

CITY OF
LONG BEACH
STRATEGIC VISION
2030

2030 Strategic Vision

City Council Presentation
August 16, 2022

Agenda



Informing the Strategic Vision



Statement of Possibility, Anchors and Themes



Goals for our community



Goals for a strong and resilient government



Next steps

Getting to our 2030 Strategic Vision...

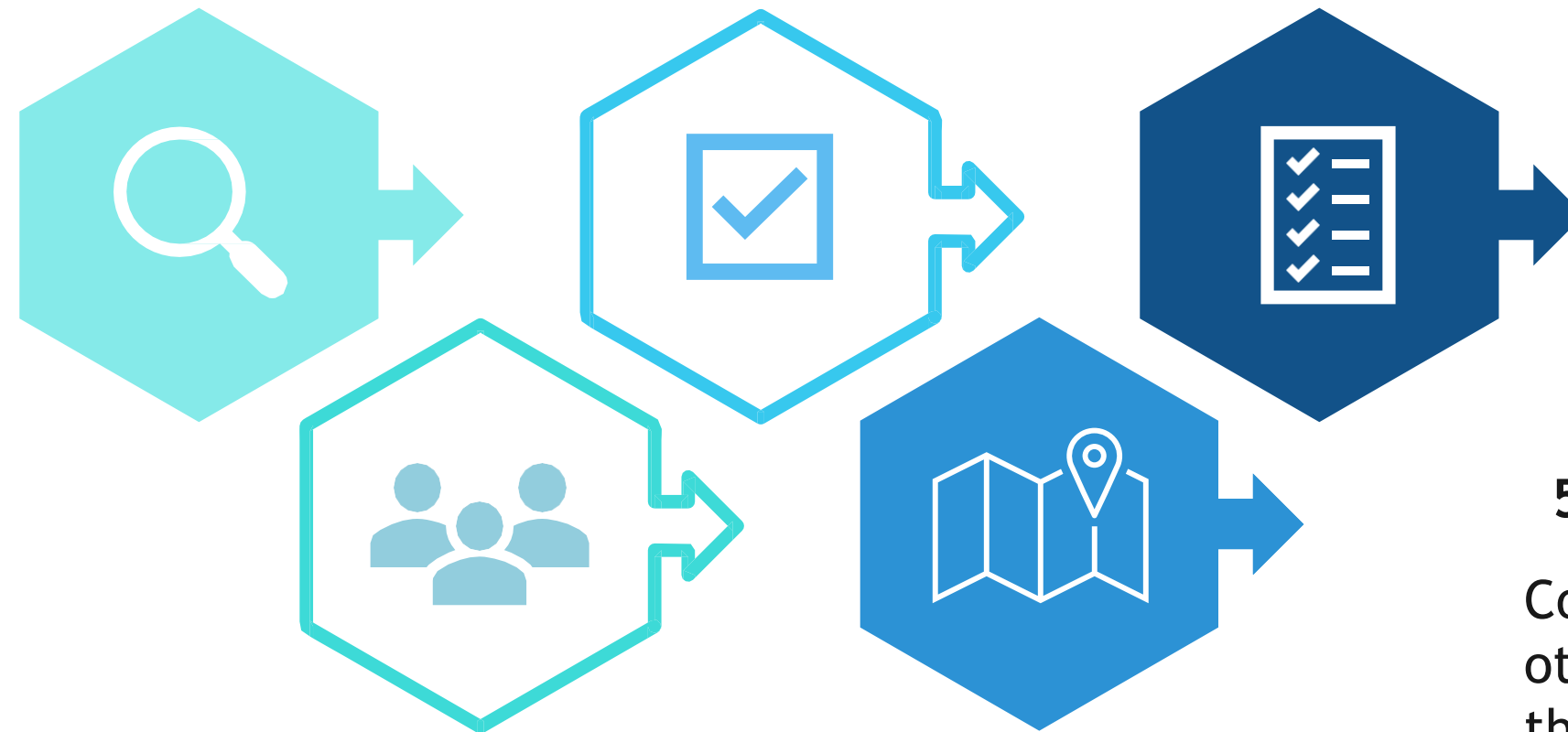
PROCESS

1 - STRATEGIC PLANS REVIEWED

Identified common themes from existing strategic planning efforts, including community input

