core (see RRM’s “Creation of Downtown Carson” memo for additional details on this concept).
- B. Collaborate with Downtown property owners to create opportunities for short-term (“pop-up”) art galleries and other short-term retail tenancies to fill currently vacant commercial spaces in the Downtown (see RRM memo for additional details); consider allocating City funding to partially underwrite these short-term tenancies (focusing on uses that have a high-impact potential to draw visitors to the Downtown).
- C. Prioritize Downtown projects in the City-funded façade improvement program (see Strategy 4.A) and retail/restaurant tenant recruitment efforts (Strategy 4.B). City assistance with tenant recruitment should be offered to owners of existing vacant commercial spaces (e.g., Union South Bay) and forthcoming development projects with commercial components.

STRATEGY 2.B: Pursue placemaking investments in Downtown Carson and connecting corridors (Carson Street and Avalon Boulevard)

- D. Incorporate marketing of key Downtown/corridor “opportunity sites” into developer outreach element of EDSP marketing plan (Strategy 1.A). This component of the marketing program would focus on attracting the following types of uses to the Downtown core and corridors:
 - High-caliber urban housing
 - Hotel (next to Events Center)
 - Live Entertainment District (LED) compatible uses – see Strategy 3.A below

- E. Consistent with concepts detailed in RRM’s “Creation of Downtown Carson” memo, develop prioritized capital improvements plan for Downtown/corridor placemaking investments. These would include the following types of improvements:
 - Infrastructure to support multi-modal connectivity (walking and bicycle paths)
 - Freeway underpasses and pedestrian bridges
 - Shuttle system connecting Downtown core to DHSP and CSUDH (potentially with funding support from these partners)
 - Gateway features
 - Decorative crosswalks
 - Streetscape beautification to develop a more defined community core (streetscape furnishings, lighting and paving; wayfinding elements; public art and focus points; streetscape planting; outdoor gathering areas)

- F. As a pilot program for improving the visual appeal of the Avalon corridor, create an improvement plan for the Avalon walk between Elsmere Drive and University Drive (currently the least visually attractive segment of Avalon). The improvement plan should incorporate public easement artistic, landscape and hardscape treatments, as well as incentives (potentially including matching grants and/or low-interest loans) for improving the maintenance/appearance of private rear yards visible from Avalon.

- G. In tandem with (or as follow-up to) Step F above, issue an RFP to retain a consultant to prepare a comprehensive improvement plan to enhance the Avalon corridor between Carson Street and Victoria Street. This plan should address enhanced landscaping, the addition of public art, and improving the Avalon wall.

Year 1 Milestones/Checklist

- Policy/game plan for “pop-up” events and businesses
- Revised guidelines for City’s façade improvement program (to define criteria for prioritization of funding for targeted Downtown projects)

Gamechanger #3 – Live entertainment district

3.A Create live entertainment district (restaurant, retail, hotel, mixed-use housing)

STRATEGY 3.A: Create live entertainment district (restaurant, retail, hotel, mixed-use housing)

Brief Description of Program

As with other placemaking initiatives related to Downtown and connecting corridors (Strategy 2.B above), this strategy, while focused on a live entertainment district, is also intended to help ensure coordination among all of the planning/design initiatives within the City.

Potential concepts to consider in relation to a live entertainment district include the following:

- Existing models for the scale of an Entertainment District in the CSUDH area appropriate for Carson might include smaller college towns such as Downtown Orange, which is home to Chapman University. This could be a more appropriate model for Carson versus a very large complex like (for example) the Irvine Spectrum.
- An alternative to having one live entertainment district would be to have multiple entertainment districts, such as the Carson Country Mart project, with some functions complementary to Downtown and also space for venues for events and other functions. With separate locations for each type of use, visitors can be spread around the City to be exposed to other community assets, businesses, etc.

Other locational considerations include the following:

- The old Don Kott property (car-dealer lot) may be particularly suitable for this type of development (NEC of Avalon and 213th Ave.)
- A live entertainment district (or at least portions of it, under the multiple-district scenario) ideally needs to be within walking distance of DHSP and CSUDH. As such, north end of the Victoria Golf Course is a possibility but would barely meet the walkability criterion)
- To “test out” locations for permanent gathering places such as the live entertainment district, music events or a quarterly street fair could be set up, with testing locations to include the South Pavilion Mall Parking lot, vacant retail spaces, and the plaza area of some new developments along Carson Street/Avalon Boulevard

City’s Positioning/Roles in Implementation

From the standpoint of the EDSP, the City’s role will be similar to that of other placemaking strategies, namely leveraging the leadership of encouraging development of the live entertainment district based on plans to be developed, to foster economic development opportunities associated with the proposed district, including marketing the district to specific appropriate business types, and helping make the development community aware of opportunities both within the district and associated with it in some way, and expediting such development through various resources, planning, land assembly or remediation, financial incentives, etc.

STRATEGY 3.A: Create live entertainment district (restaurant, retail, hotel, mixed-use housing)

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Define the business/venue/organizational “universe” for these kinds of activities that now exist within the surrounding region. This includes both permanent installations and festivals, etc. that could be accommodated in (and also could be competitive to) a live entertainment district (LED) in Carson.
- B. Identify possible “candidate” sites for development of one or more projects responding to the need for entertainment-related uses; reach out to these property owners to determine the realistic availability of portions of their land for this type of development. At a minimum, this outreach would include discussions with representatives of the County of Los Angeles (Victoria Golf Course), South Bay Pavilion, CSUDH, DHSP, and the owners of the former Don Kott car dealership property; the City should also consider City-owned land proximate to the Events Center as part of the LED strategy (especially for potential hotel development).
- C. Convene meeting with DHSP and CSUDH to assess these partners’ interest in collaborating on an initiative to prepare graphic materials (i.e., conceptual designs) that could be used to market the LED initiative to property owners and prospective master developers. (Note: DHSP and CSUDH are specified do their “dual status” as both visitor generators and owners of land that could potentially be used for this type of development; other private stakeholders expressing an interest in the LED concept could also be included in this initial coordination meeting).
- D. Based on the outcome of discussions in Steps B and C above, secure participation of interested property owners in an RFP process for one or more master developers to implement the LED concept (as defined by the participants).
- E. As warranted by the Year 1 reconnaissance process (Steps A-D above), implement master developer RFP process for LED uses.
- F. In preparing resources to support economic development, such as marketing programs, incentives, etc., anticipate to the extent possible how plans for the LED can be supported within these processes, recognizing the need for flexibility as plans evolve; as appropriate, document these potential supporting policies/incentives in the master developer RFP package.

Year 1 Milestones/Checklist

- Report on the business/venue/organizational “universe” now existing within the region and that a live entertainment district in Carson would need to recognize as a competitive or complementary entity (and possibly both) and be planned accordingly.
- Coordination meeting(s) with DHSP and CSUDH
- Identification of candidate sites and outreach to selected property owners
- Game plan for issuing master developer RFP (if warranted based on preceding steps)

Gamechanger #4 – "Reinvigorate Retail"

4.A Implement "Reinvigorate Retail" initiative

4.B Implement retail/restaurant tenant recruitment campaign (part of Strategy 1.A)

STRATEGY 4.A: Implement "Reinvigorate Retail" initiative

Brief Description of Program

This initiative is intended to serve multiple purposes:

- To help shopping centers negatively affected by global trends in the retail industries such as the growth of e-commerce, the decline of certain major retailers, etc.
- Recognizing that struggling centers may or may not be located or configured where retail activity could still thrive, helping some centers repurpose underutilized buildings or areas to other uses, such as residential or office, and others through creation of more effective retail space (potentially in a mixed-use format)

- Where it is strategically important to retain a predominantly retail focus on specific properties, focus City resources and policies on the objective of incentivizing reinvestment in older properties
- Identifying and incentivizing new retail projects (and tenants), recognizing that these opportunities vary by subarea of the City and potentially include both regional and neighborhood-scale retail uses

City's Positioning/Roles in Implementation

The City will take a lead, in-house role in implementing this strategy. The program will also involve direct coordination with property owners and the development community.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Evaluate the City's current Commercial Façade Improvement program and consider its continuation from a one-time funded program to a long-term commitment in support of the overall "Reinvigorate Retail" initiative; consider raising the per-project funding limits in cases of high-impact/high-need projects.
- B. Inventory all existing retail centers, and foster relationships with property owners. Identify high-priority target sites for revitalization and/or reuse (full or partial. Identify vacant storefronts that could benefit from targeted marketing and recruitment under strategy 4.B below.
- C. Include in marketing plan (1.A) retail uses identified within the EDSP as being deficient in Carson and also having some potential to be recruited based on other market factors, such as having sufficient space, the location of regional competition, etc.
- D. Establish incentives (potentially including sales/property tax sharing, waived development impact fees, and density bonuses) to facilitate land use change for high-priority sites (especially gear these incentives toward opportunities to add urban housing products to retail sites with under-utilized land).
- E. Coordinate with property owners to maximize use of available City incentives and resources (potentially through some type of competitive process, establish a system for working proactively with shopping center owners/managers to identify issues and define mutually beneficial solutions to these challenges).

STRATEGY 4.A: Implement "Reinvigorate Retail" initiative

- F. As resources permit, the City could provide support to centers based on the outcome of the preceding action item, which could include incentives (e.g., sales/property tax sharing agreements), marketing, participation in a planning process (and coordination with other relevant City-sponsored planning/urban design initiatives), advising on the applicability of state and federal incentives, and adjusting development entitlements.
- G. Convene meeting with development community representatives (developers and real estate brokers engaged with the community and region) to identify perceptions of the prospects for various shopping center reuse uses such as:
 - Mixed-use development
 - Affordable housing, which could help fulfill the City’s RHNA obligations, and/or market-rate housing
 - Office space

Year 1 Milestones/Checklist

- Identification of high-priority retail sites to be targeted for revitalization and/or reuse (full or partial)
- Define incentive programs/policies (including framework/guidelines for potential sales/property tax sharing agreements) that support revitalization and/or reuse of targeted shopping centers
- Initial outreach to key commercial property owners
- Develop messaging/selling points (about retail/restaurant development opportunities) to be incorporated into EDSP marketing plan (Strategies 1.A and 1.B)

STRATEGY 4.B: Implement retail/restaurant tenant recruitment campaign

Brief Description of Program

A most critical element of the overall Reinvigorate Retail initiative will be a focused marketing campaign (and supporting incentive packages) targeting attraction of new retail/restaurant tenants to available commercial spaces in Carson. This campaign should have three distinct groups of targets:

- National retail/restaurant chains appropriate as tenants in major regional shopping centers (existing and planned).
- Independent restaurants and specialty retail stores appropriate as tenants in the Downtown core.
- Specific targets aimed at filling neighborhood-level voids in Carson’s retail mix (e.g., target attraction of supermarkets in areas where “food deserts” currently exist).

City’s Positioning/Roles in Implementation

The City will take a lead role in implementing this component of the larger marketing program. Initial program design (brochures, media) may benefit from support from a professional marketing agency. The strategy will also involve direct collaboration with retail commercial property owners and leasing agents.

STRATEGY 4.B: Implement retail/restaurant tenant recruitment campaign

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

Note: Year 1 activities for this strategy will be closely tied to the marketing plan developed in Strategy 1.A.

- A. In collaboration with retail property owners and leasing agents, develop specific list of national retail/restaurant chains to be targeted for attraction to Carson.
- B. Research tenant mixes (i.e., identify names and profiles of key anchor tenants) in Southern California downtown areas that are appropriate aspirational models for Downtown Carson; compile list of target “non-chain” tenants based on this research.
- C. Investigate options for restructuring City’s façade improvement grant program to allow the flexibility for funds to be used for interior building improvements (including restaurant equipment) for high-priority tenant types in key locations (e.g., mixed-use projects in Downtown Core).
- D. Define other incentives (including reduced/waived permitting fees) that can be offered to targeted retail/restaurant tenants.
- E. Participate in International Council of Shopping Centers (ICSC) conferences to get direct exposure to site selectors for targeted retail/restaurant chains; utilize brochure(s) and other collateral materials developed as part of the Strategy 1.A marketing plan.
- F. Conduct regional outreach effort (including direct mail and site visits) to attract independent retail and restaurant operations to consider locations in Downtown Carson.
- G. Host annual “broker appreciation” event to highlight retail/restaurant locational opportunities to the commercial real estate brokerage community.

Year 1 Milestones/Checklist

- Meeting(s) with retail property owners and leasing agents
- Target list of national retail/restaurant chains
- Target list of regional (independent) restaurants and specialty retail stores
- Revised guidelines for City’s façade improvement program (flexibility to fund interior building improvements for selected, high-priority business types)
- Package of other incentives relevant to retail/restaurant tenant recruitment

Gamechanger #5 – Business and development friendly city

- 5.A Establish comprehensive business retention and expansion (“BRE”) program including direct outreach, contact management and linkages to business assistance resources
- 5.B Establish branded development streamlining program (“Streamline Carson”)
- 5.C Focus law enforcement resources including cameras, automated license plate readers, and officers in neighborhoods/corridors/districts where most needed
- 5.D Focus City resources and coordinate with partners to prioritize infrastructure investments (including broadband) that support targeted economic development

STRATEGY 5.A: Establish comprehensive business retention and expansion (“BRE”) program including direct outreach, contact management and linkages to business assistance resources

Brief Description of Program

Although fiscal and staffing constraints in recent years have limited the City’s ability to provide business retention and expansion (BRE) services, BRE is recognized as an essential element of a robust economic development program. Within the economic development profession, a strategic focus on supporting the continued viability and growth of existing businesses is recognized as a best practice that in many communities yields a higher return on investment (in terms of jobs created) than efforts to attract new firms and industries. Moreover, a highly visible BRE program can significantly enhance a city’s reputation for “business friendliness” – which, in turn, makes a community more attractive to both existing and prospective firms.

At its core, an effective BRE program involves two related types of activities:

- Direct, ongoing outreach to the business community to assess retention needs and expansion opportunities, and to raise awareness of available assistance resources.
- “Packaging” business assistance for individual firms based on needs identified via the outreach efforts.

Strategy 5.A focuses mostly on BRE outreach and communications. The specific business assistance resources available to respond to the identified needs of individual firms are mostly addressed in other strategies (especially Strategy 7.A, which focuses on entrepreneurial development and small business assistance).

This strategy is also an appropriate place to consider other potential forms of support for local businesses, including adopting local preference/local hire or Small Business Enterprise (SBE) / Women Business Enterprise (WBE) / Minority Business Enterprise (MBE) polices (i.e., for City public works projects).

To send a strong message about the City’s commitment to business friendliness, it is recommended that the BRE program be branded under a name such as “Carson Cares About Business.”

City’s Positioning/Roles in Implementation

The City will take a lead, in-house role in implementing this program. The program could also involve support from external partner organizations (e.g., Carson Chamber of Commerce) and from members of the City’s Economic Development Commission (who could provide additional capacity for on-the-ground interface with local businesses).

STRATEGY 5.A: Establish comprehensive business retention and expansion (“BRE”) program including direct outreach, contact management and linkages to business assistance resources

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Consider extending the existing “Carson Cares” community outreach program (to specifically integrate it with business retention and small business assistance strategies).
- B. Define outreach strategy for establishing and maintaining ongoing communication with existing firms in both targeted clusters and legacy industries. Outreach tactics could include a mix of industry meetings/mixers, online surveys, site visits, and direct mail. The objective of the outreach is to build trust and cooperative relationships with the Carson business community, provide support and resources and address concerns and challenges accordingly. A database network of business contacts would be developed that can be used in conjunction with other EDSP strategies including marketing and coordination of industry round table meetings to further growth and development.
- C. Investigate the use of software tools (e.g., www.bludot.io) to enhance and streamline traditional BRE outreach and contact management processes.
- D. Conduct needs assessment (via outreach process defined in Steps B and C above) of firms receptive to business retention/expansion assistance and develop customized responses (packaging of City and non-City resources) to address specific needs of assisted firms.
- E. Establish forum (and staffing resources) to promptly respond to concerns/complaints from local businesses.
- F. Build on the “Small Business Assistance, Entrepreneurship and Incentive” report prepared as part of the EDSP process (see Appendix A) and develop a toolkit for businesses outlining resources, programs, and incentives on the City’s webpage as a resource to the Carson business community and EDSP partners.
- G. Close out the one-time pandemic Small Business Assistance Grant program and evaluate new longer term incentive program(s) to promote Carson small businesses.
- H. Adopt (or continue) proactive policies to promote local businesses that the City can institute through its own practices, such as:
 - o Local small business preferences for City contracting/procurement (see Section 916 of City’s Charter)
 - o Local-hire policies for City (or partner) construction projects
- I. Coordinate with partners to ensure that the message of Carson’s business friendliness ties into whatever similar messaging is applicable to the region, through their various marketing platforms as appropriate (per marketing plan developed in Strategy 1.A).

Year 1 Milestones/Checklist

- Memorandum (staff generated) outlining in-house plan and initial contacts for existing-business outreach.
- Memorandum on recommendations for a comprehensive approach to small business assistance on the part of the City, documenting relative success of existing programs, relationships with related resources both within the city and outside, and the like (this milestone also relates to Strategy 7.A)
- Close out of pandemic-related Small Business Assistance Grant program and creation of new small business funding program to replace it

STRATEGY 5.B: Establish branded development streamlining program ("Streamline Carson")

Brief Description of Program

This strategy is intended primarily to address the City’s efforts to expedite and clarify development approval processes, business permitting and other City approvals.

During the “Economic Development Summit” workshops conducted for the EDSP, a number of stakeholders from the business and development community noted that the City’s approval and permitting processes in recent years have become relatively slow (and City staff acknowledges that fiscal constraints have limited available staffing to expedite these functions). Notwithstanding current conditions, some stakeholders in the EDSP process have suggested that Carson can and should aim to be "the most business friendly" city in Los Angeles County. This ambitious goal would necessarily include coordination with other permitting agencies with jurisdiction in the City, including LA County Fire, the County Health Department, LA County Public Works (for engineering approvals) and policies to facilitate new businesses openings as well as a more visible outreach effort to existing businesses.

Separate from the EDSP process, the City is already taking important steps to address this topic. Several City departments (including Planning, Building & Safety, and others) are currently working on streamlining permitting processes through an Enterprise Permitting & Licensing Software program (Tyler Technologies).

The development streamlining initiative needs to be comprehensive and cut across all development review and approval processes. The City has already taken an important initial step by outsourcing processing previously handled by Los Angeles County with a private consulting firm, resulting in much shorter turnaround times for plan checks and inspections. However, the County still provides civil engineering services, causing a remaining “drag” on development project approvals. In addition, review processes for the Fire Department and Planning Division need to be brought into alignment with the recent Building and Safety process improvements.

City’s Positioning/Roles in Implementation

The City will take the lead role as necessary, while ensuring coordination with other marketing/ branding efforts in the community and, as appropriate, the region.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Conduct comprehensive review of City's business/development friendliness (entitlement/ permitting/licensing processes, fee/tax structures). It is expected that the City’s current work to implement the Enterprise Permitting & Licensing Software program will largely address this action step; nevertheless, City should comprehensively review all processes and fee structures to ensure that opportunities to enhance business friendliness have been fully addressed. Beyond the new software tools, City should assess: 1) other opportunities to improve processing times and overall user-

STRATEGY 5.B: Establish branded development streamlining program ("Streamline Carson")

friendliness of permitting processes, and 2) the potential need for expanded City and/or contract staff to ensure excellent customer service.

- B. Met with Fire Department to explore ways to improve and streamline their review and approval processes. This might include an option for the Fire Department to have a "civilian" plan-checker assigned to Carson (at the City's cost).
- C. Streamline Planning Division review process to allow high-priority development projects to be reviewed on an expedited basis.
- D. Implement other process improvements pursuant to Step A above.
- E. As part of the Strategy 1.A, brand the City's development streamlining program under a name such as "Streamline Carson" and actively promote it as a locational advantage to existing and prospective firms.

Year 1 Milestones/Checklist

- Announce creation of "Streamline Carson" and incorporate into overall marketing/messaging plan
- Implementation of Enterprise Permitting & Licensing Software program
- Coordination with Fire Department and Planning Division to streamline processes
- Staff memorandum summarizing baseline review of processes and highlighting specific opportunities to improve business friendliness

STRATEGY 5.C: Focus law enforcement resources including cameras, automated license plate readers, and officers in neighborhoods/corridors/districts where most needed

Brief Description of Program

This strategy will require close coordination with the Carson Sheriff’s Station and other departments of the City. The City is familiar with how even isolated acts of violence or other crimes can have ripples throughout the community and have long-lasting impacts on the community’s sense of safety, regional image, and future investment. This strategy is to add Economic Development to the analysis of public safety resources in the community and add Public Safety as an element in the economic development outreach to the business community. One assumption behind this strategy is that the focus on certain areas or certain types of crime will change as the EDSP is implemented, possibly triggering the need for changes in law enforcement in these subareas of the City.

Given the relatively recent advent of new City funding sources (including Utility Users Tax and Measure K Sales Tax), the potential exists to strategically expand law enforcement resources to address specific concerns that are currently a hindrance to economic development. Since a community’s reputation for public safety (whether based on facts or perceptions) has a direct influence on its image within the regional business community, new investments in public safety can be positioned as “business friendliness” measures and highlighted as such in the City’s economic development marketing messages.

City’s Positioning/Roles in Implementation

The City will take the lead role in defining and coordinating this strategy internally. Since this strategy is fundamentally about law enforcement, it would not be primarily managed by the City’s economic development staff. However, economic development staff would play a key role in identify law enforcement issues that affect (either positively or negatively) the Carson business community and working as an “interface” between the business community and the Sheriff’s Department to define business-friendly solutions.

The specific delineation of roles between the Sheriff’s Department and economic development staff would also depend on the nature of the issues being addressed. Two areas of current concern are retail crime (shoplifting, “smash and grab” robberies) and a reversal of the downward trend in gun violence. These are handled by the Sheriff. Other “quality of life” issues like homelessness, street racing (and street takeovers) may require a coordinated response with City resources and Sheriff’s resources.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Working with other City officials, identify places within the City with an economic connection at which a need for supplemental law enforcement potentially exists. Where needs can be confirmed, devise a plan for coordinating this change within overall law enforcement planning. This plan could include the deployment of pan-tilt-zoom cameras, where feasible, in certain areas and automated license plate reader (ALPR) cameras along main corridors and other key points, in addition to deploying additional staff resources.

STRATEGY 5.C: Focus law enforcement resources including cameras, automated license plate readers, and officers in neighborhoods/corridors/districts where most needed

- B. Identify potential costs associated with proposed supplemental law enforcement and assess availability of funding resources. Consider the creation of a public safety business liaison program to better engage local business, provide advice on crime prevention, and respond to concerns.
- C. Deploy supplemental law enforcement resources to specific target areas consistent with EDSP implementation priorities.

Year 1 Milestones/Checklist

- Staff memorandum summarizing needs assessment, general prioritization/timing recommended for supplemental law enforcement deployment, and funding implications.

STRATEGY 5.D: Focus City resources and coordinate with partners to prioritize infrastructure investments (including broadband) that support targeted economic development

Brief Description of Program

Although the development of infrastructure is not typically within the purview of a city’s economic development program, it clearly has a direct influence on a community’s economic development potentials and performance. As such, this strategy is not intended to replace the City’s normal procedures for planning and funding capital improvements, but is instead intended to ensure that an economic development perspective is reflected in the City’s decisions about the *prioritization* of future infrastructure investments.

In addition, it is recognized that some of the most important infrastructure from a business perspective (broadband and electricity) is controlled by non-City service providers. Nevertheless, the City’s economic development staff can have an effective role in coordinating with these service providers to identify needs and to facilitate needed infrastructure investments.

Whereas the EDSP process identified general priorities for infrastructure improvements, it was beyond the scope of the EDSP to complete the full technical studies necessary to plan specific infrastructure improvement projects. Strategy 5.D therefore includes follow-up steps to provide the more in-depth assessment of needs for specific infrastructure improvements to support growth of anticipated/targeted industries.

City’s Positioning/Roles in Implementation

The City will take a lead, in-house role in implementing this strategy. The program will also potentially involve coordination with external agencies involved in regional infrastructure planning and with private providers of broadband and other utilities.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Conduct comprehensive assessment of broadband conditions, needs, and options for improving/expanding broadband infrastructure. This assessment should especially consider broadband

STRATEGY 5.D: Focus City resources and coordinate with partners to prioritize infrastructure investments (including broadband) that support targeted economic development

availability for industrial areas where the City intends to target attraction of technology-oriented firms and industries.

- B. Coordinate with Southern California Edison to review Carson’s electricity capacity in industrial zones (especially in areas where electrification of trucks will be important to the City’s sustainability goals).
- C. Conduct annual review of City’s capital improvement plan (CIP) to ensure that infrastructure projects needed to facilitate targeted industrial growth are appropriately prioritized.
- D. In coordination with service providers, initiate capital improvement projects to improve broadband capacity by the most cost-effective means, consistent with identified needs in areas targeted for technology-oriented industrial development.
- E. As warranted based on Step C above, coordinate with SCE to prepare long-term strategy to ensure adequacy of Carson’s electricity infrastructure for the City’s industrial development goals.
- F. Investigate the potential for incorporating “neighborhood digital centers” (e.g., enhanced infrastructure access at libraries or other public meeting spaces) into the overall strategic approach to expand broadband access.
- G. Investigate the feasibility and other aspects of a Green transportation/Smart City infrastructure initiative for Carson. (Stakeholders have commented that Carson could be the “green capital of LA” – a concept that relates to Strategy 7.B on innovation.)

