

January 18, 2022

R-27

HONORABLE MAYOR AND CITY COUNCIL
City of Long Beach
California

RECOMMENDATION:

Receive a report and adopt the proposed Parks, Recreation and Marine Department Strategic Plan 2022-2032. (Citywide)

DISCUSSION

The Parks, Recreation and Marine Department (PRM) provides stewardship of 3,125 acres of land and offers extensive recreational, social, and cultural programs in nearly every one of Long Beach's unique neighborhoods. To do this, PRM has an extensive operation that manages 167 parks, places and open spaces, 27 community centers, a five-course municipal golf system, 6 miles of beaches, management of the largest public marina system in the country with 3,335 boat slips, and a 'Compassion Saves' Animal Care Services operation. PRM also offers recreation programs from arts and cultural, sports and fitness, and enrichment curriculum, for all ages from preschoolers to elders. Long Beach's parks, community facilities, and beaches draw visitors from near and far, bringing tourism revenue to the City, boosting our local economy, and helping to create strong neighborhoods for Long Beach residents.

Parks and open spaces have never been so appreciated or as heavily used as they are now as a result of the COVID-19 pandemic. Throughout the pandemic, parks and open spaces were deemed essential and remained open and are now critical to survival and recovery. Parks are also an essential part of the City's entrepreneur ecosystem as parks host many emerging small micro-businesses and special events providing recreation programming and vendor spaces to the public. All of this is made possible by 252 full-time and 450 part-time/seasonal employees, numerous volunteers, park partners, and community-based organizations.

To plan for the future, PRM began updating its Department Strategic Plan (Plan) in 2019, which was last updated in 2003. This new proposed Plan (Attachment) will cover a ten-year period (October 2022 to September 2032) and will guide programmatic, staffing, and budgeting decisions for PRM. The proposed Plan will determine how work is prioritized, how staff is organized, and the investments that will need to be made to ensure that PRM is contributing to the quality of life for all Long Beach residents and visitors.

To identify opportunities and strengths, obstacles, and needs, PRM created a community outreach methodology in which residents' and staff's voices were centered. This multi-faceted process included engagement with over 2,000 participants through multiple rounds of community surveys, public workshops and events, stakeholder interviews,

newsletters, emails, and meetings with PRM staff, key stakeholders, and the public. The public engagement process began in the Summer of 2019 with the go-live of the Department Strategic Plan website and the release of a community and City staff surveys, available in four languages (English, Spanish, Khmer, Tagalog). Available online and at each of PRM's 27 community centers, City staff advertised the community survey at 28 parks during summer concerts, movies, and other park activities and online using Facebook, Instagram and Twitter, PRM newsletter, and through community and City Council communication channels.

The public engagement process was sidelined during 2020 due to COVID-19, as in-person engagement was postponed, and City staff were reassigned to the pandemic response. However, the community engagement process was reinitiated in 2021 with a second round of community surveys and stakeholder outreach beginning in January 2021. This second round of outreach was important to re-engage with the community after over a year of outreach hiatus because City staff anticipated new elements of feedback that may have resulted from the community's experience during the pandemic, and because COVID-19 exacerbated issues of park equity in west, central, and north Long Beach. The second round of surveys were promoted by lawn signs that had a QR code link to the online survey, presented in the four languages, and were installed at more than 40 parks throughout Long Beach. For those facing the digital divide, pop-up survey boxes and paper surveys, in the four languages, were available at four park locations that served as pandemic learning hubs (McBride, Houghton, Orizaba, and Veterans Parks), the El Dorado Nature Center, and the Long Beach Marine Bureau Office. Residents could also help promote the survey by downloading and printing a Strategic Plan poster and placing it in their windows. PRM promoted the survey online using Facebook, Instagram and Twitter, the Department newsletter and through community and City Council communication channels. Nonprofit organizations and neighborhood associations also participated in sharing the survey to their community base, substantially expanding the survey's reach.

In addition to the public survey, a stakeholder survey was also developed in multiple languages so that key community groups and partners who represent the various communities that interact with PRM could share their feedback. This stakeholder survey was distributed to over 200 partner groups and 74 organizations participated in the survey, and 75 stakeholder organizations participated in virtual stakeholder sessions. In total, 1,635 Long Beach community members participated in the surveys. PRM also produced a 'Parks Make Long Beach' video series highlighting programs, people, planning, and partnerships that were promoted during July 2021 for *Parks Make Life Better Month* along with a robust calendar of events and activities. In addition, the community is encouraged to share their park story with staff by connecting on social media using #ParksMakeLB.

The proposed Plan will complement other City plans like the Bike and Mobility plans, 2030 City Strategic Vision, Animal Care Services Strategic Plan, Strategic Plan for Older Adults, and the Youth and Emerging Adults Strategic Plan.

At the conclusion of the inclusive community engagement process, the following main themes emerged:

1. Clean and safe parks
2. Relevant and accessible park programming
3. Park inequity across all neighborhoods
4. Stewardship and partnership
5. Department communication and accountability
6. Environmental sustainability and climate change adaptability
7. Interpersonal experiences with parks staff

The following goals were created to address these main themes most important to the community and PRM staff:

1. Provide safe, accessible public spaces
2. Offer meaningful recreational programming and events
3. Prioritize health equity across the City
4. Build innovative and lasting partnerships
5. Connect - internally and with the community - clearly and transparently
6. Establish an environmentally sustainable park ecosystem
7. Ensure a diverse and dynamic workforce

Each of these areas are uniquely important toward aligning the park system with the vision of the community and many are interdependent for the success of PRM's future.

The proposed Plan was presented to the Parks and Recreation Commission (Commission) on June 17, 2021 and August 19, 2021, and they recommended the Plan be adopted by the City Council. The proposed Plan incorporates feedback provided by the Commission on the draft Plan as well as community input collected through a third and final survey.

This matter was reviewed by Deputy City Attorney Monica J. Kilaita on August 11, 2021 and by Budget Analysis Officer Greg Sorensen on August 24, 2021.

TIMING CONSIDERATION

City Council action on this matter is not time critical.

FISCAL IMPACT

The development of the proposed Plan was made possible by one-time funding of \$70,000 allocated by the City Council in FY 19, and an additional \$20,600 identified by PRM in FY 21 in the General Fund Group, offset by funds available or operating reserves. This additional funding was necessary to comprehensively complete the Plan that will most effectively and efficiently guide PRM's efforts through the next decade. Funding required to implement the proposed Plan has not yet been identified and cost estimates will be developed as part of implementation. Implementing the Plan is intended to be phased in over time and as resources are made available through City resources, as well as with grant funding and partnerships within the community. This recommendation has no staffing impact beyond the normal budgeted scope of duties and is consistent with existing City Council priorities. There is no local job impact associated with this recommendation.

SUGGESTED ACTION:

Approve recommendation.

Respectfully Submitted,



BRENT DENNIS
DIRECTOR OF PARKS, RECREATION AND MARINE

BD:NV:DB:vd

ATTACHMENT - PARKS MAKE LONG BEACH: PRM STRATEGIC PLAN

APPROVED:



THOMAS B. MODICA
CITY MANAGER

THE



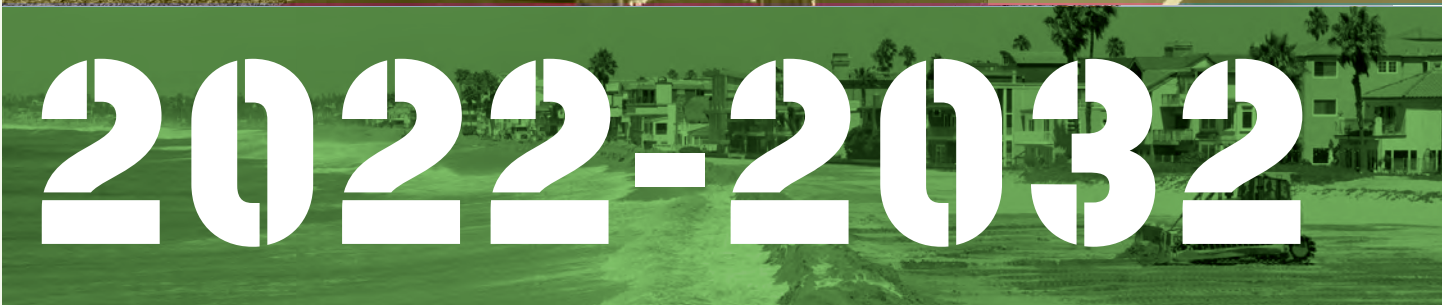
#LBPARKS

STRATEGIC

PLAN

FOR

2022-2032



**LONG BEACH PARKS,
RECREATION & MARINE DEPARTMENT
PARKS MAKE LONG BEACH:
STRATEGIC PLAN 2022 – 2032**

Why A Strategic Plan?

A strategic plan is a document that a City department uses to guide how they will prioritize work, organize staff, and decide how to best budget their money. The plan engages everyone who makes our parks, beaches, and marinas special—our staff, our partners, and our visitors—and creates a roadmap that meets their goals for our Parks, Recreation, and Marine Department.

How To Read The Plan

The strategic plan is written to be accessible to anyone interested in our public spaces, making it useful for all, filled with graphics and visuals, and fun facts and information on the sidebars for our most curious readers. Thank you for reading this strategic plan!

Next Steps

Following review by the Parks & Recreation Commission, the PRM Strategic Plan will be submitted to the City Council for adoption with implementation beginning in fiscal year 2022.



PARKS

MAKE

LONG

BEACH

PRM STRATEGIC PLAN

JANUARY 2022



Cyclists Today

994

Cyclists this Year

6,365



Pedestrians Today

1,106

Pedestrians this Year

8,600

CITY OF
LONG
BEACH



ACKNOWLEDGMENTS

Mayor and City Council

Mayor Robert Garcia	
Councilmember Mary Zendejas	1st District
Councilmember Cindy Allen	2nd District
Councilmember Suzie Price	3rd District
Councilmember Daryl Supernaw	4th District
Councilmember Stacy Mungo	5th District
Councilmember Suely Saro	6th District
Councilmember Roberto Uranga	7th District
Councilmember Al Austin	8th District
Vice Mayor Rex Richardson	9th District

City of Long Beach Parks and Recreation Commission

David Zanatta - Chair
Mariela P. Salgado - Vice Chair
Sharleen C. Higa
Kasey J. Schoen
Susan T. Redfield
Bob Livingstone
Ron Sievers

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Gladys Kaiser	Manager, Community Recreation Services Bureau
Hurley Owens	Manager, Maintenance Operations Bureau
Elvira Hallinan	Manager, Marine Bureau
Nancy Villaseñor	Manager, Park Planning & Partnerships Bureau
Meredith Reynolds	Manager, Park Planning & Partnerships Bureau (former)
Lilia Romero	Secretary, Park Planning & Partnerships Bureau
Channon Owens	Recreation Leader/Specialist

Strategic Plan Street Team

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Ashleigh Grisett	Community Recreation Services Bureau
Carlos Crawford	Marine Bureau
Cindy Graber	Maintenance Operations Bureau
Dustin Borrelli	Park Planning and Partnerships Bureau
Elizabeth Norman	Park Planning and Partnerships Bureau
Jane Grobaty	Business Operations Bureau
Kameron Talavera	Community Recreation Services Bureau
Leah Salgado	Business Operations Bureau
Lori Craig	Park Planning and Partnerships Bureau
Moria Khou	Marine Bureau
Tom Hope	Maintenance Operations Bureau
Veronica Ortega	Community Recreation Services Bureau

Special Thanks

A special thanks is extended to all the City Departments, community partners, residents, and park users who contributed their time and insight for the development of the PRM Strategic Plan.



**PARKS
MAKE
LONG
BEACH**



TONGVA LAND ACKNOWLEDGEMENT

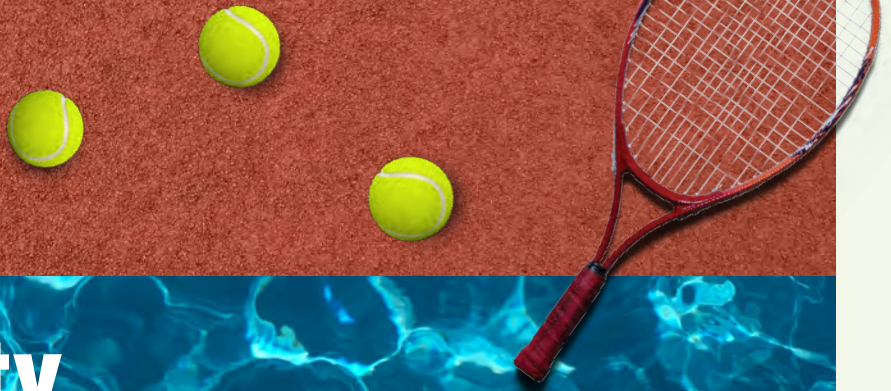
We acknowledge the Gabrielino/Tongva peoples as the traditional land caretakers of Tovaangar (Los Angeles basin, Southern Channel Islands) and pay our respects to the honuukvetam (ancestors), 'ahiihirom (elders), and 'eyoohiinkem (relatives/relations) past, present, and emerging.

It is important to not only acknowledge this is Tongva Land but also plan with the inclusion of the Tongva/Gabrielino community. The need for an Indigenous planning perspective in this planning document is essential as the original caretakers of this land.

1. Plan Introduction



2. Existing Conditions



3. Community Voice



4. Where We Go From Here



5. How Do We Go There?



6. Plan Appendix



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i. Plan Introduction





1.1
THIS IS LONG BEACH

There is no other city in the world quite like Long Beach. Something about the parks and people makes for a one-of-a-kind atmosphere in our corner of the nation’s largest metropolitan region.

This special part of the Southern California coast was originally home to Indigenous Californians consisting of countless villages and tribal affiliations, including the Tongva peoples who were stewards and caretakers of the land for thousands of years. This land became the basis of the Long Beach park system.

There were at least three major Tongva settlements within present-day Long Beach. One of these settlements includes the sacred and spiritual site called Puvungna—land on which California State University, Long Beach sits today. When Spanish ships started to arrive in 1542, the explorer Juan Rodriguez Cabrillo famously coined the land the “Bay of the Smokes” observing how the Tongva people would communicate with smoke signals from the hilltop now called Signal Hill. In 1784, Spanish War veteran Jose Manuel Nieto was granted 300,000 acres of land that was later divided into smaller areas, including Rancho Los Cerritos and Rancho Los Alamitos. Settlement on Tongva land brought new diseases, causing insurmountable death, damage, and displacement of many Indigenous people. As Long Beach residents, we have an obligation to take care of the land as Tongva people have done and continue to do, and honor the history that has taken place on the soil under our feet.

This land became the basis for the Long Beach parks system as it was colonized and the population began to grow. As prominent ranchers and developers, Lewellyn and Jotham Bixby bought







Despite shortcomings surrounding park creation, parks have served as “secular cathedrals” for people to commune with nature in times of civic and cultural strife, such as earthquake shelters in Bixby Park during the 1933 earthquake.

Rancho Los Cerritos in 1866. John W. Bixby and his wife Susan began leasing Rancho Los Alamitos in 1881. The first homes and school were built by developer William Wilmore in the 1880’s, who named the area Wilmore City. The first artesian spring was discovered on what is now Willow Springs Park, providing critical water for agriculture and the future population growth of the City.

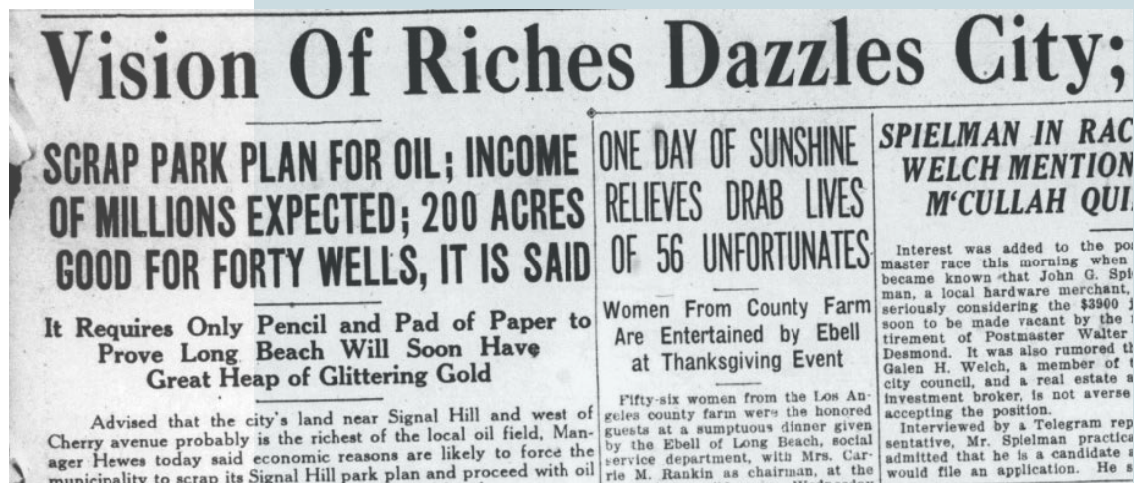
As railroads and streetcars came into town followed by an associated real estate boom, the residents of Wilmore City renamed the city Long Beach, after the long, sandy beaches that overlook the beautiful Pacific Ocean. The city also became incorporated in 1888. From 1902 to 1910, Long Beach was the fastest growing city in the United States, and in the decades to come, it became apparent that parkland was needed to meet the residents’ needs for nature and recreation. After all, parks and open space are free resources that yield tremendous social, physical, and mental health benefits.

However, many of the first parks in Long Beach were not created with the intention of improving access to open space.

Some lands were acquired specifically to build public green space in affluent white neighborhoods, such as Drake Park, which was donated in 1904 by Col. Charles Drake or Rose Park which was private until donated to the City by the Alamitos Land Company in 1910. Many of Long Beach’s first public parks were built simply to activate donated or municipal lands like Lincoln Park (1880) or Victory Park (1889). After 1900, the City expanded both east along the oceanfront and north towards Los Angeles. During this time, several developers dedicated parks to enhance their housing developments. Bluff Park was dedicated by the Alamitos Land Company in 1919. Some park plans were abandoned to favor industrial interests. A plan for a



The Daily Telegram
headlines on
December 1st, 1921.



200-acre open space area, similar to New York's Central Park, was developed in 1920 on the area that is now Willow Springs Park, sections of the 405 Freeway and most of the Long Beach Airport. However, the plan was scrapped a year later due to the discovery of oil in that area. During this time, redlining, a Federal Housing policy that restricted home loans based on the racial makeup of a neighborhood, forced people of color to live in areas of Long Beach that are more crowded and have little green space.

As Long Beach continued to grow, much of the land within the City was developed for uses other than parks, with residential, commercial or industrial land being seen as the highest and best use of property. The competition among parkland and other land use continues today, with parks competing for land that is priced based on more profitable land uses.

Despite the Great Depression, the 1933 earthquake, and severe storms in 1934 and 1938, the Long Beach park system continued to steadily grow. This was helped by several voter-approved park projects, in

part as an effort by the City to pull itself out of the Depression. One of these projects was the use of water bonds to purchase the land for Heartwell, Stearns and Rosie the Riveter Parks and Skylinks Golf Course. The sites had long been locations from which private water companies supplied water to Long Beach area residents from wells. Throughout different periods of development, older parts of Long Beach were generally left with less park space than newer areas as open space was set aside during expansion. For example, Lloyd Whaley, a developer who sold more than 11,000 homes in Long Beach during the 1940's and 50's, donated land for Whaley Park (13.5 acres), Scherer Park (11 acres), and Los Altos Park (5 acres).

Following World War II it became clear that the housing boom that began during the war was going to continue, and led to the creation of the City's first plan for park development. This document, titled Plan for Recreation and Group Services in Long Beach, was completed in 1948 and included the concepts of service areas around parks, a classification of parks of different scales, and the need to acquire a site for a

large regional park before development. With the completion of the City's first park plan, community groups began to advocate for its implementation. Although a ballot measure to approve bonds failed in 1952, citizen pressure convinced the City Council to purchase a 217-acre parcel while another bond act in 1953 allowed for the purchase of the remaining land for El Dorado East Regional Park.

Many homes near neighborhood parks were inaccessible to people of color due to the racially restrictive covenants. As Long Beach continued to develop through the twentieth century, land uses changed from single-family homes to allow for larger apartments and condominium buildings. Existing parks were no longer sufficient to meet the needs of the influx of new residents, but very little new land was available to serve the new population in a builtout city.

In more recent years, built-out cities like Long Beach that do not have many traditional options for new open space have begun to reclaim public right-of-way for greenbelts, walking loops, and even park space. Long Beach parks including 14th Street Park, Fellowship Park, NAACP Freedom Park, Jenni Rivera Memorial Park, Rotary Centennial Park, Orizaba Park, Long Beach Greenbelt

and Red Car Greenbelt were all developed on former railroad right-of-way operated by the Pacific Electric Rail Company.

Parks have always been an important place of gathering, and recent events such as Trans Day of Remembrance at Harvey Milk Promenade Park or Black Lives Matter protests in public open spaces around the City highlight that importance. During the COVID-19 pandemic, parks and open spaces were heavily appreciated and used by the Long Beach community. When most other activities were closed, parks and open spaces were deemed 'essential' and remained open. Health experts and epidemiologists even indicated these treasured outdoor public spaces were safe, even beneficial, for people to get outdoors for exercise and mental health as long as people kept a safe distance. Parks and open space have been seen during the COVID-19 pandemic to be critical to survival and recovery.

The complex history of parks is essential to understand for future planning. We aim to honor and correct the histories of park and open space creation, and position park equity as a central concept to this Strategic Plan.

Did You Know:
Information on the history of Long Beach was found from various sources, including the City of Long Beach, Visit Long Beach, Historical Society of Long Beach, and previously existing City documents. For more information, please visit: <https://hslb.org/>



The award-winning Gumbiner Park creatively used public street right-of-way through the consolidation of a five-way intersection allowing the closure of one block of roadway which improved safety and pedestrian circulation, eliminating the most dangerous intersection in the city.

1.2 PRM CONTEXT

From mini parks nestled into the quiet corners of Long Beach’s diverse historic neighborhoods to the sweeping expanse of El Dorado Regional Park on the Eastside, the Long Beach Park system offers something for everyone. Our parks and open spaces are vital to our personal health, improving our mind and body, and our community health, making our neighborhoods more attractive places to live and work. The City of Long Beach Department of Parks Recreation and Marine [PRM Department] provides stewardship of 3,125.3 acres of land, and offers extensive recreational, social, and cultural programs in nearly every one of Long Beach’s unique neighborhoods. It may seem like magic, but to keep our parks, beaches, and marinas looking beautiful is not an easy feat. In fact, it takes a cohort of dedicated and well-trained staff, partners, contractors, and volunteers to help develop and maintain our parks, beaches, community centers, playgrounds, skate parks, sports courts and fields, dog parks, pools, and historic Ranchos. Even more impressive is that Long Beach also has one of the busiest municipal golf networks in the country as well as the largest municipally operated marina system in the nation. Unique to the City of Long Beach is the addition of the Marine Bureau, which employs more than 100 staff and generated \$22 million in fiscal year 2019 (FY 2019). Our world-class beaches are also maintained by the Marine Bureau, offering visitors a clean and safe environment with customer service and fiscal sustainability in mind. Additionally, the PRM Department offers recreation programs from arts and cultural, sports and fitness, and enrichment curriculum for all ages from preschoolers to our elders.

Beyond the personal and community health benefits that parks and open spaces offer, did you know that they are also massive



3,125.2 ACRES OF PUBLIC RECREATION

2,508 CONTRACT CLASSES PER YEAR

498,422 SENIOR VISITS

214,623 AQUATIC VISITS

319,514 SPORTS PARTICIPANTS

757,000 YOUTH AND TEEN VISITS

37,074 CONTRACT CLASS ENROLLMENTS

1,040,948 EL DORADO PARK VISITS

411,236 EL DORADO NATURE CENTER VISITS

157,140 MUSIC & MOVIE EVENTS

35,271 ANIMAL CARE CALLS FOR SERVICE

5,603 PARK MAINTENANCE WORK ORDER/GO LB REQUESTS

2,252 TONS OF TRASH REMOVED FROM LA RIVER DEPOSITS

345,842 EL DORADO PARK VEHICLE ENTRIES

>70 ACRES OF NEW PARKS AND WETLANDS

\$6 MILLION IN GRANTS

32 GRANTS ADMINISTERED

100+ PARTNERSHIPS

economic generators for Long Beach? According to a recent study by the Trust for Public Land, people generally have a great desire to live near and/or work close to parks and open spaces which helps increase property values and business activity. Long Beach’s parks, community facilities, and beaches draw visitors from near and far, bringing tourism revenue to the city and boosting our local economy. They are also an essential part of our entrepreneur ecosystem as parks host many emerging small businesses providing recreation programming and vendor spaces to the public. **Maintaining open space is beneficial for both our City’s health and economy.**

The PRM Department is proud to be one of the most comprehensive workforce development opportunities in the City, providing people with [sometimes their first] jobs and skills they leverage to advance their careers. To meet the growing needs of the parks and recreation system, the PRM Department will continue to depend upon the dedicated work of our 252 full-time and 450 part-time/seasonal employees, numerous volunteers, and our amazing park partners and community-based organizations.

Long Beach’s parks and green space are essential to our community’s climate resiliency and adaptation, helping to mitigate air pollution, reduce the urban heat island, and protect our public infrastructure by managing stormwater runoff sustainably. Research also demonstrates that park access helps promote a more active lifestyle, decreasing chronic illnesses, reducing doctors’ visits and healthcare costs. The thousands of acres of park space also provide substantial urban habitat and native landscape supporting our furry and feathered friends, and creepy critters.

OUR ENGAGEMENT STRATEGY



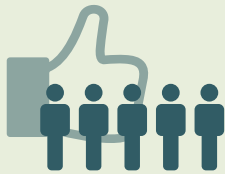
1632
surveys completed



75
virtual stakeholder meeting
participants



5
park stories



14,442
Facebook followers



4,080
Instagram followers



5,991
Twitter followers



5
voting box locations



40
lawn signs



392
community groups contacted



4
languages



32
poster locations



1
mobile park van



1.3 PRM's COVID-19 RESPONSE

Did You Know: Project Room Key is a program established in March 2020 as part of the state response to COVID-19. The purpose of Project Roomkey is to provide non-congregate shelter options to people experiencing homelessness, protect human life, and minimize strain on health care system capacity.

On March 9, 2020, the first COVID-19 case was identified in Long Beach and soon thereafter a full shut down of all park programs and facilities was implemented to stop the spread of COVID-19. Parks staff roles pivoted to shutting down operations at the City's 167 parks and shifting to new operating models at the marinas and animal care services. Park and beach maintenance devised new park and beach sanitizing schedules and increased maintenance to address the increased usage of parks and the beach. Signage was placed and replaced across the parks system communicating the ever-changing guidelines as the City navigated the impacts of the pandemic.

Hundreds of staff were shifted to work-from-home schedules or deployed to support other departments within City operations, including standing up and staffing shelters and assisting with Project Room Key, operating vaccination clinics at parks, aiding in contact tracing, and even developing the City's COVID testing program and supporting testing sites. In total, 158 PRM employees were reassigned to support critical functions, 10 of which were long-term reassignments.

Long Beach parks and open spaces were never so appreciated, or as heavily used because of the COVID-19 pandemic. Early in the pandemic, when most other activities and places were closed, Long Beach parks and open spaces were deemed 'essential' and remained open for residents to safely



visit during the pandemic. Parks and open space saw an increased use during COVID-19 as gathering spaces, outdoor gyms, music venues, mental health sanctuaries, and play areas. The diverse range of activities occurring at parks during the pandemic demonstrates the fundamental importance of these spaces to Long Beach residents. Parks and open space have been seen during the COVID-19 pandemic to be critical to survival and recovery. The Centers for Disease Control and Prevention even listed visiting parks and open spaces — particularly those “parks that are close to your home” — as a way to protect yourself and others from COVID-19. The City of Long Beach Department of Health and Human Services surveyed Long Beach residents during the COVID-19 pandemic and found that parks and open spaces were the most popular destination for people to visit by walking.

To encourage compliance and reduce the spread of COVID-19 in parks during the pandemic, the Department of Parks, Recreation, and Marine also created a Community Ambassadors Program which paired park staff with hired Long

Beach residents from the hardest-hit communities to visit their local parks and beaches to celebrate visitors compliant with COVID-19 safety protocols, educate those who are not compliant, and report field issues. This was a well-received alternative to policing, especially during the wake of our country’s racial reckoning. This program supported residents to be trusted sources of information for their community.

PRM Department staff was also able to respond to this increase in demand through their flexibility in virtual community and supportive services. Programming was initially quickly adapted through the ‘Rec It’ from home activities. Later came the ‘Virtual Out of School’ that provided homework help for ages 5 to 14 with live interaction with recreation staff, academic support, dance, art, and trivia. ‘Mobile Recess’ was a free program where supplies and equipment were delivered to closed neighborhood streets and physical fitness and arts and crafts activities for youth ages 5 through 14 (Grades K-8) were provided. An Adaptive Recreation in Special Environments



(ARISE) program offered recreational activities to middle school and high school kids with physical, developmental, or emotional needs. Community Learning Hubs offered free sessions during the school year for distance learning and after-school activities for kindergarten to eighth grade Long Beach Unified School District (LBUSD) students. The free Community Learning Hubs provided a safe space with high-speed internet for students to complete distance learning assignments during the school day. Youth also had the option to participate in safe and enriching after-school activities, including academic support, sports, fitness and more.

During one of the City’s most pressing emergencies, Department staff were versatile and resilient and their training and transferable skills made them capable of supporting the community when they needed it most. This speaks to the Department’s success in cultivating a resilient & dynamic workforce. The staff have also been shown to be community leaders of the highest caliber, and funding should reflect this aspect moving forward. While the past year has been a challenging one for the Department, it’s clear that parks are fundamental to the well-being of Long Beach and deserve to be invested in and cared for. The Department and its staff met the moment and there are many new lessons that can be carried forward and have informed this Strategic Plan.



1.4 PLANNING FOR THE FUTURE

It is essential for the PRM Department to adapt as the city continues to evolve. Responding to the needs of residents and visitors remains vital to the success of our community.

That is why the PRM Department is updating its 2003 Strategic Plan, to cover the next 10-year period, from 2022-2032. This PRM Strategic Plan update determines how the PRM Department prioritizes work, organizes staff, allocates resources, decides where to invest, and begins developing processes for effectively providing services to our customers. This Plan identifies current assets, challenges, and potential opportunities for the PRM Department and presents strategies for addressing them based on the shared vision, values, and goals shaped by the Long Beach community through the robust conversations we have had with community members like you. The resulting Plan is action-oriented, outlining implementation measures and policies, metrics measuring effectiveness, and proven case studies that demonstrate success. Read the next section to learn more about how we went about capturing the voice of the Long Beach community.

OUTREACH

STRATEGY

GENERAL PUBLIC SURVEY #1
(IN-PERSON/ONLINE/
VARIOUS LANGUAGES)

GENERAL PUBLIC SURVEY #2
(IN-PERSON/ONLINE/
VARIOUS LANGUAGES)

PUBLIC FEEDBACK SURVEY ON
DRAFT PLAN
(ONLINE/
VARIOUS LANGUAGES)

VIRTUAL ENGAGEMENT
(SOCIAL MEDIA, VOTING BOX STATIONS,
POSTERS, LAWN SIGNS, COMMUNITY GROUPS,
COMMUNITY EVENTS, NEWSLETTERS,
WEBSITE)

STAFF SWOT ANALYSIS

STAKEHOLDER SURVEY
(ONLINE/VARIOUS LANGUAGES)

STAKEHOLDER GROUP INTERVIEWS
(ONLINE/VARIOUS LANGUAGES)

FEEDBACK FROM PARKS
COMMISSION AND CITY
DEPARTMENTS

1.5 PLANNING PROCESS

Now that we’ve taken a dive into the past, let’s talk about planning for the future of the Long Beach parks and open space network and the City Department that makes it all happen. This PRM Strategic Plan takes a multifaceted approach to planning and outreach, considering a broad range of local community stakeholder perspectives. The PRM Department understands that geographic disparities in “park need” exist throughout the city, reflecting racial inequities, historic disinvestment and prejudiced land-use development policies. Recognizing that gaps in park equity are directly linked to disparate health outcomes, educational attainment, economic inclusion, and environmental health, the PRM Strategic Plan uses a

Did You Know: Named for our sandy beaches, Long Beach has 6.1 miles of beaches with a walking and biking path!

