

CITY OF NORCO
2050 GENERAL PLAN

PHASE I OUTREACH REPORT

NOVEMBER 13, 2023



TABLE OF CONTENTS

PHASE 1 OUTREACH REPORT 1

Table of Contents 2

Introduction 4

Summary of Outreach..... 4

Key themes..... 7

 Norco’s Strengths7

 Issues and Challenges9

 Visions for the Future..... 12

DRAFT Community Vision Statement and Guiding Principles 17

Appendix 19

 Appendix A. Survey Results and Data 19

 Appendix B. Picnic in the Park Pop-Up..... 21

 Post It Exercise – What is your vision for Norco? Full Responses 21

 Appendix C. National Day of the Cowboy Rodeo Pop-Up..... 22

 Post It Exercise – What is your vision for Norco? Full Responses 22

 Appendix D. Concert in the Park Pop-Up 23

 Post It Exercise – What is your vision for Norco? Summary 24

 Appendix E. National Night Out Pop-Up 24

 Post It Exercise – What is your vision for Norco? Summary 24

 Appendix F. Norco Fair Pop-Up 25

 Post It Exercise – What is your vision for Norco? Full Responses 25

 Appendix G. State of the City Address Pop-Up 26

 Post It Exercise – What is your vision for Norco? Full Responses 26

 Appendix H. Norco Horsemen’s Association Roadshow 28

 Appendix I. EAT Cultural Center Stakeholder Meeting 28

 Appendix J. Equestrian and Agricultural Businesses Focus Group 31

 Appendix K. Hamner Businesses Focus Group..... 32

 Appendix L. Home-Based Businesses Focus Group 34

 Appendix M. Sixth Street Businesses Focus Group..... 35

 Appendix N. Events Leadership Focus Group 37

 Appendix O. Faith-Based Focus Group..... 39



Appendix P. Youth Commissioners Focus Group..... 41
Appendix Q. RURAL Stakeholder Meeting..... 42
Appendix R. FFA Students.....42

INTRODUCTION

The City of Norco is currently updating its 2050 General Plan (GP) to guide the community's future growth and development. From Summer 2023 through Spring 2025, three phases of outreach will be conducted to ensure community input informs and directs the GP. During each phase of outreach, various activities, including surveys, stakeholder interviews, pop-up events, and community workshops, will be conducted.

This document summarizes the valuable community input heard during Phase 1 of outreach for the GP, conducted from July through October 2023. The outreach goal for this phase was to hear broad feedback and opinions from the community regarding challenges, local values, important community characteristics, and visions for Norco's future.



SUMMARY OF OUTREACH

Phase 1 outreach was comprehensive and conducted with key stakeholders, community interests, and the broader public. Across all outreach activities, the project team solicited input and facilitated conversations about community concerns, priorities, and ideas for Norco's future.

Phase 1 Pop-Ups

July 4: Picnic in the Park	August 1: National Night Out
July 22: National Day of the Cowboy Rodeo	September 3: Norco Fair
July 28: Concert in the Park	October 19: State of the City Address



Community members at two pop-up booths speaking with the project team and writing down input.

In addition to pop-ups, the project team conducted eight **focus groups** with members of key community interests across Norco. These focus groups featured in-depth conversations with local business owners, pastors, and event leaders about their experiences in Norco and how the GP can help address their concerns and hopes for the future.

Phase 1 Focus Groups

Equestrian & Agricultural Businesses	Local Event Leadership
Hamner Avenue Businesses	Youth Agricultural Leaders
Sixth Street Businesses	Youth Commissioners
Home-Based Businesses	Faith-Based Organizations

Non-profit and community organizations with significant involvement in Norco were engaged with during presentations at their standing meetings. Phase 1 stakeholder “roadshows” included:

- EAT Cultural Center
- RURAL
- Norco Horsemen’s Association

To solicit further context and input, **individual interviews** were organized with Norco City Council and Planning Commission members as well as with other City leaders suggested by Council, and meetings were held with **standing commissions** (Planning, Parks and Recreation, Historic Preservation and Agricultural Heritage, and Streets, Trails, and Utilities).

KEY THEMES

The following are key themes and quotes that emerged from the Phase 1 outreach activities outlined above. They encompass community assets, issues and challenges, and visions for the future; these themes will be used to inform the next Phase of the GP.

Norco’s Strengths

Emphasis on and Preservation of Equestrian, Rural Living

Most Norconians identify the equestrian, animal keeping, and rural lifestyle as what makes Norco special and unique. They cited their appreciation for the extensive trail system that provides access across the city, including commercial destinations like restaurants and shops. Norconians also enjoy how the relaxed, small-town atmosphere is unique to Norco, compared to the “high-density lifestyles” surrounding the city. Among the benefits of Norco’s equestrian focus are the horse trails and corrals in parking lots, the availability of equestrian organizations and veterinary care, and the focus on protecting wildlife habitats. As one survey respondent wrote, “We are in our own little world. A small town feeling.”

Character of Development

Norconians often identified development restrictions as something they valued in Norco. Of note were the minimum ½ acre lots and resulting low house-to-acreage density in the city. They appreciate the City protecting larger property lot sizes and a perception that homeowners have more freedom and space to build on their property than in other cities. A Norconian referred to having the “space to live” and many enjoyed the amount of open land between properties.

Beyond private property, community members like that Norco has not traditionally permitted many apartments and multi-family complexes and has only recently begun to permit in certain locations. There was also appreciation of how development reflected the equestrian and rural lifestyle in Norco, via ranch-style homes, Western-themed storefronts, and split rail fencing.



Sense of Community

The strong sense of community and sense of pride living in Norco was referenced often and is tied to strong connections with local non-profit organizations, churches, and community events. Norconians referenced the family-friendly atmosphere created by single-family housing, how residents care about their community, and how friendly and helpful their neighbors were. The benefits of the Ingalls Event Center were mentioned by many.

- “Rural way of life that focuses on community. Events like the Norco Fair bring family and friends together and help support the community. Our schools also provide a sense of belonging for our kids.”
- Home-Based Businesses Focus Group: “Norconians support each other – [we] want to support each other and buy from one another.”
- “One of the key reasons I moved to Norco was the community, warm, friendly, a small-town feeling.”

Patriotism

Another source of pride in Norco was the sense of patriotism across the city, which was identified by community members as “ownership and pride for our country,” “love for veterans,” and “freedom.” There was positive reference to the George A. Ingalls Veterans Memorial Plaza, patriotic events held by the City, U.S. Forces banners hung year-round, and the red-white-and-blue center lines on Sixth Street.

Issues and Challenges

Road Safety and Infrastructure Maintenance

Community members were concerned with the varying state of City infrastructure, including sidewalks, horse trails, roads, and fencing across the city. They expressed the need for improved and better maintained roads and horse trails, particularly regarding curbs and drainage.

Some community members were in favor of building sidewalks and bike lanes in addition to keeping horse trails. Some residents only supported horse trails, while others want more paved options to bike and walk.

- “There are a lot of roads that are deteriorated. We need to get the worst streets repaved.”
- “Need for speed humps on residential streets that have chronic speeding due to commuter traffic.”

- “Ensuring traffic congestion doesn’t get worse as the city grows commercially and residentially.”
- “We NEED sidewalks. One side horse trails, the other side sidewalk.”

Another common concern was with traffic in Norco, encompassing both congestion and speeding. Norconians suggested adding speed bumps, especially in residential neighborhoods, to increase safety for other motorists, equestrians, and pedestrians. Concerns with traffic flow and congestion, particularly around the high school and during community events, were also mentioned often. There were also specific issues with consistent speeding on Sixth Street and California Avenue, which is dangerous for equestrians, pedestrians, and cyclists.

Besides speeding and congestion, community members were unhappy with the increasing amount of cut-through traffic using Norco as a means to reach surrounding cities, like Riverside. The Home-Based Businesses Focus Group explained how they “won’t ride horses on some streets during rush hour” due to safety concerns with cut-through traffic. The Sixth Street Businesses Focus Group expressed similar concerns with significant speeding on Sixth Street: “a lot of traffic is non-local traffic and locals avoid Sixth Street, which hurts business.”



Changing Development and Capacity

Most residents wanted new developments to reflect Norco’s rural lifestyle by focusing on increasing small business development while keeping larger chains out of Norco.

Revitalizing and enhancing Sixth Street were mentioned often as opportunities for small

business development to attract tourists and to offer residents more diversity in entertainment and restaurant options.

There were mixed feelings about housing development, with many people wanting to restrict building apartments and multifamily housing in Norco. Some Norconians, however, expressed the need for the City to provide more affordable housing options.

- “I do not want to see our large lots divided into crowded multi-family units. I want to keep single family residences.”
- “No more bars or liquor stores are needed. Develop a teen center; water parks; skate park; more recreation programs that are free or affordable.”
- “More opportunities for community farmers markets/gardens and sharing of local produce/products. Continuing to modernize, update, maintain roadways/buildings without building additional structures to maintain small-town living.”