Year 1 Milestones/Checklist

- Broadband needs assessment
- Coordination (and agreement on next steps) with SCE
- Review and comment on CIP to prioritize projects with nexus to EDSP

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

- 6.A Pursue Dominguez Channel improvement concepts with focus on adjacent development
- 6.B Determine the potential for The Links at Victoria Golf Course redevelopment (with possible recreation/open space uses plus non-recreation uses including housing)
- 6.C Identify opportunity sites for professional office development and implement policies/incentives to attract office development
- 6.D Support recruitment of manufacturing tenants and provide incentives to maximize creation of quality jobs in existing and future industrial buildings
- 6.E Partner with property owners to assess, investigate, and clean-up contaminated sites, establishing Carson as a "national best-practices leader" in brownfield remediation and redevelopment

STRATEGY 6.A: Pursue Dominguez Channel improvement concepts with focus on adjacent development

<p>Brief Description of Program</p> <p>Improving the Dominguez Channel is understood to have multiple <i>potential</i> purposes and benefits, including:</p> <ul style="list-style-type: none"> • Improving its visual aesthetics through improvements and operational changes including the development of a bike path along the Channel from Main Street to Carson Street and integrating the path with a County Flood Control-designed “greenway” along the same stretch • While the City’s focus should be on the visual and aesthetic quality of the Dominguez Channel, the City must remain steadfast in its efforts to ensure LACFCD takes measures to improve the water quality in the Channel such that it is no longer (perceived as) a health risk; otherwise, efforts to improve access to the Channel are unlikely to be transformative • Making it more of a recreational resource, especially along the bike route with a special focus along the Victoria Golf Course frontage 	<ul style="list-style-type: none"> • Fostering adjacent development including a reorientation of buildings and patios to face the Channel, conceptually similar to other waterfront revitalization areas <p>Given the administrative and physical complexity of the Channel, any plans put forth for improvements must be sensitive to the need to manage expectations about what is realistically possible.</p> <p>From the standpoint of the City, the focus may be on supporting “private placemaking” in relation to the Channel, while helping coordinate physical and other improvements through partners that bear primary responsibility for the Channel’s operation</p> <p>City’s Positioning/Roles in Implementation</p> <p>Although implementing the planning and development of a Channel reinvestment project will require active participation of partners involved in its ownership, management, etc., where the City will play a coordinating role, such as taking the lead in the development of the Bike Path and potential pedestrian bridges over the Channel and in setting up planning initiatives (through the City and through Flood Control) for private development.</p>
--	--

STRATEGY 6.A: Pursue Dominguez Channel improvement concepts with focus on adjacent development

Action Steps
(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Review the regulatory/legal fundamentals applicable to some targeted form of a reinvestment concept for the Channel, sufficient to serve as a basis for encouraging private placemaking.
- B. Based on the review in Step A, identify existing and potential City incentives (including financial resources, technical assistance, and regulatory exemptions) that could be offered to encourage reinvestment in private properties adjacent to the Channel in ways that promote placemaking and create a better visual environment along the Channel. City incentives could include financial assistance via matching grants and/or low interest loans. Non-City agencies with jurisdiction over the Channel (e.g., LACFCD) should also be encouraged to provide appropriate incentives for improvement of Channel-adjacent properties.
- C. Develop a physical plan that also makes the business case for private placemaking associated with the Channel. The planning process should include consideration of how the Channel can relate to existing Carson attributes, including planned improvements addressed in this EDSP.

Year 1 Milestones/Checklist

- Although this strategy is focused on later years, the concept of taking some action with regard to Dominguez Channel could be a deliberate ongoing agenda item for actions related to the EDSP and/or placemaking efforts.

STRATEGY 6.B: Determine the potential for The Links at Victoria Golf Course redevelopment (with possible recreation/open space uses plus non-recreation uses including housing)

Brief Description of Program
 Potential redevelopment of this golf course has been noted as a significant challenge because of its ownership by Los Angeles County, its status as a former landfill, and current designation as park and recreation space, but the golf course remains an important opportunity to fulfill various City objectives, including those associated with the EDSP. It, along with the Former Cal Compact Landfill across the freeway, remains the largest underdeveloped parcel in the center of Carson.

Although highest and best uses and other details of the site’s potential are still under consideration, with recreational and sports uses proposed by the current private developer, one possible use that has been mentioned is housing, which at this

location could also help diversify Carson’s housing stock. As has been noted elsewhere, housing development is also relevant to economic development, in Carson as in many other places. Also elsewhere, the northern tier of the course could be a possible location for a live entertainment district (see Strategy 3.A) given its walking proximity (albeit marginal) to DHSP.

City’s Positioning/Roles in Implementation
 Because the site is a former landfill, the City and/or Carson Reclamation Authority could have an important coordinating role in the site’s redevelopment, and working with Los Angeles County could take a lead role to proactively encourage such activity.

STRATEGY 6.B: Determine the potential for The Links at Victoria Golf Course redevelopment (with possible recreation/open space uses plus non-recreation uses including housing)

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. In coordination with Los Angeles County, generate the essential components of a management plan to determine the overall feasibility of redeveloping the course, including ownership, environmental, physical constraints, etc.
- B. If warranted by the preceding step, identify and analyze a range of appropriate uses for the site, given the range of objectives that it could potentially serve, eventually arriving at highest and best use recommendations within the context of those objectives as well as other financial, fiscal, urban design and related considerations, including potential private development interests.

Year 1 Milestones/Checklist

N/A – no Year 1 actions for this strategy

STRATEGY 6.C: Identify opportunity sites for professional office development and implement policies/incentives to attract office development

Brief Description of Program

At present, Carson’s non-residential land use mix is dominated by retail and industrial buildings. Whereas Carson has a current inventory of over 32 million square feet of industrial space (83% of which is used by logistics facilities), the existing inventory of office space is only 1.25 million square feet. Moreover, a very small portion (10%) of Carson’s office inventory is classified as Class A space.

In order for Carson to fully realize its vision of being a full-service economy conducive to attracting technology firms, creative industries, and related professional services, additional development of high-caliber office space will be needed.

Carson’s current market position (i.e., essentially a non-player in the regional office market) and overall trends negatively affecting demand for new office construction (high vacancy rates and an increase in remote workers) suggest that creation of an office market in Carson is not likely to be a near-term proposition.

The market study completed for the EDSP forecasts citywide demand for new office space at 142,000 square feet over the next 10 years, suggesting that even longer-term prospects for office development will be modest. The City should nevertheless work proactively to identify potential sites for professional office space (ideally concentrated in a single area that could become an office “district”) and aggressively market opportunities for this type of development.

Given that Carson is mostly built out, planning for major new office development will necessarily be coordinated with other strategies aimed at increasing capacity for new development. These other strategies include the Reinvigorate Retail initiative (Strategy 4.A, which would potentially facilitate transitioning of underutilized retail land to other uses such as office) and the brownfield remediation/redevelopment strategy (6.E below).

City’s Positioning/Roles in Implementation

The City will take a lead, in-house role in implementing this strategy. The program will also involve direct coordination with property owners and the development community.

STRATEGY 6.C: Identify opportunity sites for professional office development and implement policies/incentives to attract office development

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. As part of Reinvigorate Retail initiative (Strategy 4.A), identify potential areas to designate underutilized retail land for office development (potentially in a mixed-use environment where a portion of a site would retain retail uses).
- B. As part of Strategy 6.E below, identify brownfield sites that would be potential candidates for reuse with new office development if remediated.
- C. Prepare development prototypes (i.e., drawings/renderings) and pro forma financial analyses to document the potential financial attractiveness (to property owners) of site repurposing/ redevelopment with office space.
- D. Develop information packages to demonstrate the economic/financial advantages (to property owners) of site redevelopment, which would include case study analyses (per Step C above), incentives targeting this type of activity, overlay zones or other entitlement benefits, etc. The incentives package could potentially include a framework for property tax sharing agreements.
- E. As part of Strategy 1.A marketing plan, actively promote office development opportunities to the commercial development and brokerage communities.

Year 1 Milestones/Checklist

N/A – no Year 1 actions for this strategy

STRATEGY 6.D: Support recruitment of manufacturing/R&D tenants and provide incentives to maximize creation of quality jobs in existing and future industrial buildings

Brief Description of Program

This strategy focuses on City policies and investments that can potentially enhance the market for high-value manufacturing (and/or research and development) activities as prospective tenants for existing and future industrial buildings. The intent of this strategy is not to limit future industrial occupancies by logistics firms, but to create a market environment in which industrial property owners will in some cases have viable alternatives to logistics when determining the highest and best use of their properties.

Large scale industrial development is one of the defining features of Carson’s built environment, with the existing inventory totaling over 32 million square feet of leasable building space. At present, the vast majority (83%) of Carson’s industrial space is occupied by logistics facilities (compared to 67% for Los Angeles County as a whole). Over the past three years, 100% of Carson’s net absorption of industrial space was for logistics tenants.

From an economic development perspective, logistics facilities are typically considered a less desirable industrial tenant than manufacturing or R&D uses, due to the relatively low employment density of logistics warehouses. In addition to generating fewer jobs per square foot, logistics also tends to create lower-paying jobs than manufacturing (especially in higher-tech manufacturing sectors) and R&D. The logistics industry has undeniably been an important driver of Carson’s historic economic growth – creating jobs, providing development opportunities for landowners, and expanding the City’s property tax base.

Logistics facilities are a focus of attention in many Southern California cities because the truck traffic they generate can become disruptive to some parts of the community and can be costly in terms of municipal street maintenance budgets. In Carson, this concern has been addressed through an independent cost-benefit analysis leading up to the formation of a Community Facilities District (CFD) to provide a funding mechanism to offset the relatively high infrastructure maintenance costs associated with truck traffic.

Discussions about the perceived “downsides” of logistics facilities need to be carefully tempered with an acknowledgement that the regulatory and business cost environment in California is considered to be generally unfavorable for the growth of manufacturing. As such, the proliferation of logistics buildings in Southern California in recent decades has not in itself displaced manufacturing – it simply occurred in response to market demand in an era in which demand for manufacturing space was modest.

This strategy seeks to create demand for viable alternative uses, while still allowing property owners appropriate flexibility to respond to market trends.

City’s Positioning/Roles in Implementation

The City will take a lead, in-house role in implementing this strategy. The program will also involve appropriate coordination with property owners and the industrial development/brokerage community.

This strategy will be closely linked to Gamechanger #7 (Strategies 7.A, 7.B and 7.C) which focus on positioning Carson as a technology startup leader in the Southern California region. Gamechanger #5 focusing on Carson’s overall business friendliness (which can enhance a community’s attractiveness for manufacturing firms) is also a relevant foundation to Strategy 6.D.

STRATEGY 6.D: Support recruitment of manufacturing/R&D tenants and provide incentives to maximize creation of quality jobs in existing and future industrial buildings

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

(Most Year 1 work supporting this strategy will be carried out through foundational efforts in Strategies 5.A, 5.B, 7.A, 7.B and 7.C)

- A. Create a set of “manufacturing-friendly” policies to attract manufacturing firms and incentivize industrial property owners to target manufacturing tenants. The policies could include:
 - o Exemption from CFD assessments charged to other industrial use types
 - o Expedited entitlement (including CEQA process) where feasible
 - o Reduced or waived development impact fees
 - o Reduced or waived business permitting fees and business license taxes
 - o Consideration of property-tax sharing for initial years a building is occupied by high value (to be defined) manufacturing or R&D tenants
- B. Conduct outreach to major industrial property/building owners to assess potential interest in attracting manufacturing uses, to set realistic targets (in terms of building square footages citywide), and to identify specific City incentives that could facilitate recruitment of targeted business types. Incentives could include sales/property tax sharing agreements, waived development impact/processing fees, and exemption from CFD assessments applicable to other industrial uses.
- C. As part of the Strategy 1.A marketing plan, include a specific focus on Carson’s competitiveness for manufacturing (from both tenant and landlord perspectives), including promotion of the incentives adopted in Steps B and C above.

Year 1 Milestones/Checklist

- Define and adopt “manufacturing-friendly” City policies/incentives
- Outreach to industrial property/building owners

STRATEGY 6.E: Partner with property owners to assess, investigate, and clean-up contaminated sites, establishing Carson as a "national best-practices leader" in brownfield remediation and redevelopment

Brief Description of Program

This strategy is premised on the following conditions unique to Carson:

- The presence, due to the long-term impacts of legacy industries such as oil extraction, of substantial acreages of brownfield land requiring costly remediation before it can be put to productive reuse.
- The successful track record of the City of Carson and the Carson Reclamation Authority on securing and overseeing external funding to remediate brownfield sites, and of structuring complex development agreements allowing for feasible redevelopment of remediated sites.

- The potential to position Carson as a “best practices leader” for brownfield issues and to leverage this leadership as a selling point as the City positions itself to attract emerging industries (e.g., clean tech) focused on sustainability issues.

In addition to taking strategic advantage of the above opportunities, this strategy will also directly support the need to create additional land/development capacity (in Strategies 6.C and 6.D).

City’s Positioning/Roles in Implementation

The City will take a lead, in-house role in implementing this strategy. The program will also involve direct coordination with property owners, the development community, and relevant state/federal funding sources.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- Compile an updated inventory (parcel database) for contaminated properties subject to remediation.
- Contact property owners (from list compiled in Step A) to identify most significant opportunities for remediation and redevelopment. These opportunities would be prioritized based on: size of site; suitability for land uses targeted as priorities in the EDSP (i.e., industrial, office, retail and housing); location vis-à-vis likely development/infrastructure investment; degree (cost) of remediation required; and willingness of property owner to collaborate with the City (or Carson Reclamation Authority) to pursue remediation.
- Identify and profile funding sources/programs potentially available (to the City and/or property owners) underwrite remediation costs.
- Prepare funding application for pilot project(s) identified through the initial steps above.
- Coordinate with regional academic, regulatory and nonprofit environmental communities to define opportunities to position Carson as a national leader in brownfield remediation based on demonstration of the most contemporary best practices.
- Expand resources (and applications for external funding) over time based on success of initial projects.

Year 1 Milestones/Checklist

- Inventory and prioritization of major brownfield sites potentially suitable for remediation
- Outreach to selected property owners
- Completed research on funding sources/programs (summarized in staff memorandum)

Gamechanger #7 – Technology startup leader

- 7.A Address entrepreneurial/small business development either locally (in house) or with linkages to regional business assistance and small business lending resources**
- 7.B Strengthen linkages to innovation (e.g., through collaboration with CSUDH)**
- 7.C Launch public/private industry cluster initiative**

STRATEGY 7.A: Address entrepreneurial/small business development either locally (in house) or with linkages to regional business assistance and small business lending resources

Brief Description of Program

This program has two areas of focus: 1) To build on the existing CSUDH-run Carson Small Business Growth Academy, which provides basic business training services to local, established small businesses; and 2) To help expand access, as necessary, to additional programs of this type, i.e., those addressing business training fundamentals (e.g., financial literacy) applicable to both new and existing firms. Ultimately, small business assistance resources provided by the City (or through partnerships with external organizations) should include the following:

- Market analysis assistance (for new, expanding or repositioning businesses)
- Site selection assistance (for new, expanding or relocating firms)
- Training on marketing and social media
- Training on financial literacy (basic accounting, etc.)

It is also recommended that the City position itself as a leader in promoting access to private capital for small businesses through relationships with CDFIs, SBA lenders, and other micro-lending organizations in Southern California.

City’s Positioning/Roles in Implementation

The City can continue and possibly expand its role directly supporting CSUDH’s Carson Small Business Growth Academy, and also serve in a coordination/clearinghouse capacity, drawing on the established programs of regional partners.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Set up and maintain an online directory of business assistance resources available through the City or its partners. As part of the EDSP, TNDG has inventoried and evaluated existing small business and entrepreneurial development programs available in Carson (through the City and other entities). Those programs that relate to mission of the Carson Small Business Growth Academy can be noted as part of an overall inventory of available resources for small business entrepreneurial development: institutions, physical spaces/areas, virtual and physical incubators, etc.
- B. Setup and maintain an online directory of private capital sources for small businesses, including CDFIs, SBA lenders and other regional micro-lending organizations. As part of the process of setting up this directory, City should meet with these partner organizations to identify opportunities to increase the exposure of Carson businesses to available sources of startup and expansion capital.

STRATEGY 7.A: Address entrepreneurial/small business development either locally (in house) or with linkages to regional business assistance and small business lending resources

- C. Meet with CSUDH officials to determine needs and opportunities to expand the scope of the CSUDH-run “Carson Small Business Growth Academy” (business training services). As warranted based on participant demand (and specific opportunities for the Academy to fulfill EDSP objectives), increase the City’s annual financial support of the Academy to help scale it up to expand the number of participants/businesses served.
- D. Annually review partnerships through which the City provides business assistance and small business lending resources; identify future opportunities to expand the scope (and funding) of these partnerships based on participant demand and the demonstrated returns on the City’s earlier investments.

Year 1 Milestones/Checklist

- Online directory of business assistance resources
- Online directory of private capital sources
- Coordination with CSUDH to define game plan (and formal agreement) for expansion of Carson Small Business Growth Academy program

STRATEGY 7.B: Strengthen linkages to innovation

Brief Description of Program

The intent of this strategy is to identify and cultivate linkages with entities associated with innovation, both as a way of augmenting entrepreneurial support and enhancing the City’s image as a center of innovation, creativity, and possibly related concepts such as resilience, smart-city leadership, and the like. In part, the strategy is intended to take advantage of Carson’s locational affiliations within the Los Angeles region, and the fact that it also has the scale sufficient to establish a strong unique identity and sustain it within a region of cities with their own identities and functional associations.

The EDSP recommends that Carson pursue two distinct (but potentially overlapping) opportunities for technology-led economic development:

- Cleantech activities related to the inevitable transitioning of the fossil fuels industry historically prominent in Carson
- Potential connection (by virtue of geographic proximity) to the “Silicon Beach” technology cluster, whereby Carson could capture a share of the “overflow” growth from the coastal communities where this cluster has historically been concentrated.

Related to the clean tech theme (and the associated issue of legacy industry transitioning), the opportunity also exists to position Carson as a “national best-practices leader” in brownfield remediation and redevelopment (and to pursue related opportunities for state/federal grant funding). (This opportunity is addressed separately in Strategy 6.E but is noted here to emphasize the thematic connections among various EDSP initiatives.)

Note: Workforce-related linkages to innovation are further addressed in Strategy 8.A below.

City’s Positioning/Roles in Implementation

The City will take the lead role in identifying and coordinating with these potential partners and establishing relevant marketing messages.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Identify potential collaborators for cleantech development program (at a minimum, these collaborators would include CSUDH, representatives of major oil companies connected with Carson, and representatives of regional clean tech initiatives).
- B. Establish “Cleantech working group” comprising interested parties identified above.
- C. Conduct initial meeting(s) with working group to define near-term action steps for cleantech program. These initial discussions should address the following topics: potential partnership(s) to provide business incubator/accelerator services; potential opportunities for City to take lead in pursuing state/federal funding to support remediation of brownfield sites and facilitate overall transitioning of legacy industries; potential outreach to regional cleantech firms to promote opportunities for business startups in Carson.

STRATEGY 7.B: Strengthen linkages to innovation

- D. Based on direction defined during Year 1 discussions, partner with CSUDH (and possibly other regional institutions within CSUDH’s network) to provide full-service incubator/accelerator services in Carson.
- E. Begin to aggressively pursue grant funding to support transitioning of legacy industries and associated remediation of brownfield sites.
- F. As warranted based on the focus of Year 1 discussions, establish networking opportunities within Southern California electric vehicle industry cluster to identify potential expansion opportunities capturable by Carson (some firms in this emerging industry already existing in Carson).
- G. Begin to network within “Silicon Beach” business community to identify potential expansion opportunities capturable by Carson.

Year 1 Milestones/Checklist

- Initial meetings with potential collaborators (Cleantech working group)
- Staff memorandum identifying opportunities and priorities for cleantech development (including delineation of City’s roles), based on Year 1 discussions with working group

STRATEGY 7.C: Launch public/private industry cluster initiative

Brief Description of Program
 Under optimal circumstances, a community’s business attraction efforts go beyond targeting individual industry sectors to a more holistic focus on industry “clusters” – closely related *groups* of industries organized around the full supply chain involved in delivering a product or service to the market. The most dynamic regional economies are characterized by geographic concentrations of strong clusters in which a variety of firms support an overall supply chain are located in close proximity of each other.

While industry clustering is a market phenomenon, a true cluster is more than the coincidental co-location of complementary firms and industries in a particular region. A full-fledged cluster involves systematic interaction and networking among the co-located firms. The most successful clusters have evolved over long periods of time and have often been facilitated by public/private partnerships to strengthen networking opportunities and to enhance the area’s comparative advantages through strategic investments in foundational elements critical to the clustered industries.

The cluster framework provides a sound market rationale for industry targeting, and also provides a built-in mechanism for establishing private/public partnerships to carry out identified initiatives. The array of foundational elements, which become integral parts of a comprehensive economic development strategy, open the doors through which a wide range of institutional partners become genuine stakeholders in the economic development process.

For purposes of focusing initial resources and keeping the scope of the initial cluster program manageable, **it is recommended that Carson’s initial cluster initiative focus on a single cluster – clean tech/electric vehicles/renewable energy** (in Carson’s case, this cluster would include “legacy industry” energy firms, given their vested interest in transitioning to emerging business activities sustainable over the long-term).

The action items listed below are intended to enhance formal and informal cluster networking among Carson firms within the context of the larger regional clusters to which they are connected. It should be emphasized that coordination of cluster networks (a role for which the Carson Chamber of Commerce would potentially be well positioned) is an activity that can be pursued at various levels of effort/investment, depending on available resources, local interest/support, etc. In Caron’s case, it is anticipated that these efforts will begin modestly (on a pilot basis) and evolve over time based on initial results. At its core, cluster networking is a matter of identifying the relevant local “constituents” (primary and support firms, institutional assets, etc.) for the cluster and promoting interaction among them. The actual format of this interaction can be tailored to the preferences of the participants and the level of available resources to support the coordination effort.

City’s Positioning/Roles in Implementation
 The City will take a lead/convenor role to launch the industry cluster initiative, with the intent that this effort would ultimately be led by private sector partners (participating firms).

Action Steps
 (Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Conduct “cluster mapping” process to identify existing firms and institutional assets for the clean-tech/renewable energy cluster. Cluster mapping involves taking an inventory (and continually expanding a

STRATEGY 7.C: Launch public/private industry cluster initiative

database) of existing Carson (and regional) firms that are relevant to the cluster. This is an essential first step in facilitating networking of firms in a target cluster.

- B. Identify key local firms that could form the nucleus of an “industry resource group” for the pilot cluster. This group would serve as the City’s “go to” resource for interaction with businesses in the cluster and can be relatively informal in structure. Once in place, the resource group would provide a mechanism for the City (or partner such as the Chamber of Commerce) to identify cluster-specific networking opportunities, business expansion/retention needs, etc. Ideally, the resource group would represent a cross section of the cluster in terms of firm size and mix of industries. A minimum of 5 initial participants (firms) is recommended.
- C. Facilitate an initial “network organizing” meeting with the cluster resource group. The purposes of this meeting would be to facilitate a roundtable discussion about potential networking opportunities within the cluster and to identify specific activities the City (or Chamber) could pursue in order to strengthen the local cluster network.
- D. Conduct periodic follow-up meetings with the cluster resource group to report on progress and refine action items as appropriate to respond to emerging/changing opportunities. The frequency and format of these meetings will be defined based on available resources and the level of involvement of the business community.
- E. Promote cluster-oriented, local supplier relationships via a “Carson Delivers” campaign. The intent of this campaign would be to expand local supplier capacity (to the extent that local cluster demand is currently exported) and to expand opportunities for existing suppliers to achieve greater capture of local demand (either existing or potential) through buy-local initiatives. In conjunction with the “cluster mapping” process (Step A above), region-wide (i.e., Southern California) supplier relationships could eventually be facilitated via a website that identifies available suppliers and potential linkages.

Year 1 Milestones/Checklist
 N/A – no Year 1 actions for this strategy

Gamechanger #8 – Training center of excellence

- 8.A Coordinate workforce development through linkages to available local and regional partner assets, augmenting as appropriate**
- 8.B Establish "showcase" workforce development program focused on employment opportunities in construction and related industries**

STRATEGY 8.A: Coordinate workforce development through linkages to available local and regional partner assets, augmenting as appropriate

Brief Description of Program

This program explicitly recognizes the critical role of workforce training, and retraining, in the face of global economic trends including re-shoring of manufacturing and other activities, increasing automation, and record low unemployment rates (and possible labor shortages in critical skills/industries that can result from such conditions). There is a particular need to preserve and foster critical skill sets in industries crucial to Carson’s continued prosperity, including legacy industries such as oil, even while such activities may be contracting due to various influences. At the same time new skills needs are emerging in new industries and technologies that are finding a home in Carson.

City’s Positioning/Roles in Implementation

Whereas core educational/workforce development services will continue to be delivered primarily by partner organizations, the intent of this strategy is to more strongly support these partners in a coordination/clearinghouse capacity. This coordination role by the City would involve:

- Streamlining and clarifying regional/partner resources (and including them as core parts of Carson’s marketing and business outreach efforts) to maximize their value to Carson’s business community.
- Positioning recruiting and workforce development services (even those provided through external partner organizations) as part of the suite of services and incentives offered by the City to new and existing businesses.
- Providing local facilities/venues for partner organizations to conduct hiring/interview events, customized training programs, etc.
- Serving as a critical conduit of information (e.g., on industry- or firm-specific training needs) between private employers and workforce training organizations.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Establish an informal consortium of workforce development training organizations, organized around the “Training Center of Excellence” theme.**
- B. Inventory education/training programs in the city and region that have a role in implementing this strategy, and identify any potential gaps – from this process and the following action item.**

STRATEGY 8.A: Coordinate workforce development through linkages to available local and regional partner assets, augmenting as appropriate

- C. Conduct business outreach and establish processes to improve information flow between employers and educators/trainers regarding needed skills for targeted industry clusters and other critical local clusters. This topic could be included as part of the BRE outreach/survey (Strategy 5.A).
- D. Increase awareness of Carson businesses and residents about available training/job placement services, as part of a coordination/clearinghouse function, while also enabling equal access to workforce development programs by all Carson residents.
- E. If not currently available through partners, consider encouraging the establishment (by partner organizations) of internship/apprenticeship programs, which also become another way to connect education/workforce development partners with private firms and improve the information flow between them.

Year 1 Milestones/Checklist

- Informal consortium established (convene one organizational meeting to define parameters for collaboration)
- Memorandum summarizing education/training programs and initial assessment of unmet needs, with particular attention on critical skills and workers likely to require retraining due to global trends.

STRATEGY 8.B: Establish "showcase" workforce development program focused on employment opportunities in construction and related industries

Brief Description of Program

The EDSP target industry study identified the Construction cluster (including construction services and manufacturing of construction materials) as a potential strategic target for Carson. Given the "transient" nature of the construction industry (i.e., construction contracts and related employment opportunities tend not to be geographically limited to the community where the construction company is headquartered), the EDSP recommends addressing this cluster as primarily a workforce development opportunity. As such, Carson residents skilled in construction trades can benefit from construction industry growth (and related occupational opportunities) both within and outside Carson.

As a "showcase" workforce development program, the focus on construction workers would serve as a pilot project for the larger "Training Center of Excellence" initiative.

City's Positioning/Roles in Implementation

Similar to the approach to Strategy 8.A, the core training and workforce development services associated with Strategy 8.B would be delivered primarily by partner organizations. The City would support these partners in a coordination/clearinghouse capacity.

Action Steps

(Gold = Year 1; Green = Year 2; Purple = Year 3 or later)

- A. Convene meeting (or series of meetings) of interested parties to assess needs/opportunities for a Carson-based training and placement program focused on apprenticeship and job opportunities in the construction trades. This initial working group should include the following categories of stakeholders:

STRATEGY 8.B: Establish "showcase" workforce development program focused on employment opportunities in construction and related industries

construction trade unions; representative construction firms (including MBE/WBE/SBE/DBE companies) based in Carson; and workforce development partners (South Bay Workforce Investment Board).

