



Hillsboro 2020

VISION

VISION AND ACTION PLAN

MAY 2000

Vision

Hillsboro 2020

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May 10, 2000

Dear Mayor Faber and Members of the City Council:

On behalf of the Hillsboro 2020 Vision Task Force, it is our pleasure to present our final report to you. This product completes two years of work by the Task Force to guide a visioning process for the community, as charged by the City Council.

In addition to the Vision Statement, approved last year by the City Council, this report includes recommended strategies and actions to bring the vision to life.

As the Task Force forwards this report, we wish to acknowledge with great appreciation the contributions of literally hundreds of Hillsboro citizens who participated in the development of our recommendations.

We want to emphasize several features of this report:

1. In response to our charge, we present to you a picture of what we believe Hillsboro could look and feel like twenty years from now, if all the implementation we are recommending is successfully completed.

It is a picture, as the overview in our report paints, of a community that:

- Successfully manages its growth and enhances its environment;
- Celebrates diversity in its families, cultures, neighborhoods and districts, and offers a variety of attractive and affordable life-style choices;
- Provides easy access to nature, greenery and healthful outdoor activities;
- Meets basic needs of citizens for a safe and healthy life;
- Offers a wide range of opportunities to participate in the community's enviable prosperity;
- Promotes educational and cultural activities that help expand personal horizons of its citizens;
- Facilitates ways that residents and businesses can connect to each other and the larger community.

Above all, Hillsboro in 2020 is still a home town — home to people with shared values, goals and experiences who enjoy living, working and playing in their community.

2. The proposed Action Plan will seek to achieve the goals of the Vision Statement, including:

- Strengthening a common sense of community
- Enhancing all neighborhoods and districts
- Preserving the environment
- Fostering economic opportunity
- Expanding educational horizons
- Augmenting support for and access to arts and cultural activities
- Extending community health and safety

3. *We have provided a map of how to move from the Vision Statement to the actions we propose. The map is intended to guide community organizations with lead responsibility for implementing the strategies and actions. The map will provide them with the following:*
 - *A description of each action to be implemented;*
 - *How each action is linked to the strategies and other actions being implemented over the next 20 years;*
 - *Who we have identified as potential partners to support the lead organizations;*
 - *When we believe is the most appropriate period along the 20-year timeline to begin implementation of each action;*
 - *For many of the proposed actions, an estimate of resources will be necessary to implement. Where it has been possible, the cost of some of the proposed actions has been estimated.*

4. *We are recommending a vision and an action plan for the community. It's a vision not only developed by the community, but to be implemented by the community.*

Some 18 public, private, and nonprofit organizations in the community have agreed to take lead responsibility for implementation of one or more proposed actions. The City of Hillsboro and the Hillsboro Chamber of Commerce will accept responsibility for the majority of the actions.

In addition to the lead entities, each action item is intended to involve other community partners. The Action Plan lists potential partners who may wish to participate in implementing specific proposals.

Our report also describes how an Implementation Committee will ensure the vision progresses and will remain responsive to citizen's interests and concerns.

In conclusion, we add some general comments about the road ahead for this vision. We anticipate that while the community is breathing life into its vision over the next two decades, circumstances and priorities will change, and revisions to the map may need to be proposed.

And certainly, addressing the costs of implementing many of the proposed actions will be a significant challenge for the community. In some cases, new public and private partnerships may need to be forged to meet those challenges.

The Action Plan contains a program of community priorities. We recognize that resources are limited and in some cases implementation may be hindered or prohibited due to a lack of funding or competing priorities.

In summary, here is what we believe is a clear road map to the community's future. It reflects the community's optimism about the way things could be and its recognition of the way things are. This is a big, ambitious picture, but we believe it can be realized if the community invests in its development and commits to its completion.

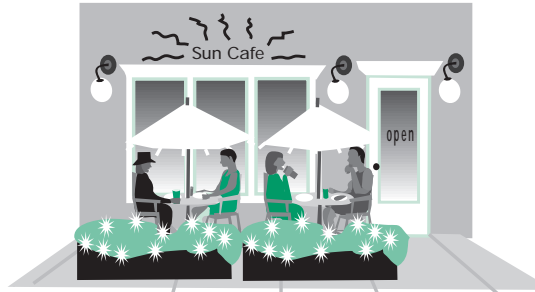
Sincerely,

*David Edwards, Chair
Shirley Huffman, Vice Chair
Hillsboro 2020 Vision Task Force*

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Introduction



Hillsboro 2020 is a plan for the future, developed by the people who live and work in the community. Over three years in the making, the Vision Statement and Action Plan represent a collaborative and proactive effort on behalf of Hillsboro citizens, businesses and government to shape the growth and development of their community over a 20-year horizon. The Vision is a picture of the community in the year 2020, as seen by citizens from a variety of backgrounds, cultures and interests. The scope of this endeavor is far-reaching and covers six topic areas:

- Strengthening a common sense of community
- Enhancing all neighborhoods and districts
- Preserving the environment
- Fostering economic opportunity
- Expanding support for and access to arts and cultural activities
- Promoting community health and safety

The Hillsboro 2020 Vision Statement provides the foundation for this community picture of the future. It was developed by a citizen Task Force, with extensive community input, and adopted by the Hillsboro City Council in 1999. The Vision Action Plan, brings life to this Vision, through a broad range of recommended programs and projects. This report describes the Vision and a recommended approach for achieving it.

WHAT WILL THE VISION MEAN TO HILLSBORO?

If successfully implemented, the Vision will make Hillsboro a city every resident is proud to call home. Our children will attend schools renowned for their educational excellence. Access to expanded arts and cultural offerings will be increased, as will the menu of recreational and social opportunities. People of all ages will feel increasingly safe in their homes, offices and schools – and have access to high quality, affordable health care.

The City's base of jobs and businesses will be expanded, as will the technical and professional assistance needed to ensure a well-balanced, stable economy. The environment will be seen as an asset to community development – not a roadblock. We will witness an improved flow of people, goods, services and information. Hillsboro residents will have ample opportunity to participate in local decisions and contribute to the betterment of their own community.

HOW WILL THE COMMUNITY BE INVOLVED?

Just as developing the Vision Statement and Action Plan required input from a diverse array of stakeholders, so too will implementation. Volunteer groups, non-profit organizations, businesses and local government will share responsibility for bringing the Vision to life, and ensuring the rewards of this broad-based community investment reach and benefit all sectors of Hillsboro.

These stakeholders will play an instrumental role in bringing the vision to life – by participating in a citizen-based implementation committee, providing feedback during Vision update workshops and assisting in the realization of Vision actions themselves. Periodic news releases and other literature will be issued to inform Hillsboro residents and businesses of additional participation opportunities and to keep them apprised of progress as the Hillsboro 2020 actions are implemented.

WHAT IS IN THIS REPORT?

This report provides an overview of the Vision Statement and Action Plan, describes the approach for implementation, and a summary of the public involvement process. The following is a brief overview of the key sections of the report which will allow you to go directly to those areas that are of most interest.

- 1. Hillsboro 2020 Vision Statement:** includes the full text of the Hillsboro 2020 Vision Statement, as developed by Hillsboro citizens, which is the basis for the Action Plan.
- 2. Overview of Hillsboro in 2020:** written to give a sense of how Hillsboro might look and feel 20 years down the road.
- 3. A Road Map to Implementation:** describes the recommended approach and timing for implementing the Vision over the next 20 years. This section is organized by the six focus areas of the Vision Statement.
- 4. Vision Action Plan Summary:** briefly outlines the specific strategies and actions proposed for shaping Hillsboro into the city depicted in the 2020 Vision Statement.
- 5. Implementation Committee:** describes a recommended approach for monitoring and facilitating the Vision's implementation over the next 20 years.
- 6. Public Involvement Summary:** overview of the public involvement activities which helped develop the Vision Statement and Action Plan.
- 7. Appendices:** includes Acknowledgements and a matrix version of the Vision Action Plan – containing detailed information for individual actions.

Hillsboro 2020 Vision Statement



The following Vision Statement consists of two elements. In *Hillsboro: Hometown for the Future*, a one paragraph statement describes the kind of community Hillsboro strives to be by the year 2020. The second element consists of six focus area statements providing detailed language to guide future community planning.

HILLSBORO: HOMETOWN FOR THE FUTURE

In the year 2020, Hillsboro is our home town. Within a rapidly changing metropolitan region and global economy, we live in a dynamic community that sustains our quality of life. Here, neighbors, generations and cultures connect. We live and work in balance with nature. Hillsboro is a safe and affordable community, a place our children and their children will be proud to call home.



STRENGTHENING AND SUSTAINING COMMUNITY

In the year 2020, Hillsboro is a great place to call home. Hillsboro residents share common values reflecting the virtues of small-town living. They also enjoy the amenities of a city connected to a large metropolitan area.

Families and singles, youth and the elderly belong. Hillsboro welcomes its new residents and helps them become an integral part of the community. Hillsboro is a city of diverse cultures, respected and honored for their differences. Local government nurtures and supports citizen involvement in its decisions and actions.

Frequent local events bring people together. Neighborhood businesses, places of worship, schools, and civic organizations provide safe, well-used gathering places where people find identity and make meaningful connections.



ENHANCING NEIGHBORHOODS AND DISTRICTS

In the year 2020, Hillsboro is a dynamic community that maintains its small town livability. As Hillsboro preserves its agricultural and historical heritage and rich natural resources, it has accommodated new growth while maintaining its sense of place.

Hillsboro is a city of homes, not just houses, of neighborhoods, not just developments. The city's character is shaped by its many neighborhoods and districts, each with a unique atmosphere and various lifestyles. Residents have many choices in meeting their affordable housing, child care and school needs, and have access to a range of small shops and businesses in commercial areas.

Neighborhood parks, maintained recreational facilities and abundant natural areas provide opportunities for citizens to experience an array of indoor and outdoor activities. Streets and sewers are well-maintained, and long-term supplies of water and energy are secure.

Hillsboro's vibrant, redeveloped downtown district remains the heart of the community. It is linked to surrounding areas and other community centers by extensive transit alternatives and a comprehensive system of bicycle paths and sidewalks for pedestrian travel.



PRESERVING THE ENVIRONMENT

In the year 2020, Hillsboro practices good stewardship in balancing the use and protection within and surrounding its natural and environmental resources, including agricultural lands and wildlife habitat, streams and wetlands, trees and woodlands, open spaces and waterways. The greater Hillsboro area features abundant wildlife and healthy agricultural activity, which are protected from unwarranted development.

Public educational programs stimulate understanding and support for a positive relationship with the community's resources and natural surroundings.

The area's air and water resources are clean, and the community has worked to control noise and visual pollution. Wetlands play an essential role in maintaining water quality. Reduced reliance by citizens on the automobile and more use of alternative transportation options help residents breathe easier. Jackson Bottom, long the community's premier environmental asset, is renowned state-wide as an important wildlife habitat.



CREATING ECONOMIC OPPORTUNITY

In the year 2020, Hillsboro boasts a diverse and sustainable employment base, with jobs accessible to all community residents. There is a good balance of jobs and available, affordable housing. Industries are environmentally responsible.

The community is a model for the use of new communications technologies. Training in advanced technologies is available at businesses, schools and libraries. Hillsboro's educational system, including such programs as school-to-work, develops a skilled workforce.

Hillsboro's strong economy thrives with the help of an accessible and responsive local government. The City of Hillsboro encourages development of a variety of small and large businesses, provides sound civic planning and zoning, and facilitates public/private partnerships as sources of financial capital. An efficient and cohesive transportation system moves people to work, and goods and services to market.



EXPANDING EDUCATIONAL AND CULTURAL HORIZONS

In the year 2020, Hillsboro provides educational opportunities for all of its residents. This achievement is supported by an educational system linking public and private elementary, middle and high schools with technical training, colleges, and graduate schools. Every child has access to excellent, comprehensive schooling that develops thinking, creative, confident, successful and productive citizens. Schools provide children with opportunities for career exploration. Available after-school and continuing education programs encourage lifelong learning.

The richness of the community's cultural fabric also enhances the experience of living in Hillsboro. Programs in the arts, theater and other entertainment enjoy broad-based public and private support. Instruction in art, music and cultural expression is available in local schools. The Hillsboro Public Library provides materials and services to help community residents of all ages and cultural backgrounds meet their educational, professional and recreational needs.



PROMOTING HEALTH AND SAFETY

In the year 2020, Hillsboro sustains a high quality of life by actively promoting public health and safety. Residents feel safe in their homes, neighborhoods and public places. Small town neighborliness is reinforced by a commitment to community-based policing, and programs for preventive measures to support firefighting and emergency services. A wide variety of community resources — public, private and non-profit — serve at-risk populations.

Community members have access to affordable health care. Our community hospital serves as the center for health services, support and education. At the same time, partnerships of the public and private sector maintain a coherent, geographically dispersed network that brings health services to the districts and neighborhoods where people need them. Hillsboro works hard to create a barrier-free community for its physically and mentally disabled citizens.

Overview of Hillsboro in 2020



A JOURNEY INTO OUR FUTURE

To fly high above Hillsboro in 2020 is to see a remarkably well-defined community that has successfully managed growth and enhanced its environment over the last 20 years. Bordering the Portland metropolitan area, and flanked by rich, productive agricultural lands, Hillsboro in 2020 is a complete city, with distinct boundaries, a common “Hillsboro” address, established community gateways, a secure identity, and a genuine sense of community and connection.

To move about Hillsboro in 2020 is to appreciate a city landscape whose essence is its diversity. Hillsboro’s neighborhoods and districts offer a variety of attractive, affordable housing and lifestyle choices – from family-friendly residential neighborhoods to convenient, transit-oriented communities, from the bustle of vibrant shopping districts to the soul of the historic downtown with its public square and cultural facilities. Hillsboro has preserved and enhanced the qualities that foster its livability. This begins right outside the front door – no Hillsboro home is more than a few minutes from a pedestrian walkway or bicycle path, part of an integrated system that connects people and neighborhoods to parks and greenspaces, coffee shops and other “third places,” transit stops, and points beyond.

To experience the environment of Hillsboro in 2020 means greater access to nature, greenery and healthful outdoor activities. The community has preserved and protected its key natural resource areas, including a system of restored streams, wetlands and wildlife habitats. Ample lands have been set aside to accommodate local parks, recreation and open space needs, while well-designed landscaping in public spaces defines and beautifies the community. Noise and visual pollution have been reduced, water pollution mitigated, and recycling intensified. Hillsboro’s air is clean – the result of strong environmental stewardship, more accessible public transit, and larger numbers of people who travel by neighborhood shuttle, foot or bike.

To be a community member in Hillsboro in 2020 means the ability to satisfy life's basic needs. Hillsboro has taken great strides to ensure that every person has the opportunity to lead a safe, secure, stable and healthy life. Preventive programs have reduced incidents of violence, especially those committed by or against youth. There are structured, wholesome activities for young people, after-school programs, and mentoring programs with senior citizens. Hillsboro's health care system meets the needs of all community members, including the elderly and disadvantaged. Community safety programs provide essential services, information and resources to protect citizens and keep them from harm's way.

To earn a living in Hillsboro in 2020 is to have a wide range of opportunities to participate in the community's enviable prosperity. Hillsboro's robust economy is supported by a diverse base of industry and businesses providing a variety of family-wage jobs. Extensive training, education and mentoring programs allow students and adults the opportunity to further their career and economic goals within the community. World-class communications and transportation systems, water supplies, and other infrastructure help sustain Hillsboro's economy, supported by responsive planning, zoning and development codes.

To experience educational or cultural activities in Hillsboro in 2020 means expanding personal horizons. Hillsboro's educational institutions provide the very highest quality learning opportunities for students of all ages. The extensive local library system takes the meaning of lifelong learning one step further. Hillsboro's citizens enjoy the benefits of active participation in the performing and cultural arts. Arts and crafts exhibitions are highly appreciated and well-attended. Historical and cultural sites reflecting the community's history and heritage are carefully protected and enhanced. Hillsboro nurtures and celebrates a rich diversity of people and cultures as one of its greatest, most treasured resources.

To be a citizen in Hillsboro in 2020 is to find numerous ways to be part of the larger community. Hillsboro's comprehensive electronic network provides an easily accessible calendar of community activities, a database of volunteers, and other valuable community information. Activity centers, including affordable sports, recreational and aquatic facilities, are sited throughout the community. Frequent events at public venues provide opportunities for people to celebrate, to be entertained, or simply to connect with family and friends. Just as citizens are drawn to community activities, they are equally involved in Hillsboro's thriving civic life and important community plans and decisions.