2 - ELECTED OFFICIALS

Met with Elected Officials to solicit their vision for 2030



3 - INTERNAL

Conducted listening sessions with City Leadership Team and City Staff

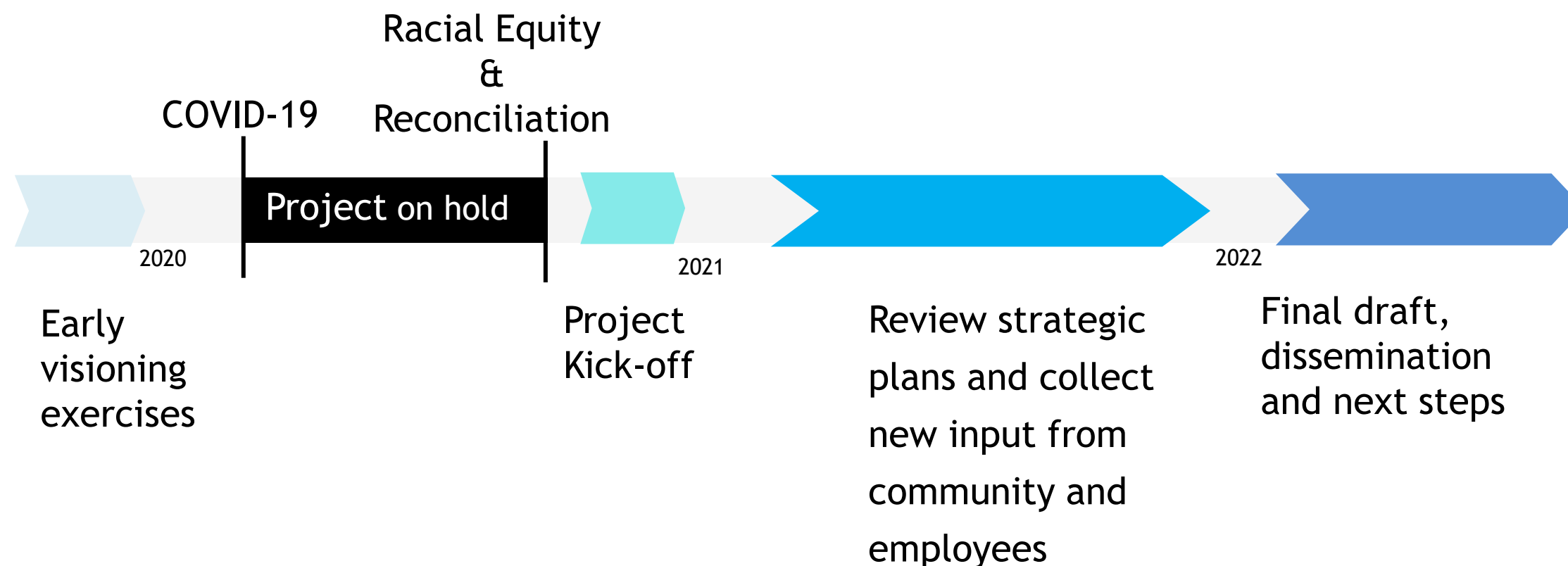
4- EXTERNAL

Gathered community feedback through interviews and surveys in 2021.

5 - ROAD MAP FOR THE FUTURE

Consolidated feedback, comments and other data and created a roadmap for the future

TIMELINE



The 2030 Strategic Vision is different from previous plans because it...

- **Anchors in equity and resilience**, building off the understanding that all communities must do well if the City is to do well overall, and that resilience in government and communities is essential to withstand and/or recover from shocks and to continue to thrive.
- Builds on **strategies** from existing departmental and City strategic plans
- Includes strategies for both our **community** and our **government**

Pulling the Pieces Together



ENAGEMENT TYPE THAT INFORMED THE PLAN	QUANTITY
2030 Strategic Visioning Budget Survey conducted through Citywide Community Budget Meetings and on-line	1,034 surveys received
Post Vaccine Community Conversations-line	35 conversations documented
Council District Meetings	150 residents attended
Employee Engagement Sessions	117 employees participated
Strategic Plans Reviewed	30+ Long Beach City plans
Residents engaged throughout City's planning efforts that inform the strategic vision	20,000+
Steering Committee Members	15
Steering Committee Meetings	10

Our 2030 Strategic Vision...

Overview of the Strategic Vision



- Anchors
- Statement of Possibility
- Themes
- How to Read the Vision Document

The Strategic Vision is Anchored in Equity and Resiliency at its Core



EQUITY

When everyone can reach their highest level of health and potential for a successful life, regardless of their background, identity or zip code.

RESILIENCY

The capacity of individuals, families, communities, and our government to heal from trauma, and strengthen our adaptability and experiences of wellbeing in ways that can prevent future trauma.

STATEMENT OF POSSIBILITY



This plan is developed to move us to our possibility as a city.

IN LONG BEACH..

*ALL PEOPLE AND
COMMUNITIES..*

Have economic opportunity.

Have access to technology to learn, communicate, engage and thrive.

Have housing that is safe, inviting and affordable.

Are safe and secure in their neighborhoods.

