Hillsboro Texas

2022-2027 STRATEGIC PLAN

June 2022

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Acknowledgments

The 2022-2027 Strategic Plan represents a community-driven planning process, guided by active and engaged residents and stakeholders with a vested interest in the future of the City of Hillsboro.

Council and Staff Leadership have invested significant time in the development of this plan, showing a strong commitment to ensuring intentional direction, and setting the City on a course toward a sustainably strong and flourishing future.

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Special Thanks

To the many residents of this great community that contributed time and effort throughout the public input process. Your passion, vision, and commitment to the City are greatly appreciated!

MRB | *group*

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Introduction

As the Heart of Texas continues to grow, the City recognizes that it is imperative to be proactive rather than reactive to manage how new growth will impact Hillsboro. City leadership understands the value of adaptation, and in order to grow and operate in a way that best serves the community, it was necessary to develop a Strategic Plan.

This Plan reflects a community-driven process in which the community's input was directly used as the basis for developing the structure of this Plan and ultimately the actions that will be used to carry it forward. Using the community's input, Council and Staff Leadership worked together to develop a consensus on a Plan framework that establishes the purpose of the City, its vision for the future, and how business is done. This Plan establishes goals that the City will work to achieve over the next three to five years and defines the strategies and actions that will accomplish them.
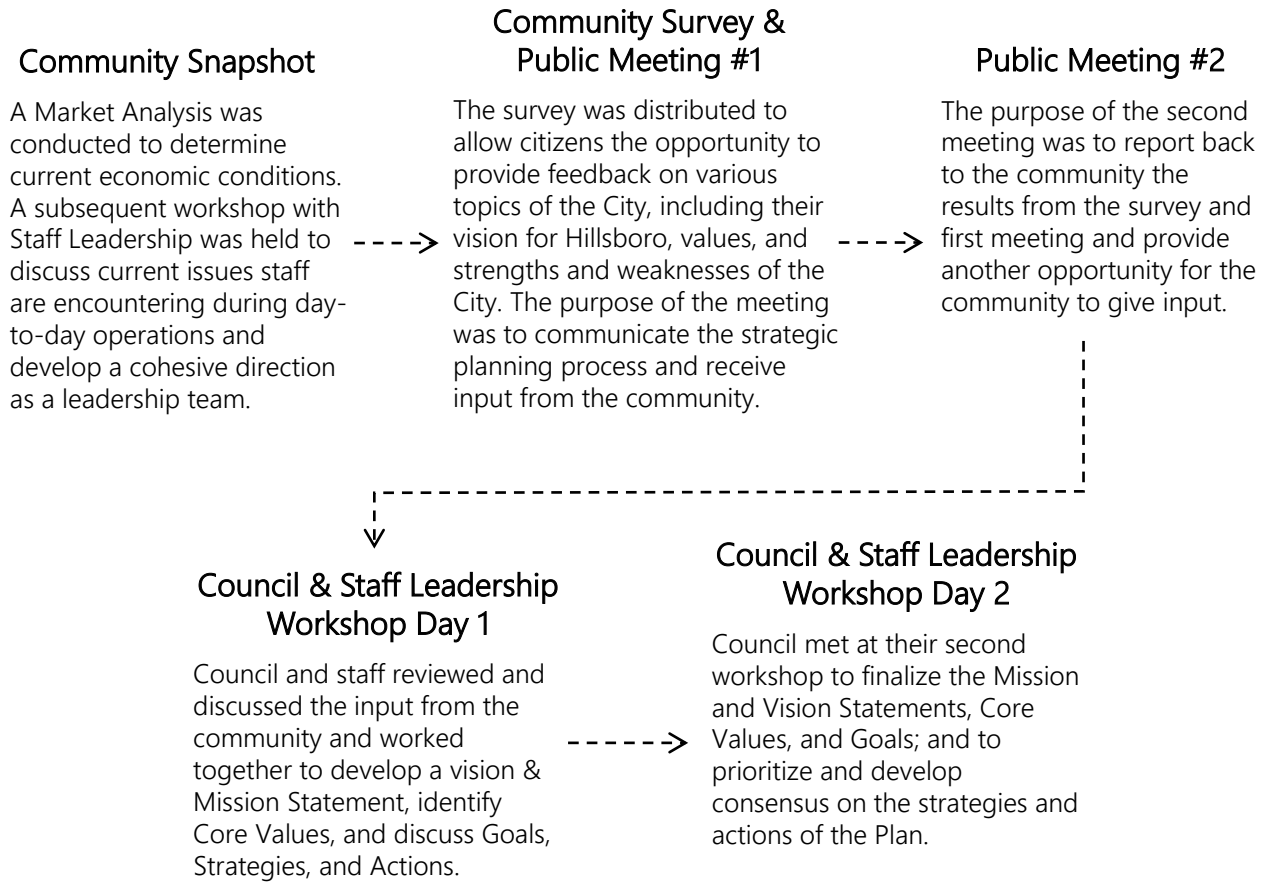
Purpose of the Plan

