

CITY OF INDEPENDENCE **ACTION PLAN**



ACKNOWLEDGEMENTS

Independence 2020 Vision Plan is a collection of ideas, energy, and projects that represent a large spectrum of Independence community members. Thoughtful reflection, creativity, and enthusiasm of those who live, work, and play in Independence have resulted in the following vision and action plan. Your contributions, whether in neighborhood or community meetings, surveys, sponsorship, and commitment to continued involvement, have created the necessary vision and momentum to bring Independence's action plan to life.

We would like to acknowledge the participation of the citizens of Independence in this process.

We would also like to thank and acknowledge the following participants:

- City Staff
- City Council
- PAC Members
- TAC Members
- Independence Historic Preservation Commission
- Independence Downtown Association
- Central School District
- Colonia Amistad
- Roth's
- Marquis Spa
- Linen Warehouse
- Ragin' River
- J Bella's
- Independence Cinema
- Eric Olson
- Mike Erdmann

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Consultant Team

- David Berniker, **SERA Architects**
- Pauline Lauterbach, **SERA Architects**
- Robin Moodie, **SERA Architects**
- Libby Barg, **Barney and Worth**
- Mary Bosch, **Marketek**
- Jerry Johnson, **Johnson Reid**

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INTRODUCTION

Independence 2020 is a community-wide visioning process sponsored by the City of Independence in cooperation with several community partners. The goal of Independence 2020 is to set a road map for the future with input from those that live, work, and play in the community. The plan provides an opportunity for the community to continue to shape the kind of city that future generations will be proud to call home. Independence 2020 is not a “City” of Independence plan but rather a community plan with the benefits and responsibility of development and implementation shared among a broad range of partners.

The year-long vision plan process began in the summer of 2008 with the objective of updating the City’s vision statement and developing an action plan to implement this vision. In addition as part of Independence 2020, existing market conditions were analyzed, a retail business development strategy was identified, a code audit of the existing zoning ordinance was performed, and development and design standards and guidelines were created as the necessary regulatory framework to implement the vision.

The Independence 2020 process was an iterative plan with many varied opportunities for public input. Two surveys were made available to the community. They were sent with water and sewer bills, handed out at events and by residents, and posted online. Over 400 surveys were completed. Community briefings were held to engage a broad spectrum of the public in the process. Several open houses and town hall meetings were also held to present the plan in its various stages.

In addition, a Public Advisory Committee (PAC) was appointed by the Mayor to give a diverse group of leaders in the community a more formal role in the creation of the plan. The PAC met monthly to review plan materials, to provide input, and help guide the Independence 2020 process. The PAC advised the City on how to best inform and involve the public. PAC members also served as ambassadors for the plan, sharing information with community members, participating in briefings and public meetings, and helping to articulate a vision and identify action items. A Technical Advisory Committee (TAC), consisting of City Staff and members of the local building and development community, was also created to provide additional input from the perspective of administrators and practitioners. Besides reviewing all

deliverables, the TAC provided direction on all capital and private projects, the existing development code, and redevelopment opportunities. Additionally, the TAC provided insight into the City of Independence’s rich history, culture and local politics. The TAC’s understanding of the local community was essential in creating a successful public outreach process that engaged all residents as well as business and property owners.

As described in the vision statement and realized in the year-long planning process, the people of Independence are dedicated to continuing to improve and strengthen their community. The action plan is a tool for moving forward that agenda. The plan highlights the most pressing challenges and opportunities, and provides an orderly road map for accomplishing the revised vision statement. The plan recognizes the values of the community and identifies specific actions. A timeline is identified for each action item, as well as a lead and support partner for facilitating its implementation. Action items were prioritized by community members. The top strategies for each goal are highlighted in the action plan.

The Independence 2020 Vision and Action Plan is the result of a community process that involved hundreds of residents and many hours of volunteer time from members of the PAC. The community values, vision statement, and action plan that follow are a reflection of the community’s vision for Independence.

IMPLEMENTATION

The planning process for Independence 2020 resulted in a list of projects that when implemented, will move the community towards a shared vision for tomorrow. The Community Development Director and City Council will review these actions every six months. The action list will be revised annually to reflect completion of

IDEAS ARE COLLECTED

- Community Survey
- PAC Input
- Review of Past Planning
- Stakeholder Interviews
- Town Hall Meeting # 1

specific actions, and updated as needed to reflect existing actions and the addition of new actions. City staff will collaborate with lead and support partners in strategizing how to achieve specific actions, determining the logistics of special events, and producing outreach materials.

VISIONING PROCESS

The Independence 2020 visioning process contained five steps:

- **Collect Ideas:** The consultant team reviewed existing community plans and technical documents to better understand the community, collect initial ideas, and formulate informed questions for a survey. Preliminary community input was gathered through a widely distributed survey that asked the basic question: *What do respondents like about Independence and what would they like to see change?* Community briefings were also held with various groups to collect additional ideas.
- **Identify Community Values and Vision:** Members of the PAC reviewed the ideas and helped to organize them thematically into values that reflected the hopes and aspirations of the community. Ideas were translated into community values that articulated both what people value about Independence as it is today and what people would like to see in the future. The first Town Hall meeting was held with over 80 community participants. At this meeting, preliminary community values were presented to the public for their reaction and input. Small groups then worked to draft vision statements that were later compiled by the PAC.

GOALS ARE FORMED

PAC Input
Action Plan Workshop

- **Form Goals:** Using the guidance of community values, the PAC sorted through the hundreds of ideas from the community and formed goals. For example, community members wanted to improve historic buildings along Main Street and in the

residential district. This was interpreted into the goal of “enhance historic character.” These goals categorized ideas into emphasis areas and began to bridge the gap between aspiration and implementation.

- **Develop Strategies and Actions:** With goals in place, the PAC began to identify specific strategies for accomplishing each goal. Each goal was broken down into multiple strategies for achieving the objectives of the goal. For example, the goal of “enhance historic character” was sub-divided into three strategies including fixing the buildings downtown, maintaining the history of Independence, and protecting and supporting improvements to the historic residential area. The PAC also began to translate the community’s ideas into initial action items, which would become the individual pieces of the larger action plan. A workshop was then held with key stakeholders and the community to further refine and assess the initial goals, strategies, and action items for implementation.

ACTION PLAN CREATED

Community Survey #2
Town Hall Meeting #2
PAC Input
Electronic Polling

- **Create Action Plan:** Once the goals, strategies, and draft action items were in place, it was back to the community with a second round of public outreach. A second community survey was issued so that community members could prioritize the strategies and actions and provide direction for the implementation of the action plan. A final Town Hall meeting was then held where electronic polling was used to rank strategies and action items. Electronic polling was also conducted with seniors at Central High School and at Colonia Amistad. In all, more than 130 people participated in electronic polling.

The resulting action plan presents seven goals broken down into 35 strategies for accomplishing each goal with 143 specific action items to implement the Independence 2020 vision.



PUBLIC PARTICIPATION

PUBLIC PARTICIPATION

Independence 2020 placed an emphasis on public participation throughout the process. The goals for public involvement include:

- Implement an effective public outreach program that informs, educates, and involves citizens in the Independence 2020 Vision Plan
- Provide a variety of opportunities for input during the planning process in recognition that not all stakeholders will participate in the same ways or at the same level
- Craft outreach methods for key stakeholder groups to effectively engage them, including those who have not traditionally participated in public processes
- Discern community values and community values to guide the project’s evaluation criteria
- Refine a Vision Statement that reflects the community’s hopes and dreams
- Obtain useful and timely public comment on work plan products including the illustrative code audit, architectural development standards, design standards and guidelines, marketing plan, and draft action plan
- Generate outcomes that enjoy broad public support
- Build an Action Plan for Independence that is implemented by the people who live, work, play, learn, and shop in Independence

PAC MEMBERS

Ted Baker	Jane Honbeck	Mike Parks
Richard Bunse	Shawn Irvine	Robin Puccetti
Ron Cooper	Diana Lindskog	Eric Puig
Greg Ellis	John McArdle	Peggy Schorsch
Carol Gabel	Marilyn Morton	Vern Wells
Paul Hirt	Bill Nicassio	
Jerry Hoffman	Carmen Pachuca	

TAC MEMBERS

- Sgt. Robert Mason
- Karin Johnson
- Michael Danko
- Ken Perkins
- Dan Weaver
- Shawn Irvine

Public involvement accomplishments include:

- Independence 2020 website developed and outreach material created
- Community Survey #1 – June 2008 (400+ community surveys completed)
- In-depth stakeholder interviews with a variety of residents, businesses and city staff conducted in June and July 2008 (20+ interviews)
- Community Briefings
 Colonia Amistad
 July 30, 2008 (25+ attendees)
 Spanish Ford Leadership Program
 August 2, 2008 (20+ attendees)
 Community Health Fair
 August 16, 2008 (100+ attendees)
- Independence 2020 Open House
 September 23, 2008 (35+ attendees)
- Independence 2020 Town Hall
 October 23, 2008 (80+ attendees)
- Independence 2020 Code Audit Workshop
 January 12, 2009 (30+ attendees)
- Independence 2020 Action Plan Workshop
 February 3, 2009 (30+ attendees)
- Community Survey #2 community members rank action plan goals
 March/April 2009 (130+ community members)
- Central High School Electronic Polling
 April 27, 2009 (80+participants)
- Colonia Amistad Electronic Polling
 April 27, 2009 (25+participants)
- Independence 2020 Town Hall
 April 28, 2009 (70+ attendees)

A summary of community feedback is located in Appendix B.



PUBLIC PARTICIPATION

ACTION PLAN OVERVIEW

The action plan provides a road map for accomplishing Independence’s 2020 vision. The plan is shaped by the values and ideas of the community. Specific actions are identified, and a timeline, lead partner, and supporting partners are identified to ensure implementation. The action plan contains three pieces: community values, a 2020 vision statement, and an action plan.

COMMUNITY VALUES

Through the public involvement process, community values were developed and reviewed by the PAC. Community values that emerged from community feedback describe what residents like about the City of Independence and what they want the City to be like in the future.

Each of these values is reflected in the vision statement crafted by community members to guide the future growth of the City. The community values were used as evaluation criteria to guide the creation of goals, strategies, and action items in the action plan. The community values identified are:

- Friendly Hometown Feeling
- Unique Historic Flavor
- Family Friendly Atmosphere
- Can Do Attitude
- Entrepreneurial Spirit
- Pride of Ownership
- Engaged Multicultural Community
- A Welcoming City Accessible to All
- Good Stewardship of Resources
- Successful Local Economy
- Live Work Play Locally



VISION STATEMENT

A vision statement was created with the input received from public outreach and members of the TAC and PAC. The vision statement guides the future growth of Independence. The action plan provides a road map for how to accomplish the vision statement.

At the October 23 Town Hall meeting, small workgroups developed vision statements for what they want Independence to look and feel like in the year 2020. Many participants noted that the foundation for the vision of Independence 2020 is already in place. There is work to do, but many of the important steps have been taken.

CITY OF INDEPENDENCE VISION STATEMENT

Independence is a vibrant historic city that offers a truly unique blend of friendly hometown charm, economic vitality and outstanding resource stewardship.

Community members are proud of their city, its beautiful parks and historic buildings, its multicultural heritage and its commitment to be accessible to all people.

With a can do attitude and entrepreneurial spirit, Independence is a self-sustaining city where people live, work, socialize, shop, learn and play – the perfect place to raise a family.



VISION

ACTION PLAN

With a clear picture of the future articulated in the vision statement, community members developed a set of actions to help them realize their vision. Potential actions were submitted by residents at a community town hall, a community workshop, through an online survey, and during numerous community briefings. The PAC reviewed and added actions throughout the process. The PAC further organized these initial action items into emphasis areas and identified seven goals:

- Enhance Independence’s Historic Character
- Develop a Vibrant Downtown
- Create an Accessible Community
- Focus on Youth
- Improve and Promote Community Assets
- Sustainability at Work
- Promote Economic Vitality

A set of strategies was developed for each goal. These strategies identify how to accomplish each goal. Each strategy groups together specific initiatives or action items that move that strategy forward.

These strategies and action items were ranked by community members at the April 28, 2009 Town Hall. These rankings established the community’s priorities, helping to focus implementation efforts on the actions that are most important to the community. The prioritized list of goals, strategies and actions are presented in the action plan. Comprehensive tables presenting the goals, strategies, and actions can be found in Appendix B.

The top strategy from each goal is described first, followed by additional strategies in order of community importance. The top strategies are the following:

- Fix downtown buildings
- Create a downtown experience
- Provide and champion more transportation options
- Provide more opportunities for all types of recreation in parks
- Provide more locations/opportunities for youth
- Reconstruct 2nd street between B and E Streets
- Find ways to utilize Riverview Park more often
- Increase and maintain natural areas along creeks and rivers
- Increase opportunities for local living wage jobs



VOTING ON ACTION ITEMS

HOW TO USE THE ACTION PLAN

Goal: Goals move ideas from a shared vision of the future into implementation. Goals categorize ideas into emphasis areas and translate ideas and community values into actions. The Action Plan contains seven goals that once achieved will bring the vision for Independence alive.

