



CITY OF
NORCO
HORSETOWN USA

2022

STRATEGIC PLAN

2026





MISSION STATEMENT

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.

VISION STATEMENT

Norco will be widely valued as Horsetown USA, a family-friendly and attractive destination community that enjoys and promotes a diverse resident, business, recreation, and animal-keeping lifestyle.

1

PUBLIC HEALTH, SAFETY & WELLNESS

Enhance quality of life by promoting public health, safety and wellness initiatives for all community members

2

HUMAN CAPITAL

Build a sustainable workforce to meet the needs of all stakeholders

3

ECONOMIC DEVELOPMENT & FINANCIAL STABILITY

Assure financial stability by expanding development efforts, diversifying revenue sources and continuing prudent financial management

4

COMMUNICATION & STAKEHOLDER EXPERIENCE

Enhance the stakeholder experience, engage the community, and build brand awareness through proactive, effective and consistent communication

5

INFRASTRUCTURE & ASSET MANAGEMENT

Ensure timely preservation, replacement, improvement and acquisition of infrastructure and capital assets

Specific

Measurable

Achievable

Relevant

Timed

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1

PUBLIC HEALTH, SAFETY & WELLNESS

Enhance quality of life by promoting public health, safety and wellness initiatives for all community members



		2022	2023	2024	2025	2026
ACTION PLANS		COMPLETION				
1	Expand collaborative efforts to provide services, shelter and housing for homeless neighbors Lead: Community Services Support: All Departments Completion: December 31, 2022 + Annual	■				
	Sub-Actions 1.1 Collaborate with the Chamber of Commerce and business community June 30, 2022	■				
	1.2 Provide public education about best practices related to engagement with homeless neighbors December 31, 2022	■				
	1.3 Analyze the effectiveness of current funding toward homeless efforts to determine future funding recommendations December 31, 2022	■				
2	Engage the community in public safety programs Lead: Fire, Sheriff Support: Communications, Community Services Completion: December 31, 2022	■				
	Sub-Actions 2.1 Strengthen outreach and education about Neighborhood Watch programs December 31, 2022	■				
	2.2 Partner with a local organization to implement and promote a Community Emergency Response Team (CERT) program December 31, 2022	■				
	2.3 Increase awareness of volunteer opportunities, including Norco Citizens Patrol (NCP), Norco Animal Rescue Team (NART) and Community Emergency Response Team (CERT) December 31, 2022	■				

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PUBLIC HEALTH, SAFETY & WELLNESS

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		2022	2023	2024	2025	2026
ACTION PLANS		COMPLETION				
3	<p>Enact legislation that protects working animals at events, competitions and local businesses</p> <p>Lead: Community Services Support: City Manager Completion: December 31, 2022</p>	■				
4	<p>Strengthen traffic safety</p> <p>Lead: Sheriff Support: City Manager Public Works Completion: June 30, 2023</p>		■			
Sub-Actions	4.1 Add one new traffic deputy position to increase the current rate of traffic enforcement June 30, 2022	■				
	4.2 Promote public education, including equestrian safety protocol for drivers and riders December 31, 2022	■				
	4.3 Determine need for an additional traffic deputy position June 30, 2023		■			
	4.4 Increase traffic warning signage, speed feedbacks and other traffic-calming measures June 30, 2023		■			

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		2022	2023	2024	2025	2026
ACTION PLANS		COMPLETION				
Sub-Actions	5 Implement the actions identified in the General Plan 2021-2029 Housing Element Lead: City Manager Support: Planning Finance Completion: December 31, 2023		■			
	5.1 Identify opportunities to create veterans housing June 30, 2023		■			
	5.2 Identify unpermitted second units citywide June 30, 2023		■			
	5.3 Develop financial assistance programs to bring unpermitted second units into compliance December 31, 2023		■			

1 PUBLIC HEALTH, SAFETY & WELLNESS

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				2022	2023	2024	2025	2026
ACTION PLANS				COMPLETION				
Sub-Actions	6	Promote wellness through education, outreach and programs				■		
		Lead: Community Services	Support: Communications	Completion: June 30, 2024				
	6.1	Share information from certified partners about health initiatives		December 31, 2022 + Annual	■			
	6.2	Assess current recreation programs to determine impact on enhancing health, wellness and quality of life		December 31, 2022	■			
	6.3	Use assessment to launch new programs to enhance health, wellness and quality of life		June 30, 2024		■		
	7	Implement the actions identified in the Americans with Disabilities Act Self-Evaluation and Transition Plan for public facilities, programs and services						■
		Lead: Facilities & Maintenance	Support: All Departments	Completion: June 30, 2026				