The strategic planning process is used throughout various industries to direct an organization's overall direction. The purpose of Hillsboro's strategic plan is to establish a three-to-five-year roadmap that will give the City direction by defining goals, objectives, and priorities for the community's progress. The plan will connect the community's vision to future decision-making and create transparency and accountability between the City and its residents. The strategic plan is also a mechanism that reveals areas where the City and community can improve and creates a competitive advantage for future opportunities.

Plan Foundation

One of the most crucial aspects of the strategic planning process is gathering input and feedback from the community. Listening to and reacting to the needs of the community creates buy-in for the Plan and fosters and strengthens communication between the City and its residents. The below diagram depicts the process and foundation for how the strategic plan was developed.

Community Snapshot

A Market Analysis was conducted to determine current economic conditions. A subsequent workshop with Staff Leadership was held to discuss current issues staff are encountering during day-to-day operations and develop a cohesive direction as a leadership team.

Community Survey & Public Meeting #1

The survey was distributed to allow citizens the opportunity to provide feedback on various topics of the City, including their vision for Hillsboro, values, and strengths and weaknesses of the City. The purpose of the meeting was to communicate the strategic planning process and receive input from the community.

Public Meeting #2

The purpose of the second meeting was to report back to the community the results from the survey and first meeting and provide another opportunity for the community to give input.

Council & Staff Leadership Workshop Day 1

Council and staff reviewed and discussed the input from the community and worked together to develop a vision & Mission Statement, identify Core Values, and discuss Goals, Strategies, and Actions.

Council & Staff Leadership Workshop Day 2

Council met at their second workshop to finalize the Mission and Vision Statements, Core Values, and Goals; and to prioritize and develop consensus on the strategies and actions of the Plan.

Through this process, eight primary topics were identified by Council, Staff Leadership, and the community and are addressed in the strategic plan.

- Maintaining a "small-town feel" (i.e., connectedness)
- Growth and more housing choices
- The appearance of the City
- The need for long-range planning

- Deteriorating infrastructure
- Increased communication with the public
- Strong City leadership and staff
- More business, restaurant, and entertainment choices

The following pages describe the Mission, Vision, Core Values, and Goals that were born out of this process. A summary of all the elements is shown at the end of this section.

Our Mission

The mission describes the City's 'WHY.' The City is dedicated to improving the quality of life of the community. The Mission Statement reflects Council and Staff Leadership's commitment to serving the residents of Hillsboro.

The City of Hillsboro's mission is to offer reliable services, refreshing public spaces, and plentiful economic and social opportunities so that our residents feel secure, connected, and positive about the future of Hillsboro.

Our Vision

The vision of Hillsboro is a connected Hillsboro: A Hillsboro that is connected through relationships, its economy, and geographic presence. The Vision Statement reflects Hillsboro's ideal future.

Hillsboro is a vibrant small city where people can easily connect with what matters: each other, diverse businesses and activities, beautiful spaces, and larger markets a short drive away.

Our Core Values

Core Values provide a framework for how Council and Staff will conduct themselves and guide their actions. They are the basic elements of how the City will go about work, treat one another, and treat the community. This is what the City organization stands for.

