


City of Norco Strategic Plan for 2008 and 2009



Adopted April 2, 2008

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**Goals or Action Items carried over from previous Strategic Plans.*

MISSION & VISION 2020 STATEMENTS

MISSION STATEMENT

The mission of the City of Norco is to serve its residents and businesses in a professional, ethical, and cost effective manner with excellent customer service to provide a high quality of life in a community that values its identity as Horsetown USA .

VISION 2020 STATEMENT

In the year 2020, Norco will be widely known as Horsetown USA, an attractive western community with residents who enjoy a high quality animal-keeping lifestyle. Most residents will continue to have the opportunity to keep horses and other animals on their properties.

Residential amenities will include:

- A City-wide horse trail system;
- Two Class A equestrian centers, numerous parks and a comprehensive recreational program;
- A low crime rate and a general feeling of safety;
- High quality schools;
- A fully developed community college;
- A public library with programs unique to the Norco lifestyle;
- Attractive shopping, dining and lodging opportunities; and
- Various historical, cultural and natural resources that have been preserved and restored.

Residents will view their City government as effective, efficient, and responsive and will be actively involved in their local government and community life.

*Adopted on January 20, 1996
Revised and Adopted on April 2, 2008*

***“KEY STRATEGIC FOCUS AREAS”
TO GUIDE THE CITY’S EFFORTS
IN 2008 AND 2009***

- **Provide effective public services that contribute to Norco’s quality of life.**
- **Eliminate the General Fund structural budget imbalance through “economic development” and continued efforts to control expenditures rather than pursuing a City-wide taxation measure.**
- **Protect the environment and reduce expenses through green initiatives and preserving our natural and cultural resources.**

All goals and objectives will be consistent with these overarching key strategic focus areas.

STRATEGIC GOALS

PLANNING & ECONOMIC DEVELOPMENT

GOAL ONE*

Attract commercial development projects to significantly enhance the City's General Fund revenue base.

ACTION ITEMS:

- A) Explore and facilitate potential expansion of, and improvements to, the Norco Auto Mall.* (Schedule and facilitate a series of meetings with the Norco Auto Mall Dealers Association.)

Responsible Party: Economic Development Director

- B) Study the potential for mixed-use projects using the existing Planned Development (PD) Zone overlay within commercial zone locations on a case-by-case basis in areas that will not adversely impact animal keeping properties (e.g., former Caltrans site on Hamner Avenue and Fourth Street, southwest corner of Hamner Avenue and Third Street, River Road and Second Street and Corydon Avenue).

*Responsible Party: Planning Division Manager
Economic Development Director*

- C) Facilitate commercial development at the corner of Hamner Avenue and Third Street that is compatible with Norco's Community College.

Responsible Party: Economic Development Director

STRATEGIC GOALS

PLANNING & ECONOMIC DEVELOPMENT

GOAL ONE Cont.*

- D) Make infrastructure improvements using Redevelopment funds to attract desirable commercial development projects (e.g., traffic signal on Hamner Avenue between Fourth Street and Town & Country Drive; traffic signal on River Road south of Second Street).

Responsible Party: *Public Works Director*
 City Engineer

- E) Study potential zone changes in key locations to attract desirable commercial development projects (e.g., re-zoning of the future 23-acre pad on Fifth Street and Horseless Carriage Drive from M-1 to CG).

Responsible Party: *Planning Division Manager*
 Economic Development Director

- F) Facilitate decorative and informational sign infrastructure along the I-15 Freeway welcoming motorists to Norco (e.g., Horsetown USA sign on the Silverlakes property, dialogue with Caltrans regarding potential for horse-oriented public art).

Responsible Party: *Public Works Director*
 Planning Division Manager

- G) Expand advertising and promotion of Norco as a place to do business (e.g., advertisements in magazines and media outlets including radio and the Internet) using Redevelopment funds.

Responsible Party: *Economic Development Director*

STRATEGIC GOALS

PLANNING & ECONOMIC DEVELOPMENT

GOAL ONE Cont.*

- H) Create an overlay zone in key areas of the Hamner Avenue corridor to promote the attraction and development of desired commercial uses (e.g., a “hospitality overlay” for “sit-down” restaurants, hotels and visitor-oriented amenities from Fifth Street to Detroit Avenue).

Responsible Party: *Planning Division Manager*
 Economic Development Director

- I) Complete build-out of the proposed equestrian and sports complex at the Silverlakes property and plans for the Ingalls Equestrian Events Center to serve as “economic engines” for the community.

Responsible Party: *Parks, Rec. & Comm. Svs. Director*
 Planning Division Manager

- J) Review the Gateway Specific Plan for possible needed modifications such as a “master plan overlay” for the Norco Ranch site.

Responsible Party: *Planning Division Manager*

STRATEGIC GOALS

PLANNING & ECONOMIC DEVELOPMENT

GOAL TWO

Initiate policies and procedures to facilitate the eventual preservation and restoration of the Norconian Hotel and surrounding historical properties.

ACTION ITEMS:

- A) Place a historic district overlay zone onto the California Rehabilitation Center (CRC) and the Naval Base properties.

Responsible Party: Planning Division Manager

- B) Create a Historic Preservation Commission in an effort to obtain certified local government (CLG) status.

Responsible Party: Planning Division Manager

GOAL THREE*

Protect and promote the “small town” western charm of Sixth Street.

