



CITY OF EASTVALE STRATEGIC PLAN



2023 UPDATE



INTRODCUTION

On February 9, 2023 the City Council, staff, and residents participated in a Strategic Plan Workshop. During the workshop, the City Council engaged in a participatory process, in which they established expectations for the workshop and intended outcomes; identified the organizations strengths, weaknesses, opportunities, and threats; reaffirmed and reorganized the seven major targets; and, reaffirmed and reorganized the priority goals.

The City of Eastvale operates under a City Council/City Manager form of government. The City Council consists of five Council Members. The members of the City Council set policy and enact City laws. The City Manager is appointed by the members of the Eastvale City Council. One of the primary responsibilities of the City Manager is to implement the plan set forth by the City Council, utilizing the City Departments and Executive Team. The purpose of the workshop was to assist the City of Eastvale’s Mayor, City Council, and City Manager in developing Eastvale’s Strategic Plan including clearly defined targets and goals in order to provide staff with clear direction. A strong strategic plan is like a good roadmap—it identifies a destination and lays out a clear path to get there.

At the conclusion of the workshop, the Mayor and City Council had effectively established clear direction and focus for the Executive Team related to targets and goals. The City Council clearly communicated its desire and intent to blend this exercise with the results of the community survey in the future allocation of resources related to programs and services. It was further intended that this plan remain a fluid and evolving document to be re-visited at regular intervals for progress and re-shifting of priorities, as needed.

CITY COUNCIL MEMBERS IN ATTENDANCE:

TODD RIGBY

Mayor

CLINT LORIMORE

Councilmember

JOCELYN YOW

Councilmember

CHRISTIAN DINCO

Mayor Pro Tempore

MICHAEL MCMINN

Councilmember



STRATEGIC TARGETS



TARGET A
Public Safety



TARGET B
Economic Development



TARGET C
Financial Planning



TARGET D
Inclusion



TARGET E
Infrastructure



TARGET F
Innovation & Technology



TARGET G
Organizational Development



ACTION PLAN TARGETS



PRIORITY LEVEL 1 GOALS

- Develop and Construct Civic Center (Target E, Goal A)
- Attract and retain Business (Target B, Goal A)
- Conduct financial planning for newly proposed infrastructure (Target C, Goal A)
- Construct a Police Substation building (Target A, Goal A)
- Create “Destination Eastvale” (Target B, Goal B)
- Evaluate Parks & Recreation as a City Service (Target E, Goal B)



PRIORITY LEVEL 2 GOALS

- Develop branding and identity for Eastvale (Target B, Goal C)
- Improve traffic mobility and management throughout the city’s major corridors and around the schools (Target E, Goal F)



PRIORITY LEVEL 3 GOALS

- Collaborate to provide cultural and diverse events and celebration (Target D, Goal A)
- Develop and Implement a Smart City (Target F, Goal B)
- Develop City-wide WIFI (Target F, Goal C)
- Develop long-term financial model (Target C, Goal C)
- Ensure that City revenues align with expenditures (Target C, Goal H)



**PUBLIC
SAFETY**



TARGET A

Public Safety

PRIORITY LEVEL	GOAL	GOAL
1	A	Construct a Police Substation
	B	Develop a public safety campaign/educational aspect using social media and door knocks
	C	Implement a K-9 program
	D	Increase community involvement with law enforcement
	E	Increase law enforcement involvement with community
	F	Maintain Fire response
	G	Neighborhood Watch and Volunteer program collaboration
	H	Use innovation and technology to enhance public safety with consideration and balance of privacy and public trust



ECONOMIC DEVELOPMENT



TARGET B

Economic Development

PRIORITY LEVEL	GOAL	GOAL
1	A	Attract and retain businesses that align with diverse community needs and provide choices
1	B	Create “Destination Eastvale” with high quality and unique businesses
2	C	Develop branding and identity for Eastvale
	D	Develop strategies for business retention, business support, and business reward
	E	Diversify the housing stock with more options
	F	Implement strategies to retain local talent e.g. increase local jobs and match talent to businesses
	G	Re-invest in and revitalize existing shopping centers
	H	Streamline the development process



FINANCIAL PLANNING



TARGET C

Financial Planning

PRIORITY LEVEL	GOAL	GOAL
1	A	Conduct financial planning for newly proposed infrastructure (e.g. Civic Center)
	B	Be intentional about how we spend our money – do it once, and do it right
3	C	Develop long-term financial model
	D	Develop ongoing strategies for investing
	E	Develop strategies to manage/control the public safety contract
	F	Ensure that businesses invest back in the City
	G	Ensure that City's infrastructure keeps pace with development and that developers pay their share
3	H	Ensure that City revenues align with expenditures
	I	Evaluate connection between economic development and financial planning
	J	Leverage grant funding



