

The seal of the City of Norco is circular and features a central figure of a person on horseback. The outer ring of the seal contains the text "CITY OF NORCO" at the bottom, "1916" on the left, and "64" on the right. The inner ring contains the text "CITY LIVING IN A RURAL ATMOSPHERE".

**City of Norco  
2004-2005  
Strategic Plan**

*Focus on the Vision*

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# ***MISSION/VISION 2010 STATEMENTS***

## **MISSION STATEMENT**

**“To serve Norco residents and businesses in a professional, ethical, and cost effective manner with excellent customer service and to provide a high quality of life in a community that values a rural atmosphere.”**

## **VISION 2010 STATEMENT**

**In the year 2010, Norco will be an attractive western community with residents who enjoy a high quality rural life style. Almost everyone will have the opportunity to keep horses and other animals on their property.**

**Residential amenities will include a city-wide horse trail system, 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 campus, a city library, and attractive shopping opportunities.**

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

*Adopted on January 20, 1996  
Revised on February 17, 2000*

# ***STRATEGIC FOCUS: PUBLIC SAFETY***

## **GOAL ONE:**

**To improve police service staffing levels and response times in the City of Norco.**

### **ACTION ITEMS:**

A) Develop a “menu” of service options and means of financing them including: (1) description of current services, (2) description of potential service enhancements, and (3) line item costs of both proposed and existing levels of service.

TIME FRAME: Prepare a written report for City Council review by October 6, 2004

RESPONSIBLE PARTY: Lt. Cooper/City Manager

B) Conduct a City Council workshop on the various service options with the Law Enforcement Advisory Committee.

TIME FRAME: Schedule the workshop by October 15, 2004

RESPONSIBLE PARTY: Lt. Cooper/City Manager

## **GOAL TWO:**

**To ensure adequate fire service response times.**

### **ACTION ITEMS:**

A) 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.

TIME FRAME: Prepare a written report for City Council review by September 15, 2004

RESPONSIBLE PARTY: Fire Chief

# ***STRATEGIC FOCUS: PUBLIC SAFETY***

## **GOAL THREE:**

**To eliminate dependence on Corona Fire Department battalion chiefs for supervision of Norco Fire Department personnel at the scene of emergency incidents.**

### **ACTION ITEMS:**

A) Prepare an analysis of alternative fire service and staffing options and their financing requirements.

**TIME FRAME:** Prepare a written report for City Council review at the September 1, 2004 Council meeting

**RESPONSIBLE PARTY:** Fire Chief

## **GOAL FOUR:**

**To 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.**

### **ACTION ITEMS:**

A) Prepare an analysis of alternative fire service and staffing options and their financing requirements including 1) automatic aid and dissolving boundary agreements, 2) fire station construction, and 3) redeployment of personnel.

**TIME FRAME:** Prepare a written report for City Council review by October 18, 2004

**RESPONSIBLE PARTY:** Fire Chief

# **STRATEGIC FOCUS: INFRASTRUCTURE & FACILITIES**

## **GOAL FIVE:**

**To expedite the completion of budgeted streets and trail improvements specified in the Capital Improvements Plan.**

### ACTION ITEMS:

A) 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.

B) Provide regular updates on progress of projects in the Weekly Update report.

TIME FRAME: Initiate by August 19, 2004

RESPONSIBLE PARTY: Public Works Director/City Engineer

## **GOAL SIX:**

**To increase water storage capacity.**

### ACTION ITEMS:

A) Prepare an analysis of alternative options to move forward with siting and construction of additional water reservoir facilities.

TIME FRAME: Submit a written status report to the City Council by September 15, 2004, and provide verbal updates on progress at each City Council meeting

RESPONSIBLE PARTY: Public Works Director/City Engineer

# **STRATEGIC FOCUS: INFRASTRUCTURE & FACILITIES**

## **GOAL SEVEN:**

**To advocate for a Fourth Street on and off ramp at the I-15.**

### **ACTION ITEMS:**

A) Contact Caltrans officials, followed by confirming written correspondence, to initiate appropriate planning processes.

TIME FRAME: Send correspondence to Caltrans by September 15, 2004 and keep City Council informed of any responses from Caltrans

RESPONSIBLE PARTY: Public Works Director/City Engineer

## **GOAL EIGHT:**

**To increase parks and recreation facilities and opportunities through partnerships with other public agencies.**

### **ACTION ITEMS:**

A) Revise joint powers agreements with School District and Riverside Community College Norco Campus toward increasing opportunities for joint use and maintenance of recreational facilities.

B) Explore joint powers agreement with Jurupa Community Services District.

TIME FRAME: Present recommendations for a revised joint powers agreement with Corona Norco Unified School District to the City Council by December 15, 2004

RESPONSIBLE PARTY: Parks, Recreation & Community Services Director

# **STRATEGIC FOCUS: INFRASTRUCTURE & FACILITIES**

## **GOAL NINE:**

**To obtain additional manpower to adequately operate and maintain parks and trails facilities.**

### ACTION ITEMS:

- A) Prepare an analysis of available options to replace the loss of the CRC crews to supplement existing manpower.
- B) Form a Moreno Arena Advisory Committee to facilitate operation and maintenance of Ingalls Park.