ACTION ITEM:

- A) Study and recommend potential western streetscape infrastructure (e.g., benches, trash receptacles, signage, banners, etc.) to promote Sixth Street.

*Responsible Party: Public Works Director
Planning Division Manager*

STRATEGIC GOALS

PLANNING & ECONOMIC DEVELOPMENT

GOAL FOUR

Develop a plan to expand the diversity of housing options in the community in an effort to comply with State regulations and obtain certification of the City's Housing Element.

ACTION ITEM:

- A) Consider applications to build affordable housing in specific commercial locations that will not adversely impact the animal keeping lifestyle of existing residential neighborhoods (e.g., vacant parcels on River Road on the City's borders and the former Caltrans property at Hamner Avenue and Fourth Street).

*Responsible Party: Economic Development Director
 Housing Manager
 Planning Division Manager*

GOAL FIVE

Clarify architectural standards related to western and equestrian themes in different areas of the City.

ACTION ITEMS:

- A) Study the architectural review process and establish priorities for western designs.

Responsible Party: Planning Division Manager

STRATEGIC GOALS

FIRE & EMERGENCY MEDICAL SERVICES

GOAL SIX

Study alternatives to improve emergency medical services and fire response times through the efforts of a citizen/staff task force.

ACTION ITEMS:

- A) Study the potential for strategic redeployment of existing resources within the City.*

Responsible Party: Fire Chief

- B) Explore the feasibility and cost of operating a third fire station in the southeast section of the City.*

Responsible Party: Fire Chief

- C) Form a task force to explore the feasibility of potential partnerships with neighboring jurisdictions.

Responsible Party: Fire Chief

- D) Investigate the potential for removal of artificial barriers on City streets which impede rapid response times.

Responsible Party: Fire Chief

- E) Utilize a professional consultant to review information gathered by the task force and recommend alternatives to the City Council.

Responsible Party: Fire Chief

STRATEGIC GOALS

PUBLIC WORKS

GOAL NINE*

Enhance and maintain the City's horse trails system.

ACTION ITEMS:

- A) Develop a Trail Master Plan to preserve and enhance the trails system that addresses various issues including identification, circulation, standard dimensions, signage, property acquisition, drainage improvements, maintenance, etc.*

*Responsible Party: Public Works Director
Parks, Rec. & Comm. Svs. Director*

- B) Improve trail access to the River Trails Park in the Santa Ana River bed.

Responsible Party: Public Works Director

- C) Study alternatives to facilitate storm water flow from driveways in steep slope areas across the trails into the streets to mitigate erosion problems.

*Responsible Party: Public Works Director
City Engineer*

STRATEGIC GOALS

PUBLIC WORKS

GOAL TEN

Consolidate the Streets & Trails Commission and the Community Services Commission.

ACTION ITEMS:

- A) Propose the concept of creating the Streets, Trails & Community Services Commission consisting of all current members of the two existing commissions.

Responsible Party: Public Works Director

- B) Amend the Norco Municipal Code.

Responsible Party: City Clerk

GOAL ELEVEN

Develop for City Council review and consideration, policies and procedures for limited use of eminent domain powers for the acquisition of right-of-way for public improvement projects.

ACTION ITEM:

- A) Prepare a report for City Council consideration.

*Responsible Party: Public Works Director
City Engineer*

STRATEGIC GOALS

PUBLIC WORKS

GOAL TWELVE

Facilitate construction of a manure-to-energy plant.

ACTION ITEMS:

- A) Complete and analyze a feasibility study conducted by Chevron Energy Solutions.

Responsible Party: Public Works Director

- B) Explore potential partnerships with neighboring jurisdictions (i.e., Western Riverside County Regional Wastewater Authority (WRCRWA), Western Municipal Water District, etc.).

Responsible Party: Public Works Director

STRATEGIC GOALS

PARKS, RECREATION & COMMUNITY SERVICES

GOAL THIRTEEN

Coordinate approvals and build-out of the proposed equestrian center/sports complex at the Silverlakes property.

ACTION ITEMS:

- A) Monitor completion of the environmental impact report (EIR).

*Responsible Party: Planning Division Manager
Parks, Rec. & Comm. Svs. Director*

- B) Obtain approvals of a disposition and development agreement (DDA) and a long-term ground lease.

*Responsible Party: Fiscal & Support Services Director
Parks, Rec. & Comm. Svs. Director
Economic Development Director*

- C) Negotiate and develop a schedule for community use of athletic facilities.

Responsible Party: Parks, Rec. & Comm. Svs. Director

STRATEGIC GOALS

PARKS, RECREATION & COMMUNITY SERVICES

GOAL FOURTEEN

Develop a Master Plan for Snipes Park.

ACTION ITEMS:

- A) Complete a study for development of a “concept” Master Plan for development of Snipes Park which may include a library, a play-school and after-school facility, a teen center, a skate park, a museum (with a Horsetown USA Hall of Fame), office space for community-based organizations (e.g., Friends of the Library, Norco Historical Society, Norco Regional Conservancy), supportive retail outlets, etc.

Responsible Party: Parks, Rec. & Comm. Svs. Director

- B) Evaluate the “concept” ideas and land use options with public stake holders such as Riverside County Library Services, community-based organizations and potential private partners.

Responsible Party: Parks, Rec. & Comm. Svs. Director

- C) Review the concept Master Plan funding options and resources for development with the Parks and Recreation Commission.

