



Hillsboro 2020

Vision

VISION AND ACTION PLAN

REVISED JULY 2005





September 1, 2005

On behalf of the Hillsboro 2020 Vision Implementation Committee, it is my pleasure to present this update of the *Hillsboro 2020 Vision and Action Plan* originally adopted by the Hillsboro City Council in May 2000. This new report includes all Action Plan changes made since May 2000 including those revisions which resulted from the first Strategy Review process.

In order for the *Hillsboro 2020 Vision and Action Plan* to remain a viable and effective guide for shaping our community's future, it is important to keep the Action Plan "tuned-up." Nothing is constant but change. Community resources and priorities fluctuate over time. To keep our community's vision on track, it is important to adapt to the current environment while keeping our focus on the desired outcome.

To this end, the Vision Implementation Committee has three processes in place to allow revisions to the Action Plan. Annually the Committee reviews and, if appropriate, recommends minor modifications to the Action Plan. Any new action proposals are also considered on an annual basis. Every fifth year, a major Strategy Review process is conducted to identify proposed strategy additions and revisions. To help preserve the integrity of the original plan, which was developed with extensive community involvement, this process includes a city-wide citizen outreach effort to solicit and review new proposals for implementing the original Vision Statement.

The *Hillsboro 2020 Vision and Action Plan* continues to be a community-based guide for shaping Hillsboro's future. Citizens have developed it and remain involved in keeping it viable.

This report includes the original Vision Statement, which was not changed during the Strategy Review process, and the recently updated Vision Action Plan. In addition, new or revised sections have been added describing the Vision Implementation Committee membership framework and function, and public involvement activities to develop and update the Action Plan.

In summary, this report reflects community priorities for our future with the recognition that as Hillsboro heads toward the year 2020, changing resources and technologies may alter the approach to reach our vision. The Vision Implementation Committee will continue to engage the community in the implementation and updating of the plan. The annual Hillsboro 2020 Town Hall will serve as a primary venue for public comment and the next Strategy Review process will be conducted in 2010. We appreciate and thank all the Hillsboro citizens who have participated in the development and implementation of the *Hillsboro 2020 Vision and Action Plan*. It is this community spirit and commitment that will help us create the future that is our own.

Sincerely,

John Coulter, Chair
Vision Implementation Committee

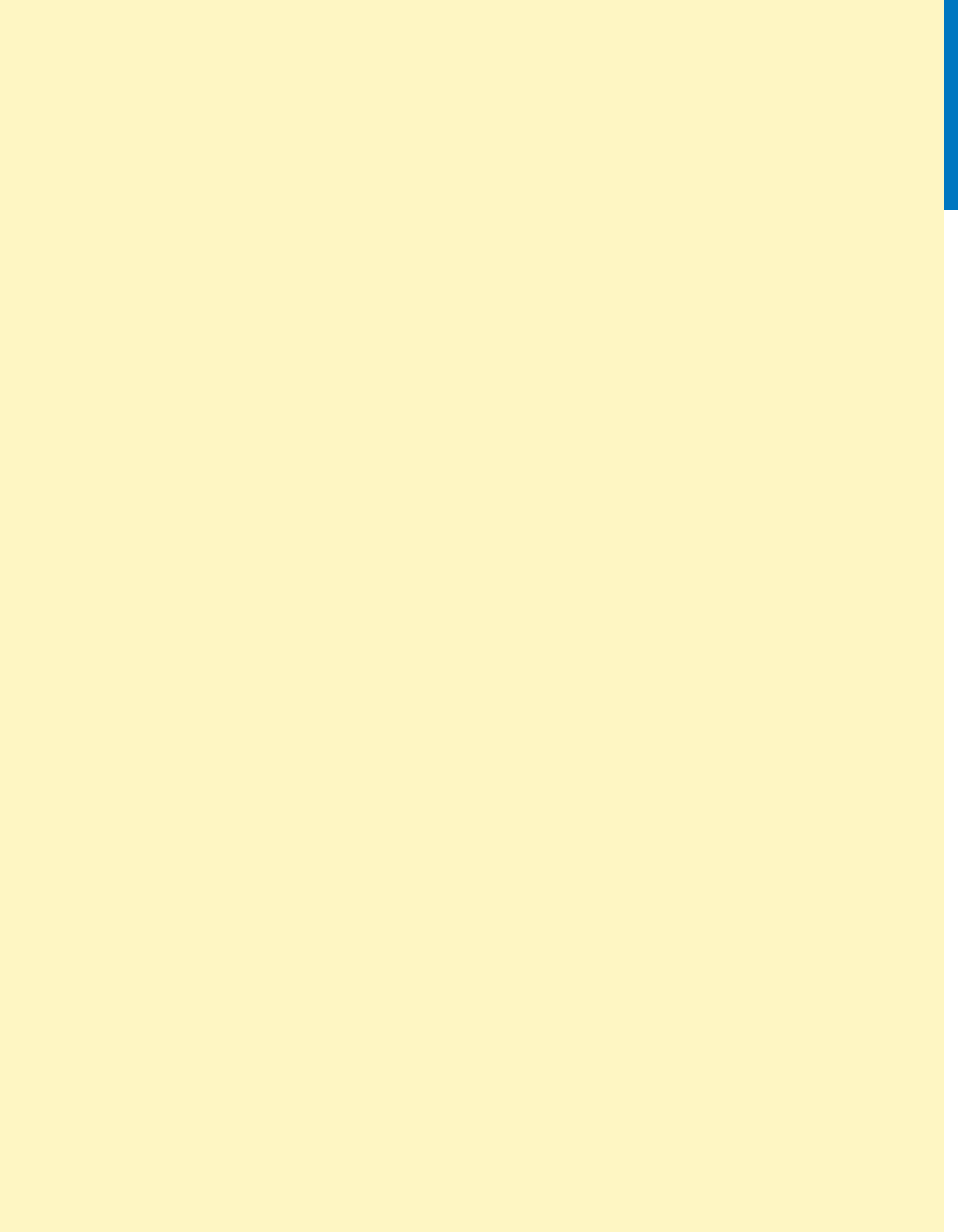
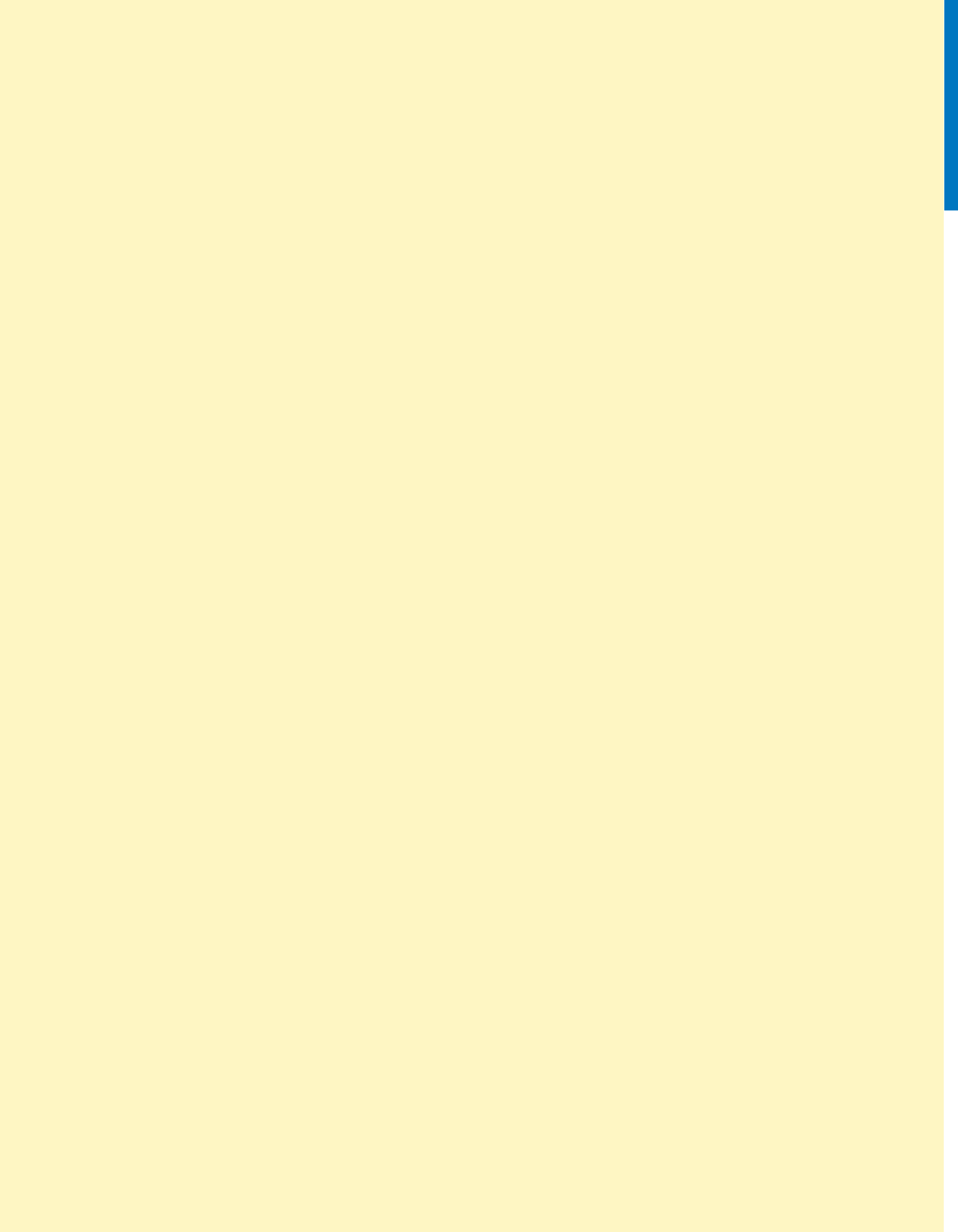


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Introduction



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, which provides the foundation for this community picture of the future, was developed by a citizen Task Force with extensive community input. The Vision Action Plan brings life to this Vision through a broad range of recommended programs and projects. The Hillsboro City Council adopted the original *Hillsboro 2020 Vision and Action Plan* in May 2000. The most recent revisions to the plan were approved by the City Council in July 2005.

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 and other citizens will play an instrumental role in bringing the Vision to life - through a citizen implementation committee, providing input during Vision update opportunities, participating at annual Vision Town Hall meetings and volunteering for projects and programs which fulfill Hillsboro 2020 actions. Periodic news releases and other communications will inform Hillsboro residents and businesses of additional participation opportunities and keep them apprised of progress as the Hillsboro 2020 actions are implemented.

