



**CITY OF NORCO
SPECIAL JOINT MEETING WORKSHOP MINUTES
CITY COUNCIL / PLANNING COMMISSION / HISTORIC PRESERVATION
COMMISSION / PARKS AND RECREATION COMMISSION / STREETS, TRAILS AND
UTILITIES COMMISSION / ECONOMIC DEVELOPMENT ADVISORY COUNCIL**

**Saturday, May 21, 2016
Nellie Weaver Hall, 3737 Crestview Drive, Norco, CA 92860**

CALL TO ORDER: 9:06 a.m.

ROLL CALL

Present:

City Council:

Kevin Bash, Mayor
Greg Newton, Mayor Pro Tem
Robin Grundmeyer, Council Member
Berwin Hanna, Council Member
Ted Hoffman, Council Member

Planning Commission:

Pat Hedges, Chair
Philip Jaffarian, Commissioner

Historic Preservation Commission:

Matt Potter, Chair
Patricia Overstreet, Commissioner

Parks and Recreation Commission:

Geoff Kahan, Vice Chair
Corinne Holder, Commissioner

Streets, Trails, and Utilities Commission:

Cathey Burt, Commissioner
Mike Thompson, Commissioner

Economic Development Advisory Council:

Patrick Malone, Chair
Vicki Leonard, Member
Gabriel Martin, Member
Bill Schwab, Member
Scott da Rosa, Member
Diane Collins, Member

PLEDGE OF ALLEGIANCE: Council Member Robin Grundmeyer

STRATEGIC PLANNING WORKSHOP:

1. Development of the City of Norco 2016 Strategic Plan

City Manager Okoro welcomed everyone and provided background information on the two consultants from McIntyre-St.Clair who facilitated the workshop. Mr. Okoro commented that the purpose of the workshop is to review the mission and vision statements and identify key strategic priorities that the City needs to work on over the next three to five years. The goals identified will include action plans. In two years, the City can then measure the progress made. Mr. Okoro also noted that the strategic plan is a way to establish direction for the City. Consultants Janet McIntyre and Donald St. Clair discussed the workshop agenda in detail and discussed the expectations of the group.

Mr. St. Clair commented that a strategic plan is simply a road map which looks at the City in an aspirational way. Strategic plans have commonalities, but how the plan is implemented is unique to each city. It is important to recognize the similarities but equally important to recognize the uniqueness of Norco. Mr. St. Clair stated that strategic planning matters because operating without a tactical plan will ensure that the City will flounder and circle.

Ms. McIntyre began the workshop with having the group evaluate the City's Mission Statement, which reads:

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.

Commissioner Overstreet commented that she is impressed by the statement. Commissioner Burt expressed that it should identify more with what Horsetown USA is – animal keeping. Commissioner Potter said he likes a simple, broad statement. Superintendent Anglin said that the statement does not include visitors. There was further discussion between group members about highlighting the City's rural lifestyle, friendliness and sense of community. Ms. McIntyre encouraged the group to keep the mission statement simple. Mayor Bash asked the public if they wished to comment.

Tina Gregory asked if there is anything in the mission statement that is unusual. In response, Ms. McIntyre stated that the City's current statement is consistent with the format other agencies use.

With no further comments from the public, Mayor Bash brought the discussion back to the group. The general consensus of the group was to amend the City of Norco Mission Statement to read as follows:

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

Ms. McIntyre continued on to the Vision Statement. In 1996, the City revised the Mission and Vision Statements to reflect goals up to the year 2020. The current Vision Statement is:

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 comprehensive recreational programs;*
- *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.*

Ms. McIntyre asked what year the Vision Statement should be revised to. She suggested removing the bullet points, as some of those items are not within the control of the City. Some group members suggested including language that would protect and promote the animal-keeping lifestyle. Mayor Bash asked for public comments.

Lance Gregory noted that the City Charter already references and protects animal-keeping.

