

ENVISION RIVERSIDE 2025



CITY OF RIVERSIDE STRATEGIC PLAN - 2020 EDITION





TABLE OF CONTENTS

ACKNOWLEDGMENTS	1
INTRODUCTION	3
STRATEGIC PLANNING PROCESS	
STRATEGIC PLAN STRUCTURE	
DEFINITION OF TERMS	4
VISION & MISSION	5
CROSS CUTTING THREADS	6
STRATEGIC PRIORITIES	7
 Arts, Culture and Recreation	7
 Community Well-Being	8
 Economic Opportunity	9
 Environmental Stewardship	10
 High Performing Government	11
 Infrastructure, Mobility & Connectivity	12
APPENDIX A	13
Graphic illustrations from the strategic planning workshops and meetings.	

ACKNOWLEDGMENTS

Riverside City Council and Leadership



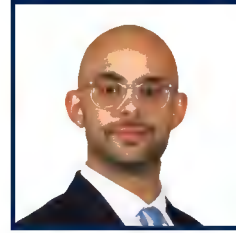
Rusty Bailey
Mayor



Erin Edwards
Ward 1



Andy Melendrez
Ward 2



Ronaldo Fierro
Ward 3



Chuck Conder
Ward 4



Gaby Plascencia
Ward 5



Jim Perry
Ward 6



Steve Hemenway
Ward 7

Charter Officers

Kristi J. Smith, Interim City Attorney

Al Zelinka, City Manager

Colleen Nicol, City Clerk

Department Heads

David Welch, Community & Economic Development

Edward Enriquez, Finance

Michael Moore, Fire

Carl Carey, General Services

Rene Goldman, Human Resources

George Khalil, Innovation & Technology

Erin Christmas, Library

Robyn Peterson, Museum

Adolfo Cruz, Parks, Recreation & Community Services

Larry V. Gonzalez, Police

Kris Martinez, Public Works

Todd Corbin, Public Utilities





INTRODUCTION

STRATEGIC PLANNING PROCESS

From February - July 2020, several one-on-one interviews were held with the Mayor, Council Members, and key City staff to begin discussions on priorities and goals for the city organization for the next five-year period. Based on the information received from these interviews, a list of eight priority areas were identified for discussion.

The first Strategic Planning Workshop with the Mayor and City Council was held on July 14, 2020 to begin discussions on the eight priority areas. The City Council's collective discussion during this workshop brought to light several opportunities to consolidate the original priority areas into six Strategic Priorities that the City Council is passionate about and is willing

to invest time, energy and resources to accomplish. Several Indicators were identified for each Strategic Priority to help determine whether progress is being made toward an intended result and a list of Cross-Cutting Threads that were present in all priority areas was developed.

A second Strategic Planning Workshop with the Mayor and City Council was held on August 11, 2020 to further discuss the six Strategic Priorities, Indicators, and Cross-Cutting Threads and introduce a draft Vision statement created based on input provided by City Council through an online survey.

On September 15, 2020, the City Council gave preliminary approval of the Riverside 2025 Vision Statement, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals for the Envision Riverside 2025 Strategic Plan. The final Strategic Plan was approved by the City Council on October 20, 2020.

STRATEGIC PLAN STRUCTURE

The Envision Riverside 2025 Strategic Plan is comprised of two components:

- 1. City Council Strategic Policy** - This section sets forth the priorities and policy direction of the City Council to advance Riverside's potential and to frame the work efforts of staff over the next five years. This section includes the Vision, Cross-Cutting Threads, Strategic Priorities, Indicators and Goals.
- 2. Operational Workplan** - This section sets forth envisioned actions to be carried out by City staff to implement the City Council Strategic Policy, as well as related metrics to track the trendlines of progress toward achieving City Council priorities. This section includes the Actions and Performance Metrics and will be evaluated and updated by the City Manager on an as-needed basis in conjunction with the City's budget cycle.

DEFINITION OF TERMS

Below is a list of common terms and definitions that are used throughout this document in reference to the Envision Riverside 2025 Strategic Plan:

- Vision:** An ideal statement that captures the essence of what the City Council wants the City organization to achieve as a result of implementing the strategic plan and its priorities. The Vision is stated in the present tense, describing what will result from the Strategic Plan.
- Mission:** A general statement of how the City organization will achieve the Vision.
- Cross-Cutting Threads:** Major themes incorporated throughout all areas of the Riverside 2025 Strategic Plan that are reflected in all our outcomes. Implementation of all Strategic Priorities should advance – or at least be neutral towards – all Cross-Cutting Threads.
- Strategic Priorities:** Broad areas in which the City Council wants the City Team to invest time, energy and resources to accomplish the Vision.
- Indicators:** Quantitative or qualitative forms of evidence that enable the City to assess progress toward achieving the Vision and Strategic Priorities (also known as "signals of success")
- Goals:** General aspirations (expressed as outcomes) toward which effort will be directed by the City Team to advance a Strategic Priority. More than one Goal may be developed for each Strategic Priority; each Goal drives the definition of Actions (or tasks) that comprise the work plans for the City Team.
- Actions:** Specific activities or tasks (inputs) comprising the work plans for the City Team that cause specific "outputs" and contribute to larger measurable outcomes.
- Performance Metrics:** Consistent with City Council-accepted Indicators, specific data-driven measures that determine the extent to which Goals and Actions are resulting in progress toward attaining the City Council's Vision and Strategic Priorities.

CROSS CUTTING THREADS



STRATEGIC PRIORITIES





VISION & MISSION

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.

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.

Mission

The City of Riverside is committed to providing high quality municipal services to ensure a safe, inclusive, and livable community.

CROSS-CUTTING THREADS

Major themes that exist within the Envision Riverside 2025 Strategic Plan and should be reflected in all our outcomes include:

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.

Equity – Riverside is supportive of the City's racial, ethnic, religious, sexual orientation, identity, geographic, 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.

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.

Innovation – Riverside is inventive and timely in meeting the community's changing needs and prepares for the future through collaborative partnerships and adaptive processes.

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 persevere, adapt and grow during good and difficult times alike.



STRATEGIC PRIORITIES

The Riverside City Council adopted **six Strategic Priorities** and associated Indicators and Goals for each priority on October 20, 2020. The Strategic Priorities are listed below in alphabetical order. It should not be interpreted that a priority early in the list is of greater priority than one later in the list.



Arts, Culture and Recreation

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

GOALS

- 1.1. Strengthen Riverside's portfolio of arts, culture, recreation, senior, and lifelong learning programs and amenities through expanded community partnerships, shared use opportunities, and fund development.
- 1.2. Enhance 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 at parks, trails, arts, cultural and recreational facilities.
- 1.5. Support programs and amenities to further develop literacy, health, and education of children, youth and seniors throughout the community.



Community Well-Being

Ensure safe and inclusive neighborhoods where everyone can thrive.

INDICATORS

- Housing Supply & Attainability
- Public Safety
- Public Health
- Placemaking
- Homelessness
- Household Resilience

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. Strengthen neighborhood identities and improve community health and the physical environment through amenities 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 to ensure effective response and recovery.



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

GOALS

- 3.1. Facilitate partnerships and programs to develop, attract and retain innovative business sectors.
- 3.2. Work with key partners in implementing workforce development programs and initiatives that connect local workers with high quality employment opportunities and provide access to education and training in Riverside.
- 3.3. Cultivate a business climate that welcomes innovation, entrepreneurship and investment.
- 3.4. Collaborate with key partners to implement policies and programs that promote local business growth and ensure equitable opportunities for all.
- 3.5. Lead public-private partnerships to build resources and grow the capacity of the local food system.



Environmental Stewardship

Champion proactive and equitable climate solutions based in science to ensure clean air, safe water, a vibrant natural world, and a resilient green new economy for current and future generations.

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

GOALS

- 4.1. Rapidly decrease Riverside's carbon footprint by acting urgently to reach a zero carbon electric grid with the goal of reaching 100% renewable energy production by 2040 while continuing to ensure safe, reliable and affordable energy for all residents.
- 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. Implement proactive policies and inclusive decision-making processes to deliver environmental justice and ensure that all residents breath healthy and clean air with the goal of having zero days of unhealthy air quality per the CalEnviroScreen by 2030.
- 4.4. Implement measures and educate the community to responsibly manage goods, products and services throughout their life cycle to achieve waste reduction outcomes.
- 4.5. Maintain and conserve 30% of Riverside's natural lands in green space including, but not limited to, agricultural lands and urban forests in order to protect and restore Riverside's rich biodiversity and accelerate the natural removal of carbon, furthering our community's climate resilience.
- 4.6. Implement the requisite measures to achieve citywide carbon neutrality no later than 2040.



High Performing Government

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

INDICATORS

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

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 ensure services are accessible and distributed equitably throughout all geographic areas of the City.
- 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, sustainability, diversity, and inclusion across the city organization.



