DISTINGUISHED LEADERSHIP
(PLANNING AGENCY)

GATEWAY CITIES
COUNCIL OF GOVERNMENTS

2019 APA LOS ANGELES AWARDS GALA
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. consensus 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)
- 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
• Change 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?
Thank You

Dinner 5 – 7 pm
Board + Staff + Guests Welcome