



CITY OF NORCO
2050 GENERAL PLAN

ECONOMIC DEVELOPMENT ANALYSIS

NOVEMBER 20, 2023



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Introduction

The Economic Development Plan (EDP) is intended to guide the economic development goals and policies for the City of Norco's General Plan Update. The EDP was informed by a review of demographic, economic, and market conditions at the city, regional, state, and national levels. This information was supported and enhanced by feedback provided by the Norco community through focus group interviews that were conducted in coordination with the General Plan Update team and meetings with regional economic development agencies. Although the nature and extent of future market conditions are unknown, the EDP provides foundational approaches to economic development that will serve the City during the life of the General Plan. The EDP also serves as a supporting document to the General Plan Update by providing information on existing economic conditions in Norco.

The EDP is organized into the following sections:

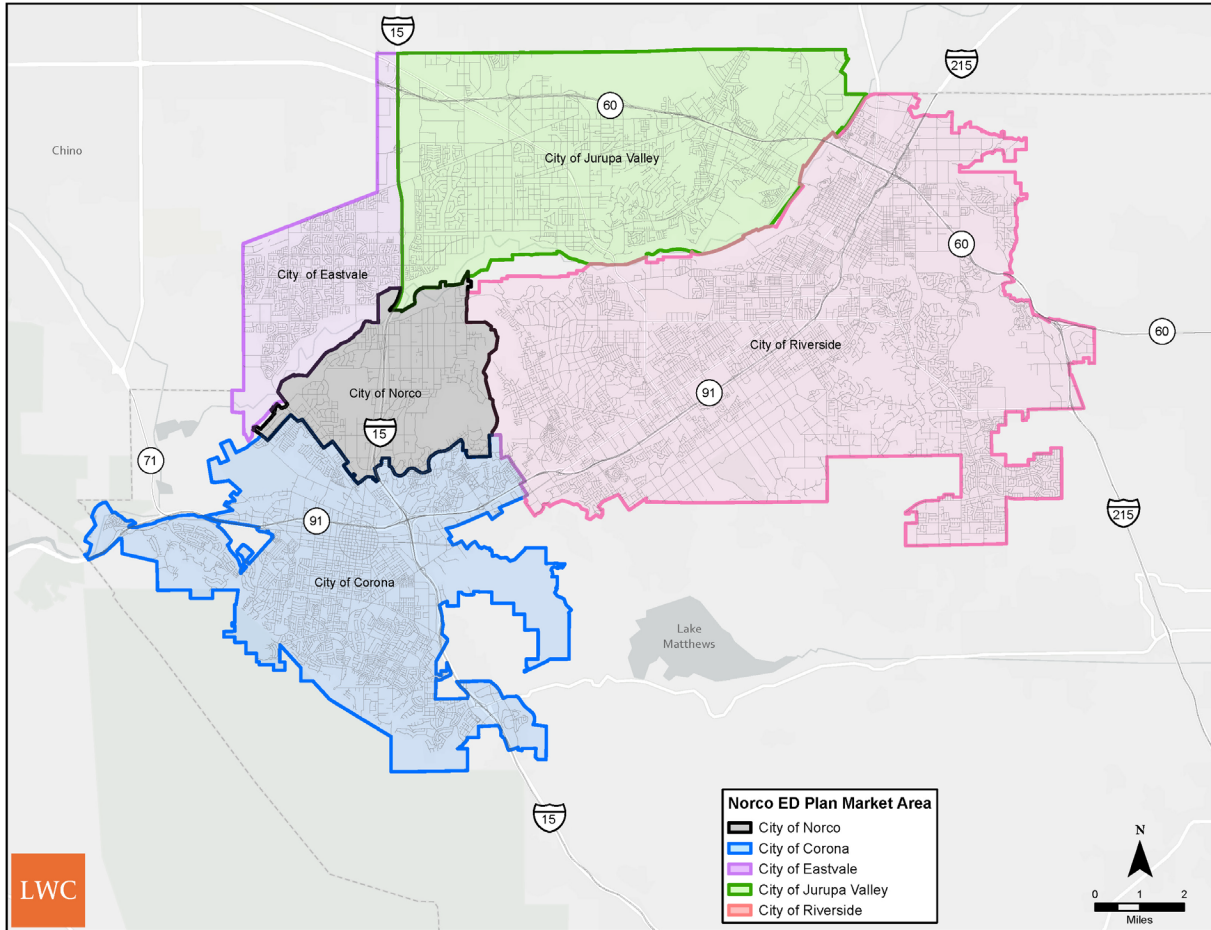
- Demographic and Household Conditions
- Economic and Market Conditions
- Strengths, Challenges, and Opportunities
- Target Industry Sectors
- General Plan Policy Recommendations

Market Area

The City of Norco is located along I-15 on the northwestern edge of Riverside County and the southwestern corner of the Inland Empire. The City is 50 miles from Downtown Los Angeles and about 30 miles to Anaheim and Irvine. Within the local region, Norco shares its borders with the cities of Corona, Riverside, Jurupa Valley, and Eastvale.

In this report, market and economic conditions in Norco are compared to indicators for larger geographies, including Riverside County and Norco's Market Area. The comparison to these broader geographies provides a better understanding of the relative conditions in Norco. Norco and the cities within the market area also share a workforce and economic activity among firms. Norco's Market Area is defined as including the cities of Corona, Eastvale, Jurupa Valley, and Riverside (Figure 1).

Figure 1: Norco Market Area



Demographic and Household Conditions

This section describes characteristics of Norco's resident population using data from the most recent American Community Survey (ACS 2021, 5-year Estimate), California Department of Tax and Fee Administration (DoF, 2021), and HUD's Comprehensive Housing Affordability Strategy (CHAS, 2019). The analysis from this section provides insight on existing conditions in Norco and supports the analysis provided in the Strengths, Challenges, Opportunities Section. The information in this section is anticipated to serve as a resource in development of the General Plan Update.

Population and Households

Norco has a population of 26,176 and 7,048 households. The City's population and number of households is the smallest among the Market Area cities, and Norco is the only jurisdiction in the Market Area that experienced a decline in population and households between 2012 and 2023.

Tables 1 and 2 summarize ACS and DoF data and both show a decline in Norco's population. According to ACS data, between 2012 and 2021, Norco's population declined by 3.4 percent (Figure 2), and according to DoF data, between 2012 and 2023, Norco's population declined by 8.1 percent (Figure 3).

The cause of Norco's population decline may be influenced by disruptions in typical trends as a result of the COVID-19 pandemic. Figure 4 displays Norco's population within households between 2012 and 2023, and Figure 5 shows Norco's population in group quarters¹ during this period. Norco's population in households grew steadily from 2012 to 2020, after which the population dropped significantly. Norco's population in group quarters, which includes people living in dormitories and prisons, also declined after 2020 but increased from 2021 to 2023 and has overall been somewhat volatile since 2012. The drop in population in Norco after 2020 could also be attributed to reporting changes in the DoF data since this information is benchmarked to Census data and the decennial Census was updated in 2020.

¹ Group quarters include all people not living in housing units (house, apartment, mobile home, rented rooms) as living in group quarters. Examples include prisons, dormitories, and shelters.

Table 1: Total Population and Households, Market Area and Riverside County, 2012 to 2021

	2012		2021	
	Total Population	Total Households	Total Population	Total Households
Riverside	306,128	90,450	314,858	88,340
Corona	153,644	43,483	157,844	45,875
Jurupa Valley	97,673	25,043	104,684	25,039
Eastvale	59,030	13,983	68,539	16,713
Norco	27,095	7,058	26,176	7,048
Riverside County	2,192,982	676,618	2,409,331	740,506

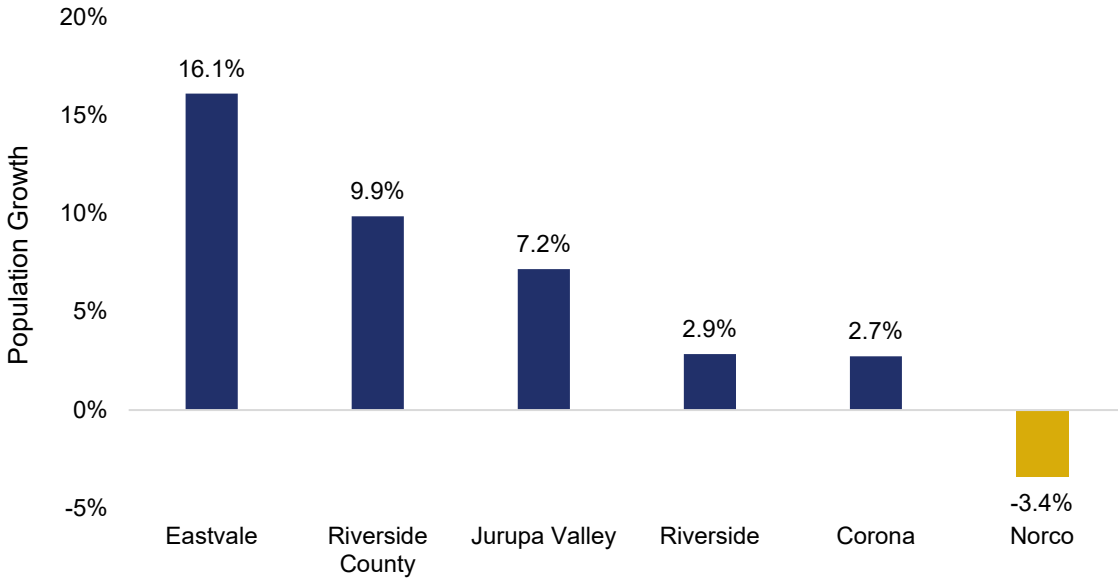
Source: ACS, 5-Year Est. 2012 to 2021.

Table 2: Total Population and Households, Market Area and Riverside County, 2012 to 2023

	2012		2023	
	Total Population	Total Households	Total Population	Total Households
Riverside	311,051	92,445	313,676	97,159
Corona	155,640	45,087	157,005	49,052
Jurupa Valley	96,762	25,020	104,983	28,436
Eastvale	56,059	13,997	69,514	17,968
Norco	27,243	7,036	25,037	7,045
Riverside County	2,244,472	693,652	2,439,234	784,965

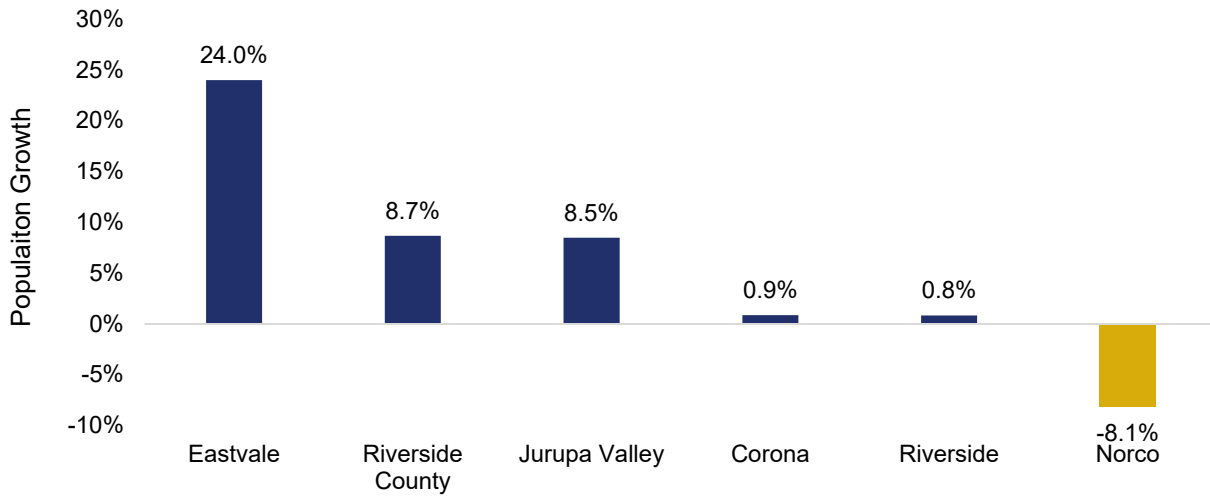
Source: California Department of Tax and Fee Administration, 2012 to 2023.

Figure 2: Population Growth, Market Area and Riverside County, 2012 to 2021



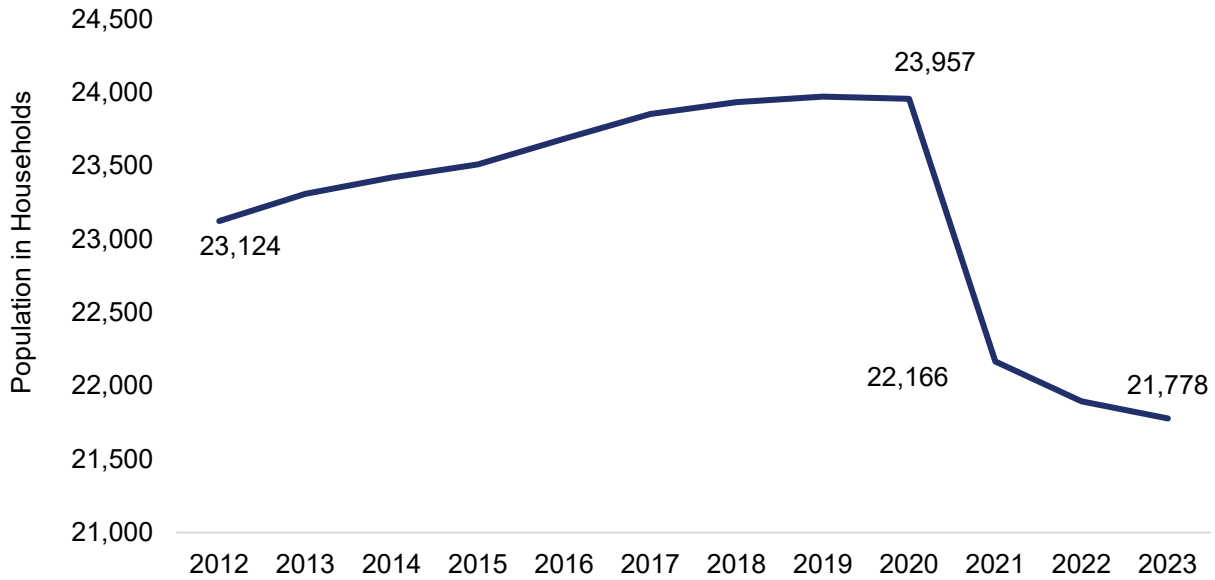
Source: ACS, 5-Year Est. 2012 to 2021.

Figure 3: Population Growth, Market Area and Riverside County, 2012 to 2023



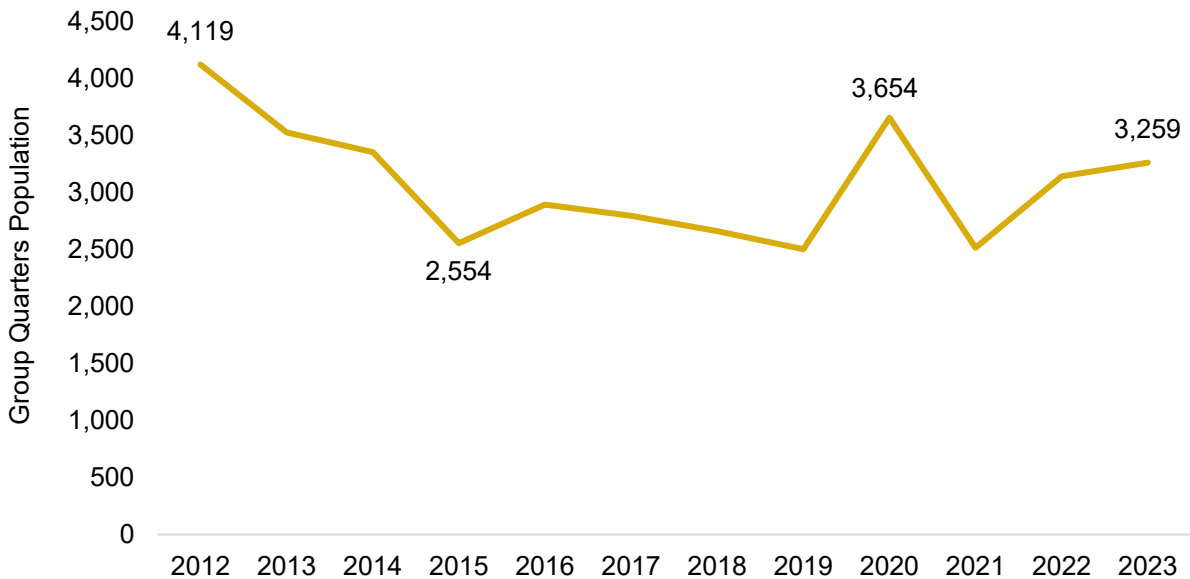
Source: California Department of Tax and Fee Administration, 2012 to 2023

Figure 4: Population in Households, Norco, 2012 to 2023



Source: California Department of Tax and Fee Administration, 2012 to 2023.