Have mobility and infrastructure that meets their needs.

Are healthy and well.

Have access to quality education across the life span to learn and grow.

Live in a sustainable and resilient environment.

STATEMENT OF POSSIBILITY

*WE DO THIS
THROUGH ENSURING...*

The City is fiscally resilient to meet current and future challenges.

Employees are energized, thriving, engaged and reflect the many communities of our City.

Our City is a learning organization that utilizes innovation, experimentation, and data to continuously learn and grow.

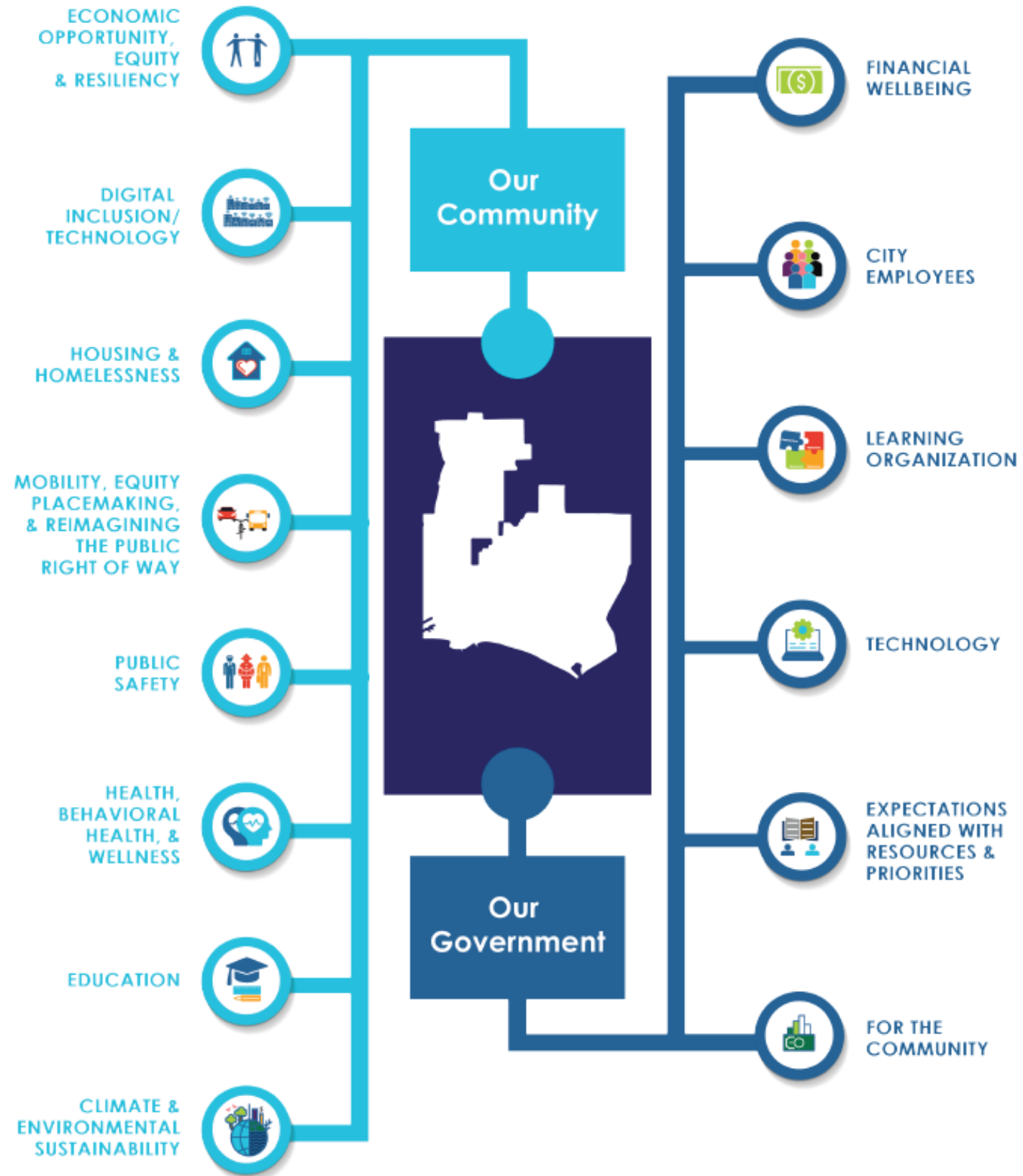
We are technology and data driven.

Expectations and resources are aligned.

Our City acknowledges and values the expertise of its community members and organizations and ensures pathways to involve them in policy and program decision-making and implementation that impacts them.