What is in This Report?

This report includes the Vision Statement and Action Plan, the charge and membership framework for the Vision Implementation Committee, and a summary of the public involvement processes which developed and updated the plan. 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.

Vision Statement: includes the full text of the Hillsboro 2020 Vision Statement, as developed by Hillsboro citizens, and is the basis for the Action Plan.

Vision Action Plan: lists the strategies and actions to help bring the Vision to life.

Vision Implementation Committee: describes the Committee's charge and membership framework as well as processes for updating the Vision Action Plan.

Public Involvement Summary: overview of the public involvement activities which helped develop and update the Vision Statement and Action Plan.

Acknowledgements: Lists of citizens, organizations and businesses who have helped to develop, update, and implement the Vision and Action Plan through July 2005.

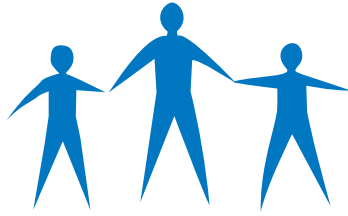
Hillsboro 2020 Vision Statement



The following Vision Statement provides a broad-brush description of Hillsboro in the year 2020. Based on community input, the Vision Statement consists of two elements. First, *Hillsboro: Hometown for the Future*, is a one paragraph statement describing the kind of community Hillsboro strives to be by the year 2020. Second, six focus area statements provide detailed language to guide future community planning.

Hillsboro: Hometown for the Future

In the year 2020, Hillsboro is our hometown. 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.

Hillsboro 2020 Vision Action Plan



The Hillsboro 2020 Vision Action Plan outlines strategies and actions to bring the Vision Statement to life. It was developed through community involvement and is routinely updated to keep it current with changing community resources, opportunities, and long-term needs. As described in the next section, any proposed updates to the Action Plan must have a basis in the Vision Statement and receive an appropriate level of community review.

The Vision Action Plan is presented in the following matrix which lists the 48 strategies and 147 actions adopted by the City Council through July 2005. Other revisions may occur after the publication of this report. Current versions of the Vision Action Plan are available from the City of Hillsboro Administration Department. The matrix is organized by the six Vision focus areas.

The key elements of the Action Plan include:

Strategies: Statements which set a direction and general guidance for implementing one or more elements of the Vision Statement. Each strategy has at least one action supporting it.

Actions: Projects, programs, or activities which support implementation of a strategy. Each action has the following components:

Action Description: Text describing a project or program intended to help implement the strategy under which it is placed.

Lead Partner: A community organization, local government agency, or business that has accepted responsibility for facilitating the implementation of one or more actions. Lead partners are not required to fund their actions, only to champion the implementation effort.

Potential Partners: Organizations or general interests, recommended during action development or by a lead partner, for involvement in action implementation. The potential partners list is intended to provide a suggested group of resources for consideration as the lead partner seeks to implement an action. Additional organizations and interests may be added by the lead partner.

Timeline: A suggested timeframe for implementation of each action. The timeline is divided into five year time periods. Each action is assigned one of these time periods to initiate project/program planning or implementation. It is possible for a lead partner to initiate, implement, or complete an action prior to the proposed timeline.

VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY						
TOPIC KEY	Develop a citizen involvement plan to promote early, frequent and regular participation in local decisions and actions.					Priority/Timeline
STRATEGY 1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15
1.1 Citizen Involvement Advisory Committee	Use the Citizen Involvement Advisory Committee (CIAC) to advise and assist in the development of a citizen involvement process that facilitates public involvement related to land use issues consistent with Section 1, Planning and Citizen Involvement, of the Hillsboro Comprehensive Plan.	City of Hillsboro	Hillsboro Chamber of Commerce; churches; youth organizations; Hispanic and other minority community organizations; Hillsboro School District; Tualatin Valley Community Television; other community groups and agencies involved in the Hillsboro 2020 visioning process	<input checked="" type="checkbox"/> Ongoing	☐	☐
1.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15
Promote Participation in Local Decisions	Develop dialogue between the City of Hillsboro, citizens, businesses, and organizations to keep all parties informed, to promote regular participation in local decisions and actions and to encourage volunteerism.	City of Hillsboro	Hillsboro Chamber of Commerce; Hispanic and other minority organizations; Washington County Vision Action Network (VAN); schools		■ Ongoing	☐
1.3	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15
Building Community	Facilitate opportunities to build community at the neighborhood level and improve dialogue around localized issues.	City of Hillsboro	Heart of Hillsboro; Hillsboro Downtown Business Association (HDBA); community-based non-profit organizations		■ Ongoing	☐

- = Implemented
- ☐ = On-going
- = To be implemented

STRATEGY 2			Make on-line technology accessible and affordable to all residents of the community.			Priority/Timeline		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
2.1	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	<input checked="" type="checkbox"/>				
2.2	Promote, encourage and continue development of on-line access to City of Hillsboro and other local government resources.	City of Hillsboro	Washington County; Hillsboro School District; Service clubs; businesses	Implemented	2005-10	2011-15	2016-20	
2.3	(A) Create on-line centers in public places, throughout the community. (B) Maintain and update.	City of Hillsboro	(A) Hillsboro Chamber of Commerce; service and other organizations; high-tech and other major employers; telecommunications companies; AARP; OSU Extension Service; Centro Cultural; Veicon; Washington County; Hillsboro School District (B) Hillsboro School District; Community Action Organization; Centro Cultural; Washington County	Implemented	2005-10	2011-15	2016-20	
Public On-line Centers and Computer Systems				<input checked="" type="checkbox"/>	Ongoing			
STRATEGY 3			Establish community information systems that keep citizens informed of city-wide activities and provide citizen access to community networks.			Priority/Timeline		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
3.1	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.	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	Implemented	2005-10	2011-15	2016-20	
Community Events Calendar				<input checked="" type="checkbox"/>	Ongoing			
3.2	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)	Implemented	2005-10	2011-15	2016-20	
Community Web-Site				<input checked="" type="checkbox"/>	Ongoing			

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STRATEGY 4		Develop a community identity program that reflects Hillsboro's character.			Priority/Timeline		
4.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Hillsboro Logo/ Motto	Establish, through a community process, a Hillsboro logo and motto which represent the community's unique identity.	City of Hillsboro	Various community-based service organizations; interested individual businesses; Hillsboro Chamber of Commerce		■		
4.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Signage Development and Implementation Plan	Develop signage program, incorporating Hillsboro motto and logo, and including community gateways and neighborhood components.	City of Hillsboro	Hillsboro Chamber of Commerce; various community-based service organizations; interested individual businesses		■		
STRATEGY 5		Develop a common "Hillsboro" address for every home and business within the boundary of the City reflected in all postal addresses.			Priority/Timeline		
5.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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		■		
5.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Home Address System Design and Implementation	(A) 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		■		

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STRATEGY 6	Identify and promote community events that bring residents together and attract outside visitors.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
6.1 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	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
6.2 Community Events	Continue existing community activities, such as the community markets and 4th of July parade, and expand the list to include other such activities.	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; Tuality Healthcare	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
6.3 Winter Community Celebration	Develop a new community-wide celebration in the winter season with activities focused in the downtown Hillsboro area.	Hillsboro Downtown Business Association (HDBA)	City of Hillsboro; Hillsboro Chamber of Commerce; civic groups	Implemented	2005-10	2011-15	2016-20 ■ Ongoing
6.4 Events to Benefit Non-profits	Encourage major community and regional events, such as the Oregon International Airshow, to benefit non-profit organizations.	Lead Role Oregon International Airshow Board	Potential Partners	Implemented	2005-10 ■ Ongoing	2011-15 ➡	2016-20 ➡

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STRATEGY 7	Promote the establishment of centers for meetings, conferences and other community activities.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
7.1 Downtown Community Meeting Centers	(A) Locate and develop an additional facility for community meeting space in downtown Hillsboro. (B) Study the viability of renovating the Town Theater for a third place use. If renovation is not viable, study other third place uses for the site.	City of Hillsboro	Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; arts organizations; churches; other potential uses		■		
7.2 Convention Center	Develop a new convention center with possible multi-building development.	Washington County Fair Board	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 Television; Washington County Fair Boosters; Washington County Rodeo Committee; Tri-Met; Metropolitan Exposition-Recreation Commission; Washington County Convention & Visitors Bureau	Implemented	■		2016-20
7.3 Recreational Vehicle (RV) Parks	Encourage the development of recreational vehicle (RV) park(s) in Hillsboro.	Washington County Fair Board		Implemented			2016-20 ➡

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Encourage leadership development opportunities in the community.				Priority/Timeline			
STRATEGY 8	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
8.1	Continue to expand the Hillsboro Chamber of Commerce leadership training program beyond the business community, to reflect the diversity of the community.	Hillsboro Chamber of Commerce	Local governments and educational institutions, including Portland Community College; local toastmaster organizations; other community organizations; Tualatin Valley Community Television; retirees.	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
8.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Student Involvement in Government	Develop avenues for high school/college student involvement in local government.	Hillsboro School District	Schools; Portland Community College (PCC); Hillsboro Chamber of Commerce; City of Hillsboro; Pacific University; Junior Achievement			■ Ongoing	➡
STRATEGY 9	Provide for adequate and accessible child care for all working families in Hillsboro.			Priority/Timeline			
9.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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.	Tuality Healthcare	Major employers in area; local business organizations; public sector including Washington County; Hillsboro School District; community service organizations; churches; Community Action Organization; Tualatin Valley Community Television; Learning Tree	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡

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STRATEGY 10	Assure the adequate provision of recreation, sports, aquatic facilities and programs that are affordable and accessible to all area residents, and plan for their development.				Priority/Timeline		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
10.1 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 Disability, Aging and Veteran Services	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
10.2 Recreational Programs Enhancement	As a component of the City of Hillsboro Parks and Recreation Department's Master Plan, examine existing recreational programs and determine the need for additional programs in response to community needs and desires.	City of Hillsboro	Hillsboro Park Commission	Implemented	■	➡	➡
10.3 Off-leash Dog Area	Create fenced off-leash area(s) for dogs to promote responsible pet ownership, public health and safety, and a community gathering place.	City of Hillsboro	Operation Dog Park; 4-H clubs; pet businesses	Implemented	➡	➡	■