- B. Based on the proceedings of the above working group meeting(s), identify specific resources the City of Carson could offer (including business outreach support, use of City meeting facilities for recruitment/hiring events, and sponsorship of selected Carson residents for training programs) to facilitate implementation of a formal public/private partnership to implement this initiative.
- C. As appropriate based on Steps A and B above, collaborate with working group to prepare business plan for this program (define actions, costs, funding sources and partner responsibilities/commitments).
- D. As appropriate based on above steps, draft and sign memorandum of understanding (MOU) to formalize a partnership (potentially with multiple parties) to pursue full implementation of this initiative.

Year 1 Milestones/Checklist

- Initial meeting(s) with working group
- Staff report outline potential formal relationship with partners and defining City roles

Partnerships for EDSP Implementation

The comprehensive nature of the EDSP will require the involvement of numerous partnering entities, some that will take on an active involvement in implementation, and some whose relationship to the strategy simply needs some form of acknowledgment (and others that will be elsewhere on this scale of participation).

The table below shows the recommended assignment of lead and support roles for each major strategy. Some components of the EDSP will be carried out through partnerships with non-City partners, with lead, support and coordination roles assigned as shown:

RECOMMENDED EDSP IMPLEMENTATION ROLES WITHIN CITY AND FOR PARTNERS

Gamechanger Initiative, Strategy	Recommended Role: Lead, Support, or Coordination				
	City Economic Development Manager	Community Development Director	Other City Depts.	Partners	Contractors/Consultants
<i>Gamechanger #1 – Marketing/branding initiative</i>					
1.A Comprehensive ED marketing program	Lead		Support	Support	Support
1.B Promote tourism/visitation	Lead		Support	Support	Support
<i>Gamechanger #2 – “Destination worthy” downtown</i>					
2.A Events Center reinvestment/rebranding	Support		Lead	Support	Support
2.B Invest in downtown placemaking	Lead	Support	Support		Support
<i>Gamechanger #3 – Live entertainment district</i>					
3.A Create live entertainment district	Lead	Support		Support	Support
<i>Gamechanger #4 – “Reinvigorate retail” initiative</i>					
4.A Reinvigorate retail	Lead	Support	Support	Support	Support
4.B Retail/restaurant tenant recruitment					
<i>Gamechanger #5 – Business and development friendly city</i>					
5.A Business outreach/retention	Lead			Support	
5.B Development streamlining	Co-Lead	Co-Lead			Support

Gamechanger Initiative, Strategy	Recommended Role: Lead, Support, or Coordination				
	City Economic Development Manager	Community Development Director	Other City Depts.	Partners	Contractors/Consultants
5.C Focused law enforcement	Support		Support	Lead	
5.D Prioritized infrastructure	Coordination	Support	Lead		Support
<i>Gamechanger #6 – Incentive land uses with high job-creation and placemaking value</i>					
6.A Dominguez Channel improvements	Lead (Coordination)	Support	Support	Support	Support
6.B Golf course redevelopment	Coordination	Support		Lead	Support
6.C Office development	Support	Lead	Support	Support	Support
6.D Recruit manufacturing tenants	Lead	Support	Support	Support	Support
6.E Brownfield “best practices leader	Lead	Support	Support	Support	Support
<i>Gamechanger #7 – Technology startup leader</i>					
7.A Entrepreneurial/small business development	Coordination	Support	Support	Lead	
7.B Linkages to innovation	Lead			Support	
7.C Industry cluster initiative	Lead			Support	
<i>Gamechanger #8 – Training center of excellence (workforce development)</i>					
8.A Workforce development coordination	Coordination			Lead	
8.B Showcase program for construction careers	Coordination			Lead	

The following table and accompanying narrative shows the relationship of specific potential partners to each of the strategy topics.

MATRIX OF STRATEGIES AND POTENTIAL PARTNERS

	Associated Builders and Contractors, Inc.	Associated General Contractors, California	Building Industry Association (BIA) of So. CA	California Department of Education	California State Univ., Dominguez Hills (CSUDH)	Carson Chamber of Commerce	Carson Public Safety Services	City of Carson / Carson Reclamation Authority	CSUDH Innovation Incubator	Developers, other development community	Dignity Health Sports Park (DHSP)	El Camino College/SBDC	LA County Economic Development Corp. (LAEDC)	LA County Flood Control District	LA County Recycling Marketing Dev. Zone (RMDZ)	LA/Orange Cos. Building & Constr. Trades Council	LAUSD Local District South	Porsche Experience Los Angeles	SCORE Long Beach/South Bay	Shopping center owners/managers	South Bay Cities Council of Govts.	South Bay Entrepreneurial Center (SBEC)	South Bay Workforce Investment Board	Southern California Edison (SCE)	Target/major industry stakeholders	
Gamechanger #1: Marketing/branding initiative to position Carson as a center of innovation, creativity, and resilience leveraging Carson's rich industrial legacy and other assets																										
1.A																										
1.B																										
Gamechanger #2: Create "destination worthy" downtown (anchored by repositioned Carson Events Center, additional hotels, new housing)																										
2.A																										
2.B																										
Gamechanger #3: Create live entertainment district(s) (restaurant, retail, hotel, mixed-use housing) to more fully capture the economic value of Carson's visitor venues																										
3.A																										
Gamechanger #4: "Reinvigorate Retail" initiative (shore up stronghold centers; facilitate improvement of business skills; promote cooperative marketing and promotion; etc.)																										
4.A																										
4.B																										
Gamechanger #5: Transform Carson into "the most business and development friendly" city in Los Angeles County by streamlining all its development, permitting, etc. processes																										
5.A																										
5.B																										
5.C																										
5.D																										
Gamechanger #6: Focus City policies, resources and partnerships to incentivize land uses with high job-creation and placemaking value (for uses/areas not otherwise addressed)																										
6.A																										
6.B																										
6.C																										
6.D																										
6.E																										
Gamechanger #7: Position Carson as a technology startup leader and a partner with established technology companies (focus on Clean Tech and transitioning of legacy inds.)																										
7.A																										
7.B																										
7.C																										
Gamechanger #8: Position Carson as a "training center of excellence" (linkage of workforce development programs to staffing/training needs of emerging industries)																										
8.A																										
8.B																										

Partner Descriptions and Roles (listed alphabetically)

1. Associated General Contractors, California

AGC offers courses for all levels of construction- industry employees. This includes over 60 in-person and virtual training sessions, covering topics ranging from COVID-19 to building information modeling, construction accounting, and project management.

This industry trade organization's training capabilities will be important to recognize and possibly incorporate into Carson's construction workforce strategy.

2. Associated Builders and Contractors, Inc. (ABC, Southern California)

The focus of focus of ABC, Southern California is to ensure free and fair marketplaces, improve the industry through education and training, raise the professional level of contractors through continued education, implement safety programs that benefit the entire industry, and preserve the free enterprise system.

Another industry trade organization with training capabilities that will be important to recognize and possibly incorporate into Carson's construction workforce strategy.

3. California Department of Education, Building and Construction Trades (BCT) Industry Sector

This program is designed to identify and develop model curriculum standards, instructional resources, and assessment strategies for teachers, guidance personnel, curriculum planners, and administrators. Leadership in the BCT sector is fostered through partnerships with a variety of building and construction business and industry partners along with key representatives from the CDE, California Community Colleges, California State Universities, and the University of California.

This branch of the Department of Education may be important for higher-level construction workforce training strategies.

4. Building Industry Association (BIA) of Southern California

BIA is an advocate group for building industry leaders whose focus is on building communities, creating jobs, and ensuring housing opportunities for everyone.

This group may be able to contribute to networking within the development community, to help engage potentially interested development partners.

5. California State University, Dominguez Hills (CSUDH)

California State University, Dominguez Hills is a public university in Carson and is part of the California State University system. CSUDH prides itself on fostering economic diversity and economic mobility for its students. Assets of particular interest include the CSUDH innovation incubator (see below).

Already an active partner with the City, having the University as a partner in economic development offers many potential linkages that are mutually beneficial to the City and CSUDH.

6. Carson Chamber of Commerce

The Carson Chamber of Commerce serves as an advocate for the needs of the business community in Carson, from the local to state level, and “is dedicated to making the City of Carson a stable, friendly community to work, shop, reside, and play.” In fulfilling this mission, the Chamber also provides resources to help businesses thrive and grow.

Already an active partner with the City, the Chamber would play a vital role in networking within the business community, from its strong advocacy and business-coordination position.

7. City of Carson / Carson Reclamation Authority

Formed in 2015, the Carson Reclamation Joint Powers Authority was established for the purposes of overseeing and facilitating the remediation of contaminated properties in the City of Carson, which includes the acquisition and subsequent reclamation of contaminated properties.

The Reclamation Authority has unique capabilities to apply to the repurposing of contaminated sites.

8. Commercial/industrial real estate brokers

This group of brokers is assumed to be those active in or otherwise knowledgeable about real estate conditions in the City of Carson.

Commercial real estate brokers will have a unique perspective on development prospects and also networking capabilities with which to help engage potential development partners.

9. CSUDH Innovation Incubator

The Innovation Incubator at California State University, Dominguez Hills (CSUDH) offers a unique variety and combination of formal and informal programming that provides students, staff, faculty, alumni, and the local community collaborative access to mentorship, education-based programming, dynamic events, and other value-added services designed to help startups and main street businesses achieve their growth goals.

This unique local asset would be “featured” in Carson’s innovation strategy, as well as integral to CSUDH’s general role as an economic development partner.

10. Developers, other development community

The development community in this context is assumed to include homebuilders and other developers, property owners and managers, and building industry professional service providers.

These entities can be important development partners as well as providing their expert opinions on the details of strategic approaches, design options, etc. related to property improvements and repurposing.

11. Dignity Health Sports Park (DHSP)

Dignity Health Sports Park features an 8,000-seat tennis stadium, a 27,000-seat stadium for soccer, football and other athletic competitions and outdoor concerts, a 2,000-seat facility for track & field events and a 2,450-seat indoor Velodrome for track cycling. Dignity Health Sports Park is also home to:

- Major League Soccer’s LA Galaxy
- The United States Tennis Association’s (USTA) High-Performance Training Center, and
- The national team training headquarters for the U.S. Soccer Federation (USSF).

Already an active partner with the City, this major and unique community asset will have a critical ongoing role in tourism/entertainment-related strategies.

12. El Camino College/SBDC

The Los Angeles Regional Small Business Development Center (SBDC) hosted by El Camino College provides individualized consulting and training to new and growing businesses.

Of additional interest in Carson, the College offers a career education program in construction technology, in addition to its entrepreneurial support through the SBDC.

13. Los Angeles County Economic Development Corporation (LAEDC)

LAEDC is a non-profit organization that promotes equitable economic growth across the Los Angeles region through collaboration with community, government, business, and education partners to “inform, advance, and achieve a reimagined regional economy.”

Already an active partner with the City, the LAEDC pursues numerous strategies at a regional level that are complementary to some of Carson’s strategic interests, and consequently can help guide policy details as well as help legitimize certain programs. For example, LAEDC industry councils include the SoCal Aerospace Council, the e4 Mobility Alliance for advanced transportation, the Bioscience Council, Blue and Green Goods Movement, and Digital Media & Entertainment (DME) Council.

14. LA County Flood Control District

The Los Angeles County Flood Control District was established to provide flood protection, water conservation, recreation, and aesthetic enhancement within Los Angeles County.

The Flood Control District is a crucial partner to efforts involving the Dominguez Channel, which is an integral part of flood control infrastructure in the region.

15. LA County Recycling Marketing Development Zone (RMDZ)

The Los Angeles County RMDZ is under the administration of the Los Angeles County Public Works, Environmental Programs Division, and administers programs that assist residents and businesses in recycling traditional (metals, paper, and plastic) and non-traditional (construction &

demolition debris, home-generated sharps waste, and electronic waste) materials, including various incentives promote recycling processing and related activity.

This asset can be particularly relevant to Carson, where creative approaches to repurposing contaminated properties might include direct involvement in waste processing.

16. Los Angeles/Orange Counties Building and Construction Trades Council

The Los Angeles/Orange Counties Building and Construction Trades Council is an umbrella group representing 48 local unions and district councils in 14 Trades. Membership in these unions totals more than 140,000 skilled men and women.

One of their key programs is operating an accredited, traditional system of construction-trades apprenticeships. Apprentices take classes and work full time, receiving pay and benefits. They do not pay tuition for their classes.

17. LAUSD Local District South

The Los Angeles Unified School District, Region South enrolls about 100,000 students in transitional kindergarten through 12th grade. The Region South stretches from Mid-City to South Los Angeles to San Pedro.

The local school district can be an important partner in workforce development, either through specialized training programs or through the use of curricula that encourage work-readiness and other desirable workforce traits.

18. Porsche Experience Los Angeles

The Porsche Experience Los Angeles facility in Carson, California features a 53-acre driver development track, a variety of meeting and special event spaces, a personal design studio including new vehicle delivery, a Simulator Lab equipped with virtual reality, the Porsche Retail Store offering all three Porsche brands (Porsche Design, Porsche Lifestyle and Porsche Museum), Speedster Café and Restaurant 917 for fine dining.

The presence of this unique asset and help leverage other tourism/entertainment initiatives within the City, as well as be mutually beneficial to Porsch Experience. All this could be maximized through some formal or informal partnership arrangement.

19. SCORE Long Beach/South Bay

The SCORE Long Beach South Bay branch features various resources, workshops, and experienced mentors that provide business professionals and entrepreneurs the resources needed to achieve small-business goals.

SCORE has a long-standing history of supporting entrepreneurs through its unique mentorship program.

20. Shopping center owners

Owners and managers of shopping centers would have expectations that they have access to reasonable opportunities for maximizing the value of their properties.

They can be development partners and also provide their unique expertise in refining development initiatives, including policy, design options, etc.

21. South Bay Entrepreneurial Center (SBEC)

The SBEC is a non-profit community-based center for public benefit providing incubation, training, mentoring, and funding resources for entrepreneurs throughout the 18 cities of the South Bay.

This entity, and there are other entrepreneurial-support organizations in the region, can help cover the variety and intensity of support ideally made available to entrepreneurs at various stages of their startup process.

22. South Bay Workforce Investment Board (SBWIB)

The South Bay Workforce Investment Board promotes an innovative workforce development system that supports job retention and creation, and accelerates economic growth in 11 cities in the Los Angeles South Bay region. SBWIB routinely collaborates among a wide range of stakeholders including business, labor, education, social services, philanthropic organizations and community-based agencies.

Already an active partner with the City, this entity has specific authority and capabilities that make its involvement essential in workforce-related strategies.

23. South Bay Cities Council of Governments

The South Bay Cities Council of Governments is a joint powers authority government agency of 16 cities and Los Angeles County that share the goal of maximizing the quality of life and productivity of the South Bay subregion of Los Angeles.

Programs of particular relevance to Carson include transportation infrastructure/services, fiber network, environmental services, and senior and homeless services.

24. Southern California Edison (SCE)

As one of the nation's largest electric utilities, SCE delivers power to 15 million people in a 50,000 square-mile area across central, coastal and Southern California.

Already an active partner with the City, SCE leverages its pivotal role in providing power through active involvement with regional and local economic development entities. For individual firms, SCE Economic Development Consultants provide one-on-one, specialized consulting services at no cost to business prospects. This includes guidance on site selection, available incentives, and other tools and programs to reduce operating costs and help make businesses more competitive.

25. Target/major industry firms representatives

Representatives of target industries and major firms in Carson would be expected to have a role in programs that support their operations and expansion in the City.

These entities can also be the core of cluster strategies that include raising the profile of clusters as identifiable interest groups, for example promoting cluster growth and working relationships within the City.

5. EDSP Monitoring Guidelines

Reporting Progress and Measuring Results

In order to keep all interested stakeholders apprised of the City’s headway on implementing the EDSP Action Plan, City staff will prepare an Annual Progress Report (APR) for the EDSP. A general framework for the APR is outlined below. The specific format of the report will be defined by City staff based on these guidelines.

Two broad categories of progress monitoring are recommended:

1. Tracking of the overall health of the local economy; and
2. Progress reporting on specific EDSP action items.

Reflecting the nature of economic development programs and the practical consideration of utilizing readily available data, the suggested performance metrics include a mix of quantitative and qualitative measures.

General Performance Measures for Local Economy

As context to describing progress on the EDSP itself, the APR will include a broad “report card” on Carson’s overall economy, utilizing readily available data for key measures of economic health. In this regard, it is critical to recognize that the performance of the local economy is in large part driven by external factors that are beyond the City’s control. As such, it is important that the economic “report card” not be positioned as a direct gauge of the effectiveness of the EDSP. The reporting of general economic trends should instead be viewed as a means of conveying background information that can help to understand and explain the overall setting in which the EDSP is being implemented, which in turn may influence future reprioritization of individual EDSP strategies and action items.

With respect to reporting on the overall health of the local economy, it is also important that city-level trends be compared to larger-area (i.e., county and state) benchmarks. Whereas a strong economic development program is not likely to make a city’s economy immune to larger economic cycles, it can potentially allow the local economy to be more resilient than the general economy. For example, a local economy might still experience a downturn in key fiscal revenues during a national recession, but could have less severe reductions than the regional economy as a whole. By including comparison data for larger reference areas, the local economic “report card” can be useful in identifying areas in which Carson is performing *relatively* well (or poorly) – even if the overall national trend is negative (or positive) during a particular year.

The table below lists the metrics and data sources to be included in the “report card” for the local economy. For each of the indicated variables, the APR should include data for the most recent full year available and for the five preceding years (allowing for trend line evaluation). Unless otherwise noted, the recommended data are available from public sector sources at no charge.

DATA TO BE COMPILED FOR ANNUAL “REPORT CARD” ON LOCAL ECONOMY

Variable	Data Source	Comparison Areas
<i>Core data elements:</i>		
Total Population	California Department of Finance	County, State
Taxable Retail/Restaurant Sales by Category	California Department of Tax and Fee Administration	County, State
Taxable Non-Retail Sales	California Department of Tax and Fee Administration	County, State
Total Assessed Valuation	Los Angeles County Assessor’s Office	County, State
Resident Unemployment Rate	State Employment Development Department (EDD); U.S. Bureau of Labor Statistics (BLS)	County, State, U.S.
Labor Force Participation Rate	American Community Survey (ACS), latest 5-year survey	County, State, U.S.
Median Household Income	American Community Survey (ACS), latest 5-year survey	County, State
Mean Household Income	American Community Survey (ACS), latest 5-year survey	County, State
Average Per Capita Income	American Community Survey (ACS), latest 5-year survey	County, State
Residential and Non-Residential Building Permits (and Permit Valuations)	Construction Industry Research Board (requires a subscription)	County, State
Retail, office and industrial vacancy rates	CoStar (requires subscription); or commercial brokerage reports (more difficult to standardize from year to year)	County, selected sub-county comparison areas
<i>Optional (higher cost) data elements:</i>		
Hotel occupancy rates (annual and by month)	STR	County, selected sub-county comparison areas
Hotel room count (inventory)	STR	County, selected sub-county comparison areas
Hotel room demand (occupied room nights per year)	STR	County, selected sub-county comparison areas
Revenue per available hotel room (RevPar)	STR	County, selected sub-county comparison areas
Total annual visitors by major Carson venue	Placer.ai	To be determined

The optional data elements listed above all relate to the visitor economy and are therefore highly relevant to the EDSP. However, the indicated data sources (especially Placer.ai) require a substantial investment in annual subscriptions (and also require some level of technical training to optimally use). The cost of the Placer.ai data could further be justified by the potential usefulness in pinpointing action items and tracking progress for several individual strategies (as outlined below). In light of the data costs involved, the City might defer these components of the data collection until such time as local and/or regional visitor-economy partnerships are in place (whereby the costs could potentially be absorbed by a separate organization that would have uses for these valuable data beyond Carson's APR).

Progress Reporting on EDSP Action Items

The tables beginning on the following page lay out a set of performance measures for each of the 21 EDSP strategies. The table for each strategy includes the following information:

Goals/Completion Milestones

- 1-year targets
- 3-year targets

Annual Progress Reporting Measures (information to be included in APR)

- Activities to be reported (qualitative and quantitative descriptions of what the City did during the year to advance this strategy)
- Results to be measured (outcomes of the City's activities)

The indicated goals/milestones for Year 1 are typically more specific than the 3-year goals (covering activities in Years 2 and 3), since some of the later-year activities cannot be fully defined until the Year 1 actions (which in some cases involve assessing the feasibility of more intensive programmatic investments in subsequent years) are completed.

Progress Reporting Guidelines			
Strategy 1.A: Design and implement comprehensive economic development marketing program			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> Professional marketing agency retained to create marketing plan Marketing plan completed Completed outreach to local and regional marketing partners 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> City brand developed and integrated into all marketing materials/media All elements of marketing plan fully implemented Key EDSP programs (as specified in other strategies) branded and marketed Economic development website (story map) launched and frequently updated Social media presence expanded E-Newsletter launched Regular participation in industry associations/trade shows for targeted industries (retail, clean tech, manufacturing, etc.) 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> Marketing/advertising budget (dollars budgeted/spent) Size of audience reached by print/online advertising (broken down by media outlet) Newsletter circulation (number of recipients on distribution list) Number and description of City-sponsored events related to economic development marketing Number of industry trade shows (e.g., ICSC) attended Other marketing activities/programs (to be defined by marketing plan) 	<p>Results to be measured: (Metrics for marketing outcomes will be further specified in marketing plan; examples listed below)</p> <ul style="list-style-type: none"> Website traffic/analytics Business attraction leads (tracked by source and degree of interaction with City, where possible) Special event participation/attendance (where trackable)

Progress Reporting Guidelines Strategy 1.B: Promote expanded tourism/visitation ("Stay Carson" program), leveraging regional attractions and tourism-promotion organizations and building on existing, unique assets			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets: <ul style="list-style-type: none"> • Local (Carson) Tourism Working Group established and initial plan developed for coordinated visitor promotion • "Visit Carson" webpage (as warranted, based on plan developed by Tourism Working Group) • Initial/exploratory meeting with prospective members of a "Visit South Bay" partnership 	Year 3 targets: <ul style="list-style-type: none"> • Regional tourism partners meeting quarterly to define coordinated marketing approaches • Formal regional tourism promotion organization ("Visit South Bay") established and funded 	Activities to be reported: <ul style="list-style-type: none"> • Tourism advertising budget (dollars budgeted/spent) • Size of audience reached by print/online advertising (broken down by media outlet) • Other tourism marketing activities/programs (to be defined by marketing plan) 	Results to be measured: (Metrics for tourism promotion outcomes will be further specified in marketing plan; examples listed below) <ul style="list-style-type: none"> • Webpage traffic/analytics • Year-over-year changes in hotel occupancy rates, room nights, and average daily rates • Changes in total numbers of visitors attracted to DHSP, Porsche Experience Center, CSUDH, Events Center (Placer.ai data) • Changes in capture of potential restaurant/hotel spending in Carson (for visitors coming to major venues/events), using Placer.ai data (compare to baseline data provided by HVS for the EDSP process)

Progress Reporting Guidelines			
Strategy 2.A: Promote Events Center reinvestment/rebranding			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> • Coordination meeting(s) between City’s new ED Manager and the Community Services Department • Develop Events Center messaging/selling points to be incorporated into EDSP marketing plan (Strategies 1.A and 1.B) • Progress on recruitment of additional Downtown hotel 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • Events Center reinvestment/rebranding completed • New hotel development underway proximate to Events Center 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Narrative summary of progress on hotel recruitment/development • Number and description of City-sponsored events at Events Center 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Webpage traffic/analytics • Number of events (total and by major category) • Number of visitors (total and by major category); these estimates can be compiled from a combination of available records for individual events and Placer.ai data) • City revenue from Event Centers rentals and programs

Progress Reporting Guidelines			
Strategy 2.B: Pursue placemaking investments in Downtown Carson and connecting corridors (Carson Street and Avalon Boulevard)			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> • Policy/game plan for “pop-up” events and businesses • Revised guidelines for City’s façade improvement program (to define criteria for prioritization of funding for targeted Downtown projects) 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • Prioritized capital improvements plan for Downtown core and corridors • Improvement plan for Avalon corridor (focusing on segment between Elsmere Drive and University Drive) • Comprehensive improvement plan to enhance the Avalon corridor between Carson Street and Victoria Street 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Narrative summary of progress on plans/policies supporting Downtown placemaking • Summary of completed capital improvement projects in Downtown/corridors (project descriptions, total cost, funding sources) 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Number of pop-up events and pop-up businesses active in Downtown during year • Number (and dollar amounts) of Downtown/corridor-area projects applying for and funded by City’s façade improvements program

Progress Reporting Guidelines			
Strategy 3.A: Create live entertainment district (restaurant, retail, hotel, mixed-use housing)			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> • Report on the business/venue/organizational “universe” (i.e., potential models or competitors for Carson) in region • Coordination meeting(s) with DHSP and CSUDH • Identification of candidate sites and outreach to selected property owners • Game plan for issuing master developer RFP (if warranted based on preceding steps) 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • Policies/incentives to support concept of live entertainment district (LED) • RFP issued for master developer • (If warranted based on responses to RFP) master developer agreement negotiated 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Meetings with relevant stakeholders (numbers of meetings broken down by category of stakeholder) • Narrative summary of activities completed in support of LED attraction (recognizing that the LED might ultimately take the form of multiple projects on separate sites, and could also be achieved through market positioning/repositioning of existing or anticipated retail shopping centers) 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Summary of new development proposals that relate to LED concept (i.e., projects including visitor-oriented retail/restaurant uses, entertainment uses, hotel development and/or urban housing proximate to DHSP); this summary should include all relevant projects at various stages of the planning, entitlement and construction processes

Progress Reporting Guidelines			
Strategy 4.A: Implement "Reinvigorate Retail" initiative			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> • Identification of high-priority retail sites to be targeted for revitalization and/or reuse (full or partial) • Define incentive programs/policies (some of which may already exist) that support revitalization and/or reuse of targeted shopping centers • Initial outreach to key commercial property owners • Develop messaging/selling points (about retail/restaurant development opportunities) to be incorporated into EDSP marketing plan (Strategies 1.A and 1.B) 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • Define/adopt incentives to facilitate land use changes for high-priority retail sites • Meeting with development community to define realistic targets for retail revitalization/reuse projects 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Meetings with relevant stakeholders (numbers of meetings broken down by category of stakeholder) • Narrative summary of activities completed in support of LED attraction (recognizing that the LED might ultimately take the form of multiple projects on separate sites, and could also be achieved through market positioning/repositioning of existing or anticipated retail shopping centers) 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Summary of new development proposals that relate to "Reinvigorate Retail" concept (i.e., projects involving reinvestment in or redevelopment of existing shopping centers); this summary should include all relevant projects at various stages of the planning, entitlement and construction processes • Number (and dollar amounts) of projects applying for and funded by City's façade improvements program • Year-to-year changes in taxable retail sales in Carson (broken down by major sales category)