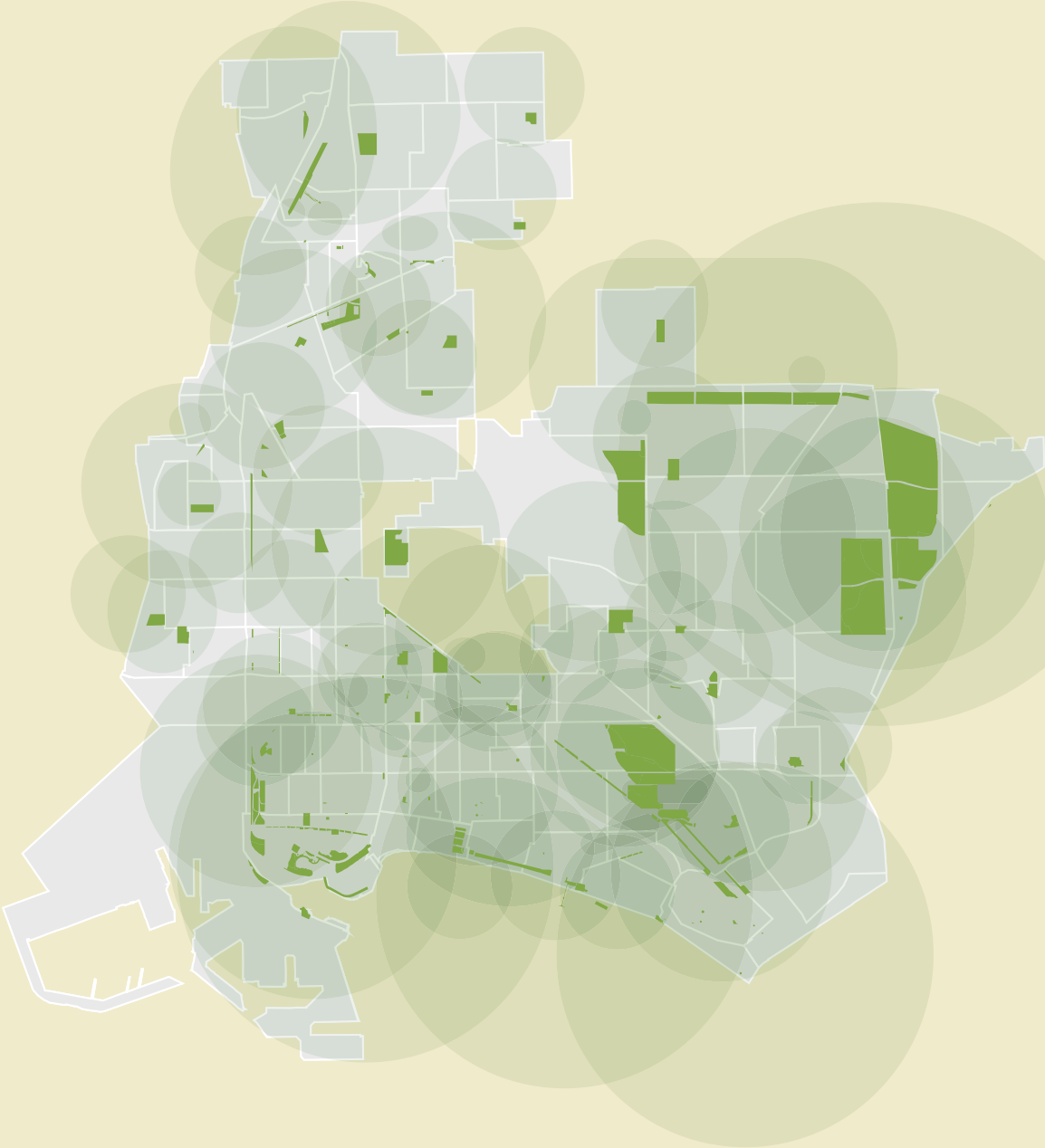
“bottom-up” approach to planning by deliberately engaging the perspectives of disadvantaged communities who have not historically been part of the planning and decision-making process, to ensure that the final Plan reflects the priorities of marginalized voices.


Through a series of online and in-person surveys, focus groups, newsletters, events, community workshops, and social media engagement, residents were asked to share their vision for the future of the PRM Department and its services. Their ideas and dreams have been incorporated into this PRM Strategic Plan update, creating a shared concept for an inclusive future for our park system.



With the COVID-19 pandemic and associated economic fallout, and social justice uprisings, the planning process took several months longer to complete than originally planned. It was necessary to enhance and expand community engagement strategies to ensure robust and comprehensive outreach, especially toward park users and residents living in our most vulnerable communities. Through a series of online and in-person surveys, focus groups, newsletters, events, community workshops, and social media engagement, residents were asked to share their feelings on our current PRM Department and its services and vision for the future. Their ideas and dreams have been incorporated into this PRM Strategic Plan, creating an inclusive vision for our park system.

PARK SERVICE AREA COVERAGE



-  Service Area
-  City Boundary
-  Parks

1.6 COMMITMENT TO PARK EQUITY

On May 25, 2020, the senseless and appalling death of George Floyd, a 46-year-old Black man, by the hands of four Minneapolis Police Officers sparked nationwide outrage over the racial inequity and violence that continues in our communities. This and countless other attacks on the Black community, and other communities of color, has laid bare the historic and systemic racist structures that have long existed, which manifest in countless ways, including park access inequity within our communities. These systems need to be responsibly addressed at all levels of government, throughout our educational and criminal justice systems, within the economy, and across our community, including here in Long Beach.

Additionally, the COVID-19 pandemic has left a lasting impact on the public health of our communities that like most all other public health outcomes has disproportionately affected communities of color. While systemic racism affects all communities of color, the data shows that the Black communities in Long Beach, in Los Angeles County, and in California are the most disproportionately impacted population. According to the City of Long Beach Office of Equity, Black residents have the highest rates of hospitalization for heart disease, diabetes, and asthma compared to other racial groups and ethnicities. **Dr. Anissa Davis, City of Long Beach Health Officer, says “we won’t gain true health parity and wellness until racism in all its forms is addressed and dismantled in this country.”** It is vital for the City of Long Beach to understand the ways the Black community and other communities of color have experienced the persistent effects of the political, economic, and social systems designed to exclude them

within the City’s history, decision-making system and power structures, and how the City can take bold action to advance racial equity.

In 2020, the Long Beach City Council engaged in an earnest conversation about racism as a public health crisis, the need to restore public trust in local government, and how to reconcile a gap in the experiences of impacted and vulnerable people, especially the Black community, with current City policies. The City of Long Beach released the Racial Equity and Reconciliation Initiative [RERI], an evolving report that was unanimously adopted by Long Beach City Council on June 23, 2020. The Racial Equity and Reconciliation Initiative identifies Equity Goals and Strategies that address issues of systemic racial inequality based on community feedback, national best practices, existing City data, and City Council priorities. The four key goals for the City are:

GOAL 1

End systemic racism in Long Beach, in all local government and partner agencies, through internal transformation.

GOAL 2

Design and invest in community safety and violence prevention.

GOAL 3

Redesign police approach to community safety.

GOAL 4

Improve health and wellness in the City by eliminating social and economic disparities in the communities most impacted by racism.



Through a series of community engagement forums, the most common recommendation by participating Long Beach residents (52.9%) was to “defund the police and invest in community and social services.” Additionally, one of the most common recommendations from the RERI report was to “allocate more funding for schools, parks, and libraries, especially in areas of high need” (17.1%). City data analysts also reviewed City staff feedback from surveys and town halls. The three most commonly mentioned themes regarding Government and Infrastructure were hiring and promotional opportunities for City staff, employee training and educational opportunities, and fostering open staff dialogues about racial equity. City staff recommended hiring, promotion, and retention strategies specifically designed to support Black people and people of color, and increasing investment in listening events and racial equity training. **These findings are important to the future of the Parks, Recreation and Marine Department, enacting responsibility to explore how to address racial equity both internally within the Department and externally through our network of parks, programs, and partners.** The PRM Strategic Plan considers racial equity integral in the conversation of park equity and the following vision, values, and goals reflect this City priority [see Chapter 3].

LONG BEACH PARKS BY THE NUMBERS



470,489
Total Population



105,390
Children (0-18)



9,410 People
per Square Mile



9.39% of City
is Parkland



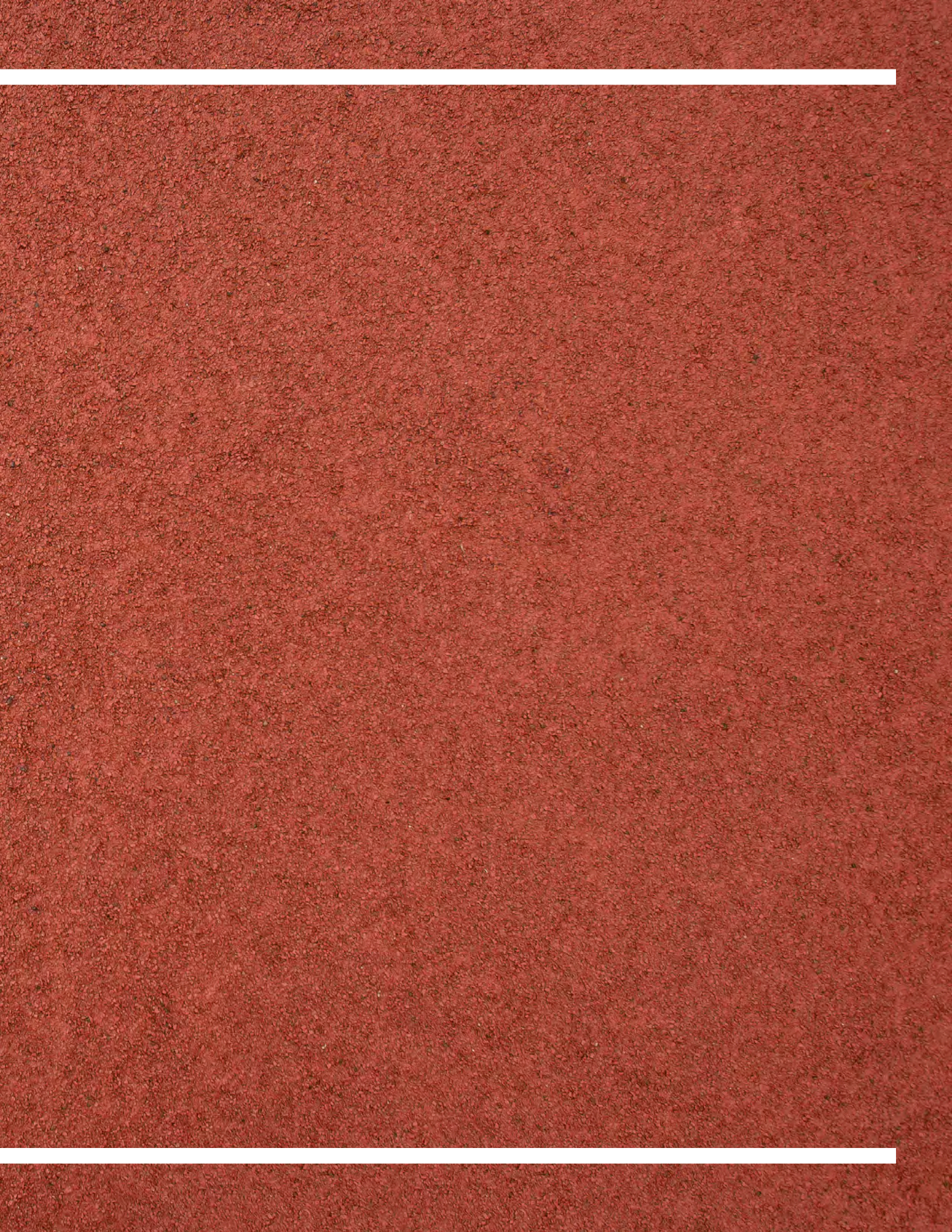
6.64 Park Acres
per 1,000 Residents



84% Within
10-Min Walk



2. Existing Conditions



2.1 CITY OVERVIEW

Long Beach is home to people of many different cultures, spoken languages, and ethnic and racial backgrounds, which is one of the biggest reasons why people love this city. Half of Long Beach residents speak a language other than English at home!

At the turn of the 20th century, Long Beach was a predominantly White area hosting those migrating from America's Midwest. But over time our community has become more diverse by later waves of migrants and immigrants. The Latinx and Asian and Pacific Islander communities are the fastest growing groups in Long Beach since the start of this century. As our community has a pluralistic diversity without any single majority it is essential to recognize the unique issues that our Latinx, Black, Indigenous, or Asian and Pacific Islander residents face, especially in relation to our open space system.

As previously discussed, the Tongva and other Indigenous people first inhabited the land that Long Beach now resides on. As the original caretakers of this land, we recognize and honor their ability to live harmoniously with the environment as we strive to do the same. When European settlers encountered the Tongva people in the 16th to 18th centuries, they brought death, destruction, and displacement with them. The painful historical mistreatment of Indigenous peoples on this land has resulted in their continued erasure.







During the Great Migration of the 20th century, many African Americans moved out west to escape discrimination and racism of Jim Crow laws in southern states.

Unfortunately, they encountered racism here as well. The Ku Klux Klan had a strong presence in Long Beach during the 1920s, and held large demonstrations around the city, including in our local parks. White residents rallied to prevent Black people from renting or owning homes in their neighborhoods through legal restrictions on properties. This effort was validated by the Federal Housing Association's [FHA] redlining efforts in 1934, which categorized neighborhoods based on how risky it would be for investors to lend money to folks in that area.

This system was almost entirely based on the racial makeup of a neighborhood. Areas with high concentrations of people of color such as Central, West, and North

Long Beach were redlined, or deemed too risky for loans, and people in these neighborhoods were not eligible to buy homes in wealthier parts of the city. Racial covenants - restrictions written into deeds that prevented anybody who wasn't White from purchasing or leasing the property - also prevented people of color from building generational wealth. As Cambodian refugees fled their homeland in the 1970s and 80s, they and other Southeast Asian immigrants were driven towards poorer, more crowded areas of the city. To this day, these neighborhoods lack sufficient access to park space, further inhibiting their quality of life. Racist policies and practices have endured for over a century in Long Beach and far longer across this nation, and have left a legacy that is still felt heavily today.

While communities of color were segregated into less desirable areas of the city, White residents were able to utilize the FHA loans to purchase homes in suburban areas of Long Beach. Shifting development patterns towards segregating uses [and communities] had further influenced park development and distribution across the City. The majority of open space areas are concentrated in more



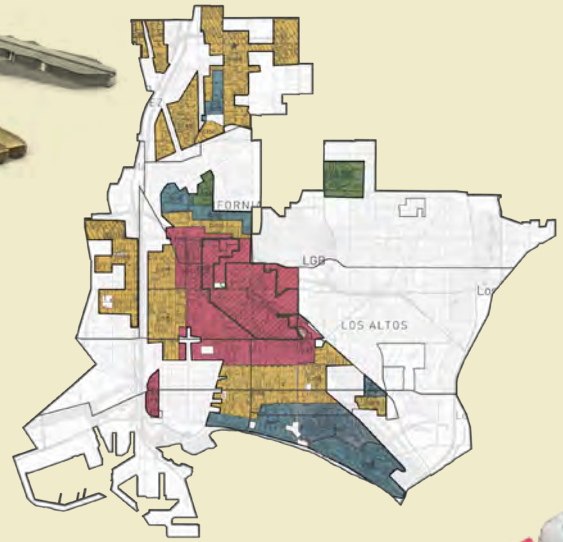
Did you know 26% of Long Beach's population was born outside of the United States?

(continued on page 35)

LONG BEACH REDLINING

1934-1968

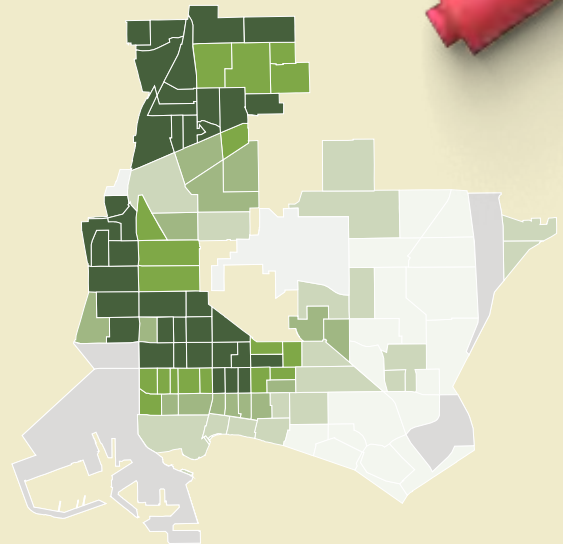
- "Hazardous"
- "Definitely Declining"
- "Still Desirable"
- "Best"



PEOPLE OF COLOR

2018

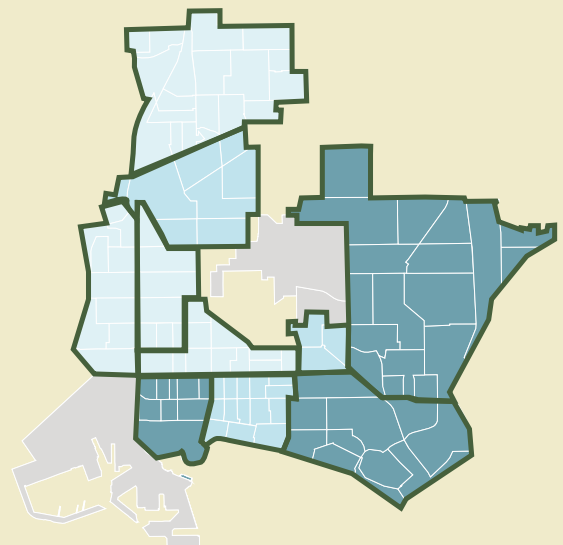
- up to 40% (18 tracts)
- 41%-60% (18 tracts)
- 61%-80% (15 tracts)
- 81%-90% (18 tracts)
- 91% or more (37 tracts)
- Fewer than 100 Population



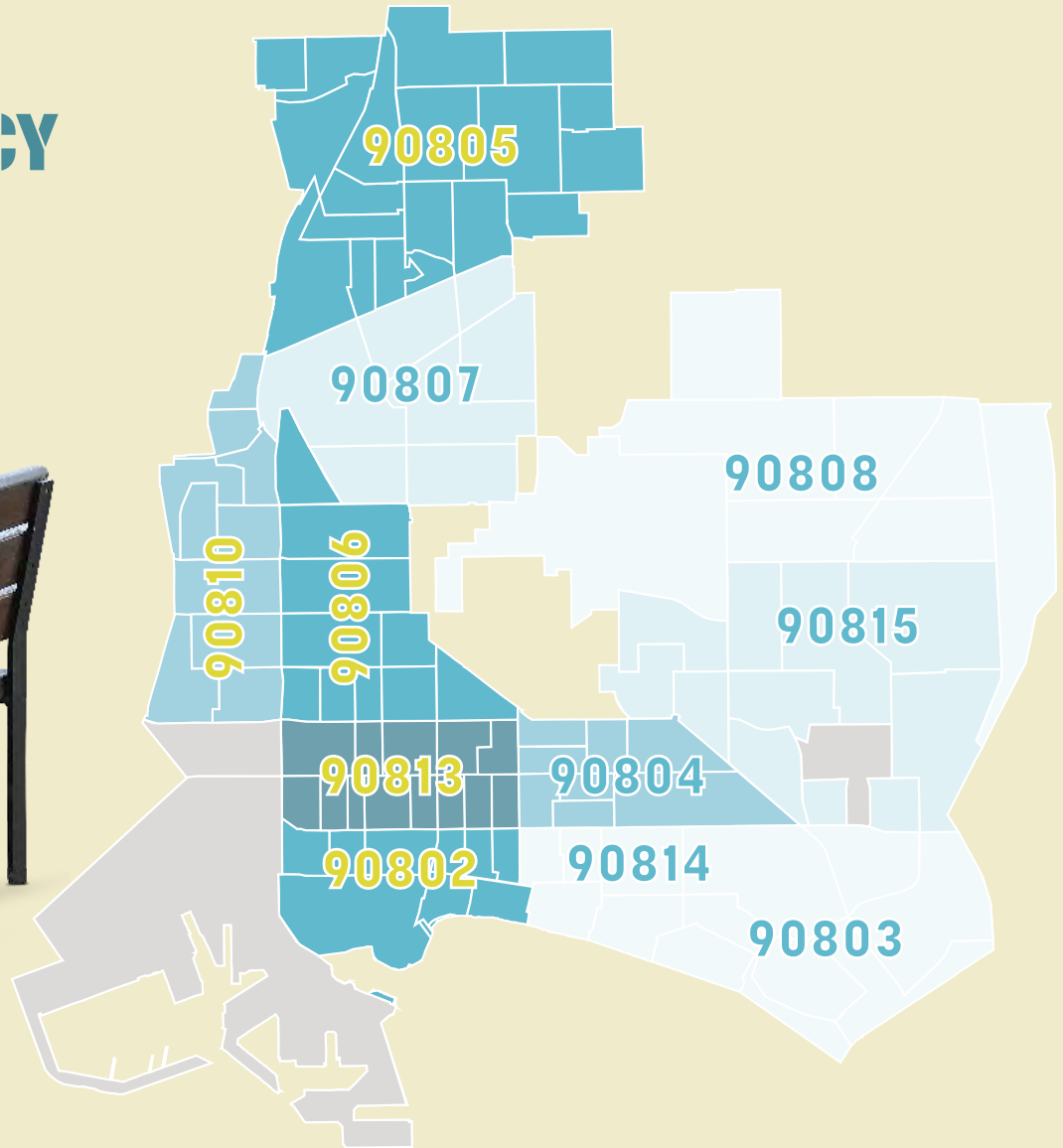
PARK EQUITY

2021

- Planning Area Boundary
- Up to 1.5
- 1.6-2.5
- 2.6-5.0
- 5.1-16.3 (max)

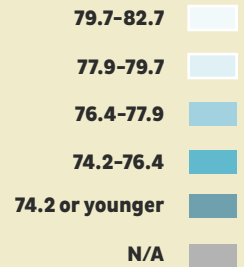


LIFE EXPECTANCY



We can all agree that our neighborhood should not determine our life expectancy—everyone deserves a safe, clean place to live.

Parks, beaches, and open space are a vital part of any thriving community, and the City of Long Beach has made a commitment to work towards achieving health equity across all zip codes. Although our parks are static pillars in the neighborhoods they are in, the PRM Department has the ability to be nimble and adapt to changing demographics and community needs. We are actively looking for opportunities to partner with other civic institutions, affordable housing developers, nonprofit organizations, or other groups that will expand our ability to serve Long Beach residents.



affluent neighborhoods of Long Beach such as East and Southeast Long Beach. Public resources were funneled into these neighborhoods as they had greater political and social power throughout the past century. Even when people of color had access to parks and nature spaces, they faced segregation or feared their safety. In 2021, 80% of Long Beach residents live within a 10 minute walk of a park. However, some people have to cross multiple busy roads or walk through unsafe areas to get to the park, which limits them from using these spaces comfortably.

Although Long Beach has a vibrant economy due to its ports and proximity to major job centers, not everyone benefits equally from these conditions. Racial minorities often live in more polluted areas, such as near ports, industrial facilities, oil refineries, and freight corridors, which is replicated in Long Beach's Westside and Uptown areas. The Port of Long Beach and Port of Los Angeles are responsible for causing the worst air quality in the U.S., affecting West Long Beach the most, as it is surrounded by port facilities, freeways, rail yards, and refineries on all sides. Trucks transporting goods from the ports contribute to poor air quality around Long Beach as they drive along the 710 corridor to inland intermodal rail facilities.

The goods movement has dominated land-use development across West Long Beach, with the needs of the port and industry prioritized over community needs. Combined with the dense development patterns of historic neighborhoods, very little open land is left for park development in areas like West, North and Central Long Beach. Open space access is sacrificed for economic generation, so these communities of color suffer from air, noise, visual, and light pollution resulting from goods movement, yet they do not reap the rewards through

employment and localized investment. Instead these communities are suffering from higher levels of unemployment at every level of educational attainment. Working-class wages have decreased over the past two decades, while the cost of living in Southern California continues to increase.

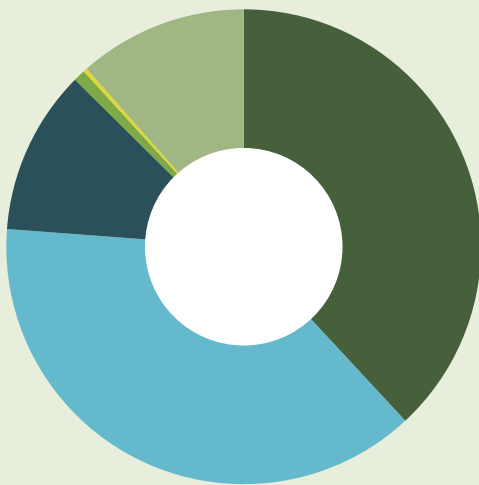
Residents living in North, West, and Central Long Beach zip codes have a life expectancy that is as much as five years lower than more wealthy areas like East and Southeast Long Beach. Most public health indicators tracked by agencies and organizations including asthma rates, teenage pregnancy, heart disease, and COVID infections parallel this disparity in life expectancy. Growing up in an unhealthy environment has lifelong physical, mental, and emotional consequences, yet parks have an ability to mitigate some of those conditions in the physical environment that impact public health, whether cleaning the air of pollutants, providing opportunities for physical activity, or reducing anxiety.



LONG BEACH DEMOGRAPHICS



Ethnic Diversity



Asians
12.8%

Latinos
42.4%

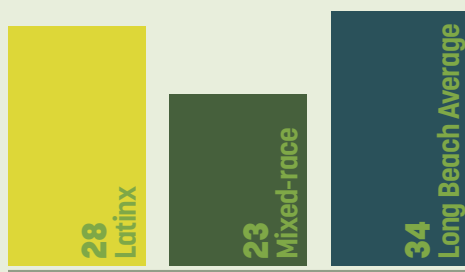
Caucasians
27.7%

African Americans
12.5%

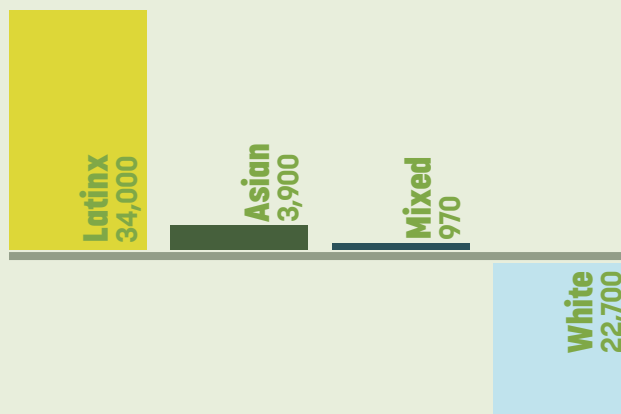
Native Hawaiians/
Pacific Islanders
0.9%

American Indians/
Alaskan Natives
0.3%

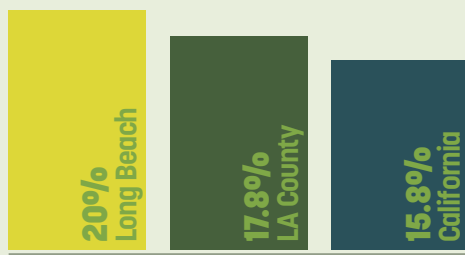
Average Age



Population Change since 2000

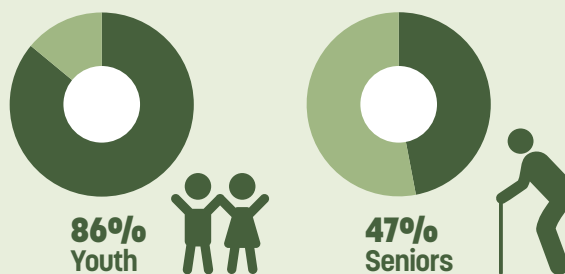


Poverty Rates



Long Beach has a higher percentage of the total population experiencing poverty

People of Color



86% of city's youth are kids of color vs. 47% of seniors are people of color

Life Expectancy



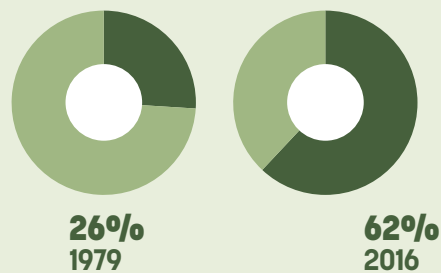
**North
West Central
Southwest**

90805, 90806,
90810, 90802,
90804, 90813

**Southeast
East**

90808, 90815

People of Color Heading Middle-class Households



26% of middle-class households were headed by people of color in 1979 compared with 62% in 2016



2.2 RELEVANT PLANS

2003 Parks, Recreation, and Marine Strategic Plan Long Beach

In 2003, the Parks, Recreation, and Marine Department developed a strategic plan to identify current issues and potential future challenges to the PRM Department and to develop strategies for meeting them. The resulting plan incorporates many elements of the City's Strategic Plan and is used to direct the PRM Department's recreational programming, park and facility development and improvements, and administrative decisions for the next ten years. The mission of the PRM Department, "We create community and enhance the quality of life in Long Beach through people, places, programs, and partnerships," guides the focus and vision of the 2003 Strategic Plan. At the time of this update, the 2003 Strategic Plan was already 18 years old, and so it is imperative to complete and adopt this recent strategic planning effort.

2016 Parks Needs Assessment Los Angeles County

The County of Los Angeles embarked on a multi-year parks assessment to determine the need for park repairs, new amenities and new parks across the county's incorporated and unincorporated areas. Interdisciplinary spatial analysis as well as multi-agency and facility assessments were conducted throughout the county to establish priorities for a bond measure that was approved by 75% of voters in November of 2016. The bond measure

assessed properties over the next thirty years to fund park maintenance, new amenities and the development of new parks in communities of need.

Open Space and Recreation Plan

Long Beach

The City of Long Beach Open Space and Recreation Element, last updated in 2002, addresses the requirements of open space planning with a special emphasis on planning for public recreation. Four topical areas are required to be covered by Open Space and Recreation Elements: [1] open space for the preservation of natural resources, [2] open space for the managed production of resources, [3] open space for public health and safety, [4] and open space for outdoor recreation. The material herein on open space for the preservation and production of natural resources and open space for public health and safety is somewhat condensed in this Open Space and Recreation Element. It is recognized that in this large and diverse community, these topics deserve special focus. It also provides a roadmap for the PRM Strategic Plan update in its vision and goals.

Land Use Element

Long Beach

The City of Long Beach Land Use Element, recently updated in 2019, directs the long-term physical development of the city by guiding use, form, and characteristics of improvements on the land. This Element of

the General Plan designates the location, types and intensity of housing, businesses, industries, open spaces, public buildings, airports, ports, marinas and other uses in Long Beach. It also focuses on the city's urban form and character by addressing the height and massing of buildings, the relationship between building façades and public sidewalks and streets, and character features such as community gathering places or pedestrian amenities. In essence, the Element sets out the ultimate physical pattern of development and how buildings are used in Long Beach. The PRM Strategic Plan references the Land Use Element in its attempt to identify potential areas for new park and open space development, expansion, and preservation.

Mobility Element

Long Beach

The City of Long Beach Mobility Element, last updated in 2013, establishes the vision, goals, policies, and implementation measures required to improve and enhance the city's local and regional transportation networks, transforming Long Beach into a community that balances the needs of all modes of transportation as well as the health and quality of life for residents. This Element presents the City's future plan for improving the way people, goods and resources move from place to place. In concert with the Land Use Element, the Mobility Element identifies important connections to parks and open spaces for non-motorized forms of travel including bicycles, transit, and pedestrians.

CX3 Pedestrian Plan

Long Beach

As an appendix to the Mobility Element, the Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention [CX3] Pedestrian Plan [2017] emphasizes establishing pedestrian-friendly streets in the CX3 neighborhoods. The CX3 Pedestrian Plan encompasses the 10 original, diverse, and unique neighborhoods in West and Central Long Beach. The CX3 Pedestrian Plan helps create health equity for all pedestrians by connecting people to healthier choices regardless of socioeconomic conditions and historic development patterns. It prioritizes safe walking routes to schools and parks, access to affordable health food options, and universal street access in the City of Long Beach. Included in the CX3 Pedestrian Plan are projects, programs, and policies for enhancing and developing new open space connectors and greenways in these park-poor neighborhoods.

Bicycle Master Plan

Long Beach

The City of Long Beach Bicycle Master Plan [2016] expands on the Mobility Element by developing a plan to make Long Beach one of those most bicycle-friendly cities in the nation. This Plan envisions a Long Beach in 2040 where bicycling will be the easiest, most convenient way to run errands, get to work or school, or travel for recreation across the city. The City is aiming for 10% of all trips made by bicycle in 10 years, 20% in 20 years, and 30% in 30 years. Emphasizing transportation equity, bicycling creates a better quality of life by replacing car trips and reducing the overall human carbon footprint. This Plan recommends the development of

a comprehensive bicycle network that offers guidance to key destinations including schools, parks, regional trails, landmarks, civic buildings, and bicycle parking facilities.

