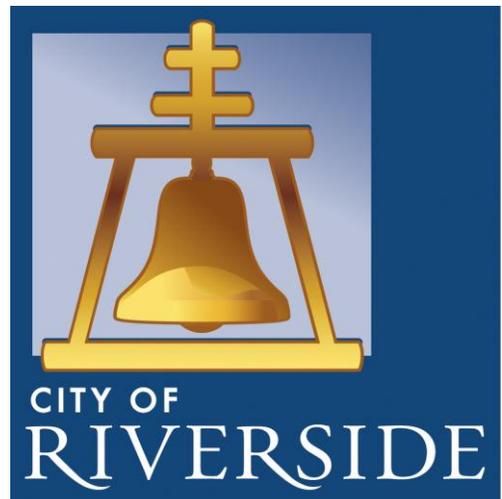


# STRATEGIC BUDGET PRIORITIES



## STRATEGIC BUDGET PRIORITIES

### THE CITY'S MISSION AND COMMUNITY VISION

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

In late spring 2009 a Committee composed of a sub-committee of the Workforce Advisory Panel and the Council of Economic Development Advisors worked with David W. Stewart, Ph.D. (Dean of the A. Gary Anderson School of Management at UC Riverside) to create 10 bold and far-reaching inspirational statements titled "A Vision for Riverside" that served as a touchstone for the strategic visioning process.

On May 26, 2009, the City Council approved "A Vision for Riverside", to guide our City of Arts & Innovation to a leading position in the region, country, and world. The City Council stipulated that significant community input should be a major component of data gathering. From the public input data as well as thorough analysis by the Committee, **Seizing Our Destiny** was created. Seizing Our Destiny showcases the community's vision for the future of Riverside and highlights our next steps toward this goal.

### SEIZING OUR DESTINY

To arrive at our proposed destination of increasing the community's quality of life through intelligent growth, encouraging innovation, positioning Riverside as the location of choice for diverse and dynamic people, and attracting desirable businesses and jobs to the region, **Riverside will pursue 11 Strategic Routes.**

#### 1. **Economy**

##### **Strong Innovative Economy That Builds Community**

Riverside attracts, nurtures, and sustains an exciting nexus of cutting-edge, 21st Century business people and leaders whose products, services, and organizations have a profoundly positive impact on the region and the world.

#### 2. **Workforce**

##### **Well Developed, Highly Sought-After Workforce**

Riverside develops diverse, highly trained, next-generation employees that embrace the entrepreneurial spirit and take full advantage of the abundance of skill-building opportunities needed to compete in the identified five highly desirable industries.

#### 3. **Learning**

##### **Lifelong Learning for All**

Riverside values education as a high priority and supports a culture of education that ensures a passion for learning, job prosperity, and an increased quality of life for all through a full slate of educational opportunities.

# STRATEGIC BUDGET PRIORITIES

## SEIZING OUR DESTINY (CONTINUED)

### **4. Healthcare**

#### ***Home of Next-Century Health Care***

Riverside is the home of next-century health care, research, device and pharmaceutical development and manufacturing, and highly-skilled, diverse medical professionals that attract patients, retirees, students, and workers committed to wellness.

### **5. Green**

#### ***Being a Green Machine***

Riverside is the international magnet and model for sustainable business, environmental innovation, and green living with a synergistic partnership of industry, City leadership, and residents.

### **6. Entertainment**

#### ***Around the City, Around the Year, Around the Clock***

Riverside buzzes with an unmatched array of nationally recognized and regionally distinctive destinations delighting people of diverse interests, age groups, and lifestyles by providing a mix of popular venues for dining, shopping, entertainment, and socializing.

### **7. Places**

#### ***Transforming Spaces Into Places***

Riverside is a highly desirable place to live, work, and play because it has respectfully developed its historical heritage and spaces into undeniably inviting places.

### **8. Recreation**

#### ***Big City Recreation With a Hometown Feel***

Riverside boasts connected neighborhoods through the ingenious use of multi-use trails, parks, recreational facilities, and services. The City's dynamic residents take advantage of the year-round temperate climate and utilize miles of trails and tree-lined streets to enjoy the spectacular natural environment.