Above all, Hillsboro in 2020 is still home town – a place people always come back to. Hillsboro means many things to many people, but most importantly, it is a community of connections: shared values, goals, experiences and dreams that tie the people of this place to this place – and to one another.

A Road Map to Implementation



As described in the introduction, the Hillsboro 2020 Vision Statement is comprised of six focus areas. These include: Strengthening and Sustaining Community; Enhancing Neighborhoods and Districts; Preserving the Environment; Creating Economic Opportunity; Expanding Education and Cultural Horizons; and Promoting Health and Safety.

For each focus area, a recommended sequence of strategies and actions, or “road map,” has been outlined to guide the implementation process. This anticipated approach is described in the following pages .

STRENGTHENING AND SUSTAINING COMMUNITY

WHERE ARE WE HEADED?

As the 2020 vision becomes reality, Hillsboro will develop a strong sense of community, reinforced by well-defined boundaries, effective leadership in the local public and private sectors, and a common Hillsboro address. Hillsboro will be a highly functional community, invigorated by active participation of citizens in local decision making and volunteer programs.

Moreover, Hillsboro will be a closer-knit community, connected by accessible information systems serving citizen needs to be informed and to communicate. Local residents will come together at newly developed community centers and recreation facilities, and enjoy an expanding array of local events.

HOW WILL WE GET THERE?

The City of Hillsboro's Citizen Involvement Advisory Committee (CIAC) will initiate a process to prepare a **citizen involvement plan** for recommendation to the City Council. The Committee will help build public awareness and actively seek public participation in the shaping of the plan.

Community information systems will be enlarged, consolidated and maintained to keep citizens informed of city-wide activities and give them better access to communication networks. The Hillsboro Chamber of Commerce will consolidate a database of all community institutions, groups, programs and projects with volunteer resources, making clear where these resources can be found and providing a central location for finding volunteer opportunities.

A broad-based **community events calendar**, covering public, private and non-profit group events and activities in the Hillsboro area will be established and regularly updated by the City of Hillsboro, with assistance and input from local community organizations.

Worksystems, Inc. will lead development and maintenance of a new web-site to list all types of education, training and apprenticeship programs available in the Hillsboro area.

Leadership training in Hillsboro, sponsored by the Chamber of Commerce, will be expanded to cast a wider net to reach future leaders of the community from all walks of life.

The community inventory of public recreation facilities will be strengthened – with seniors, youth and other interested citizens included in the City's Parks and Recreation Master Planning update. The inventory and plan will address **the need for new or renovated recreation, sports and aquatic facilities** that are affordable and accessible to all area residents.

The Chamber of Commerce, with help from other partners, will pursue **enhancement of current community activities**, such as the Hillsboro Air Show and Fourth of July parade, to enrich the experience of residents and visitors.

A key strategy for bringing the community more closely together is initiated during this same period: producing an **integrated system of sidewalks and bike paths** to serve the entire city, improving neighborhood connections, recreation options and safety conditions for citizens. Action will begin on other key strategies to strengthen and sustain the community, including the highest quality educational system and family-wage jobs for all residents.

Hillsboro will keep pace with the information age. Early in the implementation process, the Hillsboro Chamber of Commerce will convene an **"on-line technology for all"** symposium to identify community needs and set priorities for accessing web-based services. Reducing the gap between residents with current access and those who have none will be a top priority.

Out of this symposium will arise new connections for Hillsboro citizens to local government resources on web-sites launched jointly by the City of Hillsboro, Washington County and the Hillsboro School District. By mid-decade, the three governments will start up a system of **on-line telecommunications centers in public places** throughout the city, available for citizen use.

Work begins within five years on a **new community center** to emerge from a restoration of the Town Theater. The City of Hillsboro is joined in this improvement by the Hillsboro Chamber of Commerce and other community organizations, Hillsboro Downtown Business Association, arts entities and other organizations which intend to use the facility for meetings, recitals and other artistic performances.

The fabric of the community is strengthened as the need for adequate and accessible **child care for all working families in Hillsboro** is addressed, beginning with a forum convened by the City to create a public-private partnership. The first steps will include determining how affordable child care can be delivered with help from Hillsboro's major employers and business organizations, the public sector and non-profit organizations, and through the use of parent co-operatives.

Hillsboro strives to create a safe, harmonious place to live for future generations. New opportunities are created for youth to join seniors in mutual enrichment programs and to participate in structured wholesome after-school activities.

In the last years of this decade, Hillsboro's community identity is defined through a program initiated jointly by the City and the Chamber of Commerce to create a **new, unique Hillsboro motto and logo**. Other related activities include a signage program throughout the community using the motto and logo, especially at community gateways.

The list of community events is expanded with the creation of a **major new athletic event** in Hillsboro that has a regional and international attraction. Planning begins with consideration of programs involving an international softball tournament or a nationally ranked bicycle race that begins and ends in Hillsboro.

Over the first full decade of bringing Hillsboro 2020 to life, other strategies are implemented to strengthen and broaden the fabric of the community. These strategies include: building and celebrating cultural diversity; encouraging arts appreciation and participation; preserving and protecting historical and cultural sites and treasures in the community.

ENHANCING NEIGHBORHOODS AND DISTRICTS

WHERE ARE WE HEADED?

Hillsboro 2020 seeks to create and maintain a community of neighborhoods and districts, distinct in their sense of place and character, and connected physically and socially by effective systems that meet the needs of all residents.

Physical connections begin with linked sidewalks, bike paths and other alternative transportation options, and are strengthened by neighborhood parks and public landscaping throughout the City.

Social connections are strengthened through a revitalized downtown, with a new public square, and by other “third places” city-wide where people can meet outside of work and home. Residents feel good about their neighborhoods thanks to a diverse mix of housing, restoration of historic assets, and a sense among citizens that they are living in a safe, healthy place.

HOW WILL WE GET THERE?

As an initial step to fostering both distinction and connections among Hillsboro's neighborhoods and districts, the City of Hillsboro will form an **integrated system of sidewalks and bike paths**, starting with an inventory of potential pathways and identification of funding sources with the help of a citizen task force.

Other early objectives will be to assure **adequate parks and open space for Hillsboro's future**, and create a network of **park and recreation areas within easy walking or biking distance** of every residence. An update of the City of Hillsboro's Parks Master Planning process will be completed with help from a broad representation of citizens and an analysis of park land inventory and prospective parks properties.

The City will work to link Hillsboro's park system with community transportation planning, and identify potential bike and pedestrian easements.

A Hillsboro Landmarks Commission and a volunteer Hillsboro Historical Society have been proposed with the intention of **protecting and enhancing the community's historical and cultural sites**.

To assure **increased housing by type and cost**, an inventory of current housing availability will be conducted by the City.

Neighborhoods and districts of the community will be enhanced through strategies to promote **early, frequent and regular participation in local decisions and actions**, to establish **community information systems** to keep citizens informed and to expand participation at community events.

At mid-decade, a second phase of strategies to enhance neighborhoods and districts will include a **coordinated system of public and private buses, shuttles and trams** connecting large neighborhoods, with major retail and employment areas.

The Hillsboro Chamber of Commerce will lead the development of public/private partnerships to expand existing transit systems and promote increased ridership, explore new ridership incentive programs, and review the need for added infrastructure in the community to support transit.

The Chamber of Commerce and the City, with the help of community groups, major employers, Tri-Met, and Metro, will look at the feasibility of operating a limited local Hillsboro transit service to complement Tri-Met's service.

Preservation of historic areas and sites will continue with information provided to property owners on protection of those sites. **Hillsboro's downtown district will be highlighted as an historic asset** to be preserved, beginning with a review of the community's 1980 Regional Urban Design Action Team (RUDAT) study on the future of downtown. This review will be led by the Hillsboro Chamber of Commerce and followed by identification of boundaries of a downtown historic district by the City.

The idea of "third places," where people can gather outside of work and home, will be fostered during this phase of vision implementation by many community organizations and businesses led by the Chamber of Commerce. The strategy will be to provide and encourage **attractive and accessible "third places" for citizens to meet**. Locations might include small-scale sites in neighborhoods such as coffee shops, mini-retail, or kiosk and other sidewalk vending areas. A first step will be to inventory and promote those places that already exist and can function as "third places."

Diverse housing will receive further attention during the mid-decade by the City, working with the private sector and community groups to establish measurable standards and zoning approaches that facilitate housing choices city-wide.

Incentives for park land donations and dedications will be developed by the City with assistance from County, regional and state partners.

Additional efforts during the second round of implementation will seek to make both **on-line technology and child care accessible and affordable to all** residents of the community, **expand community safety programs, build appreciation of the arts, and celebrate the community's cultural diversity**. These strategies will all add to the enhancement of neighborhoods and districts of Hillsboro.

Later in the decade, a citizen task force will work toward establishing a **new public square in downtown Hillsboro**, and securing the resources to make this public square the heart of the community. It is anticipated that many partners, including the Hillsboro Downtown Business Association, Centro Cultural, Washington County, and others will also participate in the project.

Also in the third phase of Vision implementation, the Chamber of Commerce and the City of Hillsboro will collaborate to identify potential spaces to promote **development and maintenance of public and private landscaped areas** throughout the community.

More "third places" will emerge with help of business support, and with creation of incentives and identification of location options by the City. The focus on downtown will continue with design standards and appropriate parking, tax incentives to restore and update historic structures, and promotion of historically compatible mixed-use housing in the area.

PRESERVING THE ENVIRONMENT

WHERE ARE WE HEADED?

Beyond its reputation for educational and economic excellence, the Hillsboro of 2020 is recognized state-wide for its dedication to maintaining a thriving natural environment. Through enhanced education and stewardship programs, identification and preservation of key natural areas and restoration of local streams and wildlife habitats, the community has firmly established itself as one of the most environmentally friendly and livable cities in Oregon.

HOW WILL WE GET THERE?

As a first step toward **protecting and preserving major greenways, creeks and wetlands**, the City will produce a comprehensive inventory of natural resource areas in Hillsboro within the first two years of Vision implementation. Subsequently, the City will work with landowners, environmental groups, and other key stakeholders to designate and prioritize major natural resource areas for acquisition and protection. Prioritization and acquisition activities will not begin until the second phase of Vision implementation, following development of balanced and effective regulations for preserving these community assets. Wherever feasible, preference will be given to lands that can be acquired through dedication or conservation easement as opposed to cash purchase.

The 2020 Vision also calls for establishing a **community-wide stream restoration program** early in the implementation process. The Unified Sewerage Agency (USA) would lead initial endeavors to assess stream restoration needs and identify priority projects. Subsequently, USA will collaborate with the City of Hillsboro, SOLV and other partners to provide and coordinate the technical, human and financial resources needed to successfully complete identified projects. Opportunities to participate in restoration projects could be posted in a city-wide newsletter, calendar of events, or Hillsboro's community-based web-site.

Noble Woods Park and Jackson Bottom Wetland will receive special attention beginning in the first round of Vision implementation. The City of Hillsboro will lead wildlife habitat restoration at Noble Woods Park, and coordinate with the Jackson Bottom Wetland Preserve Board to maintain and expand the wetland as the community's premier environmental asset. Improvements at Jackson Bottom will include construction of a new Interpretive Center and development of education and maintenance programs. Work at these two sites will be supplemented by parallel efforts to expand Hillsboro's system of parks, pathways and recreational opportunities.

In addition to protecting the natural landscape, proposed measures identify two specific actions for **reducing waste** in urban areas. In the next year or two, the City of Hillsboro will initiate a concerted effort to promote and encourage use of existing waste reduction programs. Waste reduction ideas include simplifying the sorting process, increasing incentives to recycle and targeting such underserved areas as businesses and construction sites. At the same time, the Washington County Cooperative

Recycling Program, with assistance from the Hillsboro School District, will promote city-wide participation in the Oregon Green School waste disposal reduction program.

Efficiency of another sort will be pursued and promoted through **use of environmentally friendly construction techniques** starting in the second round of Vision implementation. The City of Hillsboro will educate, demonstrate and provide incentives for the development community to employ sustainable materials and methods in new construction – using public buildings as examples whenever possible.

In upcoming years, the City of Hillsboro will also work with partner agencies, business owners and developers to review local codes and ensure adequate measures are in place to **maintain clean air and water resources, and control noise and visual pollution.**

In another project, scheduled to be underway by mid-decade, the City of Hillsboro will promote **tree planting programs** and USA will encourage the use of **natural weed and pest control** methods. Local nurseries will be encouraged to take a lead role in identifying and making available native tree and plant species.

CREATING ECONOMIC OPPORTUNITY

WHERE ARE WE HEADED?

Hillsboro 2020 proposes six distinct strategies for establishing a diverse and sustainable economic base. Through careful land use and infrastructure planning, business and job development and responsive education and training programs, Hillsboro residents and businesses will benefit from a variety of new and enhanced economic opportunities. Impetus for bringing the economic vision to life will come from partnerships of key players in the public and private sectors of the community.

HOW WILL WE GET THERE?

Early in the implementation process, a coalition of partners led by the Westside Economic Alliance will set the stage for future economic development actions by defining the term “sustainable family-wage job.” The partners will subsequently use this definition to create a **profile of family-wage jobs** within existing Hillsboro-area companies and to conduct an **economic and demographic assessment** upon which future business recruitment efforts can be based.

Also during the first round of Vision implementation, the Hillsboro Economic Development Partnership (HEDP) will collaborate with public and private sector partners to establish an updated **database of land and leased space** available to all types of business and industry.

HEDP will concurrently spearhead an investigation of the best means to **support and encourage development of emerging and multi-cultural businesses**. These endeavors to foster a range of business and employment opportunities will be supplemented by simultaneous efforts to enhance local infrastructure, assure business resource sustainability and strengthen employment education and training.

In the first four years of implementation, the City of Hillsboro and Hillsboro Chamber of Commerce will share responsibility for pursuing several actions designed to **assure a long-term water supply**. These actions include developing and promoting water conservation programs, maintaining support for water delivery and storage improvement projects, and establishing Hillsboro as a leader in regional water supply discussions.

The City will also pursue a **leadership role in the planning and financing of regional transportation improvements**, supplementing local efforts to establish a coordinated local system connecting neighborhoods with major employment and retail areas. Moreover, the City and Chamber of Commerce will advocate keeping Hillsboro business interests at the table as **active participants in the implementation of Hillsboro's Airport Master Plan**.

On the education and training front, the first years of Vision implementation will see the initiation of an on-going **forum to synchronize business employment needs and trends with educational curriculum planning**. The forum, coordinated by Worksystems Inc., will seek to ensure school and vocational training programs prepare students to fill the varied profile of jobs available in Hillsboro. Coordinated training programs will provide yet another opportunity for Hillsboro youth to remain and grow in their community.

In the next 3-5 years, HEDP will guide a consortium of local and regional partners as they prepare and begin implementation of a **Hillsboro-area economic development strategy**. The strategy will use as a foundation, the findings produced in the completed profile of family-wage jobs and economic and demographic assessment. Proposed objectives of the strategy include maintaining an adequate and diverse supply of industrial parcels, developing strong business recruitment and retention programs, and identifying and attracting businesses that offer both high wage employment and entry level jobs that provide a pathway to family wages. Concurrent actions will seek to ensure diverse housing styles and costs are available for Hillsboro workers of all income levels.

In mid-decade, the Chamber of Commerce will capitalize on existing community and business multi-cultural resources to **expand the multi-cultural training and hiring assistance** available to Hillsboro companies. The City of Hillsboro will work to **ensure zoning and development codes and permitting processes meet the land and space needs of all business types**. In some cases, certain codes and processes may require updating to reflect changes brought about by high speed data networks, and to accommodate the evolving nature of homebased businesses, mixed employment, residential and retail land uses.

A proposed **community-wide high-speed data network strategy** will be framed in the later years of Vision implementation to serve business and industry, as well as residential needs.

EXPANDING EDUCATIONAL AND CULTURAL HORIZONS

EDUCATION

WHERE ARE WE HEADED?

Under the Hillsboro 2020 vision for education, tomorrow's students will benefit from a high margin of excellence in local education, developed from a concerted advocacy for educational distinction by Hillsboro's schools, community leaders, an innovative public library system and the business community. The goal is to bring to Hillsboro students of all ages the highest quality education possible in the region.