Responsible Party: Parks, Rec. & Comm. Svs. Director

STRATEGIC GOALS

PARKS, RECREATION & COMMUNITY SERVICES

GOAL FIFTEEN*

Facilitate enhanced volunteer participation in local community organizations and clubs in the sponsorship, management and operation of various special events (e.g., Western Art Show, 4th of July Jamboree, Easter Egg Hunt, Horsetown Parade of Lights, Breakfast with Santa, etc.).

ACTION ITEM:

- A) Prepare and submit written proposals to, and schedule meetings with, community organizations and clubs (e.g., Norco Horsemen's Association, Lion's Club, Rotary, etc.) relative to possible sponsorship, management and operation of specific special events.

Responsible Party: Parks, Rec. & Comm. Svs. Director

GOAL SIXTEEN

Develop a business plan for the Ingalls Equestrian Events Center.

ACTION ITEM:

- A) Engage in a process, including potential use of a professional consulting firm, to study alternatives and make recommendations for the management, operations, marketing and maintenance of the facility in a fiscally responsible manner.

Responsible Party: Parks, Rec. & Comm. Svs. Director

STRATEGIC GOALS

PARKS, RECREATION & COMMUNITY SERVICES

GOAL SEVENTEEN

Explore the potential and feasibility of the use of alternative energy sources, alternative fuels and other energy saving strategies.

ACTION ITEMS:

- A) Investigate the feasibility of including solar energy panels in the design for the covered arena and animal shelter facilities planned at the Ingalls Equestrian Events Center.

Responsible Party: Parks, Rec. & Comm. Svs. Director
City Engineer
Public Works Director

- B) Investigate the potential for retrofitting existing City-owned facilities with solar energy panels.

Responsible Party: Parks, Rec. & Comm. Svs. Director
City Engineer
Public Works Director

- C) Investigate the feasibility of utilizing an energy consultant on all City facility construction projects.

Responsible Party: Parks, Rec. & Comm. Svs. Director
City Engineer
Public Works Director

- D) Explore the purchase of alternative energy vehicles on a case-by-case basis.

Responsible Party: All Department Heads

STRATEGIC GOALS

LAW ENFORCEMENT

GOAL EIGHTEEN

Manage the Sheriff Station expansion in the Civic Center.

ACTION ITEMS:

- A) Coordinate with the Parks, Recreation & Community Services Director, project architect and construction contractor on the management of this project.

Responsible Party: Sheriff Department Lieutenant
Parks, Rec. & Comm. Svs. Director

:

GOAL NINETEEN

Explore the potential for additional Sheriff Deputies assigned to neighboring jurisdictions to share office space in the Norco Civic Center Sheriff Station as a means of providing additional regular law enforcement “presence” in Norco.

ACTION ITEMS:

- A) Coordinate with Sheriff Department senior management staff in an effort to obtain authorization of additional Sheriff Deputies to be deployed from the Norco Sheriff Station.

Responsible Party: Sheriff Department Lieutenant

- B) Ensure that the remodeled Norco Sheriff Station includes adequate space for needed personnel and operations.

Responsible Party: Sheriff Department Lieutenant

STRATEGIC GOALS

LAW ENFORCEMENT

GOAL TWENTY

Continue to concentrate on efforts to enhance traffic safety and substance abuse prevention.

ACTION ITEMS:

- A) Solicit state and federal grant funds (e.g., Office of Traffic Safety for DUI checkpoints, State Supplemental law enforcement grants for motor officer, Federal Justice Assistance grants for special events, etc.).

Responsible Party: Sheriff Department Lieutenant

- B) Focus DUI enforcement efforts on repeat offenders.

Responsible Party: Sheriff Department Lieutenant

- C) Continue efforts to combat youth access to alcohol and underage drinking through various measures including involvement with, and support of, United Norconians for Life Over Alcohol and Drugs (UNLOAD).

Responsible Party: Sheriff Department Lieutenant

STRATEGIC GOALS

Fiscal & Support Services

GOAL TWENTY-ONE

Pursue aggressive expenditure control measures.

ACTION ITEMS:

- A) Continue the current “attrition management” practices (i.e., incremental reductions in full-time personnel costs).

Responsible Party: Fiscal & Support Services Director

- B) Develop a system to better control and monitor part-time positions in all City departments.

Responsible Party: Fiscal & Support Services Director

- C) Improve methods to document the justification of departmental expenditure requests in the annual Budget process.

Responsible Party: Fiscal & Support Services Director

- D) Reduce energy costs through alternative energy sources, energy conservation and alternative fuels.

Responsible Party: All Department Heads

STRATEGIC GOALS

Fiscal & Support Services

GOAL TWENTY-TWO

Support efforts to enhance the City's revenues (i.e., General Fund and Sewer Fund Operating Fund).

ACTION ITEMS:

- A) Support economic development initiatives to augment General Fund resources.

Responsible Party: All Department Heads

- B) Complete a cost of services study to quantify the unit costs of City services and assure that user fees are adequate.

Responsible Party: Fiscal & Support Services Director

- C) Resolve the Sewer Fund deficit by completing a rate study and recommending measures to align costs with revenues.