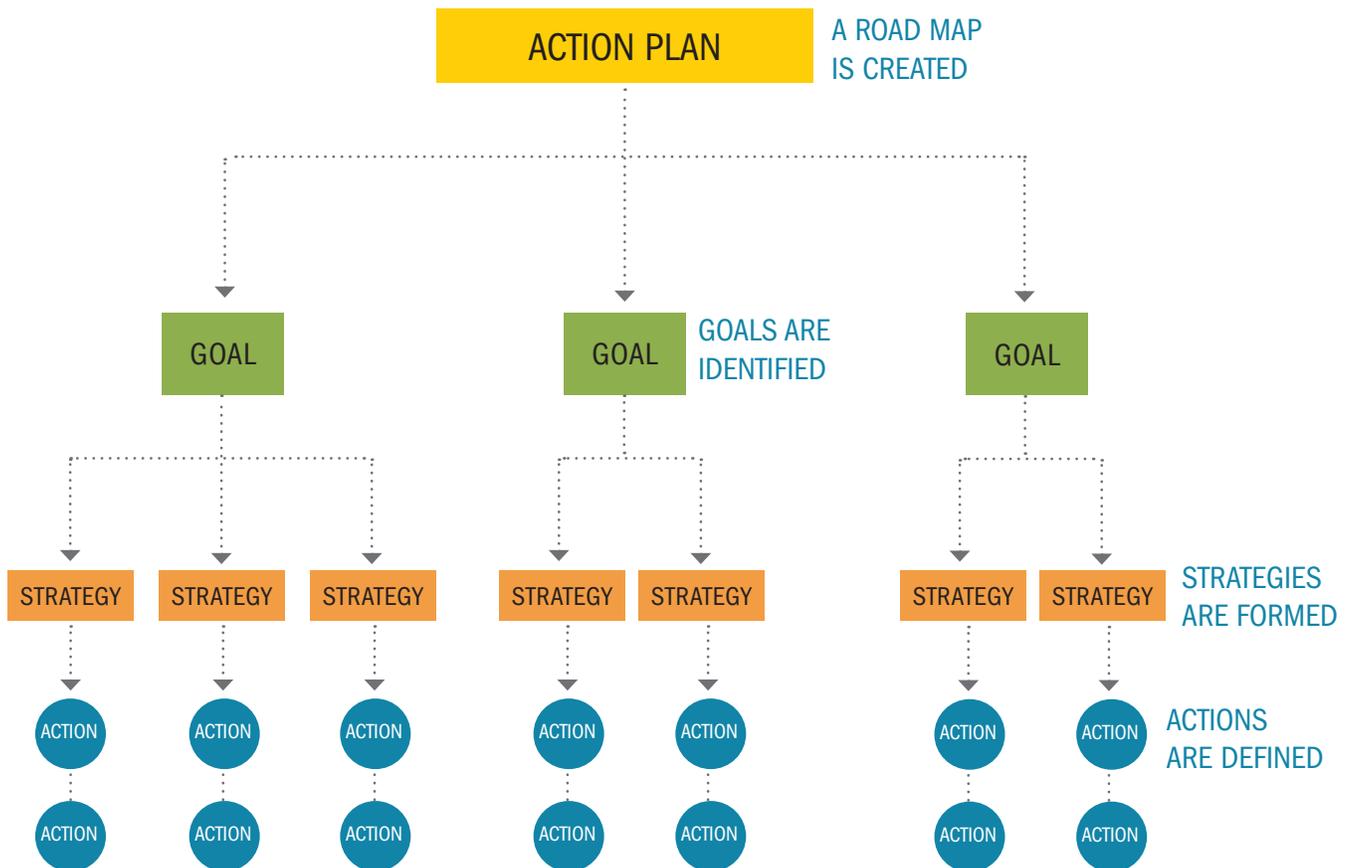
Strategy: A strategy is a plan designed to achieve a particular goal. Each goal in the Action Plan is supported by a series of strategies developed through the visioning process.

Action: An action is a specific step that must be taken to achieve a strategy. Actions are how strategies are carried out – the nuts and bolts of the Action Plan. Each action is assigned a lead partner and a timeline for completion.

Lead Partner: The primary stakeholder such as a neighborhood group, community organization, non-profit or a local business that accepts responsibility for the facilitation and implementation of a specific action item.

Support Partner: A secondary partner that support the lead partner in the implementation of a specific action.

Timeline: Timelines are attached to each actions based on current status of the action, potential funding sources, and other relevant information. Timelines are not set in stone and can change. For example, an action that was schedule for completion at a later time may be completed early if a new funding source is identified. Timelines in the action plan are described as ongoing (currently in progress), short-term (1 - 2 years), midterm (3 - 5 years) and long-term (6 - 10 years).



GOAL: ENHANCE HISTORIC CHARACTER

The City of Independence has a rich history. Maintaining a connection to this historic past will help enforce a sense of place both within the downtown and the larger city. Reinforcing the City’s relationship to the river and hops industry and improving the buildings historically associated with this portion of the City’s past will establish a region-wide identity. This character will maintain and attract businesses and become an economic engine that draws visitors to Independence.

TOP STRATEGY: FIX DOWNTOWN BUILDINGS

Community members want Independence to grow but not lose a sense of its historic beginnings. Independence’s history is visible in the gorgeous historic buildings that line Main Street. These buildings can serve as a catalyst for future economic development. However, some of these buildings are currently falling into disrepair, and if they are not fixed, they may be lost.

ACTIONS:

1. Focus restoration efforts on: Bank, Opera House, Cooper Building, Sperling Building
2. Provide incentives and funding for building improvements such as a new downtown building improvement grant program or tax incentives
3. Continue to implement Property Maintenance Code in core area
4. Promote current façade grant and low interest loans. Market the program to downtown business owners

LEAD PARTNERS:

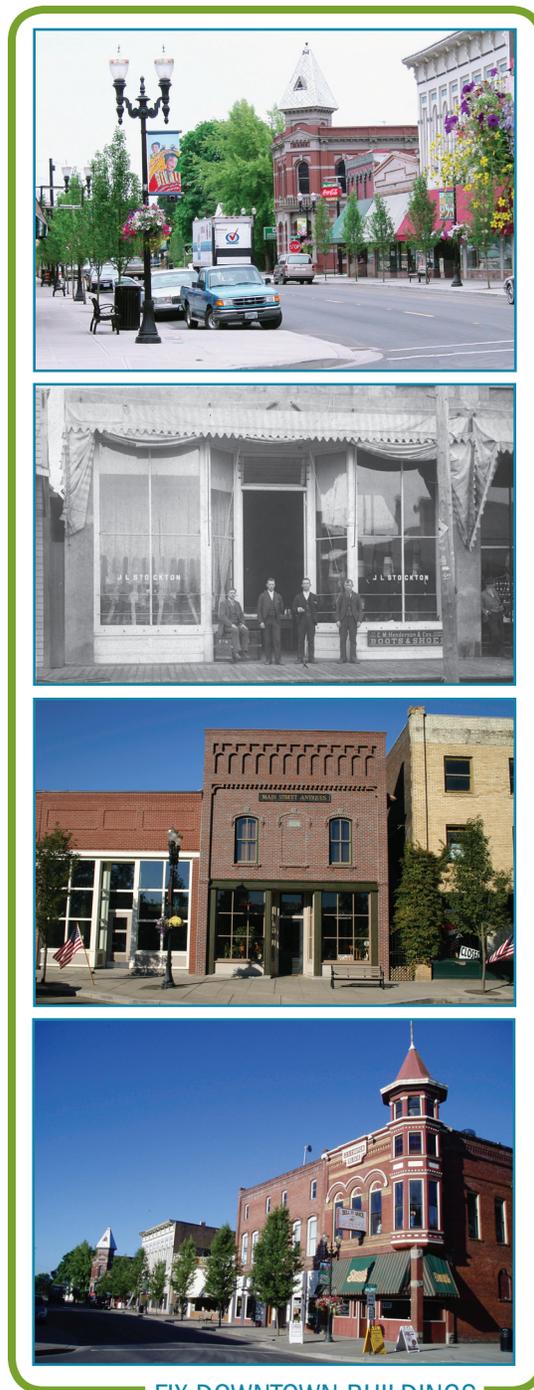
City Building Department
 City Historic Preservation Commission
 Facade Grant Coordinator

SUPPORT PARTNERS:

City Community Development Department
 City Historic Preservation Commission
 Independence Downtown Association
 Oregon State Historic Preservation Office

TIMELINE: Ongoing/Short-term/Midterm

COMMUNITY VALUE: Unique Historic Flavor



FIX DOWNTOWN BUILDINGS

ADDITIONAL STRATEGIES

While currently there are some exhibits and events that provide more information about Independence's history, additional efforts could further highlight the City's rich past. Historic restorations, walking tours, and improved museums, among other efforts, would educate both residents and visitors about the City's history. In order to continue to maintain and enrich Independence's ties to its past, additional resources need to be provided to the City's National Historic District. These resources can help ensure that this rich collection of homes continues to be improved and maintained.

STRATEGY: MAINTAIN THE HISTORY OF INDEPENDENCE

ACTIONS:

1. Encourage historically-accurate downtown restorations
2. Improve and promote museum and exhibits
3. Incorporate more historic/cultural interest in Hop & Heritage Festival
4. Revitalize the community's historic connection to the hop industry
5. Find or build a display area for the historic covered wagon and hop press
6. Complete Preserve America registration process
7. Create podcast historic walking tour

STRATEGY: PROTECT AND SUPPORT IMPROVEMENTS TO HISTORIC RESIDENTIAL AREA

ACTIONS:

1. Provide more opportunities for City HPC to work with property owners
2. Work with Energy Trust and others to implement energy audits and weatherization in historic buildings
3. Compile a list of resources for owners of historic homes
4. Investigate creation of city incentives for historically appropriate exterior renovations in residential buildings
5. Compile property-specific historic photo collections and make them available to building owners. Use photo collection as a resource for future developers.
6. Improve alleys in Historic District
7. Investigate LEED accreditation for existing historic buildings

GOAL: DEVELOP A VIBRANT DOWNTOWN

Great downtowns are the heart of any community. Vibrant, mixed-use districts bring together people of all ages at different hours of the day to walk on active and inviting streets. Successful downtowns meet the needs of residents while keeping money in the local community.

Independence has a wonderful downtown with restaurants, shops, and an amazing setting. Historic buildings line Main Street situated along the banks of the Willamette River. Independence has worked hard to create a sense of place downtown. More could be done, though, to emphasize the downtown and attract redevelopment.

TOP STRATEGY: CREATE A DOWNTOWN EXPERIENCE

Independence should work to bolster existing efforts to support the downtown. The City should continue to improve the streetscape in order to reinforce the buildings and create an inviting public realm that encourages residents and their families to spend more time downtown. The strengths of the downtown should be marketed in order to attract more people and businesses that serve local needs. As part of this marketing, downtown events could activate the streets, parks, and sidewalks.

ACTIONS:

1. Develop and promote “downtown” events. Example: create a promotional “Look what’s downtown!” information packet for visitors and residents
2. Develop Marketing Plan to ensure that a good mix of retail and restaurants is developed that are inclusive to families
3. Encourage redevelopment of upper floors through City’s tax incentive program – inventory upper floor resources
4. Pursue creative strategies to address vacant commercial properties in disrepair
5. Expand Main Street Streetscape Improvements up side streets (B, C, D, and E Streets)
6. Create a promotions packet with information useful to new retail businesses
7. Hire a downtown manager
8. Install period lighting throughout Downtown
9. Use Senior Projects to design new window displays
10. Review and revise the sign ordinance
11. Organize seasonal decorations

LEAD PARTNER(S):

Business Incubator Board
 City Community Development Department
 Downtown businesses
 Independence Downtown Association
 Monmouth & Independence Chamber of Commerce

SUPPORT PARTNER(S):

Central High School Seniors
 City Community Development Department
 Downtown building owners
 Downtown businesses
 Independence Downtown Association
 Monmouth & Independence Chamber of Commerce
 Travel Oregon

TIMELINE: Completed/Short-term/Midterm/Long-term

COMMUNITY VALUES:

Friendly Hometown Feeling,
 Family Friendly Atmosphere,
 Can Do Attitude,
 Live Work Play Locally



CREATE DOWNTOWN EXPERIENCE

ADDITIONAL STRATEGIES

There are additional actions that support the creation of a downtown experience. To have a truly vibrant downtown, there must be places where people can gather and take advantage of festivals and other programming. New civic spaces should be built that serve the public's needs. Additional residences should be constructed downtown to increase activity, and a hotel should be developed to take advantage of a growing tourism market. As the downtown develops, a parking strategy will be necessary to ensure that residents and visitors alike can park with ease.

STRATEGY: BUILD A NEW CITY HALL

ACTIONS:

1. Create community meeting facilities
2. Design site to connect to future greenway when gravel company moves
3. Build Fire department sub-station on-site

STRATEGY: INCREASE VISIBILITY/SIZE OF FARMERS MARKET

ACTIONS:

1. Find a larger location for market, while ensuring it stays in the downtown area – consider using the movie theater parking lot, or amphitheater plaza
2. Promote the market to new vendors
3. Provide more parking options

STRATEGY: IMPLEMENT AND MANAGE A PARKING STRATEGY FOR DOWNTOWN

ACTIONS:

1. Review current parking strategy and create a Parking and Pedestrian Circulation Plan for downtown that identifies vacant lots that are potential sites for public parking
2. Use new ballfield off Grand Street for event parking and build a bridge and path to Amphitheater

STRATEGY: DEVELOP STRATEGIES FOR REDEVELOPING GRAVEL PROCESSING SITE

ACTIONS:

1. Create a development plan for the site and surrounding area
2. Secure future access routes between the downtown core and the potential new development
3. Communicate with property owners

STRATEGY: PROMOTE DEVELOPMENT OF A HOTEL

ACTIONS:

1. Complete preliminary feasibility study marketing tool
2. Promote Independence to potential hotel developers

STRATEGY: MOVE GRAVEL COMPANY

ACTIONS:

1. Advocate for gravel company at County Board of Commissioner meetings
2. Submit written comment - ensure City has standing with LUBA

GOAL: CREATE AN ACCESSIBLE COMMUNITY

Independence is a diverse City that values people of all ages and cultures. The City should continue to be welcoming in its services and at its facilities. Services should be accessible to all regardless of ethnicity or age. Facilities should provide opportunities for all residents and be ADA accessible. Finally the City should be easy to navigate whether walking, biking, or taking public transit. Independence will remain a great place to live far into the future if opportunities are made available to all people living in the City.

