

# 2006 and 2007 Strategic Plan Mid-Term Progress Report

## Strategic Goals for 2006 and 2007

1. **Attract commercial development projects to enhance the City's general fund revenue base.**
  - The Hamner Avenue Corridor Study has been completed and properties have been rezoned to Commercial General (CG).
  - Dilapidated and blighted structures have been cleared to facilitate commercial development.
  - Initiated the Horsetown USA branding campaign for promotion of community identity and economic development. (A logo has been designed, marketing literature has been published, advertisements have been placed in equestrian magazines, and construction of monument and directional signs are in progress.)
  - Assisted Frahm Dodge in its expansion including a new Suzuki automobile franchise.
  - Reversed the BRAC recommendation to preserve the day-time Naval Surface Warfare Center population in Norco.
  - Several new commercial development projects have been approved *e.g.*, La Quinta Inn & Suites, Hampton Inn, Ride Aid, Boot Barn-anchored center with steakhouse, Inland Vet Supply building, Gateway to Horsetown USA center on Hidden Valley Parkway, the commercial projects under construction on Hamner south of Fourth Street, etc.
  - Many projects are in the conceptual or development approval stages *e.g.*, the 16.5-acres Caltrans property north of City Hall will be auctioned for commercial development on March 5th, the Binorris property on Hamner Avenue adjacent to the Caltrans property, new large retail tenants in the former Stacks Furniture building, commercial development at the Hamner and Third Street entrance to the college, commercial developments on River Road at Second Street and Corydon, possible relocation of the Caltrans Park and Ride lot to Hamner near Community Center Park and Riley Gym, potential commercial development on the Arrow Development 20+ acre pad west of Hamner Avenue at Fifth Street, etc.
  - A newly hired Building Official has implemented systems that have significantly reduced plan check and building permit timelines.

**2. Protect and promote the "small town" western charm of Sixth Street.**

- A parkway irrigation system has been installed to water trees and landscape.
- Western decorative street lamps have been purchased and will be installed.
- Interlocking stone pavers will be installed in the commercial driveways within the horse trails to improve safety and aesthetics.
- Designs of an old town street clock featuring the horse head from the City Seal and the words Norco Horsetown USA are being reviewed for placement near the Fire Station

**3. Expand low/moderate-income housing opportunities within the community using Redevelopment funds in compliance with State law**

- Housing Improvement programs to upgrade the existing older housing stock for senior citizens and low/moderate income residents have increased substantially.
- In response to State mandates for the expenditure of low/moderate income housing funds, potential high quality multi-unit projects are being considered along the borders of the City so as not to adversely impact the rural, agricultural nature of Norco's established residential neighborhoods.

**4. Provide improved emergency medical services response times.**

- The Crestview Drive extension road will be completed to reduce emergency response times to the hillside residential neighborhoods.

**5. Gain code compliance on significant violations before they become health and safety concerns.**

- A specialized code compliance law firm has been retained to prosecute difficult violations with considerable success.
- A lighted softball field, built by a property owner near residences with horses, has been shut down.
- A court appointed receiver is now in place to clean up the five (5)-acre junk yard at 1569 Mountain Avenue.
- A court action has been filed against an illegal manufacturing business that was operating in a residential neighborhood and had encroached into public open space land.
- Numerous violations are being corrected through property owner cooperation.

**6. Restore the Water Operating Fund to financial health.**

- A comprehensive water rate study was conducted and a schedule of rate adjustments has been approved.
- A new water reservoir in the hillside area is under construction, which will reduce the costs of imported water.

**7. Make infrastructure improvements to enhance vehicular safety throughout the community.**

- Street medians are being installed on Hamner Avenue.
- A traffic calming study conducted by a traffic engineering firm recommended installation of mid-block medians on collector and residential streets to slow traffic speeds. Locations for “pilot project” medians have been sited and a contractor has been selected for installation.
- An aggressive streets improvement program of more than \$5 million in expenditures in 2006/07 is underway. (Refer to the schedule on the City’s web site.)
- TUMF funds in excess of \$5 million have been obtained for right-of way acquisition and infrastructure improvements.

**8. Enhance and maintain the City's horse trails system.**

- \$100,000 in Redevelopment funds has been budgeted to remove obstructions and illegal materials from the public right-of-way.
- Trail fencing and dg improvements have been made to several trail segments.
- Alternative trail materials have been approved, *i.e.*, StaLok and a soil cement mix. Interlocking stone pavers have also been successfully piloted at the Hillside Avenue entrance of the Fire Station.
- Initiated a trails marker system for open space hillside areas.

**9. Facilitate enhanced volunteer participation by local community organizations and clubs in the sponsorship, management and operation of various special events.**

- The Horsetown Parade of Lights has received large sponsorship donations and time commitments from private parties.

**10. Develop, operate and maintain additional youth athletic and recreational facilities.**

- A "request for qualifications/proposals" (RFQ/P) process is underway for the Silverlakes property.
- Negotiations for community use of a lighted softball field on Norconian Drive are underway.
- The snack bars and restroom facilities at Wayne Makin Sports Complex will be reconstructed with Redevelopment funds and federal grant funds.
- Pikes Peak Park is currently under construction.
- Ingalls Park expansion project is progressing.

**11. Study the potential for relocation of the Norco branch library**

- The existing library building has undergone significant repair work in the past year to extend its useful life.
- The Parks and Recreation Commission is exploring Snipes Park as a potential site for a future new library facility along with a "Wee People" children's center and teen center with a skate park.

**12. Increase law enforcement staffing and support for existing staffing levels.**

- During the past two years, the Norco Sheriff's force has been augmented by six (6) new deputy positions. This significant enhancement has been accomplished through a combination of grant writing, contract negotiations with the Riverside County Sheriff's Department and City budget allocations.
- The existing Norco Sheriff Station in the Civic Center will be expanded as part of a \$2.1 million project recently approved by the City Council.
- Tobacco licensing and juvenile truancy ordinances have been adopted.

**13. Increase traffic safety along Hamner Avenue through infrastructure modifications.** (Refer to No. 7 above.)

**14. Take a proactive approach towards generating sufficient revenues in order to maintain essential public service levels and Norco's lifestyle.**

- Economic Development along Norco's commercial corridors is the key to the City's financial stability. (Refer to No. 1 above.)