2

HUMAN CAPITAL

Build a sustainable workforce to meet the needs of all stakeholders

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					2022	2023	2024	2025	2026
ACTION PLANS					COMPLETION				
1	Complete and implement citywide classification and compensation study				■				
	Lead:	City Manager Human Resources	Support:	All Departments	Completion: June 30, 2022				
2	Establish programs for staff training and development					■			
	Lead:	Human Resources	Support:	All Departments	Completion: June 30, 2023				
3	Conduct citywide staffing needs assessment						■		
	Lead:	City Manager Human Resources	Support:	All Departments	Completion: June 30, 2024				
	Sub-Actions	3.1	Evaluate major functions, duties, responsibilities and current staff levels of each department		June 30, 2024				
		3.2	Recommend the number of staff needed to effectively meet each department's responsibilities		June 30, 2024				

3



ECONOMIC DEVELOPMENT & FINANCIAL STABILITY

Assure financial stability by expanding development efforts, diversifying revenue sources and continuing prudent financial management



							2022	2023	2024	2025	2026
ACTION PLANS							COMPLETION				
Sub-Actions	1	Expand economic development efforts						■			
		Lead:	City Manager	Support:	All Departments	Completion:	December 31, 2023				
	1.1	Quantify the current breakdown of business categories and evaluate opportunities to improve or strengthen existing categories				December 31, 2022	■				
	1.2	Develop a database of available developable parcels				December 31, 2022	■				
	1.3	Strengthen relationship with Norco Area Chamber of Commerce				December 31, 2022	■				
	1.4	Determine role and responsibilities for Economic Development Advisory Council				December 31, 2022	■				
	1.5	Determine appropriate staffing structure for administering economic development functions				June 30, 2023		■			
1.6	Explore opportunities to host a Norco Business Expo				June 30, 2023		■				



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ACTION PLANS		COMPLETION				
2 Sub-Actions	<p>Create comprehensive development strategies</p> <p>Lead: City Manager Support: All Departments Completion: December 31, 2023</p>		■			
	<p>2.1 Conduct masterplan study for the parcels along Hamner Avenue between Sixth Street and Detroit Street June 30, 2023</p>		■			
	<p>2.2 Explore opportunities for mixed-use developments June 30, 2023</p>		■			
	<p>2.3 Identify new potential commercial uses and business concepts that contribute to the City’s economic strength and are consistent with the City’s rural lifestyle, and determine if Zone Code amendments are necessary June 30, 2023</p>		■			
	<p>2.4 Evaluate existing land uses along the Sixth Street Corridor and Hamner Avenue Corridor, and determine if Zone Code amendments are necessary June 30, 2023</p>		■			
	<p>2.5 Make appropriate land use and Zone Code amendments to address findings from Sub-Action Plans 2.3 and 2.4 December 31, 2023</p>		■			



		2022	2023	2024	2025	2026	
ACTION PLANS		COMPLETION					
Sub-Actions	3	Implement strategies for effective revenue management and expenditure control					
		Lead: Finance Support: City Manager Completion: June 30, 2024					
	3.1	Implement and monitor approved funding policies for Pension Rate Stabilization Program	■				
	3.2	Develop and implement policies to ensure desired cost recovery levels for the use of City facilities and programs	■				
	3.3	Document financial policies and communicate to management	■				
	3.4	Develop comprehensive policy regarding General Fund reserves		■			
	3.5	Conduct a comprehensive study of general fees and internal cost allocation plan		■			
	3.6	Review development impact fees for comparability to neighboring cities/agencies		■			
	3.7	Train all confidential, middle and management employees on the City's enterprise resource planning system's functionalities and steps to budget control and monitoring		■			
3.8	Conduct a comprehensive study of utility rates			■			



		2022	2023	2024	2025	2026
ACTION PLANS		COMPLETION				
4 Sub-Actions	Update the General Plan				■	
	Lead: Planning Support: All Departments Completion: December 31, 2025					
	4.1 Update the Circulation Element		■			
	4.2 Update the Land Use Element		■			
	4.3 Update the Open Space Element			■		
	4.4 Update the Noise Element			■		
	4.5 Update the Safety Element				■	
	4.6 Update the Conservation Element				■	

4



COMMUNICATION & STAKEHOLDER EXPERIENCE

Enhance the stakeholder experience, engage the community, and build brand awareness through proactive, effective and consistent communication

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ACTION PLANS		COMPLETION							
Sub-Actions	1	Enhance the stakeholder experience at all facilities and touchpoints							
	Lead:	Communications Human Resources		Support:	All Departments		Completion:	December 31, 2023	
	1.1	Identify all stakeholder touchpoints		December 31, 2022		■			
	1.2	Establish standards of service and communication for each touchpoint		December 31, 2023			■		
	1.3	Conduct training on standards of service and effective communication practices		December 31, 2023			■		
	1.4	Update facility branding per brand manual		December 31, 2023			■		
	1.5	Leverage technological tools to ensure public information is easily accessible and understandable across touchpoints		December 31, 2023			■		
1.6	Conduct an audit of internal department processes to ensure the stakeholder experience is efficient and is consistent between departments		December 31, 2023			■			