THEMES

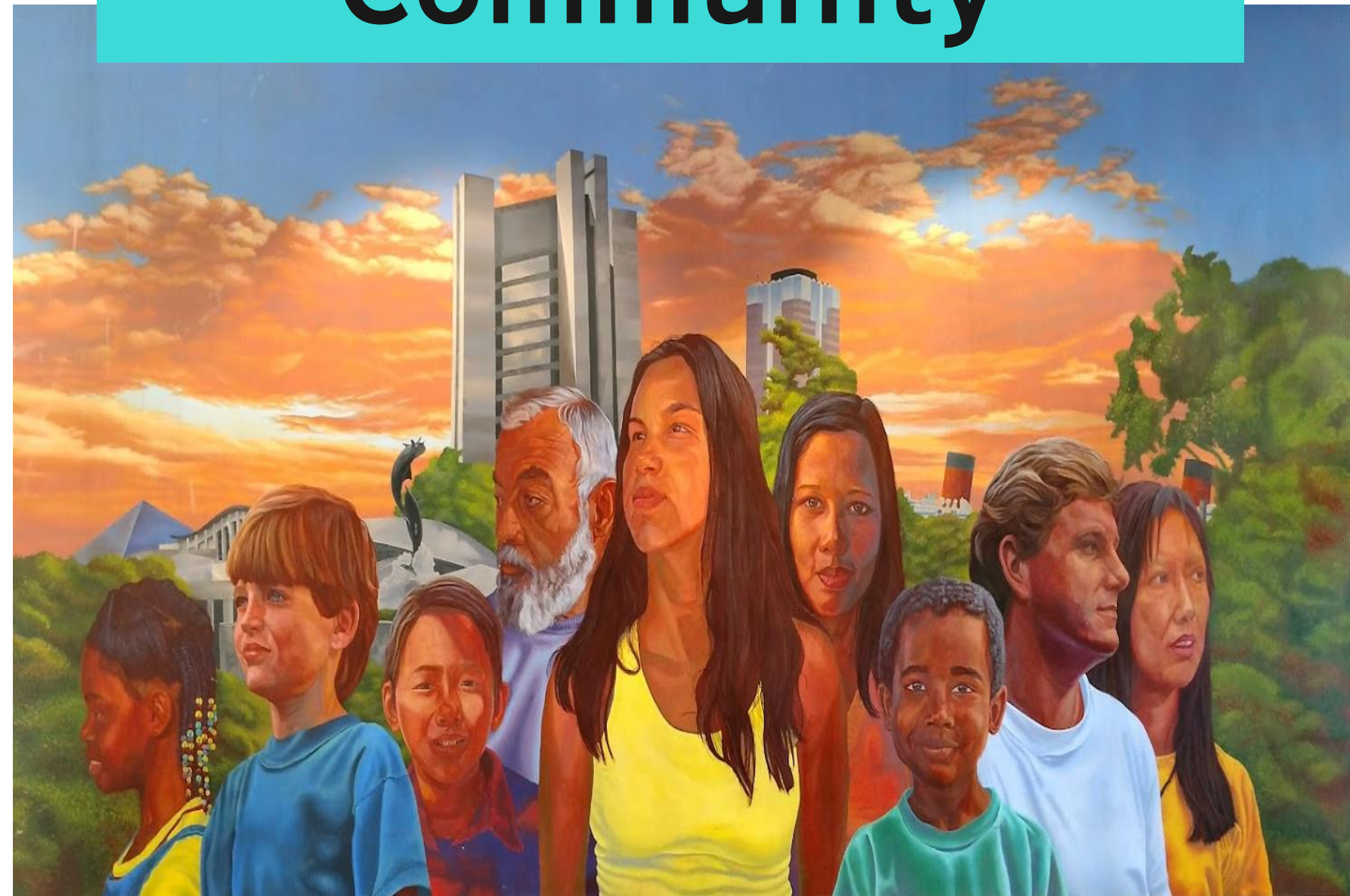


HOW TO READ THE PLAN



Vision for our Community

- Economic Opportunity, Equity and Resilience
- Digital Inclusion/Technology
- Housing and Homelessness
- Public Safety
- Mobility, Equitable Placemaking, and Reimagining the Public Right of Way
- Health, Behavioral Health and Wellness
- Education
- Climate and Environmental Sustainability





Long Beach provides economic opportunity for all.

- A well-trained workforce that is competitively aligned with the needs of local employers.
- New and existing entrepreneurs have supportive, accessible, and reliable pathways to confidently start and grow successful businesses.
- City procurement opportunities help diverse local small businesses expand, create jobs, and reinvest in Long Beach.
- Public and private real estate investment is promoted in all areas of the city with focused investment in areas and people that have historically experienced disinvestment.