Urban Design Element

Long Beach

The City of Long Beach Urban Design Element of the General Plan was recently created in 2019. It defines urban design guidelines that represent the values of the Long Beach community, ensuring that the built environment continues to contribute to the identity and qualities that make the city a unique and desirable place for people to visit and call home. The intended outcome of this Urban Design Element is to strengthen the existing areas of the city that are already illustrative of the identity and qualities representative of the community's values. At the same time, urban design goals and strategies for resolving issues of land use conflict will be outlined. This Plan identifies urban design goals and strategies to provide safe and secure neighborhoods, streets, buildings, parks, and plazas, to define boundaries between natural areas, parks, and built areas, to create parks in infill sites, to provide greater access to the open space network to support the health and well-being of residents, and to increase opportunities for recreation.

Housing Element

Long Beach

The City of Long Beach Housing Element of the General Plan, last updated in 2014, aims to implement policies and programs to address the diverse housing needs of the City of Long Beach. The City is

currently in the process of updating its Housing Element to meet the housing needs identified in the 6th cycle Regional Housing Needs Assessment [RHNA], and began an 18-month public engagement process to update the Housing Element. It aims to ensure the housing needs of Long Beach through the next update in 2029. The updated Element aims to adapt to housing demands, improve housing affordability, and promote fair housing for all. The main focus of the upcoming Element is to remove barriers to accessing housing, respond to the housing shortages, and address homelessness in Long Beach. The Element seeks to focus on providing affordable housing distribution and reverse the segregation patterns of the past.

Racial Equity and Reconciliation Initiative Long Beach

The Racial Equity and Reconciliation Initiative implements the framework for working towards racial equity in the City of Long Beach. Adopted after the murder of George Floyd on May 25, 2020, the Racial Equity and Reconciliation Initiative embodies four key components to end systematic racism. The four key concepts acknowledge the deep-rooted existence and impacts of systemic racism in America and in the City of Long Beach, listen to the accounts and experiences of community member's experience with racial injustices, convene the City with stakeholders to evaluate the community feedback and shape citywide reform ideas, and catalyze action by presenting various recommendations for the consideration of the City Council. Many of the recommendations identified in this report involve the hiring and management practices of PRM Department staff as well as immediate actions that can be

taken regarding open space development and improvements. This process is a start to accelerating racial equity in the City of Long Beach.

PRM Youth Strategic Plan Long Beach

Building Healthy Communities: Long Beach Youth Committee and Khmer Girls in Action organized the Invest in Youth campaign in 2017 to ensure the representation of youth and teens in the City's budget. As a result of their community engagement, the Youth and Emerging Adults Strategic Plan Element envisions healthy and empowered youth between the ages of 8-24. The Strategic Plan was recently released in 2021 and aims to provide necessary resources for Long Beach's youth to develop into decision-makers for the City. It also seeks to empower the City's youth to promote change and solutions to the current and future generations. Working with the Long Beach PRM Department, the Office of Youth Development aims to use park space to build a safe space network for the youth to have stable opportunities for personal, educational, and economic development in the City.

Using inclusivity and equity as key grounding principles, the Youth and Emerging Adults Strategic Plan Element has six goals. The first goal focuses on youth development by developing an Office of Youth Development to coordinate and improve youth outcomes across the community. The second goal aims to foster physical health, mental health, and emotional wellness among the youth by focusing on culturally relevant services. The third goal seeks to plan for the future by increasing economic and social mobility for youth and emerging adults. The fourth

goal provides community care by creating an inclusive and caring environment for the city's youth. The fifth goal aims to increase safe, affordable, and accessible housing options for the youth. The last goal of the Plan focuses on the youth's access to safe and affordable transportation.

Strategic Plan for Older Adults Long Beach

The Strategic Plan for Older Adults Element strives for equitable access to a coordinated system of services and support across the City of Long Beach. The coordinated services include developing an Older Adult Task Force to network older adults with providers and City systems. It aims to create a comprehensive One-Stop Older Adult Resource Network. The One-Stop Older Adult Resource Network closes the gap between older adults and accessibility to resources. It also provides an approach to enhance community engagement.

The Plan seeks to advocate for the accessibility of affordable housing, improve transportation in the community, improve physical and mental health care, and enhance the quality of life for older residents. Working with the PRM and various community partners, it aims to strengthen programs at various park locations to improve older adults' overall quality of life.

Animal Care Services Plan Long Beach

The Long Beach Animal Care Services (LCACS) Strategic Plan, finalized in 2020, embraces the compassionate, passionate, dedicated, and ethical treatment of animals as Long Beach's Animal Care Services' core values to achieve overall animal wellbeing. The Plan visualizes a responsible, compassionate, and informed community working together for the wellbeing of its animals. Centered with the "Compassion Saves" motto, the Plan seeks to support people and animals by outreach, education, guidance, and support services.

The Animal Care Services Plan has five main goals. First, the LBACS strategic plan focuses on overall animal welfare by providing care and enrichment based on the needs and industry standards. Secondly, the Plan's goal is to engage the community by providing animal services to increase pet retention and reunion. Thirdly, the Plan seeks to make LBACS operation financially sustainable by developing a responsible budget that increases revenue through grants and fundraising. Fourthly, the Plan implements life-saving programs by establishing agreements between LBACS and partners. Lastly, the LBACS strategic plan promotes staff development.

Digital Inclusion Roadmap Development Strategic Plan Long Beach

The Digital Inclusion Plan provides equitable access to digital literacy training, affordable technology devices, and affordable internet services. Co-created by the City of Long Beach, community members, and local stakeholders, the Plan is a roadmap for a collective impact approach. It focuses on equitable access to capacity, connectivity, and technology. Regardless of race, income, and neighborhood, the Digital Inclusion Plan focuses on building the capacity to create multilingual digital literacy training and support. This capacity-building creates job preparedness for technology jobs. The Plan focuses on connectivity through creating a fiber network infrastructure throughout the City. This network infrastructure enables the city to access quality, affordable and high-speed internet at home and Free public Wi-Fi. The technology focus of the Plan provides residents access to low-cost, quality internet devices such as desktops, laptops, and tablets. It also provides technical support. This inclusive process allows the community to build skills for today's economy and increases the city's overall well-being by digitally connecting the City of Long Beach.

Safe Streets Long Beach Action Plan Long Beach

Finalized in July 2020, the Safe Streets Long Beach Plan outlines the actions needed to eliminate traffic deaths and serious injuries by 2026. It is guided by Vision Zero, a road safety philosophy that prioritizes human life as the first and foremost consideration when designing a street network. The Plan outlines high-injury corridors and intersections within the city, public opinions on street safety, and common types of collisions. Actions are prioritized based on their ability to focus on dedicating resources to Vision Zero actions, building Safe Streets, improving data and transparency, promoting a safety culture, enhancing processes and partnerships, and equity.

Park equity is the idea that all people – regardless of who they are or where they live – have the right to clean, welcoming, well-maintained and accessible green spaces.





2.3

DEPARTMENT OVERVIEW

The City of Long Beach Parks, Recreation, and Marine Department aims to enhance and improve the quality of life in Long Beach through its programs, services, and open spaces.

The PRM Department has a wide range of responsibilities, such as:

Maintaining safe and clean parks and open spaces, facilities, marinas, and beaches

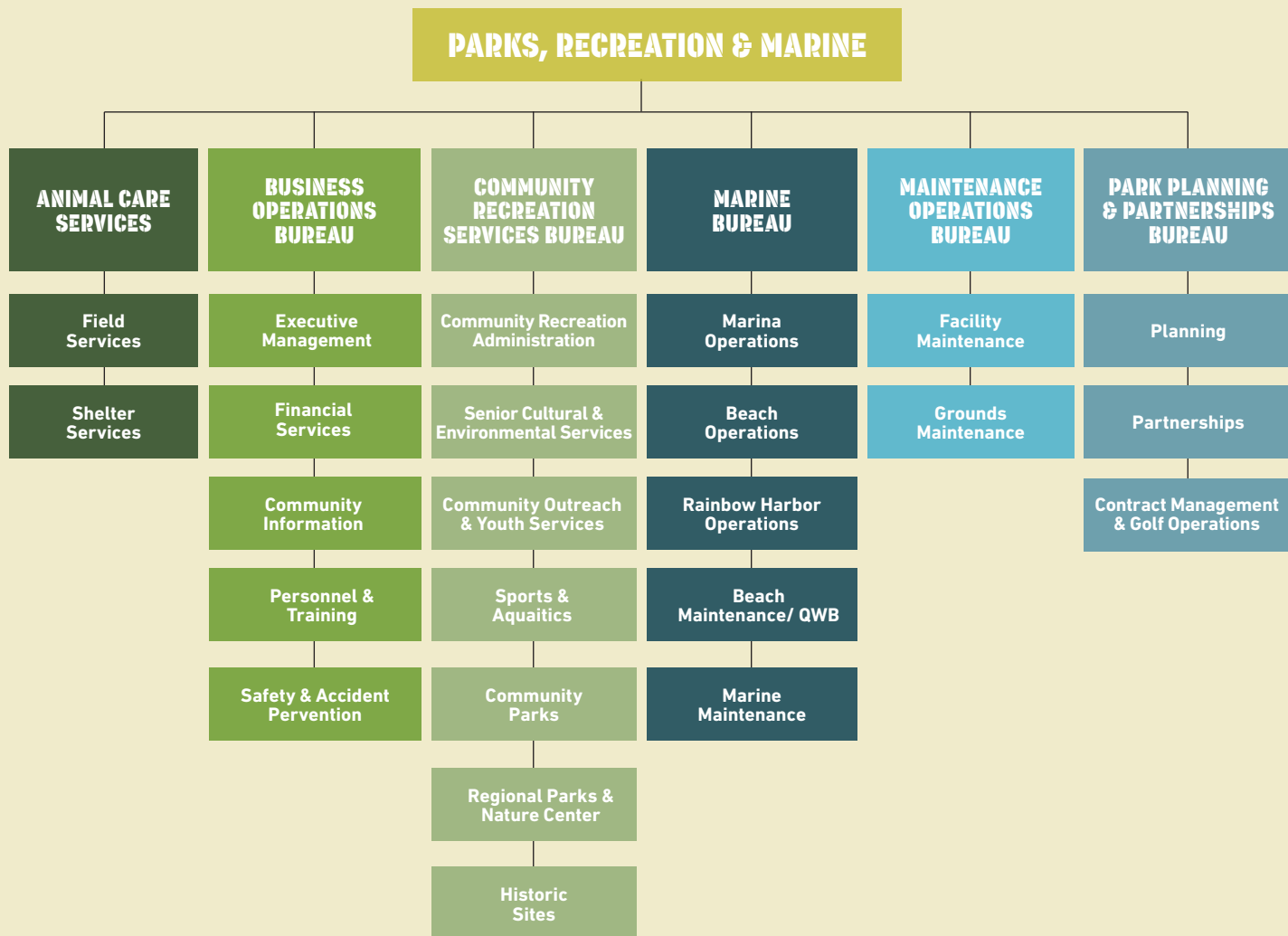
Running recreation and enrichment programs that promote public safety and healthy communities

Identifying new and sustainable models for service delivery

Developing recreational space and providing access for recreational opportunities

Providing for public safety and the humane treatment of animals

There are six subsections of the PRM Department: Animal Care Services Bureau, Business Operations Bureau, Community Recreation Services Bureau, Marine Bureau, Maintenance Operations Bureau, and Parks Planning and Partnerships Bureau.



Long Beach parks were rated #31 out of the top 100 park systems in the U.S. by the Trust for Public Lands 2021 ParkScore Index

2018 Southern California Association of Governments (SCAG) Award for Outstanding Achievement in Sustainability for the Willow Springs Park Wetlands Restoration Project

Four-time recipient of the National Parks and Recreation Society's "Gold Medal" award for outstanding management practices and programs

2018 American Planning association (APA) Public Outreach Award for the Uptown Open Space Vision Plan & Urban Design Award for Gumbiner Park

2019 California Park & Recreation Society Award of Excellence recipient for Agents of Discovery Augmented Reality Application for Park Exploration in the Marketing & Communications Award of Excellence category

ANIMAL CARE SERVICES

Responsible for animal treatment, evaluation, licensing, and permitting.

The Animal Care Services Bureau handles calls for service and veterinary care for animals visiting the shelter. Animal Care Services has eight distinct program areas: field operations, investigations, customer services and support, veterinary medical, kennel care, emergency management, training, and administration. Across all these areas, the staff of this Bureau works towards the mission of making Long Beach the safest large city in California for people and animals through a proactive strategy of community engagement and enforcement activities. The Bureau follows a “Compassion Saves” model with supporting the people and animals of our community through outreach, education, guidance, and support services.

Annual expense budget of \$5.1M, supplemented by \$1.8M in revenue through donations, fees, and contract revenue

50.87 full-time equivalent (FTE) employees in FY 2019

6,515 live animals impounded yearly

27,405 household dogs licensed, with a 25-year record high Live Release Rate of 91%

Animal Control Officers completed more than 35,271 calls for service in a year

Kennel Care program provides food, water, and hospitality for over 3,379 animals



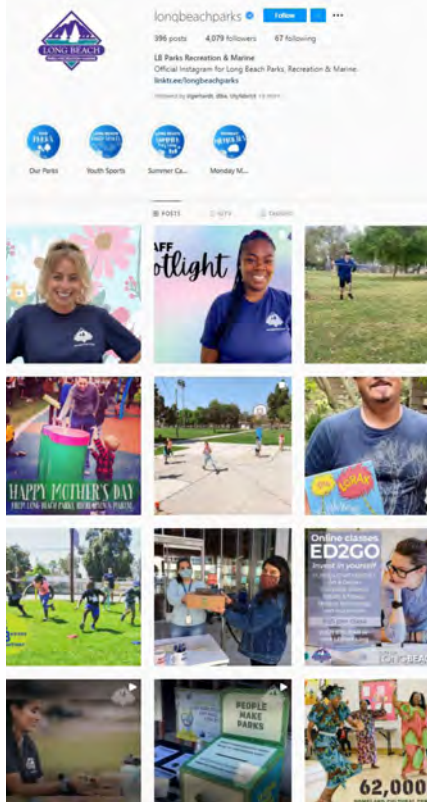
BUSINESS OPERATIONS

The management of day-to-day administrative duties such as budgeting, accounting, purchasing, personnel, and public information/communication services to ensure an efficient and productive operation.

The Business Operations Bureau provides human resources, training, risk management, employee safety, workers' compensation, budget and accounting, procurement, records management, contract management, graphic design, marketing, and community outreach to the PRM Department. Additionally, they provide master plans, capital budget plans, and grants administration for parks, open space, and facilities. Business Operations runs the PRM Department's social media which includes a large Facebook, Twitter, and Instagram community base.

25.12 FTE employees in FY 2019

- Processed:*
- 52,000 timecards*
- 26,000 paychecks*
- 2,200 purchase orders*
- 13,200 invoices*
- 250 leases*



COMMUNITY RECREATION

Manages Long Beach's parks, pools, open water, and facilities for safe public use.

They also provide more than 600 recreational and educational classes for the community every quarter. Community Recreation Services offers youth programming and sports to help children stay engaged and active. Teen centers are run by this Bureau in parks near five Long Beach high schools. Adult sports leagues, golf and tennis facilities, public pools, and skate parks are other well-loved amenities run by this Bureau. Additionally, Community Recreation Services offers senior programming and adaptive recreation programs to meet the needs of all ages and abilities.

199.11 FTE employees
in FY 2019

81,484 Youth sports
participants

93,310 Adult sports
participants

13,433 Leeway Sailing
Center Visits/Sailing
Lessons

757,000 youth and
teen participated
in recreational
programming in parks

498,422 Senior
programming
participants

214,623 people visited
Belmont Outdoor
Pool, King Pool, and
Silverado Pool

62,309 meals
provided through
summer food service
program

52,974 participants
in Homeland Cultural
Center activities



MARINE

Operates the nation's largest municipal marina, an economic asset that employs more than 100 staff and generates \$22 million in revenue annually.

They partner with commercial operators to provide recreational opportunities through rentals, concessions, charters, and tours. The Marine Bureau maintains other waterfront assets in Long Beach such as launch ramps, water-skiing facilities, dry boat storage, bike/pedestrian beach paths, and fitness loops. They also oversee the maintenance, renourishment and protection of the shoreline and beach areas.

104.76 FTE employees in FY 2019

3,335 recreational boat slips that make up the nation's largest municipally operated marina system

More than 1 million people used the beach bike/pedestrian path

39,744 recreational boaters launched at one of Long Beach's launch ramps

2,252 tons of debris removed from LA River deposits



MAINTENANCE OPERATIONS

The Maintenance Operations Bureau manages the safety and cleanliness of parks and facilities.

This includes grounds maintenance and oversight for parks, trees, and other City service locations. This Bureau also implements irrigation and water conservation projects, oversees lake and sports field management, and aids in special event preparations. Maintenance Operations provides crucial custodial services and oversight to allow for smooth-running programming and daily usage of Long Beach parks and assets.

51.56 FTE employees in FY 2019

Maintain 3,125 acres of parkland (including parks, bike paths, pools, sports courts, artificial turf fields, community center and restroom buildings, play and exercise equipment, lighting, irrigation, signage and site furnishings)

5,603 Park maintenance work orders



PLANNING & PARTNERSHIPS

The Park Planning and Partnerships Bureau manages park planning and development through collaboration with community partners and multiple City departments.

They also manage lease, partnership, and vendor agreements and work permits, while establishing new strategic collaborations. The Park Planning and Partnerships Bureau is responsible for developing new revenue sources through grant pursuit and management.

7.00 FTE employees in FY 2019

Generated \$6,356,001 in partnership contract revenue in FY 2019

Manage 189 partnership contracts





2.4 PRM ASSETS OVERVIEW

Did you know that the City's recreational resources include parks, community centers, golf courses, bike and equestrian trails, numerous special use recreation resources, and coastal amenities?

Did You Know: The PRM Department offers volunteer opportunities for people 14 years and over. Volunteering helps people connect with the community and may reduce stress levels.

The PRM Department manages 167 parks that facilitate a diverse range of recreational activities. Amenities include beaches, a boardwalk, an esplanade, piers, fishing platforms, boat launches, a rowing center, a sailing center, harbors, and marinas.

There are 27 community activity centers in Long Beach. Some of the largest include the California Community Recreation

Center, Cesar E. Chavez Park Community Center, El Dorado Park West Community Center, Recreation Park Bruins Den, Houghton Park Community Center, and the Silverado Park Community Center. These centers offer supervised after-school activities, art classes, fitness and cooking instruction, meeting rooms, and many more exciting programs. The Long Beach Senior Center is the largest such facility on the West Coast, offering clubs, dances, classes, and information and referral services to the elderly community. Teen programs are also emphasized at six of the centers, with services such as tutoring, counseling, employment development, referral services, computer labs, and life-skills workshops. The Homeland Cultural Center, beloved by many in the community, offers writing, music, acting and dance workshops, and a mural arts program. The Marine Bureau ensures that our beaches and marinas are kept in prime condition by overseeing the maintenance, renourishment, and protection of the waterfront.

Looking for a cool dip in the pool? There are swimming pools located at Martin Luther King Junior Park, Silverado Park, and the Belmont Plaza Pool Complex. Four pools at Long Beach Unified School District high schools are open to the public through joint-use agreements. Public access programs at the City College campuses and California State University at Long Beach add an additional four pools to the public pool inventory. The City owns five golf courses: El Dorado, Heartwell, Recreation 9, Recreation 18, and Skylinks, which are operated by a concessionaire. There are also two private golf courses and one private driving range in Long Beach.

The City of Long Beach has an estimated 64 miles of bikeways, approximately half of which are completely separated from roadway traffic. Long Beach is also home to hundreds of acres of beaches, and 11 miles of shoreline. Although the beach property is owned by the State, the City retains responsibility for maintaining the beach and beach facilities. The water is relatively calm as a result of the extensive federal breakwater along the coastline, making it an optimal environment for

rowing and sailing. Due to the breakwater, beach conditions and water quality are challenged when storms occur in the Los Angeles basin and polluted urban runoff flows down the Los Angeles and San Gabriel rivers and washes up on our shores.

In addition to the fishing bays at Belmont Pier, public fishing platforms line the edge of Shoreline Aquatic/Riverfront Park just south of the Aquarium of the Pacific. People are also able to fish from the rock embankments along the rivers, at 72nd Place on the peninsula, and in select spots at Alamitos Bay. Rainbow Harbor features eight public piers designed to accommodate visiting historic ships, water taxis, fishing and harbor dining and sightseeing boats.

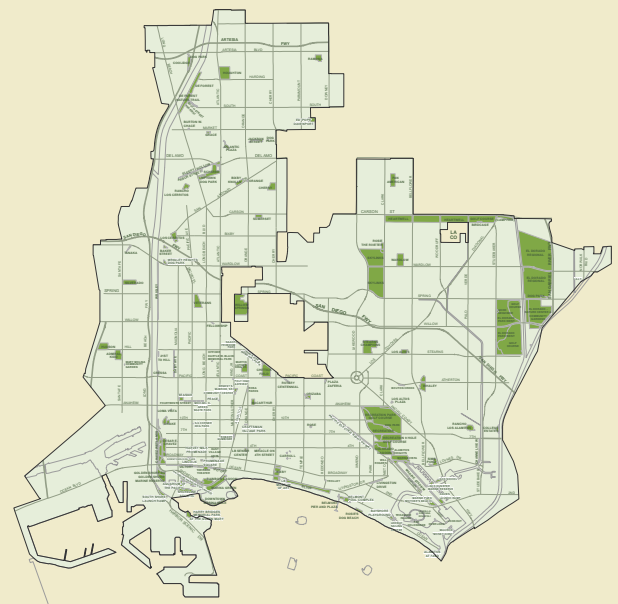
The City owns and operates two large marinas and one smaller marina which constitute the largest municipally owned marina operation in the nation! Long Beach also has five public boat launches: Davies, Claremont, Granada, Marine Stadium and South Shore. Everything from powerboats and jet skis, sailboats, windsurfers, skulls, catamarans and kayaks can be launched from Long Beach shores.

Did You Know: Blair Field serves as California State University at Long Beach's baseball team home field. The Dodgers played an exhibition game versus the Rangers before a record 6,250 fans in 1961. In 1966, Blair Field was also the site of the Chicago Cubs spring training. In 2018, Blair Field celebrated its 60th anniversary.

EXISTING LONG BEACH PARKS & BEACHES

2021

Existing parks



CITY OF LONG BEACH PARKS AND PARK ACREAGE

TYPES OF PARKS

C
Community Pk

G
Greenway

GC
Golf Course

I
Street Island

L
Leased

LB
Lease for Community Benefit

M
Mini Pk

N
Neighborhood Pk

O
Open Space Owned by Others,

S
Special Use

U
Undeveloped

W
Water Area

Y
Maintenance Yard

R
Regional Pk

PARK NAME	TYPE	ACREAGE	YEAR OPEN
01st Place Mini Park	M	0.16	1980
02nd Place Mini Park	M	0.13	1980
03rd Place Mini Park	M	0.10	1980
04th Place Mini Park	M	0.09	1980
05th Place Mini Park	M	0.10	1980
06th Place Mini Park	M	0.11	1980
07th Place Mini Park	M	0.08	1980
08th Place Mini Park	M	0.09	1980
09th Place Mini Park	M	0.10	1980
10th Place Mini Park	M	0.10	1980
11th Place Mini Park	M	0.07	1980
12th Place Mini Park	M	0.05	1980
13th Place Mini Park	M	0.09	1980
14th Place Mini Park	M	0.09	1980
15th Place Mini Park	M	0.11	1980
21st to Hill Park	M	0.87	2007
34th Street Greenbelt	G	0.30	2007
51st Street Greenbelt	G	0.96	2008
Alamitos Bay Marina	S	360.15	1976;2003
Alamitos Heights Park	S	1.32	1923
Alamitos Park	M	0.27	1967
Aquarium of the Pacific/Pierpoint Landing	S	1.18	1999
Arbor Park	L	0.43	1966
Atlantic Plaza	N	3.22	1952
Baker Street Mini Park	M	1.45	2013
Bayshore Parkway	G	1.71	1955

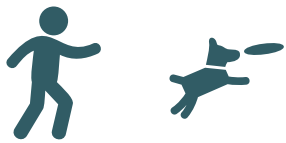
PARK NAME	TYPE	ACREAGE	YEAR OPEN
Bayshore Playground	M	1.22	1934
Beach	S	256.48	1911
Belmont Plaza	S	4.75	1967
Belmont Veterans Memorial Pier	S	1.80	1967
Birdcage Park	M	1.01	1958
Bixby Knolls Park	N	3.93	1950
Bixby Park	C	17.82	1903
Black, Officer Daryle W., Memorial Park	M	0.14	2006
Bluff Park	G	13.45	1919
Bouton Creek Park	M	0.76	1967
Bridges, Harry, Memorial Park at the Queen	S	4.15	1997
Carroll Park	M	0.70	1910
Chace, Burton W., Mini Park	M	0.30	2005
Channel View Park	G	5.29	1968
Chavez, Cesar E., Park	CUS	33.16	1999
Cherry Avenue Park	C	10.19	1951
Chittick Field	SU	19.92	1950;2014
College Estates Park	N	2.30	1962
Colonnade, The	M	0.22	1939
Colorado Lagoon	S	17.47	2012
Coolidge Park	N	6.11	1958
Craftsman Village Park	M	0.34	2013
Cressa Park	G	0.94	1998
Daisy Avenue Greenbelt	G	17.47	1956
Davenport, Ed "Pops", Park	UN	11.55	2006;2017
Davies Launch Ramp	S	6.71	1960
DeForest Park & Wetlands	NS	15.99	1976;2018
Dominguez Gap	S	56.59	2008
Douglas, Donald, Plaza	M	0.37	2012
Drake Park	N	6.62	1904
Dunster, Jack, Marine Biological Reserve	S	3.21	2004
East Village Arts Park	M	0.09	2004
El Dorado Nature Center	US	97.89	1965

PARK NAME	TYPE	ACREAGE	YEAR OPEN
El Dorado Park West	C	272.81	1962
El Dorado Regional Park East	R	389.38	1971;1974
Fellowship Park	M	0.36	2004
Fourteenth Street Park	UM	4.01	1950
Freeman Community Center	S	0.28	2009
Golden Shore Marine Bio Reserve	S	9.26	1997
Golden Shore RV Park - Lease	S	5.24	1995
Good Neighbor Park	C	0.90	2008
Grace Park	M	1.22	2006
Gumbiner, Robert, Park	M	0.87	2017
Heartwell Park	GCS	161.94	1931
Houghton Park	C	26.32	1924
Hudson Park	N	13.18	1977
Jackson Street Dog Park	S	0.16	2015
Jackson Street Park	M	3.20	1962
Jansen Green (in Douglas Park)	S	2.16	2018
K-9 Corner Dog Park	S	0.09	2009
Kent, Maurice "Mossy", Park	M	0.11	1958
Kidd, Admiral Issac C., Park	N	12.29	2010 part
King, Martin Luther, Jr., Park	C	9.04	1963
La Bella Fontana di Napoli	M	0.38	1933
LA River Bikepath	S	14.66	1979
Leeway Sailing Center	S	0.59	1964
Lilly Park	M	0.28	1961
Lincoln Park	S	5.10	1880
Livingston Drive Park	M	2.07	2008 part
Locust Tot Lot	M	0.13	2016
Loma Vista Park	M	0.18	2005
Long Beach Municipal Cemetery	S	4.47	1900
Long Beach Museum of Art	LS	2.16	1957
Long Beach Senior Center	S	1.23	1977
Long Beach Shoreline Marina	S	104.85	1982
Lookout Park	M	0.86	1964

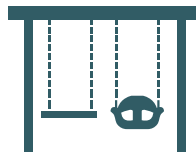
PARK NAME	TYPE	ACREAGE	YEAR OPEN
Los Altos Park	N	4.94	1951
Los Altos Plaza	M	0.75	1959
Los Cerritos Park	N	8.47	1907
Los Cerritos Wetlands	US	104.52	undeveloped
MacArthur, General Douglas, Park	N	3.87	1941
Marina Green	S	9.54	1992
Marina Pacifica Park	S	1.24	1976
Marina Vista Bikepath	G	3.23	1985
Marina Vista Park	N	17.68	1923
Marine Park (Mother's Beach)	S	9.32	1955
Marine Stadium	S	97.41	1923
McBride, Ernest S., Sr., Park	N	2.77	2011 part
Milk, Harvey, Promenade Park	M	0.27	2013
Miracle on 4th Street Mini Park	M	0.14	2000
Molina, C. David, Park	N	3.71	2018
Molina, Mary, Community Garden	S	0.19	2011
NAACP Freedom Park	US	2.82	2012
Nichol, Jack, Park	G	3.75	2007
North Community Gardens	S	0.69	1996
Orange Mini Park	M	0.31	2002
Orizaba Park	N	4.14	1938;1990;2012
Overlook Park	M	0.44	1965
P.E. Railway Greenbelt	UG	10.95	2016
Pacific & 6th Community Garden	S	0.06	2001 by CD
Pan American Park	N	12.52	1954
Parks, Rosa, Park	M	0.40	2011
Peace Park	M	0.41	2004
Pike Park	US	0.18	2020
Plaza Zaferia	M	0.81	1957
Poly Gateway - Atlantic	M	0.07	2011
Poly Gateway - MLK	M	0.25	2012
Promenade Square	S	0.68	1983;2010
Rainbow Harbor	S	22.52	1999

PARK NAME	TYPE	ACREAGE	YEAR OPEN
Rainbow Lagoon	S	12.36	1962
Ramona Park	N	7.27	1957
Rancho Los Alamitos	S	7.50	1970
Rancho Los Cerritos	S	4.82	1955
Recreation Park	GC	228.39	1923
Rivera, Jenni, Memorial Park	US	3.23	2012
Rogers, Will, Mini Park	M	1.78	1978
Rose Park	M	0.75	1910
Rosie the Riveter Memorial Park	M	3.26	1959
Rotary Centennial Park	M	1.18	2005
San Gabriel River Bikepath	S	8.65	1984
Santa Cruz Park	M	1.86	1922
Scherer, Herman J., Park	C	25.27	1956;1975
Seaside Dog Zone	S	0.17	2015
Seaside Park	N	2.42	2011
Shoreline Aquatic Park	S	17.30	1983;1989
Shoreline Bikepath	S	2.98	1983
Shoreline Park	S	0.27	1983;1989
Silverado Park	C	12.24	1925
Sims Pond	S	6.09	2003
Skylinks Golf Course	GC	155.75	1959
Sleepy Hollow Greenbelt	UG	2.68	1994
Somerset Park	N	3.99	1944
South Shore Launch Ramp	S	6.48	2000
South Street Parkway	G	1.49	1947
Spinnaker Bay Park	M	0.48	1983
Stearns Champions Park	C	26.52	1954;1967
Tanaka Park	M	1.34	2004
Treasure Island Park	M	0.09	1967
Trolley Park	M	0.15	2007
Valparaiso Plaza	M	0.52	1977
Veterans Memorial Park	C	14.64	1952

PARK NAME	TYPE	ACREAGE	YEAR OPEN
Victory Park	G	4.57	1889
Wardlow Park	N	16.32	1956
West San Gabriel River Parkway (undev)	UGGC	27.28	undeveloped
Whaley Park	N	13.87	1950
Williams, Dennis, Greenway	G	0.69	2009?
Willow Springs Park	MUS	47.96	2012
Wrigley Greenbelt	G	9.02	1991
Wrigley Heights Dog Park	S	2.03	2011



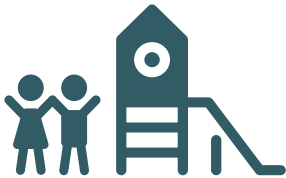
167 Total Parks
3125 acres



22 Neighborhood Parks
177 acres



20 Greenway Parks
674 acres



62 Mini Parks
86 acres



15 Community Parks
1,022 acres



2 Ranchos
12 acres



54 Special Use Parks
1,550 acres



El Dorado Regional Park
760 "regional use" acres

2.5 PARK MAINTENANCE

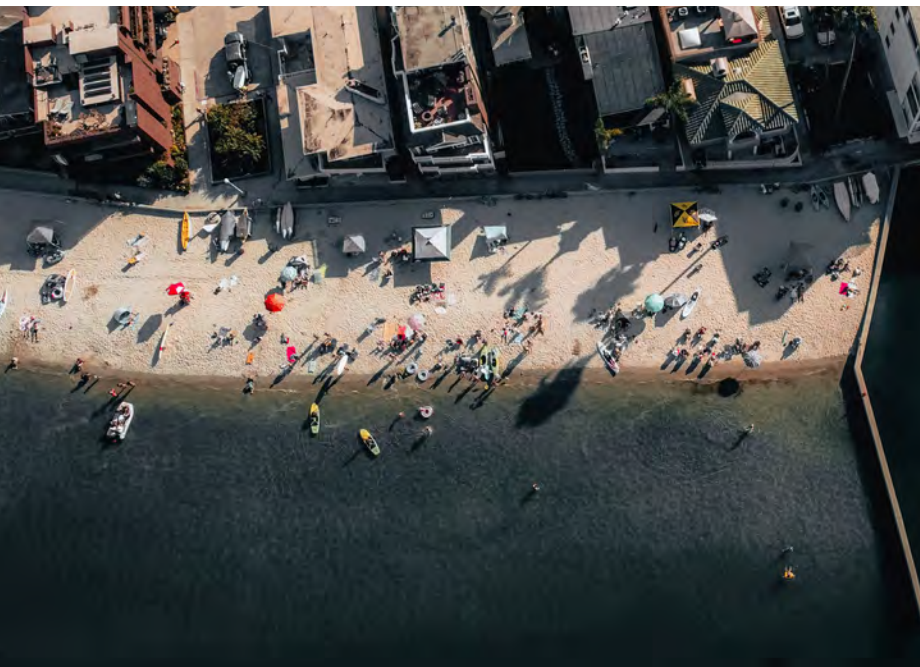
Park maintenance and safety was the number one priority identified in the Strategic Plan community surveys, yet this is one of the areas needing investment. Park maintenance for the City's 167 parks and 3,125 acres of open space is currently underfunded - the City has a \$20 million park maintenance shortfall, with years of deferred facility maintenance, reduced staffing, outdated irrigation systems, and only enough structural funding for 40% of the irrigation needed in dry years to properly irrigate the total landscaped park acreage. One-time funding has at least covered the irrigation shortfall over the last few years, but that is not a permanent fix. Recent irrigation controller upgrades have improved efficiency of the park irrigation systems, but still leave problems with distribution uniformity and waste due to the inefficient layout of many parks' ancient irrigation

Did You Know: Preventative maintenance means monitoring the condition of a property through regular assessments, finding problems, and fixing them early on. Deferred maintenance means attending to an issue only when it becomes too serious to ignore.

systems. There is also no annual park tree trimming budget, resulting in 14,000 of the City's approximately 32,000 park trees being dead, diseased, dying, or removed. Historically, this has meant that each new park that has come online has caused the same park maintenance budget to be spread across a larger amount of park acreage. This has lowered the park maintenance budget per acre and maintenance service levels are at all City parks.

