



# Meeting Agenda

## City Council

City Hall  
601 4th Avenue E  
Olympia, WA 98501

Information: 360.753.8447

---

Tuesday, February 24, 2015

6:00 PM

Council Chambers

---

### Special Study Session

1. **ROLL CALL**

2. **DISCUSSION TOPICS**

2.A [15-0185](#) Briefing on Action Plan

**Attachments:** [Five Action Areas](#)  
[Public Involvement and Communication Strategy](#)  
[Action Plan Partner Work Group Charter](#)  
[Beaverton Community Vision Action Plan Update 2012 \(Beaverton, Oregon\)](#)  
[Hillsboro 2020 Vision and Action Plan \(Hillsboro, Oregon\)](#)  
[The Portland Plan \(Portland, Oregon\)](#)  
[Greenest City 2020 Action Plan \(Vancouver, British Columbia\)](#)

2.B [15-0168](#) Economic Development Focus for 2015 - 2016

3. **CHECK IN**

*This time is set aside to review upcoming agendas and time sensitive reports and updates.*

4. **ADJOURNMENT**

*The City of Olympia is committed to the non-discriminatory treatment of all persons in employment and the delivery of services and resources. If you require accommodation for your attendance at the City Council meeting, please contact the Council's Secretary at 360.753-8244 at least 48 hours in advance of the meeting. For hearing impaired, please contact us by dialing the Washington State Relay Service at 7-1-1 or 1.800.833.6384.*



## City Council

### Briefing on Action Plan

**Agenda Date:** 2/24/2015  
**Agenda Item Number:** 2.A  
**File Number:** 15-0185

---

**Type:** work session **Version:** 2 **Status:** Study Session

---

#### **Title**

Briefing on Action Plan

#### **Recommended Action**

##### **Committee Recommendation:**

Council's Land Use and Environment Committee (LUEC) concurred with the approach and concepts outlined in the proposed Public Involvement and Communication Strategy, including an Action Plan Partner Work Group Charter (Attachments 2 and 3).

##### **City Manager Recommendation:**

Receive briefing. As recommended by LUEC, concur with the general approach and concepts outlined in the Public Involvement and Communication Strategy, including the Action Plan Partner Work Group Charter

#### **Report**

##### **Issue:**

Staff has begun work to develop a Draft Action Plan for carrying out the goals and policies in the Comprehensive Plan. The purpose of this agenda item is for Council to receive a briefing and provide staff with guidance on a Public Involvement and Communication Strategy and Action Plan Partner Work Group Charter (Attachments 2 and 3).

##### **Staff Contact:**

Stacey Ray, Senior Planner, 360.753.8046

##### **Presenter(s):**

Stacey Ray, Senior Planner

#### **Background and Analysis:**

In 2014, Olympia adopted a new Comprehensive Plan with updated goals and policies that reflect our community's vision. Early in the *Imagine Olympia* process, the City Council identified a vital next step: ensure the goals and policies become reality and have real "on the ground" impact by creating an Implementation Strategy or Action Plan.

In November 2013, the Council Land Use and Environment Committee (LUEC) provided staff with direction to begin work on an Action Plan, and some initial draft concepts were reviewed and

approved by the full City Council at their 2014 retreat in January. Staff returned to LUEC in February to introduce the interdepartmental staff team formed to develop a draft Action Plan.

In April 2014, LUEC directed staff to move forward with a comprehensive and collaborative approach to participation. Additionally, LUEC said to move forward with five Action Areas that summarize goals and policies in the Draft Comprehensive Plan: Neighborhoods, Downtown, Environment, Economy, and Community (Attachment A).

### Performance Measures

In June 2014, LUEC directed staff to move forward in using a Performance Measure Criteria Checklist. Performance measures represent data the City or a community partner will collect to help us better understand if we are making real progress in accomplishing our Comprehensive Plan goals. A criteria checklist helps to ensure that the selected measures are significant and meaningful, understandable, available long-term, and can be impacted by our community.

Staff shared with LUEC in August 2014 a list of draft performance measures developed using the checklist. Minimal detail was outlined for each measure because of work still underway to determine if the data was readily and consistently available, and LUEC directed staff to continue work on refining the proposed list.

### Action Items

Also in August, staff began identifying draft actions for the Action Plan. Primary sources staff used to collect possible action items are the goals and policies in the Draft Comprehensive Plan and the extensive and thoughtful community input received during *Imagine Olympia*. Other important sources included the “1994” Comprehensive Plan, department work plans, Master Plans, and Council goals.

In November, staff received direction from LUEC to move forward with a proposed set of Action Item Criteria. The criteria was developed to ensure actions are consistent and strategic in implementing the Comprehensive Plan (as opposed to including in the Plan *every* project or program the City or a community partner will initiate over the next six years.)

In addition to guiding staff’s work, the Action Item Criteria will be used throughout the public involvement process. It can help inform participants on how existing draft action items were identified, and provide guidance for considering priorities and possible actions to include in the Plan.

### Public Involvement and Communication Strategy

In November, LUEC also reviewed and provided staff with initial direction on an updated Public Involvement and Communication Strategy (Attachment 2). The strategy was updated in response to input from LUEC, City staff and department directors. In particular, the revised version was intended to better achieve:

- Authentic collaboration with community partners and community members;
- Broad-ranging community member involvement; and

- Use of successful tools and techniques from other communities.

To engage potential community partners in development of the Action Plan, staff is proposing as an element of the Public Involvement and Communication Strategy to host an Action Plan Partner Work Group (Partner Work Group).

Staff seeks Council's input on and general concurrence with Attachment 3, a Draft Charter for the Partner Work Group. The Charter outlines the group's purpose, proposed structure, membership, roles and level of commitment, number of meetings, and expected deliverables.

### Why Partners Matter

After five years of dedicated and passionate hard work, Olympia's newly adopted Comprehensive Plan outlines a clear vision for how our community will grow and develop. However, to achieve this vision, city staff and the City Council will need a committed team of community organizations, non-profits, and other governmental agencies. Reaching out now to existing and potential new partners is a critical ingredient for success.

Attached are several examples of successful and award-winning Action Plans from other communities (Attachments 4, 5, 6 and 7). While each plan has a unique emphasis, all share several significant elements:

- Extensive and diverse community engagement in development of the plan;
- Early and continued engagement with a diverse assortment of partner organizations;
- Clear and understandable goals, objectives, strategies, and actions; and
- Annual community updates and celebrations

Each of these commonalities highlights the critical role the community-at-large and partners play in developing and carrying out an Action Plan. For example, the Cities of Hillsboro and Beaverton, Oregon, use regular community updates and annual open houses to demonstrate an on-going commitment to nurturing existing partnerships and projects, and to encourage new ones to start and flourish.

Regular sharing of accomplishments and performance measures means all community members stay informed and the successes of committed partners are shared and lauded. The clear message from these cities is that there is an open invitation for members of the community to get involved and take part in taking action.

### Council Role

Staff will continue to provide periodic briefings on development of the Action Plan for LUEC; however, the proposed Public Involvement and Communication Strategy also details four primary points of engagement and/or decisions for the full Council:

- **February.** Staff will provide a briefing on the Public Involvement and Communication Strategy, and request guidance on a Action Plan Partner Work Group;
- **April.** Staff will brief Council in advance of the Action Plan Open House and Kick-off Meeting. Council members will be encouraged to attend;
- **June.** Staff will brief Council on major outcomes from the public involvement process,

including the work of the Partner Work Group, focus meeting participants, and Advisory Committees and Commissions. Council will be encouraged to attend the Action Plan Unveiling and Partner Recognition event.

- **August.** Staff and key partners will deliver a Draft Action Plan for Council's consideration and approval.

In addition to staying informed as the process to develop the Action Plan moves forward, Council members can play an integral role in encouraging new and existing community partnerships. Strong relationships built from a shared vision have resulted in significant contributions to our community's quality of life. (One such example is the outstanding work that's been accomplished through the partners implementing the Downtown Project.)

Since its adoption in 2010, nearly 40 lead partners have taken the lead on one or more actions in Beaverton's plan and of the original 115 actions identified, 97 were launched or completed in the first few years. That incredible level of success is credited in part to the very visible commitment and support from the City Council from the outset. In his introductory letter in the adopted plan, Mayor Denny Doyle set the stage for shared success when he wrote: "The City is only one of many partners who will move the vision forward with a sense of shared ownership... This isn't the City's plan; it's the community's plan."

#### LUEC Recommendation

On January 29, 2015, LUEC concurred with the overall approach to public engagement and partners outlined in Attachments 2 and 3. As part of the discussion, LUEC provided staff with guidance on the make-up of the Partner Work Group, including for staff to try to balance male and female representatives and invite an additional environmental group to participate. LUEC also requested that the draft Partner Work Group Charter clearly articulate the group's anticipated deliverables.

#### Next Steps

Staff recommends that Council provide input on and concurrence with the general approach and concepts outlined in the Public Involvement and Communication Strategy, including the Action Plan Partner Work Group Charter.

#### **Neighborhood/Community Interests (if known):**

The Action Plan is a document that when adopted will have community-wide impacts.

#### **Options:**

1. Concur with LUEC recommendations; or provide additional guidance on Next Steps.

#### **Financial Impact:**

None; this work item is already budgeted for completion in 2015.

# Action Areas | Action Plan

Below are the five proposed Action Plan Action Areas, including for each a summary of the related vision statements, goals, and policies in the Comprehensive Plan. The Action Plan actions and performance measures are based on the goals and policies adopted in the Comprehensive Plan.



## Community

Our community is vibrant, healthy and welcoming. Everyone can rely on predictable and reliable police, fire and other City-provided services. Community members have their basic needs met, and so can pursue a fulfilling and high quality life with opportunities to learn, play, and be involved in City programs and decision-making.

- ★ Community members engage in respectful and productive discussions on city issues; they feel that their opinions and ideas are heard, valued, and have impact on the City's decision-making processes.
- ★ Olympia's health, safety and public welfare are protected by predictable and reliable police, fire, and other vital services.
- ★ Residents have access to what they need to meet their basic needs, including a quality education, healthy food, a safe place to live, and clean water.
- ★ Olympia's neighborhoods and community programs offer opportunities for community members to choose healthy ways in which to live.



## Downtown

Downtown is safe and clean, and a desirable place to work, live, and visit. Public and private investments support a thriving mix of businesses and a variety of welcoming, attractive public spaces.

- ★ More people live, work, and shop downtown.
- ★ Downtown is a regional destination.
- ★ Downtown is safe and welcoming for all.
- ★ Downtown's unique character, historic buildings, and waterfront are protected and enhanced.



## Economy

Olympia has a stable economy that provides meaningful work resulting in a strong revenue base. The community fosters an economic environment that encourages and promotes entrepreneurship, and that strongly supports local businesses and businesses that are invested in the Olympia community.

- ★ Olympia strives for a balance of diverse businesses, investments that support family-wage jobs, and opportunities for entrepreneurship.
- ★ Olympia has a stable economy with a strong revenue base that funds city services, healthy schools, social services, and other community goals.
- ★ The Olympia community produces and invests in the production of local food, goods, arts, and entertainment.
- ★ Olympia is a place that people choose to visit, and spend time and money.



## Environment

The natural environment is integral to our daily lives. Everyone can experience and benefit from tree-lined streets, natural trails, healthy wetlands, and parks and open spaces. As our community continues to grow and develop, we strive to reduce our impact on the natural environment by planning for growth, protecting sensitive areas, making sustainable choices, and participating in long-term stewardship.

- ★ Everyone has the opportunity to experience the natural environment, and to participate and invest in its long-term stewardship.
- ★ As a community and as individuals, we make choices that lessen our impacts to the natural environment and reduce our carbon footprint.
- ★ We protect and restore natural areas to protect wildlife habitat, maintain or restore natural hydrologic processes, and preserve healthy ecosystems.
- ★ Olympia plans for and accepts population growth and denser development, preserving larger expanses of natural areas, such as forest, wetlands, and prairie in the rural area.



## Neighborhoods

Neighborhoods have their own unique sense of character and community. Neighbors have opportunities to meet and spend time with one another, and are invested in how their neighborhood grows and develops. Community members can walk or ride bikes to nearby places to shop, visit, and play.

- ★ The City plans collaboratively with neighborhoods, involving a broad spectrum of community members through a variety of outreach and public engagement methods.
- ★ Neighborhoods are recognizable places with unique identities; people feel safe and have a sense of pride in their neighborhood.
- ★ Neighborhoods have retail and community services within ten minutes, nearby places to spend time and gather together, and many different options for how to get around.
- ★ Development is focused in areas that enhance the community, have the space and infrastructure needed to support it, and that contribute to Olympia's goals for growth and development.

Last updated on 2/3/2015



## Action Plan | Public Involvement and Communication Strategy

### DRAFT

---

#### Background

Our city now has a new Comprehensive Plan with a clear vision for our community's future. The next steps are making sure we make real progress towards our vision becoming reality.

The Action Plan will lay out specifically what we, as a community, want to do over the next six years to accomplish our goals. Those things we intend to do are called "action items." Action items may include everything from individual projects, like development of the Artesian Park downtown, to on-going programs, like the downtown police officer walking patrol. The Plan will also include performance measures to track our progress towards achieving our goals.

The Comprehensive Plan is a 20 year vision. There are likely hundreds of different things we, as a community, can do to accomplish our goals. Where do we start? How do we prioritize and make commitments? To be successful, the Action Plan also needs to be created and carried out by multiple partners within our community, the City being just one of those partners.

Embarking on a public involvement and communications strategy that is far-reaching, widely inclusive, deeply inspiring and genuinely collaborative is vital to promoting widespread involvement in the Action Plan. We want residents, businesses owners, City staff, partner agencies, community organizations, and elected officials all at the table, because everyone will play a critical role in our community's future.

#### Stakeholders

Because the Action Plan has the potential to have impacts community-wide, the public participation and communication strategy will include targeted outreach to the whole community; however, there are some public agencies or community organizations who are likely to be future partners in implementing the Plan. Below is a partial list of just some of those potential partners we'll be reaching out to during the public participation process:

##### *City of Olympia*

- City Staff
- City Advisory Committees and Commissions

##### *Other Public Agencies*

- Thurston County
- City of Tumwater
- City of Lacey

- State of WA—Department of Enterprise Services
- Tribes (Nisqually and Squaxin)
- LOTT Clean Water Alliance

#### *Potential Partner Agencies*

- Thurston Regional Planning Council
- Coalition of Neighborhood Associations
- Economic Development Council
- Port of Olympia
- Olympia Downtown Association
- Olympia School District
- Intercity Transit
- South Puget Sound Community College
- United Way of Thurston County
- Sustainable South Sound
- Olympia Master Builders
- South Puget Environmental Education Clearinghouse

#### *Community Groups and Non-Governmental Organization*

- Friends of the Waterfront
- Carnegie Group
- Olympia Yacht Club
- West Olympia Business Association
- Northwest Eco-Builder's Guild
- Olympia Historical Society & Bigelow House Museum
- Thurston County Chamber of Commerce

#### **Objectives**

- Everyone who would like has an opportunity to view and comment on draft material throughout the development of the Action Plan.
- A work group made of potential community partners and led by the City, will be established to participate in creating the draft Action Plan.
- Many different participation outreach methods will be used to keep the public involved and informed.
- The Action Plan will implement the vision established by Imagine Olympia and adopted by the City Council in the Comprehensive Plan Update.
- Groups and citizens not normally represented in City planning will have an opportunity to participate in developing the Action Plan through the use of non-traditional outreach and communication methods.



- The public participation process will involve the community in helping to identify actions that are a high priority, reasonably able to be accomplished within six years, and will significantly move us forward in accomplishing our Comprehensive Plan goals.
- The public participation process will involve the community in helping to identify performance measures that are meaningful, long-lasting, and informative.

## Tasks

### 1. Action Plan Partner Work Group

An Action Plan Partner Work Group (Partner Work Group) made up of staff-level representatives from local government agencies and community organizations will provide recommendations to City staff on the development of a Draft Action Plan, as well as to help generate community-wide interest and investment in the Plan.

The role of the Partner Work Group is to ensure the actions in the Action Plan implement the Comprehensive Plan, can reasonably be accomplished within six years, and will generate community and partner investment and collaboration. Their role is also to ensure the Action Plan performance measures are meaningful (i.e. they demonstrate progress towards achieving the Comprehensive Plan goals), long-lasting, and support good decision-making.

The Partner Work Group will be chaired by the City of Olympia, meet four times, help host two community-wide open houses and a series of focus meetings, and participate in one City Council meeting. Staff members representing the following stakeholders will serve on the committee:

- City of Olympia (1 - in addition to the Chair)
- Olympia Planning Commission (1)
- Thurston Regional Planning Council (1)
- Port of Olympia (1)
- Olympia School District (1)
- Olympia Downtown Association (1)
- Intercity Transit (1)
- Coalition of Neighborhood Associations (1)
- Economic Development Council (1)
- United Way (1)
- South Puget Sound Community College (1)
- Sustainable South Sound (1)
- Olympia Master Builders (1)
- South Puget Environmental Education Clearinghouse (SPEECH) (1)

## 2. Public Involvement

### a. Kick-off Meeting

The Kick-off Meeting will inform and engage community members during the development of the Action Plan. The first meeting will have an interactive format that will help staff, Councilmembers, and the Partner Work Group collect community input on topic areas, action items, and performance measures.

### b. *Olyspeaks!* Launch

Draft materials and questions will be available on *Olyspeaks!*.

### c. Focus Groups

The concept draft materials received from the open house and *Olyspeaks!* will be refined through a series of focus work groups. Participants in the focus groups will be targeted based on topic area, and are likely to include potential partners (not on the Committee), neighborhood leaders, and City Advisory Committees.

### d. Unveiling Meeting

The Unveiling Meeting will “reveal” the refined list of actions and performance measures and is an opportunity for staff, Councilmembers, and the Partner Work Group to seek any additional input from community members and/or partners.

## 3. Communication and Outreach

a. **General Public.** Staff will use a variety of methods to outreach to the entire community: email blasts/newsletters, City web page content, utility insert(s), Facebook and Twitter, TCTV, public meetings, and *Olyspeaks!*.

b. **City Council.** Staff will continue to work closely with Councilmembers, providing regular briefings to LUEC and/or the full Council throughout the Action Plan’s development. Anticipated City Council briefings:

- February | Briefing and Approval: Public Involvement and Partners
- April | Briefing: Kick-off Meeting & Public Participation
- June | Briefing: Focus Meetings
- August | Deliver Draft Action Plan to Council

c. **Focus Work Group Participants.** Targeted invitations will be distributed to community members to participate in a series of focus meetings. Topics are likely to include: Downtown, Neighborhoods, Economy, Natural Environment, Community, and Performance Measures.

- d. **Advisory Committees and Commissions.** City staff will coordinate with Advisory Committee and Commission liaisons to provide briefings and, if possible, facilitate work sessions.
- e. **Olympia Planning Commission (OPC).** City staff will provide OPC a briefing on the Action Plan in early April; OPC will have an opportunity to provide input in April and May and again before the draft is forwarded to Council.
- f. **Community organizations and interest groups.** City staff will contact community organizations and interest groups to offer Action Plan briefings and host small-group work sessions.
- g. **City Staff.** The existing cross-departmental staff team will continue to meet and work on revisions to the draft Plan throughout the public engagement process. Staff will also meet regularly with department directors.

## Tools

The following tools and methods will be used to outreach to and engage the community to foster involvement and investment in the public participation process:

### *Inform\**

1. City website
2. Email notices
3. City e-newsletter
4. Utility bill insert
5. Facebook and Twitter
6. TCTV announcements
7. Flyers, posters, and displays
8. Street banner
9. Web videos (*Olyspeaks!*)
10. Council briefings
11. News releases

### *Consult*

1. City Council briefings
2. *Olyspeaks!*
3. Comment cards
4. Presentations for community groups, government agencies, non-profits, and neighborhood groups

### *Involve*

12. Staff briefings and small-group work sessions with community groups, government agencies, non=profits, and neighborhood groups.
13. *Olyspeaks!*
14. Community open houses (Kick-off Event and Unveiling and Partner Recognition Event)

### *Collaborate*

15. Action Plan Partner Work Group
16. Focus work groups
17. Advisory Committees and Commissions

*\*Headings indicate where the listed methods are on the Spectrum of Public Participation developed by the International Association for Public Participation (iap2).*

## Schedule

### *February 2015*

- City Council Briefing and Review: Public Involvement and Communication Strategy

### *March 2015*

- Action Plan Partner Work Group Meeting #1: Vision and Framework
- Action Plan Partner Work Group Meeting #2: Performance Measures and Actions

### *April 2015*

- City Council Briefing: Kick-off Meeting and Public Participation
- *Olyspeaks!* Launch
- Open House A: Kick-off Meeting
- Action Plan Partner Work Group #3: Focus Work Group Meetings
- Focus Group Meetings
- Community Organization Briefings and Work Sessions
- City Advisory Committee and Commission Briefings and Work Sessions

### *May 2015*

- Focus Group Meetings
- Community Organization Briefings and Work Sessions
- City Advisory Committee and Commission Briefings and Work Sessions

### *June 2015*

- Action Plan Partner Work Group Meeting #4: Community Feedback

- City Council Briefing: Focus Work Group Meetings

*July 2015*

- Revise and Refine Framework, Performance Measures, and Actions
- Open House B: The Big Reveal & Partner Recognition

*August 2015*

- Deliver Draft Action Plan to City Council



## Action Plan Public Involvement Timeline

February 24, 2015

<u>Action Plan   Public Involvement Strategy</u>	2015							
Public Involvement Steps	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
1. Action Plan Partners Work Group Meetings	[Blue bar spanning JAN to JUN]							
2. City Council Briefings		●		●		●		●
3. Open House: Kick-off Meeting				●				
4. Olyspeaks!				[Blue bar spanning APR to JUN]				
5. Focus Work Group Meetings				[Blue bar spanning APR to JUN]				
6. Community Organization Briefings & Work Sessions				[Blue bar spanning APR to JUN]				
7. City Advisory Committee and Commission Briefings & Work Sessions				[Blue bar spanning APR to JUN]				
8. Open House: Unveiling & Partner Recognition							●	
9. Staff Revisions					[Blue bar spanning MAY to AUG]			



# DRAFT Charter

## Action Plan Partner Work Group

---

*February 2015*

### OVERVIEW

Olympia has a new Comprehensive Plan with a clear vision for our community's future. The Action Plan will lay out specifically what we, as a community, want to do over the next six years to accomplish our newly adopted goals. That may include everything from individual projects, like completion of the phased Percival Landing rehabilitation, to on-going programs, such as the continued expansion of a bike corridor network. The Plan will also include performance measures to track our progress towards achieving our goals.

To be successful, the Action Plan needs to be created and carried out by multiple partners within our community, the City being just one of those partners. Inviting other public agencies and community organizations to collaborate with us on the development of the Action Plan provides opportunities for them to participate or take the lead on carrying out actions in the Plan. It also helps ensure the final actions are far-reaching, widely inclusive, deeply inspiring and genuinely collaborative.

### WORK GROUP PURPOSE

The City will host an Action Plan Partner Work Group (Partner Work Group) made up of staff-level representatives from local government agencies and community organizations. These agencies and organizations are the core group of potential partners in implementing the Olympia Comprehensive Plan.

The Partner Work Group will provide comments to City staff on the development of a Draft Action Plan, with an emphasis on reviewing draft materials for:

- Actions that implement the Comprehensive Plan;
- Performance measures that are meaningful (i.e. they demonstrate progress towards achieving the Comprehensive Plan goals), long-lasting, and support good decision-making; and
- Opportunities for collaboration among work group participants or other community partners

The Partner Work Group will also provide input to City staff on public involvement strategies, while helping to generate community-wide interest, involvement, and investment in the Action Plan.

## **MANAGEMENT SPONSOR**

Leonard Bauer, Deputy Director  
Community Planning & Development

## **TEAM MEMBERSHIP**

The Partner Work Group will be chaired by the City of Olympia. Staff members representing the following stakeholders will serve on the committee\*:

- City of Olympia—Leonard Bauer, Deputy Director | Community Planning and Development
- City of Olympia—Stacey Ray, Senior Planner | Community Planning and Development
- Olympia Planning Commission—Max Brown, Chair
- Thurston Regional Planning Council—Mike Burnham, Associate Planner
- Port of Olympia—Mike Reid, Senior Manager of Business Development
- Olympia School District—Jennifer Priddy, Assistant Superintendent
- Olympia Downtown Association—Kari Qvigstad, Business Development Manager | WA Department of Enterprise Services
- Intercity Transit—Dennis Bloom, Planning Manager
- Coalition of Neighborhood Associations—Jay Elder
- Economic Development Council—Michael Cade, Executive Director
- United Way of Thurston County—Paul Knox, Executive Director
- South Puget Sound Community College—To Be Determined
- Sustainable South Sound—TJ Johnson, Board Member/Local Food Systems Coordinator
- Olympia Master Builders—Adam Frank, Government Affairs Director
- South Puget Environmental Education Clearinghouse—To Be Determined

\*Specific representatives noted here may be subject to change. In response to guidance from LUEC, staff will be working with the organizations listed to seek more balanced male/female representation.

## **TASK FORCE CHAIR**

Leonard Bauer, Deputy Director, Community Planning and Development, will chair the Partner Work Group. The Chair will create meeting agendas and facilitate meetings. The Chair has the authority to request work efforts of Work Group members and set deadlines for receiving input throughout the process in order to adhere to the project timeline.

## **WORK GROUP DELIVERABLES**

Work Group members will provide written and verbal comments on draft materials and community member input to the Chair. Draft materials include:

- Draft performance measures;
- Draft action items;
- Public involvements tools; and
- Input received from the focus meetings



Comments will be accessible by all cross-departmental staff team members to support work on drafting the Action Plan, and to the consulting team assisting staff with the development and implementation of the Public Involvement and Communications Strategy.

#### **MEETING FREQUENCY AND INFORMATION**

The Partner Work Group will meet four times throughout the Action Plan development process:

- March 2015: Comprehensive Plan Values & Vision, Draft Performance Measures & Draft Actions
- April 2015: Focus Meetings
- June 2015: Review of Community Feedback on the Draft

Members will also be invited to help host two community-wide open houses and a series of focus meetings, and participate in one City Council meeting. Once the Action Plan is adopted, the work group as an official entity will sunset; however, any organizations serving as partners in action implementation will continue to coordinate with the City on future performance measurement, reporting, and updating of the Plan.

DRAFT

# B e a v e r t o n



# C o m m u n i t y V i s i o n

Action Plan Update 2012



A City of Beaverton Program

# What's Inside

# From the Visioning Advisory Committee Chair

## Introduction

- Letter from the VAC Chair .....2
- Awards.....3
- Mayor's Corner.....4
- Action Plan Update Introduction .....5

## Highlights by Goal Area

- Build a Friendly and Welcoming Community .....6
- Create a Vibrant Downtown.....8
- Improve Mobility.....10
- Responsibly Provide High Quality Public Services12
- Enhance Livability .....14

## Acknowledgements..... 16

## Appendix

- Action Plan .....18



**Beaverton Community Vision**  
connect • imagine • transform

To Mayor Doyle and City Councilors:

On behalf of the entire Visioning Advisory Committee (VAC), I am pleased to present the first update to the Beaverton Community Vision (BCV) action plan. The annual update is an integral part of our community vision. It provides an opportunity to share success stories, identify challenges and—most importantly—let Beaverton residents know how their priorities are coming along.

Following City Council adoption of the Beaverton Community Vision in late 2010, the VAC began recruiting organizations best-equipped to bring different pieces of the plan to life. We are very proud to report that 61 lead and supporting partners have volunteered, and they've been busy.

As you'll see throughout this report, 2011 produced immediate progress. In April, the city of Beaverton adopted the Civic Plan, which will take on implementation of many of the community vision actions, from urban streetscapes to transportation issues. The Beaverton Valley Times' community calendar and last summer's International Festival are examples of how vision actions are making it easier for Beaverton to come together. Similarly, the expanded Old Town Festival, new downtown murals, and voter passage of urban renewal represent important steps toward creating a vibrant downtown.

Local mobility and sustainability have been advanced simultaneously through expansion of bicycle pathways, signal timing improvements, and the installation of LED shelter lights at bus stops and public-use electric car charging stations at City Hall. The city has also launched multiple alternative energy panel pilot projects, including solar trash compactors in the downtown area.

Actions are underway to strengthen economic opportunity, from owner-initiated annexation of commercial property into the city, to expansion of



**Visioning Advisory Committee:** (from left) Mark Fagin, Jolene Guptill, Jaann Hoisington, Cathy Robart, Rhonda Coakley, Kevin Frazier, Lacey Beaty, Jeff Lancaster, Jennifer Browning, Kevin Hoover, Ty Gary. (Not pictured: Jerry Jones, Christine Lau)

the Beaverton Area Chamber of Commerce's small business resource center and services portfolio.

Once again, Beaverton has been rated one of the safest cities in the Pacific Northwest, due in part to a proactive community policing approach reaffirmed by residents through visioning. The Washington County Consolidated Communications Agency has also improved its emergency notification system so citizens can now receive critical alerts by text message, cell phone, or email.

In all, 97 out of 115 proposed vision actions were launched or completed in this first year of implementation. Many of these current initiatives will continue to evolve in the years ahead, just as new actions are added. The VAC will continue to track these activities and keep the City Council and public apprised of progress. Thank you for your continued support of the Beaverton Community Vision.

**Jaann Hoisington, VAC Chair**

# Action Plan Update

## Being Responsible for the Vision

We recently conducted a survey of the 39 lead partners who have adopted one or more Beaverton Community Vision actions. We asked them a few questions, including:

- Is your action completed or underway?
- What's your estimated timeline for completion?
- What are some successes or highlights you'd like to share?

The responses were incredible! So many amazing things are going on in Beaverton that we don't

even have room to share every success. On the following pages, we want to share some of the highlights with you.

At the back of this document, you'll find the complete list of 115 Beaverton Community Vision actions, including lead and support partners, and estimated timelines.

To learn more about our partners and get updated information on the actions in progress, you can also visit [www.beavertoncommunityvision.com](http://www.beavertoncommunityvision.com).

## Accountability Sets Us Apart

The Beaverton Community Vision program is designed to keep the public informed on our progress. City Council requires an annual update in writing. We also hold an annual open house event for the community-at-large to make sure our citizens know how we are following through on the vision.



Beaverton Community Vision open house



Senior Citizens Advisory Committee

**Beaverton  
Community  
Vision  
Open House:  
August 27, 2011**



Oregon Department of Transportation



Beaverton Arts Commission



Washington County Consolidated Communications Agency



Beaverton Area Chamber of Commerce



Washington County Museum



City of Beaverton Neighborhood Association Committees

## Timeline

- 2007**
  - Visioning planning begins
  - First outreach meetings: 750 people
- 2008**
  - Vision info leads city to refer urban renewal charter change to voters
  - City forms VAC
- 2009**
  - Outreach: 120 meetings; 5,000 people; 6,500 ideas
  - Five action teams around BCV goals: 85 participants
- 2010**
  - Citywide survey to prioritize ideas
  - Draft action plan developed
  - BCV open house at City Park with Beaverton Farmers Market
  - City Council unanimously adopts Beaverton Community Vision
- 2011**
  - 61 community partners adopt actions
  - Partner reception kick-off event
  - City Council adopts Beaverton Civic Plan to implement many actions
  - BCV open house
  - Urban renewal plan passed
  - BCV wins Public Involvement Project of the Year - Best Planning Project (IAP2 Cascade Chapter)
  - BCV wins Community Visioning Award of Excellence (3CMA)
- 2012**
  - City Council readopts BCV action plan
  - Implementation of actions continues

# Mayor's Message

Great communities don't happen by accident—they are built upon the shoulders of the people who call a place home. They are built by people who care about their neighbors, their local schools, the health of their environment, the care and treatment of those in need, and making all of these things accessible to people of different backgrounds within their hometown.

Beaverton Community Vision reminds us that our city is just that—*our community*—and it is our collective obligation to be responsible for the greater good of our fellow citizens. This program is beyond compare. Under the excellent stewardship of our volunteer Visioning Advisory Committee, the Beaverton Community Vision program has united us and helped us articulate a common purpose and direction. It has been recognized on a national and regional stage for its innovative approach to public involvement.

Just four short years ago, many of the dreams expressed in the original community input seemed far away. And yet, because of the community support garnered through this effort, we have been able to band together and deliver on many of those hopes. We've passed an Urban Renewal Plan to help revitalize our downtown. We adopted a Civic Plan to implement many of the ideas developed in the vision. We've been awarded federal grant dollars to support investment in our creek system and foster arts in our downtown. We hosted Beaverton's first

International Festival, as well as an International Sustainability Leadership Symposium reminding the world of our deeply rooted commitment to sustainability and honoring multicultural perspectives.

To put it simply, the community has laid out the priorities for our city, and we are working with stakeholders from all corners: the private sector, nonprofit world, and public sector, to deliver on those goals. This action plan update is a demonstration of our commitment to accountability and trust. The City Council and I honor the trust our citizens have placed in us as elected officials. We are committed to working with your visioning volunteers to update you on our progress in achieving your direction.

I believe Beaverton represents The Best of Oregon and I am so grateful to be your Mayor and I am steadfast in my commitment to bring the Beaverton Community Vision to life together.



A handwritten signature in blue ink that reads "Denny Doyle". The signature is fluid and cursive, written over a white background.

Denny Doyle, Mayor

# Award-Winning

## Recognition for Beaverton Community Vision

Beaverton Community Vision was honored with two awards in 2011. In June, the International Association of Public Participation's Cascade Chapter named Beaverton Community Vision its Public Involvement Project of the Year—Best Planning Project. The judges for this regional award singled out the extensive public outreach for the project.



### Partner Participation by the Numbers

**61** Community vision partners

Total number of community vision actions adopted by partners **115**

**39** Lead partners

Support partners **22**

Average number of actions adopted by each partner **2**



Mayor Doyle and Mark Fagin (VAC Chair, 2009-2011) with 3CMA award

In October, Beaverton Community Vision was recognized by the City-County Communications and Marketing Association (3CMA) with a national Award of Excellence in the Community Visioning category. The project was acknowledged specifically for translating materials into multiple languages and conquering communications barriers.

# Vision Goal

## Build a Friendly and Welcoming Community

### Community Events Calendar (Action 6)

The Beaverton Valley Times launched its enhanced online **community events calendar** in September 2011. Now community members can post and search for arts, entertainment, family fun, and other events in Beaverton.



### Action 9: Annual International Festival

**What's happening:** The city of Beaverton and THPRD cohosted Beaverton's first-ever **international celebration** last summer at THPRD's Party in the Park. More than **30** cultural groups were represented. The successful event will be held again on July 28, 2012.



### Action 15: Create a Welcoming Community

**What's happening:** The city of Beaverton has translated its "City Service Resource Guide" into eight languages. Non-English speakers now have easy access to information on using the library, paying utility bills, resolving disputes, and much more. The guide is available in all **nine languages** (including English) on the city website, [beavertonoregon.gov](http://beavertonoregon.gov).

# Build a Friendly and Welcoming Community

## Action 21: Multicultural Projects and Programs

**What's happening:** The city of Beaverton hosted an **International Sustainability Leadership Project** in August 2011. More than 50 participants from six countries came to Beaverton to learn about cutting-edge sustainable principles right here in our city, combining two of our core values: sustainability and support for multicultural learning exchanges.



## Action 19: Community Public Art

**What's happening:** Two new **murals** have been created on downtown Beaverton buildings, with more planned. Last fall, citizens were invited by the artist to help paint this mural.



*The Best of Oregon*

## Establish a Unique Beaverton Identity (Action 1)

The city of Beaverton unveiled our new **brand and logo** in January 2011. A volunteer branding committee worked hard to connect with the public and decided on five attributes to describe the character of our city:

**Friendly**  
**Welcoming**  
**Vibrant**  
**Responsible**  
**Athletic**

All city materials, from the *Your City* newsletter to directional signs to the website, will now reflect our shared identity as "The Best of Oregon".





Civic Plan rendering reimagining Beaverton creeks

### Involve the Public in Redevelopment (Action 31)

In November 2011, residents approved an urban renewal plan to revitalize downtown Beaverton. Citizens including Visioning Advisory Committee members participated on various committees to help design the plan.

The plan's goals of addressing transportation challenges, infrastructure needs, and stimulating private investment were directly influenced by the community vision goals.



CEDD Director Don Mazziotti speaks to Beaverton residents at an informational urban renewal forum in September 2011

# Vision Goal

## Create a Vibrant Downtown

### Action 32: Expand Arts, Culture, and Entertainment

**What's happening:** Beaverton's **Old Town Festival** was revamped and expanded in August 2011. Thousands of people enjoyed live music, kids' activities, and a street fair of local businesses and artists.



### Action 26: Market and Promote Downtown

**What's happening:** The **Beaverton Downtown Association** was formed in 2011. This group of business owners, property holders, and concerned citizens is working together to create activity, preserve our heritage, and foster economic prosperity in downtown Beaverton. The BDA hosted two forums in 2011 and is currently exploring the concept of a Broadway festival street.

# Create a Vibrant Downtown

## Action 25: Create a “Look and Feel” for Downtown

**What’s happening:** The city’s **Storefront Improvement Program**, which provides matching grant assistance to local downtown businesses for improvements such as paint, awnings, and signage, completed nine projects for seven businesses from July 2010 to June 2011. Matching grant awards totaled \$84,509, with business owners providing matching funds of \$92,829.



