

DISTINGUISHED LEADERSHIP  
(PLANNING AGENCY)

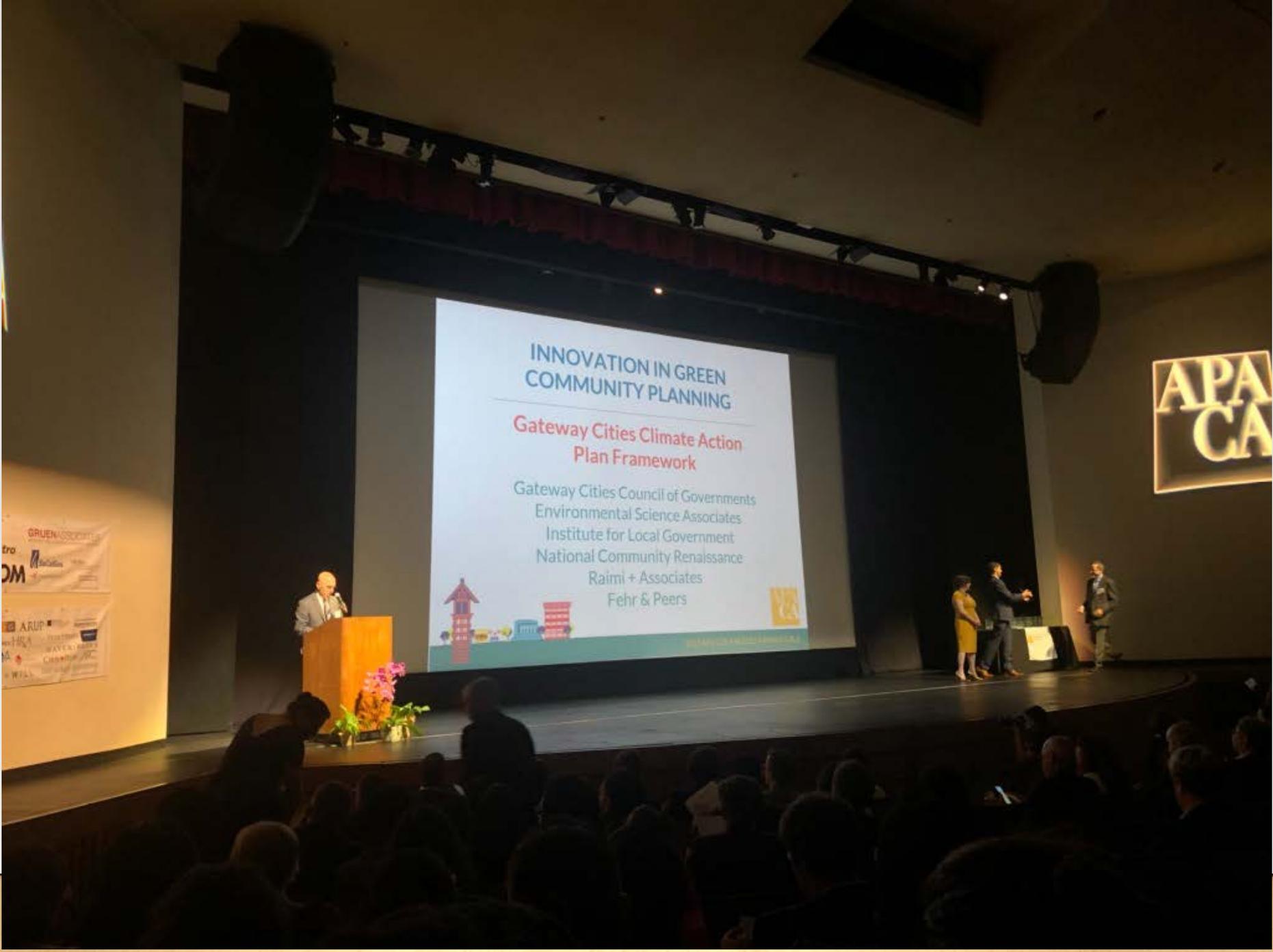


GATEWAY CITIES  
COUNCIL OF GOVERNMENTS



2019 APA LOS ANGELES AWARDS GALA





INNOVATION IN GREEN  
COMMUNITY PLANNING

Gateway Cities Climate Action  
Plan Framework

- Gateway Cities Council of Governments
- Environmental Science Associates
- Institute for Local Government
- National Community Renaissance
- Raimi + Associates
- Fehr & Peers

APAC

GRAUEN ASSOCIATES  
 AECOM  
 ARUP  
 WILKINS TOWERS WATSON  
 WILLIAMS





# 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
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# 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
- 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