Long Beach's award-winning park system requires adequate care and funding to continue providing quality spaces and programming for the community. Timely preventative maintenance will be less expensive in the long-term than deferred maintenance, since costs will increase over time as issues are left unaddressed. Good maintenance also plays a crucial role in park safety, as the presence of poorly maintained facilities or paths, vandalism, and litter can suggest that an area is uncared for and can be perceived as unsafe.

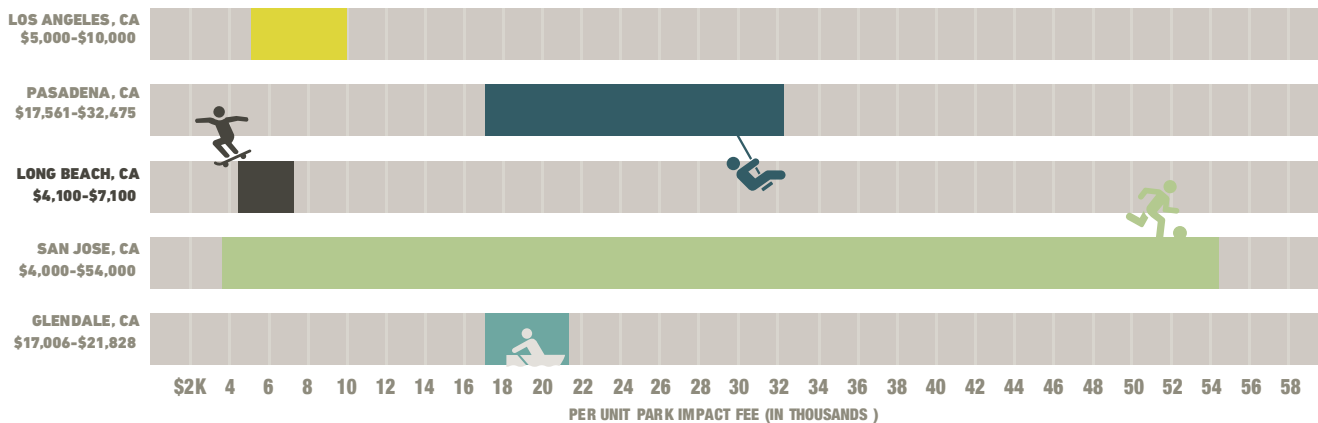
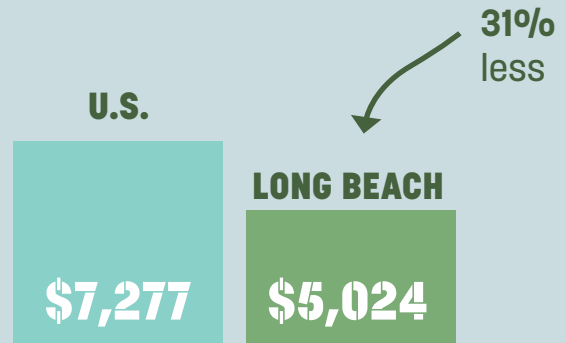
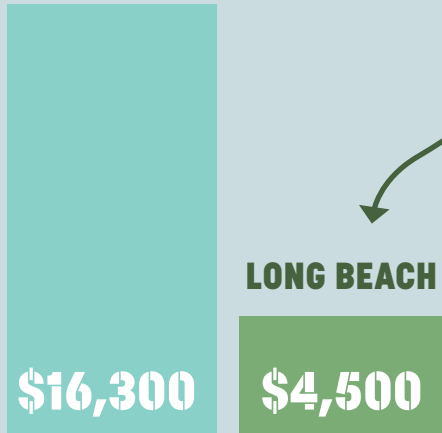
The Los Angeles Comprehensive Parks & Recreation Needs Assessment, published in 2016, reported that the cost to replace all amenities rated "poor" and "fair" is \$12 billion in total for countywide deferred maintenance costs. As the second largest city in the County, Long Beach must ensure that there is adequate financial support to address degrading park conditions.



PARK MAINTENANCE AVERAGE COST PER ACRE (2021)

PARK OPERATIONS AVERAGE COST PER ACRE (2021)

CALIFORNIA



Park impact fees for proposed housing developments in Long Beach are a potential source of funding that could be used for park maintenance. The Quimby Act, passed in California in 1975, required developers to set aside land or funds to pay fees for park improvements. The first park impact fees were implemented in Long Beach in 1989. However, park impact fees have not increased since 2010 which has resulted in tens of millions of dollars in lost revenue to support the improvement and expansion of Long Beach parks. Long Beach’s fees are significantly lower than comparable cities

around California. Had appropriate fees been applied, six park expansion projects could have been funded as of 2019.

Increasing funding for park maintenance is a priority for PRM Department in the next decade. As additional parks are added to the park system, the maintenance budget must increase to accommodate the growth. Having access to an appropriate budget will improve the quality of Long Beach parks and open space, and lay the groundwork for new parks to be operated at the level of service that Long Beach residents expect.

3. Community Voice



“Long Beach parks, beaches and related programs have always been an essential part of our community’s daily lives,” said Mayor Robert Garcia. “We want to hear from our community on how they think those spaces should progress and continue to be enjoyable for all over the next 10 years.”

3.1 ENGAGEMENT PROCESS

The aim of the PRM Department’s community outreach methodology was to create a process in which residents’ voices were centered. We used a multi-faceted approach that included multiple rounds of community surveys, public workshops and events, stakeholder interviews, newsletters, emails, and meetings with PRM Department staff, key stakeholders, and the public.

The development of the Draft Strategic Plan was interrupted by the COVID-19 pandemic, which impacted staff’s ability to maximize in-person outreach. While we are proud of the amount of outreach accomplished and the creative outreach methods used to connect with our users and stakeholders under very difficult circumstances, we acknowledge this has had an impact on the community’s ability to engage. As a result, there are elements of the Plan’s goals and actions that are focused on establishing strong community engagement policies and the development of intentional and equitable engagement procedures that maximize inclusion, accessibility and transparency.

We acknowledge that the two rounds of surveys were not able to be completely reflective of our community, with a lack of responses coming from residents in West, Central or North Long Beach. To address this issue, the outreach process intentionally engaged with Black, Latinx, youth, and other marginalized communities through stakeholder meetings, translated materials, and support from community organizations. Moving forward, we intend on building more robust systems of collaboration to ensure that we uplift and center marginalized voices.





ENGAGEMENT TIMELINE

May 2019

Survey #1 released online at 26 community centers and at 28 community events in the City's four languages (Spanish, Khmer, Tagalog, and English)



September 2020

PRM Bureau Managers hold retreat to reflect on successes, weaknesses, opportunities, and threats of the PRM Department



2019

2020



August 2019

Survey #1 closes with 740 participants

March 2020

COVID-19 pandemic delays the release of Survey #2



UPCOMING EVENTS

The Long Beach Parks, Recreation, and Marine Department is launching a new effort to update the 2003 Department Strategic Plan, made possible by funding from the City Council in 2019. This new Strategic Plan will cover a 10 year period, from 2020-2030, and will guide operational, staffing and budgeting decisions for our Department.

We want you, your family, your neighbors, and your community to join us in this opportunity. Tell us what you need from us, help us understand where we can do better, educate us about what you see in our spaces, and congratulate us on what we're doing well.

Over the coming months, we will ask you to come together to share your vision for the future of the Department. We will reach out through surveys, newsletters, and emails. We will come to you through community workshops, movies and concerts in the park, and at other community events. Stay tuned to this page for a list of outreach events and a community survey.

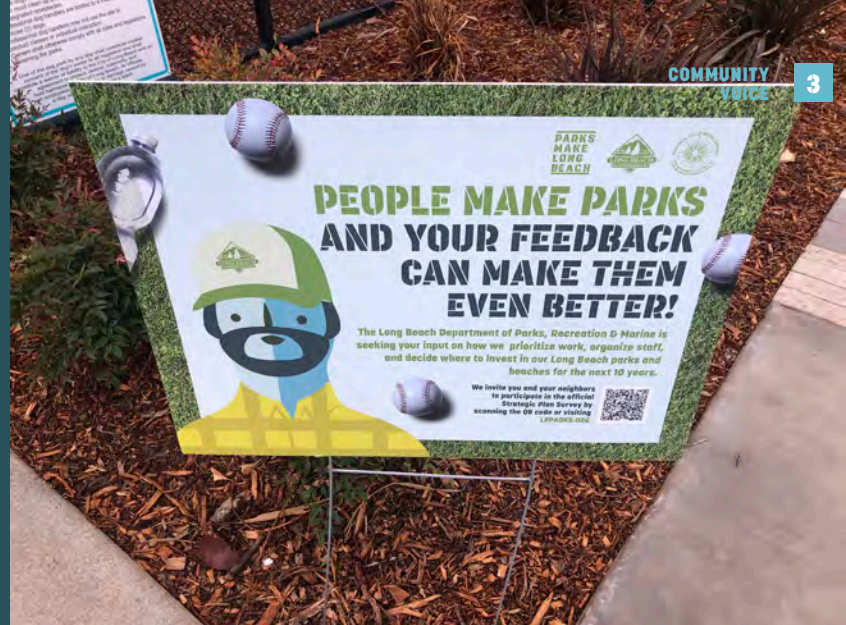
If you have questions about this project, please contact Parks Planning and Partnerships Manager, Meredith Reynolds at (562) 570-3165 or meredith.reynolds@longbeach.gov



MAY 24	Marine Stadium
JUNE 01	Marine Stadium
JUNE 18	Admiral Kidd
JUNE 21	Cesar E. Chavez Park
JUNE 26	Long Beach Municipal Band
JUNE 28	Whaley Park
JUNE 29	Drake Park
JULY 01	Admiral Kidd
JULY 05	EJ Dorado Park West
JULY 06	Houghton Park
JULY 08	Romona Park
JULY 12	College Estates Park
JULY 13	Schener Park
JULY 16	Bluff Park
JULY 18	Silverado Park
JULY 19	MacArthur Park
JULY 20	Drabba Park
JULY 23	Somerset Park
JULY 26	Wardlow Park
JULY 31	Bixby Park
AUG 01	Pan American Park
AUG 02	Schener Park
AUG 07	Cherry Park
AUG 08	M.L. King Jr. Park
AUG 12	Stearns Champions Park
AUG 14	Heartwell Park
AUG 19	McBride Park
AUG 23	Marine Stadium

January 2021

Survey #2 released online (in Spanish, Khmer, Tagalog and English) at five in-person ballot box locations and advertised with 40 lawn signs around the City

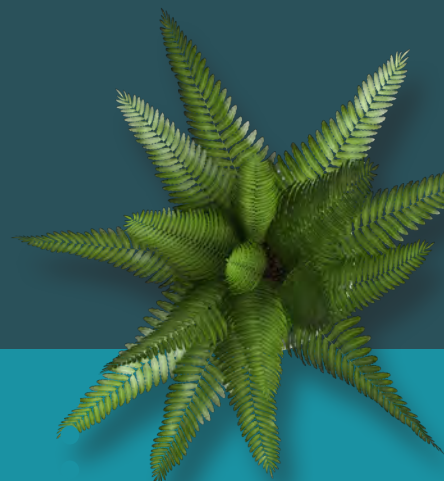


March 2021

Survey #2 closes with 749 participants

July 2021

Public feedback survey on the draft Strategic Plan opens



2021

February 2021

Stakeholder meetings begin

May 2021

Stakeholder meetings conclude, with a total of 75 representatives from 56 local organizations attending

August 2021

Public feedback survey closes with 69 participants





1,632 TOTAL SURVEY RESPONSES

740 SURVEY #1 RESPONSES

749 SURVEY #2 RESPONSES

74 STAKEHOLDER GROUP SURVEY RESPONSES

69 FEEDBACK SURVEY FOR DRAFT PLAN RESPONSES



392 COMMUNITY GROUPS CONTACTED

75 STAKEHOLDER GROUP MEETING PARTICIPANTS

56 STAKEHOLDER ORGANIZATIONS REPRESENTED

5 PARK STORIES PODCASTS



40 SURVEY LAWN SIGNS

32 SURVEY POSTER LOCATIONS

5 SURVEY VOTING BOX LOCATIONS

1 MOBILE SURVEY PARK VAN



3.2 PUBLIC SURVEY #1 RESULTS

740 Participants

The initial round of surveys was released in May 2019, available in the City's four main languages (Spanish, Khmer, Tagalog, and English). It was made available online as well as on paper at 26 community centers. The PRM Department also brought paper surveys to 28 community events over the summer at a variety of City parks and open space.

There were 740 individuals who participated in this first round of surveys. This survey asked residents and park users about their favorite public spaces, top activities, parks programs they loved, opinions about PRM staff and the PRM Department, and their opinions on how to prioritize future goals. Demographics of the survey respondents can be found in the Appendix.

Long Beach Parks & Beaches That People Love

Survey participants were especially drawn to the largest of Long Beach's parks, El Dorado Park.

Los Cerritos Park, Whaley Park, Mother's Beach, Peninsula Beach, Marine Stadium were also popular responses.

Top Activities At Long Beach Parks & Beaches

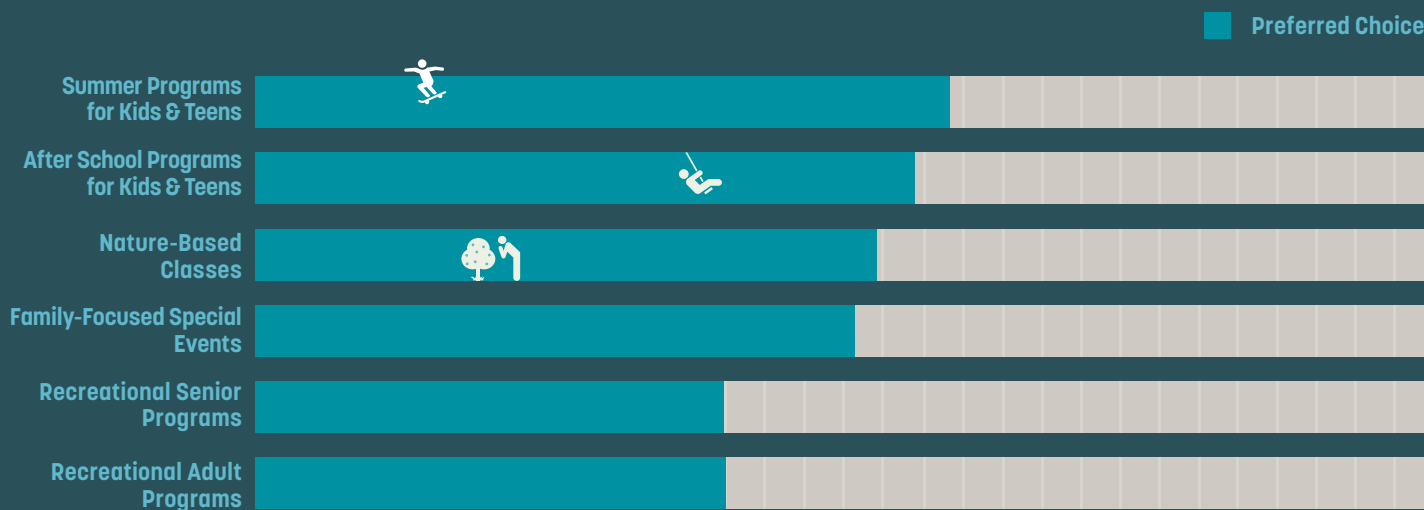
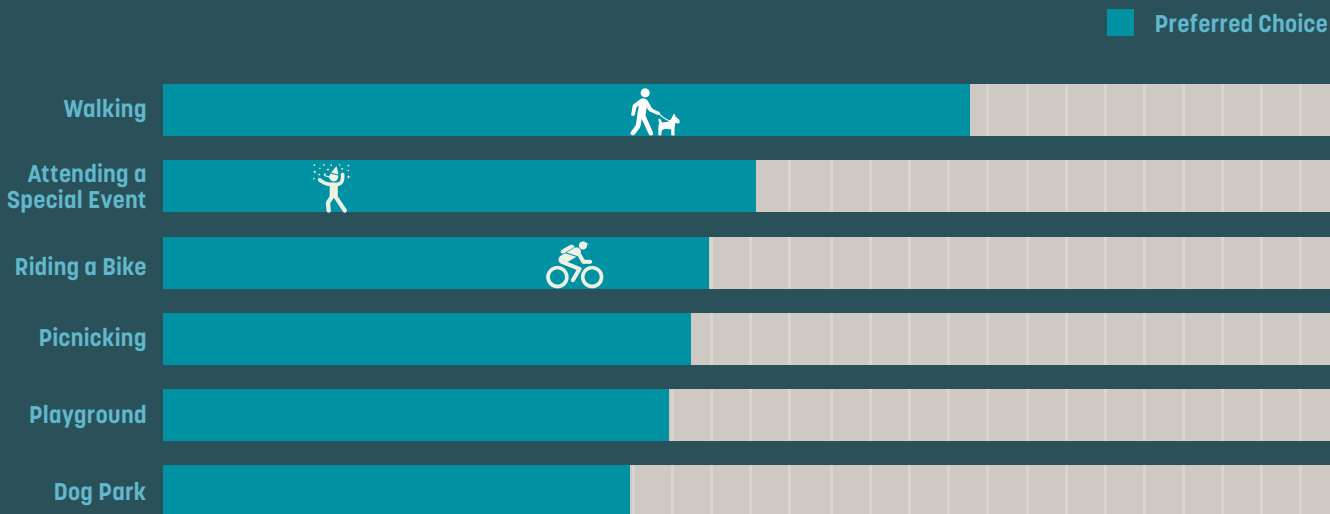
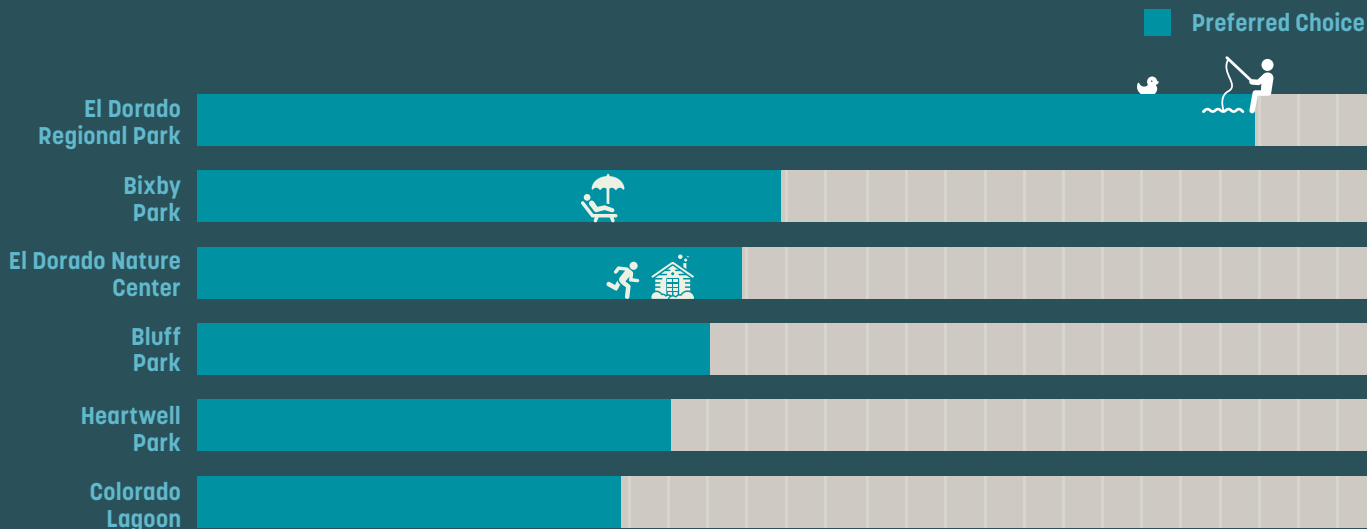
More respondents use parks and beaches for passive uses, like walking and socializing, as opposed to active uses, like sports or playgrounds.

Jogging, participating in a class, attending a community meeting, swimming, and attending a recreation program were also popular responses.

Top Programs At Long Beach Parks & Beaches

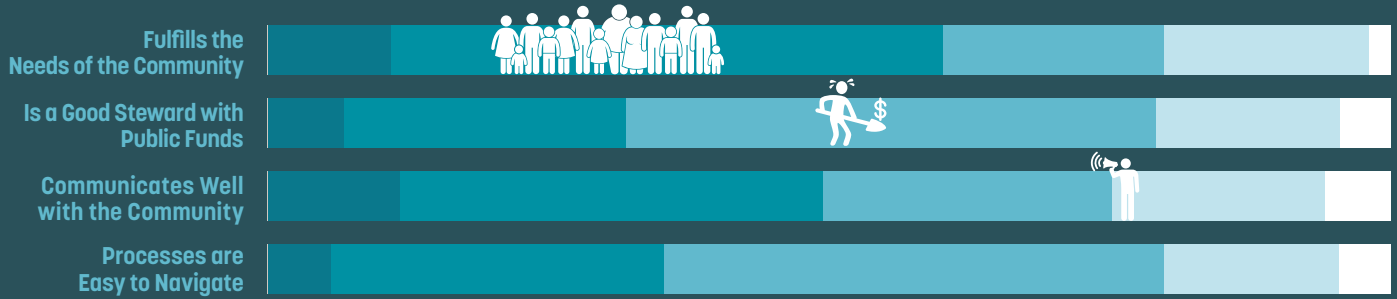
Programs focused around kids and teens as well as nature were identified as popular programs.

Classes for adults, aquatic programs, classes for seniors, and professional development programs for teens were also popular responses.



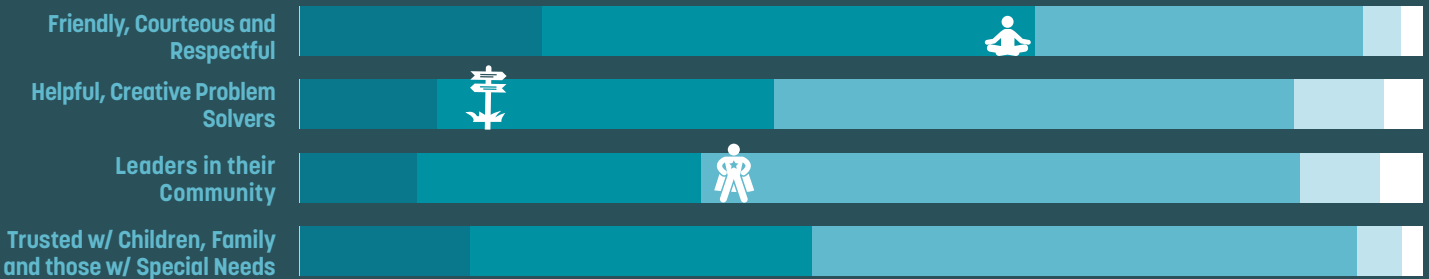
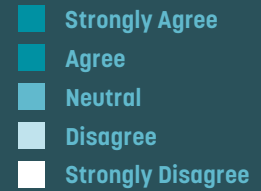
PRM Department

The Department fulfills the needs of the community, but could work on being a better steward of public funds.



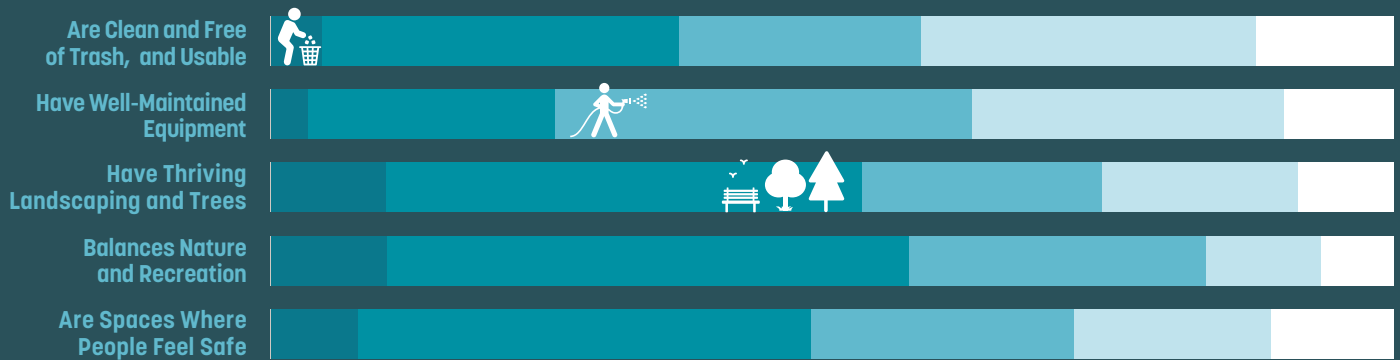
PRM Department Staff

The Department staff are friendly, courteous, and respectful to park and beach goers, but can do more to involve themselves in the communities they serve.



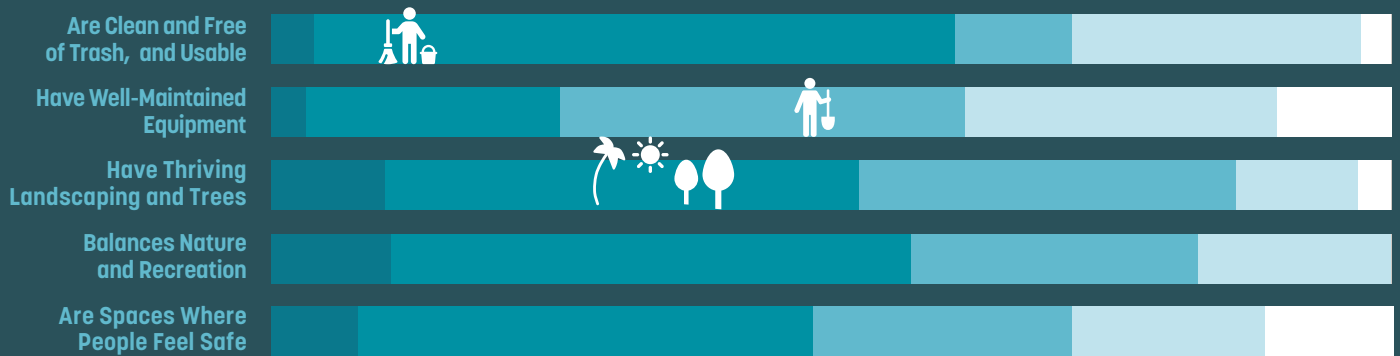
Parks

Long Beach Parks preserve the natural environment, but we can improve on making them clean and well-maintained.



Beaches and Marinas

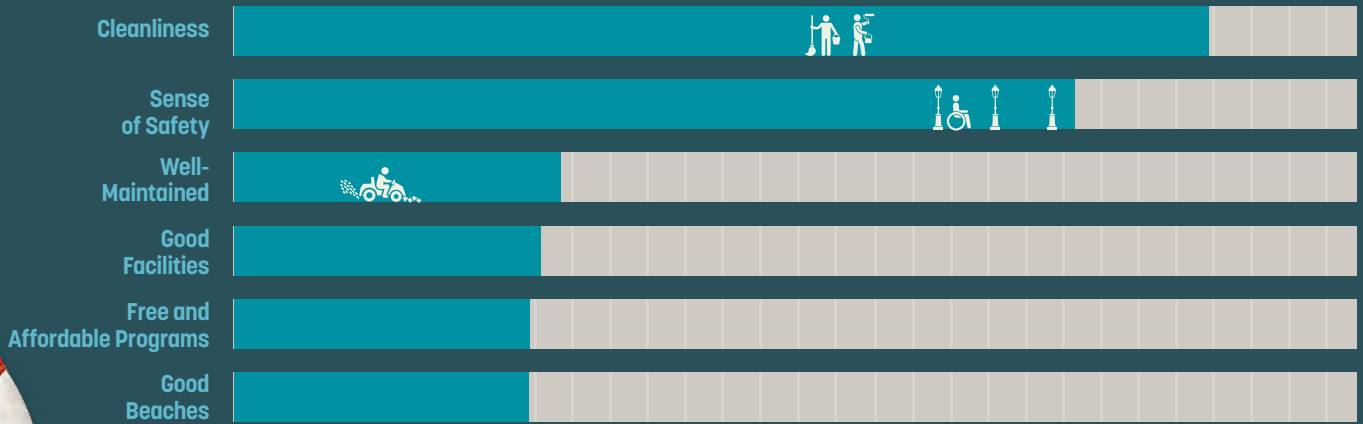
Long Beach beaches and marinas are clean and preserve the natural environment, but we can improve on maintaining equipment and facilities.



EXPECTATIONS FOR THE PRM DEPARTMENT

Respondents said that the greatest expectations for the PRM Department are to maintain "Cleanliness" and "Safety."

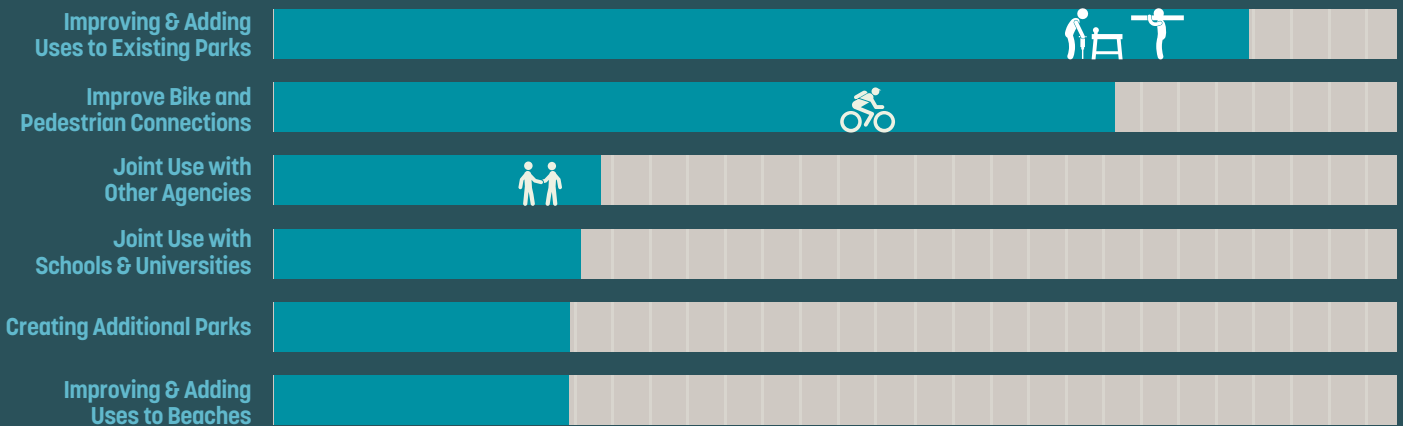
Preferred Choice



CREATING NEW PARKS, BEACHES, AND OPEN SPACE

While it is important to expand the park network, respondents felt that the PRM Department should focus on improving and adding uses to existing parks.