TIME FRAME: Prepare a written status report to the City Council by October 20, 2004

RESPONSIBLE PARTY: Parks, Recreation & Community Services Director/City Engineer

## **GOAL TEN:**

**To expand the Animal Control facility at Ingalls Park.**

### ACTION ITEMS:

- A) Explore alternative financing options.
- B) Explore the creation of a non-profit foundation in order to obtain increased grant opportunities.

TIME FRAME: Present a written status report to the City Council by July 2005

RESPONSIBLE PARTY: Parks, Recreation & Community Services Director

# **STRATEGIC FOCUS: ECONOMIC DEVELOPMENT**

## **GOAL ELEVEN:**

**To enhance the City's revenue base to ensure the continuation and enhancement of City service levels.**

### **ACTION ITEMS:**

- A) Consider, on a case by case basis, development opportunities that require land consolidation using public assistance.
- B) Determine the "highest and best" land uses for parcels in the Hamner Corridor Master Plan without regard to current lot configurations.
- 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.
- D) Consider the "opportunity purchase" of key development parcels as they become available.
- E) Consider development proposals of uses up to three stories in accordance with existing City codes.
- F) Pursue an increase in the Transient Occupancy Tax through a ballot measure.
- 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.
- H) Continue communications regarding purchase of the 16-acre Caltrans-owned site north of City Hall.
- I) Subsidize the development of additional senior citizen housing complexes.
- J) Explore alternative options for the use of low/moderate housing fund.

**TIME FRAME:** Report back to City Council/Redevelopment Agency Board with specific status report and action steps on each of these items by October 20, 2004. Provide the City Council/Redevelopment Agency Board with regular written status reports.

**RESPONSIBLE PARTY:** Community Development Director, Economic Development Director and City Manager.

# FIVE YEAR FINANCIAL PROJECTIONS

In the long run, all policy decisions made by the Council will have some impact on the financial condition of the City and its ability to deliver essential services to the citizens. In projecting the City's financial condition for the next five years, the following financial challenges and opportunities have been identified. Recognizing these challenges and opportunities will guide the City Council in setting policies that will shape the City for a long period of time.

## **Financial Challenges:**

### **Structural Budget Imbalance in both the General and RDA Operating Funds.**

The inability of the General and the RDA Operating Funds to meet current year ongoing expenditures with current year ongoing revenues is a significant challenge that must be addressed. The five year financial projection for each Fund shows that current year expenditures will exceed current year revenues for each of the next five years. Continuing with this trend will render each Fund insolvent within five years.

**Continuing State Budget Crisis.** It is estimated that the City will lose \$1 million in revenues to the State in Fiscal Year 2005 and again in Fiscal Year 2006. As of today, there are no assurances that the practice by the State of taking funds from local governments is going to stop. The potential for additional revenue shifts from the City to the State presents a significant threat to the City's future financial condition.

**Lack of General Fund Revenue Diversification.** Only six percent (6%) of the General Fund revenue is derived from property taxes compared to state-wide average of over 18%. In contrast, over 41% of General Fund revenues are derived from sales taxes compared to state-wide average of 29%. Further, it is important to note that 53% of the City's sales tax revenues are generated by 10 companies. This concentration presents a potential threat should any of these ten companies experience significant economic downturn or decide to leave the City. The City also derives no revenues from Utility User's Tax (UUT) while the average City in the State derives about 11 percent of general revenues from UUT.

**Limited Capacity for Bonded Debt:** The RDA has essentially maximized out on its capacity to issue new debt. The structural imbalance in the RDA Operating Fund is due in part from debt service payment on existing debt. As a result of the projected imbalance in the General Fund, it would be difficult to finance future capital projects by issuing bonded debt. Future projects would have to be financed through savings or current year revenues. Currently, the debt service requirement presents a significant threat to the future financial condition of RDA Operating Fund because this is a fixed cost item.

# FIVE YEAR FINANCIAL PROJECTIONS

**City is Approaching Build-out:** The five year financial projection assumes ultimate development of some kind on the Cox and Wyle Laboratory properties. Building activity related revenues currently account for over ten percent (10%) of General Fund Revenues. After these properties are developed, the shortfall in General Fund will significantly increase.

## **Financial Opportunities:**

**Financial Strength to Generate Future Economic Activities:** The RDA has over \$20 million of bond proceeds that if used wisely could generate significant economic activity in the City. This economic activity can leverage the already strong sales tax receipts to the General Fund and enhance the limited diversification in this area. Additionally, the Low-to-Moderate Income Housing Fund has over \$12 million available that can be used to improve the economic and financial strength of the City.

**Low Tax Rates and Property Tax Base:** The City currently does not have Utility Users Tax and business license and transient occupancy tax rates are relatively low. Additionally, planned developments in the City are for high-end homes outside of the redevelopment project area. These developments can be used to improve the City's property tax base and sales tax receipts for the City. There is an opportunity to explore changes to Utility Users Tax, Business License and Transient Occupancy Taxes and still be competitive with neighboring jurisdictions.

**Active Participation by Citizens:** The citizens of Norco are proud of the City's equestrian lifestyle. To maintain this lifestyle, residents are very active in their City government. This active participation can be used to generate more volunteer services to reduce costs as well as to find financial solutions acceptable to the residents for the challenges and threats that have been identified.