TOP STRATEGY 1: PROVIDE/CHAMPION MORE TRANSPORTATION OPTIONS

If it is easy to get around the City of Independence, residents and visitors will be able to enjoy all the City has to offer. Independence is the perfect size to travel on foot or by bike. Currently, however, the public realm is not inviting and residents take unnecessary trips by car as a result. More opportunities should be provided to get people out of their cars and promote community members interacting with one another. The Ash Creek Trail serves as a multi-modal path that will connect the residential neighborhoods with the historic downtown. Creating additional connections will help stimulate the downtown economy.

ACTIONS:

1. Promote and provide opportunities for walkability and bikability (emphasize accessibility)
2. Create a Monmouth Street “Community Corridor”
3. Work to create more north-south and east-west collectors
4. Increase frequency of bus service between Monmouth and Independence (look at developing a rubber-tired trolley system)

LEAD PARTNER(S):

City Community Development Department
 Friends of Ash Creek
 Salem Area Mass Transit District - CARTS

SUPPORT PARTNER(S):

City of Independence Public Works
 City of Monmouth
 Western Oregon University
 ODOT

TIMELINE: Short-term/Midterm/Long-term

TOP STRATEGY 2: PROVIDE MORE OPPORTUNITIES FOR ALL TYPES OF RECREATION IN PARKS

Parks are a key part of any City, providing a place for residents to gather, kids to play, and families to spend time together outdoors. Independence should provide high-quality parks that offer its residents a range of activities. Existing and improved parks will allow residents to take advantage of the City’s natural setting and waterways, including Ash Creek and the Willamette River. A strong park system will also act as an economic engine, attracting visitors from the region and Paddle and Cycle Oregon participants.

ACTIONS:

1. Include cross-country running Trail and disc-golf course in North Riverfront Park Sport Complex
2. Complete Ash Creek Trail
3. Improve neighborhood parks
4. Create more baseball, softball and soccer fields
5. Build a dog park
6. Update Parks & Open Space Master Plan
7. Continue to develop Mountain Fir Nature Park
8. Build/improve skate park with Monmouth

LEAD PARTNER(S):

Central Youth Sports
 City of Independence Community Development
 Luckiamute Watershed Council.

SUPPORT PARTNER(S):

City of Independence Parks Commission
 City of Monmouth
 Ash Creek Animal Clinic

TIMELINE: Ongoing/Short-term/Midterm/Long-term

COMMUNITY VALUES:

A Welcoming City Accessible to All
 Friendly Hometown Feeling
 Family Friendly Atmosphere
 Engaged Multicultural Community

ADDITIONAL STRATEGIES

To be a truly welcoming City, Independence must find more opportunities to increase multilingual communications, both in schools and in the government. Independence has a large Hispanic community with strong ties to the area. Many families have lived in Independence for three generations or more. Independence should also reach out to senior citizens and people with disabilities to ensure that it remains a City where all people want to live. Senior citizens and people with disabilities should have access to all types of services and recreational opportunities.

STRATEGY: IMPROVE MULTILINGUAL COMMUNICATIONS IN SCHOOLS AND GOVERNMENT

ACTIONS:

1. Investigate increased use of multilingual materials and programs
2. Hold a “City Council on the road” meeting at St. Patrick’s Church or Colonia Amistad and continue to hold City Council Meetings at Central High School

STRATEGY: PROVIDE SERVICES FOR SENIORS

1. Provide more activities for home-bound seniors
2. Promote the development of assisted living facilities
3. Publicize existing senior centers

STRATEGY: IMPROVE ADA ACCESSIBILITY

ACTIONS:

1. Improve accessibility to community buildings, events and downtown businesses
2. Continue current sidewalk repair program
3. Build accessible playground in Riverview Park
4. Use 2008 sidewalk inventory to develop a citywide sidewalk repair program. Use Central Plaza as an example
5. Launch education program on property owner responsibility for sidewalk maintenance



AN ACCESSIBLE COMMUNITY

GOAL: FOCUS ON YOUTH

Everyone agrees that youth and family should be a community priority. The City and community should help youth stay healthy. Opportunities to work and play locally are key to the future success of the City. Independence should be a great place for people to live and raise a family. In order to accomplish this goal, Independence must also be a great place for youth so that they will stay in Independence and raise families of their own.

TOP STRATEGY: PROVIDE MORE LOCATIONS AND OPPORTUNITIES FOR YOUTH

In order to ensure that Independence is a great place for youth, there must be fun and safe things to do, places to gather, and opportunities for jobs. If youth have access to healthy activities, they will get into less trouble and become more a part of the community. If there are opportunities for employment, youth will be less likely to move away from the area.

1. Build new swimming pool/aquatic center
2. Encourage development of a YMCA or Boys and Girls Club-type facility
3. Create more youth groups and clubs
4. Start a High School age sports leagues - "city league" - type competition level
5. Develop Parks & Recreation "staff" support
6. Organize and collaborate youth work force development activities
7. Organize, re-start, or better promote 4-H programs
8. Increase Hispanic involvement in Central Youth Sports
9. Increase soccer leagues/teams

LEAD PARTNER(S):

4-H
 Central Youth Sports
 City of Independence Administration
 GATE
 Polk H.A.L.O. Program
 Local churches
 Monmouth-Independence YMCA
 Western Oregon University

SUPPORT PARTNER(S):

Central School District 13J
 Central Youth Sports
 Churches
 City Community Development Department
 Colonia Amistad
 Monmouth-Independence YMCA
 Polk County Juvenile Services

TIMELINE: Short-term/Midterm/Long-term

COMMUNITY VALUES:

Friendly Hometown Feeling
 Family Friendly Atmosphere
 Engaged Multicultural Community
 A Welcoming City Accessible to All
 Successful Local Economy
 Live Work Play Locally



FOCUS ON YOUTH

ADDITIONAL STRATEGIES

Independence needs a support system in place for youth and families in addition to places for youth to gather. Youth and their families must feel that they are safe living in Independence. A good educational system with high-quality facilities will make youth feel valued and provide them with the skills for employment. Independence should also improve access to social services and day-care opportunities.

STRATEGY: DEVELOP MORE ROBUST GANG PREVENTION PROGRAM

ACTIONS:

1. Encourage creation of positive after-school programs and sports teams
2. Include parents, teachers and community members in gang prevention education
3. Increase presence of School Resource Officers in all schools
4. Expand/support the GREAT program
5. Increase “positive City-Police contact” in schools i.e.: bike safety classes, etc. taught by officers
6. Expand summer lunch program at locations around the City

STRATEGY: BUILD NEW HIGH SCHOOL WITH MONMOUTH

ACTIONS:

1. Complete construction of new high school

STRATEGY: PROVIDE BETTER ACCESS TO SOCIAL SERVICES IN SUPPORT OF FAMILIES

ACTIONS:

1. Create/promote a “one-stop” resource with all aspects of social service information
2. Develop a “community briefing” website or newsletter
3. Develop and sustain parenting classes-English & Spanish
4. Education and prevention programs focused on: Abuse (sexual, physical, neglect, bullying, etc.)
5. Reinstate Migrant Ed. Preschool programs

STRATEGY: IMPROVE DAY CARE SYSTEM.

ACTIONS:

1. Recruit and train day care providers —.potential youth business opportunity
2. Promote certified providers to parents on City’s website

GOAL: IMPROVE AND PROMOTE COMMUNITY ASSETS

In order to be a great place to live for generations to come, Independence must have high-quality infrastructure — streets, water, sewer, and parks. The City must plan ahead for the growth of these systems while also ensuring that they meet current needs. Valuable community assets like sidewalks, parks, and the airport should be safe and attractive and continue to benefit residents and the region.

TOP STRATEGY 1: RECONSTRUCT ALONG RAILROAD TRACK

Reconstructing 2nd Street along the railroad track, between B and E Streets, has been a top priority for residents for many years. The current conditions are unsightly and pose a potential safety risk. Additionally, the poor condition of the railroad track has a negative impact on the continued redevelopment of downtown.

ACTIONS:

1. Meet with Railroad and ODOT Rail Division to determine a solution
2. Build new or repair tracks
3. Investigate and inform community about what is legally possible (Newsletter/WIMPEG/IO Story)

LEAD PARTNER(S):

City Community Development Department
Portland & Western Railroad

SUPPORT PARTNER(S):

City Community Development Department
Oregon Department of Transportation
Portland & Western Railroad

TIMELINE: Short-term/Midterm

TOP STRATEGY 2: FIND WAYS TO UTILIZE RIVERVIEW PARK MORE OFTEN

Riverview Park is an exceptional resource for the city. Seen as a community treasure, the park should be programmed with more activities on weekends and more facilities such as picnic shelters and tables. In addition, Riverview Park should be marketed to the larger region in order to attract visitors and bolster efforts to redevelop the downtown.

ACTIONS:

1. Work with WOU and Pentacle Theater to put on outdoor theater productions
2. Provide more picnic shelters
3. Develop an amphitheater events committee to organize larger events. Consider the need for an Event Coordinator/Amphitheater Manager
4. Actively program Riverview Park to generate ongoing downtown activity, enhance downtown’s identity as an entertainment destination and to increase sales to businesses
5. Advertise events and attractions
6. Investigate a larger stage for the amphitheater

LEAD PARTNER(S):

City of Independence Community Development Dept.
Downtown Association
Downtown Manager

TIMELINE: Short-term/Midterm

COMMUNITY VALUES:

- Can Do Attitude
- Entrepreneurial Spirit
- Pride of Ownership
- Good Stewardship of Resources
- Local Economy
- Live Work Play Locally



COMMUNITY ASSETS

ADDITIONAL STRATEGIES

There are many elements of a great public realm. Community members would like to see the City continue to find ways to collaborate with the City of Monmouth on infrastructure projects, seeing cooperation as a way to share costs of system improvements. Additionally, gateways into the City should be redesigned in conjunction with a comprehensive way-finding system. A regulatory framework should be put in place to ensure that the character of new development matches the vision. Finally, the airport and adjoining airpark should be better utilized and a new boat ramp should be built to offer access to the Willamette River

STRATEGY: IMPLEMENT JOINT INFRASTRUCTURE PROJECTS WITH THE CITY OF MONMOUTH

ACTIONS:

1. Continue development of collaborative public works projects.
2. Investigate feasibility of a joint wastewater system.

STRATEGY: DEVELOP UNIQUE CITY ENTRANCES AND POINTS OF INTEREST SIGNS

ACTIONS:

1. Create signage for downtown (cinema, library, parking lots, Riverview Park, Ash Creek) and citywide
2. Retrofit 7th St Bridge with historic lights to create a “gateway to the historic district and downtown
3. Create Hwy 22 signage that says “National Historic District” (like Aurora’s sign on I-5)
4. Design/build new welcome signs for City entrances

STRATEGY: ENSURE NEW DEVELOPMENT MEETS COMMUNITY VALUES

ACTIONS:

1. Architectural Design Standards and Design Guidelines.
2. Develop architectural development standards.
3. Conduct a code audit of the existing zoning.

STRATEGY: SUPPORT THE AIRPORT AND UTILIZE IT AS A TOOL FOR ECONOMIC DEVELOPMENT

ACTIONS:

1. Promote “Fly-ins”.
2. Investigate opportunities to provide transportation from airport to Downtown (flex-cars, bicycles).
3. Develop opportunities for airport industries (light sport aircraft, flight school, etc.).
4. Create path/connection between airport and City destinations.
5. Continue to support “through the fence” access.
6. Develop visitor information center at airport café.

STRATEGY: BUILD NEW BOAT RAMP

ACTIONS:

1. Build new boat ramp.

GOAL: SUSTAINABILITY AT WORK

Sustainability is an important goal for the City of Independence in terms of natural resource protection, community involvement, and policies and programs. Good stewardship of natural and community resources is tied to the continued development of a successful local economy as Independence continues to grow.

TOP STRATEGY: INCREASE AND MAINTAIN NATURAL AREAS ALONG CREEKS AND RIVERS

Situated along the banks of the Willamette River and Ash Creek, residents of Independence feel a connection with the waterways in their community. Not only do community members want to protect and enhance these water resources, but they also would like better access to these areas for recreational opportunities. Natural areas should be increased and maintained along Ash Creek and the Willamette River. These areas could provide key educational and conservation opportunities.

