Gateway Cities COG: Vision and Goals

REGIONAL CONFERENCE AND BOARD RETREAT, JUNE 20-22, 2019

AVALON, CA

Recap of discussions in 2018

- We reconfirmed our four policy priorities:
  - Transportation
  - Air Quality/Climate
  - Housing/Homelessness
  - Economic Development
- We spent some time last June discussing concerns and potential goals in each area

Recap: Transportation

- Encourage funding for technology infrastructure – e.g. for "Smart Cities"

- Make sure our cities are getting their fair share of funds, in Measure M and other programs

- Improve member participation, e.g in I-710 process

- Help individual truck owner-operators in our communities replace/upgrade their rigs

- Explore whether the COG has authority to initiate a revenue measure

Recap: Air Quality/Climate

- Continue to pursue alternative/cleaner technologies for moving goods

- Address CARB staffing issues that limit enforcement capability to ensure control of truck emissions

- Support programs to turn over school bus fleets to cleaner vehicles

Recap: Housing/Homelessness

- Help address mental health needs by supporting a bill similar to AB 1795 (would have allowed direct drop-off at mental health facility)

- Create easily accessible toolbox available to first responders, police departments

- Quantitative assessment of homelessness: for example, how many have mental health issues, what capacity exists in our region, is it enough?

- Examine the permitting and housing approval process that is within the influence of councils and staff

- Seek favorable housing policy in Sacramento

Recap: Housing/Homelessness (continued)

- Take a preventative approach to homelessness

- Seek partnerships with developers who will invest in our communities for the long-term, not create more problems

- Explore how to incentivize sustainable housing and economic development

- Look for sites within Gateway Cities for pilot programs

Recap: Economic Development

- Look into creating a jobs program for youth, including mentoring and teaching life skills

- Work with trade unions

- Look to best practices by other COGs

- Identify developers and create ways to match them with opportunities in our region

- Use the Eco-Rapid/WSAB corridor to try innovative development models

- Work with cities to facilitate updating general plans

Next Steps for Today

- SWOT Analysis

  Strengths   **Weaknesses**

  Opportunities   **Threats**

- Small group discussions for about 20 minutes, then compare notes for about 20 minutes

- Finding Our Voice: group discussion

STRENGTHS

- Technical knowledge
- Unity/strength in numbers (benefits from community, grants, etc.)
- Diversity in communities
- Improvement and strength in staff/organization
- Expertise and partnership from member agencies
- Expanding and strong partnerships
- Communication
- Strong resume and technical capacity
- Known innovators/collaborators
- Political representation
- Deliverables- what we bring to the cities
- Outreach and resources for cities
- Regional participation
- Proximity to ports

- Unified cities
- Level of information shared (resources)
- Quick response time
- Strength in numbers – who we represent
- Political power, major state and national leaders
- staff <3
- Active membership continues to move the COG forward
- History of accomplishments
- Power of the group + collaborations
- Higher education
- City managers expertise
- Site selector tool on website
- COG Annual retreat as a method of informing of the COG and activities, and helping to maintain relationships and unify our region

WEAKNESSES

- Need full and regular participation from all cities
- Have not fully harnessed our strength in numbers and political power; political power has not been used to its full advantage
- Technological issues (e.g. website)
- Lack of funding and limited reserves
- Communication
- Lack of participation
- Limited staffing
- COG 101/Factsheet - Lack of public awareness of COG agency and activities
- Funding resources – need more for COG's sustainability
- Update website – not user friendly

- Economic diversity – all cities are not given the same/enough/equitable opportunities
- Lack of branding
- Lack of staff to pursue funding (e.g. grants)
- Direct communication between COGs and cities – need a streamlined process (e.g. reports or other info created should go to City Managers for a direct communication line)
- Limited regional opportunities
- Lack of revenue returned to the region
- Not utilizing higher education to the degree that we potentially could (utilizing academic expertise available)
- Lack of reserves (funding)
- Quickness of adaptability (e.g. consenus process_
- Environmental/geographic conditions/limitations
- Density and ability to grow out
- Loss of employment and changing labor market
- Housing and homelessness
- Regional and city identity (branding)

OPPORTUNITIES

- COG 101/Factsheet or presentation for community updates (Idea for Annual presentation - what has the COG done this year?)

- Full and regular participation from all cities

- Proximity to ports

- Technological advances and additions at the COG

- Grant funding opportunities

- Private partnerships; and P3s development opportunities

- Partnerships with educational institutions (tap into local and regional higher learning/expertise; partner with local institutions; expand the workforce)

- Research/find state and federal funding

- Collaboration with other COGs

- Collaboration with other agencies that board members are all part of/leaders in (e.g. SCAG)

- Branding (e.g. get our speakers and staff out at conferences)

- Change in economy/participating changes in the economy

- Directing legislation instead of reacting to it

- Active participation in transit projects (WSAB and gold line)

- Billboard/advertising opportunities

- Identify 2028 Olympics opportunities

- Census participation (much funding is based on population)

- Potential for political power; strong current leaders with lots of influence to benefit our region

- Concentration of DACs in region – could bring revenue and funding for investment in our communities (how do we do this?)

- Opportunity to leverage Lower LA river and work with Senator Laura

- TOD community opportunities, TOD models and developments

- Relationships with County supervisors

- Manufacturing jobs – how can we retain these jobs?