Service

We respond to the needs of our residents and businesses with empathy and sincerity. We are committed to providing quality services with competence and professionalism. We are servant-hearted: invested in the City of Hillsboro and willing to go above and beyond to ensure the best for our citizens.

Inclusion

We value and celebrate Hillsboro's diversity and look for ways to engage and serve all members of the community equally. We create an environment of collaboration and teamwork, where everyone's contributions are valued.

Integrity

We model ethical behavior by treating the community and each other with respect, honesty, and fairness. We live out these principles in our interpersonal dealings, in our work product, and when no one is watching.

Innovation

We are creative and forward-thinking. We are problem-solvers that are focused on improving our processes and services and adapting to meet the changing needs of the community.

Openness

We uphold accountability and transparency by communicating the City's intentions, our progress, and our processes. We respect our citizens' right to know how their resources are used and their intelligence to interpret results for themselves.

Our Goals

The city's goals reflect the voices of the community. These eight goals were formulated by what was heard through a series of community meetings and workshops with Council and Staff Leadership. These goals state how the City will dedicate its reources over the next five years.

Goal 1: Ensure responsible, equitable growth. *Surpass a population of 13,000 by adding residential units consistent with the city's needs and future land use plan.*

Hillsboro has been discovered. The city is located in the Heart of Texas and is located on I-35. Its proximity to larger cities is an asset to those who live here and is sought after by others that want to relocate out of larger cities. Because of this, the residents understand the need for long-range planning. They realize that growth is coming and the City needs to be prepared to manage it and its impacts. Currently a shortage of housing choices (quality, type, and price) is creating a barrier to growth by preventing people from moving to and within Hillsboro. Increasing housing choices is recognized and supported by the community. Orderly, equitable growth is needed to meet current and future housing needs.

Goal 2: Foster transparency and connection. *Connect citizens with government by reliably and routinely using print, dashboard, social media, and meetings to inform citizens and enlist their input and collaboration.*

Residents want to connect with City staff, and they expect the exchange of information should be no different than with any other non-municipal service they receive. When a citizen interacts with the City organization they should have a customer-oriented experience that is positive, convenient, timely, and meaningful. This goal will accomplish the development of effective communication methods with the community and within the City.

Goal 3: Support preservation and beautification. *Enhance Hillsboro's unique character, historic charm, and present vibrancy by incentivizing renovation and adaptive reuse of historic structures, enforcing property standards, and beautifying the entrances to town.*

The appearance of the City is a common concern among the community. The City recognizes that the community values its Historic Downtown and neighborhoods, clean streets, and maintained properties. All of these work to create the historic charm and small-town feel of the community. This goal supports the community's desire to have a clean and maintained place to live and to improve the aesthetics of gateways into Hillsboro.

Goal 4: Deliver efficient, effective government. *Retain and expand a collaborative team of employees who maintain technical qualifications, advance the city's service delivery, and operate equitably, accountably, and transparently.*

The hiring of key technical staff and staff retention are important to make good decisions and establish continuity within the City. With respect to planning principles, technology, and management techniques, the City will aspire to implement proven best practices and innovative approaches to local government operations.

Goal 5: Build better Infrastructure. *Formally assess the conditions of street, water and sewer infrastructure and implement projects and processes that will, if continued over time, bring and keep those systems in predominantly "good" condition.*

Current street and water and sewer infrastructure conditions are affecting the quality of life of the community. This is a priority for Council and Staff Leadership. The condition and appearance of deteriorated infrastructure not only impact its own functionality but also communicate to the public that streets are not a priority and create a negative perception by those who want to invest in Hillsboro. Although infrastructure provides a function, its condition has a direct impact on residents' quality of life. This goal focuses on actions that not only replace and maintain existing infrastructure but ones that plan for new infrastructure as Hillsboro continues to grow.