Figure 5: Group Quarters Population, Norco, 2012 to 2023



Source: California Department of Tax and Fee Administration, 2012 to 2023.

Note: Group quarters include all people not living in housing units (house, apartment, mobile home, rented rooms) as living in group quarters. Examples include prisons, dormitories, and shelters.

Race and Ethnicity

Table 3 shows the share of racial and ethnic groups in Norco compared to the Market Area and Riverside County. The City’s racial and ethnic composition differs from its neighboring communities. Norco has a significantly higher percentage of non-Hispanic White population and a lower percentage of Hispanic and non-Hispanic Asian population than all neighboring cities and Riverside County. Norco also has a smaller percentage of non-Hispanic Black and African American residents and residents identifying as Other Race and Ethnicity than neighboring jurisdictions, except Jurupa Valley.

Table 3: Percentages of Race and Ethnicity, Market Area and Riverside County, 2021

	Non-Hispanic White	Hispanic/Latino	Non-Hispanic Black/African American	Non-Hispanic Asian	Other Race/Ethnicity
Norco	54.1%	34.6%	4.4%	3.5%	3.4%
Corona	31.3%	49.1%	5.6%	9.9%	4.1%
Eastvale	21.7%	39.3%	7.3%	27.7%	4.0%
Jurupa Valley	18.7%	71.9%	3.3%	4.6%	1.6%
Riverside	27.6%	54.9%	5.4%	8.5%	3.6%
Riverside County	33.2%	50.3%	6.1%	6.6%	3.8%

Source: ACS, 5-Year Est. 2021.

Educational Attainment

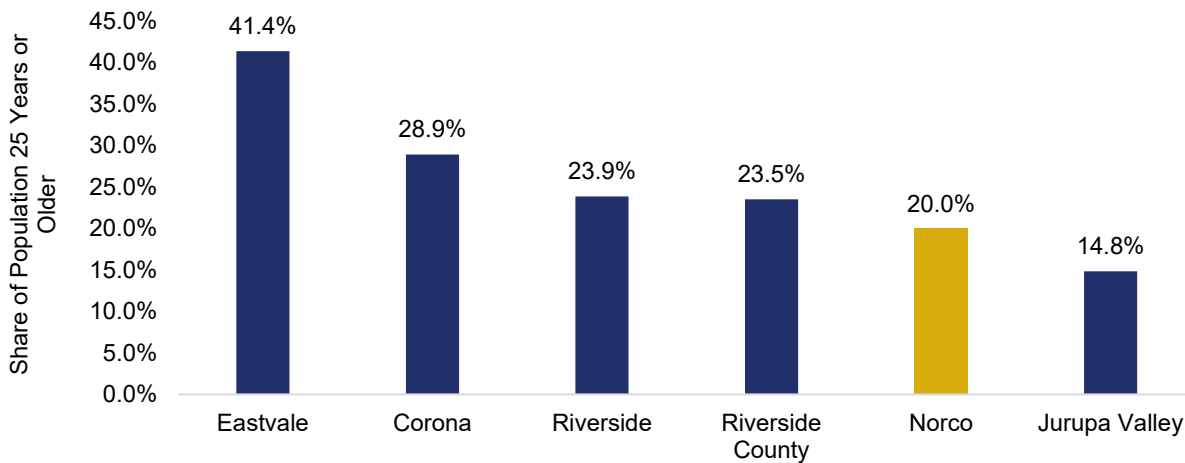
Table 4 shows the educational attainment in Norco compared to the Market Area and Riverside County. Figure 6 displays the percentage of the population with a bachelor’s degree or more advanced degree. 20 percent of Norco residents have a bachelor’s degree or higher, which is a smaller percentage than all other cities in the Market Area except for Jurupa Valley. The percentage of Norco’s population with a bachelor’s degree or more advanced degree is also lower than compared to Riverside County. The City of Eastvale has a significantly greater share of its population with a bachelor’s degree or higher compared to Norco and the Market Area cities. 41.4 percent of Eastvale residents have a bachelor’s or more advanced degree.

Table 4: Percentages of Educational Attainment, Market Area, and Riverside County, 2021

	High School Degree or Less	Some College	Bachelor's Degree	Advanced Degree
Norco	44.5%	35.5%	12.9%	7.1%
Corona	38.3%	32.7%	19.7%	9.2%
Eastvale	28.7%	29.9%	29.5%	11.9%
Jurupa Valley	58.2%	27.0%	10.1%	4.7%
Riverside	45.1%	31.0%	14.2%	9.7%
Riverside County	43.9%	32.5%	15.1%	8.4%

*Note: Data universe includes the total population of 25 years or older.
Source: ACS, 5-Year Est. 2021.*

Figure 6: Percentages of Bachelor's Degree or Higher, Market Area and Riverside County, 2021



*Note: Data universe includes the total population of 25 years or older. Data represents those who have earned a bachelor's or an advanced degree such as a master's or a PhD.
Source: ACS, 5-Year Est. 2021.*

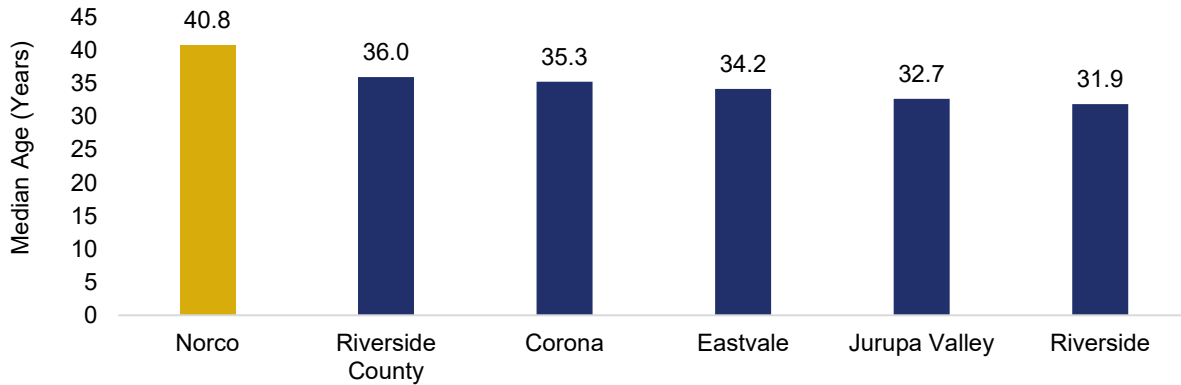
Age

Figure 7 shows the median age in Norco compared to the Market Area and Riverside County. Figure 8 displays the age distribution for each jurisdiction. Compared to the Market Area and Riverside County, Norco has a high median age of 40.8 years. The median age in Riverside County is 36 years, and the Market Area city with the next highest median age is Corona at 35.3 years.

Norco has a larger senior population (those aged 65 years or older) than the other Market Area cities, but a slightly smaller share than Riverside County. However, a significantly large share of Norco's population

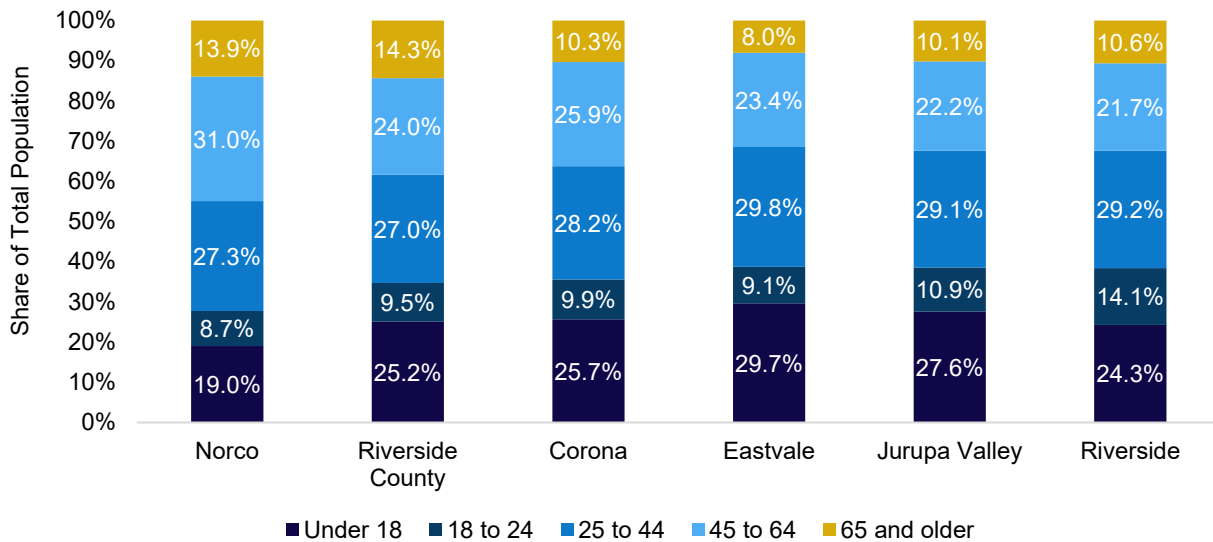
is between the ages of 45 and 64. 31 percent of Norco’s population is aged 45 to 64 compared to 24 percent in Riverside County and 25.9 percent of Corona’s population, which has the next highest share of its population within this age range among the Market Area cities.

Figure 7: Median Age, Market Area and Riverside County, 2021



Source: ACS, 5-Year Est. 2021.

Figure 8: Percentages of Age Distribution, Market Area and Riverside County, 2021



Source: ACS, 5-Year Est. 2021.

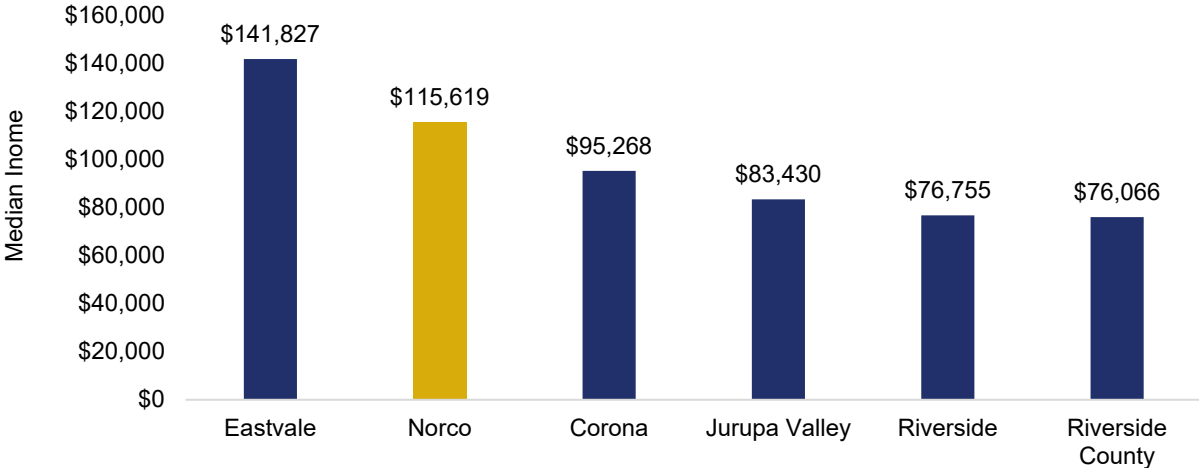
Income

Figure 9 shows the median income in Norco compared to the Market Area and Riverside County. Figure 10 breaks down the percentages of households by income in each jurisdiction. Figure 11 further organizes the households into income categories as defined by the HUD Area Median Family Income (HAMFI).

At \$115,619, Norco’s median household income is the second highest compared to the Market Area and Riverside County. Only Eastvale has a higher median income of \$141,827. The percentages of households by income generally corroborate the median income findings. 46.3 percent of households in Norco earn over \$125,000 annually and 70.9 percent earn over \$75,000. Eastvale has a higher percentage of households earning over \$125,000. Additionally, 12.1 percent of Norco’s households earn less than \$30,000 annually, and 6.5 percent earn between \$30,000 to \$49,999. Norco’s percent of households earning the two lowest income categories (18.1 percent) is higher than Eastvale’s population (11.7 percent), though is lower than all other jurisdictions.

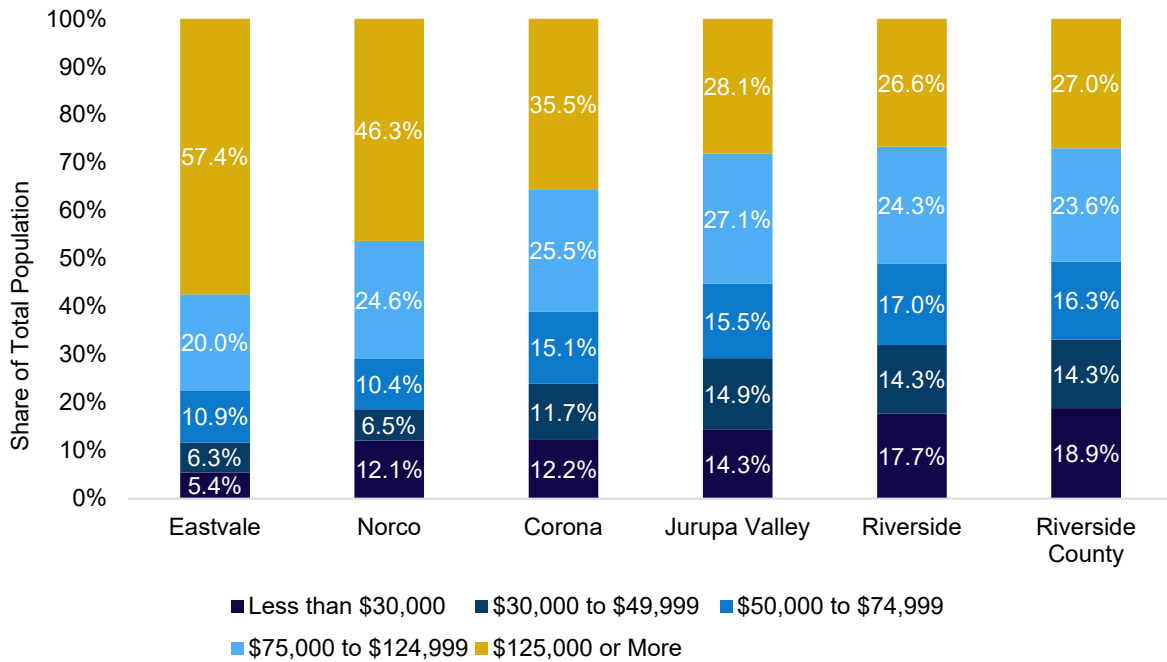
When using the HAMFI-defined income categories, Norco has 67.6 percent of households in the above moderate-income category and 14.9 percent of households in the very low-income category. Compared to the Market Area and Riverside County, only Eastvale has a higher percentage of households in the above moderate-income category. All other jurisdictions have a lower rate of moderate-income households and a higher rate of low-income and very low-income households.