The heart of this effort continues to be the long-standing commitment of local schools, not only to raise scholastic standards but to build strong community support for academic curriculum and programs. Innovative learning programs offered and supported by the Library, local businesses and other education stakeholders will be part of strategies to carry educational excellence beyond the school room to homes and businesses.

HOW WILL WE GET THERE?

From the year 2000, Hillsboro's concerted drive toward highest quality education will begin on several fronts. The Hillsboro Chamber of Commerce will lead the formation of a **consortium of area high technology companies** to contribute extensive expertise and in-kind assistance over the coming years to position local schools as models of teaching and learning in Oregon and the Pacific Northwest.

The Chamber of Commerce will also spur **creation of a Hillsboro Education Action Council**. This new group will bring together educators with business and civic leaders to identify needed facility and curriculum improvements, and find ways to promote and achieve them.

The Hillsboro community will strive to **match the best business and education resources** to prepare students for higher education and the work place. Led by Worksystems, Inc., and other education and business partners, an ongoing forum will be established to synchronize business employment needs and trends with educational curriculum planning.

The City of Hillsboro, through the public library system, will kick off a campaign to **improve the availability and depth of library resources** to all citizens, enhancing over the next 20 years the system's facilities, locations and hours of operation. The library will begin to take shape as a **community resource center** – with programs reaching youth, adults and families, multi-cultural populations, and a wide variety of special interests.

Comprehensive **after-school programs**, meeting academic and recreational needs of Hillsboro students, will be brought together by the Hillsboro School District and youth service partners. **Community safety programs**, through School Resource Officers, will reach youth of varying backgrounds to emphasize citizen responsibility and prevent violence.

In the second wave of efforts to bring the community's vision to life, the **Chamber of Commerce will become a clearinghouse for education and training opportunities** in the Hillsboro area, assembling and communicating information on all public and private sources offering programs. The Chamber's web-site will give students a comprehensive picture of career preparation opportunities in their hometown.

Students of all ages and means will gain ready access to new communications technology as a **network of affordable public telecommunications centers** spreads across the community.

Internship, mentoring and training programs will begin to proliferate to meet student needs at all levels of education. **Partnerships between seniors and youth**, developed under programs sponsored by the Hillsboro School District, retired seniors organizations, and other community groups, will produce solid mentoring results and mutual enrichment for all involved.

Under a community strategy prepared by mid-decade, quality and affordable child care will become available for parents seeking to enhance their educational and professional experience with time to pursue personal goals.

CULTURE

WHERE ARE WE HEADED?

Hillsboro 2020 anticipates expanded citizen access to arts and cultural resources and activities that thrive thanks to a high degree of community interest. A new arts center, a lively community events calendar, and celebrations of the cultural diversity of food, music and dances will make Hillsboro a center for the region as the vision unfolds over the coming decade. Residents and visitors to the community will participate in a rich menu of area arts displays, competitions and performances.

HOW WILL WE GET THERE?

Building off existing community cultural events such as the Tuesday and Saturday Markets, the renaissance for Hillsboro's arts and culture will begin with the development and activation of the **Glenn and Viola Walters Cultural Arts Center**, a conversion of the downtown Trinity Lutheran Church by the City of Hillsboro.

A New Hillsboro Arts Commission, to be formed as another first step, will be the catalyst for several new art activities, planned to be set in motion in approximately five years. These efforts include establishment of an **annual summer fair for arts and crafts** in the downtown area, and semi-annual **tours of displayed arts** in local businesses, galleries and public places.

The Hillsboro Arts Commission will be instrumental by mid-decade in expanding the number of **musical performances** to be held in Hillsboro. It will also continue efforts throughout the decade to develop a long-term, **stable source of local funding for the arts**.

Local businesses will organize through the Hillsboro Chamber of Commerce to sponsor **student art projects** and display the results in their shop windows and office locations. More student art, as well as the work of seniors and professionals, will be displayed in the Public Services Building and other public facilities.

Cross-cultural connections will be made throughout the community with the help of the Tualatin Valley Community Access' new **English-as-a-second-language cable channel**. At the same time, Centro Cultural will examine the feasibility of establishing a new **Latino arts and cultural center**.

Another venue for the arts and cultural programs will emerge from a **restoration of the Town Theater** into a new community center for multiple activities, possibly including recitals and lectures. The City of Hillsboro, working with community groups, will move ahead on this project.

Arts and culture will also be more closely linked to long-time community events such as the Fourth of July parade and the annual Hillsboro Air Show. Hillsboro's varied cultures will inspire **new events, including the "Taste of the World" festival** that brings together cultures represented among Hillsboro citizenry to share their food, beverages, music, dances and crafts with the community at large.

Youth, adults and families will be encouraged to appreciate and participate in the arts and cultural opportunities of the community as the Hillsboro Arts Commission launches **a new local arts competition** on selected themes interpreting Hillsboro.

Hillsboro's newly organized **Community Band** will march on the Fourth of July and at other area celebrations by decade's end, with its student and adult members extending their own enjoyment of music to others.

PROMOTING HEALTH AND PUBLIC SAFETY

HEALTH

WHERE ARE WE HEADED?

Hillsboro 2020 vision for health focuses around a first-rate care system capable of effectively and efficiently serving all area neighborhoods, districts and age groups. To develop such a system, dozens of partners within and outside Hillsboro will collaborate on strategies to improve the scope, affordability and accessibility of community health care programs.

HOW WILL WE GET THERE?

As a first step to strengthening community care programs, Tuality Healthcare will begin coordinating a planning process to **expand the existing home and hospice systems and other health care services for the elderly**. At that time, Tuality Healthcare and other service and health care partners will embark on the creation of a **county-wide strategic health care services plan**.

The plan will seek to extend county services to include **respite care** – seen as particularly important in the community based on the rate the population is aging – and **expand home health care services to adult foster care and other small group health care systems**. Additional components of the plan will seek to **continue education for management and workers** in adult foster care systems and develop a comprehensive information clearinghouse.

Also during the first few years of implementation, the Community Action Organization will initiate efforts to **expand and consolidate Hillsboro's health care referral service**. This action will serve as a first step in increasing the availability of **affordable, accessible health care** to the community's low-income residents.

A second step to increase affordability and accessibility will occur during the second round of Vision implementation. Tuality Healthcare will lead a group of public and private specialists whose mission will be to **identify groups of Hillsboro-area citizens who are not adequately served** with specific health care needs due to economic or cultural barriers.

In the third round of Vision action implementation, the City of Hillsboro will begin a process to **develop a Community Council on Wellness and Fitness**. As the title implies, the purpose of the Council will be to promote awareness of nutrition and physical fitness programs. It will accomplish this task by leveraging community health resources and conducting community-wide promotional campaigns.

PUBLIC SAFETY

WHERE ARE WE HEADED?

Under Hillsboro 2020, a variety of community safety strategies have been developed to ensure residents feel safe in their homes, neighborhoods and public places. The primary goal of these public safety actions is to promote and strengthen existing programs, and thereby sustain the high quality of life to which Hillsboro residents are accustomed. To achieve this goal, the City of Hillsboro will collaborate with local community groups, service providers, and the Hillsboro School District to provide public safety information and training, create outreach programs and new activities for youth, and expand existing programs to underserved areas and populations.

HOW WILL WE GET THERE?

In the first years of Hillsboro 2020, the City of Hillsboro will work with public and private providers of police, fire, and other community safety services to **communicate and promote program information**. Program and training information will also be posted on a new **community web-site and calen-**

dar of community events which are also scheduled for development during the first stages of Hillsboro 2020 implementation.

As another first step, the City will bolster **expansion of neighborhood-based community safety programs and networks for emergency preparedness and crime prevention**. With help from the Hillsboro School District, neighborhood groups, property managers and many other partners, the City will strive to ensure all Hillsboro neighborhoods, businesses, populations and age-groups have information about and access to critical emergency preparedness and crime prevention resources.

Simultaneously, programs and activities aimed at reducing the incidence of violence committed by youth and against youth will be continued and expanded. A key component in this strategy will be **continuing the School Resource Officers Program (SRO)**. Operated as a partnership between Hillsboro School District, Hillsboro Police Department, and Hillsboro Boys and Girls Club, the SRO Program places resource officers in local elementary, junior high and high schools. The officers offer one-on-one accessibility to Hillsboro students, provide classroom training and operate a “tip-line” which allows students to report suspicious activity or threats made by other students to the appropriate authority.

This in-school effort will be complemented by the development of **new after school, internship and senior-youth mentoring programs** designed to give youth a variety of wholesome extracurricular opportunities. **Expanded library resources and hours of operation**, and an **expanded network of parks, pathways and athletic facilities** will further add to the range of healthy activities available to youth in Hillsboro.

Also during the first stage of implementation, **the City’s multi-language communication network will undergo a first round of enhancements** – beginning with language training for current public safety personnel, recruitment of multi-lingual staff and development of multi-lingual publications to ensure all sectors of the community have access to community safety programs.

The City’s multi-language communications network will be further bolstered, as the second round of Vision implementation gets underway. The City, with advice and assistance from key interest groups, will identify and procure the technology necessary to effectively eliminate language barriers and ensure local emergency planning and response program reflects and addresses conditions in all quarters of the City.

Youth violence prevention programs will also be expanded during this timeframe. **New multi-lingual outreach programs**, emphasizing neighborhood youth activities and parenting classes for young families will be created through the cooperation of several public and non-profit entities. **Enhancement to the Gang Resistance Education and Training Program (GREAT) program** constitutes yet another measure to reduce youth violence.

In the last phase of the Vision implementation, the City and its partners will concentrate on **extending Hillsboro’s multi-language planning and response network** to neighboring communities and other government agencies.

Vision Action Plan Summary



This section summarizes the unique strategies and actions proposed to implement the Vision Statement's six focus areas. Focus areas are presented in bold, green text. Strategy topics are numbered in bold type, followed by the full strategy statement. Actions proposed to implement each strategy are listed in bullet form.

Details pertaining to the anticipated cost, lead and other potential partners, and timeline for each action are provided in the Vision Action Plan matrix included as an appendix to this report.

STRENGTHENING AND SUSTAINING COMMUNITY

WHERE WE ARE HEADED:

As the 2020 vision becomes reality, Hillsboro will develop a strong sense of community, reinforced by well-defined boundaries, effective leadership in the local public and private sectors, and a common Hillsboro address. Hillsboro will be a highly functional community, invigorated by active participation of citizens in local decision making and volunteer programs.

Moreover, Hillsboro will be a closer-knit community, connected by accessible information systems serving citizen needs to be informed and to communicate. Local residents will come together at newly developed community centers and recreation facilities to enjoy an expanding array of local events.

RECOMMENDED STRATEGIES AND ACTIONS:

1. Citizen Involvement

Develop a citizen involvement plan to promote early, frequent and regular participation in local decisions and actions.

- *Draft a recommended plan through the Citizen Involvement Advisory Committee for consideration by the Hillsboro City Council*

2. On-line Technology

Make on-line technology accessible and affordable to all residents of the community.

- *Convene community forum to set priorities, close gaps between citizens with and without on-line access*
- *Provide web-based access to City and other local government resources*
- *Create and maintain on-line centers in public places throughout the community*

3. Community Information Systems

Establish community information systems to keep citizens informed of city-wide activities and provide citizen access to community networks.

- *Prepare a database of community volunteer opportunities*
- *Establish a broad-based community events calendar*
- *Develop and maintain a web-site covering all education, training and apprenticeship programs in the community*

4. Community Identity

Develop a community identity program that reflects Hillsboro's character.

- *Establish a Hillsboro logo and motto*
- *Incorporate the motto and logo as part of a signage program throughout the community*

5. Common Hillsboro Address

Develop a common "Hillsboro" postal address for every home and business within the boundary of the City.

- *Modify Hillsboro zip code boundaries to match City boundaries*
- *Determine need and design for single address system, and implement if desired*

6. Community Events

Identify and promote community events to bring residents together and attract outside visitors.

- *Establish a major new athletic event*
- *Continue and expand existing community events*

7. Community Centers

Promote the establishment of centers for meetings, conferences and other community activities.

- *Restore Town Center as community center*
- *Develop new convention center*

8. Community Leadership

Expand on existing program to identify and nurture future community leaders.

- *Expand identification and training of future leaders through the Hillsboro Chamber of Commerce program*

9. Child Care

Provide for adequate and accessible child care for all working families in Hillsboro.

- *Convene a community forum to create a public-private partnership to determine how to deliver needed child care*

10. Recreation, Sports and Aquatic Facilities

Assure the adequate provision of recreation, sports and aquatic facilities that are affordable and accessible to all area residents, and plan for their development.

- *As part of City of Hillsboro's Park Master Plan update, obtain public input.*

ENHANCING NEIGHBORHOODS AND DISTRICTS

WHERE WE ARE HEADED:

Hillsboro 2020 seeks to create and maintain a community of neighborhoods and districts, distinct in their sense of place and character, and connected physically and socially by effective systems that meet the needs of all residents.

Physical connections begin with linked sidewalks, bike paths and other alternative transportation options, and are strengthened by neighborhood parks and public landscaping throughout the City.

Social connections are strengthened through a revitalized downtown, with a new public square, and by other "third places" city-wide where people can meet outside of work and home. Residents feel good about their neighborhoods thanks to a diverse mix of housing, restoration of historic assets, and a sense among citizens that they are living in a safe, healthy place.

RECOMMENDED STRATEGIES AND ACTIONS:

11. Sidewalks and Bike Path System

Complete an integrated system of sidewalks and bike paths to serve the entire city, improving neighborhood connections, recreation options, and safety.

- *Identify and map pathways*
- *Fund and establish pathways*
- *Provide incentives to property owners to maintain the sidewalk system*

12. Alternative Transportation

Establish a coordinated system of public and private buses, shuttles, and trams connecting large neighborhoods and major retail and employment areas.

- *Expand transit systems and promote increased ridership*
- *Look at economic feasibility of operating a limited local transit system to complement Tri-Met service*

13. Historical and Cultural Sites

Protect and enhance historical and cultural sites and other resources.

- *Establish a new Hillsboro Historical Society and Hillsboro Landmarks Commission*
- *Educate property owners about historic assets and how to designate and protect them*

14. Historic Downtown

Revitalize Hillsboro's historic downtown as a regional attraction.

- *Review past downtown studies*
- *Identify downtown's historic resources and establish an Historic District*
- *Establish design and parking standards for the District*
- *Develop incentives to restore historic structures*
- *Encourage historically compatible mixed uses downtown, including housing*

15. Downtown Public Square

Develop a new public square in downtown Hillsboro that serves as the heart of the community.

- *Establish a task force to examine public square proposal*

16. "Third Places"

Provide and encourage attractive and accessible "third places" where citizens can meet and talk informally.

- *Create inventory of existing "third places"*
- *Use neighborhood plans to identify and establish new opportunities for "third places"*
- *Recruit business owners to establish "third place" sites and provide incentives*
- *Seek new "third place" opportunities in existing and new public facility developments*

17. Diverse Housing

Promote a diversity of housing by type and cost.

- *Evaluate current housing availability by type, price range, lot sizes*
- *Establish zoning and other public standards to facilitate a diversity of housing choices*

18. Future Parks and Open Space

Acquire additional property for future parks and open spaces.

- *Analyze existing parks land inventory with future community needs, involving citizens in the process*
- *Identify existing structures and property with cultural and recreational potential for future parks facilities*
- *Develop incentives for park land and open space donations, dedications*

19. Neighborhood Parks System

Identify and develop a system of neighborhood parks, located within walking or biking distance of every community resident.

- *Complete the City of Hillsboro's Park Master Plan update*
- *Coordinate park and transportation system planning*
- *Identify and promote potential bike and pedestrian bike easements*
- *Advocate parks and greenway easement opportunities to developers*

20. Landscaped Areas

Promote development of landscaped areas throughout the community.

- *Identify landscaping opportunities in high visibility, high impact public and private spaces*
- *Develop a program for installation and maintenance of landscaping improvements*

PRESERVING THE ENVIRONMENT

WHERE WE ARE HEADED:

Beyond its reputation for educational and economic excellence, the Hillsboro of 2020 is recognized state-wide for its dedication to maintaining a thriving natural environment. Through enhanced education and stewardship programs, identification and preservation of key natural areas and restoration of local streams and wildlife habitats, the community has firmly established itself as one of the most environmentally friendly and livable cities in Oregon.

RECOMMENDED STRATEGIES AND ACTIONS:

21. Greenways, Creeks and Wetlands

Inventory, designate and, as appropriate, acquire major greenways, creeks and wetlands in the Hillsboro area for future protection and preservation.