Infrastructure, Mobility & Connectivity

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

INDICATORS

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

GOALS

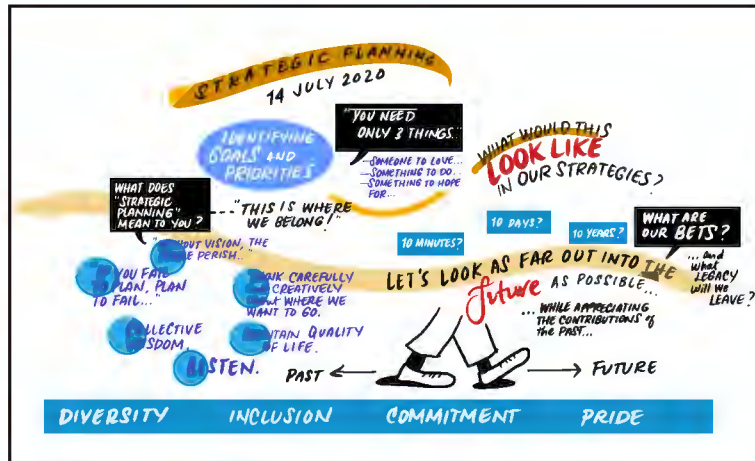
- 6.1.** Provide, expand and ensure equitable access to sustainable modes of transportation that connect people to opportunities such as employment, education, healthcare, and community amenities.
- 6.2.** Maintain, protect and improve assets and infrastructure within the City's built environment to ensure and enhance reliability, resiliency, 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.** Incorporate Smart City strategies into the planning and development of local infrastructure projects.

APPENDIX A

Graphic illustrations from the strategic planning workshops and meetings.