Figure 9: Median Household Income, Market Area and Riverside County, 2021



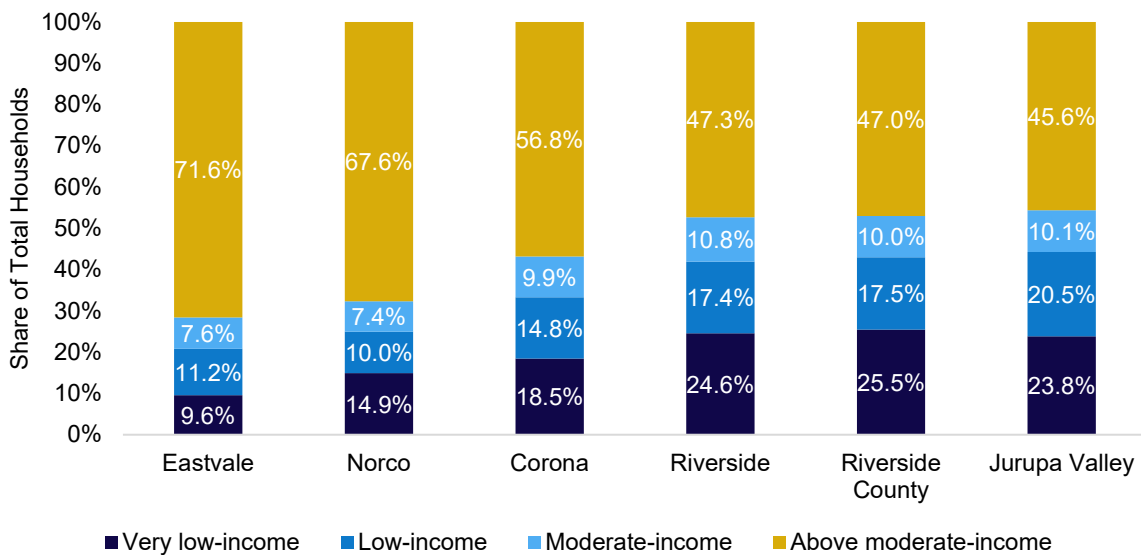
Source: ACS, 5-Year Est. 2021.

Figure 10: Percentages of Households by Income, Market Area and Riverside County, 2021



Source: ACS, 5-Year Est. 2021.

Figure 11: Percentages of Households by Income Category, Market Area, and Riverside County, 2019



Source: HUD, Comprehensive Housing Affordability Strategy, 5-Year Est. 2019.

Notes: Very low income is defined as $\leq 50\%$ HAMFI, low income is $> 50\%$ to $\leq 80\%$ HAMFI, moderate income is $> 80\%$ to $\leq 100\%$ HAMFI, and above moderate income is $> 100\%$ HAMFI.

Household Characteristics

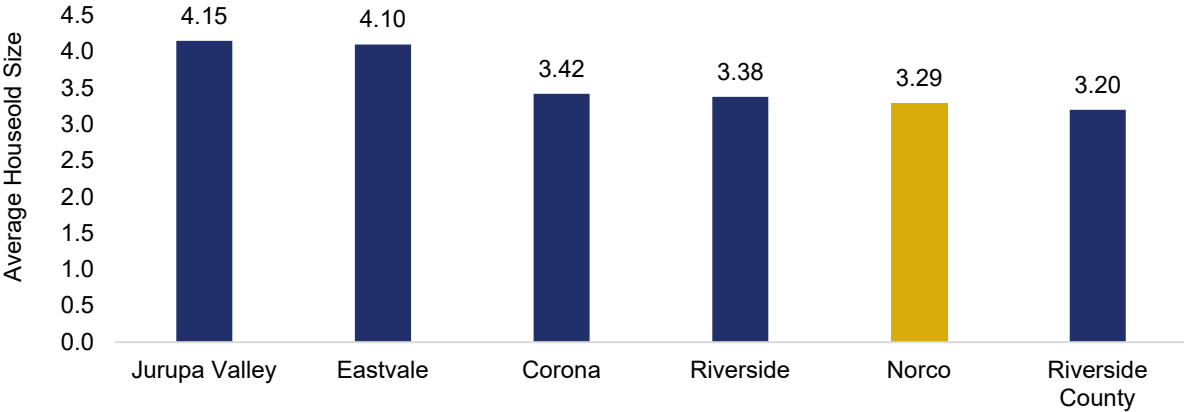
Figure 12 shows the average household size in Norco compared to the Market Area and Riverside County. Table 5 breaks down the households in the jurisdictions by type of living arrangement. Figure 13 displays the percentages of households by tenure in all jurisdictions.

Norco’s average household size is similar to the average household size in Riverside County. In 2021, Norco had an average household size of 3.29 compared to 3.28 in Riverside County. Jurupa Valley and Eastvale had much larger average household sizes at over four persons per household.

Norco’s largest category of household type is families without children present at 47 percent, followed by families with children at 34.7 percent. This differs from the Market Area and Riverside County where families with children comprise a larger percentage of households than families without children present. Riverside County has a relatively similar percentage of households with children compared to Norco. Compared to the Market Area and Riverside County, Norco is in the middle range of single-person households and other non-family households.

Most households in Norco own their home, which is the case for the Market Area and Riverside County. The City of Riverside has the smallest percentage of households that own their home, whereas all other jurisdictions have at least 50 percent of households own their home.

Figure 12: Average Household Size, Market Area and Riverside County, 2021



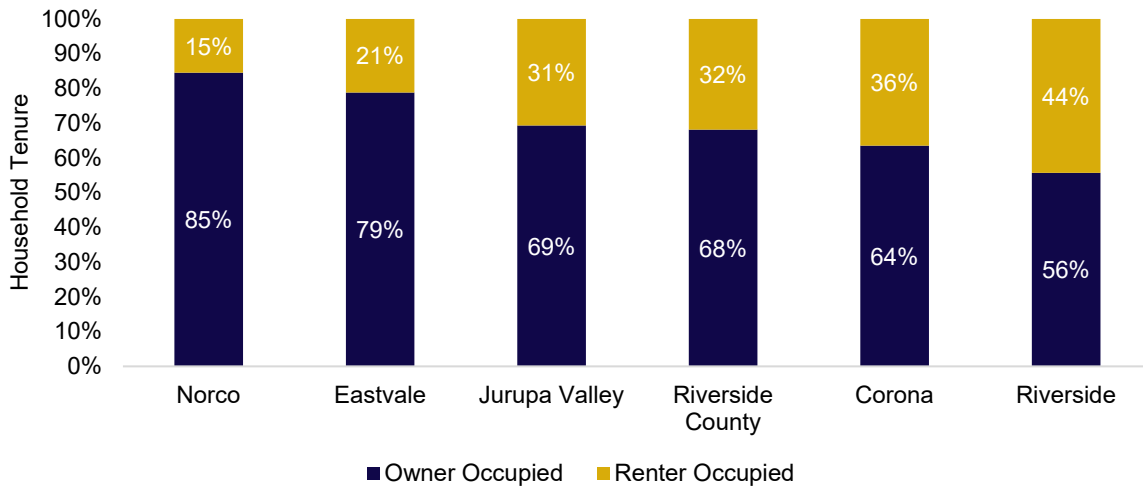
Source: ACS, 5-Year Est. 2021.

Table 5: Percentage of Households by Type, Neighboring Cities, and Riverside County, 2021

	Families with Children	Families without Children	Single-Person Household	Other Non-Family Household
Norco	34.7%	47.0%	14.8%	3.5%
Corona	42.1%	39.9%	13.7%	4.3%
Eastvale	58.0%	32.8%	6.7%	2.6%
Jurupa Valley	48.3%	35.0%	11.7%	5.0%
Riverside	40.1%	33.5%	18.6%	7.8%
Riverside County	37.3%	36.6%	20.7%	5.4%

Source: ACS, 5-Year Est. 2021.

Figure 13: Percentage of Households by Tenure, Market Area and Riverside County, 2021



Source: ACS, 5-Year Est. 2021.

Economic and Market Conditions

Employment and Firms

This section describes total employment in Norco relative to the Market Area and Riverside County using data from the U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD) program. The section also describes the total number of firms, the size of firms, and the largest private employers in Norco using data from Data Axle.

In 2020, Norco had approximately 12,495 jobs, and the City’s employment base was the smallest among the Market Area cities (Table 6). However, from 2012 to 2020, Norco’s employment growth outpaced growth in Corona, Riverside, and Riverside County. Jurupa Valley and Eastvale added jobs at a faster pace than Norco. Eastvale grew the fastest among the Market Area cities with its employment base more than tripling during this period.

Norco’s job base consists mostly of non-resident workers, and most of Norco’s employed residents commute to jobs outside the City. Table 7 shows that only 7.4 percent of Norco residents live and work in the City, and 92.6 percent of Norco residents who work are employed outside the City.

Table 6: Total Employment, Market Area, and Riverside County 2012 and 2020

	2012	2020	Change 2012 to 2020	
	Jobs	Jobs	Net New Jobs	Percent Change
Riverside	125,444	143,006	17,562	14.0%
Corona	55,185	67,646	12,461	22.6%
Jurupa Valley	22,593	32,710	10,117	44.8%
Eastvale	4,893	16,254	11,361	232.2%
Norco	9,430	12,495	3,065	32.5%
Riverside County	527,787	659,841	132,054	25.0%

Source: U.S. Census Bureau, LEHD, 2012, 2020.

Table 7: Where Residents and Norco Workers Are Live and Work

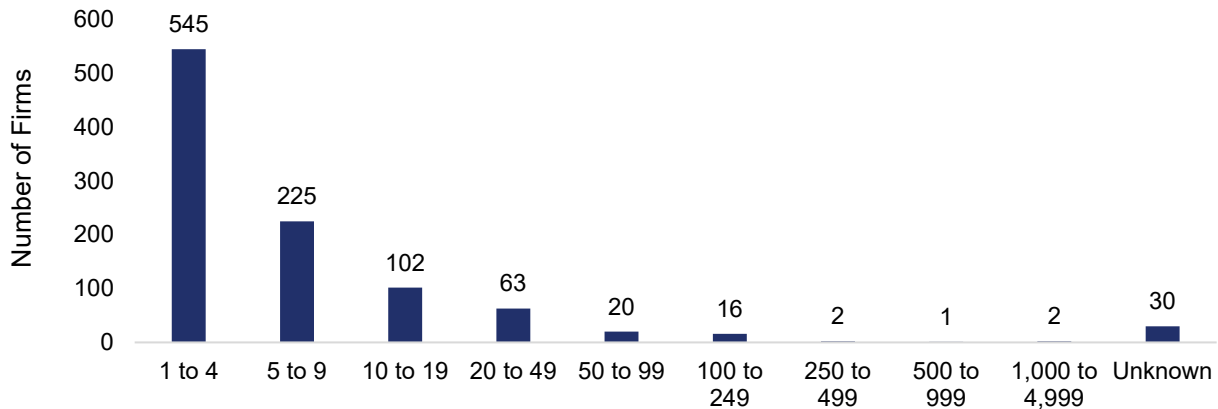
	Employed Workers	% Norco Residents that Work	% of Workers Employed in Norco
Live and Work in Norco	777	7.4%	6.2%
Live in Norco but Employed Outside Norco	9,737	92.6%	N/A
Employed in Norco but Live Outside Norco	11,718	N/A	93.8%

Source: U.S. Census Bureau, LEHD, 2020.

Figure 14 displays the range of firm sizes in Norco. Most businesses in Norco are small businesses with fewer than 10 employees. There are an estimated 545 businesses with one to four employees and 225 businesses with five to nine employees. Norco has five large employers with 250 or more employees.

Table 8 shows Norco’s largest employers. California Rehabilitation Center (CRC) is the City’s largest employer with an estimated 2,000 employees. The US Navy follows as the second largest employer with an estimated 1,900 employees. Decton Inc., Corona-Norco Unified School District, Norco College, and Norco High School are the next largest employers in Norco.

Figure 14: Norco Firms by Size, 2023



Source: Data Axle, 2023.

Table 8: Norco Largest Employers, 2022

Firm	Number of Employees	Share of Total City Employment
California Rehabilitation Center (CRC)	2,000	16.6%
US Navy	1,900	15.8%
Decton Inc	500	4.1%
Corona-Norco Unified School District	450	3.7%
Norco College	350	2.9%
Norco High School	204	1.7%
Better Nutritionals, LLC ¹	200	1.7%
Yocom Construction	200	1.7%
Royal West Drywall Inc	200	1.7%
Stater Bros Markets	180	1.5%
City of Norco	150	1.2%
Target	150	1.2%
Winco Foods	150	1.2%
International E-Z Up Inc	130	1.1%
Quick Crete Products Corp	105	0.9%
Hemborg Ford	100	0.8%
Keller Williams Realty	100	0.8%
Norco Elementary School	100	0.8%
Park West Landscape	100	0.8%
Silver Lakes Sports Complex	100	0.8%
¹ Better Nutritionals declared Chapter 11 bankruptcy in December 2022, and the future is unclear for this company.		

Source: Data Axel, 2023.

Industry Sectors

This section describes the relative size, rate of growth, and concentration of employment in industry sectors in Norco compared to the Market Area, Riverside County, and the State of California using LEHD data (2020).

Table 9 and Figure 15 show that Norco's largest industry is construction. There are approximately 2,979 construction jobs in Norco, which account for 23.8 percent of the City's total employment. Norco's next largest industry is educational services (2,809 jobs), followed by retail trade (1,128 jobs) and accommodation and food services (1,090 jobs).

The agriculture and forestry sector contains a small number of jobs despite the City's focus on agriculture and animal-keeping. However, employment data may underrepresent the related amount of economic activity in this industry as some residents operate equestrian activities such as horse-riding lessons in an unofficial capacity. Additionally, the City allows residents to practice small-plot agriculture in residential zones, which might also lend itself to small-scale secondary jobs. The agriculture and forestry sector also does not capture all equestrian-related activities, for example, a firm providing equine therapy services would be categorized as a healthcare service.

Table 10 shows that the fastest-growing industry in Norco is the management of companies and enterprises, which grew by 1,664 percent from 2012 to 2020. Other industries of note that grew significantly during this period include public administration (351 percent), real estate and rental and leasing (127 percent), and health care and social assistance (102 percent). Figure 16 shows that Norco's real estate and rental and leasing, mining, quarrying, and oil and gas extraction, health care and social assistance, utilities, and manufacturing industries growth all outpaced growth in the Market Area, Riverside County, and the State. While Norco's largest industry is construction, jobs in construction grew faster in the Market Area and Riverside County than in Norco.

Table 11 and Figure 17 show the location quotient for industries in Norco relative to the Market Area, Norco relative to Riverside County, and Riverside County relative to the State of California. A location quotient is a metric that provides a measure of how concentrated an industry is in an area, which is measured as a ratio of an area's share of employment by industry in comparison to the share of the reference area. A location quotient of greater than 1.0 means an industry is concentrated in an area while a location quotient of less than 1.0 means an industry is not concentrated in an area.

Educational services, construction, other services (excluding public admin), and the management of companies, are among the most concentrated industries in Norco. Mining and gas and oil extraction is also highly concentrated in Norco, but accounts for a small share of Norco's employment (0.4 percent).