Responsible Party: Fiscal & Support Services Director

City of Norco Manure Management Strategy

Adopted June 6, 2007

PURPOSE

Norco is widely recognized as Horsetown USA due to its horse-friendly policies and infrastructure, equestrian-oriented community events and rural, "animal-keeping" lifestyle. As Horsetown USA, the City of Norco is faced with ongoing *economic* and *regulatory* challenges that accompany its unique identity and lifestyle. In recent years, the Norco City Council and Community Services Commission have conducted workshops on manure management issues and have identified the following strategic objectives.

It is also important to note that the manure management challenges facing this community are not unique to Norco, but are common to all other equestrian and livestock related communities throughout the Inland Empire and Southern California. Consequently, the City of Norco will look to, and work with, other communities and its solid waste franchise partner Waste Management, Inc. in the development of solutions to manure management challenges.

STRATEGIC OBJECTIVES

OBJECTIVE A -- Identify and implement manure management policies and practices while still maintaining relatively **affordable service costs** to residents that have horses and/or other livestock; and

OBJECTIVE B -- Identify and implement "best management practices" (BMPs) that will enable the community to comply with **environmental regulations**, *i.e.*, NPDES, AB 939, AQMD, etc.

To achieve these strategic objectives, the City and Waste Management, Inc. must address the four key components of effective manure management, which are: 1) collection, 2) transportation, 3) disposal and 4) on-site practices and methods. This document establishes *goals* in each of these key areas as follows.

GOALS

GOAL 1 – COLLECTION

Increase participation in, and the effectiveness of, the City’s manure collection services.

Action Items

- A.) Prepare a “mandatory manure collection” ordinance requiring participation by all residents that have horses or other livestock addressing service options, rates and enforcement measures (non-compliance fines and incentives) for consideration by the Community Services Commission and the City Council.

Primary Responsibility: City of Norco
Target Completion Date: 4/1/08
Full Implementation of Ordinance: 7/1/08

- B.) Develop additional manure collection service options for residents beyond the existing wheeled carts and the 2-yard dumpster bin services. An example of an additional service option would be 10-yard “low boy” roll off services that can accommodate greater quantities of manure without multiple weekly pick-ups. (Challenges that need to be addressed with the “low boy” roll off service option are ways to keep the manure covered to reduce problems of flies and odors.)

Primary Responsibility: Waste Management, Inc.
Target Completion Date: 4/1/08
Full Implementation of Ordinance: 7/1/08

- C.) Study and develop solutions to the problems with the existing manure bin “scout truck” service and rate structure.

Primary Responsibility: Waste Management, Inc.
Target Completion Date: 6/30/07

- D.) Develop and implement “public education” programs to enhance participation in the City’s various manure collection programs. (This effort will also involve collaboration with local equestrian and livestock-related clubs and organizations, local veterinarians and farriers to endorse, support and distribute information. In addition, the City will coordinate with other public entities such as the Riverside County Flood Control District.)

| | |
|-----------------------------------|---|
| Primary Responsibility: | Waste Management, Inc. City of Norco (Jointly) |
| Target Completion Date: | 4/30/08 |
| Full Implementation of Ordinance: | 7/1/08 |

- E.) Develop a Code amendment to prohibit contamination of manure collection carts or bins with other trash or waste items with penalties for infractions. (In conjunction with the ordinance, disseminate public information on the need to keep manure carts and bins free from contaminants, i.e., litter, dog droppings, cat manure, animal carcasses, etc.)

| | |
|-------------------------|---------------|
| Primary Responsibility: | City of Norco |
| Target Completion Date: | 7/1/08 |

- F.) Investigate modifications to the type of wheels deployed on the manure carts in the existing residential collection program. (The wheels on the manure carts need to be redesigned with a wider base to accommodate the weight of the manure.)

| | |
|-----------------------------------|------------------------|
| Primary Responsibility: | Waste Management, Inc. |
| Target Completion Date: | 12/31/07 |
| Full Implementation of Ordinance: | 7/1/08 |

- G.) Investigate the establishment of shared community manure collection sites. (The establishment of shared community collection sites will require mechanisms to guard against contamination and to facilitate payment for utilization.)

| | |
|-----------------------------------|---------------|
| Primary Responsibility: | City of Norco |
| Target Completion Date: | 4/30/08 |
| Full Implementation of Ordinance: | 7/1/08 |

H. Investigate the potential of soliciting competitive bids for manure collection services from other firms outside of the Waste Management franchise agreement.

Primary Responsibility: City of Norco
Target Completion Date: 10/1/08

GOAL 2 – TRANSPORTATION

Maintain affordable transportation “pass through” costs to residents.

Action Items

A.) As stated below, establish long-term agreements with disposal venues within the Inland Empire.

Primary Responsibility: Waste Management, Inc.
Target Completion Date: Ongoing effort -- review progress annually prior to July 1

B.) Engage in advocacy and lobbying efforts for future “rail haul” options to disposal sites within the Inland Empire.

Primary Responsibility: Waste Management, Inc.
City of Norco (Jointly)
Target Completion Date: Ongoing effort – review progress annually prior to July 1

GOAL 3 – DISPOSAL

Achieve diversification in the types and locations of disposal methods and venues in order to maintain rate stability and compliance with regulatory mandates.

Action Items

- A.) Negotiate a long-term agreement with the City's existing disposal venue, Viramontes Express, for rates and waste stream commitment.

Primary Responsibility: Waste Management, Inc.
Target Completion Date: 7/1/08

- B.) Identify and establish agreements with other non-landfill manure disposal outlets, *i.e.*, Agriscape in San Jacinto, Synagro, Nursery Products (in the high desert), Earthworks in Riverside, etc.

