Board of Supervisors

Workforce and Economic Development Cluster

DATE: August 20, 2026
TIME: 2:30 pm
MEETING CHAIR: Annette Trejo, 1st Supervisorial District
DEO MEETING FACILITATOR: Heidi Schultheis

This meeting is held under the guidelines of Board Policy 3.055

To participate in the meeting in-person, the meeting location is:

Kenneth Hahn Hall of Administration
500 West Temple Street | Los Angeles, California 90012 | Room 140-A (1st floor)

To participate in the meeting virtually, please call teleconference number 1 (323) 776-6996 and enter 907 618 88#, or Click here to join the meeting

Teams Meeting ID: 242 261 225 328 8; Passcode: DV6PF6ku

For Spanish Interpretation, please email the following *at least 48 hours before the meeting:* ClusterAccommodationRequest@bos.lacounty.gov

Members of the Public may address the Economic Development Policy Committee on any agenda item during Public Comment. The meeting chair will determine the amount of time allowed for each item.

Agenda posted at: Agendas – Los Angeles County (lacounty.gov)

I. Call to Order

II. Board Motions

- SD2: Implementing Commercial Tenant Protections to Prevent Small Business Displacement and Deliver on Thriving Commercial Corridors

III. Presentation/Discussion Item(s)

- Paramount Warner Bros. Merger 120-Day report
  Adam Fowler – Founding Partner, CVL Economics
  Gary Smith – Department of Economic Opportunity, LA County Film Office

- Poverty Alleviation Initiative (PAI) Annual Report
  Kristina Meza – CEO, Poverty Alleviation Initiative

IV. Public Comment

V. Adjournment

Los Angeles County Economic Development Objectives:

- Attract, develop, and retain businesses that provide quality jobs in high growth industries.
- Increase employment opportunities by improving workforce development skills and employer partnerships.
- Invest in infrastructure needs to improve and maintain competitiveness of LA County Region.
- Coordinate across multiple County agencies to ensure that services to workers, businesses and entrepreneurs are coordinated and streamlined to facilitate a "no wrong door approach" to serving our constituents.
- Work to balance jobs with housing.

IF YOU WOULD LIKE TO EMAIL A COMMENT ON AN ITEM ON THE ECONOMIC DEVELOPMENT POLICY COMMITTEE AGENDA, PLEASE USE THE FOLLOWING EMAIL AND INCLUDE THE AGENDA NUMBER YOU ARE COMMENTING ON:

EDPC@opportunity.lacounty.gov

AGN. NO.

MOTION BY SUPERVISOR HOLLY J. MITCHELL September 1, 2026

Implementing Commercial Tenant Protections to Prevent Small Business Displacement and Deliver on Thriving Commercial Corridors

In Los Angeles County (County), small businesses are more than places of commerce. They are cultural anchors, first employers, gathering places, and one of the most reliable paths out of poverty available to working families. In communities that have endured decades of disinvestment, redlining, and displacement, a barbershop, a family restaurant, or a corner market often represents multigenerational wealth for families who have invested their life's savings. The Board of Supervisors (Board) has committed to uplifting these businesses by establishing a Commercial Acquisition Fund to help businesses buy the commercial properties they currently rent as a tool for community stabilization, in addition to an Employee Ownership Initiative to seed the conditions for employees to buy their business from retiring business owners as a way to keep businesses and jobs in the community.

When a small business is pushed out by a sudden rent increase, tenant harassment, or a redevelopment project that offers nothing to the tenants it displaces, the loss is not only economic. It impacts the social fabric, identity, and self-determination of a neighborhood.

In July 2024, the Board recognized the urgency to stabilize small businesses when it adopted the motion, *Ensuring Economic Protections for Small Businesses and Nonprofits in Los Angeles County*, directing the Department of Economic Opportunity, County Counsel, and partner departments to analyze commercial rents, develop a model lease, expand legal assistance, and identify enforceable protections for small commercial

MOTION

Mitchell	______________________
Horvath	______________________
Hahn	______________________
Barger	______________________
Solis	______________________

tenants.[1] During the pandemic, in light of increasing landlord harassment toward small enterprises, the Board adopted the Commercial Tenant Anti-Harassment Ordinance (Los Angeles County Code Chapter 8.45), and in 2024, the State enacted Senate Bill 1103 (Menjivar), extending baseline protections to qualified commercial tenants, including microenterprises, small restaurants, and small nonprofits. Small businesses now need the implementation of these protections and more.

The stakes are highest in the very corridors where the County is investing most deeply. Through the Second District's Corridors 2 Community initiative, the District evaluated 28 commercial corridors across the district, analyzing socioeconomic and environmental justice indicators, vulnerability to displacement, and existing community assets in an effort to make targeted interventions in areas facing the highest displacement risk. The County is investing in public spaces, small business assistance, Business Interruption Funds, and the Commercial Acquisition Fund, which completed its first acquisition at Vermont and Manchester to create a community-owned small business hub. These investments will succeed only if the legacy businesses that anchor these corridors are still standing to benefit from them. Public investment that raises property values without protections for commercial tenants invites corporate real estate speculators to purchase property in our local communities. The County cannot beautify a corridor if it does not simultaneously protect the legacy businesses that drive economic activity in that neighborhood.

Several policy solutions for tracking commercial tenancies are already in place across jurisdictions throughout the country. Santa Monica administers a regulatory Residential Rental Business License, and cities including Denver and Tacoma require landlords to obtain a license as a condition of leasing property. Assembly Bill 2011 already conditions certain streamlined development approvals on notification requirements and relocation assistance for displaced commercial tenants under California Government Code Section 65912.123.

A Commercial Rental Property License program will give the County the data transparency it needs to monitor rents, identify prolonged vacancies that drain corridors of jobs and sales tax revenue, and connect property owners with prospective small

[1] https://file.lacounty.gov/SDSInter/bos/supdocs/193067.pdf

business tenants. The potential for relocation assistance and land use and building permit accountability, in coordination with redevelopment projects, will ensure that landlords fulfill any relocation assistance obligations associated with outstanding judgments. Together, these measures level the playing field so that the small businesses and nonprofits that give our neighborhoods their character can invest, hire locally, and plan for the future without the constant threat of displacement. This is how we stabilize communities at risk of displacement.

I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

1. Direct the Director of the Department of Consumer and Business Affairs (DCBA), in collaboration with the Treasurer and Tax Collector, Department of Economic Opportunity (DEO), Chief Executive Officer (CEO) and County Counsel, to include a proposed design for a Los Angeles County Commercial Rental Property License (CRPL) to be provided 60 days after the submission of the CEO's 90-day report in response to the June 16, 2026 motion by Supervisors Solis and Mitchell, "*Providing the Best Starting Point for* Business *Owners in Los Angeles County,*" which will include a draft model and recommendations for the Los Angeles County Business Licensing Program.[2] The CRPL should require landlords in the unincorporated areas of Los Angeles County to obtain a CRPL as a condition of leasing commercial property. The proposed CRPL program design and implementation plan should include, at minimum, a proposed definition of Commercial Landlord, licensing requirements, and compliance and enforcement protocol in case of violations. The CRPL program should incorporate the feasibility of:
   a) Requiring license applications to disclose all pertinent information about the unit (such as landlord information, size, tenancy or vacancy status, rent amount, lease information, length of tenancy, years of operation, use, etc.), together with any history of judgments or administrative findings relating to violations of tenant protection, health, safety, and building codes, anti-harassment or anti-discrimination laws, and any tax delinquency. All license holders shall be required to verify the above information annually.

[2] https://file.lacounty.gov/SDSInter/bos/supdocs/217836.pdf

b) Including a record of all license information listed above, updated by CRPL licensees annually or within 30 days of a change in vacancy status. The record should be used by the maintaining County Department to, at minimum, connect commercial tenants and property owners with County resources and services, increase access to affordable commercial space, and prevent small business displacement.

c) Providing that a CRPL may be suspended following a final court determination that the landlord violated Chapter 8.45 of Title 8 of the Los Angeles County Code (Commercial Tenant Anti-Harassment Ordinance);

d) Including recommended compliance mechanisms, providing that during any period of a CRPL suspension, and to the maximum extent permitted by State law, including the Costa-Keene-Seymour Commercial Property Investment Act, the landlord shall be prohibited from increasing rent or filing a no-fault eviction until a violation is remedied or for a period of one year, whichever is longer, and structure this remedy so that suspension protects, rather than destabilizes, tenants in place. Recommendations should also include mechanisms for compliance in the case of a landlord failing to complete the annual information verification required by the CRPL; and

e) Establishing a Special Status CRPL for landlords who commit to limiting rent increases to no more than three percent per year for ten years, with Special Status license holders being eligible to participate in County procurement preference programs, tax incentives, and other County small business incentives, to the extent permissible, and with Special Status disclosed to prospective tenants.

2. Direct the Director of DEO, in collaboration with County Counsel, to prepare and return to the Board within 90 days, for introduction and adoption, an ordinance amending Chapter 8.45 of Title 8 of the Los Angeles County Code (Commercial Tenant Anti-Harassment Ordinance) to entitle any commercial tenant who relocates their business as a result of a violation of that Chapter to relocation assistance from their landlord, including: financial relocation assistance equal to the greater of three months of the tenant's gross receipts

or three months of fair market rent for an equivalent location in the area, plus moving costs;

3. Direct the Director of DEO, using existing departmental resources, to conduct a commercial rent study within 12 months, and every three years thereafter, that calculates the price per square foot for one month of fair market rent for specified regions of the County, to support administration of the relocation assistance provisions described in Directive 3.
4. Direct County Counsel, in collaboration with the CEO, the Directors of DEO, the Department of Regional Planning, the Department of Public Works, and any other relevant departments, to report back to the Board in writing within 120 days with recommended ordinance language requiring commercial landlords to pay relocation assistance to commercial tenants displaced by redevelopment projects in the unincorporated areas. This relocation assistance shall be calculated the same way as in Directive 2. The report shall include:
    a. A recommendation for how to ensure that a commercial landlord has not violated the Commercial Tenant Anti-Harassment Ordinance, and, where a landlord has unaddressed violations thereof, actions that can be taken to protect current and future tenants. County Counsel shall consider the feasibility of requiring payments directly from the landlord when a commercial tenancy ends due to demolition or change of use, verifying that payment before the County issues demolition or building permits, and any other approach that achieves the same result.; and
    b. Where commercial tenants will be displaced by a proposed redevelopment project, the feasibility of a certification process similar to that required under Assembly Bill 2011 (Chapter 647, Statutes of 2022) and California Government Code Section 65912.123. This process would require an applicant to notify affected commercial tenants of the pending redevelopment application and imposition of appropriate relocation assistance to each commercial tenant who will be displaced, calculated in the same way as those who violate the Commercial Anti-Harassment Ordinance as outlined in Directive 2.
5. Unless otherwise ordered by the Board or required by law, waive the

requirements of Board Policy No. 5.100 and authorize the Director of DCBA to prepare and execute agreements, and any amendments to existing agreements, approved as to form by County Counsel, with attorneys, consultants, non-profit organizations, or community-based organizations, to support the directives of this motion.

