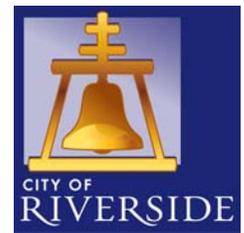




# OVERVIEW AND ANALYSIS



## I. VISION

**Riverside, California is a World Class City and the international hub of the Inland Empire.**

A “World Class” City, as coined by Rosabeth Moss Kanter in her book World Class: Thriving Locally in the World Economy, is an inspirational, yet practical, vision for which to strive. A World Class City has the resources and will to meet the highest standards needed to compete in the global marketplace. To achieve this vision, Riverside must become “...world-ready, foreign-friendly, globally skilled, and partnership oriented...” (p. 326, Kanter).

## II. OBJECTIVES

**To obtain economic benefits, educational development, and cultural opportunities for residents and businesses of Riverside.**

The International Strategic Plan will direct our international efforts toward the threefold objective of increasing: (1) economic benefits; (2) educational development; and, (3) cultural opportunities, for the residents and businesses of Riverside.

First, we must recognize that we are operating in a global economy. Continuing globalization means our economy must become and remain globally competitive in order to thrive. We must increasingly provide local businesses with opportunities to initiate and expand their export activities and become globally competitive. At the same time, we must attract foreign investment. Riverside is the primary city in the Inland Empire region, strategically located and inextricably affected by national and international trade patterns through Southern California ports from an intermodal perspective (truck, rail, air and ocean). The City must exercise active leadership in the international arena during this period of rapid regional growth in order to ensure its competitiveness and quality of life and its role as the region’s key urban hub.

Second, we must develop international educational opportunities, both to allow our residents to benefit from educating themselves abroad and through international students and faculty enriching our institutions by



their attendance. Additionally, we must ensure our workforce is prepared for global competition.

Third, we must consistently work to develop ties and understanding between the many diverse cultures and races in our global community. Such ties will foster cooperative and peaceful co-existence and underpin desired economic and educational advances.

### III. COMPLEMENTARY PLANS

Two Citywide plans are the cornerstones of our City's overall vision and strategy for the foreseeable future: *Visioning Riverside: A Report to the Community* sets the framework for the type of community we seek to become and includes many strategic directions for how to do so. The *Strategic Plan 2003-2004*, under the overall direction of *Visioning Riverside*, establishes one-, two- and three-year action plans to develop our City. Further, the forthcoming *General Plan* update will offer policy and implementation tools to allow the vision to become a reality. The International Strategic Plan will both strengthen and be strengthened by these Citywide plans.

#### **A. Visioning Riverside: A Report to the Community**

Visioning Riverside: A Report to the Community compliments much of the vision and objectives encapsulated in the International Strategic Plan. The *How We Work* section refers to greater economic development opportunities that focus on high skilled and highly paid employment for our City; *How We Learn* refers to educational excellence as an avenue toward economic growth. The narrative portion of the report describes the importance of cultural diversity: "...community members feel that there is still not enough interaction between the various cultures that define the City and this lack may create future misunderstandings and problems. The City should take a more proactive leadership role in addressing the social issues, as well as ensuring that growth and economic development benefit all members of the community. Many feel that the City's institutions do not reflect the diversity; they are not reaching out enough to the ethnic communities." (*Visioning Riverside*, p. 34)

## **B. Citywide Strategic Plan**

The Citywide Strategic Plan contains a number of goals and objectives that would be augmented through the International Strategic Plan. As with the International Strategic Plan, the Citywide Strategic Plan highlights the importance of both economic development and cultural inclusion.

## **C. General Plan**

The developing General Plan for the City will be an important policy tool highlighting the desirable ways in which our City can and should develop. For example, the “arts and culture” section of the General Plan update encourages the establishment of “cultural villages” throughout the City of Riverside.

## **IV. STRENGTHS and RESOURCES**

People, circumstances, and resources can be tapped to assist in developing a thriving international program. In particular, a variety of organizations currently work on the benefits of internationalism in the region. These existing resources should be partners in implementing this International Strategic Plan. Following is an overview of these resource organizations, from local, county, state and federal levels.