July 14, 2020 Workshop

July 14, 2020 Workshop



Opening Remarks 1



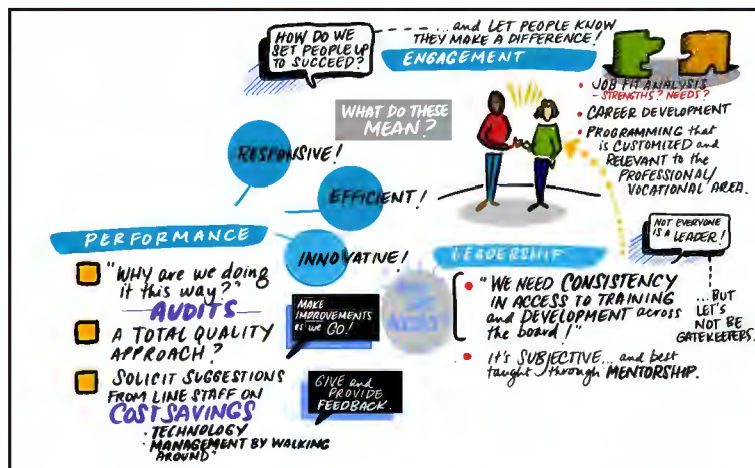
Opening Remarks 2



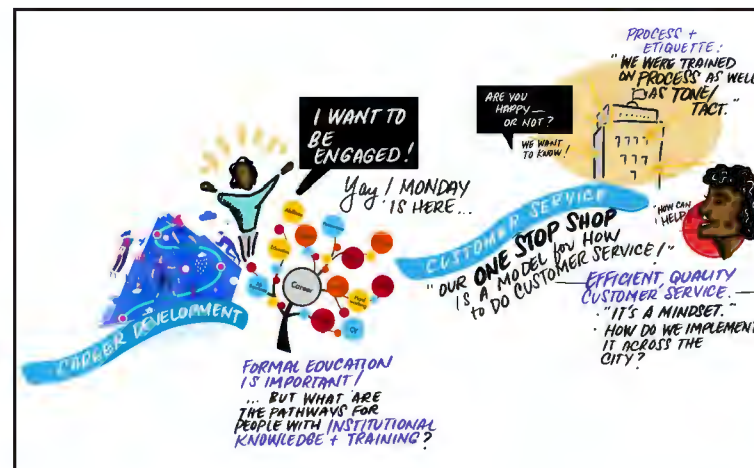
Neighborhoods and Housing



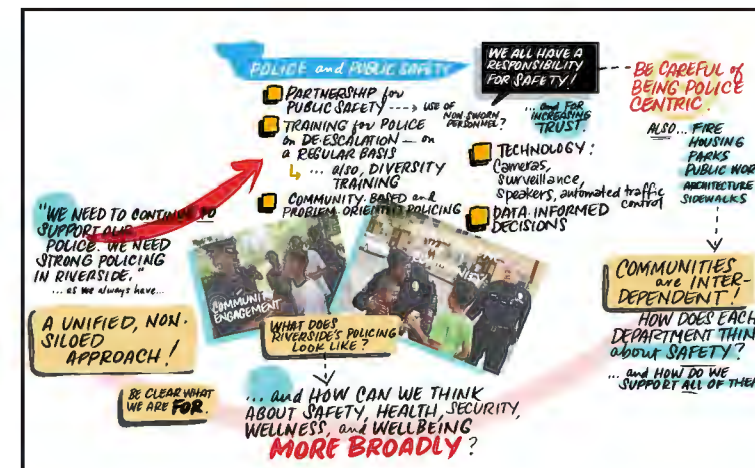
Economic Development



High Performing Government 1



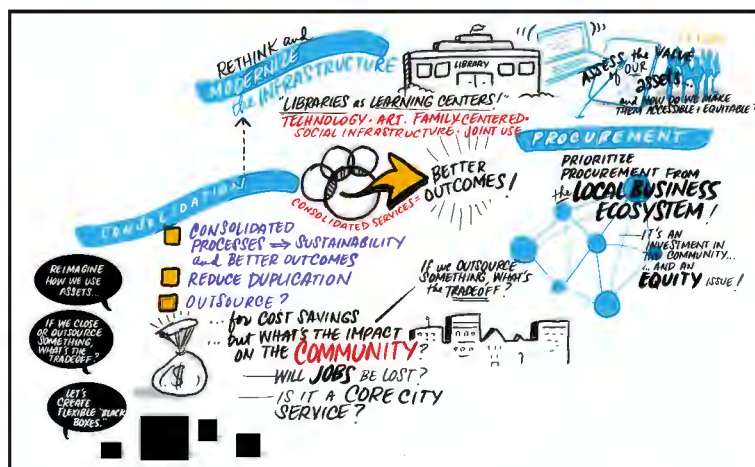
High Performing Government 2



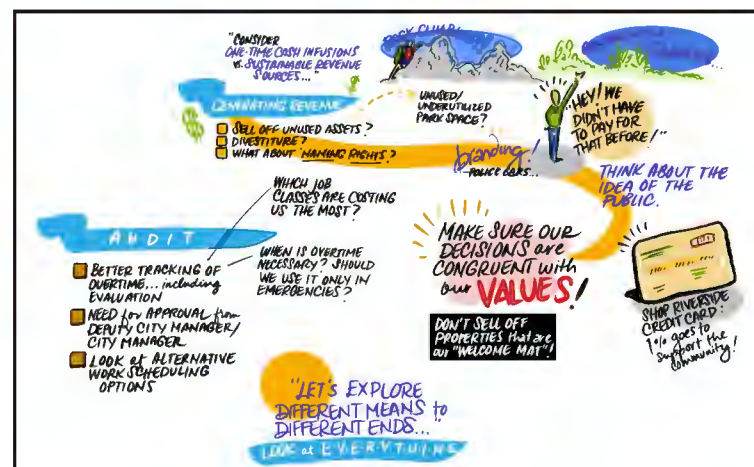
Public Safety



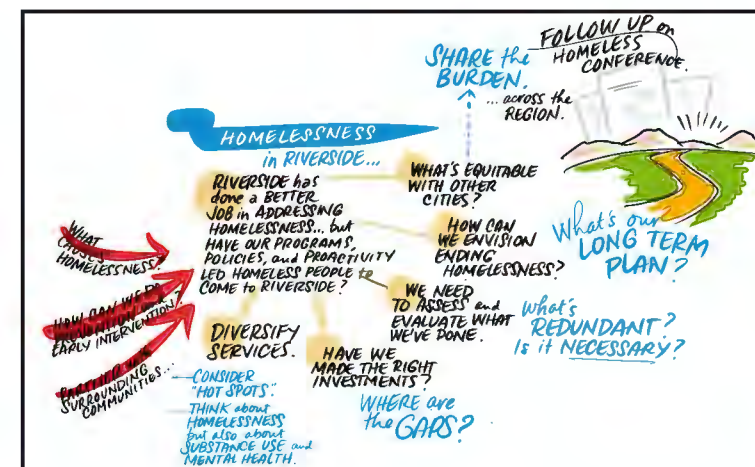
Vibrant Downtown



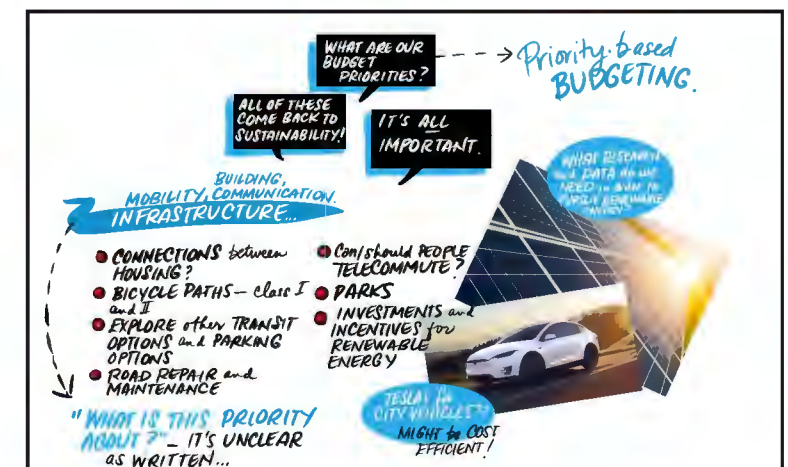
High Performing Government 3



High Performing Government 4



Homelessness