ACTIONS:

1. Develop soft surface jogging trails along the river
2. Restore riverbank in Riverview Park and protect the Willamette River from erosion
3. Complete riparian restoration projects on Ash Creek
4. Add more shade trees
5. Organize volunteer groups to pull invasive weeds along creeks and river

LEAD PARTNER(S):

City Community Development Department
City of Independence Parks Department
Luckiamute Watershed Council
City of Independence Public Works

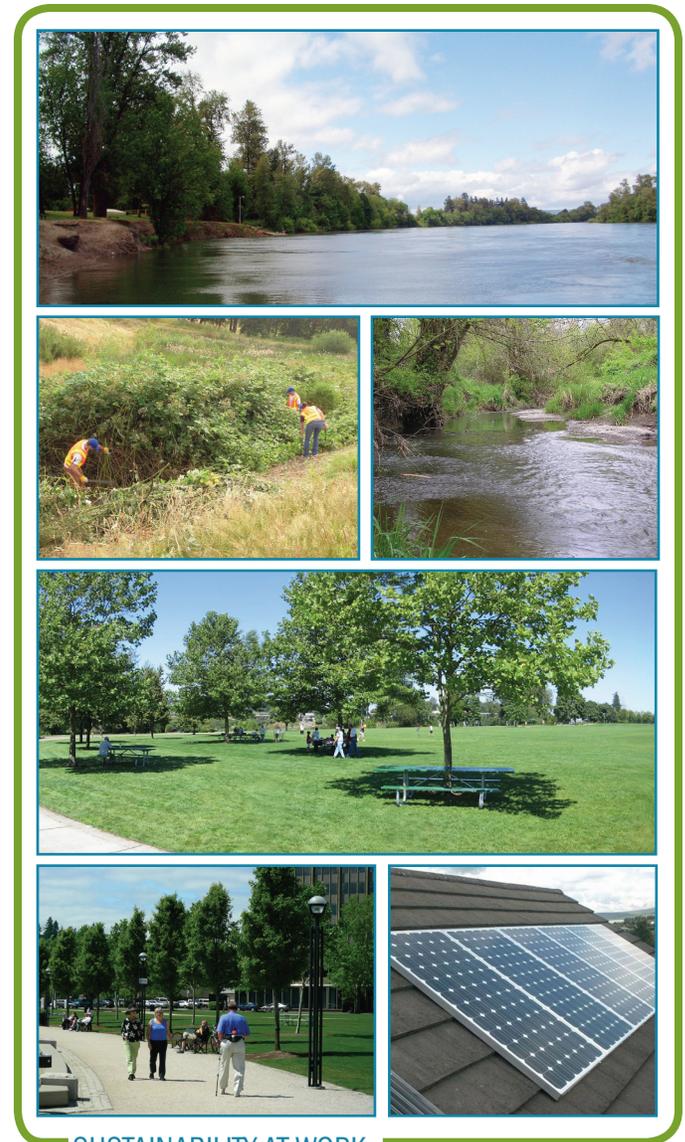
SUPPORT PARTNER(S):

Ash Creek Water Control District
Boy Scouts of America
Department of State Lands
Luckiamute Watershed Council
Oregon Department of Fish & Wildlife
US Army Corps of Engineers
Youth Conservation Corps
Oregon DEQ
Dept. of Land Conservation and Development
Oregon Water Resource Department

TIMELINE: Short-term/Midterm

COMMUNITY VALUES:

Good Stewardship of Resources
Successful Local Economy
Live Work Play Locally



SUSTAINABILITY AT WORK

ADDITIONAL STRATEGIES

Various City and Federal policies can promote principles of sustainability including conservation of water, recycling, energy efficiency, and volunteer involvement. By engaging all members of the community through multilingual communication materials and improved volunteer information, Independence will continue to protect what makes the community great.

STRATEGY: ENCOURAGE ENERGY EFFICIENCY IN THE COMMUNITY

ACTIONS:

1. Ensure that city code includes provisions for solar panels and other energy efficient designs
2. Promote state tax credit programs and rebates for efficiency upgrades
3. Create webpage/brochure with energy credits information

STRATEGY: DEVELOP A RECYCLING EDUCATION PROGRAM FOR FAMILIES (ENGLISH AND SPANISH)

ACTIONS:

1. Create recycling incentives
2. Create an after school recycling program at the elementary schools (prime time)
3. City include recycling education program in renewal agreement
4. Pilot Spanish language recycling education program
5. Create a recycling webpage/brochure

STRATEGY: ENHANCE AND MANAGE VOLUNTEER OPPORTUNITIES

ACTIONS:

1. Develop webpage/database on Independence website
2. Catalogue citywide activities: (who, what, when)
3. Provide volunteer information at City's front desk

STRATEGY: PROMOTE WATER CONSERVATION PROGRAMS

ACTIONS:

1. Develop and implement a community wide water conservation program. Explore incentives program for installing low flow appliances
2. Explore water reuse opportunities
3. Promote projects and programs to improve stormwater quality
4. Complete urban tree inventory

GOAL: PROMOTE ECONOMIC VITALITY

A top goal for the City and the community is to promote economic vitality in Independence. The City has been engaged in various successful economic development activities to promote the downtown and attract new industrial businesses. Local economic vitality is what will set Independence apart from other small towns in the region. Furthermore, a strong local economy will allow for families and their kids to live and work in Independence for generations.

TOP STRATEGY: INCREASE OPPORTUNITIES FOR LOCAL LIVING WAGE JOBS

Key to promoting economic vitality is creating opportunities for local living wage jobs. Currently, it is hard for high school students to get after school jobs in Independence, and driving to Salem for work is too expensive an alternative. Residents noted that it is difficult to start their own business. Identifying and promoting more opportunities for local, living wage jobs will keep money in the community and support the redevelopment of the downtown and industrial areas.

ACTIONS:

1. Continue to support Greater Independence Business Incubator
2. Coordinate local job training opportunities with HALO program and Work Force Oregon
3. Create Independence Small Business Toolbox materials and post on the website to let existing business owners know about the resources available to them

LEAD PARTNER(S):

Business Incubator Board
 City Community Development Department

SUPPORT PARTNER(S):

Chemeketa Center for Business & Industry,
 City Community Development Department
 Federal Small Business Program
 Polk H.A.L.O. Program
 Strategic Economic Development Corporation
 Western Oregon University
 WorkSource Oregon

TIMELINE: Ongoing / Short-term

COMMUNITY VALUES:

Successful Local Economy
 Entrepreneurial Spirit
 Can Do Attitude
 Live Work Play Locally



PROMOTE ECONOMIC VITALITY

ADDITIONAL STRATEGIES

The City must market itself in order to attract local, living wage jobs. Independence needs to advertise the benefits of existing urban renewal districts and enterprise zones, as well as the City's assets to potential new employers. Independence also needs to develop and share relevant economic and site data.

STRATEGY: PROMOTE INDUSTRIAL DEVELOPMENT

ACTIONS:

1. Continue Urban Renewal District and Enterprise Zones
2. Implement Economic Development Strategy for Industrial Areas
3. Develop a web-based property database for easy access to up-to-date property information
4. Utilize Certified Industrial Land Program to attract new industry

STRATEGY: CREATE ECONOMIC DEVELOPMENT MARKETING PROGRAMS

ACTIONS:

1. Implement a community marketing plan to promote Independence's many successes and assets to the region
2. Add economic development link on the City website to share data, publicize news, and attract businesses

APPENDIX B

Independence 2020 Vision Plan - Survey #1

1. Who are you? Check all that apply:			
		Response Percent	Response Count
I am a business owner / operator located in the City of Independence		9.0%	38
I own property in Independence		58.8%	247
I work in Independence		24.3%	102
I live in Independence		70.0%	294
I shop / dine in Independence		69.0%	290
I am a student at Western Oregon University		2.1%	9
I am visiting Independence		4.8%	20
Other (please specify)		9.0%	38
answered question			420
skipped question			0

2. Why do you visit Independence? Check all that apply:			
		Response Percent	Response Count
Work		26.1%	95
Shopping		56.0%	204
Restaurants		68.1%	248
Parks		47.8%	174
Resident		61.3%	223
Events		58.8%	214
Recreation		27.5%	100
Classes		3.8%	14
Cinema		57.4%	209
Other (please specify)		15.1%	55
answered question			364
skipped question			56

APPENDIX B

3. Which events do you attend? Check all that apply:			
		Response Percent	Response Count
Western Days		79.8%	316
Hop and Heritage Festival		55.3%	219
Holiday Parade of Lights		32.8%	130
Mexican Fiesta		13.6%	54
Live music events		47.7%	189
Free movie series		31.3%	124
Farmers' Market		68.4%	271
School events		28.8%	114
Riverview Park events		62.9%	249
Other (please specify)		10.4%	41
answered question			396
skipped question			24

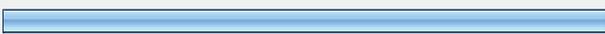
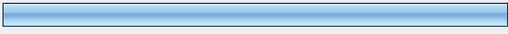
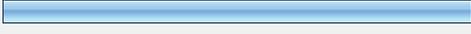
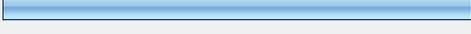
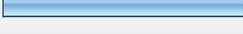
4. How often do you visit the city center?			
		Response Percent	Response Count
I live here		71.4%	290
Nearly everyday		13.1%	53
Weekly		7.9%	32
Monthly		3.4%	14
Once in a while		3.4%	14
Yearly		0.7%	3
answered question			406
skipped question			14

APPENDIX B

5. What would bring you to Independence more often?		
		Response Count
		210
		<i>answered question</i> 210
		<i>skipped question</i> 210

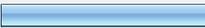
6. What one or two things do you think are special about Independence?		
		Response Count
		371
		<i>answered question</i> 371
		<i>skipped question</i> 49

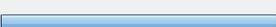
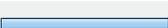
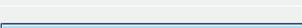
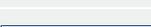
7. What would you like to see changed? Is anything missing from Independence?		
		Response Count
		340
		<i>answered question</i> 340
		<i>skipped question</i> 80

8. If you would like to be on the 2020 Vision Plan mailing list, please provide contact information:			
		Response Percent	Response Count
Name:		100.0%	116
Business/Organization:		22.4%	26
Address:		83.6%	97
City/Town:		77.6%	90
State:		77.6%	90
Zip:		39.7%	46
		<i>answered question</i>	116
		<i>skipped question</i>	304

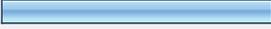
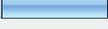
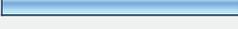
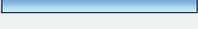
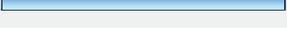
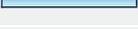
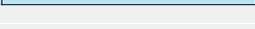
APPENDIX B

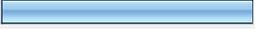
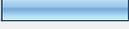
Independence 2020 Vision Plan - Survey #1 (Responses as of July 14, 2007)

1. Who are you? Check all that apply:			
		Response Percent	Response Count
I am a business owner / operator located in the City of Independence		6.3%	3
I own property in Independence		35.4%	17
I work in Independence		35.4%	17
I live in Independence		39.6%	19
I shop / dine in Independence		50.0%	24
I am a student at Western Oregon University		2.1%	1
I am visiting Independence		31.3%	15
Other (please specify)		4.2%	2
answered question			48
skipped question			0

2. Why do you visit Independence? Check all that apply:			
		Response Percent	Response Count
Work		35.7%	15
Shopping		47.6%	20
Restaurants		59.5%	25
Parks		35.7%	15
Resident		26.2%	11
Events		47.6%	20
Recreation		28.6%	12
Classes		7.1%	3
Cinema		52.4%	22
Other (please specify)		26.2%	11
answered question			42
skipped question			6

APPENDIX B

3. Which events do you attend? Check all that apply:			
		Response Percent	Response Count
Western Days		78.0%	32
Hop and Heritage Festival		43.9%	18
Holiday Parade of Lights		22.0%	9
Mexican Fiesta		17.1%	7
Live music events		39.0%	16
Free movie series		31.7%	13
Farmers' Market		46.3%	19
School events		22.0%	9
Riverview Park events		41.5%	17
Other (please specify)		12.2%	5
answered question			41
skipped question			7

4. How often do you visit the city center?			
		Response Percent	Response Count
I live here		40.9%	18
Nearly everyday		20.5%	9
Weekly		6.8%	3
Monthly		15.9%	7
Once in a while		13.6%	6
Yearly		2.3%	1
answered question			44
skipped question			4

APPENDIX B

5. What would bring you to Independence more often?		
		Response Count
		24
	<i>answered question</i>	24
	<i>skipped question</i>	24

6. What one or two things do you think are special about Independence?		
		Response Count
		40
	<i>answered question</i>	40
	<i>skipped question</i>	8

7. What would you like to see changed? Is anything missing from Independence?		
		Response Count
		33
	<i>answered question</i>	33
	<i>skipped question</i>	15

APPENDIX B

8. If you would like to be on the 2020 Vision Plan mailing list, please provide contact information:			
		Response Percent	Response Count
Name:	<input type="text"/>	100.0%	15
Business/Organization:	<input type="text"/>	20.0%	3
Address:	<input type="text"/>	60.0%	9
City/Town:	<input type="text"/>	60.0%	9
State:	<input type="text"/>	60.0%	9
Zip:	<input type="text"/>	26.7%	4
<i>answered question</i>			15
<i>skipped question</i>			33