# # #

(CT/WG/CA)

Implementing Commercial Tenant Protections to Prevent Small Business Displacement and Deliver on Thriving Commercial Corridors

Supervisor Holly J. Mitchell

For September 1, 2026 Board of Supervisors Meeting

HOLLY J. MITCHELL
LOS ANGELES COUNTY SUPERVISOR ◆ 2ND DISTRICT

Background + purpose for motion

Purpose
This motion directs DCBA, the Department of Economic Opportunity (DEO), County Counsel, and partner departments to design and implement a Commercial Rental Property License program and relocation-assistance protections that prevent small business displacement and stabilize the County's commercial corridors.

Background

- Small businesses are cultural anchors, first employers, and one of the most reliable paths to multigenerational wealth in communities that have endured disinvestment, redlining, and displacement.
- The Board has already committed to a Commercial Acquisition Fund and an Employee Ownership Initiative to help small businesses and employees stay open, retain jobs, and prevent displacement.
- In July 2024, the Board directed DEO, County Counsel, and partner departments to analyze commercial rents, develop a model lease, and identify enforceable protections for small commercial tenants.
- The County adopted the Commercial Tenant Anti-Harassment Ordinance (Chapter 8.45), and the State enacted SB 1103 (2024), extending baseline protections to small commercial tenants.
- As evictions continue to rise, small businesses now need full implementation of these protections and more.

Why Now?

Public investment succeeds only if the legacy businesses it's meant to support are still there to benefit from it

- The County is investing in public spaces, small business assistance, Business Interruption Funds, and the Commercial Acquisition Fund, a restructure of our Economic Development Trust Funds to support keeping businesses in community.
- Public investment that raises property values without commercial tenant protections invites real estate speculation and can price out the businesses that made a corridor worth investing in.
- Comparable models already exist: cities have rental business licenses, landlord licensing in Denver and Tacoma, and relocation/notice requirements under Assembly Bill 2011.
- A Commercial Rental Property License gives the County the data transparency to monitor rents, track vacancies, and connect owners with small business tenants.

Directive 1

Commercial Rental Property License (CRPL) Program Design:

DCBA, with Treasurer and Tax Collector, DEO, CEO, and County Counsel, to design a CRPL program, due 60 days after the CEO’s 90-day report on the County Business Licensing Program:

- Require landlords in unincorporated areas to hold a CRPL as a condition of leasing commercial property
- Evaluate the feasibility of:
  - Annual disclosure of landlord information, size, tenancy or vacancy status, rent amount, lease information, length of tenancy, among others
  - A County-maintained record with annual information as disclosed, and used as a tool to connect tenants and owners to resources
  - License suspension following a confirmed Chapter 8.45 anti-harassment violation
  - A rent-increase / no-fault eviction freeze during suspension
  - A "Special Status" license for landlords capping rent increases at 3% per year for 10 years, tied to procurement and tax incentives

Directive 2

Relocation Assistance for Anti-Harassment Violations

DEO and County Counsel to prepare and return within 90 days an ordinance amending Chapter 8.45 (Commercial Tenant Anti-Harassment Ordinance) to:

- Entitle a displaced commercial tenant on the basis of harassment to relocation assistance from the landlord
- Equal to the greater of 3 months' gross receipts or 3 months' fair market rent, plus moving costs

Directive 3

Commercial Rent Study

DEO, using existing departmental resources, to:

- Conduct a commercial rent study within 12 months, and every 3 years thereafter
- Calculate price per square foot / fair market rent by region
- Used to support administration of the second directive’s relocation assistance provisions

Directive 4

Relocation Assistance for Redevelopment Displacement

County Counsel, with CEO, DEO, Regional Planning, and Public Works, to report back within 120 days with recommended ordinance language requiring landlords to pay relocation assistance (calculated as in Directive 2) to tenants displaced by redevelopment in unincorporated areas, including:

- A recommendation for verifying no unresolved tenant anti-harassment ordinance violations before demolition or building permits are issued
- The feasibility of an AB 2011-style certification and notice process for pending redevelopment applications, including relocation assistance

Directive 5

Program Implementation Support

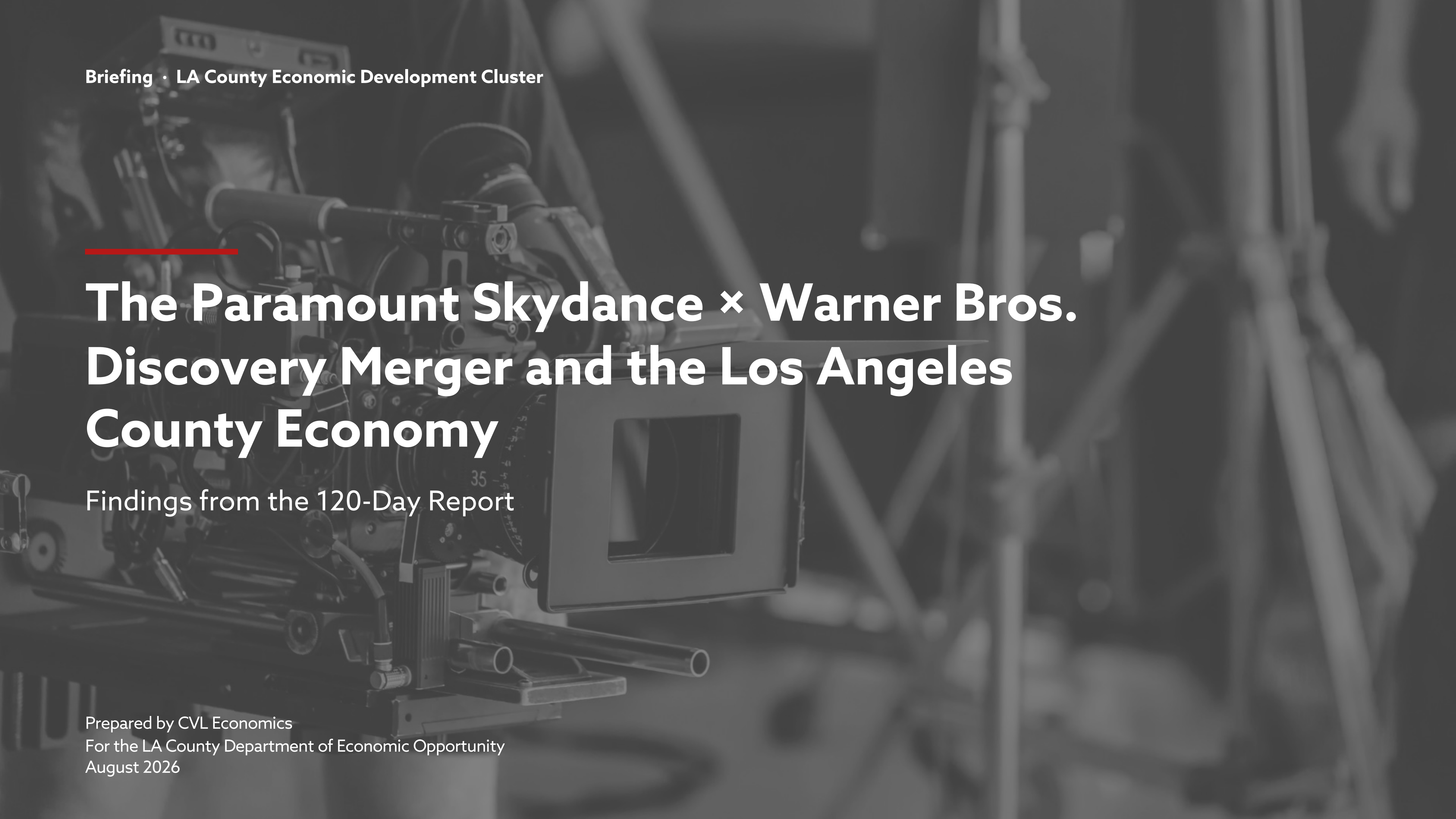
- Waive Board Policy No. 5.100
- Authorize DCBA to execute agreements and amendments, approved as to form by County Counsel, with attorneys, consultants, nonprofits, and community-based organizations

Next Steps and Discussion

Timeline

- August 20, 2026: Economic Development Policy Committee cluster discussion + feedback
- September 1, 2026: Vote by Board of Supervisors

Discussion + Questions



Briefing · LA County Economic Development Cluster

The Paramount Skydance × Warner Bros. Discovery Merger and the Los Angeles County Economy

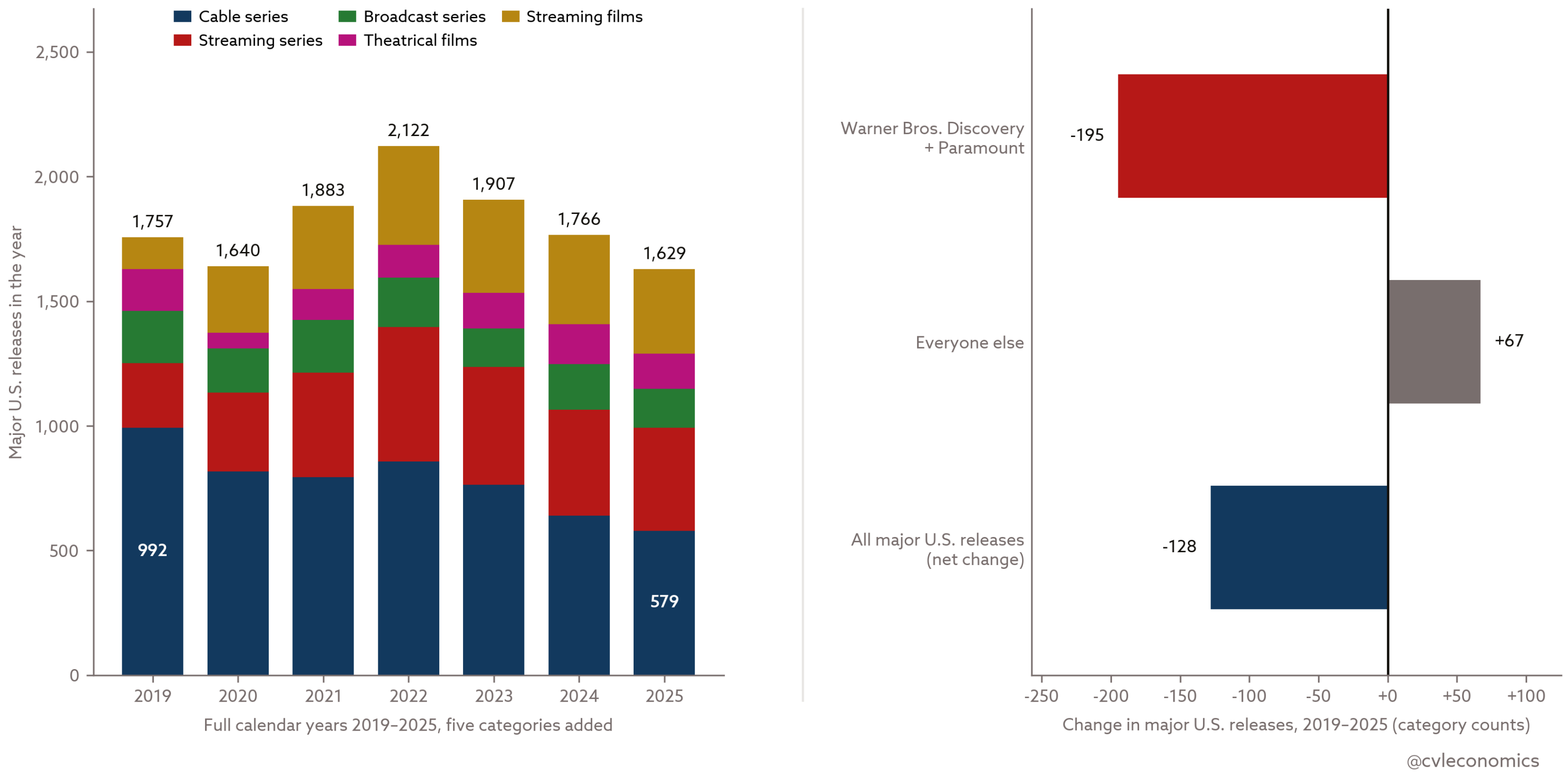
Findings from the 120-Day Report

Prepared by CVL Economics
For the LA County Department of Economic Opportunity
August 2026

Content output is contracting

The contraction in Los Angeles employment is occurring alongside a broader reduction in the volume of major U.S. film and television content. Across the five release categories tracked here, major releases peaked at 2,122 titles in 2022 before declining in each of the following three years, reaching 1,629 in 2025, a reduction of approximately 23 percent from the peak. The composition of that decline matters as well. Cable series, historically an important source of recurring production activity, fell from 992 releases in 2019 to 579 in 2025, while other categories have not expanded sufficiently to offset the loss.