As the City seeks to further development, there are concerns about capacity, specifically related to parking. The Hamner Avenue Businesses Focus Group outlined concerns with parking in the future if more businesses are brought into the area, and community members at pop-ups referenced the need for more parking facilities for both cars and horses. Other capacity concerns, brought up by community members and the Sixth Street Focus Group, included the lack of a hotel where visitors can keep horses and the lack of a place to camp for horse event attendees.

Safety and Homelessness in the City

There were also a number of concerns about rising homelessness in and around Norco, particularly in the hotels and the riverbed. This was connected to desires for increasing law enforcement and making the city feel safe for those that live and visit.

- “Increasing population of homeless”
- “The City needs to continue homeless assistance programs which prevent fires, reduce demand on law enforcement and ensure the quality of life for residents and businesses, as well as help Norco residents that have fallen into homelessness.”

Visions for the Future

Central Event Space, Recreation Center, and Sports Facilities

There were many calls for a large arena/event space in Norco for multi-purpose use, including use as a cultural performance center/concert hall, for stage productions, and as a recreation center. Some community members suggested repurposing existing spaces, like the prison, into a recreation center for families and Norconians to use for different purposes.

- “A full-service recreation center (Seen in many good size smaller cities.) [A] location for families [and] kids to hang out. Including, gym ... event rooms, crafts, etc.”
- “One thing other cities have that Norco does not is a campus for a community. Meaning that the community center houses the gym, classrooms, and other recreational activities in one place.”

There were also many suggestions for a large sports facility or “action sports park” for the younger generation, which would support baseball/softball and soccer tournaments, a skate park, and the return of a public community pool.



Improving the Trail System and Protecting Open Space

Many Norconians expressed the need for a more extensive safe horse and/or bike trail system around the City and along the Santa Ana River open space. They wished for increased connectivity in Norco, with residential trails connecting to scenic riverbed trails for pedestrians, equestrians, and cyclists. There were also suggestions for a horse-staging area near the river and an improved multi-purpose trail to cross I-15.

There were specific callouts for increasing bike trails:

- “Would like to see a dedicated, scenic, paved, bicycle trail network in Norco. We need other ways to enjoy our beautiful space safely ... not just horse trails and paths.”
- “Bike trail that extends from Hidden Valley to Eastvale. Scenic along the riverbed would be awesome. Not on the busy main streets.”
- “It would seem to me that the City can work on a safer network of bike trails and connect with the regional system.”

Related to calls for a better trail network for both horses and bikes were hopes for more greenery on streets, trails, and sidewalks. Several community members suggested lining trails with drought-friendly trees to “offset increasing seasonal temperatures” and “combat the heat.”

Another desire mentioned was to protect existing open space and expand parks in vacant lots across the City. By effectively managing parkland to mitigate risks of flooding/wildfire and to promote public access and use by equestrians, pedestrians, and cyclists, these places will be safe and reduce the likelihood of unhoused encampments.

Large Events/Fairs to Stimulate Agri-Tourism

Community members also suggested Norco host large events and fairs, some equestrian-themed, to draw tourism and revenue to the city. Many suggested hosting these at SilverLakes or at a new event space, with the development of stables and hotel venues to board out-of-town visitors and their horses. There were many who wished to bring larger horse shows to Norco and introduce tourists to the City’s equestrian-oriented lifestyle:

- “Get a yearly equine affair here like they used to have at the Pomona Fairgrounds. ... Horse events during the weekend equestrian affair would bring tons of money to this town.”
- “Midsize and large events (Ingalls and Silverlakes) that attract out of Norco participants.”
- “More interactive animal/horse/agriculture events to bring people from outside communities in for children & family “experiences.” When people learn and

experience something personally they care more about it, and in turn want to help protect it.”

The Agriculture and Equestrian Businesses Focus Group noted that while larger horse shows in Norco would be valued, there are infrastructure limitations to address. These include a lack of permanent stables, warm-up arena, and the need for a larger event space. Other community members drew attention to the lack of parking to support big events and how creating more parking facilities (for trailers, horses, and cars) would support event attendance.



Robust Downtown City Center and Strengthening Economic Development

A very common idea for Norco’s future was the development of a more robust downtown city center with a new shopping/dining area. Suggestions included developing Sixth Street into a “Main Street,” with rural lifestyle-themed small shops and finer dining opportunities, or to build an open-air shopping/dining center on Hamner Avenue. Norconians believe a lively community gathering place with Norco-themed shopping and dining would serve to attract and welcome tourists.

The Sixth Street Focus Group noted that they would like to see Sixth Street become a more comfortable and livelier place for community members to walk, especially at night. They also suggested building a park or plaza at the center of Sixth Street.

In general, community members felt that the current shopping and dining options in Norco were insufficient and hoped for more nightlife options and upgraded sit-down fine dining options. They felt a lack of a central space for community members to shop, eat, and recreate in Norco:

- “A better “Main Street” situation on Sixth Street allowing for gathering of family and friends in a social environment with small shops and dining opportunities.”
- “A Sixth Street shopping area that has a mix of small mom and pop shops that are unique to Norco. Folks would be able to walk or ride in carriages along Sixth Street to visit the shops.”
- “Over by the Chamber on Hamner, a walkable cute Western-themed district with shops, small businesses, eateries, activities. Kind of a small-town central meeting place. With the movie-set style gazebo. Across the street could be a big new museum & other activities for people.”

Beyond a newly developed downtown area, community members were interested in growing and attracting businesses that grow the local tax base and increase employment opportunities. Norconians desired these new businesses to both relate to Norco’s agricultural, rural lifestyle as well as make positive contributions to the small-town character that Norco is known for.

Increasing Affordable Development and Diversity

While many Norconians expressed opposition to multi-family development in Norco, there were a significant number of community members who wished for more affordable housing options for youth, students, and seniors. Suggestions included developing affordable housing on empty lots, building high-density housing along Hamner Avenue, and creating an assisted living facility for older residents. A community member also recommended investing in the community college to “provide access to our citizens for upward mobility.”

- “Some affordable apartments would be nice, animal friendly. But keeping open spaces and keeping things rural is very important. The small-town feel is one of Norco’s best traits.”

- “Build affordable apartments and/or condos so that our young people can afford to remain here in Norco, near their families. Build assisted-living centers so that seniors will not have to move away.”
- From a Commission Meeting: “Don’t change overall goal of agricultural heritage; but we could use an assisted living facility. Our seniors need somewhere to go when they can’t take care of two acres anymore.”

Additional housing options, targeted towards young families not yet able to manage a large agricultural lot and older households no longer interested in maintaining large property, should be designed and located to complement Norco’s current housing and small-town character. Many community members expressed distaste with the standard large affordable housing developments (i.e. large apartment buildings).

Some community members expressed wishes that Norco was more welcoming and friendly to diverse populations.

- “More support and recognition of our minority population and businesses. They are a growing faction in this city and should be represented and recognized accordingly.”
- “It’s a really big dream, one more for the world than just Norco, but for people to live peacefully with each other despite cultural, political, racial, gender, age, lifestyle differences. Most of us moved here for similar reasons: an equestrian or rural lifestyle, close community of neighbors we can call friends, Cali weather, larger lots, etc.”

Fostering Local/Community Agricultural Living

Norconians had a lot of ideas for how to better integrate agricultural living into Norco’s events, programs, and spaces. Suggestions included a shared community garden, a farmers’ market selling local produce, and programs to educate about self-sustainability. These local farming focused activities could “promote sustainable agriculture” and position Norco to be “a home for self-contained homesteads.”

- “Having public or privately owned spaces where actual crops and agriculture education [was provided] would be really interesting. Partnering with an NGO to

provide the land, soil, seeds to grow food crops and have local education institutions and the City help in the process would be neat, and the food could be donated or shared with the locals or on a farmers' market.”

- “Local farmers’ and artisan markets.”
- “Farm to table industry thriving in Norco and providing food to local families and businesses.”

In a stakeholder meeting with the EAT Cultural Center, which spearheads an intensive apprentice program to teach Norconians how to start a farm business, they noted Norco’s unique ability to “use food to promote community, healthy lifestyle, and to incorporate agricultural lifestyle into development, housing, gardening, and senior programs.”

DRAFT COMMUNITY VISION STATEMENT AND GUIDING PRINCIPLES

The extensive public outreach outlined above informed the following vision statement, which encompasses the sentiments heard across outreach. This statement is an overarching guide to provide direction and inform the key themes to be addressed in the GP, as well as an answer to the question of how Norco should progress while holding on to its core values and essential character.

Draft Vision Statement

Norco will be a premier community for animal-keeping and small-plot agriculture—a community that takes pride in its small-town values, celebrates its rich, rooted history, supports its local businesses, and preserves an equestrian-oriented, large-lot, rural lifestyle that cannot be found anywhere else in Southern California.

Community-based Guiding Principles

1. Ensure Norco remains authentic and preserves its animal-keeping, equestrian-oriented, agricultural lifestyle.
2. Establish a more prominent downtown that complements Norco’s character and offers enhanced opportunities to shop, dine and socialize.
3. Position Norco as a prime destination that offers equestrian and agricultural experiences, including events that celebrate Norco’s heritage and Western traditions.
4. Promote youth-based agricultural programs and experiences to sustain Norco’s lifestyle for future generations.
5. Ensure that all new housing and development is designed to complement Norco’s small-town scale and character.
6. Enhance and expand Norco’s parks, community facilities, and all-mode access to open spaces, particularly the Santa Ana River and the Norco Hills.
7. Improve Norco’s street and trail network to offer a full range of safe and comfortable travel modes and equestrian access.
8. Attract revenue-generating businesses and events to financially support Norco’s large-lot lifestyle and equestrian amenities.