Preferred Choice



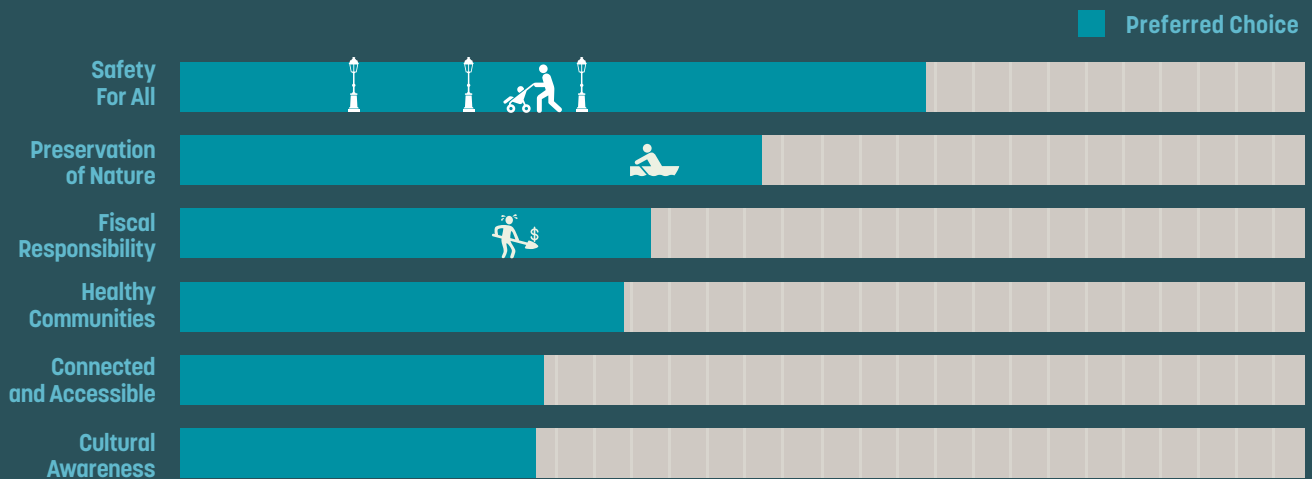
THESE VALUES SHOULD GUIDE THE PRM DEPARTMENT

Respondents said that the PRM Department should value "Continuous Improvement," "Sustainability," "Accountability," and "Customer Service."



PRM DEPARTMENT SHOULD ACHIEVE THESE GOALS

Safe parks and beaches, preservation of the natural environment, and smart spending practices should measure success for the future of the PRM Department.



3.3 STAFF SURVEY & PRM DEPARTMENT SWOT ANALYSIS

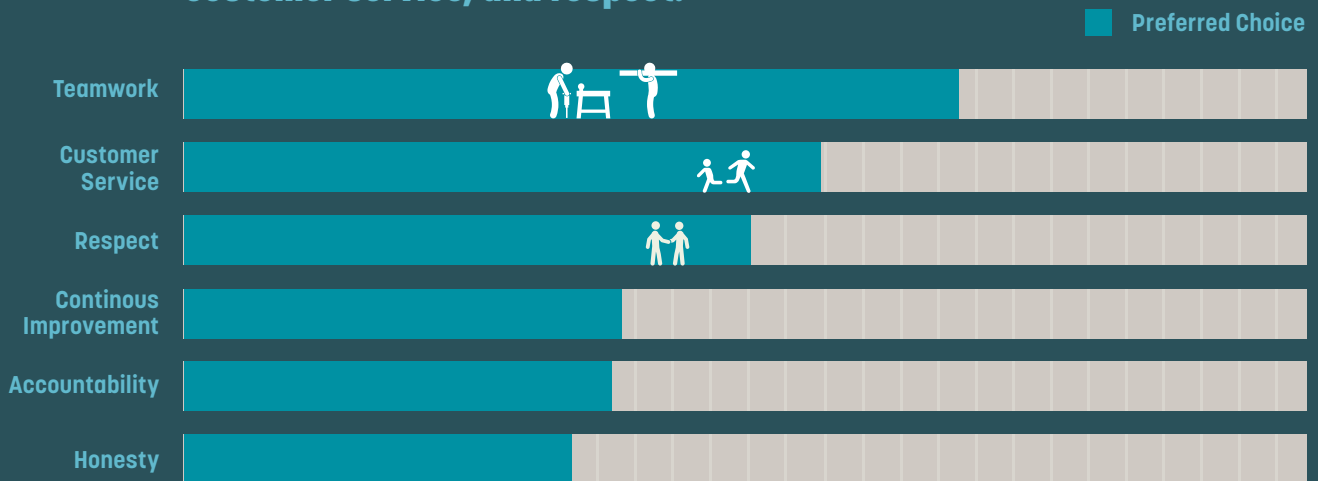
A staff survey was released in May 2019 and was available for staff input through the end of June 2019. The survey asked staff about their feedback on PRM Department operations, programs and spaces and about the mission and values of the PRM Department. A total of 143 staff participated in the survey. Surveys were available online and on paper at the annual

staff recognition picnic in June 2019. Subsequently, each Bureau was asked to engage their staff in a SWOT exercise, identifying strengths, weaknesses, opportunities and threats. Information from both exercises was used to inform the draft Strategic Plan, along with the community feedback. Find the detailed SWOT analysis results in the Appendix.



PRM STAFF SURVEY RESULTS

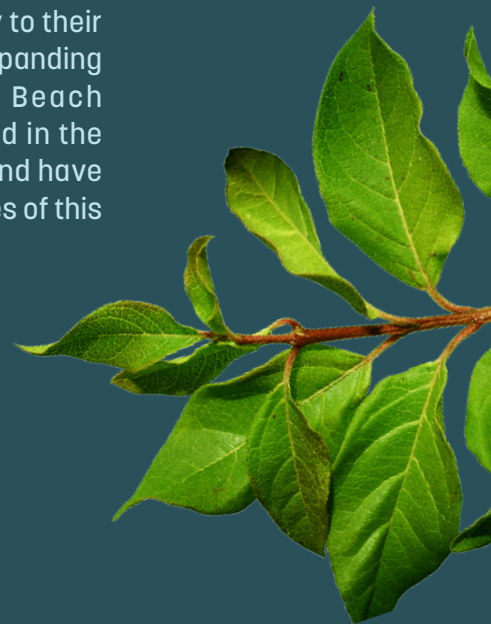
The top values of employees are teamwork, customer service, and respect.



3.4 PUBLIC SURVEY #2 RESULTS

The survey was created in the City’s four languages (Spanish, Khmer, Tagalog, and English) and made available online as well as on paper at the following six pop-up survey locations: McBride Park, Houghton Park, Orizaba Park, Veterans Park, El Dorado Nature Center, and the Long Beach Marine Bureau Office. Due to the pandemic restrictions, the promotion of the second survey was done through lawn signs and posters installed at more than 40 parks throughout Long Beach, and advertisement online via the City’s social media accounts and through the social media accounts of trusted community partners. The PRM Department also produced a video series titled “Parks Make Life Better” highlighting programs, people, planning and partnerships. The community was encouraged to share their park story with staff by connecting on social media

using #ParksMakeLB. Residents could help promote the survey by downloading and printing a Strategic Plan poster and placing it in their windows. Nonprofit organizations and neighborhood associations also participated in sharing the survey to their community base, substantially expanding our reach. In total, 749 Long Beach community members participated in the second round of public surveys and have greatly contributed to the outcomes of this PRM Strategic Plan update.



PRM Department Top Priorities (Public Survey #2)

38.2%	34.5%	27.3%
Improving Existing Facilities	Creating New Parks in Park-Poor Communities	Offering High Quality Programs for the Community

PRM Department Core Values

21.7%	21.1%	20.5%	19.3%	17.4%
Transparent / Open / Accessible	Respectful / Nurturing / Stewardship	Effective / Thoughtful / Careful	Resilient / Resourceful / Adaptive / Responsive	United / Unified / Collaborative / Connected

PRM Department Goals

26.3%	21.4%	21.0%	17.5%	13.8%
Equity for safe, high-quality public spaces for all communities	Stewardship of parks, waterfronts, public assets, and resources	Accessibility of meaningful, recreational and cultural programs and events	Leveraging the open space ecosystem for the city’s environmental and public health	Communications and Partnership with city government and the community

3.5 PARK STAKEHOLDER SURVEY RESULTS

In addition to the public survey, a similar stakeholder survey was also developed in multiple languages so that key community groups and partners who represent the various communities that interact with the PRM Department could share their feedback on the direction of the PRM Department for the next ten years. A stakeholder survey was also distributed to over 200 partner groups to learn more about how they interact with the PRM Department, its programs, services and spaces. Along with surveys, 13 stakeholder meetings were held to discuss how the PRM Department will prioritize work, organize staff, and decide where to invest. 74 organizations participated in the survey, and 75 stakeholder organizations participated in virtual stakeholder sessions. A full list of the key stakeholders can be found in the appendix.



PRM Department Top Priorities (Stakeholder Survey)

34.9%	34.8%	30.3%
Creating New Parks in Park-Poor Communities	Improving Existing Facilities	Offering High Quality Programs for the Community

PRM Department Core Values

22.6%	21.8%	21.0%	17.3%	17.3%
Respectful / Nurturing / Stewardship	Transparent / Open / Accessible	Effective / Thoughtful / Careful	Resilient / Resourceful / Adaptive / Responsive	United / Unified / Collaborative / Connected

PRM Department Goals

26.7%	21.4%	19.6%	17.5%	14.8%
Equity for safe, high-quality public spaces for all communities	Stewardship of parks, waterfronts, public assets, and resources	Accessibility of meaningful, recreational and cultural programs and events	Leveraging the open space ecosystem for the city's environmental and public health	Communications and Partnership with city government and the community

3.6 PUBLIC FEEDBACK SURVEY FOR DRAFT PLAN

An online survey was released to the public in July 2021 to review the draft Strategic Plan and share feedback. The survey was available in the City's four languages (English, Spanish, Khmer, Tagalog) and closed in August 2021. The survey provided an opportunity for residents to share their support, concerns, and general comments on the draft Strategic Plan. This information was incorporated into the Strategic Plan. A total of 69 responses were received.



Please reach out to more skateboarders in community for better skateparks. Many of us are frustrated with the current skatepark system. We feel shut out from the design/development process and have to travel outside of city to skate terrain that better suits our needs.

I was looking for Park Rangers instead of police as a way to be more friendly with the community and save money.

Parks affect all residents of LB and I particularly support the youth and seniors programming. As many as possible, free services need to be provided to these two groups.





3.7 EMERGING THEMES AND INSIGHT

A total of 14 stakeholder meetings took place between February 2021 and May 2021, with 75 participants. The main objective of the stakeholder meetings was to provide deeper understanding of perspective and input from communities which were statistically underrepresented in previous surveys, such as residents in West, North, and Central Long Beach. Given the overrepresentation of East Long Beach in our two rounds of surveys, we sought out stakeholder groups from other areas of Long Beach to provide space for their voices and concerns. People representing different community organizations, neighborhood associations, parks and recreation partners, and other PRM Department-affiliated groups were asked to participate as well. During these stakeholder meetings, a modified version of survey two was presented, followed by open discussion about each question which provided qualitative insight to augment the quantitative feedback

collected from the surveys. Translation of the meeting into Spanish, Khmer, or Tagalog was available by request.

The stakeholder meetings illuminated community worries about park inequity, racial injustice, safety, and accessibility. One common discussion point included the lack of well-resourced parks - like those in East Long Beach - in the underserved West, Central and North Long Beach communities. Other people brought up utilizing uncommon areas such as roadway medians to increase greenery. A general desire for more open space was prevalent, exacerbated by the fact that the COVID-19 pandemic has made park space one of the few safe places to visit. Black, Latinx, and Asian community members often brought up concerns about safety in parks, mostly tied to the presence of unhoused neighbors, police, or violence. Interviewees offered ideas to address homelessness such as increasing



Quotes from the community

I see that there is a priority for improving existing parks, but the sheer imbalance of park space in North Long Beach is so striking. It really has to be top-priority to create parks in park-poor communities. They don't have to be big. Pocket parks are great.

As we move forward, everything the PRM Department does should be measured with equity. Whether through park development, programming, or staffing, we need to help the parts of the City that need it the most.

the presence of park staff, connecting unhoused people to food, health, and housing resources, and empowering them to contribute to maintaining parks. Regarding police presence in park spaces, many people of color expressed feelings of fear and trauma. It is imperative to address this issue of safety from a holistic perspective that does not contribute to the over-policing of Black, Brown, or unhoused people.

When asked about opinions on the PRM Department and staff, opinions were generally very positive. Notable critiques included a lack of staff able to speak in languages other than English, difficulty in finding or signing up for classes, and difficulty in knowing who to call with a question about the PRM Department. Some individuals discussed the wonderful impacts of having consistent parks staff who grew up alongside them or their children. Other people brought up concerns regarding the barriers of part-time staff

members becoming full-time employees. Accessibility in terms of class times and location were frequent comments as well. Middle-aged residents hoped for more classes geared toward their age group, instead of having to join "senior" classes. Teenagers and young adults expressed interest in having professional development, after-school opportunities, or other community gatherings like art shows. People of color expressed that previous City planning efforts marginalized them and wanted to see more cultural celebrations and spaces set aside for that purpose. Classes geared specifically towards people with disabilities were brought up as well. There was enthusiasm from many community organizations to partner with the PRM Department to offer some of these proposed programs, which points to the importance of expanding community and private partnerships.



Engaging a diverse array of park users, residents, community partners, and PRM staff provided a broad collection of perspectives and nuanced insight of how our PRM Department is and is not working.

While varied with how they might experience our parks as users and stewards, there are many aligning themes where respondents share their appreciation for certain aspects while collectively seeing room for improvement.



3.7.1 Theme 1

CLEAN AND SAFE PARKS

Maintaining clean and safe parks is a universal expectation from park users, residents, partners, and PRM staff. Long Beach Parks preserve the natural environment but we can improve on making them clean and well-maintained.

There is a recognition of the pressure that our current unhoused population has on our parks and facilities, though generally this is met with compassion from respondents who seek solutions for the larger crisis.

There is not necessarily consensus toward the level of policing in our parks, though most seek more community-oriented approaches that are sensitive to all park users.

The following pages share direct quotes from the community, organized by theme.



We live right next to our neighborhood park, but we stay away because of tension there. Instead, we go to other parks that are farther away to find ones that are safer.

There are different people going to parks at different times. What I notice is that in the wee hours, we have a lot of elderly that take advantage of the park. As it gets later, there's the after-school and late night folks. I don't always see staff during those hours, and sometimes it could be a security issue.

Our homeless community spends a lot of time at parks, especially in North, West, and Central Long Beach. We should partner with homeless shelters, food shelters to offer them support or jobs to help them. Why not help them out? They are part of our community, regardless of if they are housed or not.

I know that at my local park, there are no sanitary waste bins in the women's bathroom stalls. I do a lot of group activities in parks, and this has become a problem for a lot of women's restroom users.

In the park near my home, I know there's a big homeless issue here. People dealing drugs is a big issue too.

The police are policing the parks often. It impacts youth of color, and most of it is happening in poor neighborhoods. Policing is fear and trauma, and they cause a lot of harm, especially at night.

3.7.2 Theme 2

RELEVANT AND ACCESSIBLE PARK PROGRAMMING

More respondents use parks and beaches for passive uses, like walking and socializing, as opposed to active uses, like sports or playgrounds. Though there was consensus that those amenities and programs are important for the broader community, programs focused on kids and teens, as well as nature, were identified as popular programs.

There is a sense among all respondents about the importance for the PRM Department to continue adapting their programming and park amenities to serve evolving community demands and social need.

If you were to look at where the community events are happening, they are mostly on the East Side where there is more space and the facilities. There is a limited supply of cultural infrastructure at other parks for them be used widely.



Many programs are only available during the middle of the day and week which can limit participation. What is there for people who work or go to school during the day?

It is important to make sure our parks and programs are accessible for children and adults of all physical, mental, and neurological abilities.

Recreation programs and facilities should adapt to new sports and games. Pickleball is one of the fastest growing sports and one tennis court can accommodate four pickleball courts. Futsal is also popular.

It can be difficult to physically get to the parks that are hosting the programs I want to participate in.

There is a need for spaces for art and to enjoy and express the cultural history of our community and city. Especially in this time of COVID-19, it is important that we focus on outdoor spaces.

Adopt permanently some approaches to programming that were developed during the COVID pandemic including hosting classes online and outdoors.

Consider programming that might appeal to various ages that might support intergenerational social interaction.

3.7.3 Theme 3

PARK INEQUITY ACROSS ALL NEIGHBORHOODS

While it is important to expand the park network, there was a divergence of how resources should be spent, since some respondents felt that the PRM Department should instead focus on improving and adding uses to existing parks.

There was greater interest in expanding accessibility to parks and recreation programming in West, Central, and North Long Beach, where these neighborhoods have dramatically less facilities than those in East Long Beach.



There is lack of equity in terms of park space and open land versus East Long Beach. There is so much need in West, Central, and North Long Beach where there are more residents living in denser neighborhoods. They each deserve their own El Dorado Park.

I love my neighborhood park because I can walk to it. Everyone deserves to be able to walk to a park. It does not need to be big, but it should have the basics and be well-maintained.

Children of color learn to swim at a lower rate than White children and I would love to see more swimming programs in North Long Beach. Instead of busing people to the Belmont Olympic Pool.

I would prioritize improving existing facilities. Drake Park's structure is in really bad shape, and Cesar Chavez Park is in need of maintenance. I don't think we can develop new parks without fixing our existing parks.

The PRM Department has one of the lowest budgets in our City government, but its impact on our neighborhoods is tremendous and it could be even more so if there was sufficient funding allocated to this department.

The WRAP program on some of our school campuses is incredibly valuable to our youth. It would be great to expand those programs as they are in many of our most park poor communities.

3.7.4 Theme 4

STEWARDSHIP AND PARTNERSHIP

Voices from PRM staff, park users, and partners emphasized that there is a brighter path ahead for Long Beach parks through collaboration and shared responsibility. While staff take pride in managing and programing these community assets, they value those volunteers and community members who have become stewards of their parks and see replication of this across the City as the most effective way to improve the park experience for everyone.

There is also interest in seeing the PRM Department explore new partnerships and new revenue sources that can help support park programming and management.

There needs to be more flexibility toward generating new revenue streams that allow us to keep up with user demands, technology, and social change.



We need more and standardized resources for park stewardship programs from neighbors that live near the park, whether it is providing shovels, insurance, or logistic support. Their contributions whether in park planning/design, park clean-ups, or tree-plantings should be appreciated.

Consider new strategies for activating park spaces with vendors including but not limited pop-up kitchens, beer gardens, and cafes with alcohol-sales – like Claire’s at LBMA. These strategies could also generate revenue for park programming and operations.

I wasn’t that interested in after-school programs in high school. Instead, make it job-training or art, trades, something that keeps teenagers going. I would like something that would take me out of the mindset of school.

I would like to see more native plants and people learning about the native landscape and animals.

Encourage community members interested in starting new classes or programs to take ownership and commit to supporting it by providing curriculum, resources, and recruitment.

Create an environment where collaboration with community organizations or corporate partners is encouraged and celebrated.

3.7.5 Theme 5

DEPARTMENT COMMUNICATION AND ACCOUNTABILITY

Respondents said that the PRM Department is good at fulfilling the needs of the community and can improve by prudent budgeting and greater transparency. This includes better articulating what resources are necessary for meeting park user and policy-maker expectations for the PRM Department.

There was interest from many respondents to enhance technology and interfaces to improve operation efficiencies and user experience interacting with PRM.

The City is great at putting together policy plans, but implementation of these policies and plans often do not happen or take way too long. These plans are great, but it is frustrating when nothing happens or worse, something happens but not based on the plan that we provided input toward.



Some elders have limited access to technology and only have a television and landline. How can we engage them when they are not on social media or the internet? How do they know what is going on?

It can be difficult to sign up for classes, especially going to PRM headquarters in East Long Beach can be cumbersome. There used to be a printed catalog, which either stopped being published or perhaps not as widely. The online version can be difficult to navigate for the normal user.

Try to proactively reach out to the deaf community. Say that interpreters will be provided at each meeting.

Our fellow citizens can provide a lot for the department. When people are dedicated to their community, they become much more than a participant, they take ownership. Ask us for help to be partners and collaborators of the PRM Department, and we will help.

I think it's great that PRM is reaching out the community to hear what the community wants, instead of telling the community what they want.

There needs to be more effective communications of what resources are necessary to provide the park experience users, policymakers, and management expect.

3.7.6 Theme 6

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE ADAPTABILITY

There is growing awareness in our community about the imperative need to adapt to climate change while doing our part to reduce our impacts on the environment through sustainable, even restorative practices.

At the same time, respondents see a need for alignment between fiscal responsibility and sustainable building operations whether planting native plant and tree species or designing to use less water and energy.

I like being at the Nature Center. It would be great to see more Native plants in our parks and have the City host classes and tours about our native landscape and wildlife.

There needs to be so many more trees in our parks and neighborhoods. They benefit our wildlife and environment including providing shade, reducing air pollution, capturing rainwater, and lowering temperatures.

There are not many vacant lots to create new green space, so it would be good to investigate areas that are uncommon like roadway medians, streets, and parkways.

As climate change worsens, I think aquatic programs will be important, especially in areas that are disadvantaged.

I wanted to suggest creating a new program about environment since youth are really into saving the Earth and recycling.

Leveraging the open space ecosystem for the city's environmental and public health is the most important in my community. Especially as the impacts of climate change are coming, there need to be more places to go for refuge.



3..7 Theme 7

INTERPERSONAL EXPERIENCES WITH PARKS STAFF

Most park users felt the PRM Department staff are friendly, courteous, and respectful to park and beach goers. While some felt they have been able to build lasting relationships with staff who remained consistently involved in a park location, others felt staff could expand their involvement in the communities they serve.

Most park staff have roots in the city they serve, either residing in Long Beach and/or finding their first job with the PRM Department. This lends itself to retaining staff long term, who then can build lasting relationships with their colleagues and park users to become leaders within the organization.



Every interaction I have had with park staff has left me impressed. From the people maintaining the park to programming it, it has been nothing but positive experiences. We just need more of them.

It is essential to park equity that park staff and leadership represent Long Beach's diverse communities including speaking our languages, living in our communities, and being part of our communities.

Children benefit from creating lasting relationships with consistent park staff as they grow up. Even consistent part-time staff, instructors, and program providers is important.

I have lots of love for staff that knew my kids when they were two feet tall.

When I saw the park staff at my neighborhood park, it was one of the only times where I thought "that could be a fun job." They created a welcoming environment and would try their best to help community members. The staff made it feel a lot safer and built a sense of community.

As a major workforce development organization, the PRM Department should continue investing in their employees through training in new and cross skillsets, customer service, and leadership.

4. Where We Go From Here



4.1 STATEMENT OF POSSIBILITY

We make our parks and beaches safe, welcoming spaces for all residents and visitors, putting people at the center of all that we do - including our park users, partners, and team members - to create inclusive, enriching, healthy communities for all to thrive.

4.2 VALUES

EFFECTIVE, THOUGHTFUL & CAREFUL

We intentionally consider the most-effective strategies to deliver high-quality services to our park users, practicing empathy and viewing every decision through an equity lens.

RESPECTFUL, NURTURING, & FOSTERING STEWARDSHIP

We foster a thriving park ecosystem made up of our assets, natural habitat, shared culture and history, community partners, and park users by building strong relationships with the community.

4.3 COMMITMENT TO EQUITY

**Diversity is a fact.
Equity is a choice.
Inclusion is an action.
Belonging is an outcome.**

The City of Long Beach Parks, Recreation and Marine Department strives for a parks system that supports a city where everyone can reach their highest level of health and potential for a successful life, regardless of background, neighborhood, or identity.

We understand that park development and investment patterns in Long Beach have created lasting disparities in access to quality open space, recreation programs, and facilities. City staff and community partners will incorporate equity and inclusion into their work. Using an equity lens means we are thoughtful and inclusive in all decisions, including policies, practices, programs, and budgets. This Strategic Plan affirms our commitment to equity by specifically focusing our investments and strategy to close disparities in park programs and park access.

TRANSPARENT, OPEN & ACCESSIBLE

We openly, respectfully, and honestly communicate with our park users, partners, and public, striving to remove physical and institutional barriers to our governmental processes.

RESILIENT, RESOURCEFUL, ADAPTIVE & RESPONSIVE

We constantly listen, learn, evaluate, and adjust to evolving conditions, park user trends and needs, and available resources to sustainably provide services for years to come.

UNITED, UNIFIED, COLLABORATIVE & CONNECTED

We are most successful serving our park users through collaboration with our City and community partners and are dedicated to involving the public in all aspects of our services.

COLLABORATIVE & PARTNERING

We collaborate with our community as both clients and partners to share responsibility for managing our open space ecosystem and creatively identifying opportunities for improvement.

4.4 GOALS

The following goals will guide development and operations of the Long Beach PRM Department for the next decade.

These goals are grounded in feedback we've heard from community members through surveys, stakeholder meetings, 1-on-1 conversations and at parks.

- 

PROVIDE SAFE, ACCESSIBLE PUBLIC SPACES.
- 

OFFER MEANINGFUL RECREATIONAL PROGRAMMING AND EVENTS.


- PRIORITIZE HEALTH EQUITY ACROSS THE CITY.**


- 

ENSURE A DIVERSE AND DYNAMIC WORKFORCE.
- BUILD INNOVATIVE AND LASTING PARTNERSHIPS.**


- 

ESTABLISH AN ENVIRONMENTALLY SUSTAINABLE PARK ECOSYSTEM.
- 

CONNECT CLEARLY AND TRANSPARENTLY INTERNALLY, AND WITH THE COMMUNITY.


- CREATE A FINANCIALLY SECURE AND RESILIENT OPERATION.**





4.5
VISION

Let us imagine a typical day in the life of a Long Beach resident or visitor twenty years into the future. Long Beach residents and visitors alike will be able to travel to a local park or beach safely and conveniently within a short walking distance.

It is morning time, and the weather is nice out—birds are chirping, and other animals are scurrying about.

SUSAN'S STORY

Susan (she/her) is a Long Beach youth who walks and bikes everywhere.



After her school day is done, she bikes to the community center for her afterschool painting class. Susan's dad helped her sign up for the class through the user-friendly online portal. Now covered in acrylic paint, she goes home to shower and see her dog Mr. Bear, who her family adopted through the Animal Care Services Bureau. Susan takes Mr. Bear to the local mini park that was recently built. The pedestrian streetlights turn on and she and Mr. Bear arrive safely.

Susan sees a local band performing in the bandshell, and she remembers that this mini park was once a dangerous street that was transformed into a green space by advocates from her neighborhood. As the band starts to play a familiar song She and Mr. Bear cannot help but dance and sing along.



KAMAIYAH'S STORY

Kamaiyah (they/them) is a long-time resident and dancer of North Long Beach and loves it here!



They decide to drive out to the beach to sit and chat with their friend over a cup of coffee, and the pair finds a bench with a great view of the ocean! Kamaiyah's friend shares a flyer with them for a community meeting happening in 30 minutes nearby and asks if they want to join. The meeting is for a new cultural program for youth at the nearby park and it is being hosted by a local cultural arts group. It is a free event and lunch is provided so they do not hesitate at the chance to go.

After some good conversation, Kamaiyah talks to a park staff member who happens to be a childhood friend from elementary school. They catch up for some time and they tell Kamaiyah that they got their first job with the PRM Department and loved it so much that they are now the park supervisor. They chat until they are interrupted by a family who have questions about upcoming summer programs they saw on social media. Kamaiyah parts ways and decides to head back home.

MARY'S STORY

Mary (she/her) recently moved to Long Beach after visiting her friends and falling in love with the city.



Having spent the day decorating her new apartment, Mary decides to get some fresh air by joining a community walking club. Today's walk brings the group through some wetlands, and they spend some time birdwatching. Mary makes some new friends, including one person who tells her about a neighborhood cleanup happening the following weekend. She marks her calendar and looks forward to getting to know the community and meeting more people.

While biking home on the L.A. River Trail, Mary stops to read some educational signage about the importance of water conservation and environmental protection. As she continues on her way, Mary is delighted to see people of all ages and abilities using the bike path for walking, jogging, and cycling.



ERIC'S STORY

Eric (he/him) is a senior citizen who has a boat that is docked at the Long Beach Shoreline Marina.



Eric and his partner love it here and frequently take their boat out on weekends, sometimes even going to Catalina Island to go fishing.

On one summer day, his grandkids visit him and want to take a ride on his boat, "Seas the Day." As the kids get excited and want to learn more, Long Beach Marine staff are there to answer all their questions. Eric loves this customer service and thanks the staff for their help even though they were doing other work. Eric decides to enroll his grandkids in a sailing class at Leeway Sailing Center and a water safety class at Belmont Pool to since they had such a great time today!



PEDRO'S STORY

Pedro (he/him) lives in a neighboring city and frequently visits friends in Long Beach.



Pedro gets a video call from his friend who tells him to meet at a café within the park. Using the inter-city bus system, Pedro arrives and reads the wayfinding signs telling him which direction the park is in multiple languages.

Along the way, he sees a local community organization hosting outdoor music classes that he is interested in. He hops on his phone and is easily able to find out when and where classes meet and signs up for the next open spot—a good reason to come back to Long Beach. In the far distance, he waves to a local neighborhood group helping to clean the park up, and they wave back! Following the signs, he arrives at the newly renovated park and Pedro sees his friend by the café.

5. How Do We Go There?



The PRM Department has a number of challenges to address in the next ten years. Directly informed by our robust community engagement process, eight community-driven goals outline the main areas of focus.

- #1 PROVIDE SAFE, ACCESSIBLE PUBLIC SPACES.
- #2 OFFER MEANINGFUL RECREATIONAL PROGRAMMING AND EVENTS.
- #3 PRIORITIZE HEALTH EQUITY ACROSS THE CITY.
- #4 ENSURE A DIVERSE AND DYNAMIC WORKFORCE.
- #5 BUILD INNOVATIVE AND LASTING PARTNERSHIPS.
- #6 ESTABLISH AN ENVIRONMENTALLY SUSTAINABLE PARK ECOSYSTEM.
- #7 CONNECT CLEARLY AND TRANSPARENTLY INTERNALLY, AND WITH THE COMMUNITY.
- #8 CREATE A FINANCIALLY SECURE AND RESILIENT OPERATION.

In alignment with the City of Long Beach’s initial report on Racial Equity and Reconciliation Initiative, the PRM Department aims to end systemic racism in the City through two main pathways: investing in community safety and violence prevention, and improving health and wellness by eliminating social and economic disparities in communities most impacted by racism. Goals 1, 4 and 7 of this Strategic Plan propose alternative methods to safety through investing in job opportunities for community members, creating plans of action for preventing violence and responding to safety issues without violence, and partnering with local organizations to provide a variety of services to community members for free or low cost. Goals 2, 3, 5, and 6 seek to remove barriers to participation for residents in North, West, and Central Long Beach, increase accessibility to programs and facilities, redefine future community engagement practices, and ensure an environmentally just future for Long Beach residents.





5.1
GOAL 1:
PROVIDE SAFE,
ACCESSIBLE
PUBLIC SPACES.

Parks are a critical part of a healthy Long Beach.

The PRM Department will continue to cultivate safe spaces where community members and staff feel welcome and at home. We aim to address the disparities between the different parts of Long Beach, most notably the limited access to public parks and nature in North, West, and Central Long Beach. We also want to ensure that all our parks are well-maintained and adequately resourced.

Outcome 1

Every Long Beach resident has walkable and bikeable access to a neighborhood park.