The decline is also relevant to the transaction under review. Between 2019 and 2025, Warner Bros. Discovery and Paramount accounted for a net reduction of approximately 195 major U.S. releases, while all other major distributors combined added approximately 67.



CVL analysis of Luminate Film & TV data, category basis (the five rows added, so both sides sit on one basis in every year). Corporate families resolve at current ownership — right for sizing a merger, wrong for historical share. Measured from the industry's 2022 peak rather than 2019, the split is far more even — 493 lost releases, 232 of them the two companies' — the reading that stops over-attribution.

93,263 jobs — below the strike trough

Los Angeles County's motion-picture employment averaged 93,263 jobs in 2025, the lowest level in the comparable QCEW series. That represents a decline of 35.7 percent from the 2022 peak and 20.6 percent from 2019, underscoring that the industry's current weakness extends well beyond the temporary disruption associated with the pandemic.

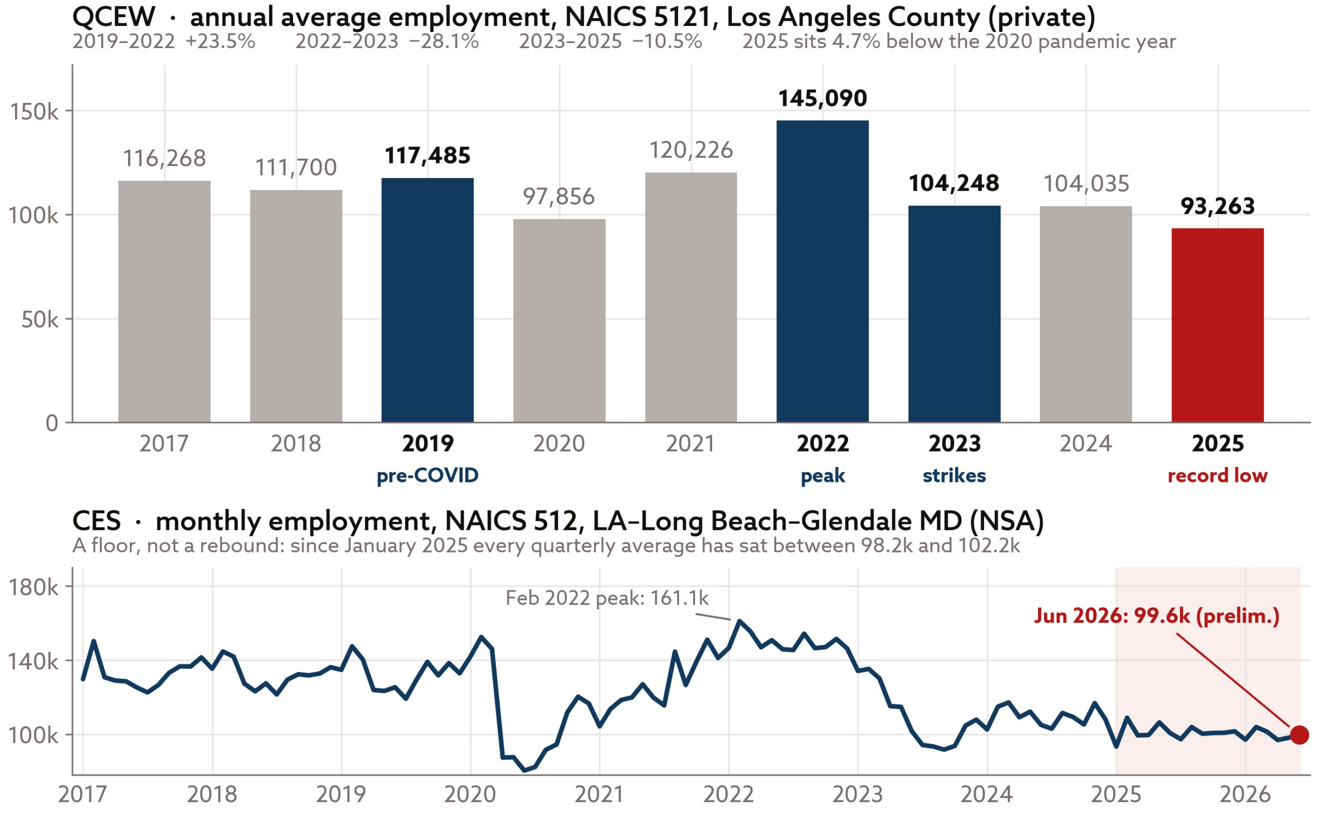
Importantly, 2023 did not mark the trough. Employment was broadly flat through 2024, then declined another 10.4 percent in 2025, the second-largest annual contraction in the series. By 2025, average employment stood 4.7 percent below the 2020 pandemic-year level.

The most recent data suggest stabilization at a lower level rather than a meaningful recovery. Monthly employment reached 99,600 jobs in June 2026, while six consecutive quarterly averages have remained within a relatively narrow band of approximately 98,200 to 102,200 jobs.

The damage is also beginning to appear in the industry's business base. Motion-picture establishments in the County fell to 8,099, down 12.3 percent from their 2021 peak. Establishment losses typically lag employment losses by roughly 18 to 24 months, suggesting that the vendor, contractor, and production-services ecosystem may still be absorbing the effects of the employment contraction that has already occurred.

A step down, a plateau, and a second step down

LA County motion-picture employment, 2017–2026 · 2016 omitted (administrative series break)



@cvleconomics

Source: BLS QCEW, LA County, NAICS 5121, private — 2025 annual averages (released June 2, 2026); BLS/CA EDD CES, LA–Long Beach–Glendale MD, NAICS 512, NSA — June 2026 preliminary (released July 29, 2026). Retrieved 8/10/2026.

Bid to litigation in seven months

COMPLETED MILESTONES

DEC 8, 2025
Cash tender offer launched
$30 per WBD share

FEB 27, 2026
Definitive agreement signed
$31 per share · $110B enterprise value

APR 23, 2026
WBD stockholders approve
Required shareholder vote clears

JUN 12, 2026
DOJ closes federal review
Antitrust investigation ends

JUL 13–24, 2026
12 AGs sue; closing pauses
Standstill prevents closing while case proceeds

NOW
AUG 2026

FORWARD LEGAL + ECONOMIC CLOCKS

AFTER SEP 30, 2026
Ticking consideration begins
Merger agreement's delay clock starts

MAR 2027
Merits trial scheduled
Legal outcome remains unresolved

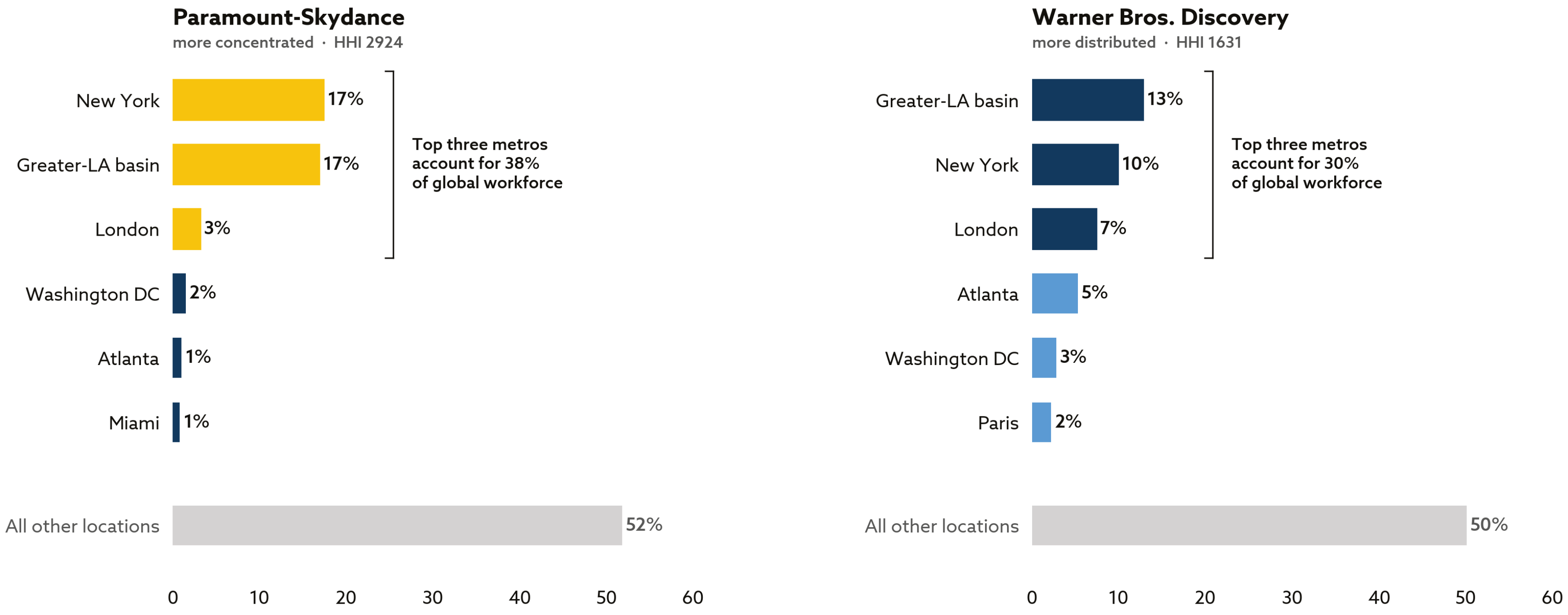
JUN 1, 2027
Standstill outside date
Or 5 days after merits decision, if earlier

LA anchors studio work, not enterprise functions

The companies' enterprise and commercial workforces are distributed across a broad national and international footprint. Los Angeles remains a principal hub for studio operations, content development, and production-related activity, while other major functions are concentrated elsewhere. News, sports, streaming technology, linear-network operations, distribution, and international activities are spread across New York, Atlanta, Washington, London, Paris, and other markets. The geographic pattern of potential exposure therefore matters. Los Angeles County is not equally exposed to every function within the combined enterprise. Its risk is concentrated more heavily in studio, creative, corporate, and production-adjacent activities that are embedded in the region's entertainment cluster.