- *Finalize inventory, designate resource areas*
- *Develop regulations for future preservation and protection of designated areas*
- *Prioritize and pursue areas for acquisition*

22. Stream Restoration

Establish a community-wide stream restoration program.

- *Assess stream restoration needs and identify priority projects*
- *Provide and coordinate needed resources for the program*

23. Wildlife Habitat

Identify and promote the restoration of wildlife habitats in the community.

- *Encourage and promote planting of native species*
- *Establish a tree planting and preservation program*
- *Encourage natural methods of pest and weed control*
- *Restore and maintain wildlife habitat at Noble Woods Park*
- *Maintain and expand Jackson Bottom Wetland as a premier environmental asset*

24. Clean Air and Water

Maintain clean air and water resources, and control noise and visual pollution.

- *Review and establish appropriate City codes*
- *Promote use of existing environmental "hot-lines"*

25. Recycling Programs

Expand curbside and other recycling programs and facilities as well as recycling education efforts.

- *Promote and encourage existing waste reduction programs*
- *Encourage city-wide participation in the Green School waste disposal reduction program.*

26. Environmentally Friendly Construction

Educate, encourage, and demonstrate the use of environmentally friendly construction techniques and products for use in Hillsboro.

- *Educate development community and public on environmentally friendly products and techniques*
- *Demonstrate use in new public sector construction*
- *Develop and establish incentives for use in all new construction*

CREATING ECONOMIC OPPORTUNITY

WHERE WE ARE HEADED:

Hillsboro 2020 proposes six distinct strategies for establishing a diverse and sustainable economic base. Through careful land use and infrastructure planning, business and job development and responsive education and training programs, Hillsboro residents and businesses will benefit from a variety of new and enhanced economic opportunities. Impetus for bringing the economic vision to life will come from partnerships of key players in the public and private sectors of the community.

RECOMMENDED STRATEGIES AND ACTIONS:

27. Diverse Business Base

Foster Hillsboro's diverse base of businesses and industries.

- *Prepare and implement a new Hillsboro area economic development strategy, covering land supply, business retention, and recruitment*
- *Investigate ways to support and encourage emerging and multi-cultural businesses*
- *Encourage use of existing multi-cultural resources to expand hiring and training practices*

28. Family-Wage Jobs

Promote the creation of family-wage jobs.

- *Develop definition of "sustainable family-wage jobs"*
- *Prepare a profile of "family-wage" jobs in the community*
- *Establish a demographic and economic profile to help identify businesses with family-wage jobs*

29. Business Needs

Ensure zoning, development codes and land supply match the needs of all business types.

- *Revise zoning and development codes and permitting to recognize needs of all business types*
- *Maintain ongoing database of available land and leased space for all business types*

30. Long-Term Water Supply

Assure a long-term water supply for local business through sound water management practices.

- *Take a leadership role to ensure adequacy of regional water supply and delivery system*
- *Support capital improvement projects to maintain adequate water delivery and storage systems*
- *Develop and implement water conservation programs*

31. Transportation and Communications Improvements

Support transportation and communication system improvements to move goods, services, and information, and allow residents to reach destinations efficiently throughout the community.

- *Participate in the Hillsboro Airport master plan update*
- *Take leadership role in planning and financing of local and regional transportation systems*
- *Develop high-speed data network strategy city-wide*

32. Jobs-Education Coordination

Team educational institutions and business to better match education and training with jobs.

- *Develop an ongoing forum to synchronize business employment needs and trends with educational curriculum planning*
- *Enhance internship and apprenticeship programs for persons entering and re-entering the work force*

EXPANDING EDUCATIONAL AND CULTURAL HORIZONS

EDUCATION

WHERE WE ARE HEADED:

Under the Hillsboro 2020 vision for education, tomorrow's students will benefit from a high margin of excellence in local education, developed from a concerted advocacy for educational distinction by Hillsboro's schools, community leaders, an innovative public library system, and the business community. The goal is to bring to Hillsboro students of all ages the highest quality education possible in the region.

The heart of this effort continues to be the long-standing commitment of local schools, not only to raise scholastic standards, but to build strong community support for academic curriculum and programs. Innovative learning programs offered and supported by the Library, local businesses, and other education stakeholders will be part of the strategies to carry educational excellence beyond the school room to homes and businesses.

RECOMMENDED STRATEGIES AND ACTIONS:

33. Educational Initiatives

Support initiatives that will ensure Hillsboro retains the highest quality educational system.

- *Form an Educational Action Council to provide community leadership on education*
- *Coordinate information about available education and training resources throughout the community*
- *Form a consortium of Hillsboro area high technology companies to contribute to the Hillsboro education model*

34. Library Services

Ensure Hillsboro's library system is accessible and valuable for all members of the community, and that it remains an integral part of the community's educational resources.

- *Maintain and enhance easy access to libraries for all residents*
- *Support use of libraries as resource centers, providing programs and services to meet wide variety of information needs*

35. Youth Activity

Assure structured, wholesome activity for youth by promoting and expanding extracurricular opportunities.

- *Establish comprehensive, after-school academic and recreational programs*

36. Seniors-Youth Partnerships

Bring community seniors and youth together in mutual learning, mentoring and support programs.

- *Create one or more pilot partnerships between senior groups and schools*

CULTURE

WHERE WE ARE HEADED:

Hillsboro 2020 anticipates expanded citizen access to arts and cultural resources and activities that thrive thanks to a high degree of community interest.

A new arts center, a lively community events calendar, and celebrations of the cultural diversity of food, music and dances will make Hillsboro a center for the region as the vision unfolds over the coming decade. Residents and visitors to the community will participate in a rich menu of arts displays, competitions and performances.

RECOMMENDED STRATEGIES AND ACTIONS:

37. Arts and Crafts Performances, Exhibitions

Promote and develop priority projects for the performances and exhibitions of cultural arts and crafts.

- *Develop and activate the Glenn and Viola Walters Cultural Arts Center*
- *Form a Hillsboro Arts Commission*
- *Attract more musical performances to Hillsboro*
- *Hold a summer fair for arts and crafts in downtown area*
- *Develop a long-term, stable source of funding for the arts*

38. Community Arts

Encourage youth, adult and family knowledge, appreciation and participation in the arts and cultural opportunities in the community.

- *Establish local tours of displayed arts*
- *Seek local business support for student art projects*
- *Develop art competitions based on Hillsboro themes*
- *Use public facilities to display art*
- *Create a community band for adults and youth*

39. Cultural Diversity

Build and celebrate cultural diversity, awareness, and understanding in the Hillsboro community.

- *Establish and promote new local English-as-second-language cable channel*
- *Examine need and interest for new Latino arts and cultural center*
- *Create "Taste of the World" event for multiple cultures to present foods, beverages, music, visual and performing arts*

PROMOTING HEALTH AND SAFETY

HEALTH

WHERE WE ARE HEADED:

The Hillsboro 2020 vision for health focuses around a first-rate care system capable of effectively and efficiently serving all area neighborhoods, districts and age groups. To develop such a system, dozens of partners within and outside Hillsboro will collaborate on strategies to improve the scope, affordability and accessibility of community health care programs.

RECOMMENDED STRATEGIES AND ACTIONS:

40. Fit and Healthy

Emphasize wellness by educating all generations, starting with the youngest, about the benefits of staying fit and healthy.

- *Create a community Council for Wellness and Fitness to raise awareness and promote programs*

41. Low-Income Health Care

Increase the availability of affordable, accessible health care to the community's low-income residents.

- *Expand and consolidate information referral services*
- *Identify Hillsboro citizens underserved with health care services*

42. Elderly Care

Expand the existing home and hospice care system and other health care services for the elderly as the aging population increases.

- *Develop a county-wide strategic plan to extend health care services to include respite care, expanded home health care, and adult foster care*

PUBLIC SAFETY

WHERE WE ARE HEADED:

Under Hillsboro 2020, a variety of community safety strategies have been developed to ensure residents feel safe in their homes, neighborhoods and public places. The primary goal of these public safety actions is to promote and strengthen existing programs, and thereby sustain the high quality of life to which Hillsboro residents are accustomed. To achieve this goal, the City of Hillsboro will collaborate with local community groups, service providers, and the Hillsboro School District to provide public safety information and training, create outreach programs and new activities for youth, and expand existing programs to underserved areas and populations.

RECOMMENDED STRATEGIES AND ACTIONS:

43. Public Safety Support

Sustain community support for public safety programs.

- *Develop marketing and communications program to promote public safety*

44. Emergency Preparedness, Crime Prevention Programs

Expand and sustain neighborhood-based community safety programs and networks for emergency preparedness and crime prevention.

- *Target neighborhoods, elderly, renters, non-English speaking populations, and Hillsboro businesses for emergency preparedness education and training*

45. Multi-language Response Network

Enhance the multi-language communications network included in the community's planning and response program.

- *Enhance greater multi-lingual capacity within public safety departments of the City of Hillsboro*
- *Identify and procure technology to assist in expanding capacity of the network*
- *Extend network to include neighboring communities and other government agencies.*

46. Violence Reduction

Reduce incidence of violence in the community committed by youth and against youth.

- *Continue the School Resource Officers' program*
- *Create new outreach programs emphasizing neighborhood youth activities and parenting classes for young families*

Implementation Committee



The success of the Hillsboro 2020 Vision Action Plan will be determined through its implementation. To this end, a Hillsboro 2020 Vision Implementation Committee will be formed to track and facilitate the progress of the Vision Action Plan. The committee will also be responsible for recommending plan revisions of the Plan to the Hillsboro City Council as may be required or deemed desirable to optimize effective implementation.

The membership of the Implementation Committee will reflect the broad interests and population of the community. The members will include representatives of the Vision Action Plan's lead partners, with two or more actions, and other key community interests.

A "Steering Committee," comprised of members of the Implementation Committee, will be formed to act as executive advisory group. The Steering Committee will help identify issues for full committee discussion and make recommendations for action.

A proposed charge, detailed membership structure, and staffing arrangements are described on the next page.

CHARGE

To monitor the progress of the adopted Vision Action Plan, encourage implementation of actions, and recommend minor modifications to the plan as necessary.

The committee's activities will include:

1. A minimum of two committee meetings per year.
2. An annual progress report to the Hillsboro City Council.
3. Within the first year:
 - *Develop a clear understanding of lead partner roles.*
 - *Prepare Action Plan evaluation process and criteria.*
 - *Develop a Memorandum of Understanding between lead partners stating their commitment to the Vision Action Plan and their respective roles.*
4. Host an annual "town hall" meeting for public discussion of the Vision Action Plan.
5. Maintain two-way communication with lead partners to track and encourage action implementation.
6. If necessary, recommend proposed changes to the Vision Action Plan for City Council consideration.

MEMBERSHIP

The members of the Implementation Committee will be appointed by the Hillsboro City Council. The membership will reflect the composition of the Hillsboro population with a cross-section of key interests and lead entities.

The committee will have a chair, appointed by the City Council, who will serve a two year term. The chair will represent the public-at-large. Member terms will also be two years except for half of the initial committee which will serve three years to allow for continuity of membership. The chair and members may be re-appointed by the City Council.

The membership shall include one representative for each interest or lead partner (Steering Committee members are identified by an asterisk):

1. *Public-at-Large (Chair's position)**
2. *City of Hillsboro (staff representative)**
3. *Hillsboro Chamber of Commerce**
4. *Hillsboro School District**
5. *Washington County**
6. *Unified Sewerage Agency**
7. *Worksystems, Inc.*

8. *Hillsboro Historical Society*
9. *Tuality Healthcare*
10. *Bicycle/Pedestrian Pathway Task Force (after it is established)*
11. *Hillsboro Landmarks Commission (after it is established)*
12. *Hillsboro Arts Commission (a representative of Hillsboro Community Arts will serve until the Commission is formed)*
13. *Social Services*
14. *Environment**
15. *Neighborhoods**
16. *Faith*
17. *Public Safety*
18. *Hillsboro City Council Member (Liaison to Committee)*
19. *Public-at-Large**
20. *Public-at-Large*
21. *Public-at-Large*

STAFF SUPPORT

Staff support shall be provided by the City of Hillsboro and include the following activities:

- *Communications with committee members;*
- *Development of committee agendas (in consultation with chair);*
- *Coordination with City Council;*
- *Meeting facilitation and logistics including Town Hall meeting;*
- *Preparing meeting summaries;*
- *Media notification; and*
- *Production of written reports and other vision documents.*

Public Involvement Summary



The Hillsboro 2020 Vision Statement and Action Plan was developed over a three year period with extensive public input. Over 1500 citizens participated in this community effort through public opinion polls, focus groups, public meetings and workshops, written surveys, web page responses and other venues. The result is a community-based product which reflects the values and priorities of Hillsboro citizens. The following is a description of the public participation process and the results of each stage.

IDENTIFYING ISSUES AND RESOURCES

The development of the Hillsboro 2020 Vision Statement and Action Plan began in 1997 with the identification of present resources and community perspectives. Citizens and community leaders were asked, through telephone polls and focus groups, what was important to them about Hillsboro present as it plans for Hillsboro tomorrow. A citizen Vision Task Force was formed to provide advice on the project.

Nine focus areas – from the environment, to arts and culture, to public safety, to education — and a set of community values emerged. The values included:

- *A strong sense of community*
- *An appealing mix of open spaces and urban areas*
- *Proximity to major recreational and cultural attractions*
- *An efficient transportation system*
- *Sufficient parks and recreational opportunities*
- *Compelling social, recreational and retail attractions*
- *A well-integrated community*

DEVELOPING THE VISION STATEMENT

A citizen Vision Task Force was appointed by the Hillsboro City Council in September 1998 and charged with preparing a recommended Vision Statement. Public participation and opinion was sought during the process through several venues including, a Vision Fair, community workshops and forums, public presentations to over 35 community groups and organizations, newsletters (mailed city-wide), and a Hillsboro 2020 Web page. Public meetings were also held in Spanish, with translated materials to reach Latino residents. In addition, all meetings of the Vision Task Force were broadcast on cable television.

In all, hundreds of community residents actively participated in the process, offering nearly 200 ideas on how to bring the vision to life. Based on this extensive public input and their discussion, the Task Force prepared a recommended Vision Statement for City Council consideration.

The Statement included six key focus areas of the community's future:

- Strengthening and Sustaining Community (community identity, community activities and citizen relationships)
- Enhancing Neighborhoods and Districts connecting neighbors and businesses to the larger community; parks, transportation, housing)
- Creating Economic Opportunity (jobs and the workforce, business development)
- Expanding Educational and Cultural Horizons (education and learning, arts, cultural diversity)
- Preserving the Environment (natural resources protection and preservation, air and water quality)
- Promoting Health and Safety (police, fire, emergency response services; health and human services)

The draft Vision Statement was forwarded to the Hillsboro City Council, which approved it in June 1999.

DEVELOPING THE ACTION PLAN

The Task Force reconvened in the fall of 1999 to develop an Action Plan to bring the vision to life.

Initially, the Task Force developed strategies to be pursued through the Action Plan. These strategies were based on vision ideas that emerged from public input obtained in the previous phase of the process.

In October 1999, the Task Force joined six Vision Action Teams, organized by the focus areas of the Vision Statement. The teams were charged with developing the actions to bring the strategies, and the Vision Statement, to life. In addition to the Task Force members, each group included other interested citizens and City staff. Over 80 citizens participated on the teams.

By January 2000, the teams developed recommended actions to implement the strategies. More than 125 actions were identified to bring the Vision to life. For each action, the teams identified a lead entity, potential partners, estimated costs and resources, and a proposed timeline for implementation.

Subsequently, the Task Force reviewed the work of the Vision Action Teams. The Teams' proposals were provided to the public in another edition of the Hillsboro 2020 newsletter and feedback was solicited. Subsequently, the Task Force refined and consolidated the list of proposals to 46 strategies and 114 actions, and set priorities.

In the spring of 2000, the Task Force reviewed and approved a draft of this report, including recommended timelines for executing the strategies and actions. It also sought the commitment of the lead entities to take responsibility for implementing the Action Plan once it was approved by the City Council.

