

OC PARKS | STRATEGIC PLAN

2018



OC PARKS.
YOUR BACKYARD ADVENTURE.

ORANGE COUNTY BOARD OF SUPERVISORS



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DIRECTOR'S MESSAGE

In 2007, the Orange County Board of Supervisors adopted a strategic plan for OC Parks, the first for the organization charged with effective operation and management of the County's extensive regional park system. The planning process focused on defining OC Parks' mission, vision and values, as well as evaluating the key issues of open space stewardship, capital and maintenance funding and identification of the department's core function. The plan provided goals and strategies related to these key issues and recognized a broad set of guiding principles for fulfillment of its mission. The intensive stakeholder-driven process was critical over the next decade to the planned growth of the park system and the establishment of OC Parks as an organization with a unique and public-facing identity.

In 2017, we recognized that although the 2007 plan steered OC Parks to achieve a high level of success and a myriad of accomplishments in stewardship and public service, the significant changes in internal and external circumstances, constraints and opportunities over that same period necessitated an update to the plan and a refinement of mission and strategic initiatives. Today, the OC Parks portfolio is 50% larger than it was when the 2007 plan was developed, now comprising over 60,000 acres of regional and wilderness parks, beaches and harbors, historical sites, bikeways and trails. Park visitorship continues to grow year over year, with more than 14.7 million people per year experiencing Orange County's beautiful natural resources, recreational amenities and cultural heritage.

Population growth, development expansion, densification and complex demographic changes in Orange County are all factors that have placed an increasing level of demand on our open spaces. Technology has also contributed a level of complexity to management of the parks, with social media driving connection, exploration and even competition for new opportunities and destinations — some of which may be restricted to protect sensitive habitat or cultural resources. The fact that so many people are embracing outdoor recreational activities is something to be celebrated, as it certainly contributes significantly to the overall health and wellbeing of the community. However, it should also be recognized that without careful management, human impacts from our homes, businesses, infrastructure and daily activities may do irreparable damage to Orange County's robust and unique ecosystem.

Broader environmental hazards — drought, wildfire, invasive species, coastal erosion — threaten not only the vibrancy and aesthetics of our open spaces, but also our cost of living, property values and the overall resiliency of our community. The coastal and inland parklands, watersheds and greenbelts all play a critical role in buttressing that resiliency, but only with ongoing investment and stewardship.

The dedicated staff of OC Parks, in collaboration with our valued volunteers, non-profit partners and Orange County residents, have assumed the mantle of champions of the land in support of a thriving community. Our core values of Community, Commitment to Excellence, Service and Stewardship reflect our pledge to protect, preserve and enhance our parklands for the benefit of generations to come. This Strategic Plan serves as a reaffirmation of those values and provides a clear set of objectives and success measures to guide our activities in the decade to come.

Thank you for your support of OC Parks. We look forward to enjoying this adventure together.



Stacy Blackwood
OC Parks Director

THE PURPOSE OF THIS STRATEGIC PLAN IS TO:

- Build on the 2007 Strategic Plan
- Link this Strategic Plan with the annual development of the Strategic Financial Plan and budget
- Illuminate the value and purpose of OC Parks
- Define goals and objectives to guide OC Parks for the next 10 years

OUR FUTURE

We defined our strategic priorities to support our commitment to delivering our core services, continually improving our operations and developing our people to make OC Parks the best they can be.

We are committed to the importance of fiscal accountability and support of our residents and taxpayers in funding our parklands, services, programs and staff.

OUR MISSION

We developed a mission statement that reflects what we do day-to-day in serving Orange County residents and preserving our natural and cultural heritage.

OUR VALUES

We documented our values — how we will interact with our park users, other governmental agencies, the public and each other.

WHO WE ARE

OC Parks encompasses regional, wilderness and historical facilities, as well as coastal areas throughout Orange County, California. OC Parks' facilities offer something for everyone, whether for recreation and exercise, enjoying nature, or learning about the history of Orange County. OC Parks is committed to managing land and facilities in a way that maximizes their enjoyment by the public, while properly caring for them so they thrive for generations to come.




150 MILES OF PAVED
REGIONAL TRAILS
AND 350 MILES OF
OFF-ROAD TRAILS



FUN FACTS

THREE MARINAS AND HARBORS

60,000

ACRES OF DIVERSE REGIONAL PARKLANDS, WILDERNESS,
HISTORIC SITES AND COASTAL AREAS
THAT'S ABOUT EQUAL TO 45,500 FOOTBALL FIELDS! 

25 URBAN AND WILDERNESS PARKS

7 MILES OF BEACHES AND OTHER COASTAL FACILITIES

AWARD-WINNING PARKS AND PROGRAMS ARE ENJOYED BY MILLIONS OF RESIDENTS
AND VISITORS EACH YEAR, IN WAYS AS DIVERSE AS THE PARKS THEMSELVES.



WHY WE MATTER

OC PARKS ARE IMPORTANT TO VISITORS

OC residents of all backgrounds come to OC Parks to relax and refresh. Spending time in parks helps people connect with nature, friends and promote well-being. Many find the beauty of the parks inspirational. People come to the parks to recreate – hike, bike, horseback ride and play. Others come to volunteer or learn about nature.

What makes OC Parks even more valued is its close proximity to OC

residents. OC Parks offer camping, hiking, lake fishing and other opportunities within a half-hour drive from anywhere in Orange County. Many spaces are also interconnected and accessible by regional trails. Our staff are friendly and dedicated to preserving and maintaining the parks and serving our communities.

OC PARKS ARE IMPORTANT TO NON-USERS AS WELL

The preservation and protection of open spaces improves OC's environment, community health and surrounding beauty in an otherwise urbanized landscape. One-tenth of OC's land is part of OC Parks, providing:

- Improved property values – important to taxpayers whose dollars help make the parks possible
- Interconnected natural lands that promote long-term survival of the unique and diverse plants and animals living here.
- Vegetation to promote clean air and water
- Diverse habitats where wildlife can thrive

OC PARKS EMPLOYEES' PERSPECTIVES:

“OC Parks facilities provide countless opportunities for rest, recreation and education. They enhance the lives and overall well being of Orange County residents.”

“OC Parks is responsible for the natural resources entrusted to it to steward, the maintenance of its facilities and development of opportunities that contribute to the quality of life for the residents of Orange County and beyond.”

“OC Parks provide areas of serenity and relaxation that support healthy lifestyle choices.”

“OC Parks matters because it will allow future generations to have the same experiences I have had while living in Orange County. These experiences include recreational opportunities, conservation programs and safe places to enjoy.”

OUR STAKEHOLDERS AND PARTNERS

OUR PARTNERS

OC Parks thrives because of the support and direction of our Board of Supervisors and County Chief Executive Officer (CEO). We also rely on the valuable expertise of our advisory groups and many partner organizations, including the OC Parks Commission, OC Parks Trails Subcommittee, OC Parks Historical Commission and the Coastal Greenbelt Authority.

As part of a broader OC family, we work closely with other programs in OC Community Resources (OCCR) and other County agencies to deliver services that uphold the County of Orange's Vision, Mission and Values.

Along with all of the above, we are fortunate and grateful for our many volunteers and nonprofit organizations who give countless hours and support to help us serve the public and deliver our programs and services.

OUR STAKEHOLDERS

OC Parks serves not only our park users, but the communities that neighbor our parks and property owners whose taxes make OC Parks possible. OC Parks facilities are an important draw for non-residents, including tourists, who enjoy the many amenities our regional park system offers.

Our stakeholders also include regulating agencies who provide important oversight, such as California Coastal Commission, Regional Water Quality Control Board (RWQCB), California Department of Fish and Wildlife (CDFW), U.S. Fish and Wildlife Service and U.S. Army Corps of Engineers (ACOE), among others.



OUR VISION

CHAMPIONS OF THE LAND FOR A THRIVING COMMUNITY.

MISSION STATEMENT

WE PRESERVE AND ENHANCE OC PARKS' NATURAL AND CULTURAL RESOURCES FOR RECREATION, EDUCATION AND EXPLORATION.



We see a future where residents and visitors alike cherish Orange County's parklands and the ecosystem they support. A future where people value and invest in parklands as critical assets for:

- ✔ Improved quality of life, health and well-being
- ✔ A sustainable environment amid densely populated urban development
- ✔ Cleaner air, clean water and climate resiliency
- ✔ Enhanced real estate values
- ✔ Preserving Orange County's natural and cultural heritage

OC residents connect with the surrounding environment where flora and fauna thrive. They appreciate that the commitment to stewardship of these open spaces encourages resilience to fire, erosion and other conditions that threaten the community as a whole.

Our goal is that current and future generations consider OC Parks as a key reason Orange County is a great place to live, work and play.

OUR VALUES

COMMUNITY

Actively bringing park users together to share the natural and cultural benefits of our parks. Understanding that every OC Parks employee plays an essential role in meeting our mission.

COMMITMENT TO EXCELLENCE

Delivering quality service for our parks. Learning from both success and challenges to continually improve.

SERVICE

Meeting the expectations of our community with innovative solutions and high standards of customer service.

STEWARDSHIP

Protecting and improving the parks, wilderness and natural and cultural heritage sites entrusted to our care as irreplaceable and invaluable assets.

CHERISHING OUR UNIQUENESS

OC Parks is in a unique position of preserving wilderness and open spaces, while still serving local communities. Building on the 2007 Strategic Plan, this Strategic Plan updates and continues OC Parks' commitment to provide:

- A system of regional parks of significant size and character not otherwise provided by local cities and homeowners associations.
- A regional recreation network with park sites and programs that respond to diverse, county-wide recreational interests.
- A public regional biking, riding and hiking trail system with linkages to open space and recreation facilities, including local trail systems.
- In addition, OC Parks promotes preservation, conservation and stewardship of open space and the County's cultural and historic heritage.
- A landscape available for research, interpretation, education, art and community building.

Similar to city parks, OC Parks are based in the community. OC Parks also provides significant, dynamic and diverse parklands, including open space, coastline, unincorporated community parks, harbors and marinas, trails, wilderness, OC Zoo and historical sites. Similar to state and federal parks, OC Parks is dedicated to preserving wildlife, providing open space and educating the public about nature. OC Parks is deeply committed to ensuring the public maintains an appreciation for the parks that are rooted in their community.



CITY PARKS

COUNTY PARKS

(OC PARKS)

STATE PARKS

FEDERAL PARKS

REGIONAL PARKS

Carbon Canyon
Ralph B. Clark
Ted Craig
Featherly
Irvine
Laguna Niguel
William R. Mason
Mile Square
O'Neill
Peters Canyon
Santiago Oaks
Talbert
Tri-City
Harriett M. Wieder
Yorba

BEACHES

Aliso
Baby Beach
Camel Point
Capistrano
Poche
Salt Creek
Strands
Tablerock
Thousand Steps
West Street

HARBORS / MARINAS

Dana Point Harbor
Newport Harbor
Sunset Harbour

WILDERNESS

Aliso and Wood Canyons
Ronald W. Caspers
Irvine Ranch Open Space
Laguna Coast
Thomas F. Riley
Upper Newport Bay
Whiting Ranch

REGIONAL TRAILS

Aliso Creek Trail and Bikeway
Anaheim Hills Trail
Bay View Trail and Bikeway
Bell View Trail
Coyote Creek Bikeway
Esplanade Trail
Hicks Trail
Irvine Coast Bikeway
Peters Canyon Trail and Bikeway
Salt Creek Trail and Bikeway
Santa Ana River Trail and Bikeway
Serrano Creek Trail
Skyline Trail and Bikeway
and 500 miles of additional trails
and bikeways

COMMUNITY PARKS

Badlands
Bent Tree
Holderman
Seaview
Woodgate

SPECIALTIES

Haster Basin
Recreational Park
OC Zoo

HISTORIC SITES

Arden: Helena Modjeska
House and Gardens
Cooper Center
Heritage Hill
Irvine Ranch
George Key Ranch
Old Orange County
Courthouse
Ramon Peralta Adobe
Yorba Cemetery

OUR OC PARKS ASSETS

WHEN YOU THINK OF OC PARKS, YOU MAY THINK OF LAND AND TREES. WHEN WE THINK OF OC PARKS, WE THINK OF ALL OF THE WONDERFUL **PARK ASSETS** THAT ARE ENTRUSTED TO US TO PROVIDE AND MAINTAIN IN SERVING OUR VISITORS!

RECREATION

Playgrounds
Sports fields/courts
Hiking/Camping
Horseback riding
Golf
Surfing
Sailing/Boating
Biking
Fishing

NATURAL RESOURCES

Ecosystems
Habitat
Plants
Animals
Geology



LAND

Wilderness
Regional parks
Open space
Nature preserves

WATER

Lakes
Harbors
Marinas
Beaches
Streams
Estuaries

UNIQUE RESOURCES

Zoo
Nature centers
Vista points
Archery range
RC flying fields

CULTURAL RESOURCES

Archeology & paleontology sites and collections
Historic & heritage sites

FACILITIES

Picnic shelters
Restrooms
Sailing center
Amphitheaters
Meeting rooms
Wedding sites

LANDSCAPING

Trees
Shrubs
Turf
Native gardens
Irrigation & drainage



OC PARKS EMPLOYEES

Park Rangers
Field/Maintenance/
Operations
Administrative
Resource Specialists
Zoo/Animal Keepers

AMENITIES

Concessions
Children's train
Equestrian center
Paddle boats
Bike rentals
Retail
Restaurants
Hotel
Campsites
Picnic tables

INFRASTRUCTURE

Roads, parking
Regional trails
Walkways/sidewalks
Benches
Fire pits/barbecues
Drinking fountains



WHERE WE WERE: 2007 STRATEGIC PLAN

PURPOSE

The 2007 OC Parks Strategic Plan provided a road map to guide OC Parks, as a newly integrated organization, toward establishing its vision and mission and addressing the management, operation, maintenance, expansion and development of our facilities and programs. The Strategic Plan addressed three key issues:

1. **The Core Business of OC Parks** – What is OC Parks doing now and how or should that change in the future? What should be emphasized, improved and what should OC Parks look to others (either independently or in partnership) to provide?
2. **Stewardship of Open Space** – How should OC Parks manage and provide use of the wilderness parks and open space under its purview? How can resource protection be balanced with public access?
3. **Funding Regional Parks** – What is the current capacity of OC Parks to fund current operations along with future improvements and their associated operating costs? Within this framework, what should be priority pursuits for and use of funds?

2007 GOALS

The 2018 OC Parks Strategic Plan builds on the goals, established in 2007, to ensure their continuation while focusing on specific areas that warrant more concentrated attention. The 2007 goals were:

A – RECREATIONAL OPPORTUNITIES Meet the regional recreational needs of a growing population in balance with preservation and protection of natural, cultural and historic resources.

B – NATURAL RESOURCES STEWARDSHIP Preserve and protect the environmental legacy of Orange County for present and future generations.

C – CULTURAL AND HISTORIC RESOURCES STEWARDSHIP Preserve and protect the cultural and historic legacy of Orange County for present and future generations.

D – ACCESS AND CONNECTIONS Ensure accessibility to and continuity of the County's harbors, beaches, parks, cultural sites and trails.

E – PUBLIC COMMUNICATION AND EDUCATION Increase public awareness and appreciation for the natural, cultural and historic resources of Orange County.

F – COLLABORATIVE LEADERSHIP/ PARTNERSHIPS Create strategic alliances by proactively engaging other organizations and the community at large.

G – ORGANIZATIONAL EFFECTIVENESS Align organizational structure and capabilities with the mission and goals.

H – FINANCIAL DISCIPLINE Achieve sustainable long-term financial viability to satisfy operational needs, capital requirements and desired programs and services.

I – PUBLIC SAFETY Ensure that all OC Parks facilities maintain a high level of safety for visitors and employees.





WHERE WE'RE GOING: 2018 STRATEGIC PLAN

OUR WORLD HAS CHANGED SINCE 2007, WHEN WE DEVELOPED THE PRIOR STRATEGIC PLAN.

Changes in Orange County. Orange County's population of 3.2 million represents residents with greater diversity in terms of ethnicities, interests, ages and lifestyles.

Changes within OC Parks. OC Parks was transferred from OC Public Works to become part of the newly created OC Community Resources (OCCR), building on a shared administrative resource model. OC Parks has increased our land holdings by more than 50%. We face new and pre-existing environmental concerns, such as coastal erosion, tree pests infestation and wildfires. Our visitor rates to our OC Parks have increased significantly with potential negative impact on the environment if not carefully managed.

BECAUSE OF THESE CHANGES AND OTHER TRENDS, IT IS TIME TO MODERNIZE OC PARKS' VISION AND MISSION TO ENSURE IT IS IMPACTFUL TO INTERNAL AND EXTERNAL STAKEHOLDERS.

WE WANT TO:

- ➔ ILLUMINATE THE VALUE AND PURPOSE OF OC PARKS
- ➔ INCLUDE GOALS, OBJECTIVES AND ACTION STEPS THAT WILL GUIDE OC PARKS FOR THE NEXT 10 YEARS
- ➔ ENSURE THAT THE STRATEGIC PLAN HAS A REASONABLE TIME FRAME, GIVEN THE ORGANIZATION'S CAPACITY FOR IMPLEMENTATION

THEREFORE, THE PURPOSE OF THE 2018 STRATEGIC PLAN IS TO:

- ➔ BUILD ON THE 2007 STRATEGIC PLAN
- ➔ FORM THE FOUNDATION IN DEVELOPING OC PARKS' STRATEGIC FINANCIAL PLAN AND BUDGET
- ➔ ESTABLISH PROGRAMS FOR CONTINUOUS IMPROVEMENT AND REVIEW OF PROGRESS FOR MEETING GOALS AND OBJECTIVES AND ACCOMPLISHING ESTABLISHED PROJECTS, THEREBY HOLDING OURSELVES ACCOUNTABLE AND ASSISTING IN DECISION-MAKING

A DECADE OF ACCOMPLISHMENTS

KEY ACCOMPLISHMENTS

RECREATION

- Increased public visitation from 9 million to more than 14 million people each year.
- Expanded the regional park system through incorporation of more than 22,000 acres of open space, as well as Tri-City Regional Park, Haster Basin Recreation Park, Roger Stanton Park and Saddleback Gateway (former Silverado Elementary School).
- Developed new recreational and educational facilities, such as the world-class archery range and multipurpose facility at Mile Square Regional Park, sports complex at Clark Regional Park and new entry and visitor center at Aliso and Wood Canyons Wilderness Park.
- Delivered expanded programming and events, including OC Parks Summer Concert Series, Sunset Cinema Series and hundreds of unique programs for exercise, education, family enjoyment, volunteerism and relaxation.

STEWARDSHIP

- Mapped 25,000 acres of open space vegetation and completed more than 400 acres of habitat restoration.
- Developed a GIS-based inventory of trees (with a portfolio valued at over \$175 million) and invested in regional partnerships to address significant regional threats such as the polyphagous shot hole borer.
- Restored and adapted historical buildings for reuse, including several structures at Irvine Ranch Historic Park, the Soda Fountain Pavilion at Irvine Regional Park and numerous interior and exterior improvements to the Old Orange County Courthouse, Arden-Modjeska and Heritage Hill.
- Developed partnerships to implement a management and curation program for the County's collection of more than 6 million archeological and paleontological artifacts.

ACCESS AND COMMUNICATION

- Used emerging technology to create improved public information and services, including online services for annual passes, reservations and permitting; an improved website; a mobile application; and Google Street View of numerous OC Parks facilities and trails.

- Increased public outreach through effective use of traditional, online and social media — increasing website users 65% from 2010 to more than 800,000 in 2017 and \$8.6 million in earned media value in 2017.
- Formed a Regional Trails Subcommittee and partnered with numerous local agencies to implement a countywide regional trail/bikeway gap closure plan. More than 21 miles of trails and bikeways have been added including four segments of the OC Loop initiative in North Orange County.