Where each global workforce sits: a few metros, then a long tail

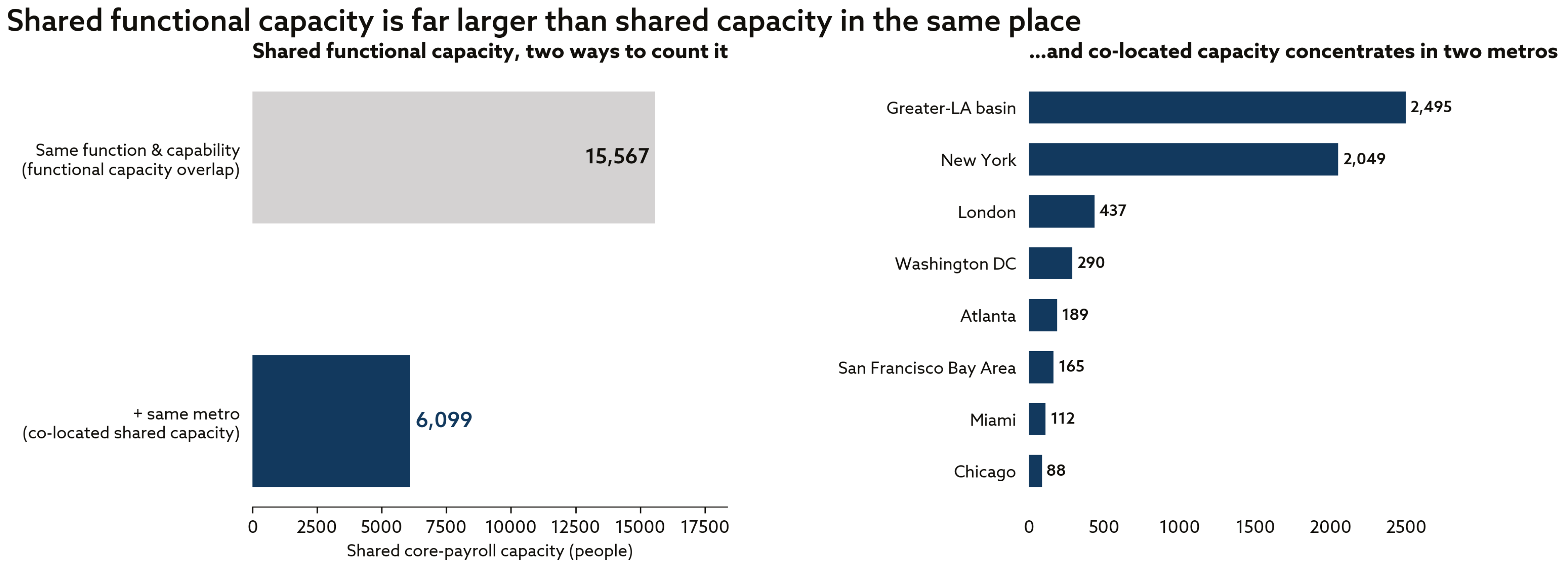
Leading metro areas and all remaining locations, as a share of the total global workforce.



Source: CVL Economics workforce benchmarking analysis; data reflect anonymized, aggregated professional profiles across select geographies.

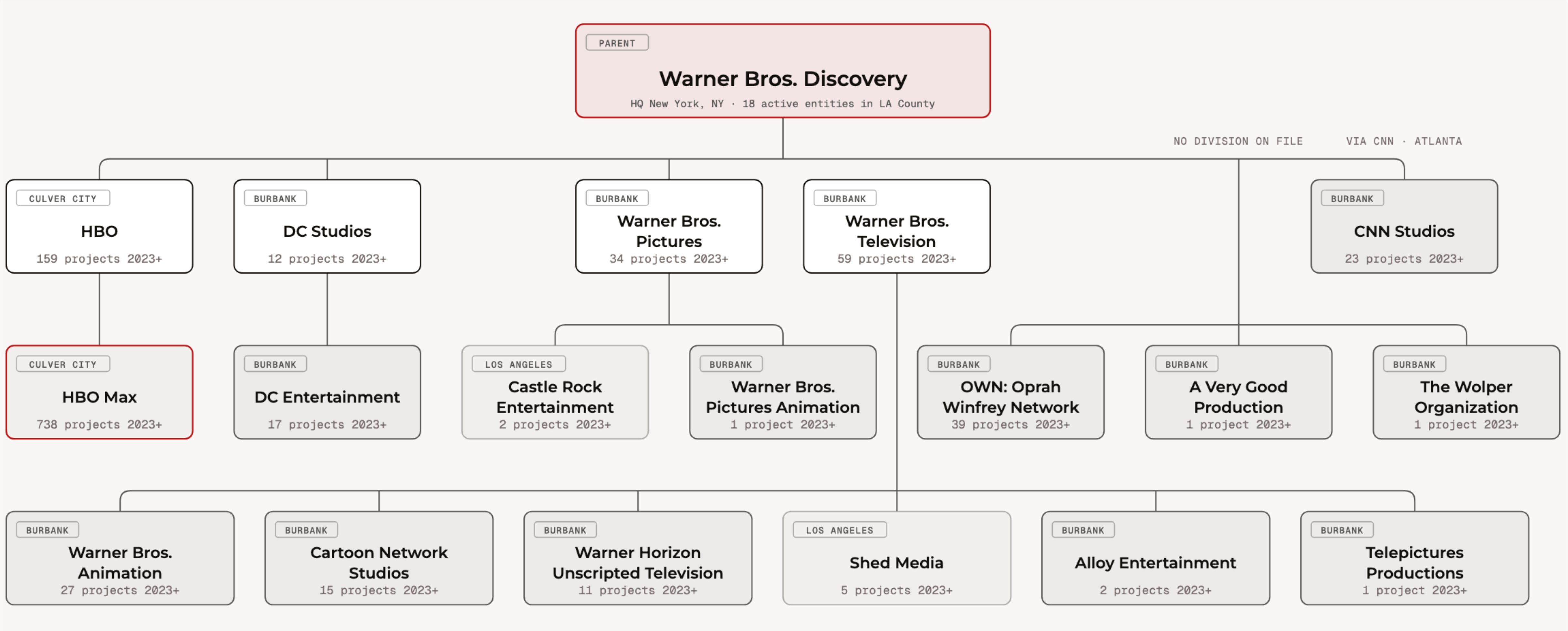
LA is the deal's largest overlap market

Shared functional capacity is much larger when measured across the enterprise than when limited to the same function in the same metro. The analysis estimates 15,567 people in same-function and capability overlap, and 6,099 in co-located shared capacity. Greater Los Angeles is the largest co-located overlap market, with 2,495 roles, followed by New York with 2,049. This is the clearest measure of local enterprise exposure.



Source: CVL Economics workforce benchmarking analysis; data reflect anonymized, aggregated professional profiles across select geographies.

WBD carries the heavier LA weight



A global merger with local costs

The managed-integration case represents the transaction proceeding broadly as management intends. The merger closes on April 1, 2027, integration advances in phases, and the underlying business continues to weaken, but not rapidly enough to prevent management from executing most of the planned restructuring.

By 2030, the combined company generates approximately $63.6 billion in revenue and realizes roughly $6.03 billion in annualized savings, equivalent to about 90 percent of the independent gross cost-reduction capacity estimated in this report. In this sense, the scenario should be understood as the successful execution case: management captures most of the available efficiencies without a deterioration in the core business severe enough to force a more disruptive restructuring.

Even under that relatively orderly outcome, however, the financial path is more constrained than management's stated objectives imply. Modeled cash generation after interest and integration costs reaches approximately $5.67 billion, compared with management's expectation of more than $10 billion. Net leverage declines to approximately 3.56 times by 2030, still above the stated 3.0-times objective. Under the modeled trajectory, that threshold is reached closer to 2031 rather than 2029.

The significance for Los Angeles County is that even a broadly successful integration still requires substantial cost removal from the combined enterprise. Globally, the modeled workforce effect reaches approximately 9,000 to 14,900 employee-equivalents by 2030, measured against an enterprise employment base of roughly 53,100.

The savings also do not transmit through the Los Angeles economy in the same way. Reductions in corporate overhead, procurement, and technology infrastructure primarily affect enterprise functions and may have relatively limited direct connection to production employment. Other savings channels are more consequential for the regional production ecosystem.

Savings realized by 2030

$6.03B

About 90% of the independent gross capacity estimated in the full report.

Leverage by 2030

3.56x

3.0x reached around 2031, not 2029.

Employee-equivalents, 2030

9.0–14.9k

National and enterprise-level; excludes the production workforce entirely.

Source: Three Possible Futures (CVL, 2026-08-09), S9–S14; company filings; Paramount Skydance M&A call, March 2, 2026, filed by WBD. Figures are model outputs, not management guidance.

4,495 direct jobs exposed; 10,360 in total

The national exposure range is allocated to Los Angeles County based on the companies' relative regional footprints, with greater weight assigned to Warner Bros. Discovery's larger legacy presence in the County. The allocation also assumes that local scripted-television commissioning continues along its observed trajectory, with neither a recovery nor further deterioration beyond that baseline.

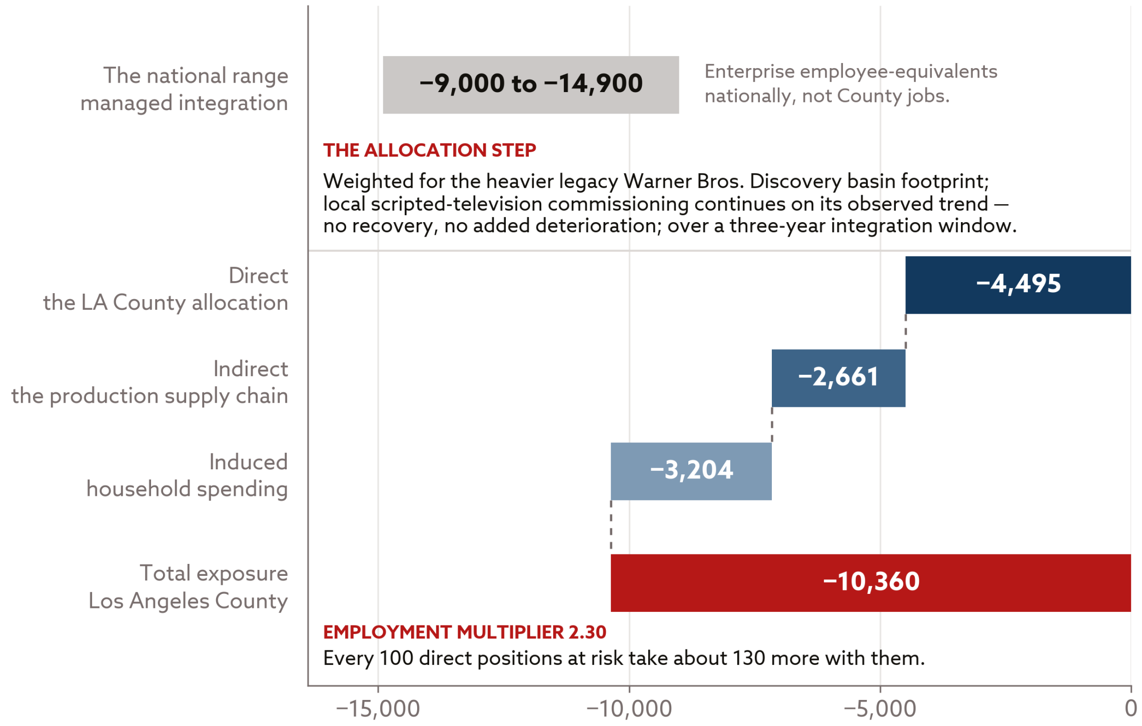
Over the three-year integration period, this produces an estimated 4,495 direct job-years of County employment capacity at risk. Applying the input-output model increases the total modeled exposure to 10,360 job-years, including indirect and induced effects. Put differently, for every 100 direct job-years at risk, approximately 130 additional job-years are supported elsewhere in the regional economy through supply-chain activity and household spending.