Table 9: Employment by Industry, 2020

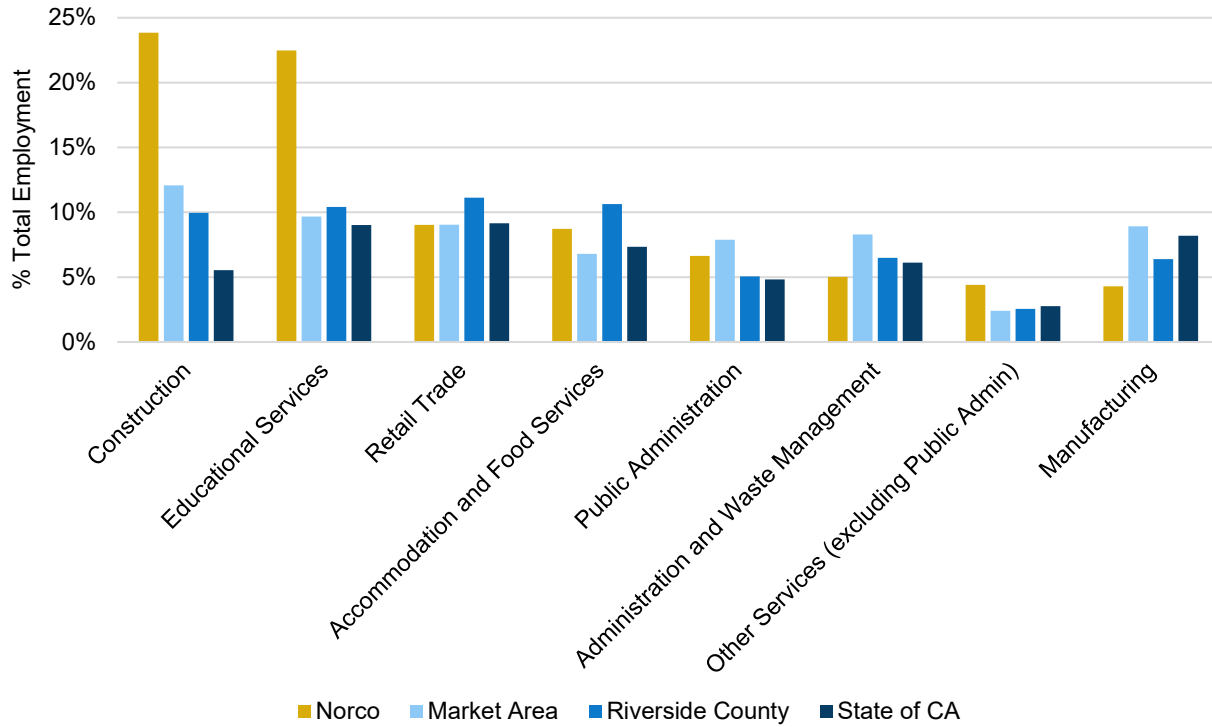
NAICS	Industry Category	Norco		Market Area		Riverside County		State of CA	
		Jobs	Share	Jobs	Share	Jobs	Share	Jobs	Share
23	Construction	2,979	23.8%	32,847	12.1%	65,669	10.0%	831,544	5.5%
61	Educational Services	2,809	22.5%	26,329	9.7%	68,710	10.4%	1,353,280	9.0%
44-45	Retail Trade	1,128	9.0%	24,620	9.0%	73,453	11.1%	1,375,183	9.2%
72	Accommodation and Food Services	1,090	8.7%	18,484	6.8%	70,200	10.6%	1,102,750	7.3%
92	Public Administration	830	6.6%	21,464	7.9%	33,366	5.1%	724,474	4.8%
56	Administration and Waste Management	627	5.0%	22,574	8.3%	42,839	6.5%	918,932	6.1%
81	Other Services (excluding Public Admin)	551	4.4%	6,539	2.4%	16,885	2.6%	415,486	2.8%
31-33	Manufacturing	537	4.3%	24,266	8.9%	42,196	6.4%	1,230,130	8.2%
62	Health Care and Social Assistance	494	4.0%	32,301	11.9%	94,078	14.3%	2,202,482	14.7%
54	Professional and Technical Services	448	3.6%	9,038	3.3%	20,924	3.2%	1,258,741	8.4%
42	Wholesale Trade	273	2.2%	13,995	5.1%	25,971	3.9%	625,703	4.2%
55	Management of Companies	194	1.6%	2,498	0.9%	3,173	0.5%	258,909	1.7%
52	Finance and Insurance	159	1.3%	4,663	1.7%	9,898	1.5%	523,593	3.5%
53	Real Estate and Rental and Leasing	116	0.9%	3,342	1.2%	9,189	1.4%	267,034	1.8%
48-49	Transportation and Warehousing	112	0.9%	23,116	8.5%	51,226	7.8%	648,285	4.3%
71	Arts, Entertainment, and Recreation	74	0.6%	1,418	0.5%	11,829	1.8%	261,350	1.7%
21	Mining and Oil and Gas Extraction	51	0.4%	136	0.0%	439	0.1%	17,819	0.1%
11	Agriculture and Forestry	12	0.1%	857	0.3%	10,227	1.5%	299,356	2.0%

Table 9: Employment by Industry, 2020

NAICS	Industry Category	Norco		Market Area		Riverside County		State of CA	
		Jobs	Share	Jobs	Share	Jobs	Share	Jobs	Share
51	Information	9	0.1%	2,430	0.9%	5,262	0.8%	589,569	3.9%
22	Utilities	2	0.0%	1,194	0.4%	4,307	0.7%	108,503	0.7%

Source: U.S. Census Bureau, LEHD, 2020.

Figure 15: Top Industry Sectors by Employment, 2020



Source: U.S. Census Bureau, LEHD, 2020.

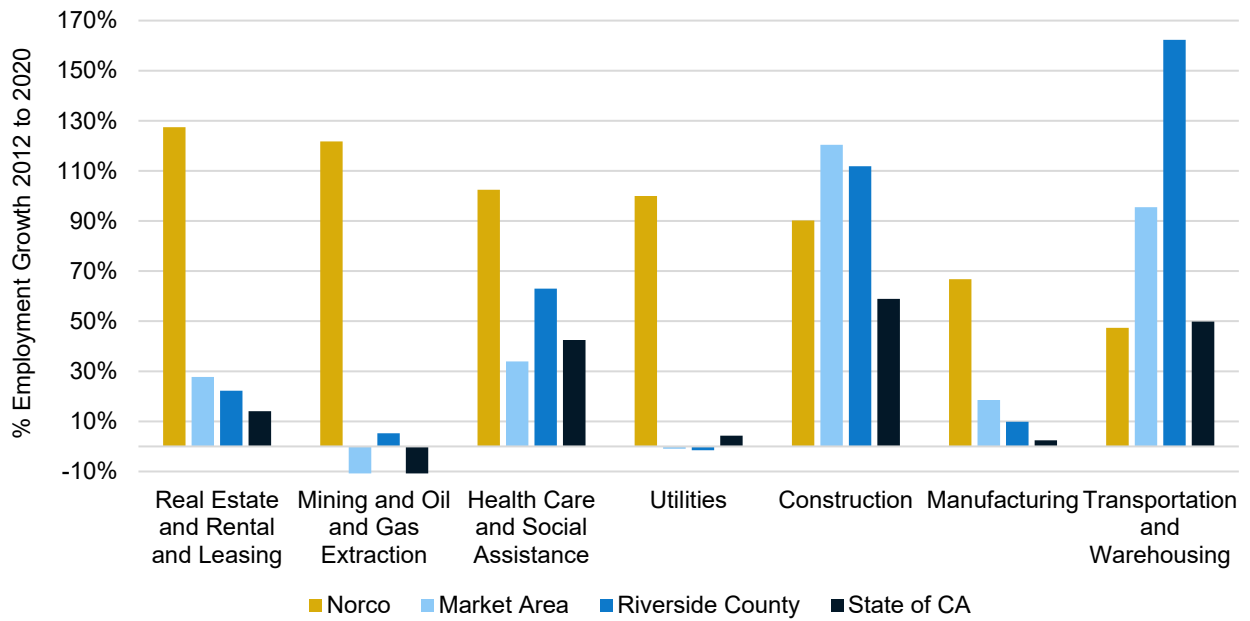
Table 10: Employment Growth by Industry, 2012 to 2020

NAICS	Industry Category	Norco		Market Area		Riverside County		State of CA	
		Jobs	%	Jobs	%	Jobs	%	Jobs	%
55	Management of Companies	183	1,664%	248	3%	263	9%	43,327	20%
92	Public Administration	646	351%	-579	-6%	1,976	6%	4,168	1%
53	Real Estate and Rental and Leasing	65	127%	726	26%	1,672	22%	32,931	14%
21	Mining and Oil and Gas Extraction	28	122%	-42	-45%	22	5%	-9,033	-34%
62	Health Care and Social Assistance	250	102%	8,188	33%	36,352	63%	656,542	42%
22	Utilities	1	100%	-11	-1%	-65	-1%	4,486	4%
23	Construction	1,413	90%	17,944	124%	34,674	112%	308,208	59%
31-33	Manufacturing	215	67%	3,796	18%	3,792	10%	29,490	2%
48-49	Transportation and Warehousing	36	47%	11,291	96%	31,699	162%	215,579	50%
44-45	Retail Trade	189	20%	-6	-1%	4,344	6%	-4,722	0%
56	Administration and Waste Management	90	17%	5,915	36%	9,112	27%	102,428	13%
72	Accommodation and Food Services	144	15%	3,485	24%	12,251	21%	-10,733	-1%
71	Arts, Entertainment, and Recreation	9	14%	137	11%	-5,282	-31%	-12,737	-5%
61	Educational Services	28	5%	-1,701	11%	-8,250	7%	-236,107	9%
81	Other Services (excluding Public Admin)	125	5%	2,523	-22%	4,507	-33%	115,853	-36%
52	Finance and Insurance	-16	-9%	-433	-8%	-1,003	-9%	13,864	3%
42	Wholesale Trade	-50	-15%	2,034	18%	3,536	16%	-20,560	-3%
51	Information	-2	-18%	33	1%	-297	-5%	175,797	42%
11	Agriculture and Forestry	-3	-20%	-172	-17%	-483	-5%	18,241	6%

54	Professional and Technical Services	-286	-39%	1,190	21%	3,234	18%	196,776	19%
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Source: U.S. Census Bureau, LEHD, 2012, 2020.

Figure 16: Select Fastest Growing Large Industry Sectors, 2020



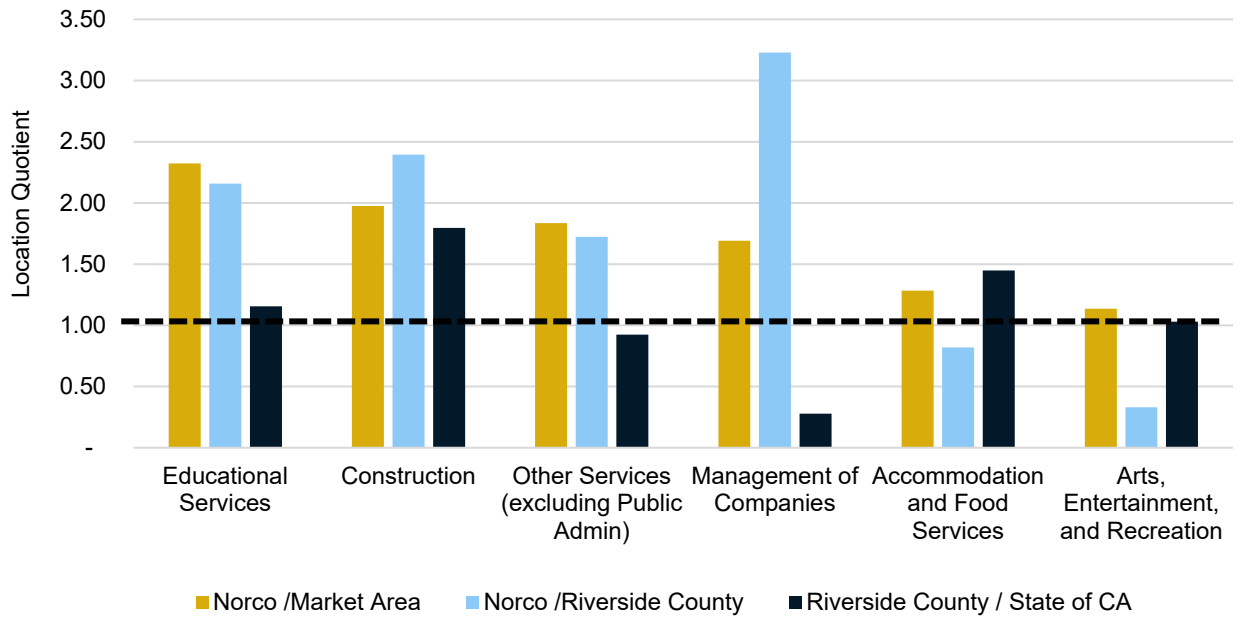
Source: U.S. Census Bureau, LEHD, 2012, 2020.

Table 11: Location Quotient, 2020

NAICS	Industry Category	Norco / Market Area	Norco / Riverside County	Riverside County / State of CA
21	Mining and Oil and Gas Extraction	8.17	6.13	0.56
61	Educational Services	2.32	2.16	1.16
23	Construction	1.98	2.40	1.80
81	Other Services (excluding Public Admin)	1.84	1.72	0.92
55	Management of Companies	1.69	3.23	0.28
72	Accommodation and Food Services	1.28	0.82	1.45
71	Arts, Entertainment, and Recreation	1.14	0.33	1.03
54	Professional and Technical Services	1.08	1.13	0.38
44-45	Retail Trade	1.00	0.81	1.22
92	Public Administration	0.84	1.31	1.05
53	Real Estate and Rental and Leasing	0.76	0.67	0.78
52	Finance and Insurance	0.74	0.85	0.43
56	Administration and Waste Management	0.60	0.77	1.06
31-33	Manufacturing	0.48	0.67	0.78
42	Wholesale Trade	0.42	0.56	0.94
62	Health Care and Social Assistance	0.33	0.28	0.97
11	Agriculture and Forestry	0.30	0.06	0.78
48-49	Transportation and Warehousing	0.11	0.12	1.80
51	Information	0.08	0.09	0.20

Source: U.S. Census Bureau, LEHD, 2020.

Figure 17: Select Concentrated Industries. 2020



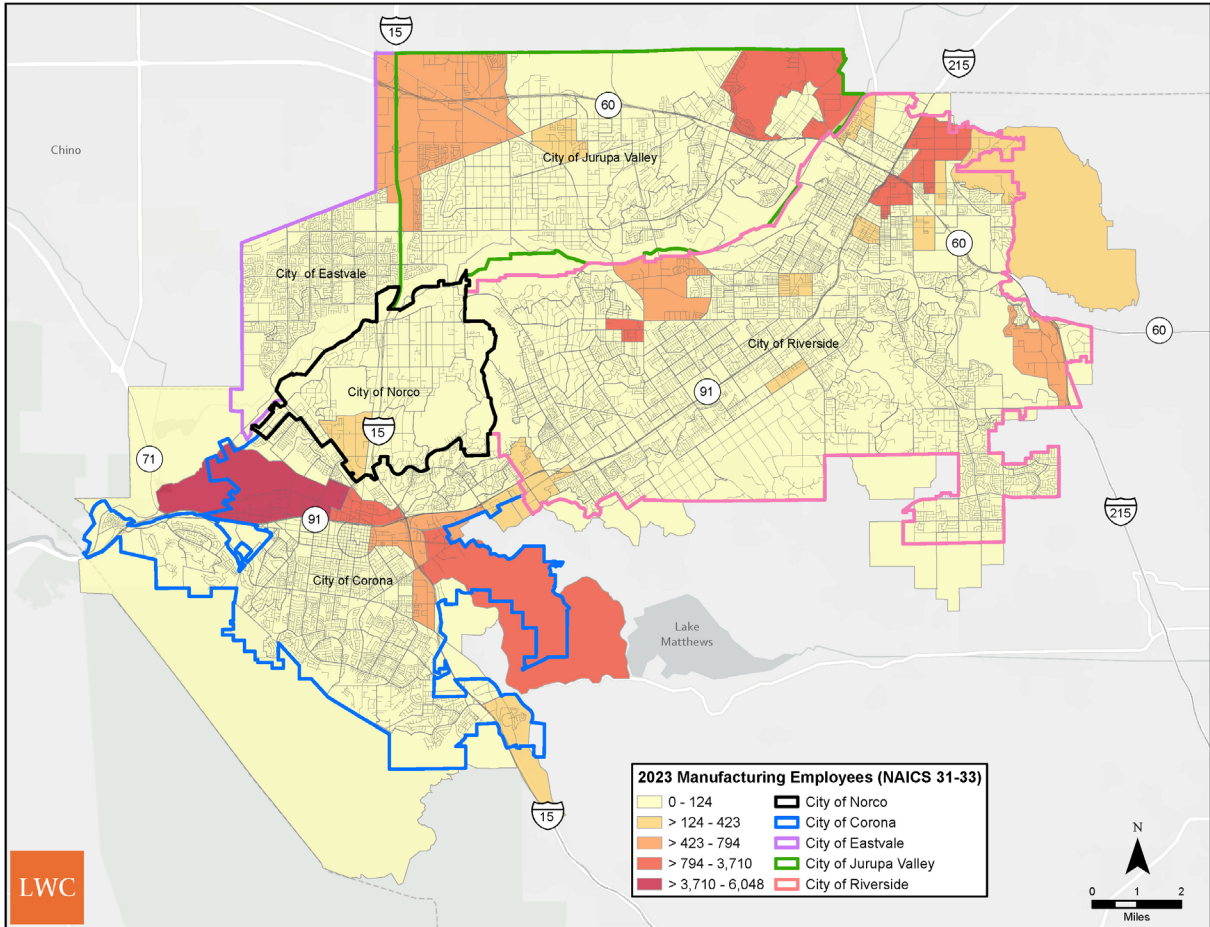
Source: U.S. Census Bureau, LEHD, 2020.