Goal 6: Deliver essential services. *Deliver streets, water, wastewater, parks, public safety and other essential services and systems that are dependable, in good repair, and of acceptable and/or improving quality.*

When identifying places to live, individuals more often seek environments that provide a secure, safe, and healthy community in which to live, work, learn, and play. These aspects contribute to the overall appeal, viability, productivity, and economic stability of a community.

Many services and programs, as well as the infrastructure provided by the City and its partners, are aimed at making Hillsboro a safe environment. Residents frequently see immediate police and fire department actions as important elements to their sense of security. A safe community, on the other hand, encompasses more than just police and fire protection. It also includes City-provided services such as safe, dependable streets, as well as water and wastewater systems based on best management practices and long-term planning. The infrastructure of the community must be protected by design and building codes, as well as inspections, to provide a safe community. The City is dedicated to continuing to look for new and better ways to deliver essential services. The City is committed to serving as a catalyst to help residents access a comprehensive range of quality services.

Goal 7: Boost economic development. *Implement business retention and attraction programs so that a variety of small and large businesses meet our resident's employment, entertainment, and commercial needs and establish Hillsboro as a vital part of Central Texas' economic landscape.*

Growth has a lot of advantages for a community, but it also has a lot of drawbacks and expenses. To strike a balance between these aspects, the City will promote a land use pattern that promotes a vibrant and bustling downtown, as well as land uses that promote economic development. For vacant and underutilized land and buildings, targeted infill and adaptive rehabilitation will be encouraged, particularly along Main Street. In addition, small business owners should be supported, and the community should function as an incubator for entrepreneurs and start-up businesses. Current regulations and ordinances may not provide the necessary flexibility for innovative or creative business types.

Overall, Hillsboro residents desire to stay in Hillsboro for more of their needs and enjoyment. They want more goods, services, and activities for people of all ages.

Goal 8: Enhance quality of life. *Maintain a system of clean, functional, and varied enrichment facilities and programs throughout the city, including best-in-class library and team sports.*

Hillsboro's unique historic setting, rising housing and livability, educational resources, parks, recreational facilities, and other resources enhance residents' lives and attract visitors. The City, as well as the surrounding communities, understand the importance of these assets in residents' quality of life and the community's capacity to maintain a strong sense of place as it grows. The protection and enhancement of these resources will be prioritized in order to meet the demands of both current and future populations.

OUR VISION

A vibrant small city where people can easily connect with what matters: each other, diverse businesses and activities, beautiful spaces, and larger markets a short drive away.

OUR MISSION

To offer reliable services, refreshing public spaces, and plentiful economic and social opportunities so that our residents feel secure, connected, and optimistic about the future of Hillsboro.

OUR GOALS

Ensure responsible and equitable growth.

Foster transparency and connection.

Support preservation and beautification.

Deliver efficient and effective government.

Build better infrastructure.

Deliver essential services.

Boost economic development.

Enhance quality of life.

Hillsboro
TEXAS

OUR CORE VALUES

SERVICE. We respond to the needs of our residents and businesses with empathy and sincerity. We are committed to providing quality services with competence and professionalism. We are servant-hearted—investing in our City to ensure the best for our citizens.

INCLUSION. We value and celebrate Hillsboro's diversity and look for ways to engage and serve all community members equally. We create an environment of collaboration and teamwork where everyone's contributions are valued.

INTEGRITY. We model ethical behavior by treating the community and each other with respect, honesty, and fairness. We live out these principles in our interpersonal dealings, work product, and when no one is watching.

INNOVATION. We are creative and forward-thinking. We are problem-solvers focused on improving our processes and services and adapting to meet the community's changing needs.

OPENNESS. We uphold accountability and transparency by communicating the City's intentions, our progress, and our processes. We respect our citizens' rights to know how we utilize resources and their intelligence to interpret results for themselves.

Strategies and Actions

The pages following are oriented around each of the eight goals, detailing specific strategies and actions to realize the City's vision through targeted investments, programs, and policies. Each goal is organized into six components.

Goal Statements: A clear statement of the Community's vision as it relates to a particular topic.

Strategies: Specific directives that support the goal and define what success looks like.

Actions: Actionable recommendations that can be advanced to translate the vision, goals, and strategies into reality.