These estimates measure economic capacity at risk under the stated scenario. They are expressed in job-years and should not be interpreted as a forecast of announced layoffs or as a prediction that 10,360 individual workers will lose their jobs. Neither company has announced the employment reductions modeled here.

The County allocation is grounded in observable evidence of regional footprint, including facilities, utilization of California production tax credits, and historical scripted-production activity.

One national decision, traced into the County economy

Employment effect, Los Angeles County, job-years. All values are capacity at risk.



Capacity at risk under a stated scenario, not a layoff forecast. The managed case is the successful merger.

@cvleconomics

Source: this report's I-O module; IMPLAN, Los Angeles County (run 2026-08-10). Allocation basis: the LA County share of the managed-integration consolidation range over a three-year window. Capacity at risk under a stated scenario, not a layoff forecast.

Two ripples: the cluster, then the county

Indirect exposure: 2,661 job-years through the production supply chain.

This channel is concentrated in industries that support film and television production, including independent artists and performers, agents and promoters, sound recording, equipment rental, and employment services. In practical terms, it captures the region's network of vendors, contractors, and production-serving businesses whose activity depends on spending generated by the core industry.

Induced exposure: 3,204 job-years through household spending.

This channel reflects the broader effects of reduced labor income. As earnings decline, households spend less on groceries, restaurants, healthcare, retail, housing-related services, and other locally consumed goods and services. Unlike the indirect effects, which remain closely tied to the production ecosystem, induced effects are geographically diffuse and are felt across neighborhoods throughout the County.

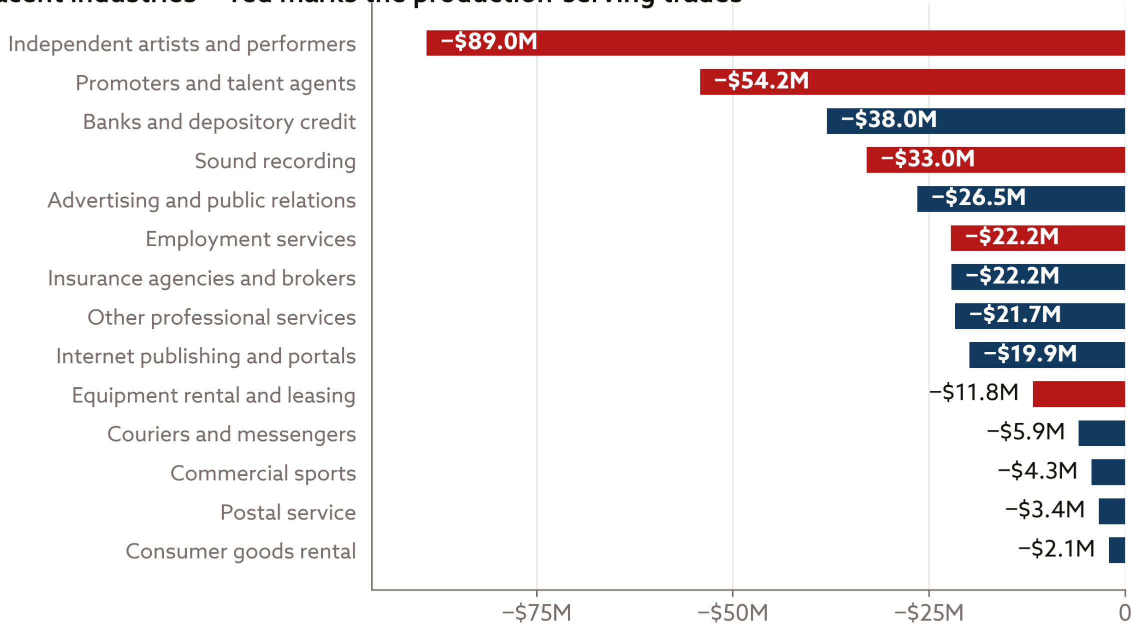
The induced employment effect exceeds the indirect effect, a pattern consistent with contraction in a high-wage industry. Relatively high direct earnings support substantial household spending, so reductions in industry payroll can translate into meaningful employment effects across consumer-serving sectors.

The second wave lands on the trades that serve production

Loss of industry output, Los Angeles County ($ millions). All values are losses.

NOT PLOTTED · THE DIRECTLY AFFECTED SECTOR
Motion picture and video industries −$2,869.9M · 32 times the largest bar below.
Drawn to one scale it would flatten every adjacent industry.

Adjacent industries · red marks the production-serving trades



@cvleconomics

Source: IMPLAN, Los Angeles County — top-15 adjacent industries by impact output; this report's I-O module. Capacity at risk under a stated scenario, not a layoff forecast.

By 2027 Leavesden holds 87% of Burbank's stage floor

Warner Bros. operates major production campuses in both Burbank and Leavesden, creating an unusually direct comparison between its Los Angeles base and its expanding U.K. capacity.

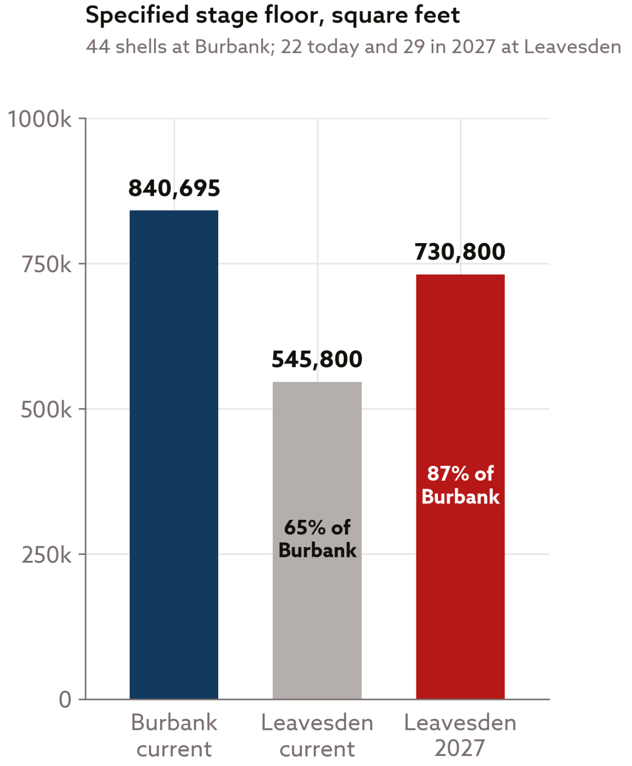
The Burbank campus includes 44 specification-listed shooting stages totaling approximately 840,695 square feet. Leavesden currently operates 22 conventional stages totaling approximately 545,800 square feet, equivalent to about 65 percent of Burbank's stage floor area.

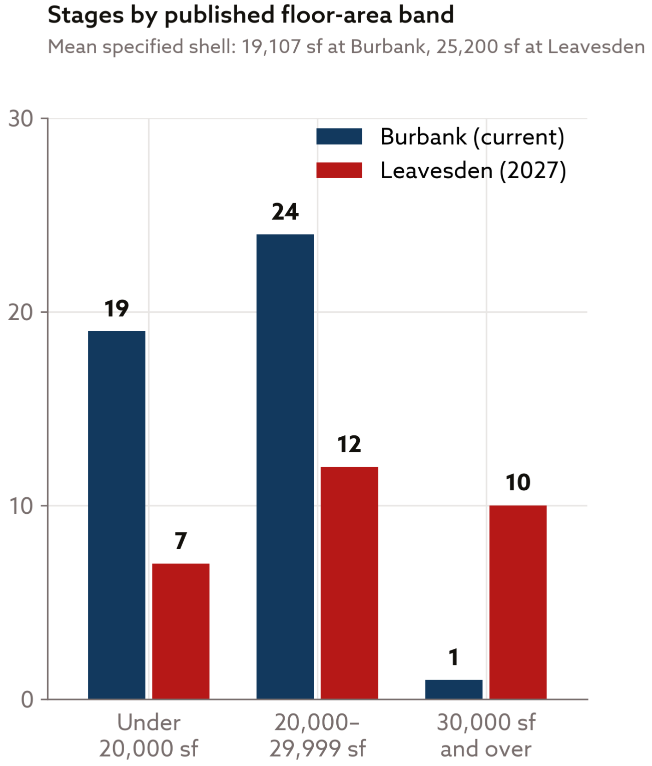
Under its approved expansion program, Leavesden is expected to reach 29 stages and approximately 730,800 square feet by 2027, bringing its stage floor area to roughly 87 percent of Burbank's current total despite having substantially fewer individual stages.

The comparison becomes more consequential at the scale required for major tentpole productions. Leavesden already includes 10 stages of at least 30,000 square feet, compared with one at Burbank. That difference gives the U.K. campus substantial capacity for large-format productions that might otherwise have relied more heavily on Los Angeles facilities.

Two-thirds as many shells, but 87% of the floor

Conventional spec-listed shooting stages; the adaptable Tour shell is excluded





@cvleconomics

Source: Burbank × Leavesden policy primer S7–S13 and Appendices A–E — published Warner stage specifications and Leavesden planning filings, status date August 5, 2026. Physical stage capacity only; 2027 is approved capacity, not operational evidence.

A $250M tentpole: $192.3M UK vs. $206.6M California

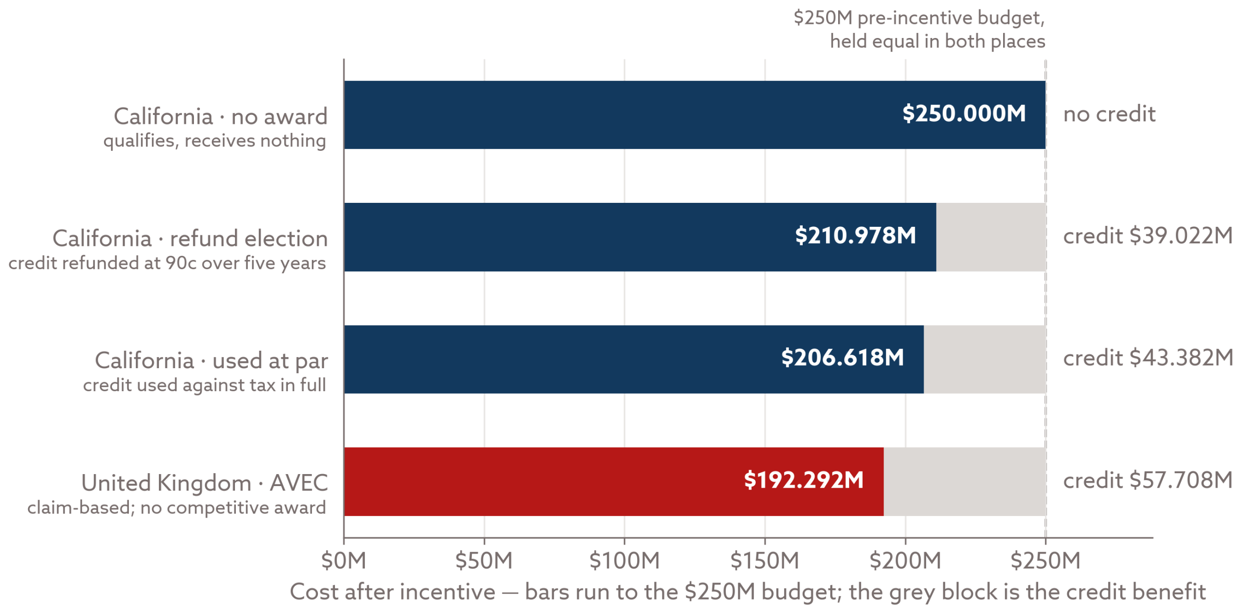
A separate question from physical stage capacity is the project-level economics created by production incentives. To isolate that effect, the analysis applies the United Kingdom and California incentive regimes to the same synthetic $250 million tentpole production, holding the pre-incentive budget constant so that only the statutory treatment changes.