INCLUSION



TARGET D

Inclusion

PRIORITY LEVEL	GOAL	GOAL
3	A	Collaborate to provide cultural and diverse events and celebration
	B	Develop branding associated with events
	C	Develop strategies for the arts in public places
	D	Ensure that the City is inclusive of everyone; develop an inclusionary action plan and put policy to practice
	E	Evaluate feasibility of creating a position dedicated to cultural inclusion, or use of consultant services
	F	Expand modes of communication beyond social media
	G	Identify and/or develop venues for inclusion; including events and gathering places



MOD PIZZA



AT&T



INFRASTRUCTURE



TARGET E

Infrastructure

PRIORITY LEVEL	GOAL	GOAL
1	A	Develop and construct Civic Center (City Hall, Library, Police Substation, and 3rd Fire Station)
1	B	Evaluate Parks & Recreation as a City service
	C	Plan for landscape, roads, and street maintenance
	D	Plan for synchronized traffic signals
	E	Improve connectivity through the trails system
2	F	Improve traffic mobility management around the schools



**INNOVATION &
TECHNOLOGY**



TARGET F

Innovation & Technology

PRIORITY LEVEL	GOAL	GOAL
	A	Create a City application for use on smart phones
3	B	Develop City-wide WIFI
3	C	Develop and implement a Smart City
	D	Empower staff to innovate for efficiencies; create a culture of innovation
	E	Engage with developers to implement technology
	F	Explore and evaluate alternative modes of transportation technology
	G	Implement a global GIS component to digitize all City records and plans
	H	Invest internally in software/technology improvements to enhance customer service



ORGANIZATIONAL DEVELOPMENT



TARGET G

Organizational Development

PRIORITY LEVEL	GOAL	GOAL
	A	Developing talent
	B	Ensure that customer service levels are exceeding Eastvale's expectations everyday
	C	Identify and recommend tools necessary for optimal employee performance
	D	Implement strategies to remain competitive in attracting and retaining talent
	E	Right-size the organization and staffing consistent with City services, needs, expectations, and strategic plan priorities
	F	Transition Contract Services in house for compliance with CalPERS



PRIORITY LEVEL 1 GOALS



ACTION/SCHEDULE FOR PRIORTTY LEVEL 1 GOALS

Target E: Infrastructure

Goal A: Develop and construct Civic Center - City Hall, Public Library, Police Substation, and 3rd Fire Station

ACTIONS:	RESPONSIBLE:	TIME FRAME:
Eastvale 2040	Planning	September 2023
Offsite improvement infrastructure cost estimate	Community Development and Engineering/Finance	Spring 2023



ACTION/SCHEDULE FOR PRIORITY LEVEL 1 GOALS

Target B: Economic Development

Goal A: Attract and retain businesses that align with diverse community needs and provide choices

ACTIONS:	RESPONSIBLE:	TIME FRAME:
Utilize software and technology to help attract and retain businesses	Economic Development	Ongoing/Monthly
Conduct monthly minitours in partnership with the chamber	Economic Development	Ongoing/Monthly
Utilize business incentive programs to attract restaurants and businesses that align with community needs	Economic Development	Ongoing
Connect with businesses and inform of resources and opportunities for growth and expansion	Economic Development	Ongoing/Monthly
Support business attraction through expedited entitlement	Planning	Ongoing
Support business retention through community aesthetics	Community Enhancement	Ongoing
Enhance business attraction and retention by building and maintaining relationships with brokers, developers, and commercial property managers	Economic Development	Ongoing



ACTION/SCHEDULE FOR PRIORITY LEVEL 1 GOALS

Target C: Financial Planning

Goal A: Conduct financial planning for newly proposed infrastructure - City Hall, Public Library, Police Substation, and 3rd Fire Station		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
<p>Once financial planning model is complete, conduct capital infrastructure financial planning workshop for:</p> <ul style="list-style-type: none"> Evaluate capital funding options <ul style="list-style-type: none"> Public private partnerships Other financing methods Assess committed reserve balances Evaluate general fund capacity to fund capital debt; or lease to own; or Public private partnership; debt position and affordability analysis Evaluate long term operational budget impacts 	Finance	July 2023
Obtain municipal financial advisor and bond counsel (if necessary)	Finance	MA contract awarded January 2023 Bond Counsel will be awarded in Spring 2023 if we select bond financing as funding mechanism