Costs/Resources: This represents the total cost in dollars and or staff time. It is qualitative and ranges from one dollar sign ($) to five ($$$$$), with one representing the smallest amount of dollars/and or resources and five representing the largest amount required. Some actions shown may not require a cost. For example, action 1.D, "Annually review fees associated with development and align with the market," is one dollar sign as it would take existing staff to do this, and the time required would be minimal. Whereas Action 5.H, "Deliver infrastructure projects as defined and scheduled in the CIP," is five dollar signs as the rehabilitation of streets and water and wastewater lines are costly endeavors.

Impacts: This represents the overall impact this action would have on city operations and/or the community. Similar to cost/resources, it is qualitative, but ranges from one star (★), the smallest impact, to five stars (★★★★★), the largest impact. To compare the two, action 4.C, "Invite Boards to meet with Council annually," although important for communication between the two groups, it received one star as its impact on city operations or the community is small compared to five stars for updating the Comprehensive Plan (1.A), an action that will set the trajectory for how Hillsboro will physically grow and develop into the future.

Priority: Each action is labeled either "Essential," "Growth-Focused," or "Desired." Essential actions are necessary to perform the functions of the City. These are actions that are needed to maintain internal operations and deliver essential services to the community. Growth-focused are actions that help position the City for future, orderly growth. These actions help us understand where we are now and take steps to realize our vision. They create the capacity within the City to manage and support growth demands. Desired actions are nice to have but are not essential to performing the functions of the City. They can be done at a later date or when an opportunity is available.

The purpose of these labels is to assist Council and City Management in creating a balanced approach to budgeting. There are essential actions that impact the City now, but we cannot neglect the fact that growth is coming, and we need to be taking steps to position ourselves for it.

Budgeting and the Plan

Strategic planning guides the budget process. It allows the Council and City Management an opportunity to direct the allocation of funds. We have identified actions that detail what will be accomplished to achieve Hillsboro's strategic planning goals over the next three to five years. Action items from the Plan will be selected at the beginning of each budget cycle and included in that year's budget. These actions will be reported at the end of each year.

GOAL 1: Ensure responsible, equitable growth.

Surpass a population of 13,000 by adding residential units consistent with the city's needs and future land use plan.

	Strategy		Action Item	Cost/ Resources	Impact	Priority
1.1	Ensure that Hillsboro's land use policies encourage a balance of land uses for both residential and non-residential development.	1.A	Update the existing comprehensive plan that will guide staff, developers, and the business community.	$$$	★★★★★	Essential
		1.B	Update the City's zoning code and subdivision regulations to allow for strategic flexibility in uses and design	$$	★★★★★	Essential
		1.C	Annually review fees associated with development and align with the market.	$	★★	Growth-Focused
		1.D	Conduct a capacity analysis for future water and land use needs to identify the best fit for development.	$$$	★★★★★	Essential
1.2	Ensure the local transportation network encourages mobility and connectivity for all modes of transportation.	1.E	Complete a Mobility Plan that integrates mobility, connectivity, and safety across the City.	$$	★★★★	Desired
		1.F	Coordinate with TxDOT to request improvements to key TxDOT facilities	$	★★★	Growth-Focused
1.3	Develop a data-driven understanding of Hillsboro's housing market relative to key indicators including affordability, workforce, and senior populations.	1.G	Complete a Housing Needs Assessment and Market Analysis to guide the City on the types and price ranges of housing needed.	$$	★★★★★	Essential
1.4	Pursue infill and adaptive reuse development of vacant and underutilized properties.	1.H	Issue Requests for Proposal to solicit developers for city-owned properties.	$	★★	Desired
		1.I	Explore opportunities to equip local investors to invest in their property.	$	★★	Growth-Focused
		1.J	Continue and expand incentives for downtown property improvements.	$	★★	Growth-Focused
1.5	Ensure efficiency and adequate staffing for developer coordination, plan review and permitting processes.	1.K	Co-locate office locations to improve the coordination and functionality between City staff.	$$	★★	Growth-Focused

GOAL 2: Foster transparency and connection.