PUBLIC INVOLVEMENT SCHEDULE

1997	
Spring	Initial polling of community and focus groups with community leaders
1998	
Fall	Formation of citizen Vision Task Force Vision Fair and Community Workshops Speakers Bureau Presentations Newsletter # 1
1999	
Winter	Vision Task Force: Develop Vision Focus Area and Implementation Ideas Community Workshop (Spanish) Community Forums (English and Spanish) City Council and Planning Commission Workshops Newsletter # 2
Spring	Vision Task Force Forwards Recommended Vision Statement to Hillsboro Planning Commission and City Council Planning Commission and City Council Approve Vision Statement
Summer	Newsletter #3
Fall	Vision Task Force Develops Strategies for Implementation Vision Action Teams Begin Work to Develop Recommended Actions
2000	
Winter	Vision Action Teams Complete Recommended Actions Vision Task Force Refines Draft Action Plan Newsletter # 4
Spring	Vision Task Force Forwards Recommended Action Plan and Final Report to Hillsboro City Council City Council Approves Action Plan and Final Report Newsletter # 5



A ppendices

Acknowledgements

Between 1997 and 2000, over 200 citizens, businesses, and organizations contributed time, services, goods, and funding to help make the Hillsboro 2020 Vision Project a success. The following lists identify these generous individuals and organizations whose help is greatly appreciated.

HILLSBORO 2020 VISION TASK FORCE MEMBERS (1997-2000)

David Edwards, Chair	Public-at-Large
Shirley Huffman, Vice-Chair	Hillsboro Economic Development Partnership
John Blackmon	GTE / Hillsboro Planning Commission
Adrian Boly	Hillsboro High School
John Breiling	Public-at-Large
Mary Brown	Tuality Healthcare / Hillsboro Library Foundation
Val Cady	Public-at-Large
Neshia Cameron	Public-at-Large
Becky Carter	Intel Corporation
Manuel Castaneda	Pro Landscape, Inc.
Colleen Chandler	Community Action Organization
David Cooper	First Choice Service
John Coulter	Teufel Nursery, Inc.
Kay Demlow	Heart of Hillsboro / Hillsboro Actors Repertory Theater
Kimberli Fitzgerald	Hillsboro Planning Commission
Margaret Garza	Washington County Fair Complex
Sheila Cole Giambrore	Public-at-Large
John Hartner	Washington County
Saeed Hajarizadeh	Washington County
Pastor Tim Huber	Trinity Lutheran Church
Thomas Huffman	Public-at-Large
Tom Hughes	Hillsboro Planning Commission
Grant Johnson	Hillsboro Chamber Long Range Planning Committee
Ed Kristovich	CPO 9
Gary LaHaie	The Aussie Connection
Kathy Lehtola	Washington County
Maria Loreda	Virginia Garcia Clinic
Darell Lumaco	Hillsboro Parks Commission
Sarah Lynn	Hillsboro Chamber Long Range Planning Committee
Bill MacKenzie	Intel Corporation
Roy Malensky	Oregon Berry Packing
Reverend Michael McCall	Hillsboro Presbyterian Church
Charlie Noble	Hillsboro Chamber Long Range Planning Committee
Henry Oberhelman	CPO 8
Marty Oppenlander	Hillsboro Towing
Gardner Pitman	Public-at-Large
Richard Porn	Westside Economic Alliance
Ron Powne	BCA Financial
Denzil Scheller	Scheller Contracting
Crystal Schmidt-Dipaola	Hillsboro School District
Clyde Scott	Wetlands Conservancy
Kim Skriiko	Public-at-Large
Rick Van Beveren	Reedville Cafe
Sarah Van Raden	Glencoe High School
Lynn Voigt	Public-at-Large
Jerry Willey	Jones & Roth Financial Group
Tom Wolf	Trout Unlimited
Bert Zimmerly	Public-at-Large

VISION ACTION TEAMS

Strengthening and Sustaining Community:

Shirley Huffman, Chair
Rick Van Beveren, Vice-Chair
Tim Erwert
Marilyn Helzerman
Pastor Tim Huber
Shelah Jett
Ed Kristovich
Gary LaHaie
Darrin Marks
Ralph Medina
Andy Schroder
Jim Wallin
Jennifer Wells
Judy Willey

Creating Economic Opportunity:

Bill MacKenzie, Chair
Dan Aberg
John Blackmon
Manuel Castaneda
David Lawrence
Eldon Mains
Richard Porn
Ron Powne
Debbie Raber
Ed Thompson
Bert Zimmerly

Expanding Educational and Cultural Horizons:

Sarah Lynn, Chair
Lynn Adamo
Brigid Bauman
Debbie Brodie
Manuel Castaneda
Bill Christopher
Crystal Schmidt Dipaola
Bruce Hanna
Suzanne Linneen
Mac Morris
Mary Ordal
Sarah Van Raden
Larry Seekins
Joan Smith
Mike Smith
Lynn Voigt
Mike Zimmerlund

Enhancing Neighborhoods and Districts:

Kay Demlow, Chair
Karla Antonini
Lila Ashenbrenner
Kimberli Fitzgerald
Diana Franklin
Mary Gruss
Ray Ogilvie
Jeff Petrillo
Pat Ribellia
Stan Rickard
Denzil Scheller
Steve Walti

Preserving the Environment:

John Coulter, Chair
Wink Brooks
Bonnie Gariepy
Laura Hill
Fred Holz
Steve Huffman
John Jackson
Darell Lumaco
Jan McGowan
Mary Ordal
Pat Willis
Tom Wolf

Promoting Health and Safety:

Tom Hughes, Chair
Mary Brown
J.D. Fuiten
Susan Irwin
Laurie Johnson
Jeff Jurrens
Sharon Kennedy
Ron Louie
Rob Massar
Jerry McKee
Jerralynn Ness
Marty Oppenlander
Bob Shook
Sue Washburn
Reg Wobig

LEAD ACTION PLAN PARTNERS

Centro Cultural
City of Hillsboro
Community Action Organization
Greater Hillsboro Chamber of Commerce
Hillsboro Downtown Business Association
Hillsboro Community Arts
Hillsboro Economic Development Partnership
Hillsboro Historical Society
Hillsboro School District
SOLV
Tualatin Valley Community Access
Tuality Healthcare
Unified Sewerage Agency
Washington County
Westside Economic Alliance
Worksystems, Inc.

IN-KIND CONTRIBUTORS

Barney & Worth, Inc.
David Edwards
Fisher Farms
Greater Hillsboro Chamber of Commerce
GTE
Hillsboro Aviation
Hillsboro Downtown Business Association
Hillsboro School District
Hillsboro Tuesday Marketplace
Intel Corporation
KUIK
Market Strategies
Northwest Natural Gas
Patrick Rosetti
Portland Community College
Portland General Electric
St. Matthew Catholic Church
Scheller Contracting
Su Casa Imports
Tualatin Valley Community Access
Tuality Healthcare
Unified Sewerage Agency
Washington County

MAJOR SPONSORS

Intel Corporation
GTE

BUSINESS PARTNERS

Epson
NEC America
Portland General Electric
Standard Insurance
Tuality Healthcare
Washington Mutual Bank
West Coast Bank

VOLUNTEERS

Doris Arnell	Bruce Johnson
Tom Arnold	Nancy Kingston-Beall
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John Bareis	Sister Guadalupe
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Deborah Clarke	Richard Miller
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Lenora Cooper	Roger Penske
Vance Corum	Cecilia Petrocco
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Barbara Hanson	Lorene Sjoblom
Barbara Hanson	Margie Surrige
Carol Harmon	Christee Sweeney
Wendy Hawkins	Rori Thompson
Valerie Hewey	Ray Whitford
Kristen Hughes	Scott Whyte
Betty Irish	Patti Williams
Rhonda Irwin	Maureen Wolf

HILLSBORO CITY COUNCIL

Mayor	Gordon Faber
Councilor	Jim Frost
Councilor	John Godsey
Councilor	Darlene Greene
Councilor	Bruce Hochstein
Councilor	Al Judah
Councilor	Karen McKinney

HILLSBORO PLANNING COMMISSION

President	Wyatt Newman
Vice-President	Tom Hughes
Commissioner	John Blackmon
Commissioner	Kimberli Fitzgerald
Commissioner	Ross Mathews
Commissioner	Brian Roberts
Commissioner	Don Suhrbier

HILLSBORO 2020 PROJECT TEAM

City of Hillsboro:

Karla Antonini	Rene Heade
Bruce Bieri	Erik Jensen
Angie Bond	David Lawrence
Elisa Boston	Jay Leroux
Wink Brooks	Rob Massar
Barbara Cameron	Robyn Rawls
Sarah Jo Chaplen	Monica Reyes
Rita Davis	Patrick Ribellia
Amber Deming	Anna Ruggles
Traci Dummer	Kevin Smith
Tim Erwert	Jennifer Wells
Emily Harnish	Vickie Ward
Kate Hawthorne	

Consultants:

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Tom Wilson, Barney & Worth
Steven Ames, Steven Ames Planning
Gordon Davis, Planning Consultant
Christine Rains, Graphic Design
Jim Swenson, New Media Magic
José Jaime, Translation Services
Paul Morris, McKeever/Morris
John Anderson, McKeever/Morris
Kimberly Iboshi Sloop, McKeever/Morris

TOPIC KEY

VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

STRATEGY 1 Develop a citizen involvement plan to promote early, frequent and regular participation in local decisions and actions. **Priority/Timeline**

1.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Citizen Involvement Plan	Convene the Citizen Involvement Advisory Committee (CIAC) to lead a process to craft a citizen involvement plan and recommend it to the Hillsboro City Council. Concurrent with the CIAC process, build public awareness of the effort to develop a citizen involvement plan, and encourage public participation in its development.	City of Hillsboro.	Hillsboro Chamber of Commerce; churches; youth organizations; Hispanic and other minority community organizations; Hillsboro School District; Tualatin Valley Community Access; other community groups and agencies involved in the Hillsboro 2020 visioning process.	\$5,000 for Plan development; \$6,000-10,000 for promotion. Source(s): City may be able to fund a portion.	●		

STRATEGY 2 Make on-line technology accessible and affordable to all residents of the community. **Priority/Timeline**

2.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
On-line Technology Forum	Convene "on-line technology for all" symposium to set priorities for providing access to web-based services, assuring gap is closed between residents with current on-line access and those who have none.	Hillsboro Chamber of Commerce.	Local public sector, including Hillsboro School District and City of Hillsboro.	Source(s): Contributions from high-tech and other local businesses; Chamber to meet costs of publicity and mounting the symposium.		➡	➡
2.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Access to the Web	Provide WEB-based access to City and other local government resources.	City of Hillsboro; Washington County; Hillsboro School District.	Service clubs; businesses.	\$25,000-100,000. Maintenance costs, half-time or more. Source(s): Local government budgets.	➡	➡	➡
2.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Public On-line Centers and Computer Systems	(A) Create on-line centers in public places, throughout the community. (B) Maintain and update.	(A) City of Hillsboro; Washington County; Hillsboro School District. (B) City of Hillsboro; Washington County.	(A) Hillsboro Chamber of Commerce; service and other organizations; high-tech and other major employers; telecommunications companies; AARP, (B) Hillsboro School District.	(A) Set-up costs, including salaried employee, support staff, individual public kiosks (\$10-12,000 each); space rental. Source(s): In-kind from high-tech companies; from public and private sector for space, including library branches, schools. (B) Cost: Maintaining infrastructure. Source(s): Industry supporters; private businesses; internet service providers, cable/telephone companies; Capital Center; NW Regional Education Service District.		(A,B) ➡	(A,B) ➡

STRATEGY 3 Establish community information systems that keep citizens informed of city-wide activities and provide citizen access to community networks. **Priority/Timeline**

3.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Volunteer Database	Develop a list of all community groups, organizations, programs and projects with a volunteer database. Tap into Hillsboro schools for volunteer opportunities with students involved in community service programs, and community organizations with youth leadership programs, adding names to the database. Update the list annually, and at times issue a general community notice through Web pages and other advertising and media channels for volunteers to sign up with the network, identifying upcoming volunteer opportunities. NOTE: Volunteer Web Site already exists (VOLUNTEERMATCH.ORG) to be used and built on.	Hillsboro Chamber of Commerce.	City of Hillsboro; Washington County; Hillsboro School District; seniors; churches; service clubs; Internet service providers; businesses; fraternal organizations; Retired Seniors Volunteer Program; SOLV; AARP; Youth Volunteer Corps.	\$2,000-4,000 Start-up; \$100 monthly for maintenance, upkeep. Source(s): Money may come from partners, grants. Some labor may come from volunteers.	➡	➡	➡

● = To be completed in specified time frame ➡ = Continuing action

3.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Community Events Calendar	Develop a broad based community calendar, building on current City and Chamber products by adding information and entries from a wide range of citizens, community groups and organizations.	City of Hillsboro.	Hillsboro Chamber of Commerce; Hillsboro School District; Washington County Fair Complex; media; service organizations; Convention & Visitors Bureau of Washington County; Tuality Hospital; Washington County Historical Museum; Retired Seniors Volunteer Program.	Cost: Up to \$20,000 per issue at a rate of six issues per year. Covers cost of production/development, printing and postage. Source(s): Money could come from sponsorships, donations and fees.	➡	➡	➡
3.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Community Web-Site	Develop and maintain a web site to list all types of education, training, apprenticeship programs that exist throughout the community.	Worksystems, Inc.	Capital Center; Washington County; Hillsboro Chamber of Commerce; Hillsboro School District; Portland Community College (PCC).	\$15,000 to develop; \$10,000-15,000 annually to maintain.	➡	➡	➡

STRATEGY 4 Develop a community identity program that reflects Hillsboro's character. Priority/Timeline

4.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Hillsboro Logo/Motto	Establish, through a community process, a Hillsboro logo and motto which represent the community's unique identity.	City of Hillsboro; Hillsboro Chamber of Commerce.	Various community-based service organizations; interested individual businesses.	Cost: \$5,000 - 30,000, depending on the extent of volunteer participation and the method and cost of having the logo designed. Source(s): Donations, grants, contributions from partners.			●
4.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Signage Development and Implementation Plan	(A) Develop signage program, incorporating Hillsboro motto and logo, and including community gateways component. (B) Implement the program.	City of Hillsboro; Hillsboro Chamber of Commerce.	Various community-based service organizations; interested individual businesses.	(A) \$5,000-15,000. Staff time for field work and analysis of signage opportunities; legal and process costs for changes to ordinances and development standards. (B) \$50,000-\$500,000 over 4-20 years; cost of sign replacements and adding new signs depends on extent of program from above action. Source(s): City budget, Chamber budget, individual sponsors of community events.			(A,B) ➡

STRATEGY 5 Develop a common "Hillsboro" address for every home and business within the boundary of the City reflected in all local postal addresses. Priority/Timeline

5.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Common Zip Code	After determining future eastern City boundary, work with U.S. Postal Service to modify Hillsboro zip code boundaries to match future City boundary.	City of Hillsboro.	Hillsboro Chamber of Commerce; various community-based organizations; interested individual businesses.	\$25,000-\$75,000; public education campaign, staff time; undetermined cost to individual residents and businesses for changing their address.			●
5.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Home Address System Design and Implementation	Through a community-based process, determine whether to establish a single address/grid system, and if so, develop and (B) implement a common address plan.	City of Hillsboro.	Washington County; Hillsboro Chamber of Commerce; U.S. Postal Service; civic organizations; homeowners associations; interested businesses.	(A) \$20,000-100,000; advertising and public involvement costs; staff time. (B) \$50,000-100,000. Printing plan, summary and distribution; legal for ordinance to effect change. Undefined cost to individual businesses and residents to change address.			(A,B) ➡

STRATEGY 6 Identify and promote community events that bring residents together and attract outside visitors. Priority/Timeline

6.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Athletic Event	Establish a major athletic event in the Hillsboro area to be held regularly with regional, and even international impact. Example (1) An international softball tournament to be held every other year; (2) A regional bicycle race to begin and end in Hillsboro.	Hillsboro Chamber of Commerce.	Non-profits; service organizations; media; business sponsors (Adidas, Nike, Bat Co.); Sister City Associations; Tuality Healthcare Foundation; sports and fitness clubs; City of Hillsboro; Hillsboro School District.	Cost ± \$50,000. Source(s): sponsors, community grants, advertising, fees.			●

● = To be completed in specified time frame ➡ = Continuing action

6.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Community Events	Continue existing community activities, including Air Show, community markets and 4th of July Parade, and expand the list to include such activities as a 10K race in connection with the 4th of July celebration, and a vintage aircraft fly-in separate on the annual calendar from the air show.	Hillsboro Chamber of Commerce.	Hillsboro Rotary, City of Hillsboro, Washington County Fairplex; Hillsboro Downtown Business Association; Rose Festival Association; sponsors; Hillsboro Boys and Girls Club; community service clubs; Port of Portland; Centro Cultural. For the vintage fly-in, involve vintage aircraft enthusiasts and interested parties.	Source(s): Cost varies. Money could come from sponsorships, fees and donations.	➡	➡	➡