9. Email:		
		Response Count
		6
<i>answered question</i>		6
<i>skipped question</i>		42

APPENDIX B

Independence 2020
Community Survey #1 Responses as of July 14, 2007

What would bring you to Independence more often?	What one or two things do you think are special about Independence?	What would you like to see changed? Is anything missing from Independence?
A mall	4th of July celebration - Fireworks; Airport	1. Move Conc. operation; 2. Fix RR track condition; 3. Make more connections (visual and physical) to river; 4. Drinking fountains
Already coming into town	4th of July celebration; downtown	A "Target" type store
Better restaurants (more of them); More variety of shopping	Community oriented development and growth	Clothes, shoe store
Cheap gas, better restaurants, better shopping	Downtown area - historical homes - park, riverfront	Clothing store; ice cream parlor; music (cd's) store; no more restaurants
Clothes store	Farmers Market, Airpark, Independence Day Parade	Community Center/Indoor Pool
Community events targeting the 18-28 demographic	Good restaurants; friendly people	Continue as is
Free food	Historic Buildings, Amphitheater	Continue to re-model town center; A Wal-mart super-store would bring a lot of business to the town.
I would come more often if I knew the schedule of events.	Historic Buildings, Willamette River connection and Amphitheatre	Coordinated community schools, park & recreation programs incorporating special days such as SOLV, Make-a-difference Day,
If the Main St. corridor had more of the empty buildings either fixed, maintained, or occupied with businesses.	History	Couple of buildings in the historic core need to be upgraded
McMenamins in the old Speak Easy building. Re-open Taylor's Fountain	How quaint it is	Finish Independence Station and a new police station and city hall that look as nice as the library!
More antique stores	I can leave my car unlocked in town	Get the "coming soon" building finished! Not good for economic development or City image. Make historic preservation a high priority.
More B & B's like Cheryl's!	It is a small town	Having the vacant businesses downtown kept clean and visually appealing.
More boutique and specialty shops on Main Riverwalk	Its culture and history	I miss Taylor's Store. We need another soda fountain cafe.
More events	NO WAL-MART! Small town atmosphere with inviting community events.	I would like to see the shops open later in the downtown.
More events at the amphitheater, bands, etc.	Not been here long enough.	Improvements to businesses on Main St.
More fun stuff	Old Town, river park, old homes	Less growth without infrastructure. Sand and gravel to move out of Downtown. Finish building across from City Hall.
More restaurants	Park, heritage, river	Major shopping, events or attractions for my demographic is non-existent
More shopping and more restaurants	Park, Minet, Movie Theater, Library	More businesses
More use of downtown buildings, i.e., Speakeasy building and Lenora's	Parks, Downtown Cinema, Fine Dining in Historic District	More parking for festivals / places to stay (B&B, motel), Brew Pub: Golden Valley, McMenamins, Ram, Rogue - or another that could be same quality
More variety of restaurants	Quaint, small town	New City Hall
Quiet country setting	Quiet - small town, dedicated mayor; friendly, business owners - very obliging	Nothing - it is superfluous
Recreation Center - a place for families - swimming, programs, etc..	River	Nothing except I would like existing homes in "old town" to clean up / tidy up / spruce up their front yards (what is visible from the street). We need an anti-litter program. We need empty business buildings attended to.
Restaurants, Home Depot store	Riverview park Cinema	Property owners that let their downtown buildings fall apart.
Upscale restaurants; retail chain stores (Fred Meyer, Target, etc.; Claim Jumper, Macaroni Grill, etc.) Theatre Group (plays); a nation-wide bank (WAMU)	Riverview Park Amphitheater and the Cinema	Replace bad sidewalks
	Riverview Park, shops/restaurants and cinema	Retail shopping - clothes, general merchandise; Upscale restaurants - need more than two; No more Mexican restaurants - we have enough in the area
	Sense of community, possibilities, our part of the bike trail	Starbucks
	Small town	Stop trying to be Gresham or Beaverton...stay just like you are and maybe combine Monmouth & Independence into one city, then build city hall and save us all a lot of money and put the employees saved to work on cleaning up the north entry to town on Hwy 51.
	Small town atmosphere	Take out that dumb fountain! Can't understand why it was put there in the first place. Disease spreader!
	Small town atmosphere	The Independence Station completed, enforcement of stricter building maintenance on historic properties.
	Small town charm and friendly people.	The Independence Station needs to be finished. It would be nice if we had nice baseball fields to have CYS baseball tournaments
	Small town feel	The roads
	Small town feel; safe; police respond quickly	Upkeep/renovation of downtown; Independence (Main St.); More stores/restaurants
	The beautiful park	We need more parking downtown
	The fact that its in Oregon	
	The historical component, access to the river, and Riverview Park.	
	The park; the historic buildings	
	The people and the historic buildings	
	The shopping and historic areas, and the people	
	Western days, my family loves new cinema	
	Willamette River; Downtown	

Independence 2020 Visioning Exercise - Results **APPENDIX B**

Our vision for the City of Independence is:

Vibrant historic downtown

Using green technology in the buildings

Healthy residential and retail mix

Access to river with balance of nature preservation and commercial use

Downtown historic building owners are engaged and realize they do not own just bricks & mortar, but a community resource.

Transportation tie between two communities

Good mix of jobs

Special and unique – not a bedroom community

No big box stores

Destination community

Use the river more, walking right next to the river

Good jobs

Still Independence

How cool the buildings downtown look and they are occupied

Historical buildings still look great

Downtown shops are busy and open past 5 pm

Ash Creek Trail is completed and cool

Balance of jobs in community – providing living wage salaries

Med sized employers

Restaurant and retail stores, affordable to public

Parks!

Family oriented, local employment, businesses with personality

Good schools

It is a destination

Development for growth managed to maintain historic character

Infrastructure part of City charm, not detrimental

Controlled UGB to keep Independence small

Pro-active!

Expanded public transportation, especially for seniors

More youth recreation, track & field

Independence 2020 Town Hall Exercise: Results

APPENDIX B

(Cont.) Our vision for the City of Independence is:

Preserved natural areas where possible
 2nd floor living space in downtown buildings
 Riverfront development
 More diverse local businesses
 Youth entertainment – indoors and outdoors
 Development and visibility of parks
 Dependable public transportation
 Affordable housing
 Outside art and gateway features
 Destination features: recreation facility, unique restaurants, athletic center
 Light industrial work for trade contractors
 Residences above retail downtown – everything within walking distance (specialty grocery store, retail, etc.)
 Walking and biking friendly
 Independence as an example of how to make “green” technology available for historic buildings

Our top five actions and/or themes: (numbers in parentheses indicate the number of groups that pick action)

- ✓ Fix road along railroad track (4)
- ✓ Increase opportunities for local living wage jobs (3)
- ✓ Create lively downtown (3)
- ✓ Promote and provide opportunities for walkability and bikability (3)
- ✓ Build a hotel (3)
- ✓ Increase natural areas along creeks and river (2)
- ✓ Provide and champion more transportation options (2)
- ✓ Enhance Historic Character (all actions) (1)
- ✓ Carry on the old charm for new buildings (1)
- ✓ Focus restoration efforts on: Bank, Opera House, Cooper Building, Sperling Building (1)
- ✓ Bring in a YMCA or Boys and Girls Club-type facility (1)
- ✓ Provide more locations and opportunities for youth (1)
- ✓ Create more youth groups and clubs (1)
- ✓ Build new high school with Monmouth (1)
- ✓ Improve sidewalks (1)
- ✓ Design and build new welcome signs (1)
- ✓ Move gravel company (1)

APPENDIX B**What's missing is:**

Rogue Ale brewpub and hotel in historic building.
 Active retirement community (housing)
 Specialty restaurants that attract people from Salem
 Athletic center, youth activities, day care
 Combine Independence and Monmouth / Merge with Monmouth / Sharing public services with Monmouth
 Replace sidewalks along Monmouth / Main Street
 Infrastructure – use of stormwater, flood control, wetlands, Nature Park
 High-end grocery store, co-op / bakery
 Increasing the usability of green spaces along the river and creeks
 Provide more activities for homebound seniors
 GPS approach at Independence airport
 More financially accessible clinics
 Co-op store for local farmers
 More connecting roads between Monmouth and Independence
 Include a cross-country running trail in the Riverview Park Sport Complex Development
 Amend the Ash Creek Trail Plan
 Improve the parade route between Monmouth and Independence
 Stay out of riparian areas
 Assisted living facilities
 Brighter residential streetlights
 Put all utility lines underground
 Higher quality Riverview Park live entertainment
 Clothing / shoe stores
 Wi-Fi umbrella over whole City
 Wineries (like Walla Walla, WA)
 Condos along with retail, especially along the river
 Build and maintain excellent schools
 Need auto parts store
 Trolley between Cities

APPENDI



**Independence 2020 Town Hall
Community Feedback Form**

Thursday, October 23, 2008
Talmadge Middle School Library

The following eleven descriptions of Independence have emerged from community feedback about what residents like about the City of Independence – what makes Independence special, unique and a place where people want to live, work and play. Please rank these descriptions from (1) Completely Agree – this is why I love Independence to (5) Completely Disagree - I do not feel this is a good description of Independence.

Description	Completely Agree				Completely Disagree	
	1	2	3	4	5	No opinion
Unique Historic Flavor 26	1111111 1111111 1111	1111	1111		1	
Friendly Hometown Feeling 27	1111111 1111111 11111	111	11111		1	
Can Do Attitude 24	1111111 1111	11111	1111111 1	1	1	1
Entrepreneurial Spirit 24	1111111 1	1111111	1111111 11	1		
Engaged Multicultural Community 22	111111	1111111 11	1111111	111		1
Pride of Ownership 26	1111111 111	1111111 11111	1111	111		
Good Stewardship of Resources 21	1111111 1111	11	1111111 1	1111		1
Successful Economy 20	1111111 1	1111	1111111 1	11111	11	
Hub of Essential Services 14	1111	1111111	111	111111	111	111
A Welcoming City Accessible to All 21	1111111 11	1111	1111111 1	111	1	
Family Friendly Atmosphere 24	1111111 11111	111111	111111		1	

APPENDIX B**Ranking**

1) Friendly Hometown Feeling
2) Unique Historic Flavor
3) Family Friendly Atmosphere
4) Can Do Attitude
5) Entrepreneurial Spirit
6) Pride of Ownership
7) Engaged Multicultural Community
8) A Welcoming City Accessible to All
9) Good Stewardship of Resources
10) Successful Economy
11) Hub of Essential Services

APPENDIX B

Share Your Priorities for Independence!
Preliminary Survey Results - March 14, 2009 (Rev. 3/22/09)

Action Ranking

Fix road along railroad track.	2.42
Develop more robust gang prevention program.	2.33
Fix downtown buildings.	2.24
Ensure new development meets community values.	2.24
Encourage energy efficiency in the community.	2.19
Support the airport and utilize it as a tool for economic development.	2.18
Maintain the history of Independence.	2.11
Provide more locations / opportunities for youth.	2.10
Increase and maintain natural areas along creeks and river.	2.03
Increase opportunities for local living wage jobs.	1.99
Protect and support improvements to historic residential area.	1.84
Find ways to utilize Riverview Park more often.	1.81
Create a downtown experience!	1.72
Develop a recycling education program for families (English and Spanish).	1.72
Enhance and manage volunteer opportunities.	1.72
Provide more opportunities for all types of recreation in parks.	1.63
Provide services for seniors.	1.62
Build new high school with Monmouth. (In the works!)	1.56
Increase visibility and size of Farmers Market.	1.51
Improve ADA accessibility.	1.43
Develop unique city entrances and points of interest signs.	1.41
Implement and manage a parking strategy for downtown.	1.38
Provide and champion more transportation options.	1.29
Provide better access to social services in support of families.	1.29
Develop strategies for gravel processing site.	1.21
Move gravel company.	1.20
Build new boat ramp.	1.16
Improve daycare system.	1.14
Build new City Hall.	1.09
Improve multilingual communications in schools and government.	0.87
Promote development of a hotel.	0.79

APPENDIX B

Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

Turning Results by Question

Session Name: School and TownHall Merge 4-29-2009 1-36 PM
Created: 4/29/2009 1:36 PMGoal: Enhance Historic Character
What strategy is most important to you?

	Responses (percent) (count)	
Fix downtown buildings.	50.6%	44
Protect / support improvements to historic residential area.	17.2%	15
Maintain the history of Independence.	32.2%	28
Totals	100.0%	87

Fix downtown buildings. What action is most important?

	Responses (percent) (count)	
Focus restoration efforts on Sterling Bank, Opera House, Cooper Building, and Sperling Building.	34.1%	31
Provide incentives / funding for building improvements.	28.6%	26
Continue to implement Property Maintenance Code in core area.	20.9%	19
Promote current façade grant and low interest loans.	16.5%	15
Totals	100.0%	91

Protect / support improvements to historic residential area. What action is most important?

	Responses (percent) (count)	
Compile a list of resources for homeowners.	15.7%	13
Provide more opportunities for City HPC to work with property owners.	22.9%	19
Investigate creation of city incentives.	12.1%	10
Work with Energy Trust and others to implement energy audits.	21.7%	18
Compile property-specific historic photo collections.	9.6%	8
Investigate LEED accreditation for existing historic buildings.	8.4%	7
Improve alleys in Historic District.	9.6%	8
Totals	100.0%	83

Maintain the history of Independence. What action is most important?

	Responses (percent) (count)	
Improve / promote museum and exhibits.	17.1%	15
Incorporate historic/cultural interest in Hop & Heritage Festival.	15.9%	14
Create I-Pod historic walking tour.	6.8%	6
Complete Preserve America registration process.	9.1%	8
Find / build a display area for the historic covered wagon / hop press.	10.2%	9
Encourage historically-accurate downtown restorations.	28.4%	25
Revitalize the community's historic connection to the hop industry.	12.5%	11
Totals	100.0%	88

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Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

Goal: Develop a Vibrant Downtown
What strategy is most important to you?