Before

Avenue Salon Spa



After



Before

Nak Won Restaurant



After

## Action 93: Central District Redevelopment Program

**What’s happening:** The **Civic Plan**, which was adopted by the city of Beaverton in April 2011 to address many of the Beaverton Community Vision actions, is working to create more specific strategies to refine the community vision goals. This has already led to successes, including a \$1 million sustainability grant from HUD, and work on an eco-district in downtown Beaverton.



## Expand Farmers Market (Action 35)

Last winter, we heard from two visioning partners, Beaverton Farmers Market and Bruce International, who each wanted to hold a community food drive. Beaverton Community Vision helped bring them together, along with the city of Beaverton, to hold a **summer food drive** at the Beaverton Farmers Market in July. The event raised more than 1,000 pounds of food—enough to feed **200 families!**



10 Tiny Dances

# Vision Goal

## Improve Mobility



### Easier Transit Access (Action 60)

Nearly all of Beaverton's TriMet bus lines have been updated with blue poles and enhanced **bus line information**.

### Safety at Bus Stops (Action 62)

TriMet has installed **LED shelter lights** at many of Beaverton's 400 bus stops.

### Improve Traffic Flow Around Bus Stops (Action 50)

TriMet installed a new bus pullout and **solar-lighted shelter** at SW Hall & Nimbus.

### Action 58: Bike-Pedestrian Network Map

**What's happening:** The city of Beaverton's Bicycle Advisory Committee published a new **Bike Beaverton** map in May 2011. The map details bike routes throughout the city. You can get a copy online at [beavertonoregon.gov](http://beavertonoregon.gov), or in person at City Hall.



### Target: Expand and Encourage Use of Alternative Transportation Choices

**What's happening:** A secure "Bike and Ride" parking enclosure for bicycles was installed at the Beaverton transit center in July 2011. The facility has capacity for **100 bicycles**.



# Improve Mobility

## Action 55: Expand Sidewalks

What's happening: The city of Beaverton's **sidewalk repair program** has awarded 44 grants to residents for sidewalk improvement projects.



## Action 29: Address Parking Needs

What's happening: The city of Beaverton marked street parking around downtown Beaverton, designating **327 spaces** on previously unmarked streets.



## Action 49: Improve Intersection Timing

What's happening: The city of Beaverton has made signal timing improvements on many Beaverton roadways. City staff are working with the Oregon Department of Transportation to synchronize **signal timing** on Beaverton-Hillsdale Highway and Canyon Road.

## Action 70: Electric Car Charging Stations

What's happening: Seven electric car **charging stations** have been installed around downtown Beaverton for public use.



Civic Plan rendering reimagining Canyon Road

## Canyon & Farmington Traffic Improvements (Action 25)

The Oregon Department of Transportation (ODOT) is leading the **Tualatin Valley Highway Corridor Plan**. ODOT is coordinating with Washington County, Metro, Hillsboro, Beaverton, and the Aloha-Reedville study work. The plan will identify and prioritize ways to improve safety, manage congestion, and enhance conditions for everyone who uses TV Highway, which includes **Canyon Road**.

This transportation corridor is critical to Beaverton as it runs through the heart of our city center. Mayor Denny Doyle represents Beaverton on the project's policy group. Other community members and business leaders are representing our city in advisory committees. Addressing transportation challenges on Canyon Road is a top concern in the community vision.

# Vision Goal

## Responsibly Provide High Quality Public Services



### Emergency Response Infrastructure (Action 69)

Tualatin Valley Fire and Rescue has two new **agile vehicles** in Beaverton, which responded to 2,000+ calls from July 2010 to July 2011.

Washington County Consolidated Communications Agency has enhanced its **community notification system**. You can sign up to receive free emergency alerts by text message, cell phone, or email at [publicalerts.org](http://publicalerts.org).

### Action 89: Make Community Information Easy to Get

**What's happening:** The city of Beaverton launched its **new website** in 2011, featuring easier searches, notifications, expanded calendars, emergency alerts, and more.

The Beaverton Area Chamber of Commerce and the city of Beaverton worked together to produce an expanded **Community and Visitors Guide** in 2011. The guide, which is available at the Chamber office and around town, or online at [beaverton.org](http://beaverton.org), contains information on Beaverton events, shopping, restaurants, cultural activities, and more.



### Target: Provide Open, Responsive and Coordinated Government Services

**What's happening:** The city of Beaverton's **Municipal Court** recently added a new case manager for DULLs through a grant from the Oregon Department of Transportation. The new position will help ensure a fair and fast judicial process for all accused in Beaverton.

# Responsibly Provide High Quality Public Services



## Action 70: **Expand Library Services**

**What's happening:** The new 7,000 square foot Murray-Scholls **branch library** is now serving South Beaverton. Together with the main Beaverton City Library, the two facilities have an annual circulation of more than **3.3 million items**, the second-highest in Oregon.

## Action 86: **Transitional Housing for Homeless People**

**What's happening:** The Salvation Army Veterans and Family Center opened in Beaverton in July 2011. The center can house **48 homeless veterans and families** at a time.

## Action 70: **Continue Community Policing**

**What's happening:** For the fifth consecutive year, Beaverton was named one of the **Safest Cities in the Pacific Northwest** by the City Crime Rankings Report, thanks to the excellent Beaverton Police Department and other community service providers.



# Vision Goal

## Enhance Livability



### Expand Recycling (Action 97)

The city of Beaverton has installed **four solar trash compactors** in downtown Beaverton as part of a new pilot project. Each compactor can hold about **five times** as much trash as a regular garbage can.

At the city's annual recycling day in June, residents dropped off **85,672 pounds** of materials, a 28 percent increase over 2010. Materials included styrofoam, scrap metal, batteries, televisions, plastics, and more.

In addition, residents dropped off **1,900 square yards** of leaves this fall, keeping them out of gutters and storm drains.

### Action 111: Small Business Resources and Support

**What's happening:** The city of Beaverton offered a small business incentive program in 2011 to waive permits and fees for qualifying local businesses. Thirty-seven small businesses participated in the program, saving a total of **\$65,520** in fees.



Mercer Windows receives a Business4Beaverton award



Solar trash compactor at City Park

### Action 107: Full Range of Housing Choices

**What's happening:** In anticipation of the need for more **workforce housing** in our downtown, the city of Beaverton purchased a block of land in 2011, and is currently negotiating with two developers to construct approximately 100 workforce housing units on the property.

# Enhance Livability

## Action 98: Water Conservation

**What's happening:** In 2011, Beaverton gave 132 rebates for water-efficient **toilets** and 71 rebates for high-efficiency **washing machines** through a state of Oregon program.

## Action 91: Balance Growth and Open Space

**What's happening:** Metro recently expanded the **urban growth boundary** to incorporate a 543-acre area southwest of Beaverton. The area will allow for future growth in housing, employment, education, and recreation.



Winners of rain barrel raffle at April's Living Greener Summit.

## Action 97: Promote and Incentivize Sustainable Technologies

**What's happening:** Solar Beaverton has assisted with or influenced installation of **solar panels** on 258 Beaverton-area residences.



## Destination Parks and Activity Centers (Action 102)

Tualatin Hills Park and Recreation District (THPRD) opened **Meadow Waye Park** in south Beaverton in 2011. The park includes a youth athletic field.

## Open Space Conservation Program (Action 99)

THPRD and the city of Beaverton own Tenax Woods, an 8.5-acre natural area in south Beaverton. THPRD employs eight full-time staff who care for nearly **1,400 acres of wildlife habitat** throughout Beaverton.

## Paths and Greenways (Action 100)

THPRD completed an important connecting section of the **Fanno Creek trail** in January 2012. Plans are in place to complete two other trails within Beaverton in 2012.



# Acknowledgements

Many people helped make Beaverton Community Vision possible, from dozens of groups who hosted a presentation to thousands of citizens who shared your ideas for Beaverton. In particular, the Visioning Advisory Committee would like to thank some of the critical partners and sponsors who helped this effort:

## Beaverton Mayor Denny Doyle

**Beaverton City Council**  
Catherine Arnold  
Betty Bode  
Ian King  
Marc San Soucie  
Cathy Stanton, Council President

**City of Beaverton Staff**  
Holly Thompson, Program Manager  
Erin Gordenier

**Lead Consultant**  
Jason Robertson, J Robertson  
and Company

**Former Elected Officials**  
Bruce Dalrymple, City Councilor  
(2006-2010)  
Rob Drake, Mayor (1993-2008)

## Former Visioning Advisory Committee Members

Mike Ewing  
Jeff Lancaster  
Melissa Meyer  
Rick Yates

## Professional Assistance

Michele Neary, Mad Bird Design  
Nancy Margulies, graphic facilitation  
and artwork  
Susan Gould, photography  
Jess Stewart Maize, photography

## Interns

Sarah Fagin  
Crystal Shatzer



## A Note from the Program Manager

The magic of Beaverton Community Vision is that it has brought so many different people and organizations together—to not only share their ideas for our city's future, but to commit to help us achieve the vision. The program's motto is: Connect • Imagine • Transform.

**Connect:** Let's listen to one another and actively reach as many of our citizens as possible;

**Imagine:** Let's learn from one another and identify our shared goals for the city;

**Transform:** Let's align our efforts to reach our shared goals.

We have stayed true to our motto, with the help and support of everyone listed on this page, as well as many more individuals.

On behalf of Erin and me, **thank you** to the VAC, to our city's elected leaders, and to all of our community partners for all of your efforts to support the program.

A handwritten signature in blue ink that reads "Holly Thompson".

Holly Thompson  
Program Manager

# Beaverton Community Vision Partners

- Asian Health and Service Center
- Beaverton Area Chamber of Commerce
- Beaverton Arts Commission
- Beaverton CERT
- Beaverton City Library
- Beaverton City Theatre
- Beaverton Committee for Citizen Involvement
- Beaverton Downtown Association
- Beaverton Farmers Market
- Beaverton Garden Club
- Beaverton Hispanic Resource Center
- Beaverton History Center
- Beaverton Lions Club
- Beaverton Literacy Council
- Beaverton Police Activities League
- Beaverton Police Department
- Beaverton School District
- Beaverton Valley Times
- Bicycle Advisory Committee
- Bicycle Transportation Alliance
- Bruce International
- Center for Intercultural Organizing
- Citizens with Disabilities Advisory Committee
- City of Beaverton
- Clean Water Services
- Community Action
- Community Warehouse
- Cultural Coalition of Washington County
- Domestic Violence Resource Center
- Ecumenical Ministries of Oregon
- Elsie Stuhr Center
- Habitat for Humanity
- Hands On Greater Portland
- Inter-Religious Action Network of Washington County
- Library Advisory Board
- Loaves and Fishes Center
- Mayor's Diversity Task Force
- Mayor's Youth Advisory Board
- Metro
- Natural Step Network
- Oregon Department of Transportation
- Portland General Electric
- Regional Water Providers Consortium
- Ride Connection
- RSVP
- SCORE
- Senior Citizens Advisory Committee
- Sister Cities Advisory Board
- SOLV
- TriMet
- Tualatin Hills Park and Recreation District
- Tualatin Valley Fire and Rescue
- Visioning Advisory Committee
- Washington County Consolidated Communications Agency
- Washington County Department of Health and Human Services
- Washington County Department of Housing Services
- Washington County Museum
- Westside Economic Alliance
- Westside Transportation Alliance



## For More Information:

To learn more about Beaverton Community Vision or volunteer to help move the vision forward, contact us at 503-526-2658 or [hthompson@beavertonoregon.gov](mailto:hthompson@beavertonoregon.gov), or visit our website at [www.beavertoncommunityvision.com](http://www.beavertoncommunityvision.com).

## What You Can Do:

- Schedule a presentation for your organization
- Sign up to volunteer with a vision partner
- Lead an action
- Shape future community priorities by sharing your ideas



## Appendix: Action Plan

# Build a Friendly and Welcoming Community

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Strengthen Community Identity and Sense of Belonging</b>							
1	Establish a Unique Beaverton Identity	Create a unique brand, logo and tag-line to foster a shared positive identity for Beaverton.	City of Beaverton	Beaverton Area Chamber of Commerce	<input checked="" type="checkbox"/>	→	→
2	Beautify Entry Points and Key Pathways	Better connect the city visually through a distinct gateway, public art and way-finding signage that links neighborhoods, districts and other points of interest.	City of Beaverton	Beaverton History Center, Metro, TriMet	<input type="checkbox"/>		
3	Promote Our Diversity	Promote Beaverton's status as a diverse city by showcasing various cultures and languages in signage, public art and elsewhere.	Mayor's Diversity Task Force	Asian Health and Service Center, Beaverton Hispanic Resource Center, Bruce International, Center for Intercultural Organizing, City of Beaverton, Cultural Coalition of Washington County, Sister Cities Advisory Board	<input checked="" type="checkbox"/>	→	→
4	Involve People in Community Decision Making	Continually develop fresh and innovative ways to connect the Beaverton community while also supporting and expanding programs that work.	Beaverton Committee for Citizen Involvement, City of Beaverton	Beaverton Valley Times, Citizens with Disabilities Advisory Committee, Mayor's Diversity Task Force	<input type="checkbox"/>		
5	Connect Our Community Physically	Reach out and encourage the voluntary incorporation of areas located adjacent to the city by promoting Beaverton.	City of Beaverton	Metro	<input type="checkbox"/>		
6	Community Events Calendar	Create a comprehensive community events calendar that can be easily accessed or distributed city-wide.	Beaverton Valley Times	Beaverton City Library, City of Beaverton	<input checked="" type="checkbox"/>	→	→
7	Signature Community Event	Identify opportunities to consolidate some existing events to leverage resources and create a multi-partner supported "signature" festival (i.e., Taste of Beaverton).	City of Beaverton	Beaverton Area Chamber of Commerce, Beaverton Arts Commission, Beaverton Civic Theatre, Mayor's Diversity Task Force, Sister Cities Advisory Board, Tualatin Hills Park & Recreation District		<input type="checkbox"/>	

# Build a Friendly and Welcoming Community

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
8	Annual International Festival	Hold an annual “international festival” that helps bring the community together and provides a showcase for local musicians, artists and artisans.	City of Beaverton	Asian Health and Service Center, Beaverton Area Chamber of Commerce, Beaverton Arts Commission, Beaverton Hispanic Resource Center, Bruce International, Center for Intercultural Organizing, Cultural Coalition of Washington County, Mayor’s Diversity Task Force, Sister Cities Advisory Board	<input checked="" type="checkbox"/>	→	→
9	Community Art Project	Launch a semi-annual “Beaverton Community Art” project that connects artists, schools and sponsors in an effort to expand access to the arts, fund school art programs and beautify the city.	Beaverton Arts Commission	Beaverton Civic Theatre, Cultural Coalition of Washington County	<input type="checkbox"/>		
10	Design Neighborhoods with Citizens	Involve residents in shaping their neighborhoods by holding design events at under-utilized buildings and lots.	Beaverton Committee for Citizen Involvement	City of Beaverton, Metro	<input type="checkbox"/>		
11	Musical Events	Expand and promote musical events and concerts city-wide.	Tualatin Hills Park & Recreation District	Beaverton Arts Commission, City of Beaverton	<input checked="" type="checkbox"/>	→	→
12	Promote Public Places	Inventory gathering places available to the community, including public spaces, businesses and meeting rooms.	City of Beaverton	Beaverton Farmers Market		<input type="checkbox"/>	
<b>TARGET: Strengthen Connections Among Diverse Community Groups</b>							
13	Citizenship Classes	Offer free citizenship classes for newly-arrived immigrants.	Beaverton Literacy Council	Asian Health and Service Center, Beaverton Hispanic Resource Center, Beaverton School District, Center for Intercultural Organizing, Mayor’s Diversity Task Force	<input checked="" type="checkbox"/>	→	→
14	Establish Cultural Activity Centers	Site new cultural activity centers near established, highly-visible public and commercial spaces.	Asian Health & Service Center, Center for Intercultural Organizing	Beaverton Hispanic Resource Center, Cultural Coalition of Washington County, Mayor’s Diversity Task Force, Sister Cities Advisory Board		<input type="checkbox"/>	

# Build a Friendly and Welcoming Community

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
15	Create a Welcoming Community	Create activities and events that show Beaverton is a community that welcomes and embraces all citizens, regardless of race, ethnicity, age, gender, religion, mental or physical-ability, sexual orientation, gender identity or socio-economic status.	City of Beaverton	Asian Health and Service Center, Beaverton Area Chamber of Commerce, Beaverton History Center, Beaverton Literacy Council, Bruce International, Center for Intercultural Organizing, Citizens with Disabilities Advisory Committee, Mayor's Diversity Task Force, Sister Cities Advisory Board	<input checked="" type="checkbox"/>	→	→
16	Involve the Faith Community	Identify opportunities for the faith community to lead social action and community events.	Inter-Religious Action Network	Ecumenical Ministries of Oregon, RSVP	<input checked="" type="checkbox"/>	→	→
17	Community History Project	Launch a community history project that captures the story of Beaverton citizens in video and print for use in cultural education.	Beaverton History Center	Beaverton School District, City of Beaverton, Washington County Museum	<input type="checkbox"/>		
<b>TARGET: Promote Vibrant and Connected Neighborhoods</b>							
18	Sidewalk and Paths System	Establish a system of sidewalks, bike paths and public spaces within and across all Beaverton neighborhoods.	City of Beaverton	Bicycle Advisory Committee, Tualatin Hills Park & Recreation District	<input checked="" type="checkbox"/>	→	→
19	Neighborhood Public Art	Create or incentivize the installation of public art in neighborhoods and districts.	Beaverton Arts Commission	City of Beaverton, Cultural Coalition of Washington County	<input checked="" type="checkbox"/>	→	→
20	Strengthen Neighborhood Connections	Help neighborhoods organize and promote community-building events and activities.	City of Beaverton	Beaverton Committee for Citizen Involvement	<input type="checkbox"/>		
<b>TARGET: Expand Public Engagement and Communication</b>							
21	Multi-Cultural Projects and Programs	Build relationships among people of different cultures through multi-cultural projects including listening forums, conversation groups, leadership programs and other community-building projects.	Mayor's Diversity Task Force, Sister Cities Advisory Board	Asian Health and Service Center, Beaverton City Library, Beaverton Hispanic Resource Center, Beaverton School District, Bruce International, Center for Intercultural Organizing, City of Beaverton, Cultural Coalition of Washington County	<input checked="" type="checkbox"/>	→	→

# Build a Friendly and Welcoming Community

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
22	Involve Youth in Civic Affairs	Involve youth in City task forces and committees to ensure their voices are heard, and to develop active, knowledgeable leaders for the future.	Mayor's Youth Advisory Board	Beaverton Police Activities League, Beaverton School District, Hands on Greater Portland, Visioning Advisory Committee	<input checked="" type="checkbox"/>	→	→
23	Volunteer Opportunities	Create, coordinate and publicize a diverse array of volunteer activities that connect residents to one another and the city.	Hands on Greater Portland	Beaverton Police Department, Beaverton Valley Times, City of Beaverton, Elsie Stuhr Center, Habitat for Humanity, Loaves and Fishes Center, Mayor's Youth Advisory Board, Oregon Food Bank	<input type="checkbox"/>		

# Create a Vibrant Downtown

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Establish an Identifiable Downtown</b>							
24	Establish Downtown Districts	Evaluate the feasibility and relative value of separating "downtown" into distinct districts based on landmarks, transportation corridors or other clearly-identifiable boundaries.	City of Beaverton	Beaverton Downtown Association, Beaverton History Center, Metro	<input type="checkbox"/>		
25	Create a "Look and Feel" for Downtown	Establish an identifiable, inviting downtown by creating entry statements and linking various downtown districts and landmarks with common architectural treatments, landscaping and way-finding signage.	City of Beaverton	Beaverton Downtown Association, Beaverton Farmers Market	<input type="checkbox"/>		
26	Market and Promote Downtown	Create a public relations marketing campaign unique to Downtown Beaverton to promote improvements and increased offerings over time.	Beaverton Downtown Association	Beaverton Area Chamber of Commerce, Beaverton Farmers Market, Beaverton History Center, City of Beaverton	<input type="checkbox"/>		
<b>TARGET: Stimulate Downtown Redevelopment</b>							
27	Remove Development Barriers	Convene a multi-disciplinary task force including key local and regional representatives to identify and address barriers to downtown redevelopment.	City of Beaverton	Clean Water Services, Metro, Westside Economic Alliance	<input type="checkbox"/>		
28	Redevelopment Incentives	Incentivize redevelopment through progressive financial, zoning and permitting policies.	City of Beaverton	Metro, Westside Economic Alliance	<input type="checkbox"/>		
29	Address Parking Needs	Build parking structures as necessary to meet demand and continue parking management strategies that make downtown more accessible.	City of Beaverton	Beaverton Downtown Association, Beaverton Farmers Market, Bicycle Transportation Alliance, Metro, TriMet	<input type="checkbox"/>		
30	Recruit Anchor Tenants	Recruit anchor tenants and mixed-use housing development to help generate foot-traffic and stimulate additional business investments.	City of Beaverton	Beaverton Downtown Association	<input type="checkbox"/>		
31	Involve the Public in Redevelopment	Invite the broader community, including students, to participate in the crafting of downtown redevelopment concepts in order to build broad support for future investments downtown.	City of Beaverton	Beaverton Downtown Association, Metro	<input checked="" type="checkbox"/>	→	→

# Create a Vibrant Downtown

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Make Downtown a Destination</b>							
32	Expand Arts, Culture and Entertainment	Recruit businesses, restaurants and galleries that stay open late to extend the time downtown is open for business and cultural opportunities.	Beaverton Downtown Association	City of Beaverton, Cultural Coalition of Washington County	<input checked="" type="checkbox"/>	→	→
33	Multi-Use Civic Center	Develop a state-of-the-art multi-use civic center combining public services, public gathering spaces and cultural attractions in one place.	City of Beaverton				<input type="checkbox"/>
34	Public Places	Incorporate public plaza spaces into all future civic development.	City of Beaverton	Beaverton Downtown Association	<input checked="" type="checkbox"/>	→	→
35	Expand Farmers Market	Expand, promote and establish a year-round, partially covered farmers market.	Beaverton Farmers Market	Beaverton Downtown Association			<input type="checkbox"/>
36	Connect Downtown with Neighborhoods	Connect downtown to surrounding neighborhoods and districts by enhancing adjacent sidewalks, trails and bike paths.	City of Beaverton	Bicycle Advisory Committee	<input type="checkbox"/>		
37	Improve Downtown Walkability	Improve the pedestrian experience downtown by widening and completing sidewalks, installing bulb-outs and other pedestrian safety features and adding pedestrian furniture and other amenities over time.	City of Beaverton	Beaverton Downtown Association	<input type="checkbox"/>		
38	Incorporate Green and Open Spaces	Incorporate pockets of green and open space as part of downtown redevelopment.	City of Beaverton	Clean Water Services, Metro, Natural Step Network, Tualatin Hills Park & Recreation District	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Foster Arts and Culture</b>							
39	Performing Arts Center	Build a performing arts center to establish downtown as a region-wide draw and tourist attraction.	Beaverton Arts Commission	Beaverton Civic Theatre, Cultural Coalition of Washington County			<input type="checkbox"/>
40	Downtown Activities for All Ages	Establish restaurants, music venues and entertainment to suit all ages.	Beaverton Downtown Association	City of Beaverton		<input type="checkbox"/>	
41	Public Art	Install public art throughout the downtown and districts.	Beaverton Arts Commission	Beaverton Downtown Association, City of Beaverton, Cultural Association of Washington County	<input checked="" type="checkbox"/>	→	→



# Create a Vibrant Downtown

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
42	Arts and Culture Events	Host regular arts and culture events downtown to build interest and create a vibrant feel.	Beaverton Arts Commission	Beaverton Civic Theatre, Beaverton Downtown Association, Beaverton Farmers Market, City of Beaverton, Cultural Coalition of Washington County	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Encourage Sustainable Design in Our Downtown</b>							
43	Green Development Incentives	Create incentives to stimulate green development downtown.	City of Beaverton	Metro, Natural Step Network	<input type="checkbox"/>		
44	Green Streetscapes	Where feasible, incorporate permeable sidewalks, native vegetation and other green approaches when redeveloping streetscapes.	City of Beaverton	Metro, Natural Step Network	<input type="checkbox"/>		

# Improve Mobility

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Improve Traffic Flow, Connectivity and Access</b>							
45	Involve the Public in Traffic Solutions	Build community support for traffic improvement measures by involving residents in the identification of preferred solutions and sharing citizen priorities from the visioning process with transportation agencies to ensure alignment.	City of Beaverton	Beaverton Area Chamber of Commerce, Citizens with Disabilities Advisory Committee, Oregon Department of Transportation, Ride Connection, TriMet	<input checked="" type="checkbox"/>	→	→
46	Utilize Smart Signals	Install smart-signals that monitor traffic conditions and adjust dynamically according to manage flow volumes.	City of Beaverton	Oregon Department of Transportation	<input checked="" type="checkbox"/>	→	→
47	Canyon and Farmington Traffic Improvements	Design and implement improvements to Canyon Road and Farmington Road to ease congestion, improve traffic flow and enhance safety for pedestrians and bicyclists.	City of Beaverton, Oregon Department of Transportation	Metro, Westside Economic Alliance	<input type="checkbox"/>		
49	Improve Intersection Timing	Periodically review turning movements at major intersections and implement appropriate measures to improve traffic flow.	City of Beaverton	Oregon Department of Transportation	<input checked="" type="checkbox"/>	→	→
50	Improve Traffic Flow Around Bus Stops	Partner with TriMet to evaluate real or perceived traffic congestion at bus stops, and take steps to improve traffic flow where appropriate.	TriMet	City of Beaverton, Ride Connection	<input checked="" type="checkbox"/>	→	→
51	Road System Capacity Planning	Ensure an adequately-sized road system is in place or planned for as part of the overall solution to traffic congestion, and prioritize investments that improve N-S and E-W traffic flow.	City of Beaverton	Metro, Oregon Department of Transportation, TriMet, Tualatin Valley Fire & Rescue, Westside Economic Alliance, Westside Transportation Alliance	<input checked="" type="checkbox"/>	→	→
52	Improve Highway 217	Play a leadership role in ensuring priority improvements are completed on Highway 217.	Oregon Department of Transportation	Beaverton Area Chamber of Commerce, City of Beaverton, Metro, Westside Economic Alliance	<input type="checkbox"/>		
53	Intersection Crossing Safety	Enhance and expand street crossings and signals to increase access and safety for all residents.	City of Beaverton	Citizens with Disabilities Advisory Committee, Oregon Department of Transportation, TriMet	<input checked="" type="checkbox"/>	→	→

# Improve Mobility

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
54	Roadway Visibility Safety	Improve road sign visibility city-wide, by trimming hedges, reconfiguring parking and taking other steps to prevent accidents.	City of Beaverton	Bicycle Transportation Alliance	<input type="checkbox"/>		
<b>TARGET: Expand the Bicycle and Pedestrian Network</b>							
55	Expand Sidewalks	Install and retrofit roadways with sidewalks, beginning with connections between neighborhoods, schools, retail centers and downtown.	City of Beaverton		<input type="checkbox"/>		
56	Complete Bicycle-Pedestrian Network	Complete Beaverton's bicycle-pedestrian network by connecting neighborhoods to downtown and establishing "cut-throughs" where barriers exist.	City of Beaverton	Bicycle Advisory Committee, Bicycle Transportation Alliance	<input checked="" type="checkbox"/>	→	→
57	Exclusive Bike Paths	Establish exclusive bikeways that avoid major arterials and provide a safe commute alternative between population and employment centers.	City of Beaverton	Bicycle Advisory Committee, Bicycle Transportation Alliance, Westside Transportation Alliance	<input checked="" type="checkbox"/>	→	→
58	Bike-Pedestrian Network Map	Publish and periodically update a Beaverton "Bike-Pedestrian Network Map" to encourage use, safety and interconnectivity.	Bicycle Advisory Committee	Bicycle Transportation Alliance, City of Beaverton	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Make Regional Transit Easy to Use</b>							
60	Easier Transit Access	Provide clear way-finding signage to connect people to mass transit from pedestrian access points, adjacent businesses and park-and-rides.	TriMet	Beaverton Downtown Association, Ride Connection, Westside Transportation Alliance	<input checked="" type="checkbox"/>	→	→
61	Adequate Transit Station Parking	Work with partners to review and ensure adequate parking at public transit access points.	City of Beaverton	Beaverton Downtown Association, TriMet, Westside Transportation Alliance			<input type="checkbox"/>
62	Safety at Bus Stops	Invest in comfortable, well-lit bus stops on major corridors.	TriMet	Ride Connection, Westside Transportation Alliance	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Expand and Encourage Use of Alternative Transportation Choices</b>							
63	Shuttle Programs	Create a neighborhood shuttle or similar "Last Mile" program to transport residents to employment centers from neighborhoods and transit stations.	Westside Transportation Alliance	Ride Connection, TriMet			<input type="checkbox"/>
65	Electric Car Charging Stations	Site and promote the use of electric car charging stations, increasing locations as demand grows.	City of Beaverton	Portland General Electric	<input checked="" type="checkbox"/>	→	→

# Responsibly Provide High Quality Public Services

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Keep Beaverton Safe</b>							
66	Continue Community Policing	Continue our community policing approach by embracing and extending proactive programs.	Beaverton Police Department	Beaverton Police Activities League, City of Beaverton	<input checked="" type="checkbox"/>	→	→
67	Traffic Safety Campaigns	Conduct regular traffic safety campaigns to enforce existing laws and improve driver safety.	Beaverton Police Department	Bicycle Advisory Committee, Bicycle Transportation Alliance, City of Beaverton, TriMet	<input checked="" type="checkbox"/>	→	→
68	Public Safety Campaigns	Conduct targeted public safety campaigns focused around and tailored to reach individual neighborhoods, districts and populations.	Beaverton Police Department	Beaverton PAL, City of Beaverton, Domestic Violence Resource Center Mayor's Diversity Task Force, RSVP, Tualatin Valley Fire & Rescue, Washington County Consolidated Communications Agency	<input type="checkbox"/>		
69	Emergency Response Infrastructure	Maintain appropriate infrastructure and resources to respond to an array of emergencies and other calls for assistance.	Tualatin Valley Fire & Rescue, Washington County Consolidated Communications Agency	Beaverton CERT, Beaverton Police Department, City of Beaverton	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Support a Full-Service Library System</b>							
70	Expand Library Services	Take the library to those who have difficulty going there by expanding the inter-library network, creating a book-mobile program and establishing branches near large population centers.	Beaverton City Library		<input checked="" type="checkbox"/>	→	→
71	Involve Retirees and Youth at the Library	Recruit retirees and high school students to participate in and expand popular library programs.	Beaverton City Library	Beaverton School District, Elsie Stuhr Center, RSVP	<input checked="" type="checkbox"/>	→	→
72	Leverage School-Library Resources	Supplement school curricula by leveraging library resources and offering education in civics and governance, personal finance and arts at the library.	Beaverton City Library	Beaverton School District	<input checked="" type="checkbox"/>	→	→
73	Expand World Languages Collection	Work with cultural centers to expand library's "world languages" collection.	Beaverton City Library	Sister Cities Advisory Board	<input checked="" type="checkbox"/>	→	→

# Responsibly Provide High Quality Public Services

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Maintain the Best Educational System in the Region</b>							
74	Support Special Needs Education	Enhance special needs education to ensure adequate support and instruction for a variety of physical, mental and behavioral challenges.	Beaverton School District	Citizens with Disabilities Advisory Committee, Community Action	<input checked="" type="checkbox"/>	→	→
75	Workforce Training and Internships	Establish partnerships with employers to align education, training and internships with workforce needs.	City of Beaverton	Mayor's Youth Advisory Board, Westside Economic Alliance	<input type="checkbox"/>		
76	Connect Schools to the Community	Expand school district-community partnerships to generate support and funding necessary to maintain existing and build new programming.	Beaverton School District	Mayor's Youth Advisory Board, Washington County Museum	<input type="checkbox"/>		
77	Focus on Science and Math	Establish a "Saturday Academy" program to extend science and math education for elementary and secondary students.	Beaverton School District		<input checked="" type="checkbox"/>	→	→
78	Invite Area Professionals into Classrooms	Expand community-school connections through creative engagement opportunities.	Beaverton Area Chamber of Commerce, Beaverton School District	Mayor's Youth Advisory Board	<input type="checkbox"/>		
<b>TARGET: Extend Senior Care and Engagement Opportunities</b>							
79	Affordable Senior Housing	Explore alternatives for creating affordable senior housing, including the potential of converting vacant homes or buildings into temporary, subsidized residential units.	Washington County Department of Housing Services	Senior Citizens Advisory Committee	<input type="checkbox"/>		
80	Senior Activity Centers	Expand, promote and facilitate access to "life enrichment centers" where seniors can build friendships and participate in a range of activities.	Elsie Stuhr Center, Tualatin Hills Park & Recreation District	Loaves and Fishes Center, RSVP, Senior Citizens Advisory Committee	<input checked="" type="checkbox"/>	→	→
81	Senior Health and Wellness Center	Create a community health and wellness center where seniors can have their blood pressure checked and discuss non-emergency health concerns with a qualified health professional, at zero or low cost.	Elsie Stuhr Center	RSVP, Senior Citizens Advisory Committee, Washington County Department of Health & Human Services	<input checked="" type="checkbox"/>	→	→

# Responsibly Provide High Quality Public Services

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
82	Senior Volunteer Opportunities	Create and market volunteer opportunities tailored for senior citizen participation.	RSVP	Beaverton Lions Club, City of Beaverton, Elsie Stuhr Center, Hands on Greater Portland, Loaves and Fishes Center, Oregon Food Bank, SCORE, Senior Citizens Advisory Committee	<input checked="" type="checkbox"/>	→	→
83	Easy Senior Transportation	Provide and promote free or subsidized public transportation options for seniors.	Ride Connection	Elsie Stuhr Center, RSVP, TriMet	<input type="checkbox"/>		
<b>TARGET: Facilitate Access to Essential Services for All</b>							
84	Support Health Care Initiatives	Provide public support for health care initiatives like Project Access Now, Essential Health Clinic and other programs facilitate access to health care for all Beaverton residents.	Washington County Department of Health & Human Services	Beaverton Lions Club, Community Action	<input type="checkbox"/>		
85	Create a One-Stop Shop for Homeless Services	Create a one-stop shop for homeless residents and others in need of assistance.	Washington County Department of Housing Services	Community Action, Community Warehouse		<input type="checkbox"/>	
86	Transitional Housing for Homeless People	Provide transitional housing and other solutions for homeless and at-risk residents as part of the Washington County "Ten Year Plan" to end homelessness.	Washington County Department of Housing Services	City of Beaverton, Habitat for Humanity	<input checked="" type="checkbox"/>	→	→
87	Awareness Campaign for Available Services	Conduct an outreach campaign to educate diverse community members about the range of services available to them.	Community Action	Beaverton Literacy Council, Beaverton Police Department, Beaverton Valley Times, Bruce International, Citizens with Disabilities Advisory Committee, City of Beaverton, Community Warehouse, Loaves and Fishes Center, Oregon Food Bank, RSVP, Washington County Consolidated Communications Agency	<input checked="" type="checkbox"/>	→	→

# Responsibly Provide High Quality Public Services

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Provide Open, Responsive and Coordinated Government Services</b>							
88	Set Priorities and Be Accountable	Establish clearly-defined City priorities and report implementation progress to the community.	City of Beaverton	Beaverton Committee for Citizen Involvement	<input checked="" type="checkbox"/>	→	→
89	Make Community Information Easy to Get	Establish a community information portal to cross- promote regional services, events and activities at one central location.	City of Beaverton	Beaverton Hispanic Resource Center, Beaverton Police Department, Community Action	<input checked="" type="checkbox"/>	→	→
90	Work with Regional Partners on Priorities	Build relationships with local and regional partners to facilitate implementation of city priorities.	City of Beaverton	Metro, Oregon Department of Transportation, TriMet	<input checked="" type="checkbox"/>	→	→