Market Area Industry Concentrations

Figures 18 to 20 show the location of employment concentrations for select industries through the display of the number of jobs in an industry per census block group using data from Data Axle (2023).

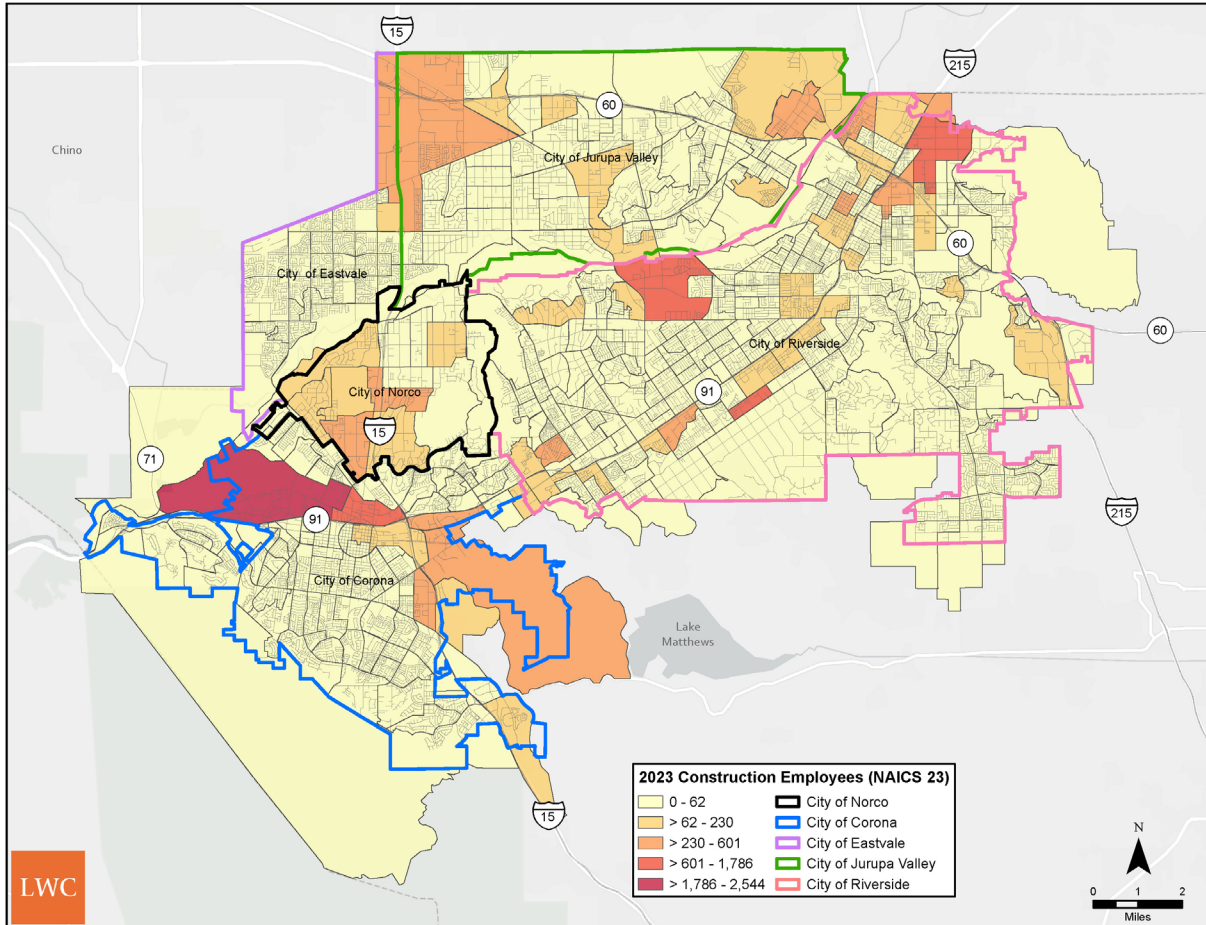
- The City of Corona has the Market Area’s highest concentrations of manufacturing and construction jobs, which are located in the City’s industrial parks in the northern area of the City (Figures 18 and 19).
- Norco does not contain areas of highly concentrated manufacturing jobs relative to the Market Area, but it is located near the areas with high concentrations of manufacturing in the City of Corona (Figure 18).
- Norco has notable concentrations of construction and agricultural jobs relative to the Market Area (Figures 19 and 20).

Figure 18: Manufacturing Employment Density, 2023



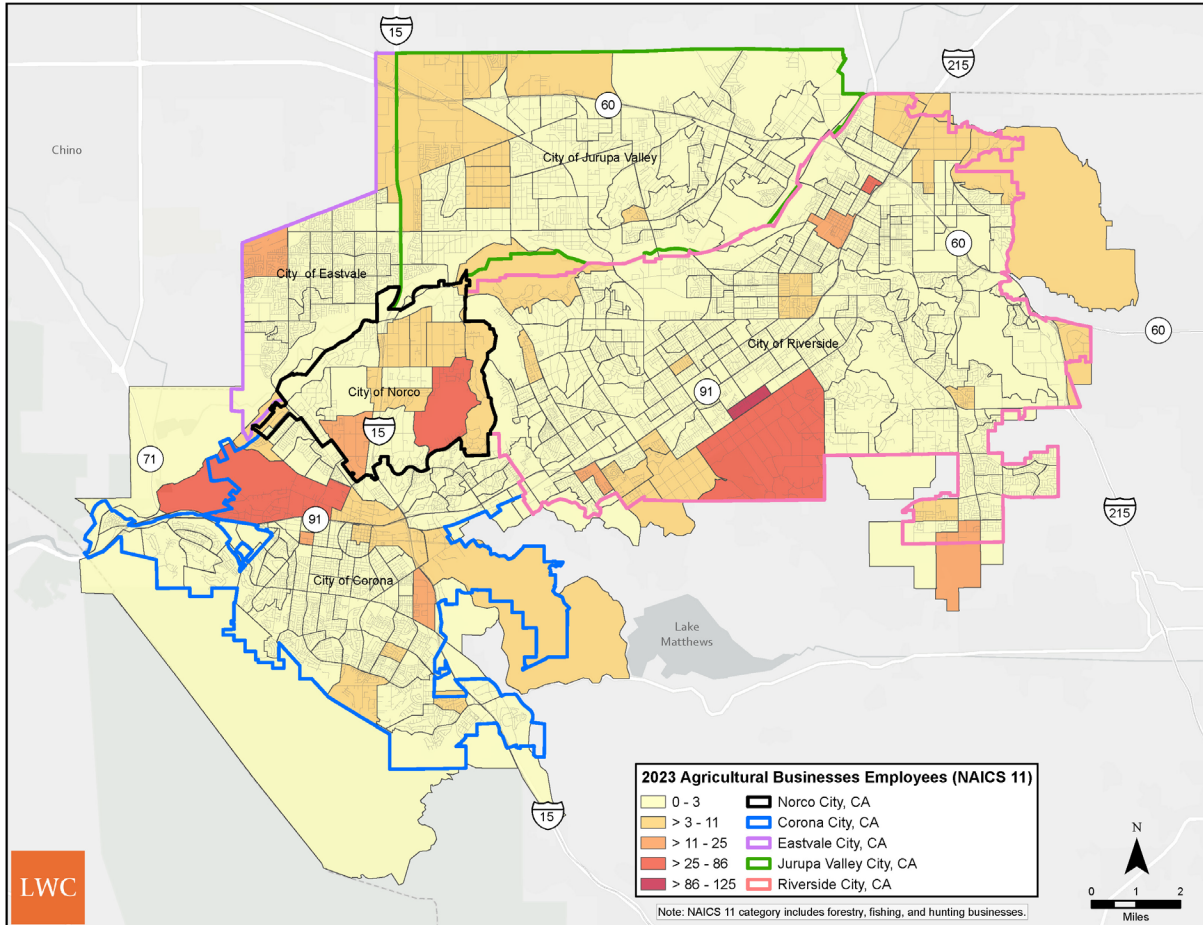
Source: Data Axel, 2023.

Figure 19: Construction Employment Density, 2023



Source: Data Axel, 2023.

Figure 20: Agriculture Employment Density, 2023



Source: Data Axel, 2023.

Industry Sectors Summary

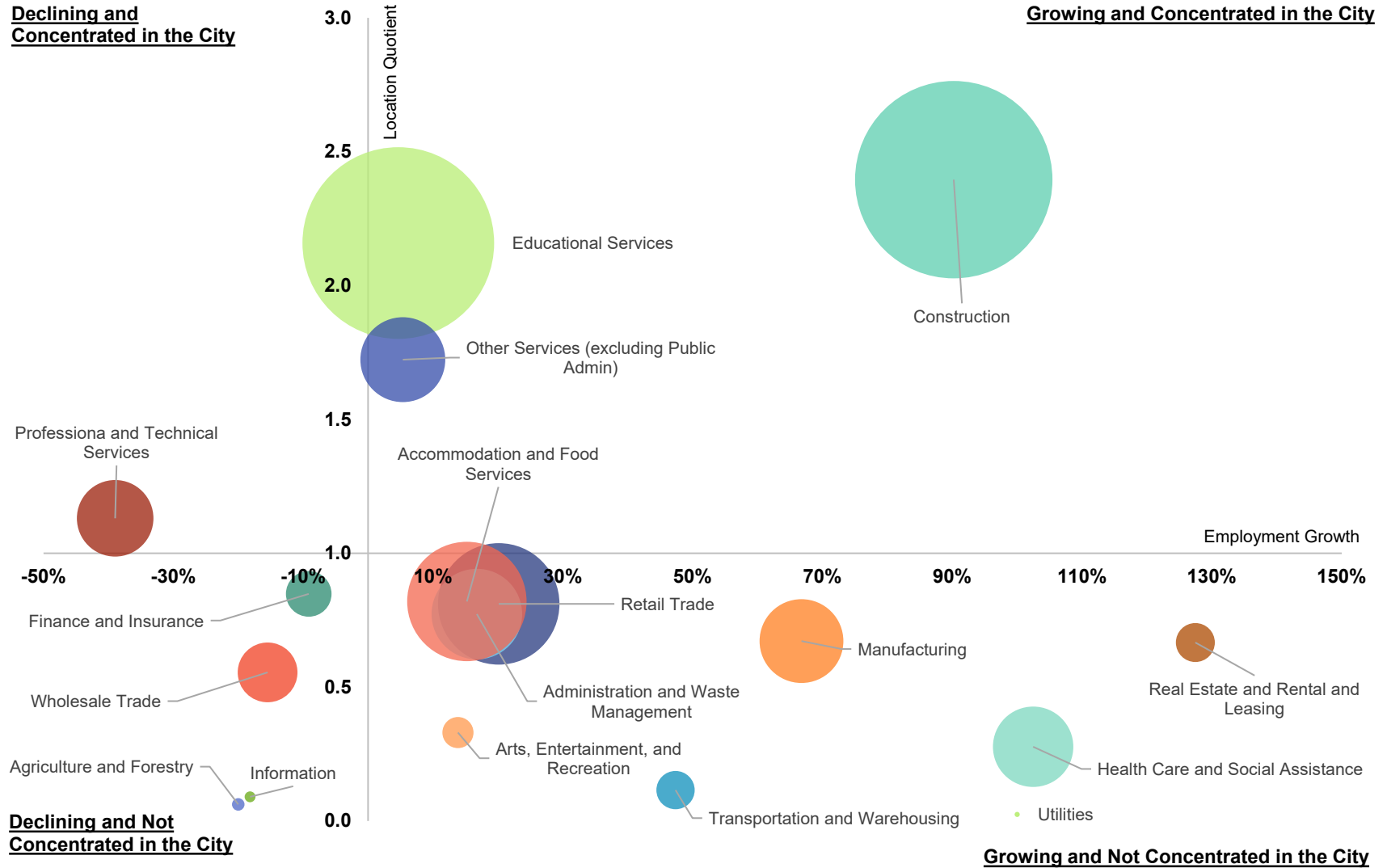
Figures 21 to 24 combine location quotient, employment growth, and employment size by industry sector into one display. Figure 21 shows the size of industry sectors in Norco and whether they are growing and concentrated in Norco. In Figure 21, the construction sector stands out from the other industries. Construction is a large sector in terms of employment, is highly concentrated, and is growing quickly in the City. Educational services and other services (excluding public admin) also stand out as well-sized sectors that are concentrated in the City, however, these sectors have experienced little growth from 2012 to 2020.

Figure 22 shows the size of industry sectors in Riverside County and whether they are growing and concentrated in the County. Transportation and warehousing are highly concentrated and growing rapidly in the County. This contrasts with Norco, as Figure 22 shows, where transportation and warehousing is

growing but is a small industry and is not concentrated in the City. Construction, as in Norco, also is a large, growing, and concentrated industry in Riverside County, and health care and social assistance, which is a relatively large and fast-growing industry in the County, is growing in Norco but is not concentrated in the City.

Figure 23 shows the size of industry sectors in Riverside County and whether they are growing in the County and how concentrated they are in Norco, and Figure 24 shows the size of industry sectors in the Market Area and whether they are growing in the Market Area and how concentrated they are in Norco. This figure demonstrates which industries may represent opportunities for job growth in Norco. Construction, educational services, public administration, and professional and technical services are all growing sectors in the County and the Market Area that are also concentrated in Norco. .