Progress Reporting Guidelines			
Strategy 4.B: Implement retail/restaurant tenant recruitment campaign			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> • Meeting(s) with retail property owners and leasing agents • Target list of national retail/restaurant chains • Target list of regional (independent) restaurants and specialty retail stores • Revised guidelines for City’s façade improvement program (flexibility to fund interior building improvements for selected, high-priority business types) • Package of other incentives relevant to retail/restaurant tenant recruitment 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • (Ongoing) participation in ICSC conferences • (Ongoing) City-hosted “broker appreciation” events to highlight retail/restaurant locational opportunities to the commercial real estate brokerage community 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Advertising budget (dollars budgeted/spent) for retail/restaurant tenant recruitment program • Meetings with relevant stakeholders (numbers of meetings broken down by category of stakeholder) • ICSC events attended • Number and description of “broker appreciation” events 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Webpage traffic/analytics (for retail site selection searches) • List of new retail/restaurant tenants locating in City (list type, square footage and location of business) • List of existing retail stores closing (list type, square footage and location of business)

Progress Reporting Guidelines
Strategy 5.A: Establish comprehensive business retention and expansion (“BRE”) program including direct outreach, contact management and linkages to business assistance resources

Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> • Memorandum outlining in-house plan for comprehensive business outreach initiative • Initial round of business outreach conducted (via email and site visits to selected existing firms) • Small business assistance program and incentives adopted (see Strategy 7.A) 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • BRE software implemented • Annual (or more frequent) online business survey implemented • BRE program branded (e.g., as “Carson Cares”) and prominently featured in all marketing materials/media 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Numbers of existing businesses contacted (broken down by type contact – online, direct mail, telephone, site visit, City hosted event) • Narrative summary of small business assistance needs identified through the business outreach process • Summary of City business assistance resources deployed in response to identified needs <p>(Identified needs and deployment of City assistance resources would be summarized in an “aggregate” format that does not disclose information about individual firms)</p>	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Webpage traffic/analytics (for online BRE searches and services) • Numbers of existing firms retained (or assisted with expansions) through City’s BRE efforts • Estimated numbers of jobs retained/created through BRE efforts

Progress Reporting Guidelines			
Strategy 5.B: Establish branded development streamlining program ("Streamline Carson")			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> Announce creation of "Streamline Carson" and incorporate into overall marketing/messaging plan Implementation of Enterprise Permitting & Licensing Software program Coordination with Fire Department and Planning Division to streamline processes Staff memorandum summarizing baseline review of processes and highlighting specific opportunities to improve business and development friendliness 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> Ongoing process reviews, reporting and improvements 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> Numbers of new development projects submitted to City for entitlement, review, approval and permitting Maintain active projects log (with status of each project) online 	<p>Results to be measured: (Specific performance measures to be defined based on reporting features of Enterprise Permitting & Licensing Software program)</p>

Progress Reporting Guidelines Strategy 5.C: Focus law enforcement resources including cameras, automated license plate readers, and officers in neighborhoods/corridors/districts where most needed			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets: <ul style="list-style-type: none"> Staff memorandum summarizing needs assessment, general prioritization/timing recommended for supplemental law enforcement deployment, and funding implications 	Year 3 targets: <ul style="list-style-type: none"> Ongoing deployment of new technologies and staffing resources as needed 	Activities to be reported: <ul style="list-style-type: none"> Annual summary of supplemental law enforcement measures and resources deployed in response to specific problems identified by business community 	Results to be measured: <ul style="list-style-type: none"> Year-to-year changes in numbers and types of crime related issues raised by business community (through the forum provided by the Strategy 5.A business outreach program)

Progress Reporting Guidelines
Strategy 5.D: Focus City resources and coordinate with partners to prioritize infrastructure investments (including broadband) that support targeted economic development

Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> • Broadband needs assessment • Coordination (and agreement on next steps) with SCE • Review and comment on CIP to prioritize projects with nexus to EDSP 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • Long-term strategy (with SCE) for business-critical electricity infrastructure • Feasibility assessments (and strategic plans, to the degree warranted by initial investigations) for special concepts such as “neighborhood digital centers,” and Smart City and Green transportation infrastructure 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Narrative summary of partner coordination and strategic plans developed 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Dollar investment in City infrastructure related to EDSP priorities • Dollar investment in third-party infrastructure tied to EDSP priorities • Documentation of new development projects (or business openings, expansions, etc.) facilitated by or tied to specific infrastructure projects

Progress Reporting Guidelines			
Strategy 6.A: Pursue Dominguez Channel improvement concepts with focus on adjacent development			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets: N/A – no Year 1 action items</p>	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • Coordination with LACFCD to define and adopt incentives to encourage reinvestment in private properties adjacent to Channel • Physical improvement plan for Channel (in cooperation with LACFCD) • Webpage promoting recreational opportunities (walking, biking, etc.) available along Dominguez Channel 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Narrative summaries of coordination with LACFCD (and other relevant stakeholders) to plan and implement improvement concepts for Channel 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Webpage traffic/analytics • Dollar investment in public improvements to Dominguez Channel • Number of private properties improved (and dollar amount of investment) based on City plan/incentives for Channel area

Progress Reporting Guidelines			
Strategy 6.B: Determine the potential for The Links at Victoria Golf Course redevelopment (with possible recreation/open space uses plus non-recreation uses including housing)			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets:	Year 3 targets:	Activities to be reported:	Results to be measured:
N/A – no Year 1 action items	<ul style="list-style-type: none"> • Coordination and agreement with County of Los Angeles on approach to redeveloping the golf course <p>(Since the golf course is potentially a suitable site for a live entertainment district, targets for Strategy 3.A are also relevant)</p>	<ul style="list-style-type: none"> • TNDG • 	<ul style="list-style-type: none"> • Narrative summary of development proposals generated • Narrative description of development projects (including metrics such as dollar amount of private investment) for new uses ultimately attracted to this site

Progress Reporting Guidelines			
Strategy 6.C: Identify opportunity sites for professional office development and implement policies/incentives to attract office development			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets: N/A – no Year 1 action items</p>	<p>Year 3 targets:</p> <ul style="list-style-type: none"> • Identification of sites/areas (including brownfield sites and underutilized retail properties) that would potentially be suitable for long-term development of Class A professional office facilities • Planning process to prepare development prototypes and financial pro forma to promote office development opportunities in Carson • Information/incentive packages to demonstrate financial advantages (to property owners) of redeveloping sites with office uses • (As part of Strategy 1.A marketing plan), outreach to commercial development and brokerage communities to highlight office development opportunities 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> • Narrative summary of planning/research completed in support of this strategy • Summary of promotional activities implemented to market office development opportunities to developers/brokers (where possible, quantify the numbers of stakeholders reached through these outreach efforts) 	<p>Results to be measured:</p> <ul style="list-style-type: none"> • Descriptions of new office development projects proposed • Summary of new office projects completed (description, square footage, dollar investment, and anticipated tenant profile)

Progress Reporting Guidelines Strategy 6.D: Support recruitment of manufacturing/R&D tenants and provide incentives to maximize creation of quality jobs in existing and future industrial buildings			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets: <ul style="list-style-type: none"> Define and adopt “manufacturing-friendly” City policies/incentives Outreach to industrial property/building owners 	Year 3 targets: <ul style="list-style-type: none"> (Ongoing) implementation of manufacturing/R&D-related components of Strategy 1.A marketing plan Webpage devoted to manufacturing/R&D opportunities and incentives <p>(Strategies 7.A, 7.B and 7.C also directly relate to manufacturing and R&D attraction)</p>	Activities to be reported: <ul style="list-style-type: none"> Advertising budget (dollars budgeted/spent) for manufacturing/R&D tenant recruitment program Manufacturing association events attended Number and description of “broker appreciation” events focused on manufacturing/R&D tenant attraction 	Results to be measured: <ul style="list-style-type: none"> Webpage traffic/analytics (for manufacturing/R&D site selection searches) List of new manufacturing/R&D tenants locating in City (list type, square footage, location, and estimated number of jobs) Summary of City incentives utilized by each attracted tenant

Progress Reporting Guidelines Strategy 6.E: Partner with property owners to assess, investigate, and clean-up contaminated sites, establishing Carson as a "national best-practices leader" in brownfield remediation and redevelopment			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets: <ul style="list-style-type: none"> • Inventory and prioritization of major brownfield sites potentially suitable for remediation • Outreach to selected property owners • Completed research on funding sources/programs (summarized in staff memorandum) 	Year 3 targets: <ul style="list-style-type: none"> • Funding applications (for state/federal programs) for pilot remediation project(s) • Coordination with partners (academic, regulatory and nonprofit sectors) to opportunities to position Carson as best-practice leader • Ongoing research on best practices and funding opportunities 	Activities to be reported: <ul style="list-style-type: none"> • Narrative summary of research/planning activities • Funding applications submitted 	Results to be measured: <ul style="list-style-type: none"> • Dollar amount of state/federal funding secured • Number of sites remediated (or in process of remediation) • Description (including dollar amounts of private investment) of development/redevelopment projects constructed on remediated sites

Progress Reporting Guidelines Strategy 7.A: Address entrepreneurial/small business development either locally (in house) or with linkages to regional business assistance and small business lending resources			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets: <ul style="list-style-type: none"> • Online directory of business assistance resources • Online directly of private capital sources • Coordination with CSUDH to define game plan (and formal agreement) for expansion of Carson Small Business Growth Academy program 	Year 3 targets: <ul style="list-style-type: none"> • (Annual) review of partnerships through which City provides small business assistance and small business lending resources • (As warranted based on above reviews), expand scope of partnerships to increase numbers of businesses served 	Activities to be reported: <ul style="list-style-type: none"> • Narrative summary of partner coordination activities (meetings, program reviews, etc.) • Narrative summary of City’s marketing/promotion of small business programs • Dollar amount of City’s funding support for Carson Small Business Growth Academy • Annual progress report (from CSUDH) describing services offered by Carson Small Business Growth Academy, including numbers of participants by course • Numbers of Carson businesses referred to partner organizations for lending resources 	Results to be measured: <ul style="list-style-type: none"> • Webpage traffic/analytics (for online directories of business assistance and lending resources) • Numbers of new, expanded or retained businesses tied to City/partner small business assistance programs • Numbers of businesses approved for lending (or other financial resources) through City’s lending partners (document total dollar amounts, where possible)

Progress Reporting Guidelines Strategy 7.B: Strengthen linkages to innovation			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets:</p> <ul style="list-style-type: none"> Initial meetings with potential collaborators (Cleantech working group) Staff memorandum identifying opportunities and priorities for cleantech development (including delineation of City’s roles), based on Year 1 discussions with working group 	<p>Year 3 targets:</p> <ul style="list-style-type: none"> Launch full-service incubator/accelerator services (through partnership with CSUDH) Aggressively pursue state/federal funding to support transitioning of legacy industries to clean-tech compatible activities Actively network (for purposes of promoting business opportunities in Carson) within local/regional electric vehicle (EV) industry cluster (also see Strategy 7.C) Initiate networking/outreach (and define related marketing approach) to “Silicon Beach” business community 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> Number of applications submitted for state/federal funding to support legacy industry transitioning Dollar amount of City’s funding support of incubator partnership with CSUDH Annual progress report (from CSUDH) describing services/resources deployed through incubator program Narrative summary (including quantitative measures where possible) of outreach and networking efforts within EV industry Narrative summary (including quantitative measures where possible) of outreach and networking efforts within “Silicon Beach” community 	<p>Results to be measured:</p> <ul style="list-style-type: none"> Webpage traffic/analytics (for site selections for innovation firms) Numbers (and descriptions) of startups launched or grown through incubator/accelerator program Documentation of EV firms attracted to or grown in Carson (track number of firms, number of employees, square footage of building space) Documentation of firms attracted from Silicon Beach area (track number of firms, number of employees, square footage of building space)

Progress Reporting Guidelines			
Strategy 7.C: Launch public/private industry cluster initiative			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
<p>Year 1 targets: N/A – no Year 1 action items</p>	<p>Year 3 targets:</p> <ul style="list-style-type: none"> Cluster mapping completed for local clean-tech firms (including EV firms) Initiate “industry resource group” (informal organization of local firms) for clean tech cluster Facilitate initial “network organizing” meeting(s) for local/regional clean tech firms Launch “Carson Delivers” campaign (a buy-local initiative) to promote local supplier (business-to-business) relationships within clean tech cluster 	<p>Activities to be reported:</p> <ul style="list-style-type: none"> Narrative summary of progress on cluster mapping Numbers (and types) of firms participating in clean tech “industry resource group” and networking meetings Narrative summary of progress on designing and implementing “Carson Delivers” buy local campaign 	<p>Results to be measured:</p> <ul style="list-style-type: none"> Webpage traffic/analytics (for searches related to clean tech and cluster participation) Documentation of supplier relationships facilitated by “Carson Delivers” buy-local campaign Numbers of new firms started/attracted within context of clean-tech cluster initiative (note: this performance measure may overlap with Strategy 7.B above)

Progress Reporting Guidelines Strategy 8.A: Coordinate workforce development through linkages to available local and regional partner assets, augmenting as appropriate			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets: <ul style="list-style-type: none"> • Informal consortium established (convene one organizational meeting to define parameters for collaboration) • Memorandum summarizing education/training programs and initial assessment of unmet needs, with particular attention on critical skills and workers likely to require retraining due to global trends. 	Year 3 targets: <ul style="list-style-type: none"> • Assessment of employer skill/training needs (include as part of Strategy 5.A business survey process) • (As warranted based on initial discussions), sign MOU to formalize partnership(s) needed to fully implement this initiative • Create “Training Center of Excellence” webpage as part of overall EDSP marketing plan 	Activities to be reported: <ul style="list-style-type: none"> • Narrative summary of progress on forging informal (and ultimately more formal) consortium to support Training Center of Excellence service delivery • Narrative summary describing progress on customizing workforce development services to support needs of industry cluster participants • Numbers of firms providing data about training/hiring needs • Numbers of customized training and/or hiring programs (i.e., for specific employers) provided through based on consortium resources 	Results to be measured: <ul style="list-style-type: none"> • Webpage traffic/analytics (for Training Center of Excellence resource page) • Numbers of firms served by training/hiring resources provided through City’s consortium partners • Numbers of employees trained/recruited • Numbers of new firms attracted for which workforce development support was offered as an incentive

Progress Reporting Guidelines Strategy 8.B: Establish "showcase" workforce development program focused on employment opportunities in construction and related industries			
Goals: 1-Year and 3-Year Milestones for this Strategy		Annual Progress Reporting for this Strategy	
Year 1 targets: <ul style="list-style-type: none"> Initial meeting(s) with working group Staff report outline potential formal relationship with partners and defining City roles 	Year 3 targets: <ul style="list-style-type: none"> Detailed business/organization plan for construction-industry workforce development program MOU to formalize partnership(s) to implement program Create "Construction Career Training Center of Excellence" webpage as part of overall EDSP marketing plan 	Activities to be reported: <ul style="list-style-type: none"> Narrative summary of business planning process Narrative summary of new (or newly marketed) construction career resources offered through this initiative Quantitative summaries of new program resources (i.e., numbers of participants starting and completing each program) 	Results to be measured: <ul style="list-style-type: none"> Webpage traffic/analytics (for Construction Careers Training Center of Excellence resource page) Numbers of construction-related firms served by training/hiring resources provided through City's consortium partners Numbers of construction workers trained Number of trainees placed in apprenticeship and/or job opportunities

Appendix A:

Profile of Local and Regional Small Business Assistance and Entrepreneurial Development Programs



Prepared for:



Appendix B:

Profile of University-Based Resources Relevant to EDSP



Prepared for:



Appendix C:

Benchmark Comparisons of Peer-City Economic Development Programs



Prepared for:



Small Business Assistance and Entrepreneurship Programs, and Incentives

This appendix lists and describes existing small business and entrepreneurial development programs available in Carson or readily accessible to Carson workers and businesses, including City programs and resources available through other organizations. While many of the organizations listed here provide multiple services, they are organized generally according to what appears to be a primary programmatic emphasis, as well as separately for those associated with the City and those outside.

It should be noted that the material in this appendix was developed as a background research task for the EDSP process, primarily from program descriptions available online. The summarized information provides a “snapshot” of existing programs and resources as of the time that the research was completed. It is anticipated that the City will continue to expand and refine this information, and ultimately publish it as an online resource directory for the business community.

Within this summary, programs are organized under the following headings:

- Carson Business Development
- Carson Workforce-Related Business Assistance
- Business Incubators/Accelerators, Including Those With a Specific Technological Focus
- Focus on Financial Assistance
- Workforce Development Support
- General Small Business or Other Business Type Development Support
- Focus on Networking for Entrepreneurs

CITY OF CARSON

Carson Business Development

The City of Carson has two new programs available for Carson business owners and/or property owners: (1) Small Business Grant Program, and (2) Commercial Façade Improvement Program. Prospective applicants can visit the program webpage to review requirements and gather required documents.

1. Small Business Grant Program

This one-time business assistance grant is for businesses in Carson who have been negatively impacted financially by COVID-19, but not have not yet received any type of COVID-19 related assistance from the City. The grants range from \$5,000 to \$25,000. To qualify for this grant, businesses must meet the below criteria:

- Be physically located and have operated in Carson prior to March 15, 2020
- Have 50 employees or less
- Be able to demonstrate a decline in revenue due to COVID-19
- Cannot be a recipient from past City of Carson COVID-19 assistance programs
- Funds must be used for business-related items, and other requirements may apply

Once awarded, grants do not have to be repaid. To apply, or for any questions, call 310-952-1778 or email smallbusiness@carsonca.gov and specify the Small Business Grant Program in the subject line.

<https://ci.carson.ca.us/CommunityDevelopment/SBGProgram.aspx>

2. Commercial Façade Improvement Program

The Commercial Façade Improvement Program provides Carson business and property owners with matching grants to improve their storefronts and enhance the City’s major commercial corridors.

Under the Commercial Façade Improvement Program, tenants and/or property owners may qualify for a reimbursement grant of \$2,500 to \$25,000 for storefront aesthetic improvements. A dollar-for-dollar matching is required for amounts over \$2,500. For owners of multi-tenant centers, the maximum grant is \$250,000 based on a total expenditure of no less than \$500,000 on eligible exterior improvements subject to additional requirements.

Examples of eligible funded improvements include:

- Window and door replacements, including awnings and sunshades
- Decorative outdoor fixtures including lighting
- Courtyard decorative pavers, masonry walls and footings
- ADA improvements, access ramps and signage
- Asphalt paving and restriping
- Exterior treatments, repairs, or replacement (paint, stucco, brick, or stone)
- Decorative fencing and walls
- Outdoor landscaping or replacement to drought-tolerant
- Design and permit fees associated with eligible improvements

The geographic focus of this program is the following areas: Carson Street, Avalon Boulevard, Main Street, Sepulveda Boulevard, and Figueroa Street. Commercial properties on major streets will be considered if they are near the intersections of the major thoroughfares.

<https://ci.carson.ca.us/CommunityDevelopment/CommercialFacade.aspx>

3. Carson EIFD

The proposed Carson EIFD encompasses 1,735 acres. The EIFD’S purpose is to assist in generating public facilities “of communitywide significance” that provide significant benefits and promote economic development. This includes public infrastructure, low and moderate income and workforce housing, property rehabilitation, and environmental mitigation and remediation of brownfields. Projects related to the façade improvement program, above, are eligible. The program can also serve as a vehicle for incentivizing qualifying development through provision of infrastructure within a “new-development financed” financing mechanism (new increments of tax payments cover costs).

<https://ci.carson.ca.us/communitydevelopment/EIFD.aspx>

Carson Workforce-Related Business Assistance

4. Carson One-Stop Career Center, Business Solutions for Employers

The Carson One-Stop Career Center provides an array of free services designed specifically for individual businesses. For assistance with recruitment or businesses with a current job opening, call (310) 233-4888 to receive assistance. You may also complete and fax a job order to (310) 233-4886. Services include:

- Applicant testing and screening
- Computerized Job Match System
- On-site facility for applicant interviews
- On-The-Job training
- Labor Market Information

WOTC Tax Credit

The Work Opportunity Tax Credit is a federal hiring incentive for companies that employ individuals from the following target populations: Temporary Assistance for Needy Families (TANF) - recipients, Veterans, Ex-Felons, SSI Recipients, High-Risk Youth, Vocational Rehabilitation referrals, Youth Employment program participants and food stamp recipients.

Employers who hire their employees through the program may be eligible for Work Opportunity Tax Credits (WOTC). Some positions may qualify for cash reimbursements through the On-the-Job Training Program (OJT), which pays for up to 50% of an employee's salary. Employer reimbursements vary from 320 to 440 hours depending on the type and length of training required. On-the-job training provides an employer the opportunity to hire a slightly qualified candidate to train according to job specifications.

Rapid Response Program

The Carson Career Center can provide assistance to workers in situations involving downsizing or relocating, through the Rapid Response Program. At no charge to the employer, the Carson Career Center, the South Bay Workforce Investment Board, (SBWIB) Rapid Response team provides information and referrals to employees on unemployment and medical insurance, job search services and community resources. In some instances, Rapid Response may be able to help avert layoffs and business closures.

<https://ci.carson.ca.us/communitydevelopment/jchouse.aspx>

5. Organizational Referrals on City of Carson Businesses webpage

The Tools for Business link on this webpage connects to a system of a series of search-guided web links that address a multiplicity of business-related topics, including:

- Business support organizations
- Resources for starting a business
- Resources for multiple aspects of developing sustainable businesses
- Resources applicable to Specialty Businesses – businesses in specific industries, and categories of businesses including global businesses, veteran businesses and minority and women-owned businesses, and businesses that sell to the government
- Business essentials, such as tax information, compliance, human resources practices and regulations, and the like
- Funding and cash flow, including sources of business capital
- Hiring and training resources
- Resources for business planning, feasibility analysis

- Resources for cybersecurity and other security and related measures
- Business management resources
- Resources for business promotion and selling

<https://ci.carson.ca.us/forbusinesses.aspx>

OUTSIDE CARSON

Business Incubators/Accelerators, Including Those With a Specific Technological Focus

6. CSUDH Innovation Incubator

The Innovation Incubator is a multi-faceted hub for services supporting entrepreneurship and innovation, with a unique combination of formal and informal programming intended to give students, staff, faculty, alumni, and the local community collaborative access to mentorships, education-based programming, dynamic events, and other value-added services.

Both startups and main street businesses are targeted for assistance, including micro-entrepreneurs, and traditionally disadvantaged populations and communities are another area of focus.

The one-of-a-kind Catapult™ program offers startups access to specialty teams of students and volunteers that address the targeted needs of the startups under the supervision of industry experts. The projects are structured as micro-internships for students and generally run 6-8 weeks.

In addition to the Catapult program, other programs include:

- **Innovation Leadership Speaker Series.** (high-profile innovative leaders from the community, nation, and internationally)
- **Transform LA.** (support to local high school students through educational workshops, seminars, and access to the entrepreneurial ecosystem at and around the CSUDH campus)
- **Alpha Start.** (two intensive Friday sessions to empower entrepreneurs with hands-on training through immersive entrepreneurial experience)
- **GrowthBook.** (Combining the wisdom of classic sales training (branded) leaders with the modern-day efficiencies of high-tech sales approaches into a sales training program focused specifically on startups and their early sales needs. Features one-of-a-kind audio from industry experts)
- **Student Startup Fund.** (a pool of philanthropic funds designed to support student entrepreneurs with micro-grants for their startup)
- **LACEI.** (The Los Angeles Community Entrepreneurship Initiative (LACEI) is a special program based upon the belief that entrepreneurship can, and should, play a role in poverty alleviation. Program functions as a chapter of the University of Notre Dame's Urban Poverty and Business Initiative (UPBI), and takes the form of an 11-month program dedicated to the alleviation of poverty through business ownership)
- **10 x 10 Venture Challenge.** (Students are challenged to work 10 hours per week for 10 weeks to see if they can earn \$1,000, with Innovation Incubator providing training, support, and coaching)
- **JAM Zone.** ("Just Ask a Mentor" Zone; informal one-on-one sessions)
- **Impact Founders Challenge.** (Annual program focused on identifying, assisting, and growing the businesses of founders of scalable and/or impact businesses from diverse backgrounds. Three phases throughout a year: 1) Spring Pitch Competition, 2) Summer Mentoring (customized coaching), 3) Progress Mentoring & Ongoing Launch Support)

<https://incubator.csudh.edu/>

7. South Bay Entrepreneurial Center (SBEC)

The SBEC is a business incubator that makes use of seasoned professionals in a variety of specialties to provide mentorship as well as providing space and ancillary services to startups and emerging growth companies in the South Bay geographical area and the communities therein. The purpose of the SBEC is:

- To educate entrepreneurs and startup companies in developing their technologies and businesses;
- To foster innovation in the South Bay;
- To facilitate commercialization of university-developed technologies;
- To marshal educational resources for entrepreneurs' training;
- To arrange technology transfer arrangements between large defense/aerospace companies and small technology-oriented firms in the South Bay, and
- To foster venture capital groups to provide equity capital to the emerging growth companies in the South Bay.

The City of Torrance Economic Development Manager serves on the Board of Directors. SBEC operates out of the Community Center in Old Torrance.

<https://www.thesbec.org>

8. California Manufacturing Technology Consultants (CMTC)

CMTC, a private non-profit corporation, was established to provide consulting services to small and mid-size manufacturers in Southern California. CMTC describes its mission as follows:

- We are recognized as the only organization exclusively servicing the manufacturing sector.
- We have the capability to deliver a broad array of services from the production floor to the discovery of new products and markets.
- We offer incentives to proactive manufacturers who want to grow their businesses.
- We deploy third-party surveys to measure customer impact and value.

California Manufacturers Advantage® (CMA) is a program designed for small and medium-sized manufacturers providing a "fresh review of your business," bringing technical expertise and leadership to identify and solve problems.

<https://www.cmtc.com>

9. California Office of the Small Business Advocate (CalOSBA), Los Angeles Regional SBDC Network Lead Center

The LA SBDC Network provides small business entrepreneurs with no-cost, confidential, business advising services and low-cost training opportunities, for starting a business, improving business management practices, and expanding a business.

California Dream Fund. A training and microgrant program for California entrepreneurs. The training, provided by a partner such as the LA SBDC, is required in order to qualify for a micro grant.

<https://smallbizla.org/>

Inclusive Innovation Hub (iHub²) Program.