ORGANIZATIONAL EFFECTIVENESS

- Implemented contracted parking management model, increasing parking revenue by \$600,000 annually in the last 10 years without increase in entry fees and recapturing staff capacity for visitor services and park operations.
- Created the only regional Park Ranger Academy in Southern California to deliver training and professional standards in key areas such as First Aid, CPR and AED, Radio Communications, Wildland Fire Training, Customer Service, National Association for Interpretation, Natural Resource Management, Wildlife Incidents, Emergency Operations, Civil Citation Program, Backcountry Patrol, Ranger Safety and Park Incidents, graduating 67 Park Rangers to date.
- Entered into cost-effective partnerships with Seal Beach and other municipalities for OC Parks Dispatch Services, providing routine communications and emergency coordination for field staff at all OC Parks sites.
- Created the OC Parks Volunteer Program to implement standardized professional training and education for volunteers across the park system. Increased volunteer corps from 150 to nearly 1,000 individuals within three years, donating more than 34,600 hours annually.
- Established a program to prioritize and compete for grant funding, securing more than \$8 million in funds awarded for OC Parks capital improvements and initiatives over the past three years.

AWARDS AND CERTIFICATIONS

OC PARKS HAS RECEIVED MULTIPLE AWARDS FOR DEMONSTRATION PROJECTS AND OTHER ACHIEVEMENTS FROM:

National Association of Counties (NACO)

National Association of County Park and Recreation Officials (NACPRO)

National Recreation and Parks Association (NRPA)

City-County Communications & Marketing Association (3CMA)

California State Association of Counties (CSAC)

California Parks and Recreation Society (CPRS)

California Association of Public Information Officials (CAPIO)

American Society of Civil Engineers (ASCE) Orange County

American Institute of Architects Orange County Chapter (AIAOC)

U.S. Department of the Interior

League of American Bicyclists: Bicycle Friendly Communities

U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design Silver Certification



OUR STRATEGY

IN DEVELOPING THE 2018 STRATEGIC PLAN, WE BUILT ON THE LAST STRATEGIC PLAN AND OUR ACCOMPLISHMENTS TO DATE. THE DELIVERY OF OC PARKS SERVICES, PROGRAMS AND ACTIVITIES, CLUSTER INTO FOUR AREAS:

SERVICES WE PROVIDE TO THE PUBLIC.

We work with our partners and stakeholders to deliver our core services: recreational, interpretative and special event opportunities; user services; maintenance services; and wilderness, environmental and habitat protection.

INTERNAL PROCESSES & ACTIVITIES.

We require an internal infrastructure to deliver our core services. Marketing and outreach involves both public awareness and stakeholder engagement. We apply new technology to improve our processes, document our procedures and monitor our contracts. Our administrative services include information technology, human resources, payroll and business continuity in the event of a disaster. Moreover, we must have effective working relationships within OCCR and with other agencies, such as OC Public Works and the OC Sheriff's Department, particularly when dealing with issues that cut across organizational lines, such as new park construction projects or working with homeless individuals.

FINANCIAL SUSTAINABILITY.

To accomplish this, we must be financially strong with proper reserves and fee structures, combined with effective asset management (including a Capital Improvement Plan and land acquisition strategy) and cost-effective delivery of effective services.

OUR PEOPLE.

Our people make it happen – fulfill our mission and deliver our core services. We must provide the organizational structure, staffing, resources and a talent management plan to recruit and retain our skilled professionals so we can effectively deliver our core services. These “people” aspects entail teamwork, great morale and pride in OC Parks. For example, our Park Ranger Academy has helped bring new Park Rangers on board more effectively. As people retire, we must ensure that we retain their institutional knowledge. It is vital to our success that our people, along with OCCR, other County agencies and the Board of Supervisors, understand and support our shared goals

2018 OC PARKS STRATEGY MAP



OUR ASSETS



REGIONAL PARKS



BEACHES



HARBORS / MARINAS



TRAILS



WILDERNESS PARKS & CAMPING



ZOO



HISTORIC SITES & ARTIFACTS

PUBLIC SERVICES

RECREATIONAL, INTERPRETIVE & SPECIAL EVENTS
VISITOR SERVICES
MAINTENANCE SERVICES
WILDERNESS, ENVIRONMENTAL & HABITAT PROTECTION

INTERNAL PROCESSES & ACTIVITIES

PUBLIC INFORMATION, COMMUNICATION & OUTREACH
PROCESS IMPROVEMENTS
PLANNING
ADMINISTRATION
OC WORKING RELATIONSHIPS

FINANCIAL SUSTAINABILITY

EXPENDITURE & REVENUE MONITORING
LIABILITY & RESERVES
ASSET MANAGEMENT
CONTRACT MANAGEMENT & SERVICE COSTS

EFFECTIVE DYNAMIC WORKFORCE

ORGANIZATION & STAFFING
TALENT MANAGEMENT
SAFETY, EMERGENCY MANAGEMENT RESPONSE
ALIGNMENT AROUND SHARED GOALS



2018 STRATEGIC PRIORITIES AND GOALS

OC Parks received extensive input into developing its strategic priorities, including:

- OC Board of Supervisors, commissions and advisory groups
- OC Parks employee interviews and focus groups
- Multiple strategic-planning workshops with OC Parks employees and external stakeholders
- 4,607 respondents to stakeholder survey

On the stakeholder survey (summarized in the Appendix), 4,607 respondents rated OC Parks high overall (4.3/5), including an excellent enjoyment of their visits (4.4/5) and strong customer service (4.3/5).

Areas identified for continued improvement are:

- Program offerings and availability of amenities
- Improved advertising and information about recreational programs and opportunities
- Improved maintenance of landscaping and trails, as well as facilities and amenities
- Desire for more open and green space and standard park amenities

The top priorities for the next decade were:

- Invest in habitat restoration/environmental sustainability (66%)
- Purchase/acquire more parks and open space (55%)
- Build new trails/bikeways within and between parks (41%)

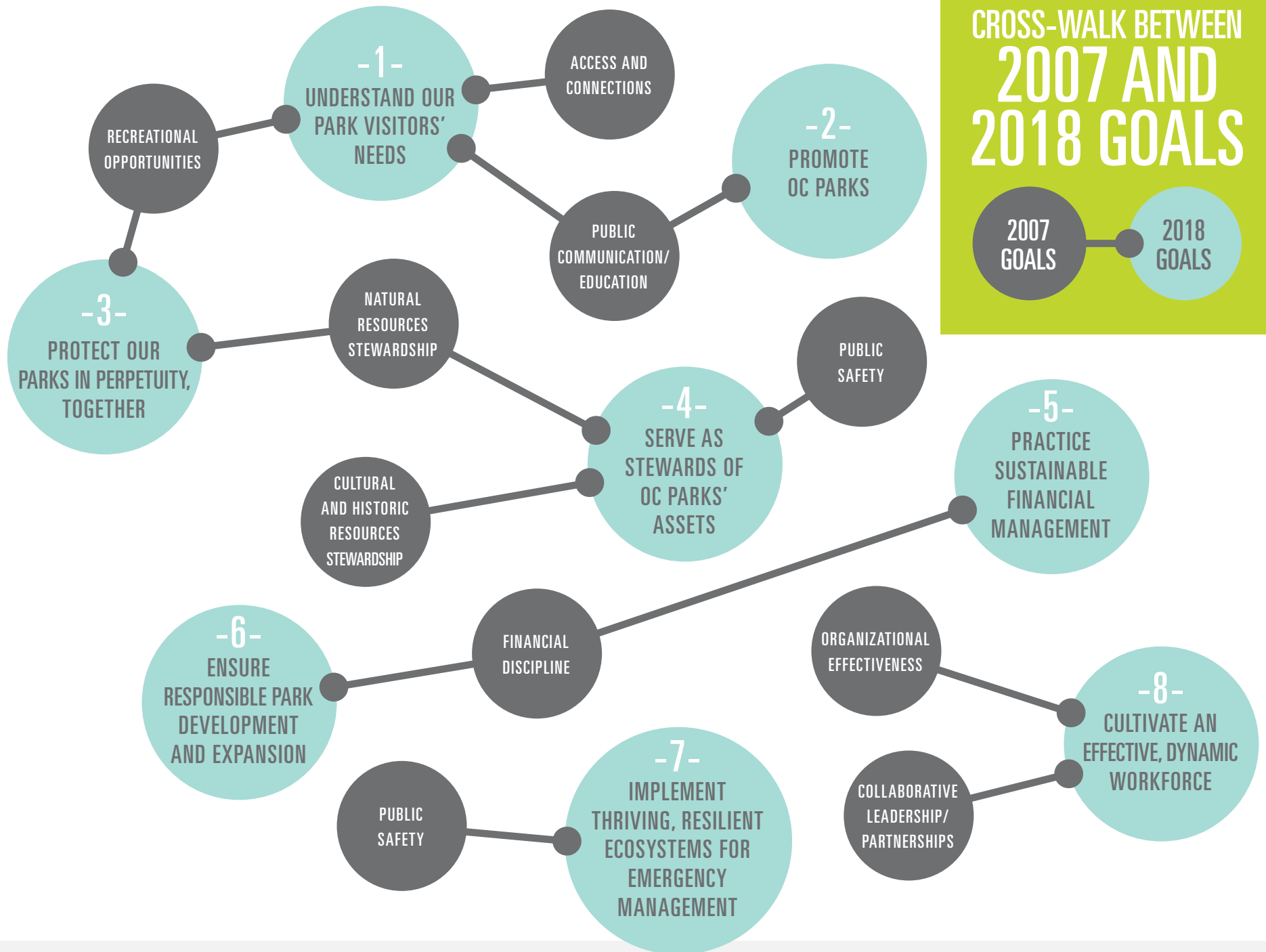
FROM THIS INPUT EMERGED A CONSISTENT PATTERN OF THE NEED FOR OC PARKS TO CONTINUE WHAT IT IS DOING, WHILE STRENGTHENING OUR CAPABILITIES IN SPECIFIC AREAS:

1. UNDERSTAND OUR PARK VISITORS' NEEDS
2. PROMOTE OC PARKS
3. PROTECT OUR PARKS IN PERPETUITY, TOGETHER
4. SERVE AS STEWARDS OF OC PARKS' ASSETS
5. PRACTICE SUSTAINABLE FINANCIAL MANAGEMENT
6. ENSURE RESPONSIBLE PARK DEVELOPMENT AND EXPANSION
7. IMPLEMENT THRIVING, RESILIENT ECOSYSTEMS FOR EMERGENCY MANAGEMENT
8. CULTIVATE AN EFFECTIVE, DYNAMIC WORKFORCE

CROSS-WALK BETWEEN 2007 AND 2018 GOALS

2007
GOALS

2018
GOALS





OC PARKS GOALS

2018

-GOAL 1-

UNDERSTAND OUR PARK VISITORS' NEEDS

ENRICHING OUR COMMUNITY

A BETTER FUTURE

OC Parks understands and adapts to serve our evolving and diverse communities, particularly given the importance of parks in our urban life.

WHY THIS MATTERS

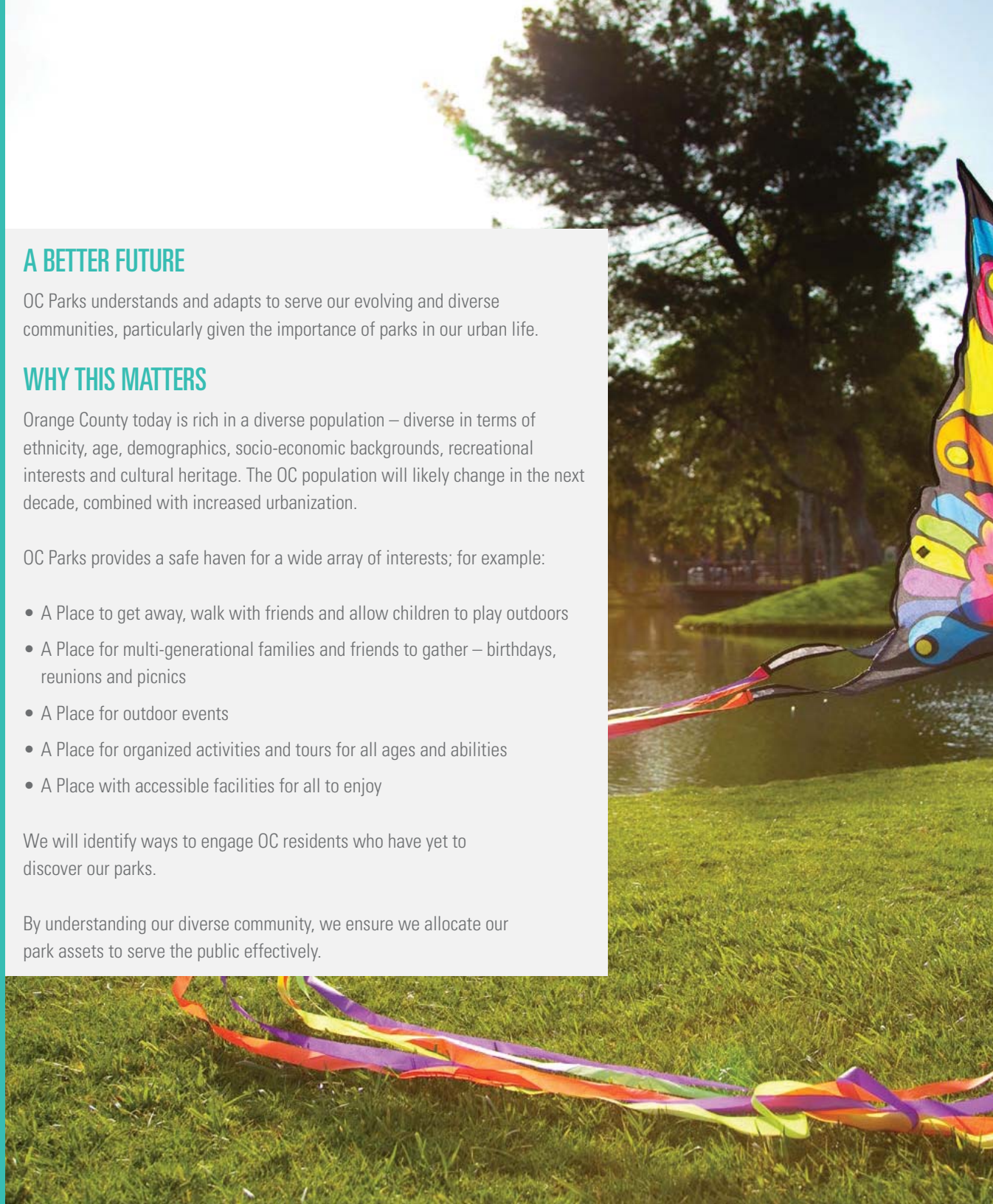
Orange County today is rich in a diverse population – diverse in terms of ethnicity, age, demographics, socio-economic backgrounds, recreational interests and cultural heritage. The OC population will likely change in the next decade, combined with increased urbanization.

OC Parks provides a safe haven for a wide array of interests; for example:

- A Place to get away, walk with friends and allow children to play outdoors
- A Place for multi-generational families and friends to gather – birthdays, reunions and picnics
- A Place for outdoor events
- A Place for organized activities and tours for all ages and abilities
- A Place with accessible facilities for all to enjoy

We will identify ways to engage OC residents who have yet to discover our parks.

By understanding our diverse community, we ensure we allocate our park assets to serve the public effectively.





LINKAGE TO OTHER GOALS

Goal 1 supports other OC Parks goals, including the need to promote our OC Parks to encourage users and first-time visitors to enjoy them (Goal 2) and ensuring we have the kinds of facilities and infrastructure to meet their needs (Goal 4). Simultaneously, we want to ensure we take into consideration users' needs when we consider future park development or expansion opportunities (Goal 6).

OBJECTIVES		INITIATIVES
1.1	Understand user groups and help them participate and feel connected to OC Parks	<p>1.1.1 Gather new and existing data on community and park user demographics</p> <p>1.1.2 Conduct a needs assessment with non-users to better understand barriers to access</p> <p>1.1.3 Explore options to encourage inclusivity and access to parks and programs</p>
1.2	Provide high-quality programming and services to diverse audiences	<p>1.2.1 Assess current programming</p> <p>1.2.2 Create new program and service opportunities that bring people together and connect to OC Parks</p> <p>1.2.3 Build partnerships to help connect users and programs and collaborate with other local entities to identify opportunities for joint programming and recreational resources</p>
1.3	Provide the kinds of facilities, amenities and infrastructure to meet our users' needs	<p>1.3.1 Assess users' needs for facilities, amenities and infrastructure (e.g., for people with disabilities (ADA), path signage)</p> <p>1.3.2 Integrate these needs into the Capital Improvement Plan (Goal 4)</p>
1.4	Adapt to the community we serve	<p>1.4.1 Project changes in community trends</p> <p>1.4.2 Evolve programming and services</p> <p>1.4.3 Use innovative processes and mechanisms to foster dynamic programs and engaging services</p>

-GOAL 2-

PROMOTE OC PARKS

SHARING PLACES TO MAKE MEMORIES



A BETTER FUTURE

OC residents — users and non-users alike — feel their lives are better because of OC Parks. Our parks are a destination for families, outdoor enthusiasts and international travelers. This goal is important for furthering our other goals in this Strategic Plan, such as fostering a pride of ownership among park visitors, promoting a sense of stewardship and creating OC Parks as enduring places and spaces for all generations.

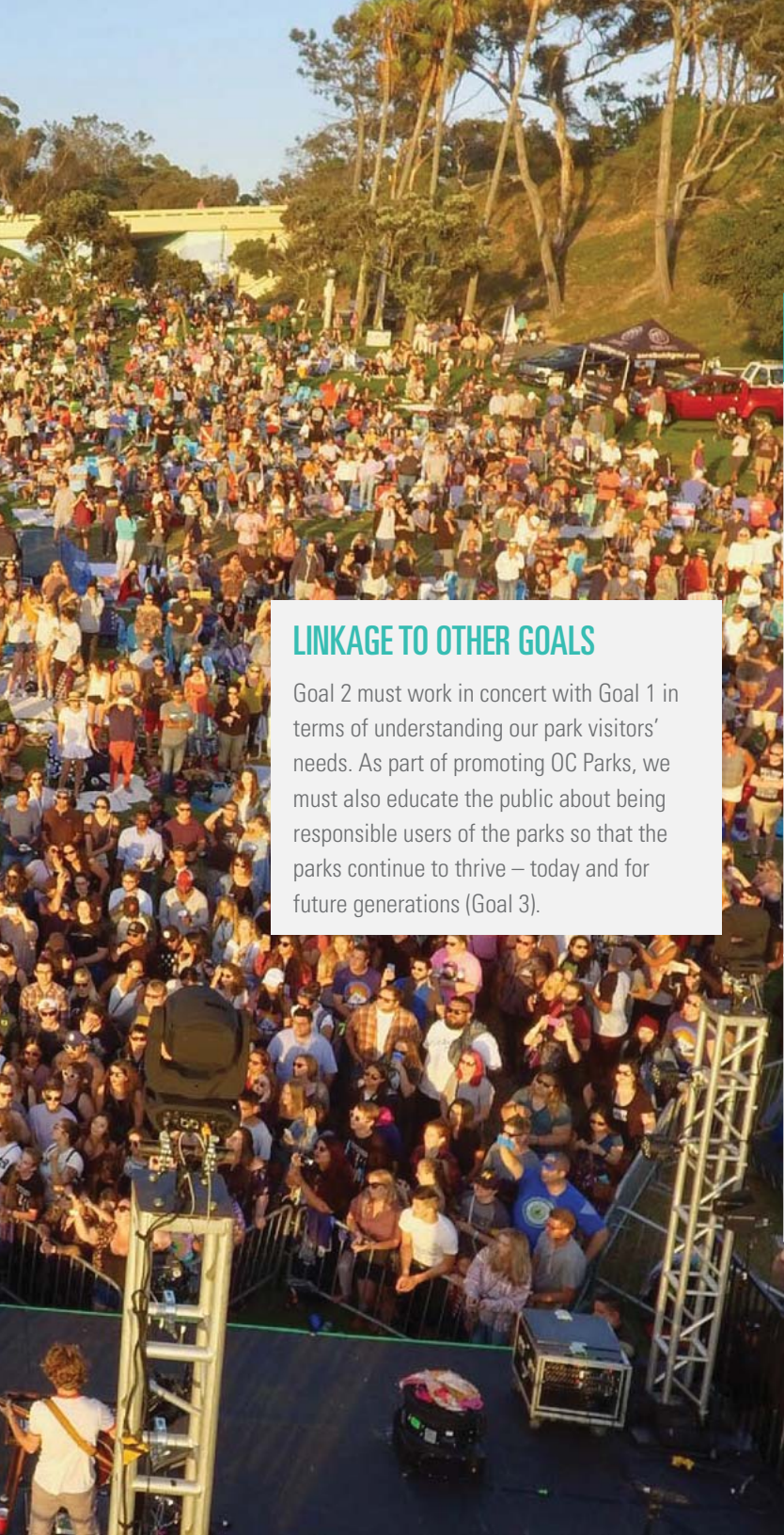
WHY THIS MATTERS

When many people think of Orange County, they think of theme parks. OC Parks opens residents' minds to the vast cultural and natural resources available. OC Parks improves our lives by:

- Sharing our OC history and heritage
- Celebrating special life milestones
- Exposing residents to the great outdoors
- Discovering new places and creating memories responsibly
- Providing a wide variety of places, programs and park services year round
- Ensuring OC residents understand the economic and social benefits of OC Parks for improved health, real estate values and lifestyle benefits

Through OC Parks' outreach efforts, our visitors will discover our hidden gems, unique experiences and new places to enjoy.