Primary Responsibility: Waste Management, Inc.
Target Completion Date: Ongoing effort – review progress annually prior to July 1

- C.) Investigate and establish agreements with third party entities for “waste-to-energy” conversion of manure as disposal outlets, *e.g.*, WRCRWA, IEUA, Enertec, Desert Power, Inc., Honeywell, Liberty Energy in Banning, Blue Fire, Inc. in Orange County (waste-to-ethanol), UCR cellulosic technology, etc.

Primary Responsibility: Waste Management, Inc.
City of Norco (Jointly)
Target Completion Date: Ongoing effort – review progress annually prior to July 1

- D.) Investigate the availability of federal and state grant funding for “waste-to-energy” technology applications or environmental initiatives through the use of a lobbyist or through outside organizational affiliations, *e.g.*, SAWPA, WRCRWA, neighboring jurisdictions, etc.

Primary Responsibility: City of Norco
Target Completion Date: Ongoing effort – review progress annually prior to July 1

- E.) Establish standards and procedures to allow for private “self haul” permits. (Standards and procedures allowing for transportation and disposal of manure by any entity other than the franchise solid waste hauler will require a permit from, and weekly receipts to, the City.)

Primary Responsibility: City of Norco
Target Completion Date: 4/30/08

GOAL 4 – ON-SITE PRACTICES AND METHODS

Investigate and implement best management practices to promote environmentally sound and effective reuse and recycling of manure on private properties.

Action Items

- A.) Develop a Code amendment to establish environmentally sensitive residential composting and stockpiling standards and enforcement mechanisms.

Primary Responsibility: City of Norco
Target Completion Date: 7/1/08

- B.) Provide public education and community outreach to residents on the most effective methods and benefits of residential manure composting.

Primary Responsibility: City of Norco
Target Completion Date: 10/1/08

- C.) Develop agreements for bulk procurement of equipment and supplies to generate community participation in composting activities.

Primary Responsibility: City of Norco
Target Completion Date: 10/1/08

- D.) Prepare Code amendments to strengthen legal authority for regulation of manure management practices on private properties, *i.e.*, prohibition of spreading and disking as a primary method of manure disposal, sanctions for manure runoff, etc.

Primary Responsibility: City of Norco
Target Completion Date: 7/1/08

- E.) Contact universities, *i.e.*, Cal Poly Pomona, Cal Poly San Luis Obispo, UC Riverside and UC Davis, in an effort to obtain knowledge of best management practices and the dissemination of information on effective manure management practices to residents.

***APPROVED and RECOMMENDED TO THE CITY COUNCIL by
the Community Services Commission on May 24, 2007.***

***ADOPTED by the City Council of the City of Norco at a
regular meeting held on June 6, 2007.***

Appendix B

2004 and 2005 STRATEGIC PLAN GOALS REPORT CARD

| GOAL | STATUS OF COMPLETION |
|---|--|
| <p><u>One</u> – Improve police service staffing levels and response times in the City of Norco.</p> | <p>COMPLETED: Three Sheriff Deputies were added resulting in reduced response times.</p> |
| <p><u>Two</u> – Ensure adequate fire service response times: Prepare an analysis of fire service and staffing options and their financing requirements including: (1) relocation of Fire Station No. 21 to a more southerly site; and (2) potential construction of a third fire station in the southeast section of the City.</p> | <p>COMPLETED: An analysis of response time was performed and a decision was made to renovate Station 21 rather than relocate. The renovation project is in progress. The issue of a third station is on hold due to the present inability to fund additional staff.</p> |
| <p><u>Three</u> – Eliminate dependence on Corona Fire Department battalion chiefs for supervision of Norco Fire Department personnel at the scene of emergency incidents.</p> | <p>COMPLETED: The contractual agreement with Corona was cancelled and two Battalion Chiefs were added to the department. The City now has a Battalion Chief on duty 24/7.</p> |
| <p><u>Four</u> – Eliminate the unreciprocated reliance on the Corona Fire Department for the provision of fire suppression and emergency medical services in the southeast section of the City.</p> | <p>COMPLETED: The City no longer pays the Corona Fire Department to provide emergency services in Norco. Mutual aid agreements are in place.</p> |
| <p><u>Five</u> – Expedite the completion of budgeted streets and trail improvements specified in the Capital Improvements Plan. Utilize RKA Engineering firm, currently under contract, to expedite projects included in the Capital Improvements Plan (CIP) and provide construction inspections as needed to remain on target.</p> | <p>COMPLETED: RKA Engineering is managing the projects in the CIP in conjunction with department heads (refer to CIP Matrix).</p> |
| <p><u>Six</u> – Increase water storage capacity.</p> | <p>COMPLETED: RKA Engineering is managing the projects in the CIP in conjunction with department heads (refer to CIP Matrix).</p> |
| <p><u>Seven</u> – Advocate for a Fourth Street on and off ramp at the I-15.</p> | <p>IN PROGRESS</p> |