CalOSBA, as part of the Governor's Office of Business and Economic Development (GO-Biz), is the entity behind all be a revised iHUB program (iHub²), 10 centers that will have the role of accelerating technology and science-based firms in underserved regions and communities, including women and people of color. iHub² is designed to serve as a bridge between local innovation ecosystems and state technical assistance, resources, and networks to support the success of the program.

<https://www.grants.ca.gov/grants/inclusive-innovation-hubs-ihub2/>

10. Idea Lab

This technology-oriented incubator has a particular focus on four tech areas: AI/Robotics, Consumer/Commerce, Enterprise, Clean Energy/Environment.

<https://idealab.com/>

11. LA CleanTech Incubator (LACI)

LACI has multiple programs for entrepreneurs with a cleantech focus, some of which are restricted to City of Los Angeles-based companies (Founders Business Accelerator). Through its Innovators & Incubation Programs, LACI is focused on accelerating climate action, specifically in the areas of clean energy, zero emissions transportation, and smart and sustainable cities.

<https://laincubator.org/innovators-incubation/>

12. StartUp Boost LA

StartUp Boost LA is part of a global tech startup pre-accelerator with the stated intention to work with "great" early stage entrepreneurs to prepare them for accelerator programs, seed investment, and revenue, through a six-week part-time program. There are no fees or equity taken with this program, which features expert speakers, pitch coaching, and one-on-one mentors.

The FoundersBoostX programs is particularly accessible to early stage founders anywhere, with weekly member workshops featuring VC's, industry experts, and founders. Also available is a growing library of on-demand workshops, and over 2000 members within this membership-based program.

<https://www.foundersboost.com/programs/la>

Focus on Financial Assistance

13. Financing Assistance, SBA Loans

The 7(a) Loan Program, SBA's most common loan program, includes financial help for small businesses with special requirements. This is the best option when real estate is part of a business purchase, but it can also be used for:

- Short- and long-term working capital
- Refinance current business debt

- Purchase furniture, fixtures, and supplies

<https://www.sba.gov/funding-programs/loans/7a-loans>

14. Advantage CDC Certified Development Corporation

This Long Beach Area CDC is a private, non-profit corporation, licensed and certified by the U.S. Small Business Administration to provide low-cost, long-term (504 loan program) SBA loans to assist eligible small businesses in the Long Beach area, including Carson. The organization also offers placement services for SBA 7(a) Loans, Community Advantage Loans (an SBA pilot program to assist small businesses in underserved markets for a limited time, set to expire Sept. 2024), and conventional loans.

The CDC provides financing for:

- Land & building acquisition
- New construction
- Renovation, modernization & restoration
- Acquisition of machinery and equipment

CDC's financing terms include:

- Amounts of up to 90% of the total project cost
- Projects in excess of \$125,000 up to several million dollars
- Terms up to 25 years

www.advantagecdc.org

15. Los Angeles County Economic Opportunity Grant (EOG)

In January of 2023, the Los Angeles County Department of Economic Opportunity (DEO) announced the launch of the first phase of the Economic Opportunity Grant (EOG) program for small and microbusinesses and non-profit agencies in LA County. EOG will award more than \$54 million in federal American Rescue Plan Act (ARPA) funds across 6,800 grants in a phased rollout to regions and organizations adversely affected by COVID-19.

A microbusiness owner who is a recipient of a grant pursuant to this Program must self-certify that grant funds will be used for one or more of the following eligible uses:

- The purchase of new certified equipment including, but not limited to, a cart.
- Investment in working capital.
- Application for, or renewal of, a local permit including, but not limited to, a permit to operate as a sidewalk vendor.
- Payment of business debt accrued due to the COVID-19 pandemic.
- Costs resulting from the COVID-19 pandemic and related health and safety restrictions, or business interruptions or closures incurred as a result of the COVID-19 pandemic

<https://eog.smallbizla.org/>

16. L.A. County Recycling Marketing Development Zone (RMDZ)

The Recycling Market Development Zone (RMDZ) program combines recycling with economic development to fuel new businesses, expand existing ones, create jobs, and divert waste from landfills.

This program provides attractive loans, technical assistance, and free product marketing to businesses that use materials from the waste stream to manufacture their products and are located in a zone. The local zone includes Carson and 19 other cities in Los Angeles County, including unincorporated areas. The loan program can fund a maximum of 75% of costs directly attributed to an eligible project up to a maximum of \$2 million whichever is less. For real estate purchases, only \$1 million is available. The interest rate is 4.0 percent (as of the date of this report).

Assistance is provided by local zone administrators. CalRecycle also offers free product marketing through the Recycle Store: <http://www.calrecycle.ca.gov/RecycleStore/>

The following materials are eligible and are a priority of CalRecycle to develop sustainable markets:

- Agricultural waste
- Construction and demolition debris
- Food waste
- Green waste
- Paper
- Plastic
- Waste automotive tires

Projects are likely to qualify if similar to these:

- Waste Prevention Projects
- Reuse Projects
- Recycling Projects
- Conversion Technology and Biomass Projects

<https://dpw.lacounty.gov/epd/RMDZ/index.cfm>

17. Foreign Trade Zone (FTZ)

An FTZ is a geographical area, in (or adjacent to) a United States Port of Entry, where companies can set up operations with exempted or deferred tariffs on foreign merchandise. The intent is to level the competitive field for US firms by reducing or eliminating unfair tax burdens on companies that make or assemble finished products using foreign components.

Port of Long Beach – <https://polb.com/business/foreign-trade-zone-ftz/#ftz-overview-and-benefits>

Port of Los Angeles – <https://www.portoflosangeles.org/business/supply-chain/warehousing-and-distribution>

California Business Incentives Gateway. *The California Business Incentives Gateway has been retired and replaced by the **California Grants Portal**.*

18. California Grants Portal

The California Grants Portal (a project by the [California State Library](https://www.california.gov/)) is a selection system to find all grants and loans offered on a competitive or first-come basis by California state agencies. This system may have very limited direct applicability to the business community.

<https://www.grants.ca.gov/>

19. CAMEO

CAMEO has a mission to “create economic opportunity for entrepreneurs and small businesses in Los Angeles County by connecting human, technical, and capital resources through regional collaboration.”

CAMEO Academy offers courses to entrepreneurs in subjects such as Digital Literacy and Fluency.

CAMEO’s multi-faceted approach to expand microlending in California includes:

- Expanding available loan capital;
- Training on financial statements and loan referrals;
- Streamlining the underwriting process with web-based platforms;
- Providing options for loan loss reserves; and
- Advocating for state and federal microfinance and business assistance programs.

<https://cameonetwork.org/>

20. Grid 110

Idea to Launch Bootcamp. For early stage companies in pre-launch (idea, proof of concept, prototype or minimum viable product stage), helps develop the foundational skills necessary to validate a business idea, discover/understand customers, and accomplish other objectives needed to launch a functional product or service.

PledgeLA Founders Fund. A partnership with PledgeLA, and open to Black & Latinx led businesses in Los Angeles County, the fund targets “underestimated” founders with \$25,000 in non-dilutive funding support.

Friends & Family. A partnership with Slauson & Co. and open to emerging entrepreneurs nationwide, this 12-week program is focused on demystifying fundraising and giving founders guidance on becoming a category-defining company.

<https://www.grid110.org/>

Workforce Development Support

21. South Bay Workforce Investment Board

SBWIB’s One-Stop Business & Career Centers provide an array of “off-the-shelf” and specialized services to assist local companies in meeting their hiring goals, lowering training costs, improving employee skill levels, reducing turnover rates and managing a more qualified workforce. Services are frequently customized to meet specific business and industry employment requirements.

Career Services (Resident Workers)

One-Stop Centers offer convenient access to a wide array of services. Job information, training and job placement services including job club, labor market information, career workshops, job and career placement assistance, individualized assessment and more are available for free. The list of services offered to workers through the one-stop centers includes:

- Assessment of skills, abilities and interests.
- Career counseling.
- Computer introduction and advanced training.
- Assistive technologies are available to those with disabilities.
- Internet Job Search, available as a self-directed resource tool.
- Career Resource Center equipped with current technology and knowledgeable staff.
- Assistance with job placement.
- Labor market information, listing available occupation opportunities.
- Office equipment such as phones, faxes, computers and copiers is available.
- Career Exploration.
- Resume assistance.
- Interviewing assistance.
- Support services for those who qualify.
- Job Club, a workshop environment to network with fellow job seekers.
- Job placement for dislocated workers – workers laid off either due to plant closure or downsizing, or who have been out of work for prolonged periods.

Business Services

The list of business services offered by the one-stop centers includes:

Recruitment Services

- New-hire and job placement resources
- Publicizing positions
- Broadcasting available jobs to candidates
- Targeted recruitments
- Job fairs

Business Support & Services

- Rapid Response and Lay-Off Aversion services
- Information on business incentives
- Customized training
- No-cost workshops
- Incumbent worker training

Subsidized Labor Programs

- Transitional Subsidized Employment Program – Hire an entry-level worker through the SBWIB and the SBWIB will cover a large portion of the employee's wages for 10 months, for private and non-profit organizations. Businesses provide the training.

- On-the-Job Training (WIOA program) - Hire a permanent employee through the SBWIB and the SBWIB will reimburse a portion of the wages for up to 6 months for on-the-job training.
- Hire an Intern – student workers are available for summer jobs and year-round part-time work.
- Apprenticeship programs – This website describes apprenticeship programs for which this organization is a partner, particularly targeting the industries of advanced manufacturing, bioscience, and IT. <https://www.sbwib.org/aero-flex>

Hiring Support

- Screening/Assessment
- Job matching
- Work readiness support
- Skills testing
- Reference checks
- Referrals
- SouthBayTraining.org
- Apprenticeships
- Custom Services

<https://www.southbay1stop.org>

22. The Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS)

WDACS and their America’s Job Centers of California (AJCC) deliver no-cost workforce and economic development services to businesses. They offer business solutions and tools to businesses transitioning through various changes of the business cycle.

Financial Incentives & Tax Benefits:

- Advance Earned Income Tax Credit, Work Opportunity Tax Credit (for businesses hiring individuals from targeted groups such as those having high unemployment or having special employment needs)
- Tax credits for businesses located in an Enterprise Zone

www.workforce.lacounty.gov

23. Los Angeles County Economic Development Corporation (LAEDC)

LAEDC’s Business Assistance Program team (BAP) offers confidential, free-of-charge consulting to large and small businesses and microenterprises, domestic and international businesses across all industry sectors and business types.

<https://www.laedc.org>

General Small Business or Other Business Type Development Support

24. Small Business Development Center (SBDC), El Camino College

The Los Angeles Regional Small Business Development Center (SBDC) Network is funded in part by the Small Business Administration (SBA). It provides individualized consulting and training to new and growing businesses. The El Camino College (Torrance) Business Training Center is a local host of the SBDC, and the College also provides workforce training, cybersecurity training, and special services to support small businesses in the California defense industrial base – in adopting Smart Manufacturing technologies and methodologies.

<https://www.southbaysbdc.org>

25. Governor’s Office of Business and Economic Development (GO-Biz)

GO-Biz is intended to serve as California’s single point of contact for economic development and job-creation efforts. GO-Biz offers a range of services to business owners including: attraction, retention and expansion services, site selection, permit streamlining, clearing of regulatory hurdles, small business assistance, international trade development, assistance with state government, and more.

The Small Business Unit provides small business assistance through inter-agency projects, informational workshops, and direct advocacy. It also maintains a comprehensive list of resources for small business technical assistance, financing, and state procurement.

The Innovation and Entrepreneurship unit is the state’s primary point of contact for promoting California’s innovation infrastructure, promoting long-term economic growth and facilitating job creation through innovation.

<https://www.business.ca.gov>

26. SCORE Long Beach/South Bay

SCORE, the nation’s largest network of volunteer, expert business mentors, is dedicated to helping small businesses get off the ground, grow and achieve their goals. SCORE offers educational resources and services tailored to business stage. They also have a special program for women entrepreneurs.

<https://longbeach.score.org>

27. Small Business Majority

Small Business Majority is a national small business organization with a network of more than 85,000 small businesses and 1,500 business and community organizations. The organization provides resources to entrepreneurs and advocates for public policy solutions that promote inclusive small business growth. Along with educational resources are tools such as Venturize.org, a free online resource hub [guided search portal] for small business owners that need help accessing tools and information to sustain themselves and grow. Venturize was designed to offer unbiased education and resources to businesses to help them make informed financing decisions.

<https://smallbusinessmajority.org/>

28. New Economics for Women (NEW)

New Economics for Women (NEW) is a California-based nonprofit founded in 1985. NEW's mission is to build economic mobility, particularly for Latinas and their families, through wealth creation, housing, education, entrepreneurship, and civic engagement.

NEW Women's Business Center (NEW-WBC) offers mentorship and programs focused on particular industries such as restaurants, fashion, and entertainment as well as general business support. NEW-WBC is a collaboration with the U.S. Small Business Administration and the California Governor's Office of Business Economic Development (GO-Biz) with 3 locations – Canoga Park, Van Nuys, and Lancaster. In addition to offering small business-focused programs, workshops, resources, one-on-one consultations, and mentoring on-site and virtually, NEW-WBC also provides bilingual services and programs to the different communities to further support a wide range of women, BIPOC, and immigrant entrepreneurs. Part of their focus is to help ensure that women entrepreneurs are on the right track to economic independence through small business ownership.

<https://www.new-wbc.org/programs/>

29. FOUND/LA

FOUND/LA supports local entrepreneurs in the Greater Los Angeles area to help them build their business, purpose, and community.

The organization connects future and existing business owners – particularly women, immigrants, and minorities – with resources to help them succeed, including funding, educational tools, incubator-style workshops, unique mentorship opportunities, and a community of other local entrepreneurs.

Programs include the FOUND/LA Small Business Recovery Fund, a partnership with Pacific Community Ventures and TMC Community Capital. This grant program, put in place in response to the pandemic, is intended to help protect small businesses across Los Angeles County.

<https://www.foundla.org/>

30. Multicultural Women Executive Leadership Foundation

This organization's Multicultural Entrepreneur Program is comprised of three main components:

- Development of Multicultural Entrepreneurial Leadership skills through Harvard's "Authentic Leadership" curriculum.
- Integrated study of a comprehensive step-by-step systematic business growth model.
- A network of successful Multicultural Entrepreneurs to help business owners focus on their most critical business issues, and increase business capacity.

The Multicultural Entrepreneur Program is focused on unlocking the growth and job-creation potential of multicultural-owned small businesses in California through greater access to business education, financial capital, and business support services. The program is co-sponsored and hosted in partnership with the USC Marshall School of Business and the USC Latino Alumni Association. Tuition for this program is \$9800-\$10,800, depending on receipt of scholarship.

Other programs offered by this organization include:

- The Executive Leadership Program for Multicultural Women
- Women’s Negotiation and Leadership Program

<https://multiculturalwomenlead.org/>

31. Operation Hope

Operation HOPE’s Small Business Development program has a team of small business coaches to help identify and address issues in starting or growing a business (for entrepreneurs and for other new or existing small business owners), including assistance in developing a plan to help achieve business goals. Services include small business group education sessions, small group coaching, individual / personalized coaching, and facilitating connections to other resources, for mastering business basics to gaining access to funding and other resources. A specialized business assistance program, 1MBB, targets Black entrepreneurs or existing small business owners. Services are provided at no cost.

<https://operationhope.org/how-we-help/small-business-development/>

32. Minority Business Development Agency Business Center (MBDA)

The Los Angeles MBDA Business Center is managed and operated by the **Pacific Asian Consortium in Employment (PACE)**, a non-profit 501 (C)(3) organization. PACE provides extensive business training and direct technical assistance (TA), specialized procurement assistance, and partnership resources including business expansion support tools: financing, insurance, and bonding for MBEs, focusing on capacity building.

The Center has a focus on assisting Minority Business Enterprises (MBEs, generally having annual revenues of \$500,000 or more) with securing capital, competing for a contract, identifying a strategic partner, or becoming export-ready. Services include:

- Extensive business training and direct technical assistance (TA).
- Specialized procurement assistance.
- Partnership resources including business expansion support tools: financing, insurance, and bonding.

The Minority Business Development Agency also developed the Enterprising Women of Color (EWOC) program to focus on the fast-expanding minority women entrepreneur population.

<https://www.mbda.gov/business-center/los-angeles-mbda-business-center>

33. SoCal Veterans Business Outreach Center

The Veterans Business Outreach Center (VBOC) program provides entrepreneurial development services such as Boots to Business/Reboot, counseling, and referrals for eligible veterans owning or considering starting a small business. The Center also hosts workshops on topic such as government contracting.

Boots to Business/Reboot. This program combination can include evaluating business concepts, understanding business plan concepts, accessing start-up capital, learning market research techniques, and

additional technical assistance, including connecting with local small business resources, to launch a business.

<https://socialvbc.org/>

34. Pacific Community Ventures, Free Business Advising Program

The award-winning **BusinessAdvising.org** small business advising and mentoring platform matches business owners who are beyond the startup phase with pro bono business coaches and mentors who provide tailored, hands-on advising. All advice is completely free and completely confidential.

Pacific Community Ventures is a mission-driven lender with the intent to provide “fair and affordable” loans up to \$250,000 to California small businesses. Loans are also geared to help small business owners build back better from the COVID-19 pandemic, including the capital and advice needed to pivot or reopen safely and sustainably. Staff and financial advisors can help get small businesses’ finances in order, and borrowers also get free access to a network of over 2,000 business advisors for help in areas such as marketing, business strategy, or sales.

<https://www.pacificcommunityventures.org/small-business-services/business-advising/>

35. OmniWorks Economic Development Corporation

OmniWorks Economic Development Corporation works to close the support gaps available for women and BIPOC entrepreneurs, by providing resources for realizing growth, with a focus on equity and cultural sensitivity -- moving solo-preneurs to employers, family businesses to resilient companies, and small firms to prime contractors.

The NEXT program prioritizes relationships, leverages existing ecosystem resources, and utilizes data and technology to scale impact. NEXT is a year-long, cohort-based, virtual program incorporating personalized business coaching, mastermind groups, vetted subject-matter-expert consultants, Expert Workshops, CONNECT networking events, and an online community where small business owners can meet and exchange ideas.

<https://www.owedc.org/>

36. Disaster Response Resources for California Businesses

Based on designations of a federal disaster area and state of emergency designation by California, a number of programs are available for disaster relief. For businesses:

- Federal assistance includes low-cost loans to cover uninsured property losses for individuals and business owners (and other programs are also available).
- Through the SBA Disaster Declaration, Emergency Injury Disaster Loans (EIDL) are available through the SBA Small Business Center network, to supplement working capital for small businesses.

37. Women Founders Network

Women Founders Network is a 501(c)(3) nonprofit organization that provides education on entrepreneurship and investing to women and girls.

The annual Fast Pitch competition provides access to capital, visibility, and mentoring for female founders. Entrants can compete in three categories:

- Tech/Tech-enabled.
- B2B or B2C company that relies on significant development of technology to deliver the product or service.
- Consumer/CPG/Other Non-tech (any product sold to consumers as physical units or consumer focused media/content, e-commerce sites, or services provided to consumers).

The Startup Fundamentals webinar series offers practical information and advice for entrepreneurs.

Two programs are intended to inspire the next generation of women entrepreneurs and investors: The Due Diligence Analyst program for college women, and the Junior Venture Capitalist program for young women in grades 9-12.

<https://www.womenfoundersnetwork.org/>

Focus on Networking for Entrepreneurs

38. [National Association of Women Business Owners \(NAWBO\) Los Angeles](#)

This organization features events, a video library, and a newsletter.

39. 1 Million Cups

This nationwide organization, with local “communities,” including Long Beach, functions as a structured networking platform for entrepreneurs, with regular programs for attendees, and other commitments to a networking system as a platform for learning through association with others.

<https://www.1millioncups.com/s/>

PROGRAM SUMMARIES

Located in Carson/Outside Carson – Organization	Nr	Geog. Focus	Functional Focus, Entrepreneurial Processes	Special Groups	Notes
CARSON					
Business Development					
Small Business Grant Program	1	Carson	Covid recovery, general economic relief	Covid-impacted	1-time, matching \$
Commercial Façade Improvement Program	2	Specific streets	Property improvements		
Carson EIFD	3	Designated area of over 1700 acres	Tax increment financing to support qualifying improvements, new development, etc.		
Workforce-Related					
Carson One-Stop Career Center, Business Solutions for Employers	4	Carson	Hiring support for businesses and job training; job-finding for workers		
WOTC Tax Credit			Tax breaks for using targeted worker populations	Specific worker types	
Rapid Response Program			Support for downsizing businesses and their workers		
Organizational Referrals on City of Carson Businesses webpage	5		Links to a wide range of business support resources		
OUTSIDE CARSON					
Incubators, Accelerators, Training					
CSUDH Innovation Incubator	6	So. Bay	Startup plus Main Street businesses, support in numerous programs, through education and other resources	Program for poverty alleviation; entrepr. With diverse backgrounds	Also serves micro-entrepr. and students
South Bay Entrepreneurial Center (SBEC)	7	So. Bay	Physical space plus educational programs & mentors, with technical and general business focus; tech transfer in defense/aerospace and other industries		
California Manufacturing Technology Consultants (CMTC)	8	CA	Technical guidance, incentives; review of business practices	Manuf. firms	

Located in Carson/Outside Carson – Organization	Nr	Geog. Focus	Functional Focus, Entrepreneurial Processes	Special Groups	Notes
California Office of the Small Business Advocate (CalOSBA), Los Angeles Regional SBDC Network Lead Center	9	CA	Advisory services for all phases of business development	Underserved communities, thru iHub ²	Includes micro-businesses
Idea Lab	10	(Based in Pasadena)	Tech incubator; take selected firms from idea to market		
LA CleanTech Incubator (LACI)	11	Some prog. for LA city	Cleantech; accelerator programs		
StartUp Boost LA	12		Early stage tech; pre-accelerator services		
Focus on Financial Assistance					
Financing Assistance, SBA Loans	13	N/A	Business loans (7a) for full range of uses, from working capital to real estate		
Advantage CDC Certified Development Corporation	14	CA (So. Bay)	SBA 504 loans, for uses such as real estate and equipment		
Los Angeles County Economic Opportunity Grant (EOG)	15		ARPA dollars, for Covid-impact recovery		Micro-entrepr. also
L.A. County Recycling Marketing Development Zone (RMDZ)	16	Through-out CA	Waste stream processing; support including loans, TA, product marketing	Ind. Cluster-specific	
Foreign Trade Zone (FTZ)	17	Port regions	Incentives in form of exempted/deferred tariffs	Exporters/importers	
California Grants Portal	18	CA	Search system for finding grants and loans		
CAMEO	19	CA	Support in human, technical, capital resources, through courses, other programs	Very small businesses	Micro-entrepr. also
Grid 110	20	LA County	Programs for primarily early business stages; funding guidance and (limited) funding	Programs for underserved	
Workforce Development Support					
South Bay Workforce Investment Board					
<i>Career Services (Resident Workers)</i>			Help workers find and prepare for jobs		
<i>Business Services</i>			Help businesses recruit, train workers; subsidized workers through some programs	Apprenticeship/intern programs	

Located in Carson/Outside Carson – Organization	Nr	Geog. Focus	Functional Focus, Entrepreneurial Processes	Special Groups	Notes
The Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS)	22	LA County	Incentives tied to workforce, for businesses at various stages		
Los Angeles County Economic Development Corporation (LAEDC)	23	LA County	Focused consulting, for firms of all sizes		
General Small Business or Other Business Type Development Support					
Small Business Development Center (SBDC), El Camino College	24	LA region	Consulting and training targeting workforce and technical assistance; connection to SBA		Programs for CA defense industries
Governor’s Office of Business and Economic Development (GO-Biz)	25		Clearinghouse of programs/resources; workshops; business advocacy		Innovation unit
SCORE Long Beach/South Bay	26	So. Bay	Services tailored to businesses at all stages, also involving mentors	Programs for women	
Small Business Majority	27	National	Guided-search clearinghouse of resources for businesses; educational programs		
New Economics for Women (NEW)	28	CA	Entrepreneurship training as one of several life skills training programs	Latinas/BIPOC/immi grants	
FOUND/LA	29	LA County	Full range of business support resources, plus “community” for networking		
Multicultural Women Executive Leadership Foundation	30	CA (offered globally)	Tuition-based entrepreneurial training, plus networking	Multicultural women	
Operation Hope	31	National	Coaching in starting and growing businesses, through mentors and other means; group plus individual training	Programs for black entrepreneurs	
Minority Business Development Agency Business Center (MBDA)	32	Our County	Business training, TA, business expansion support, and procurement assistance	Programs for women of color	
SoCal Veterans Business Outreach Center	33	So. CA	Startup support through education and TA	Veterans	
Pacific Community Ventures, Free Business Advising Program	34	CA	Business advising and mentoring with pro bono coaches & mentors (plus network of others); loan programs, and financial advice		

Located in Carson/Outside Carson – Organization	Nr	Geog. Focus	Functional Focus, Entrepreneurial Processes	Special Groups	Notes
OmniWorks Economic Development Corporation	35	LA County?	Addresses business-support gaps for women/BIPOC; year-long training program	Women/BIPOC	
Disaster Response Resources for California Businesses (from storm systems in spring of 2023)	36	CA – selected counties incl. LA	With SBA Disaster Declaration, loans (EIDL), to supplement working capital. Other federal assistance includes low-cost loans for uninsured property losses		
Women Founders Network	37	(Based in Santa Monica)	Education plus network system, for female entrepreneurs and students	Youth/ students	
Focus on Networking for Entrepreneurs					
National Association of Women Business Owners (NAWBO) Los Angeles	38	National	Events, a video library resource, and a newsletter	Women	
1 Million Cups	39	National	Structured networking platform for entrepreneurs, with meetings, etc.		

Appendix B:

Profile of University-Based Resources Relevant to EDSP



Prepared for:





**PROFILE OF
UNIVERSITY-BASED RESOURCES
RELEVANT TO CARSON'S
ECONOMIC DEVELOPMENT STRATEGIC PLAN**

Prepared for:
City of Carson

June 16, 2023

PREPARED BY:



THE NATELSON DALE GROUP, INC.
YORBA LINDA, CA • www.natelsondale.com
O: 714.692.9596 • F: 714.692.9597

Introduction

This report profiles a range of university-based programs that are potential partnership resources for the City of Carson’s economic development efforts. Whereas the list includes relevant programs for colleges and universities throughout southern California, particular attention is given to facilities and programs based at California State University, Dominguez Hills (CSUDH). The emphasis on CSUDH reflects the unique advantages and opportunities Carson has by virtue of being host to a state university campus (which very few California communities of Carson’s size have).