Under that scenario, the same production would have a modeled post-incentive cost of approximately $192.3 million under the United Kingdom's AVEC regime and $206.6 million in California if a state credit were awarded and realized at full face value. Without a California award, the modeled cost would remain the full $250.0 million.

California's refundable-credit election produces an intermediate result. If the awarded credit were refunded at 90 cents on the dollar over five years, the modeled post-incentive cost would be approximately $211.0 million.

A synthetic $250M tentpole: cost after production incentive

One-time, project-level tax-credit ledger — California Program 4.0 against United Kingdom AVEC.
This is not a property charge, and the England film-studio rates relief is not added to it.



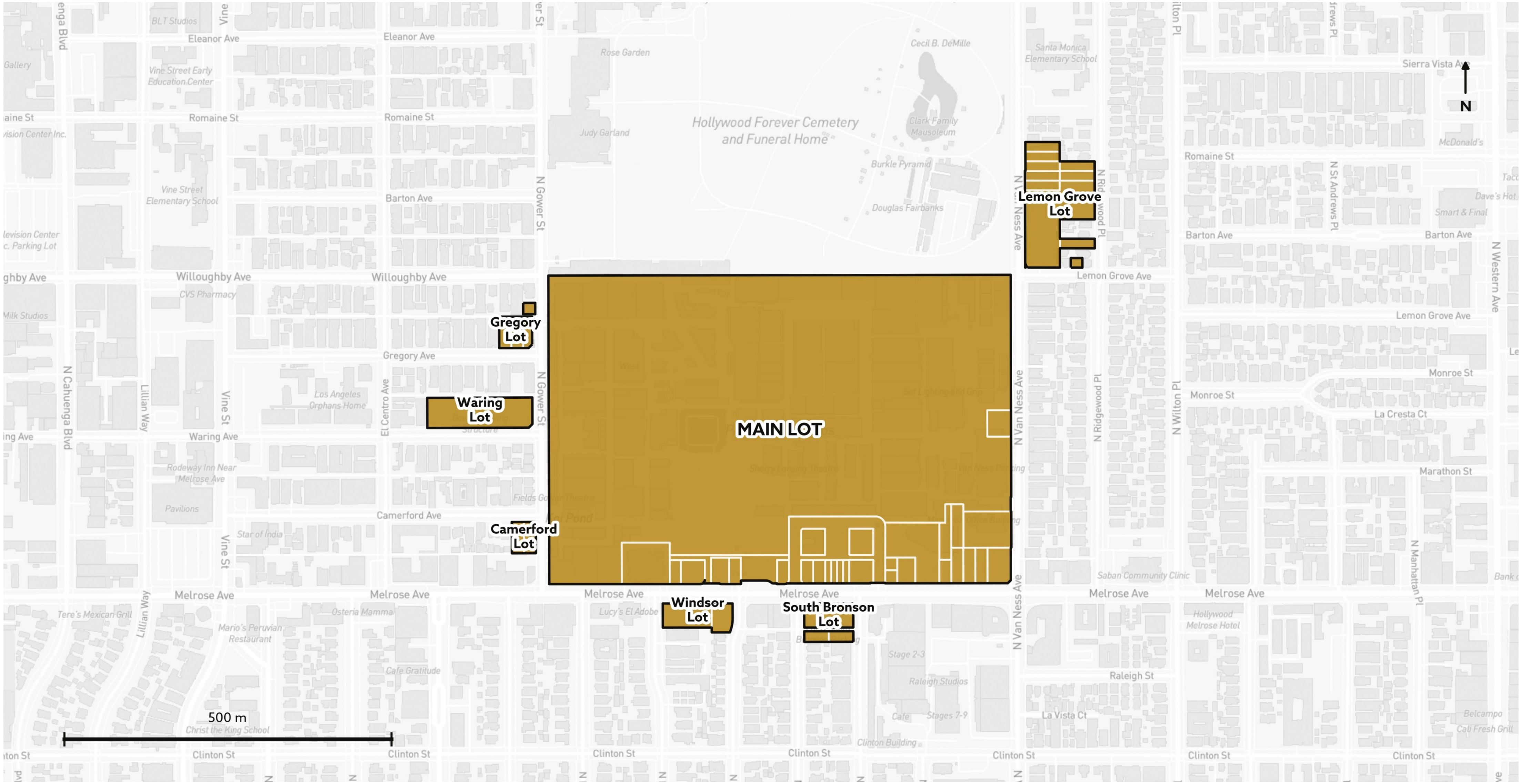
Break-even: the UK net benefit is $14.326M larger than an awarded California credit used at par, so the United Kingdom can cost 5.73% more before incentives and still match it — 7.47% against the California refund case, and 23.08% against a California no-award case.

Timing: at an 8% discount rate the present values are $49.5M for UK AVEC and $37.2M for California at par.

@cvleconomics

Source: Burbank × Leavesden policy primer S19–S23 and explainer memo §§4–5; verified California Program 4.0 and United Kingdom AVEC statutory parameters. Synthetic VFX-heavy tentpole; scenario ledger, not a forecast. Production incentives only — not a property charge.

Paramount: 55 parcels, 62 acres, $444M on roll



Warner: 11 parcels, 127 acres, $1.23B on roll

CVL Economics

EDPC Presentation: August 20, 2026

www.ceo.lacounty.gov/pai

Poverty Alleviation Initative's

Annual Report & Progress Updates

An update on LA County PAI's progress
and the County's first anti-poverty pledge

Presented By: **Kristina Meza**

Chief Executive Office.

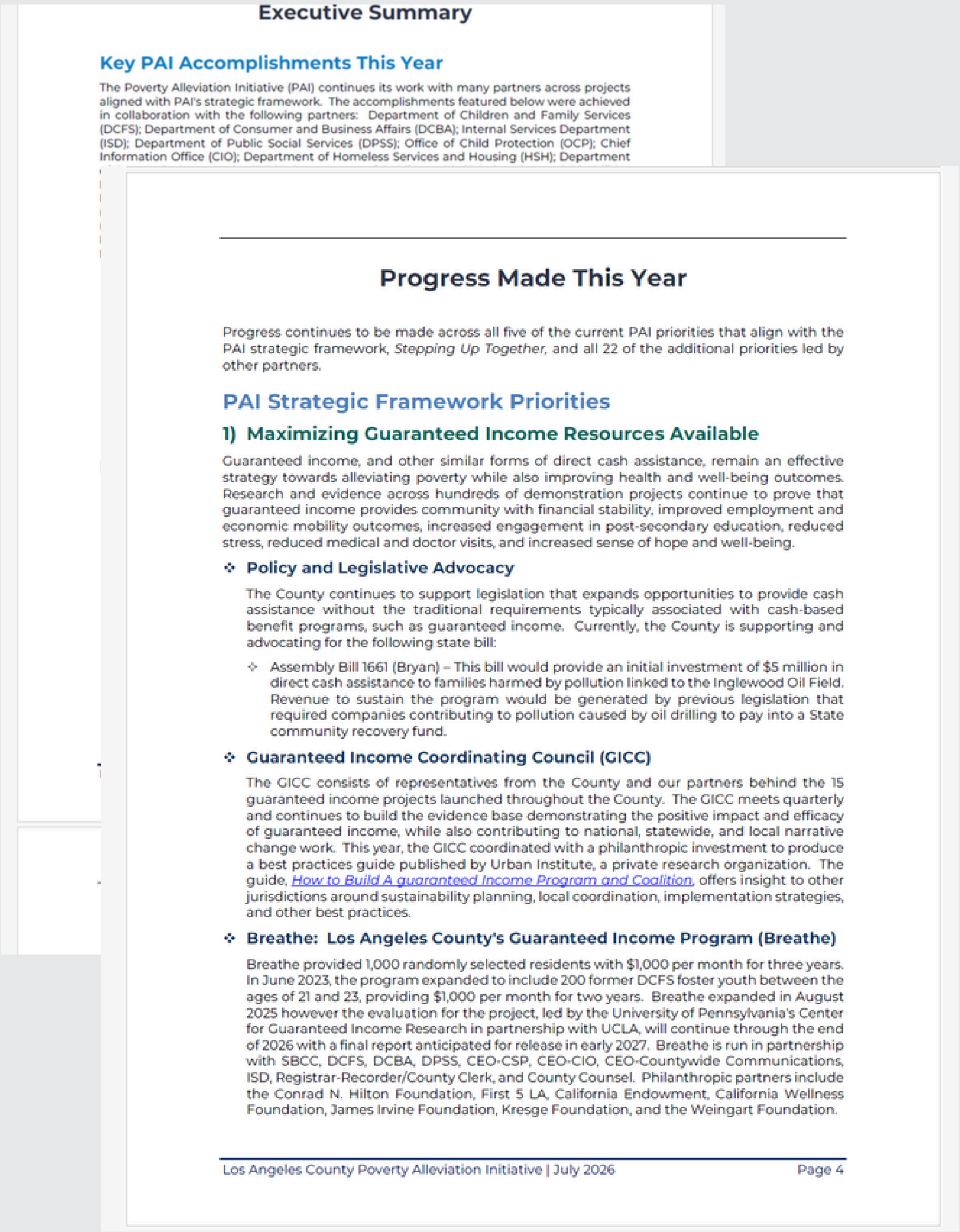
PAI

County of Los Angeles
Poverty Alleviation Initiative
PATHWAYS TO THRIVE

Agenda

1. Annual Report Update & Release
2. PAI's Priorities
3. Pledge and Pledge Progress
4. Up Ahead

PAI Annual Report



Executive Summary

Key PAI Accomplishments This Year

The Poverty Alleviation Initiative (PAI) continues its work with many partners across projects aligned with PAI's strategic framework. The accomplishments featured below were achieved in collaboration with the following partners: Department of Children and Family Services (DCFS); Department of Consumer and Business Affairs (DCBA); Internal Services Department (ISD); Department of Public Social Services (DPSS); Office of Child Protection (OCP); Chief Information Office (CIO); Department of Homeless Services and Housing (HSH); Department

Progress Made This Year

Progress continues to be made across all five of the current PAI priorities that align with the PAI strategic framework, *Stepping Up Together*, and all 22 of the additional priorities led by other partners.