	Responses	
	(percent)	(count)
Create a downtown experience!	50.0%	45
Promote development of a hotel.	6.7%	6
Move gravel company.	5.6%	5
Develop strategies for redeveloping gravel processing site.	7.8%	7
Build a new City Hall.	14.4%	13
Increase visibility / size of Farmers Market.	7.8%	7
Implement / manage a parking strategy for downtown.	7.8%	7
Totals	100.0%	90

Create a downtown experience! What action is most important?

	Responses	
	(percent)	(count)
Develop a Marketing Plan.	16.9%	15
Create new retail businesses promotions packet.	9.0%	8
Encourage redevelopment of upper floors.	15.7%	14
Develop and promote "downtown" events.	21.4%	19
Hire a downtown manager.	5.6%	5
Design new window displays.	1.1%	1
Review / revise sign ordinance.	0.0%	0
Expand Main Street Streetscape Improvements.	12.4%	11
Address vacant commercial properties.	14.6%	13
Install period lighting throughout Downtown.	3.4%	3
Totals	100.0%	89

Promote development of a hotel. What action is most important?

	Responses	
	(percent)	(count)
Complete a preliminary feasibility study as a marketing tool.	55.1%	49
Promote Independence to potential hotel developers.	44.9%	40
Totals	100.0%	89

Move gravel company. What action is most important?

	Responses	
	(percent)	(count)
Advocate for gravel company at County Board of Commissioner meetings.	68.1%	62
Submit written comment - ensure City has standing with LUBA.	31.9%	29
Totals	100.0%	91

Develop strategies for redeveloping gravel processing site. What action is most important?

	Responses	
	(percent)	(count)
Communicate with property owners.	18.9%	17
Create a development plan for the site and surrounding area.	56.7%	51
Secure future access routes between the downtown core and the potential new development.	24.4%	22
Totals	100.0%	90

APPENDIX B

Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

Build a new City Hall. What action is most important?

	Responses	
	(percent)	(count)
Create community meeting facilities.	51.1%	46
Build Fire department sub-station on-site.	20.0%	18
Design site to connect to future greenway when gravel company moves.	28.9%	26
Totals	100.0%	90

Increase visibility and size of Farmers Market. What action is most important?

	Responses	
	(percent)	(count)
Find a larger location for market, while ensuring it stays in the downtown area.	47.2%	42
Promote the market to new vendors.	46.1%	41
Provide more parking options.	6.7%	6
Totals	100.0%	89

Implement and manage a parking strategy for downtown. What action is most important?

	Responses	
	(percent)	(count)
Review current parking strategy and create a Parking and Pedestrian Circulation Plan for downtown.	60.7%	54
Use new ballfield on Grand for event parking and build a bridge and path to Amphitheater.	39.3%	35
Totals	100.0%	89

**Goal: Create an Accessible Community
What strategy is most important to you?**

	Responses	
	(percent)	(count)
Provide and champion more transportation options.	39.8%	35
Improve multilingual communications in schools and government.	17.1%	15
Provide more opportunities for all types of recreation in parks.	35.2%	31
Improve ADA accessibility.	1.1%	1
Provide services for seniors.	6.8%	6
Totals	100.0%	88

Provide and champion more transportation options. What action is most important?

	Responses	
	(percent)	(count)
Promote / provide opportunities for walkability & bikability.	33.3%	30
Create more north-south / east-west collectors.	25.6%	23
Create a Monmouth Street "Community Corridor".	31.1%	28
Increase frequency of bus service between Monmouth and Independence.	10.0%	9
Totals	100.0%	90

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Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

Improve multilingual communications in schools and government. What action is most important?

	Responses (percent) (count)	
Investigate increased use of multilingual materials and programs.	54.7%	47
Hold a "City Council on the road" meeting at St. Patrick's Church or Colonia Amistad and continue to hold City Council Meetings at Central High School.	45.4%	39
Totals	100.0%	86

Provide more opportunities for all types of recreation in parks. What action is most important?

	Responses (percent) (count)	
Update Parks & Open Space Master Plan.	5.7%	5
Include a cross-country running Trail and a disc-golf course in the North Riverfront Park Sport Complex.	34.1%	30
Create more baseball, softball and soccer fields.	12.5%	11
Build a dog park.	6.8%	6
Build/improve skate park with Monmouth.	0.0%	0
Continue to develop Mtn Fir Nature Park.	4.6%	4
Improve neighborhood parks.	14.8%	13
Complete the Ash Creek Trail.	21.6%	19
Totals	100.0%	88

Improve ADA accessibility. What action is most important?

	Responses (percent) (count)	
Improve accessibility to community buildings, events and downtown businesses.	34.8%	31
Build accessible playground in Riverview Park.	20.2%	18
Use 2008 sidewalk inventory to develop a citywide sidewalk repair program.	18.0%	16
Launch education program on property owner responsibility for sidewalk maintenance.	2.3%	2
Continue current sidewalk repair program.	24.7%	22
Totals	100.0%	89

Provide services for seniors. What action is most important?

	Responses (percent) (count)	
Promote the development of assisted living facilities.	30.8%	28
Provide more activities for homebound seniors.	49.5%	45
Publicize existing senior centers.	19.8%	18
Totals	100.0%	91

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Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

Goal: Focus on Youth

What strategy is most important to you?

	Responses (percent) (count)	
Provide more locations / opportunities for youth.	52.8%	47
Build a new high school with Monmouth.	10.1%	9
Improve daycare system.	5.6%	5
Provide better access to social services in support of families.	7.9%	7
Develop more robust gang prevention program.	23.6%	21
Totals	100.0%	89

Provide more locations / opportunities for youth. What action is most important?

	Responses (percent) (count)	
Create more youth groups / clubs.	12.2%	11
Encourage development of a YMCA or Boys and Girls Club-type facility.	23.3%	21
Build new swimming pool / aquatic center.	27.8%	25
Organize & collaborate youth work force development activities.	7.8%	7
Organize, re-start, or better promote 4-H programs	4.4%	4
Start a High School age sports leagues.	8.9%	8
Increase Hispanic involvement in Central Youth Sports.	4.4%	4
Increase soccer leagues / teams.	2.2%	2
Develop Parks & Recreation "staff" support.	8.9%	8
Totals	100.0%	90

Build new high school with Monmouth. What action is most important?

	Responses (percent) (count)	
Complete construction of new high school with Monmouth.	58.0%	51
Another action?	42.1%	37
Totals	100.0%	88

Improve daycare system. What action is most important?

	Responses (percent) (count)	
Recruit and train daycare providers.	60.5%	52
Promote certified providers to parents on City's website.	39.5%	34
Totals	100.0%	86

Provide better access to social services in support of families. What action is most important?

	Responses (percent) (count)	
Develop a "community briefing" website or newsletter.	22.2%	20
Develop / sustain parenting classes-English & Spanish.	21.1%	19
Create / promote a "one-stop" resource with all aspects of social service information.	28.9%	26
Reinstate Migrant Ed. Preschool programs.	8.9%	8
Education and prevention programs focused on abuse.	18.9%	17
Totals	100.0%	90

Develop more robust gang prevention program. What action is most important?

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Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

	Responses	
	(percent)	(count)
Increase presence of School Resource Officers in all schools.	15.4%	14
Encourage creation of positive after-school programs / sports teams.	37.4%	34
Expand/ support the GREAT program.	9.9%	9
Increase "positive City-Police contact" in schools.	5.5%	5
Expand summer lunch program at locations around the City.	5.5%	5
Include parents, teachers and community members in gang prevention education.	26.4%	24
Totals	100.0%	91

Goal: Improve and Promote Community Assets
What strategy is most important to you?

	Responses	
	(percent)	(count)
Fix road along railroad track.	23.4%	22
Develop unique city entrances and points of interest signs.	11.7%	11
Ensure new development meets community values.	10.6%	10
Find ways to utilize Riverview Park more often.	20.2%	19
Build a new boat ramp.	7.5%	7
Support the airport and utilize it as a tool for economic development.	10.6%	10
Implement joint infrastructure projects with the City of Monmouth.	16.0%	15
Totals	100.0%	94

Fix road along railroad track. What action is most important?

	Responses	
	(percent)	(count)
Investigate / inform community about what is legally possible.	13.3%	12
Meet with Railroad and ODOT Rail Division to determine a solution.	52.2%	47
Build new or repair tracks.	34.4%	31
Totals	100.0%	90

Develop unique city entrances and points of interest signs. What action is most important?

	Responses	
	(percent)	(count)
Create Hwy 22 signage that says "National Historic District".	13.6%	12
Retrofit 7th St. Bridge w/ historic lights to create a gateway to the historic district & downtown.	30.7%	27
Design and build new welcome signs for City entrances.	11.4%	10
Create signage for downtown and citywide.	44.3%	39
Totals	100.0%	88

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Central High School Town Hall #2
Merged Electronic Polling Results
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Ensure new development meets community values. What action is most important?

	Responses	
	(percent)	(count)
Conduct a code audit of the existing zoning.	18.0%	14
Develop architectural development standards.	29.5%	23
Develop Architectural Design Standards and Design Guidelines.	52.6%	41
Totals	100.0%	78

Find ways to utilize Riverview Park more often. What action is most important?

	Responses	
	(percent)	(count)
Actively program Riverview Park.	15.4%	14
Advertise events and attractions.	12.1%	11
Develop an amphitheater events committee to organize larger events.	18.7%	17
Work with WOU and Pentacle Theater to put on outdoor theater productions.	26.4%	24
Investigate a larger stage for the amphitheater.	7.7%	7
Provide more picnic shelters.	19.8%	18
Totals	100.0%	91

Build new boat ramp. What action is most important?

	Responses	
	(percent)	(count)
Build new boat ramp	63.2%	55
Another action?	36.8%	32
Totals	100.0%	87

Support the airport and utilize it as a tool for economic development. What action is most important?

	Responses	
	(percent)	(count)
Investigate opportunities to provide transportation from airport to Downtown.	14.8%	13
Create path / connection between airport and City destinations.	12.5%	11
Continue to support "through the fence" access.	11.4%	10
Develop visitor information center at airport café.	11.4%	10
Promote "Flyins".	36.4%	32
Develop opportunities for airport industries.	13.6%	12
Totals	100.0%	88

Implement joint infrastructure projects with the City of Monmouth. What action is most important?

	Responses	
	(percent)	(count)
Investigate feasibility of a joint wastewater system.	38.8%	33
Continue development of collaborative public works projects.	61.2%	52
Totals	100.0%	85

APPENDIX B

Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

Goal: Sustainability at Work!

What strategy is most important to you?

	Responses (percent) (count)	
Increase and maintain natural areas along creeks and river.	40.0%	36
Encourage energy efficiency in the community.	24.4%	22
Develop a recycling education program for families (English & Spanish).	13.3%	12
Enhance and manage volunteer opportunities.	12.2%	11
Promote water conservation programs.	10.0%	9
Totals	100.0%	90

Increase and maintain natural areas along creeks and river. What action is most important?

	Responses (percent) (count)	
Complete riparian restoration projects on Ash Creek.	15.1%	13
Restore riverbank in Riverview Park and protect the Willamette River from erosion.	24.4%	21
Organize volunteer groups to pull invasive weeds along creeks and river.	3.5%	3
Add more shade trees.	15.1%	13
Develop soft surface jogging trails along the river.	41.9%	36
Totals	100.0%	86

Encourage energy efficiency in the community. What action is most important?

	Responses (percent) (count)	
Promote state tax credit programs and rebates for efficiency upgrades.	22.4%	19
Ensure that city code includes provisions for solar panels and other energy efficient designs.	61.2%	52
Create webpage / brochure with energy credits information.	16.5%	14
Totals	100.0%	85

Develop a recycling education program for families (English and Spanish). What action is most important?

	Responses (percent) (count)	
Pilot Spanish language recycling education program.	6.8%	6
Create an after school recycling program at the elementary schools.	22.7%	20
Create recycling incentives.	50.0%	44
Create a recycling webpage / brochure.	3.4%	3
City include recycling education program in renewal agreement.	17.1%	15
Totals	100.0%	88

Enhance and manage volunteer opportunities. What action is most important?

	Responses (percent) (count)	
Develop webpage / database on Independence website.	40.5%	36
Catalogue citywide activities: (who, what, when).	39.3%	35
Provide volunteer information at City's front desk.	20.2%	18
Totals	100.0%	89

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Independence 2020

Central High School Town Hall #2
Merged Electronic Polling Results
April 27 and April 28 2009

Promote water conservation programs. What action is most important?

	Responses	
	(percent)	(count)
Explore water reuse opportunities.	30.8%	28
Develop and implement a community wide water conservation program. Explore incentives program for installing low flow appliances.	33.0%	30
Promote projects and programs to improve stormwater quality.	19.8%	18
Complete urban tree inventory.	16.5%	15
Totals	100.0%	91

**Goal: Promote Economic Vitality.
What strategy is most important to you?**

	Responses	
	(percent)	(count)
Increase opportunities for local living wage jobs.	71.7%	66
Promote industrial development.	20.7%	19
Create economic development marketing programs.	7.6%	7
Totals	100.0%	92

Increase opportunities for local living wage jobs. What action is most important?

	Responses	
	(percent)	(count)
Continue to support Greater Independence Business Incubator.	41.5%	34
Create Independence Small Business Toolbox materials.	23.2%	19
Coordinate local job training opportunities with HALO program and Work Force Oregon.	35.4%	29
Totals	100.0%	82

Promote industrial development. What action is most important?

