



# RIVERSIDE 2025 STRATEGIC PLAN: CROSS-CUTTING THREADS, STRATEGIC PRIORITIES, INDICATORS & GOALS

City Manager's Office

City Council  
September 15, 2020

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## BACKGROUND

1. February 2015 – 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 Communication



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## BACKGROUND (CONT.)

2. June 2017 – City Council approved Riverside 2.1 Strategic Plan update with revised goals and new performance measures;
3. January 2020 – City Manager's Office selected The Organizational Network to facilitate the development of a new strategic plan;
4. February – July 2020 – Consultant held one-on-one interviews with Mayor, Council Members, and key staff to identify priorities for 2020-2025;
5. July 14, 2020 – City Council Strategic Planning Workshop#1 to discuss priorities; and
6. August 11, 2020 – Strategic Planning Workshop #2 to discuss Cross-Cutting Values, Strategic Priorities, Indicators and Vision.



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## BUILDING BLOCKS

Riverside 2025 Strategic Plan builds upon important prior works of the City Council, Boards, Commissions and Community:

- Seizing our Destiny
- General Plan 2025
- Riverside 2.0 and 2.1
- Inclusive Community Statement
- Green Riverside & Green Action Plan
- Integrated Resource Plan



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## STRATEGIC PLANNING TERMS

- **Vision** – The essence of what the City Council wants the City organization to achieve;
- **Mission** – How the City will achieve the Vision;
- **Cross-Cutting Threads** – Major themes reflected in all our outcomes;
- **Strategic Priorities** – Broad areas to invest time, energy and resources to achieve the Vision;
- **Indicators** – Forms of evidence to assess progress toward achieving the Vision and Strategic Priorities;
- **Goals** – General aspirations to advance Strategic Priorities;
- **Actions** – Specific activities to achieve Goals; and
- **Performance Metrics** – Specific measurements tied to Indicators to determine progress in attaining Vision and Strategic Priorities.



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## CROSS-CUTTING THREADS

1. **Community Trust** – Riverside is transparent and makes decisions based on sound policy, inclusive community engagement, involvement of City Boards & Commissions, and timely and reliable information. Activities and actions by the City serve the public interest, benefit the City's diverse populations, and result in greater public good.
2. **Equity** – Riverside is supportive of the City's racial, ethnic, religious, sexual orientation, identity and other attributes of diversity and is committed to advancing the fairness of treatment, recognition of rights, and equitable distribution of services to ensure every member of the community has equal access to share in the benefits of community progress.



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## CROSS-CUTTING THREADS (CONT.)

3. **Fiscal Responsibility** – Riverside is a prudent steward of public funds and ensures responsible management of the City's financial resources while providing quality public services to all.
4. **Innovation** – Riverside is inventive and timely in meeting the community's changing needs and prepares for the future through collaborative partnerships and adaptive processes.
5. **Sustainability & 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 persevere, adapt and grow during good and difficult times alike.



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## STRATEGIC PRIORITIES, INDICATORS & GOALS



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## ARTS, CULTURE & REREATION

*Provide diverse community experiences and personal enrichment opportunities for people of all ages.*

### Indicators

Lifelong Learning

Shared Uses and Partnerships

Arts and Cultural Opportunities

Access to Parks, Trails and Open Spaces

Programs and Amenities



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## ARTS, CULTURE & RECREATION

### GOALS

1.1. Strengthen Riverside's portfolio of arts, culture, recreation and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities, and fund development.

1.2. Facilitate equitable access to arts, culture and recreational service offerings and facilities.

1.3. Improve parks, recreational amenities, open space, and trail development, and fulfill critical lifecycle and facility maintenance needs.

1.4. Prioritize safety and welfare in City parks, trails, and cultural and recreation facilities.

1.5. Support the development, literacy, health, and education of children and youth throughout the community.



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## COMMUNITY WELL-BEING

*Ensure safe and inclusive neighborhoods where everyone can thrive.*

**Indicators**

Housing Supply and Attainability

Public Safety

Public Health

Placemaking

Homelessness

Household Resilience





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## COMMUNITY WELL-BEING

GOALS
2.1. Facilitate the development of a quality and diverse housing supply that is available and affordable to a wide range of income levels.
2.2. Collaborate with partner agencies to improve household resiliency and reduce the incidence and duration of homelessness.
2.3. Grow neighborhood identities and improve community health and the physical environment through investments and programs that foster an increased sense of community and enhanced feelings of pride and belonging citywide.
2.4. Support programs and innovations that enhance community safety, encourage neighborhood engagement, and build public trust.
2.5. Foster relationships between community members, partner organizations, and public safety professionals to define, prioritize, and address community safety and social service needs.
2.6. Strengthen community preparedness for emergencies and disruptive events to ensure effective response and recovery.



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## ECONOMIC OPPORTUNITY

*Champion a thriving, enduring economy that provides opportunity for all.*

### Indicators

Workforce Development

Business Development and Success

Local Investment

Regional Partnerships

Economic Mobility



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## ECONOMIC OPPORTUNITY

### GOALS

**3.1.** Facilitate partnerships and programs to develop, attract and retain innovative business sectors.

**3.2.** Work with key partners to develop and prepare the local workforce and connect workers with high quality employment opportunities in Riverside.

