



RIVERSIDE 2025 STRATEGIC PLAN: PRIORITIES, INDICATORS AND CROSS-CUTTING VALUES

City Manager's Office

City Council
August 11, 2020

RiversideCA.gov

BACKGROUND

1. February 2025 – City Council approved the Riverside 2.0 Strategic Plan with the following seven priorities:
 - a) Enhanced Customer Service and Improved Quality of Life
 - b) Economic Development
 - c) City Transportation
 - d) Community Services
 - e) Improve Housing Diversity and Options
 - f) Reduce Taxpayer Liability and Reduce Costs Whenever Possible
 - g) Improve teamwork and Community



2

RiversideCA.gov

BACKGROUND (CONT.)

2. June 2017 – City Council approved an update to the Strategic Plan (Riverside 2.1) with revisions to strategic goals and addition of new performance measures;
3. January 2020 – City Manager's Office selected The Organizational Network to facilitate the development of a new strategic plan for the period of 2020-2025;
4. February – July 2020 – Consultant held one-on-one interviews with Mayor, Council Members and key staff to identify priorities and goals for the City organization; and
5. July 14, 2020 – City Council Workshop to discuss priorities.



3

RiversideCA.gov

STRATEGIC PRIORITIES

1. Broad themes the City Council is passionate about and is willing to invest time, energy and resources to accomplish;
2. Eight discussion areas were consolidated down to six Strategic Priorities:
 - ✓ **High Performing Government**
 - ✓ **Community Well-Being**
 - ✓ **Economic Empowerment**
 - ✓ **Infrastructure, Investment & Connectivity**
 - ✓ **Culture, Recreation and Lifelong Learning**
 - ✓ **Ecological Health**



4

RiversideCA.gov

STRATEGIC PRIORITY #1

High Performing Government – *Provide efficient, high quality public service that is accessible and responsive to all.*

Strategic Indicators

Customer-Centered Service

Adaptive Organization

Fiscal Solvency

Community Satisfaction

Community Engagement

Employee Satisfaction

5



RiversideCA.gov

STRATEGIC PRIORITY #2

Community Well-Being – *Work in partnership with community stakeholders to ensure community well-being.*

Strategic Indicators

Housing Supply and Attainability

Safety and Security

Public Health

Placemaking

Household Resilience

6



RiversideCA.gov

STRATEGIC PRIORITY #3

Economic Empowerment – *Promote a thriving, enduring economy that reflects community values and provides opportunity for all.*

Strategic Indicators

Work Force Development

Business Retention and Attraction

Entrepreneurial Atmosphere

Economic Mobility

7



RiversideCA.gov

STRATEGIC PRIORITY #4

Infrastructure, Investment & Connectivity – *Ensure safe and reliable infrastructure that benefits the community and facilitates connection between people, place and information.*

Strategic Indicators:

Multimodal Transportation

Condition of Infrastructure

Local Investment

Intelligent and Green Development

8



RiversideCA.gov

STRATEGIC PRIORITY #5

Culture, Recreation and Lifelong Learning – *Provide broad community experiences that enrich the lives of all.*

Strategic Indicators:

Educational Attainment

Shared Uses and Partnerships

Art and Cultural Assets

Recreational Programing and Amenities



9

RiversideCA.gov

STRATEGIC PRIORITY #6

Ecological Health – *Meet the present needs of the community and those of future generations without compromising the ecosystems on which all depend.*

Strategic Indicators:

Water Quality, Supply and Efficiency

Climate Resiliency, Carbon Footprint and Air Quality

Usage, Condition, and Quality of Public Lands

Local Food System Vitality

Renewable Resource Usage and Waste Reduction



10

RiversideCA.gov

CROSS-CUTTING VALUES

Reflects Riverside's core values and anchored in everything the City does:

1. **Diversity, Equity and Inclusion** – Riverside supports the community's considerable racial, ethnic, religious, identity and other types of diversity and advances fairness of treatment, recognition of rights, acceptance of responsibilities, commitment to equality, and dedication to expanding opportunities for all.
2. **Innovation** – Issues and opportunities are viewed, considered, and addressed through collaborative engagement with community members and others to ensure an inventive and multi-disciplinary approach.



11

RiversideCA.gov

CROSS-CUTTING VALUES (CONT.)

3. **Sustainability and Resiliency** – Riverside is committed to meeting the needs of the present without compromising the needs of the future and ensuring the City's capacity to survive, adapt and grow during difficult times. Municipal decisions will be evaluated using the triple bottom line framework considering environmental, economic, and social implications to increase awareness, mitigate negative impacts and improve overall outcomes.
4. **Community Trust** – Decisions are transparent, based on sound policy and ample opportunities for community engagement and feedback. Successful strategies that build community trust involve efforts to make information available in a timely manner and shared consistently.
5. **Public Benefit** – Activities and actions meet the needs of the public, respect the public funds paid through taxes, fees, and rates, support the many rather than the few, and reflect shared responsibilities and partnerships.



12

RiversideCA.gov

VISION, CHALLENGES & ADVANTAGES

1. Survey distributed to Mayor and Council Members to seek input on:
 - a) Vision for the "Ideal Riverside;"
 - b) Challenges and Obstacles to achieving Vision;
 - c) Advantages that will enable the City to achieve Strategic Priorities.
2. Results of the survey will be discussed during this workshop.



13

RiversideCA.gov

NEXT STEPS

1. August 2020 – Department Head workshop:
 - a) Identify **Strategic Actions** departments can take to achieve Strategic Priorities;
 - b) Develop **SMART Performance Metrics** that are Specific, Measurable, Aggressive yet Achievable, Relevant, and Ime-bound.
2. September 2020 – Riverside 2025 Strategic Plan presented to City Council for final approval.
3. August – November 2020 – Priority Based Budgeting Process.



14

RiversideCA.gov

RECOMMENDATIONS

That the City Council:

1. Review and approve the City Council's Strategic Priorities, Indicators and Cross-Cutting Values for the Riverside 2025 Strategic Plan;
2. Identify the Vision, Challenges and Advantages for the City of Riverside for the next five-year period;
3. Direct staff to develop Strategic Actions and Performance Metrics to implement the Riverside 2025 Strategic Plan and measure progress toward achieving the City Council's Strategic Priorities; and
4. Direct staff to return to City Council on September 15, 2020 to review and approve the final Riverside 2025 Strategic Plan.



15

RiversideCA.gov