	Responses	
	(percent)	(count)
Utilize Certified Industrial Land Program to attract new industry.	17.3%	14
Develop a web-based property database for easy access to up-to-date property information.	25.9%	21
Implement Economic Development Strategy for Industrial Areas.	27.2%	22
Continue Urban Renewal District and Enterprise Zones.	29.6%	24
Totals	100.0%	81

Create economic development marketing programs. What action is most important?

	Responses	
	(percent)	(count)
Implement a community marketing plan to promote Independence's many successes and assets to the region.	65.1%	56
Add economic development link on the City website to share data, publicize news, and attract businesses.	34.9%	30
Totals	100.0%	86

ENHANCE HISTORIC CHARACTER

HISTORIC STRATEGY 1: FIX DOWNTOWN BUILDINGS		LEAD	SUPPORT	TIMELINE	FUNDING
Action H1.1	Focus restoration efforts on Sterling Bank, Opera House, Cooper Building, and Sperling Building.	City HPC	IDA, SHPO	Mid-term	
Action H1.2	Provide incentives and funding for building improvements. Examples include new downtown building improvement grant program or tax incentives.	City HPC	IDA, SHPO	Mid-term	Grants
Action H1.3	Continue to implement Property Maintenance Code in the downtown.	City Building Dept	City HPC	Ongoing	
Action H1.4	Promote current facade grant and low interest loans. Market program to downtown business owners.	Facade Grant Coordinator	City Com Dev, IDA, City HPC	Short-term	
HISTORIC STRATEGY 2: MAINTAIN THE HISTORY OF INDEPENDENCE					
Action H2.1	Encourage historically accurate downtown restorations.	Heritage Museum Society	Facade Grant Coordinator	Ongoing	
Action H2.2	Improve and promote museum and exhibits.	Heritage Museum Society	City HPC	Short-term	Donations, Grants
Action H2.3	Incorporate more historic/cultural interest in Hop & Heritage Festival.	Hop Committee	Heritage Museum Society	Short-term	
Action H2.4	Revitalize the community's historic connection to the hop industry.	Local developers	City HPC, Rogue Ale Hop Farm	Short-term	
Action H2.5	Find or build a display area for the historic covered wage and hop press.	Heritage Museum Society	SHPO, PCCC	Mid-term	
Action H2.6	Complete Preserve America registration process.	City Com Dev		Short-term	
Action H2.7	Create Podcast historic walking tour.	School District Senior Project		Short-term	
HISTORIC STRATEGY 3: PROTECT AND SUPPORT IMPROVEMENT TO HISTORIC RESIDENTIAL AREA					
Action H3.1	Provide more opportunities for City HPC to work with property owners.	City Com Dev	City HPC	Short-term	
Action H3.2	Work with Energy Trust and others to implement energy audits and weatherization in historic buildings.	City Com Dev	City HPC, Dep of Energy, Pacific Power, NW Nat Gas	Mid-term	Energy tax credits
Action H3.3	Compile a list of resources for improving historic homes including financial resources, material sources, and contractors.	City HPC	City Com Dev, City Admin, Chamber	Short-term	
Action H3.4	Investigate creation of city incentives for historically appropriate exterior renovations in residential buildings.	City Building Dept	City HPC, SHPO	Mid-term	Building permit fees
Action H3.5	Compile property-specific historic photo collections and make them available to building owners. Use photos as a resource for future developers.	Facade Grant Coordinator	Heritage Museum Society	Short-term	
Action H3.6	Improve alleys in Historic District.	City Com Dev		Mid-term	
Action H3.7	Investigate LEED accreditation for existing historic buildings.	City Com Dev	City HPC	Long-term	

DEVELOP A VIBRANT DOWNTOWN

DOWNTOWN STRATEGY 1: CREATE A DOWNTOWN EXPERIENCE		LEAD	SUPPORT	TIMELINE	FUNDING
Action D1.1	Develop and promote downtown events. For example, create a promotional “Look What’s Downtown” information packets for visitors and residents.	IDA, Chamber	City Com Dev, Travel Oregon, Local Businesses	Short-term	Travel Oregon, Local Businesses
Action D1.2	Develop a marketing plan to achieve a good mix of retail, restaurants, and other businesses. Ensure that the plan is inclusive to families.	City Com Dev	IDA, Chamber	Short-term	Vision 2020 Plan
Action D1.3	Encourage the redevelopment of upper floors through City’s tax incentive program. Inventory the upper floor resources.	City Com Dev	Building owners	Mid-term	Private funding
Action D1.4	Pursue creative strategies to address vacant commercial properties in disrepair.	City Com Dev		Mid-term	
Action D1.5	Expand Main Street streetscape improvements up side streets (B, C, D, and E Streets)	City Com Dev	IDA, Local Businesses	Mid-term	ODOT TE/ Bike Ped Grants, Local Imprvmt District
Action D1.6	Create a promotions packet with information useful to new retail businesses.	City Com Dev		Short-term	
Action D1.7	Hire a downtown manager.	Business Incubator Brd	IDA	Short-term	Ford Family Foundation
Action D1.8	Install period lighting throughout downtown.	City Com Dev		Long-term	
Action D1.9	Use School District Senior Projects to design new window displays.	Local Businesses	IDA, Chamber	Short-term	
Action D1.10	Review and revise the sign ordinance.	City Com Dev		Mid-term	
Action D1.11	Organize seasonal decorations.	IDA	Chamber, Seniors	Short-term	Local Businesses, Dues
DOWNTOWN STRATEGY 2: BUILD A NEW CITY HALL					
Action D2.1	Create community meeting facilities.	City Admin		Mid-term	
Action D2.2	Design site to connect to future greenway when gravel company moves.	City Admin		Mid-term	
Action D2.3	Build City-Fire Department sub-station on site.	City Admin		Mid-term	
DOWNTOWN STRATEGY 3: INCREASE VISIBILITY AND SIZE OF FARMERS MARKET					
Action D3.1	Find a larger location for market while ensuring it stays in the downtown area. Consider using the amphitheater, movie theater parking lot, or future City Hall site.	Farmers’ Market Dir.		Mid-term	
Action D3.2	Promote the market to new vendors.	Farmers’ Market Dir.		Short-term	
Action D3.3	Provide more parking options.	Farmers’ Market Dir.		Mid-term	
DOWNTOWN STRATEGY 4: IMPLEMENT AND MANAGE PARKING STRATEGY FOR DOWNTOWN					
Action D4.1	Review current parking strategy and create a Parking and Pedestrian Circulation Plan for downtown. Identify any vacant lots as potential sites for public parking.	City Com Dev		Mid-term	
Action D4.2	Use new ball field facility at North Riverside Park for event parking and build a bridge and path to Amphitheater.	City Com Dev		Mid-term	
DOWNTOWN STRATEGY 5: DEVELOP STRATEGIES FOR REDEVELOPING GRAVEL PROCESSING SITE					
Action D5.1	Create a development plan for the site and surrounding area.	City Admin		Mid-term	ODOT TGM Grant
Action D5.2	Secure future access routes between the downtown core and the potential new development.	City Admin		Mid-term	
Action D5.3	Communicate with property owners.	City Admin		Mid-term	

DEVELOP A VIBRANT DOWNTOWN

DOWNTOWN STRATEGY 6: PROMOTE DEVELOPMENT OF A HOTEL		LEAD	SUPPORT	TIMELINE	FUNDING
Action D6.1	Complete a preliminary feasibility study as a marketing tool.	City Com Dev	IDA, Chamber, SEDCOR, WOU	Short-term	
Action D6.2	Promote Independence to potential hotel developers.	City Com Dev		Mid-term	
DOWNTOWN STRATEGY 7: MOVE GRAVEL COMPANY					
Action D7.1	Advocate for gravel company at County Board of Commissioner Meetings.	City Admin	IDA	Short-term	
Action D7.2	Submit written comment to ensure the City has standing with Land Use Board of Appeals (LUBA).	City Admin		Short-term	

CREATE AN ACCESSIBLE COMMUNITY

ACCESSIBLE STRATEGY 1: PROVIDE & CHAMPION MORE TRANSPORTATION OPTIONS		LEAD	SUPPORT	TIMELINE	FUNDING
Action A1.1	Promote and provide opportunities for walkability and bikability (emphasize accessibility).	City Com Dev	City Public Works	Short-term	
Action A1.2	Create a Monmouth Street “Community Corridor.”	Friends of Ash Creek		Mid-term	ODOT TGM Grant
Action A1.3	Work to create more north-south and east-west collectors.	City Com Dev	City Public Works	Long-term	
Action A1.4	Increase frequency of bus service between Monmouth and Independence. Investigate developing a rubber-tired trolley system.	CARTS	WOU, City of Monmouth	Mid-term	
ACCESSIBLE STRATEGY 2: PROVIDE MORE OPPORTUNITIES FOR ALL TYPES OF RECREATION IN PARKS					
Action A2.1	Include a cross-country running trail and disc-golf course in North Riverside Sports Complex.	City Parks		Short-term	
Action A2.2	Complete the Ash Creek Trail.	City Parks		Short-term	
Action A2.3	Improve neighborhood parks.	City Parks		Mid-term	
Action A2.4	Create more baseball, softball, and soccer fields.	Central Youth Sports		Short-term	
Action A2.5	Build a dog park.	Cities of Independence /Monmouth	Ash Creek Animal Clinic	Mid-term	
Action A2.6	Update Parks and Open Space Master Plan.	City Parks		Short-term	
Action A2.7	Continue to develop Mountain Fir Nature Park.	Luckiamute Watershed Council		Ongoing	
Action A2.8	Build/improve skate park with Monmouth.	City Parks		Long-term	
ACCESSIBLE STRATEGY 3: IMPROVE MULTI-LINGUAL COMMUNICATIONS IN SCHOOL AND GOVERNMENT					
Action A3.1	Investigate increased use of multi-lingual materials and programs.	City Admin		Short-term	
Action A3.2	Hold a “City Council on the road” meeting at St. Patrick’s Church or Colonia Amistad. Continue to hold City Council meetings at Central High School.	City Admin		Ongoing	
ACCESSIBLE STRATEGY 4: PROVIDE SERVICES FOR SENIORS					
Action A4.1	Provide more activities for home bound seniors.	Senior Services	Monmouth Senior Ctr	Mid-term	
Action A4.2	Promote the development of assisted living facilities.	Senior Services	Monmouth Senior Ctr	Mid-term	
Action A4.3	Publicize existing senior centers.	Senior Services	Monmouth Senior Ctr	Mid-term	
ACCESSIBLE STRATEGY 5: IMPROVE ADA ACCESSIBILITY					
Action A5.1	Improve accessibility to community buildings, events, and downtown businesses.	City Admin		Mid-term	
Action A5.2	Continue current sidewalk repair program.	City Public Works	City Police, City Fire	Ongoing	
Action A5.3	Build accessible playground in Riverview Park.	RCP Committee		Short-term	
Action A5.4	Use 2008 Sidewalk Inventory to develop citywide sidewalk repair program. Use Central Plaza as an example.	City Admin	Property owners	Short-term	
Action A5.5	Launch education program on property owner responsibility for sidewalk maintenance.	City Public Works		Short-term	

FOCUS ON YOUTH

YOUTH STRATEGY 1: PROVIDE MORE LOCATIONS/OPPORTUNITIES FOR YOUTH		LEAD	SUPPORT	TIMELINE	FUNDING
Action Y1.1	Build new swimming pool/aquatic center.	YMCA, WOU		Long-term	
Action Y1.2	Encourage development of a YMCA or Boys and Girls Club-type facility.	GATE	Central Youth Sports, YMCA	Mid-term	
Action Y1.3	Create more youth groups and clubs.	Local Churches	YMCA	Short-term	
Action Y1.4	Start a high school age sports league with “City League” type competition level .	Central Youth Sports	YMCA	Mid-term	
Action Y1.5	Develop Park and Recreation “staff” support.	City Admin		Mid-term	
Action Y1.6	Organize and collaborate youth work force development activities.	HALO	PCJS, City Com Dev	Short-term	
Action Y1.7	Organize, re-start, or better promote 4-H programs	4-H		Mid-term	
Action Y1.8	Increase Hispanic involvement in Central Youth Sports	Central Youth Sports	YMCA	Short-term	
Action Y1.9	Increase soccer leagues/teams	Central Youth Sports	Colonia Amistad, Churches, School District, YMCA	Short-term	
YOUTH STRATEGY 2: DEVELOP MORE ROBUST GANG PREVENTION PROGRAM					
Action Y2.1	Encourage creation of positive after-school programs and sports teams.	C21 After School Program	GATE, YMCA, PCJS, Colonia Amistad	Short-term	
Action Y2.2	Include parents, teachers, and community members in gang prevention education.	City Police	School District	Short-term	
Action Y2.3	Increase presence of School Resource Officers in all schools.	City Police	School District	Mid-term	
Action Y5.3	Expand/support the GREAT programs	City Police	School District	Short-term	
Action Y2.4	Increase positive City Police contact in schools i.e. bike safety classes, etc. taught by officers	City Police	School District, HALO, NW Family Services	Short-term	
Action Y5.5	Expand summer lunch program at locations around the City.	School District	MPFS, PCCCF, Churches	Mid-term	
YOUTH STRATEGY 3: BUILD NEW HIGH SCHOOL WITH MONMOUTH					
Action Y3.1	Complete construction of new high school with Monmouth.	School District			Bond measure passed
YOUTH STRATEGY 4: PROVIDE BETTER ACCESS TO SOCIAL SERVICES IN SUPPORT ON FAMILIES					
Action Y4.1	Create/promote “one-stop” resource with all aspects of social service information.	SafeNet	SIT	Short-term	
Action Y4.2	Develop a “community briefing” website or newsletter.	City Com Dev	OCDC, WIMPEG, MINET, Coefficient Chamber	Short-term	
Action Y4.3	Develop and sustain parenting classes in English and Spanish.	PCCCF	OCDC, Colonia Amistad, Chemeketa CC, OSU Extension Service, CCIS	Mid-term	
Action Y4.4	Create education and prevention programs focused on abuse (sexual, physical, neglect, bullying, etc.).	School District	SIT, Sable House	Mid-term	
Action Y4.4	Reinstate migrant education preschool programs.	School District	OCDC	Mid-term	
YOUTH STRATEGY 5: IMPROVE DAY CARE SYSTEM					
Action Y5.1	Recruit and train day care providers - potential youth business opportunity.	CCIS	Child Care Division	Mid-term	
Action Y5.2	Promote certified providers to parents on City’s website.	CCIS		Short-term	