LINKAGE TO OTHER GOALS

Goal 2 must work in concert with Goal 1 in terms of understanding our park visitors' needs. As part of promoting OC Parks, we must also educate the public about being responsible users of the parks so that the parks continue to thrive – today and for future generations (Goal 3).

OBJECTIVES		INITIATIVES
2.1	Increase our education, marketing and outreach efforts	<p>2.1.1 Update the OC Parks website</p> <p>2.1.2 Create easily-shareable content, using current media practices, to bring attention to different types of park experiences</p> <p>2.1.3 Promote OC Parks activities and events via social media</p> <p>2.1.4 Share the stories of the people and places of OC Parks</p> <p>2.1.5 Reach out to OC residents who are currently non-users to promote OC Parks' benefits and educate them regarding how OC Parks is using their tax dollars effectively</p>
2.2	Promote a consistent identity and cohesive message	<p>2.2.1 Continue to develop consistent messaging and identity for all of OC Parks</p> <p>2.2.2 Create greater clarity among park users regarding OC Parks, state, federal and local parks</p>
2.3	Connect people with diverse places, spaces and experiences in OC Parks so they will return and spread the word	<p>2.3.1 Develop and implement a plan for the next generation of marketing and educational materials that park users need, taking into consideration the latest technologies and preferences</p> <p>2.3.2 Promote healthy outdoor activities and enriching experiences for people of all ages, including suggested activities</p>

-GOAL 3-

PROTECT OUR PARKS IN PERPETUITY, TOGETHER

PROTECTING THE WELLNESS OF OUR LAND
AND COMMUNITY

A BETTER FUTURE

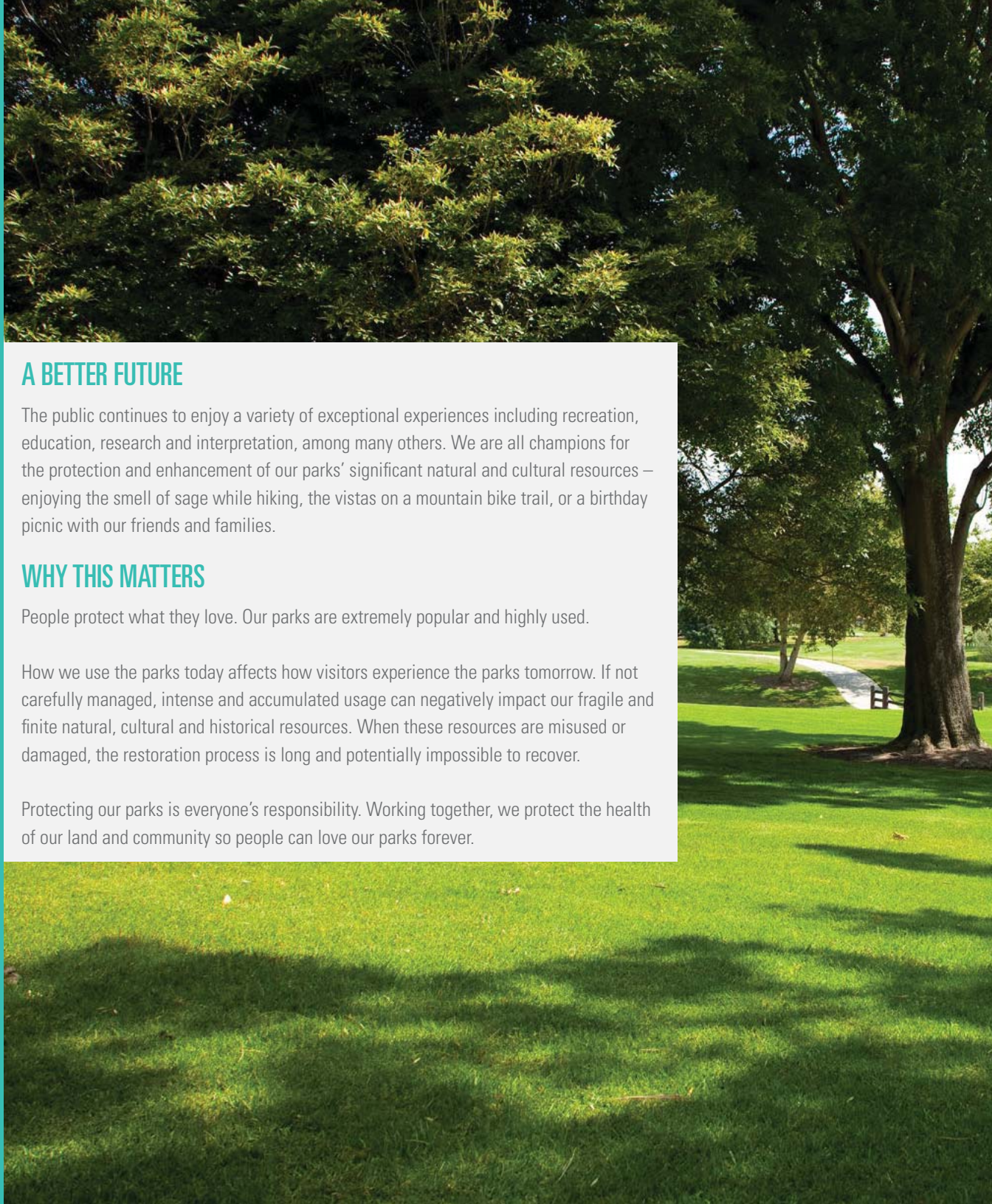
The public continues to enjoy a variety of exceptional experiences including recreation, education, research and interpretation, among many others. We are all champions for the protection and enhancement of our parks' significant natural and cultural resources — enjoying the smell of sage while hiking, the vistas on a mountain bike trail, or a birthday picnic with our friends and families.

WHY THIS MATTERS

People protect what they love. Our parks are extremely popular and highly used.

How we use the parks today affects how visitors experience the parks tomorrow. If not carefully managed, intense and accumulated usage can negatively impact our fragile and finite natural, cultural and historical resources. When these resources are misused or damaged, the restoration process is long and potentially impossible to recover.

Protecting our parks is everyone's responsibility. Working together, we protect the health of our land and community so people can love our parks forever.



LINKAGE TO OTHER GOALS

Goal 3 supports other OC Parks goals, particularly in terms of working with changes in our park visitors' needs (Goal 1) and educating the public about OC Parks (Goal 2). It also ties into the importance of ensuring we protect OC Parks' assets (Goal 4), particularly in terms of mitigation or recovery caused by damage to our green space or infrastructure. (Goal 7).

OBJECTIVES		INITIATIVES
3.1	Adaptively manage park use to protect natural and developed resources while preserving exceptional park experiences	<p>3.1.1 Understand visitor interests and suitability for each park</p> <p>3.1.2 Develop guidelines for public use requests for events and amenities</p> <p>3.1.3 Implement a report card with balanced use indicators</p> <p>3.1.4 Implement strategies to balance visitor interests with park carrying capacity and sustainability practices</p>
3.2	Inspire responsible park behavior	<p>3.2.1 Provide information on responsible use of parks through a variety of media (e.g., at trailheads and park entry areas, social media and website)</p> <p>3.2.2 Continue to work with partner organizations to deliver the message of responsible use</p> <p>3.2.3 Evaluate and implement most effective methods (e.g., best practices) for ensuring responsible use</p>
3.3	Build public appreciation and connection to protect our park resources	<p>3.3.1 Offer educational initiatives to inspire visitors to value, respect and protect our natural and cultural resources</p> <p>3.3.2 Identify and implement optimum resources and staffing levels to provide visitors with safe and enjoyable experiences</p> <p>3.3.3 Build and expand on our partnerships with volunteers and nonprofit organizations to achieve our goals in collaboration</p> <p>3.3.4 Ensure positive working relationships with regulatory agencies through ongoing compliance</p>

-GOAL 4-

SERVE AS STEWARDS OF OC PARKS' ASSETS

CARING FOR OUR PARKS

A BETTER FUTURE

The public cherish our parks as special and exceptional places to visit, recreate and enjoy – today and into the future. We will maintain, restore and enhance our park assets in an efficient and fiscally responsible way.

WHY THIS MATTERS

The public has entrusted one-tenth of Orange County's natural terrain to OC Parks to maintain, preserve, operate and enhance. Therefore, the public should expect to have these prized assets well cared for.

OC Parks is responsible for management of both built and natural environments. Additionally, we periodically face environmental threats – invasive species, coastal erosion, fires, etc. – that endanger our intricate and sensitive ecosystem. Pressure is placed on our parklands cultural resources, waterways and recreational amenities by an ever-growing, ever-densifying population of both residents and visitors. Thus, a core responsibility of OC parks is not only to conduct preventive and corrective maintenance and landscaping, but also to invest in restoration and enhancement of both the natural and built assets to ensure their longevity and resiliency.

To ensure the sustainability of our assets for future generations, we must provide safe, clean and enjoyable facilities, protect our valuable and sensitive built and natural resources and commit to flexibility in meeting the community's needs.





LINKAGE TO OTHER GOALS

Goal 4 is closely tied to mitigation initiatives to protect the land and habitats (Goal 3) in terms of protecting and enhancing our hardscape and softscape. As stewards of OC Parks' assets, Maintenance must be responsive to park visitors' needs (Goal 1). Any park development or expansion (Goal 6) must take into consideration the maintenance resources requirements. Maintenance is intricately involved with natural or man-made disasters – during all phases of emergency preparation, response and recovery (Goal 7).

OBJECTIVES		INITIATIVES
4.1	Maintain Our Parks	<p>4.1.1 Establish and implement a clear set of quality standards to care for our parks and their environments</p> <p>4.1.2 Establish a park specific maintenance management program that creates a baseline of responsibilities for maintaining each park</p> <p>4.1.3 Evaluate each facility for appropriate staffing levels taking into consideration park use, safety and other variables</p>
	Assess Our Park Priorities	<p>4.2.1 Build and implement an Asset Management System for OC Parks, including an asset condition assessment of both built and natural environments that is integrated into the existing GIS system, day-to-day operations and other systems</p> <p>4.2.2 Develop a plan for monitoring and tracking maintenance updates/activities</p> <p>4.2.3 Identify opportunities for preservation and adaptive reuse of historical and cultural buildings and sites</p> <p>4.2.4 Solicit and facilitate public input regarding ongoing community needs and daily issues</p>
4.3	Improve Our Parks	<p>4.3.1 Incorporate best management practices for sustainability</p> <p>4.3.2 Develop a Capital Improvement Plan that aligns with the Strategic Financial Plan and forecasts future projects and expenditures</p> <p>4.3.3 Restore our historically valuable properties and treasured natural resources and habitats</p> <p>4.3.4 Implement a culture of continuous improvement and applying best practices, including inspections and budget items for improvements</p> <p>4.3.5 Prepare and update Resource Management Plans</p>
		<p>4.4.1 Evaluate existing technology and tools for regulatory compliance and improving effectiveness</p> <p>4.4.2 Partner with other agencies, universities and professionals to support scientific research in saving and preserving our parks</p>
4.4	Be an industry leader and collaborative partner to share and implement new initiatives	

-GOAL 5-

PRACTICE SUSTAINABLE FINANCIAL MANAGEMENT

INVESTING IN OUR COMMUNITY

A BETTER FUTURE

OC Parks are oases in the middle of an urban landscape that make Orange County a great place to live, work and play. We will ensure our parks have the financial resources to sustain them into the future.

WHY THIS MATTERS

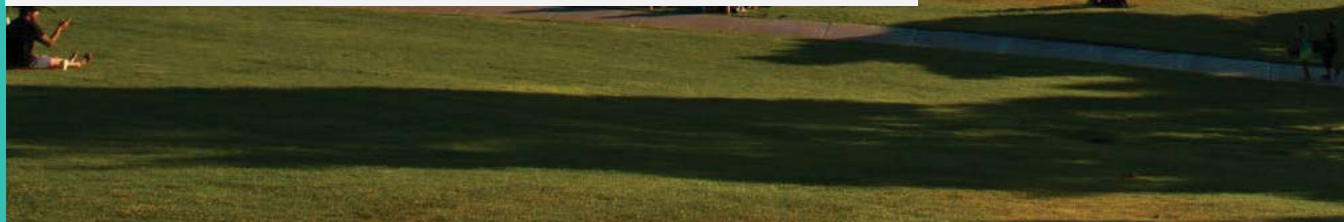
The County has made major investments in large parklands and open spaces in a densely populated environment. Given the pressures for increased housing stock and business expansion, it is vital to sustain OC Parks assets.

OC Parks financial resources support the operation and maintenance of our assets and our reinvestment in our capital infrastructure. OC Parks receives 85% of its funding from a special designated tax; the balance of the budget comes from leases, park fees and other revenue sources.

OC Parks must always make sensible financial decisions, and set priorities, particularly given the major goals OC Parks has set out to accomplish. Through sound financial management, OC Parks will:

- Provide exceptional park experiences to make memories
- Conserve, manage and restore habitat and environmental resources
- Sustain our quality of life in a great urban county in America
- Assist in maintaining real estate values by creating a healthy balance between suburban growth and open spaces
- Ensure capital investments in OC Parks' infrastructure, habitat restoration efforts and environmental hazards and mitigation needs

Adequate financial reserves allow us to respond to opportunities, emergencies and economic changes.



LINKAGE TO OTHER GOALS

Goal 5 makes all of the other goals possible. We need funds to meet our park visitors' needs (Goal 1) and promote OC Parks (Goal 2). We must make sure we implement mitigation initiatives to protect the land and habitats (Goal 3), ensure our OC Parks are well-maintained with ongoing renovations and improvements (Goal 4) and position ourselves for thoughtful park development and expansion (Goal 6). We know that Orange County faces periodic natural and man-made disasters and must invest in resiliency and recovery efforts to lessen their impact and renew the land (Goal 7). We also need to invest in our people if we want to cultivate an effective, dynamic workforce (Goal 8) that can achieve these goals and ensure are facilities are open for the publics' use.

OBJECTIVES		INITIATIVES
5.1	Fund core services today	<p>5.1.1 Continue to evaluate and prioritize expenditures to ensure OC Parks are clean, safe and open</p> <p>5.1.2 Link the funding of core services to the Asset Management System for OC Parks, including an asset condition assessment (Goal 4)</p> <p>5.1.3 Assess, administer and manage contracts to maximize available resources</p> <p>5.1.4 Update the park fee schedule</p>
5.2	Invest in priority restoration and park enhancement projects	<p>5.2.1 Seek grants and obtain funding to tackle restoration initiatives</p> <p>5.2.2 Invest in the park infrastructure and facility renewal</p> <p>5.2.3 Seek opportunities for funding, programs and/or partnerships through new avenues</p>
5.3	Ensure sufficient reserves for the future	<p>5.3.1 Establish a reserve policy specific to OC Parks, addressing requirements for:</p> <ul style="list-style-type: none"> • Operational reserves • Emergency & disaster response and recovery reserves • Capital reserves

-GOAL 6-

ENSURE RESPONSIBLE PARK DEVELOPMENT AND EXPANSION

BALANCING OPPORTUNITIES

A BETTER FUTURE

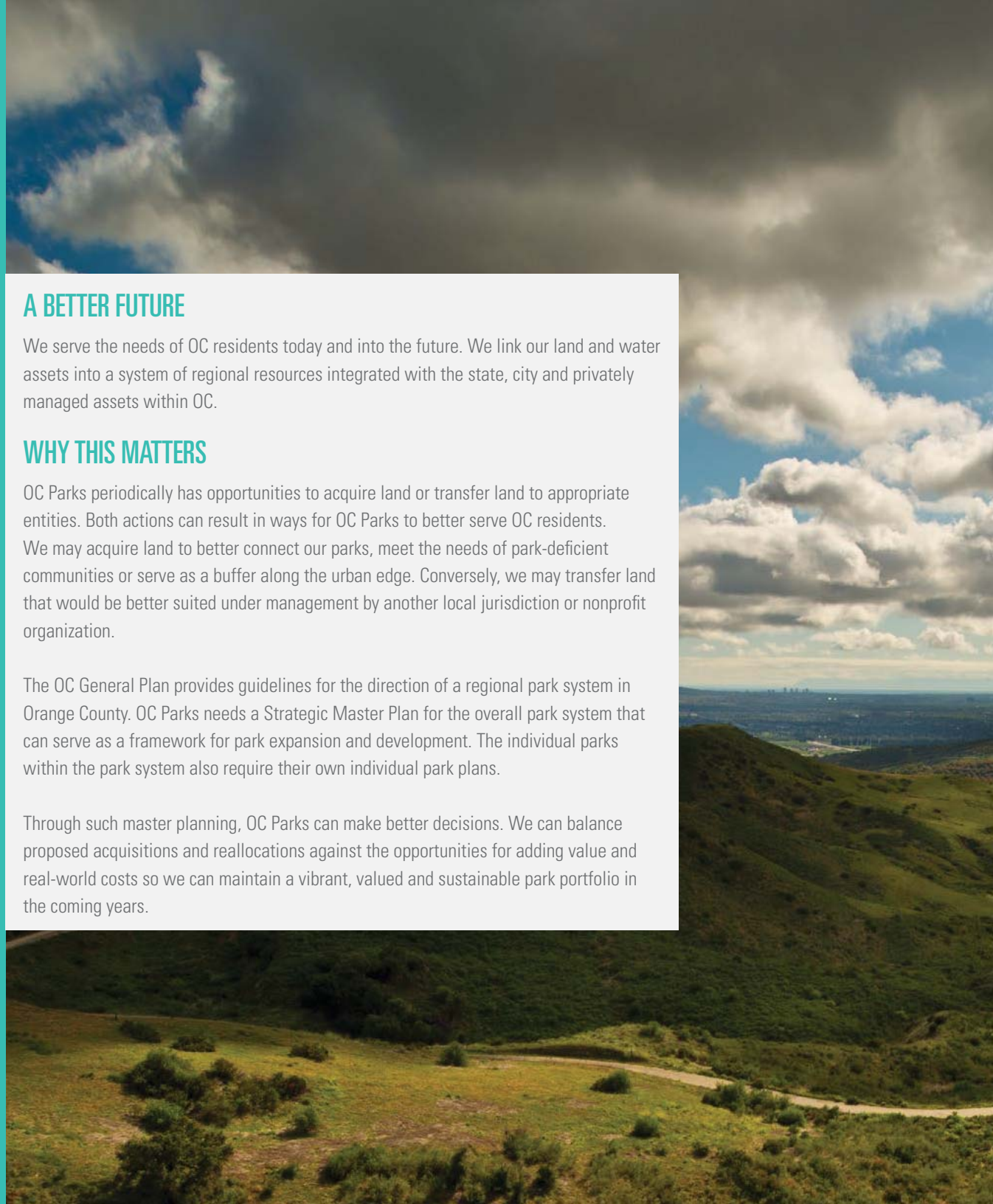
We serve the needs of OC residents today and into the future. We link our land and water assets into a system of regional resources integrated with the state, city and privately managed assets within OC.