- Innovative funding strategies

- Training – sharing best practices and growing regionally

- Youth opportunities and programs (mentorship)

- Increase focus and action in environmental/sustainability arena

- Leverage technology (e.g. regional smart cities policy for movement of goods)

THREATS

- State and county initiatives, policy decisions that negatively affects our region
- Public lack of education, lack of understanding on issues
- Lack of informed citizenship engagement
- Potential reduction in membership (financial)
- Recession
- Chang in economy
- Change in elected officials/turnover and participation level
- Litigations
- Unfunded mandates
- State intervention
- Unaddressed homelessness and housing affordability
- Proximity to ports (e.g. from terrorist standpoint)

- Threats to municipal budgets and connection to the greater economy
- Fewer revenue sources available
- Hijacking of sales tax, sales tax not growing
- Overregulation (e.g. connection to ports and employment)
- Housing issues –lack of adequate and affordable housing
- Housing market
- Online sales
- Politics at all levels and threat of divisions
- Looming recession and impacts to revenue streams
- Loss of grant and philanthropic funding opportunities
- State legislation and disproportionate impacts
- International monetary policies (e.g. trade)
- Public safety and public opinion (constant shifts)
- Media and the COG being lumped in with the broader region

Finding Our Voice

- Who do we speak to?

- With whom do we need to collaborate?

- What are our key messages?

- How do we best convey these messages?

Who do we speak to?

- Elected officials
- Media
- Metro
- SCAG
- Caltrans
- Government
- Appointed people on boards (internally) COG reps.
- Private sectors
- Educational institutions
- Residents
- Ports/ Airports (Avalon / Long Beach)
- Non profits

- Philanthropic institutions – CA Wellness Foundation
- RMC
- AQMD/CARB
- Industry leaders
- LAEDC
- Homeless outreach / PATH
- State/fed agency
  - Water board of coastal community
  - FHAA, police & Fire,
- Other COG's
- Utilities

With whom do we need to collaborate?

- See previous

- Hospital associations/ healthcare providers

- Housing developers

- Chambers of commerce
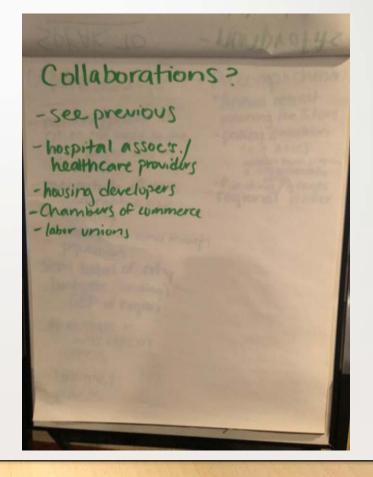
- Labor unions

What are our key messages?

- Number/power of cities, "We would be the 5th largest city in the U.S."

- Magnitude of COG
  - Geographic size
  - Density
  - Money that comes through
  - Population

- Sum total of city budgets (funding)
  - GDP of region
  - Number of state and federal reps in GCCOG

- Uniquet DAC's

- Accomplishments

- Annual retreat

- Planning for future

- Policy creation (e.g. RMC)
  - Clean truck program
  - I-710 community groups
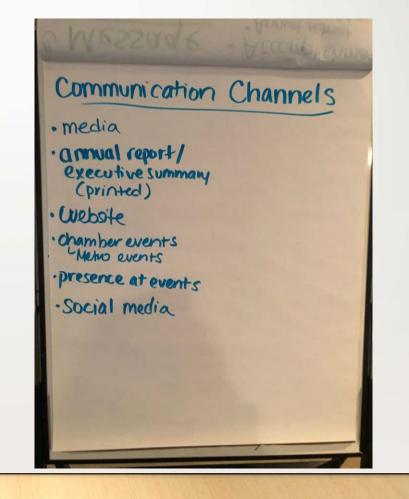
- Funding/ grants

- Regional leader

How do we best convey these messages?

- Media

- Annual report/ executive summary (printed)

- Website

- Chamber events
  - Metro events

- Presence at events

- Social media

SPEAK TO.
- elected officials
- media
- Metro
- SCAG
- Caltrans
- Gov.
- Appointed people on boards (internally) COG reps.
- Private sector
- Educational insts.
- Residents
- Ports/Airports LB, AM

- nonprofits
- philanthropic institutions
  · CA Wellness Foundation
- RMC
- AQMD/CARB
- industry leaders
- LAEDC
- homeless OUTreach/PATH
- State/fed agency water coastal comm. F MAA, police + fire, etc. POS assoc's.
- other COGs
- utilites (SCE! SCG) +

Collaborations?
- see previous
- hospital assoc's./ healthcare providers
- housing developers
- Chambers of commerce
- labor unions

Message

- number/power of cities; "we would be the 5th largest city in the U.S."
- magnitude of COG
  - geographic size
  - density
  - money that comes through
  - population
- Sum total of city budgets (funding)
  - GDP of region
- # of state + federal reps in GCCOG
- unique + DAC's

Accomplishments
- Annual retreat
- planning for future
- policy creation (e.g. RMC)
  - clean truck program
  - I-710 community groups
- funding/grants
- regional leader

Communication Channels

- media
- annual report/ executive summary (printed)
- Website
- Chamber events
  - Metro events
- presence at events
- Social media

Thank You

Dinner 5 – 7 pm

Board + Staff + Guests Welcome