Connect citizens with government by reliably and routinely using print, dashboard, social media, and meetings to inform citizens and enlist their input and collaboration.

Strategy		Action Item		Cost/Resources	Impact	Priority
2.1	Enhance internal communication processes.	2.A	Develop a baseline of understanding of existing communication methods between departments.	$	★	Essential
		2.B	Develop internal Standard Operating Procedures to establish communication protocols between City staff.	$	★★★	Essential
		2.C	Promote and Designate Information Officer duties	-	★	Essential
2.2	Provide timely, accurate, and accessible information to the community.	2.D	Establish a response time to reply to citizen inquiries.	$	★★	Growth-Focused
		2.E	Establish a hierarchy for the types of information to be communicated to the community and how often.	$	★★	Growth-Focused
		2.F	Maintain the City's website to include current information.	$	★★	Essential
		2.G	Evaluate and update the existing phone system for interdepartmental connectivity	$$	★★★	Growth-Focused
		2.H	Ensure information is available in English and Spanish.	$	★★	Growth-Focused
		2.I	Develop a Communication Plan that establishes communication protocols from staff to the community.	$	★★★	Essential
2.3	Enlist the input and collaboration of citizens.	2.J	Create a citizen board or commission to provide communications insight to City staff.	$	★★	Growth-Focused
		2.K	Continue to maintain existing Boards and work to ensure members are representative of the community as a whole.	$	★	Essential
		2.L	Hold annual Town Hall meetings and administer biannual community surveys	$	★★	Growth-Focused
		2.M	Provide online opportunities for citizen feedback.	$	★★★	Growth-Focused

GOAL 3: Support preservation and beautification.

Enhance Hillsboro's unique character, historic charm, and present vibrancy by incentivizing renovation and adaptive reuse of historic structures, enforcing property standards, and beautifying the entrances to town.

Strategy		Action Item		Cost/ Resources	Impact	Priority
3.1	Improve the cleanliness and appearance of residential and non-residential properties through transparent and effective code enforcement.	3.A	Update codes and ordinances to meet best practices and industry standards.	$	★★	Essential
		3.B	Disseminate information about codes, enforcement, and responsibilities to property owners	$	★★	Essential
3.2	Support the community's desire to have attractive and unique neighborhoods and corridors.	3.C	Identify gateway beautification or improvement projects at key points in the city.	$$$	★★★★	Essential
		3.D	Implement a program to clean curb lines and rights-of-way throughout the city	$$$	★★★	Growth-Focused
3.3	Enhance local participation in city-wide beautification efforts.	3.E	Identify ways to assist property owners in overcoming barriers to home or property improvement	$	★★	Growth-Focused
		3.F	Increase public and private partnerships to grow the volunteer base for beautification efforts.	-	★★	Growth-Focused

Goal 4: Deliver efficient, effective government.

Retain and expand a collaborative team of employees who maintain technical qualifications, advance the city's service delivery, and operate equitably, accountably, and transparently.

	Strategy		Action Item	Cost/ Resources	Impact	Priority
4.1	Maintain a collaborative team between Council and City management.	4.A	Review roles and responsibilities of Council, staff leadership, and boards and commissions.	$	★	Growth-Focused
		4.B	Hold semiannual Council workshops for policymaking, financial planning, and staff leadership updates.	$	★★	Essential
		4.C	Invite Boards to meet with Council annually	$	★	Growth-Focused
4.2	Ensure consistency and continuity across all departments.	4.D	Review department processes, staff roles, and responsibilities, and identify opportunities for streamlining and improvement	$	★★★	Essential
		4.E	Evaluate current staff needs and identify opportunities for technical training and hiring.	$$	★★	Essential
		4.F	Explore opportunities to leverage technology or software programs to extend staff productivity.	$$	★★★	Essential
		4.G	Establish a "no wrong door policy" to direct inquiries to the correct department without a second call.	$	★★★	Growth-Focused
4.3	Create a culture focused on professional development and employee retention.	4.H	Hire and train employees that reinforce the City's Mission, Vision, Values, and Goals.	$	★★★	Essential
		4.I	Explore career development options for staff.	$	★	Essential
		4.J	Research and implement best practices in performance management	$	★★	Growth-Focused
4.4	Ensure actions and decisions align with the Strategic Plan.	4.K	Update Strategic Plan every three to five years.	$$$	★★★★★	Essential
		4.L	Align funding opportunities and the budget with the priorities established in the Strategic Plan.	$	★★★★	Growth-Focused
		4.M	Report annually on implementation of Strategic Plan.	$	★	Essential

