

Strategic Plan 2008

The City of Torrance Strategic Plan is a proactive statement of where we as a community want to be in the future, how we will get there and who will be responsible for taking us there. The first Strategic Plan was developed in 1996, through a process of intense public involvement, including telephone surveys, community focus groups and a Steering Committee who assessed and helped interpret all the data gathered from our community. This Plan was updated in 1999, again gathering as much data and feedback from the community as possible. Since the formulation of the first Strategic Plan, it has been a guiding force in the City's actions, programs and priorities throughout the years.

In 2008, an updated Strategic Plan was developed, using the same methods that had served so well in previous Plans: intense public involvement through phone surveys, community focus groups and a Strategic Plan Committee composed of community representatives.

The Strategic Plan provides a visionary framework for the process of defining and redefining the needs of the Community in all arenas, in our day to day operations and our long terms goals and projects, such as the General Plan revision, Cool Cities initiatives and decisions on where to most effectively dedicate our resources for capital improvements and programs to better serve our community.

The Plan is composed of several elements including vision and values statements reflecting our vision of the future and the attributes, attitudes and actions that will help realize that vision. The City Council Pledge, Citizen's Preamble and City Mission Statement reflect the responsibilities and the commitment that is required by all to make the vision contained in our Strategic Plan a reality. Finally, the Strategic Priorities lay out a framework of the key issues to be addressed over the next ten years.

Taken together, the elements of the Strategic Plan provide guidance and a process through which the City of Torrance and the community can meet the demands of a changing world while still maintaining cherished values.

Vision Statement

Our vision for Torrance is of a premier City thriving in a global community while building on the past, taking action in the present, and pursuing a dynamic future. Realizing our vision depends upon:

- Encouraging and providing for the pursuit of knowledge and culture;
- Acknowledging and pursuing the value of diversity;
- Improving the quality of life in the City of Torrance;

Vision Statement

- Enhancing community safety and security;
- Striving to attain a balance among residential, commercial, and industrial interests;
- Strengthening the character and appearance that defines Torrance as a model community; and
- Pursuing opportunities to innovatively address economic, social, environmental and political issues.

Our steadfast commitment is to a future where we realize pride of shared purpose and a sense of community with personal responsibility and respect for all. It will be a place where people enjoy an enriched quality of life, sharing a sense of belonging.



Values

- Demonstrate **respect** for ourselves and others
- Practice **honesty** and **integrity**
- Encourage **creativity** and **innovation**
- Work to build and maintain **public trust**
- Be **dedicated, responsive, and transparent** in our dealings
- Be **responsible** and **accountable** for our actions
- Recognize the benefits of **diversity** in all aspects of the community
- Foster **community pride** and **excellence**
- Care for and conserve our **environment**

Citizen's Preamble

As members of the Torrance community, we believe it is our responsibility to communicate our hopes and expectations to the City through active participation in our civic, educational, economic and cultural activities. We respect the dignity, rights and positive contributions of the individual. We take pride in and responsibility for the appearance and character of our community.

Mission Statement

The mission of the City of Torrance is to encourage and respond to community participation as we provide for an attractive, clean, safe, secure and enriching environment that assures a high quality of life.

We evaluate and act on the needs of the community within a complex, changing environment. We provide quality service with integrity, professionalism and accountability in an efficient, cost effective manner.

Strategic Priorities

- **Appearance, Character and Quality of the Community**
..... means enhancing and maintaining the personality and rich heritage of Torrance.
- **Communications and Civic Involvement**
..... describes a collaborative effort between the City and the public working together to guide Torrance.
- **Economic Development**
..... includes retaining businesses, attracting new businesses and encouraging the creation of quality jobs for all members of the community.
- **Education, Diversity and Enrichment**
..... recognizes the importance of education and enrichment in the growth of the individual, the benefits of diversity and the importance of well-rounded, diverse and educated individuals in strengthening community well-being.
- **Infrastructure**
..... defines the community's public works systems both local and regional, including the interconnectedness and interdependence of the systems.
- **Reliable Revenue Base and Effective Asset Management**
..... addresses the City's prudent management of fiscal conditions, the maintenance of a reliable revenue base and the awareness of outside influences that impact the financial health and stability of the City.
- **Responsive, Accountable and Cost-Effective Government**
..... describes the City government's responsibility to manage in a manner which seeks and is responsive to community and employee input and feedback on actions, plans and initiatives; is accountable and responsible for actions taken and which maintains effective operational standards and efficient delivery of services.
- **Safe and Secure Community**
..... addresses a number of personal and property safety issues including: safety from crime and gangs, safety in neighborhoods, environmental safety, emergency medical and fire services, emergency preparedness and other protective services and programs.
- **Stewardship of the Environment**
..... underscores the need to be aware of and proactively respond to a wide variety of issues concerning the physical environment from local to global, including air and water quality, green development, waste reduction and recycling and encouraging and facilitating individual local and regional solutions for this emerging global issue.
- **Traffic and transportation**
..... includes congestion management, mobility throughout Torrance and the region, protection of residential neighborhoods from intrusive traffic patterns and encouraging of alternative modes of transportation.