Infrastructure

July 14, 2020 Workshop

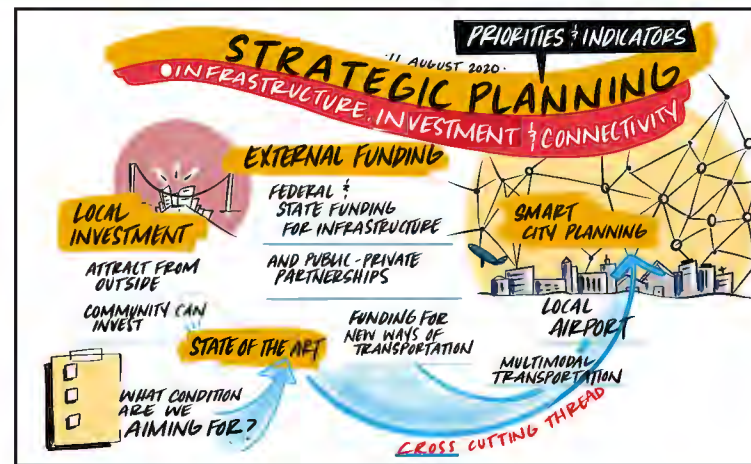


Culture and Recreation



Final Thoughts

August 11, 2020 Workshop



Infrastructure, Investment & Connectivity



Culture, Recreation And Lifelong Learning

August 11, 2020 Workshop



Values



High Performing Government



Ecological Health



Vision

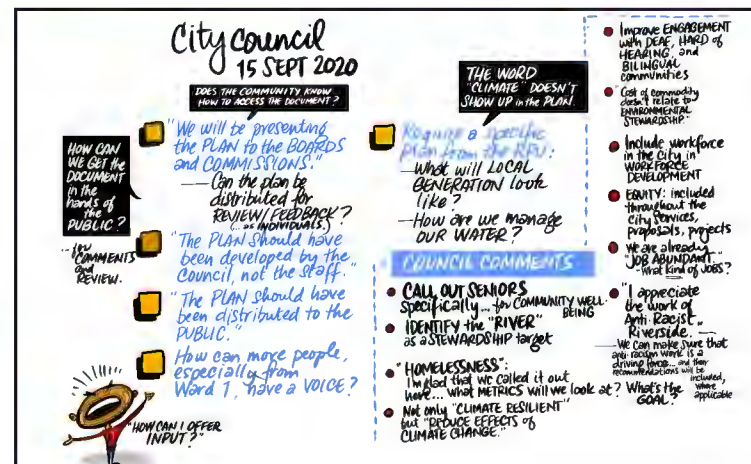
September 15, 2020 City Council Meeting



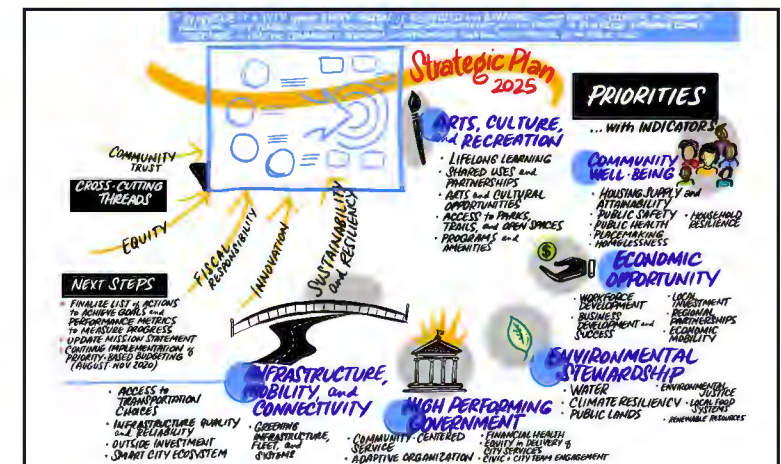
Community Well-Being



Economic Empowerment



Riverside City Council Meeting



Riverside Strategic Plan



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