



PLAN IMPLEMENTATION

5.0

## 5.0 PLAN IMPLEMENTATION

### 5.1 Economic Development Strategies

This section outlines the Economic Development strategies incorporated in this Specific Plan. These strategies are intended to provide the framework for financing public and private improvements within the Project Area, which can bring the circulation, land use, utilities and design components of the Plan into reality and establish other mechanisms which will ultimately promote the viability of business activity along within the Project Area.

In following brief notes on the purpose of an economic development strategy, the discussion turns to five key components which constitute the economic blueprint for the Project Area. Each component is described in terms of its rationale, potential phasing, private and public responsibilities, and appropriate funding sources.

An Economic Development Strategy is only one part of the overall Specific Plan, though it is crucial in achieving a land use pattern which is viable in the marketplace while supporting the design and regulatory objectives of the Plan. It is one of the focused blueprints for implementation of goals and objectives. In addition, it functions as a coordinating device between such features as traffic, design character, and land use. Finally, it enumerates the various administrative and financial resources which will be required for effective implementation.

Economic development covers just one of the many policy actions necessary to project the Plan's design, land use, public utilities infrastructure and circulation improvement programs into reality. Policies aimed toward retail and service land use, will eventually be evaluated on whether or not they strengthened the local economy, and also provide retail shopping opportunities.

This strategy is founded upon the findings of an economic study prepared for the Interstate 15 Corridor Study Area, which includes the Gateway Specific Plan Project Area (reference Appendix C of the I-15 Corridor Study) and in the goals and objectives established with citizen, staff and public officials input.

Finally, an Economic Development Strategy enumerates the conditions under which various types of public assistance may occur. It also specifies what is expected of both private and governmental participants in the implementation process. Because resources for implementation are always limited, it is essential to prioritize objectives for the future and to re-examine these as time brings changes to the Project Area. Economic development within the Project Area can be successfully initiated by the private sector. Participation by local government will be limited to providing a receptive climate in response to private sector proposals assisting in parcel consolidation, relocation assistance, roadway and infrastructure improvement projects and to install special mechanisms that foster private action among retail and service businesses.

Implementation policies may be divided into two types; 1) administrative mechanisms, and 2) financial incentives. Some changes and the administrative climate for economic development are generally necessary to make use of specific incentive devices. Moreover, local government policy should give priority to improving the climate for the local economy rather than on the provision of financial subsidies.

#### 5.1.1 Redevelopment Agency Participation

With the adoption of the Gateway Specific Plan the Norco Redevelopment Agency (the "Agency") has the opportunity to consider targeting specific public actions commensurate with its ability to finance those actions.

Consideration of such should commence with a special report to the Agency outlining areas of potential public involvement, potential costs and priorities; this report should be considered by the Agency Board within 90 days from the date of adoption of the Gateway Specific Plan. This report, many parts of which are currently under consideration by City and Agency staff, should address such potential policy areas as:

1. Participation in underwriting of public street and intersection construction and reconstruction projects;
2. Public design treatment as a positive force within the Project Area;
3. Elimination of physical and bureaucratic obstacles to private development/redevelopment projects;
4. Public participation in parcel consolidation;
5. Participation in underwriting of public infrastructure and utilities improvements Projects;
6. Joint public-private participation ventures;
7. Applicable financing programs;
8. Redevelopment program schedules; and
9. Relocation assistance.

The primary objective of this policy is to provide a mechanism for public participation in areas where public action is necessary to eliminate major obstacles to the proper development of the Project Area and to encourage future economic investment within the City of Norco.

### 5.1.2 Infrastructure Assessment District Development and Improvement

Generating an enhanced economic climate for the Gateway Specific Plan Project Area will require public sector commitments as well as private development activity. Public participation will be required in the development of flood control/drainage improvements, street widening and construction, and intersection reconstruction/traffic control device installation.