WHY THIS MATTERS

OC Parks periodically has opportunities to acquire land or transfer land to appropriate entities. Both actions can result in ways for OC Parks to better serve OC residents. We may acquire land to better connect our parks, meet the needs of park-deficient communities or serve as a buffer along the urban edge. Conversely, we may transfer land that would be better suited under management by another local jurisdiction or nonprofit organization.

The OC General Plan provides guidelines for the direction of a regional park system in Orange County. OC Parks needs a Strategic Master Plan for the overall park system that can serve as a framework for park expansion and development. The individual parks within the park system also require their own individual park plans.

Through such master planning, OC Parks can make better decisions. We can balance proposed acquisitions and reallocations against the opportunities for adding value and real-world costs so we can maintain a vibrant, valued and sustainable park portfolio in the coming years.



LINKAGE TO OTHER GOALS

Goal 6 is important for meeting our park visitors' needs (Goal 1), particularly in terms of connecting our OC Parks assets into a meaningful park system. It also relates to OC Parks being able to be good stewards of both the land and habitats (Goal 3) and the facilities, infrastructure and parklands (Goal 4), including the understanding of the potential resources and staffing required with any future park development or expansion (Goal 5).

OBJECTIVES		INITIATIVES
6.1	Prepare or update plans for OC Parks overall and specific park sites	<p>6.1.1 Develop a Strategic Master Plan for the overall OC Parks system, focusing on connectivity and opportunities to expand in geographically underserved areas.</p> <p>6.1.2 Update General Development Plans (GDPs) – as Park Master Plans – for all parks</p>
6.2	Develop and implement criteria for acquisition and reallocation of park assets	<p>6.2.1 Develop an OC Parks Asset Portfolio that outlines current assets, building on the 2007 OC Parks Facilities Inventory Assessment (Volume II) and identified future requirements for:</p> <ul style="list-style-type: none"> • Wilderness • Nature Preserves • Regional • Beach • Historic • Harbor • Trails • Zoo <p>6.2.2 Develop criteria and standard procedures for future acquisition and reallocation, including analysis and forecasting of operating costs, recreational value and environmental or biological benefit</p> <p>6.2.3 Use the criteria to develop staff recommendations to acquire or transfer park land</p>

-GOAL 7-

IMPLEMENT THRIVING, RESILIENT ECOSYSTEMS FOR EMERGENCY MANAGEMENT

PROTECTING PEOPLE, ASSETS AND LAND

A BETTER FUTURE

Orange County is not immune to major disasters. OC Parks works with our County family to tackle major issues – fire mitigation, earthquake recovery, environmental (e.g., sea-level risings or erosion) and societal issues. We will plan for resiliency of our people, our assets and our land.

WHY THIS MATTERS

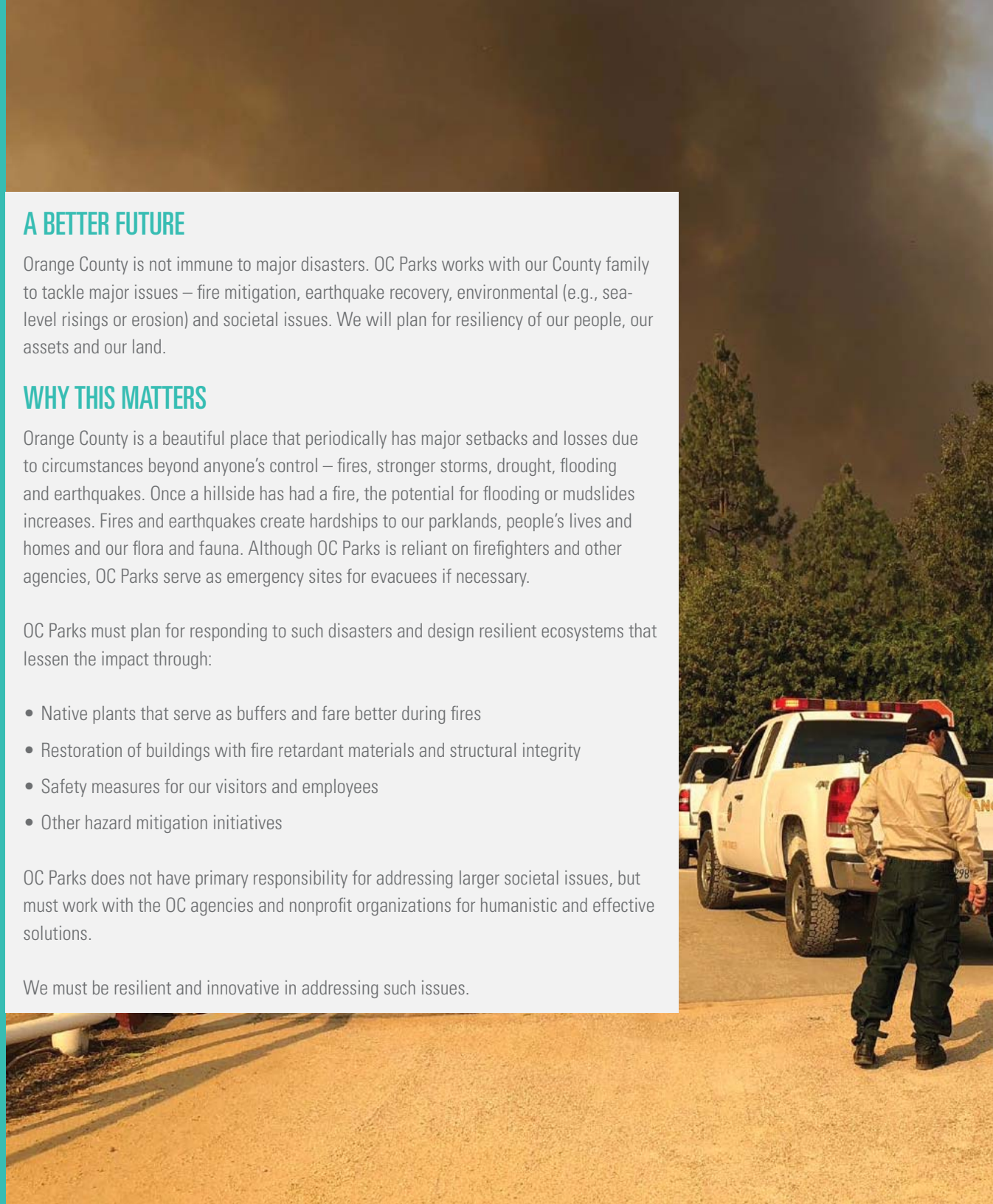
Orange County is a beautiful place that periodically has major setbacks and losses due to circumstances beyond anyone's control – fires, stronger storms, drought, flooding and earthquakes. Once a hillside has had a fire, the potential for flooding or mudslides increases. Fires and earthquakes create hardships to our parklands, people's lives and homes and our flora and fauna. Although OC Parks is reliant on firefighters and other agencies, OC Parks serve as emergency sites for evacuees if necessary.

OC Parks must plan for responding to such disasters and design resilient ecosystems that lessen the impact through:

- Native plants that serve as buffers and fare better during fires
- Restoration of buildings with fire retardant materials and structural integrity
- Safety measures for our visitors and employees
- Other hazard mitigation initiatives

OC Parks does not have primary responsibility for addressing larger societal issues, but must work with the OC agencies and nonprofit organizations for humanistic and effective solutions.

We must be resilient and innovative in addressing such issues.



LINKAGE TO OTHER GOALS

Goal 7 ties directly to our desire to protect our parks in perpetuity (Goal 3) and serve as stewards of OC Parks' assets (Goal 4) by protecting them, responding during disasters and emergencies and ensuring their recovery if an event occurs. To do this will require sustainable financial management practices (Goal 5). Moreover, we have to include in our criteria for future park development & expansion (Goal 6) such considerations as the ability to preserve open spaces to protect ecosystems that might be under pressure from changing climate.

OBJECTIVES

INITIATIVES

7.1

Sustain and create alliances to address emergency incidents and safety concerns

- 7.1.1** Participate in or form coalitions with other agencies and stakeholders and the community at large to achieve mutual goals
- 7.1.2** Work with partners to identify and formalize mutual goals and joint implementation strategies
- 7.1.3** Share technical knowledge and expertise with other jurisdictions and agencies

7.2

Maintain a responsive posture to natural disasters or potential damage

- 7.2.1** Develop and implement a proactive hazard mitigation plan to protect our public facilities and natural resources

7.3

Always be prepared for emergencies or disasters

- 7.3.1** Maintain up-to-date Public Safety and Resource Protection Operations Plans that support or contain emergency access maps, Unified Incident Command structure, Evacuation Plans and Incident Call-Out procedures and Safety Plan for Public Events
- 7.3.2** Conduct cross-training and scenario training for search & rescue operations, fires, public events, emergency responses and related issues in partnership with local cities, state and federal, public safety agencies
- 7.3.3** Establish an OC Parks' Department Operations Center at OC Parks headquarters

-GOAL 8-

CULTIVATE AN EFFECTIVE, DYNAMIC WORKFORCE

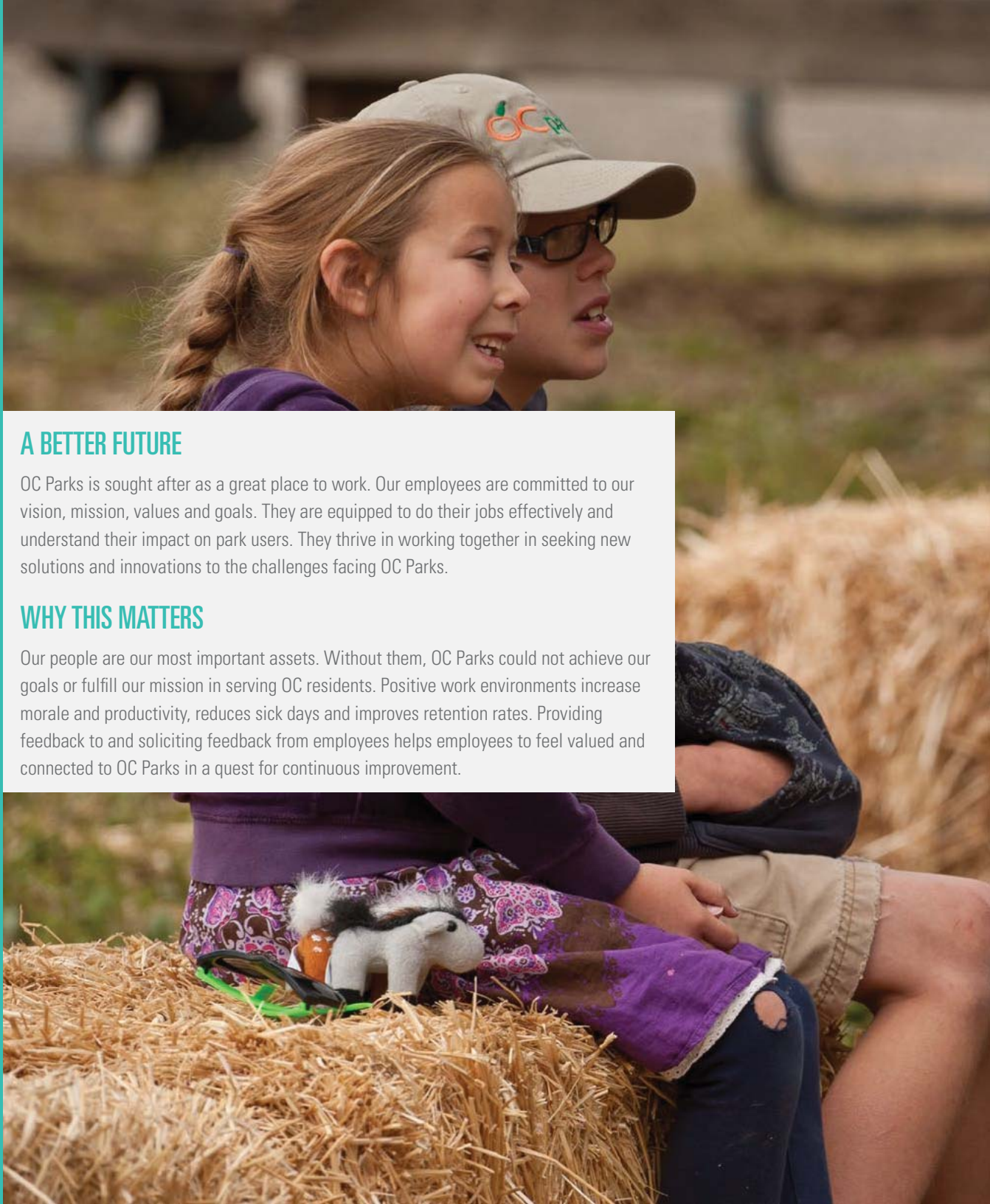
INVESTING IN OUR PEOPLE

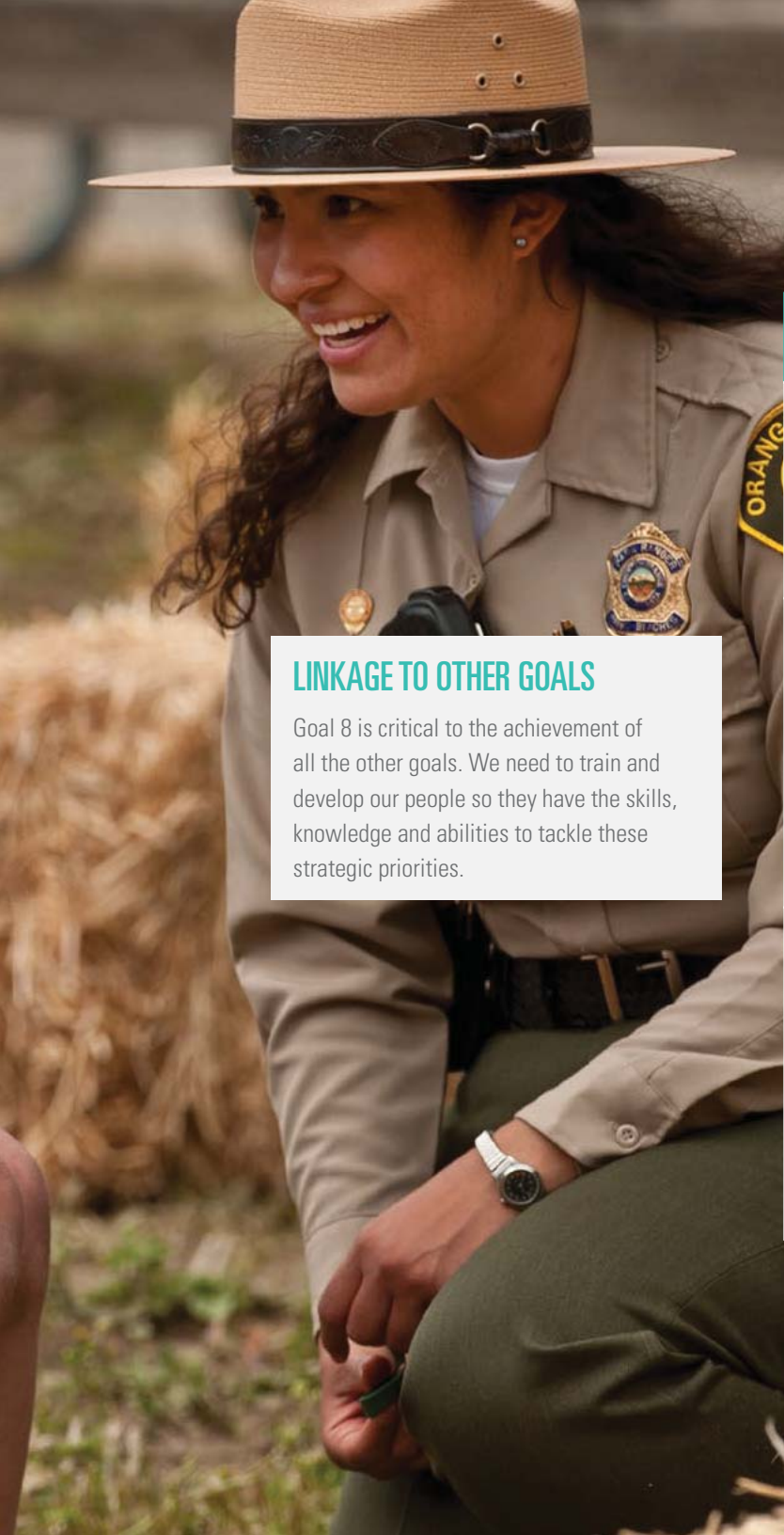
A BETTER FUTURE

OC Parks is sought after as a great place to work. Our employees are committed to our vision, mission, values and goals. They are equipped to do their jobs effectively and understand their impact on park users. They thrive in working together in seeking new solutions and innovations to the challenges facing OC Parks.

WHY THIS MATTERS

Our people are our most important assets. Without them, OC Parks could not achieve our goals or fulfill our mission in serving OC residents. Positive work environments increase morale and productivity, reduces sick days and improves retention rates. Providing feedback to and soliciting feedback from employees helps employees to feel valued and connected to OC Parks in a quest for continuous improvement.





LINKAGE TO OTHER GOALS

Goal 8 is critical to the achievement of all the other goals. We need to train and develop our people so they have the skills, knowledge and abilities to tackle these strategic priorities.

OBJECTIVES		INITIATIVES
8.1	Develop our people	<p>8.1.1 Continue to build on OC Parks employees' expertise in the areas of core responsibilities and competencies</p> <p>8.1.2 Strengthen capacity for collaborative leadership, innovation and partnerships</p> <p>8.1.3 Implement the OC Parks Maintenance School</p>
8.2	Implement effective recruitment and retention strategies	<p>8.2.1 Develop and implement a recruitment plan</p> <p>8.2.2 Develop and implement a succession and retention plan</p> <p>8.2.3 Develop and implement a training plan to address developmental needs not covered in the Park Ranger Academy or Maintenance School</p> <p>8.2.4 Provide the organizational structure and staffing to allow OC Parks to fulfill its mission</p>
8.3	Build meaningful working relationships	<p>8.3.1 Strengthen the connections between field and administrative support staff through more integrated work processes, increased collaboration and coordination and demonstration of our values</p> <p>8.3.2 Identify and capitalize on skills, hobbies and education of staff</p> <p>8.3.3 Build on and enhance the volunteer support program for a variety of uses</p>



LINKAGE OF THE GOALS TO EACH OTHER THE TABLE DISPLAYS THE GOALS THAT HAVE A STRONG CONNECTION WITH EACH OTHER.		GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6	GOAL 7	GOAL 8
		Understand our Park Visitors' Needs	Promote OC Parks	Protect Our Parks in Perpetuity	Serve as Stewards of OC Parks' Asset	Practice Sustainable Financial Management	Ensure Responsible Park Development & Expansion	Promote Resilience and Safety	Cultivate an Effective, Dynamic Workforce
GOAL 1	Understand our Park Visitors' Needs		✓		✓	✓	✓		✓
GOAL 2	Promote OC Parks	✓		✓		✓			✓
GOAL 3	Protect Our Parks in Perpetuity	✓	✓		✓	✓		✓	✓
GOAL 4	Serve as Stewards of OC Parks' Assets	✓		✓		✓	✓	✓	✓
GOAL 5	Practice Sustainable Financial Management	✓	✓	✓	✓		✓	✓	✓
GOAL 6	Ensure Responsible Park Development & Expansion	✓		✓	✓	✓			✓
GOAL 7	Promote Resilience and Safety			✓	✓	✓	✓		✓
GOAL 8	Cultivate an Effective, Dynamic Workforce	✓	✓	✓	✓	✓	✓	✓	



OC PARKS

YOUR BACKYARD ADVENTURE.