### **9. Creativity**

#### ***Creativity Central***

The history, culture, architecture, and natural beauty of Riverside has given birth to a valued community of artists, galleries, and performance venues offering visitors, residents, and artists an oasis of cultural opportunity.

### **10. Community**

#### ***Collaborating to Build Community***

Riverside passionately pursues the common good through collaborations and connections among government, academic institutions, for-profit businesses, nonprofit and community-based organizations, faith congregations, and civic and community leaders within the City and the Inland Southern California region.

### **11. Our Story**

#### ***Telling Our Story***

Riverside is known for exciting events, interesting people, and innovative businesses, and is routinely featured in a positive light in regional, national, and international media, which attracts people to visit and live in the city.

# STRATEGIC BUDGET PRIORITIES

## THE CITY COUNCIL'S STRATEGIC GOALS

*Economic Development*

*Environmental Leadership*

*Transportation*

*Livable Communities and Neighborhoods*

*Arts and Innovation*

The City Council developed Strategic Goals for the City in 2004 and amended these goals in 2008 and again in 2009. The Strategic Goals are at the heart of what our community expects from its local government. In turn, these goals, along with the Seizing Our Destiny Strategic Routes, are woven throughout the fiscal year 2011/12 Annual Budget in order to allocate the resources necessary to achieve our shared Community Vision. Each Department's section of the budget document therefore includes tables linking department accomplishments and goals with the related Seizing Our Destiny Strategic Route(s) and City Council Strategic Goal(s).

Riverside seeks to solve the community's current problems, while reaching forward to becoming a key economic and cultural center of Southern California. The City is committed to enabling our residents to play a meaningful role in the evolution of the City, and ensuring that their values are reflected both in the work that we do and in the results that we achieve.

Strategic planning is a vital process that allows cities to take control of and shape their futures. Strategic planning is proactive: it is about thinking, planning, and anticipating the kinds of things we will need to do in order to achieve our vision and goals. Effective strategic planning involves an understanding of the services we provide, who our customers are, and how well we are meeting their expectations and needs.

Strategic planning allows the City organization to better align its services with City Council and community priorities. Through the strategic planning process, we collectively formulate goals, expectations, and strategies for improving life in the City. When done well, strategic planning involves input and participation from a broad cross-section of the community and City employees. This guarantees that we are harnessing the best resources possible in planning our future, as well as providing an all-important forum for civic participation, ownership, and engagement.

Finally, strategic planning ensures a wise and effective utilization of City resources, mainly through the annual budget process. Because we have identified our goals and expectations, we can now concertedly allocate resources, where necessary, to ensure that we are positioned to meet these goals. The resulting plans outline how we will achieve our goals and focus attention on the results the community seeks.

Strategic Planning allows the City to establish alignment among the community, elected officials, and City employees. The outcome is a unified vision, strategy, and implementation plan for improving life in the City.

In order to best achieve this alignment, the development of the City's strategic planning process has entailed a variety of meetings, workshops, and surveys. These events were designed to elicit information ranging from City Council input on the strengths and weaknesses of the

## **STRATEGIC BUDGET PRIORITIES**

City and key issues the City needs to resolve, to employee input on whether they are given the right tools to get the right job done, to community input on the most pressing issues of the day—and of the future.

The Seizing our Destiny Strategic Routes and the City Council's Strategic Goals represent the synthesis of this myriad input. The City then uses these tools to assess and realign resources where necessary, hence, to build its budget, ensuring concerted focus on realizing the Community Vision.

The City also conducts "Mayor's Night Out" once a month at various locations throughout the City's neighborhoods. Mayor's Night Out is intended to provide information to residents about City programs and projects. Similarly, residents have the opportunity to voice input about City performance. City Council members, the City Manager, and City staff from various Departments are on hand to respond to questions and comments. In addition, material regarding City services and activities, as well as neighborhood accomplishments, is available.

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