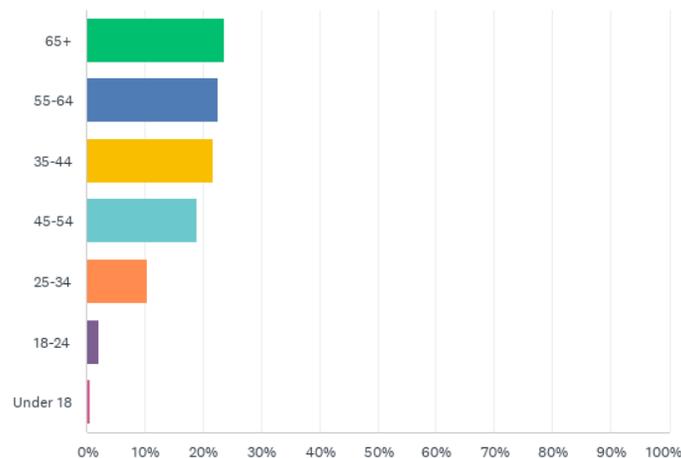
APPENDIX

Appendix A. Survey Results and Data

The online survey, as outlined above in the Summary of Outreach, had 929 respondents. Themes and takeaways from the survey responses are encompassed in the above Key Themes section. The following is demographic and other identifying information from the survey.

Age: 88% of respondents were 45 years or older, with almost 25% of them at least 65 years or older. The graph below summarizes the age distribution of survey respondents.

Q12 What is your age?



Race/Ethnicity: 74% of respondents were White/Caucasian, and 17% were Hispanic/Latino. There was much less representation from all other backgrounds.

Connection to Norco: 90% of respondents live in Norco, with 68% of them owning property. About 20% of respondents work in Norco, with 11% of them owning their own business.

Some respondents answered that their children attend school in Norco or respondents themselves attend school in Norco. Many board horses or raise other animals in Norco but

live outside the city. It was also common for respondents to be part of a multigenerational Norco family that had lived within the city for over 30 years.

- “I lived in Norco for 50 years. I grew up in Norco and raised my children in Norco. I own horses and have my entire life. My family, unfortunately, moved away two years ago due to all the negative changes occurring in Norco. We would move back in a heartbeat if Norco returned to its equestrian roots and stopped pandering to all the non-equestrian city people.”

Location: 51% of respondents lived East of the 15 Freeway, 37% lived West of the 15 Freeway, and a smaller proportion lived in Norco Hills (11%).

Transportation: The survey also asked respondents what their primary mode of transportation is when traveling in and around Norco. Most people drive (98%), followed by walking (43%), horseback riding (34%), golf cart (20%), and biking (16%).

In addition to the free response questions, which are encompassed in the Key Themes section, the survey respondents were asked some multiple-choice questions. The results to those questions are the following:

What are Norco's most unique and special attributes? Select all that apply.

Answered: 925 Skipped: 4

ANSWER CHOICES	RESPONSES
▼ Agricultural, animal-keeping and equestrian lifestyle	90.38% 836
▼ Community events, including rodeos, parades, fairs and concerts	83.14% 769
▼ Access to natural open spaces and trails, including the Santa Ana River	73.41% 679
▼ Regional equestrian, sports and event attractions, including Ingalls Event Center and SilverLakes	67.89% 628
▼ Strong sense of community with neighbors, businesses, community groups and volunteer organizations	67.14% 621
▼ Commitment to public safety	35.03% 324
▼ High quality public services, including schools and local government	30.92% 286
▼ Commercial development concentrated along the Sixth Street and Hamner Avenue corridors	17.30% 160
Total Respondents: 925	

What are the most pressing issues and challenges facing Norco? Select all that apply.

Answered: 874 Skipped: 55

ANSWER CHOICES	RESPONSES
Ensuring new development complements Norco's agricultural, animal-keeping and equestrian lifestyle	72.88% 637
Maintaining and enhancing Norco's horse trails, open spaces and parks	71.97% 629
Ensuring fiscal sustainability to maintain Norco's large lot lifestyle	65.45% 572
Designing streets to be safe and accessible for all community members, including equestrians, cyclists, pedestrians and people with disabilities	51.37% 449
Preparing for flooding, wildfires, heat waves, droughts and other hazards	37.87% 331
Creating meeting and gathering places throughout the city that include shops, restaurants, plazas and activity areas	27.35% 239
Supporting a diverse local economy (e.g., local small businesses, large employers, new industries and technology, etc.)	25.51% 223
Building housing for different types of families (e.g., families with multiple generations living at home, single young professionals, seniors, etc.)	17.51% 153
Total Respondents: 874	

Appendix B. Picnic in the Park Pop-Up

A pop-up was hosted by the City of Norco at their annual Picnic in the Park, celebrating the Fourth of July. Community members were invited to leave sticky notes on a post-it board with their “Vision for Norco” and were given the opportunity to take a short online survey. The survey captured city attributes important to the survey taker, as well as their ideas for improvements within the city. Flyers were also available with a QR code to take the survey at a later time, if desired. A comment box was provided to leave a name and email address to stay informed of future workshops and events to develop the 2050 Norco General Plan.

Post It Exercise – What is your vision for Norco? Full Responses

- Invest more money to education
- Don't allow Coyle property to be developed
- It's beautiful plants and succulents
- Security
- Trader Joes
- More horse events in Silverlake
- I love the horses!
- Animals
- Need a dog park
- I don't litter
- Keep the dogs
- Keep it rural
- Horses
- It's the horses!
- Keep the nice parks (Pikes Peak)
- Help others in need
- No plastic fences
- Trader Joes
- Horses
- Birds & Dogs
- Keep our large animal keeping lots
- Cleaner air
- I would love an old town, main street to walk, shop & dine.
- More libraries and bookstores.
- Common garden
- More horses
- More hiking trails
- No business parks!
- Keep the big rock pumpkin
- More bingo nights!
- More trails
- More play grounds
- Keep the rivers clean
- Horses & cows
- I love the mountains
- Less commercial buildings
- More kids or horses
- We need sidewalks, no horse trails
- Like the events
- I like the ponies

- No business parks!
- More shade!
Everywhere – parks, parking lots
- Add unicorns
- Move forward & sustain ourselves in the 21st century while keeping our rural lifestyle
- Fixing the roads
- How old and horsey the town is
- I love Norco
- More horses; less traffic; more barns
- A museum please
- Keep horse trails clean!
- Private mine for gems
- Bicycle trails to schools
- More farms and less houses
- Ice cream socials
- Target
- Keep our sweet town “Small Town”. Keep it rural.
- Keep Norco clean
- Fourth of July we can do fireworks
- More boots and horses
- Security – parks, memorials – graffiti
- No curb & gutter
- Want Trader Joes
- Combined city hall complex – library, Riley Community Center
- Speeding & noise takes away from Horsetown USA
- Need streetlights & drainage

Appendix C. National Day of the Cowboy Rodeo Pop-Up

A pop-up was hosted by the City of Norco at their National Day of the Cowboy Rodeo at Ingalls Event Center. In addition to taking in bull riding, barrel racing, break-away roping, team roping, wild donkey riding and mutton busting, community members were invited to leave sticky notes on a post-it board with their “Vision for Norco.” Flyers and a poster board invited community members to click a QR code to take a survey capturing city attributes important to the survey taker, as well as their ideas for improvements within the city. A comment box was provided to leave a name and email address to stay informed of future workshops and events to develop the 2050 Norco General Plan.

Post It Exercise – What is your vision for Norco? Full Responses

- ♥ Norco Community
- Fair
- Help others
- Support new businesses along Hamner
- Has great of scenic views
- Need streetlights
- Fix potholes
- Bike paths
- More trails for horses new the river
- Horses
- Pick up trash
- Rodeo
- More restaurants
- Stop speeding cars
- Better roads
- Sidewalks along horse paths
- Big animal friendly
- More patrols for crime and traffic
- Barrel racing
- More respect for trail riders!
- No multi-family
- Horse events
- Sidewalks
- Love the community aspect of the city
- I like all of the horses

- Cowboy
- More houses with horse property
- Horses
- Need “center” to the city
- Splash pad park
- Horses
- Fundraiser
- Rodeo
- Horses
- Community projects/events
- Rodeo
- Vacay toro
- Longer trails, nicer trails
- Cut thru traffic a problem
- Has good house
- Rodeo
- Fire safety
- Horses
- Rodeo children’s program
- Block horse trails with rock or bar so no car access
- No sidewalks. More horses!
- Riding horses!
- NO! speeding cars.
- Rural living
- Horses
- Livestock
- Trails
- Horses
- Community service
- Horse
- Repave roads
- Security
- Horses
- City cleanups
- More horse trails
- Community service
- No “center” to the city. Would like to see one.
- Someone discussed being outbid on a store on Sixth street.
- More schools.
- Love the community aspect of the city
- Concern about security near the gold course, especially around 4th of July
- Bike path (roads have debris that cause flat bike tires)
- Sidewalks along horse paths
- More trails for horses (near river area)
- More stores for horse supplies
- Speeding cars around horses (they spook the horses)
- Fire safety (wildfire)
- No multi-family housing. The city doesn’t have the capacity for it.
- More sidewalks
- Support tax generating businesses along Hamner
- Cut through traffic is a problem
- Would like to see a second entrance to Norco College: a lot of students from Corona and Eastvale.
- More restaurants
- Safety/security around Sixth Street
- Some roads need repaving

Appendix D. Concert in the Park Pop-Up

Norco’s last Concert in the Park event of the 2023 season was another opportunity for community outreach on the General Plan. As with previous outreach pop-ups at city events, community members were invited to leave sticky notes on a post-it board with their “Vision for Norco.” A poster board explaining the General Plan process was at the booth with a QR code to take a survey capturing city attributes important to the survey taker, as well as their ideas for improvements within the city. Flyers, with the QR code, were also available.