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ACTION PLANS		COMPLETION				
2	Expand external communication and promotion of programs, services and events Lead: Communications Support: All Departments Completion: December 31, 2023		■			
	2.1 Survey stakeholders on preferred communication methods and identify new communication methods to implement based on survey results December 31, 2022	■				
	2.2 Perform demographic analysis to ensure communication reaches all key stakeholders December 31, 2023		■			
	2.3 Evaluate forms of equitable communication December 31, 2023		■			
	2.4 Evaluate paid advertising opportunities in the local market December 31, 2023		■			
	2.5 Implement new communication methods based on survey results December 31, 2023		■			
	3	Enhance internal communication and information sharing across departments Lead: Communications Support: All Departments Completion: December 31, 2023 Human Resources		■		
3.1 Survey employees on preferred communication methods and identify new communication methods to implement based on survey results December 31, 2022		■				
3.2 Implement new communication methods based on survey results December 31, 2023			■			

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ACTION PLANS		COMPLETION				
Sub-Actions	4 Create and implement official branding and communications policies and procedures to ensure messaging is consistent across all departments Lead: Communications Support: All Departments Completion: December 31, 2023		■			
	4.1 Inventory current department communication methods December 31, 2022	■				
	4.2 Create Brand Manual December 31, 2022	■				
	4.3 Update Document & Writing Style Guide December 31, 2022	■				
	4.4 Update Social Media Policy December 31, 2022	■				
	4.5 Update Media Relations Policy December 31, 2022	■				
	4.6 Create Ceremonial Communications Policy December 31, 2022	■				
	4.7 Conduct staff training as policies and procedures are approved December 31, 2023		■			

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ACTION PLANS		COMPLETION				
5	Expand presence on social media to increase engagement opportunities and promote programs, services and events		■			
	Lead: Communications Support: All Departments Completion: December 31, 2023					
	5.1 Launch new platforms based on stakeholder communication survey results from Sub-Action Plan 2.1 and in accordance with revised Social Media Policy from Sub-Action Plan 4.4		■			
	5.2 Increase multimedia communication methods		■			
5.3 Develop annual content calendar		■				
6	Promote the Horsetown USA brand beyond the local market		■			
	Lead: Communications Support: All Departments Completion: December 31, 2023					
	6.1 Develop e-commerce opportunities to increase sales of trademarked merchandise		■			
	6.2 Promote the Trademark & Licensing Program to ensure compliance and expand the use of registered trademarks		■			



5

INFRASTRUCTURE & ASSET MANAGEMENT

Ensure timely preservation, replacement, improvement and acquisition of infrastructure and capital assets



		2022	2023	2024	2025	2026
ACTION PLANS		COMPLETION				
Sub-Actions	1	■				
	Improve infrastructure and capital assets Lead: City Manager Support: All Departments Completion: June 30, 2022 + Annual					
	1.1	Develop policy and criteria to prioritize the management of infrastructure and capital assets	■			
	1.2	Utilize policy and criteria to identify and prioritize infrastructure and capital assets that need to be preserved, replaced, improved or acquired	■			
	1.3	Develop funding schedule and allocate funding for prioritized infrastructure and capital assets	■			
	1.4	Update asset management databases with current information	■			



		2022	2023	2024	2025	2026
ACTION PLANS		COMPLETION				
2	Develop records management plan				■	
	Lead: City Clerk Support: All Departments Completion: December 31, 2025					
	2.1 Complete a comprehensive update to the Records Retention Schedule	December 31, 2022	■			
	2.2 Evaluate options for storage of hardcopy permanent records	December 31, 2023		■		
	2.3 Expand online public document database	December 31, 2023		■		
2.4 Implement new scanning technology and digitize records across all City departments	December 31, 2025 + Annual				■	
Sub-Actions						
3	Evaluate alternative processes for handling and disposal of manure					■
	Lead: Public Works Support: Planning, Finance Completion: June 30, 2026					
4	Implement the actions identified in the IT Assessment and Strategic Plan					■
	Lead: Information Technology Support: All Departments Completion: June 30, 2026					

ECONOMIC DEVELOPMENT ADVISORY COUNCIL

- Approved and recommended to the City Council on January 27, 2022

HISTORIC PRESERVATION COMMISSION

- Approved and recommended to the City Council on February 8, 2022

MEASURE R CITIZENS' OVERSIGHT COMMITTEE

- Approved and recommended to the City Council on January 26, 2022

PARKS & RECREATION COMMISSION

- Approved and recommended to the City Council on February 7, 2022

PLANNING COMMISSION

- Approved and recommended to the City Council on February 9, 2022

STREETS, TRAILS & UTILITIES COMMISSION

- Approved and recommended to the City Council on February 7, 2022
-

CITY COUNCIL

- Approved and adopted on February 16, 2022



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