Storm drain/flood control and traffic/circulation system investments are the heart of the Specific Plan infrastructure improvements plan. These projects (see Appendix D for a detailed Projects List) are proposed to be completed in two phases:

Phase I. Public improvements south of First Street will be completed in Phase I. Phase I Projects will include:

#### A. Roadway/Circulation System Improvements

1. Extension of Mountain Avenue southward to its intersection with the existing portion of Mountain Avenue between First and Second Streets;
2. Widening and resurfacing, installation of curbs, gutters, etc., of Parkridge Avenue;
3. Improvements of those portions of Hamner Avenue within the Project Area, including an 18-foot wide raised landscape median.
4. Widening, resurfacing, installation of curbs, gutters, and sidewalks along First Street;
5. Traffic signal improvements/modifications at the following intersections:
  - a. Yuma/Hamner
  - b. First/Hamner
  - c. Parkridge/Pacific
  - d. I-15/Yuma
  - e. First/Mountain
6. Miscellaneous signing, striping and pavement marking;
7. Miscellaneous street lights; and
8. Installation of a riding trail along the southern side of First Street. This riding trail will remain as long as residential properties are located along First Street;

**B. Storm Drain/Flood Control Improvements**

1. Catch basins as required;
2. Curb openings as required; and
3. Installation of the boxed portions or open channel of the South Norco flood control channel (approximately 800 linear feet);

**C. Sanitary Sewers and Water Distribution**

1. Installation of new mains as required south of First Street only;
2. Installation of new main holes as required;
3. Miscellaneous laterals as required; and
4. Installation of new fire hydrants as required.

**Phase II.** Public improvements north of First Street will be completed in Phase II. Phase II Projects will include:

**A. Traffic/Circulation System Improvements**

1. Cul-de-sacing of Pacific Avenue;
2. Widening, resurfacing, installation of curbs, gutters and sidewalks;
3. Widening, realignment, resurfacing, installation of curbs, gutters and sidewalks. Roadway width will be 66-feet west of the new connector street/Second Street intersection. No median will be installed within the 66-foot right-of-way;
4. Traffic signal improvements/modifications at the following intersections:
  - a. Second Street/Hamner Avenue;
5. Miscellaneous striping, signing and pavement marking;
6. Miscellaneous street lights; and
7. Installation of riding trails along the south side of Second Street and along the east side of Pacific Avenue. The riding trail along Second

Street will remain as long as residential properties are located along that street. The riding trail along Pacific will be a permanent installation.

**B. Storm Drain/Flood Control Improvements**

1. Catch basins as required;
2. Curb openings as required;
3. Improvements to the open sections of the east/west flood control channel;

**C. Sanitary Sewers and Water Distribution**

1. Installation of new mains as required;
2. Installation of new manholes as required;
3. Miscellaneous laterals as required; and
4. Installation of new fire hydrants as required.

Funding for storm drain/flood control improvements could come from a Redevelopment Agency bond issue or a Mello-Roos Community Facilities District. The Mello-Roos Act has become a significant method of financing public capital facilities serving new development through bond issues authorized by special taxes. Additionally, the City will examine the possibility of either assessment district proceedings or a separate redevelopment bond issue to finance its portion of these improvements.

**5.1.3 Incentive Program for Lot Consolidation**

Problems of traffic congestion and marginal land use are often associated with a pattern of lots that are of an irregular form, shape or inadequate size for proper usefulness and development. Highly fragmented ownership and disjointed parcel configurations seriously hinder plans for renovation or expansion of businesses operating within these areas.

Therefore, it is recommended that an incentive program for small-lot consolidation within the Project Area be established. Assistance to support lot consolidation would apply under the following condition:

- a. Three or more parcels are involved; and
- b. Plans are submitted for a new development which exceeds the combined valuation of the land and improvements on the affected properties.

The Redevelopment Agency will work with applicants to consolidate parcels thereby stimulating eventual recycling of existing uses in affected areas. Agency assistance would be applied on a case-by-case basis, depending on the current pattern of development and the proposals submitted.

#### 5.1.4 Project Area Marketing Program

The Economic Development Strategy prepared by Agajanian & Associates identified a number of retail and service activities which are under-represented in the Project Area.