IMPROVE & PROMOTE COMMUNITY ASSETS

COMMUNITY STRATEGY 1: RECONSTRUCT RAILROAD TRACK		LEAD	SUPPORT	TIMELINE	FUNDING
Action C1.1	Meet with railroad operators and ODOT Rail Division to determine solution.	City Com Dev	Portland and Western Rail, ODOT	Short-term	
Action C1.2	Build new tracks or repair existing tracks.	Portland and Western Rail	City Com Dev, ODOT	Mid-term	ODOT Connect Oregon TE Grant
Action C1.3	Investigate and inform community about what is legally possible through a newsletter, WIMPEG, or IO story	City Com Dev	Portland and Western Rail, ODOT	Short-term	ODOT TGM Grant
COMMUNITY STRATEGY 2: FIND WAYS TO UTILIZE RIVERVIEW PARK MORE OFTEN					
Action C2.1	Work with WOU and Pentacle Theater to put on outdoor theater productions.	City Parks		Short-term	
Action C2.2	Provide more picnic shelters.	City Parks		Short-term	
Action C2.3	Develop an Amphitheater Events Committee to organize larger events. Consider the need for an event coordinator/ amphitheater manager.	City Parks		Short-term	
Action C2.4	Actively program Riverview Park to generate on-going downtown activity, enhance downtown's identity as an entertainment destination, and increase sales to businesses	City Parks		Short-term	
Action C2.5	Advertise events and attractions.	City Parks		Short-term	
Action C2.5	Investigate a larger stage for the amphitheater.	City Parks		Mid-term	
COMMUNITY STRATEGY 3: IMPLEMENT JOINT INFRASTRUCTURE PROJECTS WITH CITY OF MONMOUTH					
Action C3.1	Continue development of collaborative public works projects.	City Public Works		Ongoing	
Action C3.2	Investigate feasibility of joint wastewater system.	City Public Works		Long-term	
COMMUNITY STRATEGY 4: DEVELOP UNIQUE CITY ENTRANCES AND POINTS OF INTEREST SIGNS					
Action C4.1	Create signage for downtown (cinema, library, parking lots, Riverview Park, Ash Creek Trail, etc.) and citywide	IDA	City, Chamber of Commerce, Volunteers	Mid-term	Travel Oregon
Action C4.2	Retrofit 7th Street bridge with historic lights to create a gateway to the historic district and downtown	City Traffic Safety Commission	ODOT, City Com Dev, City Public Works	Mid-term	
Action C4.3	Create Highway 22 signage that says National Historic District.	City Com Dev		Mid-term	
Action C4.4	Design and build new welcome signs for City entrances.	IDA	City, Chamber of Commerce, Volunteers	Mid-term	Travel Oregon
COMMUNITY STRATEGY 5: ENSURE NEW DEVELOPMENT MEETS COMMUNITY VALUES					
Action C5.1	Create architectural design standards and guidelines	City Com Dev		Ongoing	Vision 2020 Plan
Action C5.2	Develop architectural development standards	City Com Dev		Ongoing	Vision 2020 Plan
Action C5.3	Conduct a code audit of the existing zoning	City Com Dev		Completed	Vision 2020 Plan
COMMUNITY STRATEGY 6: SUPPORT THE AIRPORT AND UTILIZE IT AS ECONOMIC DEVELOPMENT TOOL					
Action C6.1	Promote Fly-ins	Airpark Assoc		Short-term	
Action C6.2	Investigate opportunities to provide transportation from airport to downtown such as through flex cars or bicycles	Airpark Assoc		Mid-term	
Action C6.3	Develop opportunities for airport industries such as light sport aircraft, flight school, etc.	City Com Dev		Mid-term	
Action C6.4	Create paths and/or connections between the airport and City destinations	City Com Dev		Mid-term	
Action C6.5	Continue to support "through the fence" access	City Admin		Ongoing	
Action C6.6	Develop visitor information center at airport cafe	Airpark Assoc		Short-term	
COMMUNITY STRATEGY 7: BUILD NEW BOAT RAMP					
Action C7.1	Build new boat ramp	City Com Dev		Mid-term	

SUSTAINABILITY AT WORK

SUSTAINABILITY STRATEGY 1: INCREASE & MAINTAIN NATURAL AREAS ALONG CREEKS AND RIVERS		LEAD	SUPPORT	TIMELINE	FUNDING
Action S1.1	Develop soft-surface jogging trails along the river.	City Com Dev	Youth Conservation Corps	Short-term	WIA, City Parks
Action S1.2	Restore riverbank in Riverview Park and protect the Willamette River from erosion.	City Parks	USACA, Luckiamute Watershed Council, DSL, ODFW	Mid-term	Luckiamute Watershed Council, ODFW, Marine Board
Action S1.3	Complete riparian restoration projects in Ash Creek.	Luckiamute Watershed Council	Ash Creek Water Control District	Mid-term	
Action S1.4	Add more shade trees.	Luckiamute Watershed Council	Scouts	Mid-term	
Action S1.4	Organize volunteer groups to pull invasive weeds along creeks and river.	Luckiamute Watershed Council	Scouts	Short-term	Volunteers
SUSTAINABILITY STRATEGY 2: ENCOURAGE ENERGY EFFICIENCY IN THE COMMUNITY					
Action S2.1	Ensure that city code includes provisions for solar panels and other energy efficient designs.	City Com Dev		Short-term	
Action S2.2	Promote state tax credit programs and rebates for efficiency upgrades.	Energy Trust of Oregon	Dept of Energy	Short-term	Umpqua Bank Green St. Lending
Action S2.3	Create webpage/brochure with energy credits information.	Energy Trust of Oregon		Short-term	
SUSTAINABILITY STRATEGY 3: DEVELOP A RECYCLING EDUCATION PROGRAM FOR FAMILIES (ENGLISH AND SPANISH)					
Action S3.1	Create recycling incentives.	Brandt's Sanitary		Mid-term	
Action S3.2	Create an after school recycling program at the elementary schools (prime time).	Brandt's Sanitary	School District	Mid-term	
Action S3.3	Include recycling education program in City renewal agreement.	Cities of Independence / Monmouth		Short-term	
Action S3.4	Pilot Spanish language recycling education program.	Brandt's Sanitary	Cities of Independence/ Monmouth	Mid-term	
Action S3.4	Create a recycling webpage/brochure.	City Com Dev		Mid-term	
SUSTAINABILITY STRATEGY 4: ENHANCE AND MANAGE VOLUNTEER OPPORTUNITIES					
Action S4.1	Develop webpage/database on Independence website.	School District - Senior Project		Short-term	
Action S4.2	Catalogue citywide activities (who, what, when).	City Admin		Short-term	
Action S4.3	Provide volunteer information at City's front desk.	City Admin		Short-term	
COMMUNITY STRATEGY 5: PROMOTE WATER CONSERVATION PROGRAMS					
Action S5.1	Develop and implement a community-wide water conservation program. Explore incentive programs for installing low-flow appliances.	City Admin		Short-term	
Action S5.2	Explore water reuse opportunities	School District - Senior Project,		Mid-term	
Action S5.3	Promote projects and programs to improve stormwater quality.	City Admin	Luckiamute Watershed Council	Short-term	
Action S5.4	Complete urban tree inventory	City Public Works		Mid-term	

PROMOTE ECONOMIC VITALITY

ECONOMIC STRATEGY 1: INCREASE OPPORTUNITIES FOR LOCAL LIVING WAGE JOBS		LEAD	SUPPORT	TIMELINE	FUNDING
Action E1.1	Continue to support Greater Independence Business Incubator.	Business Incubator Board	City Com Dev, SEDCOR, Chemeketa Ctr for Business & Industry, WOU, HALO	Ongoing	
Action E1.2	Coordinate local job training opportunities with HALO program and Work Force Oregon.	City Com Dev	SEDCOR, HALO, Work Force Oregon	Short-term	
Action E1.3	Create Independence Small Business Toolbox materials and post on the City website to let existing business owners know about available resources.	City Com Dev	Small Business Assoc	Short-term	
ECONOMIC STRATEGY 2: PROMOTE INDUSTRIAL & BUSINESS DEVELOPMENT					
Action E2.1	Continue Urban Renewal District and Enterprise Zones.	City Com Dev	SEDCOR	Ongoing	
Action E2.2	Implement economic development strategy for industrial areas.	City Com Dev	SEDCOR, Chamber	Short-term	
Action E2.3	Develop a web-based property database for easy access to up-to-date property information.	City Com Dev		Mid-term	
Action E2.4	Utilize Certified Industrial Land Program to attract new industry.	City Com Dev	SEDCOR, OECDD	Ongoing	
ECONOMIC STRATEGY 3: CREATE ECONOMIC DEVELOPMENT MARKETING PROGRAMS					
Action E3.1	Implement a community marketing plan to promote Independence's many successes and assets to the region.	City Com Dev		Short-term	
Action E3.2	Add economic development link on the City website to share data, publicize news, and attract businesses.	City Com Dev		Short-term	

vision 2020 partners

Through the Vision 2020 planning process, the following partners have been identified to take the lead on various action items, support these efforts, and potentially provide funding. It will take large-scale involvement by a range of players to implement the vision for Independence's future.

Oregon 4-H	Monmouth-Independence YMCA (YMCA)
Access Cable Television for Independence&Monmouth (WIMPEG)	Monmouth and Independence NET (MINET)
Ash Creek Animal Clinic	National Park Service Youth Conservation Corps (Youth Cons Corps)
Ash Creek Water Control District	Northwest Family Services (NW Family Services)
Brandt's Sanitary Service Inc.	Northwest Natural Gas (NW Natural Gas)
Boy Scouts of America (Scouts)	Oregon Child Development Coalition (OCDC)
Child Care Information Service (CCIS)	Oregon Community Foundation (OR Community Found)
Central School District 13J (School District)	Oregon DEQ
Central Youth Sports	Oregon Department of Fish and Wildlife (ODFW)
Chemeketa Community College (Chemeketa CC)	Oregon Department of Land Conservation and Development
Chemeketa Center for Business & Industry	Oregon Department of Transportation (ODOT)
City of Independence (Independence)	Bicycle and Pedestrian Program Grants (ODOT Bike Ped Grant)
City of Monmouth (Monmouth)	ConnectOregon Transportation Enhancement Grant (ODOT TE Grant)
Coefficient, LLC (Coefficient)	Transportation and Growth Management Program (ODOT TGM Grant)
Colonia Amistad	Oregon Economic and Community Development Department (OECDD)
Department of State Lands (DSL)	Oregon Employment Department - Child Care Division (CCD)
Energy Trust of Oregon (Energy Trust)	Oregon Marine Board (Marine Brd)
Ford Family Foundation (Ford)	Oregon Seniors and People with Physical Disabilities (Senior Services)
Friends of Ash Creek	Oregon SafeNet (SafeNet)
Gate Youth Association (GATE)	Oregon State University Extension Service (OSU Extension)
Heritage Museum Society	Oregon Water Resource Department
Independence Administration (City Admin)	Pacific Power
Independence Building Department (City Building Dept)	Polk County Cultural Coalition (PCCC)
Independence Community Development (City Com Dev)	Polk County Commission for Children and Families (PCCCF)
Independence Downtown Association	Polk County Help Achieving Lifelong Objectives (HALO)
Independence Fire Department (City Fire)	Polk County Juvenile Services (PCJS)
Independence Historic Preservation Commission (City HPC)	Portland and Western Railroad (Portland/Western Rail)
Independence Police Department (City Police)	Riverview Community Playground (RCP)
Independence Public Works (City Public Works)	Sable House
Independence Traffic Safety Commission (Traffic Safety)	Salem-Keizer Transit District (CARTS)
Independence Airpark Homeowners Association (Airpark Assoc.)	Service Integration Team (SIT)
Independence Business Incubator Board	Strategic Economic Development Corporation (SEDC)
Independence Hop Committee (Hop Committee)	Travel Oregon
Independence Farmers Market	Umpqua Bank - Green Street Lending
Local Business Owners	United States Army Corps of Engineers (USACE)
Local Developers	United States Department of Energy (Dept of Energy)
Luckiamute Watershed Council	US Small Business Association (Small Business Assoc)
Marion-Polk Food Source (MPFS)	Volunteers
Monmouth & Independence Chamber of Commerce (Chamber)	Western Oregon University (WOU)
	WorkSource Oregon
	WorkForce Investment Act (WIA)