Potential University Connections to EDSP

There are five distinct ways in which the City of Carson can leverage university partnerships to support implementation of the City’s Economic Development Strategic Plan (EDSP):

1. Workforce development interface (education/training resources);
2. Entrepreneurial development programming (training, networking, startup resources, incubator facilities and services, etc.);
3. Support for targeted industry clusters (networking, workforce training/recruitment resources, lobbying/advocacy roles);
4. Image enhancement related to business development, talent retention/attraction and overall quality of life (positioning Carson as a premiere place to live, work, invest and pursue higher education); and
5. Placemaking (leveraging campus facilities as community amenities and activity centers).

As indicated on the following table, some of the above functions would potentially apply to university partnerships throughout the region, whereas some are very specific/unique opportunities related to CSUDH.

Program Category/Connection to Carson	Potential Connections to Regional Colleges and Universities	Unique Opportunities Related to Presence of CSUDH in Carson
Workforce development	X	X
Entrepreneurial development	X	X
Support for targeted industry clusters	X	X
Image enhancement		X
Placemaking		X

Regional Matrix (University Programs Potentially Relevant to Carson’s Industry Clusters)

Table B-1 provides brief profiles (and links to associated websites) for regional university-based programs that are potentially relevant to Carson’s EDSP. Given that the overall EDSP is organized around a set of high-priority industry clusters (i.e., the City’s target industries), TNDG has prepared a matrix (next page) that indicates the potential relevance of selected programs to each of Carson’s “candidate” clusters.

UNIVERSITY AND RELATED PROGRAMS IN RELATION TO CARSON'S CANDIDATE CLUSTERS

TARGET CLUSTERS AND UNIVERSITY AND RELATED PROGRAMS		Group 1 – Carson's Existing Core and Emerging Strengths																	Group 2			
		General entrepreneurial support	Local Logistical Services	Local Education and Training	Local Household Goods and Services	Aerospace Vehicles and Defense	Business Services	Construction Products and Services	Distribution and Electronic Commerce	Downstream Chemical Products	Education and Knowledge Creation	Environmental Services	Food Processing and Manufacturing	Oil and Gas Production and Transportation	Performing Arts	Transportation and Logistics	Vulcanized and Fired Materials	Information Technology and Analytical Instr.	Insurance Services	Marketing, Design, and Publishing	Music and Sound Recording	Video Production and Distribution
University Programs																						
CSUDH	A.1. CSUDH-California Black Women's Think Tank																					
	A.2. CSUDH-California Black Women's Collective, Empowerment Inst.																					
	A.3. CSUDH-Center for Innovation in STEM Education (CISE)																					
	A.4. CSUDH-Innovation Incubator																					
CSU Long Beach	B.1. CSULB-Advanced Media Production																					
	B.2. CSULB-The John and Helen Apostle Enterprise Lab & Incubator																					
	B.3. CSULB-Center for International Trade & Transportation																					
	B.4. CSULB-The Beach Women in Engineering Conference																					
	B.5. CSULB-Center for Contemporary Ceramics (CCC)																					
UCLA	C.1. CSU Northridge-Institute for the Advancement of Educational Studies and Programs, Michael D. Eisner College of Education																					
	D.1. UC Irvine-Beall Applied Innovation.																					
	E.1. UCLA-Ways to Engage with UCLA Research																					
Caltech	E.2. UCLA-Technology Development Group																					
	E.3. UCLA-Incubators/Accelerators (links on UCLA webpage)																					
	F.1. Caltech-Technology Transfer & Corporate Partnerships																					
CalPo	F.2. Center for Autonomous Systems and Technologies (CAST)																					
	F.3. Caltech-The Resnick Sustainability Institute (RSI)																					
Other Programs	G.1. Chapman University's Launch Labs																					
	H.1. L.A. Film School																					
Other Programs	J.1. Claremont McKenna-The Roberts Environmental Center																					
	K.1. Cal Poly Pomona-Center for Antimicrobial Research & Food Safety																					
	K.2. Cal Poly Pomona-Lyle Center for Regenerative Studies																					
Other Programs	1. California Manufacturing Technology Consultants (CMTC)																					
	2. Cal. Office of the Small Business Advocate (CalOSBA), LA SBDC																					
	California Dream Fund																					
	Inclusive Innovation Hub (IHub ²) Program																					
	3. Idea Lab																					
	4. LA CleanTech Incubator (LACI)																					
	5. L.A. County Recycling Marketing Development Zone (RMDZ)																					
	6. New Economics for Women (NEW)																					
	7. Multicultural Women Executive Leadership Foundation																					
8. Women Founders Network																						
9. National Association of Women Business Owners (NAWBO), LA																						

Recommended Next Steps for Expanding City's Collaboration with CSUDH

The following topics represent potential areas of focus for an expanded partnership between the City and CSUDH:

- Increase the City's financial support of the CSUDH-run "Carson Academy" (business training services) to expand numbers of participants/businesses served.
- Through CSUDH, establish regional partnerships (with other southern California universities) to provide full-service incubation/acceleration services to Carson-based startups (beyond current focus on CSUDH student micro enterprises).
- Expand internship opportunities (focus on partnerships with local firms in priority industry clusters).
- Partner with CSUDH on feasibility study for performing arts center.
- Coordinate with CSUDH on the planning process for the potential "live entertainment district" described elsewhere in the EDSP documentation.
- Define opportunities to collaborate with CSUDH on the development of student/faculty housing (within the context of the university's master planning process and the City's Housing Element objectives).

Table B-1. Profile of Relevant Programs of Regional Colleges and Universities (from online research)

UNIVERSITY PROGRAMS

<p>A. California State University Dominguez Hills</p> <p>A.1. CSUDH-California Black Women’s Think Tank. Gov. Gavin Newsom signed a budget trailer bill approving \$5 million in funding to the California State University at Dominguez Hills (CSUDH) to house the California Black Women’s Think Tank. The California Black Women’s Collective (CBWC) Empowerment Institute will be a founding partner in the development of the policy research institution. CBWC, in partnership with Black Women Organized for Political Action (BWOPA), is a coalition of more than 1,500 Black Women leaders throughout California. The coalition utilizes Black women’s expertise and collaboration skills in political, community, and social justice activism to amplify their voices, knowledge, and issues throughout the state. The CBWC’s goal for the Think Tank is for it to be “relevant and accessible” in providing an “independent, academic, research entity that provides a rigorous analysis approach to policy,” CBWC explained in a written overview. The Think Tank is an effort to serve as a research institution and resource for lawmakers, elected officials, business leaders, and advocating organizations willing to impact sustainable and scalable change [article edited for brevity]. Antonio Ray Harvey, California Black Media. “Newsom Signs Legislation Funding Nation’s First Black Women’s Think Tank.” <i>Los Angeles Sentinel</i>. September 15, 2022. https://www.cablackwomenscollective.org/about</p> <p>A.2. CSUDH-California Black Women's Collective, Empowerment Institute. Through partnerships with corporate, social, not-for-profit, and advocacy entities, the Empowerment Institute develops programs and initiatives that have a meaningful impact on dismantling systemic social, economic and physical barriers. The purpose of the Empowerment Institute is to:</p> <ul style="list-style-type: none"> • Serve as the anchor organization for the CA Black Women’s Think Tank housed at California State University, Dominguez Hills; • Elevate our voice, power, and participation to secure adequate representation and reparations; • Amplify our issues and priorities that are vital to elevate Black Women [to] organize and leverage; • Utilize our extensive talent, influence, networks, and brilliance into areas of collective alignment; • Eliminate the racist and sexist attacks on Black Women and Girls; and • Elevate the agenda and collective power of Black Women locally and nationally to secure the social and economic safety net. <p>https://www.cablackwomenscollective.org/empowermentinstitute</p> <p>A.3. CSUDH-Center for Innovation in STEM Education (CISE). Since 2015, CISE has engaged over 20,000 K-12 students and prepared and trained thousands of pre-service and in-service teachers, parents, and community members. CISE was designed to bring STEM to the forefront of K-16 education through leadership and service. CISE has developed innovative undergraduate, credential, and graduate programs, and we are continuously forming multiple partnerships with high-need schools, school districts, community colleges and private sector and industry partners. CISE is committed to bringing STEM to all K-12 students and to offering undergraduate students and future teachers the opportunity to make a difference where they are needed most. The campus specifically recognizes the crucial need for STEM initiatives, aiming to develop underserved students' skills and knowledge in critical science, technology, engineering and mathematics (STEM) areas. The list of programs is available at: https://www.csudh.edu/cise/</p> <p>A.4. CSUDH-Innovation Incubator The Innovation Incubator is a multi-faceted hub for services supporting entrepreneurship and innovation, with a unique combination of formal and informal programming intended to give students, staff, faculty, alumni, and the local community collaborative access to mentorships, education-based programming, dynamic events, and other value-added services. Both startups and main street businesses are targeted for assistance, including micro-entrepreneurs, and traditionally disadvantaged populations and communities are another area of focus.</p>

The one-of-a-kind Catapult™ program offers startups access to specialty teams of students and volunteers that address the targeted needs of the startups under the supervision of industry experts. The projects are structured as micro-internships for students and generally run 6-8 weeks.

In addition to the Catapult program, other programs include:

- **Innovation Leadership Speaker Series.** (high-profile innovative leaders from the community, nation, and internationally)
- **Transform LA.** (support to local high school students through educational workshops, seminars, and access to the entrepreneurial ecosystem at and around the CSUDH campus)
- **Alpha Start.** (two intensive Friday sessions to empower entrepreneurs with hands-on training through immersive entrepreneurial experience)
- **GrowthBook.** (Combining the wisdom of classic sales training (branded) leaders with the modern-day efficiencies of high-tech sales approaches into a sales training program focused specifically on startups and their early sales needs. Features one-of-a-kind audio from industry experts)
- **Student Startup Fund.** (a pool of philanthropic funds designed to support student entrepreneurs with micro-grants for their startup)
- **LACEI.** (The Los Angeles Community Entrepreneurship Initiative (LACEI) is a special program based upon the belief that entrepreneurship can, and should, play a role in poverty alleviation. Program functions as a chapter of the University of Notre Dame's Urban Poverty and Business Initiative (UPBI), and takes the form of an 11-month program dedicated to the alleviation of poverty through business ownership)
- **10 x 10 Venture Challenge.** (Students are challenged to work 10 hours per week for 10 weeks to see if they can earn \$1,000, with Innovation Incubator providing training, support, and coaching)
- **JAM Zone.** ("Just Ask a Mentor" Zone; informal one-on-one sessions)
- **Impact Founders Challenge.** (Annual program focused on identifying, assisting, and growing the businesses of founders of scalable and/or impact businesses from diverse backgrounds. Three phases throughout a year: 1) Spring Pitch Competition, 2) Summer Mentoring (customized coaching), 3) Progress Mentoring & Ongoing Launch Support)

<https://incubator.csudh.edu/>

B. California State University Long Beach

B.1. CSULB-Advanced Media Production. The Advanced Media Production (AMP) Center is housed on campus, and known for producing high-quality, award-winning television shows and video programs. Equipped with high-tech production and post-production facilities, AMP conducts programming and operational support for the campus educational cable TV channel known as Beach TV. AMP also provides production and media distribution services for the College of Professional and Continuing Education (CPaCE) and its campus partners; and interfaces with external clients.

AMP Facilities and Services:

- A High-Definition TV production studio and control room.
- A "green screen" Chroma key space for single-camera uses, with "Virtual set" software also available.
- A multifaceted digital post-production room, complete with a sound-proofed narration recording booth; software utilization includes Adobe Creative Cloud.
- High-Definition field cameras and camera kits for field documentary production and recording.
- A Digital Storage Area Network that includes massive video data storage for post-production purposes, as well as video program archiving and program play-out for Beach TV.

<https://www.cpace.csulb.edu/advanced-media-production>

B.2. CSULB-The John and Helen Apostle Enterprise Lab & Incubator. Open to all CSULB students, the John and Helen Apostle Enterprise Lab and the Apostle Incubator provide interdisciplinary and inclusive entrepreneurial learning experiences. The Lab is a classroom experience that immerses students in the theory and practice of new business creation, while the Incubator is a non-credit activity that provides hands-on, applied opportunities that connect the university's rich talent pipeline to the greater Long Beach entrepreneurial community.

What to Expect:

- Study Entrepreneurship with students from across the university
- Work in cross-college teams on an innovative, entrepreneurial project
- Connect with guest speakers, mentors, and advisors from the Long Beach business and entrepreneurial community
- Learn by applying knowledge to projects not just exams

<https://www.csulb.edu/college-of-business/apostle-enterprise-lab>

B.3. CSULB-Center for International Trade & Transportation. The Center for International Trade and Transportation (CITT) is dedicated to delivering education programs, innovative research, and community outreach in the area of goods movement. CITT is the Long Beach home for four major research centers: METRANS Transportation Center, a U.S. Department of Transportation-designated university transportation center; the U.C. Davis-led National Center for Sustainable Transportation; MetroFreight, a Volvo Research and Education Foundations Center of Excellence in Urban Freight based at the University of Southern California; and the Federal Highway Administration's Southwest Transportation Workforce Center (SWTWC) covering eight states—California, Arizona, Nevada, New Mexico, Utah, Colorado, Oklahoma and Texas. The Center's research portfolio features policy analysis in the areas of trade and transportation, as well as workforce development. Outreach programs include educational forums, including the nationally recognized State of the Trade and Transportation Town Hall series, research conferences such as the International Urban Freight Conference, and media-based efforts including podcasts and newspaper columns that engage the broader community in the discussion surrounding international trade and transportation. CITT's education programs include the award-winning Global Logistics Professional program and the Marine Terminal Operations Professional designation, the only program of its kind in the country.

<https://www.cpace.csulb.edu/center-for-international-trade-and-transportation>

B.4. CSULB-The Beach Women in Engineering Conference will be back for another year! [2023 session held in April] – join us to learn how women are impacting the world through engineering and computer science. Come celebrate the sisterhood and be inspired from trailblazers in the field! Events include:

- Technical Presentations from industry experts.
- Professional Panels discussing soft skills and personal development.
- Career Panels to explore career options for your degree.
- Coaching Circles for advice from industry professionals.
- Speed Networking to jumpstart your professional network.

<https://www.csulb.edu/college-of-engineering/beach-women-engineering-conference-2023>

B.5. CSULB-Center for Contemporary Ceramics (CCC) is a combined entity and site committed to the mission of fostering exchange, inquiry, creative production, and learning beyond the curriculum among CSULB Ceramic Arts faculty and a highly diverse group of students, visiting artists and scholars, and artists in residence, with a goal of inspiring and empowering all participants to expand the limits of their own work to the benefit of both the participants in our community and the broader community and field of contemporary ceramics.

<https://www.csulb.edu/college-of-the-arts/center-for-contemporary-ceramics>

C. California State University Northridge

C.1. CSU Northridge-Institute for the Advancement of Educational Studies and Programs, Michael D. Eisner College of Education. The Institute will promote professional development opportunities for College alumni and other educators in the region and will facilitate collaboration with outside organizations that enhance the College mission. Through integration of the College's scholarly activities and community services with the activities and research of relevant partners and professionals in the community, the Institute will advance effective educational practice and integrate new methodological approaches into the College curriculum, to strengthen teaching and learning. As such, The Institute will be a primary vehicle to aid in maintaining College research and programming at the forefront of educational innovation.

<https://www.csun.edu/eisner-education/institute-advancement-educational-studies-and-programs>

D. UC Irvine

D.1. UCI-Beall Applied Innovation. This program/facility has multiple functions: to convert campus research into technology, which can involve partnering with researchers and industry to move UCI knowledge and discoveries into products and markets. In that sense, UCI Beall Applied Innovation helps connect both new and established companies with leading-edge ideas and technology developed in the R&D environment of UCI. Four core units within UCI Beall Applied Innovation are involved in redefining the path of UCI entrepreneurship education, the mind-set of UCI researchers, and the University connection with industry and community:

- Research Translation Group, to take inventions to market.
- Enterprise Collaborations Group is the “front door” by which entrepreneurially minded staff and others involved in emerging research and technologies can connect with the center.
- New Ventures Group creates and provides programs and resources to enhance support for current and future generations of innovators and entrepreneurs.
- The Cove at UCI was built specifically to be a physical location for entrepreneurial connections for UCI and the community, and is designed to accelerate innovation. Resources include a variety of event and meeting space options with state-of-the-art technology and services, offices and workstations, and prototyping labs.

<https://innovation.uci.edu/>

E. UCLA

E.1. UCLA-Ways to Engage with UCLA Research:

- Engage in Research as a UCLA or Visiting Student.
- Share an Opportunity.
- Sponsor Research or Identify Potential Commercialization Opportunities.
- Participate in a Clinical Trial.
- Find a Subject Matter Expert.
- Read About UCLA Research.
- Give to UCLA Research.

<https://www3.research.ucla.edu/engage>

E.2. UCLA-Technology Development Group serves as a campus-wide gateway to Innovation, Research and Entrepreneurship. The Group’s mission is to:

- Promote UCLA innovation, research, teaching and entrepreneurship to benefit society.
- Create economic value to support UCLA’s scholarly and educational missions and the State of California.
- Lead UCLA’s research community to bring innovation to market.

The Group’s collaboratively (as well as internally) oriented scope of activities includes:

- Commercially evaluating new technologies.
- Determining patentability and commercial value.
- Prosecuting patents.
- Marketing and licensing inventions.
- Facilitating UCLA faculty startups.
- Engaging industry to facilitate research collaboration.
- Negotiating license agreements and Material Transfer Agreements.

<https://tdg.ucla.edu/>

E.3. UCLA-Incubators/Accelerators (links on UCLA webpage)

- Anderson Venture Accelerator
- ExpertDojo
- Magnify at CNSI
- LA Biolabs
- Lab Launch
- Pasadena Bio Collaborative Incubator
- Preccecelerator
- Scale LA
- Startup UCLA

<https://hub.tdg.ucla.edu/>

F. Caltech: The California Institute of Technology

F.1. Caltech-Technology Transfer & Corporate Partnerships. Our mission is to drive the transfer of scientific and engineering knowledge created by our researchers to maximize societal impact by developing partnerships with industry through the creation of new ventures, collaborations with corporations, and transfer of intellectual property while nurturing an entrepreneurial environment. Areas of involvement:

- Corporate Partnerships
- New Venture Creation & Entrepreneurship
- Patents & Licensing

<https://ottcp.caltech.edu/>

F.2. Center for Autonomous Systems and Technologies (CAST). At CAST, researchers from Caltech's Division of Engineering and Applied Science (EAS), Division of Geological and Planetary Sciences (GPS), and the Jet Propulsion Laboratory (JPL) collaborate to create the next generation of autonomous systems, advancing the fields of drone research, autonomous exploration, and bio-inspired systems. Researchers will continue pioneering work on technologies ranging from prosthetic legs that use machine learning to flying, self-driven ambulances.

<https://cast.caltech.edu/>

F.3. Caltech-The Resnick Sustainability Institute (RSI) advances global sustainability through transformational science, engineering, and education. We prioritize research across campus that addresses challenges and opportunities associated with climate change and the stewardship of natural resources. The fundamental insights gained are directed towards implementation and scale-up for real-world impact. RSI research is broadly focused on four interconnected initiatives, where Caltech researchers are poised to provide uniquely impactful science and technology solutions:

- **Sunlight to Everything:** Supporting science and engineering to make materials and build systems that harness sunlight while reducing greenhouse gas emissions, waste, and facilitating carbon drawdown.
- **Climate Science:** Supporting science and engineering to diagnose, adapt to, and mitigate against climate change.
- **Water Resources:** Supporting science and engineering to improve our ability to predict, manage, and improve availability of fresh water.
- **Ecology and Biosphere Engineering:** Supporting science and engineering to understand and sustain the biosphere.

<https://resnick.caltech.edu/>

G. Chapman University

G.1. Chapman University's Launch Labs is part of the Ralph W. Leatherby Center for Entrepreneurship and Business Ethics. Launch Labs is an incubator for teams in the development and startup phases, meaning teams are pre-revenue (that is, has not yet earned revenue from your product or service). Progression through the other phases is facilitated by external business funding. Teams in the Launch Labs participate for a maximum of two semesters and must be led by – and have a majority of team members comprised of -- Chapman University undergraduate or graduate students, faculty, staff or alumni from any Chapman University school or college, targeting any industry, at any stage including just having an idea for a product or service.

<https://www.chapman.edu/research/institutes-and-centers/leatherby-center/index.aspx>

H. Los Angeles Film School

H.1. L.A. Film School is located in Hollywood, California, and is an ACCSC Accredited institution offering an immersive curriculum that integrates technical knowledge with artistic exploration and creativity, taught by industry-experienced professionals. The school offers on-campus degrees in: Animation · Audio Production · Entertainment Business · Film Production · and Music Production; and online degrees in: Animation · Audio Production · Entertainment Business · Digital Filmmaking · Graphic Design · Media Communications · Music Production · and Writing for Film & TV.

<https://learn.lafilm.edu/>

J. Claremont McKenna

J.1. Claremont McKenna-The Roberts Environmental Center conducts environmental research and analysis, and promotes understanding of the complex issues of environmental protection, economic growth and technological change. The Roberts Center owns a state-of-the-art computer laboratory operating geographical information system (GIS), data modeling, simulation modeling, database management, and statistical analysis software. The Center takes on environmental consulting assignments when they serve an academic purpose, utilizing students and professional staff drawn from the faculty of the Claremont Colleges and the Southern California area.

<https://rec.cmc.edu/>

K. Cal Poly Pomona

K.1. Cal Poly Pomona-Center for Antimicrobial Research & Food Safety (CARFS) was established to meet corporate demands on food safety along the farm-to-table continuum. The Center's purpose is research involving microbial foodborne pathogens of public health and economic significance, with an emphasis on pathogens associated with animal foods (milk, meat and meat products), produce, and environmental samples (water, soil, manure). Research focuses on isolation, identification and characterization of pathogens using conventional and molecular-based methods (PCR/qPCR, recombinase polymerase amplification, genetic fingerprinting, next generation sequencing) and development of on-farm and processing-plant based interventions. Future research will also target discovery and application of natural antimicrobial agents. Emergence of new foodborne pathogens, increased consumer awareness and federal recommendations on food safety/public health issues redefine the rules of microbial pathogen quality control in the food industry. CARFS was established to meet these corporate demands. The Center's on-farm food safety goals are linked to regional and national Food Safety and Food Protection efforts. Current research efforts emphasize multi-disciplinary and multi-institutional collaborative research efforts.

<https://www.cpp.edu/agri/centers-and-more/carfs.shtml>

K.2. Cal Poly Pomona-Lyle Center for Regenerative Studies. The vision for the Lyle Center is for it to be recognized for its collective impact toward a sustainable future, convening diverse groups of students, academic experts, policy makers, and community members committed to catalyzing pro-environmental change. Within this vision, a sustainable and healthy future is best achieved through the development of ecological, social, and economic systems that regenerate, enabling communities to provide for the future as well as the present.

<https://www.cpp.edu/env/lyle/index.shtml>

RELATED MATERIAL FROM EARLIER EDSP RESEARCH TASKS:

Business Incubators/Accelerators, Including Those With a Specific Technological Focus

1. California Manufacturing Technology Consultants (CMTC)

CMTC, a private non-profit corporation, was established to provide consulting services to small and mid-size manufacturers in Southern California. CMTC describes its mission as follows:

- We are recognized as the only organization exclusively servicing the manufacturing sector.
- We have the capability to deliver a broad array of services from the production floor to the discovery of new products and markets.
- We offer incentives to proactive manufacturers who want to grow their businesses.
- We deploy third-party surveys to measure customer impact and value.

California Manufacturers Advantage® (CMA) is a program designed for small and medium-sized manufacturers providing a “fresh review of your business,” bringing technical expertise and leadership to identify and solve problems.

<https://www.cmtc.com>

2. California Office of the Small Business Advocate (CalOSBA), Los Angeles Regional SBDC Network Lead Center

California Dream Fund. A training and microgrant program for California entrepreneurs. The training, provided by a partner such as the LA SBDC, is required in order to qualify for a micro grant.

<https://smallbizla.org/>

Inclusive Innovation Hub (iHub²) Program. CalOSBA, as part of the Governor’s Office of Business and Economic Development (GO-Biz), is the entity behind all be a revised iHUB program (iHub²), 10 centers that will have the role of accelerating technology and science-based firms in underserved regions and communities, including women and people of color. iHub² is designed to serve as a bridge between local innovation ecosystems and state technical assistance, resources, and networks to support the success of the program.

<https://www.grants.ca.gov/grants/inclusive-innovation-hubs-ihub2/>

3. Idea Lab

This technology-oriented incubator has a particular focus on four tech areas: AI/Robotics, Consumer/Commerce, Enterprise, Clean Energy/Environment.

<https://idealab.com/>

4. LA CleanTech Incubator (LACI)

LACI has multiple programs for entrepreneurs with a cleantech focus, some of which are restricted to City of Los Angeles-based companies (Founders Business Accelerator). Through its Innovators & Incubation Programs, LACI is focused on accelerating climate action, specifically in the areas of clean energy, zero emissions transportation, and smart and sustainable cities.

<https://laincubator.org/innovators-incubation/>

5. L.A. County Recycling Marketing Development Zone (RMDZ)

The Recycling Market Development Zone (RMDZ) program combines recycling with economic development to fuel new businesses, expand existing ones, create jobs, and divert waste from landfills. This program provides attractive loans, technical assistance, and free product marketing to businesses that use materials from the waste stream to manufacture their products and are located in a zone. The local zone includes Carson and 19 other cities in Los Angeles County, including unincorporated areas. The loan program can fund a maximum of 75% of costs directly attributed to an eligible project up to a maximum of \$2 million whichever is less. For real estate purchases, only \$1 million is available. The interest rate is 4.0 percent (as of the date of this report).

Assistance is provided by local zone administrators. CalRecycle also offers free product marketing through the Recycle Store: <http://www.calrecycle.ca.gov/RecycleStore/>

The following materials are eligible and are a priority of CalRecycle to develop sustainable markets:

- Agricultural waste
- Construction and demolition debris
- Food waste
- Green waste
- Paper
- Plastic

- Waste automotive tires

Projects are likely to qualify if similar to these:

- Waste Prevention Projects
- Reuse Projects
- Recycling Projects
- Conversion Technology and Biomass Projects

<https://dpw.lacounty.gov/epd/RMDZ/index.cfm>

6. New Economics for Women (NEW)

New Economics for Women (NEW) is a California-based nonprofit founded in 1985. NEW’s mission is to build economic mobility, particularly for Latinas and their families, through wealth creation, housing, education, entrepreneurship, and civic engagement.