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STRATEGY 11	Promote volunteerism and philanthropy within the community.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
11.1 Philanthropy and Volunteerism Education	Educate the public to the personal and community benefits of philanthropy and volunteerism.	Hillsboro Community Foundation	Hillsboro Chamber of Commerce; community-based non-profits		■ Ongoing	☞	☞
11.2 Community-wide Day of Service	Action Encourage the establishment of and publicize a community-wide "day of service."	Lead Role City of Hillsboro	Potential Partners Hillsboro Community Foundation; Hillsboro Chamber of Commerce; community-based non-profits; Hillsboro Downtown Business Association (HDBA); schools; SOLV	Implemented	2005-10	2011-15 ■ Ongoing	2016-20 ☞
11.3 Volunteer Database	Action Develop a list of all community groups, organizations, programs and projects with a volunteer database including youth leadership programs. Update the list and advertise for volunteers to sign up with the network.	Lead Role Hillsboro Chamber of Commerce	Potential Partners 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; Senior Core of Retired Executives (SCORE); Hillsboro Economic Development Partnership; Washington County Vision Action Network (VAN); Hillsboro Argus	Implemented	2005-10 ☞	2011-15 ☞	2016-20 ☞
11.4 Philanthropist and Volunteer Recognition	Action Coordinate recognition/publicity for leading philanthropists and volunteers through enhanced community awards program.	Lead Role Hillsboro Chamber of Commerce	Potential Partners City of Hillsboro; Hillsboro Community Foundation; community-based non-profits	Implemented	2005-10	2011-15 ■ Ongoing	2016-20 ☞

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STRATEGY 12	Find opportunities to collaborate, cooperate and communicate with cities, regional governments, agencies and non-profits to address common issues and concerns.			Priority/Timeline				
	12.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Collaboration with Washington County Vision Action Network	Continue City of Hillsboro collaboration and coordination with Washington County Vision Action Network.	City of Hillsboro	Washington County Vision Action Network (VAN); Hillsboro Chamber of Commerce; Hillsboro Community Foundation; community-based non-profits		■	☺		☺

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VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS							
TOPIC KEY	Complete an integrated system of sidewalks and bike paths to serve the entire city, improving neighborhood connections, recreation options and safety.				Priority/Timeline		
STRATEGY 13	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	
13.1	Identify/Map Pathways	City of Hillsboro	Bicycle / Pedestrian Pathway Task Force; Washington County; Metro; community and civic groups; neighborhood groups; Tri-Met	<input checked="" type="checkbox"/> Ongoing	☐	☐	2016-20
13.2	Establish Pathways Task Force	City of Hillsboro	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce	<input checked="" type="checkbox"/> Ongoing	☐	☐	2016-20
13.3	Fund Pathways	City of Hillsboro	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce	Implemented	2005-10	2011-15	2016-20
13.4	Sidewalk Incentives	Bicycle / Pedestrian Pathway Task Force	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce	Implemented	2005-10	2011-15	2016-20

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STRATEGY 14	Establish a coordinated system of public and private buses, shuttles and trams connecting large neighborhoods and major retail and employment areas.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
14.1 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.	Westside Transportation Alliance	(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; employees; Bicycle Transportation Alliance; Citizens for Sensible Transportation (CST); Oregon Department of Transportation (ODOT); Tri-Met; Washington County Dept. of Disability, Aging & Veteran Services	<input checked="" type="checkbox"/> Ongoing	☞	☞	☞
14.2 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 Disability, Aging & Veteran Services; Westside Transportation Alliance	<input checked="" type="checkbox"/> Ongoing	☞	☞	☞
14.3 Local Transit System	Study economic feasibility of operating a limited Hillsboro transit service that complements Tri-Met service.	City of Hillsboro	Metro; Tri-Met neighborhood groups; employers; Washington County Dept. of Disability, Aging, & Veteran Services; Hillsboro Chamber of Commerce (Transportation Committee)	<input checked="" type="checkbox"/> Ongoing	☞	☞	☞
14.4 Transit "Free Fare" Zone	Explore and if feasible implement a "free fare" transit zone in Hillsboro.	Westside Transportation Alliance	Hillsboro Chamber of Commerce; City of Hillsboro; Tri-Met	Implemented	2005-10	2011-15	2016-20

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STRATEGY 15	Protect and enhance historical and cultural sites and other resources.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
15.1 New Local Landmarks Commission	Establish a Hillsboro Landmarks Commission.	City of Hillsboro	Washington County Historical Society; State Historic Preservation Office; Historic Preservation League of Oregon; Hillsboro Historical Society		■		
15.2 New Local Historical Society	Create a volunteer membership Historical Society for Hillsboro.	Hillsboro Historical Society	Hillsboro Landmarks Commission; Hillsboro Cultural Center; Washington County Historical Society; Hillsboro Chamber of Commerce; Tualatin Valley Community Television; Hillsboro Arts Commission; Hillsboro Community Arts; Hillsboro Actors Repertory Theatre; Family History Society; Oregon Historical Cemeteries Association	☑ Ongoing	➡	➡	➡
15.3 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	Hillsboro Historical Society; 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	Implemented	■ Ongoing	➡	➡
15.4 Identify Historic Sites	Identify Hillsboro's historic sites and obtain grants for designation.	Hillsboro Landmarks Commission	State; regional and other local Historical Societies; property owners; City of Hillsboro; Hillsboro Historical Society	Implemented	■ Ongoing	➡	➡
15.5 Historic Structure Incentives	Develop tax and other incentives to restore and update historic structures.	Hillsboro Landmarks Commission	Various historical societies; Hillsboro Chamber of Commerce; City of Hillsboro; banks; builders	Implemented	■		

- ☑ = Implemented
- ➡ = On-going
- = To be implemented

STRATEGY	Develop a new public square in downtown Hillsboro that serves as the heart of the community.			Priority/Timeline			
	16.1	Action	Lead Role	Potential Partners	2005-10	2011-15	2016-20
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	Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Washington County; Centro Cultural; Hillsboro Historical Society; Hillsboro Landmarks Commission; American Institute of Architects; Livable Oregon		■		
STRATEGY 17	Provide and encourage "third places" at commercial and public facilities that are attractive and accessible where citizens can meet and talk informally, including such locations in existing and new neighborhood plans.			Priority/Timeline			
17.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Planning and Zoning Standards Evaluation	Evaluate planning and zoning standards, to insure that commercial development is visually appealing, fosters a sense of community, expands landscaping, and encourages interaction among Hillsboro citizens.	City of Hillsboro	Hillsboro Chamber of Commerce			■	○
17.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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 Television; OSU Extension; Portland Community College; PTA; Community Bank; wineries; Washington County Historical Society; Portland Chamber of Commerce	☑	○	○	○
17.3	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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		■	○	○

- ☑ = Implemented
- = On-going
- = To be implemented

17.4	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
10th Avenue Public Place	Develop a public place in the 10th Avenue area to provide linkage to the Civic Center area.	City of Hillsboro				■	
17.5	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Community Garden Development	Identify site(s) for and develop city-wide community garden(s), to be maintained by community residents.	City of Hillsboro	Hillsboro Saturday Farmers' Market; Oregon State University Master Gardener Program; Tualatin Valley Garden Club; Centro Cultural; Oregon Food Bank; senior centers; churches (excess property); schools (to partner with seniors)				■ Ongoing
17.6	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
"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 Television		■		
17.7	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
"Third Places" Incentive	Provide incentives for new developments to include "third places".	City of Hillsboro	Hillsboro Downtown Business Association; Hillsboro Chamber of Commerce; neighborhood associations		■ Ongoing	☞	☞
17.8	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
"Third Places" Site Options	Determine feasibility of 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 Television; consultant		■		

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- ☞ = On-going
- = To be implemented

STRATEGY 18			Promote a diversity of housing by type and cost.			Priority/Timeline		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
Housing Inventory Assessment	Evaluate current housing availability by type, price range, accessibility and visitability, lot size, etc.	City of Hillsboro	Builders; Community Action Organization; Washington County Department of Disability, Aging and Veteran Services; local realtors; apartment managers	<input checked="" type="checkbox"/>				
STRATEGY 18.2			Diverse Housing Standards			2016-20		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
	Establish measurable minimum standards (performance standards) in the zoning ordinances to promote diverse housing choices city-wide.	City of Hillsboro	Washington County Dept. of Disability, Aging and Veteran Services; developers; architects; neighborhood groups as applicable		■			
STRATEGY 18.3			Housing Zone Formula			2016-20		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
	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 Disability, Aging and Veteran Services; developers; architects; neighborhood groups as applicable		■			
STRATEGY 19			Acquire additional property for future parks and open space.			Priority/Timeline		
STRATEGY 19.1			Parks Land Inventory / Analysis			2016-20		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
	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 Television	<input checked="" type="checkbox"/>	➡	➡	➡	
STRATEGY 19.2			New Parks Property Identification			2016-20		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
	Identify and consider properties that include existing structures for their cultural and recreational potential and incorporate this information into the Parks Master Plan.	City of Hillsboro	Washington County Historical Society; Hillsboro Historical Society (new); Hillsboro Landmarks Commission	<input checked="" type="checkbox"/>	➡	➡	➡	
STRATEGY 19.3			Parks Land Incentive			2016-20		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
	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		■	➡	➡	

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- = To be implemented

STRATEGY 20	Identify and develop a system of neighborhood parks, located within walking or biking distance of every community resident.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
20.1 Parks Master Plan Update	Complete the City's park master plan update.	City of Hillsboro		<input checked="" type="checkbox"/>	➡	➡	➡
20.2 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; Hillsboro Bicycle and Pedestrian Task Force	<input checked="" type="checkbox"/>	➡	➡	➡
20.3 Bike/Pedestrian Easement Identification	Identify and promote potential bike and pedestrian easements to connect parks and transportation.	City of Hillsboro	Metro; Tri-Met; neighborhoods	<input checked="" type="checkbox"/>	➡	➡	➡
20.4 Greenway Easement Advocacy	Advocate parks/greenway easement opportunities to developers.	City of Hillsboro		<input checked="" type="checkbox"/>	➡	➡	➡
STRATEGY 21	Promote development of landscaped areas throughout the community.			Priority/Timeline			
21.1 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; Tualatin Valley Garden Club; Hillsboro Parks & Recreation Department	<input checked="" type="checkbox"/>	➡	➡	➡
21.2 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	<input checked="" type="checkbox"/>	■		