- Economic equity and wealth creation are advanced for historically marginalized individuals and households.
- Investment in the unique culture, history, and arts of Long Beach residents stimulates economic development and uplifts diverse communities.
- Provide ongoing support and investment for artists living and working in Long Beach.
- Ensure that arts support programs reach and engage artists and organizations uplifting diverse communities.





Examples of Strategies Include...

- Streamlining and simplifying the city procurement processes
- Modernizing land use regulations, entitlement, and permitting processes to support new and equitable economic opportunities
- Expanding internship partner programs with educational institutions
- Establishing geographically-based Economic Empowerment Zones that boost investment to small local businesses and affordable housing, especially in communities of color
- Establishing one-stop centers for technical, financial, and regulatory assistance for small businesses in locations through the city
- Ensuring the Long Beach College Promise reaches and engages students from underserved communities to support completing educational goals and connecting the Long Beach Promise to a jobs and housing promise
- Establishing geographically-based priorities to align arts support with a citywide cultural plan





People have access to technology to learn, communicate, engage and thrive in our city.

- Government planning and funding bridge the digital divide.
- Low-cost technology devices and high-speed internet are available in communities with the least access.
- Community access to technology is improved through partnerships and ethical technology standards.
- A simple, accessible, and customer friendly online platform is available for residents who need city services.





Examples of Strategies Include...

- Developing and implementing a business plan that provides internet access and hardware for all homes and businesses
- Expanding the citywide fiber network infrastructure to equitably serve the full Long Beach community, with an emphasis on under-connected communities
- Strengthening the local technology ecosystem through partnerships with local businesses and community organizations
- Administering free quality WiFi at public libraries, public parks, local businesses, public transit stops, and community organizations
- Embracing a “digital by default” approach to ensure all City services are available online anytime and anywhere





Housing is available, safe, inviting and affordable.

- Long Beach is the most affordable beach community.
- Behavioral health services and case management are accessible and affordable.
- New housing is developed to meet the needs of residents at all income levels.
- Households at risk of being evicted have what they need to remain housed.
- Housing discrimination no longer exists.
- Barriers to accessing shelter are eliminated.





Examples of Strategies Include...

- Prioritizing existing and exploring new funding mechanisms and resources for affordable housing
- Minimizing displacement and protecting tenants who are vulnerable to eviction and displacement
- Revitalizing under-utilized commercial corridors
- Increasing access to housing in high-opportunity areas
- Partnering with and incentivizing landlords to open existing and new units for subsidized housing
- Strengthening education, resources, and coordination of services to improve academic success to break the cycle of future homelessness
- Expanding long-term behavioral health treatment and prevention capacity within the City of Long Beach by leveraging County and MediCal funding and services and partnering with local hospitals and non-profit providers





People are safe and secure in their homes and neighborhoods.

- Children and youth are safe from violence.
- Community members feel safe and secure.
- City Departments directly impacting public safety will continually improve policies and procedures to meet best practices, legal mandates, and **community expectations**.
- City Departments will promote partnerships that prioritize community wellness.
- Public Safety Departments will be a national standard for transparency with the public.
- The City is prepared for the next unplanned disaster.
- The City is prepared for the 2028 Olympic Summer Games.





Examples of Strategies Include...

- Investing in upstream prevention strategies such as early childhood education, living wage jobs, affordable housing, healthy communities, and other social services
- Further bridging the gap between police and community through community events, policing summits, and other opportunities to connect
- Investing in non-police alternatives for non-violent emergency calls for service
- Increasing funding, capacity, resources, and visibility of local community-based prevention/intervention models
- Building annual reports and public dashboards to increase visibility surrounding public safety operations and goals
- Establishing public health priorities to act quickly and efficiently in emergencies and disaster
- Creating a plan to maximize the City's international profile as a result of the 2028 Olympic Games





Mobility and infrastructure needs are met for all individuals and communities in Long Beach.

- Residents have multiple choices to get around the City besides driving.
- Getting around Long Beach is accessible and convenient.
- Healthy and climate-friendly transportation mode choices are convenient.
- Communities are connected and allow residents to more equitably and safely visit all amenities that the City has to offer.
- Residents of all abilities are considered in transportation planning and roadway improvements.





Examples of Strategies Include...

- Delivering equitable transportation services and capital improvements that prioritize safety and usability
- Employing mobility practices that maintain and enhance safety while strengthening community, sense of place, urban design, and the natural environment
- Supporting flexible, convenient, affordable, and energy-efficient transportation options
- Better connection of residents from the Downtown area to coastal amenities and the rest of the City through improved street realignments and park connectivity
- Addressing transportation needs for people of all ability statuses





People and community are healthy and well.

- Community resources encourage healthy eating, active lifestyles and prevent chronic diseases such as diabetes and hypertension.
- Access to open space and connectedness to nature and active living is enhanced and expanded.
- All community members can access quality physical and behavioral health care services.
- The City's older adults have the resources and support they need to be as healthy and independent as possible as they age.