- Actions**
- (1-1-A) *Establish park equity acquisition guidelines for securing land for developing new parks and open spaces in park-poor communities.*
 - (1-1-B) *Enhance pedestrian pathways that support safe, accessible connections between neighborhoods and their parks.*
 - (1-1-C) *Enhance connections between bike ways, public transit, and the park network.*
 - (1-1-D) *Promote bicycle use by adding bikeways within parks, creating connections to existing bike paths/lanes, and installing visible bike parking.*
 - (1-1-E) *Aggressively apply for County, State, Federal grant funds and align transportation funding for holistic improvements to parks and park access.*
 - (1-1-F) *Partner with County and utility agencies to create parkland on river-adjacent parcels and utility corridor parcels.*
 - (1-1-G) *Increase public access and recreational opportunities along the Los Angeles and San Gabriel Rivers.*
 - (1-1-H) *Complete Vision Plans for all regional, community, and neighborhood parks.*
 - (1-1-I) *Update the Open Space and Recreation Element, last adopted in 2002, and re-establish a goal for equitable open space.*
 - (1-1-J) *Implement the Safe Streets Long Beach Action Plan with the Departments of Public Works and Health and Human Services to identify and improve High Priority Areas that connect to parks and open spaces, especially in park-poor neighborhoods.*
 - (1-1-K) *Expand existing multimodal safety education campaigns to encourage safe interactions among road users and employ multiple communication methods with culturally sensitive messaging.*

Outcome 2 **Our parks, beaches, and marinas are safe, inclusive, and welcoming environments for everyone.**

- Actions**
- (1-2-A) *Expand Community Ambassadors program to employ local residents who reflect the communities they serve to support creating a safe park environment as an alternative to policing.*
 - (1-2-B) *Work with unhoused populations to connect them to desirable resources.*
 - (1-2-C) *Ensure that parks and beaches are reflective of the cultures and ability levels of the community through programming, staffing, and signage.*
 - (1-2-D) *Encourage safe spaces through lighting enhancements by converting all park, beach, and marina lighting to energy-efficiency LED lights.*
 - (1-2-E) *Encourage eyes on park by maximizing programming through classes and outdoor activities that encourage park and beach usage.*
 - (1-2-F) *Create an inclusive signage standard and replace signage across the park system.*

Outcome 3 **There are well-resourced parks in all parts of the City, particularly in park-poor neighborhoods of North, West, and Central Long Beach.**

- Actions**
- (1-3-A) *Analyze potential disparities in the number, condition, and types of facilities (tennis courts, picnic tables, swimming pools, etc.) between different parts of Long Beach and use this data to prioritize investment in existing parks.*
 - (1-3-B) *Identify additional investments in parks serving North, West, and Central Long Beach.*
 - (1-3-C) *Organize maintenance procedures to be less reliant on complaints, which typically favor high-resource communities.*
 - (1-3-D) *Ensure all new parks come with appropriate maintenance and operational budgets so that new parks are equitably resourced.*
 - (1-3-E) *Establish regular low- or no-cost mobility services and connections from North, Central and West Long Beach to the beach.*
 - (1-3-F) *Expand scholarships to subsidize free programs for income-qualified participants.*
 - (1-3-G) *Expand arts and culture programming in parks across the city.*
 - (1-3-H) *Expand outreach for contract class providers from the community and offer classes specific to communities of color and in parks that are not currently activated.*

**5.2
GOAL 2:
OFFER
MEANINGFUL
RECREATIONAL
PROGRAMMING
AND EVENTS.**

Our public spaces are opportunities for connection, learning and movement.

From sports leagues to painting classes, programming is a critical part of how we serve the Long Beach community. Building on existing efforts, our programs and events should reflect the diversity of cultures and backgrounds of residents. The PRM Department is committed to ensuring that all people have cultural, recreational or athletic opportunities available and suited to them.

Outcome 1

There is increased youth participation from all ages, genders, and abilities in physical activities like sports and recreation.

- Actions**
- (2-1-A) *Reduce and remove barriers to youth enrollment, specifically in low-income Black, Latinx, Southeast Asian, and other historically marginalized communities.*
 - (2-1-B) *Increase programming at community parks in North, West, and Central Long Beach.*
 - (2-1-C) *Provide equipment lending programs that expose children to different types of sports and recreational programming.*
 - (2-1-D) *Increase scholarships to low-income households, removing barriers to participation.*
 - (2-1-E) *Create mobile recreation programs that bring recreation to neighborhoods that do not have access to parks.*
 - (2-1-F) *Prioritize no-cost recreation programs that address lasting impacts of structural racism that historically denied access to recreation programs and facilities.*
 - (2-1-G) *Increase programs that allow youth to access the beach, the ocean and water-related activities.*
 - (2-1-H) *Introduce youth to new opportunities that combine movement with technology like e-sports and augmented reality.*
 - (2-1-I) *Increase the number of youth who know how to swim through free or low-cost swim lessons.*

Outcome 2 **Park spaces and programming meet the diverse cultural needs and interests of all Long Beach residents.**

- Actions**
- (2-2-A) *Create spaces and opportunities for community-led, culturally specific programming, with particular focus on Black, Latinx, Southeast Asian, and other historically marginalized groups.*
 - (2-2-B) *Incorporate City language access policies in park/beach/marina/community center signage, written material, and programs.*
 - (2-2-C) *Develop cultural exchange programs where partners collaborate to raise awareness by sharing arts and activities in other parts of the City.*
 - (2-2-D) *Expand cultural events to new areas of the City, increasing exposure to various cultures.*

Outcome 3 **Park spaces and programming serve Long Beach residents of all ages at accessible times and locations.**

- Actions**
- (2-3-A) *Develop virtual park programming and activity that can be made available online in real time and recorded.*
 - (2-3-B) *Consider repurposing existing spaces and build new spaces for activities as park users express interest (pickleball, futsal, natural spaces, roller-skating, etc.).*
 - (2-3-C) *Ensure a wide array of programs and space are available to older adults and seniors at accessible locations.*
 - (2-3-D) *Establish teen centers as safe, modern, engaging spaces for youth to enjoy.*
 - (2-3-E) *Increase the use of outdoor classrooms for programming.*
 - (2-3-F) *Invest in ongoing ADA and universal access upgrades to parks, community centers, restrooms and playgrounds to ensure all park visitors have equal access to park spaces and programming.*
 - (2-3-G) *Introduce new environmental stewardship and experiential learning programs aimed at learning about the environment and protecting open space.*
 - (2-3-H) *Implement the Youth and Young Adults Strategic Plan by increasing community-based and industry-aligned career development opportunities and work-based learning classes to youth.*
 - (2-3-I) *Continue to build bridges with the Long Beach skateboarding community to identify how to enhance existing skateboarding facilities and expand safety education opportunities.*
 - (2-3-J) *Study the needs of the Long Beach dog park community and identify how to enhance existing dog facilities and expand safety education opportunities.*

**5.3
GOAL 3:
PRIORITIZE
HEALTH EQUITY
ACROSS THE
CITY.**

We recognize the history of investment in Long Beach and are actively working to address the disparities that have resulted from policies that perpetuate structural barriers to historically marginalized communities.

Redlining and racially restrictive covenants have resulted in predominantly Black, Latinx, Indigenous, Asian and other historically excluded communities to suffer from environmental injustices at a much higher rate in comparison to predominantly White communities. The PRM Department envisions an equitable park system where everyone can enjoy open space regardless of their race, ethnicity, gender, ability, or other identities.

Outcome 1 **Our shared history and characteristics of our parks and communities are widely known through inclusive storytelling and appropriate policy solutions.**

- Actions**
- (3-1-A) Amplify Indigenous people, cultural practices, and connections to the land through employment opportunities, programming, and partnerships.*
 - (3-1-B) Acknowledge the racist history of park creation and development as part of rectifying current inequity in park access.*
 - (3-1-C) Elevate the histories and cultures of our communities beyond those traditionally dominating the names, public art, and programming that currently adorn our parks.*
 - (3-1-D) Rename parks to represent the diversity of community leaders of Long Beach’s history.*
 - (3-1-E) Create new and update old Park Master Plans to be inclusive of Black, Latinx, Southeast Asian, and other historically marginalized communities, emerging park users, and existing resident needs and wishes.*
 - (3-1-F) Complete the implementation of adopted Park Vision Plans, including Willow Springs Master Plan (2013), PE Right-of-Way Master Plan (2014), Bixby Park Master Plan (2014), Houghton Park Master Plan (2015), Livable West Long Beach Plan (2015), Davenport Park Concept Plan (2016), Green TI Master Plan (2017), Uptown Open Space Vision Plan (2017), 51st Street Greenbelt Concept Plan (2018), Drake Chavez Vision Plan (2019), MacArthur Park Vision Plan (2019), Hamilton Loop Vision Plan (2020), DeForest Park Vision Plan (2020).*

Outcome 2 **Gaps in accessibility are addressed through programming, partnerships, physical improvements, or employment.**

- Actions**
- (3-2-A) Provide facilities that are safe and welcoming for visitors of all gender identities and expressions, ages, religious identities, and abilities.*
 - (3-2-B) Partner with the school district to provide access to and expand aquatic programs and facilities for underserved communities.*
 - (3-2-C) Create and advertise programs developed to be inclusive of children and adults with different abilities.*
 - (3-2-D) Partner with the Black, Latinx, and Southeast Asian, and other historically marginalized communities to create culturally specific recreational classes and program offerings.*
 - (3-2-E) Continually evaluate senior populations across the city to identify where senior sites and programming are most needed and where resources should be prioritized.*
 - (3-2-F) Continually evaluate youth populations across the city to identify where youth sites and programming are most needed and where resources should be prioritized.*
 - (3-2-G) Prioritize hiring parks staff who have cultural competency and language skills reflective of the communities they work in.*

Outcome 3 **Parks and open spaces will be used to address climate change, environmental justice, and food insecurity in our disadvantaged communities.**

- Actions**
- (3-3-A) Locate and design new parks and open spaces as land-use buffers that insulate vulnerable communities from environmental impacts and climate change, specifically in West, Central, and North Long Beach.*
 - (3-3-B) Develop a robust urban agriculture program on park properties to help address food insecurity among vulnerable communities.*
 - (3-3-C) Design existing and future parks to support the City's ability to adapt to climate change including but not limited to flooding, extreme temperatures, and drought.*
 - (3-3-D) Use environmental education and outdoor classrooms as a method to introduce new users to parks and open space.*
 - (3-3-E) Create a park forestry plan to achieve equitable forest cover across the City, especially in park-poor areas of North, Central and West Long Beach.*

5.4
GOAL 4:
BUILD
INNOVATIVE
& LASTING
PARTNERSHIPS.

Building and maintaining strong partnerships with government and community organizations is essential for the PRM Department to successfully operate.

We will collaborate with trusted partners to expand the PRM Department’s ability to serve Long Beach residents in more flexible and equitable ways, and support more programming and capacity overall. We will continue to build public-private partnership models to promote park development and stewardship, collaborate with charitable groups, and identify more opportunities for shared ownership to supplement budgeted park services.

Outcome 1

We have established partnerships that integrate our parks into the education, healthcare, and economic spaces of our City.

- Actions**
- (4-1-A) Develop Park Rx programs, where local doctors and medical providers write a prescription for park/recreation as preventative care.*
 - (4-1-B) Develop policies and programs to support consistent integration of visitor-serving amenities (food, beverage, music, programming) into parks and park programming.*
 - (4-1-C) Connect with schools, libraries, nonprofits, businesses and arts organizations to expand programming offered by the PRM Department.*
 - (4-1-D) Partner with youth development organizations to provide job training, interview preparation, or other professional development opportunities to teenagers and young adults to expand our local employment pool.*
 - (4-1-E) Address the needs of elders by expanding the number of senior sites with programming, improving accessibility at all senior sites, expanding program offerings, and working with the Department of Development Services to encourage the development of Senior Housing adjacent to parks.*
 - (4-1-F) Partner with homeless shelters, food pantries, social service organizations, and the Department of Health and Human Services to seamlessly connect our unhoused park users with resources.*
 - (4-1-G) Promote the PRM Department’s contract class program that supports local businesses in providing classes in parks and beaches.*
 - (4-1-H) Partner with LBUSD and CSULB on joint-use opportunities to increase playable open spaces across the community.*

Outcome 2 **Partnerships are in place that expand the Department’s financial and operational capacity.**

- Actions** (4-2-A) *Establish lasting partnerships with nonprofit organizations to leverage supplemental funding and programs for park maintenance, programming, and development.*
- (4-2-B) *Create endowments for maintenance of park facilities.*
- (4-2-C) *Expand the base of revenue by increasing investments from non-profit, philanthropic, business organizations, and direct a larger portion of the Department budget into revenue-generating areas such as grant-writing and partnerships.*
- (4-2-D) *Evaluate, monitor, and competitively bid current and expired concession contracts, with a focus on increasing revenue-sharing opportunities that improve services and offerings to visitors.*
- (4-2-E) *In coordination with Partners of Parks (POP), expand and develop new fundraising, sponsorship and donation programs that support Department programs and park facilities and reduce the barrier to entry for communities that cannot otherwise access fee-based Department programs.*
- (4-2-F) *Maintain marina infrastructure and services that make the Long Beach marinas desirable locations to consistently maintain boat slips.*
- (4-2-G) *Explore opportunities for permitting concessionaries at parks and open spaces, with revenue being reinvested back into the park space and its maintenance.*

Outcome 3 **There are standardized, well-defined processes for establishing different types of partnerships, while adapting to new opportunities.**

- Actions** (4-3-A) *Establish clear goals and deliverables for sponsorships, dedications, programming, maintenance, and development partnerships.*
- (4-3-B) *Create processes for consistent collaboration with community members, organizations, and corporate sponsors.*
- (4-3-C) *Develop an annual master calendar of park community workdays (MLK Jr. Day of Service, Arbor Day, Parks Month, etc.) for appropriate community-based park projects.*
- (4-3-D) *Expand “Friends of XX Park” programs for neighbors that live near parks, providing resources, insurance, and logistic support.*
- (4-3-E) *Develop consistent processes for investigating and considering new and unique park partnerships and sponsorships.*

5.5
GOAL 5: CONNECT CLEARLY AND TRANSPARENTLY INTERNALLY AND WITH THE COMMUNITY.

A successful park system must meet the needs and wishes of the community it serves.

We want to center resident voices and create pathways for open, clear communication between the Department and community members. Along with traditional means of communication, the Department must also continue to build on digital marketing and storytelling through social media platforms and other online ways of communicating. We will also enhance our lines of communication internally, strengthening collaboration and maintaining clear expectations for responsibilities and resources.

Outcome 1 **The PRM Department is considered a trusted source of information and is a community bridge builder.**

- Actions** (5-1-A) *Redesign and maintain the PRM Department website to be easily navigable for visitors seeking any information or engagement on anything related to our operations, facilities, and programming.*
- (5-1-B) *Publish an accessible annual report telling the LBParks Story, and its impact on Long Beach’s economy, education, environment, and public health.*
- (5-1-C) *Develop a social media plan that is consistently telling the LBParks Story, promoting our people, programs, and facilities.*
- (5-1-D) *Host promotional events during July for Parks Make Life Better Month, and during other relevant calendar holidays [Arbor Day, Mental Health Awareness, etc.].*
- (5-1-E) *Encourage local entrepreneurship by sharing information related to the process and requirements for selling food, products, services, etc., in parks and open spaces.*
- (5-1-F) *Connect park visitors or program participants to public transportation and micro-mobility options suited to their ability level.*
- (5-1-G) *Connect youth to youth-focused services and employment resources, and elders to senior-focused services and resources.*

Outcome 2 Clear and consistent lines of communication are maintained within and across the PRM bureaus, between frontline staff and leadership.

- Actions**
- (5-2-A) *Host regular team-building activities including annual park picnic or beach day, monthly park gatherings/tours across the City.*
 - (5-2-B) *Facilitate regular town hall meetings online and in person for team members to discuss progress of the strategic plan and expectations for leadership and staff.*
 - (5-2-C) *Encourage leadership and supervisors to cross-train with frontline staff to learn or remember what team members do daily.*
 - (5-2-D) *PRM leadership regularly communicates with City leadership about the resources necessary for the PRM Department to deliver the quality experience expected by our park users.*
 - (5-2-E) *Establish Strategic Plan actions as benchmarks for management as they implement bureau work plans with employees.*

Outcome 3 The PRM Department engages community members and partners in conversations about park facilities and programming in an equitable, accessible, and authentic manner.

- Actions**
- (5-3-A) *Co-create with the community an engagement policy and toolkit that provides a standard baseline of equitable community engagement for all park planning and capital project processes.*
 - (5-3-B) *Provide central community engagement platform to transparently share PRM Department information, facility overviews, project updates, and online engagement.*
 - (5-3-C) *Continue in-person and traditional engagement methods while expanding the use of on-line and social media platforms.*
 - (5-3-D) *Host an annual convening of park staff and community partners to provide PRM Department updates, celebrate shared successes, and discuss means for improving and expanding collaboration.*
 - (5-3-E) *Enhance the PRM Department's social media communication by creating a social media calendar and actively engage on social media platforms.*
 - (5-3-F) *Partner with trusted community partners for robust and authentic community engagement.*

**5.6
GOAL 6:
ESTABLISH AN
ENVIRONMENTALLY
SUSTAINABLE
PARK ECOSYSTEM.**

The PRM Department is at the forefront of Long Beach's commitment to an environmentally sustainable and just future.

The threat of climate change is already affecting our everyday lives through worsened air quality, polluted waterways, and extreme changes in temperature. As stewards of our City's open spaces, we understand the important role of parks in proactively planning for a future that is resilient to climate change and will ensure the right to a healthy environment for everyone.

Outcome 1

Water is a resource that is responsibly used, protected, and managed in the design and maintenance of Park Land.

- Actions**
- (6-1-A) *Expand the purple pipe reclaimed water system throughout the park network as the Water Department expands availability to additional areas of the City.*
 - (6-1-B) *Design park improvements and new parks to reduce water consumption through deliberate use of turf and plant design.*
 - (6-1-C) *Sustainable stormwater management facilities will be factored into park design.*
 - (6-1-D) *Prioritize native, drought-tolerant plants and trees and water-capturing techniques in landscaping decisions.*
 - (6-1-E) *Upgrade park irrigation systems using modern water-efficient methods and technology to reduce water usage.*

Outcome 2

Energy consumption and greenhouse gas emission will be neutral in the development and operations of our park system.

- Actions**
- (6-2-A) *Develop effective preventative maintenance programs that reduce the need for replacing facilities and amenities.*
 - (6-2-B) *Identify new funding sources for the maintenance and stewardship of each new project to maximize its lifespan.*
 - (6-2-C) *Increase the use of electric vehicles by converting the PRM Department fleet to electric and increasing publicly available EV charging stations.*
 - (6-2-D) *Integrate early sustainable design, programming, and locating strategies in the development of new facilities for the most effective environmental stewardship.*
 - (6-2-E) *Increase the use of renewable energy through on-site generation and sourcing.*
 - (6-2-F) *Encourage parks to be used as mobility hubs to reduce vehicle miles traveled and their associated greenhouse gas emissions through methods such as making BikeShare and other micro-mobility devices available, expanding secure bike parking, and adding accessible bike ramps.*

Outcome 3 **The park and natural open spaces of Long Beach are respected, cared for, and expanded.**

- Actions**
- (6-3-A) Increase reforestation efforts to mitigate the urban heat island, improve stormwater management, and improve air quality, especially in West, Central, and North Long Beach.*
 - (6-3-B) Develop strategies to reduce trash and support upstream strategies to reduce plastic pollution at our parks and in water bodies.*
 - (6-3-C) Foster meaningful connections between people and natural areas through education, programming, and volunteering.*
 - (6-3-D) Enhance green space and habitat connectivity through utilization of the public right-of-way, including medians, parkways, and other surplus spaces.*
 - (6-3-E) Increase park clean-up volunteer opportunities.*
 - (6-3-F) Complete or enhance the development of the City's three environmental centers at DeForest Wetlands, Willow Springs Wetlands and the El Dorado Nature Center and expand stewardship opportunities at DeForest Wetlands and Willow Springs Wetlands in central and north Long Beach.*
 - (6-3-G) Use innovative strategies to capture and remove trash from the LA and San Gabriel Rivers before trash makes it into the ocean.*
 - (6-3-H) Proactively manage and restore the beach, protecting it from erosion and storms to ensure the City's beach is clean and accessible for all.*
 - (6-3-I) Keep the beach and marinas clean of debris to maximize use, activation, and tourism.*

**5.7
GOAL 7: ENSURE
A DIVERSE
AND DYNAMIC
WORKFORCE.**

The people who staff our parks, beaches, and marinas are the foundation of our Department and connectors to visitors, participants, and the public.

Parks and recreation staff are often undervalued, like many jobs within caregiving and service sectors. Oftentimes, that leads to low wages, part-time work, and lack of upward mobility or career tracks. As a field that attracts many women, people of color, and people from marginalized backgrounds looking to serve others, we aim to support our dedicated staff through benefits, training, and processes that are equitable and thoughtful.

Outcome 1 An equitable hiring program is in place that attracts talent from across the City.

- Actions**
- (7-1-A) *Actively recruit from the local community, colleges, and universities.*
 - (7-1-B) *Investigate means for integrating hiring processes into local development programs including but not limited to Long Beach Promise, Conservation Corps, and Pacific Gateway.*
 - (7-1-C) *Update hiring notices to include job duties related to cultural competency, equity, and emotional intelligence and are available in inclusive languages, and the hiring process reinforces these job duties through the interview and onboarding process.*
 - (7-1-D) *Develop hiring panels that are diverse and reflect the community.*

Outcome 2 Develop and retain a dynamic and diverse workforce that meets the park, beach and marina system's planning, service, and programming needs to restore recreation and maintenance service levels.

- Actions**
- (7-2-A) *Expand career pathways, increasing the number of full-time staff (instead of doubling the number of part-time staff) for continuity and internal succession planning.*
 - (7-2-B) *Provide parity in pay for staff and management positions who oversee similar operations across the City, consistent with the City's EEO Plan.*
 - (7-2-C) *Create a robust formal paid internship program, offered regularly each semester with connections to Long Beach City College, CSULB, and other college institutions made possible through fundraising, partnerships and local nonprofits.*
 - (7-2-D) *Partner with local trade programs (CCLB, Job Corps, etc.) to provide paid apprenticeship programs.*
 - (7-2-E) *Develop a mentorship program for junior staff to regularly engage department leadership or supervisors that are not direct reports.*

- Outcome 3** **Our team is recognized in the community, and across the City and nation as having well-trained, passionate, and customer-oriented staff.**
- Actions**
- (7-3-A) Increase training on implicit bias, racial equity, cultural competency, and customer service.*
 - (7-3-B) Establish a department-wide new employee orientation that is informative, engaging, inspiring, and covers the 2021-2031 PRM Strategic Plan.*
 - (7-3-C) Develop training modules that provide opportunities for learning new skills and leadership preparation, taught by staff, community partners, and/or other industry professionals.*
 - (7-3-D) Enable staff to participate in citywide or industry training (Livability Summit, CPRS, NRPA, ELGL, etc.).*
 - (7-3-E) Expand employee health/wellness opportunities by encouraging participation in park programs, facilitating employee activities, and peer support groups.*
 - (7-3-F) Provide support to Employee Recognition Committee for employee of the month and other programs.*
 - (7-3-G) Provide regular training on trauma-informed, de-escalation of conflict, and community engagement to allow front-line staff to interact with visitors experiencing mental health issues, homelessness, or other impacts of trauma with empathy and resourcefulness.*

5.8
GOAL 8: CREATE
A FINANCIALLY
SECURE AND
RESILIENT
OPERATION.

Steady and reliable sources of financial support are critical for achieving the PRM Department’s strategic goals.

Our Department aims to increase funding sources and revenue streams to ensure that adequate monetary resources are available to enable the changes we desire to see in the next ten years. While the City of Long Beach allocates significant resources for park maintenance and development, these funds are limited. There is high need for more park improvements, maintenance, and expansion projects which will require a much larger revenue than we have access to currently in the City’s General Fund. To sustain the City’s park system at a high level of quality and retain Long Beach’s position as a leader in parks and open space, structural long-term funding sources must be identified. The PRM Department will also evaluate opportunities to increase efficiency in current spending practices.

Outcome 1 **The Department is considered a core service and has an operating budget that meets the needs and expectations of all residents.**

- Actions** (8-1-A) *Increase revenue through public, private, and nonprofit investments.*
- (8-1-B) *Invest in capital projects that reduce operating expenses or produce revenue.*
- (8-1-C) *Pursue local and regional funding for preventative maintenance (i.e. Measure A, Measure W) and find new sources of funds to address deferred maintenance.*
- (8-1-D) *Align operations with City funding priorities such as safety and violence prevention, healthy communities, climate change and adaptation, etc.*
- (8-1-E) *Ensure funding generated by the PRM Department is retained to first cover Department operating costs.*

Outcome 2 **Increase public investment into the PRM Department to align with infrastructure and service needs.**

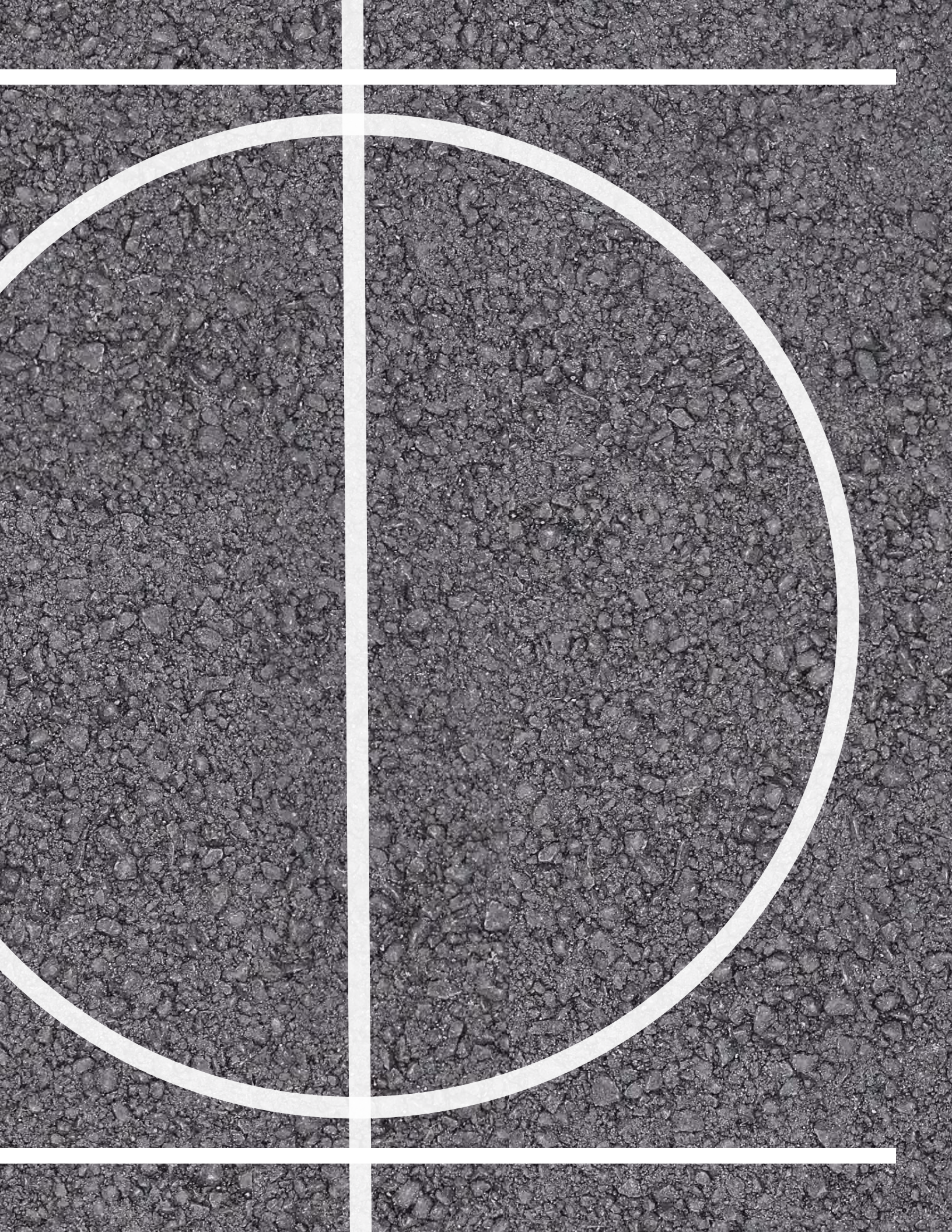
- Actions**
- (8-2-A) *Develop avenues for community ownership and investment into local parks and open space.*
 - (8-2-B) *Broaden social, digital, and in-person engagement with park users and partners to inspire more investment.*
 - (8-2-C) *Increase regular reporting and public transparency on the PRM Department's gaps in funding and budget.*
 - (8-2-D) *Ensure fiscally responsible spending, investing, and resourcing.*
 - (8-2-E) *Identify new opportunities for park concessionaires that provide a meaningful revenue split to enhance amenities while providing long-term funding for park operations and maintenance.*
 - (8-2-F) *Establish an equipment replacement program that ensures PRM Department equipment necessary for work or services to parks, marinas and the beach are in good working order.*
 - (8-2-G) *Lead annual capital planning for park assets to ensure capital projects are prioritized with the community and the Strategic Plan in mind.*

Outcome 3 **The PRM Department's funding stream is diversified to leverage a variety of sources.**

- Actions**
- (8-3-A) *Utilize concessions, private rentals, and special event fees as revenue streams.*
 - (8-3-B) *Prioritize investment in the Department's revenue-generating operations (grant-writing, partnerships, special events and reservations, etc.).*
 - (8-3-C) *Ensure that new developments in Long Beach pay a rate proportional to the current market rate in Park Impact Fees.*
 - (8-3-D) *Develop a list of operational and capital needs for philanthropic funders to support.*
 - (8-3-E) *Support and develop partnerships with nonprofit, philanthropic, and business organizations that support the PRM Department's maintenance, programming, and revenue generation.*
 - (8-3-F) *Negotiate improved public benefit component of agreements with external entities.*
 - (8-3-G) *Leverage funding from economic partnerships and enterprise zones to invest in park improvements.*
 - (8-3-H) *Create a robust sponsorship program that fully values park assets, events and programs available for naming rights or other large donations.*

6. Appendix





6.1 Stakeholder Group Contacts

Youth Development/Advocacy

- YMCA/Youth Institute
- BHC Youth Committee
- Best Start Central Long Beach
- Youth Leadership Institute Long Beach
- Boys & Girls Clubs of Long Beach
- PRM After School Programs
- PRM Teen Programs
- Boy Scouts of America | Long Beach Area Council
- Conservation Corps of Long Beach
- Girl Scouts of America, Greater Los Angeles
- Jewish Family & Children's Service of Long Beach/West Orange County
- Khmer Alumni Association
- Khmer Student Orgs at CSULB and LBCC
- Long Beach Community Action Partnership
- Long Beach Day Nursery
- YMCA of Greater Long Beach
- Educated Men With Meaningful Messages EM3
- Campfire Long Beach Area Council Key Club

Family Support Groups

- Khmer Parent Association
- Families Uniting Families
- Project Fatherhood

Senior Programming/Care/Advocacy

- Grey Panthers
- Long Beach Senior Citizen Program
- Senior Tenant Alliance
- Heart of Ida: Preserving Independence for Older Adults
- PRM Senior Citizen Advisory Commission
- PRM Senior Center Programs

Service Groups

- Long Beach Lions
- Kiwanis of Long Beach
- We Love Long Beach
- Long Beach Rotary
- Los Coyotes-Women's Social Club
- Assistance League of Long Beach
- Ronald McDonald House | Long Beach
- Rebuilding Together Long Beach
- Junior League of Long Beach
- The Nonprofit Partnership
- Honoring Our Fallen
- Long Beach Veterans Day Committee
- Long Beach Time Exchange
- Westside Project Area Council
- Assistance League Of Long Beach
- Urban Community Outreach
- Community Action Team

Beach-Related Groups

- Long Beach Yacht Club
- Navy Yacht Club
- Alamitos Bay Yacht Club
- Beach Ventures
- Boat Rentals of America
- Bancap Marina Center
- Children’s Maritime Foundation
- Captain Kirks
- Gondola Getaway
- Little Ships Fleet Yacht Club
- LA Maritime Institute
- Off the Hook Kiteboarding
- Pacific Coast Sailing Foundation
- SoCal Kitesurfing

Arts & Culture Groups

- Go Fame Youth Theater Company
- Musical Theater West
- POW WOW
- Arts Council
- The Rock Club | Music Is The Remedy
- Khmer Arts Academy
- Color Corps
- Long Beach Community Ceramics
- Long Beach Museum of Art
- Museum of Latin American Art (MOLAA)
- Pacific Island Ethnic Art Museum (PIEAM)

- United Cambodian Community
- Long Beach Filipino Festival
- Cambodia Association of America
- Long Beach Section National Council Of Negro Women
- African American Cultural Center
- Latino Cultural Center of Long Beach

Health-Related Partners

- New Hope Grief Support Community
- Su Casa: Ending Domestic Violence
- Community Hospital Long Beach Foundation
- Walk Long Beach
- American Red Cross Greater Long Beach Chapter
- Disabled Resources Center of Long Beach
- Advocates For Disability Rights
- SCAN
- St. Luke’s Teaching Garden
- Stopping Pressure On Teens
- Healthy Active Streets
- P.L.A.Y. Long Beach
- Exceptional Day of Play
- Davillaj § Disabled Resources Center Advocacy Group
- AbilityFirst
- Healthy LB Youth Leaders
- Health North Long Beach