ACKNOWLEDGMENTS

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Frank Kim, County Executive Officer

ORANGE COUNTY COMMUNITY RESOURCES (OCCR)

Dylan Wright, Director

Cymantha Atkinson, Deputy Director

Stacy Blackwood, OC Parks Director

STAKEHOLDER GROUPS

OC Parks worked with an extensive list of stakeholders and organizations involved in and passionate about the parks. OC Parks is appreciative of their participation in this strategic planning process and their ongoing contributions to the longevity of the regional parks.

OC PARKS EMPLOYEES

Hundreds of OC Parks employees attended planning workshops and dedicated endless hours in the development of this Strategic Plan. Their involvement was instrumental in shaping the future direction of the department and in affirming the values and fundamental mission of OC Parks.

This plan provides a framework for our future direction, including our strategic priorities and alignment of our staff and organization to achieve our goals. It does not authorize expenditure of funds or commitment of resources.

OC PARKS | STRATEGIC PLAN

2018



OC PARKS | STAKEHOLDER SURVEY RESULTS

2018 |  

APPENDIX

EXECUTIVE SUMMARY

THE OC PARKS COMMUNITY STAKEHOLDER SURVEY (SURVEY) WAS DESIGNED IN CONJUNCTION WITH OC PARKS STAFF AND LEADERSHIP FOLLOWING A SERIES OF INTERNAL WORKSHOPS THAT IDENTIFIED A BROAD RANGE OF POTENTIAL STRATEGIC PRIORITIES. THE SURVEY WAS CONDUCTED FROM JUNE 10, 2017, THROUGH JULY 14, 2017, IN ENGLISH, SPANISH AND VIETNAMESE.

- Hard copies of the Survey were made available to patrons at OC Parks locations.
- An online version of the survey was distributed through a variety of channels, including OC Parks website, OC Parks email lists, social media, flyers at OC Parks locations, Orange County Board of Supervisors' newsletters, OC Parks partner organizations, OC community-based organizations and others.

There were 4,607 responses to the survey.

Survey respondents rated OC Parks highly overall (4.3/5.0) with an excellent enjoyment of their visits (4.4/5.0) and strong customer service (4.3/5.0). The lowest ratings – for program offerings and availability of amenities – were still good (3.8/5.0).

Survey respondents would like to see improved maintenance of both landscaping and trails (43%) and facilities and amenities (61%). In addition, survey respondents would like to see improved advertising and information about recreational programs and opportunities (43%). Finally, survey respondents indicated a desire for more open and passive green space (50%) and standard park amenities (50%), both are also OC Parks priorities.

The top three priorities for the next 10 years identified by survey respondents include:

1. Invest in habitat restoration/environmental sustainability (66%)
2. Purchase/acquire more parks and open space (55%)
3. Build new trails/bikeways within and between parks (41%)

These priorities align with OC Parks' continued efforts to build a unique regional park system in Orange County.

As another sign of the keen interests in OC Parks, 27% of the survey respondents requested additional information, including the survey results.



OVERALL (4.3/5.0)



ENJOYMENT (4.4/5.0)



CUSTOMER SERVICE (4.3/5.0)

SURVEY RESPONDENT PROFILE — 4,607 TOTAL RESPONDENTS

GENDER AND AGE

THE MAJORITY OF SURVEY RESPONDENTS IDENTIFIED THEMSELVES AS FEMALE (62%), 41 TO 64 YEARS OLD (52%).

More than one-half (62%) of survey respondents identified themselves as female; 37% identified as male. Fewer than 1% of survey respondents selected “Other” in response to the question about gender and 2% of respondents chose not to answer.

More than one-half (52%) of survey respondents indicated that they were between the ages of 41 and 64; one-fifth (20%) are older than 65; and a little more than a quarter (27%) are between the ages of 18 and 40. Only 1% of respondents indicated that they are younger than 18 years of age.

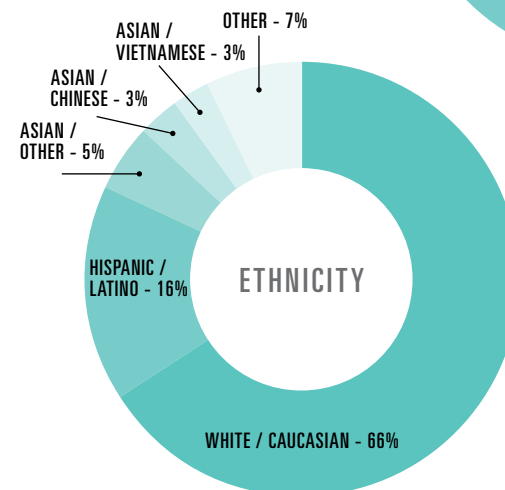
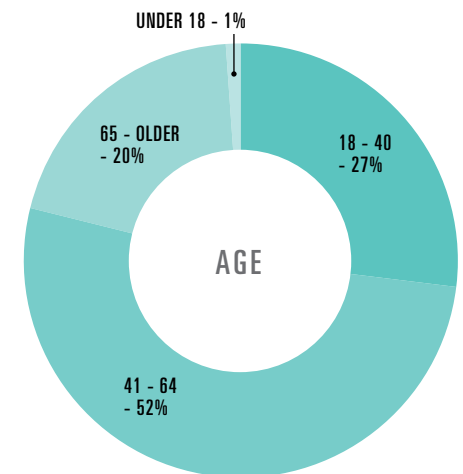
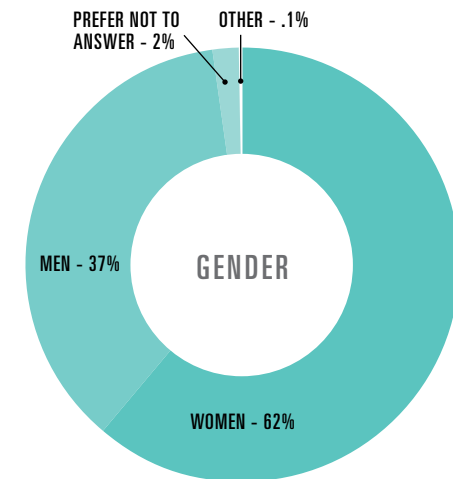
ETHNICITY

THE MAJORITY OF SURVEY RESPONDENTS IDENTIFIES THEMSELVES AS WHITE/ CAUCASIAN (66%) IN COMPARISON TO THE GENERAL OC POPULATION (73%). BESIDES ENGLISH, MORE THAN 50 LANGUAGES ARE SPOKEN IN SURVEY RESPONDENTS’ HOMES.

Two-thirds (66%) of survey respondents identified themselves as white/Caucasian; 16% are Hispanic/Latino; 11% are Asian; and 7% selected “Other” in response to the question about ethnicity. In comparison to the U.S. Census, each of these groups were under-represented in the sample.

Although 96% of the survey respondents opted to complete the survey in English, they identified more than 50 languages spoken in their homes (Spanish, Vietnamese, Chinese, Japanese and Farsi, among others).

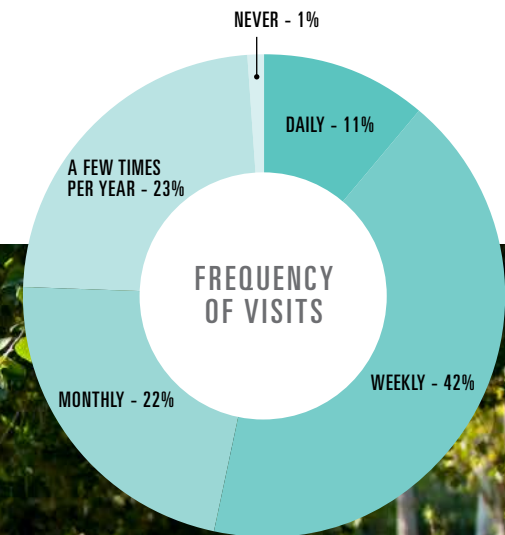
ETHNICITY	SURVEY RESPONDENTS	2016 U.S. CENSUS OF ORANGE COUNTY
White / Caucasian	66%	72.6%
Asian	11%	20.4%
Hispanic	16%	34.3%
Other	7%	-



HOW OFTEN DO SURVEY RESPONDENTS USE OC PARKS?

MORE THAN ONE-HALF OF SURVEY RESPONDENTS (53%) INDICATED THAT THEY VISIT OR USE OC PARKS AT LEAST WEEKLY (42%), IF NOT DAILY (11%).

Nearly one-quarter of survey participants (23%) indicated that they visit or use OC Parks a few times per year; 22% more indicated that they visit or use OC Parks once a month.

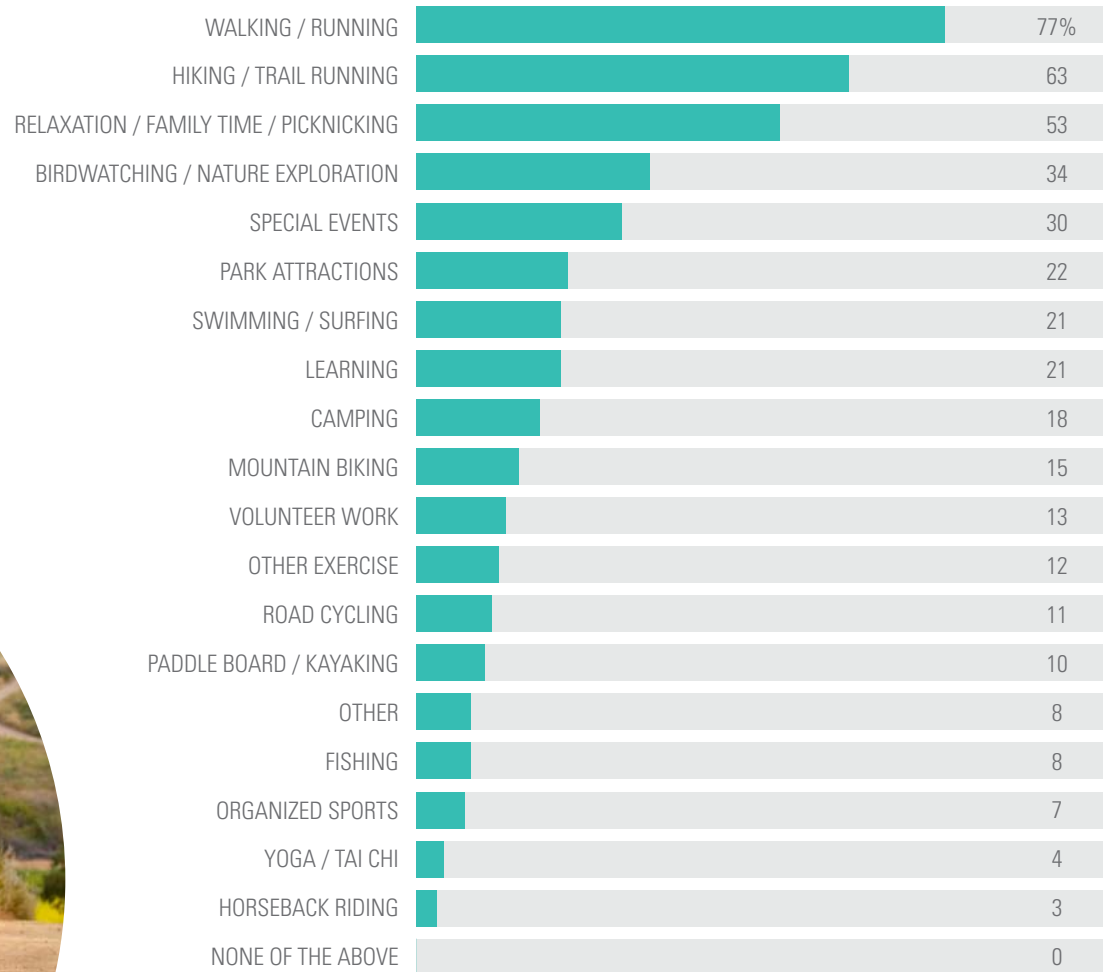


WHAT TYPE OF ACTIVITIES DO YOU TYPICALLY ENGAGE IN AT OC PARKS?

MORE THAN THREE-QUARTERS OF SURVEY RESPONDENTS (77%) INDICATED THAT THEY WALK OR RUN AT OC PARKS; 63% HIKE AND RUN THE TRAILS.

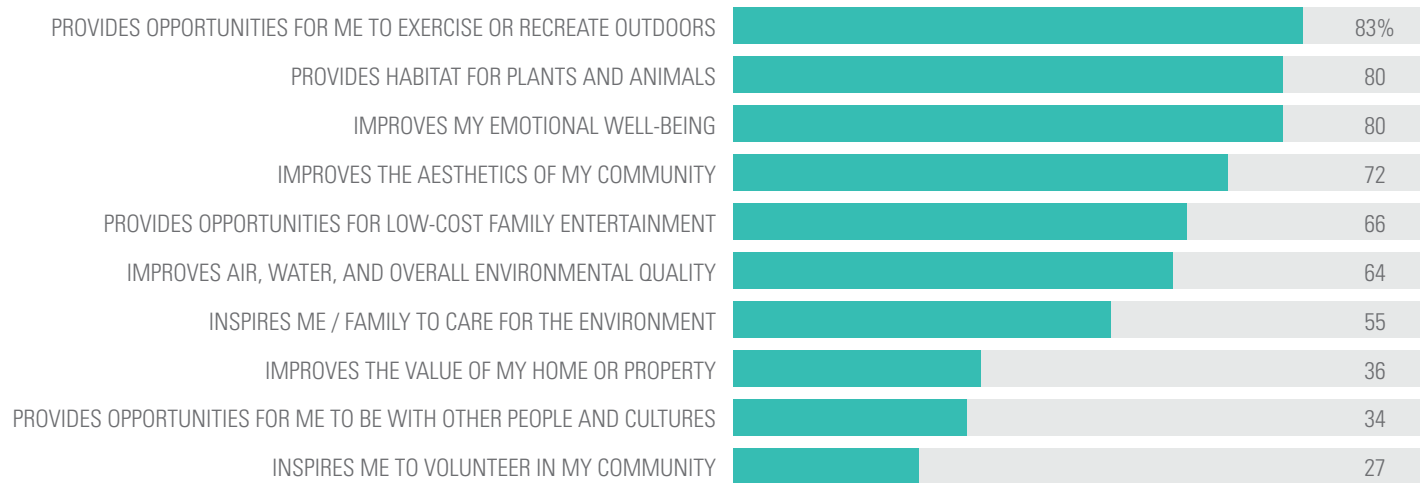
MORE THAN ONE-HALF OF SURVEY RESPONDENTS (53%) USE OC PARKS FOR RELAXATION, FAMILY TIME, OR PICNICKING.

AROUND-ONE THIRD OF SURVEY RESPONDENTS BIRDWATCH OR EXPLORE NATURE (34%) AND ATTEND SPECIAL EVENTS (30%) AT OC PARKS.



WHY IS OC PARKS IMPORTANT TO YOU?

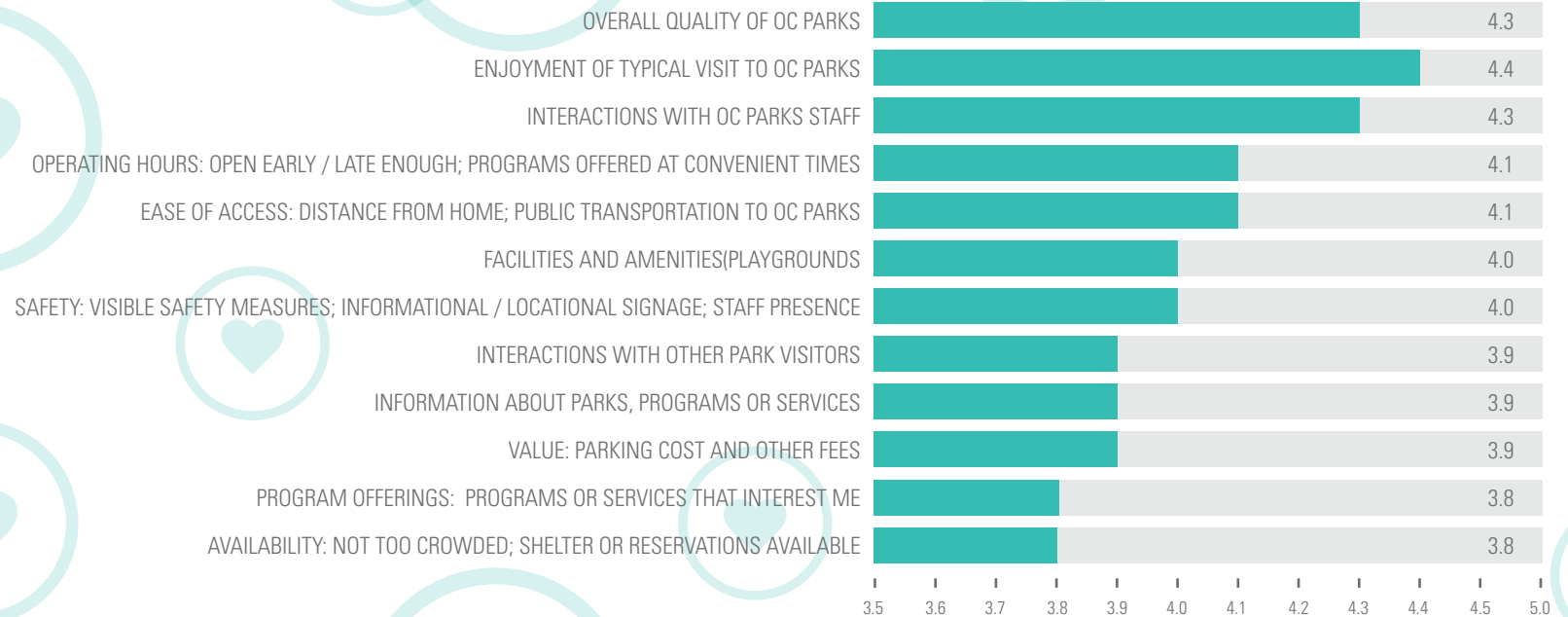
SURVEY RESPONDENTS INDICATED THAT OPPORTUNITIES TO EXERCISE OR RECREATE OUTDOORS (83%), PROVIDING A HABITAT FOR PLANTS AND ANIMALS (80%) AND HAVING THE ABILITY TO IMPROVE EMOTIONAL WELL-BEING (80%) ARE THE MOST IMPORTANT ASPECTS OF OC PARKS.



HOW WOULD YOU RATE OC PARKS?

SURVEY RESPONDENTS ARE GENERALLY PLEASED WITH OC PARKS, DEMONSTRATED BY THE FACT THAT THEY SCORED ALL RATING CATEGORIES BETWEEN 3.8 AND 4.4 ON A 5.0-POINT SCALE.