After some discussion by the group, the general consensus was to revise the City of Norco Vision Statement to read as follows:

In the year 2025, Norco will be widely known as Horsetown USA, a family-friendly and attractive destination community that enjoys and promotes a diverse recreation, animal-keeping lifestyle.

Mayor Bash recessed the meeting at 10:30 a.m. and reconvened at 10:45 a.m.

Mr. St. Clair referenced the 2008-2009 strategic plan and asked the group to use it as a model for the new plan. He urged the group to consider viable, desirable, and achievable goals that align with items that can actually be accomplished. The new plan should also build on the successes of the 2008-2009 plan.

Mr. St. Clair provided a summary of the results from the online survey provided to Council Members, Commissioners, and staff. The online survey dealt with eight basic questions. The City's strengths identified were: friendly, rural, lifestyle, city staff, Horsetown USA identity. The weaknesses were: perception of transparency, communication, economic development, and innovation. The three most important issues are: planning permits, lack of funding for capital improvement projects, and economic development.

Mr. St. Clair asked the group to break out into smaller groups to discuss strategic direction. He gave the groups 30 minutes to discuss their goals. The group reconvened as a whole to report out on their ideas. The general goals provided by the groups included safety, infrastructure, economic development, funding, information technology, green goals, varied recreational activities, and civic engagement.

The group discussed how to create goals that will generate new sources of income. They also discussed addressing land use to maximize use for future projects. Some group members discussed the need to address public safety as well as competitive salaries for staff.

Mayor Bash allowed the public to comment at this time.

Tina Gregory referenced the Ad-Hoc Committee on Infrastructure Needs and Funding Options and asked why the City Council did not vote in favor of the Committee's recommendations.

With no further comments, Mayor Bash brought the discussion back to the group.

In regards to funding, Public Works Director Chad Blais reminded the group that water and sewer funding has separate funding sources, which is through Council action. City Manager Okoro indicated that the strategic plan should, however, reference reaffirmation of that commitment to secure funding for water and sewer.

Mayor Bash recessed the meeting at 12:00 p.m. for lunch and reconvened the meeting at 12:43 p.m.

The consultants narrowed down the strategic goals to be: infrastructure, economic development, financial sustainability, community engagement, and public safety. The consultants asked if all five goals were needed. Sheriff Lt. Briddick commented on the challenges of law enforcement. Resources are needed because there is the perception of the Sheriff's Department not being there. Goals would be geared more towards traffic enforcement because of the unique equestrian lifestyle.

There was discussion about what to consider under each goal category. Director Blais commented that staffing must be a topic because it is part of the infrastructure issue. Lack of staffing has prolonged repairs and service. For economic development, Mr. Grody indicated that it is a two pronged approach of attracting new businesses and promoting Norco as a place to visit. For financial sustainability, revenue growth and new sources of income were issues to include in formulating goals. It was commented that the City cannot be sustainable by continuing to make cuts.

Mayor Bash recessed the meeting at 1:30 p.m. and reconvened at 1:44 p.m.

Mr. St. Clair requested that the group formulate statements for each category. After discussion, the general consensus was to establish the following five strategic goals:

#1: Infrastructure – Establish funding for planning, maintenance, replacement, and development of infrastructure.

#2: Economic Development – Increase Transient Occupancy Tax and Sales Tax by attracting new businesses, retaining existing business, and attracting tourism.

#3: Financial Sustainability – Assure financial sustainability by identifying new revenue sources and continuing prudent financial management.

#4: Community Outreach – Engage with the community through excellent customer service, communication, and programs.

#5: Safety – Improve the quality of life by enhancing public safety services.

The consultants and City Manager Okoro thanked the Council Members, Commissioners, staff, and the public for participating in the workshop. Mr. Okoro indicated that staff will work with the consultants to develop action plans for each of the five goals. The plan will be taken to each Commission for review and consideration and ultimately to the City Council for approval.

ADJOURNMENT

Mayor Bash thanked everyone in attendance for their participation. He adjourned the meeting at 2:43 p.m.