STRATEGY 7 Promote the establishment of centers for meetings, conferences and other community activities. Priority/Timeline

7.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Community Center	Upgrade the Town Theater for use as a community center.	City of Hillsboro.	Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; arts organizations; churches; other potential uses.	Source(s): \$1 million to come from sales, grants, fundraisers, user fees, sponsors and donations.		●	
7.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Convention Center	Develop a new convention center with possible multi-building development.	Washington County Fair Board and private partner.	City of Hillsboro; Washington County; State agencies (Oregon Economic and Community Development Department, Tourism); businesses; Hillsboro Chamber of Commerce; Port of Portland; developers; Tualatin Valley Community Access.	Source(s): Cost: \$35-60 million, some funding could come from sale of land.			●

STRATEGY 8 Expand on existing program to identify and nurture future community leaders. Priority/Timeline

8.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Community Leadership Training	Establish a training program, drawing on and expanding beyond the business community the existing leadership training program of the Hillsboro Chamber.	Hillsboro Chamber of Commerce.	Local governments and educational institutions, including Portland Community College; local toastmaster organizations; other community organizations; Tualatin Valley Community Access; retirees.	Budget for costs with help of Chamber's experience.	➡	➡	➡

STRATEGY 9 Provide for adequate and accessible child care for all working families in Hillsboro. Priority/Timeline

9.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Child Care	Convene a community forum to create a public-private partnership to determine how available, affordable child care can be developed and delivered with the help of the private sector and the use of parent co-operatives.	City of Hillsboro.	Major employers in area; local business organizations; public sector, including Washington County; Hillsboro School District; Quality Healthcare; community service organizations; churches; Community Action Organization; Tualatin Valley Community Access.	More data needed. Potential costs include communications, coordination expenses, possible FTE for program coordinator. Chief aim would be to limit costs through volunteer and in-kind participation in the program, such as employers allowing flex time for employees to participate in parent co-op day care facilities. Source(s): might include state funding (pass through federal dollars), in-kind contribution of major employers to provide on-site day care facilities for children of employees.		●	

STRATEGY 10 Assure the adequate provision of recreation, sports and aquatic facilities that are affordable and accessible to all area residents, and plan for their development. Priority/Timeline

10.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Parks Facilities Inventory	(A) As a component of the City of Hillsboro Parks and Recreation Department's master planning process, inventory existing facilities and determine the need for new or renovated ones city-wide. (B) Involve members of the community in the planning and development of facilities.	City of Hillsboro.	Hillsboro School District; Hillsboro Boys and Girls Club; other youth organizations; facility user groups; senior organizations; Washington County Dept. of Aging and Veterans' Services.	(A) \$25-\$50 K: Source(s): City budget, grants and donations. (B) Staffing, materials and communications undetermined. Resources: extensive volunteerism.	(A) ● (B) ➡	➡	➡

● = To be completed in specified time frame ➡ = Continuing action

TOPIC KEY

VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 11 Complete an integrated system of sidewalks and bike paths to serve the entire city, improving neighborhood connections, recreation options and safety. Priority/Timeline

11.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Identify/Map Pathways	Develop an inventory & mapping of local/neighborhood bike/pedestrian pathways.	City of Hillsboro.	Bicycle / Pedestrian Pathway Task Force (new);Washington County; Metro; community and civic groups; neighborhood groups.	\$75,000 – 100,000 (mapping services/planning expertise/in-kind time).	●		
11.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Establish Pathways	Establish a new Hillsboro public/private bicycle/ pedestrian pathway task force.	City of Hillsboro.	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce.	\$15,000.	●		
11.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Fund Pathways	Explore feasible funding options including state, regional or private, grants, public or special levees or other means to upgrade and complete the City's bike path / pedestrian system in accordance with current codes and ordinances.	Bicycle / Pedestrian Pathway Task Force (new).	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce.	\$15,000.	➡	➡	➡
11.4	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Sidewalk Incentives	Provide incentives to adjacent property owners as to complete and repair sidewalk system.	Bicycle / Pedestrian Pathway Task Force (new).	City of Hillsboro, Bike Coalition; citizen groups; Hillsboro Chamber of Commerce.	Very high. Source(s): Explore bond measures, state and federal funding.	➡	➡	➡

STRATEGY 12 Establish a coordinated system of public and private buses, shuttles and trams connecting large neighborhoods and major retail and employment areas. Priority/Timeline

12.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Transit System Expansion and Promotion	(A) Develop public/private partnerships to expand existing transit systems and promote increased ridership. (B) Promote and encourage use of mass transit and alternative modes of transportation. Explore and promote use through new incentive programs and by providing necessary infrastructure and transit service within Hillsboro.	Hillsboro Chamber of Commerce (Transportation Committee).	(A) City of Hillsboro; downtown groups; private businesses (e.g. Dawson Creek Corporate Park); other governmental agencies;Washington County; developers. (B) City of Hillsboro; Hillsboro Chamber of Commerce; employers; Bicycle Transportation Alliance; Citizens for Sensible Transportation (CST); Oregon Department of Transportation (ODOT);Tri-Met;Washington County Dept. of Aging & Veterans' Services.	(A) Nominal, cost of meeting time. (B) 1 full time position for promotion at cost of \$85K/year.Tri-Met may be a potential source (could be a regional position).		(A,B) ➡	(A,B) ➡
12.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Transit Service Expansion	Lobby Tri-Met to increase and maintain transit service.	Hillsboro Chamber of Commerce.	City of Hillsboro; downtown groups; private businesses (e.g. Dawson Creek Corporate Park); other governmental agencies; Washington County; developers;Washington County Dept. of Aging & Veterans' Services.	Increase in Tri-Met ridership fees; taxes.		➡	➡
12.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Local Transit System	Study economic feasibility of operating a limited Hillsboro transit service that complements Tri-Met service.	City of Hillsboro; Hillsboro Chamber of Commerce (Transportation Committee).	Metro;Tri-Met; neighborhood groups; employers;Washington County Dept. of Aging & Veterans' Services.	\$75,000 for consultant fees; Source(s): Metro and Tri-Met.		●	

● = To be completed in specified time frame ➡ = Continuing action

STRATEGY 13 Protect and enhance historical and cultural sites and other resources.

Priority/Timeline

13.1		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Local Landmarks Commission	Establish a Hillsboro Landmarks Commission (new).	City of Hillsboro.	Washington County Historical Society; State Historic Preservation Office; Historic Preservation League of Oregon; Hillsboro Historical Society (new).	Nominal cash. Significant volunteer time and donation of in-kind services. Source(s): Private sector.	●			
13.2		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Local Historical Society	Create a volunteer membership Historical Society for Hillsboro.	Hillsboro Historical Society.	Hillsboro Landmarks Commission (new); Hillsboro Cultural Center; Washington County Historical Society; Hillsboro Chamber of Commerce; Tualatin Valley Community Access.	Cost: Low-cost. Source(s):Volunteers; private citizens; historical society members; grants and fundraisers.	●			
13.3		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Historic/Cultural Sites Education	Provide educational materials for property owners on protection of historic and cultural sites, including qualifications, resources, how to establish and other information; build connections with other regional and state historical societies.	Hillsboro Landmarks Commission (new).	Hillsboro Historical Society (new); State, regional and other local historical societies; local news media; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Hillsboro Senior Center; Board of Realtors; Washington County.	Low capital costs; new web site costs for educational materials (\$5,000 ±). Source(s): Landmarks Commission sponsoring groups and businesses; volunteer professional and technical assistance.		➡	➡	

STRATEGY 14 Revitalize Hillsboro's historic downtown as a regional attraction.

Priority/Timeline

14.1		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
RUDAT Review	Review Regional Urban Design Action Team (RUDAT) study and report on it.	Hillsboro Chamber of Commerce (Long Range Study Committee).	Landmarks Commission; Hillsboro Historical Society (new); Hillsboro Downtown Business Association; City of Hillsboro.	None.			●	
14.2		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Downtown Historic District	Identify Hillsboro's downtown historic district and obtain grants for designation.	Landmarks Commission; Hillsboro Historical Society.	State; regional and other local Historical Societies; property owners; City of Hillsboro.	Time, volunteers.		➡	➡	
14.3		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
District Design Standards	Create design standards and appropriate parking for public buildings in downtown historic district.	City of Hillsboro.	Hillsboro Downtown Business Association; Landmarks Commission (new); Hillsboro Historical Society; pro-bono architect; property owners.	Time, grant for design consultant \$10,000 – 20,000.			●	
14.4		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Historic Structure Incentives	Develop tax and other incentives to restore and update historic structures.	Landmarks Commission (new).	Various historical societies; Hillsboro Chamber of Commerce; City of Hillsboro; banks; builders.	Time.			●	
14.5		Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Downtown Mixed Use Housing	Encourage historically-compatible mixed-use housing downtown.	City of Hillsboro; Hillsboro Downtown Business Association; Hillsboro Chamber of Commerce.	Landmarks Commission (new); Washington County Dept. of Aging and Veterans' Services.	Time, \$2,000 printed material.			➡	

● = To be completed in specified time frame ➡ = Continuing action

STRATEGY 15 Develop a new public square in downtown Hillsboro that serves as the heart of the community.

Priority/Timeline

15.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Public Square Task Force and Development	(A) Establish a task force to define, develop design concepts, select a site and poll the community for a new public square downtown. (B) Upon approval of plans, finance and build the new public square.	City of Hillsboro.	City of Hillsboro; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Washington County; Centro Cultural; Hillsboro Historical Society; Hillsboro Landmarks Commission (new); American Institute of Architects; Livable Oregon.	(A) \$200,000. Source(s): grants, fundraising and public/private funding. (B) \$5,000,000. Sources to include grants, fundraising and public/private funding.			(A) ● (B) ➡

STRATEGY 16 Provide and encourage “third places” at commercial facilities that are attractive and accessible (such as small scale neighborhood locations, coffee shops, mini-retail, kiosk, sidewalk vending areas) where citizens can meet and talk informally, including them in existing and new neighborhood plans in appropriate transition zones.

Priority/Timeline

16.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Public Places Need/Promotion	Inventory and promote existing public places and locations.	Hillsboro Chamber of Commerce.	Convention/Visitors Bureau of Washington County; Tri-Met; City of Hillsboro; Hillsboro Senior Center; Boys and Girls Club; Ministerial Associates; Tualatin Valley Community Access; OSU Extension; Portland Community College; PTA; Community Bank; wineries; Washington County Historical Society; Portland Chamber of Commerce.	\$10,000 for web page, brochure and listing in media. On-going annual cost.		●	
16.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Neighborhood Gathering Places	Provide for small scale neighborhood and other informal gathering places (“third places”) through existing and new neighborhood plans.	City of Hillsboro.	Hillsboro Downtown Business Association; Hillsboro Chamber of Commerce; neighborhood associations.	Staff time.			➡
16.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
“Third Places” Business Support	Develop plan for recruiting business owners to target and support “third places” activities.	Hillsboro Chamber of Commerce.	Hillsboro Downtown Business Association; Neighborhood groups; developers; Hillsboro Economic Development Council; Tualatin Valley Community Access.	\$5,000 plus Chamber staff time. Source(s): Chamber budget, City Economic Development Partnership.			●
16.4	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
“Third Places” Incentives	Provide incentives for new developments to include “third places” .	City of Hillsboro.	Hillsboro Downtown Business Association; Hillsboro Chamber of Commerce; neighborhood associations.	Staff time.			➡
16.5	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
“Third Places” Site Options	Determine feasibility of old school district facilities and other facilities along MAX light rail line for possible use as community centers and quasi-commercial uses.	City of Hillsboro.	Hillsboro School District; Hillsboro Chamber of Commerce; neighborhood groups; Tualatin Valley Community Access; consultant.	\$15,000 - 20,000 for consultant. Source(s): City of Hillsboro, Hillsboro School District.			●

● = To be completed in specified time frame ➡ = Continuing action

STRATEGY 17 Promote a diversity of housing by type and cost.

Priority/Timeline

17.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Housing Inventory Assessment	Evaluate current housing availability by type, price range, lot size, etc.	City of Hillsboro.	Builders; Community Action Organization; Washington County Dept. of Aging and Veterans' Services; local realtors; apartment managers.	\$10,000 for study. Sources might include donations from building/real estate industry.	●		
17.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Diverse Housing Standards	Establish measurable minimum standards (performance standards) in the zoning ordinances to promote diverse housing choices city-wide.	City of Hillsboro.	Washington County Dept. of Aging and Veterans' Services; developers; architects; neighborhood groups as applicable.	Nominal cost, involves staff time.		●	
17.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Housing Zone Formula	Develop a transition zone formula (e.g. that allows the transition from multiple unit dwellings to single family dwellings) in the City's zoning ordinance.	City of Hillsboro.	Washington County Dept. of Aging and Veterans' Services; developers; architects; neighborhood groups as applicable.	Nominal cost, involves staff time.		●	

STRATEGY 18 Acquire additional property for future parks and open space.

Priority/Timeline

18.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Parks Land Inventory/ Analysis	Involve local community in analyzing existing parks land inventory to match new parks with population needs for recreational land.	City of Hillsboro.	Hillsboro Chamber of Commerce; neighborhood groups; Hillsboro School District; Tualatin Valley Community Access.	Nominal cost/combination of existing staff and volunteers.	●		
18.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Parks Property Identification	Identify and consider properties that include existing structures for their cultural and recreational potential and incorporate this information into the Parks Master Plan.	Hillsboro Landmarks Commission (new); City of Hillsboro.	Washington County Historical Society; Hillsboro Historical Society (new).	Nominal cost/staff and volunteer time.	●		
18.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Parks Land Incentives	Develop incentives for park land donations and dedications, including strengthening density incentives to allow exchange of density bonuses for park land.	City of Hillsboro.	Metro; Oregon Department of Land Conservation and Development (grant program); Washington County.	\$30,000 (for legal and technical assistance); Regional and State grants.		➡	➡

STRATEGY 19 Identify and develop a system of neighborhood parks, located within walking or biking distance of every community resident.

Priority/Timeline

19.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Parks Master Plan Update	Complete the City's park master plan update (also see strategy 10, action 1).	City of Hillsboro.		Nominal.	●		
19.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Parks/ Transportation Coordination	Coordinate park system planning with transportation systems.	City of Hillsboro.	Metro, Washington County Department of Land Use and Transportation; Oregon Department of Transportation (ODOT); Tri-Met.	Nominal cost.	●		

● = To be completed in specified time frame ➡ = Continuing action

19.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Bike/Pedestrian Easement Identification	Identify and promote potential bike and pedestrian easements to connect parks and transportation.	City of Hillsboro.	Metro; Tri-Met; neighborhoods.	\$5,000.	➡	➡	➡
19.4	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Greenway Easement Advocacy	Advocate parks/greenway easement opportunities to developers.	City of Hillsboro.		Nominal cost, in-kind.	●		

STRATEGY 20 Promote development of landscaped areas throughout the community.