Post It Exercise – What is your vision for Norco? Summary

- Keep things the way they are!
- More trails less development →
Horsetown USA ←
- Very good city!
- More respect while riding & more trails
- Bring Bakers Burgers back
- Drivers to respect people on horses better
- Dog Park
- More horse trails
- More horse “parking lots”
- Shade for horses
- Educate e-bikes – NO motorized vehicles on trails
- Healthier food options
- *Like that small town feel. *No overbuilding.
- Rehab backyard trails. 10+ miles
- Clean up waste
- Keep Norco Horsetown USA
- I like its cowboy

Appendix E. National Night Out Pop-Up

National Night Out is an annual community-building campaign that promotes strong law enforcement-community partnerships and neighborhood camaraderie to make Norco’s neighborhoods safer, more caring places to live, work and play. Norco alternates hosting National Night Out with the cities of Eastvale and Jurupa Valley, which are all serviced by the Riverside County Sheriff’s Department and CAL FIRE/Riverside County Fire Department. This year’s National Night Out, hosted in Norco at SilverLakes, was a family-friendly event that included law enforcement demonstrations, live music, food vendors, activities for kids, as well as a City of Norco booth. The booth solicited community member opinions on Norco’s attributes and their ideas for improvements within the city via a post-it exercise and by taking a short online survey. A poster board and flyers were available with a QR code to take the survey. A comment box was provided to leave a name and email address to stay informed of future workshops and events to develop the 2050 Norco General Plan.

Post It Exercise – What is your vision for Norco? Summary

- More agriculture learning programs!
- Lake Norconian Water Park
- Less trash. More helping hands.
- Dog park for everyone
- Pools for everybody to swim and dogs
- Splash pads
- Parks & lighting
- Stores for shopping
- Make Sixth Street _____
- Better and more fields for youth sports
- Norco _ _ _ _ Hotel
- Go back to wood fences instead of vinyl
- User friendly website
- No litter
- Designated bike path/lane.
- Cat park
- Horses
- Pools
- Better streets

- Public pool – we miss The Plungel
- Zipline from Pumpkin Rock to Ingalls
- More sport fields open up for everyone
- Have a big public barn
- I like the horse
- Add speed bumps on El Paso
- More public arenas

Appendix F. Norco Fair Pop-Up

The Norco Fair is an annual four-day event that has been held for the past 60 years; there is live music, food, rodeo and bull riding events, kid-friendly live entertainment, and mower races. The theme for this year’s event was “The Heart of a Volunteer.” The City of Norco hosted a booth that solicited community member opinions on Norco’s attributes and their ideas for improvements within the city via a post-it exercise and by taking a short online survey. A poster board and flyers were available with a QR code to take the survey. A comment box was provided to leave a name and email address to stay informed of future workshops and events to develop the 2050 Norco General Plan.

Post It Exercise – What is your vision for Norco? Full Responses

- More sidewalks, especially along Sixth Street
- Pave roads (lots of potholes)
- Cut – through traffic along Valley View
- Come to Norco for DMV, Post Office, Grocery Outlet
- Miss Pageant Show that used to be sponsored by Chamber of Commerce
- More parks, especially on west side of town
- Like the library
- More activities/offerings for young kids
- Don’t let Norco become Orange County, leave Norco, Norco.
- No warehouses
- No apartments
- I like the horses
- Find Jesus
- Live in Corona do all kids activities in Norco
- God in Public Schools
- I love On Pointe Dance Studio
- No more industrial buildings
- I like the horses
- My friends live here
- Horses
- Love the horses, no more littering
- On Point
- I like school
- Like the parks
- Keep it rural
- Be happy
- Ice cream socials
- Cleaner roads
- Keep the horses
- No more warehouses
- Finish Valley View, Second to Sixth
- We love the Norco Rodeo
- More affordable housing
- More accessible sports fields
- The roads
- I love the community here
- Stay the way it is
- Christian School
- Norco Horseweek Queens
- Would like to see a classical symphony based in Norco
- Stay Rural! 😊
- Housing & big businesses taking over

Appendix G. State of the City Address Pop-Up

The State of the City Address is a free event in which Norco's stakeholders were encouraged to attend and continue celebrating "A Century Rooted in Rural Living." The event included a presentation by Mayor Robin Grundmeyer and a farmers' market at Norco's newest facility, The Barn at Ingalls Event Center. At this time, the online survey had closed, however the event layout featured a large display that solicited community member opinions on Norco's **successes/accomplishments, obstacles/challenges, and visions/ideas for the next 20 years.** via a post-it exercise.

Post It Exercise – What is your vision for Norco? Full Responses

- Animal control
- Traffic
- Keeping it rural
- Keeping rural
- Parks
- Horses & livestock
- Small farms
- Get The Norconian back & restored
- More than one home on a property
- Lighting/dark roads
- Fixing our streets and drainage
- Speed bumps on cut through streets
- Maintain our agriculture – that's why I moved here
- Community participation of young people – our future
- Lower permit fees
- Challenge – rental prices are way too high. If you don't own a home, it's hard to live here
- Streets – can't see any street that doesn't need repair or resurfacing
- Taxes, traffic & cost of utilities
- The preservation maintaining and protecting all agricultural living
- Overpopulation
- Keeping us rural. Large lots.
- City classes on horse and animal keeping.
- Roads & we need MORE motors (officers)!
- Veterans Memorial
- Youth commission program
- The many volunteer orgs which help preserve Norco's unique character. Also, great folks
- Veterans Plaza
- Veterans Memorial
- A world class BARN
- More of the same
- Sacramento
- Keeping horse community in Norco – Keep horse trainers.
- Amazing Rodeo!
- Norco Mounted Posse
- Valley View
- Repairing Streets
- Love love love all the animals
- Traffic
- Need more police presence
- Traffic to Riverside too much on California
- Homeless
- Equestrian Volunteer & Community Events working in unison to keep Rural AND Welcoming
- Local clean-up of yards
- Horse Keeping
- War Memorial
- Not sure. Come back to me in 2050!
- Make the minimum lot size ½ acre to preserve the rural lifestyle
- Enact and enforce ordinances to keep E-bikes and

- golfcarts off the horse track. These vehicles are ruining the trails and pose a danger to horseback riders.
- Non-horse communities infringing on our animal-keeping lifestyles
 - What I like about Norco is the parades
 - Honest voting
 - FFA for Students!
 - The Barn at Ingalls
 - I love Norco for its Love of Agriculture
 - Measure R
 - Expansion & Development of George Ingalls Event Center
 - Keeping the feds from unreasonable policies and programs into our city
 - Shuttles along Sixth street to Ingalls
 - Affordable housing for young Norconians
 - Potholes
 - Clean up the horse trails
 - My brother we need an Autism center because my brother has autism
 - Mounting blocks for the short people
 - The chickens are the best
 - Rocketship
 - Challenges with getting the promotion of the western lifestyle
 - Volunteer group support
 - Get more young people and families to buy homes & live in Norco
 - Legalize metal buildings, cannabis, and freedom
 - Keeping livestock – we are losing this on our own lots. City people buy our houses but don't want or have livestock.
 - Overpopulation – meaning the new building of apartment homes
 - The support and feeling of close community
 - Need better police response to noise pollution complaints
 - Ingalls Event – Veterans Memorial
 - Gold Star & Blue Star Family
 - Community pride
 - City Council commitment
 - No more buildings or hotels
 - Expand Norco College
 - Keep the way it is
 - Community Events: parades, rodeos, fair, movie night, summer concert
 - Ingalls event center
 - To help continue the love of Rodeo – Horsetown & Western lifestyle
 - Having a tight and stable community within our city
 - Downtown central area for community gatherings
 - Sidewalk & light at night
 - Lack of affordable housing for all
 - Increased truck traffic from the new warehouses
 - Clean up the businesses on Hamner
 - Vinyl fencing
 - Affordable housing for everyone – Norco is such a great town that I want to be able to live in
 - Miles of horse trails both in City & riverbed
 - California state laws coming from Sacramento
 - Dirt roads = slow traffic
 - Keeping large lots
 - Variety of housing types for a variety of family types at a variety of income levels
 - Continue to be a proud community Horse Town USA



Appendix H. Norco Horsemen’s Association Roadshow

This roadshow took place on September 21, 2023, at 7 p.m., and was attended by approximately 40 Association members. The presentation was facilitated by project team member Susan Harden. Below are notes regarding the Association’s priorities and ideas for the future.