Examples of Strategies Include...

- Increasing access to affordable, healthy and culturally specific food in communities with minimum access to healthy food options.
- Increasing opportunities for active living by investing in developing and maintaining parks, playgrounds and open spaces in park-poor neighborhoods
- Ensuring that older adults have safe and affordable transportation and assistance services
- Increasing access to local mental health services for all ages and needs through school-based, community-based, and City-based services
- Increasing communications and outreach to local communities in-language and remove barriers to youth enrollment in parks programming in low-income communities.
- Creating safe, inviting, affirming, and welcoming spaces for people of all physical abilities across the City and ensure parks and libraries are inclusive and safe spaces





People have access to quality education across their life span to learn and grow.

- All children have access to early childhood education.
- Access to education and support opportunities is equitable.





Examples of Strategies Include...

- Investing in the early childhood education workforce, professional development, and jobs in education that pay a living wage
- Increasing access to library resources by expanding hours and using the Mobile Studio to provide classes and workshops
- Investing in afterschool and summer programs and use schools and city facilities as community learning centers beyond the bell for both students and their parents
- Ensuring the Long Beach College Promise reaches, engages, and supports Black, Latino, Cambodian, and other students of color to complete their educational goals





Long Beach is environmentally sustainable and resilient.

- Long Beach Residents and neighborhoods are safe and resilient in the face of climate change.
- Climate investments benefit the 3 e's: environment, equity and the economy.
- Climate strategies are integrated into city processes and infrastructure investments.
- More livable communities with housing, jobs, and recreational spaces are created through climate investments.





Examples of Strategies Include...

- Prioritizing climate investments and environmental justice in communities that are disproportionately burdened
- Maximizing opportunities for green jobs and workforce development
- Incentivizing and mandating lower carbon, more resilient buildings and neighborhoods through renewable energy, energy efficiency, material reuse, and other practice
- Prioritizing natural solutions to climate change, such as tree planting, rainwater reuse, stormwater infiltration, and other strategies
- Investing in strategies that maximize co-benefits related to health, equity and inclusive economic development



Vision for a strong and resilient Government

- Financial Wellbeing
- City Employees
- Learning Organization
- Technology
- Expectations aligned with Resources and Priorities
- For the Community





The City is fiscally resilient to meet current and future challenges.

- City government is fiscally resilient, equitable, transparent, and performance based.





Examples of Strategies Include...

- Diversifying and expanding sustainable and predictable revenue streams
- Creating robust financial capacity and infrastructure across all departments
- Building and maintaining fund development capacity across City departments and capacity to effectively manage grants
- Allocating resources to ensure equitable outcomes across our City by intentionally investing funds and resources in our people and those communities most impacted by racism





Employees are energized, thriving, engaged and reflect the diversity of communities in our City.

- Diverse, talented City staff reflect the community, feel valued and heard.
- City employees understand and are committed to equity in program and budget planning, implementation, and outcomes.





Examples of Strategies Include...

- Recognizing staff performance with equitable compensation and professional growth opportunities
- Simplifying and streamline hiring processes so staff can be hired more quickly and efficiently
- Recruiting city staff with a focus on diversity, equity, and inclusivity
- Supporting the mental health and wellbeing of staff to develop personal resiliency, stress management, and adaptability through trauma-informed practices
- Providing City employees with multiple touch points, tools, and opportunities to incorporate equity into their work so that it becomes a part of everyday policy and practice





Our City is a learning organization that utilizes innovation, experimentation and data to continuously learn and grow.

- Departments collaborate to align goals, leverage resources, and continue to learn and grow.





Examples of Strategies Include...

- Strengthening our data, quality control, and learning infrastructure to ensure the City is continuously focused on learning and improving
- Ensuring City staff are trained and implementing an equity lens in program and service delivery, including utilizing data and performance metrics to track and monitor progress
- Improving service delivery by identifying solutions to streamline internal processes and piloting innovative ways of doing business
- Creating more partnerships with schools, government partners, and private industry to meet crosscutting goals, and advance racial equity across City and partner functions





We are technology and data driven.

- Technology and data yield greater equity, optimal resource allocation, and sound decisions to improve City Services.





Examples of Strategies Include...

- Implementing a 24/7 City Hall philosophy, with technology giving everyone the ability to access City services and information anytime, anywhere
- Investing in City staff's access to regular technology training opportunities to enhance digital competency levels
- Promoting regular strategic technology planning and collaboration to identify and implement integrated citywide and department technology priorities
- Providing a technology infrastructure to deliver services wherever and whenever needed





Expectations and resources are aligned.