Eliminating this leakage will be an ongoing implementation activity, having a greater potential for positive results after infrastructure improvements are in place. Types of businesses within the Commercial District which would be targets of the marketing effort include high sales tax and employment generators.

In order for this economic development program to be successful, it will be necessary to make Project Area development sites more attractive to private investment firms. The Redevelopment Agency may need to be a part of this effort for the purposes of land assembly, land writedowns, its power of eminent domain, and infrastructure and roadway improvement projects.

#### 5.1.5 Small Business Assistance Program

New business promotion and redevelopment activity do not mean that needs of existing Project Area businesses will be neglected. The City is committed to improving the operation of those firms which are viable contributors to serving local and sub-regional consumer demands.

In order to assist the small business sector, the Redevelopment Agency will work toward establishing a program for use by businesses to finance facade upgrading and on-site improvements. The program would be open to owners of commercial property.

The following criteria should be used in establishing a small business Assistance Program within the Gateway Specific Plan Project Area:

- o Improvements shall promote and not be in conflict with the goals and objectives of the Gateway Specific Plan.
- o Eligible improvement projects may include repainting, re-stuccoing, re-roofing, landscape improvements, resurfacing parking facilities, or other minor, on-site upgrading projects.
- o All facade and on-site improvements shall be approved through the Design Review process.
- o Improvements for non-conforming uses and structures satisfy provisions established within the Gateway Specific Plan.

- o Addition of new building and site features (not to include additional floor or parking area) which reduce the degree of non-conformity of existing uses encouraged under this program.

Other small business assistance programs which the City can investigate include the establishment of a local development corporation in conjunction with the City of Norco Chamber of Commerce. Initial funding for such a program is available through Community Development Block Grant Section 108 provisions and the Small Business Administration 504 Program.

The function of this nonprofit organization would be to stimulate the health and expansion of small businesses through low-interest loans or grants. This funding would support:

- o building construction;
- o leasehold improvements;
- o renovation and modernization;
- o machinery and equipment; and
- o land acquisition.

#### 5.1.6 Sign and Landscape Maintenance District

The City should consider the establishment of a Maintenance Assessment District for the Project Area which will accumulate funds to improve and maintain public landscaped areas, including landscaped medians, and signage. The funds will be accumulated by charging a special fee for signage and landscaped areas. The fee will be charged at the design review and building permit stage.

#### 5.1.7 Monitoring Program

A monitoring program is incorporated in the Plan in order to track the progress of the Specific Plan and to cue the City for any needed improvements. This information will also assist in determining budgetary needs for the Project Area. In addition, it is desirable to verify periodically that the plan is working in accord with City expectations.

The Project Area will be monitored during the City's site plan review process. Exhibit 31 is an example of the type of form to be used for the monitoring procedure. A summary should be analyzed once a year to determine what changes are occurring and if they require additional City action. This review should occur prior to the City budget preparation so that in the event additional City resources are required, they can be allocated at that time.

The following steps will be necessary to make the monitoring system operational:

# Gateway Specific Plan



Land Use District

EXHIBIT 31

## GATEWAY SPECIFIC PLAN MONITORING PROGRAM WORKSHEET

DATE	CASE NO.	PARCEL SIZE	LAND USE	PARKING SPACES ADDED(COST)	LOADING BAYS ADDED(COST)	PUBLIC FACILITY ADEQUACY	COMMENTS; ACTIONS REQUIRED
<b>TOTALS</b>							

1. Set up files;
2. Establish a set of summary maps to log site plan cases;
3. Enter cases on worksheets as they are filed;
4. Enter cases on summary map as they are approved; and
5. Summarize aggregate activity in each land use district annually. Identify particularly:
  - a. Parcel consolidation, if any.
  - b. Parking/loading bay increases or reductions.
  - c. Requirements for public facility improvements (particularly sewer enlargement).
  - d. Notable problems, if any, with any aspect of the Specific Plan which may suggest amendment consideration.