2004 and 2005 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

| GOAL | STATUS OF COMPLETION |
|---|--|
| <p><u>Eight</u> – Increase parks and recreation facilities and opportunities through partnerships with other public agencies.</p> <p>A) Revise joint powers agreements with School District (CNUSD) and Riverside Community College Norco Campus (RCC) toward increasing opportunities for joint use and maintenance of recreational facilities.</p> <p>B) Explore joint powers agreement with Jurupa Community Services District (JCSD).</p> | <p>COMPLETED: Positive dialogue has been established with RCC District and the CNUSD regarding joint use and maintenance of facilities. Agreements for joint use are in place. JCSD opted not to enter into an agreement.</p> |
| <p><u>Nine</u> – Obtain additional manpower to adequately operate and maintain parks and trails facilities.</p> | <p>IN PROGRESS: The City is utilizing the County of Riverside Court referrals for additional labor.</p> |
| <p><u>Ten</u> – Expand the Animal Control facility at Ingalls Park.</p> | <p>IN PROGRESS: Funded in current CIP Budget; architect is preparing plans.</p> |
| <p><u>Eleven</u> – Enhance the City’s revenue base to ensure the continuation and enhancement of City service levels.</p> <p>A) Consider, on a case by case basis, development opportunities that require land consolidation using public assistance.</p> <p>B) Determine the “highest and best” land uses for parcels in the Hamner Corridor Master Plan without regard to current lot configurations.</p> <p>C) Utilize contract services as needed to assist staff and the steering committee in order to complete the Hamner Corridor Master Plan in a timely manner.</p> <p>D) Consider the “opportunity purchase” of key development parcels as they become available.</p> | <p>A) IN PROGRESS: Current efforts to acquire land and consolidate parcels along Hamner Avenue using TUMF and RDA funds are continuing.</p> <p>B) COMPLETED: The Hamner Avenue Corridor Study has been approved and implementation measures are in progress.</p> <p>C) COMPLETED: Contract services are being used to assist with implementation.</p> <p>D) IN PROGRESS: Efforts are made to acquire land as opportunities present themselves.</p> |

2004 and 2005 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

| GOAL | STATUS OF COMPLETION |
|---|--|
| <u>Eleven Continued</u> – | |
| E) Consider development proposals of uses up to three stories in accordance with existing City codes. | E) COMPLETED: Two three-story hotels have been approved. |
| F) Pursue an increase in the Transient Occupancy Tax through a ballot measure. | F) ON HOLD. |
| G) Obtain a judicial determination as to whether a mixed-use development with commercial components is possible on the Silverlakes parcel. Defer, until this decision is reached, any further discussion or public input on the property. | G) IN PROGRESS: The matter is currently under study through an agreement with the Lewis Companies. |
| H) Continue communications regarding purchase of the 16-acre Caltrans-owned site north of City Hall. | H) IN PROGRESS: Caltrans has indicated its willingness to relocate the Regional Laboratory to another site. |
| I) Subsidize the development of additional senior citizen housing complexes. | I) IN PROGRESS: Various proposals are being considered. |
| J) Explore alternative options for the use of low/moderate housing fund. | J) COMPLETED: The Low and Moderate Income Housing programs have been completely updated. |

Appendix C

2006 and 2007 STRATEGIC PLAN GOALS REPORT CARD

GOAL

STATUS OF COMPLETION

One – Attraction of commercial development projects to significantly enhance the City’s general fund revenue base.

A) Approval and implementation of the Hamner Avenue Corridor Study.

A) **COMPLETED.** Hamner Avenue has been rezoned to Commercial General (CG). Several new commercial projects have been constructed or are in progress.

B) Take steps to obtain the legal trademark title of Horsetown USA for exclusive use by the City of Norco.

B) **COMPLETED**

C) Using Redevelopment funds, develop and implement a “branding campaign” for Norco Horsetown USA including development of a logo design, marketing literature, monument signs, way-finding signs, events calendar, visitors’ guide, advertisements in equestrian magazines, and streetscape improvements, etc.

C) **COMPLETED/IN PROGRESS.** Ongoing efforts are continuing as the final design for the sign program has been approved.

D) Amend the Redevelopment Plan to extend the time frame within which the Redevelopment Agency may use eminent domain provisions subject to the prerequisite of State Law.

D) **COMPLETED.** The Agency Board decided not to reinstate the power of eminent domain in the Redevelopment Plan.

E) Study and recommend specific actions which will promote a “development friendly” image for the City of Norco.

E) **COMPLETED.** Plan check and building inspection time frames have been significantly reduced, including the initiation of over-the-counter approvals. City Council approved SCIP program to allow developers an option to finance development impact/TUMF fees.

F) Work with specialized legal counsel in the field of code compliance to address commercial violations of the municipal code and enforce permit conditions.

F) **COMPLETED.** A specialized law firm has been engaged as the City prosecutor and enforcement actions have been, and are being taken against violators.

G) Explore and facilitate potential expansion of, and improvements to, the Norco Auto Mall.

G) **COMPLETED.** Dialogue with the auto dealers resulted in the installation of a traffic signal at Auto Mall Drive. An owner participation agreement led to the expansion of the Frahm Dodge franchise.

H) Consider potential for a mixed-use project at the Silverlakes property in relation to the feasibility study currently in process.

H) **COMPLETED.** As a result of an RFQ/P, the Belstarr project is under negotiations.

2006 and 2007 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

GOAL

STATUS OF COMPLETION

Two – Protect and promote the “small town” western charm of Sixth Street.

A) Study and recommend zoning modifications, or other actions, to create a desirable community-based commercial zone on Sixth Street.

A) **COMPLETED.** The City Council voted not to prohibit drive-thru retail businesses on Sixth Street.