Goal 5: Build better Infrastructure.

Formally assess the conditions of street, water and sewer infrastructure and implement projects and processes that will, if continued over time, bring and keep those systems in predominantly "good" condition.

Strategy		Action Item		Cost/ Resources	Impact	Priority
5.1	Understand baseline needs of existing infrastructure to assess future maintenance needs.	5.A	Develop a baseline cost to provide existing services including streets, water, sewer, and drainage.	$	★★★★	Essential
		5.B	Develop a conditions assessment for water, sewer, and drainage infrastructure and City facilities to determine lifecycle and needs for preventative maintenance.	$$	★★★★	Essential
		5.C	Complete a Water and Wastewater Capacity Study to determine the types of development that can be supported in the future.	$$	★★★★★	Essential
5.2	Ensure that new and existing infrastructure is planned for and maintained.	5.D	Develop and implement an asset management and preventative maintenance program to extend the life of capital assets	$$$$	★★★	Essential
		5.E	Build a current Geographic Information System (GIS) inventory of all street, utility, and facility infrastructure.	$$	★★★	Growth-Focused
		5.F	Develop a 10-year Capital Improvement Plan (CIP) program to identify all funded and nonfunded capital projects (including street and sidewalk maintenance).	$$	★★★★	Essential
		5.G	Adopt a long-term capital reserve policy for maintaining and replacing future infrastructure assets.	$	★★★	Essential
		5.H	Deliver infrastructure projects as defined and scheduled in the CIP.	$$$$$	★★★★★	Growth-Focused
5.3	Identify and pursue needed technology infrastructure.	5.I	Conduct a technology infrastructure needs assessment	$$	★★	Growth-Focused
		5.J	Explore partnerships with industry, HISD or other possible users to plan and implement broadband infrastructure.	$	★★	Essential
		5.K	Implement construction of broadband infrastructure according to plan.	$$$$	★★★★★	Growth-Focused

GOAL 6: Deliver essential services.

Deliver streets, water, wastewater, parks, public safety and other essential services and systems that are dependable, in good repair, and of acceptable and/or improving quality.

	Strategy		Action Item	Cost/ Resources	Impact	Priority
6.1	Ensure that staff is technically qualified problem-solvers that create a positive experience for our citizens.	6.A	Continue to cross-train staff to provide technical continuity and expand the knowledge base within the departments.	$$	★★★	Growth-Focused
		6.B	Evaluate current staff pay scale against market rates and industry standards every two years.	$	★★	Essential
		6.C	Research and implement employee retention initiatives.	$	★★★	Growth-Focused
		6.D	Maintain existing mutual aid agreements with nearby communities.	$	★★	Essential
6.2	Deliver services using equipment, facilities, and technologies that are relevant, maintained, and dependable.	6.E	Develop and implement a routine maintenance and improvements schedule.	$$	★★★	Essential
		6.F	Explore and identify fleet, technology and maintenance equipment leasing and/or maintenance agreement programs to replace out-of-date equipment.	$$	★★★★	Essential

GOAL 7: Boost economic development.

Implement business retention and attraction programs so that a variety of small and large businesses meet our resident's employment, entertainment, and commercial needs and establish Hillsboro as a vital part of Central Texas' economic landscape.

