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...for a more prosperous city

In 2005, the national economy was expanding, but in Los Angeles we were not yet making the investments that would support continued economic health. It was overly complicated and time consuming to get permits to start new businesses or build new buildings. At the same time, too many hard-working people struggled to find work, to find jobs that paid a living wage, and to acquire skills that would allow them to find a place in an increasingly competitive market.

Over the past eight years, we developed innovative, comprehensive strategies that supported both business and workforce development—building L.A. business and its workforce.

The Mayor championed the adoption of a three-year exemption from the gross receipts tax for new businesses in L.A., and tackled reform of L.A.'s permitting process for new development. A new Development Services Case Management Office was also established and helps businesses get plans approved sooner, stores and restaurants opened earlier, and goods into customers' hands more quickly.

As a result, the number of new businesses that moved to or started up in L.A. (grossing more than \$500,000) has doubled since 2010. A burgeoning "Silicon Beach" of new tech companies flourishes in the city's Venice and Playa Vista neighborhoods. The Clean Tech Incubator has become the heart of a growing green technology sector downtown. And growing annual sales tax revenues—\$16 million in 2011 alone—has increased the money available for basic services like filling potholes, protecting the public and building new parks.

At the same time, our creation of a comprehensive workforce development strategy has increased the standard of living for thousands of Angelenos. We've built over twenty workforce training partnerships, used the power of public sector projects to promote local hiring, connected young people to the work force, found jobs for the unemployed and helped move working people into better paying employment. Over eight years, the City's workforce development team, along with its contracted partners, have moved over 200,000 Angelenos into jobs that pay a living wage.

CREATED A NEW ECONOMIC DEVELOPMENT DEPARTMENT

In 2013, in the wake of the loss of our Community Redevelopment Agency, the Mayor spearheaded the creation of the City's first Economic Development Department, ensuring that, in the future, the City will maintain a relentless focus on jobs. The Economic Development Department has a clear and simple mission: Use all the tools at the City's disposal to make job creation and retention the first priority. The department will institutionalize economic efforts within city government and streamline economic development activity throughout L.A.

LAX MODERNIZATION

The Los Angeles International Airport—the sixth busiest airport in the world—had not had a major update since the 1984 Olympics. Under the Mayor's leadership, Los Angeles World Airports undertook a \$4 billion modernization plan at LAX that includes a \$1.7 billion expansion and modernization of the Tom Bradley International Terminal. Travelers will soon enjoy nine new gates, the latest in airport concessions featuring L.A.'s best local restaurants, and stunning architecture that rivals the world's great airports. The new

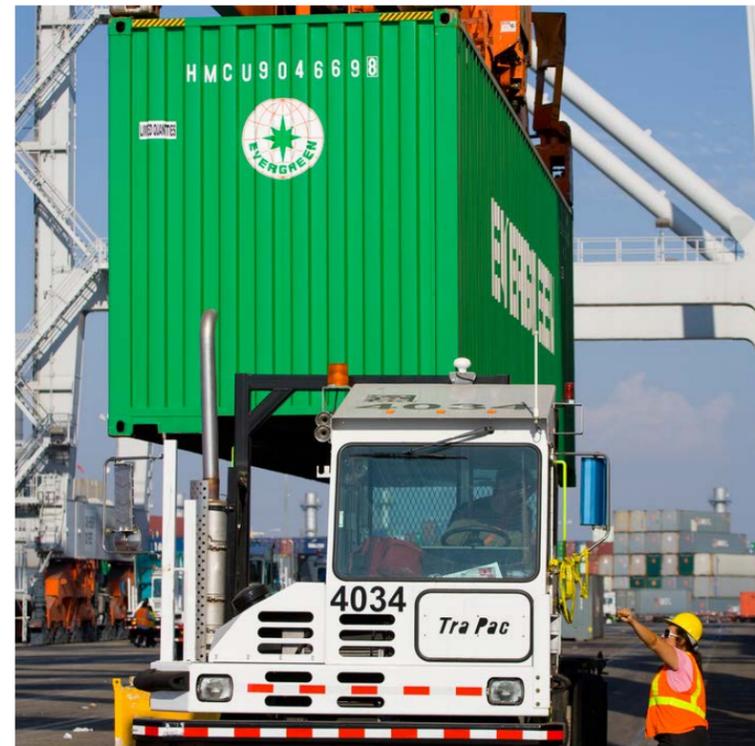
terminal also accommodates the next generation of larger aircraft, ensuring L.A. remains a competitive travel destination for decades to come.

IMPROVED THE PORT OF LOS ANGELES

The Port of Los Angeles is the busiest container port in the nation and supports thousands of jobs in L.A.'s international trade sector. To ensure that the Port remains number one despite increasing global competition, and the widening of the Panama Canal, the Mayor led a program of capital improvements to enhance its ongoing global competitiveness. He brokered an understanding between environmental and economic interests, with the help of a blue-green alliance, making possible \$1.2 billion in investments that simultaneously grow and green the Port. Over 11 Environmental Impact Reports on Port-related construction projects were thus approved as a result of these efforts. In 2013, the Port completed dredging of the main channel, a major improvement to accommodate the next generation of larger cargo vessels, benefiting the global competitiveness of the Port and the city as a whole.