ACTION/SCHEDULE FOR PRIORTTY LEVEL 1 GOALS

Target C: Financial Planning

Goal A: Conduct financial planning for newly proposed infrastructure - City Hall, Public Library, Police Substation, and 3rd Fire Station

ACTIONS:	RESPONSIBLE:	TIME FRAME:
Evaluate and update existing and/or create new policies in line with GFOA recommendations <ul style="list-style-type: none"> • Capital financing policies • Debt management policies (if necessary) 	Finance	July 2023
Evaluate and update existing and/or create new policies in line with GFOA recommendations <ul style="list-style-type: none"> • Capital asset policies • Capital maintenance and replacement 	Finance	July 2023
Offsite improvement cost estimate	Community Development	September 2023



ACTION/SCHEDULE FOR PRIORTIY LEVEL 1 GOALS

Target A: Public Safety

Goal A: Construct a Police Substation		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
Eastvale 2040	Planning	September 2023
Offsite improvement infrastructure cost estimate	Community Development and Engineering	Spring 2023
Collaborate with contract partners to ensure facilities (PD substation and fire station) meet the needs of police and fire now and in the future	Community Enhancement and Safety	Ongoing



ACTION/SCHEDULE FOR PRIORTIY LEVEL 1 GOALS

Target B: Economic Development

Goal B: Create "Destination Eastvale" with high quality and unique businesses		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
Develop Shop Eastvale Love Eastvale, Dine Eastvale and Play Eastvale campaign targeting quality and unique businesses	Economic Development	Ongoing/Monthly
Eastvale 2040 Land Use Element	Planning	September 2023
Zoning code update to support entitlement of high quality businesses	Planning and Economic Development	Ongoing



ACTION/SCHEDULE FOR PRIORTTY LEVEL 1 GOALS

Target E: Infrastructure

Goal B: Evaluate parks and recreation for possible internal control		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
Joint Meeting with JSCD	Community Development	Ongoing/Quarterly
Develop a plan for services	Community Development	Concurrent with LAFCO Annexation application



PRIORITY LEVEL 2 GOALS



ACTION/SCHEDULE FOR PRIORTIY LEVEL 2 GOALS

Target B: Economic Development

Goal A: Develop branding and identity for Eastvale		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
Citywide branding/monuments in medians	Engineering	Spring 2023-Spring 2026
Create a public art and art in public places policy	Planning	March 2024
Freeway interchange monument	Engineering	Spring 2023
Create incentives for businesses and developers to create display art within or outside their business	Economic Development	March 2024



ACTION/SCHEDULE FOR PRIORTTY LEVEL 2 GOALS

Target E: Infrastructure

Goal F: Improve traffic mobility and management throughout the city's major corridors around the schools

ACTIONS:	RESPONSIBLE:	TIME FRAME:
Scholar & Harrison ATP	Engineering	Construction is anticipated to start in Q1 2024
Schleisman Safe Route to School improvements	Engineering	Fall 2023
Signal Synchronization Program	Engineering	Fall 2023 - 2026
Create walkable spaces in private development	Planning	Spring 2023/Ongoing
Create a walkable community	Planning	Ongoing



ACTION/SCHEDULE FOR PRIORTY LEVEL 2 GOALS

Target E: Infrastructure

Goal F: Improve traffic mobility and management throughout the city's major corridors around the schools

ACTIONS:	RESPONSIBLE:	TIME FRAME:
Eastvale 2040 Circulation Element	Planning	September 2023
Implement Limonite Gap Closure Extension over Cucamonga Creek (West of Archibald)	Engineering	Construction is anticipated to start in Q3 2023
Implement Hamner Avenue Bridge Widening over Santa Ana River	Engineering	Winter 2023



PRIORITY LEVEL 3 GOALS



ACTION/SCHEDULE FOR PRIORTY LEVEL 3 GOALS

Target D: Inclusion

Goal A: Collaborate to provide cultural and diverse events and celebration (include food)

ACTIONS:	RESPONSIBLE:	TIME FRAME:
Support and encourage cultural and diverse events throughout the community	Community Services	Ongoing
Create site for community/public gatherings to host food, music, and cultural events	Community Services	Ongoing
Promote events held by cultural organizations	Community Services	Ongoing
Incorporate inclusionary/diversity into Eastvale 2040 in goals, policies objectives both integrated throughout the document and a stand alone chapter.	Community Development	September 2023
Include youth and adult groups in inclusionary conversations and programs	Community Services	Ongoing
Installation of grad banners	City Manager's Office	Annually