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VISION FOCUS AREA: PRESERVING THE ENVIRONMENT						
TOPIC KEY	VISION FOCUS AREA: PRESERVING THE ENVIRONMENT					Priority/Timeline
STRATEGY 22	Inventory, designate and, as necessary, acquire major greenways, creeks and wetlands in the Hillsboro area for future protection and preservation.					2011-15
22.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2016-20
Natural Resource Inventory	Finalize inventory and designate resource areas.	City of Hillsboro	Affected landowners; Tualatin Watershed Council; citizen groups; neighborhood organizations; Metro; Clean Water Services; Soil and Water Conservation District; Tualatin Riverkeepers	<input checked="" type="checkbox"/>		
22.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15
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; Clean Water Services; Community Participation Organizations (CPOs)	<input checked="" type="checkbox"/>		
22.3	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15
Resource Area Priority Designation and Acquisition	(A) Prioritize designated areas for acquisition with attention to interconnected habitat systems and wildlife corridors, and (B) acquire priority areas as appropriate. Attempt to secure dedications of conservation easements prior to purchasing land.	City of Hillsboro	Metro (Greenspaces); Clean Water Services; citizen groups; Wetlands Conservancy; Tualatin Watershed Council; willing sellers; donors; land trusts	Implemented	2005-10	2016-20

- = Implemented
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- = To be implemented

STRATEGY 23		Establish a community-wide stream and wetland restoration and education program.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
23.1	Stream Restoration Assessment	Clean Water Services	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); Metro; Tualatin Riverkeepers; Jackson Bottom Wetlands Preserve Board	<input checked="" type="checkbox"/> Ongoing	☐	☐	☐	
23.2	Restoration Programs Coordination	Clean Water Services	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; Cascade Education Corps; City of Hillsboro; SOLV; Tualatin Riverkeepers	<input checked="" type="checkbox"/> Ongoing	☐	☐	☐	
23.3	Streams / Wetlands Stewardship Education	Jackson Bottom Wetlands Preserve Board	Clean Water Services; SOLV; Tualatin Riverkeepers; City of Hillsboro	Implemented	■ Ongoing	☐	☐	

- = Implemented
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- = To be implemented

Identify and promote the restoration of wildlife habitats in the community.			Priority/Timeline				
STRATEGY 24	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
24.1 Planting Native Species	Encourage and promote planting of native species. Encourage nurseries to expand availability and identification of those species.	Clean Water Services	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 Television; Cascade Education Corps	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
24.2 New Tree Planting Program	Action Establish a tree planting, maintenance and preservation organization and program.	Lead Role City of Hillsboro	Potential Partners Tree City Board; SOLV; "friends" groups; civic organizations; Hillsboro School District; homebuilders; homeowners	Implemented	2005-10 ■ Ongoing	2011-15 ➡	2016-20 ➡
24.3 Pest and Weed Control Promotion	Action 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.	Lead Role Clean Water Services	Potential Partners 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; Washington County Department of Land Use and Transportation	Implemented	2005-10 ■ Ongoing	2011-15 ➡	2016-20 ➡

- = Implemented
- ➡ = On-going
- = To be implemented

24.4	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Wildlife Habitat Restoration and Education	Provide and coordinate technical, human and financial resources needed for restoration and education activities of wildlife habitat.	City of Hillsboro	Hillsboro School District; Scouts; "Friends" groups; SOLV; Watershed Council; Trout Unlimited; Tualatin Riverkeepers; Jackson Bottom Wetland Preserve	<input checked="" type="checkbox"/> Ongoing	☐	☐	☐
24.5	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Jackson Bottom Enhancement	Maintain and expand Jackson Bottom as the community's premier environmental asset.	Jackson Bottom Wetland Preserve	Clean Water Services; "Friends" groups; SOLV; Hillsboro School District; Hillsboro Chamber of Commerce; Oregon Department of Fish and Wildlife; Soil & Water Conservation District; Portland State University; Portland Audubon Society; Northwest Regional Education Service District; Oregon Graduate Institute; Metro; Meyer Trust; Murdock Trust; Oregon Community Foundation; Baker Rock Resources; Bob Evans Co.; PGE; Tokyo Electron; Epson; Tuality Healthcare; Norm Thompson; Oregon Division of State Lands; City of Hillsboro; Oregon Department of Fish and Wildlife (ODFW); Tualatin Watershed Council; Community Participation Organizations	<input checked="" type="checkbox"/> Ongoing	☐	☐	☐

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STRATEGY 25	Maintain clean air and water resources, and control light, noise and visual pollution.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
25.1 Pollution Codes Review	Review and establish appropriate codes treating aesthetic, sign, and noise related pollution issues and stormwater management.	City of Hillsboro	Oregon Department of Environmental Quality (DEQ); business owners; developers; Port of Portland		■		
25.2 Light Pollution Program	Develop program to control light pollution.	City of Hillsboro	Hillsboro Chamber of Commerce; building and business owners; Port of Portland; Hillsboro School District; PGE; Audubon Society	Implemented	2005-10	2011-15	2016-20
25.3 Surface Water Pollution Education	Educate citizens, businesses and youth regarding pollution from surface water runoff.	Clean Water Services	Potential Partners	Implemented	■	➡	2016-20
25.4 Volunteer Clean-up Opportunities and Promotion	Promote volunteer cleanup opportunities for broad public participation and nominate multiple Hillsboro sites for those events.	SOLV	Potential Partners	Implemented	■	➡	2016-20
25.5 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 Television; Jackson Bottom Wetland Preserve; SOLV; Tualatin Riverkeepers; Clean Water Services; Hillsboro Chamber of Commerce	Implemented	☑	➡	2016-20

- ☑ = Implemented
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STRATEGY 26	Expand curbside and other recycling programs and facilities as well as recycling education programs aimed at both youth and adults.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
26.1 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.	Washington County Cooperative Recycling Program	Clean Water Services; Hillsboro Chamber of Commerce; franchises; haulers; processors; Metro; Homebuilders Association; Association of General Contractors; custodial/janitorial services; Oregon Green Schools Association; City of Hillsboro; SOLV; Hillsboro School District; Hillsboro Landfill	<input checked="" type="checkbox"/> Ongoing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
26.2 Solid Waste Reduction and Recycling Education for Youth	Educate and assist K-12 students and school staff to reduce solid waste and expand recycling participation.	Washington County Cooperative Recycling Program	Oregon Green Schools Association; City of Hillsboro; SOLV; Metro; Clean Water Services; Hillsboro School District; Hillsboro Landfill	Implemented	<input checked="" type="checkbox"/> Ongoing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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STRATEGY 27	Educate, encourage, demonstrate and enable the use of "environmentally friendly" construction and landscaping techniques and materials for use in Hillsboro.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
27.1 Environmentally-friendly Construction Education and Demonstration	(A) Identify environmentally-friendly materials and techniques (such as energy-efficient building construction, rainwater recycling, native plant landscaping, "green" roofs and porous paving) (B) educate development community and public about environmentally-friendly materials and techniques, (C) demonstrate techniques in new construction of public buildings and facilities (D) enable broader application of environmentally-friendly materials and techniques.	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; U.S. Green Building Council; Portland General Electric; Clean Water Services; Jackson Bottom Wetlands Preserve; Willamette West Habitat for Humanity	Implemented	■ Ongoing	☞	☞
27.2 Environmentally-Friendly Construction Incentives	Develop/establish incentives for use of environmentally-friendly construction and landscaping techniques.	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; Clean Water Services; Jackson Bottom Wetlands Preserve; Oregon State University Extension Service Master Gardener Program	Implemented	■		

- ☑ = Implemented
- ☞ = On-going
- = To be implemented

VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY							
TOPIC KEY	Foster Hillsboro's diverse base of businesses and industries.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
STRATEGY 28							
28.1 New Local Economic Development Strategy	Prepare and implement a Hillsboro area economic development strategy. Strategy should be based on 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 #29. 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 Economic and Institute (OGI); Oregon Graduate Community Development Department (OECD); Star Park; City of Hillsboro; Oregon Farm Bureau; Washington County; Oregon State University (OSU)	<input checked="" type="checkbox"/>			
28.2 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; Small Business Development Center; Pacific University	<input checked="" type="checkbox"/> Ongoing	↻	↻	↻
28.3 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; Centro Cultural	<input checked="" type="checkbox"/> Ongoing	↻	↻	↻

- = Implemented
- ↻ = On-going
- = To be implemented

28.4	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Downtown Core Area Vision	Develop a Downtown Core Area Vision that results in an economically viable and regionally attractive downtown to be implemented with available public and/or private funds and technical resources. Review Regional Urban Design Action Team (RUDAT) and Downtown Redevelopment Policy Advisory Committee (DRPAC) studies to help develop the Core Area Vision.	Hillsboro Downtown Business Association (HDBA)	Hillsboro Chamber of Commerce; property owners		■		
28.5	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Downtown Redevelopment Opportunities	Identify and encourage opportunities for redevelopment and renovations of retail, office, residential and mixed-use building, including financing strategies and construction projects, of the Downtown Hillsboro Core Area while maintaining the overall "small-town" character.	Hillsboro Downtown Business Association (HDBA)	City of Hillsboro; property owners; Hillsboro Chamber of Commerce; Hillsboro Actors Repertory Theatre (HART); Hillsboro Historical Society; Tuality Healthcare		■		
28.6	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Downtown Parking Strategy	Develop and secure funding for a downtown parking strategy and parking facilities.	Hillsboro Downtown Business Association (HDBA)	City of Hillsboro; Hillsboro Chamber of Commerce		■		
28.7	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Downtown Marketing and Business Recruitment Program	Develop and implement a downtown marketing and business recruitment program.	Hillsboro Chamber of Commerce			■		

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28.8	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Identify Areas for Economic Revitalization	Recognize specific geographic areas of opportunity for new development/revitalization such as: Orenco Station, Witch Hazel, 10th Avenue/Shute and Downtown.	City of Hillsboro	Housing Development Corporation; Hillsboro Chamber of Commerce			■ Ongoing	☉
STRATEGY 29	Promote the creation of family-wage jobs.						
29.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Family-Wage Jobs Creation	Develop definition of "sustainable family-wage jobs."	Hillsboro Economic Development Partnership	City of Hillsboro; Hillsboro Chamber of Commerce; Community Action Organization		■		
29.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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		■		
29.3	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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		■		
STRATEGY 30	Ensure zoning and development codes and land supply match the needs of all business types.						
30.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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		■		