PAI Strategic Framework Priorities

1) Maximizing Guaranteed Income Resources Available

Guaranteed income, and other similar forms of direct cash assistance, remain an effective strategy towards alleviating poverty while also improving health and well-being outcomes. Research and evidence across hundreds of demonstration projects continue to prove that guaranteed income provides community with financial stability, improved employment and economic mobility outcomes, increased engagement in post-secondary education, reduced stress, reduced medical and doctor visits, and increased sense of hope and well-being.

- Policy and Legislative Advocacy

  The County continues to support legislation that expands opportunities to provide cash assistance without the traditional requirements typically associated with cash-based benefit programs, such as guaranteed income. Currently, the County is supporting and advocating for the following state bill:

  - Assembly Bill 1661 (Bryan) – This bill would provide an initial investment of $5 million in direct cash assistance to families harmed by pollution linked to the Inglewood Oil Field. Revenue to sustain the program would be generated by previous legislation that required companies contributing to pollution caused by oil drilling to pay into a State community recovery fund.

- Guaranteed Income Coordinating Council (GICC)

  The GICC consists of representatives from the County and our partners behind the 15 guaranteed income projects launched throughout the County. The GICC meets quarterly and continues to build the evidence base demonstrating the positive impact and efficacy of guaranteed income, while also contributing to national, statewide, and local narrative change work. This year, the GICC coordinated with a philanthropic investment to produce a best practices guide published by Urban Institute, a private research organization. The guide, *How to Build A guaranteed Income Program and Coalition*, offers insight to other jurisdictions around sustainability planning, local coordination, implementation strategies, and other best practices.

- Breathe: Los Angeles County's Guaranteed Income Program (Breathe)

  Breathe provided 1,000 randomly selected residents with $1,000 per month for three years. In June 2023, the program expanded to include 200 former DCFS foster youth between the ages of 21 and 23, providing $1,000 per month for two years. Breathe expanded in August 2025 however the evaluation for the project, led by the University of Pennsylvania's Center for Guaranteed Income Research in partnership with UCLA, will continue through the end of 2026 with a final report anticipated for release in early 2027. Breathe is run in partnership with SBCC, DCFS, DCBA, DPSS, CEO-CSP, CEO-CIO, CEO-Countywide Communications, ISD, Registrar-Recorder/County Clerk, and County Counsel. Philanthropic partners include the Conrad N. Hilton Foundation, First 5 LA, California Endowment, California Wellness Foundation, James Irvine Foundation, Kresge Foundation, and the Weingart Foundation.

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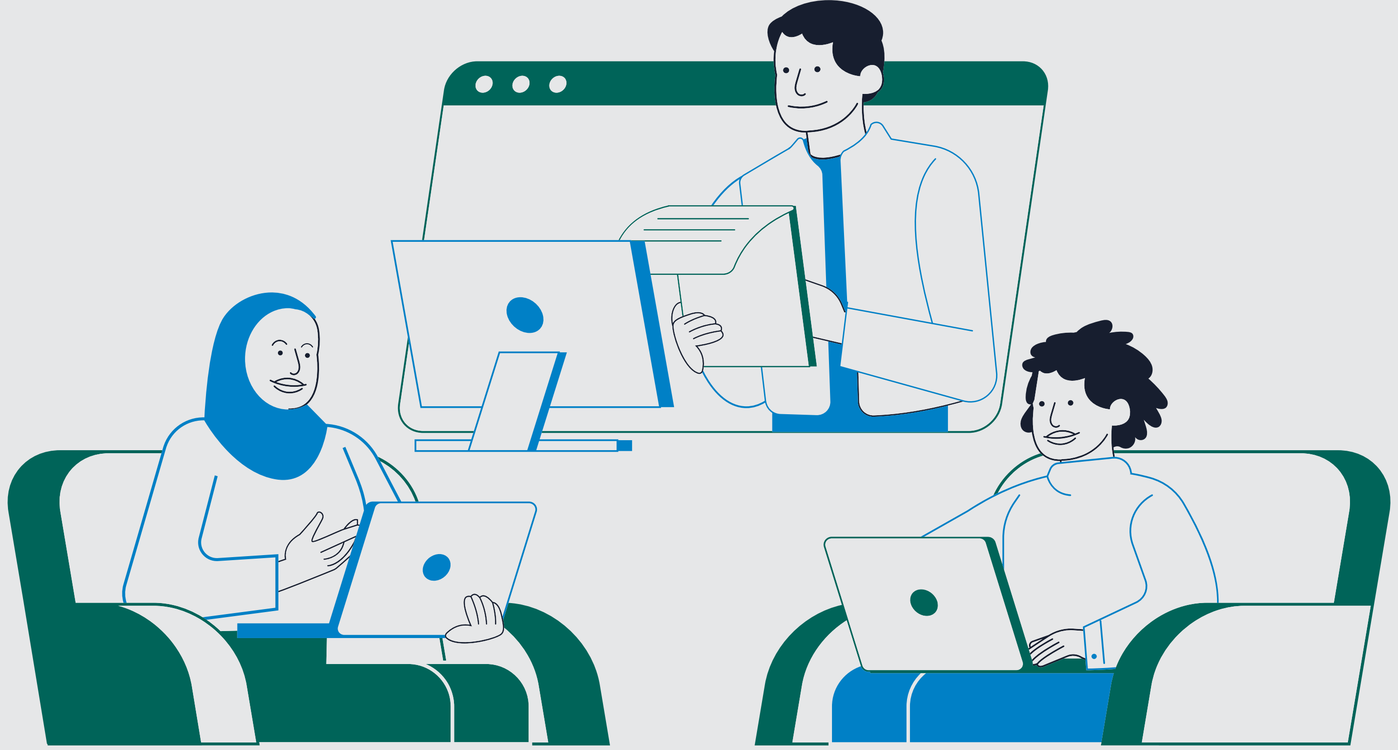
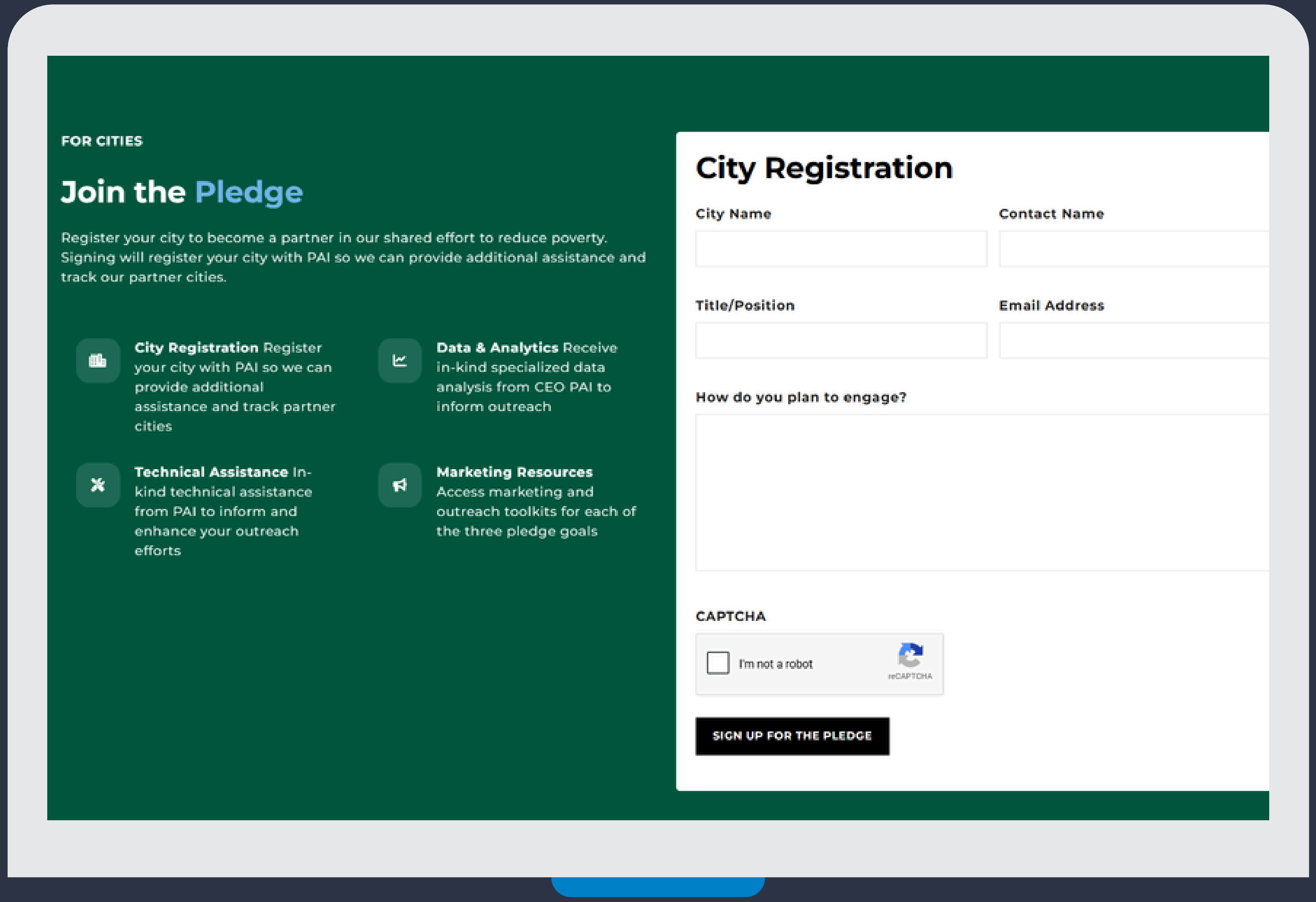


2026 Fourth Annual Report
Now Live on PAI's Webpage
Follow QR Code Below



New PAI Priority: Anti-Poverty Pledge

Countywide Pledge Goals:

1. Increase CalWORKs Enrollment
Decrease local child poverty by increasing CalWORKs enrollment by 10,000 families Countywide.

2. Increase Tax Credit Filings
Increase filings of the Child Tax Credit (CTC) and Earned Income Tax Credit (EITC) by 10% over two years.

3. Keep Your Benefits Campaign
Promote the campaign to residents enrolled in CalFresh and Medi-Cal to help families maintain critical benefits.

Pledge Fundraising

Continued coordination with the Center for Strategic Partnerships to seek funds to support marketing and outreach work.