NEW Women’s Business Center (NEW-WBC) offers mentorship and programs focused on particular industries such as restaurants, fashion, and entertainment as well as general business support. NEW-WBC is a collaboration with the U.S. Small Business Administration and the California Governor’s Office of Business Economic Development (GO-Biz) with 3 locations – Canoga Park, Van Nuys, and Lancaster. In addition to offering small business-focused programs, workshops, resources, one-on-one consultations, and mentoring on-site and virtually, NEW-WBC also provides bilingual services and programs to the different communities to further support a wide range of women, BIPOC, and immigrant entrepreneurs. Part of their focus is to help ensure that women entrepreneurs are on the right track to economic independence through small business ownership.

<https://www.new-wbc.org/programs/>

7. Multicultural Women Executive Leadership Foundation

This organization’s Multicultural Entrepreneur Program is comprised of three main components:

- Development of Multicultural Entrepreneurial Leadership skills through Harvard’s “Authentic Leadership” curriculum.
- Integrated study of a comprehensive step-by-step systematic business growth model.
- A network of successful Multicultural Entrepreneurs to help business owners focus on their most critical business issues, and increase business capacity.

The Multicultural Entrepreneur Program is focused on unlocking the growth and job-creation potential of multicultural-owned small businesses in California through greater access to business education, financial capital, and business support services. The program is co-sponsored and hosted in partnership with the USC Marshall School of Business and the USC Latino Alumni Association. Tuition for this program is \$9800-\$10,800, depending on receipt of scholarship.

Other programs offered by this organization include:

- The Executive Leadership Program for Multicultural Women
- Women’s Negotiation and Leadership Program

<https://multiculturalwomenlead.org/>

8. Women Founders Network

Women Founders Network is a 501(c)(3) nonprofit organization that provides education on entrepreneurship and investing to women and girls.

The annual Fast Pitch competition provides access to capital, visibility, and mentoring for female founders. Entrants can compete in three categories:

- Tech/Tech-enabled.
- B2B or B2C company that relies on significant development of technology to deliver the product or service.
- Consumer/CPG/Other Non-tech (any product sold to consumers as physical units or consumer focused media/content, e-commerce sites, or services provided to consumers).

The Startup Fundamentals webinar series offers practical information and advice for entrepreneurs. Two programs are intended to inspire the next generation of women entrepreneurs and investors: The Due Diligence Analyst program for college women, and the Junior Venture Capitalist program for young women in grades 9-12.

<https://www.womenfoundersnetwork.org/>

Focus on Networking for Entrepreneurs

9. [National Association of Women Business Owners \(NAWBO\) Los Angeles](#)

This organization features events, a video library, and a newsletter.

CARSON'S "CANDIDATE" INDUSTRY CLUSTERS

Cluster	Narrative Description	Key Component Industries
Group 1 – Carson's Existing Core and Emerging Strengths		
Local Logistical Services	Establishments that offer local passenger transportation and local transportation of freight and goods, including moving companies and couriers. This cluster also includes local storage facilities, truck and RV leasing, and passenger car rental services.	<ul style="list-style-type: none"> • Couriers and Express Delivery Services • Bus and Other Motor Vehicle Transit Systems • Specialized Freight (except Used Goods) Trucking, Local
Local Education and Training	Local educational institutions. These include schools for elementary and secondary education, technical and vocational training, fine arts instruction, as well as automobile driving.	<ul style="list-style-type: none"> • Elementary and Secondary Schools (Local Government) • Elementary and Secondary Schools
Local Household Goods and Services	Local establishments and services designed to support individual households such as landscape services, electronics repair, as well as retail stores for appliances, hardware, gardening, and furniture.	<ul style="list-style-type: none"> • Landscaping Services • Furniture Stores
Aerospace Vehicles and Defense	Establishments that manufacture aircraft, space vehicles, guided missiles, and related parts. This cluster also contains firms that manufacture the necessary search and navigation equipment used by these products.	<ul style="list-style-type: none"> • Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing • Aircraft Manufacturing
Business Services	Establishments and services primarily designed to support other aspects of a business or to assist unrelated companies. This includes corporate headquarters. Professional services such as	<ul style="list-style-type: none"> • Corporate, Subsidiary, and Regional Managing Offices • Administrative Management and General Management Consulting

Cluster	Narrative Description	Key Component Industries
	consulting, legal services, facilities support services, computer services, engineering and architectural services, and placement services. All for-hire ground passenger transportation services are also present in this cluster.	Services <ul style="list-style-type: none"> • Custom Computer Programming Services • Engineering Services
Construction Products and Services	Establishments that supply construction materials, components, products, and services. Construction materials and components include those made of sand, stone, gravel, asphalt, cement, concrete, and other earthen substances. Construction products include pipes and heat exchangers. Construction services include the construction of pipelines for water, sewers, oil and gas, power, and communication, as well as building services for homes and industrial buildings.	<ul style="list-style-type: none"> • Water Supply and Irrigation Systems • Steam and Air-Conditioning Supply • Other Heavy and Civil Engineering Construction
Distribution and Electronic Commerce	Traditional wholesalers as well as mail order houses and electronic merchants. The companies in this cluster mostly buy, hold, and distribute a wide range of products such as apparel, food, chemicals, gasses, minerals, farm materials, machinery, and other merchandise. The cluster also contains firms that support distribution and electronic commerce operations, including packaging, labeling, and equipment rental and leasing.	<ul style="list-style-type: none"> • Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers • Industrial Machinery and Equipment Merchant Wholesalers • Fresh Fruit and Vegetable Merchant Wholesalers
Downstream Chemical Products	Establishments that manufacture complex chemical products for end users. These products include adhesives, beauty products, soaps, cleaners, film processing chemicals, dyes, paints, explosives, and lubricating oils.	<ul style="list-style-type: none"> • Adhesive Manufacturing • Toilet Preparation Manufacturing
Education and Knowledge Creation	All educational and training institutions, as well as related supporting establishments. It also includes research and development institutions in biotechnology, physical sciences, engineering, life sciences, and social sciences.	<ul style="list-style-type: none"> • Colleges, Universities, and Professional Schools (State Government) • Colleges, Universities, and Professional Schools • Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)
Environmental Services	Establishments primarily engaged in collection, treatment, processing, and disposal of hazardous and non-hazardous waste.	<ul style="list-style-type: none"> • Materials Recovery Facilities • Hazardous Waste Collection • All Other Miscellaneous Waste Management Services
Food Processing and Manufacturing	Firms involved in the processing of raw food materials and the manufacturing of downstream food products for end users. This includes millers and refineries of rice, flour, corn, sugar, and oilseeds. These upstream products contribute in part to producing specialty foods, animal foods, baked goods, candies, teas, coffees, beers, wines,	<ul style="list-style-type: none"> • Perishable Prepared Food Manufacturing • Flour Milling • Soft Drink Manufacturing • All Other Miscellaneous Food Manufacturing

Cluster	Narrative Description	Key Component Industries
	other beverages, meats, packaged fruits and vegetables, and processed dairy products.	
Oil and Gas Production and Transportation	Firms involved in locating, extracting, refining, and transporting oil and gas. This includes companies that manufacture the equipment necessary to extract oil and gas, as well as companies that provide support services for oil and gas operations and pipeline transport.	<ul style="list-style-type: none"> • Petroleum Refineries
Performing Arts	Services that produce, promote, and support live artistic performances. Live performances include those by theater companies, dance troupes, musicians, and independent artists.	<ul style="list-style-type: none"> • Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures • Independent Artists, Writers, and Performers
Transportation and Logistics	All air, rail, bus, and freight transportation services. It also includes related operation services and support activities such as inspections, maintenance, repairs, security, and loading/unloading.	<ul style="list-style-type: none"> • Freight Transportation Arrangement • General Freight Trucking, Long-Distance, Truckload
Vulcanized and Fired Materials	Firms that manufacture construction and other materials out of earthen substances such as clay, sand, and rubber at extremely high temperatures. The production processes create goods made of tile, brick, ceramic, glass, and rubber (including refractories and tires).	<ul style="list-style-type: none"> • Glass Product Manufacturing Made of Purchased Glass
Group 2 – Dominant/Emerging Regional Clusters		
Information Technology and Analytical Instruments	Information technology and analytical products such as computers, software, audio visual equipment, laboratory instruments, and medical bread. The cluster also includes the standard and precision electronics used by these products (for example, circuit boards and semiconductor devices).	<ul style="list-style-type: none"> • Software Publishers • Electromedical and Electrotherapeutic Apparatus Manufacturing • Other Electronic Component Manufacturing • Semiconductor and Related Device Manufacturing
Insurance Services	Firms providing a range of insurance types, as well as support services such as reinsurance and claims adjustment.	<ul style="list-style-type: none"> • Direct Health and Medical Insurance Carriers • Direct Property and Casualty Insurance Carriers • Claims Adjusting
Marketing, Design, and Publishing	Establishments involved in design services (physical and graphical), marketing (including advertising creation, marketing research, media buying, and public relations), and publishing (both in hard copy and on the internet).	<ul style="list-style-type: none"> • Advertising Agencies • Marketing Consulting Services • Internet Publishing and Broadcasting and Web Search Portals
Music and Sound Recording	Establishments primarily involved in the production and distribution of music and other sound recordings.	<ul style="list-style-type: none"> • Sound Recording Studios • Record Production and Distribution • Music Publishers
Video Production and Distribution	Establishments that are primarily involved with the production and distribution of motion pictures and other video. This includes specialized viewing venues such as drive-in theaters.	<ul style="list-style-type: none"> • Motion Picture and Video Production • Teleproduction and Other Postproduction Services

Appendix C:

Benchmark Comparisons of Peer-City Economic Development Programs



Prepared for:





BENCHMARK COMPARISONS OF PEER-CITY ECONOMIC DEVELOPMENT PROGRAMS FOR CARSON ECONOMIC DEVELOPMENT STRATEGIC PLAN



Prepared for:
City of Carson

April 10, 2023

PREPARED BY:



THE NATELSON DALE GROUP, INC.
YORBA LINDA, CA • www.natelsondale.com
O: 714.692.9596 • F: 714.692.9597

Table of Contents

Introduction	1
Section 1: Market Positioning of Peer City Economic Development Programs.....	2
City of Downey	3
City of El Segundo.....	4
City of Gardena.....	6
City of Inglewood.....	9
City of Long Beach	10
City of Norwalk	14
City of Santa Clarita	15
City of Santa Fe Springs	16
City of Torrance	17
Section 2: Organizational Structures of Peer City Economic Development Programs	20
City of Downey	25
City of El Segundo.....	25
City of Gardena.....	26
City of Inglewood.....	27
City of Long Beach	27
City of Norwalk	28
City of Santa Clarita	28
City of Santa Fe Springs	29
City of Torrance	30

Introduction

The cities listed below have been selected, in consultation with City of Carson staff, as potential aspirational models and/or competitors for Carson’s economic development program:

1. Downey
2. El Segundo
3. Gardena
4. Inglewood
5. Long Beach
6. Norwalk
7. Santa Clarita
8. Santa Fe Springs
9. Torrance

This report profiles the peer-city economic development programs for comparison and benchmarking purposes. The report is organized in two sections:

- Section 1: Peer City Market Positioning (how they describe/market themselves online); and
- Section 2: Organizational Structures (budgets, staffing, etc.) of Peer City Economic Development Programs

Section 1: Market Positioning of Peer City Economic Development Programs

Market positioning and program characteristics for the comparison cities are organized under the following five headings, as applicable:

- A. Business support programs, including:
 - Entrepreneurial development and business startup assistance
 - Workforce development initiatives/partnerships
- B. Marketing (general), including:
 - General (not industry-specific) site selection marketing
 - Existing business retention and expansion outreach
 - Media/public relations programs
- C. Prominent industries (currently marketed as assets)
- D. Target clusters/industries (specifically promoted/targeted in marketing)
- E. Economic resilience and community preservation initiatives

In many cases, descriptive language is reproduced verbatim from the other cities' web pages, to retain a sense of the spirit as well as technical accuracy, where summarization might not suffice.

The table on the next page indicates key economic development functions within each peer city.

COMMON ECONOMIC DEVELOPMENT FUNCTIONS FOR BENCHMARK CITIES

City	Business Support		Marketing (General)			Prominent Ind./Asset Marketing	Targeted Ind. Marketing	Econ. Resil./Comm. Pres. ¹
	Bus. startup /Entre.	Workforce Dev.	Site Selection / Focus Areas	Retention & Expansion	Media / PR			
Downey		X (SELACO)	X					
El Segundo ²	X	X (SBWIB)	X	X	X	X	X	
Gardena		X (SBWIB)	X	X	X		X	
Inglewood			X	X				X
Long Beach	X	X (PGWIN)	X	X	X			X
Norwalk	X (Long Beach Beach SBDC)	X (SELACO)	X					X
Santa Clarita	X		X	X	X	X	X	
Santa Fe Springs	X		X	X				
Torrance	X	X (SBWIB)	X	X	X			

Notes

1. The full title of this category is “Economic Resilience / Community Preservation”.

2. El Segundo also makes mention of the “Creative Economy” as part of their marketing and target industry promoted marketing strategies.

Sources: TNDG.

Additional market positioning details for each city’s economic development programs are summarized below.

City of Downey

A. BUSINESS SUPPORT

Website references the Southeast Los Angeles County Workforce Development Board (SELACO) for Workforce Development, but does not specifically mention other business support services.

B. MARKETING (GENERAL)

Website references Opportunity Sites, Downey Redevelopment Project, and Specific Areas for development opportunities.

- Opportunity Sites
- Specific Areas for development opportunities
 - Firestone Boulevard Area
 - Downtown Area
 - Imperial Highway Area
 - Woodruff Industrial Project

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

N/A

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

N/A

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

N/A

City of El Segundo

A. BUSINESS SUPPORT

Website references the following business support services:

- How to get a Business License
 - Business Taxes
 - Streamlined Permitting
 - Appointment Plan Check – This process involves scheduling an appointment to review plans with the City’s development team made up of representatives of all the City departments involved in the development review process.
 - Accelerated Plan Check – This offers customers an optional expedited plan check service. The process is conducted by staff after regular business hours and requires additional fees. With accelerated plan check, staff from each of the departments complete their plan checks usually within 2 to 3 weeks.
- First Year Business License Tax Credit
- South Bay Workforce Investment Board (SBWIB)

B. MARKETING (GENERAL)

The website showcases various companies and highlights important features that contribute to the branding of the city.

- Named "Most Business-Friendly City" in LA County for the third time
- Competitive tax rates
- Highly-skilled workforce
- Excellent infrastructure
- Range of corporate and creative commercial office space
- Experienced ED staff
- Centrally located and minutes away for LAX, 105 and 405 Freeways, MTA bus depot, and three Metro Line rail stations
- Less than 30 minutes from Downtown Los Angeles, Long Beach, Torrance, and Santa Monica
- *“Entrepreneurial Spirit”*

- Unique mix of industries
- Local entrepreneurial spirit
- Abundance of highly skilled labor accounts for the business
- *“The Champions of Business Celebration”* – Annual event hosted by the City of El Segundo and its Economic Development Advisory Council.
- Downtown (Destination Marketing)
- Shopping (Destination Marketing)
- Dining (Destination Marketing)
- Smoky Hollow (Destination Marketing for businesses)
 - Explore properties
- El Segundo Back to Business Roundtable
- Available properties (Loopnet)
- New developments (Map points)
- Schedule a Tour of the city via email
 - Request a city tour with City Manager
 - Inquire about expanding or relocating your business in El Segundo
 - Inquire about an available property
- *“Made in El Segundo”*
 - A tradition that includes everything from satellites, planes, semi-conductors, energy, and toys.
 - A city with roots in refinery, aerospace, and innovation that’s evolved into a technology hub of world-class businesses involving high-tech engineering, advanced information technology, data systems, and digital media.
 - Strong infrastructure, fiber optic network, and skilled workforce make it an ideal setting for leading engineering and tech firms.
- Great place to start a business
- World class talent
- Lower lease rates

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

The City’s website provides the following information for currently marketed target industry assets:

- Aerospace and Defense (Aerospace Capital of The World) – 7 prominent firms listed
- Other Industries (well represented)
 - Creative Services
 - Sports
 - Media
 - Financial and Professional Service

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

The website provides the following information for promoted marketing for target industries:

- *“Increasingly the location of choice”* for bioscience R+D and manufacturing facilities

- Increased infrastructure caters to the growing demand from creative office users that require large internet bandwidth as well as cloud applications.
- Showcasing office and flex space
 - Continental Park, a 100-acre business center defining the South Bay's Rosecrans Corridor, developed and owned by Continental Development Corporation, is home to dozens of national and regionally and locally prominent firms, spanning the entire economic spectrum, and is one of the largest office parks in the Metropolitan Los Angeles area.
 - Pacific Corporate Towers - Pacific Corporate Towers, is a 1.5 million square foot, 10-acre complex that anchors the Tower District.
 - Elevon - elevon, at campus El Segundo, is a \$100 million executive office complex featuring 210,000 square feet of office space complemented by 13,500 square feet of high-end retail.
 - Other Data Centers
 - Equinix
 - T-5 Data
 - Digital Realty

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

N/A

City of Gardena

A. BUSINESS SUPPORT

Website references the economic profile, the planning process for starting a new business in the city, a map showing various development projects going on in the city, market analytics, Downey Redevelopment Project, and Specific Areas for development opportunities.

- Economic Profile
 - Market Profile
 - Demographics
 - Other data
- Business Programs
- Specific Areas for development opportunities
 - Firestone Boulevard Area
 - Downtown Area
 - Imperial Highway Area
 - Woodruff Industrial Project
- Online Services (Gardena Direct)
 - Business License
 - Permit Inspection Requests
- South Bay Workforce Investment Board – Gardena One-Stop Center
 - New hire and job placement resources
 - Publicizing Positions

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

- Broadcasting Available Jobs to Candidates
- Targeting Recruitments
- Job Fairs
- Hiring Support
 - Screening/Assessment
 - Job Matching
 - Work Readiness Support
 - Skills Testing
 - Reference Checks
 - Referrals
 - Apprenticeships
 - Custom Services
- Business Support & Services:
 - Rapid Response & Lay-Off Aversion Services
 - Information on Business Incentives
 - Customized Training
 - No Cost Workshops
 - Incumbent Worker Training

B. MARKETING (GENERAL)

The website provides several resources for businesses looking to relocate to Gardena

- Community Profile
- Market Analytics
- Sites and Properties (Commercial properties and sites available in Gardena)
- Gardena Project Development Map
- Master Planned Communities
- Opportunity Zones
- “Most Business-Friendly City”
 - Offers exciting new opportunities for business relocations and new development
 - Centrally located and holds the keys to the Los Angeles freeway system
 - The City's staff take a pro-business approach to real estate development, always challenging itself to solve for "yes"
 - Foundation was built on the strength of its business industry and continues to thrive under the current leadership
 - Excellent location, diverse and strong business community, and supportive government make Gardena a very business-friendly city in Los Angeles County
 - Gardena has been named “Most Business Friendly City” in Los Angeles County by the Los Angeles County Economic Development Corporation (LAEDC)
 - The Eddy Awards recognized Gardena for doing the most to encourage job creation, facilitate ease-of-doing-business, and cutting through red tape
- Discover Gardena (Profiles)
 - The Pan (Restaurant)

- Rosecrans Place (Townhome Development)
- Hustler and Lucky Lady Casino
- Gardena Supermarket
- Oh My Burger (Restaurant)
- The website showcases several success stories of recent developments
 - Best Western Plus
 - Brand-new establishment that offers contemporary accommodations, deluxe amenities, and an unbeatable location near the I-105 and I-405 freeways.
 - State Brewery Company
 - A craft brewery located in the South Bay of Los Angeles that is working to bring consumers a variety of high-quality craft beers inspired by L.A. history.
 - Pulp Studio
 - A trailblazer within the glass industry, which has been manufacturing specialty and decorative glass products since 1996. The company has completed remarkable projects across the country. Many installations across the country showcase Pulp Studio’s high-quality products, which have been recognized as superior glass products compared to those by other manufacturers.

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

N/A

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

The website provides the following information for promoted marketed for target industries:

- Long history of diverse business base
- Close proximity to the freeways, ports of Los Angeles and Long Beach, and Los Angeles International Airport make Gardena a very attractive destination
- Having been home to several corporate companies – 7 prominent firms listed
- Advanced Manufacturing
 - Strong history of being an innovation and manufacturing center
 - As the aerospace and Japanese automotive companies landed throughout the South Bay they pursued having facilities in Gardena due to the close proximity it created to the ports, airport, and other businesses that supported their industries.
- Hospitality Development
 - Gardena is at the heart of Los Angeles’s tourism boom
 - Los Angeles Rams make their glorious return to Los Angeles, Inglewood’s Los Angeles Stadium at Hollywood Park complex is going to draw visitors from all over.
- The Economic Development Department is targeting new industries and developments to continue supporting a diverse business base.

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

N/A

City of Inglewood

A. BUSINESS SUPPORT

N/A

B. MARKETING (GENERAL)

The website provides the following information for marketing:

- Economic & Community Development Mission
 - Drive economic growth with a diverse mix of businesses that serve residents and visitors, and complement the existing City
 - Reinforce the Citywide brands of “Sports, Entertainment, Recreation and Culture” and Class A Office Business
 - Preserve high quality of life for residents
 - Encourage business and neighborhood compatibility
- City Project Pipeline
 - Destinations
 - Hotels
 - Housing
- Major Projects in Inglewood
- Opportunity Zones

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

N/A

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

N/A

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

The Inglewood Economic and Community Development Department website makes a definitive goal advocating for community preservation.

- Capitalize on the synergy and interdependence of the various division functions
 - Encourage through the regulatory process a balance of safe, attractive, and well-maintained residential communities
 - Vibrant commercial centers, and
 - Varied manufacturing and employment opportunities for residents.

City of Long Beach

A. BUSINESS SUPPORT

Website references the following business support services:

- Accelerate Uptown
 - Accelerate Uptown's Mission is to foster economic equity with a focus on women and minority owned businesses, through entrepreneurship, advancing careers in technology and supporting the transition of our reentry community from prison to life. We provide 1 on 1 business coaching and workshops at no cost to small businesses that qualify.
- BizPort
 - Whether you are launching a company or looking to expand an existing business, this on-line business portal is designed to help navigate the process.
- Business Development Bureau
 - The goal of the Business Development Bureau is to build a supportive economic ecosystem that creates reliable pathways for entrepreneurs to successfully start and grow.
 - Providing access to capital through our small business lending programs.
 - Working with our local business improvement districts to ensure safe, attractive, and prosperous business districts across the city.
 - Facilitating business startups by working directly with entrepreneurs at all levels to help them navigate the process of starting and growing their business.
 - Making available key economic, demographic, and real estate information so that workers, investors, and entrepreneurs can make well-informed economic decisions.
 - Resources that are available to help you start and grow your business:
 - Small business license incentives
 - Small business loans
 - Façade improvement rebates
 - 10 business improvement districts
 - Site-selection support
 - Workforce training and recruitment
 - Free technical assistance
- California Business Incentives Gateway
 - The incentives detailed here include site selection services, targeted tax breaks, training grants, fee waivers, permit assistance, low-cost or tax-exempt financing, reduced utility rates, and many more. <https://cbig.ca.gov>
- Certified Blue Restaurant (CBR) Program
 - The Long Beach Certified Blue Restaurant (CBR) Program supports and recognizes Long Beach restaurants that achieve exceptional water efficiency. Interested restaurants can enroll to receive a FREE on-site efficiency survey, free water-efficient devices (if eligible) and an assessment for rebate opportunities. Restaurants that become Certified Blue receive recognition from the Long Beach Water Department on social media and other marketing channels. <http://register.lbwater.org/restaurants>.
- Council of Business Associations

- The City of Long Beach Council of Business Associations is a unified voice for advocacy, acts as an effective communication conduit between business communities, and is a simplified business resource center. <http://www.cobalb.com>
- Green Business Program
 - The Long Beach Green Business Program is a free program that supports and recognizes Long Beach businesses that follow guidelines for energy and water conservation, pollution prevention, waste management, toxics reduction, employee commute, and community education. Certified Green Businesses receive free marketing and promotion through City website and social media channels, free on-site green technical assistance, a certificate and window decal or sticker, and more. www.longbeach.gov/greenbusiness
- CSULB Institute for Innovation & Entrepreneurship
 - The primary objective of the Institute is to leverage all this energy and entrepreneurial capital into a driving force for economic development for the greater Long Beach community. <http://www.csulb.edu/institute-innovation-entrepreneurship>
- Kiva Loan Program
 - The City of Long Beach has partnered with The Los Angeles Local Initiatives Support Corporation (LA LISC) to offer zero interest, no-fee loans to local business owners. Through Kiva, everyday residents can loan as little as \$25 to small businesses of their choice as part of a crowdfunded loan program. Loans are approved through “social underwriting,” where trustworthiness is determined by friends and family lending a portion of the loan request and a by a Kiva-approved Trustee who will vouch for the borrower. LA LISC will match loan contributions made to borrowers who have been endorsed by a Trustee. <http://us.kiva.org/longbeach>
- Long Beach Accelerator
 - The City of Long Beach is committed to helping the most promising entrepreneurs succeed and build great innovative companies in Long Beach. As part of the economic blueprint created in 2015, the City of Long Beach envisioned the infrastructure that supports innovation and technology startups to scale and grow. The Long Beach Accelerator provides companies accepted into its intensive, cohort-based business acceleration program with: co-working space in downtown Long Beach, access to operating capital, mentorship and coaching, access to an industry and investor network, and discounted service provider resources.
 - For more information, visit the Long Beach Accelerator website at www.lbaccelerator.org.
- Long Beach Chamber of Commerce
 - Economic Development: Creating a Strong Local Economy
 - Public Policy: Representing the Interest of Business with Government
 - Community Development: Promoting the Community
 - Membership Services: Providing Networking Opportunities
 - Political Action: Endorsing Pro-Business Candidates for Office <http://www.lbchamber.com>
- Long Beach City College: College of Advancement & Economic Development
 - College Advancement & Economic Development (CAED) at LBCC is dedicated to bridging the gap between fulfilling business needs for a qualified workforce and providing education and training, including skill sets relevant to jobs in the 21st century. CAED offers several

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

workforce development and business development programs at an affordable cost.