# Enhance Livability

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
<b>TARGET: Create a Comprehensive Civic Plan to Shape and Manage Community Development</b>							
91	Balance Growth and Open Space	Define a desired future mix of growth and open space, measure progress and adjust City policies as necessary to reach the identified goal.	City of Beaverton	Metro	<input checked="" type="checkbox"/>	→	→
92	Involve Neighborhoods and Private Sector in Planning	Involve neighborhoods and the private sector in the civic plan effort.	City of Beaverton	Metro	<input checked="" type="checkbox"/>	→	→
93	Central District Redevelopment Program	Facilitate redevelopment of under-utilized, deteriorating or substandard land and buildings, with emphasis on the central district.	City of Beaverton	Clean Water Services, Metro	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Build a Sustainable Community</b>							
94	Sustainability Action Plan	Develop a city-wide sustainability action plan to coordinate, track and report progress in efforts to reduce Beaverton's carbon footprint and preserve the city's environmental assets.	City of Beaverton	Metro, Natural Step Network	<input type="checkbox"/>		
95	Promote and Incentivize Sustainable Technologies	Promote and incentivize the use of emergent building technologies, practices and green materials through educational events, demonstration projects and rebate programs.	City of Beaverton	Metro, Natural Step Network, Portland General Electric	<input type="checkbox"/>		
96	Locally-Integrated Smart Utility Grid	Implement the first locally-integrated smart utility grid in the nation.	Portland General Electric	City of Beaverton, Metro			<input type="checkbox"/>
97	Expand Recycling	Continue to expand curbside recycling and markets.	City of Beaverton	Beaverton Lions Club, Community Warehouse, Metro	<input checked="" type="checkbox"/>	→	→
98	Water Conservation	Collaborate with regional partners to implement cost-efficient water conservation projects and programs.	Regional Water Providers Consortium	Clean Water Services, Natural Step Network	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Protect and Enhance Natural Areas, Parks and Open Spaces</b>							
99	Open Space Conservation Program	Create an open-space and natural area preservation program to fund protection and enhancement of critical habitat areas.	Tualatin Hills Park & Recreation District	Beaverton Garden Club, City of Beaverton, Clean Water Services, Metro, Natural Step Network	<input checked="" type="checkbox"/>	→	→
100	Paths and Greenways	Build an interconnected pedestrian greenway system.	Tualatin Hills Park & Recreation District	Metro	<input checked="" type="checkbox"/>	→	→



# Enhance Livability

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
101	Establish Beaverton Creek as an Urban Amenity	Improve and promote Beaverton Creek as an urban amenity that provide waterway views, walking trails and important habitat within the redeveloping downtown area.	City of Beaverton	Clean Water Services, Metro	<input type="checkbox"/>		
102	Destination Parks and Activity Centers	Create destination recreation opportunities, with an emphasis on activities for kids, sports fields, multi-purpose recreation centers, and dog parks.	Tualatin Hills Park & Recreation District		<input checked="" type="checkbox"/>	→	→
103	Expand Community Gardens	Form partnerships to promote and expand access to community gardens, including educational programming for students of all ages.	Beaverton Garden Club	City of Beaverton	<input checked="" type="checkbox"/>	→	→
104	Park Improvement with Neighbors and Volunteers	Organize volunteer efforts to provide opportunities for community groups and neighborhoods to work collaboratively on local park beautification and improvement projects.	Tualatin Hills Park & Recreation District	City of Beaverton	<input checked="" type="checkbox"/>	→	→
105	Parks within a Half-Mile of Residents	Establish a range of multi-functional, adequately-sized parks within a half-mile radius of all neighborhoods.	Tualatin Hills Park & Recreation District	City of Beaverton	<input type="checkbox"/>		
<b>TARGET: Ensure a Diverse Range of Quality Housing Options</b>							
106	Understand Housing Needs	Conduct a comprehensive market analysis to inventory existing housing stock, evaluate assets and design policies to meet future demand.	City of Beaverton	Habitat for Humanity, Metro, Washington County Department of Housing Services, Westside Economic Alliance	<input checked="" type="checkbox"/>	→	→
107	Full Range of Housing Choices	Develop housing policies that stimulate a mix of housing stock.	City of Beaverton	Community Action, Habitat for Humanity, Metro, Washington County Department of Housing Services	<input checked="" type="checkbox"/>	→	→
<b>TARGET: Foster Economic Prosperity and Diversity</b>							
108	Strategic Economic Development Plan	Produce an economic development plan that clarifies Beaverton's role in an evolving economy, and take steps to create the infrastructure, workforce training and recruitment strategies necessary for success.	City of Beaverton	Beaverton Area Chamber of Commerce, Westside Economic Alliance	<input checked="" type="checkbox"/>	→	→

# Enhance Livability

#	Key Words	Action	Lead Partner	Support Partners	Timeline		
					2011-12	2013-15	2016+
109	“Buy Local” Program	Fund and support a “buy local” program to promote local vendors, increase self-sufficiency and strengthen sense of community.	Beaverton Area Chamber of Commerce, City of Beaverton	Beaverton Farmers Market, Beaverton Valley Times		□	
110	One-Stop Permitting Center	Establish and market a one-stop permitting center that allows businesses to secure all necessary permits through one location.	City of Beaverton		□		
111	Small Business Resources and Support	Inventory, expand and facilitate access to small business resources including mentoring, start-up support, micro-business centers and shared meeting facilities and office space.	Beaverton Area Chamber of Commerce	City of Beaverton, SCORE, Westside Economic Alliance	□		
112	Employment Opportunities for All Residents	Expand employment opportunities for residents of all skills and abilities, including special needs populations, through partnerships with schools and other public and private-sector partners.	City of Beaverton	Beaverton Area Chamber of Commerce, Citizens with Disabilities Advisory Committee, Westside Economic Alliance	□		
<b>TARGET: Promote City-Wide Beautification</b>							
113	Keep Beaverton Tree-Friendly	Encourage a vibrant urban forest by expanding the volume and variety of trees planted city-wide.	City of Beaverton	Clean Water Services, SOLV	☑	→	→
114	Promote Native Plants	Use native plant and tree species in beautification efforts, and provide interpretive signage to educate about the benefits of native plants.	Clean Water Services	Beaverton Garden Club, City of Beaverton, Natural Step Network, SOLV	☑	→	→
115	Promote a Clean and Attractive City	Enforce existing sign and abatement codes, and provide resource information to violators in need of alternative solutions.	City of Beaverton	SOLV	☑	→	→
116	Beautify Exteriors and Landscaping	Provide incentives for landowners to improve building façades and landscaping.	City of Beaverton	Beaverton Garden Club, Clean Water Services	☑	→	→
117	Underground Utilities	Underground utilities in new developments and when retrofitting or improving established areas.	City of Beaverton	Portland General Electric	☑	→	→
118	Community Clean-Up Days	Hold regular community clean-up days involving public and private sponsors.	SOLV, Visioning Advisory Committee	Beaverton Garden Club, Community Warehouse	□		

# B e a v e r t o n



# C o m m u n i t y V i s i o n



Mailing Address:  
Beaverton Community Vision  
City of Beaverton  
PO Box 4755  
Beaverton, OR 97076

Phone: 503-526-2658

Web: [www.beavertoncommunityvision.com](http://www.beavertoncommunityvision.com)



Like us on Facebook: [facebook.com/bvrtn.vision](https://facebook.com/bvrtn.vision)



Follow us on Twitter: [@bvrtn\\_vision](https://twitter.com/bvrtn_vision)



# HILLSBORO 2020

## Vision and Action Plan



Revised August 2010



January 1, 2011

On behalf of the Hillsboro 2020 Vision Implementation Committee (VIC), 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. The current version of the report incorporates all Action Plan changes made since May 2000 and new community priorities identified during last year's Strategy Review process.

To ensure the *Hillsboro 2020 Vision and Action Plan* continues to serve as a relevant and effective guide for shaping our future, the citizen-lead Vision Implementation Committee (VIC) conducts periodic "tune-ups." As our population changes over time, so do our resources, goals and priorities. To keep the community vision on track, it is important to adapt to the current environment while keeping our focus on the end goal - a community all of us, and future generations, are proud to call home.

To this end, the VIC has established several formal processes by which the public and our partners can amend or update the Action Plan. The VIC reviews and, if appropriate, recommends minor modifications to the Action Plan on an annual basis. If submitted, new action proposals are also considered annually. Every five years, the VIC also conducts a major Strategy Review process to actively solicit new ideas or necessary refinements. 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.

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 2015. 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,

A handwritten signature in black ink that reads "Steve Callaway".

Steve Callaway  
Hillsboro 2020 Vision Implementation Committee Chair, 2008-2010





*In loving memory of David Johnson,  
for his caring and dedication to Hillsboro.*



# Table of Contents



Introduction .....	1
Hillsboro 2020 Vision Statement .....	3
Hillsboro 2020 Vision Action Plan .....	7
Strengthening and Sustaining Community .....	8
Enhancing Neighborhoods and Districts.....	14
Preserving the Environment.....	20
Creating Economic Opportunity.....	25
Expanding Educational and Cultural Horizons .....	29
Promoting Health and Safety.....	34
Vision Implementation Committee .....	39
Public Involvement .....	43
Acknowledgements.....	51

 Printed on recycled paper with soy-based ink | For the latest Vision and Action Plan updates, visit our website at [www.hillsboro2020.org](http://www.hillsboro2020.org)



# Introduction



**Hillsboro 2020** is a plan for the future, developed by the people who live and work in the community. Now entering the second decade of implementation, the Vision 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 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 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 August 2010.





## What does the Vision Mean for Hillsboro?

When fully implemented, the Vision will make Hillsboro a city every resident can be proud to call home. Our children will attend schools renowned for educational excellence. Arts and cultural offerings will continue to increase, 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 continue to expand, 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 is the Community Involved?

Just as developing the Vision Statement and Action Plan required input from a diverse array of stakeholders, so too does implementation. Volunteer groups, non-profit organizations, businesses and local government 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 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 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.

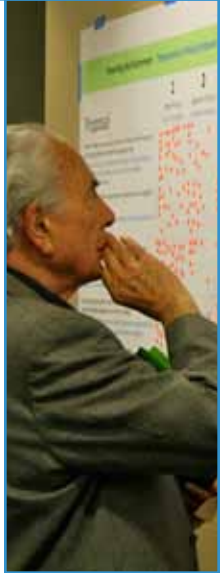
**Vision Statement:** Includes the full text of the Hillsboro 2020 Vision Statement with six focus areas as developed by Hillsboro citizens, which is the basis for the Action Plan.

**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 August 2010.



# Vision Statement



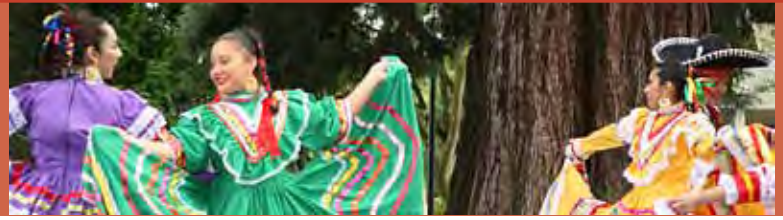
The **Vision Statement** provides a broad-brush description of Hillsboro in the year 2020. Based on community input, the Vision Statement consists of two elements. Below, *Hillsboro: Hometown for the Future* provides a one paragraph statement describing the kind of community Hillsboro strives to be by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

## 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.



# Vision Focus Areas



## 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.



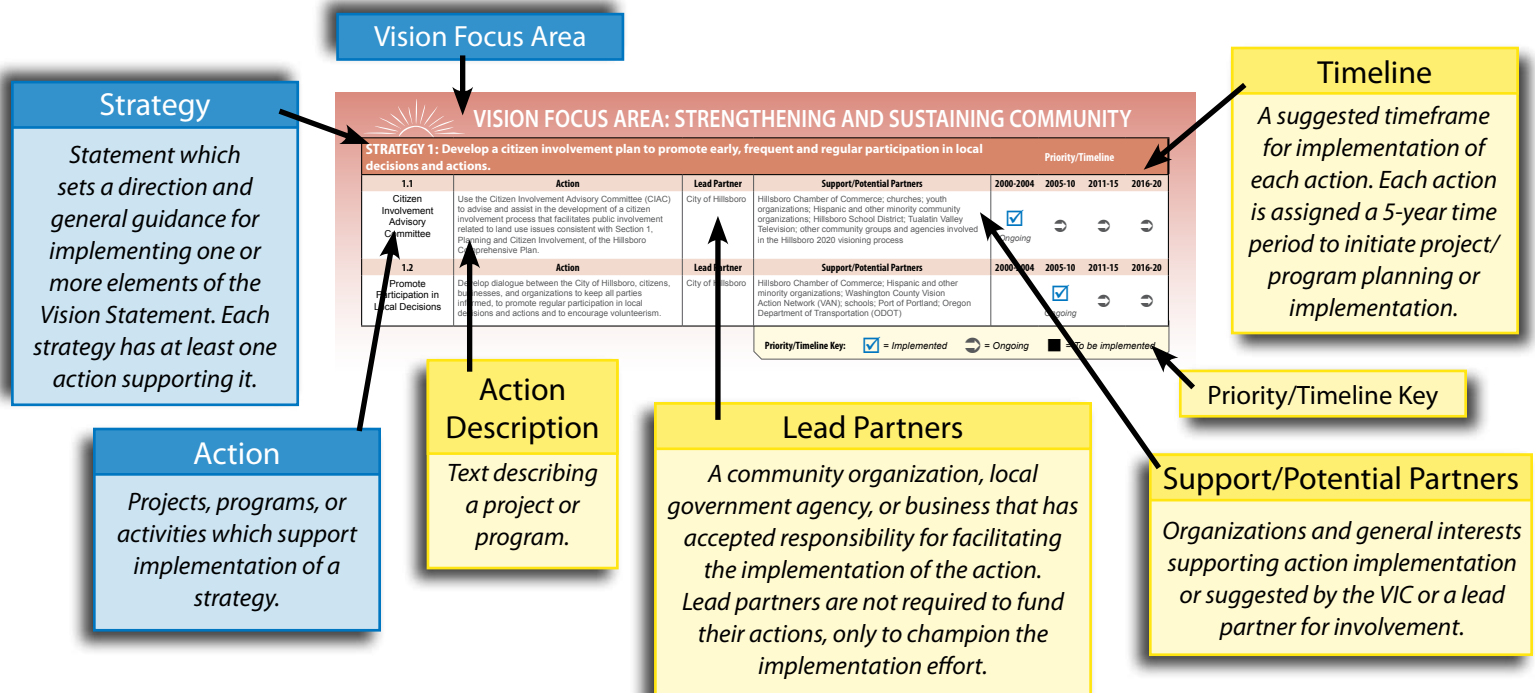
# Vision Action Plan



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 periodically updated to keep current with changing community resources, opportunities and long-term needs. As described in the next section, any proposed update 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 50 strategies and 180 actions adopted by the City Council through August 2010. Other revisions may occur after the publication of this report. Current versions of the Vision Action Plan are available online on the Hillsboro 2020 website at [www.hillsboro2020.org](http://www.hillsboro2020.org). The Action Plan matrix on the following pages is divided into six Vision focus areas organized by color.

## Key elements of the Action Plan matrix:





# VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

## STRATEGY 1: Develop a citizen involvement plan to promote early, frequent and regular participation in local decisions and actions.

Priority/Timeline

1.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 Television; other community groups and agencies involved in the Hillsboro 2020 visioning process	<input checked="" type="checkbox"/> <i>Ongoing</i>			
1.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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; Port of Portland; Oregon Department of Transportation (ODOT)		<input checked="" type="checkbox"/> <i>Ongoing</i>		
1.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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		<input checked="" type="checkbox"/> <i>Ongoing</i>		
1.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
City-Neighborhood Communications	Facilitate direct communication with neighborhoods and districts on critical issues through HOAs and multi-family housing contacts.	City of Hillsboro	Community Volunteers, Homeowner Associations, Neighborhood Watch Program, LOAC, Bienestar				 <i>Ongoing</i>

## STRATEGY 2: Make online technology accessible and affordable to all residents of the community.

Priority/Timeline

2.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Online Technology Access	Increase access to online resources and web-based services for all Hillsboro residents.	One Economy	Hillsboro Chamber of Commerce	<input checked="" type="checkbox"/> <i>Ongoing</i>			
2.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Access to the Web	Promote, encourage and continue development of online access to City of Hillsboro and other local government resources.	City of Hillsboro	Washington County; Hillsboro School District; Service clubs; businesses		<input checked="" type="checkbox"/> <i>Ongoing</i>		
2.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Online Centers and Computer Systems	(A) Create online 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; Washington County; Hillsboro School District. (B) Hillsboro School District; Community Action Organization; Centro Cultural; Washington County; 4-H Tech Wizards; Pacific University Masters in Education Department	<input checked="" type="checkbox"/> <i>Ongoing</i>			



# VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

## STRATEGY 3: Establish community information systems that keep citizens informed of city-wide activities and provide citizen access to community networks.

Priority/Timeline

3.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Events Calendar	Maintain and promote a broad based community calendar, including information and entries from a wide range of community groups and organizations, and facilitate access through links at major community web portals.	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		<input checked="" type="checkbox"/> <i>Ongoing</i>		
3.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Education and Training Links	Develop and maintain a web links page listing a variety of education, training and apprenticeship programs that exist throughout the community.	Hillsboro Chamber of Commerce	Capital Center; Washington County; Hillsboro Chamber of Commerce; Hillsboro School District; Portland Community College (PCC); One Economy		<input checked="" type="checkbox"/>		

## STRATEGY 4: Develop a community identity program that reflects Hillsboro's character.

Priority/Timeline

4.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Hillsboro Motto Development	Establish, through a community process, a Hillsboro motto that represents the community's unique identity.	City of Hillsboro	Various community-based service organizations; interested individual businesses; Hillsboro Chamber of Commerce				
4.2	Action	Lead Partner	Support/Potential Partners	2000-2004	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	Hillsboro Chamber of Commerce; various community-based service organizations; interested individual businesses				
4.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Neighborhood Projects Toolkit	Create a "neighborhood projects toolkit" for self-directed community service projects.	SOLV	City of Hillsboro, Clean Water Services				 <i>Ongoing</i>
4.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Welcome to Hillsboro Program	Create and periodically update a "Welcome to Hillsboro" webpage that provides new residents information about local resources.	Hillsboro Chamber of Commerce	City of Hillsboro; Homeowner Associations; Realtors				 <i>Ongoing</i>

## 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 Partner	Support/Potential Partners	2000-2004	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 reflect future City boundary.	City of Hillsboro	Hillsboro Chamber of Commerce; various community-based organizations; interested individual businesses; U.S. Postal Offices in Hillsboro and Beaverton		<input checked="" type="checkbox"/> <i>Ongoing</i>		
5.2	Action	Lead Partner	Support/Potential Partners	2000-2004	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; Address Management Division of Regional USPS; Hillsboro USPS; Evergreen DCU; USPS; WCCCA; Metro; Washington County Survey; Hillsboro Fire & Police; Washington County Sheriff				 <i>Ongoing</i>





# VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

## STRATEGY 6: Identify and promote community events that bring residents together and attract outside visitors.

Priority/Timeline

6.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Athletic Event Attraction and Promotion	Attract and promote attendance at major athletic events in Hillsboro.	City of Hillsboro	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; Hillsboro Downtown Business Association; Washington County Visitor Association; American Softball Association	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
6.2	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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	City of Hillsboro; Hillsboro Chamber of Commerce; civic groups; Washington County Fair Complex Boosters				■ Ongoing
6.4	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Events to Benefit Non-profits	Encourage major community and regional events, such as the Oregon International Airshow, to benefit non-profit organizations.	Oregon International Airshow Board	City of Hillsboro; Port of Portland; Washington County Visitors Bureau; Boys & Girls Club of Hillsboro; Hillsboro Schools Foundation; SOLV		<input checked="" type="checkbox"/> Ongoing	➡	➡
6.5	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Concerts and Movies in the Park	Support the continuation and expansion of concerts and movies in parks.	Hillsboro Community Arts	Hillsboro Community Foundation; Hillsboro Arts and Culture Council; Youth Advisory Council				■ Ongoing
6.6	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Hillsboro Latino Festival	Facilitate continued growth of the Hillsboro Latino Festival, and add additional international components over time.	Hillsboro Chamber of Commerce	Centro Cultural				■ Ongoing
6.7	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
International Garden	Explore the feasibility of developing an international garden to celebrate and connect Hillsboro's diverse cultures and citizens.	City of Hillsboro	Tualatin Valley Garden Club; other area garden clubs				■ Ongoing
6.8	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Expanded Farmers' Market	Determine the feasibility of expanding the size and duration of local farmers markets.	Hillsboro Farmers' Market	Tuesday Market; City of Hillsboro; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Orenco Homeowners Association; Streets of Tanasbourne; Tuality Healthcare			■	



# VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

## STRATEGY 7: Promote the establishment of centers for meetings, conferences and other community activities.

Priority/Timeline

7.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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; Scheller Properties; Hillsboro Art Association; arts organizations; churches; other potential uses		<input checked="" type="checkbox"/>		
7.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Convention Center	Develop a new convention center with possible multi-building development.	City of Hillsboro; Washington County	Hillsboro Chamber of Commerce, Washington County Visitors Association			■	

## STRATEGY 8: Encourage leadership development opportunities in the community.

Priority/Timeline

8.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Leadership Training	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 Television; retirees	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
8.2	Action	Lead Partner	Support/Potential Partners	2000-2004	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			■	➡ <i>Ongoing</i>

## STRATEGY 9: Provide for adequate and accessible child care for all working families in Hillsboro.

Priority/Timeline

9.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Child Care	Create public-private partnerships to determine how available, affordable child care can be accessed and delivered with the help of the private sector and the use of parent cooperatives.	Community Action Organization	Major employers in area; local business organizations; public sector including Washington County; Hillsboro School District; community service organizations; churches; Community Action Organization; Tualatin Valley Television; Learning Tree	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡



# VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY

**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

10.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Parks Facilities Inventory	As part of the City of Hillsboro's parks master planning effort, develop and periodically update the inventory of existing parks, open spaces and recreational facilities, and make the inventory available to residents to assist in identifying future needs.	City of Hillsboro	Hillsboro School District; Hillsboro Boys & Girls Club; youth organizations; facility user groups; senior organizations; Washington County Dept. of Disability, Aging and Veteran Services; Washington County Master Gardeners; Hillsboro Chamber of Commerce	<input checked="" type="checkbox"/> <i>Ongoing</i>			
10.2	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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; Oregon Disc Sports Association; Tualatin River Keepers; Hillsboro School District; Washington County Commission on Children and Families; Camp Fire USA		<input checked="" type="checkbox"/> <i>Ongoing</i>		
10.3	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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; Hillsboro Dog Association		<input checked="" type="checkbox"/> <i>Ongoing</i>		

**STRATEGY 11: Promote volunteerism and philanthropy within the community.**

Priority/Timeline

11.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Philanthropy Education	Educate the public to the personal and community benefits of philanthropy.	Hillsboro Community Foundation	Hillsboro Chamber of Commerce; community-based non-profits; Washington County Vision Action Network; Hands On Washington County; I Give Where I Live; Oregon Community Foundation		<input checked="" type="checkbox"/> <i>Ongoing</i>		
11.2	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Community-wide Day of Service	Encourage the establishment of and publicize a community-wide "day of service."	City of Hillsboro	Hillsboro Community Foundation; Hillsboro Chamber of Commerce; community-based non-profits; Hillsboro Downtown Business Association; Schools; SOLV				
11.3	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Volunteer Database	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.	Hillsboro Chamber of Commerce	City of Hillsboro; Washington County; Hillsboro School District; seniors; churches; service clubs; Internet service providers; businesses; fraternal organizations; Retired Seniors Volunteer Program; SOLV; AARP; Youth Volunteer Corps; Senior Core of Retired Executives (SCORE); Hillsboro Economic Development Partnership; Washington County Vision Action Network (VAN); Hillsboro Argus; Hands On Washington County; Washington County Beehive	<input checked="" type="checkbox"/> <i>Ongoing</i>			
11.4	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Philanthropist and Volunteer Recognition	Coordinate recognition/publicity for leading philanthropists and volunteers through enhanced community awards program.	Hillsboro Chamber of Commerce	City of Hillsboro; Hillsboro Community Foundation; community-based non-profits	<input checked="" type="checkbox"/> <i>Ongoing</i>			


Priority/Timeline Key:  = Implemented = Ongoing = To be implemented



# VISION FOCUS AREA: STRENGTHENING AND SUSTAINING COMMUNITY




## STRATEGY 11 (Continued)

Priority/Timeline

11.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expanded Volunteer Opportunities	Expand access to and participation in Hillsboro-area volunteer opportunities.	Hands-on Greater Portland	Hillsboro Chamber of Commerce; SOLV; community organizations				<div style="text-align: right;">   <i>Ongoing</i> </div>

## STRATEGY 12: Find opportunities to collaborate and communicate with cities, regional governments, agencies and non-profits to address common issues and concerns.

Priority/Timeline

12.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Collaboration with Washington County Vision Action Network	Continue the City of Hillsboro's collaboration and coordination with VAN and other regional partners.	City of Hillsboro	Washington County Vision Action Network (VAN); Hillsboro Chamber of Commerce; Hillsboro Community Foundation; community-based non-profits		<div style="text-align: center;">   <i>Ongoing</i> </div>	<div style="text-align: center;">  </div>	<div style="text-align: center;">  </div>



Action 10.3: Off-Leash Dog Area



# VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

**STRATEGY 13: Complete an “active transportation” system, integrating sidewalks, pedestrian and bike infrastructure to serve the entire city, improving neighborhood connections, access to transit, recreation options and safety.**

Priority/Timeline

13.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Identify/Map Pathways	Develop and regularly update an inventory of bicycle and pedestrian pathways, and make available in print or online.	City of Hillsboro	Bicycle/Pedestrian Pathway Task Force; Washington County; Metro; community and civic groups; neighborhood groups; Tri-Met; Washington County Bicycle Transportation Coalition, Hillsboro School District	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
13.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Bicycle and Pedestrian Advisory Committee	Establish a Bicycle and Pedestrian Advisory Committee responsible for advising the City on active transportation investments and coordinating with regional jurisdictions on pathway and facilities connections.	City of Hillsboro	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce; Regional jurisdictions; Willamette Pedestrian Coalition; Hillsboro-area CPOs; Washington County Bicycle Transportation Coalition; Hillsboro School District; Washington County Public Health	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
13.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Fund Pathways	Explore feasible funding options including state, regional or private, grants, public or special levies or other means to upgrade and complete the City's bike path/pedestrian system in accordance with current codes and ordinances.	City of Hillsboro	Bike Coalition; citizen groups; service organizations; Hillsboro Chamber of Commerce; Metro, Westside Transportation Alliance	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
13.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sidewalk Completion and Repair	Encourage adjacent property owners to complete and repair sidewalk systems and provide assistance where feasible.	Bicycle/ Pedestrian Pathway Task Force	City of Hillsboro; Bike Coalition; citizen groups; Hillsboro Chamber of Commerce		<input checked="" type="checkbox"/> Ongoing	➡	➡
13.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Bike Rack Policy	Help develop a policy and strategy for expanding the number of secure bike racks available city-wide.	Westside Transportation Alliance	City of Hillsboro; Washington County Bicycle Transportation Coalition; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Hillsboro School District; shopping and recreation centers; development community			■	
13.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Integrated Bike Network	Coordinate with regional partners to create and promote a bicycle transportation network connecting population, transit and employment centers and other regional destinations.	Washington County Bicycle Transportation Coalition	City of Hillsboro; METRO; Tri-Met; Washington County; Washington County Visitors Association; Westside Transportation Alliance			■ Ongoing	➡
13.7	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Safe Routes to School	Establish and promote safe bicycle and pedestrian routes to schools from surrounding neighborhoods.	City of Hillsboro	SRTS.com; Washington County Bicycle Transportation Coalition; Hillsboro School District; Washington County Department of Land Use and Transportation; Washington County Public Health			■ Ongoing	➡
13.8	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Smart Crossings	Install smart-crossings, including flashing beacons, at locations noted for heavy pedestrian use.	City of Hillsboro	Willamette Pedestrian Coalition; Washington County; ODOT			■ Ongoing	➡

Priority/Timeline Key:  = Implemented   ➡ = Ongoing   ■ = To be implemented



# VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

## STRATEGY 14: Establish a coordinated system of buses, shuttles and light rail connecting large neighborhoods, major retail and employment areas.

Priority/Timeline

14.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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; employers; 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	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Transit Service Expansion	Communicate to Tri-Met local need for additional transit routes and encourage ongoing operation of existing 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	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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		<input checked="" type="checkbox"/> Ongoing		



# VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

## STRATEGY 15: Protect and enhance historical and cultural sites and other resources.

Priority/Timeline

15.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Historic Landmarks Committee	Establish a Hillsboro Historic Landmarks Advisory Committee.	City of Hillsboro	Washington County Historical Society; State Historic Preservation Office; Historic Preservation League of Oregon; Hillsboro Historical Society; State Historic Preservation Office		<input checked="" type="checkbox"/>		
15.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 Television; Hillsboro Arts Commission; Hillsboro Community Arts; Hillsboro Actors Repertory Theatre; Family History Society; Oregon Historical Cemeteries Association; Unitarian Universalist Church of Washington County; Orenco Heritage Organization	<input checked="" type="checkbox"/>			
15.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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.	Historic Landmarks Advisory Committee	Hillsboro Historical Society; State, regional historical societies; local news media; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Hillsboro Senior Center; Realtors; Washington County		<input checked="" type="checkbox"/> <i>Ongoing</i>		
15.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Identify Historic Sites	Identify Hillsboro's historic sites and obtain grants for designation.	Historic Landmarks Advisory Committee	State; regional and other local Historical Societies; property owners; City of Hillsboro; Hillsboro Historical Society		 <i>Ongoing</i>		
15.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Historic Structure Incentives	Develop tax and other incentives to restore and update historic structures.	Historic Landmarks Advisory Committee	Various historical societies; Hillsboro Chamber of Commerce; City of Hillsboro; banks; builders; State Historic Preservation Office				

## STRATEGY 16: Develop a new public square in downtown Hillsboro that serves as the heart of the community.

Priority/Timeline

16.1	Action	Lead Partner	Support/Potential Partners	2000-2004	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	<input checked="" type="checkbox"/>			



# VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

**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 Partner	Support/Potential Partners	2000-2004	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; Neighborhood organizations; Portland Homebuilders Association			■ <i>Ongoing</i>	➡
17.2	Action	Lead Partner	Support/Potential Partners	2000-2004	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 & Girls Club; Ministerial Associates; Tualatin Valley Television; OSU Extension; Portland Community College; PTA; Community Bank; wineries; Washington County Historical Society; Portland Chamber of Commerce	☑ <i>Ongoing</i>	➡	➡	➡
17.3	Action	Lead Partner	Support/Potential Partners	2000-2004	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		■ <i>Ongoing</i>	➡	➡
17.4	Action	Lead Partner	Support/Potential Partners	2000-2004	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 Partner	Support/Potential Partners	2000-2004	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; schools (to partner with seniors); SOLV; Hillsboro Boy Scouts; Miller Education Center; REI; Hillsboro Water Department		☑ <i>Ongoing</i>	➡	➡
17.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
“Third Places” Business Support	Recruit 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 Television		☑ <i>Ongoing</i>	➡	➡
17.7	Action	Lead Partner	Support/Potential Partners	2000-2004	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		☑ <i>Ongoing</i>	➡	➡
17.8	Action	Lead Partner	Support/Potential Partners	2000-2004	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 Television; consultant; Hillsboro Parks and Recreation Department; HART; Hillsboro Markets		☑ <i>Ongoing</i>	➡	➡

Priority/Timeline Key: ☑ = Implemented ➡ = Ongoing ■ = To be implemented





# VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

STRATEGY 18: Promote a diversity of housing by type and cost.					Priority/Timeline			
18.1	Action	Lead Partner	Support/Potential Partners	2000-2004	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"/> <i>Ongoing</i>	➡	➡	➡	
18.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Diverse Housing Goals	Establish performance goals in the comprehensive plan to promote diversity of design-types and housing choices city-wide.	City of Hillsboro	Washington County Dept. of Disability, Aging and Veteran Services; developers; architects; neighborhood groups as applicable			■		
18.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Housing Zone Formula	Develop a transition zone formula (i.e., one 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			
19.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks Land Inventory/Analysis	Involve local community in analyzing existing parks land inventory to match new parks with population needs for recreational land.	City of Hillsboro	Hillsboro Chamber of Commerce; neighborhood groups; Hillsboro School District; Tualatin Valley Television	<input checked="" type="checkbox"/>				
19.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
New Parks Property Identification	Identify and consider properties that include existing structures for their cultural and recreational potential and incorporate this information into the Parks Master Plan.	City of Hillsboro	Washington County Historical Society; Hillsboro Historical Society (new); Hillsboro Landmarks Commission	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	
19.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks Land Incentive	Develop and apply incentives for park land donations and dedications when considering public and private community master development plans.	City of Hillsboro	Metro; Oregon Department of Land Conservation and Development (grant program); Washington County		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	
STRATEGY 20: Identify and develop a system of neighborhood parks, located within walking or biking distance of every community resident.					Priority/Timeline			
20.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks Master Plan Update	Complete the City's parks master plan update, including a needs assessment for additional multi-purpose recreation and aquatics facilities.	City of Hillsboro		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	
20.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Parks and 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"/> <i>Ongoing</i>	➡	➡	➡	



# VISION FOCUS AREA: ENHANCING NEIGHBORHOODS AND DISTRICTS

## STRATEGY 20 (Continued)

				Priority/Timeline			
20.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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"/> <i>Ongoing</i>	➡	➡	➡
20.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Greenway Easement Advocacy	Advocate parks/greenway easement opportunities to developers.	City of Hillsboro		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡

## STRATEGY 21: Create and promote the maintenance of clean, landscaped areas throughout the community.

				Priority/Timeline			
21.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Landscaped Area Opportunities	Identify opportunities in high visibility, high impact public and private spaces for development and 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"/> <i>Ongoing</i>	➡	➡	➡
21.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 groups; Hillsboro Chamber of Commerce Beautification Committee; SOLV; Community Participation Organizations (CPOs); Washington County Community Corrections Department (community service programs); Washington County			■	



Strategy 20: Neighborhood Parks



# VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

## STRATEGY 22: Inventory, designate and, as necessary, acquire major greenways, creeks and wetlands in the Hillsboro area for future protection and preservation.

Priority/Timeline

22.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	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 Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Resource Area Priority Designation and Acquisition	Prioritize designated areas for acquisition with attention to interconnected habitat systems and wildlife corridors, and acquire priority areas as appropriate. Attempt to secure dedications of conservation easements prior to purchasing land.	City of Hillsboro	Metro; Clean Water Services; citizen groups; Wetlands Conservancy; Tualatin Watershed Council; willing sellers; donors; land trusts		<input checked="" type="checkbox"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>

## STRATEGY 23: Establish a community-wide stream and wetland restoration and education program.

Priority/Timeline

23.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Stream Restoration Assessment	Assess stream restoration needs and identify priority projects.	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"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Restoration Programs Coordination	Provide and coordinate technical, human and financial resources needed for restoration and education activities.	Clean Water Services	Tualatin Watershed Council; Jackson Bottom Wetlands 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"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Streams/Wetlands Stewardship Education	Promote stewardship of streams and wetlands through coordination and distribution of educational materials and programs.	Jackson Bottom Wetlands Preserve Board	Clean Water Services; SOLV; Tualatin Riverkeepers; City of Hillsboro; Arbor Roses; Arbor Homes; Westhills Development; Ticor Title; Metro; residents of Arbor Roses development; AmeriCorps		<input checked="" type="checkbox"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>
23.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Jackson Bottom Wetlands Access	Make it easier to access Jackson Bottom Wetlands from downtown, and provide additional interpretive signage on-site.	Jackson Bottom Wetlands Preserve Board	Clean Water Services				<input type="checkbox"/>



# VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

## STRATEGY 24: Identify and promote the restoration of wildlife habitats in the community.

Priority/Timeline

24.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 Wetlands Preserve; Fern Hill Wetlands; Southwest Water Conservation District Consortium; development community; Tualatin Valley Television; Cascade Education Corps; City of Hillsboro (Parks and Recreation and Engineering Departments); Tualatin River Watershed Council; SOLV; Friends of Trees	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
24.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Tree Planting Program	Establish a tree planting, maintenance and preservation organization and program.	City of Hillsboro	Tree City Board; SOLV; "Friends" groups; civic organizations; Hillsboro School District; homebuilders; homeowners; Friends of Trees; Students: Portland Community College, Pacific University, Lewis & Clark College, Portland State University; Intel 4-H Tech Wizards			■ <i>Ongoing</i>	➡
24.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Pest and Weed Control Promotion	Encourage natural methods of pest and weed control; and identify current outreach and awareness programs targeting appropriate use of chemicals. Support and promote as necessary.	Clean Water Services	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		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡
24.4	Action	Lead Partner	Support/Potential Partners	2000-2004	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 Wetlands Preserve; Metro - naturalist program; Clean Water Services	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
24.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Jackson Bottom Enhancement	Maintain and expand Jackson Bottom as the community's premier environmental asset.	Jackson Bottom Wetlands Preserve	Clean Water Services; "Friends" groups; SOLV; Hillsboro School District; Hillsboro Chamber of Commerce; Oregon Dept. of Fish & 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 Div. of State Lands; Cities of Hillsboro, Forest Grove; Tualatin Watershed Council; Community Participation Organizations; AmeriCorps; Hillsboro Argus; KATU TV; Star Rentals; Sierra Glass; Intel 4-H Tech Wizards; Wash. Co. Vision Action Network; Visitors Association; ODOT; Oregon Trout; OSU Extension; Oregon Watershed Enhancement Board; OMSI	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡



# VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 25: Maintain clean air and water resources, and control light, noise and visual pollution.					Priority/Timeline			
25.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
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	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
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			■	➡	
					Ongoing			
25.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Surface Water Pollution Education	Educate citizens, businesses and youth regarding pollution from surface water runoff.	Clean Water Services			☑	➡	➡	
					Ongoing			
25.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Support Neighborhood Clean-Up Days	Support organization of neighborhood clean-up days that involve residents and community organizations in large-scale recycling and garbage removal projects.	SOLV	City of Hillsboro; Waste Management; Goodwill; Civic Groups; Hillsboro School District; Washington County Fair; Hands on Greater Portland; Metro; E-Tech; Oregon E-Cycle		☑	➡	➡	
					Ongoing			
25.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
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 Television; Jackson Bottom Wetlands Preserve; SOLV; Tualatin Riverkeepers; Clean Water Services; Hillsboro Chamber of Commerce	☑	➡	➡	➡	
				Ongoing				

STRATEGY 26: Expand curbside and other recycling programs and facilities as well as recycling education programs aimed at both youth and adults.					Priority/Timeline			
26.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
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; Building Owners and Managers Association (BOMA); Forest Grove, Hillsboro, and Tigard Chambers of Commerce	☑	➡	➡	➡	
				Ongoing				
26.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
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.	Hillsboro School District	Oregon Green Schools Association; City of Hillsboro; SOLV; Metro; Clean Water Services; Hillsboro School District; Hillsboro Landfill		■	➡	➡	
					Ongoing			



# VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

## STRATEGY 27: Educate, encourage, demonstrate and enable the use of “environmentally friendly” construction and landscaping techniques and materials for use in Hillsboro.