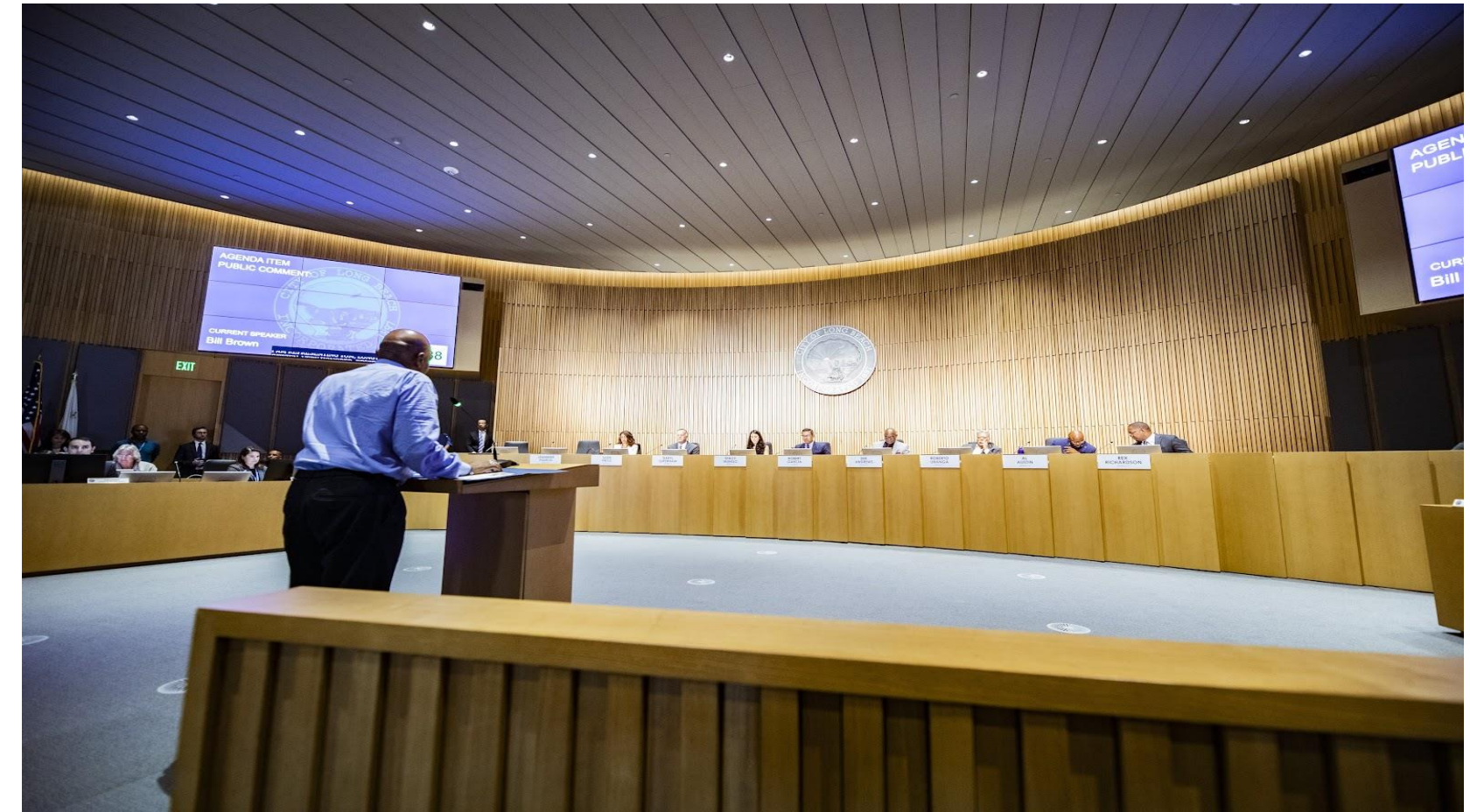
- City Leadership has a clear understanding of the impacts of policy and program requests on funding, employee capacity, and technology.





Examples of Strategies Include...

- Establishing clear understanding of the impacts of policy and program requests on funding, employee capacity, and technology
- Ensuring City leadership recognizes that in addition to financial resources, staff time is a critical resource that must be conserved and effectively put to use, by way of deliberate decision making on the highest and best use of that time to serve the community
- Engaging City elected officials and City Manager in prioritizing various initiatives requested by the Mayor and City Council and balancing those assignments
- Ensuring that direction and expectations established by City elected officials and leadership align with strategic priorities and with existing financial, staffing and technological capacity





Our City acknowledges and values the expertise of its community members and organizations and ensures pathways to involve them in policy and program decision-making and implementation that impacts them.