Support:

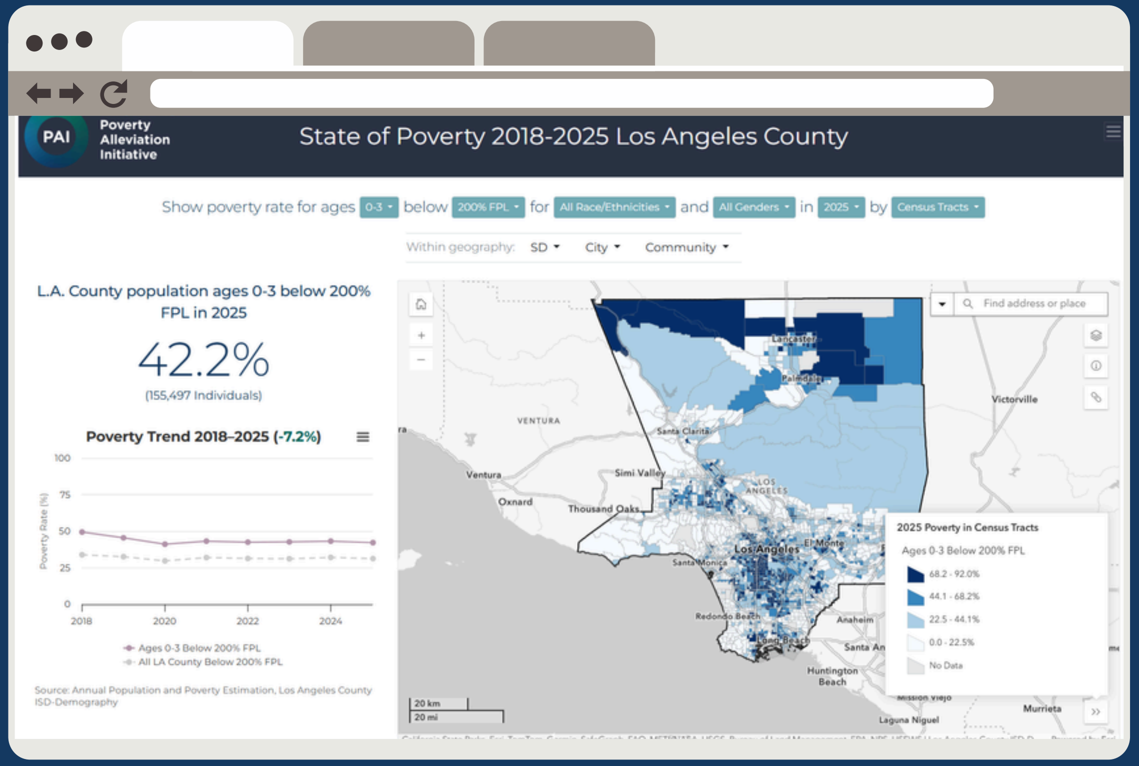
1. Grassroots outreach utilizing the CHW/Promotora model supported by microgrants for participating cities
2. Strategic communication and marketing from Actum, as well as tailored social media toolkits
3. The premier campaign for CALWORKS to support LA County families

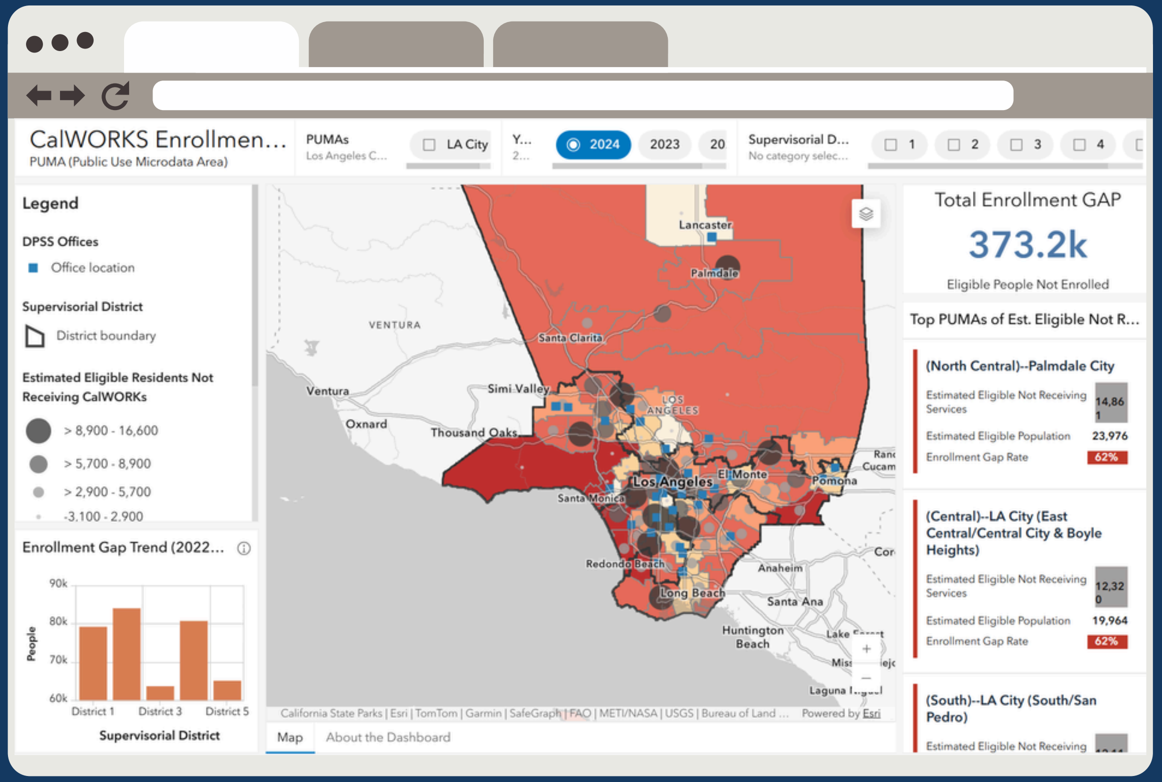
Social Return on Investment:

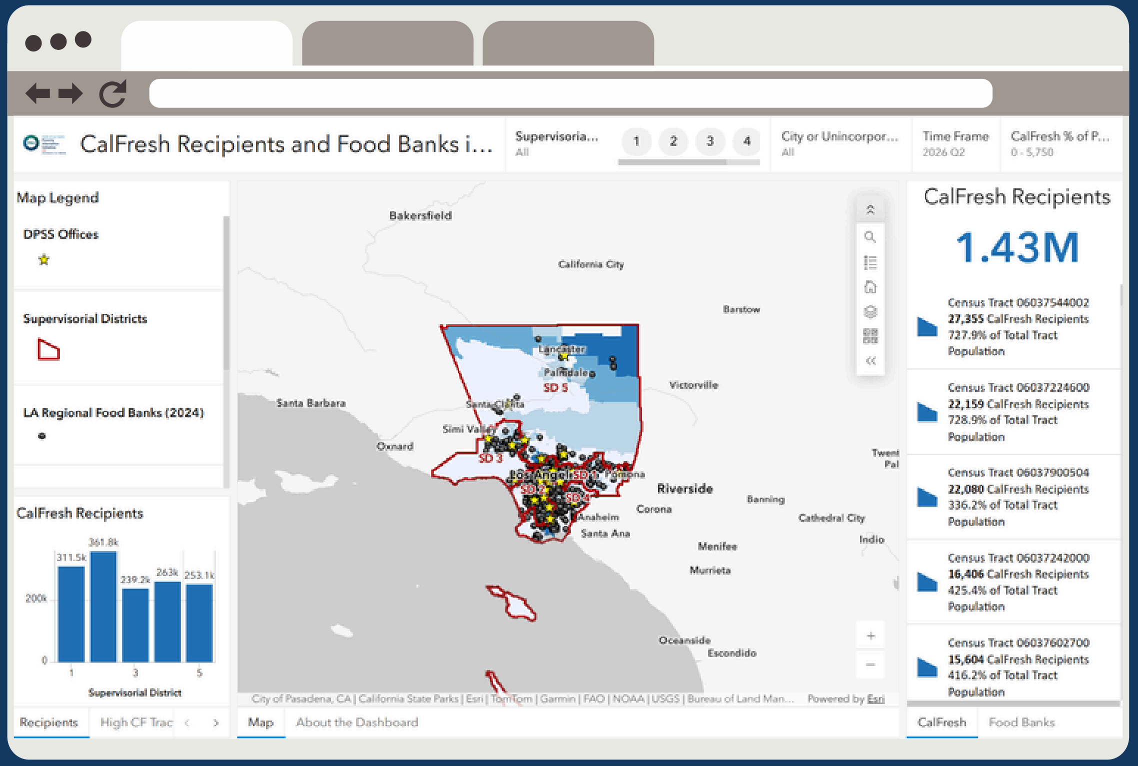
For every $1 invested in the Pledge for Shared Prosperity, the campaign is projected to generate nearly $110 in direct financial benefits. Combining the pledge goals of increasing CalWORKs and free tax preparation filings, a total of up to $43M could go back to families in Los Angeles County.

State of Poverty Dashboard

PAI's State of Poverty Dashboard is complemented by robust CalWORKs and CalFresh dashboards, providing cities with reliable, localized data to inform pledge-related priorities and outcomes.
Together, these tools support tailored outreach and engagement, helping cities identify local needs and develop targeted strategies to advance the Anti-Poverty Pledge.







PAI Priorities:

1. Maximizing Guaranteed Income Resources
2. Redesigning LA County's General Relief Program
3. Improving Benefit Access and Equity for CalWORKs
4. Increasing Tax Credit Filings

1.

Launching two new Guaranteed Income projects serving more than **750 residents** with direct cash to make impact in housing, food access, and economic stability.

2.

Convening key stakeholders, in partnership with DPSS, to build a plan for reform of the County's General Relief program that serves **115,000 residents** monthly. **73%** of which are actively experiencing **homelessness** & **35%** are **justice system impacted.**

3.

Connecting families in CalWORKs to stronger bridge post-exit, modeling after a human-centered design led by United Parents and Students through key interviews with over **100 CalWORKs families**. The program will continue aid, child care, and other critical supports for families that income off of aid.

4.

Linking **3,707 families** to **$5.5 million** in tax returns through the County's free tax preparation infrastructure, in partnership with DCBA, DEO, DPSS and others offering collocated services in key communities. VITA in whole serves nearly **71,000 families** with more than **$77 million** in returns.

Key Updates from Partners

Invest in Our Communities

- **DPH Office of Advancement for Early Care and Education** processed more than $1.9 million in financial stipends to 1,184 early educators for achieving quality milestones through training.
- **First 5 LA** invested in and convened the collaborative Home-Based Child Care Strategy Group to expand supports and infrastructure for Family Friend and Neighbor Caregivers.

Strengthen Pathways to Opportunities

- **DEO** launched the Fire Recovery and Resilience Workforce Program, supporting 1,000 dislocated workers impacted by the January 2025 wildfires through a $14.2 million investment providing recovery-focused employment and training opportunities.
- The State launched the CaliforniaKids Investment and Development Savings Program (**CalKIDS**) marketing and outreach campaign, contributing to the more than 6 million claimed accounts officially marking the $2.2 billion program as the nation's largest children's savings account.

Expand Access to Basic Supports

- **DCBA** launched the Los Angeles County Emergency Rent Relief Program (ERRP), disbursing $15.8 million to 1,752 grantees experiencing emergency-related financial hardship such as unpaid rent, mortgage, utilities, or other related housing expenses.
- LA City Community Investment for Families Department (**CIFD**) launched the LA City Emergency Fund, aiding vulnerable survivors of domestic violence, human trafficking, and other forms of violence through safe permanent housing, offering $635,000 in cash assistance to 456 participants.

Improve Our Service Delivery System

- **DPSS** established the Collaboration, Accountability, Responsiveness, and Empathy (CARE) committee to review customer experience data and move stategies forward to improve customer service, resulting in increases in overall customer satisfaction by nearly 7% and increases in customer resolution.
- The **Office of Food Systems** released the Food Base LA Dashboard detailing food insecurity countywide and demonstrating opportunities to expand food access.

Stay engaged & Take the Next Step

Stay connected. Join our mailing list for updates, resources, and opportunities to get involved.
pai@ceo.lacounty.gov

Sign the Pledge. Unlock access to tailored resources, technical assistance, and microgrant opportunities launching Fall 2026.