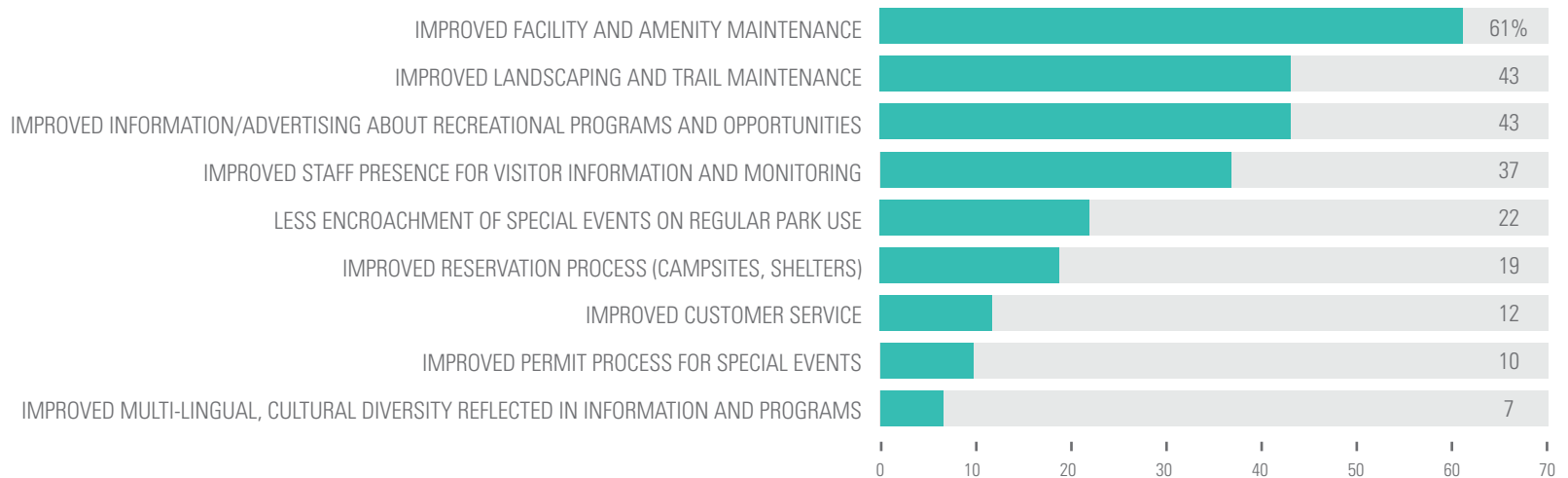
Scale of "Very Poor-Poor-Fair-Good-Excellent" translated to scale of 1-5, 1 being "Very Poor" and 5 being "Excellent"



WHAT IMPROVEMENTS TO SERVICES WOULD MAKE OC PARKS MORE WELCOMING TO YOU?

MORE THAN ONE-HALF OF SURVEY RESPONDENTS (61%) INDICATED THAT THEY WOULD LIKE TO SEE IMPROVEMENTS TO FACILITY AND AMENITY MAINTENANCE SERVICES AT OC PARKS.

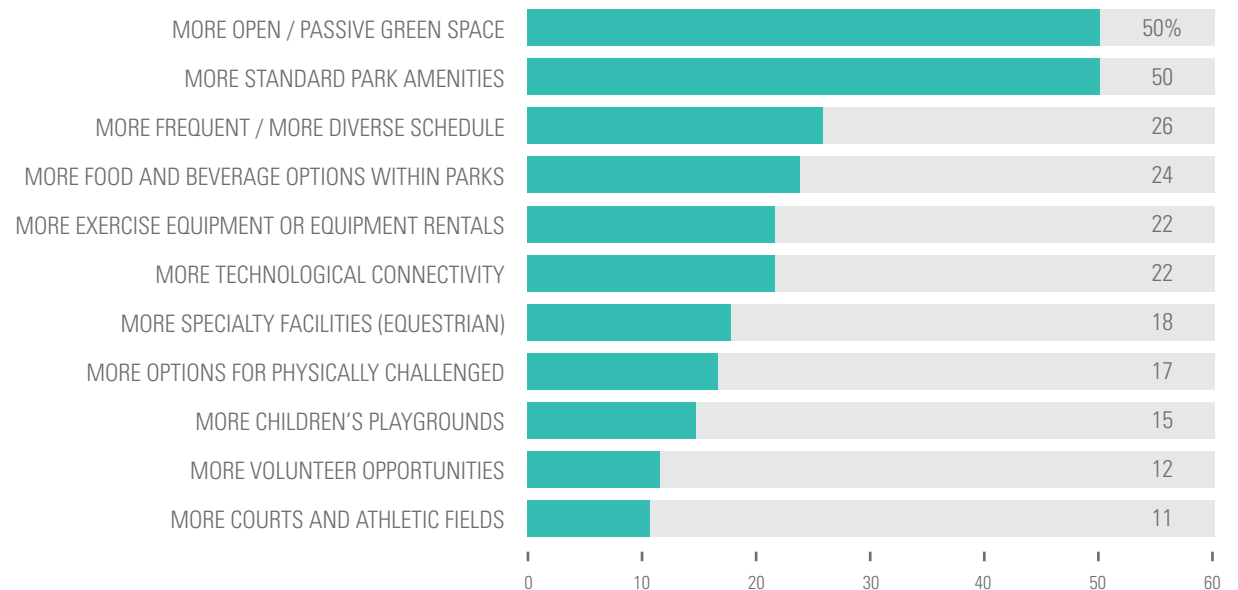
MORE THAN ONE-THIRD OF SURVEY RESPONDENTS WOULD LIKE TO SEE IMPROVEMENTS TO LANDSCAPE AND TRAIL MAINTENANCE (43%), INFORMATION OR ADVERTISING ABOUT RECREATIONAL PROGRAMS AND OPPORTUNITIES (43%) AND STAFF PRESENCE FOR VISITOR INFORMATION AND MONITORING (37%).



WHAT AMENITY ENHANCEMENTS WOULD ENTICE YOU TO VISIT OC PARKS MORE FREQUENTLY?

ONE-HALF OF SURVEY RESPONDENTS INDICATED THAT MORE OPEN OR PASSIVE GREEN SPACE (50%) AND MORE STANDARD PARK AMENITIES WOULD ENTICE THEM TO VISIT OC PARKS MORE OFTEN.

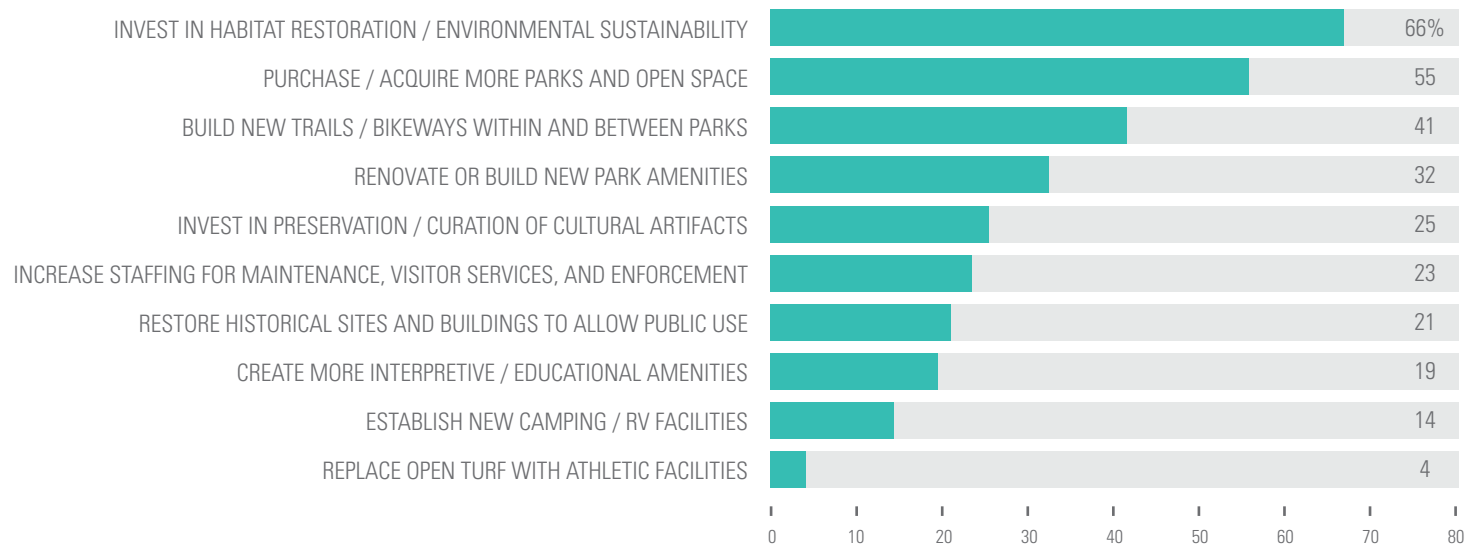
OTHER DESIRED ENHANCEMENTS IDENTIFIED BY SURVEY PARTICIPANTS INCLUDE SCHEDULING ENHANCEMENTS (26%), MORE FOOD AND BEVERAGE OPTIONS (24%), MORE EXERCISE EQUIPMENT AND RENTALS (22%) AND MORE TECHNOLOGICAL CONNECTIVITY (22%).



WHAT PRIORITIES ARE MOST IMPORTANT OVER THE NEXT DECADE?

MORE THAN ONE-HALF OF SURVEY RESPONDENTS INDICATED THAT INVESTING IN HABITAT RESTORATION AND ENVIRONMENTAL SUSTAINABILITY (66%) AND ACQUIRING MORE PARKS AND OPEN SPACE (55%) ARE THE MOST IMPORTANT PRIORITIES FOR OC PARKS DURING THE NEXT DECADE.

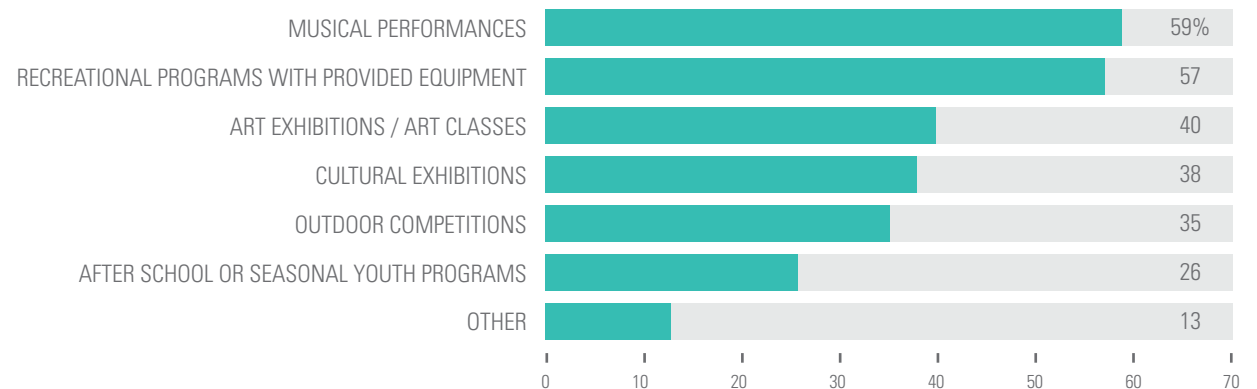
ABOUT ONE-THIRD OR MORE OF SURVEY RESPONDENTS INDICATED THAT BUILDING NEW TRAILS AND BIKEWAYS (41%) AND RENOVATING OR BUILDING NEW PARK AMENITIES (32%) ARE THE MOST IMPORTANT PRIORITIES FOR OC PARKS OVER THE NEXT DECADE.



WHICH PROGRAMS WOULD YOU PARTICIPATE IN, IF OFFERED FOR A NOMINAL FEE?

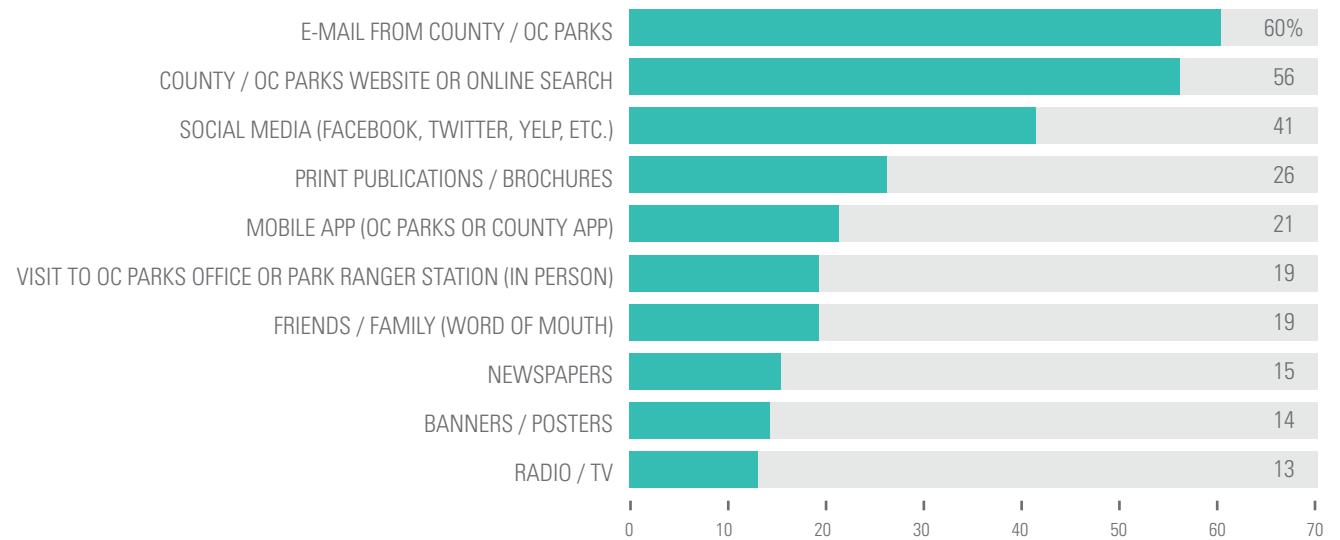
MORE THAN ONE-HALF OF SURVEY RESPONDENTS INDICATED THAT THEY WOULD ATTEND MUSICAL PERFORMANCES (59%) OR RECREATIONAL PROGRAMS WITH PROVIDED EQUIPMENT (57%) FOR A NOMINAL FEE.

MORE THAN ONE-THIRD OF SURVEY RESPONDENTS INDICATED THAT THEY WOULD ATTEND ART EXHIBITIONS OR CLASSES (40%) OR CULTURAL EXHIBITIONS (38%) FOR A NOMINAL FEE.






WHAT IS THE BEST WAY TO SHARE INFORMATION ABOUT OC PARKS WITH YOU?

MORE THAN ONE-HALF OF SURVEY RESPONDENTS INDICATED THAT EMAIL (60%) AND THE COUNTY OR OC PARKS WEBSITE (56%) ARE THE BEST WAYS TO SHARE INFORMATION ABOUT OC PARKS. MORE THAN ONE-THIRD (41%) IDENTIFY SOCIAL MEDIA AS ANOTHER OPTION.



SUMMARY OF FINDINGS BY RESPONDENT CATEGORY

FURTHER ANALYSIS OF THE SURVEY RESULTS BROKEN DOWN BY THE FOLLOWING RESPONDENT CATEGORIES:

RESPONDENT CATEGORIES		PATTERNS IN RESPONSES
RESPONDENTS BY IDENTITY OC Home Owners Park Users OC Parks Annual Pass Holders OC Parks Volunteers Non-Profits OC Parks Staff		Respondents' interests reflect their relationships with parks. For example, homeowners are interested in how parks affect their home values, parks volunteers are more interested in increasing volunteer opportunities and non-profit organizations are more concerned with environmental sustainability.
RESPONDENTS BY PARK TYPE Regional Park Visitors Wilderness and Open Space Park Visitors Beach Visitors Harbor Visitors		Respondents' interests seem to align with the types of parks they visit. For example, regional park users are more concerned with amenities that are found in regional parks, such as athletic fields. Wilderness and open space park visitors are more interested in protecting and increasing open space and environmental conservation. Beach and harbor visitors are more concerned with the specialty amenities associated with those recreational environments.
RESPONDENTS BY FREQUENCY OF PARK USE Daily Park Users Weekly Park Users Monthly Park Users Use Parks a Few Times Per Year		It seems that the more frequently respondents use parks, the more likely they are to be interested in open space, volunteer opportunities and environmental sustainability. The less frequently respondents use parks, the more likely they are to be interested in improving and increasing park amenities.



FURTHER ANALYSIS BY RESPONDENT CATEGORY

THE ANALYSIS BEGINS ON THE NEXT PAGE.

The narrative provides a general overview while the data analysis tables provide a comprehensive overview. The data analysis tables use color coding to identify how the respondent group results differ from the overall results.

In the two columns to the farthest right:

- The darker the shade of **GREEN**, the **more concerned a group** is with the issue as compared to the overall results.
- The darker the shade of **RED**, the **less concerned a group** is with an issue as compared to the overall results.

For some of the categories, respondents were allowed to select one or more options to describe themselves.

Respondents who are OC home owners

n=2543

55% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	1089	43%	119
Improves air, water, and overall environmental quality	2435	64%	1680	66%	104
Improves the aesthetics (visual beauty) of my community	2740	72%	1923	76%	105
Improves my emotional well-being	3026	80%	2039	81%	101
Provides habitat for plants and animals	3027	80%	2065	82%	102
Provides opportunities for me to exercise or recreate outdoors	3150	83%	2132	84%	102
Provides opportunities for low-cost, family entertainment	2504	66%	1597	63%	96
Provides opportunities for me to be with other people and cultures	1281	34%	852	34%	100
Inspires me/family to care for the environment	2085	55%	1431	57%	103
Inspires me to volunteer in my community	1019	27%	744	29%	110
Answered	3801		2531		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	255	11%	92
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	150	6%	87
Improved landscaping and trail maintenance	1455	43%	1060	45%	105
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	1423	61%	99
Improved information/advertising about recreational programs and opportunities	1452	43%	1004	43%	100
Improved staff presence for visitor information and monitoring	1244	37%	897	38%	104
Improved permit process for special events	350	10%	181	8%	75
Improved reservation process (campsites, shelters)	636	19%	389	17%	88
Less encroachment of special events on regular park use	732	22%	527	23%	104
Answered	3372		2338		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	1253	53%	106
More children's playgrounds	510	15%	320	14%	91
More food and beverage options within parks	834	24%	527	22%	91
More courts and athletic fields (basketball, soccer, handball)	366	11%	227	10%	90
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	429	18%	100
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	475	20%	89
More frequent/more diverse scheduled programs and activities	887	26%	621	26%	101
More volunteer opportunities	426	12%	288	12%	98
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	489	21%	92
More options for physically challenged or elderly visitors	592	17%	419	18%	102
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	1173	50%	100
Answered	3426		2368		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	1646	66%	101
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	603	24%	98
Purchase/acquire more parks and open space	1960	55%	1457	59%	107

OC HOME OWNERS

OC home owners represented 55% of the total respondents or 2,543 individuals.

OC home owners are more likely to value parks because of their positive effect on home values.

They are less concerned about event permitting and reservations processes, diversity in programs and services, having more exercise equipment available in parks, or replacing open turf with athletic fields.