### **Universities & Colleges**

Our four institutions of higher education offer a variety of programs and facilities for advancing international learning and experiences. For example, the UCR Extension Center hosts and programs for hundreds of international students annually.

### **Chambers of Commerce**

The Greater Riverside Chambers of Commerce supplies certificates of origin for local export activities and the State and National Chambers link with overseas resources. In addition to the Greater Riverside Chambers of Commerce, there are chambers of commerce that support different ethnicities and communities, including the Hispanic Chamber, African American Chamber and the Asian Indian Chamber. The Inland Empire Hispanic Chamber of Commerce operates regionally, as does the Asian Indian Inland Empire Chamber of Commerce.

### IRC

The Riverside International Relations Council of Riverside, Inc. is a non-profit service organization that works in partnership with many individuals and organizations. Its goal is to foster international relations and to promote understanding and friendship among peoples of all nations. In existence since 1956, the IRC has taken the lead, or worked with the Mayor's office or the Global Trade Center of the Inland Empire, in organizing official and unofficial visits by delegations from our Sister Cities and from other international jurisdictions. The IRC has also been involved sending delegations from Riverside to Sister and other cities. Riverside has established sister city relationships with: Sendai, Japan (1957); Cuautla, Mexico (1968); Ensenada, Mexico (1976); Gangnam-gu, Korea (1999), and a friendship city relationship with Jiangmen, China (1997) and Hyderabad, India (2000). ([www.irc-riverside.org](http://www.irc-riverside.org))

### NCIV

The IRC's National Council for International Visitors committee (NCIV) is one of over 100 councils in a national network, arranging professional and cultural meetings for international leaders in government, education and industry who are visiting Riverside and Southern California through programs sponsored by the U.S. Department of State's Bureau of Educational and Cultural Affairs.

SCI: Sister Cities International, the parent organization of sister-city relationships, is a national non-profit network that creates and administers partnerships between communities in the U.S. and cities in other countries to increase global understanding. The IRC is an affiliate member of SCI. ([www.sister-cities.org](http://www.sister-cities.org))

### GTCIE

The Global Trade Center for the Inland Empire is a public-private partnership between cities and businesses in the Inland Empire. It assists Inland Empire companies in penetrating new markets and enhancing their international trade, including both import and export sales. The primary targets are Inland Empire manufacturers, distributors, and service providers. The GTCIE encourages international companies to look at the Inland Empire as a base of global operations. GTCIE has been the primary organizer of many trade missions to target countries, and it provides export/import trade counseling services to individuals and businesses. ([www.globaltradecenter.org](http://www.globaltradecenter.org)).

### World Affairs Council

This Council, founded in 1964 and co-sponsored by the Mission Inn and the Press Enterprise, brings national and world leaders to forums in the Inland Empire to discuss global issues. Fifteen academic institutions also sponsor the World Affairs Council. Members of the public are invited to the forums, which number approximately 20 per year.

### March Inland Port Airport

The March Joint Powers Authority has developed an international air cargo port, to include U.S. and foreign air cargo and freight companies, at March Air Reserve Base.

### IIEP

The Inland Empire Economic Partnership attracts, retains, expands and relocates businesses to the Inland Empire. IIEP engages business and government leaders to actively participate in the region's economic expansion. It has a tourism council, film commission, five small business development centers to help existing and start-up small businesses, and a commitment to government affairs. IIEP's International Trade Division works to increase the number of Inland Empire companies exporting and to increase the volume of California exports. It performs international marketing of the Inland Empire, international business matchmaking (Sonora, Mexico), has established relations with the UK and China, and supports international trade strategies for individual businesses, municipalities, and the region.

