



Los Angeles

March 28, 2014

Honorable Mayor Eric Garcetti
Honorable City Council President Herb Wesson
Members of the Los Angeles City Council
Los Angeles City Hall
200 North Spring Street
Los Angeles, California

Subject: Development Services Reform (Council File 13-0046)
Council Action Scheduled for April 2, 2014

Honorable Mayor, Council President and Members of the Los Angeles City Council:

The Urban Land Institute, Los Angeles District Council has followed with great interest the Development Services Reform proposal. We are keenly aware of the urgency and necessity to modernize and improve the quality, timeliness, and effectiveness of the City's land use initiatives from policy to case-by-case execution. The current organizational structure of Development Services is a significant deterrent to improved resource allocation, accountability, and most importantly best practices. Ultimately, the City's land use, transportation, housing, and economic development future cannot be effectively shaped without reform and realignment.

Our Land Use Leadership Committee (LULC) includes developers and land use practitioners whom you know have a professionalism, range and history of experience in these matters. I trust we have been and will continue to be a valued resource to the process. We are highly appreciative of the outreach and presentation to the LULC from Jason Killeen (CAO) and Gary Goelitz (Matrix Consultants). The briefing was informative and highly professional. Mr. Killeen and Mr. Goelitz have an open invitation to engage our LULC in briefings and in bringing to bear ULI's considerable resources in this area.

Following the recommendations from our Land Use Leadership Committee, **the Urban Land Institute Los Angeles District Council strongly recommends adoption of the Development Services Reform Proposal, now pending before the City Council.** In making our recommendation, we appreciate that many details remain to be resolved. This will necessitate the continuous and unrelenting commitment of the Mayor and City Council to the principals and desired outcomes of the Development Services Reform. We offer the following observations to this end:

- 1) There must be a sense of urgency to adopt, authorize and in fact complete the contemplated reform not later than the end of this year. Without a clear realignment of management responsibilities as contemplated, the authority and credibility necessary for new practices to take hold will be diluted.

2) Do not underestimate or back down from the challenges that will follow. As Mayor and City Council your steadfast commitment can empower managers to put in place most of the reforms and best practices in no more than two years. Do not accept longer time frames to become a self-fulfilling prognosis for dissipated support and implementation.

3) Development Services Reform is not a substitute for good planning. With vigorous allocation of talent and resources to good planning, Development Services Reform will improve effectiveness and trust in the promise of good planning.

4) The Development Services Reform proposal is an essential part of the City's strategy to create jobs and promote economic development. All too often, the City's ability to encourage existing businesses to expand and to attract new businesses is hampered by an entitlement process that proves uncertain and slow. Development Services Reform, together with zoning code reform and proactive community planning, can give businesses and the development community the certainty and confidence to invest in Los Angeles and create jobs.

5) With all of the resources available to ULI LA, we are eager to help you solve these challenges. The Land Use Leadership Committee will continue to keep Development Services Reform on its monthly agenda and extends its invitation to the City to bring to us progress reports and challenges.

Development Services Reform touches every dream of a more healthy community and it is one of the most effective platforms from which the City can promote its interests in economic development. We thank you for your leadership in these matters.

Sincerely,



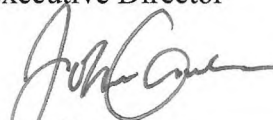
David P. Waite
Chair



S. Gail Goldberg, AICP
Executive Director



Melani Smith,
Co-Chair Land Use Leadership Committee



John Given
Co-Chair Land Use Leadership

Cc: sharon.dickenson@lacity.org
mayor.garcetti@lacity.org
councilmember.krekorian@lacity.org
councilmember.blumenfield@lacity.org
councilmember.labonge@lacity.org
paul.koretz@lacity.org
councilmember.englander@lacity.org
councilmember.huizar@lacity.org

councilmember.martinez@lacity.org
councilmember.fuentes@lacity.org
councilmember.parks@lacity.org
councilmember.price@lacity.org
councilmember.wesson@lacity.org
councilmember.bonin@lacity.org
councilmember.ofarrell@lacity.org
councildistrict15@lacity.org