Respondents by Identity

Respondents who are OC home owners

n=2543

55% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	1089	43%	119
Improves air, water, and overall environmental quality	2435	64%	1680	66%	104
Improves the aesthetics (visual beauty) of my community	2740	72%	1923	76%	105
Improves my emotional well-being	3026	80%	2039	81%	101
Provides habitat for plants and animals	3027	80%	2065	82%	102
Provides opportunities for me to exercise or recreate outdoors	3150	83%	2132	84%	102
Provides opportunities for low-cost, family entertainment	2504	66%	1597	63%	96
Provides opportunities for me to be with other people and cultures	1281	34%	852	34%	100
Inspires me/family to care for the environment	2085	55%	1431	57%	103
Inspires me to volunteer in my community	1019	27%	744	29%	110
Answered	3801		2531		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	255	11%	92
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	150	6%	87
Improved landscaping and trail maintenance	1455	43%	1060	45%	105
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	1423	61%	99
Improved information/advertising about recreational programs and opportunities	1452	43%	1004	43%	100
Improved staff presence for visitor information and monitoring	1244	37%	897	38%	104
Improved permit process for special events	350	10%	181	8%	75
Improved reservation process (campsites, shelters)	636	19%	389	17%	88
Less encroachment of special events on regular park use	732	22%	527	23%	104
Answered	3372		2338		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	1253	53%	106
More children's playgrounds	510	15%	320	14%	91
More food and beverage options within parks	834	24%	527	22%	91
More courts and athletic fields (basketball, soccer, handball)	366	11%	227	10%	90
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	429	18%	100
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	475	20%	89
More frequent/more diverse scheduled programs and activities	887	26%	621	26%	101
More volunteer opportunities	426	12%	288	12%	98
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	489	21%	92
More options for physically challenged or elderly visitors	592	17%	419	18%	102
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	1173	50%	100
Answered	3426		2368		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	1646	66%	101
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	603	24%	98
Purchase/acquire more parks and open space	1960	55%	1457	59%	107
Build new trails/bikeways within and between parks	1460	41%	1018	41%	100
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	759	31%	95
Replace open turf with athletic facilities (ball fields and courts)	153	4%	93	4%	88
Increase staffing for maintenance, visitor services, and enforcement	812	23%	570	23%	101
Restore historical sites and buildings to allow for public use	738	21%	492	20%	96
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	428	17%	93
Establish new camping/RV facilities	517	14%	329	13%	92
Answered	3573		2479		

PARK USERS

Park users represented 45% of the total respondents or 2,059 individuals.

Park users are more likely to value parks because of volunteer opportunities and want to limit the encroachment of events on regular park use.

They are less concerned about event permitting, increasing the amount of playgrounds and concessions, increasing the number of athletic fields or courts, or replacing open turf with athletic fields.

Respondents by Identity

Respondents who are park users

n=2059

45% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	744	36%	100
Improves air, water, and overall environmental quality	2435	64%	1392	68%	106
Improves the aesthetics (visual beauty) of my community	2740	72%	1551	76%	105
Improves my emotional well-being	3026	80%	1696	83%	104
Provides habitat for plants and animals	3027	80%	1718	84%	105
Provides opportunities for me to exercise or recreate outdoors	3150	83%	1756	86%	103
Provides opportunities for low-cost, family entertainment	2504	66%	1352	66%	100
Provides opportunities for me to be with other people and cultures	1281	34%	711	35%	103
Inspires me/family to care for the environment	2085	55%	1230	60%	109
Inspires me to volunteer in my community	1019	27%	619	30%	113
Answered	3801		2052		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	217	11%	97
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	146	8%	105
Improved landscaping and trail maintenance	1455	43%	841	44%	103
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	1165	61%	100
Improved information/advertising about recreational programs and opportunities	1452	43%	815	43%	100
Improved staff presence for visitor information and monitoring	1244	37%	732	39%	105
Improved permit process for special events	350	10%	174	9%	88
Improved reservation process (campsites, shelters)	636	19%	333	18%	93
Less encroachment of special events on regular park use	732	22%	452	24%	110
Answered	3372		1898		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	1028	53%	106
More children's playgrounds	510	15%	230	12%	80
More food and beverage options within parks	834	24%	409	21%	87
More courts and athletic fields (basketball, soccer, handball)	366	11%	184	9%	89
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	333	17%	95
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	392	20%	90
More frequent/more diverse scheduled programs and activities	887	26%	521	27%	104
More volunteer opportunities	426	12%	263	14%	109
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	445	23%	102
More options for physically challenged or elderly visitors	592	17%	349	18%	104
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	965	50%	100
Answered	3426		1938		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	1415	70%	106
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	546	27%	108
Purchase/acquire more parks and open space	1960	55%	1152	57%	104
Build new trails/bikeways within and between parks	1460	41%	825	41%	100
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	590	29%	90
Replace open turf with athletic facilities (ball fields and courts)	153	4%	74	4%	85
Increase staffing for maintenance, visitor services, and enforcement	812	23%	446	22%	97
Restore historical sites and buildings to allow for public use	738	21%	405	20%	97
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	392	19%	104
Establish new camping/RV facilities	517	14%	296	15%	101
Answered	3573		2029		

OC PARKS ANNUAL PASS HOLDERS

OC Parks Annual Pass Holders represented 20% of the total respondents or 929 individuals.

OC Parks Annual Pass Holders more concerned about addressing the encroachment of special events on regular park use. In addition, they are more concerned about a) habitat restoration and environmental conservation and b) increasing and protecting open space.

They are less concerned about several issues as compared to the overall survey results, including opportunities for low-cost family events, permit and reservations processes and increased amenities, such as playgrounds, concessions and athletic fields.

Respondents by Identity

Respondents who are OC Parks annual pass holders

n=929

20% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	308	33%	92
Improves air, water, and overall environmental quality	2435	64%	613	66%	103
Improves the aesthetics (visual beauty) of my community	2740	72%	686	74%	103
Improves my emotional well-being	3026	80%	785	85%	106
Provides habitat for plants and animals	3027	80%	792	85%	107
Provides opportunities for me to exercise or recreate outdoors	3150	83%	801	86%	104
Provides opportunities for low-cost, family entertainment	2504	66%	510	55%	84
Provides opportunities for me to be with other people and cultures	1281	34%	300	32%	96
Inspires me/family to care for the environment	2085	55%	570	61%	112
Inspires me to volunteer in my community	1019	27%	288	31%	116
Answered	3801		927		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	84	10%	84
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	56	7%	90
Improved landscaping and trail maintenance	1455	43%	382	45%	105
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	443	52%	85
Improved information/advertising about recreational programs and opportunities	1452	43%	279	33%	77
Improved staff presence for visitor information and monitoring	1244	37%	320	38%	103
Improved permit process for special events	350	10%	55	7%	63
Improved reservation process (campsites, shelters)	636	19%	121	14%	76
Less encroachment of special events on regular park use	732	22%	276	33%	150
Answered	3372		845		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	485	57%	115
More children's playgrounds	510	15%	82	10%	65
More food and beverage options within parks	834	24%	157	19%	76
More courts and athletic fields (basketball, soccer, handball)	366	11%	57	7%	63
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	147	17%	96
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	136	16%	72
More frequent/more diverse scheduled programs and activities	887	26%	196	23%	89
More volunteer opportunities	426	12%	122	14%	116
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	165	20%	87
More options for physically challenged or elderly visitors	592	17%	159	19%	109
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	363	43%	86
Answered	3426		846		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	662	72%	110
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	223	24%	98
Purchase/acquire more parks and open space	1960	55%	583	64%	116
Build new trails/bikeways within and between parks	1460	41%	347	38%	93
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	230	25%	78
Replace open turf with athletic facilities (ball fields and courts)	153	4%	21	2%	54
Increase staffing for maintenance, visitor services, and enforcement	812	23%	225	25%	108
Restore historical sites and buildings to allow for public use	738	21%	141	15%	75
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	157	17%	92
Establish new camping/RV facilities	517	14%	114	12%	86
Answered	3573		915		

OC PARKS VOLUNTEERS

OC Parks Volunteers represented 5% of the total respondents or 227 individuals.

OC Parks Volunteers are most interested in accessing and increasing volunteer opportunities. In addition, they are more likely to value habitat restoration and grounds maintenance, cultural preservation, interpretation, visitor services, and amenities for physically-challenged and elderly visitors.

They are less concerned about event permitting and reservations processes, facility maintenance, playgrounds, athletic fields and courts, specialty facilities, and exercise equipment at OC parks.

Respondents by Identity

Respondents who volunteer for OC Parks		n=227	5% of total respondents			
Values	Total	Total %	Breakout	Breakout %	Index	
Q5. Why is OC Parks important to you? Check all that apply.						
Improves value of my home or property	1372	36%	69	30%	84	
Improves air, water, and overall environmental quality	2435	64%	141	62%	97	
Improves the aesthetics (visual beauty) of my community	2740	72%	153	67%	94	
Improves my emotional well-being	3026	80%	185	81%	102	
Provides habitat for plants and animals	3027	80%	206	91%	114	
Provides opportunities for me to exercise or recreate outdoors	3150	83%	186	82%	99	
Provides opportunities for low-cost, family entertainment	2504	66%	105	46%	70	
Provides opportunities for me to be with other people and cultures	1281	34%	101	44%	132	
Inspires me/family to care for the environment	2085	55%	151	67%	121	
Inspires me to volunteer in my community	1019	27%	197	87%	324	
Answered	3801		227			
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?						
Improved customer service	399	12%	20	10%	82	
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	15	7%	99	
Improved landscaping and trail maintenance	1455	43%	100	49%	113	
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	99	48%	79	
Improved information/advertising about recreational programs and opportunities	1452	43%	93	45%	105	
Improved staff presence for visitor information and monitoring	1244	37%	89	43%	118	
Improved permit process for special events	350	10%	12	6%	56	
Improved reservation process (campsites, shelters)	636	19%	23	11%	59	
Less encroachment of special events on regular park use	732	22%	37	18%	83	
Answered	3372		205			
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?						
More open/passive green space	1713	50%	117	56%	113	
More children's playgrounds	510	15%	11	5%	36	
More food and beverage options within parks	834	24%	30	14%	59	
More courts and athletic fields (basketball, soccer, handball)	366	11%	7	3%	32	
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	32	15%	85	
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	23	11%	49	
More frequent/more diverse scheduled programs and activities	887	26%	59	28%	110	
More volunteer opportunities	426	12%	59	28%	228	
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	42	20%	90	
More options for physically challenged or elderly visitors	592	17%	41	20%	114	
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	77	37%	75	
Answered	3426		208			
Q9. Which 3 PRIORITIES are most important over the next decade?						
Invest in habitat restoration/environmental sustainability	2343	66%	177	78%	119	
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	80	35%	143	
Purchase/acquire more parks and open space	1960	55%	129	57%	104	
Build new trails/bikeways within and between parks	1460	41%	77	34%	83	
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	42	19%	58	
Replace open turf with athletic facilities (ball fields and courts)	153	4%	2	1%	21	
Increase staffing for maintenance, visitor services, and enforcement	812	23%	53	23%	103	
Restore historical sites and buildings to allow for public use	738	21%	46	20%	99	
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	54	24%	129	
Establish new camping/RV facilities	517	14%	20	9%	61	
Answered	3573		226			

NON-PROFIT ORGANIZATIONS

Nonprofit organizations represented 3% of the total respondents or 131 individuals.

Non-profit organizations are more concerned with park amenities and services associated with open space, habitat restoration and environmental sustainability; cultural awareness and diversity; volunteer opportunities; educational programs; and increasing park staffing.

They are less concerned about opportunities for low-cost family events, facility maintenance, advertising, permitting processes, or increasing/improving such amenities as athletic fields, historical sites, or camping/RV facilities.

Respondents by Identity

Respondents who are involved in non-profits

n=131

3% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	49	37%	104
Improves air, water, and overall environmental quality	2435	64%	100	76%	119
Improves the aesthetics (visual beauty) of my community	2740	72%	96	73%	102
Improves my emotional well-being	3026	80%	110	84%	105
Provides habitat for plants and animals	3027	80%	122	93%	117
Provides opportunities for me to exercise or recreate outdoors	3150	83%	110	84%	101
Provides opportunities for low-cost, family entertainment	2504	66%	68	52%	79
Provides opportunities for me to be with other people and cultures	1281	34%	56	43%	127
Inspires me/family to care for the environment	2085	55%	92	70%	128
Inspires me to volunteer in my community	1019	27%	82	63%	233
Answered	3801		131		

Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?

Improved customer service	399	12%	15	12%	104
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	14	11%	156
Improved landscaping and trail maintenance	1455	43%	69	57%	131
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	59	48%	79
Improved information/advertising about recreational programs and opportunities	1452	43%	44	36%	84
Improved staff presence for visitor information and monitoring	1244	37%	60	49%	133
Improved permit process for special events	350	10%	12	10%	95
Improved reservation process (campsites, shelters)	636	19%	13	11%	56
Less encroachment of special events on regular park use	732	22%	28	23%	106
Answered	3372		122		

Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?

More open/passive green space	1713	50%	79	64%	128
More children's playgrounds	510	15%	7	6%	38
More food and beverage options within parks	834	24%	13	11%	43
More courts and athletic fields (basketball, soccer, handball)	366	11%	3	2%	23
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	14	11%	63
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	14	11%	51
More frequent/more diverse scheduled programs and activities	887	26%	42	34%	132
More volunteer opportunities	426	12%	29	24%	190
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	24	20%	87
More options for physically challenged or elderly visitors	592	17%	23	19%	108
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	49	40%	80
Answered	3426		123		

Q9. Which 3 PRIORITIES are most important over the next decade?

Invest in habitat restoration/environmental sustainability	2343	66%	113	88%	134
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	54	42%	169
Purchase/acquire more parks and open space	1960	55%	81	63%	114
Build new trails/bikeways within and between parks	1460	41%	38	29%	72
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	12	9%	29
Replace open turf with athletic facilities (ball fields and courts)	153	4%	2	2%	36
Increase staffing for maintenance, visitor services, and enforcement	812	23%	35	27%	119
Restore historical sites and buildings to allow for public use	738	21%	21	16%	79
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	36	28%	150
Establish new camping/RV facilities	517	14%	7	5%	38
Answered	3573		129		

OC PARKS STAFF

OC Parks staff represented 1% of the total respondents or 47 individuals.

OC Parks staff are more concerned with improving access to visitor information, event permitting and reservations processes, limiting the encroachment of events on regular park use and providing more and better park amenities such as Wi-Fi, athletic fields and more food and beverage options.

They are less concerned with issues regarding volunteer opportunities, improving customer service, maintenance and advertising, increasing standard park amenities, acquiring open space, replacing athletic fields, building trails and increasing staff.

Respondents by Identity

Respondents who are OC Parks staff

n=47

1% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	16	34%	94
Improves air, water, and overall environmental quality	2435	64%	30	64%	100
Improves the aesthetics (visual beauty) of my community	2740	72%	34	72%	100
Improves my emotional well-being	3026	80%	36	77%	96
Provides habitat for plants and animals	3027	80%	39	83%	104
Provides opportunities for me to exercise or recreate outdoors	3150	83%	42	89%	108
Provides opportunities for low-cost, family entertainment	2504	66%	28	60%	90
Provides opportunities for me to be with other people and cultures	1281	34%	11	23%	69
Inspires me/family to care for the environment	2085	55%	28	60%	109
Inspires me to volunteer in my community	1019	27%	7	15%	56
Answered	3801		47		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	4	9%	73
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	6	13%	177
Improved landscaping and trail maintenance	1455	43%	16	35%	81
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	21	46%	74
Improved information/advertising about recreational programs and opportunities	1452	43%	15	33%	76
Improved staff presence for visitor information and monitoring	1244	37%	23	50%	136
Improved permit process for special events	350	10%	7	15%	147
Improved reservation process (campsites, shelters)	636	19%	13	28%	150
Less encroachment of special events on regular park use	732	22%	17	37%	170
Answered	3372		46		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	23	52%	105
More children's playgrounds	510	15%	6	14%	92
More food and beverage options within parks	834	24%	14	32%	131
More courts and athletic fields (basketball, soccer, handball)	366	11%	6	14%	128
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	9	20%	113
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	9	20%	91
More frequent/more diverse scheduled programs and activities	887	26%	15	34%	132
More volunteer opportunities	426	12%	2	5%	37
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	16	36%	162
More options for physically challenged or elderly visitors	592	17%	11	25%	145
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	10	23%	46
Answered	3426		44		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	31	66%	101
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	12	26%	103
Purchase/acquire more parks and open space	1960	55%	17	36%	66
Build new trails/bikeways within and between parks	1460	41%	10	21%	52
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	18	38%	119
Replace open turf with athletic facilities (ball fields and courts)	153	4%	0	0%	0
Increase staffing for maintenance, visitor services, and enforcement	812	23%	21	45%	197
Restore historical sites and buildings to allow for public use	738	21%	4	9%	41
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	10	21%	114
Establish new camping/RV facilities	517	14%	10	21%	147
Answered	3573		47		

REGIONAL PARK VISITORS

Regional park visitors make up a nearly three-fourths (74%) of survey respondents or 3,419 individuals. Consequently, their results are similar to the overall results.

That said, they are more concerned with issues regarding athletic fields and courts.

They are less concerned with technological connectivity, cultural resources and volunteer activities.

Respondents by Park Type Visited

Respondents who visit Regional Parks

n=3419

74% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	1199	37%	102
Improves air, water, and overall environmental quality	2435	64%	2120	65%	102
Improves the aesthetics (visual beauty) of my community	2740	72%	2392	73%	102
Improves my emotional well-being	3026	80%	2621	80%	101
Provides habitat for plants and animals	3027	80%	2606	80%	100
Provides opportunities for me to exercise or recreate outdoors	3150	83%	2749	84%	102
Provides opportunities for low-cost, family entertainment	2504	66%	2229	68%	104
Provides opportunities for me to be with other people and cultures	1281	34%	1121	34%	102
Inspires me/family to care for the environment	2085	55%	1807	55%	101
Inspires me to volunteer in my community	1019	27%	847	26%	97
Answered	3801		3258		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	352	12%	103
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	212	7%	99
Improved landscaping and trail maintenance	1455	43%	1244	43%	99
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	1815	63%	102
Improved information/advertising about recreational programs and opportunities	1452	43%	1286	44%	103
Improved staff presence for visitor information and monitoring	1244	37%	1077	37%	101
Improved permit process for special events	350	10%	306	11%	102
Improved reservation process (campsites, shelters)	636	19%	556	19%	102
Less encroachment of special events on regular park use	732	22%	624	22%	99
Answered	3372		2902		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	1460	50%	99
More children's playgrounds	510	15%	459	16%	105
More food and beverage options within parks	834	24%	737	25%	103
More courts and athletic fields (basketball, soccer, handball)	366	11%	341	12%	108
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	543	18%	102
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	672	23%	101
More frequent/more diverse scheduled programs and activities	887	26%	782	27%	102
More volunteer opportunities	426	12%	339	12%	93
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	665	23%	101
More options for physically challenged or elderly visitors	592	17%	495	17%	97
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	1490	51%	102
Answered	3426		2947		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	1996	65%	99
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	723	24%	95
Purchase/acquire more parks and open space	1960	55%	1654	54%	98
Build new trails/bikeways within and between parks	1460	41%	1264	41%	101
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	1038	34%	105
Replace open turf with athletic facilities (ball fields and courts)	153	4%	143	5%	109
Increase staffing for maintenance, visitor services, and enforcement	812	23%	700	23%	100
Restore historical sites and buildings to allow for public use	738	21%	648	21%	102
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	583	19%	102
Establish new camping/RV facilities	517	14%	445	15%	100
Answered	3573		3066		

WILDERNESS AND OPEN SPACE PARK VISITORS

Wilderness and open space park visitors represented 49% of the total respondents or 2,239 individuals.

Wilderness and open space park visitors are more concerned with environmental sustainability, open space and volunteer opportunities.

They are less concerned with improving customer service, improving permit and reservation processes, or increasing park amenities, such as playgrounds, concessions, athletic fields and courts, nature centers, or restrooms.