Priority/Timeline

20.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Landscaped Area Opportunities	Identify opportunities in high visibility, high impact public and private spaces for development, expansion of landscaped areas.	Hillsboro Chamber of Commerce (Beautification Committee).	Property owners, including Public: City of Hillsboro; Private: homeowners associations; volunteer organizations; business sponsors.	\$1,000 – 2,000.			●
20.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Community Landscaping Strategy	Develop a strategy and action plan for installation and maintenance of landscaping improvements along Hillsboro area major streets and arterials in both new development and older community spaces and areas.	City of Hillsboro.	Homeowner associations, groups; Hillsboro Chamber of Commerce Beautification Committee; SOLV; Community Participation Organizations (CPOs); Washington County Community Corrections Department (community service programs); Washington County.	Cost of strategy and action plan development is estimated at between \$25,000 and \$50,000. One possible resource: Adopt-a-Space program.			●

● = To be completed in specified time frame ➡ = Continuing action

TOPIC KEY

VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 21 Inventory, designate and, as necessary, acquire major greenways, creeks and wetlands in the Hillsboro area for future protection and preservation. **Priority/Timeline**

21.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Natural Resource Inventory	Finalize inventory and designate resource areas.	City of Hillsboro.	Affected landowners; Tualatin Watershed Council; citizen groups; neighborhood organizations; Metro; Unified Sewerage Agency (USA); Soil and Water Conservation District.	Cost ± \$50,000. Source(s): City of Hillsboro; community volunteers; and existing maps and plants.	●		
21.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Resource Area Regulation	Develop regulations for future preservation and protection of designated areas.	City of Hillsboro.	Army Corps of Engineers; National Marine Fisheries Service (NMFS); Oregon Division of State Lands and Department of Fish and Wildlife (ODFW); Metro; "Friends" groups; Hillsboro Chamber of Commerce; Unified Sewerage Agency (USA); Community Participation Organizations (CPOs).	\$30,000 from grants; City of Hillsboro.		●	
21.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Resource Area Priority Designation and Acquisition	(A) Prioritize designated areas for acquisition, and (B) acquire priority areas as appropriate. Attempt to secure dedications of conservation easements prior to purchasing land.	City of Hillsboro.	Metro (Greenspaces); Unified Sewerage Agency (USA); citizen groups; Wetlands Conservancy; Tualatin Watershed Council; willing sellers; donors; land trusts.	(A) \$15,000 - 30,000 to organize and perform public involvement. Source(s): Grants, City of Hillsboro. (B) To be determined. From grants, City of Hillsboro, Metro and private donations.		(A) ● (B) ●	

STRATEGY 22 Establish a community-wide stream restoration program. **Priority/Timeline**

22.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Stream Restoration Assessment	Assess stream restoration needs and identify priority projects.	Unified Sewerage Agency (USA).	City of Hillsboro; Oregon Department of Fish and Wildlife (ODFW); Tualatin Watershed Council; SOLV; "Friends" groups; Hillsboro School District (school projects); Community Participation Organizations (CPOs)	\$80,000 - 100,000. Source(s): grants (i.e. federal, Oregon Watershed Enhancement Board (OWEB)).	●		
22.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Restoration Programs Coordination	Provide and coordinate technical, human and financial resources needed for restoration activities.	Unified Sewerage Agency (USA); City of Hillsboro; SOLV.	Tualatin Watershed Council; Jackson Bottom Wetland Preserve; Trout Unlimited; NW Steelheaders; National Tree Trust; Friends of Trees and other "Friends" groups; Soil and Water Conservation District; Hillsboro School District.	\$80,000 annually for coordinator. Source(s): Funding to come from grants (federal); USA Environment Fund (TVWQEF); private foundations and public funds.	➡	➡	➡

STRATEGY 23 Identify and promote the restoration of wildlife habitats in the community. **Priority/Timeline**

23.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Planting Native Species	Encourage and promote planting of native species. Encourage nurseries to expand availability and identification of those species.	Unified Sewerage Agency (USA).	Metro; Oregon Department of Fish and Wildlife (ODFW); US Fish and Wildlife Service; Oregon Cooperative Extension Program; Hardy Plants Society; "Friends" groups; mass merchants; lawn and garden stores; Willamette Restoration Initiative; Jackson Bottom Wetland Preserve; Fern Hill Wetlands; Southwest Water Conservation District Consortium; development community; Tualatin Valley Community Access.	Cost: \$10,000. Source(s): grants, public and private funding, commercial funding and in-kind from nurseries and landscapers.		➡	➡

● = To be completed in specified time frame ➡ = Continuing action

23.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Tree Planting Program	Establish a tree planting and preservation organization and program.	City of Hillsboro.	Tree City Board; SOLV; "friends" groups; civic organizations; Hillsboro School District; homebuilders; homeowners.	Cost \$85,000 - \$200,000 for cost of meeting Tree City designation/Program Coordinator as well as promotional materials. Source(s): Tree City funding, grants, public, private and commercial funding and "friends" groups.		➡	➡
23.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Pest and Weed Control Promotion	Encourage natural methods of pest and weed control, and identify current outreach and awareness programs targeting appropriate use of chemicals. Support and promote as necessary.	Unified Sewerage Agency (USA).	City of Hillsboro, Oregon Department of Fish and Wildlife (ODFW); Oregon Cooperative Extension Program; garden clubs; retail lawn and garden; mass merchants; landscape associations; nursery associations; Tualatin Watershed Council; agriculture sector; homeowners; chemical manufacturers and distributors; Metro.	To identify: \$5,000 plus. Education and Outreach: \$10,000 plus annually. Source(s): grants, public, private and commercial funding and garden groups.		➡	➡
23.4	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Noble Woods Wildlife Habitat	Restore and maintain the wildlife habitat at Noble Woods Park.	City of Hillsboro.	Hillsboro School District; Scouts; "Friends" groups; SOLV; Watershed Council; Trout Unlimited.	\$5,000 - \$10,000 per acre. Source(s): grants, private donations, Metro and City of Hillsboro.	➡	➡	➡
23.5	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Jackson Bottom Enhancement	Maintain and expand Jackson Bottom as the community's premier environmental asset.	Jackson Bottom Wetland Preserve Board and City of Hillsboro.	Unified Sewerage Agency (USA); "Friends" groups; SOLV; Hillsboro School District.	Costs: \$1 million for construction of new Interpretive Center. \$325,000 for education program including staff and materials. \$65,000/year for maintenance of trails, signage, utilities/building.	➡	➡	➡

STRATEGY 24 Maintain clean air and water resources, and control noise and visual pollution. Priority/Timeline

24.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Pollution Codes Review	Review and establish appropriate codes treating aesthetic, sign, noise-and light-related pollution issues..	City of Hillsboro.	Oregon Department of Environmental Quality (DEQ); business owners, developers, Port of Portland.	To be completed in-house by City staff.		●	
24.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Pollution Hot-Lines	Promote existing environmental "hot-lines" for reporting pollution.	City of Hillsboro.	Oregon Department of Environmental Quality (DEQ); Metro Recycling Hot Line; Tualatin Valley Community Access.	No new cost to implement- \$5,000-1\$0,000 to promote.	➡	➡	➡

STRATEGY 25 Expand curbside and other recycling programs and facilities as well as recycling education programs aimed at both youth and adults. Priority/Timeline

25.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Waste Reduction Promotion	Promote and encourage existing waste reduction programs (including hazardous wastes, plastics and other materials not currently recycled) by simplifying the sorting process and increasing incentives to recycle. Target under-served areas, such as businesses and construction sites.	City of Hillsboro.	Unified Sewerage Agency (USA); Hillsboro Chamber of Commerce; Washington County Cooperative Recycling Program; franchises; haulers; processors; Metro; Homebuilders Association; Association of General Contractors; custodial/janitorial services.	\$60,000 plus per year for information and distribution and cooperative services. Source(s): City of Hillsboro, County and Metro.	➡	➡	➡
24.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Waste Disposal Program Promotion	Encourage city-wide participation in the Green School waste disposal reduction program.	Washington County Cooperative Recycling Program.	Oregon Green Schools Association; City of Hillsboro; SOLV; Metro; Unified Sewerage Agency; Hillsboro School District; Hillsboro Landfill.	No cost; In-kind services including volunteers (may actually relieve school budgets).	➡	➡	➡

● = To be completed in specified time frame ➡ = Continuing action

STRATEGY 26 Educate, encourage and demonstrate the use of “environmentally friendly” construction techniques and products for use in Hillsboro.

Priority/Timeline

26.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Environmentally-friendly Construction Education and Demonstration	(A) Educate development community and public on environmentally-friendly construction products and techniques, and (B) demonstrate techniques in new construction of public buildings and facilities (City of Hillsboro/other public agencies as role models).	City of Hillsboro.	Architects and builders; Homebuilders Association; Hillsboro Chamber of Commerce Land Use or Economic Development Committees; Northwest Energy Efficiency Coalition; Remodeling Heritage Foundation.	(A) \$50,000. Seek grants, possibly Metro Waste Reduction funds. May be able to do some things inexpensively (i.e., provide information through web page links). (B) Approximately 5% of construction cost of new buildings; potential operating cost savings could result.		(A,B) ⊖	⊖
26.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Environmentally-friendly Construction Incentives	Develop/establish incentives for use of environmentally friendly construction.	City of Hillsboro.	Architects and builders; Metropolitan Homebuilders Association; Hillsboro Chamber of Commerce Land Use or Economic Development Committees; Northwest Energy Efficiency Coalition; National Association of Industrial Parks; Metro.	In-kind staff and grants.		●	

● = To be completed in specified time frame ⊖ = Continuing action

TOPIC KEY

VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

STRATEGY 27 Foster Hillsboro's diverse base of businesses and industries.

Priority/Timeline

27.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Local Economic Development Strategy	Prepare and implement a Hillsboro area economic development strategy. Strategy should be based on 1) Maintaining an adequate supply of small, medium and large industrial parcels; 2) A program to support retention and development of existing businesses; 3) A new business recruitment program based on opportunities for vertical and horizontal diversification from existing U.S. International and Hillsboro area companies; and 4) Research produced by the actions in Strategy #28. In addition to seeking businesses with high wage jobs, actively seek those businesses that provide entry level jobs that provide a pathway to family-wage jobs.	Hillsboro Economic Development Partnership.	Hillsboro Chamber of Commerce; Westside Economic Alliance; City of Beaverton; Small Business Administration; Portland Community College (PCC); Oregon Graduate Institute (OGI); Oregon Economic and Community Development Department (OECDD); Star Park; City of Hillsboro.	\$125,000 - \$500,000 partial on-going and partial one-time costs.		●	
27.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Emerging Business Support	Investigate ways to support and encourage the development of emerging businesses including multi-cultural businesses.	Hillsboro Economic Development Partnership.	Hillsboro Chamber of Commerce; City of Hillsboro; Westside Economic Alliance; Portland Development Commission; Entrepreneurial Forum; Oregon Economic Business Initiative.	\$15,000 - \$25,000 for planning. Additional funding will be required for implementation.	●		
27.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Multi-cultural Business Resources Involvement	Encourage the use of multi-cultural resources that exist in businesses and throughout the community to assist companies in hiring and training the community's multi-cultural population.	Hillsboro Chamber of Commerce.	City of Hillsboro; Hillsboro Sister City Association; Westside Economic Alliance; Community Action Organization; key Hillsboro businesses; Small Business Development Corporation; business associations.	\$10,000 - \$50,000 depending on specific strategy and program.		➡	➡

STRATEGY 28 Promote the creation of family-wage jobs.

Priority/Timeline

28.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Family-Wage Jobs Creation	Develop definition of "sustainable family-wage jobs."	Westside Economic Alliance.	City of Hillsboro; Hillsboro Chamber of Commerce; Hillsboro Economic Development Partnership; Community Action Organization.	\$3,000.	●		
28.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Family-Wage Jobs Profile	Develop profile of family-wage jobs within Hillsboro area companies.	Hillsboro Economic Development Partnership.	Portland State University Center for Population Research; American Electronics Association; City of Hillsboro; Hillsboro Chamber of Commerce; Metro; Westside Economic Alliance.	\$15,000 - \$20,000.		●	
28.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Business Targeting Research	Develop a community demographic/economic profile to use as a foundation for targeting businesses that would build logically on that profile.	Hillsboro Economic Development Partnership.	City of Hillsboro; Metro; Westside Economic Alliance; Portland Development Commission (PDC); Portland State University.	\$10,000 - \$15,000 using existing data sources.		●	

● = To be completed in specified time frame ➡ = Continuing action

STRATEGY 29 Ensure zoning and development codes and land supply match the needs of all business types.

Priority/Timeline

29.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Zoning and Development Codes Revision	Revise zoning and development codes and permit processes to recognize the needs of all types of businesses (entrepreneurial, network, incubator, traditional). Revisions should take into account the requirements created by high-speed networks, home based businesses, mixed employment, residential and retail uses.	City of Hillsboro.	Hillsboro Chamber of Commerce; Westside Economic Alliance.	Can be done through incremental changes over 2-3 years at a cost of \$150,000 with a special focus on this issue.		●	
29.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Business Land/Space Database	Maintain an on-going database of available land and leased space for all types of businesses.	Hillsboro Economic Development Partnership.	City of Hillsboro; Hillsboro Chamber of Commerce; Metro; Washington County; City of Beaverton; Portland Development Commission; real estate community.	Within current City budgets for inventory work with a one time database and reporting upgrade cost of \$10,000-\$20,000.	➡	➡	➡

STRATEGY 30 Assure a long-term water supply for local business through sound water management practices.

Priority/Timeline

30.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Regional Water Supply Leadership	Take a leadership role in on-going actions to ensure the adequacy of the regional water supply and delivery system.	City of Hillsboro.	Joint Water Commission; Metro; major users; Washington County; customers; Regional Water Consortium/Conservation Coalition.	On-going with current budget.	➡	➡	➡
30.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Water Systems Support	Active, on-going support for capital improvement projects to develop and implement adequate water delivery and storage systems.	Hillsboro Chamber of Commerce.	Hillsboro Utilities Commission; Washington County; Joint Water Commission.	One time expenditures.	➡	➡	➡
30.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Water Conservation Program Development	Develop and implement water conservation programs.	City of Hillsboro.	Unified Sewerage Agency (USA); Joint Water Commission.	On-going with existing budget.	➡	➡	➡

STRATEGY 31 Support transportation and communication system improvements to move goods, services and information and to allow residents to efficiently reach destinations throughout the community.

Priority/Timeline

31.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Airport Master Plan Involvement	Participate in the implementation of the Hillsboro airport master plan update.	Hillsboro Chamber of Commerce and City of Hillsboro.	Port of Portland; Hillsboro Airport Business Association; Washington County.	On-going effort.	➡	➡	➡
31.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Regional Transportation Leadership	Take a leadership role in the planning for and financing of local and regional transportation systems.	City of Hillsboro.	Hillsboro Chamber of Commerce; Westside Transportation Alliance; private utilities; Washington County; Tri-Met; Oregon Department of Transportation (ODOT); Metro; major community employers.	\$50,000 - \$100,000 annually.	➡	➡	➡

● = To be completed in specified time frame ➡ = Continuing action

31.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Community Data Network Strategy	Develop a high-speed data network strategy throughout the community.	City of Hillsboro.	Hillsboro Chamber of Commerce; high-tech companies; utility companies; cable franchise companies; Washington County; Hillsboro School District.	Unknown, depending on approach.			➡

STRATEGY 32 Team educational institutions and business to better match education and training with jobs.