Strategy		Action Item		Cost/ Resources	Impact	Priority
7.1	Attract new businesses.	7.A	Utilize data to target recruitment efforts and improve business mix.	$$$	★★★	Growth-Focused
		7.B	Maintain relationships with lead generators for industrial, retail, and other target businesses.	$	★★★	Growth-Focused
		7.C	Pursue prospects that fit Hillsboro's goals for business mix, economic drivers, and land/ water resources.	$$	★★★★	Essential
7.2	Retain and facilitate expansion of existing businesses	7.D	Develop and implement a Business Retention and Expansion program for industrial businesses.	$$	★★★★	Growth-Focused
		7.E	Develop and implement a Business Retention and Expansion program for retail and professional businesses key to Quality of Life.	$$	★★★★	Growth-Focused
		7.F	Develop and implement a Business Retention and Expansion program for downtown businesses.	$$	★★★★	Growth-Focused
7.3	Facilitate development of entrepreneurship and small businesses	7G	Develop and maintain partnerships with small business entities to provide financial and informational tools.	$	★★★	Growth-Focused
7.4	Create a permitting and development review process that is clear to the community and business owners.	7.H	Evaluate and streamline the permit and development review processes.	$$	★★★	Essential
		7.I	Review and update codes and ordinances to better facilitate strategic business development.	$	★★	Essential
		7.J	Create a development review handbook or pamphlet that explains the development review and permitting process.	$$	★★★	Growth-Focused

GOAL 7: Boost economic development.

Implement business retention and attraction programs so that a variety of small and large businesses meet our resident's employment, entertainment, and commercial needs and establish Hillsboro as a vital part of Central Texas' economic landscape.

Strategy		Action Item		Cost/Resources	Impact	Priority
7.5 Identify and pursue solutions for workforce needs	7.K	Develop an aggregate understanding of workforce needs based on results of Business Retention efforts.		$$	★★★	Growth-Focused
	7.L	Identify training and recruitment resources to assist with meeting local needs.		$$	★★	Growth-Focused
	7.M	Maintain relationships with workforce training organizations.		$	★★★	Growth-Focused
	7.N	Build school-to-career pipelines with Hillsboro High School and Hill College.		$$	★★★★	Essential
7.6 Pursue the redevolpment of the Outlet Mall	7.O	Assess willingness of ownership to group to partner in redeveloment strategies.		$$$	★★★	Growth-Focused
	7.P	Prepare for marketing the site for redevelopment.		$$$	★★★	Growth-Focused

GOAL 8: Enhance quality of life.

Maintain a system of clean, functional and varied enrichment facilities and programs throughout the city, including best-in-class library and team sports.

	Strategy		Action Item	Cost/ Resources	Impact	Priority
8.1	Expand the library to create better and larger lobby, children's area, genealogy center and meeting space	8.A	Seek funds for library expansion.	$	★★★	Essential
		8.B	Shepherd the construction of the library expansion.	$	★	Growth-Focused
8.2	Develop and deliver dynamic library programming in the library building and throughout the community	8.C	Seek outside partnerships to enhance programming depth and variety.	$$	★★	Essential
		8.D	Offer a range of library outreach projects aimed at our diverse community.	$$	★★★	Growth-Focused
		8.E	Expand the library's collection of education, entertainment, and information resources.	$	★★★	Essential
8.3	Enhance the City's parks, trails, and recreational facilities.	8.F	Update the Parks Master Plan, including facilities needs assessments and a trails plan.	$$	★★★★	Essential
8.4	Develop and deliver recreation opportunities for people of all ages and athletic abilities	8.G	Deliver full calendar of core team sports programming: softball, baseball, volleyball, soccer and basketball leagues, tournaments, championships, and clinics/ camps.	$$$	★★★★	Essential
		8.H	Facilitate auxiliary sports activities primarily run by other groups.	$$	★★	Growth-Focused
		8.I	Offer a modest calendar of non-sports activities throughout the year.	$$	★★	Growth-Focused
		8.J	Extend programming capacity by partnering with other organizations/ volunteers, or augmenting staff.	$$	★★★	Growth-Focused
		8.K	Develop a Recreation Plan with community input to guide programming and communication.	$$	★★★	Essential
		8.L	Assess facilities needs based on planned programming.	$	★★	Growth-Focused