Respondents by Park Type Visited

Respondents who visit Wilderness and Open Space Parks

n=2239

49% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	837	39%	107
Improves air, water, and overall environmental quality	2435	64%	1561	72%	112
Improves the aesthetics (visual beauty) of my community	2740	72%	1695	78%	109
Improves my emotional well-being	3026	80%	1888	87%	109
Provides habitat for plants and animals	3027	80%	1927	89%	112
Provides opportunities for me to exercise or recreate outdoors	3150	83%	1921	89%	107
Provides opportunities for low-cost, family entertainment	2504	66%	1383	64%	97
Provides opportunities for me to be with other people and cultures	1281	34%	799	37%	109
Inspires me/family to care for the environment	2085	55%	1413	65%	119
Inspires me to volunteer in my community	1019	27%	739	34%	127
Answered	3801		2167		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	189	10%	83
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	129	7%	91
Improved landscaping and trail maintenance	1455	43%	932	48%	112
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	1124	58%	95
Improved information/advertising about recreational programs and opportunities	1452	43%	749	39%	90
Improved staff presence for visitor information and monitoring	1244	37%	726	38%	102
Improved permit process for special events	350	10%	146	8%	73
Improved reservation process (campsites, shelters)	636	19%	317	16%	87
Less encroachment of special events on regular park use	732	22%	487	25%	116
Answered	3372		1927		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	1227	62%	125
More children's playgrounds	510	15%	181	9%	62
More food and beverage options within parks	834	24%	305	16%	64
More courts and athletic fields (basketball, soccer, handball)	366	11%	138	7%	66
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	339	17%	95
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	353	18%	80
More frequent/more diverse scheduled programs and activities	887	26%	526	27%	103
More volunteer opportunities	426	12%	300	15%	123
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	390	20%	88
More options for physically challenged or elderly visitors	592	17%	311	16%	92
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	914	47%	94
Answered	3426		1965		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	1535	74%	113
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	591	28%	114
Purchase/acquire more parks and open space	1960	55%	1321	64%	116
Build new trails/bikeways within and between parks	1460	41%	894	43%	105
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	507	24%	76
Replace open turf with athletic facilities (ball fields and courts)	153	4%	43	2%	48
Increase staffing for maintenance, visitor services, and enforcement	812	23%	433	21%	92
Restore historical sites and buildings to allow for public use	738	21%	372	18%	87
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	359	17%	93
Establish new camping/RV facilities	517	14%	266	13%	88
Answered	3573		2080		

BEACH VISITORS

Beach visitors represented 57% of the total respondents or 2,615 individuals.

Beach visitors are more concerned with improving reservation processes for campsites and increasing park amenities.

They are less concerned increasing volunteer opportunities.

Respondents by Park Type Visited

Respondents who visit Beaches

n=2615

57% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	1003	40%	112
Improves air, water, and overall environmental quality	2435	64%	1709	69%	108
Improves the aesthetics (visual beauty) of my community	2740	72%	1890	76%	106
Improves my emotional well-being	3026	80%	2059	83%	104
Provides habitat for plants and animals	3027	80%	2046	82%	104
Provides opportunities for me to exercise or recreate outdoors	3150	83%	2106	85%	102
Provides opportunities for low-cost, family entertainment	2504	66%	1781	72%	109
Provides opportunities for me to be with other people and cultures	1281	34%	928	37%	111
Inspires me/family to care for the environment	2085	55%	1462	59%	107
Inspires me to volunteer in my community	1019	27%	730	29%	110
Answered	3801		2481		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	260	12%	99
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	172	8%	106
Improved landscaping and trail maintenance	1455	43%	956	43%	100
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	1406	64%	103
Improved information/advertising about recreational programs and opportunities	1452	43%	966	44%	101
Improved staff presence for visitor information and monitoring	1244	37%	809	37%	99
Improved permit process for special events	350	10%	237	11%	103
Improved reservation process (campsites, shelters)	636	19%	465	21%	111
Less encroachment of special events on regular park use	732	22%	486	22%	101
Answered	3372		2214		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	1153	51%	102
More children's playgrounds	510	15%	349	15%	104
More food and beverage options within parks	834	24%	558	25%	102
More courts and athletic fields (basketball, soccer, handball)	366	11%	256	11%	106
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	434	19%	106
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	549	24%	108
More frequent/more diverse scheduled programs and activities	887	26%	591	26%	101
More volunteer opportunities	426	12%	271	12%	97
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	503	22%	99
More options for physically challenged or elderly visitors	592	17%	412	18%	106
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	1160	51%	104
Answered	3426		2254		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	1553	66%	101
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	615	26%	106
Purchase/acquire more parks and open space	1960	55%	1306	56%	102
Build new trails/bikeways within and between parks	1460	41%	961	41%	101
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	770	33%	102
Replace open turf with athletic facilities (ball fields and courts)	153	4%	112	5%	112
Increase staffing for maintenance, visitor services, and enforcement	812	23%	523	22%	98
Restore historical sites and buildings to allow for public use	738	21%	527	23%	109
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	433	19%	100
Establish new camping/RV facilities	517	14%	361	15%	107
Answered	3573		2339		

HARBOR VISITORS

Harbor visitors represented 30% of the total respondents or 1,397 individuals.

Harbor visitors are more concerned with increasing specialty amenities (e.g., fishing and boating), options for elderly and physically challenged and interpretive or educational amenities.

They are less concerned with improving customer service and increasing the number of playgrounds.

Respondents by Park Type Visited

Respondents who visit Harbors

n=1397

30% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	580	43%	120
Improves air, water, and overall environmental quality	2435	64%	963	72%	113
Improves the aesthetics (visual beauty) of my community	2740	72%	1071	80%	111
Improves my emotional well-being	3026	80%	1144	86%	108
Provides habitat for plants and animals	3027	80%	1148	86%	108
Provides opportunities for me to exercise or recreate outdoors	3150	83%	1168	87%	106
Provides opportunities for low-cost, family entertainment	2504	66%	971	73%	110
Provides opportunities for me to be with other people and cultures	1281	34%	529	40%	118
Inspires me/family to care for the environment	2085	55%	849	64%	116
Inspires me to volunteer in my community	1019	27%	450	34%	126
Answered	3801		1335		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	120	10%	85
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	92	8%	105
Improved landscaping and trail maintenance	1455	43%	536	45%	104
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	763	64%	104
Improved information/advertising about recreational programs and opportunities	1452	43%	531	44%	103
Improved staff presence for visitor information and monitoring	1244	37%	444	37%	101
Improved permit process for special events	350	10%	115	10%	93
Improved reservation process (campsites, shelters)	636	19%	241	20%	107
Less encroachment of special events on regular park use	732	22%	274	23%	106
Answered	3372		1196		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	650	54%	107
More children's playgrounds	510	15%	154	13%	85
More food and beverage options within parks	834	24%	268	22%	91
More courts and athletic fields (basketball, soccer, handball)	366	11%	127	10%	98
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	252	21%	115
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	278	23%	102
More frequent/more diverse scheduled programs and activities	887	26%	332	27%	106
More volunteer opportunities	426	12%	146	12%	97
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	287	24%	105
More options for physically challenged or elderly visitors	592	17%	238	20%	113
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	626	52%	104
Answered	3426		1214		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	859	68%	103
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	329	26%	104
Purchase/acquire more parks and open space	1960	55%	747	59%	107
Build new trails/bikeways within and between parks	1460	41%	503	40%	97
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	398	31%	97
Replace open turf with athletic facilities (ball fields and courts)	153	4%	54	4%	99
Increase staffing for maintenance, visitor services, and enforcement	812	23%	273	21%	95
Restore historical sites and buildings to allow for public use	738	21%	287	23%	109
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	261	21%	111
Establish new camping/RV facilities	517	14%	193	15%	105
Answered	3573		1270		

DAILY PARK USERS

Daily park users represented 9% of the total respondents or 431 individuals.

Daily park users are more concerned with protecting and acquiring open space, volunteer opportunities and decreasing special events that encroach on regular park use.

They are less concerned about issues regarding improving advertising or permit processes, increasing food and beverage options, exercise equipment, children's playgrounds and renovating or building new park amenities, such as shelters and restrooms.

Respondents by Frequency of Park Use

Respondents who use OC Parks daily

n=431

9% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	205	49%	135
Improves air, water, and overall environmental quality	2435	64%	275	65%	102
Improves the aesthetics (visual beauty) of my community	2740	72%	323	77%	106
Improves my emotional well-being	3026	80%	360	86%	107
Provides habitat for plants and animals	3027	80%	347	82%	103
Provides opportunities for me to exercise or recreate outdoors	3150	83%	378	90%	108
Provides opportunities for low-cost, family entertainment	2504	66%	248	59%	89
Provides opportunities for me to be with other people and cultures	1281	34%	174	41%	123
Inspires me/family to care for the environment	2085	55%	262	62%	113
Inspires me to volunteer in my community	1019	27%	163	39%	144
Answered	3801		421		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	39	11%	89
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	22	6%	81
Improved landscaping and trail maintenance	1455	43%	201	54%	126
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	198	54%	87
Improved information/advertising about recreational programs and opportunities	1452	43%	118	32%	74
Improved staff presence for visitor information and monitoring	1244	37%	119	32%	87
Improved permit process for special events	350	10%	32	9%	83
Improved reservation process (campsites, shelters)	636	19%	45	12%	64
Less encroachment of special events on regular park use	732	22%	114	31%	142
Answered	3372		370		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	216	59%	118
More children's playgrounds	510	15%	41	11%	75
More food and beverage options within parks	834	24%	58	16%	65
More courts and athletic fields (basketball, soccer, handball)	366	11%	31	8%	79
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	73	20%	110
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	56	15%	68
More frequent/more diverse scheduled programs and activities	887	26%	75	20%	79
More volunteer opportunities	426	12%	58	16%	127
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	78	21%	95
More options for physically challenged or elderly visitors	592	17%	49	13%	77
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	154	42%	85
Answered	3426		366		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	273	69%	105
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	88	22%	89
Purchase/acquire more parks and open space	1960	55%	248	62%	114
Build new trails/bikeways within and between parks	1460	41%	160	40%	98
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	100	25%	78
Replace open turf with athletic facilities (ball fields and courts)	153	4%	9	2%	53
Increase staffing for maintenance, visitor services, and enforcement	812	23%	96	24%	106
Restore historical sites and buildings to allow for public use	738	21%	67	17%	82
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	54	14%	73
Establish new camping/RV facilities	517	14%	45	11%	78
Answered	3573		398		

WEEKLY PARK USERS

Weekly park users represented 36% of the total respondents or 1,676 individuals.

Weekly park users are more concerned with volunteer opportunities, open space and trails within and between parks.

They are less concerned with permit and reservation processes and increasing park amenities, such as food and beverage options, interpretive centers, special events and athletic fields and courts.

Respondents by Frequency of Park Use

Respondents who use OC Parks weekly

n=1676

36% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	598	37%	102
Improves air, water, and overall environmental quality	2435	64%	1113	68%	107
Improves the aesthetics (visual beauty) of my community	2740	72%	1237	76%	105
Improves my emotional well-being	3026	80%	1400	86%	108
Provides habitat for plants and animals	3027	80%	1359	83%	105
Provides opportunities for me to exercise or recreate outdoors	3150	83%	1422	87%	105
Provides opportunities for low-cost, family entertainment	2504	66%	1026	63%	96
Provides opportunities for me to be with other people and cultures	1281	34%	599	37%	109
Inspires me/family to care for the environment	2085	55%	978	60%	110
Inspires me to volunteer in my community	1019	27%	534	33%	122
Answered	3801		1628		

Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?

Improved customer service	399	12%	152	11%	89
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	101	7%	95
Improved landscaping and trail maintenance	1455	43%	688	48%	110
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	852	59%	96
Improved information/advertising about recreational programs and opportunities	1452	43%	581	40%	94
Improved staff presence for visitor information and monitoring	1244	37%	530	37%	100
Improved permit process for special events	350	10%	121	8%	81
Improved reservation process (campsites, shelters)	636	19%	254	18%	93
Less encroachment of special events on regular park use	732	22%	331	23%	106
Answered	3372		1443		

Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?

More open/passive green space	1713	50%	855	58%	116
More children's playgrounds	510	15%	225	15%	102
More food and beverage options within parks	834	24%	295	20%	82
More courts and athletic fields (basketball, soccer, handball)	366	11%	143	10%	91
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	244	17%	91
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	308	21%	93
More frequent/more diverse scheduled programs and activities	887	26%	371	25%	97
More volunteer opportunities	426	12%	216	15%	118
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	288	19%	87
More options for physically challenged or elderly visitors	592	17%	228	15%	89
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	691	47%	94
Answered	3426		1477		

Q9. Which 3 PRIORITIES are most important over the next decade?

Invest in habitat restoration/environmental sustainability	2343	66%	1093	71%	108
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	399	26%	104
Purchase/acquire more parks and open space	1960	55%	966	62%	114
Build new trails/bikeways within and between parks	1460	41%	706	46%	112
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	405	26%	81
Replace open turf with athletic facilities (ball fields and courts)	153	4%	53	3%	80
Increase staffing for maintenance, visitor services, and enforcement	812	23%	324	21%	92
Restore historical sites and buildings to allow for public use	738	21%	273	18%	85
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	258	17%	90
Establish new camping/RV facilities	517	14%	221	14%	99
Answered	3573		1549		

MONTHLY PARK USERS

Monthly park users represented 19% of the total respondents or 888 individuals.

Monthly park users are more concerned with increasing recreational programs and opportunities, improving reservation processes and increasing a number of amenities.

They are less concerned with volunteer opportunities, diversity and the maintenance, restoration and acquisition of park lands, including open space.

Respondents by Frequency of Park Use

Respondents who use OC Parks monthly

n=888

19% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	296	35%	97
Improves air, water, and overall environmental quality	2435	64%	541	64%	100
Improves the aesthetics (visual beauty) of my community	2740	72%	607	72%	100
Improves my emotional well-being	3026	80%	673	80%	100
Provides habitat for plants and animals	3027	80%	664	79%	99
Provides opportunities for me to exercise or recreate outdoors	3150	83%	696	82%	100
Provides opportunities for low-cost, family entertainment	2504	66%	575	68%	103
Provides opportunities for me to be with other people and cultures	1281	34%	240	28%	84
Inspires me/family to care for the environment	2085	55%	439	52%	95
Inspires me to volunteer in my community	1019	27%	175	21%	77
Answered	3801		844		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	90	12%	100
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	49	6%	88
Improved landscaping and trail maintenance	1455	43%	296	39%	90
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	471	62%	101
Improved information/advertising about recreational programs and opportunities	1452	43%	359	47%	110
Improved staff presence for visitor information and monitoring	1244	37%	283	37%	101
Improved permit process for special events	350	10%	81	11%	103
Improved reservation process (campsites, shelters)	636	19%	163	21%	114
Less encroachment of special events on regular park use	732	22%	149	20%	90
Answered	3372		759		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	349	45%	90
More children's playgrounds	510	15%	126	16%	110
More food and beverage options within parks	834	24%	192	25%	102
More courts and athletic fields (basketball, soccer, handball)	366	11%	82	11%	99
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	152	20%	109
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	184	24%	106
More frequent/more diverse scheduled programs and activities	887	26%	216	28%	108
More volunteer opportunities	426	12%	86	11%	90
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	183	24%	106
More options for physically challenged or elderly visitors	592	17%	150	19%	112
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	389	50%	101
Answered	3426		772		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	506	63%	96
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	210	26%	106
Purchase/acquire more parks and open space	1960	55%	412	52%	94
Build new trails/bikeways within and between parks	1460	41%	292	37%	89
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	275	34%	107
Replace open turf with athletic facilities (ball fields and courts)	153	4%	39	5%	114
Increase staffing for maintenance, visitor services, and enforcement	812	23%	167	21%	92
Restore historical sites and buildings to allow for public use	738	21%	181	23%	110
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	181	23%	122
Establish new camping/RV facilities	517	14%	127	16%	110
Answered	3573		800		

USE PARKS A FEW TIMES PER YEAR

Visitors who use the parks a few times per year represented 20% of the total respondents or 930 individuals.

They are more concerned with opportunities for low-cost family entertainment and increasing or improving a number of services and amenities.

They are less concerned with issues regarding volunteer opportunities and the maintenance, restoration and acquisition of park lands, including open space.

Respondents by Frequency of Park Use

Respondents who use OC Parks a few times per year

n=930

20% of total respondents

Values	Total	Total %	Breakout	Breakout %	Index
Q5. Why is OC Parks important to you? Check all that apply.					
Improves value of my home or property	1372	36%	248	29%	81
Improves air, water, and overall environmental quality	2435	64%	466	55%	86
Improves the aesthetics (visual beauty) of my community	2740	72%	535	63%	87
Improves my emotional well-being	3026	80%	552	65%	82
Provides habitat for plants and animals	3027	80%	615	72%	91
Provides opportunities for me to exercise or recreate outdoors	3150	83%	611	72%	87
Provides opportunities for low-cost, family entertainment	2504	66%	616	73%	110
Provides opportunities for me to be with other people and cultures	1281	34%	248	29%	87
Inspires me/family to care for the environment	2085	55%	378	45%	81
Inspires me to volunteer in my community	1019	27%	128	15%	56
Answered	3801		849		
Q7. What 3 improvements to SERVICES would make OC Parks more welcoming to you?					
Improved customer service	399	12%	109	15%	123
Improved multi-lingual, cultural diversity reflected in information and programs	248	7%	73	10%	132
Improved landscaping and trail maintenance	1455	43%	255	34%	79
Improved facility and amenity maintenance (restrooms, picnic shelters, drinking fountains)	2069	61%	523	70%	113
Improved information/advertising about recreational programs and opportunities	1452	43%	377	50%	117
Improved staff presence for visitor information and monitoring	1244	37%	292	39%	105
Improved permit process for special events	350	10%	107	14%	137
Improved reservation process (campsites, shelters)	636	19%	161	21%	114
Less encroachment of special events on regular park use	732	22%	129	17%	79
Answered	3372		751		
Q8. What 3 enhancements to AMENITIES would entice you to visit more frequently?					
More open/passive green space	1713	50%	273	36%	72
More children's playgrounds	510	15%	108	14%	96
More food and beverage options within parks	834	24%	273	36%	148
More courts and athletic fields (basketball, soccer, handball)	366	11%	107	14%	132
More specialty facilities (equestrian, fishing/boating, etc.)	620	18%	146	19%	106
More exercise equipment or equipment rentals (bikes, kayaks, etc.)	770	22%	209	28%	123
More frequent/more diverse scheduled programs and activities	887	26%	210	28%	107
More volunteer opportunities	426	12%	60	8%	64
More technological connectivity (Wi-Fi availability, mobile maps/park info, etc.)	769	22%	209	28%	123
More options for physically challenged or elderly visitors	592	17%	153	20%	117
More standard park amenities (restrooms, benches, picnic shelters, drinking fountains, etc.)	1701	50%	443	58%	118
Answered	3426		759		
Q9. Which 3 PRIORITIES are most important over the next decade?					
Invest in habitat restoration/environmental sustainability	2343	66%	447	58%	88
Invest in preservation/curation of cultural artifacts (archeological, paleontological items)	887	25%	179	23%	93
Purchase/acquire more parks and open space	1960	55%	309	40%	72
Build new trails/bikeways within and between parks	1460	41%	287	37%	90
Renovate or build new park amenities (shelters, nature centers, restrooms, etc.)	1153	32%	360	46%	144
Replace open turf with athletic facilities (ball fields and courts)	153	4%	46	6%	138
Increase staffing for maintenance, visitor services, and enforcement	812	23%	208	27%	118
Restore historical sites and buildings to allow for public use	738	21%	204	26%	127
Create more interpretive/educational amenities (signage, nature centers, public programs, etc.)	664	19%	163	21%	113
Establish new camping/RV facilities	517	14%	116	15%	103
Answered	3573		777		