- Agree with agri-tourism concept. But need to balance with resident needs – Temecula business owners complain of tourists “taking over” the town.
- With so many small farms, we should foster more sharing and interaction among farmers – sharing produce.
- Demographics trend older here. Would be great to have a residential concept that supports seniors transitioning away from individual rural lots to shared rural sites – condo style housing, but with easy on-site access to shared horses, animals, open space, agriculture, etc. (Laguna Woods example – rural senior housing)
- Provide transition plan for seniors who can no longer take care of their horses or other animals.
- Focus on aging in place in Norco
- Consider a parking structure blended into hillside to support big events
- Keep the prison – better the devil we know than the devil we don’t. However, incorporate horse training and other ways to support rural lifestyle into the prison.
- We have more dogs than horses – need a dog park
- Expand knowledge of dial a ride services (some in room didn’t know about it)
- Improve transit with the community.
- Add small tram from Hamner to end of Sixth Street
- Improve and make the city more walkable. The Detroit area is more walkable than Sixth Street.
- More walking areas outside of horse trails (riverbed, open space, etc.)
- What is being approved on Sixth Street (electrical, etc.) is not in keeping with a walkable, beautiful, rural environment. Need right zoning.
- Renovate the Norconian
- Need commercial to help pay for other things we want/need in Norco.
- Redevelop the American Legion area with shops and restaurants
- Need to attract Silver Lakes attendees to Norco rather than Eastvale. Better branding and partnerships.
- Keep western style architecture
- Make Norco more appealing to visitors – add staging areas in the riverbed
- Parking spaces must support large vehicles and trailers – and mustangs (the horses, not cars!)

Appendix I. EAT Cultural Center Stakeholder Meeting

This stakeholder meeting took place on August 26, 2023 at 1:30 p.m. and was attended by the EAT Cultural Center’s Patrick Mithcell and Chris Faucher. Project team members David Sargent and Juan Gomez-Novy, along with Alma Robles and Jean Ward from the City of Norco, were also in attendance. Below are the complete notes from the meeting.

- Background
 - Working in the Norco community since 2019.
 - Founded 5 Keys non-profit in the Bay Area with a desire to impact communities' quality of life through education in jails – first charter school inside a jail. Expanded to LA County jail system. Focus on vocational education – one program was farming. Other programs included landscaping and recycling. With a vision to make a farm school program inside of the jail, ended up with composting, farming, etc. Put together a series of learning experiences.
 - But we were lacking a community connection. Determined that a place like Norco was more ready for this than the LA County, which had a hard wrapping its head around notion that agriculture is part of the community. Norco has been doing this over the past 100 years, since its founding. What are these wisdom agricultural pieces, and how do we weave these back in?
 - Established the program in the old library which was the old city hall which was the office of the founder of Norco. Space is donated by City. Opened up right before the pandemic. Pandemic was a set-back, but space was large enough for social distancing.
 - Located at 3954 Old Hamner Road. Still operating in their original building.
- Program
 - 12 people or so in first class. Many went on to start farms in Norco. We're in our fourth class of apprentice programs with 60+ people enrolled.
 - Up to now have helped establish 20 or so farms in Town.
 - The farmers' market started so our farmers had an immediate outlet for sales of their produce. Provided a place for fledgling small businesses to start selling to the community.
 - The 10-month apprentice program includes all aspects of starting a farm business: food safety, soil, marketing and business planning, farming, farm and business plan. Graduates are ready to go out the gate and start their business.
 - Only three programs in the state of CA are like this. Others are in Sacramento and Salinas. We cover the southern third of the State's program for farm education.
 - Attract students from five counties. Approximately 40% are Norco based, the rest come from elsewhere.
 - The program continues to grow. Maybe we should be a regional organization. Norco is having a huge impact on the region.
 - The program is free. Receives grants from USDA, CA Dept. of Food & Agriculture, along with smaller grant dollars. Looking for small corporate money, too, to help us be more flexible. Also, located on edge of land provided by City so have some revenue from farm space. The city has helped build property. Have some space to help generate revenue. The city has helped provide property to help generate revenue from farming: 4061 Sierra (5.1-acre property owned by City which will eventually be developed with Veterans' housing. 2.83 acres at 4208 California - will transition to California property. 4095 California, too.
 - Norco is a very strong community. All different kinds of people live here. Community safety, resiliency, and sustainability are Norco strongpoints. Hispanic Heritage month being represented, EMS discussing safety and how to build resilient community, and supporting veterans and disabled is what Norco is all about. EAT program offers a connection to the historic wisdom that Norco was founded on. The diversity of the program fits Norco's culture.
- Norco
 - Direct to consumer produce and small animal keeping, this is a place that stands out statewide to people.
 - Hearing regularly from people in town, that pressure is coming in from Eastvale – farms that have been red tagged and converted to distribution centers and strip



- malls. That kind of sprawl and land use spreading across the Hamner Bridge from Eastvale into Norco is problematic. Has potential to erase Norco's culture.
- Silverlakes is the least Norco thing in Norco. It's good for sports but it isn't Norco. Don't base development decisions on how it serves Silverlakes.
 - Area between Hamner bridge (across river) and Detroit St. and then onto Sixth Street has potential to be strong gateway into Norco that represents Norco's values. Can help heal the wound created by the I-15 and Hamner. There is a lot of underutilized land available in the area. Gateway can be inspired by Norco' agricultural history. Key area assets include what you see as you cross Detroit St., including a cluster of historic buildings (historic houses, old post master's home, the original city hall, and the office of Norco's founder, Rex Clark). Same location where they brought people to teach them about farming. Potential area to showcase agriculture as you come into town: farm to table restaurant, dressed in period dress – farming, ag, and food.
 - Pockets in the San Fernando Valley, such as Chatsworth and Old Calabasas, are reviving the Valley's agricultural past where so much agricultural history has been erased. Key is to purpose agriculture in a strategic way – to tactically involve the community and organizations that understand the importance of agricultural commerce in a town. Difference between dollars and value. Dollars need to bring value compensation. The EAT Center is high value to the town of Norco.
 - Norco has the ability to create models that other cities and towns cannot – using food to promote community, heal and promote healthy lifestyle and to incorporate agricultural lifestyle into development, housing, gardening and senior programs. Most cultures center around food in one way or another.
- Issues/recommendations
 - Cost of manure management and water need to be revisited. City policy needs to support Norco's agricultural values and make it easier to farm. Norco still has a few policies in place that make it harder to farm. City policies need to enable, financially, the things the City and community want to happen, instead of discouraging people from farming. Send a list of policies that aren't working and why.
 - Make sure the talk of agriculture also includes animal keeping. We separate the horses and animal keeping too much. It's not either/or, it's both. We couldn't grow organic vegetables without horse manure. By approving the allowance of home-based composting, the City has started to tie those things together. But not enough. Composting used to be illegal. Policy change is a step in the right direction.
 - There is a model in other communities that supports agriculture, such as water rates. Manure and water are the toughest. Patrick and Chris will send a list of harmful policies and sample policies from other communities that support ag – model policies.
 - Norco's core values are very important. Future developers need to provide projects that are consistent with Norco's values. Current development proposals tend to not be unique or place based. Each new development needs to be more Norco, not less Norco.
 - Developing a proactive strategic plan that has longevity. Avoid reactive policy making – provide deliberate policy and reverse engineer it to get to the outcomes we want. Objective is to make Norco-specific provisions. This also results in better developers. Development is going to happen, but if you set the stage, you will get good development. Set the stage so we get the right development.
 - There are generalizations and characterizations of Norco that are not true (“red necks,” “racist,” “not diverse,” etc.). But it's not that way at all. It's a town that agrees on what the town is. Unifying piece is this cultural piece – politics aside. Food is at the core. It's a city that identifies as a town. Connection to the earth. And place where people can provide for themselves.



Appendix J. Equestrian and Agricultural Businesses Focus Group

This focus group took place on September 20, 2023 at 11 a.m. and was attended by Cassandra Holly of Leaps & Bounds Pediatric Therapy, Erin Simon of Circle D Ranch, and Nicki McGinnis of McGinnis Training Center. Project team members David Sargent and Juan Gomez-Novy, along with Jean Ward from the City of Norco, were also in attendance. Below are the complete notes from the meeting.