- Go Human SoCal
- Pedal Movement
- The MAYE Center
- ARC
- Building Health Communities
- LB Alliance
- Miller Family Children’s Asthma Group

Environmental Groups

- Friends of Colorado Lagoon
- Sierra Club
- Audobon
- Friends of the Nature Center
- Alamitos Beach Cleanup
- Environmental Concerns Of Greater Long Beach
- Long Beach Environmental Alliance
- Farmstand 59
- The Growing Experience
- Team Up To Green Up
- Wrigley Is Going Green!
- East Yards Communities for Environmental Justice
- Just Environment LB
- Gant Green Team
- Algalita Marine Research & Education
- Adventures to Dreams
- Long Beach Farms
- Long Beach Organic
- Sowing Seeds of Change
- Bixby Park Farmers Market
- Harbor Area Farmers Market
- Marine Stadium Farmers Market
- Hudson Community Garden

- North LB Community Garden
- El Dorado Park Community Garden
- Grace Park Community Garden
- Long Beach Community Garden Association
- Mary Molina Community Garden
- Long Beach Beekeepers
- Naples Island Garden Club
- CSULB Sustainability

Education Groups

- Long Beach Council Parent Teacher Association
- LBUSD WRAP Expanded Learning / After School Programs
- Newcomb Academy Foundation
- Long Beach Education Foundation
- Long Beach Public Library Foundation
- Long Beach Zine Fest
- The Guidance Center
- Long Beach BLAST
- Leadership Long Beach
- Rancho Los Alamitos
- Rancho Los Cerritos
- Long Beach Heritage
- Operation Jump Start
- Aquarium of the Pacific
- Citizens About Responsible Planning

Social Justice Groups

- Long Beach Residents Empowered
- Long Beach Forward
- Long Beach Branch NAACP
- Khmer Girls in Action

- Latinos In Action
- The LGBTQ Center Of Long Beach
- Centro CHA
- CCEJ
- Black Lives Matter Long Beach
- Mamaj. Jackets

Program/Operations Partners

- Partners of Parks Parks, Recreation & Marine--Programs & Classes
- PRM Commission on Youth and Families

Friends of Parks Groups

- Friends of Bixby Park
- Friends Cerritos Park
- Friends of MacArthur Park
- Friends of Daryle Black Park
- Hamilton Neighborhood Association
- Friends of Heartwell Park

Business Groups

- Downtown Long Beach Alliance
- Belmont Shore Business Association
- 4th Street [Retro Row] Business Improvement Association
- Bixby Knolls Business Improvement Association
- Magnolia Industrial Area
- Midtown BID
- Naples Business Association
- Uptown Business Improvement District
- Zaferia Business Association
- Wrap The Kids Business Associations
- Apartment Association, California Southern Cities

- Executives Association Of Long Beach
- Fair Trade Long Beach
- LB Chamber
- Los Angels/Long Beach Area Chapter Of Blacks In Government

Sports Groups

- Long Beach Youth Soccer Association (LBYSO/FC Long Beach)
- AYSO 114
- AYSO 177
- Deportivo Miguel Hidalgo Soccer League (Octavio Gallegos)
- Cesar Chavez Youth Soccer League (Raul Arzate)
- Inline Youth Soccer Association (Antonio Vicente)
- Belmont Shore Youth Rugby
- Long Beach Patriots
- North Long Beach Pop Warner Football & Cheer (Panthers)
- Long Beach Pop Warner & Cheer (49ers)
- Los Altos Youth Baseball & Softball (LAYBS)
- Long Beach Little League (LBLL)
- Lakewood Village Little League (LVLL)
- East Long Beach Pony (ELB)
- Long Beach Pony
- Uptown Long Beach Youth Baseball & Softball (ULBYBS)
- Heartwell Cal Ripken
- West Long Beach Little League (WLBLL)
- Long Beach Heartwell Fastpitch (LBHFP)
- Catholic Baseball League
- Heartwell Pony/Colt

- United States Youth Volleyball League (USYVL)
- Volitude [Beach] Sports (Tommy Dube)
- Bayshore Roller Derby (Mimi Masher)
- Action Sports Kids Foundation
- California Aquatics
- El Dorado Archers
- First Serve Tennis
- American Golf
- Long Beach Bow Hunters
- Casting Club
- Long Beach Rowing
- Lawn Bowling Club
- Long Beach Anglers
- California Heights Neighborhood Association
- Cambodia Town Neighborhood Association
- Carroll Park Association
- Chestnut Neighborhood Clean Up Group
- Cliff May Rancho Estates Neighborhood Alliance
- College Square Neighborhood Association
- Collins Neighborhood Association
- Coolidge Triangle Neighborhood Association
- Country Club Manor Association
- Craftsman Village Historic District
- Deforest Park Neighborhood Association
- Del Mar Community Watch
- East Village Association
- The Easts I De Voice
- El Dorado Park Estates Neighborhood Association
- El Dorado Park South Neighborhood Ass.
- Florida Street Community Watch
- Friends Of Belmont Shore
- Grant Neighborhood Association
- Greenbelt Heights Neighborhood Association
- Hamilton Neighborhood Association, Inc.
- Houghton Park Neighborhood Association
- Jackson Bret Harte Neighborhood Association
- Jane Addams Neighborhood Association

Neighborhood Associations

- Addams Arts & Development Project
- Alamitos Beach Neighborhood Association
- Alamitos Beach Tree And Flower Garden Party Club
- Alamitos Heights Improvement Association
- Anaheim, Orange, Cherry & 7th [AOC7]
- Andy Street Community Association
- Artcraft Manor West
- Belmont Heights Community Association
- Bixby Highlands Neighborhood Improvement Association
- Bixby Knolls Neighborhood Association
- Bixby Terrace Neighborhood Association
- Bluff Heights Neighborhood Association, Inc.
- Bluff Park Neighborhood Association

- Lakewood Village Neighborhood Association
- Long Beach - Community Action Network
- Long Beach Downtown Residential Council
- Longwood Neighborhood Association
- Los Altos Center Adjacent Neighborhoods
- Los Altos Village Neighbors
- Midtown Neighborhood Watch
- Naples Improvement Association
- Naples Islands Garden Club
- North Alamitos Beach Association
- North Pine Neighborhood Alliance
- Ocean Residents Community Association
- Padres Unidos / Parents United
- Parents On A Mission/ Padres On A Mission
- Promenade Area Residents Association
- Puente Latinos Association
- Ramona Park Neighborhood Association
- Ridgewood Cove Neighborhood Association
- Ridgewood Triangle
- Roosevelt Linden Historic District
- Rose Park Neighborhood Association
- Semillas De Esperanza
- Soco Neighbors
- South Of Conant Neighborhood Association
- St. Francis Place Neighborhood Community Association
- Starr King Neighborhood Association
- Sunny Central Neighborhood Association
- Viva Las Mujeres En Movimiento
- Washington Middle School Assoc.
- West Eastside Community/Zaferia Neighborhood Assoc.
- West Long Beach Association
- West Side Neighborhood Group
- WGGroup - 2017 West Gateway Group
- Willard Neighborhood Organization
- Willmore City Heritage Association
- Wrigley Area Neighborhood Alliance
- Wrigley Association
- Wrigley Clean Team
- Wrigley Community Watch/Group
Wrigley Neighborhood Group
- The Council Of Neighborhood Organizations
- Long Beach Neighborhood Foundation
- Long Beach Neighborhoods First

6.2 Staff SWOT Analyses

Business Operations Bureau

Strengths	Weaknesses	Opportunities	Threats
Passionate staff Diverse Workforce Experienced Staff Knowledgeable Employees (Rockstars) Passionate Staff Staff Feel Intrinsically Rewarded Able to Adapt (Flexible) LB Staff are Residents of LB Cohesive Teams (Bureau and Dept) Proud (pushes us to be committed to win awards) Institutional Knowledge (look for those within dept) Identify Outside Resources (former staff at other depts) Variety of Programming Programming at Various Locations throughout City Centralized Services (Accounting, Payroll, Graphics) Enthusiastic Staff Partnerships (LBUSD and Other Schools) (2) Partnerships (Be Safe, WRAP) Teen OYC Camping Nature Center Fitness Loops Talented Staff (Versatile, Resourceful) Youth Sports Skate Parks Responsiveness to Community Needs Partnerships (i.e. LBUSD Swim) New Experiences (All City Beach Day) (2) Cool Playgrounds for Kids Landmarks (locations of beaches and parks) Summer Programs Staff at all levels are Encouraged to provide feedback and suggestions Programming for All Ages Free/Low Cost Activities Programs Commissions/Council Meetings Open to the Public	Retirements Additional Training for Completing Standardized Forms (i.e. Accounting and Payroll Forms) Communication Between Bureaus (2) Streamline Citywide Processes Training! No Budget to Execute Dept Wide Initiatives Non-competitive Pay Understaffed or No Staff Consultant Use Overused? Staff Not Specialized Dept Too Big for Effective Communication Bureaucratic Red Tape (takes too long) Underfunded for Resources and Extras Technology Weak (training and stuff) Unrealistic Timelines/Deadlines Outdated Community Centers "No" Culture, "No" Due to Lack of Funding Not Knowing Who is in Charge at various Facilities Identify Staff and Commensurate Responsibilities Attend Other Bureau Meetings and Communicate Roles Promotional Plans More Timely Clean Bathrooms Vandalism Parking on Grass Equitable Distribution of Playgrounds Promoting and Hiring is Slow (Paperwork Flow) Collection of Permits Workforce Planning	Nonprofit partnerships! Identify Revenue Stream Promote Positive Effects of Parks Look for Accessibility and Equal Distribution of Programming Use Employees to Promote Programming Use Social Media (2) Post Photos of Facilities on Website (wedding, parties, rec rooms) Update/Improve Condition of Facilities Additional Gathering for Entire Department for Team Building Strengthen Department Bonds Build Community/Relationships Employee Workshops for Specific Skills Strengthen Partnerships with Various Organizations (2) Innovation in Programming (Meet Community Needs and Save \$\$) Training (Receiving and Providing) Open Data Movement Emerging Groups with Children Education vs. Recreation (where do we draw line on programming and do we even have to?) Accessing the Non-squeaky Wheels in the Community Technology and Social Media Diverse Community Comparing Us to Like Cities (why not look at others) Community Outreach Expansion Cooperation between Bureaus (Realizing Each Others Needs) Work with Other Depts (i.e. Fleet Services, Strategic Planning Van) Volunteers	Sea Level rise Homeless (2) Other Service Providers Lack of Diversity of Cultural Programming Cost of Programs Competition (2) Video Games Lack of Parking Lack of Communication Be Proactive, Not Reactive Decisions not made in a timely manner Lack of Identifying Internal Processes Bad Public Perception and City Council Perception "Us Against Them" Mentality Streamline of Information in relation to community services, alterations, updates (both internal & external) Aging Employee Population Succession Planning Hiring Competition - Losing Employees to Other Departments or Agencies Under the Community and Council Microscope Loudest Community Members and Interest Groups Keeping Up with Technology Aging Infrastructure Climate Change and Sustainability Policy Changes and Ability to Interpret New Rules/Needs Regulations - Government and State Mandates State and Other Mandated Costs CalPERS Funding

Community Recreation Services Bureau

Strengths	Weaknesses	Opportunities	Threats
Passionate staff	Internal and external communications	New classes	Old facilities
WRAP building community partnerships	We pick the same few staff to decide what we offer	Reach out to community members at events for feedback of needs	People unaware of what we offer
Passion	Do better at marketing	For supervisors, rec assist to facilitate community engagement opportunities	Liability
WRAP is doing big things	Lack of funding for parks and programs	Grant funding opportunities	Climate change
Youth sport coaches	Do better at telling our story	Promote through events	Lack of respect for laws
The City of Long Beach history brand	Working together not individually	Reorganize class structure	Vector issues
Home grown staff	Unfilled positions/vacancies	City block party	Population growth
Staff have different talents and skills to share and enhance program	Language Access (some of our translations are not so great)	New partnerships	Dead trees
Years of knowledge that our staff have	Technology	Security improvement for parks	Unhealthy hygiene of populations
We don't stay in the "compartment" of what we do - we give ideas across the board	Language barriers (need information to be accessible to the public)	Embrace change	Staff \$\$ to keep facilities open at risk areas
Knowledge about each community and build relationships	Involving other departments to get funding	Collaboration with other parks and programs	Facilities in disrepair and not enough staff \$\$ to maintain
Intelligent, experienced staff in many areas that can find successes	Tech infrastructure (tech savvy or lack thereof)	Technology availability	Council
Willingness to help	Youth sports registration	Facility upgrades to current decade	Competition from surrounding cities
Programs	Politics	Be more available to community by offering more services all day	Crumbling infrastructure
Staff ability to adapt to change	Tech weaknesses among tech operations and tech equipment resources	Build lasting relationships	Old infrastructure
Helping each other out to get the job done	Old facilities	Partnering with our schools	Police state
Resourcefulness	Work orders lack of communications	Partnering with other City Departments for programs	Lack of prevention programs
Community engagement	Funding, staffing, equipment, marketing	With with other Cities training/ideas	Natural disasters
Staff who have history	Outdated policies	Partner w/ local businesses	Abuse of facilities at fields
Compassion	Need more internal communications; working together	Increased happiness	Lack of knowledge about what we do and offer at other departments
Great beaches and marinas	Not enough community engagement	Social media to better advertise	Public officials with ulterior motives
We're flexible	Hiring process	Charge non-residents more	Lack of rain
Great resources	More efficient/quicker hiring processes	More job fairs needed at college	Sex-trafficking
Festivals	Closing facilities	Increased opportunities with CPRS	Violence
Long Beach parks rock!	Active net	Collaborate with other outside organizations such as after school alliances	Contracting out services to run programs
Recreation variety: beach, parks, nature center	We are still marketing on flyers! Need social media!	Utilize volunteers more often	Gangs
A lot of parks, ocean + open space for community + free programs needed in an urban area	Marketing and promotions; program highlights	Privatize under-used programs/facilities	Drug dealers
Great parks and open space	Enforcement of open space court, etc usage	CSULB and LBCC	Drug users
Public access to all we have to offer	Lack of adaptation to our changing communities (stagnant)	Highlight our parks programs but also partner with CBO	Vandalism
Creative staff	Staff training	Corporate sponsorships	Folks that do not follow rules
Diversity of programs	More staff training: tech, communications, customer service, growth in our dept	Brainstorm sessions for program grants and ways to increase staff hours	Large city departments compete for same funds, same participants
Knowledgeable staff	Transparency	Work with other possible sponsors to keep Long Beach Aquatics capital of America	Mental Health
The staff and their experience, passion, and knowledge	Handbook development for positions		Other organizations taking over facilities
Diverse community	Buildings and infrastructure		Homelessness
Our people diversity	Skill training		Technology outpacing budget/training offered
Great teamwork in PRM	Improve brochure; bring up to correct decade		Litigious society
	Consistency of processes and procedures within divisions		Cutting of full time staff
	Trainings and processing of incidents that occur in our parks (shooting ops)		LBUSD taking our facilities
	Lack of accountability by decision makers		Pay to play youth sports "travel teams"
	Communication between bureaus		
	Better communications to current parks project		
	Some strengths at one program are weaknesses at another		
	No growth occurring		
	Not enough money for staff training, special events, engagement		
	Communication between departments		

Management Team

Strengths	Weaknesses	Opportunities	Threats
Willingness to help others	Some outdated policies	Little leagues	Sea level rise
Response times	Staff to growing developments	Partnerships with lbsud and educational institutions	Resident expectations
Staff reflects the community	Citywide priorities, efforts not incorporated into staff expectations (equity & livability)	Invest in regular engagement activities to build relationships with community	Limited resources
Diversity	Lack of staff	Technology like social media	Resident needs
Culture	Responding to g11s vs core services	Infrastructure investment	Targeted district wants vs needs
Public support	Inequitable distribution of resources based on council complaints	Enhanced focus on training	Results of budget cuts
Flexibility	Pulled away from core services	Department story	Political relationships
Creative	Too many focus on wants versus needs	More coordinated messaging to keep on message	Economic fluctuations
Staff talent and technical abilities	Communicating change	Strategically align services and activities	Natural disasters
Group support	Inability to attract/pay/keep good staff	2030 plan	Homelessness
Team 1st mindset	Shared drive messy, full, not well organized to find info outside of bureau/division	Prop 68	Public perceptions of our services (not knowing or understanding)
Former military staff	Lack of budget	Diverse and changing communities	Lack of salary parities with other agencies
Genuine care for people	Lack of access to relevant info to make informed decisions	True joint use plans	Shifting demographics
Staff commitment	Community engagement (we are making progress tho)	Commissions	Rising costs
Internal communication	Manage salary	Increase volunteers	Climate change
Investment in community & people served	Complaint driven rather than mission-driven	Long beach unified school district	Private sector job opportunities vs public sector
Dept has a lot to offer	Data collection	Community wants to help - find more ways to let them	Pollution
Having fun	Willingness to take on more work to serve community	Partnering with adjacent cities	Social struggles (drug addictions, poverty, homelessness)
Useful internal processes to route approval	Move too quickly, not allowing time to make thoughtful decisions	Make decisions to diversify revenue, restrict revenue for certain park purposes	Political agendas
Lots of facilities	Lack of technology	Partnerships with lbsud and educational institutions	Pressure to say yes to ideas that are not workable/feasible
Knowing our communities and its needs	We don't have one core service; we do a lot	Collaborating with established service offering nonprofits	Uninformed residents
Commitment to excellence	Lack of alignment in our goals and priorities	Community engagement so we know who our partners are	Other department expectations: pd, pw, water
Internal support (celebrate our wins)	Lack of clear direction	Everyone loves grass, trees, lakes, fields	Litigation
Multitude of services	Inability to be nimble (too much bureaucracy)	To shape young lives	Funding does not align with expectations
Helpfulness of dept leadership, willingness to be supportive	Planning prior to implementation	Opportunity to enhance employee resident relationships	Dept positions don't keep pace with market/pay. With each vacancy, salary is dropped back to prior year levels
Create community engagement standards	Outdated protocols		Dept seems to not be a priority for cm. Pay is less than other counterparts; budgets are less for more work; don't get regular highlights in city publications; no state of the city callouts
Diversity of staff	Diversity of responsibilities		Union politics
Interaction with diverse community	Too much time spent reacting		\$
Diverse	Lack of resources		Change in council/top executives
Keep community safe	Failed to establish previously discussed core values		Council/cm complaints dictate dept priorities
Many veteran staff	Old facilities		Vandalism
We hire from community	Old equipment		Meeting different group's needs
Promoting from within	Coordinations with goals of elected officials		Competing priorities and resources
Nimble, can throw event or plan together quickly	Inability to do core job		Budget cuts
Small group creates cross-department community	Communication between departments		A city divided into parts
Passionate people	Top down decisions		
Talented employees	Budget can drive decisions instead of users		
Supportive with decisions	Reactive vs preventative		
Each bureau have staff bandwidth to participate in dept efforts and bureau leadership enable staff participations	Staff turnover		
	Marketing to the masses		
	Lack of investment in maintenance for facilities		
	Resources duh :)		
	Communication		
	Social media pressure		

Marine Bureau

Strengths	Weaknesses	Opportunities	Threats
Ex. Passionate staff Skilled tradesman and several resourceful staff members.	Ex. Retirements Time spent responding to community inquiries and justifying our day-to-day operations and decisions.	Ex. Nonprofit partnerships! We are called upon to help several departments and we are able to call on other departments for assistance when needed.	Ex. Sea level rise Slow economy, budget cuts. High cost of unplanned structural failures.
Depth of knowledge and experience within each field/division.	Vehicles and equipment that are past their useful life cycle. Old equipment not on the replacement cycle and therefore cannot be replaced because the cost of the initial purchase is beyond the Bureau's ability to purchase with their annual operation budget. The 12+ month procurement process of replacing equipment on the capital replacement plan or purchasing items with budgeted one-time funds.	Networking with other departments, identifying how we can support each other with projects or specialty needs, for example, Water Dept. is assisting us with their specialized tracing sonar to identify several mainline leaks within Davies Launch Ramp.	Seawater rise coupled with higher King Tides, and more active swell activity is a real threat to our East Peninsula Beach and Shoreline.
Willingness amongst Marine Bureau staff to work together towards the common goal of making our areas more beautiful and safe for our patrons.		The opportunity to improve our customer service and increase the enjoyment of our area's patrons through our positive and helpful interaction with them.	Failure of old and dying trees that need replacing.
The variety of skills and knowledge from employees within our bureau, allows for a variety of projects to be done. The creativity to think outside the box is tremendous amongst staff.	Large number of vacancies. Cumbersome City hiring process. Filling positions will increase staff productivity and delays in projects.	The "working together to serve" motto is one that is utilized by our staff. It allows for cross training and knowledge sharing with other City employees. Increases in customer service skills working with the public, city employees and vendors.	With the influx of the homeless we are having constant destruction to the restrooms and other public facilities which creates an increase in budget for equipment and staff time.
Dedicated staff that are always willing to accept new challenges and work together towards common goals.	Interference from community groups. Whose interests do not always align with the greater good, department policy, or best practices.	Working with other departments and grant opportunities to manage storm debris flows from LA River.	Vandalism to public spaces and facilities (outside the homeless).
High level of customer service provided by staff at all levels.	Aging infrastructure with limited maintenance and capital funds.	Use of technology to streamline our processes, workflow, and maintenance needs.	Politically required responses that pull staff away from core services.
New marina infrastructure.	The Queensway Bay Section of the bureau is severely understaffed and underbudget for this highly visible area.	Revise the on-call protocols to improve customer service.	Safety and health concerns with hypodermic needles, bodily fluids, and communicable diseases.
Strength of Leadership Team including managers and supervisors; share the same vision and share resources.	Time spent chasing illegal live-a-board clients. A rise due to the economy and rising rents.	Utilize technology to educate and inform the public of City services.	New "type" of boat owner, i.e., limited boating experience, disregard for basic public safety and the rules of the road.
Our customers, i.e., they enjoy our marinas and beaches, vested in success of improvements, loyal, and promote our services.	Current on-call structure for afterhours calls. Example: a 2" waterline leaked water into the ocean for 40 hours because the on call employee was unfamiliar with the North and South Long Docks at ABM. London Boat Rentals was flooded and City wasted money.	Community interest in promoting and working towards environmental responsible practices.	Potential for over saturation of waterways, resulting in dangerous conditions.
Knowledge and experience of staff	Lack of staff. All the red tape. Working with other departments.	The City has a lot of resources. Its all about how to access those resources.	The cost of rental property going up, causing illegal liveaboards and people living on boats on the ocean front. Homelessness. Drug use and theft.

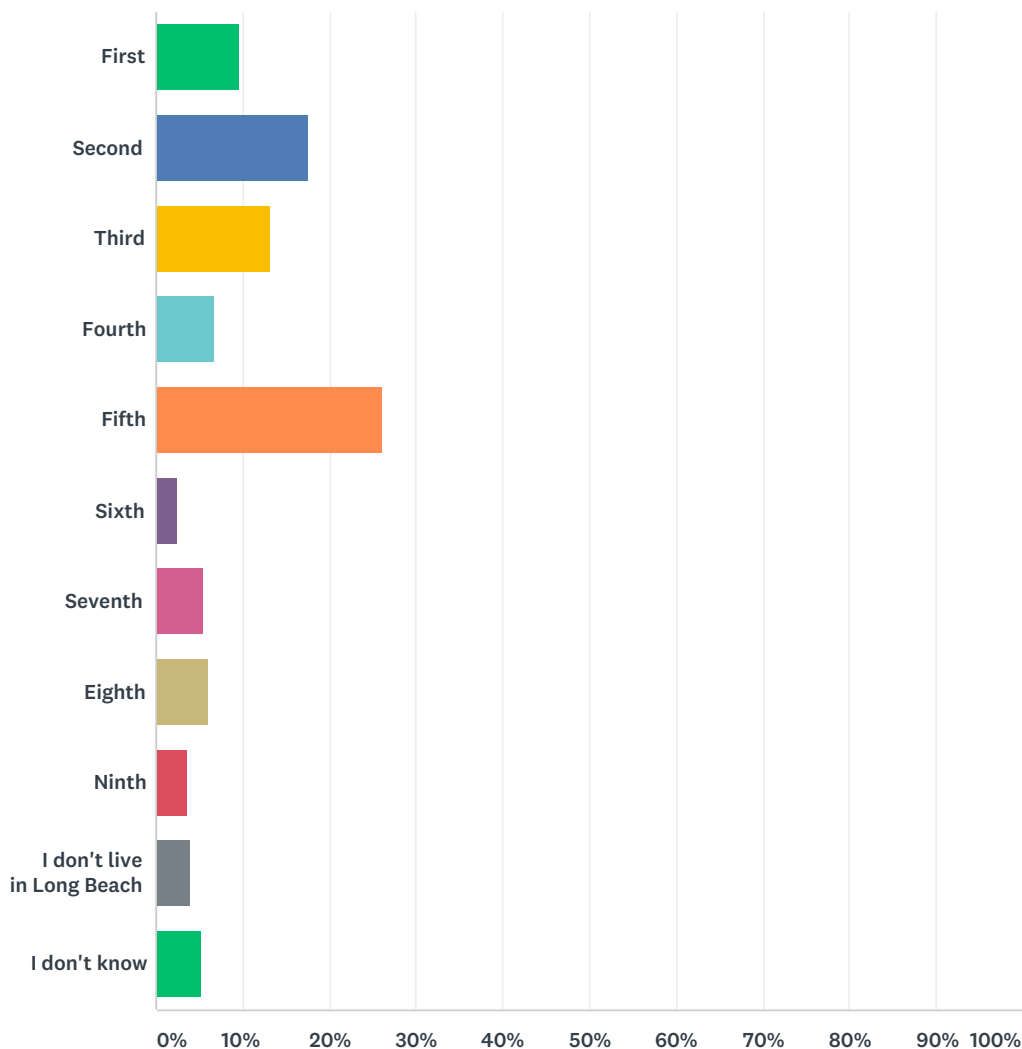
Planning & Partnerships Bureau

Park Planning & Partnerships Bureau SWOT			
Strengths	Weaknesses	Opportunities	Threats
<p>Manage contract obligations</p> <p>Staff have built gratitude into routine, monthly thank you notes to those who help staff</p> <p>Process contracts, leases, ROE permits</p> <p>Opportunity to define Bureau's objectives and work tasks</p> <p>Opportunity to grow into a whole new direction</p> <p>Do new things to work with community to build Department accountability</p> <p>Excited to be able to incorporate things that are important to me into my work</p> <p>Excited for a direction where there is a lot of activity and energy in the larger community</p> <p>Establish positive work culture, supportive of staff</p> <p>Staff with a wide range of skills, knowledge, and experience</p> <p>Established partnerships with granting agencies</p> <p>Strong collaborative relationship with FM CIP Grants Accounting</p> <p>Creativity</p> <p>Culture of examining questions/issues from many different angles</p> <p>Strong internal contract management processes</p> <p>Large city with oceans, beaches, waterways, Ranchos, natural areas, rivers, parks, marinas, health dept, airport</p> <p>Adaptive staff</p>	<p>Poor Communication in PRM</p> <p>Top down management - Should be more Google style flatter organization structure</p> <p>Get other Bureaus to support new Bureau mission</p> <p>Establish approved internal partnership processes</p> <p>Develop social media and communications strategy</p> <p>Quantify park benefits</p> <p>Tell the Long Beach Parks story (history and everyday user experience)</p> <p>We need contract administration</p> <p>Evaluate staff roles, tasks, duties - There are not enough hours in the day or bodies in the room to do what needs to be done</p> <p>Need to increase our own expertise in effective community engagement strategies and equity</p> <p>Managing expectations - New expectations with the same staff workload</p> <p>Uncertainty about replacing Bob's position for superintendent?</p> <p>Joint office space</p> <p>Will we be evaluated by how successful our "community partnerships" are?</p> <p>Will other people get to do all the fun stuff while I am stuck with budgets and munis?</p> <p>Cynicism (both in PP&P and in other Bureaus)</p> <p>Community partnerships-now long-term relationship building</p> <p>PRM Volunteer Program, nonexistent - need to build relationships/partnership & to raise \$.</p> <p>POP Board - no heavy hitters & POP bogged down managing small \$ instead of going after big \$.</p> <p>Complete contract management software that can handle all contract mgt needs (not just a few needs).</p> <p>Long contract processing time.</p> <p>No cross training</p> <p>Understaffed</p> <p>PRM communication</p>	<p>Changing the City Attorney back to advisory role</p> <p>Amend LBC to give Director broader signature authority</p> <p>Attending neighborhood association meetings to build relationships</p> <p>More PRM Commission approval (with City Attorney approval)</p> <p>Partner with Public Works on park project design and construction management</p> <p>Connect with community via other Departments and Bureaus</p> <p>Language access for signage, engagement and web/social</p> <p>Develop park standards for projects</p> <p>Foster relationships with grantors through on-going participation and assistance with workshops</p> <p>Partner with nonprofits on grants</p> <p>Create blanket CSU agreements</p> <p>Expand blanket agreements to include other universities</p> <p>Expand internship program and student projects to assist with workload and for special projects</p> <p>Host Annual parks summit with community groups and partners</p> <p>Create adopt a park program with standards and volunteer recognition</p> <p>Volunteer projects, Sustainable volunteer program</p> <p>Community engagement checklist application</p> <p>Ask community through survey series (programs, services, amenities, etc.</p> <p>Setup donation web portal</p> <p>Correctly set up the business of the bureau (chart of accounts, time cards, etc.)</p> <p>Shorten contract processing period</p> <p>Create "how-two" guide</p> <p>Retool PEPPS</p> <p>Partner with Partners of Parks, on annual giving strategies and priorities</p> <p>Would like to be more involved with outreach and engagement</p> <p>Correcting systems and processes</p> <p>Can harness cool outreach ideas to get noticed</p> <p>Succession planning & implementation</p> <p>Cross-training</p> <p>Collaboration with large pool of agencies who are also stepping up their community engagement</p> <p>POP or start new foundation</p>	<p>Council/CM Expectations</p> <p>Stringent Risk Management</p> <p>We react to directives and proposals given to us</p> <p>Often times we "just do it" because we're told to make it happen by whatever necessary means</p> <p>We don't recognize donors, We don't maintain donor relationships</p> <p>Thousands of nonprofits in SoCal - competition</p> <p>Sporadic collaboration with Cal Poly Pomona, CSUDH, CSULB, UCLA, need Consistent university collaboration</p> <p>Permits, agreements, leases, ROE permits, Handcuff community groups to maintenance</p> <p>Vetting good versus bad community groups</p> <p>Create dynamic, easy to navigate website</p> <p>Zoning variance in park districts to waive CUP requirements for commerce</p> <p>Federal IRS deductions have changed, limiting donations</p> <p>We have a pass-through (POP) and need a foundation, Nonprofit with high power board</p> <p>With the new bureau not being as involved in project management, I don't want to negatively impact our relationships with outside agencies</p> <p>Involvement of Council Districts in day-to-day processes</p> <p>Equitable Distribution of Resources</p> <p>Expand resources and \$\$ to deliver</p> <p>Lack of clarity regarding projects & grants responsibilities between PR & PW</p> <p>Continuing City budget crises</p> <p>Uncertainties around County Measure A funding</p> <p>Low-income city,</p> <p>Homelessness</p> <p>Crime/vandalism</p> <p>Climate change</p>

6.3 Survey #1 Demographics

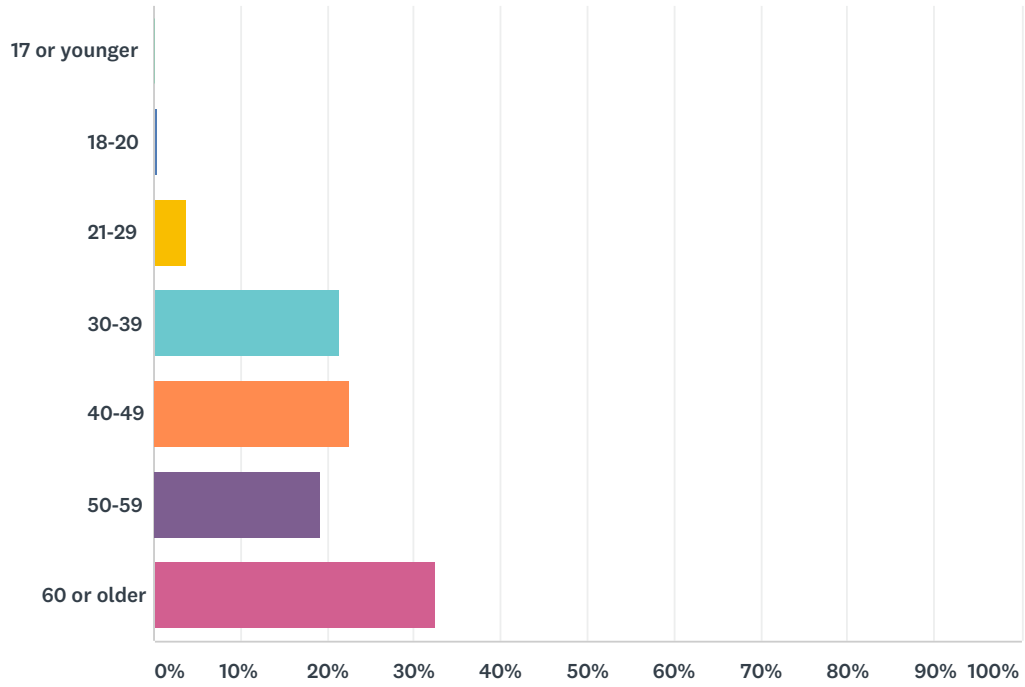
Q21 What council district do you live in? Please click here for access to Long Beach's District Maps if you're not sure which district you live in.