Priority/Timeline

27.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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; Energy Trust; Portland General Electric-Green Tags		Ongoing		
27.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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		■		


## STRATEGY 28: Encourage organizations, businesses and residents to create a more environmentally-sustainable community.

Priority/Timeline







28.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Hillsboro Public-Private Sustainability Task Force	Establish a public-private Sustainability Task Force responsible for inventorying sustainability efforts, developing community goals and initiatives and tracking implementation.	City of Hillsboro	Hillsboro Youth Advisory Committee; Clean Water Services; Partners for a Sustainable Washington County Community; SOLV			■	
28.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Local Goods and Services Procurement	Facilitate links between producers and consumers to support the local economy and minimize the carbon footprint.	Hillsboro Chamber of Commerce	City of Hillsboro; Trade organizations; Community-supported-agriculture; Hillsboro Downtown Business Association				■ Ongoing
28.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sustainability Outreach Program	Create a public outreach program to raise sustainability awareness and promote environmentally-responsible processes, products and programs.	Hillsboro Sustainability Task Force	Partners for a Sustainable Washington County Community; Washington County; Hillsboro Chamber of Commerce				■ Ongoing
28.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sustainable Schools	Partner with Hillsboro schools to model sustainability through building design, conservation and curriculum.	Hillsboro School District	City of Hillsboro; Portland Community College; Clean Water Services, Metro			■ Ongoing	
28.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Ecological Business Program	Use peer-based outreach to promote the use of sustainable products and processes in our business community.	Hillsboro Sustainability Task Force	City of Hillsboro				■ Ongoing



# VISION FOCUS AREA: PRESERVING THE ENVIRONMENT

STRATEGY 28 (Continued)				Priority/Timeline			
28.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Sustainability Awards Program	Create a Sustainability Awards Program to recognize organizations and individuals who help meet community sustainability goals.	Hillsboro Sustainability Task Force	City of Hillsboro; Hillsboro Chamber of Commerce; Washington County				<div style="text-align: right;">   <i>Ongoing</i> </div>

STRATEGY 29: Become a leader in energy conservation and renewable energy technology development and use by promoting collaborative public-private projects and partnerships.				Priority/Timeline			
29.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Resource Conservation Incentives	Create incentives and educational programming to promote conservation of water, electricity, gas and other limited resources.	City of Hillsboro	Hillsboro Chamber of Commerce; PGE; Utilities; Energy Trust of Oregon; Clean Water Services; Tri-Met; Faith community; Community Action Organization			<div style="text-align: right;">   <i>Ongoing</i> </div>	<div style="text-align: right;">  </div>
29.2	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Renewable Energy Pilot Projects	Launch pilot projects to showcase solar and other renewable energy resource technology in homes and businesses.	Hillsboro Sustainability Task Force	City of Hillsboro; Hillsboro Chamber of Commerce; HOAs; Solar Oregon; Energy Trust of Oregon; Climate Solutions			<div style="text-align: right;">   <i>Ongoing</i> </div>	<div style="text-align: right;">  </div>
29.3	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Renewable Energy Source Use Promotion	Promote broader use of renewable energy by local residents and businesses by expanding options and reducing costs and other barriers to access.	Hillsboro Sustainability Task Force	City of Hillsboro; Hillsboro Chamber of Commerce; HOAs; Solar Oregon; Energy Trust of Oregon; Climate Solutions			<div style="text-align: right;">   <i>Ongoing</i> </div>	<div style="text-align: right;">  </div>



**Strategy 29: Renewable Energy Technology**



# VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

## STRATEGY 30: Foster Hillsboro's diverse base of businesses and industries.

Priority/Timeline

30.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Local Economic Development Strategy	Prepare, regularly update and implement a Hillsboro area economic development strategy. The strategy should: 1) ensure an adequate supply and size-range of utility-served industrial parcels; 2) facilitate development and retention of existing businesses; 3) recruit new businesses and support entrepreneurial initiatives to build on and diversify our existing economic base and strongest sectors; and 4) foster employment opportunities and growth potential for all skill levels.	City of Hillsboro	Hillsboro Economic Development Partnership	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
30.2	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Small Business Resource Center	Create and market a business resource center that provides targeted support for small, emerging and multi-lingual businesses including but not limited to mentoring, grant and loan advice and assistance for start-ups.	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; Intel 4-H Tech Wizards; Hillsboro School District	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
30.3	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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	➡	➡	➡
30.4	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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.	City of Hillsboro	Hillsboro Chamber of Commerce; property owners; Hillsboro Downtown Business Association		<input checked="" type="checkbox"/>		
30.5	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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.	City of Hillsboro	Property owners; Hillsboro Chamber of Commerce; Hillsboro Actors Repertory Theatre (HART); Hillsboro Historical Society; Tuality Healthcare; Pacific University; Hillsboro Downtown Business Association; City of Hillsboro Urban Renewal Task Force, Pacific University, Hillsboro Arts and Culture Council and Hillsboro Landmarks Committee		<input checked="" type="checkbox"/> Ongoing	➡	➡
30.6	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Downtown Parking Strategy	Develop and secure funding for a downtown parking strategy and parking facilities.	City of Hillsboro	Hillsboro Chamber of Commerce; Pacific University; Hillsboro Downtown Business Association		<input checked="" type="checkbox"/> Ongoing	➡	➡





# VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

STRATEGY 30 (Continued)				Priority/Timeline			
30.7	Action	Lead Partner	Support/Potential Partners	2000-2004	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	City of Hillsboro Economic Development Department; Hillsboro Downtown Business Association		■		
30.8	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Identify and Support Economic Activity Centers	Identify opportunities and support growth at economic activity centers through strategic planning and targeted investments. Activity centers include, but are not limited to 10th Avenue/Shute, Downtown, Orenco Station, Tanasbourne, Amberglen, North Hillsboro Industrial Area, South Hillsboro and Witch Hazel.	City of Hillsboro	Housing Development Corporation; Hillsboro Chamber of Commerce; Hillsboro Economic Development Partnership; Tanasbourne Business District; Hillsboro Downtown Business Association		☑ <i>Ongoing</i>	➡	➡
30.9	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
City-Wide Business Marketing and Recruitment	Market Hillsboro as a great place to do business by promoting our economic activity areas, quality of life features and the "Hillsboro Way" to prospective business investors.	Hillsboro Chamber of Commerce	City of Hillsboro; Hillsboro Downtown Business Association; Rotary			■ <i>Ongoing</i>	➡
30.10	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Wireless Networks Access	Explore the feasibility of establishing wireless networks in public spaces and places.	City of Hillsboro					■

STRATEGY 31: Promote the creation of family-wage jobs.				Priority/Timeline			
31.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Family-Wage Jobs Creation	Develop and regularly update a definition of "family-wage" jobs.	Hillsboro Economic Development Partnership	City of Hillsboro; Hillsboro Chamber of Commerce; Community Action Organization		☑ <i>Ongoing</i>	➡	➡
31.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Family-Wage Jobs Profile	Utilize available information to describe jobs and wages existing in Hillsboro.	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		☑ <i>Ongoing</i>	➡	➡
31.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Business Targeting Research	Analyze data assembled in 31.2 to support the City of Hillsboro's Economic Development department in their efforts to attract and retain family wage jobs, making Hillsboro the jurisdiction of choice for family-wage employers.	Hillsboro Economic Development Partnership	City of Hillsboro; Metro; Westside Economic Alliance; Portland Development Commission (PDC); Portland State University		■		



# VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

## STRATEGY 32: Ensure zoning and development codes and land supply match the needs of all business types.

Priority/Timeline

32.1	Action	Lead Partner	Support/Potential Partners	2000-2004	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		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>
32.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Business Land/Space Database	Maintain a list of brokers and leasing agents contacts that can provide information on vacant 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		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>

## STRATEGY 33: Assure a long-term water supply for local business through sound water management practices.

Priority/Timeline

33.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Regional Water Supply Leadership	Take a leadership role in ongoing 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	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Water Systems Support	Active, ongoing 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	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33.3	Action	Lead Partner	Support/Potential Partners	2000-2004	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; Joint Water Commission Partners; Regional Water Providers Consortium; Intel; Hillsboro Boys & Girls Club; Home Depot; Hillsboro Parks and Recreation	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# VISION FOCUS AREA: CREATING ECONOMIC OPPORTUNITY

## STRATEGY 34: 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

34.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Airport Master Plan Involvement	Participate in the implementation of the Hillsboro airport master plan update.	Hillsboro Chamber of Commerce	Port of Portland; Hillsboro Airport Business Association; Washington County		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡
34.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Regional Transportation Leadership	Take leadership role in the planning for and financing of local and regional transportation systems.	City of Hillsboro, Hillsboro Chamber of Commerce	Westside Transportation Alliance; private utilities; Washington County; Tri-Met; Oregon Department of Transportation (ODOT); Metro; major community employers; Tuality Community Hospital; Pacific University	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
34.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Community Data Network Strategy	Develop a high-speed data network strategy throughout the community.	City of Hillsboro	Hillsboro Chamber of Commerce; high-tech companies; utility companies; cable franchise companies; Washington County; Hillsboro School District		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡

## STRATEGY 35: Team educational institutions and business to better match education and training with jobs.

Priority/Timeline

35.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Workforce Development	Facilitate connections between business employment needs and education and workforce programs.	Hillsboro Chamber of Commerce	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; PSU Population Research Center; Region 2 Workforce Investment Board; Washington County Vision Action Network; Worksystems, Inc.; Centro Cultural		■ <i>Ongoing</i>	➡	➡
35.2	Action	Lead Partner	Support/Potential Partners	2000-2004	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; PCI's; SAIF; Oregon Farm Bureau, and Oregon State University (OSU); Hillsboro School District; Portland Community College; Pacific University	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡



Strategy 33: Regional Water Supply



# VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

## STRATEGY 36: Support initiatives that will ensure Hillsboro retains the highest quality educational system. Priority/Timeline

36.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Education Action Council	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"/>			
36.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Education/ Training Coordination	Develop and maintain a web links page listing public and private training and apprenticeship programs available in Hillsboro.	Hillsboro Chamber of Commerce	City of Hillsboro; Hillsboro School District; Portland Community College; private schools; NW Regional Education Service District	<input checked="" type="checkbox"/> <i>Ongoing</i>			
36.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Local Education/High-Tech Consortium	Form a consortium of Hillsboro area high technology companies to position Hillsboro as a model in education that reflects its high-tech economy.	Hillsboro Chamber of Commerce	Individual industry leaders; Beaverton Chamber of Commerce; Hillsboro School District; City of Hillsboro; Hillsboro Senior Center; Hillsboro Boys & Girls Club; Portland Community College; Business Education Compact			■	
36.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Math and Science Education	Ensure students have local access to state-of-the-art math, science and technology education to prepare for the jobs of the future.	Hillsboro School District	Hillsboro Chamber of Commerce; Portland Community College; Business leaders			■ <i>Ongoing</i>	
36.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Parent Involvement in Schools	Expand parent involvement in schools to increase issue awareness and build connections with the private sector and community.	Hillsboro School District	Stand for Children; Community Action Organization; Hillsboro School District; Parent-Teacher Associations; Booster clubs			■ <i>Ongoing</i>	
36.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Early Childhood Learning Inventory and Access	Create an inventory of early childhood learning programs and resources and increase participation rates by promoting and facilitating access.	City of Hillsboro	Hillsboro School District; Washington County Community Learning Services; Washington County Commission on Children and Families; Community Action Organization; Oregon Child Development Coalition			■ <i>Ongoing</i>	

## STRATEGY 37: 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

37.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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; Civic groups; Washington County Co-op Library Services; Library Foundation; Friends of the Library		<input checked="" type="checkbox"/> <i>Ongoing</i>		
37.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 & Culture Council; Hillsboro Library Foundation; Friends of the Library; Hillsboro School District; Centro Cultural; Hillsboro Rotary; AARP; Hillsboro Schools Foundation; Hillsboro Parks & Rec		<input checked="" type="checkbox"/> <i>Ongoing</i>		

Priority/Timeline Key:  = Implemented    = Ongoing    ■ = To be implemented



# VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

STRATEGY 38: Assure structured, wholesome activity for youth by promoting and expanding extracurricular opportunities.				Priority/Timeline			
38.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 3-6 p.m. weekdays.	Hillsboro School District	Existing youth service organizations (e.g., Hillsboro Boys & Girls Club); City of Hillsboro; churches; Retired Seniors Volunteer Program; Campfire USA; Nike School Innovation Fund	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
38.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expanded After School Programs	Expand after school education, nutrition and athletic programming with emphasis on at-risk and disadvantaged youth.	Hillsboro Boys & Girls Club	Oregon Food Bank; Oregon Zoo; OSU Extension Services; Oregon Children's Theatre; Forest Grove School District		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡

STRATEGY 39: Bring community seniors and youth together in mutual learning, mentoring and support programs.				Priority/Timeline			
39.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Seniors and Youth Partnerships	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"/> <i>Ongoing</i>	➡	➡	➡
39.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Host Film Events	Host or promote independent and fine art film events at local venues.	Hillsboro Arts and Culture Council	City of Hillsboro; Hillsboro Community Arts; Venetian Theater			■ <i>Ongoing</i>	➡



# VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

## STRATEGY 40: Promote and develop priority projects for the performing and cultural arts and craft exhibitions.

Priority/Timeline

40.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 & Culture Council; other foundations and private individual donors; Centro Cultural and/or other ethnic organizations; Tualatin Valley Television; Washington County Dept. of Disability, Aging and Veteran Services; Hillsboro School District	<input checked="" type="checkbox"/>			
40.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Hillsboro Arts and Culture Council	Form a new Hillsboro Arts and Culture Council.	City of Hillsboro	Hillsboro Community Arts; Regional Arts & Culture Council		<input checked="" type="checkbox"/>		
40.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Musical Performances Expansion	Attract more musical performances to Hillsboro.	Hillsboro Arts and Culture Council	Regional Arts & 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	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
40.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Arts/Crafts Fairs	Hold fairs for arts and crafts in downtown area.	Hillsboro Arts and Culture Council	Hillsboro Tuesday Marketplace and Hillsboro Farmers' Market; Hillsboro Chamber of Commerce; other local arts groups; Hillsboro School District; Hillsboro Downtown Business Association (HDBA)	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡
40.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Arts Funding Development	Develop a long-term, stable source of funding for the arts.	Hillsboro Arts and Culture Council	Regional Arts & Culture Council; City of Hillsboro; industry supporters; Community College; Hillsboro School District; Hillsboro Community Arts		■ <i>Ongoing</i>	➡	➡
40.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Public Art	Foster public art projects that engage a broad range of partners and community members (e.g., murals, street art, sculptures, etc.)	Hillsboro Arts and Culture Council	Sequoia Gallery; Hillsboro Community Arts; Washington County Cultural Heritage Commission			■ <i>Ongoing</i>	➡



# VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

## STRATEGY 41: Encourage youth, adult and family knowledge of, appreciation and participation in the arts and cultural opportunities in the community.

Priority/Timeline

41.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Art and Exhibit Tours	Organize regular tours of displayed art and exhibits in coordination with Hillsboro businesses, public institutions, galleries, private collections and artists.	Hillsboro Arts and Culture Council	Hillsboro Chamber of Commerce; Local businesses; Galleries; arts and crafts folks; Tri-Met (as a Light Rail event); Hillsboro Community Arts; Hillsboro Downtown Business Association; Tualatin Valley Television; Hillsboro School District; T.D. Brown Fine Arts; Tuesday Market; Hillsboro Historical Society; Washington County Historical Society; Jackson Bottom Wetlands		<input checked="" type="checkbox"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>
41.2	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
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 Arts and Culture Council	Hillsboro School District; Hillsboro Downtown Business Association; Esplanade; Tualatin Valley Television; Glenn & Viola Walters Cultural Arts Center; Hillsboro Arts and Culture Council (HACC); Hillsboro Youth Advisory Council (HYAC); Hillsboro Chamber of Commerce; Age Celebration; Safeplace for Youth; Community Aids Foundation			<input type="checkbox"/> <i>Ongoing</i>	<input type="checkbox"/>
41.3	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
New Local Arts Competition	Develop a semi-annual or annual art exhibition based on selected themes connected to Hillsboro.	Hillsboro Arts and Culture Council	Regional Arts & Culture Council; Convention and Visitors Bureau of Washington County; Rose Festival Association; other existing events (e.g., Happy Days, County Fair, Saturday Market); Valley Art Association; Portland Community College Art Beat; Hillsboro Community Arts; Hillsboro School District; Tualatin Valley Television; Hillsboro Downtown Business Association; Intel; Hillsboro Chamber of Commerce		<input checked="" type="checkbox"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>
41.4	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Display Art in Public Venues	Utilize the Hillsboro Civic Center and other public facilities as venues to display art by students, seniors and professionals.	Hillsboro Arts and Culture Council	Hillsboro School District; Hispanic groups, Hillsboro Senior Center; Hillsboro Boys & 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; Boys & Girls Aid Society; Walters Cultural Art Center; Rotary Club; Sequoia Gallery and Studio	<input checked="" type="checkbox"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.5	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Support Performing Groups	Support performance groups for adults and youth (e.g., bands, orchestra, ensembles, choirs).	Hillsboro Arts and Culture Council	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		<input checked="" type="checkbox"/> <i>Ongoing</i>	<input type="checkbox"/>	<input type="checkbox"/>
41.6	<b>Action</b>	<b>Lead Partner</b>	<b>Support/Potential Partners</b>	<b>2000-2004</b>	<b>2005-10</b>	<b>2011-15</b>	<b>2016-20</b>
Arts and Culture Facility Inventory	Inventory arts and culture facilities and identify access to additional facilities where demand is unmet.	Hillsboro Arts and Culture Council	Hillsboro School District; Hillsboro Chamber of Commerce; Hillsboro Downtown Business Association; Washington County Fair; Washington County Visitors Association				<input type="checkbox"/>



# VISION FOCUS AREA: EXPANDING EDUCATIONAL & CULTURAL HORIZONS

## STRATEGY 42: Build and celebrate cultural diversity, awareness and understanding in the Hillsboro community.

Priority/Timeline

42.1	Action	Lead Partner	Support/Potential Partners	2000-2004	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 Television	Centro Cultural; Oregon Human Development Corporation; American Friends Services; CAUSA; Community Action Organization; Virginia Garcia Clinic; Tuality Healthcare; A Child's Place; 4-H; City of Beaverton; Open forum; Latino Youth Voice; Westside Cultural Alliance; Portland Community College; Hillsboro School District		■ <i>Ongoing</i>	➡	➡
42.2	Action	Lead Partner	Support/Potential Partners	2000-2004	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 & Culture Council; Oregon Folk Life Program; Westside Economic Alliance; Oregon Historical Society; Cornelius Library; Washington County Cultural Trust; El Hispanic News; Hillsboro 2020 Latino Outreach Advisory Committee		☑		
42.3	Action	Lead Partner	Support/Potential Partners	2000-2004	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; Tuesday Market			■	



Action 40.1: Cultural Arts Center





# VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

## STRATEGY 43: Emphasize wellness by educating all generations, starting with the youngest, about the benefits of staying fit and healthy.

Priority/Timeline

43.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Local Fitness Promotion	Raise awareness and promote programs covering nutrition and staying healthy and fit through a community-wide campaign.	City of Hillsboro	Hillsboro School District; health care and medical services (e.g., 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		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>

## STRATEGY 44: Increase the availability of affordable, accessible health care to the community's uninsured, under-insured and low-income residents.

Priority/Timeline

44.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Health Care Referral Service Expansion	Expand and consolidate information referral service.	Community Action Organization	State and Washington County Services; City of Hillsboro; Washington County Health and Human Services Department; 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; 211Info; Verizon	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.2	Action	Lead Partner	Support/Potential Partners	2000-2004	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	Virginia Garcia Clinic; Community Action Organization; Oregon Health Plan; Washington County Disability, Aging and Veteran Services Department; Oregon Adult and Family Services Division; Providence Health System; Kaiser Permanente; 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. Matthew Catholic Church; VISTA (Volunteers in Service to America); Verizon; United Way of the Columbia-Willamette; Essential Health Clinic		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>
44.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Health Care Access and Funding Advocacy	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	Pacific University; Providence Health System; Legacy Health System; Kaiser Permanente; Vision Action Network; Oregon Health Access Campaign		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>



# VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

## STRATEGY 44 (Continued)

### Priority/Timeline

44.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expand Essential Health Clinic	Sustain and expand Hillsboro-based free medical clinic for the underserved.	Tuality Healthcare	Project Access Washington County (PAWC); Washington County Department of Health and Human Services; Virginia Garcia Memorial Health Center; Pacific University; Kaiser Permanente; Providence Health System; Legacy Health System		<input checked="" type="checkbox"/> Ongoing	➡	➡
44.5	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Expand Health Services and Capacity	Expand Hillsboro-based medical services and capacity by adding counseling, dental health and hygiene and physical therapy regardless of patients' ability to pay.	Pacific University	Tuality Healthcare; Kaiser Permanente; Virginia Garcia Memorial Clinic; Essential Health Clinic				■ Ongoing
44.6	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Promote Health Care Access for Children	Raise awareness and help children obtain health care through the Oregon Health Plan, State Children's Health Insurance Plan and other means as they become available.	Tuality Healthcare	Virginia Garcia Memorial Clinic; Washington County Council on Children and Families; Community Action Organization; Hillsboro School District; Bienestar; Northwest Regional ESD; Hillsboro Pediatric Clinic; Healthy Kids; Public Health-Teen Health Clinic; Kaiser Permanente Child Health Program; Centro Cultural; Youth Contact			■ Ongoing	➡

## STRATEGY 45: Facilitate access to home and hospice care systems and other health services as the aging population increases.

### Priority/Timeline

45.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Health Care Services Education	Educate the community on the range of respite, in-home, small group and foster care services available in Hillsboro.	Tuality Healthcare	Private and non-profit care providers, including ambulance services, and other agencies; AARP; ARC; Washington County Hospice; Home Street; Tualatin Valley Workshop; Providence Health System; Legacy Health System; Kaiser Permanente trained volunteers; Washington County Department of Disability, Aging and Veteran Services (Lifespan Respite); Tri-County Life Span Respite Group; Metro Caregiver Alliance; other health care service providers; faith community	<input checked="" type="checkbox"/> Ongoing	➡	➡	➡
45.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Senior Housing Options	Inventory, promote and facilitate entry into senior housing, assisted living and foster care facilities, and encourage additional supply and diversity to meet changing demand.	Washington County Department of Aging and Veteran Services	Washington County Housing Authority; City of Hillsboro				■ Ongoing



# VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

STRATEGY 46: Sustain community understanding of and support for public safety programs.					Priority/Timeline			
46.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
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 Television; SafeKids Washington County; Oregon SafeKids; Tuality Healthcare; Hillsboro Argus, KUIK Radio; Home Depot; Target; Intel; Hillsboro Downtown Business Association; Hillsboro School District; Oregon Life Safety Team; Oregon Crime Prevention Association; SAFE KIDS; Governor's Fire/ Police Advisory Council	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	
46.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Public Safety Planning	Solicit community input in public safety planning.	City of Hillsboro	Hillsboro School District; Chamber of Commerce; State Fire Marshal; State Police; Office of Consolidated Emergency Management; Community Participation Organizations; Hillsboro Downtown Business Association; Tuality Healthcare; Community Action Organization; Washington County District Attorney's Office and Juvenile Department			<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	
STRATEGY 47: Expand and sustain neighborhood-based community relations and safety programs.					Priority/Timeline			
47.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
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 (e.g., 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 Television	<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	➡	
47.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Public Safety Issue Response Mechanisms	Develop dynamic outreach programs that provide information and education to a range of Hillsboro residents on high-priority community safety issues (e.g., bicycle and pedestrian safety, traffic safety, secure crime reporting, etc.)	City of Hillsboro	Intel; National Guard		<input checked="" type="checkbox"/> <i>Ongoing</i>	➡	➡	
47.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Location-Appropriate Public Safety Strategies	Identify high-crime areas and develop location-appropriate strategies to enhance public safety.	City of Hillsboro	Homeowner Associations; Washington County			■ <i>Ongoing</i>	➡	
47.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20	
Emergency Shelter Supply	Advocate for an adequate supply of emergency shelters for people in need of safe, temporary housing.	Community Action Organization	City of Hillsboro; Interfaith Community on Homelessness; Washington County; Domestic Violence Resource Center			■ <i>Ongoing</i>	➡	



# VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

## STRATEGY 48: Enhance the multi-language communications network included in the community's planning and response program.

Priority/Timeline

48.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 ongoing 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
Language Network Expansion	Extend the network in 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; Immigration and Customs Agency; El Hispanic News	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## STRATEGY 49: Reduce incidence of violence in the community committed by youth and against youth.

Priority/Timeline

49.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
School Resource Officers Program Continuation	Continue school resource officers program.	City of Hillsboro	Hillsboro Boys & 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
New Outreach Program Development	Create new outreach programs under the Boys & 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 & 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; Campfire; OSU Extension Services	<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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	State Fire Marshal; Juvenile Fire-setter Intervention Network of Washington County; Washington County Juvenile Justice Department; Department of Human Services Child Welfare; Hillsboro School District; Washington County Sheriff and District Attorney's Offices; Washington County; Multnomah County; Clackamas County; Yamhill County; and associated school districts; Fire Safe Children and Families; City of Hillsboro Police and Parks and Recreation Departments		<input checked="" type="checkbox"/> Ongoing	<input type="checkbox"/>	<input type="checkbox"/>



# VISION FOCUS AREA: PROMOTING HEALTH AND SAFETY

## STRATEGY 50: Reduce barriers for people with disabilities.

### Priority/Timeline

50.1	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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			■ <i>Ongoing</i>	➡
50.2	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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		☑ <i>Ongoing</i>	➡	➡
50.3	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
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			■ <i>Ongoing</i>	➡
50.4	Action	Lead Partner	Support/Potential Partners	2000-2004	2005-10	2011-15	2016-20
"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			■ <i>Ongoing</i>	➡



Strategy 46: Public Safety Programs

# Vision Implementation Committee



The success of the Hillsboro 2020 Vision Action Plan is determined through its **implementation**. A citizen-led Hillsboro 2020 Vision Implementation Committee (VIC) 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 to optimize effective implementation.

VIC membership reflects the broad interests and population of the community. The members include representatives from the Vision Action Plan's lead partners with two or more actions, key community interests and the public-at-large.

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 Steering Committee also helps facilitate solutions if and when implementation barriers arise.

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



# Vision Implementation Committee

## 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 include:

- A minimum of two committee meetings per year.
- An annual progress report to the Hillsboro City Council.
- 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 reflects the composition of the Hillsboro population with a cross-section of key interests and lead partners.

The committee has a Chair, appointed by the City Council, who represents the public-at-large and serves a three-year term. A Vice-Chair is selected by the Chair to act in his/her absence. Member terms also are 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 includes one representative for each lead partner or interest as designated below. The number of public-at-large positions varies 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 consists 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 is provided by the City of Hillsboro and includes 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.





# Vision Implementation Committee

## 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.



### Hillsboro 2020 Award Winners, 2010

Denzil Scheller, Greater Hillsboro Area Chamber of Commerce –  
Outstanding Organization  
Adriana Cañas – Outstanding Individual



# Public Involvement



The Hillsboro 2020 Vision Statement and Action Plan was originally developed over a three year period with **extensive public input**. Over 1,500 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 2010, the Vision Implementation Committee conducted the second major Hillsboro 2020 Action Plan update, called the *Strategy Review* process. This process engaged over 1,000 citizens and stakeholders through multiple venues and outreach opportunities. These five year updates, completed through extensive public participation, help ensure Hillsboro 2020 incorporates contemporary community values, capitalizes on new opportunities and technologies, and provides new residents an opportunity to shape their community. The updates also bring new community organizations to the table in order to spread implementation responsibility and benefits across a larger audience.

The *Hillsboro 2020 Vision and Action Plan* has won several awards recognizing its public involvement: the League of Oregon Cities (LOC) Good Governance Award for citizen engagement in 2000, as well as the International Association for Public Participation (IAP2) Core Values Project of the Year Award for exemplary public process in 2002.

The following subsections summarize the Hillsboro 2020 public involvement processes conducted to-date, starting with the original Vision and Action Plan development process.



## 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.



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. As a result, two new strategies were added, along with 33 new actions.



The second Strategy Review began in August 2009, executed with the same rigor as the first review and original visioning public engagement process. The “Year 10” Strategy Review leveraged new technology, including the use of web-based survey tools, electronic polling and Facebook. Results of the second Strategy Review included the addition of:

- two new strategies
- thirty-four new actions
- five new lead partner organizations
- numerous administrative updates to the Action Plan

As in the first review, there were no modifications to the Vision Statement or focus areas.

## Community Ideas

More than 550 new ideas were received during the ten-month community outreach effort. The following events and activities offered multiple opportunities for public input between August 2009 and May 2010:

- **Celebrate Hillsboro 2009** – Thousands of visitors passed by the “Vision Booth” at this summer celebration. Many stopped to learn more about Hillsboro 2020 and submit their suggestions.
- **Community Forums** – Public forums were held in October and early November at five different locations throughout Hillsboro.
- **Community Conversations** – Hundreds of new ideas were generated through conversations with community organizations, students and other groups representing diverse interests.
- **Surveys** – Many residents shared their ideas through a survey offered online and in the City Views newsletter, as well as in “idea drop boxes” at the SHARC recreation facility and Hillsboro Public Library.
- **Website & Facebook** – An updated website and Facebook page allowed “fans” to access information and track events. Currently, more than 600 individuals are subscribed to receive Hillsboro 2020 news and updates through the website, Facebook and an e-newsletter.



## Proposal Development

The community ideas and suggestions were used to inform a number of updates to the original Vision Action Plan and serve as the foundation for dozens of new Vision strategy and action proposals. The following outlines key steps in that process.



**Focus Area Work Groups** – Over 60 community members and topic area specialists volunteered to review community ideas by serving on one of six “focus area” teams. The groups worked from community idea lists sorted by their particular topic area. The teams then recommended amendments to the existing action plan or proposed new strategies or actions using community suggestions to help craft appropriate language.

**Vision Implementation Committee Review** – The Focus Area Work Groups forwarded their recommendations to the Hillsboro 2020 Vision Implementation Committee (VIC), who then reviewed, adjusted where necessary, and finalized a set of 44 new strategy and action proposals for public review.

**Administrative Updates** – In addition to generating new strategy and action proposals, and amending some existing actions to reflect community goals, the second Strategy Review involved general Action Plan “housekeeping.” Over the past decade, there have been a number of timeline shifts, lead partner changes and minor strategy and action modifications. Many were addressed in year ten, in advance of publishing this edition of the updated *Hillsboro 2020 Vision and Action Plan* document.

## Community Review

In the spring of 2010, the Vision Implementation Committee initiated the public review phase of the review and update. The VIC asked the community to consider and prioritize two new strategies and 42 action proposals (including three existing actions the VIC wanted to reconfirm with the public). Citizens identified priorities at the Annual Hillsboro 2020 Town Hall and through a public review survey offered both online and through an insert in the City Views newsletter.

Ultimately, the community showed strong support for all but two new action proposals. One existing action was also recommended for removal from the Action Plan for lack of a lead partner and public support.