ACTION/SCHEDULE FOR PRIORTIY LEVEL 3 GOALS

Target F: Innovation and Technology

Goal C: Develop and Implement a Smart City		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
Signal synchronization through CIP Program	Engineering	Fall 2023 - 2026
Fiber Installation on street improvement plans	Engineering	Ongoing
Public space WIFI requirement for new development	Planning	September 2023
Identify and utilize data analytics software to attract and retain businesses	Economic Development	Ongoing
Interconnect and synchronized traffic signals and camera technology with traffic management center	Engineering	Ongoing
Implementing internal smart city goals making services (i.e. permitting, inspection requests, virtual inspections, permit wizard) more digitally available to residents and businesses.	Community Enhancement and Safety	Ongoing



ACTION/SCHEDULE FOR PRIORTIY LEVEL 3 GOALS

Target F: Innovation and Technology

Goal B: Develop City-wide WIFI		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
City Wide Wi-Fi <ul style="list-style-type: none"> • Determine needs and feasibility of City-wide Wi-Fi vs. localized (or promoted) hot spots • Connect w/ local businesses to eliminate redundancy • Identify funding source to develop 	Community Development/CM's Office	Ongoing
Smart City Element of Eastvale 2040	Planning	September 2023
Zoning code amendment to require WIFI	Planning	December 2023
Require conduit and fiber on Street Improvement plans	Engineering	Ongoing
Map existing fiber lines	Engineering	2023/2024
Identify broadband solutions	Engineering	Ongoing



ACTION/SCHEDULE FOR PRIORITY LEVEL 3 GOALS

Target C: Financial Planning

Goal C: Develop long-term financial model		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
Update financial plan model with each major budget review: <ul style="list-style-type: none"> • Mid-Year review each winter • Budget preparation each spring • Include internal and external changes such as: <ul style="list-style-type: none"> • Public safety rate changes • Economic impacts (ex. COVID-19 pandemic, recession, etc.) 	Finance	Ongoing/Quarterly
Include long-term section in quarterly interim reports	Finance	Fall 2023
Resolve CalPERs audit from 2012-2018 for contract services	Human Resources and Risk Management	December 2023



ACTION/SCHEDULE FOR PRIORITY LEVEL 3 GOALS

Target C: Financial Planning

Goal H: Ensure that City revenues align with expenditures		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
Ensure that the City adopts a balanced budget before July 1 each year <ul style="list-style-type: none"> Quarterly interim financial reports to Council Monthly budget performance reports to managers and department heads 	Finance	Continuing – annual budget, reports Quarterly and Monthly
Continue to consolidate general ledger for ease of use	Finance	Ongoing
Cost Allocation Plan and User Fee Study:		
Firm completes comprehensive cost allocation plan in conjunction with staff: <ul style="list-style-type: none"> Identify cost of providing program services Identify appropriate special revenue administration costs, reimbursed back to general fund Identify internal service fund opportunities: <ul style="list-style-type: none"> Fleet ITS Building maintenance 	Finance	June 2023



ACTION/SCHEDULE FOR PRIORITY LEVEL 3 GOALS

Target C: Financial Planning

Goal H: Ensure that City revenues align with expenditures		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
<ul style="list-style-type: none"> • Risk Management • Present to Council 		
Implement Cost Allocation Plan		
Firm completes comprehensive cost allocation plan in conjunction with staff: <ul style="list-style-type: none"> • Identify appropriate cost recovery level for city • Identify and recommend proper fee structure • Identify appropriate annual inflator • Draft fee schedules and provide draft fee study • Present to Council for adoption 	Finance	June 2023
Implement user fee schedules 60 days after Council adoption	Finance	October 2023
Evaluate and update existing and/or create new policies in line with GFOA recommendations <ul style="list-style-type: none"> • Fund balance • Structurally balanced budget 	Finance	September 2024



ACTION/SCHEDULE FOR PRIORITY LEVEL 3 GOALS

Target C: Financial Planning

Goal H: Ensure that City revenues align with expenditures		
ACTIONS:	RESPONSIBLE:	TIME FRAME:
RFP Development Impact Fee Study	Finance	Fall 2023
Ensure that infrastructure keeps pace with development through site plan review	Community Development	Ongoing
Pavement Management	Engineering	Annually
Market Eastvale to attract businesses that generate sales tax at ICSC and other regional trade shows	Economic Development	Annually
Accela (streamline business development, and accounting	Community Enhancement and Safety	Annually