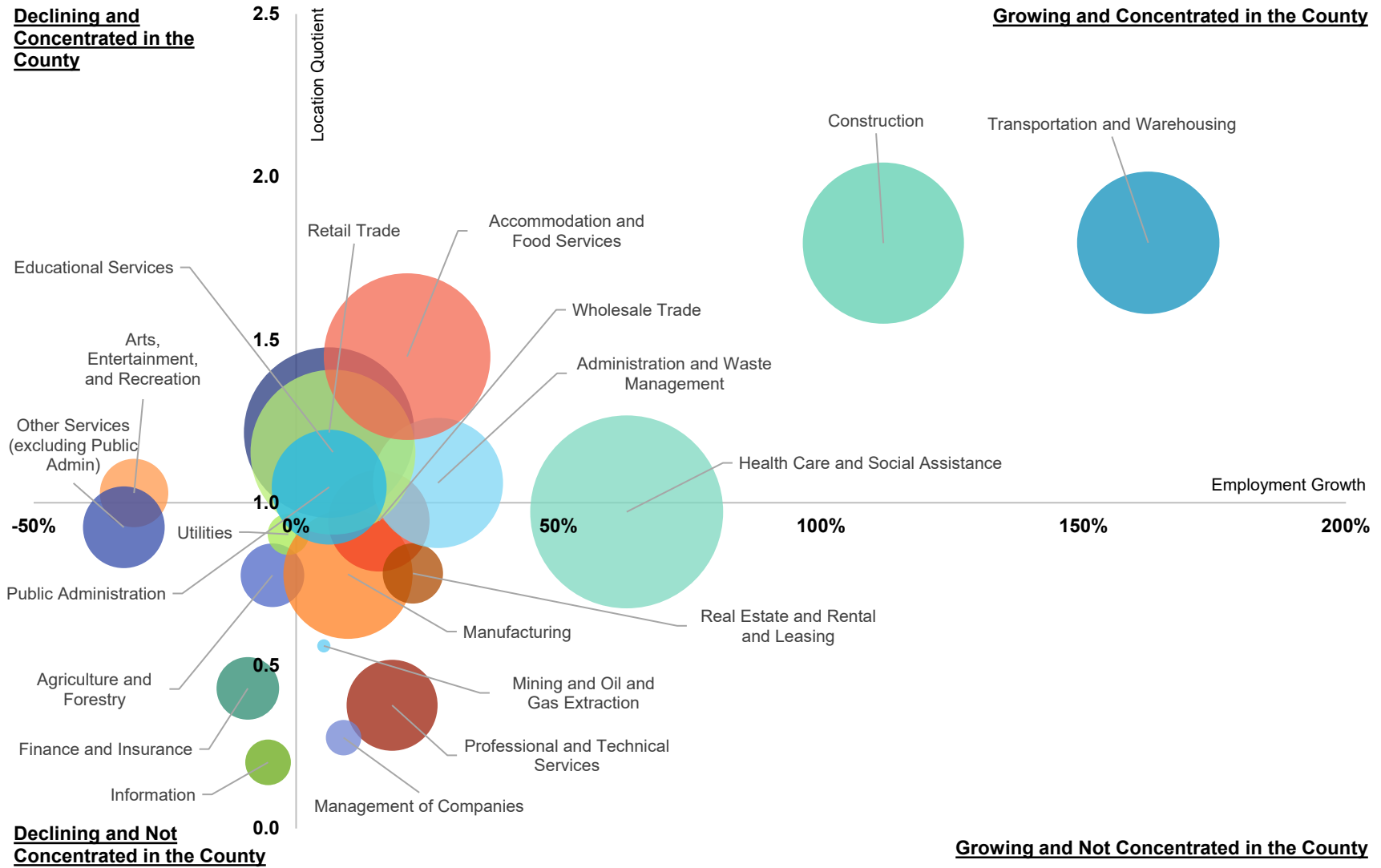
Figure 21: Industries by Concentration in Norco and Growth in Norco, 2012-2020



Note: The size of the dot reflects the number of jobs per industry sector.

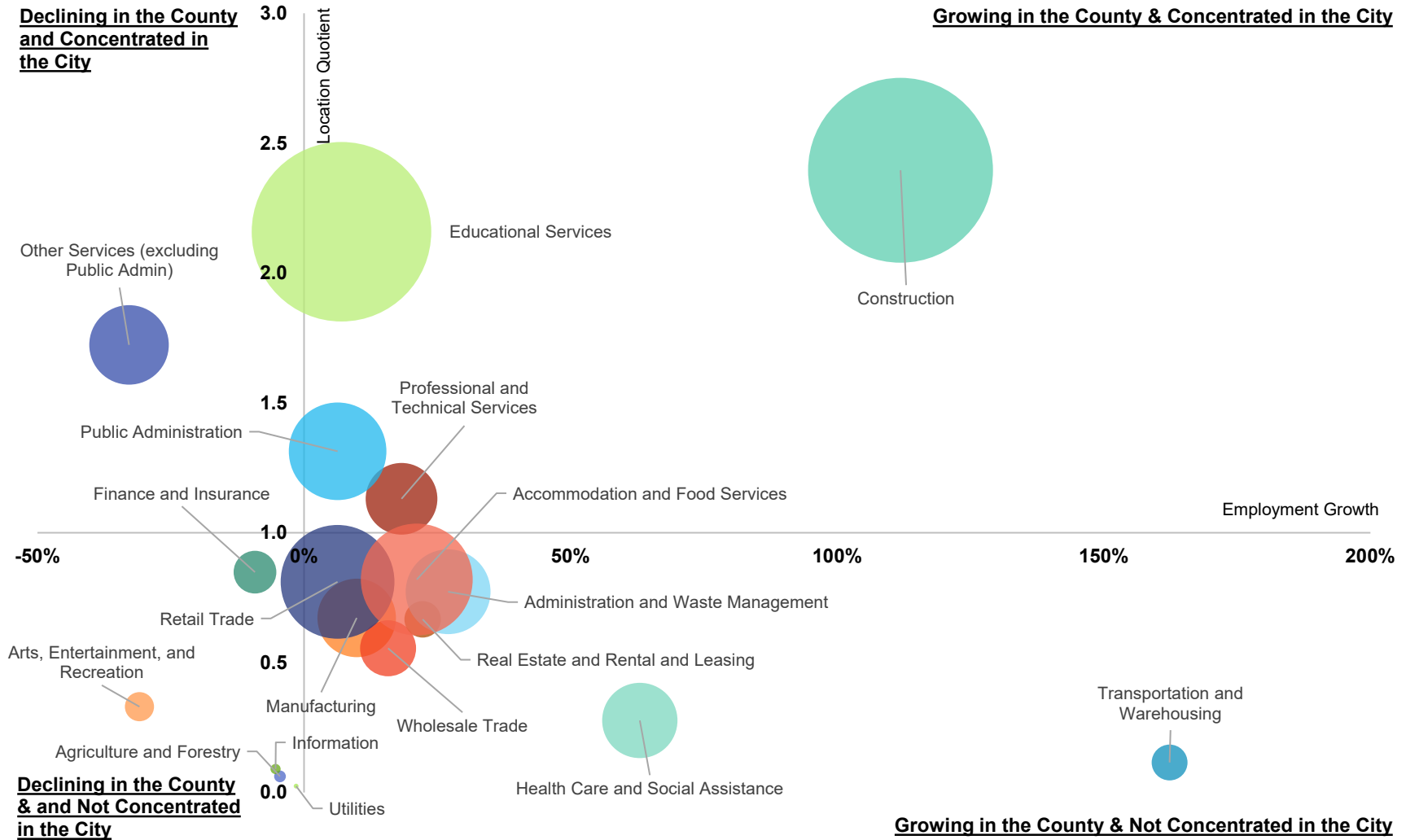
Source: U.S. Census Bureau, LEHD, 2012, 2020.

Figure 22: Industries by Concentration in Riverside County and Growth in Riverside County, 2012-2020



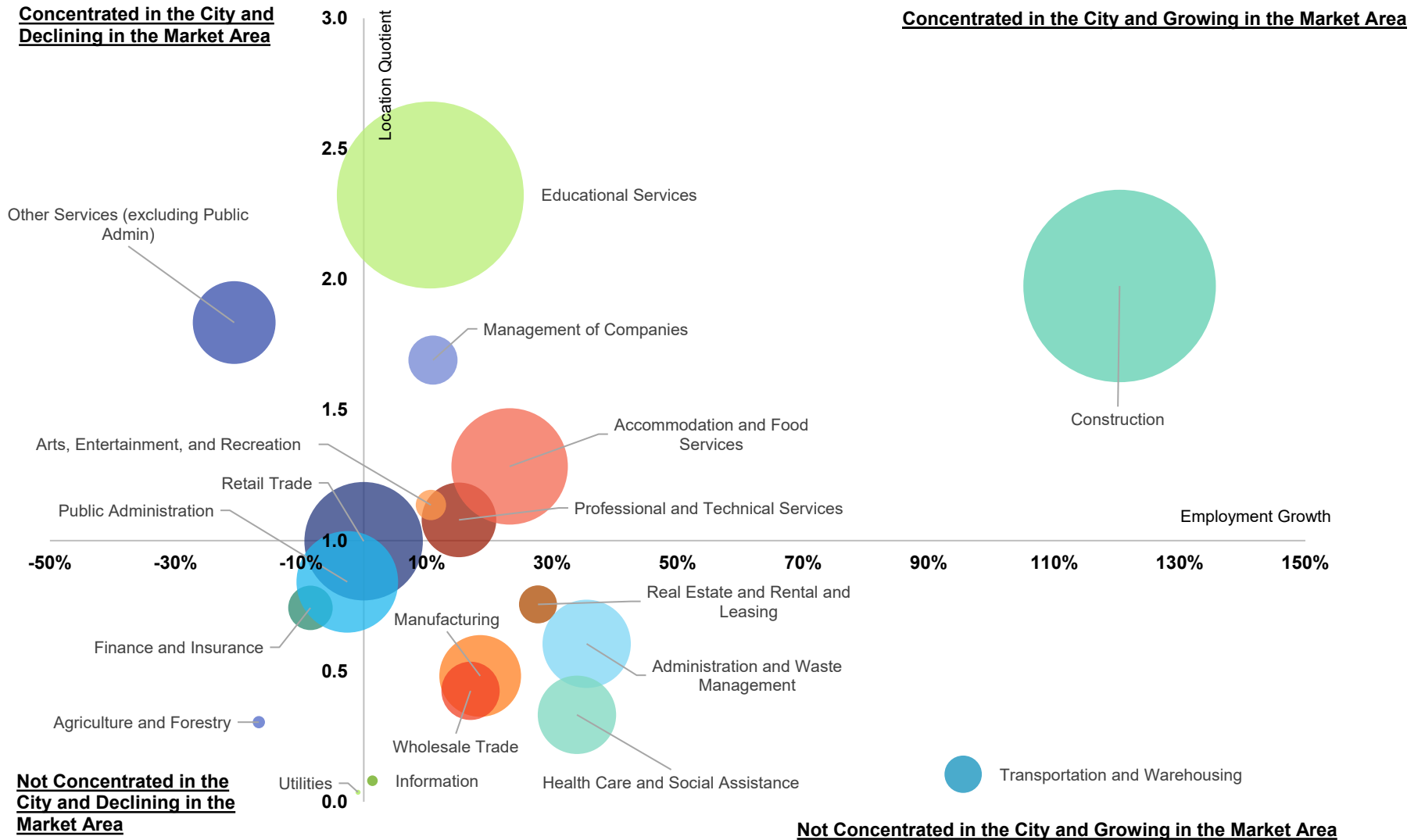
Note: The size of the dot reflects the number of jobs per industry sector.
 Source: U.S. Census Bureau, LEHD, 2012, 2020.

Figure 23: Industries by Concentration in Norco and Growth in Riverside County, 2012-2020



Note: The size of the dot reflects the number of jobs per industry sector.
 Source: U.S. Census Bureau, LEHD, 2012, 2020.

Figure 24: Industries by Concentration in Norco and Growth in Market Area, 2012-2020



Note: The size of the dot reflects the number of jobs per industry sector.

Source: U.S. Census Bureau, LEHD, 2012, 2020.

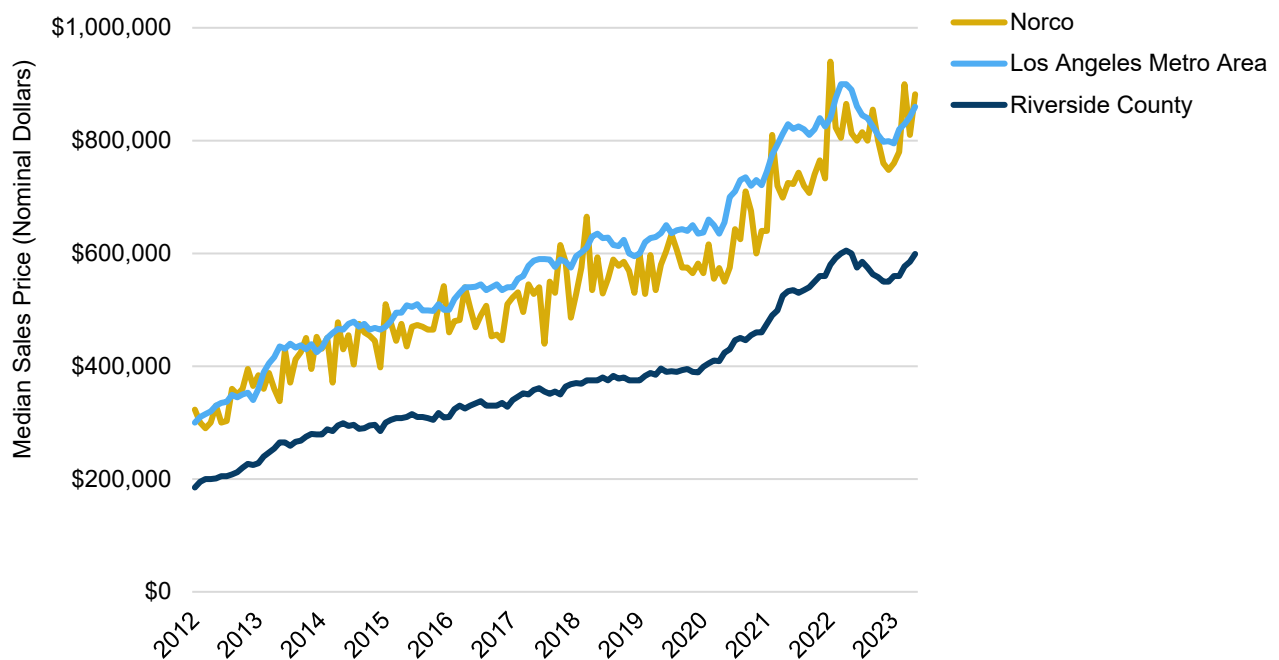
Residential and Retail Market Analysis

This section describes the current and historic performance of residential and retail markets in Norco. The analysis from this section informs part of the basis for the following section, which reviews strengths, challenges, and opportunities for economic development in Norco it is also provided in order to give background data and information that can be used in the General Plan Update process. The residential analysis relies on data from the online real estate platform Redfin, and the retail analysis uses data from the California Department of Tax and Fee Administration.

Residential Market

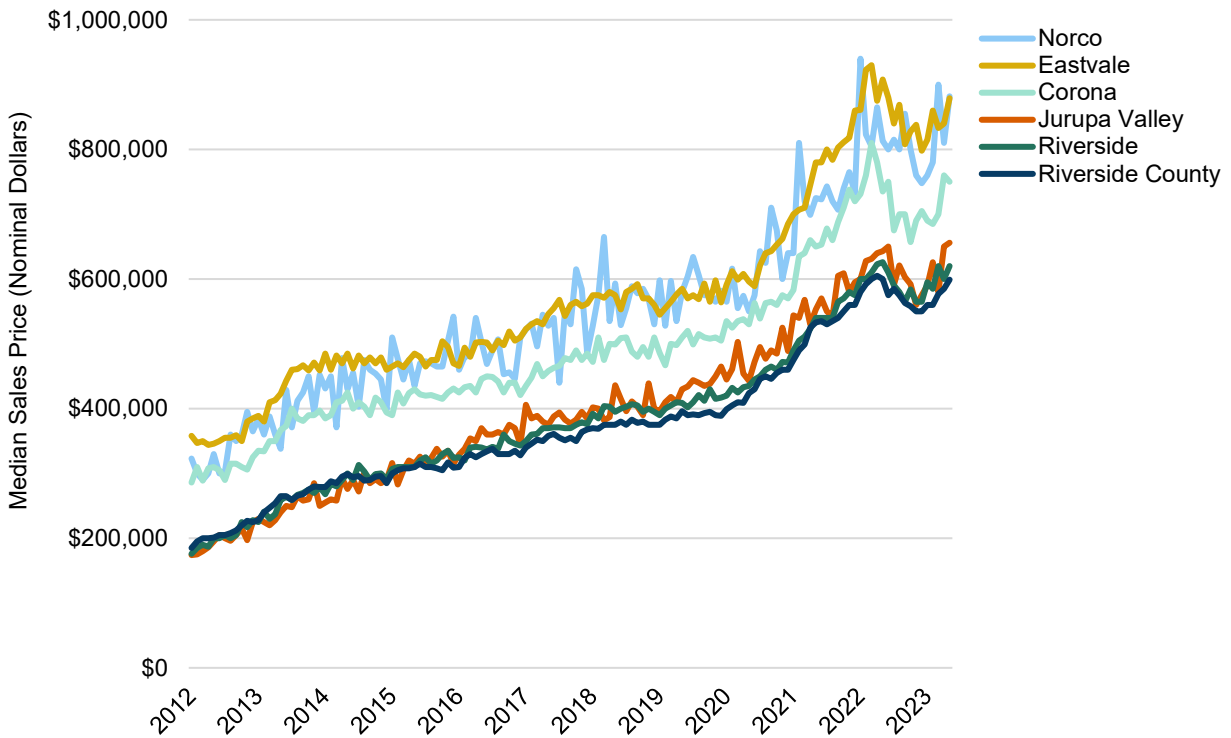
Figure 25 shows that home prices are much higher in Norco compared to Riverside County, and Norco home prices are similar to those in the Los Angeles Metro Area. In June 2023, the median home sales price was \$882,000 in Norco, \$599,000 in Riverside County, and \$860,000 in the Los Angeles Metro Area. Figure 26 shows that within the Market Area, Norco has the highest home prices followed by Eastvale and Corona. Jurupa Valley and Riverside have the lowest home prices among the Market Area cities.