# Acknowledgements

## Vision Implementation Committee Members (2005-2010)

Steve Callaway, Chair 2008-2010	Public-at-Large, Hillsboro School District
John Coulter, Chair 2000-2008	Public-at-Large
Olga Acuña	Public-at-Large
Sheri Badzik	Public-at-Large
Neshia B. Cameron	Hillsboro Landmarks Advisory Committee
Sarah Jo Chaplen	City of Hillsboro
Cece Clitheroe	Tuality Healthcare
Ellen Conley	Washington County
Catherine Crooker	Tuality Healthcare
Bob Cruz	Clean Water Services
Kimberly Culbertson	Public-at-Large
Paul Danko	Public Safety
Jen Davis	Hillsboro Economic Development Partnership
Tim Erwert	City of Hillsboro
Karen Frost	Westside Transportation Alliance
Joe Gall	Public-at-Large
John Godsey	Hillsboro Chamber of Commerce
Beth Graser	Hillsboro School District
John Hartner	Washington County
Marilynn Helzerman	Public-at-Large
Pastor Roger Hernandez	Faith
Pastor Tim Huber	Faith
Ana Jiménez	Public-at-Large
Councilor Doug Johnson	Hillsboro City Council
Bernie Kuehn	Hillsboro Community Arts
Sia Lindstrom	Washington County
Darell Lumaco	Bike/Pedestrian Task Force
Jaime Miranda	Public-at-Large
Jeff Nelson	Hillsboro Downtown Business Association
Deanna Palm	Greater Hillsboro Chamber of Commerce
Denzil Scheller	Public-at-Large
Karen Shawcross	Worksystems, Inc.
Victoria Shepard	Hillsboro Community Arts
Ted Vacek	Jackson Bottom Wetlands Preserve
Jimi Smith	Social Services
Brian Vaughn	Clean Water Services
Pat Willis	Jackson Bottom Wetlands Preserve
Tom Wolf	Environment
LeeAnne Wrenn	Tuality Healthcare



**Steve Callaway**  
VIC Chair, 2008-2010



# Acknowledgements

## Vision Implementation Committee Members (2000-2005)

John Coulter, Chair 2000-2008	Public-at-Large
Sheri Badzik	Hillsboro Historical Society
Mary Brown	Tuality Healthcare
Neshia Cameron	Hillsboro Historical Society
Steve Callaway	Hillsboro School District
Manuel Castaneda	Public-at-Large
Catherine Crooker	Tuality Healthcare
Paul Danko	Public Safety
Craig Dye	Clean Water Services
Tim Erwert	City of Hillsboro
Chris Frazier	Worksystems, Inc.
John Godsey	Hillsboro Chamber of Commerce
Armando Gutierrez	Public-at-Large
Barbara Hanson	Hillsboro Community Arts
John Hartner	Washington County
Marilynn Helzerman	Public-at-Large
Pastor Tim Huber	Vice-Chair, Faith
Shirley Huffman	Public-at-Large
Councilor Doug Johnson	Hillsboro City Council
Bernie Kuehn	Hillsboro Community Arts
Chuck Loffel	Clean Water Services
Darell Lumaco	Bicycle/Pedestrian Task Force
Chrissie Manion	Hillsboro Historical Society
Councilor Karen McKinney	Hillsboro City Council
Pastor Ralph Medina	Public Safety
Jaime Miranda	Public-at-Large
Jerralynn Ness	Social Services
Karen Shawcross	Worksystems, Inc.
Jimi Smith	Social Services
Rick Van Beveren	Public-at-Large
Diane Walton	Worksystems, Inc.
Tom Wolf	Environment

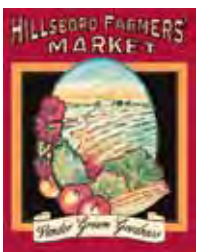


# Acknowledgements

## Hillsboro 2020 Lead Partners

As of December 2010

- Centro Cultural
- City of Hillsboro
- Clean Water Services
- Community Action Organization
- Hands-On Greater Portland
- Hillsboro Arts & Culture Council
- Hillsboro Bicycle & Pedestrian Task Force
- Hillsboro Boys & Girls Club
- Hillsboro Chamber of Commerce
- Hillsboro Community Arts
- Hillsboro Community Foundation
- Hillsboro Downtown Business Association
- Hillsboro Economic Development Partnership
- Hillsboro Farmers' Market
- Hillsboro Historical Society
- Hillsboro School District
- Hillsboro Sustainability Task Force
- Historic Landmarks Advisory Committee
- Jackson Bottom Wetlands Preserve
- One Economy Corporation
- Oregon International Air Show
- Pacific University
- SOLV
- Tualatin Valley Community Television
- Tuality Healthcare
- Washington County
- Washington County Bicycle Transportation Coalition
- Westside Transportation Alliance



# Acknowledgements

## Hillsboro 2020 Award Winners

### Outstanding Individual Award

- 2003 Perry Gruber
- 2004 Joseph Gall
- 2005 Olga Acuña
- 2006 Shirley Huffman
- 2007 Deborah Clarke
- 2008 Tim Erwert
- 2009 Paul Danko
- 2010 Adriana Cañas

### Outstanding Organization Award

- 2003 Greater Hillsboro Area Chamber of Commerce
- 2004 Hillsboro Bike & Pedestrian Task Force
- 2005 Hillsboro Capital Planning & Development Dept.
- 2006 Tuality Healthcare
- 2007 Jackson Bottom Wetlands Preserve
- 2008 Inukai Family Boys & Girls Club
- 2009 Community Action Organization
- 2010 Greater Hillsboro Chamber of Commerce

### VIC Chair's Award

- 2003 Steve Callaway
- 2004 Tim Erwert
- 2005 Paul Danko
- 2006 Marilyn Helzerman
- 2007 Joe Gall
- 2008 Olga Acuña
- 2009 Jaime Miranda
- 2010 Rene Heade

## Hillsboro City Council

As of December 2010

- Mayor Jerry Willey
- Council President Aron Carleson
- Councilor Olga Acuña
- Councilor Nenice Andrews
- Councilor Mike Castillo
- Councilor Ed Dennis
- Councilor Doug Johnson

## Hillsboro 2020 Staff

- Chris Hartye, Project Manager, City of Hillsboro
- Dacia Ermatinger, Project Specialist, City of Hillsboro
- Erik Jensen, Director, Administration Dept., City of Hillsboro

## Consultants

- Jason Robertson, J Robertson and Co.
- Michele Neary, Mad Bird Design, LLC
- José Jaime, J&L Jaime, Translations



## Design & Photo Credits

The *Hillsboro 2020 Vision and Action Plan* was designed by Michele Neary, Mad Bird Design

Photos of Vision projects were provided by several Hillsboro 2020 Partners, including:

- Hillsboro Administration Department
- Hillsboro Parks & Recreation
- Hillsboro Fire Department

Cover heron photo by Peter Brandom

Town Hall 2010 photos by Jess StewartMaize



# Acknowledgements

## Focus Area Work Groups: 2009–2010 Strategy Review

---

### Strengthening & Sustaining Community

Sia Lindstrom, Chair  
Sarah Jo Chaplen  
Steve Greagor  
Barbara Simon  
Tom Hughes  
Kimberly Culbertson  
Olga Acuña  
Denisse Barajas Ochoa  
Adriana Cañas

### Enhancing Neighborhoods & Districts

Doug Johnson, Chair  
Colin Cooper  
Hal Ballard  
Tina Bailey  
Karen Frost  
Neshia Cameron  
Karen Shawcross  
Marilynn Helzermann  
Robin Biden  
Debbie Raber  
Eva Maria Velazquez  
Kevin Smith

---

### Preserving the Environment

Ted Vacek, Chair  
Dan Rutzick  
Peter Brandom  
Douglas Tsoi  
Tacy Steele  
Bob Cruz  
Brian Wegener  
Nancy Willmes  
Tom Wolf  
Theresa Koppang  
Erica Wills

### Creating Economic Opportunity

John Coulter, Chair  
Denzil Scheller  
Kevin Hanway  
John Southgate  
Jeff Nelson  
Ken Dyer  
Jorjia Fields  
Deanna Palm  
Morgan Anderson  
Kenneth Martin

---

### Expanding Education & Culture

Bernie Kuehn, Chair  
Mike Smith  
Sean Morgan  
Aron Carleson  
Beth Graser  
Jaime Miranda  
Victoria Shepard  
Kim Strelchun  
Jamila Acfalle

### Promoting Health & Safety

Paul Danko, Chair  
Henry Reimann  
Storm Smith  
Cece Clitheroe  
Randy Randolph  
Ignolia Duyck  
Sheila Hale  
Kelly Jurman  
Jimi Smith  
Veronica Fetzer



# Acknowledgements

## Focus Area Work Groups: 2004–2005 Strategy Review

---

### Strengthening & Sustaining Community

Marilynn Helzerman, Chair  
Alex Alvarez  
Sarah Jo Chaplen  
Tim Erwert  
Gordon Faber  
Steve Greagor  
Don Hillman  
Shirley Huffman  
Gwynn Ann Pitts  
Tracy Ross  
Barbara Simon  
Shaun Starr

### Expanding Education & Cultural Horizons

Steve Callaway, Chair  
Olga Acuña  
Aron Carleson  
Bill Christopher  
Kate Clitheroe  
Bernie Kuehn  
Linda Lybecker  
Jaime Miranda  
Sean Morgan  
Sabino Sardineta  
Denzil Scheller  
Claudia Stockton

---

### Preserving the Environment

Tom Wolf, Chair  
Wink Brooks  
Craig Dye  
Barbara Hecht  
John Jackson  
Marianne Kandel  
Jan McGowan  
Mary Ordal  
Rick Van Beveren  
Pat Willis

### Enhancing Neighborhoods & Districts

John Hartner, Chair  
Dan Aberg  
Andrew Aebi  
Karla Antonini  
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

### 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



# Acknowledgements

## Hillsboro 2020 Vision Task Force Members (1997-2000)

David Edwards	Chair, Public-at-Large
Shirley Huffman	Vice-Chair, Hillsboro Economic Development Partnership
John Blackmon	GTE/Hillsboro Planning Commission
Adrian Boly	Hillsboro High School
John Breiling	Public-at-Large
Mary Brown	Tuality Healthcare/Hillsboro Library Foundation
Val Cady	Public-at-Large
Neshia Cameron	Public-at-Large
Becky Carter	Intel Corporation
Manuel Castaneda	Pro Landscape, Inc.
Colleen Chandler	Community Action Organization
David Cooper	First Choice Service
John Coulter	Teufel Nursery, Inc.
Kay Demlow	Heart of Hillsboro/Hillsboro Actors Repertory Theater
Kimberli Fitzgerald	Hillsboro Planning Commission
Margaret Garza	Washington County Fair Complex
Sheila Cole 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 Loreda	Virginia Garcia Clinic
Darell Lumaco	Hillsboro Parks Commission
Sarah Lynn	Hillsboro Chamber Long Range Planning Committee
Bill MacKenzie	Intel Corporation
Roy Malensky	Oregon Berry Packing
Reverend Michael McCall	Hillsboro Presbyterian Church
Charlie Noble	Hillsboro Chamber Long Range Planning Committee
Henry Oberhelman	CPO 8
Marty Oppenlander	Hillsboro Towing
Gardner Pitman	Public-at-Large
Richard Porn	Westside Economic Alliance
Ron Powne	BCA Financial
Denzil Scheller	Scheller Contracting
Crystal Schmidt-Dipaola	Hillsboro School District
Clyde Scott	Wetlands Conservancy
Kim Skriiko	Public-at-Large
Rick Van Beveren	Reedville 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



# Acknowledgements

## Vision Action Teams (1997-2000)

---

### Promoting Health & Safety

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

### Expanding Education & 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

---

### 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

### 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

---

### Preserving the Environment

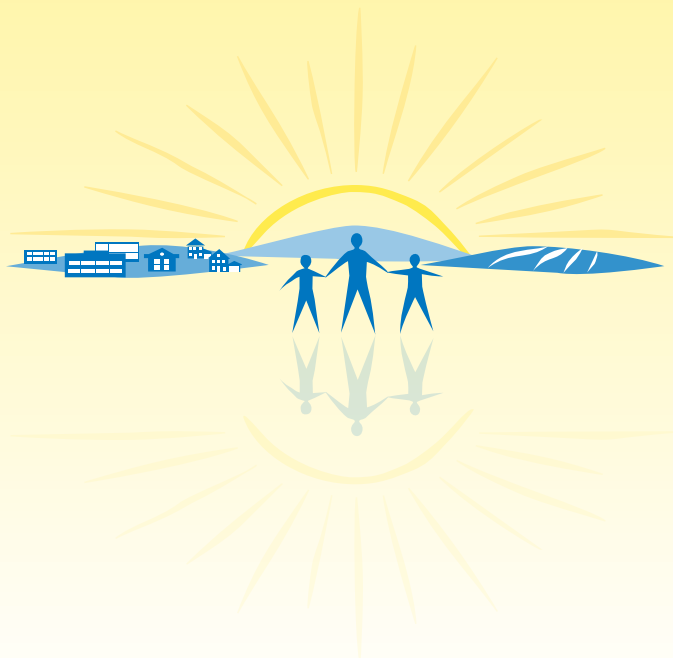
John Coulter, Chair  
Wink Brooks  
Bonnie Gariepy  
Laura Hill  
Fred Holz  
Steve Huffman  
John Jackson  
Darell Lumaco  
Jan McGowan  
Mary Ordal  
Pat Willis  
Tom Wolf

### Creating Economic Opportunity

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







City of Hillsboro  
150 E. Main Street  
Hillsboro, OR 97123  
(503) 681-6219  
[www.hillsboro2020.org](http://www.hillsboro2020.org)



# PORTLAND PLAN

ABOUT THE PORTLAND PLAN

LEARN ABOUT YOUR CITY

PORTLAND PLAN NEWS

MY PORTLAND PLAN

POL → Government → Special Projects → **Portland Plan**



## IT'S HERE!



See how the plan's actions and the City and partners' strategic investments can transform our community – from our schools and neighborhoods, to jobs and the environment.

### It's adopted!

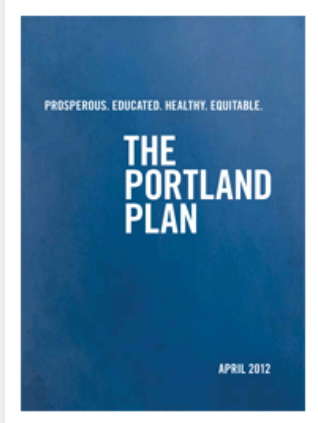
City Council voted to adopt the Portland Plan. Now we can implement it! [Read the plan...](#)



DOES YOUR NEIGHBORHOOD INCLUDE A PARK, SCHOOL, TRANSIT & HEALTHY FOOD?



\$1 BILLION EXPORTS = 5,400 JOBS



### RECENT UPDATES

- [The Portland Plan](#) **NEW!**
- [Resolution #39618](#) **NEW!**

### ESSENTIAL READING

- [Learn About Your City](#)
- [The Portland Plan Handbook](#)
- [Background Reports](#)

Over the past three years, the City's agency and institutional partners, the community and businesses came together to imagine the Portland of 2035, and together we created the roadmap to get there.

It's been more than 30 years since the City of Portland adopted a long-range plan. The new Portland Plan builds on the successes of that plan and blazes a path for the next 25 years for a prosperous, educated, healthy and equitable city. Unlike past plans, the Portland Plan focuses not just on places but also on people. This broader and more inclusive approach, as well as its core principle of [equity](#), is what will distinguish the Portland Plan from others of its kind.

The Portland Plan proposes ways for us to work smarter and more collaboratively, be more focused and practical, and take on difficult decisions. Through the process of creating the plan with residents, businesses and partner organizations, we've developed [integrated strategies](#) that will help prioritize the actions needed to achieve our goals. And everyone – from individuals and community groups to schools and businesses – can [help make the Portland Plan happen](#).

[The Portland Plan](#) was unanimously adopted by City Council on April 25, 2012.

Questions? Call 503-823-7700

### Follow Us



### QUICK LINKS

#### Navigation

- [About the Portland Plan](#)
- [Learn About Your City](#)

### PARTNERS

#### Partner Links

- [City of Portland](#)
- [Multnomah County](#)

### CONNECT

#### Social Media

- Subscribe to our RSS feeds
- [All Updates](#) | [Just the News](#)

[Portland By Neighborhood](#)

[Read the Handbook](#)

[Portland Plan News](#)

**City of Portland Links**

[Mayor Sam Adams](#)

[Bureau of Planning and Sustainability](#)

[City Commissioners](#)

**Vision**

[visionPDX](#)

[Metro](#)

[TriMet](#)

[Portland Development Commission](#)

[Portland State University](#)

[Mt. Hood Community College](#)

[Portland Public Schools](#)

[David Douglas School District](#)

[Parkrose School District](#)

[Reynolds School District](#)

[Centennial School District](#)

[Oregon Health & Science University](#)

[Portland Community College](#)

[Home Forward \(Housing Authority of Portland\)](#)

[Oregon Department of Land Conservation and Development](#)

[Oregon Department of Transportation](#)

[West Multnomah Soil and Water Conservation District](#)

[East Multnomah Soil and Water Conservation District](#)

[Multnomah County Drainage District](#)

[Worksystems, Inc.](#)

[Multnomah Education Service District](#)

[Regional Arts & Culture Council](#)

[Port of Portland](#)



Follow us on Twitter  
[@PDXPlan](#) | [#PDXPlan](#)



Be a fan on Facebook  
[/PDXPlan](#)



View our photos on Flickr  
[/PDXPlan](#)



Send us an email  
[bps@portlandoregon.gov](mailto:bps@portlandoregon.gov)

[Portland Plan Social Media Disclaimer](#)

**Contact Information**

The Portland Plan  
1900 SW 4th Avenue, Suite 7100  
Portland, OR 97201  
Phone (503) 823-7700  
Fax (503) 823-7800

**¿Preguntas?**

Para obtener más información en español favor llamar a la línea de Información de la Ciudad y el Condado, (503) 823-4000.



# GREENEST CITY

---

2020 ACTION PLAN



## VANCOUVER HAS PROVEN THAT A CITY CAN GROW AND PROSPER AND STILL BECOME A GREEN CAPITAL —A GLOBAL LEADER IN ADDRESSING CLIMATE CHANGE.

- Vancouver is set to bring our community-based greenhouse gas emissions down to **5% below 1990 levels**, even as our population has grown by over 27% and jobs have increased by over 18%.
- Vancouver's electricity is generated in British Columbia—93% of it from **renewable sources**. We are also developing neighbourhood-scale **renewable energy projects**. Conversion to renewable sources will create **new green jobs**.
- The City has implemented the **greenest building code** in North America.

Vancouver is rising to meet the **green transportation challenge** by creating compact neighbourhoods with **higher density** to provide easy access to work, shopping and recreation. The City has **shifted investment** to walking, cycling and transit infrastructure instead of building new roads.


## ...AND THIS GREENEST CITY ACTION PLAN DETAILS HOW WE WILL BECOME THE GREENEST CITY IN THE WORLD BY 2020...

# GREENEST CITY 2020

## ACTION PLAN

The Greenest City Story.....	5
Goal 1: Green Economy.....	10
Goal 2: Climate Leadership.....	16
Goal 3: Green Buildings.....	22
Goal 4: Green Transportation.....	28
Goal 5: Zero Waste.....	34
Goal 6: Access to Nature.....	40
Goal 7: Lighter Footprint.....	46
Goal 8: Clean Water.....	52
Goal 9: Clean Air.....	58
Goal 10: Local Food.....	64
A Conclusion & A Beginning.....	71
Acknowledgements.....	72





“It’s up to everyone to do their part,  
to rethink, re-evaluate and re-imagine  
the way Vancouver works and how  
we lead our lives.”

Vancouver’s Greenest City Action Team  
*Vancouver 2020: A Bright Green Future*





# THE GREENEST CITY STORY

**Ambitious, necessary, and possible—this is the *Greenest City 2020 Action Plan (GCAP)* for Vancouver. It is our road map to becoming the greenest city in the world by 2020.**

This plan sets the course toward realizing a healthy, prosperous, and resilient future for our city. It calls on us all to rise to the challenge of transforming our community to create a better life for future generations.

As with other cities around the world, Vancouver faces challenges that call for decisive action and innovation, and every resident and business will play a crucial role in helping us, as a community, to reach our goals. A growing population, climate uncertainty, rising fossil fuel prices, and shifting economic opportunities are just some of the challenges that now call on us to work hard to remain one of the best places in the world in which to live.

In the 1960s, Vancouver's Strathcona neighbourhood residents stopped the construction of a massive freeway into downtown that would have levelled their community and altered the shape of the city forever. Today, Vancouver is one of a very few cities in North America that does not have a major highway cutting through its core. And our city was one of the first in the world to recognize the importance and gravity of climate change. In 1990, the groundbreaking Clouds of Change Task Force recommended the city begin reducing its carbon dioxide emissions.

Today, Vancouver has the smallest per capita carbon footprint of any city in North America. We have been able to achieve this in collaboration with our energy utility providers, senior levels of government, and innovators in the business and non-profit sectors who see new opportunity in responding to this challenge. Because of these achievements, Vancouver is quickly becoming a new green economy hub.

Vancouverites have consistently made choices that have turned our home into one of the world's most livable cities. There's much to love about Vancouver, from magnificent natural surroundings to strong environmental values, from a diverse cultural mix and innovative economy to our vibrant neighbourhoods. It's now up to all of us to help make Greenest City 2020 a reality. Vancouver is well positioned to achieve this plan's 10 greenest city goals in the coming decade. Indeed, as you'll see, we're already well on our way.

## HOW DOES VANCOUVER COMPARE?

There is some debate about the usefulness of ranking cities, and about the methods used to determine the sustainability or livability of a specific place. However, it's important to know how Vancouver stacks up against other municipalities around the world as we learn to build more prosperous, healthy, and green cities.

Vancouver does well on national and international rankings that relate to the Greenest City goals. Organizations such as Corporate Knights and the Economist Intelligence Unit are increasingly recognizing Vancouver's efforts to be greener, more livable, more sustainable, and more resilient.

## THERE'S NO TIME LIKE THE PRESENT

**Why are we working towards becoming the Greenest City and why now?**

Vancouver residents have an ecological footprint three times larger than the Earth can sustain. The decisions we make every day about how we move around the city, what we buy or eat, and how we deal with our waste means that we currently use far more than our fair share of the Earth's resources.

Fortunately, there are many solutions that address climate change and other environmental challenges while creating green jobs, strengthening our community, increasing the livability of our city and improving the well-being of our citizens.

In particular, the green economy is rapidly expanding and Vancouver is ready to take advantage of this opportunity. The former Chief Economist for the World Bank, Sir Nicholas Stern, has estimated that failure to tackle the climate crisis could cost the global economy \$6.6 trillion a year. This is an important lesson. Although there are investments required to become the Greenest City, there are also real risks associated with ignoring the issue.

This action plan sets out a clear vision, with concrete targets and the steps required to achieve each one of them. Between now and 2020, there will be a lot to learn and do to achieve the Greenest City goals. But there is little doubt that the results will improve our quality of life and make us even more globally competitive, while helping us live in better balance with the Earth's natural systems.

# CREATING THE GREENEST CITY 2020 ACTION PLAN

The *Greenest City 2020 Action Plan* (GCAP) builds on the 2009 work of Mayor Gregor Robertson's Greenest City Action Team. This group of local experts researched best practices from leading green cities around the world, and established the goals and targets that would make Vancouver the world's Greenest City. This work was published in *Vancouver 2020: A Bright Green Future*.

Recognizing the importance of working toward the goals and targets right away, the team also recommended more than 75 quick-start actions that City of Vancouver staff could begin to act on immediately. The team then tasked City staff to come up with a more robust plan to outline what would be needed to achieve the goals and targets. The result is the *Greenest City 2020 Action Plan*.

During the development of the GCAP, many people gave their time and ideas. More than 35,000 people from around the world participated in the process online, through social media, and in face-to-face workshops or events. More than 9,500 people, most of whom lived in Vancouver, actively added their ideas, insights, and feedback to help determine the best path to achieve this plan. Participants often asked how they could begin to take these ideas and make them real in their own backyards, in their neighbourhoods, and in their businesses.

With over 60 City staff, more than 120 organizations, and thousands of individuals contributing to the creation of the GCAP, we've set the example for best practice in citizen collaboration and built the kinds of partnerships required for achieving the Greenest City goals and targets. These efforts will need to continue, with each of us contributing in our own way and in our own lives to becoming the Greenest City.

# VANCOUVER, WE HAVE WHAT IT TAKES

The race to become the Greenest City in the world is both a friendly and fierce competition. It's friendly because when one city succeeds, we all benefit from the shared knowledge and improved health of our planet, as well as the new opportunities that emerge in the green economy. The race is a fierce one because the stakes are so high. In fact, the kind of change needed for all of us to thrive in healthy and prosperous communities requires a world full of Greenest Cities.

There are four key ingredients required for us to succeed: vision, leadership, action, and partnerships.

## Vision

The *Greenest City 2020 Action Plan* is a strategy for staying on the leading edge of city sustainability. Our vision is to create opportunities today while building a strong local economy, vibrant and inclusive neighbourhoods, and an internationally recognized city that meets the needs of generations to come. This is a vision that has an important role for each of us.

## Leadership

Leadership is required from City staff and elected officials, from organizations operating in diverse sectors across the city, and from Vancouver residents—many of whom have already contributed to the development of this plan. The City will need to lead the way in its own operations as well, demonstrating what a Greenest City looks like in City-run buildings, facilities, and operations. Leadership from other levels of government and other public sector agencies will also be critical to our success.

## Action

A plan like this is only useful when it is acted upon. The GCAP gives clear targets to work towards, with baseline numbers to indicate our current level of performance. The highest priority actions for the next three years have been identified, as well as strategies and actions that will help to achieve our targets by 2020.

## Partnerships

The City of Vancouver can't achieve the GCAP by itself, with its limited sphere of influence and resources. That means partnerships will be the key to achieving this plan. The process of developing the GCAP, as well as the implementation of the many quick-start actions, has demonstrated the power of partnerships in building our future city.



## WE HAVE AN AMBITIOUS AND MEASURABLE ACTION PLAN

*The Greenest City 2020 Action Plan* is divided into 10 smaller plans, each with a long-term (year 2050) goal and medium-term (year 2020) targets. Together, these 10 plans address three overarching areas of focus: carbon, waste, and ecosystems.

Summaries of each plan are provided in the following pages. They include the current status of each target, the highest priority actions from each plan, and the key strategies that will take us to our goals. They also contain some useful definitions and contextual information, as well as stories about some of the Greenest City actions that are already underway in our city.

Although the GCAP is organized into 10 unique goals, the actions work together to form one integrated plan. For example, increasing composting and gardening helps achieve the Green Economy, Zero Waste, Access to Nature, and Local Food targets. Improving transit services supports the Climate Leadership, Green Transportation, and Clean Air targets.

While City Council approved the GCAP in July 2011, some elements of the plan will require further policy development or additional resources as well as Council approval before they can be implemented.

## WALKING THE TALK: HOW VANCOUVER IS BECOMING THE GREENEST CITY INSIDE AND OUT

One of the things heard loud and clear during the public engagement process was that the City needs to set an example in its own operations. Four high-priority actions in City operations have been identified in response.

1. Plan and implement a comprehensive corporate waste reduction and diversion program for all City facilities.
2. Develop a procurement policy and practice that supports the purchase and use of local food in City-run facilities, including community centres and Park Board restaurants and concessions.
3. Look for opportunities to green community events that the City runs, sponsors, and permits.
4. Plan and implement a program to significantly reduce greenhouse gas emissions as well as fossil fuel use in City-run buildings and vehicles, and achieve carbon-neutral operations.

“You join a multitude of caring people. No one knows how many groups and organizations are working on the most salient issues of our day: climate change, poverty, deforestation, peace, water, hunger, conservation, human rights, and more. This is the largest movement the world has ever seen.”

You Are Brilliant, and the Earth is Hiring  
*The Commencement Address by Paul Hawken  
to the University of Portland Class of 2009*

## WE ALL HAVE A ROLE TO PLAY

The City can do a lot to ensure Vancouver achieves our Greenest City goals and targets. But there are also limits to the scope of the City's influence. That's why we need strong and effective partnerships with all of the organizations in Vancouver that have a key role to play in greening the city. This includes other levels of government, non-profit organizations, businesses, and social enterprises. Most importantly, it includes every citizen—and that includes you.

# IDEA BAGS

→ WRITE YOUR IDEA FOR GREEN ACTION ON YOUR BAG....

→ PEOPLE WHO LIKE YOUR IDEA AND WANT TO ASSIST PUT THEIR CARD / CONTACT IN THE BAG.

→ COLLECT YOUR BAG AT END OF DAY!  
MAKE IT HAPPEN!!



1/

Secure Vancouver's international reputation as a mecca of green enterprise.



# GREEN ECONOMY

## TARGETS:

- 1. DOUBLE THE NUMBER OF GREEN JOBS OVER 2010 LEVELS BY 2020.**
- 2. DOUBLE THE NUMBER OF COMPANIES THAT ARE ACTIVELY ENGAGED IN GREENING THEIR OPERATIONS OVER 2011 LEVELS BY 2020.**

Vancouver's green economy is growing more than twice as fast as traditional sectors. The green economy includes jobs in clean technology and products, green building design and construction, sustainability consulting and education, recycling and composting, local food, green transportation, and much, much more.

Green jobs can be found across traditional and new industry sectors. For example, many of the resource-based companies headquartered in Vancouver have sustainability departments, which have created green jobs, as have energy and environment groups at Vancouver's more progressive financial institutions and telecommunications companies. Vancouver's emerging eco-fashion innovators are finding ways to use sustainably produced fabrics and other materials in their manufacturing processes. Many of BC's clean technology companies that are working towards energy solutions such as solar, wind and tidal power, as well as bio-energy technologies, also call Vancouver home.

Green economic development is also about greening all sectors of the economy, encouraging organizations and businesses to make environmentally responsible improvements in their operations. This may mean sourcing recycled, reclaimed or locally manufactured materials, taking steps to improve energy efficiency, or reducing the amount of solid waste that businesses produce.

There's a strong business case for going green. Efforts to increase environmentally sound practices save money, including savings from reduced waste disposal and energy costs. A green company also benefits from access to contracts with organizations that have sustainable purchasing requirements. In addition, companies that recognize the benefits of integrating their business systems internally as well as with other companies and organizations will find opportunities for improved productivity, innovative business processes, creation of shared value, and additional revenue streams.



By embracing green economic development, Vancouver businesses can be more competitive, gain market share, and prepare for carbon regulation, all by improving their environmental performance. Developing Vancouver's green economy is an opportunity and a necessity on the path to a healthy and sustainable future for our city.



## BASELINE NUMBERS

Vancouver has approximately 14,900 green jobs in eight sectors, based on 2010/2011 numbers. This makes up more than 3% of total jobs in the city.

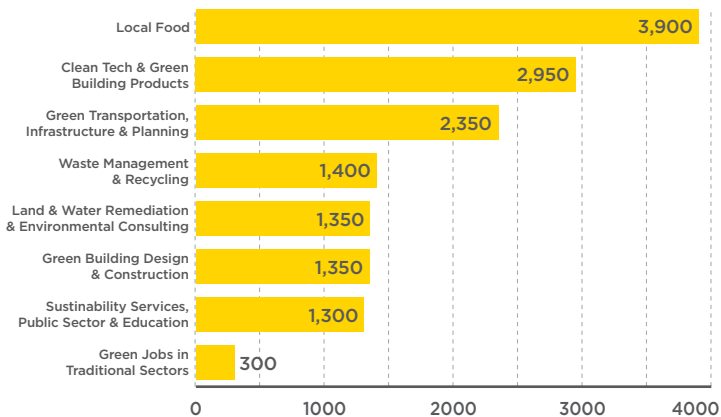
### Percentage of jobs in key sectors\*

KEY SECTORS	PER CENT OF JOBS
Wholesale & Retail Trade	13%
Health Care & Social Assistance	11%
Tourism (Accommodation & Food Service)	9%
Manufacturing	5%
Public Administration	5%
Construction	4%
Transportation & Warehousing	4%
<b>Green Jobs</b>	<b>3+%</b>

\*SOURCE: Statistics Canada 2006 and VEC Green Economy Study 2010. Due to overlap of some industry sectors and multiple sources, the data do not sum to 100 percent.

About half of Vancouver's green jobs will likely come from the creation of new jobs that don't currently exist. The other half will come from the transformation of existing jobs through skills upgrading, and through organizations that green their existing business processes and take advantage of new opportunities in the green economy.

### Number of green jobs in Vancouver by sub-sector, 2010/2011



SOURCE: Vancouver Economic Commission survey and estimates, March 2010 and April 2011.

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Green Economy actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Develop programs to support each of the five green job clusters that the City has identified as priorities.* Programs might include research, technology hubs, business incubators, and network development.
2. *Establish a Green Enterprise Zone.* This area would make the Downtown Eastside and False Creek Flats the “greenest place to work in the world” by focusing green companies and organizations, green infrastructure, as well as innovations in building design and land use planning in one location. The lessons learned from this zone would then be applied city wide.
3. *Deliver a business engagement program.* This program can help Vancouver businesses make measurable improvements to their environmental performance and improve productivity and competitiveness.



## GREEN JOBS

- green business development officer
- business energy advisor
- green funds manager
- carbon offsets aggregator
- carbon trader
- ICT networking specialist
- smart grid engineer and technician
- smart meter manufacturer
- green purchasing manager
- demonstration zone coordinator
- industry association director
- policy analyst and researcher
- sustainability educator

## KEY STRATEGIES TO 2020

Doubling the number of green jobs in the City and greening existing businesses will take a coordinated effort. Some of the key strategies to get there include:

### Economic development

Economic development by the City and the Vancouver Economic Commission (VEC) will focus efforts on five industry clusters that have the most potential for growth over the next decade. These clusters are: clean technology; green buildings; materials management and recycling; local food; and sustainability services and education, along with other emerging sectors.

### Community economic development

The City is working with partners to help create job opportunities and reduce barriers to employment. This is being done through projects that deliver training and supportive employment programs. Examples include EMBERS Green Restoration (a home weatherization service), a building deconstruction program, and urban farming.

### Capacity building, education, and training

The City and VEC are continuing to support and participate in a Campus-City Collaborative that offers green workforce development as well as research capacity to support the Greenest City targets. Some projects already underway include City Studio—a program to connect student researchers with critical sustainability questions facing the city, as well as a conference to ensure training offered by local post-secondary institutions matches the need for a growing green workforce.

### Greening existing workplaces

The City and the VEC will work with partners to encourage and enable Vancouver companies to improve efficiencies with respect to energy, waste and water; develop innovative management practices such as green purchasing standards; and re-imagine and redesign products and services that give them a competitive edge. This will contribute to the long-term financial health of local businesses, while bringing us closer to our Greenest City targets.

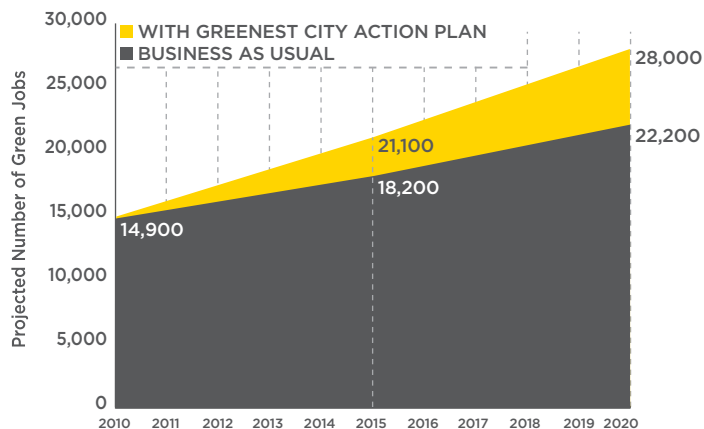
## WHAT IT'S GOING TO TAKE TO GET THERE

Our ability to achieve the Green Economy targets will be largely dependent on partnerships with other organizations—particularly businesses, social enterprises, and educational institutions. The City and the VEC can support, encourage and enable green job creation, but the real leadership needs to come from those who are ready to seek out the business opportunities that exist in Vancouver's green economy.

The Green Economy goal is directly connected to the other nine goals, particularly Green Buildings, Zero Waste, and Local Food—areas where many new green jobs are expected.

At least 10% of green jobs have low barriers to employment and are accessible to residents facing language barriers, mental health issues, homelessness, or other challenges. These include jobs in local food, waste management and recycling, and some forms of construction (including home weatherization and deconstruction). Nearly 70% of green jobs require post-secondary qualifications, including technical or trades training.

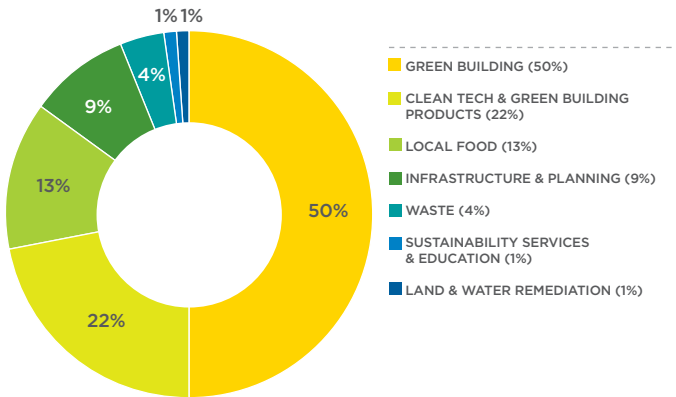
### Forecasted green jobs growth



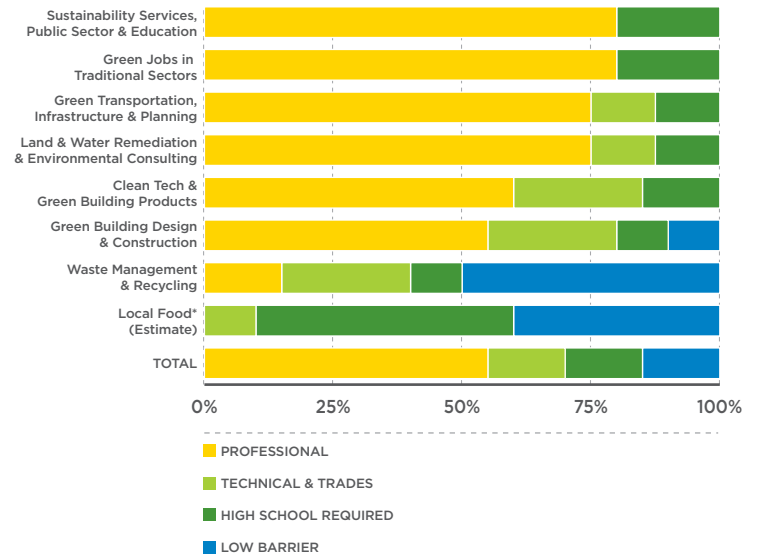
### WHERE WILL THE NEW GREEN JOBS COME FROM?

This estimate of sources for Vancouver's new green jobs assumes the full implementation of the *Greenest City 2020 Action Plan* across all 10 goal areas and uses economic forecasts as its base. Though this is far from an exact science, these projections give useful information about where to focus our efforts.

**Distribution of additional green jobs generated by 2020, through Greenest City Action Plan (total 10,000+)**



**Green jobs by training required**



**CITY STUDIO**

Launched in the fall of 2011, City Studio is an innovative program where up to 20 students from Vancouver’s six public post-secondary institutions work hand in hand with the City to investigate and generate solutions for issues related to Greenest City goals. The idea for this studio was suggested in the Talk Green to Us community consultation. Originally named “City University,” it received so many votes through the website that it finished as the fourth most popular idea.

[citystudiovancouver.blogspot.com](http://citystudiovancouver.blogspot.com)

**SUSTAINABILITY OF THE SOCIAL, ECONOMIC, AND ENVIRONMENTAL KIND**

EMBERS Green Renovations is the first business in Vancouver to offer weatherization services to residents who want to lighten their ecological footprint and save money by making their homes less drafty and more energy efficient. It’s also a social enterprise that provides training and job opportunities to residents who’ve experienced barriers to employment and found it difficult to enter the job market.

EMBERS, the Eastside Movement for Business and Economic Renewal Society, began its Green Renovations program in September 2010 with four employees who provided services to 50 homes in the first few months of operation.

With a goal of 5,000 homes by 2020, Green Renovations supports the City’s plans to create low-threshold green jobs while also supporting the GCAP’s Climate Leadership and Green Buildings goals.

Home weatherization improves the energy performance of buildings by installing low-energy, double-glazed windows, sealing gaps around doors, pipes and wiring, and installing insulation in walls, floors and ceilings. It’s estimated that comprehensive home weatherization improvements can reduce up to one metric tonne of carbon dioxide per year per home. That’s about one seventh of the annual emissions produced by the average American car.

## WHAT IS A GREEN JOB?

This plan borrows from the United Nations Environment Programme (UNEP) definition, which describes green jobs as those that “contribute substantially to preserving or restoring environmental quality... reduce energy, materials and water consumption... decarbonize the economy and minimize or altogether avoid generation of all forms of waste and pollution.” Job sectors range from clean technology and green buildings to education and materials recovery. Green jobs also include jobs in traditional sectors with businesses that have significantly greener processes or operations than industry standards.

The GCAP has added local food to the UNEP definition, as growing an urban food system is central to the Greenest City vision for a sustainable economy. Local food is defined here as all food and beverage (including wine) produced and consumed within British Columbia.



2/

Eliminate dependence on fossil fuels.



# CLIMATE LEADERSHIP

## TARGET:

### **REDUCE COMMUNITY-BASED GREENHOUSE GAS EMISSIONS BY 33% FROM 2007 LEVELS.**

Climate change has been called one of the greatest threats in history to human health, the economy, and the environment. The vast majority of climate scientists agree that human activities are the primary cause of this change. These activities include things like burning fuel to power vehicles and consuming energy in the heating and cooling of our homes, as well as the industrial processes that produce consumer goods, the methane released from garbage in our landfills, and much more.