- ☑ = Implemented
- ☉ = On-going
- = To be implemented



30.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Business Land/Space Database	Maintain an on-going database of vacant land and current list of brokers and leasing agents for commercial and industrial properties.	Hillsboro Economic Development Partnership	City of Hillsboro; Hillsboro Chamber of Commerce; Metro; Washington County; City of Beaverton; Portland Development Commission; real estate community		■ Ongoing	☉	☉
STRATEGY 31							
Assure a long-term water supply for local business through sound water management practices.							
31.1	Action	Lead Role	Potential Partners <td>Implemented</td> <td>2005-10</td> <td>2011-15</td> <td>2016-20</td>	Implemented	2005-10	2011-15	2016-20
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; U.S. Bureau of Reclamation; Clean Water Services; State of Oregon Water Resource Division; Tualatin Valley Irrigation District; Water Managers Group; Clean Water Services	☑ Ongoing	☉	☉	☉
31.2	Action	Lead Role	Potential Partners <td>Implemented</td> <td>2005-10</td> <td>2011-15</td> <td>2016-20</td>	Implemented	2005-10	2011-15	2016-20
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; City of Hillsboro	☑ Ongoing	☉	☉	☉
31.3	Action	Lead Role	Potential Partners <td>Implemented</td> <td>2005-10</td> <td>2011-15</td> <td>2016-20</td>	Implemented	2005-10	2011-15	2016-20
Water Conservation Program Development	Develop and implement water conservation programs.	City of Hillsboro	Clean Water Services; Joint Water Commission; Regional Water Providers Consortium; green industry; Hillsboro School District; other local water providers (Forest Grove, Tualatin Valley Water District, Tigard); Hillsboro School District; Hillsboro Police Department; Community Action; other Joint Water Commission Partners; Inteli; Hillsboro Boys and Girls Club	☑ Ongoing	☉	☉	☉

- ☑ = Implemented
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- = To be implemented

STRATEGY 32	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		
32.1 Airport Master Plan Involvement	Action Participate in the implementation of the Hillsboro airport master plan update.	Lead Role Hillsboro Chamber of Commerce	Potential Partners Port of Portland; Hillsboro Airport Business Association; Washington County	Implemented	2011-15	2016-20	➡
32.2 Regional Transportation Leadership	Action Take leadership role in the planning for and financing of local and regional transportation systems.	Lead Role City of Hillsboro and Hillsboro Chamber of Commerce	Potential Partners Westside Transportation Alliance; private utilities; Washington County; Tri-Met; Oregon Department of Transportation (ODOT); Metro; major community employers	Implemented <input checked="" type="checkbox"/> Ongoing	2011-15	2016-20	➡
32.3 Community Data Network Strategy	Action Develop a high-speed data network strategy throughout the community.	Lead Role City of Hillsboro	Potential Partners Hillsboro Chamber of Commerce; high-tech companies; utility companies; cable franchise companies; Washington County; Hillsboro School District	Implemented	2011-15	2016-20	➡
STRATEGY 33	Team educational institutions and business to better match education and training with jobs.				Priority/Timeline		
33.1 New Employment Needs Forum	Action 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.	Lead Role Worksystems, Inc.	Potential Partners 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; Livable Oregon	Implemented	2011-15	2016-20	➡

- = Implemented
- ➡ = On-going
- = To be implemented

33.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Enhance Business Internship Programs	Enhance internship and apprenticeship programs for persons entering and re-entering the workforce.	Hillsboro Chamber of Commerce	Washington County Department of Disability, Aging and Veteran Services; Worksystems, Inc.; Business Education Compact; School to Work Consortium; PCIs; SAIF; Oregon Farm Bureau, and Oregon State University (OSU)	<input checked="" type="checkbox"/> Ongoing			

- = Implemented
-  = On-going
-  = To be implemented

VISION FOCUS AREA: EXPANDING EDUCATIONAL AND CULTURAL HORIZONS						
TOPIC KEY	Support initiatives that will ensure Hillsboro retains the highest quality educational system.				Priority/Timeline	
STRATEGY 34	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15
34.1	Form an Education Action Council to provide leadership in the development of initiatives that promote excellent comprehensive schooling for preschool, K-12 and adult and continuing education.	Hillsboro Chamber of Commerce and Hillsboro School District	Portland Community College; private schools; Oregon Graduate Institute	<input checked="" type="checkbox"/> Ongoing	↻	↻
34.2	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	<input checked="" type="checkbox"/> Ongoing	↻	↻
34.3	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; Beaver-ton Chamber of Commerce; Hillsboro School District; City of Hillsboro; Hillsboro Senior Center; Hillsboro Boys and Girls Club; Portland Community College; Business Education Compact	Implemented	■	■

- = Implemented
- ↻ = On-going
- = To be implemented

STRATEGY 35	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		
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
35.1 Library System Access Enhancement	Maintain and enhance easy access to libraries throughout the community, improving the number of facilities, location, hours of operation and availability of resources.	City of Hillsboro	Tri-Met (Books by Rail); civic groups; Washington County Co-op Library Services; Library Foundation; Friends of the Library		■ Ongoing	➡	➡
35.2 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; Centro Cultural; Hillsboro Rotary Club	Implemented	■ Ongoing	➡	➡
STRATEGY 36	Assure structured, wholesome activity for youth by promoting and expanding extracurricular opportunities.				Priority/Timeline		
36.1 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; Campfire USA	Implemented ☑ Ongoing	➡	➡	➡
36.2 Expanded After School Programs	Expand after school education, nutrition and athletic programming with emphasis on at-risk and disadvantaged youth.	Hillsboro Boys and Girls Club		Implemented	■ Ongoing	➡	➡

- ☑ = Implemented
- ➡ = On-going
- = To be implemented

STRATEGY 37		Bring community seniors and youth together in mutual learning, mentoring and support programs.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
37.1	Create one or more pilot partnerships 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 Disability, Aging and Veteran Services; retirees	<input checked="" type="checkbox"/> Ongoing	☺	☺	☺	
37.2	Develop independent, fine arts and international film events at local venues.	Hillsboro Arts Commission	Potential Partners City of Hillsboro, Hillsboro Community Arts	Implemented	2005-10	2011-15	2016-20	
						■ Ongoing	☺	

- = Implemented
- ☺ = On-going
- = To be implemented

STRATEGY 38	Promote and develop priority projects for the performing and cultural arts and craft exhibitions.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
38.1 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; Tualatin Valley Community Television; Washington County Dept. of Disability, Aging and Veteran Services; Hillsboro School District	<input checked="" type="checkbox"/>			
38.2 New Hillsboro Arts Commission	Form a Hillsboro Arts Commission	City of Hillsboro	Hillsboro Community Arts; Regional Arts and Culture Council	Implemented	2005-10	2011-15	2016-20
38.3 Musical Performances Expansion	Attract more musical performances to Hillsboro.	Hillsboro Arts Commission	Regional Arts and Culture Council; City of Hillsboro; private concert promoters; business sponsors; Washington County Fair Complex; Hillsboro School District; Hillsboro Historical Society; BJ's Coffee; NW Arts Support Group; Main Street Art Society	Implemented Ongoing	2005-10	2011-15	2016-20
38.4 New Arts / Crafts Fairs	Hold fairs for arts and crafts in downtown area.	Hillsboro Arts Commission	Hillsboro Tuesday Marketplace and Hillsboro Farmers' Market; Hillsboro Chamber of Commerce; other local arts groups; Hillsboro School District; Hillsboro Downtown Business Association (HDBA)	Implemented Ongoing	2005-10	2011-15	2016-20

- = Implemented
- = On-going
- = To be implemented

38.5	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Arts Funding Development	Develop a long-term, stable source of funding for the arts.	Hillsboro Arts Commission	Regional Arts and Culture Council; City of Hillsboro; industry supporters; Community College; Hillsboro School District; Hillsboro Community Arts		■ Ongoing	☞	☞
STRATEGY 39 Encourage youth, adult and family knowledge of, appreciation and participation in the arts and cultural opportunities in the community.							
39.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Displayed Arts Tours	Establish a semi-annual or annual Hillsboro tour of displayed art in coordination with local businesses, public institutions, galleries, private collections and artists.	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 Television; Hillsboro School District; T.D. Brown Fine Arts		■ Ongoing	☞	☞
39.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Youth Arts Support	Encourage local businesses and organizations to sponsor and promote youth 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 Television; Glenn & Viola Walters Cultural Arts Center		■ Ongoing	☞	☞
39.3	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
New Local Arts Competition	Develop a semi-annual or annual art exhibition based on selected themes connected to Hillsboro.	Hillsboro Arts Commission	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 Television; Hillsboro Downtown Business Association		■ Ongoing	☞	☞

- ☑ = Implemented
- ☞ = On-going
- = To be implemented

39.4	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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); Hillsboro Tuesday Marketplace; NW Arts Support Group; Main Street Art Society; Westside Cultural Arts Alliance; Regional Arts & Culture Council; Seabold Family of Senior Housing; Hillsboro Chamber of Commerce	<input checked="" type="checkbox"/> Ongoing	↻	↻	↻
39.5	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
New Performing Groups Development	Create performing groups for adults and youth (e.g. bands, orchestra, ensembles, choirs).	City of Hillsboro	Hillsboro Community Arts; Hillsboro School District (and Bands); Washington County Dept. of Disability, Aging and Veteran Services; Hillsboro Music; Music Village of Hillsboro; sponsors; retirees	Implemented	■		
STRATEGY 40	Build and celebrate cultural diversity, awareness and understanding in the Hillsboro community.						
40.1	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
New ESL Programming	Increase and promote local 'English as a Second Language' programming on public cable access television.	Tualatin Valley Community Television	Centro Cultural; Oregon Human Development Corporation; American Friends Services; CAUSA; Community Action Organization; Virginia Garcia Clinic; Tuahly Healthcare; A Child's Place; 4-H; City of Beaverton; Open forum; Latino Youth Voice; Westside Cultural Alliance; Portland Community College; Hillsboro School District	Implemented	■ Ongoing	↻	↻

- = Implemented
- ↻ = On-going
- = To be implemented

40.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
New Latino Cultural Center Study	(A) Examine the need and community interest in establishing a new Latino cultural center. (B) if need is demonstrated, create a new Latino cultural center (e.g. history, arts, celebrations).	Centro Cultural	Washington County Historical Society; City of Hillsboro; Hillsboro Chamber of Commerce; Retired Seniors Volunteer Program; Regional Arts and Culture Council; Oregon Folk Life Program; Westside Economic Alliance; Oregon Historical Society; Cornelius Library; Washington County Cultural Trust; El Hispanico News	Implemented	■		
40.3	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
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 crafts 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; Verbot Sausage; City of Hillsboro; Hillsboro Sister City Association; financial institutions	Implemented	■		