- Authentic relationships with the community are developed and fostered.
- A strong civic engagement infrastructure invites and supports inclusion of all voices.





Examples of Strategies Include...

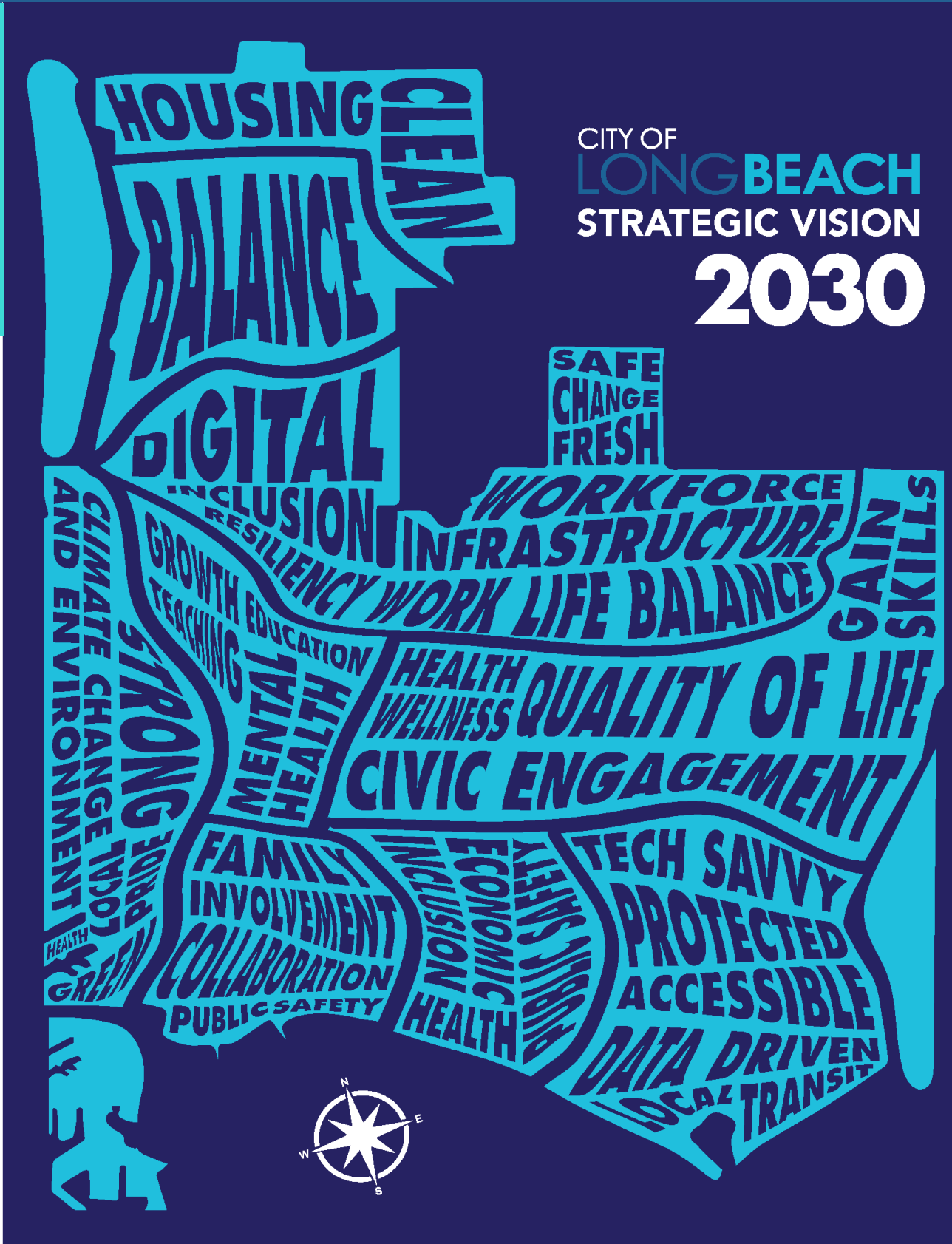
- Creating a robust communication infrastructure that meets the diverse needs of all our communities, including limited English speakers, those without technology, older adults, and people with disabilities
- Creating and utilizing engagement tools, practices, and skills that innovatively cross over economic barriers to authentically engage with communities that have historically been underrepresented in City efforts
- Building trust with community leaders and groups to reach and uplift community voices through the City's civic engagement infrastructure
- Implementing the language access policy consistently throughout the City



A pathway forward



- Create mechanisms to share the vision with our community, including website and translated overviews.
- Develop an internal infrastructure and mechanisms to share progress among City staff and community members.
- Work to align financial and staffing resources with goals outlined in the Vision.



Thank You!

Kelly Colopy

Director, Health and Human Services

Teresa Chandler

Deputy City Manager