Figure 25: Median Home Sales Price, 2012 to 2023



Source: Redfin, June 2023.

Figure 26: Median Home Sales Price, 2012 to 2023



Source: Redfin, June 2023.

Retail Market

National Trends Retail and COVID-19

Norco’s local retail market is influenced by larger-scale national trends. Over the last decade, retail markets have been shifting and reorganizing in large part due to the growth of e-commerce. Retail markets have also been impacted by the COVID-19 pandemic, which disrupted brick-and-mortar retail stores of all types and accelerated the shift in demand for online sales of physical goods.² However, while increased online sales have reduced the demand for in-store sales, there has been an increased demand for experiential retail such as restaurants and bars. While the details of the long-term recovery from COVID-19 for the retail market are uncertain, demand for experiential retail has begun to recover as life in many communities has started to resemble more of what it was like previous to the onset of the pandemic.

Retail Analysis

Norco has higher taxable sales per household than compared to Riverside County (Figure 27). While the median household income is higher in Norco than in the County, this may not fully explain the large difference in taxable sales per household between Norco and Orange County and may indicate that Norco

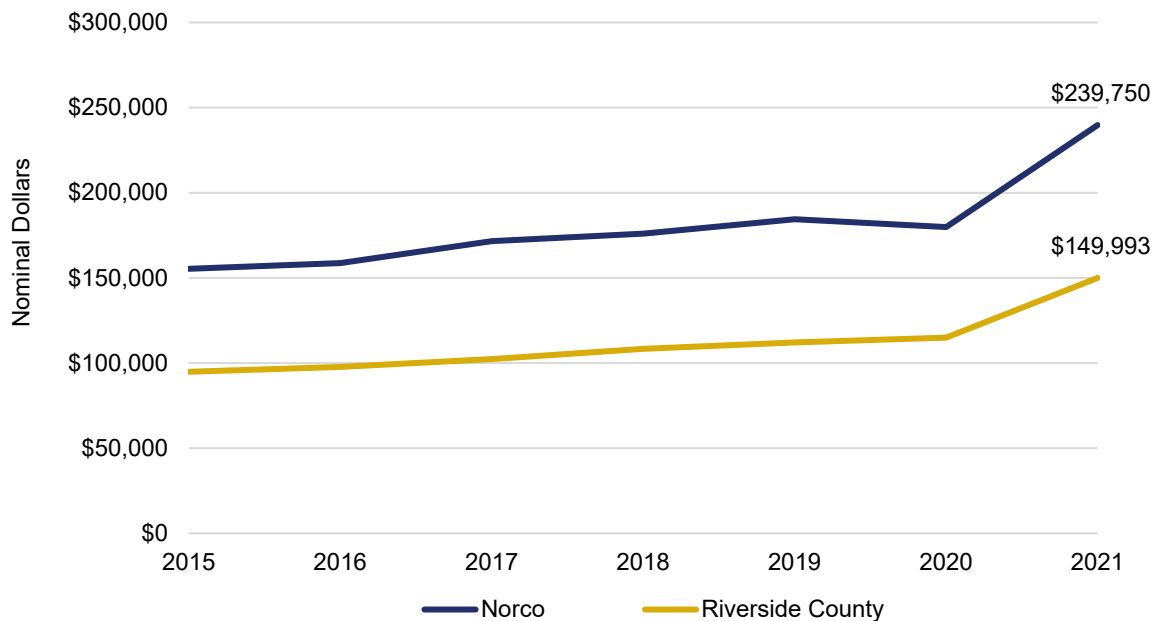
² National League of Cities, *Future of Cities: Reenvisioning Retail for Recovery and Resilience*, 2021.

attracts shoppers from the local region. It also seems likely that Norco is attracting regional shoppers due to the presence of shopping destinations and concentrations of retail and restaurants along Hamner Ave and Sixth Street in Norco.

Among the retail businesses on Hamner Avenue is a concentration of car dealerships and other related automotive retail. These types of businesses often attract shoppers from far distances in the region, and these businesses are likely the main contributor to Norco’s outsized taxable sales per household as shown in Figure 28, which shows the 2021 breakdown of taxable sales per household by retail category. Norco has much higher taxable sales per household in the retail category of motor vehicles and parts compared to Riverside County. Norco also has notably stronger sales in restaurants (food services and drinking), most of which are quick service and casual dining. Additionally, Norco also has strong retail sales in gas stations which include fuel sales . Other retail sectors are relatively smaller in comparison to the taxable sales per capita that are generated by the motor vehicle and parts category.

Norco lags behind the County in a few retail categories. Riverside County has higher taxable sales per household in other retail,³ building materials and gardening, clothing and clothing accessories, and other outlets. Lower sales per household in Norco compared to the County indicates that Norco “leaks” retail sales to other communities in these categories.

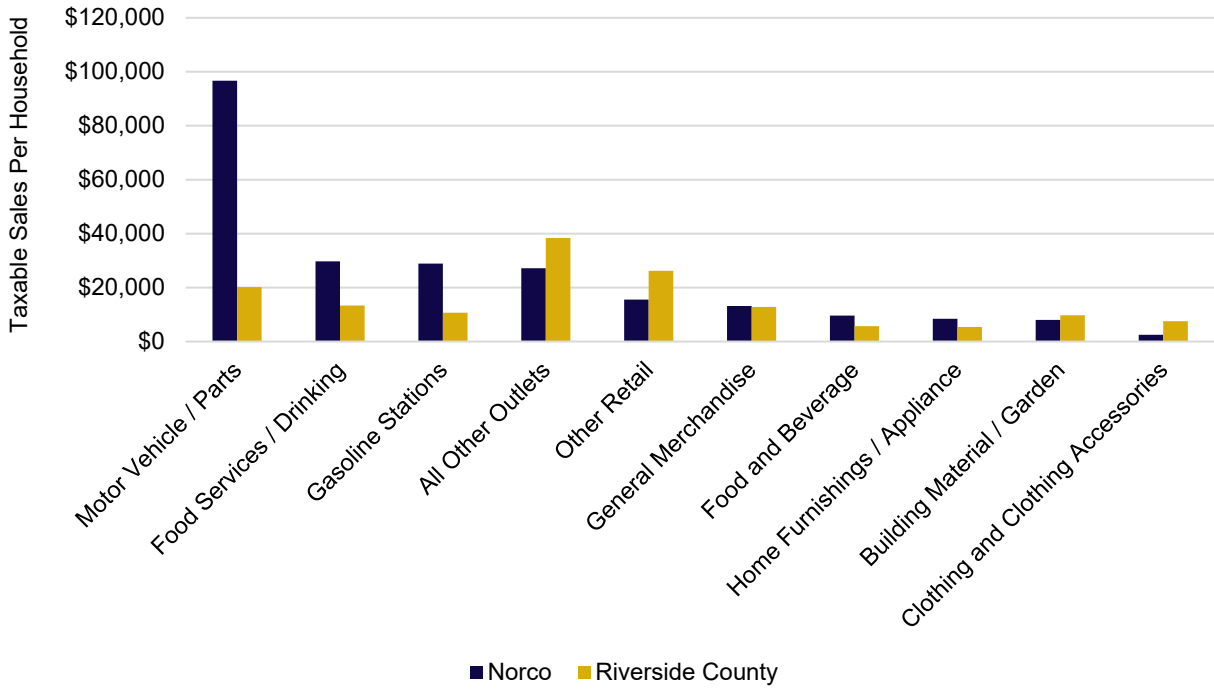
Figure 27: Taxable Sales per Household, 2021



Source: ACS, 5-Year Est, 2015, 2021; California Department of Tax and Fee Administration, 2015, 2021.

³ Other Retail” includes retail in health and personal care, sporting good and other hobbies, and other miscellaneous goods and services.

Figure 28: Taxable Sales per Household by Retail Category, 2021



Source: ACS, 5-Year Est, 2021; California Department of Tax and Fee Administration, 2021.

Note: "Other Retail" includes retail in health and personal care, sporting goods and other hobbies, and other miscellaneous goods and services.

Strengths, Challenges, and Opportunities

This section identifies the City's strengths, challenges, and opportunities to strengthen Norco's economy.

Strengths

- **Unique city branding and identity.** Norco's unique identity as "Horsetown USA" reflects the City's animal-keeping and small-plot agricultural lifestyle and distinguishes it from other cities in Southern California. Norco's commitment to preserving its rural and equestrian character is evident in its city planning and zoning regulations. The city has relatively large residential lots, which can accommodate large animal/horse keeping and small plot agricultural uses, and many streets are designed with horse trails alongside or even in the median. Norco's dedication to maintaining a horse-friendly environment sets it apart from other urban areas and contributes to its distinct identity. Norco also hosts events and activities such as rodeos, parades, and horse shows. These events further reinforce Norco's reputation as a community deeply connected to its equestrian roots.
- **Access to educational opportunities.** Norco is home to Norco College, a community college that serves more than 15,000 students and features programs focused on architecture, computer science, electronics, engineering, logistics, and manufacturing technology. The City also has access to several other reputable schools in the immediate region including the University of California, Riverside; Riverside City College; and University of Redlands, Riverside Campus. These schools provide employers in the local area with opportunities to hire entry-level talent such as interns, apprentices, and new graduate employees. Companies in Norco can also draw talent from other nearby universities such as Cal-Poly Pomona, CSU San Bernardino, San Bernardino Valley College, Claremont Colleges, and other technical schools in the area. Many of these schools offer vocational training and industry-specific programs that complement the expanding sectors in the area such as advanced manufacturing.
- **High-quality transportation access.** Interstate 15 passes through Norco and California State Route 91 runs just south of the City. These highways provide access to shipping routes to the north and east of the County and access to the Ports of Los Angeles and Long Beach. The nearby Ontario International Airport (ONT) is one of the fastest-growing airports in the country, and the San Bernardino International Airport is also expanding its services and now has regular passenger service for the first time. The City does not have a Metrolink rail station, but the Corona, North Main Station is located a mile from the southern border of Norco.
- **Nearby employment concentrations and complimentary industries.** The northwest region of Riverside County, in which Norco is located, has the largest concentration of economic activity in the County. The northwest contains industry clusters in logistics, information services, and high-tech development. There are also high concentrations of manufacturing and construction-related economic activity in the City of Corona near the southern border of Norco. Riverside County also contains many complimentary businesses to manufacturing such as warehousing and distribution centers, which have grown significantly in the local region in the last decade. Manufacturers in Norco benefit from the City's proximity to customer distribution centers.

- **Located near major population and employment centers.** Norco is located about an hour drive from Downtown Los Angeles, an hour drive to Anaheim and Irvine, and an hour and a half from San Diego. Proximity to these areas allows for access to major consumer markets, workforce talent, and complimentary businesses across industry sectors.
- **Relatively affluent community.** Norco’s median income is high compared to its neighboring cities. Norco has a higher median income than Corona, Jurupa Valley, Riverside, and Riverside County. The majority of households in Norco earn \$125,000 or more annually.
- **Attractive and productive weather.** The warm climate and mild winters in Norco are attractive to residents but also benefit manufacturers due to the relatively few weather-related closure days for companies. Additionally, the mild weather on the Southern California coast makes the nearby Ports of Los Angeles and Long Beach more efficient relative to ports along the northern and eastern U.S. coasts.
- **Access to natural amenities.** There are over 400 acres of parkland in Norco, and the City has one of the largest networks of horse trails in the U.S. Norco is also located about an hour drive to recreational areas in the San Bernardino Mountains such as Lake Arrowhead.
- **Regional Destination for retail and entertainment.** Taxable sales per household is higher in Norco than in the County, suggesting Norco draws shoppers from the region. Among the largest attractors in Norco are the City’s concentrations of automotive retail and restaurants. The sports complex, SilverLakes, also draws visitors to the City for soccer tournaments, youth and college soccer camps, concerts, movie nights, and market night events, and the George Ingalls Event Center is a popular destination for equestrian events.

SilverLakes is a 130-acre sports complex with equestrian facilities located at on Hamner Ave. The City owns the property and leases to a private entity. SilverLakes hosts equestrian and sporting events, concerts, conferences, corporate events, and other outdoor gatherings.

Current amenities and facilities include:

- 24 full-size soccer fields
- 4 LED Lit Synthetic Fields
- 5 equestrian arenas
- 1,500 horse stall capacity
- 12,000 Square Foot Outdoor Cafe
- 10,000-person Concert Facility called The BackYard
- 150 seat restaurant called The FieldHouse
- Private banquet facility for 200 people called The FieldHouse Terrace.

Challenges

- **Lack of a unified and activated “main street” or downtown identity.** Norco currently lacks an area of centralized retail and civic activity that Norco residents generally identify as a main street or unified downtown.
- **Limited job base.** Norco has a relatively small economy and most working Norco residents commute outside the City for work. Approximately 93 percent of employed Norco residents commute to jobs outside the City.

- **Relatively expensive residential real estate market.** Home prices in Norco are relatively high compared to its neighboring cities. Attainably priced housing allows companies to recruit workers that can live in or near the City, and Norco may be at a disadvantage compared to neighboring cities with less expensive home prices. Communities with lower housing costs are present elsewhere in the Inland Empire.
- **Relatively low levels of higher education attainment.** 20 percent of Norco residents have a bachelor's degree or higher, which is a smaller share of residents compared to Eastvale, Corona, Riverside, and Riverside County. The lower levels of high education attainment may indicate that there is a gap in the Norco labor force for talent with the skills required by high-tech and other professional and scientific service employers.
- **Aging population.** Norco has a higher median age than Riverside County and the cities of Corona, Eastvale, Jurupa Valley, and Riverside. Most Norco residents are between the ages of 45 and 65 or older, and a relatively small share of residents are between the ages of 18 to 24.
- **Low population density limits the ability to attract certain retailers.** Norco's existing development pattern results in lower population densities than what key national retailers find attractive for new store locations. While the relatively high incomes in Norco are an attractive quality for businesses looking for new locations or to expand, retailers such as high-end restaurants, coffee shops, and clothing and apparel stores typically seek locations with a minimum population of around 200,000 people within one to three miles of their building. Major regional retail destination stores such as large furniture and appliance stores or "entertainment" businesses typically seek locations with even higher population densities: from 500,000 to 1,000,000 people within one to three miles. Norco's location along Interstate 15 increases its access to more people than within the City limits, and this makes Norco attractive to some big box retailers as demonstrated by the Target and Hobby Lobby along Hamner Ave., but the City may still struggle to attract certain retailers in other areas of the City such as Sixth Street, which is not as immediately accessible to I-15 as Hamner Ave.
- **Potential retail spending leakage.** According to data from the California Department of Tax and Fee Administration, Norco lags behind Riverside County in taxable sales per household for certain retail categories such as other retail, building materials and gardening, clothing and clothing accessories, and other outlets. This suggests that residents in Norco may be traveling outside the City to make certain purchases.
- **Shifting trend in retail due to online shopping.** Norco's local retail market is influenced by larger national trends. Over the last decade, retail markets have been shifting and reorganizing in large part due to the growth of e-commerce. However, while increased online sales have reduced the demand for in-store sales, there has been an increased demand for experiential retail such as restaurants, bars, and gyms. Over the last two years, the COVID-19 pandemic disrupted brick-and-mortar retail stores of all types and accelerated the shift in demand for online sales of physical goods. While the details of the long-term impacts of COVID-19 on the retail market are uncertain, the market will likely rebound while perhaps also changing to accommodate new trends enabled by new technologies and consumer expectations regarding convenience such as contactless shopping.
- **Limited potential for auto dealership growth.** Norco currently has strong sales in automotive-related goods and services. However, Norco's ability to attract additional automotive dealers is limited by rules

regarding the proximity of auto franchises to one another. Auto manufacturers often have franchise agreements with their dealerships that specify certain terms and conditions, including geographic exclusivity. These agreements may include clauses that prevent dealerships of the same brand from opening too close to each other. For example, auto dealerships of the same brand located in Ontario and Corona may not be able to open in Norco.