- ☑ = Implemented
- 🔄 = On-going
- = To be implemented

VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY						
TOPIC KEY	Emphasize wellness by educating all generations, starting with the youngest, about the benefits of staying fit and healthy.			Priority/Timeline		
STRATEGY 41	Action	Lead Role	Potential Partners	2005-10	2011-15	2016-20
41.1 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 Disability, Aging and Veteran Services); private sector (especially high-technology industry); fitness industry; insurance industry; KUIK; Hillsboro Argus (media in general); Hillsboro Chamber of Commerce	■ Ongoing	☞	☞
STRATEGY 42	Increase the availability of affordable, accessible health care to the community's uninsured, under-insured and low-income residents.			Priority/Timeline		
42.1 Health Care Referral Service Expansion	Action Expand and consolidate information referral service.	Lead Role Community Action Organization	Potential Partners State and Washington County Services; City of Hillsboro; Washington County Health and Human Services Department; Washington County Department of Disability, Aging & Veteran Services; Media (for information distribution); Washington County Library Cooperative System; Community organizations (with newsletters and other communication vehicles); Essential Health Clinic; Virginia Garcia Memorial Health Center	☑ Ongoing	☞	☞

- ☑ = Implemented
- ☞ = On-going
- = To be implemented

42.2	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Health Care Barrier Removal	Establish ongoing system to identify groups of Hillsboro-based citizens who lack access to necessary health care and develop collaborations to bring resources to bear in addressing these needs.	Tuality Healthcare	Medical care community; Virginia Garcia Clinic; Community Action Organization; Oregon Health Plan; Washington County Disability, Aging and Veteran 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; Centro Cultural; Housing Development Corporation of Washington County; Preventative Medicine Residency Program (OHSU); Pacific University School of Physical Assistant Studies; St. Mathew Catholic Church; VISTA (Volunteers in Service to America)	Implemented	■ Ongoing	☞	☞
42.3	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Health Care Access and Funding	Develop collaboration among local health care agencies and other stakeholders to advocate to state and federal legislators on issues related to health care access and funding.	Tuality Healthcare		Implemented	■ Ongoing	☞	☞
42.4	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
Expand Essential Health Clinic	Sustain and expand Hillsboro-based free medical clinic for the underserved.	Tuality Healthcare		Implemented	■ Ongoing	☞	☞

- ☑ = Implemented
- ☞ = On-going
- = To be implemented

STRATEGY 43	Expand the existing home and hospice care systems and other health care services for the elderly as the aging population increases.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
43.1 New Health Care Strategic Plan Development	Develop a county-wide strategic plan to extend health care services 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	Private and non-profit care providers, including ambulance services, and other agencies; AARP, ARC; Washington County Hospice; Home Street; Tualatin Valley Workshop; St. Vincent's Hospital; trained volunteers; Washington County Department of Disability, Aging and Veteran Services (Lifespan Respite); Tri-County Life Span Respite Group; Metro Caregiver Alliance	<input checked="" type="checkbox"/> Ongoing	☞	☞	☞
STRATEGY 44	Sustain community understanding of and support for public safety programs.			Priority/Timeline			
44.1 Public Safety Promotion	Conduct ongoing community outreach and communications to develop understanding and awareness of public safety programs.	City of Hillsboro	Other local public and private providers of police and fire services; Neighborhood and Community Participation Organizations (CPOs); Washington County Environmental Community Awareness & Emergency Response; Tualatin Valley Community Television; SafeKids Washington County; Oregon SafeKids; Tuality Healthcare; Hillsboro Argus, KUJK Radio; Home Depot; G1 Joes, Target; Intel; Hillsboro Downtown Business Association; Hillsboro School District	<input checked="" type="checkbox"/> Ongoing	☞	☞	☞
44.2 Public Safety Planning	Solicit community input in public safety planning.	City of Hillsboro		Implemented	2005-10	2011-15	2016-20
						■ Ongoing	☞

- = Implemented
- ☞ = On-going
- = To be implemented

STRATEGY 45	Expand and sustain neighborhood-based community safety programs and networks for emergency preparedness, crime prevention and fire prevention.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
45.1 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 Disability, Aging and Veteran Services/Federal Offices; Section 8 Programs; Oregon Department of Housing; Oregon State Family Services Division; Oregon Liquor Control Commission; Ceasefire Oregon; Tualatin Valley Community Television	<input checked="" type="checkbox"/> Ongoing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
45.2 Public Safety Programs	Collaborate with community partners and the public to develop and sustain the delivery of comprehensive public safety programs and promote fire prevention, crime prevention and emergency preparedness in a manner that prioritizes highest risk populations.	City of Hillsboro		Implemented		<input checked="" type="checkbox"/> Ongoing	<input checked="" type="checkbox"/>

- = Implemented
- = On-going
- = To be implemented

STRATEGY 46	Enhance the multi-language communications network included in the community's planning and response program.				Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20	
46.1 Multi-Lingual Emergency Training Enhancement	Develop multi-lingual and multi-cultural capacity within public safety departments of the City. Recruit multi-lingual and multi-cultural staff. Provide on going language training for emergency service personnel; produce multi-lingual and multi-cultural training publications.	City of Hillsboro	Police Hispanic Community Relations Committee; American Red Cross; City of Portland Hispanic Affairs Committee; Faith Community; Washington County Diversity Consortium	<input checked="" type="checkbox"/> Ongoing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
46.2 Language Network Technology	Identify and procure technology to assist 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; Casa Del Futuro	<input checked="" type="checkbox"/> Ongoing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
46.3 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; Centro Cultural	<input checked="" type="checkbox"/> Ongoing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

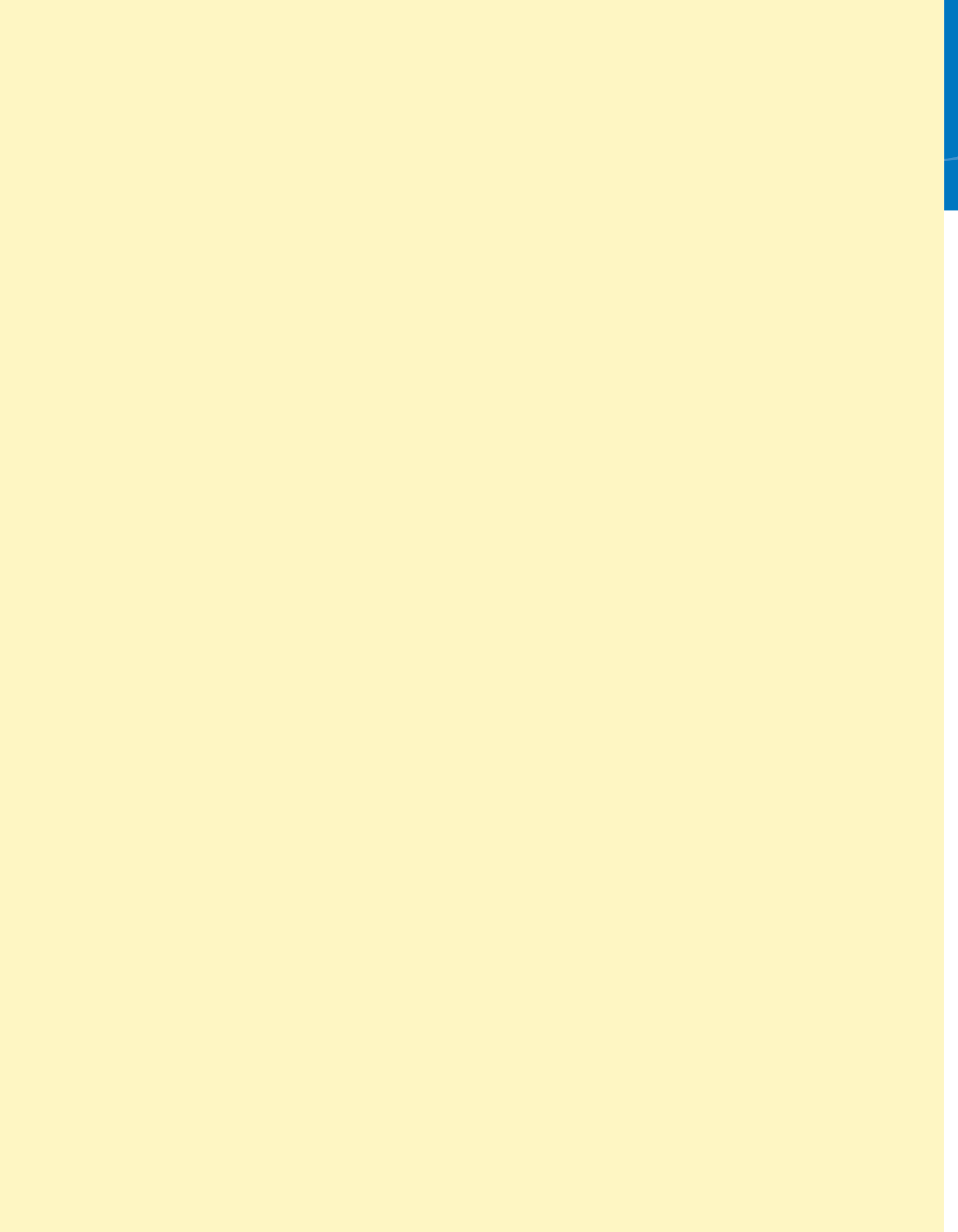
- = Implemented
- = On-going
- = To be implemented

STRATEGY 47	Reduce incidence of violence in the community committed by youth and against youth.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
47.1 School Resource Officers Program Continuation	Continue school resource officers program.	City of Hillsboro	Hillsboro Boys and Girls Club; Washington County Juvenile Services Department; Hillsboro School District; Washington County Health and Human Services Department; Social and Health Services; Bicycle Transportation Alliance	<input checked="" type="checkbox"/> Ongoing	☐	☐	☐
47.2 New Outreach Program Development	Create new outreach programs under the Boys and Girls Club, and other appropriate organizations that emphasize positive neighborhood youth activities, provide parenting classes for young families and enhance gang resistance programs.	City of Hillsboro	Hillsboro Boys and Girls Club; Washington County Juvenile Services Department; Hillsboro School District; Washington County Health and Human Services Department; Department of Disability, Aging and Veteran Services; social/health services	<input checked="" type="checkbox"/> Ongoing	☐	☐	☐
47.3 Juvenile Fire Setting Prevention	Sustain and expand outreach and education programs that bring awareness and solutions to the problem of juveniles setting fires.	City of Hillsboro		Implemented	2005-10 ■ Ongoing	2011-15 ☐	2016-20 ☐

- = Implemented
- ☐ = On-going
- = To be implemented

STRATEGY 48	Reduce barriers for people with disabilities.			Priority/Timeline			
	Action	Lead Role	Potential Partners	Implemented	2005-10	2011-15	2016-20
48.1	Barrier-free Housing Education and Incentives Provide education and incentives to builders to develop barrier-free housing for persons with disabilities.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services			■ Ongoing	☐
48.2	ADA Intersection Ramps Sustain and expand City program of Americans with Disabilities Act (ADA) compliant ramps at intersections.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services	☑	■		
48.3	Housing with "Visitability" Promote housing with "visitability," to allow persons with limited mobility barrier-free access to main floor.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services	☑		■ Ongoing	☐
48.4	"Visitability" Education Educate the public, developers and builders about the advantages of houses that meet "visitability" standards.	City of Hillsboro	Washington County Department of Disability, Aging & Veteran Services	☑		■ Ongoing	☐

- ☑ = Implemented
- ☐ = On-going
- = To be implemented



Vision Implementation Committee



The success of the Hillsboro 2020 Vision Action Plan will be determined through its implementation. To this end, a citizen-led Hillsboro 2020 Vision Implementation Committee tracks and facilitates the progress of the Vision Action Plan. The committee is responsible for recommending 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.