Over the past century, our dependence on fossil fuels has released enough carbon dioxide and other greenhouse gases to alter the natural balance of the earth's atmosphere, thereby changing the climate. If we fail to take action on climate change, scientists predict serious consequences such as decreased food production, water shortages, and increased infestations of temperature-sensitive pests like the pine beetle that has devastated forests in BC.

Climate change is a serious challenge, but we have real solutions.

We have technology and resources to heat our homes efficiently and systems for making sure reusable, recyclable, and compostable items don't end up in the landfill. We are planning our neighbourhoods to be quieter, greener, and more walkable—where the grocery store is a few blocks from your house and you meet your neighbour more often than you sit in a traffic jam. These strategies are just the beginning.

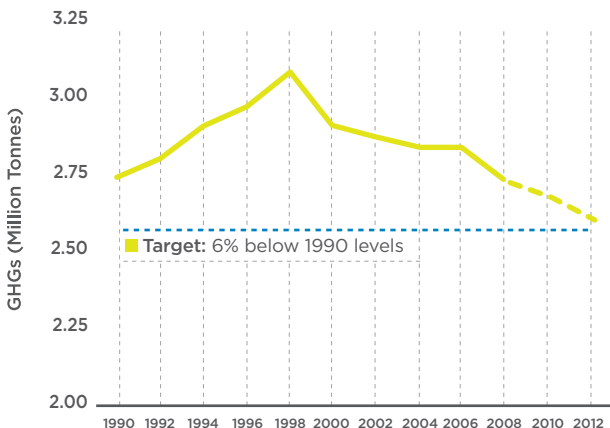
We have the knowledge, skills and innovation to bring carbon dioxide and other greenhouse gas levels back into balance with nature. We can transform our cities and enjoy cleaner air, more green space, healthier people, and create new job opportunities at the same time.



## BASELINE NUMBERS

Vancouver is set to bring our community-based greenhouse gas emissions down to 5% below 1990 levels, even as our population has grown by more than 27% and jobs have increased by over 18%. The original 2012 target was 6% below 1990 levels.

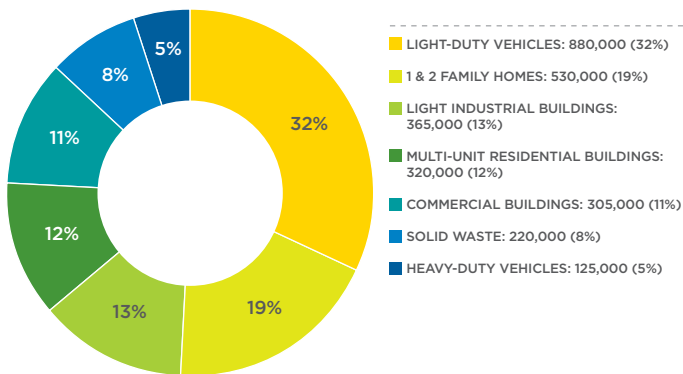
### Vancouver's GHG emissions are declining



SOURCE: Vancouver's GHG Emissions 1990-2012; City of Vancouver.

Further emissions reductions are expected, thanks to improvements in the Vancouver Landfill gas collection system. Our record shows that climate leadership, prosperity, and livability can go hand in hand.

### Vancouver's 2008 GHG emissions sources



SOURCE: 2008 Emissions Inventory; City of Vancouver  
\*An updated 2011 Emissions Inventory is expected to be available in 2012.

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Climate Leadership actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Work with partners in the city to build new neighbourhood-scale renewable energy systems.* The award-winning Southeast False Creek Neighbourhood Energy Utility has reduced greenhouse gas emissions by 55% over conventional technologies. This is a cost-effective model for providing low-carbon, secure, and affordable heating to buildings in denser neighbourhoods and other developments in the city.
2. *Work with partners to convert large-scale steam systems to renewable energy.* Large industrial operations, as well as institutions like universities, typically burn natural gas in centralized steam systems to provide heat. By converting systems to hot water instead of steam, and using alternative renewable fuels like biomass to heat the water, these systems can be made more efficient and reduce their greenhouse gas emissions.
3. *Develop a policy framework that clearly articulates when the City will or will not consider different renewable energy sources for district energy systems.* There is a great deal of emerging research that needs to be considered when developing plans for different types of renewable energy. The City needs to make sure it is working toward environmentally sound solutions that are also healthy for residents and ecosystems, as well as financially feasible and secure for the long term.

## GREEN JOBS

- sustainability manager
- district energy system engineer and technician
- geothermal energy technician
- biomass energy technician
- solar energy technician
- power engineer
- natural gas engine mechanic
- policy analyst and researcher
- educator

## KEY STRATEGIES TO 2020

### Help to bring new neighbourhood-scale renewable energy systems online

Neighbourhoods that have a mix of single-family homes, townhouses and apartments, and are built with moderate density, offer an excellent opportunity to service multiple buildings with a single system using a renewable energy source. Grouping buildings together under one heating system and having a neighbourhood-scale operator—whether it's a utility, a business, the City, or a co-op—helps overcome the barriers of high construction costs and the historic low energy prices of individual, non-renewable systems.

### Support implementation of Green Buildings, Green Transportation, and Zero Waste plans (see sections within this document)

A sizable 55% of Vancouver's emissions come from buildings, while 37% come from transportation and 8% from emissions created at the landfill from solid waste. The GCAP contains three specific plans that outline detailed strategies and actions in these areas that support Vancouver's leadership on climate action.

### Develop a climate change adaptation plan

Current climate science indicates that Vancouver is likely to see drier summers, more intense weather events involving wind, rain and snow, and the gradual rise of sea levels as the global climate changes. The City of Vancouver is participating in the Local Governments for Sustainability climate change adaptation pilot project as local governments around the world now recognize the need to prepare for these kinds of changes.

### Support provincial climate and energy plans

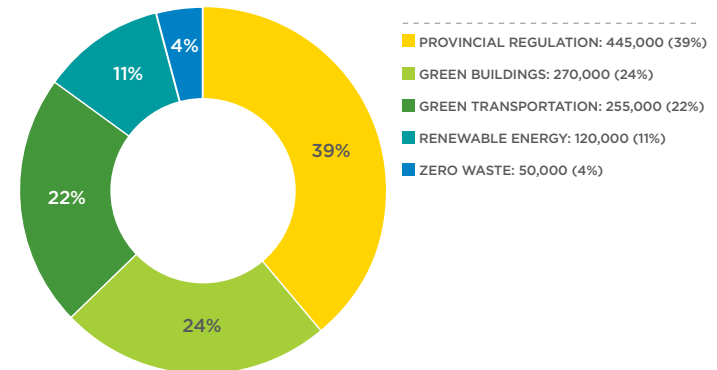
The provincial government's 2007 *Climate Action Plan* and 2010 *BC Energy Plan* include proposed actions such as regulating vehicle fuel efficiency and decreasing BC's imports of coal-fire generated electricity. Greening the provincial power supply, including new technology to improve grid management and facilitate clean energy, will be critical to achieving the Climate Leadership goal.

## WHAT IT'S GOING TO TAKE TO GET THERE

Despite Vancouver's success to date, achieving the 2020 Climate Leadership target will call on all of us to expand our efforts. We need to double the current rate by which we've been reducing our greenhouse gas emissions. The success of this plan also depends on continued action from the provincial and federal governments to decrease the carbon content of vehicle fuels and electricity, and to support Canadian cities with new regulatory authority that enables each municipality to build a low-carbon future.

The foundations of the Climate Leadership goal are the Green Buildings, Green Transportation, and Zero Waste sections of this plan. Other specific linkages to actions within this plan include the creation of new green jobs, reducing our ecological footprint, and creating local food assets in the city.

### WHERE WILL THE REDUCTION IN GREENHOUSE GAS EMISSIONS COME FROM?





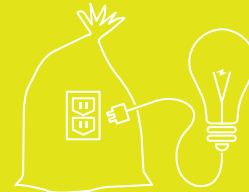


## **Q: WHAT IS CLIMATE CHANGE ADAPTATION?**

**A: ACTIONS THAT RESPOND TO THE IMPACTS OF CLIMATE CHANGE (FOR EXAMPLE, FLOODING CAUSED BY SEA LEVEL RISE OR INCREASED PRECIPITATION) THAT ALSO TAKE ADVANTAGE OF OPPORTUNITIES OR REDUCE ASSOCIATED RISKS.**

Examples of adaptation actions include:

- Modifying coastal development and associated standards and regulations to respond to sea level rise
- Increasing public access to water, initiating heat alerts, and providing cooling centres to respond to extreme heat events
- Assessing the long-term performance of the sewer system for increased flow from wet weather
- Selecting hardy tree species and increasing tree maintenance including wind-firming measures
- Promoting permeable surfaces to decrease runoff and street flooding during heavy rain events
- Incorporating future climate projections into infrastructure design



## **CLIMATE LEADERSHIP GOES UNDERGROUND: VANCOUVER'S LANDFILL GAS COLLECTION SYSTEM**

When we think of the human activities that produce greenhouse gases (GHGs), a landfill might not be the first thing that comes to mind.

In fact, landfills are a significant source of GHGs. As materials decompose in the landfill's anaerobic environment, they produce both methane and carbon dioxide, two of the primary GHGs linked to climate change.

That's why Vancouver's landfill gas collection system is a key element of the city's plan to meet our GHG reduction targets and contribute to our climate leadership goal.

How does the system work? More than 200 vertical wells are placed into the landfill and connected with 10 horizontal wells. Shaped like large straws, these wells capture the methane produced by the landfill and draw it out to a co-generation facility, where it is converted to heat or electricity when needed.

Hot water is then piped to local greenhouses, which use this heat to power their operations, instead of burning natural gas.

An increased number of wells and an enhanced vacuum seal (achieved through plastic cover over certain areas) will make a significant contribution to Vancouver's GHG reduction target.

**We can transform our cities and enjoy cleaner air, more green space, healthier people, and create new job opportunities at the same time.**



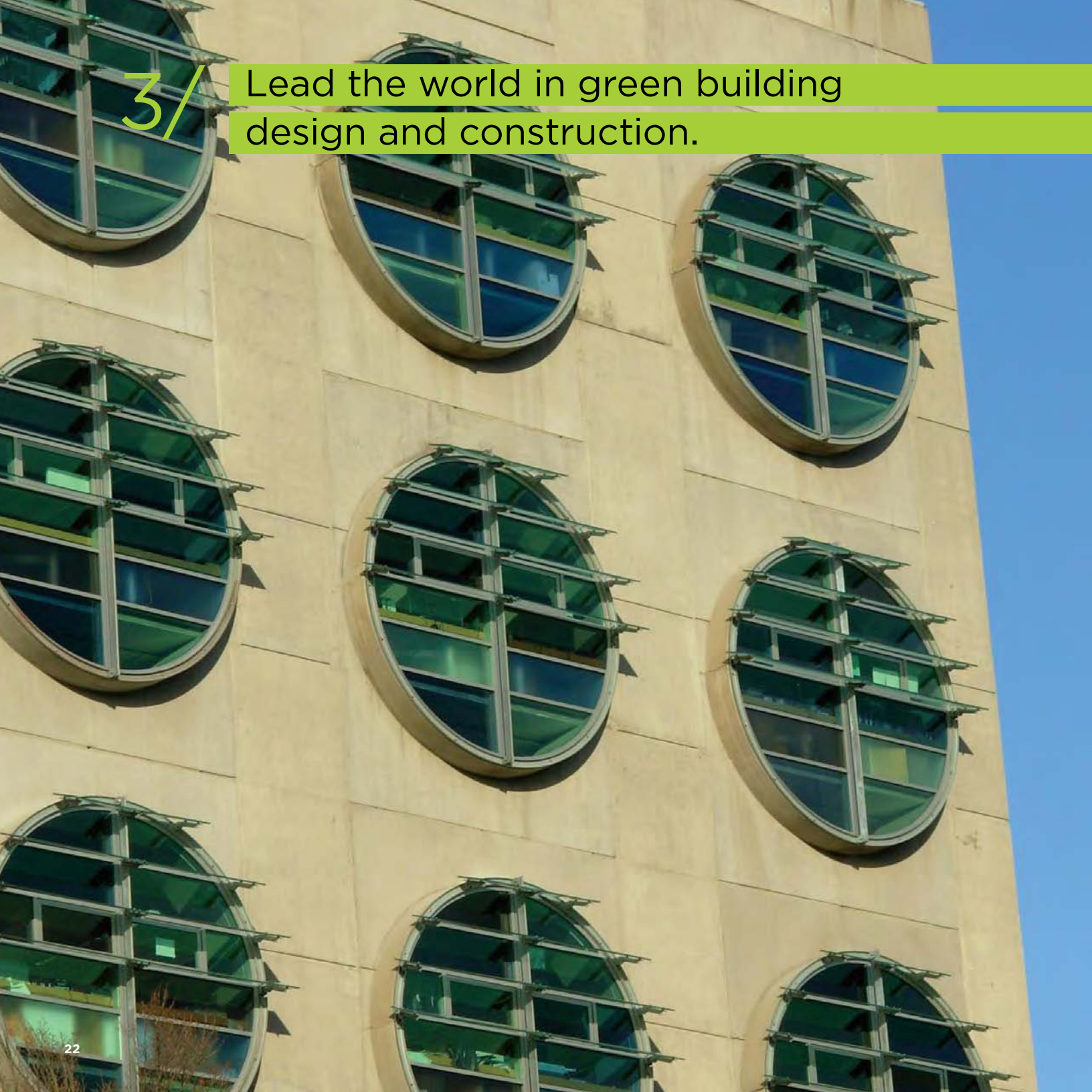
## NEIGHBOURHOOD ENERGY UTILITY HELPS BUILDINGS WORK TOGETHER

Vancouver's first renewable district heating system is the Neighbourhood Energy Utility (NEU), located in the Southeast False Creek neighbourhood. It has reduced greenhouse gas emissions by more than 55% over conventional stand-alone heating and hot water systems. How? By connecting the buildings together to share a renewable heat source.

The NEU uses heat-capturing technology to gather wasted thermal energy from municipal sewage. The heat pump converts this energy to a higher temperature used for residential space heating and hot water. Instead of each building working on its own, the energy utility can supply several buildings together, making the project more cost-effective than stand-alone options. This economical and flexible infrastructure allows the NEU to use a wide variety of renewable "waste energy" options that would not otherwise be available to heating systems in individual buildings.

3/

Lead the world in green building design and construction.



# GREEN BUILDINGS

## TARGETS:

- 1. REQUIRE ALL BUILDINGS CONSTRUCTED FROM 2020 ONWARD TO BE CARBON NEUTRAL IN OPERATIONS.**
- 2. REDUCE ENERGY USE AND GREENHOUSE GAS EMISSIONS IN EXISTING BUILDINGS BY 20% OVER 2007 LEVELS.**

Canadians spend close to 90% of our time indoors, which makes the buildings we live and work in a big part of our lives. Buildings are also a big part of Vancouver's carbon footprint—the amount of carbon we are responsible for releasing into the atmosphere. The electricity and natural gas that buildings use make up 55% of Vancouver's greenhouse gas emissions.

Fortunately, Vancouver is already leading the way on green building design as the industry continues to grow and innovate. The City's regulations for new buildings are some of the greenest of any jurisdiction in North America.

Vancouver's next challenge is to improve the environmental performance of existing building stock by focusing on retrofits such as insulation, heating and lighting system upgrades and energy-efficient appliances, as well as on how people operate buildings.

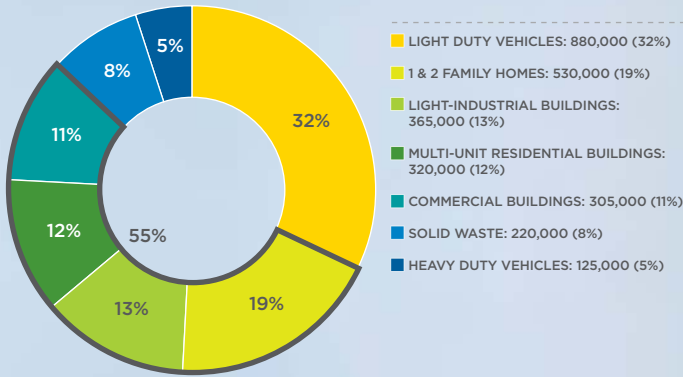
In British Columbia, we continue to have access to relatively inexpensive energy sources. In addition, the landlords and developers who make decisions about new designs or retrofits don't often pay the utility bills and don't immediately benefit from efficiency savings that can take time to show return on initial investments. These factors reduce the incentive for energy conservation. There is also a growing need for more education, training, and capacity building in the design, construction and operations of energy-efficient green buildings.



## BASELINE NUMBERS

Buildings account for 55% of Vancouver's GHG emissions.

### Vancouver's 2008 GHG emissions (tCO<sub>2</sub>e)



SOURCE: 2008 Emissions Inventory; City of Vancouver  
 \*An updated 2011 Emissions Inventory is expected to be available in 2012.

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Green Buildings actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. Update the Vancouver Building Bylaw to improve energy efficiency and reduce greenhouse gas emissions in both new and existing buildings.
2. Develop and promote financing tools that enable energy efficiency by bridging some of the gaps between when expenses are incurred and when cost savings are achieved.
3. Use price signals in permit fees for new construction as well as renovations to existing buildings to reward energy efficiency and greenhouse gas reductions.



## GREEN JOBS

- building commissioning agent
- building operator
- energy modeller
- energy manager
- green roof technician
- green renovator and contractor
- insulation specialist
- energy-efficient lighting specialist
- drafter and architect
- weatherization specialist
- policy analyst and researcher
- educator



## KEY STRATEGIES TO 2020

### Regulation

Research shows that successful greenhouse gas reduction plans in other cities have all included regulation as a tool to achieve their goals. The City will aim to develop policy that is simple and raises requirements consistently and predictably in order to reduce uncertainty for developers and others in the market.

### Financing tools and incentives to green existing buildings

Financing tools and incentives provide ways to address concerns of affordability and fairness, and increase the pace of change towards green developments and retrofits. One example of this strategy is the development of the Home Energy Loan Program, which provides homeowners with affordable financing for energy efficiency upgrades. The money saved on energy bills can significantly offset the loan payments.

### Capacity building

The City is in a unique position to bring together different groups and build partnerships that ensure there are enough skilled workers to meet the needs of a rapidly growing green building sector. This will make a significant contribution to new green jobs in Vancouver. Actions range from continued leadership in building City-run facilities that achieve net zero or living building standards, to the distribution of Green Home Renovation Guides and Passive Design Toolkits.

### Education and outreach programs to engage building occupants

Technology and building science can take us part of the way to our target, but the people who live and work inside buildings are just as important—their choices make a big difference in the amount of electricity and water consumed, the waste produced, and the effective operation of green building technologies such as natural ventilation systems.

## WHAT IT'S GOING TO TAKE TO GET THERE

The strategies listed here need to be implemented together. It is the synergies between regulation, financing tools and incentives, as well as capacity building and education, that will achieve the Green Building goal. Support is also needed from partners in the design, development, and construction industries, as well as from organizations providing education and capacity building services.



## **CANADA'S FIRST NET ZERO RESIDENTIAL BUILDING CALLS VANCOUVER HOME**

In 2010, a new and affordable housing development for seniors in Southeast False Creek became the first multi-unit residential building in Canada to generate as much energy as it uses (net zero). Because this is a first, there are some lessons to be learned and adjustments to be made along the way.

How did they do it? The designers cut energy consumption to a fraction of what a conventional building would use. They did this through techniques such as solar access and shading, natural cross-ventilation, triple-glazed windows, renewable energy sources, and visual feedback tools in each unit that encourage residents to reduce their energy use.

An open-corridor design gives every suite two outside walls, which means daylight and open windows can replace the need for artificial lighting and air conditioning. Grass and plants on the roof provide a green, attractive space for residents while also reducing the need for air conditioning. The building is powered by a district energy heat-recovery system and rooftop solar technology that provides hot water to the building.

In February 2010, this net zero building helped the Southeast False Creek development achieve the highest possible designation from the US Green Building Council—a LEED-ND (Leadership in Energy and Environmental Design, Neighbourhood Development) Platinum certification.

**All new building rezonings in Vancouver  
are required to meet the building  
industry's LEED Gold standard for  
environmental performance.**

## **GOLD STANDARD FOR NEW BUILDINGS**

As of July 2010, all new building rezonings in Vancouver are required to meet the building industry's LEED (Leadership in Energy and Environmental Design) Gold standard for environmental performance. The LEED rating system is an internationally recognized tool for assessing green buildings. The levels of certification offered by LEED are Certified, Silver, Gold, and Platinum.





4/

Make walking, cycling, and public transit preferred transportation options.



# GREEN TRANSPORTATION

## TARGETS:

- 1. MAKE THE MAJORITY (OVER 50%) OF TRIPS BY FOOT, BICYCLE, AND PUBLIC TRANSIT.**
- 2. REDUCE AVERAGE DISTANCE DRIVEN PER RESIDENT BY 20% FROM 2007 LEVELS.**

How we move around a city makes a big difference to our quality of life. The air we breathe, the amount of land we need, our physical health and well-being, and the cost of travel are all impacted by our transportation choices. Green transportation includes transit, as well as active transportation like cycling and walking. It is also about the places we see and experiences we have on the way to our destinations.

To achieve the Green Transportation goal, we need to make Vancouver a city where moving on foot or by bike is safe, convenient, and enjoyable. Transit should be fast, frequent, reliable, accessible, and comfortable, getting you where you need to go when you need to get there. Streets, public spaces, and neighbourhoods should be vibrant places that are alive with people, plants, and activities.



## BASELINE NUMBERS

In 2008, around 40% of trips to and within the city were by foot, bike, or transit, up from 33% in 1994. With the high number of residents using the Canada Line that opened in 2009, it's likely that these numbers have continued to grow.

Currently there is no 2007 baseline data for the second Green Transportation target of reducing the distance driven per resident. City staff are working with partner agencies to identify how data collection for distances driven can be improved.



## GREEN JOBS

- public bicycle operator and technician
- car-share manager and scheduler
- transit operator
- transportation engineer
- road and public realm maintenance crew
- policy analyst and researcher
- educator

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Green Transportation actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Complete a new Active Transportation Master Plan and update the Transportation Plan with direction from the strategies and actions in the Greenest City Action Plan.* Vancouver's last Transportation Plan was completed in 1997, with most actions either completed or in progress. These new plans will provide the strategies and framework for the next decade of action.
2. *Improve pedestrian safety by developing and implementing a pedestrian safety study and action plan.*
3. *Support transportation and active transportation planning with land use policies that enable the City to meet mobility and transportation targets.*
4. *Work with TransLink and the Province to advocate for high-capacity, fast, frequent and reliable rapid transit for the Broadway Corridor from Commercial Drive to the University of British Columbia.*
5. *Pursue the development and installation of a bike-share program in Vancouver's downtown and other high-potential cycling areas.* Multiple bike-share stations would provide easy access to affordable rental bikes for short trips around the city.

## KEY STRATEGIES TO 2020

**Make active transportation choices such as walking and cycling feel safe, convenient, comfortable and fun for all ages and abilities**

Many of us may want to choose our walking shoes or bicycle instead of the car, but barriers such as feelings of safety, comfort or convenience can get in the way. This strategy aims to address these concerns. Some key actions include: safer and more convenient bike routes, better bike parking and end-of-trip facilities, more dedicated pedestrian-priority spaces, streets and sidewalks that encourage active transportation, and improved safety through design, education and enforcement.

## Plan for complete communities to encourage increased walking and cycling and to support improved transit service

A complete community is one that provides the services we use such as grocery stores, coffee shops, and post offices all within a convenient distance from where we live.

Some key actions include: planning for mixed-use areas with pedestrian-oriented public spaces so that goods and services are within a safe and enjoyable 10-minute walk from where people live; planning for new development that supports existing and new transit infrastructure; and encouraging new housing choices in existing walkable neighbourhoods to reduce household and transportation costs.

## Support transit improvements to increase capacity and ensure that service is fast, frequent, reliable, fully accessible, and comfortable

It's important for people to know that their bus or SkyTrain will be there when and where they need it. In community consultations, residents have said that these kinds of improvements would increase the amount they use transit services.

Some key actions include: working with the Province and TransLink to enable new financing tools to help pay for expanded transit service; improving the transit experience through better design of waiting areas; protecting future transit corridors; and expanding measures to improve the reliability of transit services.

## Advance policies that encourage residents to reduce car ownership and use

In addition to transit services and more complete communities, the City can use other tools to create opportunities for reduced car use among residents.

Some key actions include: expanding support for car sharing; better management of on-street parking; unbundling the cost of parking from housing; and working with partners to encourage work-from-home and other programs that reduce the need for vehicle trips.

## Accelerate the shift to low- and zero-carbon-emission vehicles

Since cars are going to be a part of our city for some time to come, it is important to support technologies and infrastructure that reduce the environmental impact of these vehicles.

Some key actions include: supporting electric vehicles with convenient charging stations and other infrastructure, and integrating electric vehicle use into City operations.

## Work with local and regional partners on a sustainable goods-movement strategy that supports a growing economy while reducing GHG emissions

Vancouver's Green Transportation targets are dependent on partnerships with others in the region. They include not just how individuals move around the city, but also how products and goods are transported.

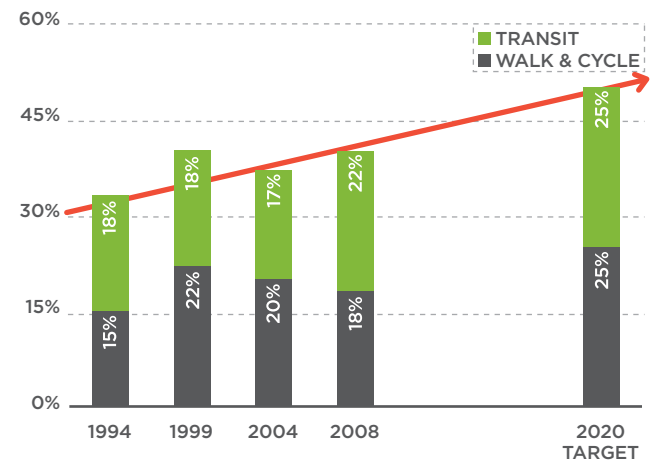
Actions include: protecting key goods-movement corridors (especially rail); encouraging low-impact goods movement such as low-carbon trucks and bicycle transportation; and encouraging the right-sizing of delivery and service vehicles.

## WHAT IT'S GOING TO TAKE TO GET THERE

The City can do a great deal when it comes to greening transportation, but there is significant need for support from other agencies like TransLink, the Province, Metro Vancouver, and ICBC in order to achieve these targets.

Vancouver needs to achieve the Green Transportation targets in order to meet the 2020 targets for Climate Leadership, Lighter Footprint, and Air Quality. Green Transportation is also tied to Access to Nature and specific actions such as building new greenways and upgrading portions of our bikeways to greenways.

### City-wide, 24-hour mode share (%) of all trips to and within city by walking, cycling and transit





## HOW MANY WAYS CAN WE USE A CITY STREET?

In 2009, Vancouver started to answer this question with the Summer Spaces program, initiated in four different neighbourhoods. Summer Spaces closed streets to cars and opened up the asphalt to a whole range of activities including badminton, salsa dancing, street hockey, art lessons, choirs, food carts, lounging on couches, and much more.

In 2010, the Open Streets program expanded to include five blocks of Granville Street and is expected to continue, creating more opportunities for community members to share the road. The program is now known as Viva Vancouver. Find out about upcoming activities at [vancouver.ca/viva](http://vancouver.ca/viva)



## CANADA LINE AND THE OLYMPICS LEGACY

The 2010 Olympic and Paralympic Winter Games built our confidence and capacity to deal with large increases in public transit use. It showed that we can increase the number of residents who use public transportation, walking, or cycling to get around our city.

Six out of 10 Metro Vancouver residents who currently drive have said they would shift to public transportation if they had the level of service provided during the Olympics. We know that this future is possible and that people are ready for it.

The Canada Line was a key piece of this transportation puzzle, boasting a current ridership that wasn't projected to be reached until 2013. The Canada Line has also encouraged new approaches to coordinated transportation and land use planning, which work together to create neighbourhoods that encourage us to choose active or public transportation options.

We know  
that a green  
transportation  
future is possible  
and that people  
are ready for it.

## ENCOURAGING SUSTAINABLE TRANSPORTATION MAKES SENSE FOR MANY REASONS:

**Health** – Sustainable transportation choices mean healthier and more active citizens, cleaner air, and reduced accident risk, all of which result in higher quality of life and reduced public healthcare costs.

**Resiliency** – Great transportation cities are better prepared to deal with the uncertainty of rising gas prices since they are less reliant on fossil fuels. They also have the capacity and flexibility to host big events and the ability to respond to the unexpected.

**Affordability** – Sustainable transportation can be more affordable than driving and can reduce the need for residents to own cars. Households that go car-free or “car-lite” can save thousands of dollars each year. This is money that can be spent on housing or in the local economy.

**Community** – Cities that focus on moving people rather than cars have more vibrant public spaces, which provide richer cultural experiences and more opportunities for social interaction.

**Economy** – Sustainable transportation choices support a strong economy by enabling the exchange of goods, services, and ideas throughout the city. Implementing the Green Transportation plan positions Vancouver as a place where the world wants to live, work, and do business. It also increases our reputation as a tourism destination, creating jobs and opportunities for residents.

**Environment** – Motor vehicles are some of the largest sources of greenhouse gases and other pollutants. Sustainable transportation choices help us clean our air, reduce our carbon footprint, and lead toward a stable climate future.



HALF  
OF  
GARBAGE IS  
COMPOST

5/

Create zero waste.

# ZERO WASTE

## TARGET:

### **REDUCE SOLID WASTE GOING TO THE LANDFILL OR INCINERATOR BY 50% FROM 2008 LEVELS.**

Garbage has become so common that it can be hard to imagine life without it. From plastic packaging on food and out-dated televisions to bins of debris outside construction sites, waste can seem like an inevitable result of how we live our lives. But it doesn't have to be.

A zero waste future is not only possible, it's also critical to solving today's climate crisis and other environmental challenges. Methane, for example, is a powerful climate-altering greenhouse gas released when things like food scraps and grass clippings are buried in landfills and decompose anaerobically (without oxygen) instead of in their natural state through composting. Just as the transportation of goods produces greenhouse gas emissions so does the transportation of waste as more and more trucks are needed to pick up and haul our garbage to landfills or incinerators.

Sending recyclable materials to the landfill or incinerator also means we're throwing away valuable resources. If we can harvest these materials from our waste it reduces the need to mine more metals from the earth or harvest more trees from the forest. As resources become more scarce and ecosystems become more fragile, it's that much more important that we conserve what we already have and put it to its highest use.





## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Zero Waste actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Expand the food scraps composting program for residents.* This action includes collecting all food scraps from single-family homes and piloting food scraps collection programs in apartments and condominiums.
2. *Develop education and enforcement programs to keep recyclables out of the waste stream.* This action builds on existing regulations to keep glass, metals, paper, and some plastics from the City's garbage collection. It includes tactics to raise awareness about the importance of waste reduction and recycling, community-based social marketing to overcome barriers, cooperation with community groups, and enforcement of disposal bans at the household and business level.
3. *Advocate for more Extended Producer Responsibility programs for packaging and more.* Through research and advocacy, the City will encourage the Province to require companies to take responsibility for recycling the products and packaging they put on the market.
4. *Develop a building deconstruction program.* This action focuses on policies to prevent wood and other materials from being sent to the landfill or incinerator through a process that takes apart buildings and salvages materials, rather than a traditional demolition method.

## KEY STRATEGIES TO 2020

Moving Vancouver toward a zero waste future is going to require changing behaviours and changing the system so that the least wasteful options are the most convenient. The key strategies to reach the Zero Waste targets include:

### Nurture a zero waste culture

Through a combination of education, collaboration, and enforcement, this strategy aims to change Vancouver residents' attitudes and choices about the waste they produce.

Actions include: collaborating with Metro Vancouver to develop education programs; enforcing disposal bans at the household and business level; supporting community assets and infrastructure like lending libraries, recycling drop-off locations, and neighbourhood composters; and inviting organizations and community groups to adopt the 2020 Zero Waste target for their own operations.

## BASELINE NUMBERS

Vancouver sends approximately 480,000 tonnes of waste to landfill or incinerator each year. That's enough to fill a line of garbage trucks from Vancouver City Hall to Kamloops.

About half of this waste comes from industrial, commercial, or institutional sources. About one third comes from residents and the rest comes from demolition, land clearing, and construction.

## GREEN JOBS

- waste reduction consultant
- e-waste specialist
- building deconstruction labourer
- recycling facility operator
- lending library staff
- reuse centre staff
- waste technician
- waste collector
- compost collector
- recycling materials handler
- supply chain manager
- building manager
- policy analyst and researcher
- educator

## **Make reducing and reusing a priority**

The first two of the “three Rs”—reducing and reusing—are even more important for a zero waste society than recycling. This strategy helps to avoid the extraction of raw resources and conserves the energy used to produce new products.

Actions include: grants for sharing co-ops and lending libraries for things like tools, toys, and vehicles; a centre for salvaged building materials that could incubate new reuse and recycling markets; and advocacy at the provincial level for manufacturers to reduce packaging and to adopt cradle-to-cradle designs that extend the life of consumer goods.

## **Capture the compostables**

Food scraps, compostable paper, yard trimmings, and other organics make up about a third of Vancouver’s waste stream. Capturing these organic materials represents the greatest near-term opportunity for reducing waste that goes to landfill or incinerator.

Actions include: collecting the full spectrum of food scraps and compostable paper from single-family households; piloting a collection program for compostables from apartments and condominiums; and ensuring compostables are collected from all apartments, condominiums, businesses, and institutions by 2015.

## **Be a catalyst for Extended Producer Responsibility (EPR)**

EPR, also known as product stewardship or take-back programs, can be seen in actions like our deposit system on cans and bottles. Under EPR programs, manufacturers are responsible for what happens to their product through its entire life, which creates the incentive to design products that last longer, have less wasteful packaging, and are easier to reuse or recycle. EPR is the key strategy for achieving the Zero Waste goal and is necessary to achieve a green economy.

Actions include: enhancing existing EPR programs through zoning and licensing processes that increase the number of take-back locations; more public education; and advocacy at the provincial level for new EPR programs for things like packaging, hazardous waste, building materials, carpet, furniture, and textiles.

## **Keep recyclables out of landfills and incinerators**

About 13% of Vancouver’s garbage consists of items such as paper, glass, metal, and some plastics that are actually banned from the landfill and incinerator and could be recycled through existing programs. Improvements in this area will make a big difference in achieving the Zero Waste goal.

Actions include: pursuing options to enforce disposal bans on recyclables at the household and business level; making recycling more convenient for apartments and condominiums; and developing a Zero Waste Certification program in collaboration with interested parties to recognize businesses and institutions that meet waste-reduction criteria.

## **Reduce, reuse, and recycle more construction, renovation and demolition waste**

Currently, about 76% of the waste created through the construction of new buildings or the demolition of old ones is recycled or in the case of wood, used for energy. However, there is still more to be done to achieve our Zero Waste goal.

Actions include: reducing barriers to increase the salvage and reuse of building materials in construction projects; pursuing options for waste reduction and recycling at job sites, including regulation and financial incentives; and establishing more collection locations for clean wood.

## **Foster a closed-loop economy**

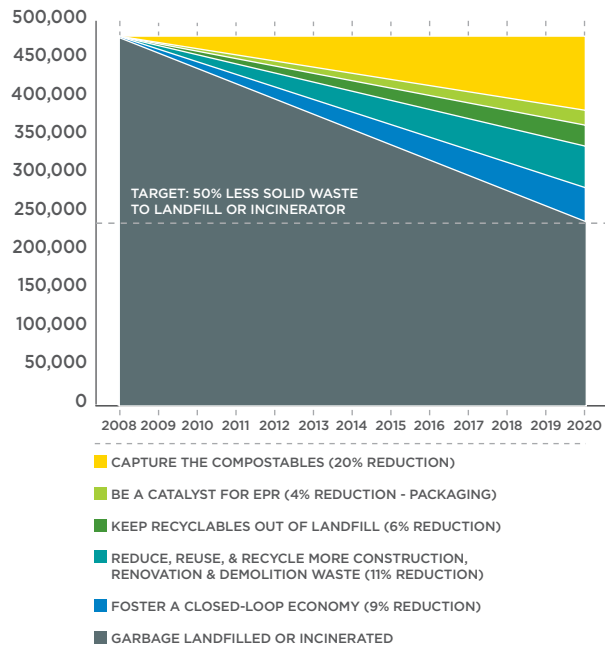
Resources such as metals, wood, and other materials currently flow in a single direction, entering our economy as products and leaving it as waste. In contrast, a closed-loop economy keeps these resources in circulation by using them in new products. This approach mirrors processes found in the natural world, which treat waste from one source as food for another.

Actions include: developing an assessment framework to ensure materials are put to their highest use (reused, recycled, or converted to energy) and greenhouse gas emissions are minimized; working with the Vancouver Economic Commission to attract recycling companies for materials that will be collected through future EPR programs; and advocating at the provincial level for policies that build markets for recycled materials.

# WHAT IT'S GOING TO TAKE TO GET THERE

At a regional level, Metro Vancouver is hard at work on waste reduction and recycling strategies, and Vancouver needs to work closely with Metro in order to achieve our own target. Leadership will also be required from the businesses and residents that call Vancouver home. The Zero Waste goal is closely tied to the Greenest City goals of Green Economy, Climate Leadership, Lighter Footprint, Clean Water, and Local Food.