REFORMED THE WAY DEVELOPMENT GETS DONE

Through a comprehensive reform initiative, the City's development process became more efficient, predictable and user-friendly. To accomplish this, we launched the first overhaul of the City's zoning code since 1946, which allows for modern development plans and completed five new community plans that encourage livable, sustainable communities. To help facilitate and modernize the permitting process, we developed a web-based platform for real-time project-tracking to facilitate building and lower development costs. The Mayor also created the Development Services Case Management Office to help businesses get their plans approved faster, and led the effort to combine development-related functions from multiple departments into one centralized Department of City Planning and Development to further streamline the process.





BY THE NUMBERS

- \$4 Billion in LAX Improvements
- 200,000+ Living Wage Job Connects
- 76,191 Youth Summer Jobs
- 66% Increase in Tourism

INITIATED BUSINESS TAX REFORM

L.A.'s business taxes rank among the highest in the county, too often driving businesses—and their sales tax revenue—beyond city limits. To bring businesses back into the city and encourage new economic investment, Mayor Villaraigosa led the passage of a three-year “holiday” from the business tax for new businesses. The Mayor also led the push for a tax modification that exempted new car dealers, one of the city's largest single sources of sales tax revenue, from the gross receipts tax. Since the passage of the New-Business Tax Holiday in 2010, the number of new businesses annually grossing \$500,000 has more than doubled.

CHANGED OUR PROCUREMENT POLICY TO GROW SMALL BUSINESSES

Los Angeles is a city of small businesses, but prior to Mayor Villaraigosa's administration, the City had not done a good job of putting its own procurement dollars to work growing small business and creating jobs. To help change that, the Mayor created the Business Inclusion Program, giving City departments concrete goals to increase the number of small, women, minority, and disabled veteran-owned businesses that bid successfully on City contracts. In addition, he successfully worked for the passage of the Local Preference Ordinance, which gives an eight percent competitive advantage to L.A. County businesses to help them compete for City contracts.

DEVELOPED A CLEAN TECH INCUBATOR

To help spur the development of Los Angeles's green economy, the Mayor led the development of a Clean Tech Incubator through a partnership with Los Angeles-area local universities, economic development organizations, and the Department of Water and Power. The incubator began operating in a temporary space housing 14 clean tech startups, but will soon break ground on a 60,000 square-foot facility that will permanently house the growing number of startups.

“Mayor Villaraigosa has significantly strengthened the City and the region’s long-term economy and infrastructure—things that will contribute to a stronger economy with more quality jobs and tax revenue for a generation.”

*– Russell Goldsmith, Chairman and CEO, City National Bank,
Chair of the Los Angeles Coalition for the Economy & Jobs*

WORKED TO ATTRACT NEW BUSINESS

As part of his commitment to creating jobs in Los Angeles, Mayor Villaraigosa reformulated the Mayor's Business Team within the Office of Economic and Business Policy with a mandate to attract new business and support the expansion of existing business. The Business Team's policy of five “sales calls” per week per team member paid off: during the past eight years, the City attracted Google, Gensler Architecture, YouTube, BYD, Lucky Brand Jeans, and Tom's Shoes to L.A. The Business Team also helped usher numerous game-changing projects through the development process, including L.A. Live and Fig @ 7th.

STRENGTHENED THE LOS ANGELES REGIONAL EXPORT COUNCIL

International trade creates one in seven jobs in California and is one of L.A.'s primary economic engines. In 2011, Mayor Villaraigosa and the Brookings Institute developed the first regional export plan in the country, aligning with President Obama's National Export Initiative's goal of doubling exports in five years. The plan determined that international trade provides enormous opportunity for growth in the region—5,400 jobs for every \$1 billion in new exports. The Los Angeles Regional Export Council (LARExC) was created to execute the plan and improve L.A.'s impressive but fragmented export network. LARExC has assisted 2,933 companies, held 1,185 one-on-one matchmaking and business planning meetings, and participated in 21 trade shows/missions in 17 countries. One of LARExC's programs, the Americas Business Forum, generated \$10.5 million in new exports with a \$200,000 investment. L.A. has become a national model for exports, inspiring 11 additional metro areas in the U.S. to develop regional export plans.

Learn more about LARExC or read the export plan at LARExC.org.