Answered: 603 Skipped: 138



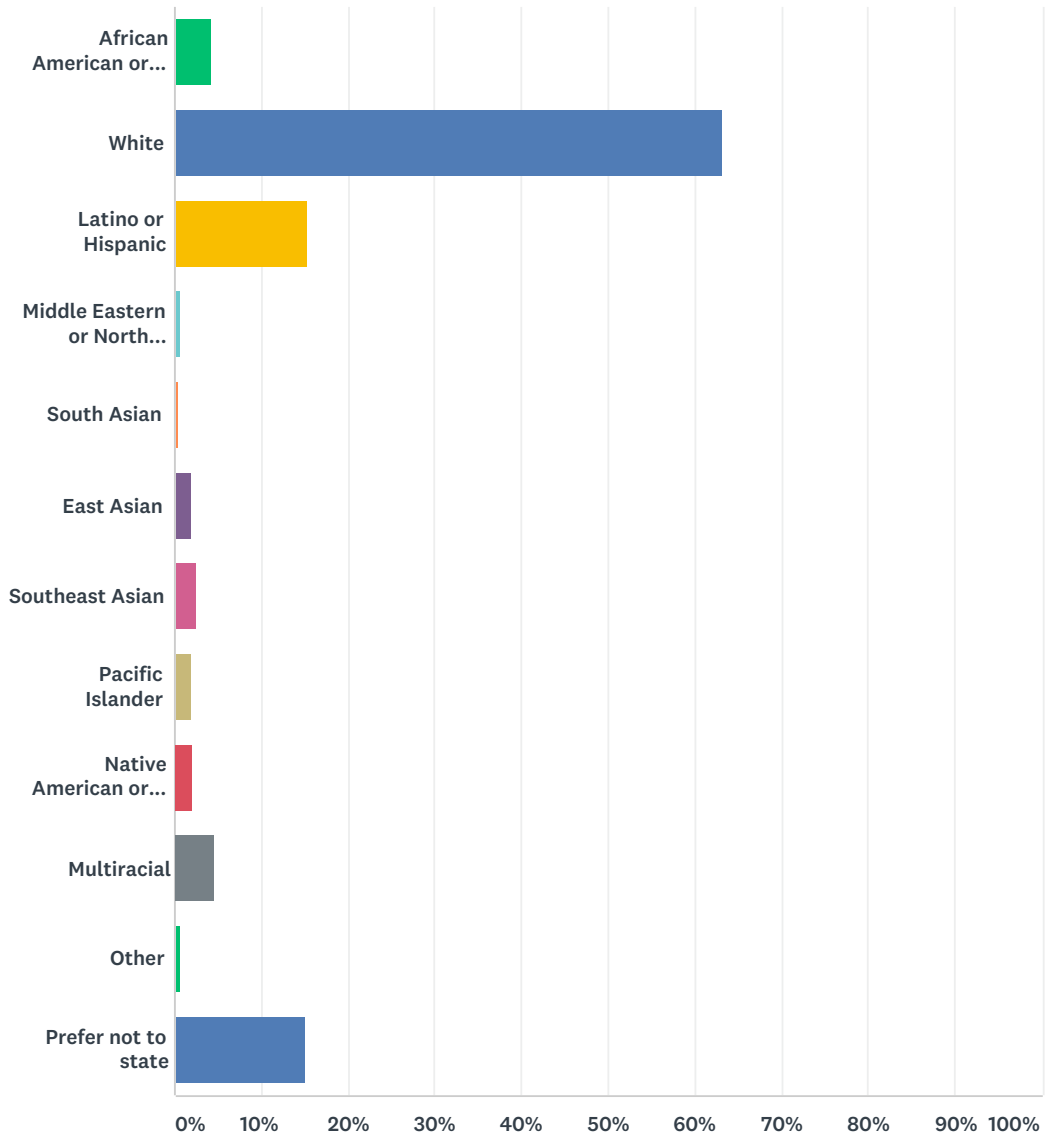
Q22 What is your age?

Answered: 598 Skipped: 143



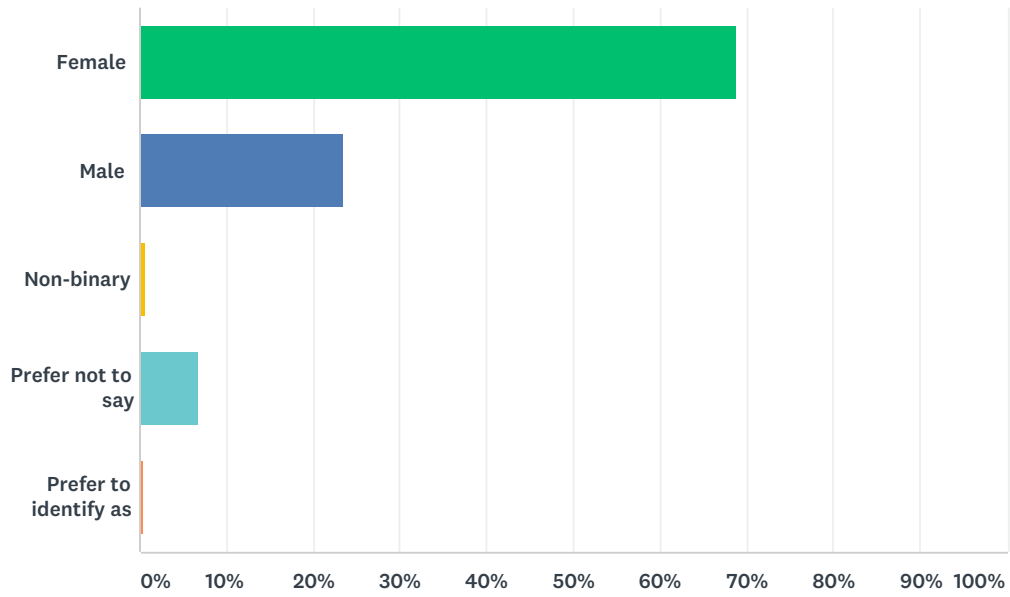
Q23 What race/ethnicity are you? (Check any that apply)

Answered: 600 Skipped: 141



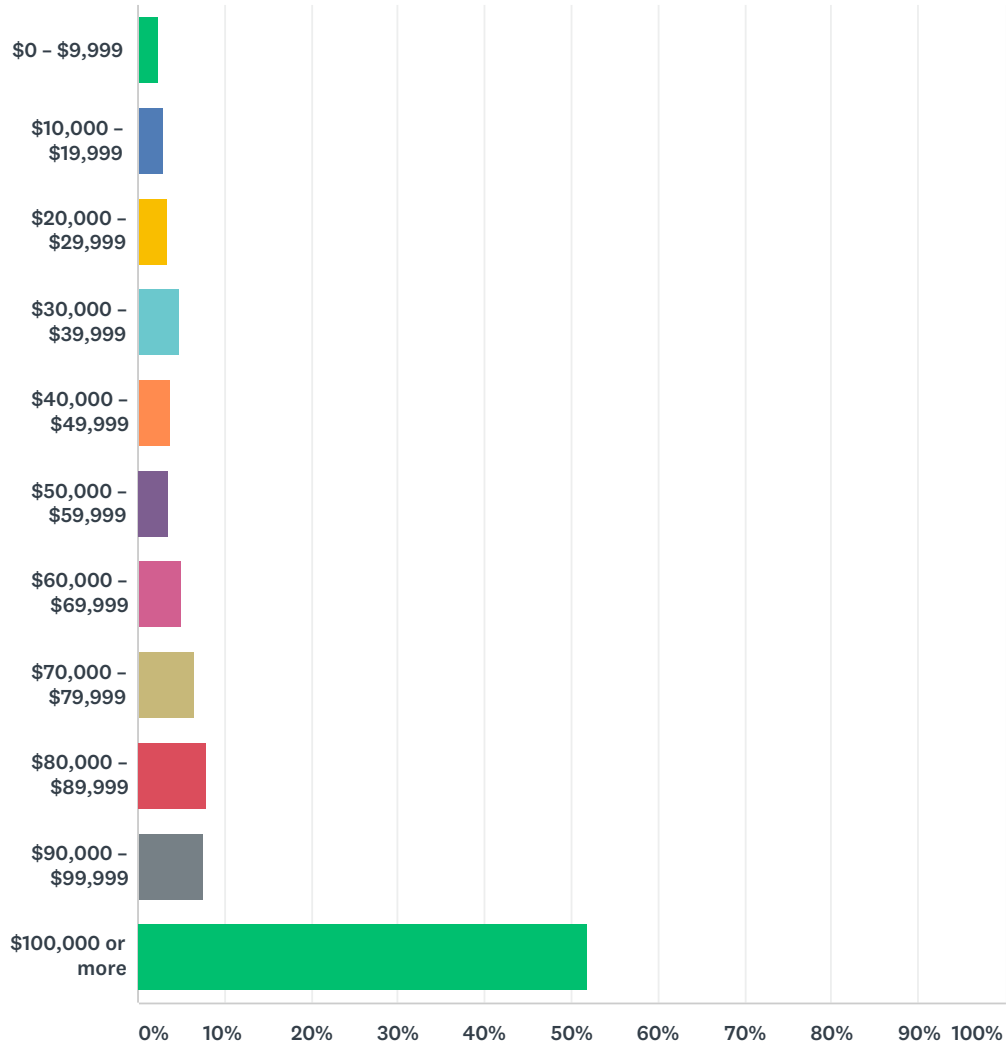
Q24 What is your gender?

Answered: 600 Skipped: 141



Q25 How much total combined money did all members of your household earn in 2018?

Answered: 547 Skipped: 194



6.4 Park Equity Maps Methodology

Equity Parks Layer

With input from PRM Management, a Park Equity Layer was defined based on whether a park has active or passive recreation opportunity and is accessible to the public.

Each park in the City of Long Beach authoritative GIS database is identified as being included in the park equity layer or not. Some parks were broken up into multiple areas if portions of the park were to be included in the equity layer and others not.

Please reach out to Meredith Reynolds or Alma Castro for more information.

Service Areas

Each type of service area (based on park type) is stored as a separate feature in the service area layer. Only parks included in the Equity Layer were used to generate the service areas.

- Neighborhood Park: 1/2 mile
- Mini Park: 1/8 mile
- Community park: 1 mile
- Regional Park: 2 miles
- Greenway:
 - 1/2 mile up to 35 acres park size
 - 1 mile if larger than 35 acres (none currently in city)
- Special use:
 - 1/8 mile if less than 2 acres
 - 1/2 mile if 2 - 8 acres
 - 1 mile if greater than 8 acres
- Golf course: no service area buffer

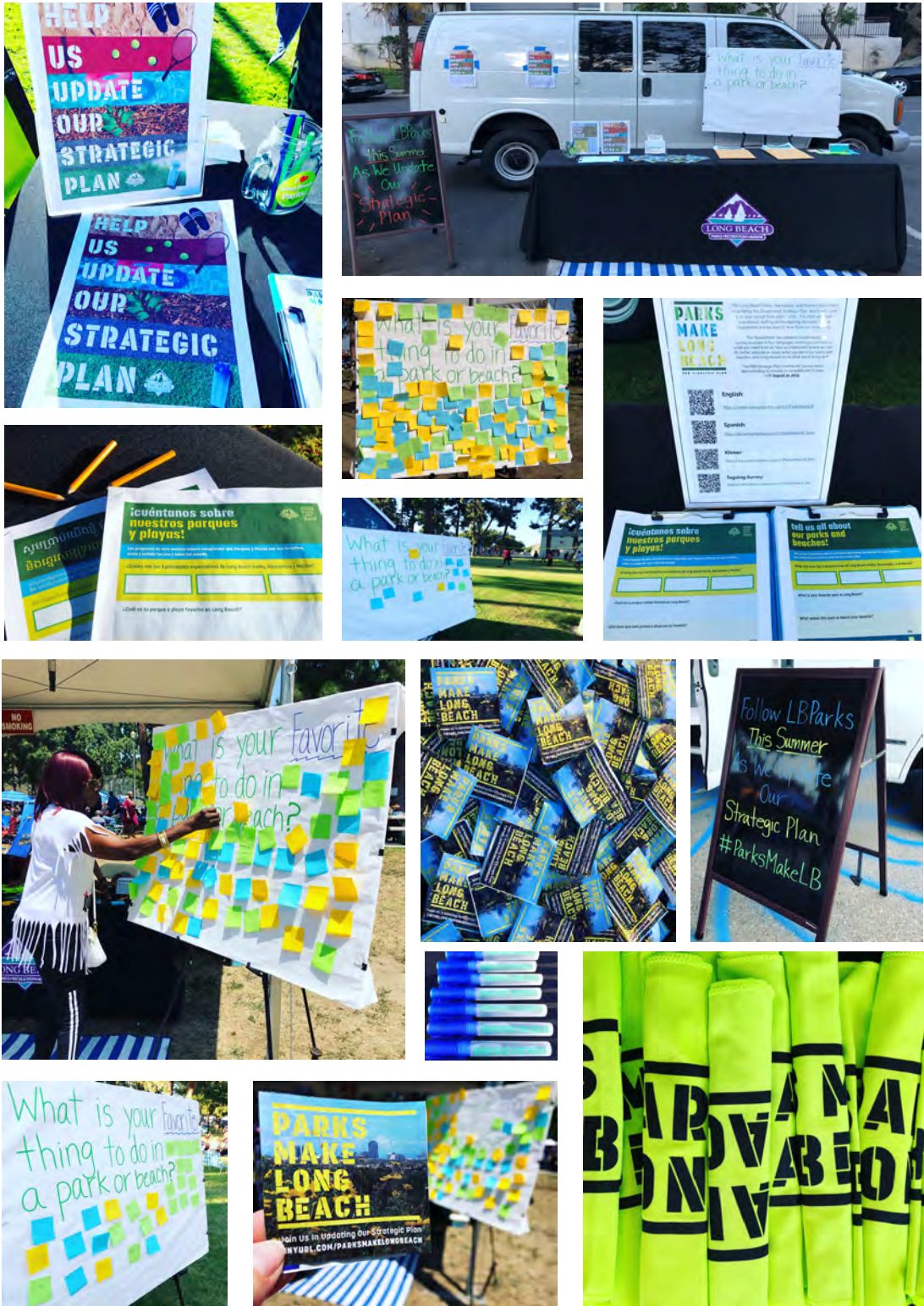
Acres Per 1,000 Residents

Community Planning Areas, from General Plan Land Use Element. Only parks included in the equity layer were used to get the total park acreage per planning area.

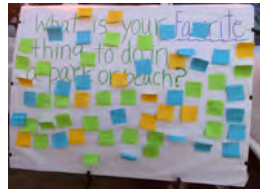
- Modified to split the Westside/Wrigley at the 710 freeway
- Underlying population estimate is from census block group 2010 data, based on population of the block groups where the center falls within the community planning area

6.5 Community Outreach Media

Community Engagement









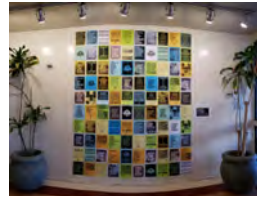
Parks Make Life Better Month



Park Survey Promotional Posters



PRM Admin!



Chavez Park!



El Dorado Park!



Pan Am Park!



Nature Center!



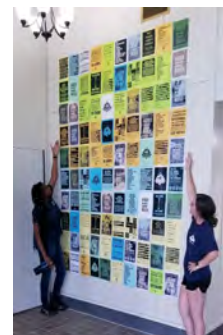
Silverado Park!



Coolidge Park!



Orizaba Park!

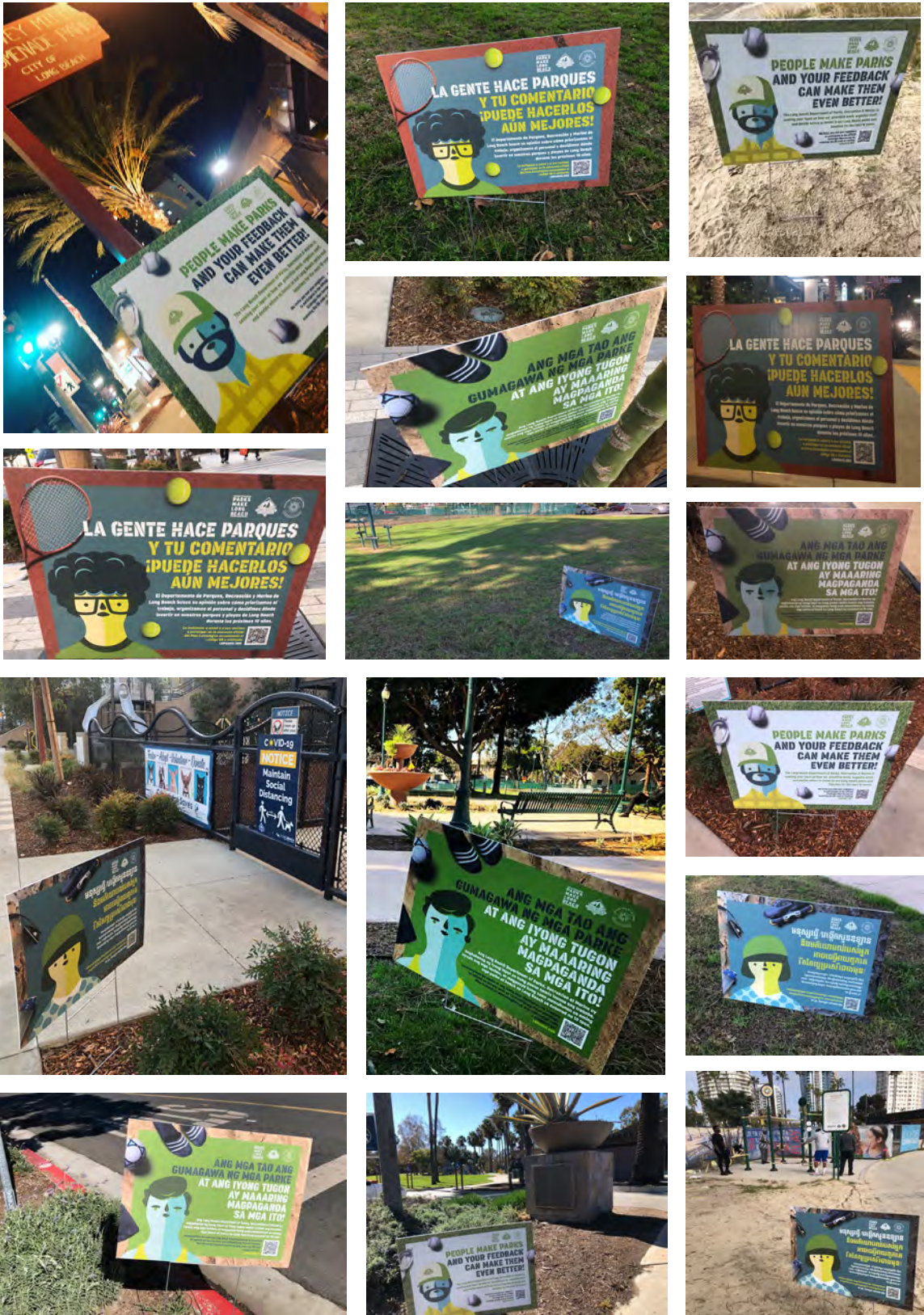


Stearns Park!

Community Engagement Posters



Promotional Survey Lawn Signs



Pop-Up Survey Stations



Website & Web News Updates

LONG BEACH
PARKS, RECREATION AND MARINE

PRM Home Animal Care Services Recreation Programs Parks and Facilities Business Operations Marine

Home » Park » About The Department » PRM Strategic Plan

Parks Make Long Beach: Department Of Parks, Recreation And Marine Strategic Plan

In 2019, the Long Beach Department of Parks, Recreation, and Marine launched a new effort to update the 2003 Parks, Recreation and Marine Department Strategic Plan, made possible by funding from the City Council. The new Strategic Plan will cover a 10-year period from October 2021- September 2031, aligned with the City's fiscal year, and will guide operational, staffing, and budgeting decisions for Department of Parks, Recreation and Marine (PRM).

What is the Strategic Plan and What Does It Do?

A strategic plan is a document that a City department uses to guide how they will prioritize work, organize staff, and decide how to best budget their money. It is essential for the Long Beach Department of Parks, Recreation, and Marine to adapt as the city continues to evolve. Responding to the needs of residents and visitors remains vital to the success of our community.

The Parks Make Long Beach: Department of Parks, Recreation and Marine Strategic Plan engages everyone who makes our parks, beaches, and marinas special—our staff, our partners, and our visitors—and creates a roadmap that meets their goals for our Parks, Recreation, and Marine Department.

The City has worked very closely with community members, stakeholders, and staff members to identify the opportunities, strengths, obstacles, and needs of PRM to provide a framework for the next 10 years with the Department. The new PRM Strategic Plan is a community-driven effort that presents

National Gold Medal Award Winner

LB ReConnect

Home » Park » News » Long Beach Parks, Recreation And Marine Re-Launches Strategic Plan Update 2021

PEOPLE MAKE PARKS AND YOUR FEEDBACK CAN MAKE THEM EVEN BETTER!

The Long Beach Department of Parks, Recreation & Marine is seeking your input on how we prioritize work, organize staff and decide where to invest in our Long Beach parks and beaches for the next 10 years.

We invite you and your neighbors to participate in our official Strategic Plan Survey by scanning the QR code or visiting <https://bit.ly/3a5t0w6>

DEPARTMENT STRATEGIC PLAN UPDATE (STRATEGIC PLAN)

Release Date: 2021-02-03

“We Create Community” Newsletters

Parks, Recreation & Marine Starts Outreach for New Strategic Plan



Long Beach Parks, Recreation and Marine (PRM) is engaging the community in identifying goals and priorities for PRM for the next ten years to update their 15-year old Strategic Plan. The Plan will be an important blueprint to continue PRM's work of expanding open space and bringing recreational opportunities to every neighborhood in Long Beach.

Over the coming months, PRM will invite community members to share their ideas at community conversations and engagement events across the city, through surveys, public workshops and activities at park summer events. The City also has created a PRM Strategic Plan Page at a <https://bit.ly/2TD7WY1> with a list of outreach events and a community survey.

The Fiscal Year 2019 budget included \$70,000 to update PRM's Strategic Plan, which was last addressed in 2003. The new PRM Strategic Plan, dubbed "Parks Make Long Beach," will cover a 10-year period, from 2020 to 2030, and is intended to incorporate the City's existing plans with new goals as well as serving as a guide for PRM's operational, staffing and budgeting decisions.



Follow us on Twitter: www.twitter.com/LongBeachParks

Parks Make Long Beach: PRM Strategic Plan Update

The development of the 2020 Parks, Recreation and Marine (PRM) Strategic Plan has begun with preparing the website and the first initial components, include a website, staff survey, community survey and summer engagement events.

Parks Make Long Beach, the branding campaign for the PRM Strategic Plan, features pictures showing the diversity of people and the many ways they use parks and beaches. A color palette of green for parks, yellow for beaches and blue for water will be used consistently throughout. The branding for displays, signs, social media, reports and other communication tools will start to be rolled out over the summer.

During the summer community outreach events to get the public's perspective will take place at events like PRM's Movies and Concerts in the Park and Be SAFE programs, the survey results will be analyzed and plan goals will begin to be prioritized. A draft will be finalized in early 2020 and presented to the Parks and Recreation Commission and City Council in summer 2020 for approval.

For PRM Strategic Plan updates, follow #ParksMakeLB or visit www.longbeach.gov/parks/business-operations/about/form-strategic-plan/

Follow us on Twitter: www.twitter.com/LongBeachParks



PAGE 4

Long Beach Strategic Plan Encourages Community to Share Park Stories

Parks, Recreation & Marine is excited to launch the first ever LBParkStories, an effort to preserve and share our community's stories about their connection to Long Beach's parks, beaches and programs. The content of these stories will support the development of the revised Parks, Recreation and Marine Strategic Plan, that will help guide Department priorities for the next ten years.

The stories are captured by recording an audio interview where our community members and staff talk about their cherished memories and stories that happened in our parks or beaches or took place while participating or leading our programs. The goal is to demonstrate the power of parks and the positive impact it has made in the lives of our community members and staff.

These stories will be saved in an audio database that will be made available on the City's website and shared throughout the year and preserved for years to come.

All residents are invited to record their LBParkStory! It is open to all age groups and languages. Visit longbeach.gov/parks/business-operations/about/lbpm-strategic-plan in April for the dates and park sites where recordings will take place!



PAGE 4

Parks, Recreation and Marine Strategic Plan Efforts Launched



The City of Long Beach's Parks, Recreation and Marine Department (PRM) is launching efforts for a Strategic Plan that will engage the community in identifying goals and priorities for PRM for the next ten years.

"A Strategic Plan for Parks, Recreation and Marine will be an important blueprint to continue our work of expanding open space and bringing recreational opportunities to every neighborhood in Long Beach," said Mayor Robert Garcia.

Over the coming months, PRM will invite community members to share their ideas at community conversations and engagement events across the city, through surveys, public workshops and activities at park summer events. The City also has created a PRM Strategic Plan Page at a <https://bit.ly/2TD7WY1> with a list of outreach events and a community survey.

"Our current Strategic Plan is more than 15 years old," said Gerardo Maue, Director of Parks, Recreation, and Marine. "We want to design a new plan with community input at the core of the process."

The Fiscal Year 2019 budget included \$70,000 to update PRM's Strategic Plan, which was last addressed in 2003. The new PRM Strategic Plan, dubbed "Parks Make Long Beach," will cover a 10-year period, from 2020 to 2030, and is intended to incorporate the City's existing plans with new goals as well as serving as a guide for PRM's operational, staffing and budgeting decisions.

The launch of a new PRM Strategic Plan coincides with a pledge by Mayor Robert Garcia to work to ensure that everyone in Long Beach be within a 10-minute half-mile walk to a park. Currently, 81% of Long Beach residents are within a 10-minute walk to a park. The 10-minute walk campaign is led by the Trust for Public Land, National Recreation and Park Association and Urban Land Institute. Read more about it at <https://10minutewalk.org/>.

PEOPLE MAKE PARKS AND YOUR FEEDBACK CAN MAKE THEM EVEN BETTER!

The Long Beach Department of Parks, Recreation & Marine is seeking your input so we can prioritize work, organize staff, and decide where to invest in our Long Beach parks and beaches for the next 10 years.

We invite you and your neighbors to participate in the official Strategic Plan Survey by completing the QR code or visiting <https://bit.ly/2td7wyy>



Like us on Facebook: [Facebook.com/LongBeachParks](https://www.facebook.com/LongBeachParks)

We Create Community February 2021

Social Media Posts



Long Beach Pa... · 7/13/19
 Come see us today at Scherer Park's Blues Concert to learn about our community survey to help update our Strategic Plan #ParksMakeLB – at Scherer Park



Long Beach P... · 7/22/19
 ¡Visite Somerset Park esta noche para #LBParks esta haciendo un nuevo Plan Estrategico. Toma nuestra encuesta y comparte sus opiniones antes del 30 de agosto



Long Beach Par... · 8/7/19
 Stop by the #LBParks booth at Cherry Park's Movie in the Park to take our community survey to help update our Strategic Plan! Survey open until Aug 30, 2019 at tinyurl.com/parksmakelongb... #ParksMakeLB – at Cherry Avenue Park



Long Beach Pa... · 7/18/19
 ¡Visite Silverado Park esta noche para #LBParks esta haciendo un nuevo Plan Estrategico. Toma nuestra encuesta y comparte sus opiniones antes del 30 de agosto. tinyurl.com/parksmakelongb... #ParksMakeLB – at Silverado Park Pool



Long Beach Par... · 7/8/19
 ¡Visite Ramona Park esta tarde. #LBParks esta haciendo un nuevo Plan Estrategico. Toma nuestra encuesta y comparte sus opiniones antes del 30 de agosto. tinyurl.com/parksmakelongb... #ParksMakeLB – at Ramona Park



Long Beach Par... · 7/6/19
 ¡Visite Houghton Park esta tarde. #LBParks esta haciendo un nuevo Plan Estrategico. Toma nuestra encuesta y comparte sus opiniones antes del 30 de agosto. tinyurl.com/parksmakelongb... #ParksMakeLB



Long Beach Pa... · 1/27/21
 ¡Los parques hacen Long Beach y la gente hace parques! ¡Estamos actualizando nuestro Plan Estratégico y queremos saber de ti! Obtenga más información y responda nuestra breve encuesta: bit.ly/3n70owa #ParksMakeLB



Long Beach Pa... · 2/17/21
 Have you seen these signs at our parks & beaches? Scan them with your phone & take our survey! bit.ly/prm_strategicp...
 ¿Has visto estos carteles en nuestros parques y playas? ¡Escanéalos con tu teléfono y responde nuestra encuesta oficial! bit.ly/prm_strategicp... #ParksMakeLB



Long Beach P... · 8/23/19
 Come see us tonight at the **100** Days of Summer Finale Concert and take the #LB Parks Survey until Aug 30th tinyurl.com/parksmakelomb... #ParksMakeLB – at Marina Vista Park



Long Beach Pa... · 2/18/21
 Have you taken the Official PRM Strategic Plan survey yet? We have setup pop-up survey stations at McBride Park, Houghton Park, Orizaba Park, Veterans Park, El Dorado Nature Center, & the Long Beach Marine Bureau Office. Or take the survey online at: bit.ly/prm_strategicp...



Long Beach P... · 8/27/19
 This is the last week to take the #LB Parks survey! Available online in English, Spanish, Khmer & Tagalog until August 30th. Share your parks vision today! tinyurl.com/parksmakelomb...



Long Beach Parks @LongBeachParks

QOTD: If you planned a park, what would you put in it? #LBPlanningMonth #ParksMakeLB



Long Beach Pa... · 2/18/21
 តើអ្នកបានធ្វើការស្រាវជ្រាវទីផ្សារ PRM Strategic Plan រឺទេ? យើងមានស្ថានីយ៍ស្រាវជ្រាវនៅ McBride Park, Houghton Park, Orizaba Park, Veterans Park, El Dorado Nature Center, Long Beach Marine Bureau Office #ParksMakeLB



Long Beach Pa... · 2/18/21
 Kinuha mo na ba ang survey na Opisyal na PRM Strategic Plan? Mayroon kaming mga pag-set up na istasyon ng pagsisiyasat na pop-up sa McBride Park, Houghton Park, Orizaba Park, Veterans Park, El Dorado Nature Center, at ng Long Beach Marine Bureau Office #ParksMakeLB



Long Beach P... · 2/24/21
 Our team of dedicated staff provides excellent programs at our parks & beaches 🌳 Let us know what programs you'd like to see by taking our short survey bit.ly/prm_strategicp... #ParksMakeLB



Long Beach P... · 2/24/21
 Nuestro equipo de personal dedicado ofrece excelentes programas en nuestros parques y playas 🌳🌳 Háganos saber qué programas le gustaría ver respondiendo a nuestra breve encuesta: bit.ly/prm_strategicp... #ParksMakeLB



Long Beach Parks, Recreation & Marine
 Posted by Meredith Reynolds
 January 26 · 🌐

Hey #longbeach 🙌 #LB Parks is launching a new campaign to update our Parks, Recreation, and Marine Strategic Plan, guiding how we prioritize work, organize staff, and Decide where to invest over the next 10 years. We want to hear f... See More See Translation



Thanks to all our amazing partners! Who else should we partner with? Tell us here http://bit.ly/prm_strategicplan

¡Gracias a todos nuestros increíbles socios! ¿Con quién más de... See More See Translation

PRM HAS PARTNERED WITH:
THE LA DODGERS
 Complete uniforms & gloves for 744 kids
THE LA CLIPPERS