## Pathways to 50% waste reduction target



SOURCE: Waste Diversion Opportunities - Total Waste Disposed by All Sectors: Residential, ICI & DLC (2008)



## CAN VANCOUVER GO PLASTIC BAG FREE?

Under the Vancouver Charter, the City does not have the clear legal authority to ban or tax plastic bags. To reduce the use of plastic bags, the plan includes an action to form a community advisory group that will create a strategy and campaign for a plastic-bag-free Vancouver. The Province of British Columbia recently introduced legislation that will require businesses to take responsibility for the bags they distribute, starting in 2014.



## “CAN I BORROW YOUR TABLE SAW?”

### COMMUNITY MEMBERS OPEN

### VANCOUVER’S FIRST TOOL LIBRARY

The Vancouver Tool Library (VTL) is a membership-based cooperative that loans a wide variety of tools for home repair, gardening, and bicycle maintenance in a format similar to a book library. Organizers plan to offer workshops and community events as well.

The VTL is part of a growing movement toward a “sharing economy,” which is built on the idea that we can access the things we need without having to own them all ourselves. The benefits include saving money, reducing waste, and strengthening relationships within our community. Other examples include car-share programs, co-working spaces, and online creative commons.

The VTL was started by a small group of Vancouverites with a vision for a “community empowered by the tools and skills needed to transform their homes and communities into vibrant spaces that reflect a commitment to sustainability.” As a member-driven organization, the VTL is supported through fundraisers, grants, and individual memberships. [vancouvertoolibrary.com](http://vancouvertoolibrary.com)



## A GOLD MINE IN OUR GARBAGE

What we call “waste” is often a valuable resource when used in another context—like the nutrients in food scraps that can be returned to the soil, or metals that can be reused in new products.

Making use of what we already have reduces the need for energy and resources during the production of new items. Recycling an aluminum can, for example, uses 95% less energy than producing one from new materials. This concept applies to large-scale manufacturing as well as personal reuse or recycling choices.

6/

Vancouver residents enjoy incomparable access to green spaces, including the world's most spectacular urban forest.

# ACCESS TO NATURE

## TARGETS:

- 1. ALL VANCOUVER RESIDENTS LIVE WITHIN A FIVE-MINUTE WALK OF A PARK, GREENWAY, OR OTHER GREEN SPACE BY 2020.**
- 2. PLANT 150,000 NEW TREES BY 2020.**

Just over a hundred years ago, Vancouver was a forest of western red cedar and Douglas-fir trees growing hundreds of feet tall. Today, the beauty of the natural world continues to influence Vancouver's identity and contribute to our reputation as one of the world's most livable cities.

Anyone who has walked through a park on the first sunny day of spring has experienced the importance of green spaces to the health of individuals and communities. Whether they take the form of a community garden, a city park, a greenway along your block or the seawall, green spaces have been shown to benefit our physical and emotional health by reducing blood pressure, cholesterol, and stress. These spaces also contribute to our sense of community by creating places for recreation activities, for children to play and for neighbours to meet and socialize.



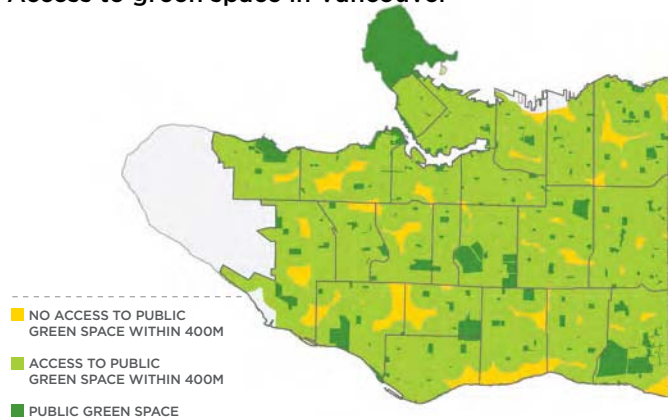
## BASELINE NUMBERS

Currently, about 92% of city residents live within a five-minute walk of a park or green space. Green space can include parks and fields, greenways, the seawall, street mini-parks, natural green spaces, as well as park-like spaces such as the grounds around institutional buildings like City Hall, hospitals, and schools. It also includes linear green space such as the seawall and the extensive Champlain Heights walkway system.

The City of Vancouver has planted an average of about 2,000 new street trees each year for the last 20 years, with about 2,800 planted in 2011, a modest increase over recent years. The tree type, age, caretaking history, and other data is carefully collected for all of Vancouver's 138,000 street trees. This information is managed by the Park Board to ensure a healthy urban forest. The number of trees planted in parks, on other public properties (the Vancouver School Board, for example) and private properties is not currently tracked.

The intention behind the 150,000 trees target is to expand and enhance Vancouver's urban forest. This target contributes to increased wildlife habitat, decreased stormwater runoff, and increased food production.

### Access to green space in Vancouver



## GREEN JOBS

- habitat restoration specialist
- tree planter/landscaper
- arborist
- integrated pest management specialist
- landscape architect
- contractor/labourer
- policy analyst and researcher
- educator

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Access to Nature actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. Create four to six new mini-parks by converting street right-of-ways to parks. These parks will be developed in consultation with the local community to determine their use as community gardens, plazas, local orchards, community yards, or naturalized habitat.
2. Work to acquire new parks in priority neighbourhoods.
3. Plant 15,000 new trees on City land and other public property.
4. Green Hastings Park.



## KEY STRATEGIES TO 2020

Reaching the Access to Nature targets will require planting more trees on our streets and in our backyards and public spaces, as well as adding more green space to our existing neighbourhoods. Since these actions happen at a local level, a robust public engagement process where local community groups, residents, schools, businesses and staff are actively involved in this transformation will be necessary to achieve success.

### Build and upgrade parks and greenways

Strategies to achieve a five-minute walk to a park or greenway include converting flanking or underutilized streets into mini-parks, building new parks in park-deficient neighbourhoods, and upgrading bikeways into greenways through additions such as new trees, public art and water fountains.

### Plant trees

In order to plant 150,000 new trees, we need to develop an Urban Forest Management Plan. The urban forest includes all the trees in the city, including those on streets, in parks and in backyards. This plan will help guide the management and growth of the forest while setting out planting guidelines, recommendations for tree bylaw changes, and ideas for tree planting programs on private land.

### Focus neighbourhood by neighbourhood

These strategies will be rolled out locally. Every year, two neighbourhoods will be selected starting with those that are the most park- and tree-deficient and have recently undergone a community planning process. The one-year goals for these neighbourhoods are to ensure:

- Every suitable space in a street or park is planted with a tree.
- Many trees are planted on private property.
- There are enough green spaces to ensure everyone lives within a five-minute walk of a park, greenway, or other green space.

This will be done in partnership with local residents. The community will be invited to work with City staff to decide where additional green space should go and how it should be designed. Local residents will also be encouraged to bring their ideas forward and to work with their neighbours to make the ideas happen.

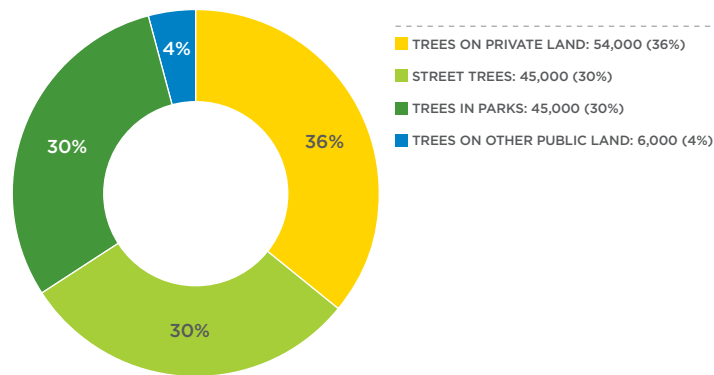
## WHAT IT'S GOING TO TAKE TO GET THERE

When it comes to achieving these targets, creativity will be key. Finding land for new parks is possible but can be challenging, so we'll need innovative ways, such as neighbourhood-scale mini-parks, to ensure that all Vancouver residents have accessible green space.

The City has the capacity to modestly increase the number of street trees that are planted on its properties. It will need to work with other public landholders like the Vancouver School Board and the Vancouver Coastal Health Authority to increase trees planted in other public spaces. The City will also need to work closely with private property owners to encourage tree planting and stewardship.

The Access to Nature goal is closely connected to several other Greenest City goals including Green Economy, Climate Leadership, Green Transportation, Lighter Footprint, Clean Air, and Local Food.

### Planting an urban forest: a breakdown of where 150,000 new trees will be planted



### LET'S START PLANTING

Planting 150,000 new trees is the equivalent of one tree planted for every four Vancouver residents.





## **HAVE YOUR TREES AND EAT THEM TOO (OR AT LEAST THE FRUIT)**

Vancouver's Park Board has begun to provide more opportunities for food production in the park system, in response to community requests and the *Greenest City 2020 Action Plan*.

New community gardens have recently been designed and installed in Mount Pleasant Park, as well as on the roof top of the West End Community Centre. There are fruit and nut trees throughout many of Vancouver's parks, including Falaise Park, Ross Park, Memorial West Park, Fraserview Golf Course and New Brighton Park. Many other edible plants can also be found in Vancouver's parks.

All of these food producing sites have been designed, and are stewarded, in close collaboration with community organizations and students to ensure that the food is harvested and used.

From micro-organisms in the soil to large shade-providing trees, our urban eco-systems help protect the region's plants and animals and help enhance the quality of life that we all enjoy.

## YOUR LOCAL PARK— MORE THAN MEETS THE EYE

When we think of parks, urban forests, community gardens, shorelines and other green spaces, it's easy to picture picnics or walks on the beach or games of Frisbee. What may be less obvious is that these urban ecosystems also help to clean the air we breathe, absorb rainfall, filter toxins from stormwater runoff, provide food for bees and other plant pollinators, regulate temperature and much more.

From micro-organisms in the soil to large shade-providing trees, our urban ecosystems help protect the region's plants and animals and also help improve our health and enhance the quality of life that we all enjoy.



7/

Achieve a one-planet ecological footprint.



# LIGHTER FOOTPRINT

## TARGET:

### **REDUCE VANCOUVER'S ECOLOGICAL FOOTPRINT BY 33% OVER 2006 LEVELS.**

Everything we need comes from our one planet—what we eat, the things we buy, the way we transport ourselves, the electricity that powers our homes, the metals and plastics in our computers, the air we breathe...it's a long list. The amount of productive land and sea resources we use to meet these needs is called our “ecological footprint.” It measures the impact of our actions against the reality of our planet's finite ability to provide for us.

Imagine if you had just under two hectares of land and sea to provide you with all these goods and services and to absorb all the waste you produce in the course of your life this year. If you divide up the earth's biologically productive capacity by the number of people on our planet, this is about how much land we each get. It's equivalent to an area the size of Stanley Park supporting about 200 people.

Reducing our ecological footprint is about living within ecological limits, and it is also about using a “fair Earth share” of resources. It is about striving for a one-planet footprint *and* a city that is vibrant, healthy, safe, and just.

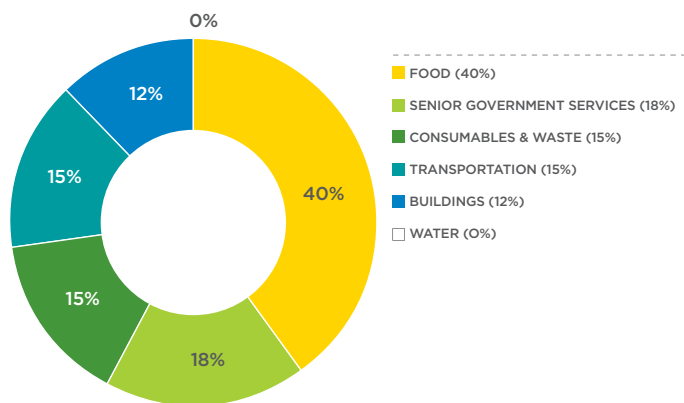


## BASELINE NUMBERS

On average, Vancouver residents use about three times more land and sea resources than our fair share. If everyone lived the way we do, we'd need more than three planets to sustain us. In other words, our current ecological footprint is unsustainable.

By looking at the make-up of our ecological footprint we can start to see what kinds of choices will have the biggest impact on our one-planet goal. Choosing food that is local and lower on the food chain are two examples. Our transportation choices, the things we purchase, and the way we handle waste are other areas that have a big impact on our footprint.

### What's in Vancouver's ecological footprint?



SOURCE: Using data from J. Moore, 2011 (in progress).

## GREEN JOBS

- neighbourhood pilot program coordinator
- community-based repair person
- engagement and monitoring tool developer
- sustainability consultant
- community planner
- grants administrator
- policy analyst and researcher
- educator

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Lighter Footprint actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Start a neighbourhood-focused pilot project.* Collaborate with a specific Vancouver neighbourhood to showcase and test Greenest City infrastructure and initiatives, and create a plan to extend the lessons out to other communities in the city.
2. *Fund community-based organizations.* Provide resources, such as the Greenest City Neighbourhood Grants to community organizations engaged in activities that support Greenest City targets.
3. *Open up the Greenest City data.* In collaboration with the City's Open Data Initiative, work to make Greenest City data available and enable other organizations to use and share it in innovative and useful ways.



## KEY STRATEGIES TO 2020

### Measure and report

Report on the progress and highlight the successes from implementing the other nine *Greenest City 2020 Action Plan* goals. This will help to maximize the potential footprint reductions.

### Engage, encourage, and enable

Engage and support residents, businesses, non-profits, and other community members to work together to create diverse lighter footprint solutions.

### Exemplify

Demonstrate lighter footprint actions and choices in City operations such as parks and community centres and in City services such as garbage collection, street maintenance, and special events.

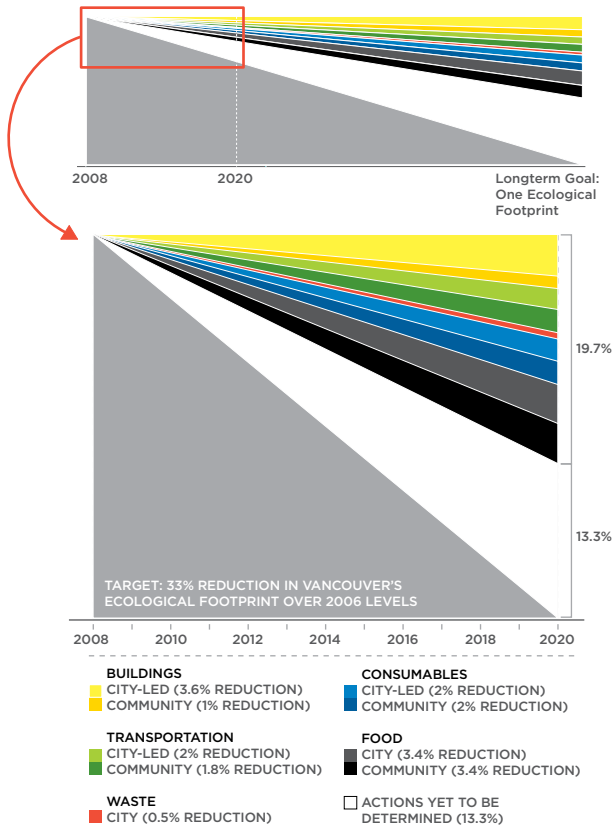


# WHAT IT'S GOING TO TAKE TO GET THERE

The Lighter Footprint goal and target connect to many of the other Greenest City goal areas. Specific targets and actions in the Green Building, Green Transportation, Zero Waste, and Local Food plans will have a positive impact on reducing our ecological footprint. However, the City's ability to influence the decisions that will lead to a reduced footprint is limited.

The work to meet this goal and target is an opportunity for creativity and leadership from other levels of government, as well as from businesses and local residents.

## Wedge analysis of the reduction in ecological footprint expected from proposed GCAP actions



SOURCE: Using data from J. Moore, 2011 (in progress).



## HOW DO WE BECOME A ONE-PLANET CITY?

Vancouver is one of many cities around the world that are working hard to answer this question. There are no easy answers and no one-size-fits-all approach.

On their own, City-led actions can only achieve about one third of the target. The active participation of the whole community, including individuals, businesses, and other organizations will be essential for achieving the remaining two thirds. That's why the actions in this plan are focused on supporting partnerships to create the tools, resources and opportunities for all of us, in our own way, to meet this challenge and succeed.

More and more cities are asking the question, "How do we live within our fair Earth share?"



## **YOUR USELESS IS MY USEFUL! THE STRATHCONA BUSINESS IMPROVEMENT ASSOCIATION RESOURCE EXCHANGE**

No business owner wants to see products, time, or money go to waste. So in 2009, the Strathcona Business Improvement Association (SBIA) recognized that it could support its members to reduce waste and improve their environmental performance.

The SBIA launched a Resource Exchange program that helps local businesses collaborate to connect the waste materials from one business with the needs of another—all the while reducing their waste-hauling bill, decreasing the amount of garbage going to the landfill, and lightening their neighbourhood's ecological footprint.

The Resource Exchange was the first project of the SBIA's Green Zone Initiative, a strategy to improve the environmental sustainability of SBIA members, attract and retain green businesses, and foster eco-industrial activity. SBIA members can post materials as diverse as coffee grounds (good for compost), plastic packaging, fabric scraps and wood waste to the exchange or work with the sustainability coordinator to do this. The SBIA is able to create partnerships with other businesses or the many artists in the area to find uses for materials that would otherwise be sent to the landfill or recycling station.

From September 2010 to March 2011, the program diverted over two tonnes from the recycling bin or landfill while engaging over 50 member businesses and over 60 local artists.





8/

Vancouver will have the best drinking water of any city in the world.

# CLEAN WATER

## TARGETS:

- 1. MEET OR BEAT THE STRONGEST OF BRITISH COLUMBIAN, CANADIAN, AND APPROPRIATE INTERNATIONAL DRINKING WATER QUALITY STANDARDS AND GUIDELINES.**
- 2. REDUCE PER CAPITA WATER CONSUMPTION BY 33% FROM 2006 LEVELS.**

In Vancouver, it can be easy to take our high-quality and abundant drinking water for granted. Water is all around us—we have the Pacific Ocean, the Fraser River, many mountain lakes, and significant annual rain fall. However, factors such as population growth and climate change will impact our access to water in the future. Together, the City of Vancouver and Metro Vancouver are responsible for ensuring that current residents and future generations continue to have access to clean drinking water.

Currently, residents pay an annual fixed fee (flat rate) regardless of how much water they consume. However, industrial, commercial, institutional, and multi-family residential buildings are metered and pay for water based on the volume they use. Studies have shown that Canadians who pay flat rates consume an average of 74% more water than those who are connected to their consumption levels through a volume-based pricing system.

Over the next five years, Metro Vancouver will be increasing water rates by 50% to recover the costs for new water-quality initiatives. This is in addition to any volume or usage-based pricing that might be implemented.

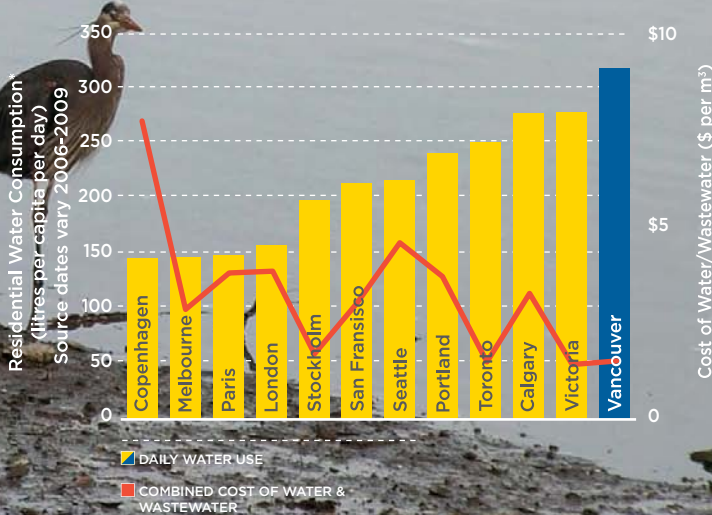


## BASELINE NUMBERS

The City of Vancouver has a well-established water quality monitoring program that involves routine testing from representative locations across the city. Our drinking water consistently meets BC's Drinking Water Protection Regulation standards and Health Canada's Guidelines for Canadian Drinking Water Quality.

Vancouver residents consume an average of 320 litres of water per day (measured in 2006). That's more than double other similar cities like Melbourne, London or Copenhagen, which have per capita consumption rates between 150 and 220 litres per day. Although total water consumption across all sectors (residential, commercial, industrial) has decreased over the last 25 years, we still have a long way to go to live within our means.

### Comparison of municipal water consumption & prices

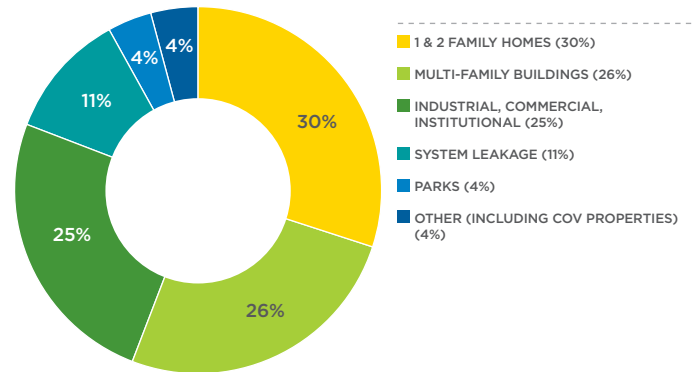


\* As of January 2012, water rates for Vancouver have increased by approximately 10%.

## GREEN JOBS

- pilot programs manager
- retrofit and incentives program manager
- municipal water utility operator
- water leak detector
- policy analyst and researcher
- educator
- engineering assistant
- water sampler
- water quality program coordinator

### Vancouver water use by sector



## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Clean Water actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Water metering for new homes.* Effective January 2012, all new single-family and two-family homes will have water meters installed and will move to volume-based pricing of their water use. Evidence shows that this leads to increased conservation.
2. *Develop and implement enhanced water education, incentive, and conservation programs.* This includes incentive programs for low-flow toilets and increased education and enforcement of lawn sprinkling regulations.
3. *Expand public access to drinking water and reduce use of bottled water.* Deploy more portable fountains, as well as permanent freeze-resistant fountains, and water bottle filling stations.
4. *Eliminate combined sewer overflows from outfalls at Crowe and Burrard streets and develop Integrated Rainwater Management Plans for the City.*

## KEY STRATEGIES TO 2020

Ensuring we continue to have world class drinking water quality and a supply that meets our needs will require significant water efficiency improvements and appropriate regulation. It will also mean helping to connect people with the value and amount of water they use.

### Monitor and protect water quality

This strategy will build on existing actions, such as real-time water quality monitoring for early detection of contaminants, increased testing, and the prevention of drinking water contamination.

### Continue leadership and advocacy

Some of the actions here focus on developing an Integrated Rainwater Management Plan that includes infiltration and rainwater capture as well as a water use study at City and Park Board facilities to find opportunities for increased water conservation.

### Expand public access to drinking water

This strategy focuses on a continued expansion of year-round public access to municipal drinking water in public spaces. This also supports the Zero Waste target by discouraging the use of bottled water.

### Implement policies and programs to enhance water conservation

The City is able to encourage water conservation through regulations and accompanying education. This includes incentive and rebate programs as well as policy and regulatory changes around metering, lawn sprinkling, and building code revisions.

### Engage the public, industry, and business for improved water conservation choices and habits

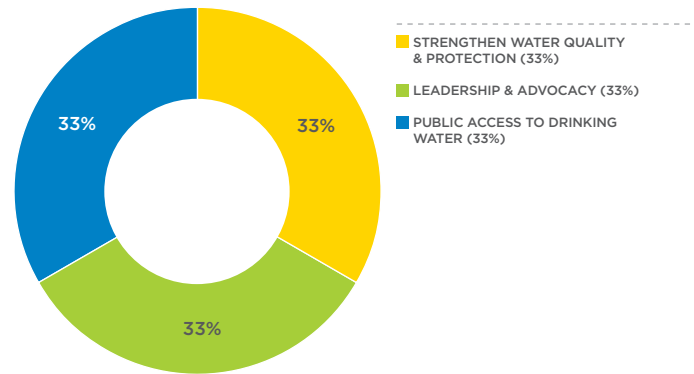
Actions in this strategy include plans for communications, education, and community-based social marketing, as well as audits of industrial, institutional, and commercial water use.

### Install water-saving technology through incentives and programs

Low-flow toilets, rain sensors for sprinkler systems, and water meters are some of the many technologies that can improve water efficiency in homes and businesses. This strategy includes actions such as incentive and retrofit programs to install these tools in new and existing buildings.

## WHAT IT'S GOING TO TAKE TO GET THERE

### Water quality strategies

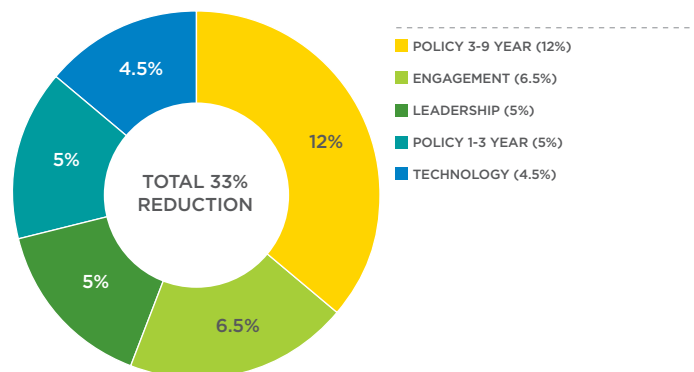


Target 1 is expected to be achieved equally by each of the three strategies.

Metro Vancouver plays a lead role in ensuring high water quality for all residents of the region. The new Seymour-Capilano Filtration Plant will protect water quality for many years to come. The City also has an important role to play in monitoring and in working with residents and businesses to protect water quality and to prevent water waste.

The Clean Water goal requires coordination with the Green Building goal and associated actions and strategies on issues of rainwater and greywater capture and use. It also recognizes the need to coordinate with Local Food actions, focusing on synergies between urban agriculture and water conservation efforts.

### Water conservation strategies to achieve 33% reduction



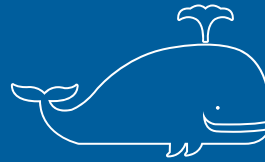
21% of the water conservation target is mapped out in this action plan; the remaining 12% will come from future policy and programs that are still to be developed.



## **SUCCESS STORY: TAP WATER MAKES A COMEBACK**

The City of Vancouver recently phased out the sale of bottled water at City Hall and other civic facilities.

Public confidence in drinking water has improved since the 2008 launch of Metro Vancouver's Tap Water campaign, which reminded residents that "our water is as good as it gets." Since then, residents have reported a 52% reduction in bottled water consumption.



## **THE SEWER SYSTEM AND THE WHALE**

What's the connection between a sewer system and a grey whale? In the spring of 2010, Vancouver found out.

The story starts back in 1978 when Vancouver City Council established a program to begin transitioning from a combined sewer collection system to a separated one. A combined sewer system collects domestic sewage, industrial wastewater and stormwater runoff all together. Heavy rainfall can overflow the system, which sends untreated excess wastewater into local water bodies like False Creek, harming local marine life.

In recent years, sewer separation in False Creek has come close to completion and water quality has improved. Evidence of improved ecosystem health showed up in the spring of 2009 when a large amount of herring roe was laid along the shore of Habitat Island for the first time in many years.


The following spring, an even larger sign showed up when a grey whale appeared for the first time in 100 years. Marine biologists confirmed that the whale was feeding on herring roe and other benthic life that was able to survive in the healthier waterway.



## **RETURNING RAIN TO ITS NATURAL HABITAT**

When rainwater is allowed to seep into the ground it reduces the water and sediment that flows through the sewers. This filters pollutants from stormwater and reduces maintenance requirements and costs for the stormwater system. It also recharges natural water systems, which helps to support fish habitat by more closely mimicking natural processes.

Cleaner creeks, healthier water tables, and a more natural aesthetic also make neighbourhoods more enjoyable places for playing, walking and cycling. Grass-based and other types of permeable pavers allow rainwater to be absorbed into the ground while maintaining a surface for vehicles and other types of traffic. Vancouver has already adopted these pavement alternatives in some areas. Other features, such as swales, can hold and absorb runoff that would otherwise enter the piped sewer system.



## CLIMATE CHANGE AND WATER SUPPLY

Two protected freshwater lakes in the North Shore mountains and one in Coquitlam provide drinking water to Vancouver and the region. These sources are expected to provide adequate water until 2050. However, climate change may have unexpected effects on the rainfall and snowfall patterns that supply these watersheds.

Expanding the water supply or finding a new one is financially and ecologically expensive. That's why conservation is the best way to live within our means and avoid the need for source expansion.

9/

Breathe the cleanest air of any  
major city in the world.



# CLEAN AIR

## TARGET:

**ALWAYS MEET OR BEAT THE MOST STRINGENT AIR QUALITY GUIDELINES FROM METRO VANCOUVER, BRITISH COLUMBIA, CANADA, AND THE WORLD HEALTH ORGANIZATION.**

Breathing might be one of the most natural things we do. We move air in and out of our lungs anywhere from 720 to 1,200 times an hour. Clean air can be easy to take for granted, even though it has a huge impact on our health and well-being.

The quality of our air affects the health of everyone in our community, particularly young children, pregnant women, seniors, and other vulnerable populations. Although Vancouver enjoys relatively clean air compared to other major North American cities, even low levels of particulate matter, sulphur dioxide, nitrogen dioxide and carbon monoxide can negatively impact our health.

As Vancouver grows we create more and more air pollution through exhaust from trucks, buses, ships, trains, planes, and industrial operations. It will take work to improve our air quality.







## BASELINE NUMBERS

Metro Vancouver is responsible for air quality planning, monitoring, and management within the region, and has two monitoring stations in the City of Vancouver—one in Kitsilano and one at Robson Square in the downtown core.

Vancouver has cleaner air than we did 20 years ago. However, our air quality does not always meet the Greenest City 2020 target. Achieving the Clean Air target will require working in partnership with Metro Vancouver and other levels of government, businesses, non-profit organizations, and residents.

## GREEN JOBS

- GHG emissions auditor
- air quality modeller
- marine charging station manufacturer and installer
- vehicle charging station manufacturer and installer
- electric vehicle mechanic
- environmental service provider
- air quality tester
- policy analyst and researcher
- educator

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Clean Air actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Encourage electric vehicle transport.* This action connects to the Green Transportation plan. The increased use of vehicles such as electric cars, which do not burn fossil fuels, improves air quality and reduces greenhouse gas emissions.
2. *Regulate uncontrolled wood-burning appliances for residential buildings.* Metro Vancouver is leading the way on this issue, and the City of Vancouver is working closely with Metro to design and implement their new policies and programs.
3. *Establish a framework to integrate air quality considerations into City of Vancouver planning.*
4. *Collaborate with Port Metro Vancouver, Metro Vancouver, and BC Hydro on joint air quality issues.*



## KEY STRATEGIES TO 2020

### Encourage cleaner modes of transportation

This strategy, which involves motor vehicles and non-road diesel engines, will have the largest impact on air quality. It is closely connected to the Green Transportation section of the GCAP. Some of the actions include: establishing charging and fuelling infrastructure for zero-emission electric and low-emission vehicles, and increasing the use of electrical shore power for ocean vessels using Vancouver's port.

### Reduce wood smoke from home wood-burning appliances

The improper operation of wood-burning appliances generates excessive smoke and fine particulate matter, which can cause a range of health concerns. Metro Vancouver plays a large role in this area and is part of a regional Wood Stove Exchange Program in which residents are able to receive funding to update their appliances. The City of Vancouver and Metro Vancouver are exploring a range of bylaws and regulatory options to reduce exposure to wood smoke from residences.

### Enhance air quality assessment and planning

Children, seniors, pregnant women, and people with pre-existing lung and heart conditions are particularly vulnerable to poor air quality. The City will work with its partners to consider these issues in land use planning. The City will increase its understanding of the role of air quality monitoring and computer modelling as they relate to future projects like district energy systems, separated bike lanes, and large redevelopments.

### Reduce marine vessel emissions while in port

Marine vessels are the major source of sulphur dioxide in our air. One of the most effective ways to protect Vancouver residents and visitors from exposure to marine engine emissions is to install electrical shore power so that vessels do not have to idle their engines while docked.

### Develop a strategy to address volatile organic compounds (VOCs)

VOCs create the strong smells associated with paints, solvents, and cleaners. These pollutants are important to address because they contribute to ground-level ozone and fine particulates in our air, both of which can cause health problems.

## WHAT IT'S GOING TO TAKE TO GET THERE

The Clean Air goal is closely linked with the Green Transportation goal as many transportation strategies will have significant positive effects on air quality in Vancouver and the region. There are also links with Climate Leadership and some other important planning initiatives at the City like the Urban Health Strategy. The City of Vancouver will work closely with Metro Vancouver and many other stakeholders to achieve this target.

EMITTER	POLLUTANTS	RESPONSIBLE JURISDICTION
 MARINE VESSELS	Sulphur Dioxide Nitrogen Dioxide Particulate Matter	Environment Canada Port Metro Vancouver
 LIGHT DUTY VEHICLES	Nitrogen Dioxide	Translink Environment Canada City of Vancouver
 NON-ROAD EQUIPMENT	Nitrogen Dioxide Particulate Matter	Metro Vancouver
 RESIDENTIAL WOOD COMBUSTION	Particulate Matter	Metro Vancouver City of Vancouver
 CONSUMER PRODUCTS	Volatile Organic Compounds	Environment Canada



Clean air can be easy to take for granted, even though it has a huge impact on our health and well-being.

10/

Vancouver will become a global leader  
in urban food systems.



# LOCAL FOOD

## TARGET:

### **INCREASE CITY-WIDE AND NEIGHBOURHOOD FOOD ASSETS BY A MINIMUM OF 50% OVER 2010 LEVELS.**

Food matters—like water and air, we can't live without it. What and how we eat can be a daily reminder of our interconnection with the earth's natural systems and with each other.

Food systems—the way we grow, process, transport, and consume food—have been central to the sustainability of communities for millennia. For example, the fossil fuels used to transport berries from South America, the energy used in cooling systems for food storage, and the amount of land used to graze animals and produce meat and dairy products all consume resources and produce waste. In fact, food represents one of the largest sources of our greenhouse gas emissions. It also accounts for almost half of our ecological footprint if you extend emission calculations to include factors related to food.

There is no single definition of “local food.” In this plan, however, “local” means that the distance from farm to plate is as short as possible. The City of Vancouver's definition of local also includes factors such as the working conditions of the people who grow and harvest the food, the environmental impact of the food's production including the use of pesticides, and the affordability or accessibility of food for all residents.

A stronger local food system reduces the size of our ecological footprint by cutting down on the use of fossil fuels as well as protecting food-producing lands and related biodiversity. Local food contributes to human health and is considered by the Vancouver Economic Commission as a growing sector of a strong green economy.

All of these factors make food a powerful part of a just and sustainable city.



## BASELINE NUMBERS

It's estimated that Vancouver currently has 3,340 food assets, including community kitchens, markets, compost facilities, garden plots, and more. Success will be measured using these numbers for comparison, as well as through a review of the local workforce, people involved in the local food economy, and community capacity. This includes things like the presence of neighbourhood food networks, as well as the number and kinds of food-related activities available to residents.

An additional metric will track the number of residents who live within a five-minute walk of a basket of fresh produce. Further research is needed to determine an accurate baseline for this measurement.

## Food asset growth

FOOD ASSET	CURRENT	2020 GOAL	PER CENT INCREASE
Community Kitchen	69	100	45%
Farmers Market	4	22	450%
Community Produce Stand	3	15	400%
Community Food Composting Facilities	0	5	500%
Community Garden Plots	3,260	5,000	53%
Urban Orchards	3	10	330%
Urban Farms	1	5	400%
Food Hub	0	1	100%
<b>Total</b>	<b>3,340</b>	<b>5,158</b>	<b>54.4%</b>

## HIGHEST PRIORITY ACTIONS

The following are the highest priority actions for 2011–2014. The complete list of Local Food actions can be found in the *Greenest City 2020 Action Plan* available at [talkgreenvancouver.ca](http://talkgreenvancouver.ca)

1. *Develop a draft municipal food strategy to coordinate all aspects of the food system.* There are many players involved in Vancouver's local food movement. This action aims to create linkages across City departments and to the Vancouver Food Policy Council, community partners, and other programs so that their efforts can strengthen one another and help us move more effectively toward the 2020 target.
2. *Grow more food in the city.* An increase in urban agriculture will include five to six new community gardens plus one new urban farm per year over the next three years. This also includes a plan to expand the number of farmers markets within the city. In all cases, the City will work with the Park Board, neighbourhoods, and landowners to determine the location and process for implementation of these resources.
3. *Make local food available in community centres, parks, neighbourhood houses, and other City-run facilities through a local food procurement plan.* The City can use its significant purchasing power to buy just, sustainable, and locally produced food products. Examples could include produce from local farms and baked goods from local producers.

