

**SPECIAL MEETING OF THE  
CITY OF EL SEGUNDO  
ECONOMIC DEVELOPMENT ADVISORY COUNCIL  
April 19th, 2017 Meeting Minutes**

- **CALL TO ORDER**

Chair Al Keahi called to order the Meeting of the City of El Segundo Economic Development Advisory Council at 3:12pm on Wednesday April 19, 2017 at JLL, 2141 Rosecrans Ave., Suite 6100 El Segundo, CA 90245.

- **ROLL CALL**

The following El Segundo City Staff were present:

- Greg Carpenter, City Manger
- Gregg McClain, Planning Manager
- Barbara Voss, Economic Development Manager

The following Economic Development Advisory Council members were present:

- Al Keahi (Chair)
- Sandy Jacobs (Vice Chair)
- Alex Abad
- Spencer Bauer
- Lily Craig
- Rob Croxall
- Vandad Espahbodi
- Shar Franklin
- Bob Healey
- Gary Horwitz
- Richard Lundquist
- Neal Perkey
- Lance Ralls

The following Economic Development Advisory Council members were absent:

- Michael Mothner
- Bob Gray

- **APPROVAL OF MINUTES**

S. Jacobs motioned to approve the minutes of the March 15th, 2017 meeting A. Abad seconded, unanimous approval.

- **Facilitated Strategy Session – David Toyer, Founder/President of Toyer Strategic Consulting, LLC**

**Introduction**

- D. Toyer reported that he surveyed City Council, EDAC, and Greg Carpenter to identify strengths, weaknesses, opportunities, and threats (SWOT) surrounding El Segundo.
- D. Toyer stated that he will use the survey results to develop the EDAC strategic plan.
- Reviewed EDAC by-laws and recommended potential future updates.

**Rules of Engagement**

- Expectation of developing a foundation and framework first, before devising a work plan, setting up goals, and objectives for El Segundo.

- Try to avoid same old thinking, same old results.

### **EDAC Purpose**

- EDAC's role is adviser to City Council not implementer.
- A. Rose suggested that recommendations sometimes do not result in action and some may feel "too pushy" to follow up multiple times.
- G. Horwitz stated that EDAC develop a concise process to follow up and track recommendations.
- Survey results indicated that the majority of respondents were uncertain regarding the role of EDAC.
- Reviewed EDAC by-laws and recommended potential future updates.
- Role as defined in by-laws:
  - Support, guide, and advise the City Council on attraction, retention and economic development programs.
  - Collaborate to identify responsible development strategies.
- Self-Assessed Role: Survey results showed 80% or higher agreement on certain roles when given options.
  - Identify business attraction opportunities (100%)
  - Be City's advocate for business concerns (80%)
  - Review and evaluate effectiveness of economic development strategies (80%)
  - Provide guidance on long term policies and projects (93%)
  - Develop and recommend short term strategies that grow the City (87%)
  - Use business experience to shape City strategies and goals (87%)
  - Review and recommend policies to City Council (80%)

### **The Good, the Bad, the Challenges & the Championships**

- Strengths: infrastructure, proximity to LAX, corporate headquarters, access to highly qualified workforce (engineering talent), available land, branding, and the beach.
- In Need of Attention: roads, parking, housing and population growth, crime elements, hospitality and tourism, fiber (speed, availability), lack of goals, understanding why businesses leave, and proximity to LAX.
- D. Toyer recommended that EDAC focus on the amenities that the City can offer to targeted audiences.
- A. Keahi mentioned that the City has missed an opportunity to tout its hotels, because when someone is searching for a hotel near LAX, the search engine brings up LAX/Century Blvd. hotels not El Segundo. A. Keahi recommended we will do a better job in the digital marketing arena and get our pages, at least in the top five ranking so that El Segundo is a destination that starts to pop up, as opposed to LAX.
- G. Carpenter stated that hoteliers have reported their biggest challenge is weekend stays and the biggest thing we are missing is leveraging those people that are in town, which can support our other businesses and go downtown and shop.
- R. Lundquist mentioned that tourism is a huge missed opportunity, now that the TOT is 4% higher, every room that is empty means that there is much more potential loss to the city. All these new sport venues, if correctly marketed, would bring in more business to this town especially on the weekends.

- L. Craig suggested that the Chamber hotel group play an active role and engage in destination and tourism marketing efforts.
- Double edged swords - the beach and proximity to LAX. The beach is very close, however it is not in the best location. Whereas, the proximity to LAX it is convenient for businesses, however there is too much traffic.
- The goal is to improve and attract more business in El Segundo, but in order to make long term changes there needs to be data gathered, within different areas.
- S. Franklin suggested that the Star Report tool would be useful to gather hotel data and occupancy range.

### **Performance**

- Create an Action Plan that grows hotel occupancy, encourages expansion, keeps EDAC updated on business closures/departures, welcome new businesses, and work on other areas that need attention in El Segundo.
- Objectives discussed included: establishing the city as a tourist destination, advising council on encouraging expansion and infrastructure investments, attracting youth sports tournaments, and advising on possible expansion of housing on the east and downtown area.
- Strategies discussed included: identifying target industries for business attraction, meeting annually with primary sectors, gathering information, tracking business activity and performance, surveying closed/relocated businesses, updating by-laws, developing welcoming kits for new businesses, improving business license process, etc.
- Related to workforce development, V. Espahbodi stated that our mission should not be considered as a replacement of human capital, but to identify how the workforce can be more effective and productive at their jobs.
- B. Voss suggested that workforce development is a regional item and EDAC is less able to influence the area.

### **Measuring Results**

- Evaluating the performance in certain categories of economic development in El Segundo.
- Benchmarking against other communities to identify strengths and elements that they are handling well.
- D. Toyer will take all information from meeting discussion and survey results to put together some recommendations that will be presented on the next EDAC meeting.

- **ADJOURNMENT**

The meeting adjourned at 6:09 PM.

PASSED ON THIS 19th DAY of April, 2017.