

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)