BROKE NEW GROUND IN WORKFORCE DEVELOPMENT

Over the past eight years, the Mayor's appointed Workforce Investment Board (WIB) identified eight industry sectors and invested Department of Labor Workforce Investment Act funds in over 30 new programs to connect Los Angeles area residents to living-wage and summer jobs. The City's Workforce Development program has become a best practice model and its strategies are being embraced at the state and national levels.*

SOME OF THE NEW WORKFORCE EFFORTS

- Advanced Manufacturing Training Institute
- Bank Works
- Green Retrofit and Workforce Program
- Hospitality Training Program
- LAWA First Source
- L.I.T.E. Homeless Portal
- Repower L.A.
- MTA Construction Careers
- Sector Intermediaries
- Transportation Opportunity Program (TOP)

PLACED 200,000 L.A. RESIDENTS INTO LIVING-WAGE JOBS

Through 18 mostly non-profit WorkSource Centers, the City operates a one-stop employment system, providing preparation, support services, case management, training partnerships and placement services for job seekers. Realizing that it was critical to get Angelenos into jobs paying more than minimum wage, the Mayor's Office, collaborating with the WIB and the Community Development Department (CDD), developed a comprehensive set of strategies to connect city residents to "living wage" jobs. During the last eight years, the City created 25 new programs to train adults and/or leverage hiring and contracting processes to include a local hiring preference. As a result of these efforts, the City has moved over 200,000 Angelenos into living wage jobs.

*For a complete explanation with full metrics, see: www.wiblacity.org, and *Building a Stronger Los Angeles Workforce* at: http://www.wiblacity.org/images/stories/PDF/wib_buildingstrongerworkforce_april2013.pdf#zoom=75



"Over the past eight years the City of Los Angeles has been a national leader in implementing innovative regional workforce development strategies...The Los Angeles Area Chamber of Commerce is proud to be a partner and commends the City for its commitment to creating pathways to high-demand, high-growth industries."

- David Rattray, Senior Vice President,
Los Angeles Area Chamber of Commerce

CONNECTED L.A. YOUTH TO 75,000 SUMMER JOBS

When the administration first took office, less than 4,000 summer jobs were available to youth citywide and over half of those were slated for defunding. Through strategic actions and federal assistance, the Mayor led the City and its partners to expand its summer jobs program. The Mayor's Office and the City built partnerships with the Chamber of Commerce (Hire LA's Youth), LAUSD (Learn & Earn), LACCD (L.A. Scholars), L.A. County, and City departments. Over the course of the last eight years, L.A.'s youth were connected to 76,191 summer jobs. While the Great Recession reduced funding and opportunities, the City's 2013-14 Budget redoubled City funding for the Summer Youth Employment Program.

CREATED THE INNOVATION FUND

After the WIB identified the eight industry sectors, an Innovation Fund was developed by the WIB and CDD to focus on a sector approach to job training and has supported the development of over 20 sector training partnerships. Through these collaborations, over 3,000 were connected to careers in construction apprenticeship, 1,500 L.A. residents were trained and placed in healthcare careers; 650 found work at the Metropolitan Transit Authority, 500 in financial services, and 400 in logistics. More than 250 additional placements were made in each of the following sectors: Hospitality, Security, and

Advanced Manufacturing. BEGAN THE LOS ANGELES WORKFORCE SYSTEMS COLLABORATIVE

In June 2007, in an effort to build greater integration between partners, expand funding opportunities, and create a support system for employment efforts, the Mayor's Office and the City proposed the Los Angeles Workforce Systems Collaborative: a partnership between the City, the County, WIBs, LAUSD, the Los Angeles Community College District, the Chamber of Commerce, the County Federation of Labor, the Los Angeles Economic Development Corporation, the Employment Development Department, and United Way. Members of the Collaborative meet monthly to build ways to train more workers in growth industries; strengthen the regional system through integration, co-location, joint grants and research; connect young people to jobs and careers; and build cooperative advocacy and promotion. The Workforce Collaborative's efforts directly contributed to job placements related to the Living Wage Jobs initiative and summer jobs programs.

INSTITUTED LOCAL HIRE REQUIREMENTS ON PUBLIC CONSTRUCTION CONTRACTS

During the City Hall retrofit over a decade ago, only three percent of workers were Los Angeles residents. In an effort to change this, City-related departments and agencies came together and agreed to negotiate Project Labor Agreements (PLAs) requiring a 30 percent local hire minimum on

future publicly-funded contracts. In 2006, the Department of Public Works expanded project-specific PLAs. Agency-wide efforts followed at the Community Redevelopment Agency, followed by Public Works, the Port and the Metropolitan Transit Authority. These efforts resulted in the hiring of 10,033 new local apprentices within the City, and over 2,400 new African-American apprentices. Additionally, Los Angeles World Airports renewed its successful PLA for projects at LAX.

CONNECTING YOUTH BACK TO SCHOOL AND WORK

Armed with a study commissioned by the WIB showing one in five L.A. youth out of school and out of work and a separate study on the cost of dropping out of school to individuals and government, in 2010 the City redesigned the Workforce Investment Act youth system to focus on a dropout recovery partnership between the City, LAUSD staff, and 13 newly procured non-profit YouthSource Centers. Real-time information on attendance, grades, and reporting allowed staff to determine the best way to get youth back in school and eventually prepared for work. Based on the research and the plan, an additional \$12 million grant was secured from the Department of Labor, on top of the annual \$13 million youth allocation. In its first year, over 800 youth successfully returned to school, with many more attaining a GED, job, or post-secondary education.