## GREEN JOBS

- urban farmer
- urban beekeeper
- farmers market coordinator
- commercial food recovery coordinator
- community kitchen operator
- food processor
- horticulturalist
- food retailer
- policy analyst and researcher
- educator

# KEY STRATEGIES TO 2020

## Develop a coordinated municipal food strategy

This strategy focuses on the importance of working across City departments and with community partners to articulate a vision, as well as goals, and actions for Vancouver's food system. A food strategy will provide a framework for an integrated approach to planning food policy and actions.

This goal cannot be achieved without a coordinated collaborative approach that takes into account the big picture and uses the talents of all involved. Some ideas that may be explored in this strategy include: zoning to protect food-growing spaces, the appropriate placement and licensing of urban farms, and amended bylaws to better facilitate food production and community produce stands.

## Support the creation of food infrastructure and food-related green jobs in production, processing, storage, distribution, and waste management

A sustainable urban food system is not possible without the infrastructure—the land, people, and buildings—to make it happen. Some actions in this strategy include: a food-related incubator to assist the development of local food businesses, and a central food hub that can provide space for the assembly, storage, and distribution of food from local farms and the processing and development of local food products.

## Increase access to information on just and sustainable local food

There are many excellent food projects happening in Vancouver, but not enough opportunities to share knowledge and build connections with the wider community. A possible action is to create a directory of key local food initiatives as well as annual events that support and celebrate local food.

## Ensure that Vancouver's neighbourhoods have equal access to healthy, local food

Resilient neighbourhood food systems mean that residents have access to fresh produce, to a community kitchen, or to a network of people who can help start and support projects. Some actions include: increasing the number of neighbourhood food networks that provide information and resources to residents, working to ensure all residents are within a five-minute walk of a basket of fresh produce, and encouraging programs that either use or compost excess food from commercial operations.

## Advocate for food issues at regional, provincial, and national levels

Despite an increase in local food assets, Vancouver will continue to have a strong dependence on food grown outside city boundaries. The regulations and policies of other levels of government can work together to further efforts to implement local food actions and strategies. Some of the actions include: continuing to advocate for food-growing capacity in the Lower Mainland's Agricultural Land Reserve (ALR) and other areas, and collaborating with the Vancouver School Board to ensure school breakfast and lunch programs receive adequate funding.

# WHAT IT'S GOING TO TAKE TO GET THERE

As with many Greenest City goals, strong partnerships are necessary for success. From Vancouver's Food Policy Council to local food producers, from regional and provincial governments to neighbourhood groups, there is a place in this plan for everyone to play a role. Fortunately, Vancouver has a strong and growing community of people working for a local, sustainable, and just food system. This is a foundation we can build on as we make progress towards our 2020 goal.

---

## WHO GETS TO EAT FRESH?

Some Vancouverites have an easier time than others finding a place in their neighbourhood to buy fresh fruits and vegetables. Access to fresh produce is not distributed equally across the city. One of the

priorities in the Local Food plan is to ensure that the majority of residents live within a five-minute walk of a basket of fresh produce. This is in contrast to a corner store that might only carry chips or other packaged food.

There are a number of areas in Vancouver where access is well outside a five-minute walk. While specific measurement requires further definition, work can begin to address the identified gaps.





## **WE'RE NOT STARTING FROM SCRATCH!**

Samples from Vancouver's food system history

- Food Policy Council created in 2004
- Bylaw changes in 2005 encourage hobby beekeeping
- Vancouver's 2007 Food Charter underpins the goals of a just and sustainable food system
- Bylaw changes in 2010 allow for backyard hens
- The 2010 by 2010 Challenge increases the number of community gardens and orchards
- Curbside food scraps pickup begins in 2010 and diverts waste from the landfill

The City is working on several sets of local food-related guidelines and programs that will benefit from the Greenest City Action Plan. These include:

- Development of a Vancouver Food Strategy
- Revised Beekeeping Guidelines
- Edible Landscaping Guidelines



## **FOOD SECURITY SPROUTS UP ACROSS THE CITY**

The Renfrew Collingwood Neighbourhood House creates educational workshops and community kitchens. They do this in partnership with local early childhood education centres to increase access to healthy food for culturally diverse, low-income community members.

The Renfrew Collingwood Food Security Institute has increased leadership and training opportunities for residents and has enhanced social support networks among low-income and culturally diverse populations—all through food sharing, organic growing, nutrition education and more.

The Britannia Urban Gardens Project developed a food gardening program at Britannia Secondary in response to interest within the school and wider community. The project has helped to reconnect participants to the land and to the food they eat, supported healthy eating choices, and fostered leadership development. It also fostered stronger partnerships between the Britannia Community Centre, the school, and the wider community.



## **NEIGHBOURHOOD FOOD NETWORKS—COMING TO A COMMUNITY NEAR YOU**

Neighbourhood Food Networks (NFNs) are coalitions of community members, community organizations, agencies, and businesses who collaborate to achieve food system goals. Actions include monthly potlucks, community kitchens, coordinating community produce stands, organizing skills-building events like gardening and seed-saving workshops, and more.

There are a growing number of NFNs currently operating in the City of Vancouver, including five that were funded through the Greenest City Neighbourhood Grants program (2010) and Social Responsibility Fund (2011). Vancouver aims to ensure that each neighbourhood is serviced by an adequately resourced NFN. Depending on need, this may or may not mean a NFN in each local area. It could also involve a coordinating body to assist their development.



**Q: WHAT IS A FOOD ASSET?**

**A: RESOURCES, FACILITIES, SERVICES OR SPACES THAT STRENGTHEN THE CITY'S FOOD SYSTEM.**

Some examples include:

- Neighbourhood food hubs that are centres for education and skill building on topics such as gardening, composting, and food preservation
- Community kitchens
- Farmers markets
- Community produce stands (these are mini-markets that provide vulnerable populations with access to fresh food)
- Food scraps composting facilities and programs

- Community garden plots
- Urban orchards
- Urban farms (these are areas of land in the city used to grow food that is sold to residents or retailers)

Under the *Greenest City 2020 Action Plan*, the number of food assets would increase by 54% from an estimated 3,340 to 5,158 by 2020.



# A CONCLUSION & A BEGINNING

---

When you imagine yourself in the year 2020, what do you see? What do you hope for? What are the opportunities? These are the kinds of questions we asked as we set out to create the *Greenest City 2020 Action Plan*.

Along the way, we talked with as many people as possible from experts who teach and research in universities to business owners and students, industry leaders and concerned citizens. Through public consultation more than 35,000 people contributed in some way to the document you now hold in your hands.

Together we created not just a vision, but also a realistic and measurable path to get there. City staff are working on implementing actions in the plan that fall within the City's jurisdiction. As citizens, we all play a role in ensuring the 10 goals are achieved.

Indeed, the *Greenest City 2020 Action Plan* has a role for everyone in Vancouver. Whether you're involved in the local business community, active in your neighbourhood, or interested in greening your own home, your efforts are essential to our shared success. If you're not already involved, we hope you will join us.

## ACKNOWLEDGEMENTS

The *Greenest City 2020 Action Plan* is the culmination of countless hours of work, as well as invaluable expertise, leadership and creativity offered by hundreds of organizations and thousands of individuals.

It is with great appreciation that we recognize all who are playing a role in building a bright green future for our city and our planet.

### Greenest City Planning Team

- Lindsay Cole, *Greenest City Planner, Sustainability Group*
- Amanda Mitchell, *Greenest City Public Engagement Coordinator, Sustainability Group*
- Olive Dempsey, *Greenest City Public Engagement Coordinator, Sustainability Group*
- Amy Fournier, *Project Analyst, Sustainability Group*
- Ryan Merkeley, *Director of Corporate Communications*
- Lisa Brideau, *Sustainability Specialist, Sustainability Group*

### Greenest City Steering Committee

- Sadhu Johnston (*Chair*), *Deputy City Manager*
- Lee Malleau, *CEO, Vancouver Economic Commission*
- John Tylee, *Director of Policy and Research, Vancouver Economic Commission*
- Sean Pander, *Assistant Director, Sustainability Group*
- David Ramslie, *Senior Programs Manager, Sustainability Group*
- Will Johnston, *Chief Building Official*
- Jerry Dobrovolsky, *Director of Transportation*
- Brent Toderian, *Director of Planning*
- Peter Kuran, *Deputy General Manager, Park Board*
- Tilo Driessen, *Manager of Planning and Research, Park Board*

- Neal Carley, *Director of Streets*
- Danica Djurkovic, *Acting Director of Planning and Operations, Park Board*
- Rowan Birch, *Director of Waste Reduction and Recovery Management*
- Chris Underwood, *Acting Director of Waste Reduction and Recovery Management*
- Mairi Welman, *Director of Corporate Communications*
- Brian Crowe, *Director of Water and Sewers*
- Mary Clare Zak, *Director of Social Policy*
- Amanda Pitre-Hayes, *Director of Sustainability*

## GREENEST CITY ACTION TEAM

- Gregor Robertson (Co-Chair), *Mayor of Vancouver*
- Dr. David Boyd (Co-Chair), *Environmental Lawyer and author of Sustainability Within a Generation*
- David Cadman, *Vancouver City Councillor*
- Linda Coady, *Distinguished Fellow, Liu Institute for Global Issues, UBC*
- Lindsay Cole, *Director, Sustainability Solutions Group*
- Karen Cooling, *National Staff Representative, Communications, Energy and Paperworkers Union of Canada and Treasurer, Toxic Free Canada*
- Mike Harcourt, *Former Premier of British Columbia, Former Mayor of Vancouver, Honorary Chair of the International Centre for Sustainable Cities*
- Cheeying Ho, *Director, Whistler Centre for Sustainability*
- Mark Holland, *Principal, HB Lanarc*
- Alex Lau, *Vice President, Golden Properties Ltd.*
- Linda Nowlan, *Director, Pacific Conservation, World Wildlife Fund-Canada*
- Gordon Price, *Director of SFU City Program and former Vancouver City Councillor*

- Moura Quayle, *Professor, UBC Sauder School of Business*
- Andrea Reimer, *Vancouver City Councillor*
- Robert Safrata, *CEO, Novex Delivery Solutions*
- Dr. David Suzuki, *Scientist, environmentalist and broadcaster*
- Mossadiq S. Umedaly, *Executive Chairman, Enecsys*
- Tamara Vrooman, *CEO, Vancity Credit Union*

## STAFF WORKING GROUPS

### Green Economy

- John Tylee (Chair), *Director of Policy and Research, Vancouver Economic Commission*
- Juvarya Warsi (Staff Lead), *Policy Analyst, Vancouver Economic Commission*
- Chris Clibbon, *Planner, Community Services Group, Research and Data*
- Kira Gerwing, *Planner, Community Services Group (Downtown Eastside)*
- Lee Malleau, *CEO, Vancouver Economic Commission*
- Bryan Buggy, *Director of Business Development, Vancouver Economic Commission*
- Jonathan Kassian, *Vancouver Economic Commission*
- John McPherson, *Business Development Officer, Vancouver Economic Commission*
- Peter Vaisbord, *Planner, Business Improvement Area (BIA) Program*
- Abhijeet Jagtap, *UBC Greenest City Scholar*
- Nouri Najjar, *UBC Greenest City Scholar*

### Climate Leadership

- Sean Pander (Chair), *Assistant Director, Sustainability Group*
- Hugo Haley (Staff Lead), *Renewable Energy Planner, Sustainability Group*

- Chris Baber, *Utility Manager, Neighbourhood Energy Utility Project, Engineering Services*
- David Ramsle, *Senior Programs Manager, Sustainability Group*
- Brian Beck, *Climate Program Manager, Sustainability Group*
- Brian Crowe, *Director of Water and Sewers Division*
- Tamsin Mills, *Climate Change Adaptation Planner*
- Paul Henderson, *Director, Strategic Initiatives Office of the General Manager - Engineering*
- Malcolm Shield, *UBC Greenest City Scholar*
- Derek Pope, *UBC Greenest City Scholar*
- Lisa Westerhoff, *UBC Greenest City Scholar*

### Green Buildings

- Will Johnston (Chair), *Director of Licences and Inspections/Chief Building Official*
- David Ramsle, *Senior Programs Manager, Sustainability Group*
- Rick Michaels, *Assistant Director, Enquiry Centre - Development Services*
- Ron Dyck, *Program Manager, Building Inspections*
- Sailen Black, *Development Planner, Urban Design and Development Planning Centre*
- Mark Hartman, *Green Building Program Manager, Sustainability Group*
- Rachel Moscovich, *Sustainable Development Planner, Sustainability Group*
- Kandiah Pavanathan, *Manager, Development Services - Processing Centre*
- Pat Ryan, *Deputy Chief Building Official, Assistant Director of Development Services*
- Chris Warren, *Director of Development Services*
- Jay Worthing, *UBC Greenest City Scholar*

### Green Transportation

- Jerry Dobrovoly (Chair), *Director of Transportation*
- Brent Toderian (Chair), *Director of Planning*

- Paul Krueger (Staff Lead), *Planner, Strategic Transportation Planning Branch - Rapid Transit Office*
- Brian Beck, *Climate Program Manager, Sustainability Group*
- Dale Bracewell, *Manager, Transportation Division - Active Transportation*
- Lon LaClaire, *Manager, Strategic Transportation Planning*
- Neal LaMontagne, *Planner, Citywide and Regional Planning*
- Andrew Pask, *Planner, Community Planning*
- Jo Fung, *Program Manager, Transportation Division*
- Maggie Baynham, *UBC Greenest City Scholar*
- Tate White, *UBC Greenest City Scholar*

### Zero Waste

- Rowan Birch (Chair, retired), *Director of Waste Reduction and Recovery Management*
- Chris Underwood (Chair/Staff Lead), *Acting Director, Waste Reduction and Recovery Management*
- Monica Kosmak, *Program Manager, Zero Waste Planning*
- Lynn Belanger, *Manager, Transfer and Landfill Operations*
- Mani Deo, *Equipment Management Engineer*
- David Robertson, *Supervisor, Environmental Protection Branch, Community Services Group*
- Catherine Kinahan, *Assistant Director of Enforcement and Prosecutions, Legal Services*
- Valery Presolly, *UBC Greenest City Scholar*

### Access to Nature

- Tilo Driessen (Chair), *Manager of Planning and Research, Park Board*
- Neal Carley (Chair), *Director of Streets*
- Alan Duncan (Staff Lead), *Environmental Planner, Planning and Operations, Park Board*
- Eileen Curran, *Engineering Assistant, Streets Division*

- Doug Manarin, *Planning and Development Engineer, Streets Design*
- Douglas Scott, *Landscape Architect, Active Transportation*
- Megan Stuart-Stubbs, *Planning Analyst, Planning and Operations, Park Board*
- Cathy Buckham, *Senior Planner, Community Planning*
- Andrew Pask, *Planner, Community Planning*
- Katherine Isaac, *Planner, Planning and Operations, Park Board*
- Ben Mulhall, *Project Coordinator, Planning and Operations, Park Board*
- Bill Stephen, *Acting City Arborist, Park Board*
- Piet Rutgers (retired), *Park Board*
- Amit Gandha, *Acting Superintendent - Arboriculture North, Park Board*
- Lindsay Bourque, *UBC Greenest City Scholar*

### Lighter Footprint

- Mairi Welman (Chair), *Director of Corporate Communications*
- Lindsay Cole (Staff Lead), *Greenest City Planner, Sustainability Group*
- Sean Pander, *Assistant Director, Sustainability Group*
- Joyce Uyesugi, *Planner, Citywide and Regional Planning*
- Brenda Proskens, *Deputy General Manager, Community Services*
- Andrew Pask, *Planner, Community Planning*
- Colin Fenby, *Assistant Director of Corporate Communications*
- Nancy Eng, *Communications Coordinator, Corporate Communications*
- Baldwin Wong, *Social Planner, Community Services Group*
- Joseph Li, *Multilingual Communications Coordinator, Corporate Communications*
- Daphne Wood, *Director of Planning and Development - Vancouver Public Library*
- Barb Floden, *Communications - Park Board*
- Laurie Best, *Director of Web Redevelopment Project*

- Jennifer Bailey, *Water Quality and Conservation Program Manager, Water Designs*
- Amy Fournier, *Project Analyst, Sustainability Group*
- Paul Henderson, *Director, Strategic Initiatives Office of the General Manager – Engineering*
- Cornelia Sussman, *UBC Greenest City Scholar*
- Avery Titchkosky, *UBC Greenest City Scholar*
- Maggie Wang, *UBC Greenest City Scholar*
- Polly Ng, *UBC Greenest City Scholar*

### Clean Water

- Brian Crowe (Chair), *Director of Water and Sewers Division*
- Peter Navratil (Staff Lead), *Manager, Water Design*
- Andrew Ling, *Civil Engineer, Sewer and Drainage Design*
- Carolyn Drugge, *Policy Analyst, Water and Sewers Division*
- Piet Rutgers/Danica Djurkovi, *Acting Director of Planning and Operations, Park Board*
- David Ramslie, *Senior Programs Manager, Sustainability Group*
- Grace Cheng, *Manager, Financial Policy and Projects*
- Jack Chen, *Business Consultant, Financial Services Group*
- Jennifer Bailey, *Water Quality and Conservation Program Manager, Water Design*
- Donny Wong, *Civil Engineer, Water Design*
- Sara Orchard, *UBC Greenest City Scholar*
- Joshua Welsh, *UBC Greenest City Scholar*

### Clean Air

- Roger Quan, *Air Quality Policy and Management Division Manager, Metro Vancouver*
- Laurie Bates-Frymal, *Air Quality Planner, Metro Vancouver*

- Derek Jennejohn, *Senior Engineer, Metro Vancouver*
- Sean Pander, *Assistant Director of Sustainability Group*
- Brian Beck, *Climate Program Manager, Sustainability Group*
- Malcolm Shield, *Climate Policy Analyst, Sustainability Group*
- Adam Hyslop, *UBC Greenest City Scholar*

### Local Food

- Mary Clare Zak (Chair), *Director of Social Policy*
- Andrew Pask (Staff Lead), *Planner, Community Planning*
- James O’Neill (Staff Lead), *Social Planner, Community Services Group*
- Wendy Mendes, *Social Planner, Community Services Group*
- Brent Toderian, *Director of Planning*
- Tami Gill, *Planner, Central Area Planning*
- Rick Michaels, *Assistant Director of Development Services Enquiry Centre*
- Sean Pander, *Assistant Director of Sustainability Group*
- John Breckner, *Associate Director of Real Estate Services*
- Scott Edwards, *Manager, Street Activities Branch*
- Erin McDonald, *Green Streets Coordinator, Transportation*
- Alan Duncan, *Environmental Planner, Planning and Operations, Park Board*
- Bill Manning, *Manager, Arboriculture and Horticulture*
- Douglas Scott, *Landscape Architect, Active Transportation*
- Kevin Millsip, *Sustainability Coordinator, Vancouver School Board*
- Liane McKenna (retired), *Director of Vancouver East District, Park Board*
- Tegan Adams, *UBC Greenest City Scholar*

## EXTERNAL ADVISORY COMMITTEES

### Green Economy

#### Target 1

- Richard Hallman, *BC Innovation Council*
- Jennie Moore, *BC Institute of Technology*
- Robin Hemmingsen, *BC Institute of Technology*
- Pascal Spothelfer, *BC Technology Industry Association*
- Lee Loftus, *BC and Yukon Construction Trades Council*
- Wayne Peppard, *BC and Yukon Construction Trades Council*
- Michael Heeney, *Bing Thom Architects*
- Shirley Chan, *Building Opportunities with Business*
- Brian Smith, *Building Opportunities with Business*
- Wal van Lierop, *Chrysalix*
- John Lerner, *EMBERS*
- Marcia Nozick, *EMBERS*
- Paul Shorthouse, *Globe Foundation*
- Mark Holland, *HB Lanarc*
- Bob Ingratta, *LifeSciences BC*
- Helen Goodland, *Light House Sustainable Building Centre*
- Gil Yaron, *Light House Sustainable Building Centre*
- Linda Nowlan, *Environmental Lawyer and Consultant*
- Lori Law, *National Research Council - IRAP*
- Walter Wardrop, *National Research Council - IRAP*
- Linda Oglov, *Oglov Business Development*
- Heather Tremain, *reSource Rethinking Building*
- Paul Austin, *Sustainable Development Technology Canada*
- Sean Markey, *Simon Fraser University*
- James Tansey, *University of British Columbia*
- Maureen Cureton, *Vancity Credit Union*

## Target 2

- Gordon Hardwick, *BC Film Commission*
- Christy Intihar, *BC Hydro PowerSmart*
- Joy Beauchamp, *BC Government LiveSmart*
- Bernie Magnan, *Board of Trade*
- Catherine Chick, *Business Development Bank of Canada*
- Elizabeth Sheehan, *Climate Smart*
- Charles Gauthier, *Downtown Vancouver Business Improvement Association*
- Wes Regan, *Hastings Crossing Business Improvement Association*
- Sophie Agbonkhese, *Strathcona Business Improvement Association*
- Walt Judas, *Tourism Vancouver*
- Michael Krafczyk, *TransLink*
- Maureen Cureton, *Vancity Credit Union*
- Lorina Keery, *Building Owners and Managers Association BC*

## Climate Leadership

- Eve Hou, *Metro Vancouver*
- Josha MacNab, *Pembina Institute*
- Dale Littlejohn, *Community Energy Association*
- Guy Dauncey, *BC Sustainable Energy Association*
- John Robinson, *University of British Columbia*
- Stephen Sheppard, *University of British Columbia*
- Kevin Millsip, *Vancouver School Board*
- Mark Roseland, *Simon Fraser University*
- Nicholas Heap, *David Suzuki Foundation*
- Norm Connolly, *Community Energy Association*
- Stacey Bernier, *Canadian District Energy Association*
- Victoria Smith, *BC Hydro*
- Colleen Sparks, *BC Climate Action Secretariat*
- Paul Shorthouse, *Globe Foundation*
- Alan Boniface, *Urban Land Institute*
- Mauricio A. Acosta, *Vancouver Coastal Health Authority*

- Elizabeth Sheehan, *Climate Smart*
- John Turner, *Fortis BC*

## Green Buildings

- Allan Francis, *Architectural Institute of BC, Sustainability Committee*
- Michael Blackman, *Association of Professional Engineers and Geoscientists / Read Jones Christoffersen Ltd.*
- Chris Corps, *Asset Strategies Ltd. / Canadian Royal Institute of Chartered Surveyors*
- Toby Lau, *BC Hydro*
- Sophie Mercier, *BC Building Envelope Council*
- John Cordonier, *Bentall Group*
- Lorina Keery, *Energy Conservation and Sustainability Programs, Building Owners and Managers Association of BC*
- Paul LaBranche, *Building Owners and Managers Association of BC*
- Peter Laforest, *Energy and Sustainability Programs, Building Owners and Managers Association of BC*
- Teresa Coady, *Bunting Coady Architects*
- Martin Nielsen, *Busby, Perkins + Will*
- Joe Stano, *Canada Green Building Council*
- Thomas Mueller, *Canada Green Building Council*
- Jessica Woolliams, *Cascadia Green Building Council*
- Joel Sisolak, *Cascadia Green Building Council*
- Mona Lemoine, *Cascadia Green Building Council*
- Allan Francis, *CEI Architecture Planning Interiors*
- John Scott, *CEI Architecture Planning Interiors*
- Kevin Hydes, *CEO Integral Group*
- Jennifer Sanguinetti, *Smart Buildings and Energy Management BC Housing*
- Jennie Moore, *BC Institute of Technology*
- Jeff Fischer, *Urban Development Institute*
- Amy Spencer-Chubey, *Greater Vancouver Home Builders' Association*

- Denisa Ionescu, *Research and Education, Homeowner Protection Office*
- Murray Mackinnon, *Canadian Contact, Ledcore*
- Helen Goodland, *Light House Sustainable Building Centre*
- Trudy Rotgans, *Building Policy, Province of BC*
- Norm Shearing, *Parklane Homes*
- Guido Wimmers, *Passive House Institute*
- Jonathan Meads, *Concert Properties*
- Katherine Muncaster, *Province of BC*
- Graham Finch, *RDH Building Engineering*
- Warren Knowles, *RDH Building Engineering*
- Brenda Martens, *Recollective*
- Michael Yeates, *Vancity Credit Union*
- Heather Tremain, *reSource Rethinking Building*
- Lyn Bartram, *SFU School of Interactive Arts and Technology*
- Ray Cole, *UBC School of Architecture and Landscape Architecture*
- Juvarya Warsi, *Vancouver Economic Commission*
- Keith Sashaw, *Vancouver Regional Construction Association*

## Green Transportation

- Kevin Volk, *BC Ministry of Transportation*
- Raymond Kan/Eve Hou, *Metro Vancouver*
- Greg Yeomans, *TransLink*
- Margaret Mahan, *Better Environmentally Sound Transportation*
- Keith Ippel, *Vancouver Area Cycling Coalition*
- Karen Parusel/Karen Fung, *Vancouver Public Space Network*
- Adam Cooper, *UBC TREK Program Centre, UBC*
- Larry Frank/Andrew Devlin, *School of Community and Regional Planning, UBC*
- Gordon Price, *City Program, SFU*
- Kevin Millsip, *Vancouver School Board*



- Alice Miro, *CLASP Initiative, Built Environment and Health, Heart and Stroke Foundation*
- Heather McKay/Sara Lusina/Azaria Botta, *Vancouver Coastal Health*
- David Feldhaus, *Vancouver Electric Vehicle Association*
- Mike Elwood, *Electric Mobility Canada*

## Zero Waste

- Ruth Abramson, *Provincial Health Services Authority*
- Helen Spiegelman, *Zero Waste Vancouver*
- Dennis Ranahan, *Metro Vancouver*
- Norman Point, *Musqueam Indian Band, Musqueam Reserve*
- Charles Gauthier, *Downtown Vancouver Business Improvement Association*
- Kevin Millsip, *Vancouver School Board*
- Richard Taki, *Vancouver Coastal Health Authority*
- Brock Macdonald/Jordan Best, *Recycling Council of BC*
- Avtar Sundher, *Ministry of the Environment*
- Sam Dahabieh, *Simon Fraser University*
- Robert Weatherbe, *Recycling Alternative*
- Louise Schwarz, *Recycling Alternative*

## Access to Nature

- David Zandvliet, *Faculty of Education, Simon Fraser University*
- Emily Jubenvill, *Vancouver Public Space Network*
- Andrew Appleton, *Evergreen*
- Dawn Hanna, *Jericho Stewardship Group*
- Catherine Berris, *BC Society of Landscape Architects*
- Kai Chan, *Institute for Resources, Environment and Sustainability, UBC*
- Margaret Coutts, *Nature Vancouver*
- Kevin Millsip, *Vancouver School Board*
- Patricia Thomson, *Stanley Park Ecology Society*

## Lighter Footprint

- Jennie Moore, *BC Institute of Technology*
- Jason Mogus, *Communicopia*
- James Boothroyd, *David Suzuki Foundation*
- Aftab Erfan, *Deep Democracy*
- Alex Lau, *Golden Properties*
- Nancy Mcharg, *Hoggan and Associates*
- Ruben Anderson, *Metro Vancouver*
- Vanessa Timmer, *One Earth Initiative*
- Emmanuel Prinnet, *One Earth Initiative*
- Bill Rees, *One Earth Initiative/University of British Columbia*
- Janet Moore, *Semester in Dialogue Program, SFU*
- Meg Holden, *Urban Studies and Geography, SFU*
- Susanna Haas-Lyons, *Greenest City Conversations Project, UBC*
- Kevin Millsip, *Vancouver School Board*

## Clean Water

- Oliver Brandes, *POLIS Projection Ecological Governance*
- Patricia Daly, *Vancouver Coastal Health Authority*
- Bob Jones, *Metro Vancouver*
- Dirk Kirste, *Simon Fraser University*
- Gunilla Oberg, *University of British Columbia*
- Kirk Stinchcombe, *Econnics*
- Tim Takaro, *Simon Fraser University*
- Troy Vassos, *NovaTech Consultants Inc.*
- Stan Woods, *Metro Vancouver*

## Local Food

- Joanne Bays, *Public Health Association of British Columbia*
- Brent Mansfield, *Vancouver School Board*
- Doug Aason, *Greater Vancouver Foodbank*
- Daryl Arnold, *Commercial poultry farmer*
- Herb Barbolet, *Centre for Sustainable Community Development, SFU and Local Food First*
- Maria Burplehaus, *Vancouver Coastal Health Authority*

- Carole Christopher, *Society Promoting Environmental Conservation*
- Trish Kelly, *Horizon Distributors*
- André LaRivière, *Green Table Network*
- Tara McDonald, *Your Local Farmers Market Society*
- Ross Moster, *Village Vancouver*
- Jeff Nield, *Farm Folk City Folk*
- Cale Price, *Vancouver chef*
- Janine de la Salle, *Food Systems Planning, HB Lanarc*
- Carla S. Shore, *C-Shore Communications Inc.*
- Yona Sipos, *UBC Faculty of Land and Food Systems*
- Helen Spiegelman, *Zero Waste Vancouver*
- Kim Sutherland, *BC Ministry of Agriculture*
- David Tracey, *Vancouver Community Agriculture Network*
- T'Uy'Tanat-Cease Wyss, *Skwxw'u7mesh Nation*

# GREENEST CITY WORKSHOP AND OUTREACH SUPPORTERS

- The Accountability Project
- Alfresco Vancouver
- Balitang Vancouver
- BC Sustainable Energy Association
- Board of Change
- Canadian Community Economic Development Network
- Cause + Affect and Pecha Kucha Vancouver
- City of Vancouver Bicycle Advisory Committee
- City of Vancouver Multicultural Advisory Committee
- Constructive Public Engagement
- David Suzuki Foundation
- Green Club Vancouver
- Green Drinks
- John Oliver Secondary School - Digital Immersion Class






- OMNI news
- One Earth Initiative
- Poonam Sandhu and Preet Bal
- Prince of Wales Secondary School
- Rangi Changi Roots
- Recycling Council of BC
- Science World
- SFU Carbon Talks
- SFU City Program
- SFU Semester in Dialogue Program
- South Vancouver Service Providers Network
- Stratford Hall
- Strathcona Business Improvement Association
- S.U.C.C.E.S.S.
- Sustainable Vancouver
- Travelling World Community Film Festival
- UBC School of Community and Regional Planning
- Urban Development Institute
- Vancouver and District Labour Council
- Vancouver Board of Trade
- Vancouver City Planning Commission
- Vancouver Design Nerds
- Vancouver is Awesome
- Vancouver Public Space Network
- Vancouver Social Media community, hosted by SAP
- Village Vancouver
- The Waldorf Hotel
- Zero Waste Vancouver

## PHOTO CREDITS

- Cover, Port Metro Vancouver
- Page 7, Stephen Hui
- Page 9, Kurtis Stewart
- Page 10, Vancouver Convention Centre
- Page 11, *Houses*, Amanda Mitchell
- Page 11, *Truck*, Westport Innovations
- Page 12, Rob Baxter
- Page 15, Westport Innovations
- Page 16, Amanda Mitchell
- Page 17, *Sign*, Amanda Mitchell
- Page 17, *VIVA Laneway*, Paul Krueger
- Page 21, Deb Gale
- Page 22, Amanda Mitchell
- Page 23, *Woodwards Building*, Amanda Mitchell
- Page 23, *Laneway House*, Krista Jahnke
- Page 24, *Greenwall*, Lisa Brideau
- Page 25, Amanda Mitchell
- Page 28, Kurtis Stewart
- Page 29, *Trucks*, Translink
- Page 30, Amanda Mitchell
- Page 33, Jason Vanderhill
- Page 34, Caelie Frampton
- Page 35, *OV Park*, Amanda Mitchell
- Page 35, *Wood Slats*, Amanda Mitchell
- Page 35, *Wood Wall*, Vanessa Griffiths
- Page 39, Amanda Mitchell
- Page 40, Rob Baxter
- Page 41, *Ducks*, Elaine Ayres
- Page 41, *Walking Path*, Ben Johnson
- Page 42, Vanessa Griffiths
- Page 46, Amanda Mitchell
- Page 47, *Bike Stand*, Paul Krueger
- Page 47, *Grass and Concrete*, Amanda Mitchell
- Page 48/49, *Canning*, Kristi Tatebe
- Page 49, *Laundry Line*, Ben Johnson
- Page 51, Amanda Mitchell
- Page 53, *Water Reservoir*, Metro Vancouver
- Page 53, *Carrot & Sprinkler*, Vanessa Griffiths
- Page 54, Stephen Rees
- Page 59, Paul Krueger
- Page 60, *Crab Park*, [www.eclipseawards.com](http://www.eclipseawards.com)
- Page 60/61, *Leaf & Sun*, Vanessa Griffiths
- Page 64, *Peach Pie*, Michelle Sproule via [scoutmagazine.ca](http://scoutmagazine.ca)
- Page 65, *Garden*, Kristi Tatebe
- Page 65, *Tomatoes*, Geoff Peters
- Page 66, Michelle Sproule via [scoutmagazine.ca](http://scoutmagazine.ca)
- Page 69, Steve Dynie
- Page 70, Robert White

## Environmental Benefits Statement

By using paper made with 100% post-consumer recycled content,  
the following resources have been saved.

 trees	 water	 energy	 solid waste	 greenhouse gases
36	62,800	15	477	1,672
fully grown	litres	million BTU	kilograms	kilograms

Environmental impact estimates were made using the Environmental Paper Network Calculator.  
For more information visit <http://calculator.environmentalpaper.org>

© 2012, City of Vancouver. All Rights Reserved.

*The preparation of this sustainable community plan was carried out with assistance from the Green Municipal Fund, a Fund financed by the Government of Canada and administered by the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.*





**GREENEST CITY 2020**

For More Information:

Visit [vancouver.ca](http://vancouver.ca) or call: 311

**Hỏi chi tiết** **Obtenga Información**

**資料查詢** **ਜਾਣਕਾਰੀ ਲਏ** 311

TTY: 7-1-1 / Outside Vancouver: 604.873.7000



**zero** | 100% carbon neutral | by Hemlock Printers  
[www.hemlock.com/zero](http://www.hemlock.com/zero)



## City Council

### Economic Development Focus for 2015 - 2016

**Agenda Date:** 2/24/2015  
**Agenda Item Number:** 2.B  
**File Number:** 15-0168

---

**Type:** work session **Version:** 1 **Status:** Study Session

---

#### **Title**

Economic Development Focus for 2015 - 2016

#### **Recommended Action**

##### **Committee Recommendation:**

Not referred to a committee.

##### **City Manager Recommendation:**

Provide staff with feedback and direction regarding the City Council's economic development focus areas for the next two years.

#### **Report**

##### **Issue:**

City Council included money in the 2015 budget to hire and Economic Development professional. The City Manager and Community Planning and Development Director have been working to develop a job description and key success factors and desired outcomes. As part of this work, staff seeks council review and feedback on a list of key focus areas for the next two years.

##### **Staff Contact:**

Keith Stahley, Director, Community Planning and Development, 360.753.8227

##### **Presenter(s):**

Steve Hall, City Manager

Keith Stahley, Director, Community Planning and Development

##### **Background and Analysis:**

As part of the 2015 budget, City Council included \$125,000 to hire and Economic Development Professional. Staff seeks City Council feedback on key focus areas for the next two years. In order to achieve results, it is critical that the new person stay focused on strategic initiatives of the City and not get bogged down on minutia. The City Manager CPD Director and Councilmember Cooper met with the executive directors of the Thurston County Economic Development Council, the Thurston County Chamber of Commerce and the Olympia, Lacey, Tumwater Visitor and Convention Bureau to review focus areas list for this position. The list below reflects their input and feedback:

## **Economic Development Focus 2015-2016**

- Retain and Expand Major Employers and Retailers -- focus on Medical Services, Regional Mall, Auto Mall and State Government.
- Recruitment Efforts -- support regional partners in strategic recruitment efforts.
- Municipal Landfill - complete environmental assessment and strategically pursue sale of the site for high quality development.
- CRA and Opportunity Sites - work with owners and investors to advance the recommendations of the Investment Strategy Report prepared by ECONorthwest.
- Port Real Estate Development Plan - actively engage with the Port in the completion of the plan.
- Downtown Retail Strategy - support the work of the consulting team in completion of this element of the Downtown Strategy and focus on implementing the key findings of this work.
- Leverage our Limited Resources - strategically deploy the Grow Olympia Fund, Section 108 Loan Program and other tools to grow Olympia's business and tax base.
- Stay Out of the Weeds - be a catalytic force in Olympia's economic environment and maintain a high level perspective on achieving beneficial growth and development in our community.
- Implement New Comprehensive Plan - work to maintain Olympia's position as a regional center for commerce, government, medicine, arts and entertainment and to grow our economy in a manner consistent with the Comprehensive Plan.

Successful Economic Development is about building relationships and understanding the community's strengths and targeting opportunities that take advantage of them. This list of focus areas will help to make sure that the City's new Economic Development Professional is focused on the right things. We will also use this list to finalize the job description for the position and will be used it to gauge the overall performance and effectiveness of the new Economic Development Professional. Staff anticipates initiating a recruitment process immediately to find the most qualified and best fit for the City of Olympia's first Economic Development Professional and hopes to have a person on board by the middle of the year.

### **Options:**

Provide feedback and direction on the focus area list.

### **Financial Impact:**

A total of \$125,000 has been included in the 2015 budget for salary and benefits for this position.