<https://www.lbcc.edu/college-advancement-economic-development>

- Small Business Development Center Hosted by Long Beach City College
 - The Small Business Development Center (SBDC) helps small business owners succeed with low-cost training and no-cost one-on-one advising from experienced entrepreneurs and industry experts. <http://longbeachsbdc.org>
- Workforce Development – Pacific Gateway Workforce Development Innovation Network (PGWIN)
 - Recruitment and Hiring
 - Youth Hiring and Internships
 - Lay-Off Aversion
 - Customized Training

B. MARKETING (GENERAL)

The website provides the following information for marketing:

- Real Estate Development ([publicity mapping](#))
 - Long Beach, California is booming with investment and development. Whether you are an investor, developer, or commercial real estate broker, Long Beach needs to be on your list of cities to watch. We have a growing population, quality and diverse neighborhoods, vibrant business corridors, top-notch educational systems, and an endless number of cultural amenities for you to take advantage of.
 - Our staff of real estate professionals stand ready to help you in identifying opportunity sites in one of the city's many great neighborhoods. We can provide customized reports with consumer spending, daytime employment, demographic, and traffic count information. And, we can assist you with whatever else you might need to make your next investment decision.
- Foreign Trade Zone Benefits
 - Foreign Trade Zones are designated areas within the United States where qualifying businesses are considered to be outside the country for customs purposes. Approved companies within a Foreign Trade Zone can defer, reduce or completely eliminate customs duties on imported products and materials.
 - Under the Port of Long Beach's program, any qualified business within the boundaries of FTZ-50, which includes Orange County, western San Bernardino County and most of Los Angeles County, can apply to have its existing building designated as an FTZ site. <http://www.polb.com/economics/ftz>
- Long Beach Convention and Visitors Bureau
 - The LBCVB is a private non-profit organization funded by city hotel bed tax and membership contributions from over 400 area businesses and community organizations. The mission of the Bureau is to contribute to economic development of the city of Long Beach by selling, marketing and promoting Long Beach as a destination for conventions, meetings, tradeshow and tourism. <http://www.visitlongbeach.com>
- Los Angeles Economic Development Corporation

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

- Special Events and Filming
 - The Office of Special Events and Filming is the bureau within the City Manager Department responsible for permitting all special events and film productions within the City of Long Beach. Staff strives to provide year-round events to cultivate civic pride, social awareness and cultural enrichment for residents and visitors by permitting special event activities such as, festivals, runs/walks, and citywide holiday celebrations. <http://www.filmlongbeach.com>
- Economic Insights Dashboard
- Opportunity Zones (Interactive Map)
 - 19 census tracts in the City are identified as Opportunity Zones
 - This applies to over 2,300 acres
 - 5 census tracts overlap into the City of Long Beach’s PD-30 and PD-6 areas, which provides additional benefits to potential developers

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

N/A

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

N/A

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

The City of Long Beach’s website promotes economic resilience by listing two plans for economic inclusion. See points below for reference.

- Everyone In Economic Inclusion Implementation Plan
 - The City convened a 50-person Implementation Committee with local and regional cross-sector partners to analyze data and community input to develop economic inclusion strategies for the Implementation Plan.
 - The City also engaged over 350 community members in meaningful dialogues to co-create and provide additional community input on the draft proposed economic inclusion strategies.
 - The Implementation Plan includes policy recommendations for small business and diverse entrepreneurship; local, inclusive procurement; workforce and youth development; connectedness (economic resiliency) and housing and homeownership.
- Economic Development Blueprint
 - In 2015, the Mayor and City Council requested the City’s Economic Development Commission, with the assistance of staff, to prepare an Economic Development Blueprint to define priorities that will lead to creation of businesses, well-paying jobs, and increase the standards of living for our diverse residents.
 - The Blueprint, which is now available in Spanish, Khmer, and Mandarin Chinese, was adopted in 2017 and advances a 10-year vision of Long Beach as “the city of opportunity for workers, investors, and entrepreneurs.”

- For the City of Long Beach and civic partners, this Blueprint serves as a catalyst to work together to proactively recognize and determinedly seek solutions to civic and socio-economic challenges and opportunities.
- For workers, Long Beach will be a place where we come together to create more fulfilling higher-wage job opportunities, beyond meeting basic needs.
- For investors, Long Beach will foster a “can do” climate where they aggressively compete for the distinction to advance economic opportunities for business and community.
- For entrepreneurs, Long Beach will create an innovative ecosystem that lays a foundation for success from business start up to growth.
- For all residents, Long Beach will be a place where all can create, thrive, and positively impact where they live.
- The Blueprint has the following seven focus areas:
 - Engines of Growth
 - Economic Inclusion
 - Jobs and Workforce Development
 - Business Assistance
 - Development Environment
 - Quality of Life
 - Economic Leadership and Cooperation

City of Norwalk

A. BUSINESS SUPPORT

The website does not specifically mention in-house business support services, but refers to a list of partners that can assist startup businesses:

- Partners
 - Norwalk Chamber of Commerce
 - Kosmont Companies
 - Long Beach Small Business Development Center
 - SCORE
 - SELACO
 - Cerritos College
 - Los Angeles Economic Development Center
 - Governor’s Office of Business and Economic Development

B. MARKETING (GENERAL)

The website provides a map hosting aerial views and details of sites showing ongoing development projects. Some of the featured development projects they list are included in the list below.

- Carmenita Warehouse
- Alondra Boulevard / Maidstone Avenue Development

- Norwalk Transit Village
- Rosecrans Villa
- Rosecrans/Norwalk Commercial Building

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

N/A

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

N/A

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

The City of Norwalk’s website provides several goals and an Economic Development Plan that assist in advocating for community preservation and investment. See list below for reference.

- Investing in Community driven-solutions serving our communities.
- “The Heart of Norwalk Plan invites the people of Norwalk to join together to prepare a clear and exciting, yet realistic vision for the future of San Antonio Village and the Firestone Corridor.”
- Community Values – Take pride in the very unique and attractive Norwalk.
- Community Knowledge – Plan for the revitalization of the Heart of our City.
- Community Vision – The future of San Antonio Village and the Firestone Corridor.
- *Economic Development Plan* – In November 2018, the City Council adopted the Economic Development Opportunities Plan to direct city efforts. The Plan key areas to help focus attention and engagement with the business community.

City of Santa Clarita

A. BUSINESS SUPPORT

The website provides the following information for business support:

- Tax Incentives
 - Industrial Development Authority
 - Recycling Market Development Zone (RMDZ)
 - Tax Rebate Program
 - New Employment Tax Credit
- Business Resources
 - Guide to opening a small business in the city
 - Business Licenses
 - Expediting Permitting (Tenant Improvements)
 - One-Stop Permit Center
 - Small Business Development Center (SBDC)
 - Green Santa Clarita

- Several programs and resources to assist local businesses in sustaining a green-friendly commerce environment

B. MARKETING (GENERAL)

The website provides the following information for marketing:

- Where Successful Companies Do Business (Santa Clarita Business Minute)
 - Strong business infrastructure
 - High quality of life
 - Community minded, and business driven
 - Variety of tax and incentive programs for companies of all sizes
 - Close proximity to most Southern California business centers
- Santa Clarita Business Minute Marketing Videos – 21 different topics that include companies presumably in the city, city assets, and other topics

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

The website provides the following information for currently marketed target industry assets:

- Industry Overview
 - Aerospace Manufacturing – 4 prominent firms listed
 - Bio-Medical – 9 prominent firms listed
 - Entertainment – 10 prominent firms listed

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

The website provides the following information for promoted/market target industries:

- Technology – 3 prominent firms listed

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

N/A

City of Santa Fe Springs

A. BUSINESS SUPPORT

The website provides the following information for business support:

- General assistance to new and growing businesses
- Draw upon regional partners for additional services
 - Financing
 - Commercial Real Estate Services
 - Sustainability
 - Economic Data
 - Business Marketing

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

B. MARKETING (GENERAL)

The website provides the following information concerning marketing and branding:

- Selected as a “North American City of the Future,” by Financial Times
- Over 80% of the City’s nine square miles are zoned for retail, office, light and heavy industrial uses, and eight out of ten businesses have operated in the community for more than 15 years.
- Excellent location
 - Child development programs
 - Educational and recreational classes and activities
 - Family services
 - Senior services
 - City-sponsored trips to area attractions
 - Farmer’s Market
 - Free concerts in the park
 - Two free fitness centers
 - Community health clinic
 - Free work shuttle
- Supportive government
- Thriving business community
- Active Chamber of Commerce
- Economic Profile of Santa Fe Springs
- Commercial Corridors (Map) and available sites for development (Map)

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

N/A

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

N/A

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

N/A

City of Torrance

A. BUSINESS SUPPORT

The website provides the following information for business support:

- Services and Programs
 - Centralized Permit Center at City Hall
 - Plot Plan Review Meetings
 - Business Licensing

- Expedited Permitting and Streamlining
- Ombudsman Program
- Online Project Status Tracking
- Trained Staff Specialists
- Interactive Voice Response System
- Competitive Fees
- Grant/Loan Assistance and other Financing Options
- Police Department Business Watch Program
- Site Selection Assistance
- Workforce development
- Free online listing (on city website for business promotion)
- Commercial Rehabilitation Rebate Program
- California Green Business Network
- Business visitation program (brings city team and you together for face-to-face communication)
- Resources for Businesses
 - The South Bay Entrepreneurial Center (SBEC)
 - The Small Business Development Center (SBDC)
 - California Manufacturing Technology Consultants (CMTTC)
 - Torrance Area Chamber of Commerce (TACC)
 - South Bay Workforce Investment Board (SBWIB)
 - Women in Advanced Manufacturing Career Exploration program
 - California Governor’s Office of Business and Economic Development (GO-Biz)
 - SCORE Long Beach/South Bay
 - Small Business Administration (SBA)
 - Recycling Marketing Development Zone (RMDZ)
 - Foreign Trade Zones (FTZ)
- Disadvantaged Business Enterprise (DBE) Resources

B. MARKETING (GENERAL)

The website provides the following information concerning marketing and branding:

- Strategic location
- Quality of Life
- Award winning schools
- Wayfinding Signage Plan
- Downtown Revitalization & Connectivity Plan
- #WhyTorrance (ArcGIS Story Map)
 - This site is designed for businesses looking to locate to Torrance, as well as for existing Torrance businesses that are looking to expand.
 - The information will provide a consolidated resource to City services, Economic Development tools, a visitor portal, and key demographic data.
- Business Visitation Program

- Business visits are conducted by the Economic Development Team on an annual basis to commercial, industrial and manufacturing businesses.
- The goal of these visits is to give each business a City contact and bring awareness of the resources available to assist them with their success.
- Assistance may include site selection, human resource solutions, permit streamlining, information and referral, marketing opportunities and financial incentives.
- Additionally, the Mayor and City Council are invited to attend these outreach meetings.

C. PROMINENT INDUSTRIES (CURRENTLY MARKETED AS ASSETS)

N/A

D. TARGET CLUSTERS/INDUSTRIES (PROMOTED IN MARKETING)

N/A

E. ECONOMIC RESILIENCE (ADVOCATING COMMUNITY PRESERVATION)

N/A

Section 2: Organizational Structures of Peer City Economic Development Programs

Important organizational features of the peer cities' economic development programs are summarized on the following table, with additional narrative detail provided on the pages after the table.

The following organizational characteristics for each city are noted:

- Program positioning within City's overall organizational structure (i.e., in which City department is the ED program housed?)
- Total in-house staffing in terms of full-time equivalent (FTE) positions devoted (or partially devoted) to economic development activities
- Title of City's lead staff person for economic development
- Total annual budget for economic development-related functions
- Key external partnerships that support the City's in-housing economic development program

Since the level of resources (staffing, budget, etc.) is naturally influenced by the size of the city, the summary table provides population and employment data for each city for benchmarking purposes.

MATRIX OF BENCHMARK CITIES ADDITIONAL INFORMATION

Jurisdiction	Pop. 2022	Jobs 2019	Jobs 2020 ¹	ED Organization Structure	FTE	Program Manager	Budget	Other Partners
Downey	111,780	42,431	40,626	Economic Dev. and Housing Division is under Community Dev. Dept. that reports to the City Manager.	2.0 FTE	Economic Development and Housing Manager	\$1,700,708	<ul style="list-style-type: none"> • Community Benefit District • Downey Chamber of Commerce • Los Angeles County Economic Development Corporation (LAEDC)
El Segundo	16,995	71,075	69,443	In the past, the Economic Dev. Coordinator has reported directly to the City Manager. ²	0.0 FTE ³	Economic Development Coordinator	\$756,190	<ul style="list-style-type: none"> • El Segundo Economic Development Corporation (ESEDC)⁴ • El Segundo Chamber of Commerce • El Segundo Back to Business Roundtable • LAEDC
Gardena	59,013	22,707	21,019	Economic Dev. Division/Manager is under the Community Dev. Dept. that reports to the City Manager.	1.0 FTE	Economic Development Manager	\$159,907	<ul style="list-style-type: none"> • Gardena Economic Development Advisory Committee/Task Force • LAEDC • Gardena Valley Chamber of Commerce (GVCC) • North Gardena Business Association • Southern California Edison (SCE) • The USC Center for Planning & Development • Advantage CDC • California Employment Training Panel • Small Business Administration – Glendale, CA • Small Business Development Center (SBDC) – El Camino College • California Manufacturing Technology Center (CMTC)
Inglewood	104,714	25,068	24,764	Economic and Community Dev. Dept. is a separate	3.0 FTE	Economic & Community	\$774,411	<ul style="list-style-type: none"> • Inglewood Airport Area Chamber of Commerce • LAEDC

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

Jurisdiction	Pop. 2022	Jobs 2019	Jobs 2020 ¹	ED Organization Structure	FTE	Program Manager	Budget	Other Partners
				department that reports to the City Manager		Development Director		
Long Beach	450,214	153,029	144,378	Economic Dev. is a separate department that reports to the City Manager	92.96 FTE	Economic Development Director	\$23,121,694 <i>(includes functions not comparable to Carson EDSP programs)</i>	<ul style="list-style-type: none"> • LAEDC • Long Beach Economic Partnership (LBEP) – Long Beach Accelerator • Long Beach Chamber of Commerce • CSULB Institute for Innovation & Entrepreneurship • Long Beach Convention and Visitors Bureau • Office of Special Events and Filming • Long Beach SBDC California
Norwalk	99,919	23,230	22,524	Although there is an adopted “Norwalk Economic Development Plan”, the Community Dev. Dept. are the staff primary involved in Economic Dev. Partnerships appear to contribute to Economic Dev. for the City of Norwalk.	0.0 FTE	N/A	Economic Development Services \$100,000	<ul style="list-style-type: none"> • Norwalk Chamber of Commerce • Kosmont Companies • Long Beach SBDC California • SCORE • SELACO • Cerritos College • Norwalk-La Mirada Unified School District • Los Angeles Economic Development Center • League of California Cities • Governor’s Office of Business and Economic Development • LAEDC
Santa Clarita	227,070	67,543	62,931	Economic Dev. Dept. is a separate department that reports to the City Manager	10.0 FTE	Director of Economic Development	\$41,924,019 (\$33,700,610 is for transit program)	<ul style="list-style-type: none"> • Santa Clarita Valley Chamber of Commerce • Santa Clarita Valley Economic Development Corporation • LAEDC • Economic Development Division at College of the Canyons

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

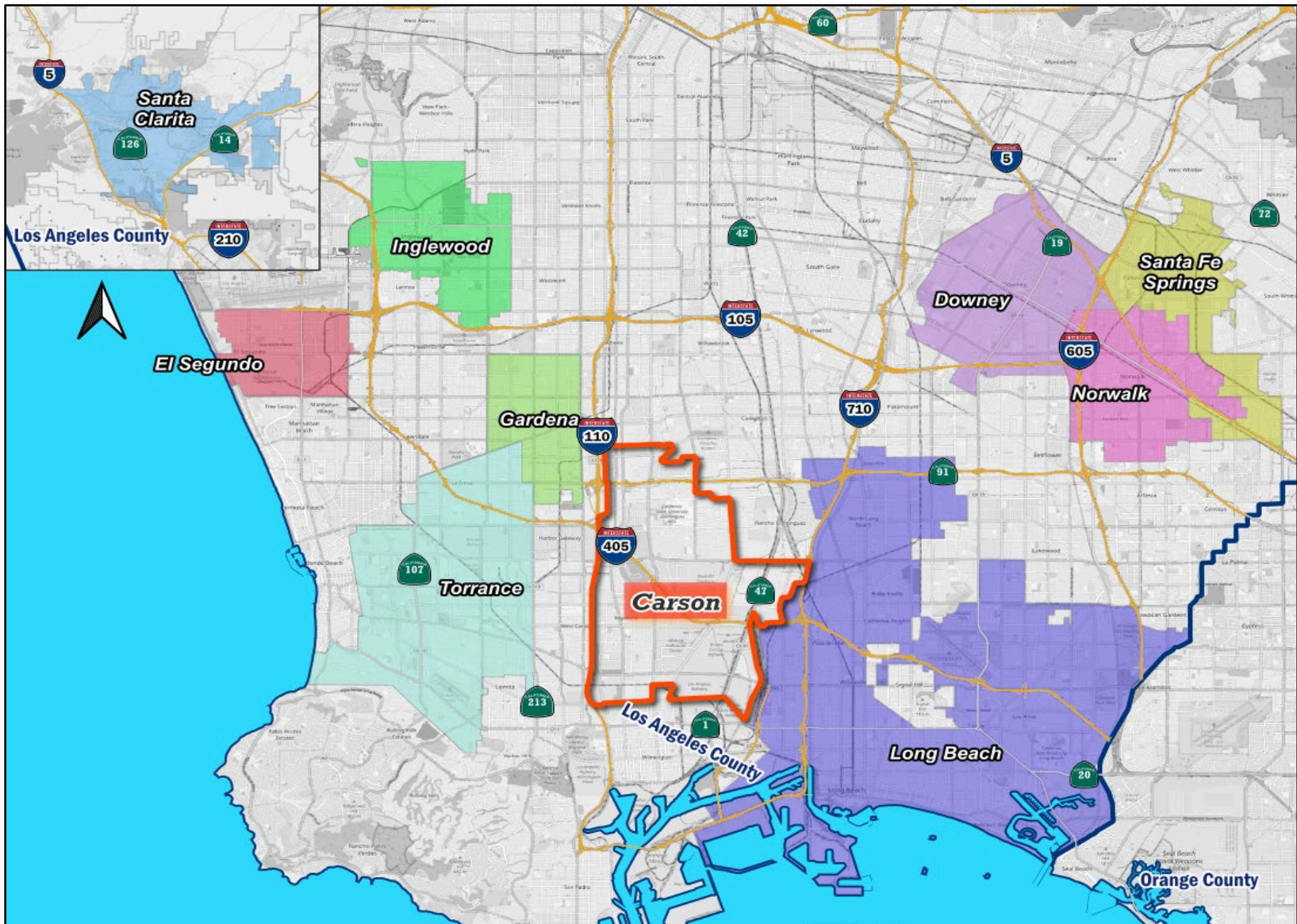
Jurisdiction	Pop. 2022	Jobs 2019	Jobs 2020 ¹	ED Organization Structure	FTE	Program Manager	Budget	Other Partners
Santa Fe Springs	18,536	60,934	57,313	Economic Dev. Division is under the Planning & Dev. Dept. that reports to the City Manager	8.0 FTE allocated to the Planning & Dev. Dept.	Director of Planning and Community Development	\$351,800	<ul style="list-style-type: none"> • Santa Fe Springs Chamber of Commerce • LAEDC
Torrance	143,001	95,497	88,603	Office of Economic Dev. is an office under the City Manager. ⁵	1.0	Economic Development Manager	Not specific for ED, but for City Manager - \$6,053,337 General Fund	<ul style="list-style-type: none"> • Torrance Tech Committee • The South Bay Entrepreneurial Center (SBEC) • The Small Business Development Center (SBDC) – Hawthorne • CMTC • Torrance Area Chamber of Commerce (TACC) • South Bay Workforce Investment Board (SBWIB) • LAEDC • Recycling Marketing Development Zone (RMDZ) • California Governor’s Office of Business and Economic Development (GO-Biz) • Foreign Trade Zones (FTZ) • SCORE Long Beach/South Bay

- Notes
1. Total jobs for 2020 is noticeably lower in some cities, which might be attributed to the COVID-19 Pandemic. Jobs for 2019 have been included for reference.
 2. Economic Development functions seem to be handled mainly by outside partners and within the city by the City Manager’s Office.
 3. The current budget does not include any FTEs for the Economic Development Coordinator.
 4. The El Segundo Economic Development Corporation (ESEDC) has 3 leadership staff positions, 11 Board of Directors, and 11 Board of Governors.
 5. The Torrance Economic Development Team includes professionals from various backgrounds that represent the full-service departments of the City, as well as external partners, to expand the level of communication and coordination with the business community to facilitate business attraction, retention, and expansion. There are 13.0 total FTEs that serve the team within the city.
- Sources: U.S. Census Bureau, OnTheMap LEHD Program; CA DOF Table 1: E-5 City/County Population and Housing Estimates, 2022; TNDG.

MAP OF BENCHMARK CITIES

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.



Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

City of Downey

Organizational Structure

- Economic Development and Housing Division is under Community Development Department that reports to the City Manager.

Program FTE

- 2.0 FTE

Program Director

- Economic Development and Housing Manager

Budget

- \$1,700,708

Population (2022) [CA DOF]

- 111,780

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 42,431

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 40,626

Other Partner Organizations

- Community Benefit District
- Downey Chamber of Commerce
- Los Angeles County Economic Development Corporation (LAEDC)

City of El Segundo

Organizational Structure

- In the past, the Economic Development Coordinator has reported directly to the City Manager. Economic Development functions seem to be handled mainly by outside partners and within the city by the City Manager's Office.

Program FTE

- The current budget does not include any FTEs for the Economic Development Coordinator.

Program Director

- Economic Development Coordinator

Budget

- \$756,190

Population (2022) [CA DOF]

- 16,995

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 71,075

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 69,443

Other Partner Organizations

- El Segundo Economic Development Corporation (ESEDC) – 3 staff on leadership, 11 on Board of Directors, and 11 on Board of Governors
- El Segundo Chamber of Commerce
- El Segundo Back to Business Roundtable
- Los Angeles County Economic Development Corporation (LAEDC)

City of Gardena

Organizational Structure

- Economic Development Division/Manager is under the Community Development Department that reports to the City Manager.

Program FTE

- 1.0 FTE

Program Director

- Economic Development Manager

Budget

- \$159,907

Population (2022) [CA DOF]

- 59,013

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 22,707

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 21,019

Other Partner Organizations

- Gardena Economic Development Advisory Committee/Task Force
- Los Angeles County Economic Development Corporation (LAEDC)
- Gardena Valley Chamber of Commerce (GVCC)
- North Gardena Business Association
- Southern California Edison (SCE)
- The USC Center for Planning & Development
- Advantage CDC
- The California Employment Training Panel
- Small Business Administration – Glendale, CA
- Small Business Development Center (SBDC) – El Camino College
- California Manufacturing Technology Center (CMTC)

City of Inglewood

Organizational Structure

- Economic and Community Development Department is a separate department that reports to the City Manager

Program FTE

- 3.0 FTE

Program Director

- Economic & Community Development Director

Budget

- \$774,411

Population (2022) [CA DOF]

- 104,714

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 25,068

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 24,764

Other Partner Organizations

- Inglewood Airport Area Chamber of Commerce
- Los Angeles County Economic Development Corporation (LAEDC)

City of Long Beach

Organizational Structure

- Economic Development is a separate department that reports to the City Manager.

Program FTE

- 92.96 FTE

Program Director

- Economic Development Director

Budget

- \$23,121,694

Population (2022) [CA DOF]

- 450,214

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 153,029

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 144,378

Other Partner Organizations

- Los Angeles County Economic Development Corporation (LAEDC)
- Long Beach Economic Partnership (LBEP) – Long Beach Accelerator
- Long Beach Chamber of Commerce
- CSULB Institute for Innovation & Entrepreneurship

Carson Economic Development Benchmark City ED Program Comparisons

The Natelson Dale Group, Inc.

- Long Beach Convention and Visitors Bureau
- Office of Special Events and Filming
- Long Beach SBDC California

City of Norwalk

Organization Structure

- Although there is an adopted “Norwalk Economic Development Plan”, the Community Development Department are the staff primary involved in Economic Development. Partnerships appear to contribute to Economic Development for the City of Norwalk.

Program FTE

- 0.0

Program Director

- N/A

Budget

- Economic Development Services \$100,000

Population (2022) [CA DOF]

- 99,919

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 23,230

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 22,524

Other Partner Organizations

- Norwalk Chamber of Commerce
- Kosmont Companies
- Long Beach Small Business Development Center
- SCORE
- SELACO
- Cerritos College
- Norwalk-La Mirada Unified School District
- Los Angeles Economic Development Center
- League of California Cities
- Governor’s Office of Business and Economic Development
- Los Angeles County Economic Development Corporation (LAEDC)

City of Santa Clarita

Organizational Structure

- Economic Development Department is a separate department that reports to the City Manager.

Program FTE

- 40.0 FTE

Program Director

- Director of Economic Development

Budget

- \$41,924,019

Population (2022) [CA DOF]

- 227,070

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 67,543

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 62,931

Other Partner Organizations

- Santa Clarita Valley Chamber of Commerce
- Santa Clarita Valley Economic Development Corporation
- Los Angeles County Economic Development Corporation (LAEDC)
- Economic Development Division at College of the Canyons

City of Santa Fe Springs

Organizational Structure

- Economic Development Division is under the Planning & Development Department that reports to the City Manager

Program FTE

- Not clear how many FTE for Economic Development
- 8.0 FTE for Planning & Development Department

Program Director

- Director of Planning and Community Development

Budget

- \$351,800

Population (2022) [CA DOF]

- 18,536

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 60,934

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 57,313

Partners

- Santa Fe Springs Chamber of Commerce
- Los Angeles County Economic Development Corporation (LAEDC)

City of Torrance

Organizational Structure

- Office of Economic Development is an office under the City Manager. The Economic Development Team includes professionals from various backgrounds that represent the full-service departments of the City, as well as external partners, to expand the level of communication and coordination with the business community to facilitate business attraction, retention, and expansion.

Program FTE

- 1.0 FTE – Economic Development Manager – Office of the City Manager
- 13.0 FTE Total for ED Team that is representative of

Program Director

- Economic Development Manager

Budget

- Not specific for Economic Development, but for City Manager - \$6,053,337 General Fund

Population (2022) [CA DOF]

- 143,001

Place of Work (2019) [U.S. Census Bureau, OnTheMap LEHD Program]

- 95,497

Place of Work (2020) [U.S. Census Bureau, OnTheMap LEHD Program]

- 88,603

Listed Partners

- Torrance Tech Committee (Advisory Group)
- The South Bay Entrepreneurial Center (SBEC)
- The Small Business Development Center (SBDC) – Hawthorne
- California Manufacturing Technology Consultants (CMTC)
- Torrance Area Chamber of Commerce (TACC)
- South Bay Workforce Investment Board (SBWIB)
- Los Angeles County Economic Development Corporation (LAEDC)
- Recycling Marketing Development Zone (RMDZ)
- California Governor’s Office of Business and Economic Development (GO-Biz)
- Foreign Trade Zones (FTZ)
- SCORE Long Beach/South Bay