DISTINGUISHED LEADERSHIP
(PLANNING AGENCY)

GATEWAY CITIES
COUNCIL OF GOVERNMENTS
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)
- 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)
  COS reps.
- Private sector
- Educational inst.
- Other COGs
- Residents
- Ports/Airports

- nonprofits
- philanthropic institutions
- RMC
- AQMD/CARB
- industry leaders
- LACEC
- homeless
- Outreach/PATH
- State/ Fed agencies
- Coastal zones
- EHRAs, POA, etc.
- others
- Utilities (GSD)
- CB
- Ports/Airports

Collaborations?
- see previous
- hospital assoc./healthcare providers
- housing developers
- Chambers of commerce
- labor unions
**Message**
- number/powers of cities: “we would be the 5th largest city in the U.S.”
- magnitude of COE: geographic size, density, money that comes through population
- Sum total of city budgets (funding) GDP of region
- # of state & federal reps in GCOCO
- Unique + DACS

**Accomplish**
- Annual retreat
- Planning for future
- Policy creation (e.g., RMC)
- Event & track program
- Regional/community 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