B) Study and recommend potential western streetscape infrastructure (e.g., western light poles, benches, trash receptacles, town clock, directional signs, etc.) to promote Sixth Street.

B) **COMPLETED/IN PROGRESS.** Western-themed decorative street lamps have been installed, a “Horsetown USA” town clock has been ordered and bids for the installation of brick pavers in commercial driveways are pending.

Three – Expand low/moderate income housing opportunities using low/moderate housing Redevelopment funds.

A) Consider applications and investment of larger scale senior citizen housing developments.

A) **COMPLETED.** The Heritage Park Apartments have been converted to a low and moderate income senior facility through a \$5.1 million investment by the Agency.

B) Aggressively pursue utilization of housing improvement loan and grant programs to upgrade the older housing stock of the community.

B) **COMPLETED.** The Home Improvement Programs have been updated and the number of projects has significantly increased.

Four – Provide improved emergency medical services response times.

A) Study and evaluate means to provide faster transportation of emergency medical services personnel to emergency scenes.

A) **IN PROGRESS.** Additional study is pending.

B) Study and evaluate the potential and costs of personnel deployment modifications.

B) **IN PROGRESS.** Additional study is pending.

2006 and 2007 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

GOAL

STATUS OF COMPLETION

Five – Gain code compliance on significant violations before they become health and safety concerns.

A) Revise or implement key code provisions in consultation with legal counsel.

A) **COMPLETED.** Modifications have been made to the municipal code to enable more effective enforcement through general penalties and administrative citations.

B) Make efforts to raise public awareness of existing code provisions.

B) **COMPLETED/IN PROGRESS.** An expanded and more effective City Newsletter has been incorporated into the quarterly City Activities Guide distributed to all households.

C) Effectively bring code and permit violations to closure/resolution through coordination with legal counsel as needed.

C) **COMPLETED.** A specialized code enforcement law firm as retained as the City prosecutor to resolve difficult cases. Examples of successes include legal filings to resolve the operation of a business in a residential neighborhood that extended on to City property, a lighted softball field constructed in a residential neighborhood without permits, a junk yard/fire hazard on Mountain Avenue has been cleaned up, etc.

D) Implement software tracking mechanisms for use by all City departments.

D) **COMPLETED/IN PROGRESS.** The Accella software is now being utilized to monitor code compliance cases.

Six – Restore the Water Operating Fund to financial health.

A) Present and implement a schedule of appropriate water rate adjustments.

A) **COMPLETED.** For the fiscal year ended June 30, 2007, Water Fund operating revenues exceeded operating expenditures.

B) Design and build a water reservoir in the hillside area to enable reduced dependence on expensive imported water from the Corona Mills line.

B) **IN PROGRESS.** Construction is underway.

C) Evaluate and report on potential for debt financing of needed capital improvement projects.

C) **COMPLETED.** Future infrastructure needs have been programmed into the Five-Year Capital Improvement Program and the revenues to pay for bond financing debt service will be generated through water rates.

D) Facilitate conveyance of 13 acres of property on Bluff Street and River Road to the City for construction of a water reservoir.

D) **IN PROGRESS.** Negotiations with the State are continuing.

2006 and 2007 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

GOAL

STATUS OF COMPLETION

E) Implement a water meter radio-read system throughout the City.

E) **IN PROGRESS.** A meter reading/billing performance and productivity improvement study was completed in December of 2007 by Triton Water Technologies.

F) Evaluate and make recommendations to reduce energy demands of water and sewer system pumping processes in preparation for upcoming energy rate increases.

F) **COMPLETED/IN PROGRESS.** Waste-to-energy technology is now being studied.

Seven – Make infrastructure improvements to enhance vehicular traffic safety throughout the community.

A) Complete and implement the City-wide Traffic Calming Study.

A) **COMPLETED/IN PROGRESS.** Traffic calming studies were conducted by a private traffic engineering firm and UC Berkeley. Implementation measures have included striping of streets and installation of two “pilot” mid-block medians. Installation of additional traffic calming measures is planned.

B) Obtain TUMF funds for right-of-way acquisition and infrastructure improvements to facilitate traffic flow on Hamner Avenue (i.e., street medians, striping, curbs & gutters, etc.)

B) **IN PROGRESS.** Of the \$12 million in TUMF funds allocated to Norco, \$5.2 Million has been designated for right-of-way acquisitions. Negotiations for right-of-way acquisitions are underway.

C) Apply for grant funds for traffic safety measures.

C) **COMPLETED.** The UC Berkeley traffic study was grant-funded.

D) Continue to advocate for a Fourth Street on-and off-ramp at the I-15 Freeway.

D) **NO PROGRESS.** The City Council has been divided on this issue.

Eight – Enhance and maintain the City’s horse trails system.

A) Develop a Trail Master Plan to preserve and enhance the trails system that addresses various issues including identification, circulation, standard dimensions, signage, property acquisition, drainage improvements, maintenance, etc.

A) **IN PROGRESS**

B) Establish a trail system within the River Trails Park boundaries including improved access points to the river bottom and a crossing of the river.

B) **IN PROGRESS.** The City is actively participating in the Santa Ana River Trails and Parkway Project, which will be integrated with the City’s River Trails Park.

C) Establish trails and a marker system in the open space hillside area.

C) **IN PROGRESS.** The City has partnered with community organizations in the design and installation of markers in the hillside open space areas.

