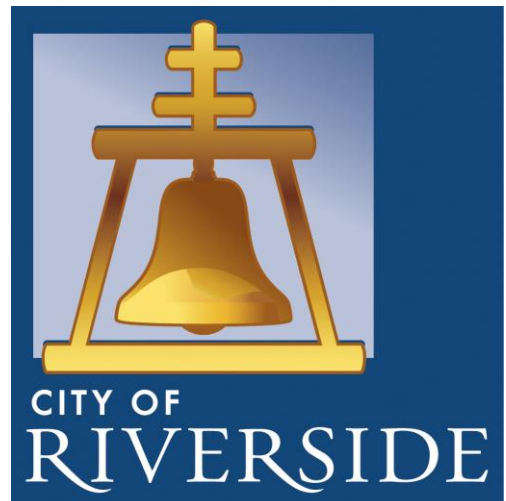


# STRATEGIC BUDGET PRIORITIES



## 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

Seizing Our Destiny is creating a prosperous future for Riverside, California, through a shared commitment of community, business and civic leaders working together to creatively tackle local issues, implement innovative solutions, and promote Riverside success stories. The goal, or Vision, has four primary aspects for Riverside: to nurture **Intelligent Growth**, be a **Catalyst for Innovation**, be a **Location of Choice**, and evolve as a **Unified City**.



#### INTELLIGENT GROWTH

Riverside promotes an outstanding quality of life for all through intelligent growth.

Riverside embraces economic growth and directs it so it maintains and improves our already outstanding quality of life. This includes growing the economy, raising the standard of living and managing a growing population. Our community uses land and repurposes historic structures to provide excellent jobs, support to businesses and steward our heritage and natural beauty. We maximize our position as the gateway to the United States and the world through trade and transportation networks.

## STRATEGIC BUDGET PRIORITIES

### SEIZING OUR DESTINY (CONTINUED)

#### CATALYST FOR INNOVATION

Riverside catalyzes profound discoveries and creativity in the arts, technology, research, and business innovation.

Our community leaders collaborate to address issues, which lead to more inventive and multi-disciplinary approaches. The people and educational institutions of Riverside cultivate and support useful and beneficial ideas, research, products, scholars, businesspeople, artists and entrepreneurs. Creativity and innovation permeate all that we do, which makes our community a trendsetter for the region, California, and the world to follow.



#### LOCATION OF CHOICE

Riverside is a location of choice and attracts creative, entrepreneurial, dynamic and diverse people as residents, workers, business owners and visitors.

An unmatched landscape, year-round outdoor activities, ample recreational options and attention to healthy living make Riverside one of the most inspiring, livable, healthy and adventurous cities to live in or visit. Our community provides an abundance of opportunities to be amazed, inspired and entertained, including: arts and cultural offerings; well-defined, welcoming neighborhoods; well-paying jobs in strong companies; and diverse education. Our central location means we are within 60 minutes of the beach, snow, Los Angeles and Orange Counties, Palm Springs, apple picking, horseback riding, backpacking, mountain biking and more.



#### UNIFIED CITY

Riverside unifies its diverse community to accelerate the common good for the City as a whole.

People are brought together around common interests and concerns, while the unique character of Riverside's neighborhoods and diverse communities are celebrated and valued. We are a caring community that has compassion for all of its inhabitants, and engages with one another for a better life for all. The long-standing diversity of the City provides a comfortable home for people from all backgrounds, cultures and interests – Riverside is a city for everyone and by everyone. Riversiders respect and value the cultural heritage, distinct needs and varied input of each of our neighbors, while proactively engaging them across historical dividing lines.



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### 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 are woven throughout the fiscal year 2014/15 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 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 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 City Council's Strategic Goals represent the synthesis of this myriad input. The City then uses these tools to

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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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