All Vision Implementation Committee meetings are open to the public. Public notice of each meeting is provided through media releases, mailings, and the project Website.

A “Steering Committee,” comprised of members of the Implementation Committee, acts as an executive advisory group. The Steering Committee helps identify issues for full committee discussion and makes recommendations for action.

The charge, detailed membership structure, and staffing arrangements are described in the following pages.

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:

- A minimum of two committee meetings per year.
- An annual progress report to the Hillsboro City Council.
- Within the first year:
 - a) Develop a clear understanding of lead partner roles.
 - b) Prepare Action Plan evaluation process and criteria.
 - c) Develop a Memorandum of Understanding between lead partners stating their commitment to the Vision Action Plan and their respective roles.
- Host an annual “town hall” meeting for public discussion of the Vision Action Plan.
- Maintain two-way communication with lead partners to track and encourage action implementation.
- Recommend, if necessary, proposed changes to the Vision Action Plan for City Council consideration.

Membership

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

The committee will have a chair, appointed by the City Council, who represents the public-at-large and serves a three-year term. A Vice-Chair will be selected by the Chair to act in his/her absence. Member terms also will be three years with one-third of the terms ending each year. The Chair and members may be re-appointed by the City Council.

The membership shall include one representative for each lead partner or interest as designated below. The number of public-at-large positions will vary between four and five (not counting the Chair) to keep an uneven number of members for voting purposes.

1. Public-at-Large (Chair's position)
2. All lead partners with two or more assigned actions
3. Social Services
4. Environment
5. Faith
6. Public Safety
7. Hillsboro City Council (liaison to committee)
8. Four or five Public-at-Large representatives (depending on the number of members)

The Steering Committee membership shall consist of the following Vision Implementation Committee members:

1. Chair
2. Vice-Chair
3. Lead partner with the largest number of assigned actions
4. Lead partner with the second largest number of assigned actions
5. One general interest representative selected by the Chair
6. Two public-at-large representatives selected by the Chair

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 the 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 Hillsboro 2020 documents.

Vision Action Plan Updates

As stated in its charge, the Vision Implementation Committee may recommend Action Plan revisions to the Hillsboro City Council. These proposals may originate with Hillsboro citizens, businesses, organizations, or lead partners. Recommendations from the Committee become effective upon the City Council's approval.

Since the *Hillsboro 2020 Vision and Action Plan* was developed based on extensive community input, any substantive language change to an action or strategy has the potential to impact the integrity of the original plan. Therefore, three Action Plan update processes have been established to allow for different types of revisions while maintaining a community connection and foundation:

1. Minor Revisions

Annually, the Vision Implementation Committee may recommend non-substantive Action Plan updates to the City Council. Examples of such revisions would include lead partner and potential partner changes or action language modifications which do not modify its intent.

2. New/Revised Actions

Annually, the Vision Implementation Committee may recommend new or substantially revised actions to the City Council. After consideration and development by the Committee, proposals which support the Vision Statement and an existing strategy, will be provided for public comment at the annual Town Hall. Subsequently, after considering the public input received, the Committee will decide whether to recommend the proposed action to the City Council for approval and incorporation into the Vision Action Plan.

3. New/Revised Strategies

Every five years, the Vision Implementation Committee may recommend new or revised strategies to the City Council. Since strategies provide the direction, or backbone, of the Vision Action Plan, extensive and meaningful public participation is necessary to maintain the integrity of this community-based Plan. To this end, any public outreach effort will need to be city-wide and allow multiple venues for citizen involvement in the identification, development, and recommendation of new or revised strategies. The annual opportunity for new or revised actions will be incorporated into the Strategy Review process due to their key role in implementing strategies.

Hillsboro 2020 Awards

The Vision Implementation Committee offers two awards annually to recognize an individual and an organization for exceptional service toward promoting achievement of the *Hillsboro 2020 Vision and Action Plan*.

The Outstanding Individual Award is given to a person who exemplifies one or more of the following criteria:

- Made an outstanding contribution to the mission and intent of Hillsboro 2020
- Helped promote awareness of Hillsboro 2020 Vision throughout the community
- Helped promote overall achievement of Hillsboro 2020 Vision Action Plan
- Has undertaken an extraordinary effort “above and beyond the call”
- Made the most out of the least amount of resources

The Outstanding Organization Award is given to an organization which has met one or more of the following criteria:

- Made an outstanding contribution to the mission and intent of Hillsboro 2020
- Helped promote awareness of Hillsboro 2020 Vision throughout the community
- Has undertaken and/or accomplished specific Hillsboro 2020 Action Plan strategies and actions
- Promoted achievement of strategies or actions that would not otherwise have been achieved without the Hillsboro 2020 Vision Action Plan

Individual Vision Implementation Committee members, staff and consultants are not eligible for these awards.

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.

In 2004, as part of the first Strategy Review process, the Vision Implementation Committee initiated a nine-month public outreach effort to engage the community in updating the Vision Action Plan. Over 2000 citizens were engaged through a variety of venues. This extensive citizen participation process helped to ensure the revised Vision Action Plan remained a community-based document.

The following two subsections summarize both public involvement processes.

Vision and Action Plan Development (1997–2000)

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.

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 for 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. Over 80 citizens participated on the teams. 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.

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. 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 the first edition of this report, including recommended timelines for executing the strategies and actions. It also sought the commitment of the lead partners to take responsibility for implementing the Action Plan once it was approved by the City Council.

Strategy Review (2004-2005)

The Vision Implementation Committee conducted the first Strategy Review, scheduled every five years until 2020, during a nine-month period beginning in September 2004. As part of this effort, an extensive public involvement process was conducted to ensure community input remained an integral part of the plan.

The Strategy Review process was intended to ensure the Hillsboro 2020 Vision Action Plan continued to reflect contemporary community values and priorities. Public input was solicited for new or revised strategies and actions only. Possible revisions to the Vision Statement were not considered.

There were three phases of the strategy review effort:

1. Identification of community ideas
2. Review, analysis, and proposal development
3. Proposal review

Community Ideas

Between September and December 2004, new ideas were sought to implement the Hillsboro 2020 Vision. This community input was received through a variety of events and activities including:

- A questionnaire sent to all lead partners
- Two public forums
- A publication, including a survey, inserted in the Hillsboro City Views newsletter and distributed to all Hillsboro residences and businesses
- An online survey on the Hillsboro 2020 Vision Website
- Numerous Speakers Bureau engagements with community groups

Through these outreach efforts, more than 400 suggestions were received. These suggestions were sorted and organized for review by six citizen focus area Work Groups.

Proposal Development

In January 2005, six citizen Work Groups were formed representing the Hillsboro 2020 Vision focus areas. Each group consisted of 10 to 12 people including: Vision Implementation Committee members, lead partner representatives, and other community members.

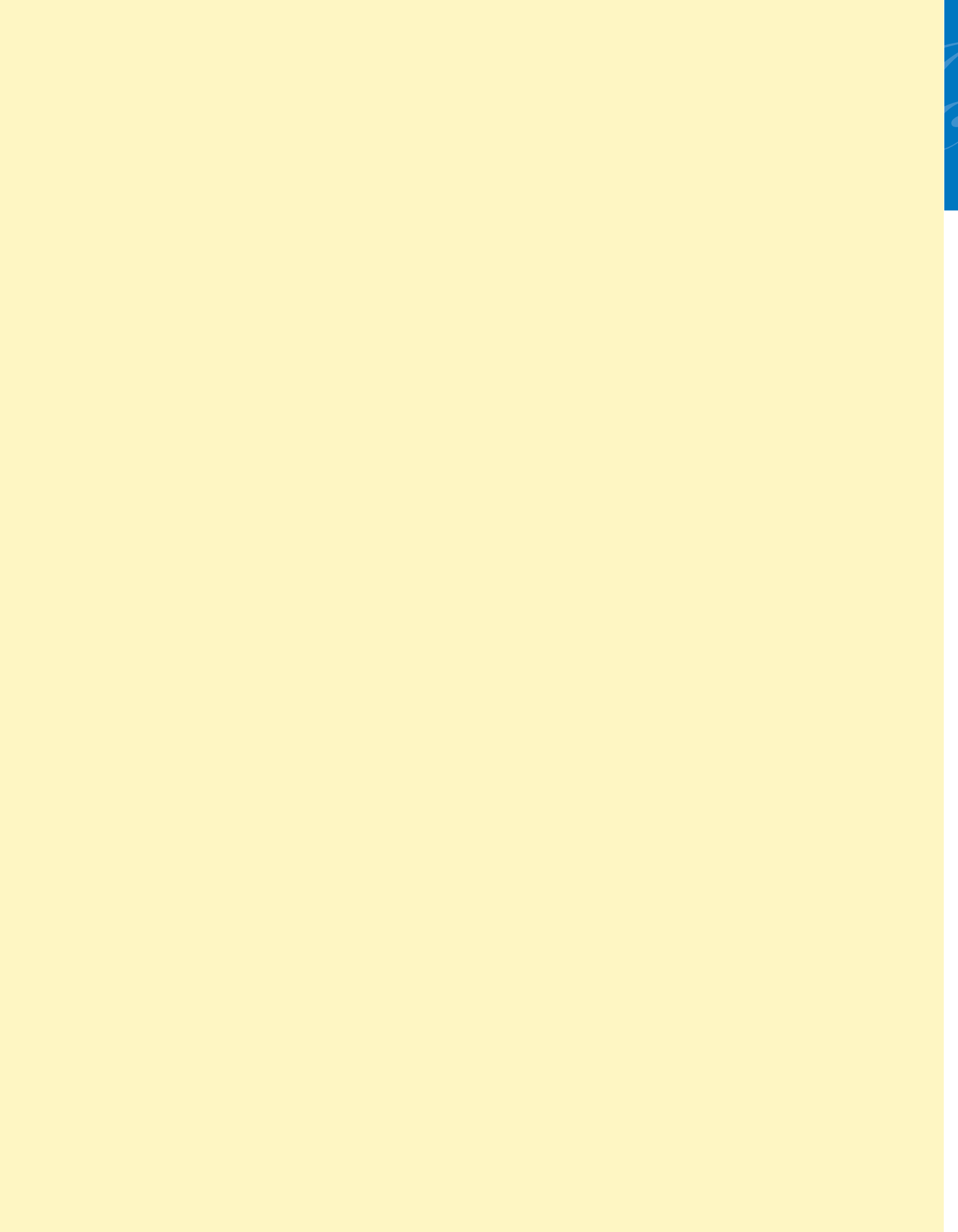
All of the Work Groups met together for an orientation, and then met separately two to three times each to complete their reviews. The Work Groups reviewed the community input and analyzed its place in the Vision. They also reviewed the existing Action Plan items. Through this review process, the Work Groups forwarded specific strategy and action proposals for consideration by the Vision Implementation Committee for inclusion in the Vision Action Plan.