2006 and 2007 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

GOAL

STATUS OF COMPLETION

D) Assume maintenance responsibility for all trails in Landscape Maintenance Districts (LMDs).

D) **COMPLETED**

Nine – Facilitate enhanced volunteer participation by local community organizations and clubs in the sponsorship, management and operation of various special events (e.g., Western Art Show, Jamboree, Easter Egg Hunt, Horsetown Parade of Lights, Breakfast with Santa, etc.)

A) Prepare written proposals to, and schedule meetings with, community organizations and clubs (e.g., Norco Horsemen's Association, Lion's Club, Rotary, Horseweek, etc.) relative to possible sponsorship, management and operation of specific special events.

A) **IN PROGRESS.** Volunteer participation is an ongoing goal that increases the quality of the City's various events and programs. In the year 2007 the Norco Lions Club has contributed numerous volunteer hours enhancing events such as the Western Art Show, Breakfast with Santa and the Jamboree. These efforts have helped defray the cost of additional staffing and have augmented other components of these events. As events and programs have grown, assistance from volunteers has also increased by 65%. This increase has helped alleviate the burden of staff during youth basketball and other special events, where participation continues to grow.

Ten – Develop, operate and maintain additional youth athletic and recreation facilities.

A) Obtain title to the 13-acre parcel at Bluff Street and River Road from the State of California for joint use as a water treatment and storage facility and athletic fields.

A) **IN PROGRESS.** Waiting to hear back from the State regarding a letter of conveyance for this property.

B) Investigate the potential for acquiring use of the Riverside County Flood Control District property at Second Street and Corona Avenue for future City use.

B) **IN PROGRESS.** No potential future City use has been identified for the property. Riverside County Flood Control has not released the property, but will give the City first right of refusal if the property becomes available.

C) Explore the potential for joint use athletic facilities at the Riverside Community College Norco Campus.

C) **IN PROGRESS.** Meetings have been held with the College management staff. A joint use policy is in place. Future funding sources will be evaluated, such as Prop 84, for potential partnership with the College and Corona Norco Unified School District.

D) Review of feasibility study and develop consensus on the Silverlakes property.

D) **COMPLETED.** The Bellstar project is in process.

2006 and 2007 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

GOAL

STATUS OF COMPLETION

Eleven – Study the potential for relocation of the Norco branch library including possible partnerships with the Corona Norco Unified School District or Riverside Community College Norco Campus.

COMPLETED. Snipes Park has been identified as a potential site for a new library facility. Discussions are on-going at the Parks and Recreation Commission.

Twelve – Increase law enforcement staffing and support for existing staff levels.

A) Research and apply for grants.

A) **COMPLETED.** The City received Sheriff's grants totaling \$699,253: \$401,163 for two traffic officers and paid for a motorcycle and traffic collision investigation equipment; \$123,807 for one CSO, the radar speed display trailer and radar equipment; \$15,000 in FY06 and \$7,500 in FY07 for seatbelt enforcement; \$47,544 in FY06 and \$76,638 in FY07 for DUI checkpoints; \$5,000 in FY06 and \$5,000 in FY07 for participation in a multi-agency DUI enforcement program; and \$10,327 in FY06 and \$12,274 in FY07 for special operations.

B) Initiate Neighborhood Watch Programs.

B) **COMPLETED/IN PROGRESS.** Surpassed goal of 10 Neighborhood Watch Programs. 14 Neighborhood Watch presentations were made in 2007.

C) Pursue additional participation in the Norco Citizens Patrol Program.

C) **COMPLETED/IN PROGRESS.** Surpassed goal of adding six new NCP members. Recruitment continues through use of the City's newsletter, word of mouth and we recently began recruiting in the criminal justice classes at RCC Norco Campus. 14 people applied to NCP in 2007. Seven failed to complete the process. Seven are currently in training or have completed the process.

D) Explore the potential for construction of a Sheriff's station serving Norco and Eastvale on the Silverlakes property.

D) **COMPLETED.** When the County advised they did not have plans for a sheriff's station in Eastvale within their five year CIP we began the Norco Sheriff's Station Expansion and City Hall Renovation Project to meet current and future anticipated needs.

2006 and 2007 STRATEGIC PLAN GOALS REPORT CARD (Cont.)

GOAL

STATUS OF COMPLETION

Thirteen – Increase traffic safety along Hamner Avenue through infrastructure modifications (i.e., center divider medians and traffic signal synchronization).

COMPLETED/IN PROGRESS. Center divider medians have been installed at Sixth Street and Second Street. Traffic signal synchronization hardware has been installed. Award of bid for timing and phasing controls is pending.

Fourteen – To take a proactive approach towards generating sufficient revenues in order to maintain essential public service levels and Norco’s lifestyle.

A) Implementation of Economic Development strategy and objectives (refer to Goal One).

A) **COMPLETED**

B) Explore the potential for future placement of a City-wide funding mechanism on the ballot for consideration by the voters.

B) **COMPLETED.** The current efforts are to significantly augment the City’s revenue base through economic development rather than pursuing a utility users tax (UUT) through a ballot measure at this time.

C) Provide the City Council with periodic reports that demonstrate the amount of revenues generated by development projects and progress towards elimination of the General Fund structural imbalance.

C) **IN PROGRESS**

D) Pursue an increase in the City’s transient occupancy tax (TOT).

D) The current goal is to facilitate additional hotel development rather than an increase in the TOT.