- The State is becoming more and more engaged – some would say intrusive.
- Norco should stay Norco. Needs a consistent feel that reflects Horsetown. New buildings need to be designed according to Norco look.
- Equestrian Trails
 - The trails are well maintained.
 - The current General Plan was laid out according to equine access.
 - Need to preserve equestrian trails along Norco’s streets – have been removed from a few locations. New buildings need to be horse-friendly.
 - Difficult to cross the I15 freeway on horseback. Not important to ride down Hamner, but do want to cross the I-15. There is a trail on the northern side of the City that crosses under the I-15 that works, but needs improvement.
 - Fifth Street is wide – some of its right-of-way could be dedicated to horse trail.
 - Two or three attractive ways to access the river: along streets, through mountains.
- Equestrian activities/lifestyle:
 - Norco feels safe as a horse community. People help each other out when there is a problem.
 - Estimate that 50% of Norco residents generate income from animal raising and small plot architectural activities. Other 50% interact recreationally for hobby.
 - Estimate that 90% of customers for equestrian businesses and non-profits (such as Leaps and Bounds) come from out of town.
 - Many small businesses probably do not obtain business licenses.
 - Do not want to further restrict property animal keeping/small plot ag uses.
 - Uses that can be incompatible with equine lifestyle:
 - Large equipment, trucking operations, maintenance yards.
 - Trucks and back hoes in back yards.
 - Construction and construction activities are a large part of Norco’s business community.
 - Perhaps zoning is refined to ensure that these uses are located in commercial/light industrial areas such as Hamner.
 - Restrict large truck traffic along Sixth St. or other streets? However, still need to accommodate horse trailers and some trainers use large rigs. Rodeo brings horses in 18-wheel trucks.
 - Southern California, equestrian community is being squeezed. Most people in Orange County travel to Norco to buy hay and other agricultural needs.
- Equestrian Events.
 - People come from as far away as Salt Lake City.
 - Outsiders typically stay in hotel.
 - People- to-horse ratio depends on event. For local carriage saddle and harness shows a 1:2. But can be up to 4 or 5 horses per individual.
 - Number of high-profile events in Southern California has increased (although not in Norco) - might be related to upcoming Olympics. Big event centers are in San Juan Capistrano and the Sepulveda in San Juan Capistrano.

- Impediments to larger horse shows in Norco include:
 - Lack of permanent stables. If more stabling could hold bigger events. Portable stables acceptable for high-end shows. Bigger show arenas have built-in place that sell out quick. Ingalls is horse show place, not SilverLakes. SilverLakes is just a soccer field now.
 - Warm-up arena where competitors can prepare while show is occurring in show arena.
 - More arenas or two locations (such as adding SilverLakes?).
- Equestrian community would be happy to pay for parking to use a facility.
- Land is more valuable for houses than horse facilities.
- Can use reputation of City to bring in more people for events?
- Maintenance.
 - Trail maintenance is important – filling in ruts after rainstorms and mending fences that fall over.
 - Consider scheduling clean-up events where volunteers maintain the trails – a good way to bring the community together.
 - Street trees would be beautiful but require maintenance. Concern that funds for maintaining trees would be diverted from trail maintenance. Norco has strong winds, too, that periodically knock trees over.
 - From the perspective of the motorist, maintenance of streets – filling potholes, etc. – is important.
- Streets, curb, and gutter.
 - City has been doing a good job of introducing curb and gutter. Typically install only where needed to help with stormwater drainage and localized flooding – generally do not install curb along the whole street, which is appreciated, especially since the dirt shoulder is used for unloading horses and parking.
 - Curbs not good for horses along trail pathway, but okay parallel to trail.
 - Stormwater grates with wide openings are dangerous for horses (trap their feet).
 - Sharp or steep driveways need should be avoided – driveways should not encroach into trail. Paving across trails between street and property should be avoided.

Appendix K. Hamner Businesses Focus Group

This focus group took place on September 20, 2023 at 2:30 p.m. and was attended by Tor Hemborg, of Hemborg Ford of Norco, and Nicole Brunk of Brunk's Butchery. Project team members David Sargent and Juan Gomez-Novy, along with Jean Ward from the City of Norco, were also in attendance. Below are the complete notes from the meeting.

- Brunk's Butchery.
 - Sells high-end, farm-fresh meat that exceeds USDA standards, including Wagyu Beef, A5. Norconian's like it and it is healthier than regular meat.
 - Do not buy any poultry or meat from local Norco small farms, but would consider buying eggs or vegetables, if meet certain standards – one problem is their current store is not large enough to accommodate additional goods.
 - Concerned about construction of Dutch Brothers and Freddy's Custard on adjacent parcel: worried about amount of parking and potential for drive-through blocking access. Adjacent dance studio needs a lot of parking spaces and often park in Brunk's oaring spaces. Brunk's is around 1,100 – 1,200 sf.

- Worried about affect on business bottom line if customers cannot find parking, including during construction – would appreciate a parking and staging plan during construction.
- Hemborg Ford
 - Located at Second and Hamner since 1987.
 - Own the whole block.
 - Have to deal with State regulations. Auto dealer buildings cannot be located closer than 10 miles from one another. This limits number of dealerships that can be located in Norco due to presence of dealerships within nearby cities.
 - City changed zoning to allow tractor supplies stores on parcels zoned for auto dealerships. to come in. Was supposed to be dealership. Auto Dealers can only be 10 miles away form one another as crow flies.
 - People will drive further for sales, but not for service.
 - Would like to see signs prescribing no overnight parking along both sides of adjacent side street since motor homes and big rigs sometimes park there.
 - Had some issues with plan submission for tenant improvement work. Plans were lost by City’s review consultant during review process. Norco Camper’s plans were also lost.
- Potential business opportunities that could compliment existing businesses:
 - Dog sitting.
 - Town Center: Eastvale is introducing a town center with park, amphitheater, city hall, library, etc. Similar to The GardenWalk in Anaheim.
 - Near the Community Center. Bridge across.
 - Norco Museum – something horse-related and small businesses that support the museum.
 - Do not design like Dos Lagos in Corona.
- Hamner Avenue:
 - Hamner traffic is not too bad. Sixth and Second traffic moves steady. Tends to back up when the freeway backs up. Gets busy at rush hour as people exit freeway to take Sixth and California/Crestview to Riverside.
 - Has good access from I-15.
 - Norco College traffic has been mediated with introduction of double left turns and better light syncing at Third St.
 - Hamner works well with businesses spaced out. Concerned about parking/access issues when fills in.
 - Introduce wholesome, western-themed buildings and family -friendly businesses and activities such as miniature golf.
 - Hotels are popping up near Silver Lakes
 - Introduce a restaurant at Silver Lakes?
 - Discussed idea of walkable Town Center along Hamner. Concern that businesses would compete with Sixth Street businesses. Old Town Temecula is very busy. Sixth St. has six feed stores along with concrete and glass stores. Smaller businesses cannot make it because of Amazon. Sixth Street should be Norco’s draw. Like Old Town Temecula is Temecula’s.
 - 300+ apartment complex at 3rd and Hamner. Low-income apartments, with retail on ground floor.
- Parking issues are going to affect Norco.
- How grow the economy without killing the culture.
- Eastvale own all their own streetlights. Edison owned lights have restrictions about putting banners, etc.



Appendix L. Home-Based Businesses Focus Group

This focus group took place on September 20, 2023 at 1 p.m. and was attended by Margaret Millspaugh of Kmar Farms, Patrick Mithcell of The Wild Bunch Flower Company, and Andrea and Thomas Montgomery of the Imperial Knights Production Company. Project team members David Sargent and Juan Gomez-Novy, along with Jean Ward from the City of Norco, were also in attendance. Below are the complete notes from the meeting.

- Kmar Farms
 - Small, one-acre farm.
 - Holds events such as chicken farm show, shows in Fall and Christmas time, end of year barbecue. Would like to do more fundraisers.
 - Used to do show in Orange County, moved to Norco because of growth in Orange County. vendors sell.
 - A non-profit – has to charge admission fee to cover costs (sign fee, vendor fees).
 - Patrons come from as far away as Orange County, Long Beach, and Ventura. Many patrons from Orange County since started in Orange County – only 20-minute drive on a Sunday.
 - Must get permits every time does an event – sometimes can get a permit for two consecutive days. Also has a farm license from Riverside County.
 - Does not have on-site parking. Works with residents who provide parking and have to City where parking is going to occur for events. Curb and fencing introduced along Second Street prevent parking along Second St. Right across the street is a vacant, triangular-shaped piece of City-owned land that would be a great place for event parking – would love to lease from City for event parking. Located right next to Star Bright Riding Academy, which has a lot of parking.
- Wild Bunch Flower Company.
 - Florist – farm-to-florist theme specializing in fresh-cut flowers from local growers.
 - Grow 25% of flowers on site. Baby’s Breath, Status, which can produce all year.
 - Had storefront on Sixth St., but had to close because could not get people to come in. Opened up home-based business that has boomed since then. Have 25 x 25 garage that is converted to a flower shop. Also deliver. Are opening a storefront in San Clemente.
 - Property is zoned agriculture – assumes floral subject to agriculture zoning.
 - Customer base is primarily located in Norco, but also serves Riverside, Corona, Ontario, Eastvale. If wedding in Norco, typically serve that wedding. Also do some weddings further afield – San Luis Obispo, Big Bear.
 - Suppliers of flowers not grown on site are located in San Bernardino, Orange County, mostly Orange County. Delivery trucks are small trucks – 14- to 16-foot box trucks.
- Imperial Knights Production Co.
 - Provide medieval entertainment all over county and also on their property.
 - Started in Orange County at Medieval Times then moved to Norco.
 - Pre-Covid all business was road-shows. Corporate events, County fairs. During and post-Covid also began performing on their property: birthday parties, fundraisers, Taco Tournament Tuesday.
 - Norco is a good location because is centrally located near freeways.
 - Travel with eight-man crew + four horses.
 - Would love to participate in more City-sponsored events – jousting and medieval rodeo (as local business).