Community Review

Beginning in April 2005, the Work Groups' strategy and action proposals received community review through multiple venues. Opportunities for public input included:

- A Hillsboro 2020 Vision Implementation Committee publication inserted in the spring Hillsboro City Views newsletter and distributed to all Hillsboro residences and businesses
- An online survey on the Hillsboro 2020 Vision Website
- Speakers Bureau engagements
- Public input activities at the annual Hillsboro 2020 Vision Town Hall

All of the community input was forwarded to the Vision Implementation Committee for consideration as it developed final recommendations for the Hillsboro City Council.



Acknowledgements

Vision Implementation (2000 - 2005)

Vision Implementation Committee

John Coulter	Chair, Public-at-Large	2000-2005
Pastor Tim Huber	Vice-Chair, Faith	2000-2005
Sheri Badzik	Hillsboro Historical Society	2004-2005
Neshia Cameron	Hillsboro Historical Society	2004-2004
Mary Brown	Tuality Healthcare	2000-2004
Steve Callaway	Hillsboro School District	2000-2005
Manuel Castaneda	Public-at-Large	2000-2003
Catherine Crooker	Tuality Healthcare	2004-2005
Paul Danko	Public Safety	2003-2005
Craig Dye	Clean Water Services	2003-2005
Tim Erwert	City of Hillsboro	2000-2005
Chris Frazier	Worksystems, Inc.	2003-2004
John Godsey	Hillsboro Chamber of Commerce	2000-2005
Armando Gutierrez	Public-at-Large	2003-2004
Barbara Hanson	Hillsboro Community Arts	2000-2004
John Hartner	Washington County	2000-2005
Marilynn Helzerman	Public-at-Large	2000-2005
Shirley Huffman	Public-at-Large	2000-2005
Councilor Doug Johnson	Hillsboro City Council	2004-2005
Bernie Kuehn	Hillsboro Community Arts	2004-2005
Chuck Loffel	Clean Water Services	2000-2003
Darell Lumaco	Bicycle/Pedestrian Task Force	2000-2005
Chrissie Manion	Hillsboro Historical Society	2000-2004
Councilor Karen McKinney	Hillsboro City Council	2000-2004
Pastor Ralph Medina	Public Safety	2000-2003
Jaime Miranda	Public-at-Large	2004-2005
Jerralynn Ness	Social Services	2000-2003
Karen Shawcross	Worksystems, Inc.	2004-2005
Jimi Smith	Social Services	2003-2005
Rick Van Beveren	Public-at-Large	2000-2005
Diane Walton	Worksystems, Inc.	2000-2003
Tom Wolf	Environment	2000-2005

Hillsboro 2020 Lead Partners

Centro Cultural	Hillsboro Historical Society
City of Hillsboro	Hillsboro Landmarks Commission
Clean Water Services	Hillsboro School District
Community Action Organization	Jackson Bottom Wetlands Preserve Board
Hillsboro Arts Commission	Oregon International Airshow Board
Hillsboro Bicycle/Pedestrian Task Force	SOLV
Hillsboro Boys & Girls Club	Tualatin Valley Community Television
Hillsboro Chamber of Commerce	Tuality Healthcare
Hillsboro Community Arts	Washington County
Hillsboro Community Foundation	Westside Transportation Alliance
Hillsboro Downtown Business Assoc.	Worksystems, Inc.
Hillsboro Economic Dev. Partnership	

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Focus Area Work Groups (2004-2005 Strategy Review)

Strengthening & Sustaining Community

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Sarah Jo Chaplen
Tim Erwert
Gordon Faber
Steve Greagor
Don Hillman
Shirley Huffman
Gwynn Ann Pitts
Tracy Ross
Barbara Simon
Shaun Starr

Expanding Educational & Cultural Horizons

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Olga Acuña
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Bill Christopher
Kate Clitheroe
Bernie Kuehn
Linda Lybecker
Jaime Miranda
Sean Morgan
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Denzil Scheller
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Preserving the Environment

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Barbara Hecht
John Jackson
Marianne Kandel
Jan McGowan
Mary Ordal
Rick Van Beveren
Pat Willis

Creating Economic Opportunity

John Godsey, Chair
Manuel Castenada
James Eastham
Tiffany Estes
Kevin Hanway
Councilor Doug Johnson
Bob Leonard
Bill Mackenzie
Deanna Palm
Larry Pederson
Karen Shawcross
Bert Zimmerly

Enhancing Neighborhoods & Districts

John Hartner, Chair
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Andrew Aebi
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Sheri Badzik
Joe Gall
Darell Lumaco
Delia Perez
Delores Raymond
Lisa Thorsrud

Promoting Health & Safety

Paul Danko, Chair
Kristin Chaffee
Catherine Crooker
J.D. Fuiten
Laura Grandin
Melissa Gray
Ross Mathews
Dennis Ross
Lt. John Schmerber
Jimi Smith

Vision Development (1997-2000)

Hillsboro 2020 Vision Task Force Members

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 Giambrone	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 Loredo	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 Café
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 & Sustaining Community

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

Expanding Educational & 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

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

Creating Economic Opportunity

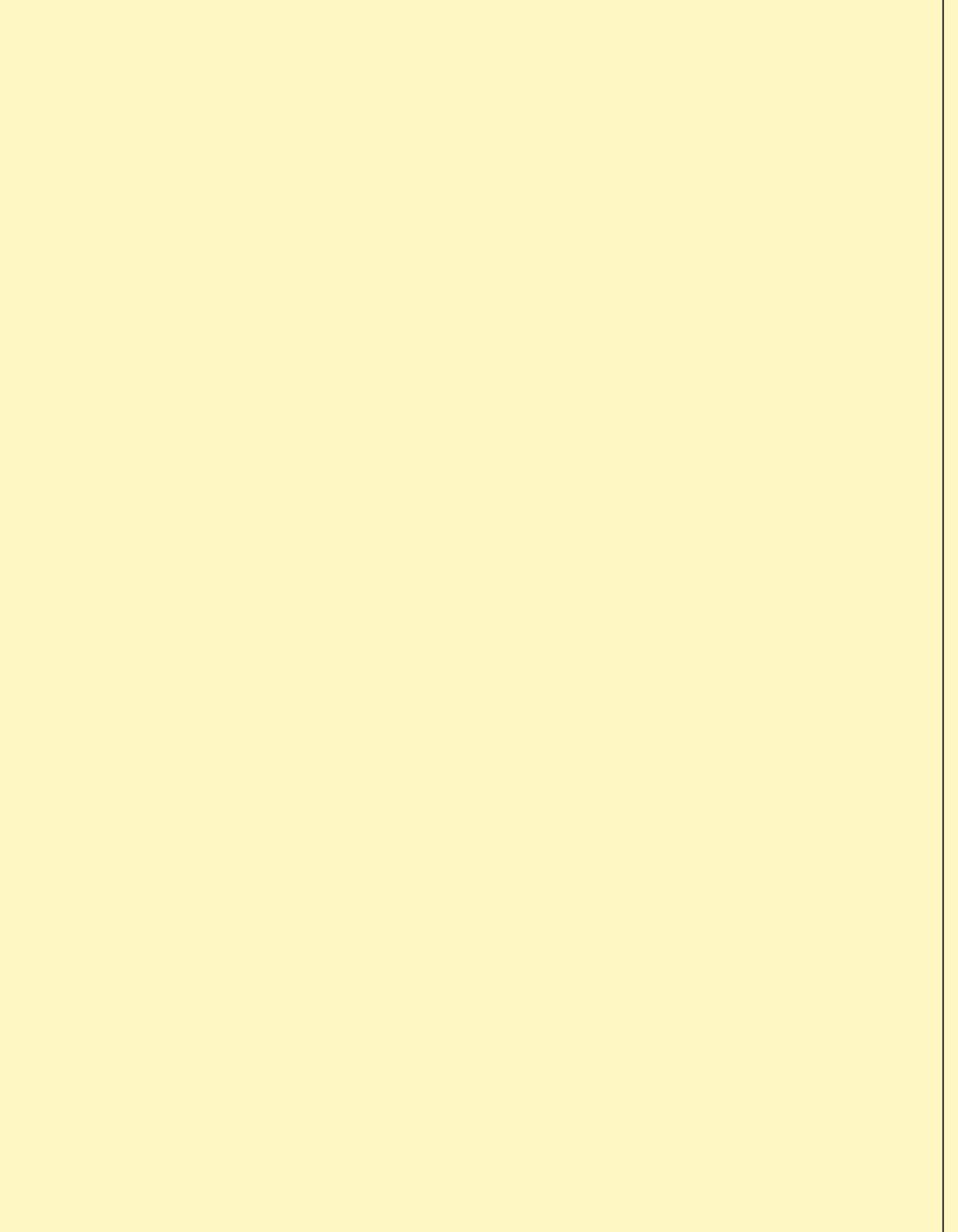
Bill MacKenzie, Chair
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John Blackmon
Manuel Castaneda
David Lawrence
Eldon Mains
Richard Porn
Ron Powne
Debbie Raber
Ed Thompson
Bert Zimmerly

Enhancing Neighborhoods & 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

Promoting Health & 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



A large, light blue, stylized watermark of the word "Vision" in a cursive font is positioned behind the main title. The watermark is semi-transparent and spans across the blue background.

Hillsboro 2020

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