- **Region lacks unified brand as a destination.** Norco sits within a region that does not currently have a strong image as a destination for visitors.

Opportunities

- **Develop a vibrant “main street.”** The City currently lacks a centralized area for civic and retail activity. Sixth Street currently features a collection of popular and unique retail businesses, and the street’s current vibrancy could be leveraged and the street developed into the City’s “main street.” Developing an active main street could involve improving street amenities and traffic flow as well as allowing for mixed-use residential.
- **Capture more resident retail spending.** Norco is currently a regional retail destination, but residents may be traveling outside the city for certain purchases. The City could capture more of its residents’ purchases by attracting more retail businesses that match residents’ needs. High level data from the California Department of Tax and Fee Administration indicates that Norco residents may be traveling outside the city for retail in the broad categories of building materials and gardening, clothing and clothing accessories, and “other retail,” which includes retail in health and personal care, sporting good and other hobbies, and other miscellaneous goods and services. Greater detail regarding resident retail needs could be obtained by commission a retail study, which could involve surveying residents about their retail preferences for Norco.
- **Support the growth of small, local businesses, including retail businesses.** Most businesses in Norco are small businesses with 10 or fewer employees. A number of these businesses are home-based businesses related to small-scale agriculture, equestrian activities, and food products. Small businesses often reflect the unique character and culture of their communities and supporting them can foster local culture while also adding more jobs and retail opportunities to a city. Small, local retailers and boutique stores are also a good fit for Norco since the City may have trouble attracting established brands due to the low population density of the City.
- **Attract one new mid-tier hotel to the City.** Norco currently has five hotels. Since 2008, the City has added one new mid-tier hotel with around 100 rooms about every 5 years. The last hotel added to Norco was the Extended Stay America in 2019. The City can likely support one new mid-tier hotel, which could capture demand created by visitors to SilverLakes and the George Ingalls Event Center.
- **Attract clean technology businesses.** Norco may be able to attract emerging clean technology sectors such as electric vehicles and solar-related manufacturing, which are poised to grow in the nearby region. One recent, local development in the clean technology field is a recent partnership between The University of California, Riverside (UCR) and the California Air Resources Board (CARB) to leverage facilities and staffing resources to conduct climate change research and offer training programs with local school districts and community colleges.

- **Leverage the Naval Warfare Assessment Center/ Incubator.** Riverside County has partnered with the U.S. Navy and built a business development center to facilitate the transfer of technological information between the Navy and businesses in the region. The center is near the Naval base in Norco but located off-base, which reduces the security protocols and can better enhance private partnerships.
- **Leverage SilverLakes for hospitality and retail.** SilverLakes currently draws regional visitors to Norco. SilverLakes is located on the northern edge of Norco and the border of Eastvale. In Eastvale, there is a concentration of hospitality and restaurants that capture spending from SilverLakes visitors. Norco could capture of some this spending as well.
- **Leverage Norco’s equestrian-centered image and related activities to draw more visitors to the City.** Norco’s reputation and current horse-related activities could be promoted and expanded to increase tourism. Norco could also further leverage the George Ingalls Event Center and SilverLakes to draw visitors interested in equestrian events, rodeos, and related activities.
- **Expand Norco’s reach as a center for horse-related goods and services.** Access to horse-related goods and services is declining across Southern California. Norco may be able to capture demand for these types of goods and services from a broader regional shopper base that has lost access to these types of goods and services.
- **Encourage and support small-scale agricultural production in the City.** Local agriculture in Norco contributes to the City's unique identity and values, and expanding local agriculture will support related retail uses and agricultural-related tourism to the City. Support or develop policies that encourage “farm-gate” retail sales through zoning and land use programs.
- **Attract businesses from the local region.** Riverside County has significant manufacturing, construction, and healthcare industry sectors. Additionally, across the southern Norco border, the City of Corona contains large concentrations of manufacturing and construction activity, and Corona’s industrial parks are built out. Norco may be able to leverage nearby industry concentrations to grow industries within the City. This approach will allow for uses to occupy the existing base of industrial real estate in Norco in a manner that will have the potential to meet community objectives in finding alternatives to logistics uses.

Target Industry Sectors

Target industries sectors represent jobs and businesses that are well-positioned to grow and diversify Norco's economy. The target industries identified in this report were based on the sectors' employment size, growth, and concentration in Norco. These industries were also chosen due to their strength in the local region and broader regional regions such as Riverside County.

The target industries identified in Norco include the following:

- Building Construction and Infrastructure
- Retail and Tourism
- Agriculture and Equestrian-Related Businesses
- Advanced Manufacturing

Building Construction and Infrastructure

The building construction and infrastructure industry consists of firms specializing in building residential and commercial development, infrastructure such as streets and utilities, and the production of building materials such as cement and concrete.

There are an estimated 1,562 building construction and infrastructure industry jobs in Norco, which accounts for 13 percent of total jobs in the City (Table 12). Top employers in this industry include Yocom Construction, Royal West Drywall, and Quick Crete Products Corporation.

Retail and Tourism

Retail and tourism is currently a strong industry sector in Norco. The city attracts regional shoppers who are drawn to the City's collection of automotive-related retail and restaurants. Retail in Norco is also frequented by visitors attending events and other activities at SilverLakes and the George Ingalls Event Center.

Norco's retail and tourism sector is well-positioned to grow in the future. Norco is located within a close distance to major attractions in the region including wineries in Temecula to the south, Disneyland to the west, and outdoor recreational activities in the San Bernardino Mountains to the east. Norco could further build upon its equestrian image and horse-related activities to leverage visitors coming to other regional attractions.

There are approximately 3,169 retail and tourism-related jobs in Norco, which accounts for 26.3 percent of total jobs in the City (Table 12). Top employers in this industry include SilverLakes Sports Complex, George Ingalls Event Center, and auto dealerships.

Agriculture and Equestrian-Related Businesses

Norco is known for its equestrian community and horse-related amenities, goods and services, and event spaces. City zoning regulations support an equestrian-friendly lifestyle by allowing small plot agriculture and animal keeping in residential zones. Additionally, horses can be ridden in many parts of the City, and hitching posts and corrals can be found along streets and outside of businesses. Norco features popular event spaces for horse-related activities such as the George Ingalls Event Center, which provides opportunities for people to learn and ride horses and view and participate in horse-related events. Norco is also home to SilverLakes Sports Complex, which features five horse areas, and Circle D Ranch, a 5.25-acre property and home for the horses used at Disneyland.

Table 12 shows that there are a small number of agricultural and equestrian sector jobs in Norco, but this industry is highly concentrated in the City. Additionally, as mentioned previously, employment data may underrepresent economic activities in this sector as some residents may partake in horse and agriculture-related side jobs. There are no large-scale agricultural operations in the City, but there are some small farms and businesses that deal with agricultural products not grown in the City.

This sector, while small in terms of employment, also bolsters economic activity in other sectors such as retail and hospitality. Norco's horse-centric and rural identity lends itself to equestrian activities and events that draw visitors to the City.

Advanced Manufacturing

Advanced manufacturing is characterized by manufacturing activity involving innovative technologies and requiring skilled workers with technical knowledge and training. Advanced manufacturers span industries that include the production of aerospace equipment, medical devices, and computer components.

Advanced manufacturing is represented by a small amount of employment in Norco. There are approximately 90 advanced manufacturing jobs in the City, and this accounts for less than one percent of Norco's total employment. The industry is also not concentrated in the City. The LQ of the industry when comparing Norco and Riverside County is 0.88.

Despite the small current representation of advanced manufacturing in Norco, the manufacturing sector is large and growing in Riverside County and concentrated in the neighboring City of Corona. Norco's location near expanding manufacturing operations and transportation and warehousing facilities and access to manufacturing-training programs and talent in the region, position Norco to attract manufacturing facilities, including advanced manufacturing.

Table 12: Target Industry Sectors Summary

Industry	Norco Jobs	Share of Norco Jobs	Norco/Riverside County LQ ¹
Building Construction and Infrastructure	1,562	13.0%	1.10
Retail and Tourism	3,169	26.3%	0.96
Agriculture and Equestrian-Related Businesses	180	1.5%	3.18
Advanced Manufacturing	90	0.7%	0.88

Source: Data Axel, 2023; QCEW, 2021.

Note: Location Quotient (LQ) is a measure of how concentrated an industry is relative to a larger geography. The LQ shown here represents the concentration of jobs in the City compared to San Bernardino County. A location quotient of greater than 1.0 means an industry is concentrated in an area while a location quotient of less than 1.0 means an industry is not concentrated in an area.

General Plan Policy Recommendations

The recommendations for economic development policies are informed by the analysis described in this report. The recommendations provide high-level direction to the City for sustaining Norco’s economy, expanding its draw for visitors, and increasing revenues to the City. The recommended policies are organized by the following policy categories:

- 1. Expanding Retail and Tourism
- 2. Improving and Maintaining Amenities and Infrastructure
- 3. Supporting Local Businesses and Workforce
- 4. Growing and Diversifying Norco’s Economy

1. Expanding Retail and Tourism

- 1.1 **Promote the City as a destination for agriculture and equestrian tourism.** Leverage Norco’s access to natural amenities, opportunities for outdoor recreation such as trail riding, equestrian-related goods and services, agricultural goods, and farm-to-table restaurants to drive more visitors to the City. Increasing visitors to the City will increase sales tax and transient occupancy tax (TOT) revenues to the City.
- 1.2 **Recruit and support small retail businesses and boutique stores along Sixth Street.** Small, local retailers and boutique stores are a good fit for Norco to expand its retail offerings, and Sixth Street is an ideal location in the City to foster these businesses.
- 1.3 **Establish a brewery and winery cluster in the City.** Norco’s rural and agricultural image lends itself to food-based retailers such as breweries and wineries. Recruit and support breweries and winery tasting rooms to enhance the City’s draw for visitors.
- 1.4 **Explore Norco resident preferences for new retail businesses to inform targeted recruitment of retailers to increase sales tax revenues.** Commission a study analyzing what residents desire and are currently traveling outside the City to acquire. Use the results of the study to target specific retailers to expand Norco’s retail sector to increase sales tax revenues.
- 1.5 **Improve equestrian event amenities.** Explore the addition of facilities through public funding or private partnerships to add more horse stalls and other amenities required to expand equestrian events in the City.
- 1.6 **Explore strategies for expanding the use of the George Ingalls Event Center and SilverLakes for equestrian activities.** The George Ingalls Event Center is known for hosting a variety of equestrian activities and events. Despite having five uncovered horse arenas and 1,500 horse stalls, the SilverLakes Event Center is not used for large events. Consider expanding the use of the SilverLakes Event Center for equestrian events, potentially in conjunction with the George Ingalls Event Center.
- 1.7 **Expand Norco’s hospitality offerings to increase transient occupancy tax (TOT) revenues.** Add one new mid-tier hotel with around 100 rooms to capture more visitors traveling for equestrian and youth sporting events and other tourist activities in Norco to increase TOT revenues to the City.
- 1.8 **Host and support agriculture and equestrian-related community events in the City.** Community events, such as the Norco Fair, can contribute to the vibrancy and sense of place in a community, attract visitors from the region, and serve as a low barrier to entry for new retailers and food vendors. Expand the offering of events and opportunities that enable community members, businesses, and visitors to engage with local businesses.

- 1.9 **Explore the development of a regional tourism marketing program.** Consider a regional joint-powers authority that is potentially funded through a business improvement district (BID) or similar assessment district to promote and develop tourism in West Riverside County.

2. Improving and Maintaining Amenities and Infrastructure

- 2.1 **Establish and promote a location for a “main street” or “town center.”** Explore viable options for a location for centralized retail and civic activities such as Sixth Street. Engage in marketing the new location and coordinating community events in the new location.
- 2.2 **Maintain the separation of land uses that would interfere with the safety and enjoyment of equestrian activities.** Fast-moving automobile traffic and large trucks and other machinery can endanger those riding on horseback. Keep land uses with heavy automobile and truck traffic such as heavy commercial and industrial uses separated from areas with equestrian activity.
- 2.3 **Maintain and improve horse-related amenities and infrastructure.** Explore opportunities to improve equestrian trails and plant more trees to increase shade. Trail maintenance and tree planting could be expanded through community events with volunteers.
- 2.4 **Prepare clear development standards for commercial uses to promote placemaking and walkability and ensure development reflects Norco’s unique character.** Design standards help provide more predictable outcomes for the size and aesthetics of development and can be created to help ensure development fits the character of the community. Standards can create inviting environments that encourage more walking and foot traffic to businesses.
- 2.5 **Explore the future of the Norconian site.** The site of the historical hotel and resort currently includes the California Rehabilitation Center (CRC) and the Navy’s Naval Surface Warfare Center and is closed to the public. Determine land uses for the Norconian site should the site become available for development.

3. Supporting Local Businesses and Workforce

- 3.1 **Support the expansion of Norco College.** Norco College currently enrolls more than 15,000 students and estimates its enrollment to increase to more than 20,000 students by the year 2030. Norco College supports the development of the local workforce and economy and the City. Support Norco College’s expansion needs within the City of Norco.
- 3.2 **Support small, local businesses unique to Norco.** Most businesses in Norco are small businesses with several being home-based businesses. Supporting small businesses can foster local culture, contribute to retail offerings in the City, and create future employment opportunities as some of these businesses grow and expand.
- 3.3 **Connect Norco residents and local businesses with workforce development opportunities.** Host and sponsor events that connect students, workers, and employers with networking and training opportunities. Explore strengthening partnerships with Norco College and small business organizations in the region such as the Inland Empire Small Business Development Center (IESBDC).

4. Growing and Diversifying the Norco’s Economy

- 4.1 **Recruit and support existing businesses in the City’s target industries.** The target industries identified in this report include building construction and infrastructure, retail and tourism, agriculture and equestrian-related businesses, and advanced manufacturing. These sectors represent sectors best poised to grow and diversify the City’s economy.
- 4.2 **Market the advantages of locating in the City to businesses.** Norco has attractive qualities such as access to high-quality transportation, educational opportunities, a talented regional workforce, and natural amenities. Market Norco’s qualities by developing promotional materials or commissioning a marketing plan to help attract businesses that are a good fit for the City.

- 4.3 **Connect businesses with commercial space opportunities in the City.** Provide support to new and existing businesses with finding and securing space for their operations. This could include retail along Sixth Street and Hamner Ave., advanced manufacturing in the City's industrial areas, or new opportunities in the Hidden Valley Specific Plan Area.
- 4.4 **Support the construction and redevelopment of commercial properties.** Help facilitate new development and redevelopment of existing properties in the City to aid in business recruitment and retainment.