### SBDC

The California Small Business Development Center program is a partnership between the State of California and the U.S. Small Business Administration. Locally, the Inland Empire Small Business Development Center, a division of the IIEP, provides small businesses and entrepreneurs in Riverside and San Bernardino counties with business assistance services from various regional locations. ([www.iesbdc.org](http://www.iesbdc.org))

### IEIBA

The Inland Empire International Business Association is a group of businesses, professionals and educators who seek to invite the world to learn more about the Inland Empire. IEIBA is committed to the promotion and development of export trade in the Inland Empire through educational seminars, networking, conferences, and partnerships with other organizations. ([www.ieiba.org](http://www.ieiba.org))

### CITD

The Center for International Trade Development. CITDS, which are run through the presidents' offices of community colleges, provide international business assistance in the State of California. Such assistance includes performing trade missions and reverse trade missions, market research, customized training, export of education and training services, logistics, and retailing. Riverside's CITD is in particular aligned with East Asia and Mexico and many of its services focus on these geographical areas. It was recently awarded a three-year Department of Commerce grant to assist educational institutions and businesses to develop export markets in the Asia Pacific region in professional training and education services.

### CBOs

A variety of other community-based organizations exist locally that support internationalism. These include the Inland Chinese Association, the Inland Korean-American Association, the Japanese American Citizen's League, and the service clubs, in particular the Rotary Club, Kiwanis Club, and Lions Club.

### SBA

The U.S. Small Business Administration, in partnership with the SBDC, helps start and grow small business both locally and abroad. This U.S. agency is also a resource partner with Export Assistance Centers. The SBA's mission is to help develop and support entrepreneurs through a vast network of resource partners, to advocate for all small businesses by building a productive partnership, focused on delivering results for small business. Services they provide to businesses include technical assistance (training & counseling), financial assistance, contracting assistance, disaster assistance recovery, special interests, advocacy, laws & regulations and internal administrative & support. ([www.sba.gov](http://www.sba.gov))

### U.S. Department of Commerce

#### The U.S. Commercial Service

The U.S. Commercial Service of the United States Department of Commerce places primary emphasis on the promotion of exports of goods and services from the United States, particularly by small- and medium-sized businesses, and on the protection of United States businesses abroad. The Inland Empire U.S. Export Assistance Centers, located in Ontario, Indio and San Bernardino,



focus on our region. These are three of 105 U.S. Export Assistance Centers throughout the country, with more than 165 offices (U.S. Embassies, Consulates and Trade Centers) overseas in 88 countries. The U.S. Commercial Service helps U.S. companies make sales in international markets and helps companies navigate the complex international trade process. U.S. companies are offered a broad base of knowledge and information and a unique global network. ([www.buyusa.gov/inlandempire](http://www.buyusa.gov/inlandempire)).

### CIEDEC

The California Inland Empire District Export Council was formed by the U.S. Department of Commerce to support businesses in the Inland Empire region of Southern California. It is one of three District Export Council's in the Southern California area. ([www.ciedec.org](http://www.ciedec.org))

### USAID

The USAID Business Agency awards approximately \$4 billion dollars each fiscal year in federal contracts and grants. Contracts are awarded primarily for technical assistance but also for commodities and/or equipment, transportation services and occasionally, construction. Grants are awarded for a variety of programs - some recurring (e.g., Food for Peace grants and other grant programs exclusively for Private Voluntary Organizations) - and some for unique non-recurring programs. All contracts and grants issued ultimately support objectives of that part of the U.S. foreign assistance program managed by USAID. ([www.usaid.gov](http://www.usaid.gov))

### WORLD BANK

The World Bank's mission is to fight poverty and improve the living standards of people in the developing world. It is a development bank which provides loans, policy advice, technical assistance and knowledge sharing services to low and middle income countries in order to reduce poverty. In fiscal year 2002, the World Bank provided \$8.1 billion in financing for 133 projects in 62 low-income countries, and it also provided \$11.5 billion in loans. In addition to direct contributions and loans from developed countries, these low-income countries receive grants, interest-free loans, and technical assistance from the World Bank to enable them to provide basic services. The Bank promotes growth to create jobs and to empower low income people to take advantage of these opportunities. ([www.worldbank.org](http://www.worldbank.org))