- Zoning Code / Permit:
 - City should make licensing more streamlined and easier to follow: fees and related time periods and what license applies.
 - Would love to see event permit (and associated signage/banner) that applies to multiple days or a longer time period. Permitting costs are high. Have employee expenses, too.
 - City has been very good from a business perspective. One time Code Enforcement came in. There were a lot of sidewalk vendors and they were told that they just needed a business license. Have been successful because of the community of Norco.
- Horse manure:
 - Manure management is very important – has to be efficient and inexpensive and streamlined.
 - Currently must be collected by Waste Management – can be fined if someone else picks it up.
 - Waste Management fees are very expensive – with boarding facility costs 1,000s of dollars per month.
 - Waste Management takes to composting facility – Vera Montes. State law requires that all organic waste be recycled. City did pass law that you can compost.
 - Use manure to generate electricity?
- Water
 - Charges on water meter were supposed to go only for two years, but continued on after two years.
 - Process for getting agriculture meter costs thousands of dollars. Agricultural water rate is same as domestic, minus sewer fee. Would appreciate a lower agricultural water rate - problem is 90% of water is imported, with only 10% coming from city wells – but can City provide discount based on their 10% water supply?
 - Norco has interesting mix of businesses on residential properties – for instance, a bicycle repair and mechanics business opened up on west side of town.
- Streets
 - Cut through traffic is directed by Google Maps. People blow through stop signs – won't ride horses on some streets during rush hour. Can tell the cut-through traffic. Would love to see big bumps along River Drive.
 - Disappointed about white fences. Fences along River Drive are new and keeping people from parking along Riverside Dr.
- Fire safety – brush fires along bluff at Santa Ana Reiver. Worried about brush fires burning Norco down.
- Norconians support each other – want to support each other and buy from one another.

Appendix M. Sixth Street Businesses Focus Group

This focus group took place on September 20, 2023 at 4 p.m. and was attended by Marlene Flory of Dixie Lee's Boutique, Jared Vieyra of Speakeasy BBQ, Ferdinand Concepcion of Deep Barrel Roasters & Creamery, Tom Crouse of Grocery Outlet, and Jenny McKee of Saddle Sore Saloon. Project team members David Sargent and Juan Gomez-Novy, along with Jean Ward from the City of Norco, were also in attendance. Below are the complete notes from the meeting.

- Sixth Street Issues
 - Traffic/circulation
 - Sixth St. should be designed so people don't speed through – need to slow traffic down and capture people leaving from events at the Ingalls (and SilverLakes).
 - 30K cars flow through Sixth St. every day.
 - Sixth St. is very dangerous for horses and peds. Motorists drive too fast. A lot of traffic is non-local traffic and locals avoid Sixth St., which hurts business.
 - Eastvale apparently wanted to add another offramp, but did not happen.
 - River Road is another cut-through street.
 - Other than freeway, not a lot of ways to get to Norco since mountains separate Norco from surrounding communities and limit street connections.
 - Concern that if the Sixth St. I-15 offramp is redone and temporarily closed will negatively affect Sixth St. businesses. Provide detour along Fifth St. to Sixth St. if freeway ramp is redone.
 - Sixth St. is too far from SilverLakes. Need to adjust circulation at Silverlakes so can easily make a left onto Hamner. Currently takes too long to make a left – people would rather make a right towards Eastvale and Limonite. Also, once people are headed south on Hamner, need to make sure people know to make a left on Sixth once they get there.
 - Current signage standards limit what people can see when passing by – size, color requirements need to be adjusted. Trees block view of signage making it hard to attract patrons.
 - People can walk on horse paths if are maintained properly – have to be packed down by City on weekly basis.
 - Horse trail fence is too tall for retail – but if make shorter, may be too short for horses.
 - Sixth St. is dark at night – needs better lighting.
 - Need an anchor on Sixth. St. – Ingalls is not enough.
 - There has been an increase in the number of burglaries, which hurts business. More police presence is needed. For sense of safety.
 - No parking to hold events and code enforcement will not let happen.
 - Lot originally used for trailer parking at corner of Sixth and California is now fenced off.
 - People going to Ingalls Center confused by going through residential neighborhood.
- Sixth St. Opportunities
 - Would like to see Sixth St. become a more comfortable, livelier, place that can walk with improved, safer horse access. Want to be able to walk around at night, like Downtown Temecula. If want to attract families should provide park or plaza at center of Sixth, not at end – include a splash pad.
 - Mentioned that there had been a plan to introduce a center median in Sixth St. with street trees in it. Center median would be problematic since would make difficult for big rigs and trailers to access Sixth St. businesses. Deliveries are every day – some trucks make multiple deliveries to various businesses along Sixth St.
 - Potential and pipeline businesses
 - Could use a tack store, but too expensive for Norco. Horse owners like to look at tack and saddles in person.
 - Ice cream shop going in next to taco bell next to grocery outlet.
 - Horse Museum. There is currently Horseman Hall by the Legion and part of the Library.



- Precedents:
 - Dos Lagos in Corona, although currently has a lot of empty shops. Like the design and the types of stories (therapeutic things, healthy thing, etc.). Also schedules events to attract people.
 - Corona is redeveloping the showcase theater. Turning into a concert venue with a retractable roof. Holding events to pull in crowds.
- Consider instituting a Property and Business Improvement District (PBID)?
- Architectural style for Sixth St. (and other parts of Norco) can include early 1900s, hacienda, western, or like Norconian hotel.
- Business owners along Sixth St. can work with a non-profit event to drive traffic along Sixth St.
- Hospitality
 - Norco is not having its fair share of food and beverage and hospitality.
 - Need more visitor-serving uses and hotels for events at Ingalls Arena.
 - There currently are no hotels/motels along Sixth. Would be great if people could stay overnight along Sixth St.
 - No hotel where can keep horses – hotels along Hamner do not have trailer parking.
 - No place to camp in Norco – many horse event attendees would like to camp.
 - Consider introducing Dude Ranch cabins – there are a lot of empty lots.
 - Existing Norco hotels generally not attractive to visitors. New hotels should not include kitchenettes – no extended stay hotels.
 - Airbnb not allowed in Norco.
- A nice Marriott hotel would draw people.
- Motorcross events at Ingalls. BMX riders events.
- Lights need to change quicker for pedestrians and equestrians.
- Other
 - Water park to be introduced at SilverLakes.
 - Eastvale will benefit from improvements to new bridge.
 - Businesses along Hamner are not open past 7:00.
 - Santa Ana Bike Trail: Norco could be a stop along the way.
 - Horses should have right-of-way (over cars, bikes).

Appendix N. Events Leadership Focus Group

This focus group took place on October 19, 2023 at 12 p.m. and was attended by Dianne Summers of the Norco Mounted Posse and Jon Grundmeyer of the Norco Fair. Project team member Juan Gomez-Novy, along with Jean Ward, Alma Robles, and Lori Sassoon from the City of Norco, were also in attendance. Below are the complete notes from the meeting.

- Rural lifestyle
 - Love having the best of both worlds in Norco: rural living and modern offerings on Hamner.
 - Lots of great things we can do to keep Norco a rural community.
 - Very proud of lifestyle and opportunity here. It's a very unique lifestyle.
 - Number of horses seem to be dwindling. Lots of people moving here for opportunity to have land, not necessarily horses.
 - KTLA recently did a story about the EAT Center. Huell Howser has featured Norco.
 - As cost-of-living increases, people want to be able to raise and consume agriculture and animals on their land (including chickens, meat, etc.), instead of buying it at the store.
 - Very noticeable difference between organic homegrown vs commercially grown.