Priority/Timeline

32.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Employment Needs Forum	Develop an on-going forum to synchronize business employment needs and trends with educational curriculum planning. Educational institutions should include traditional public schools and colleges as well as private institutions and all types of vocational programs.	Worksystems, Inc.	Hillsboro Chamber of Commerce; Business Education Compact; Oregon Employment Department; Oregon Graduate Institute (OGI); Capital Center; Portland Community College (PCC); Westside Economic Alliance; Hillsboro School District; Oregon Investment Board; Oregon Bureau of Labor and Industries; trade unions.	\$50,000 annual cost with the potential for donated in-kind services.	➡	➡	➡
32.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Enhance Business Internship Programs	Enhance internship and apprenticeship programs for persons entering and re-entering the workforce.	Hillsboro Chamber of Commerce.	Washington County Dept. of Aging and Veterans' Services; Worksystems Inc.; Business Education Compact.	On-going plus \$25,000 - 30,000 annually to enhance existing programs.	➡	➡	➡

● = To be completed in specified time frame ➡ = Continuing action

TOPIC KEY

VISION FOCUS AREA: EXPANDING EDUCATIONAL AND CULTURAL HORIZONS

STRATEGY 33 Support initiatives that will ensure Hillsboro retains the highest quality educational system. Priority/Timeline

33.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Education Action Council	Form an Educational Action Council to provide leadership in the development of initiatives that promote excellent comprehensive schooling for K-12 and beyond.	Hillsboro Chamber of Commerce.	Portland Community College; Hillsboro School District; private schools; Oregon Graduate Institute.	Forming Council - no cost; on-going work of Council could be funded through partnerships geared to specific initiatives.	●		
33.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Education/ Training Coordination	Coordinate information about the availability of all public and private sources of education and training throughout the community.	Hillsboro Chamber of Commerce.	City of Hillsboro; Hillsboro School District; Portland Community College; private schools; NW Regional Education Service District.	This is seen as a clearinghouse function that taps into existing information resources and uses community-wide communication tools such as web sites with linkages.		➡	➡
33.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Local Education/High-Tech Consortium	Form a consortium of Hillsboro area high technology companies to position Hillsboro as a model in education that reflects its high-tech economy.	Hillsboro Chamber of Commerce.	Individual industry leaders; Beaverton Chamber of Commerce; Hillsboro School District; City of Hillsboro; Hillsboro Senior Center; Hillsboro Boys and Girls Clubs; Portland Community College.	Sponsorships from high-tech industry, Hillsboro School District, Hillsboro Chamber of Commerce, industry organizations (e.g., Society of Women Engineers).	●		

STRATEGY 34 Ensure that Hillsboro’s library system is accessible and valuable for all members of the community and that it remains an integral part of the community’s educational resources. Priority/Timeline

34.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Library System Access Enhancement	Maintain and enhance easy access to libraries throughout the community, improving the number of facilities, location and hours of operation.	City of Hillsboro.	Tri-Met (Books by Rail); civic groups; Washington County Co-op Library Services; Library Foundation; Friends of the Library.	Source(s): City of Hillsboro; Tri-Met; Washington County.	➡	➡	➡
34.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Libraries as Resource Centers Promotion	Support the use of libraries as resource centers and provide programs for all members of the community including youth, family, adults and the community’s multi-cultural population. Such programs could include outreach efforts throughout the community.	City of Hillsboro.	Neighborhood associations; Hispanic community; Washington County Cooperative Library Service; National Endowment for the Humanities; Regional Arts Council; Hillsboro Library Foundation; Friends of the Library; Hillsboro School District.	Source(s): City of Hillsboro; Washington County; grants; non-profit organizations; local businesses.	➡	➡	➡

STRATEGY 35 Assure structured, wholesome activity for youth by promoting and expanding extracurricular opportunities. Priority Timeline

35.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Youth After School Programs	Establish a comprehensive after school academic and recreational program utilizing existing resources (e.g. schools, parks and recreation, churches, libraries, transportation, etc.) that will provide activities for Hillsboro School District youth from 3-6pm weekdays.	Hillsboro School District.	Existing youth service organizations, i.e., Hillsboro Boys and Girls Club; City of Hillsboro; churches; Retired Seniors Volunteer Program.	These estimates are based on 2000-2001 personnel costs. Staff 1:15, \$14/hr, including benefits, approx. 60 students/site. There could be 4 sites located around the school district. Staffing cost estimate: \$840/wk/site x 4 sites: \$3360 x 40 weeks = \$134,400/yr. Building use: \$45 x 40 weeks = \$1800/yr x 4 sites = \$7200. Custodial: \$19/wk x 40 wks = \$760 x 4 sites = \$3040/yr. This estimate does not include transportation. Cost for transporting kids to the site from home school and then home will be expensive and difficult to determine at this time. These staffing costs do not include additional expense of licensed teachers.	●		

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STRATEGY 36 Bring community seniors and youth together in mutual learning, mentoring and support programs.

Priority/Timeline

36.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Seniors and Youth Partnerships	Create one or more pilot partnerships (i.e. Mac Camp) between senior groups and schools to encourage mutual learning and enrichment.	Hillsboro School District.	Hillsboro Senior Center; Hillsboro Chamber of Commerce; Hillsboro Sister City Association; senior foster care facilities; local retirement centers and nursing homes; SOLV; Christmas in April; Habitat for Humanity; Start Making a Reader Today (SMART); Retired Seniors Volunteer Program; Washington County Dept. of Aging and Veterans' Services; retirees.	Minimal cost for supplies. Source(s): Local businesses could sponsor an event. Cost of publishing events could be part of publications identified in other strategies.		●	

STRATEGY 37 Promote and develop priority projects for the performing and cultural arts and craft exhibitions.

Priority/Timeline

37.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Cultural Arts Center	Develop and activate the Glenn and Viola Walters Cultural Arts Center.	City of Hillsboro.	Hillsboro Community Arts; other arts organizations including: Washington County Arts, Business and Community Alliance (ABC); Hillsboro Actors Repertory Theatre; Regional Arts and Culture Council; other foundations and private individual donors; Centro Cultural and/or other ethnic organizations; TVCA; Washington County Dept. of Aging and Veterans' Services; Hillsboro School District.	Capital Costs: Balance of acquisition cost = \$325,000 (purchase price less \$1 million gift); Building conversion cost = \$200,000 (no formal estimate - ADA and fire code); Equipment and furnishing = \$10,000 - 100,000. Operation Costs: Arts Program Manager = \$60,000 annually; Arts Coordinator = \$50,000 annually; Utilities and Custodial = \$25,000. Some costs offset by Center income generation.	●		
37.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Hillsboro Arts Commission	Form a Hillsboro Arts Commission.	City of Hillsboro.	Hillsboro Community Arts; Regional Arts and Culture Council.	1 Full Time Equivalent staff person to start; city general fund, grants; self funding eventually.	●		
37.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Musical Performances Expansion	Attract more musical performances to Hillsboro.	Hillsboro Arts Commission (new).	Regional Arts and Culture Council; City of Hillsboro; private concert promoters; business sponsors; Washington County Fair Complex.	Cost: Varies depending on event; Source(s): Promoters, service clubs, National Endowment for the Arts and other grants, Regional Arts Council and business sponsors.		➡	➡
37.4	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Arts/Crafts Summer Fair	Hold a summer fair for arts and crafts in downtown area.	Hillsboro Arts Commission (new).	Hillsboro Tuesday Marketplace and Hillsboro Farmer's Market; Hillsboro Chamber of Commerce; other local arts groups; Hillsboro School District.	Expenses: advertising for vendors, advertising event, possible space rental. Minimum cost estimate = \$2000. Source(s): Corporate/community sponsorship, funds from the arts commission, booth space fees from vendors.		➡	➡
37.5	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Arts Funding Development	Develop a long-term, stable source of funding for the arts.	Hillsboro Arts Commission (new).	Regional Arts and Culture Council; City of Hillsboro; industry supporters; Community College; Hillsboro School District; Hillsboro Community Arts.	Source(s): Industry endowment; private sponsors; grants (National Endowment/Arts, National Endowment/Letters); Parks and Recreation fees (Trinity Cultural Center); fee-based exhibits.			➡

● = To be completed in specified time frame ➡ = Continuing action

STRATEGY 38

Encourage youth, adult and family knowledge of, appreciation and participation in the arts and cultural opportunities in the community.

Priority/Timeline

38.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Displayed Art Tours	Establish a semi-annual or annual Hillsboro tour of displayed art from local businesses, public institutions, galleries and private collections.	City of Hillsboro.	Hillsboro Chamber of Commerce; local businesses, art galleries, arts and crafts folks, Tri-Met (as a Light Rail event?); Hillsboro Community Arts; Hillsboro Downtown Business Association; Tualatin Valley Community access; Hillsboro School District; T.D. Brown Fine Arts.	Minimum costs - advertising, brochures, radio spots. Perhaps \$3,000?		➡	➡
38.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Student Arts Support	Ask local businesses to sponsor student art projects and then display them as part of the above.	Hillsboro Chamber of Commerce.	Hillsboro School District; Hillsboro Downtown Business Association; Esplanade; Tualatin Valley Community Access.	Low or no cost. Coordinator may require some investment.		➡	➡
38.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Local Arts Competition	Develop a semi-annual or annual art competition based on selected themes interpreting Hillsboro.	Hillsboro Arts Commission (new).	Regional Arts and Culture Council; Convention and Visitors Bureau of Washington County; Rose Festival Association; other existing events (i.e. Happy Days, County Fair, Saturday Market); Valley Art Association; Portland Community College Art Beat; Hillsboro Community Arts; Hillsboro School District; Tualatin Valley Community Access; Hillsboro Downtown Business Association.	\$10,000 for start-up. Start small and grow. Major costs derive from space rental, printed materials, mailing, postage, advertising/marketing, financial accounting/ management, and eventually part time manager. Source(s): regional arts and culture grants, corporate sponsors, artists' commissions (once event is established); in-kind donations, admission income.			➡
38.4	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Public Art Display Venues	Utilize the Public Services Building and other public facilities as venues to display art by students, seniors and professionals.	Hillsboro Community Arts.	Hillsboro School District; Hispanic groups, Hillsboro Senior Center; Hillsboro Boys and Girls Club (as sources of work to display).	No cost. All work would be volunteer.		➡	➡
38.5	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Community Band Development	Create a community band for adults and youth.	City of Hillsboro.	Hillsboro Community Arts; Hillsboro School District (and Bands); Washington County Dept. of Aging and Veterans' Services; Hillsboro Music; Music Village of Hillsboro; sponsors; retirees.	No cost. Volunteer organization.			●

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STRATEGY 39 Build and celebrate cultural diversity, awareness and understanding in the Hillsboro community.					Priority/Timeline		
39.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New ESL Cable Channel Development	Establish and promote a local English as a Second Language cable channel.	Tualatin Valley Community Access.	Centro Cultural; Oregon Human Development Corporation; American Friends Services; CAUSA; Community Action Organization; Virginia Garcia Clinic; Tuality Healthcare; A Child's Place; 4-H; City of Beaverton; Open forum; Latino Youth Voice.	Possible additional multi-lingual staff at TCVA; volunteer resources.		➡	➡
39.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Latino Arts and Cultural Center Study	Examine the need and community interest in establishing a new Latino arts and cultural center.	Centro Cultural.	Washington County Historical Society; City of Hillsboro; Chamber of Commerce; Retired Seniors Volunteer Program; Regional Arts and Culture Council.	Needs further research.		●	
39.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Community Food-Tasting Event	Create a "Taste of the World" event that would feature a number of cultures represented locally through food, beverage, music, visual and performing arts and craft booths. Work toward making it a regular, rotating event with a different culture highlighted each time.	Hillsboro Chamber of Commerce.	Washington County Winery Association; Convention and Visitors Bureau of Washington County; ethnic clubs; organizations; Visitation Catholic Church; OSU Extension Service; Hillsboro Senior Center; Verbort Sausage; City of Hillsboro; Hillsboro Sister City Association; financial institutions.	\$20,000 for part-time coordinator position. \$10,000 for supplies and advertising. Source(s): nurseries, Intel, Chamber, grants and income generated by event.			➡

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TOPIC KEY

VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

STRATEGY 40 Emphasize wellness by educating all generations, starting with the youngest, about the benefits of staying fit and healthy. **Priority/Timeline**

40.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Local Fitness Council Development	Create a Community Council for Wellness and Fitness to raise awareness and promote programs covering nutrition and staying healthy and fit through a community-wide campaign and other means.	City of Hillsboro.	Hillsboro School District; health care and medical services (i.e. Tuality Community Hospital, Washington County Health and Human Services/Dept. of Aging and Veterans' Services); private sector (especially high-technology industry); fitness industry; insurance industry; KUIK; Hillsboro Argus (media in general); Hillsboro Chamber of Commerce).	Cost: \$50,000 in seed money to finance campaign.			➡

STRATEGY 41 Increase the availability of affordable, accessible health care to the community's low-income residents. **Priority/Timeline**

41.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Health Care Referral Service Expansion	Expand and consolidate information referral service.	Community Action Organization.	State and Washington County Services; City of Hillsboro; Washington County Health and Human Services Department/Dept. of Aging and Veterans' Services; Media (for information distribution); Washington County Library Cooperative System; Community organizations (with newsletters and other communications vehicles).	Cost: \$65,000 start-up: Hardware and software computer capacity (including distribution of INR resource directory, diskettes and internet); system management; training. Operations could be performed by volunteers. \$35,000 annual operating costs plus inflation factor.	➡	➡	➡
41.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
Health Care Barrier Removal	Identify groups of Hillsboro-area citizens who are underserved or otherwise not adequately served with certain health care needs because of economic or cultural barriers.	Tuality Healthcare.	Medical care community; Virginia Garcia Clinic; Community Action Organization; Oregon Health Plan; Washington County Aging and Veterans' Services Department; Oregon Adult and Family Services Division; Hillsboro School District; Washington County Commission on Children and Families; Washington County Health and Human Services Department.	Skilled staff to produce report, estimated \$3,000 - \$5,000.		➡	➡

STRATEGY 42 Expand the existing home and hospice care systems and other health care services for the elderly as the aging population increases. **Priority/Timeline**

42.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years
New Health Care Strategic Plan Development	Develop a county-wide strategic plan, in concert with provisions of Oregon House Bill 2013 to extend health care services in the County to include respite care, and to expand home health care and services to adult foster care and other small group health care systems. Plan should include provisions for continuing education for management and workers in adult foster care systems, and for an information clearinghouse.	Tuality Healthcare; Washington County Department of Aging and Veterans' Services.	Private and non-profit care providers, including ambulance services, and other agencies; AARP; ARC; Washington County Hospices; Home Street; Tualatin Valley Workshop; St. Vincents Hospital; trained volunteers; Washington County Department of Aging and Veterans' Services (Lifespan Respite).	\$5,000 planning (already funded); \$15,000 needed from State for program development.	➡	➡	➡

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STRATEGY 43 Sustain community support for public safety programs.						Priority/Timeline		
43.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years	
Public Safety Promotion	Develop marketing and communications program that includes promotion through Citywide newsletter.	City of Hillsboro.	Other local public and private providers of police and fire services; Neighborhood and Community Participation Organizations (CPOs).	Cost: \$50,000 to develop marketing/communications strategies.	●			
STRATEGY 44 Expand and sustain neighborhood-based community safety programs and networks for emergency preparedness and crime prevention.						Priority/Timeline		
44.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years	
Community Safety Training/Targeting	Target for information and training, additional neighborhoods, elderly, rental and non-English speaking populations as well as Hillsboro businesses.	City of Hillsboro.	Hillsboro School District; Property Managers; Neighborhood Associations; churches; key businesses (i.e. Tuality Community Hospital); Community Participation Organizations (CPOs); Housing and Urban Development (HUD); Washington County Dept. of Aging and Veterans' Services/Federal Offices; Section 8 Programs.	Costs include: (A) funding a second crime prevention officer; City of Hillsboro, \$43,000, including benefits; (B) funding a volunteer coordinator; City of Hillsboro, \$53,700, including benefits.	➡	➡	➡	
STRATEGY 45 Enhance the multi-language communications network included in the community's planning and response program.						Priority/Timeline		
45.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years	
Multi-Lingual Emergency Training Enhancement	Develop multi-lingual capacity within public safety departments of the City. Recruit multi-lingual staff. Provide on-going language training for emergency service personnel; produce multi-lingual training publications.	City of Hillsboro.	Police Hispanic Community Relations Committee; American Red Cross; City of Portland Hispanic Affairs Committee; Faith Community.	Source(s): grant funding and use of City of Hillsboro training funds.	➡	➡	➡	
45.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years	
Language Network Technology	Identify and procure technology to assist in expanding capacity of the multi-language network.	City of Hillsboro.	Police Hispanic Community Relations Committee; American Red Cross; City of Portland Hispanic Affairs Committee; Faith Community.	Source(s): grant funding and use of City of Hillsboro training funds.		➡	➡	
45.3	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years	
Language Network Expansion	Extend the network to include neighboring communities and other government agencies.	City of Hillsboro.	Police Hispanic Community Relations Committee; American Red Cross; City of Portland Hispanic Affairs Committee; Faith Community.	Source(s): grant funding and use of City of Hillsboro training funds.			➡	
STRATEGY 46 Reduce incidence of violence in the community committed by youth and against youth.						Priority/Timeline		
46.1	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years	
School Resource Officer's Program Continuation	Continue school resource officer's program.	City of Hillsboro.	Hillsboro Boys and Girls Club; Washington County Juvenile Services Department; Hillsboro School District; Washington County Health Department; social and health services.	Cost of youth service outreach; MSW Salaried position. Source(s): existing youth service positions, school resource officers, Hillsboro Boys and Girls Club, federal, state/local grants. New grants to Juvenile Services	➡	➡	➡	
46.2	Action	Lead Role	Potential Partners	Cost Range/Potential Sources	1-2 years	3-5 years	6+ years	
New Outreach Program Development	Create new outreach programs under the Boys and Girls Club, emphasizing neighborhood youth activities and parenting classes for young families and enhancing the Gang Resistance Education and Training (GREAT) program.	City of Hillsboro.	Hillsboro Boys and Girls Club; Washington County Juvenile Services Department; Hillsboro School District; Washington County Health and Human Services Department; Dept. of Aging and Veterans' Services; social/health services.	Cost of youth service outreach; MSW Salaried position. Source(s): existing youth service positions, school resource officers, Hillsboro Boys and Girls Club budget, federal, state and local grants. Will need new dollars in Girls and Boys Club budget.		➡	➡	

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