**3.3.** Cultivate a business ecosystem that supports a climate of innovation, entrepreneurship and investment.

**3.4.** Enhance policies and programs that promote local business investment and ensure equitable opportunities for all.



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## ENVIRONMENTAL STEWARDSHIP

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

### Indicators:

Water Quality, Supply, Efficiency & Reliability  
 Climate Resiliency, Carbon Footprint & Air Quality  
 Usage, Condition & Quality of Public Lands  
 Local Food System Vitality  
 Environmental Justice  
 Renewable Resource Usage & Waste Reduction



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## ENVIRONMENTAL STEWARDSHIP

### GOALS

4.1. Maximize the City's production and use of sustainable energy while ensuring safe, reliable and affordable energy for the community.

4.2. Sustainably manage local water resources to maximize reliability and advance water reuse to ensure safe, reliable and affordable water to our community.

4.3. Support and implement policies and decision making that ensures the community has healthier air to breath.

4.4. Lead public-private partnerships to build resources and grow the capacity of the local food system.

4.5. Ensure that open spaces and natural lands are managed to support healthy ecosystems that are resilient to climate change and urban pressures.

4.6. Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.



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## HIGH PERFORMING GOVERNMENT

*Provide world class public service that is efficient, accessible and responsive to all.*

### Strategic Indicators:

Community-Centered Service  
Adaptive Organization  
Financial Health  
Equity in Delivery of City Services  
Civic Engagement  
City Team Engagement



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## HIGH PERFORMING GOVERNMENT

### GOALS

- 5.1. Attract, develop, engage and retain a diverse and highly skilled workforce across the entire City organization.
- 5.2. Utilize technology, data, and process improvement strategies to increase efficiencies, guide decision making, and improve access to and delivery of financially sustainable City services.
- 5.3. Enhance communication and collaboration with community members to improve transparency, build public trust, and encourage shared decision-making.
- 5.4. Achieve and maintain financial health by addressing gaps between revenues and expenditures and aligning resources with strategic priorities to yield the greatest impact.
- 5.5. Foster a culture of safety, well-being, resilience and sustainability across the City organization.

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## INFRASTRUCTURE, MOBILITY & CONNECTIVITY

*Ensure safe, reliable infrastructure that benefits the community and facilitates connection between people, place and information.*

### Strategic Indicators:

Access to Transportation Choices  
 Infrastructure Quality and Reliability  
 Outside Investment  
 Smart City Ecosystem  
 Greening Infrastructure, Fleet & Systems



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## INFRASTRUCTURE, MOBILITY & CONNECTIVITY

### GOALS

- 6.1.** Provide, expand and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare, and community amenities.
- 6.2.** Maintain, protect and improve City assets and infrastructure to ensure reliability, enhance sustainability, and facilitate connectivity.
- 6.3.** Identify and pursue new and unique funding opportunities to develop, operate, maintain, and renew infrastructure and programs that meet the community's needs.
- 6.4.** Implement land use policies and development practices that support a structural shift toward a more sustainable environment.
- 6.5.** Incorporate smart city strategies into the planning and development of local infrastructure projects.



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## VISION STATEMENT

### Envision Riverside 2025

*Riverside is a city where every person is respected and cherished, where equity is essential to community well-being, where residents support one another, and where opportunities exist for all to prosper. In Riverside, everyone comes together to help the community, economy and environment reach their fullest potential for the public good.*



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## VISION STATEMENT

### Aspirational Descriptions Capturing Riverside in 2025

*Diverse, Engaged, Inclusive, Caring, People-Powered, Sustainable, Walkable, Well-Maintained, Safe, Respectful, Thriving, Nurturing, Human-Centered, Prepared, Affordable, Informed, Artistic, Playful, Welcoming...*

***This is the Riverside Community in 2025.***

*Growing, Job-Abundant, Fiscally Secure, Equitable, Innovative, Connected, Green, Entrepreneurial, Creative, Entertaining, Food Secure, Partnering, Housing for All, Resilient...*

***This is the Riverside Economy in 2025***

*Clean, Renewable, Natural, Stewardled, Green, Beautiful...*

***This is the Riverside Environment in 2025***



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## NEXT STEPS

1. Finalize list of Actions to achieve Goals and Performance Metrics to measure progress; update Mission Statement;
2. Continue implementation of priority-based budgeting process:
  - a) Timeline: August - November 2020;
  - b) Strategic Priorities are essential component;
3. Revise City Council staff report template to include section identifying how items align with Strategic Plan.



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## RECOMMENDATIONS

That the City Council:

1. Approve the Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals for the Riverside 2025 Strategic Plan; and
2. Direct staff to return to City Council on October 20, 2020 to present the final Riverside 2025 Strategic Plan document, including Actions to implement the Strategic Plan and Performance Metrics to measure progress toward achieving the City Council's Strategic Priorities.



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