- Goal of Norco 100 years ago was to live here and grow your own food. This is important – sustainability and DIY.
- Norco is more than just horses, i.e., Horsetown – there is a lot of ag and animal keeping. Also centrally located and near mountains and beach and perfect weather.
- Farmers market and EAT Center are expanding rural lifestyle – not horses. Sustainability for your family is important – growing vegetables and animal keeping.
- Need plan in place to draw people to come to Norco and keep it young. Too expensive now. Membership in groups in this town are old – the baton needs to be passed on the next generation in order to sustain Norco’s lifestyle. This should be the number one priority. Young people with same values for our community. How do we pass the core values to the next generation?
- Having the value – why do you want to be here. Not just Horsetown USA. How to create value to those that don’t want horses, but want a rural lifestyle. What are the core values. Mission statement. Core values.
- Ingalls Event Center:
 - Both Norco Fair and Mounted Posse are non-profits that give back to community, raising money for agricultural programs, science camp, youth groups – programs such as FFA, 4H, Little League, Boy Scouts, Girl Scouts.
 - Facilities
 - There are many opportunities to improve the events center and to compete with SilverLakes.
 - Feedback from those coming out of town to events:
 - No 1 request is trailer parking. More people would come for events and tail rides. Road trips too – this could be a stop if there was more trailer parking.
 - Not enough horse stalls
 - Ask about campgrounds for RV’s and that allow horses.
 - We have the facilities – just need parking and places to stay for visitors.
 - Would like to see installation of permanent stadium style bleachers in Ingalls. Currently rent bleachers, which is very expensive.
 - A ton of possibilities with the Barn. Just a matter of finding right events. Should be pushed because you could really do anything in there.
 - There is a conceptual Ingalls Master Plan
 - Events
 - Performers for Mounted Posse Rodeo coming from all over CA, AZ, NV, sometimes Canada. Performers are professional cowboys.
 - Largest paid rodeo in Country is in San Juan Capistrano (SJC) – out-of-townners who participate in SJC often will participate in Norco, too – the do both.
 - Parking and seating are the two biggest hinderances to holding larger shows.
 - City runs Day of the Cowboy, which is a National event and Norco celebrates it.
 - City needs to run events in order to continue non-profit mission.
 - Silverlakes – one of premier soccer fields in So Cal. Lots of tournaments and scouts come to watch.
- Land use and Circulation
 - Norco never been able to get a Trader Joe’s or Sprouts. We don’t have that and want that. Let’s do thing that attract that.
 - Too much cut thru traffic on Sixth street, but it would have high visibility and be convenient.



- o Love the little restaurants in town, but you really need to leave to have something nice and special for restaurants.
- o Streets and horse trails – need consistent improvement (City is working on that)
- o There is so much to build on here.
 - The pumpkin – make the trail up there nicer – build on things we already have.
 - So many things that are good and would not be expensive to build on.
- o If got older, would be great to have people to help care for horses. Retirement community with stables.
- o Hotels here are great.
- o We need some big national chain restaurants, but community needs to go and use it.
- o There is nowhere to go get a nice steak; need to go to Eastvale.
- o We need more to capture sales tax to fund trails, etc. Measure R (1%) tax.
- o Hamner Ave.
 - Hamner would be good for new restaurants and grocery stores.
 - Big deal to get Dutch Bros.
 - To go have a nice meal, eventually you want something different, and we don't have that.

Appendix O. Faith-Based Focus Group

This focus group took place on September 21, 2023 at 3 p.m. and was facilitated by project team member Susan Harden. Below are the attendees and complete notes from the meeting.

Name	Affiliation
B.J. Walker	Church of Jesus Christ of Latter-Day Saints (LDS)
Pastor Rene Parish	Beacon Hill Assembly of God
Pastor Erin Diaz Adame	New Beginnings Community Church
Pastor Spencer Parish	Beacon Hill Church
Pastor Phil Wozniak	Grace Fellowship Church
Pastor Darryle W. Kozak	Bethany Lutheran Church
Marilyn Obermeyer	Bethany Lutheran Church
Rosalie Smith	Bethany Lutheran Church

What is One Word or Phrase You Would Use to Describe Norco? (icebreaker)

- Unique
- Hometown feel
- Community-focused
- Families
- Intergenerational
- Country – ethics, culture
- Community connections
- Rural lifestyle
- Faith-based community (30+ churches in the City)

Other Assets

- Norco College + proximity to Cal State Fullerton
- Open space, parks, and trails
- Events + festivities + parades, fair
- Unique food here now, not chains: Badlands, Deep Barrel, Japanese Uzu, Speakeasy BBQ
- Local shops & boutiques, e.g. Country Rose
- Churches are property owners and recognized

Issues/Concerns

- Drivers cut through town to get to Riverside
- Traffic seems to be going faster
- When any street is closed it is very difficult to get around town
- Where to develop?
- Miss the trees down the center of Sixth
- Dutch Bros - increased traffic
- Church properties - have no distinct zoning; can something be done to help churches grow and expand?

Opportunities & Ideas

- Emphasize values of religion/faith – these are hallmarks of small town character
 - Organize regular convenings between City and Faith Leaders to coalesce around the needs of the community; create more intentional partnerships to solve community issues, support community services, coordinate use of church property for parking/events, provide advice to city staff, learn from each other, etc. Put aside any differences in faith/practice and work to solve community problems.
 - Parks and Rec - consider not hosting events on Sundays (keep/value Sunday)
 - Support church-sponsored activities like a “church fair” for residents to learn about faith offerings
- Support intergenerational families
- Need more young families and get involved
- Young families struggle with money and housing affordability
- Seniors need help with property maintenance, food, etc. Churches need to coordinate services to avoid duplication and reach more people.
- Explore historic designation for buildings/districts? Could help avoid state mandates and restrictions.
- Restore Norconian
- Half acre lot size is important to character
- ADUs = opportunity for housing expansion
- Entrepreneurship is strong – small, local, unique offerings (low rent?); build upon this; support local creativity and respect hard working small businesses
- Support agri-tourism (Thursday market, flower sales, etc.)
- Be selective, mindful, and continue to attract diverse businesses
- Chains not attracted to Norco (good thing!)
- Need nice, high quality restaurants
- Cracker Barrel (fits character)
- Trader Joe’s
- Consider BMX pump track (outdoorsy, family activities)
- City website updates are good, but still Facebook is a better spot to go to find out what is happening in town. Can we consider some sort of coordinated online community bulletin board? [“Norco Uncensored” page on Facebook is good outreach avenue/place to see community concerns]



Appendix P. Youth Commissioners Focus Group

This focus group took place on September 21, 2023, and was attended by five youth commissioners. Project team member Susan Harden and Alma Robles from the City of Norco were facilitators. Below are the complete notes from the meeting.

Favorite things about Norco:

- Horses
- Horse trails
- Closeness of the community
- Parks
- Safety
- Rural
- “Homey”

What Makes Norco Unique?

- One high school (but we need to create better access; some kids don't go because they can't get there)
- Farming community – small farms and animals on property
- Pumpkin Rock Trail
- Lots of places to exercise and take horses
- Horse trails – they help buffer walkers from traffic

Priorities/Ideas for the Future:

- More sidewalks separated from horse trails with bike lanes
- More / continued support for youth sports
- Keep Norco culture, but modernize (like an app for local horse trails; adding street lights for safe evening horseback riding, biking and walking – especially on California Ave)
- Get more youth to participate; consider holding big events at the high school
- Improve public transportation – trams, buses
- Can ride bus to JFK school, but no buses will get students to Norco High. Thirty minute walk from nearest stop.
- Love the parks, but the flat grassy areas are waste of space and consume too much water. Replace with basketball courts, volleyball, tennis and native plants or community gardens.
- Need public swimming pool. Would be great for family events – watching movies, etc.
- Avoid grass in lawns (water use)
- Add class II bikeways on Temescal and Hamner
- Create more of a town center not cut in half by a road; or make it easy to walk back and forth across the street
- A town center should have parks, stores connected by sidewalks, ability to ride or walk to get there; and only park once if you have to drive
- Add more places to tie up horses (with shade, water) – stores, school, etc. Make it easy for people to use horses for transportation.
- Need more basketball facilities for recreational/pick up games
- Add a skateboard park – one that also supports scooters, bmx bikes
- More city events that bring the community together
- Zoning not efficient. Mostly houses with no stores or anything they can get to by walking or biking. Need small neighborhood stores.
- Too much water wasted on watering our parks. However, JFK hills are dry and need attention. Maybe allow gardening club to work in the hills?

- Would be great to have a place for teens to hang out – like a community center where we wouldn't get in trouble for loitering.
- Add a dog park. Most cities have a dog park.

Appendix Q. RURAL Stakeholder Meeting

This presentation took place on October 26, 2023 at the Sixth Street Deil, and was attended by approximately 30 RURAL members and guests.

Questions, Concerns, & Ideas:

- A Conservation Element will be very important in Norco
- Overhead utilities – what is status?
- Will the future of the prison be discussed during the process?
- We should do what we can to avoid state mandates
- Need to think about public safety; Norco not immune to crime of LA and other places
- Arts for adults is important; consider supporting Norco having its own symphony orchestra

Appendix R. Future Farmers of America (FFA) Students

This focus group took place on November 2, 2023, and was attended by several high school students representing FFA plus their faculty leader Robyn Grundmeyer. Project team member Susan Harden and Alma Robles from the City of Norco were facilitators. Below are highlights from the meeting.

Favorite Things About Norco:

- Small town feel; everyone knows everyone; people take care of and help one another; community is supportive of youths' career aspirations.
- The community is what makes it great – love how whole community goes to parades and events.
- A safe place to live – feels safe
- Lots of small businesses in Norco and less chain stores than in surrounding communities
- Stripes on Sixth Street
- Safe
- Pretty – trees
- Horsetown and horse events – not a lot of towns have this; love seeing people riding their horses.
- Events
- Welcoming

Concerns:

- Roads are rough
- Construction issues, especially around school zones (kids are late to school due to construction)
- Would love to continue to live in Norco, but housing prices are expensive (for people just starting out).

Desires/Ideas for the Future:

- Sync the traffic lights
- More spots to hang out for teens would be nice
- A small downtown would be nice
- More city activities
- Local movie theater (maybe a drive-in)
- Would like to move back to Norco or stay here

