

# City Council Goals and Objectives

Approved November 4, 2014

## Mission Statement

To support a resilient, sustainable community that lives within its means and maintains the distinctive quality of life for which it has become known -- in the face of external change and internal development – via direct delivery of basic services and leveraged enablement of enhanced services.

### Please note:

- Goals and objectives **highlighted in yellow** are **Priority Strategic Planning Goals and Objectives** for the City Council.
- Goals and objectives **in orange** were determined to be Council policy calls that can be pursued by the Council at its discretion.
- Goals and objectives **in green** are NOT recommended by the Council for priority funding in the 2015-17 budget cycle.

## Government

1. ***Leverage our regional and state relationships to increase effectiveness in relevant policy arenas***
  - 1.1 ***Maintain coordination and regular communication with State Legislators/county commissioners.***
    - 1.1.a. ***Potential for regular reports to Council from assigned Councilor from Legislative hotline (during legislative session only).***
    - 1.1.b. ***Explore the utilization of other forms of legislative representation (lobbyist, dedicated staff, etc).***
    - 1.1.c. ***Develop a local legislative agenda prior to the session (possibly with Ashland Coalition partners).***
  - 1.2. ***Develop plan for coordination with Jackson County on the following:***
    - 1.2.a. ***County Road Improvements within the City limits***
    - 1.2.b. ***Weed abatement on County land within the UGB.***
2. ***Promote effective citizen communication and engagement***
  - 2.1 ***Engage community in conversation about core services, desired service levels and funding mechanisms.***
  - 2.2 ***Engage boards and commissions in supporting the strategic plan.***
  - 2.3 ***Evaluate existing communication tools currently in use, such as:***
    - 2.3.a ***Open City Hall***
    - 2.3.b ***Listserve***
    - 2.3.c ***RVTV***
    - 2.3.d ***Newspapers***
    - 2.3.e ***City website***
    - 2.3.f ***Expand and promote those tools that are most effective, meaningful and efficient for the public to use for understanding an issue (fact gathering),***

- enabling participation, providing avenues for input to Council and being made aware of decisions made.
  - 2.3.g Repackage and make more accessible Council Communication documents to assist in informing the public on issues.
  - 2.3.h Explore the use of Town Hall style meetings for Council/public interaction.
  - 2.3.i Explore “City Walk” style outreach program (Council and staff proactive personal engagement in the community).
  - 2.4 Use the Mayor’s State of the City (SOC) address to honor, recognize and appreciate community/volunteer involvement.
    - 2.4.a Incorporate Ragland Award activities (and other potential volunteer related activities) with SOC.
- 3. *Support and empower our community partners***
- 3.1 Look for ways to monitor and support changes at Southern Oregon University.
  - 3.2 Monitor and support Mt. Ashland as a major regional recreational facility.
    - 3.2.a Continue City oversight of the environmental impacts of the ski area as they relate to Ashland.
  - 3.3 Support the non-profit and cultural entities in the community.
  - 3.4 Support RVTD in fulfilling and expanding its mission.

## **Organization**

- 4. *Evaluate real property and facility assets to strategically support city mission and goals.***
  - 4.1 Identify and evaluate underperforming assets.
  - 4.2 Cultivate external funding opportunities.
  - 4.3 Examine city hall replacement and other facility needs.
  - 4.4 Examine long term use of Imperatrice property.

## **People**

- 5. *Seek opportunities to enable all citizens to meet basic needs.***
  - 5.1 Examine means and methods by which to improve access to mental health services for Ashland citizens who need them.
  - 5.2 Support and promote, through policy, programs that make the City affordable to live in.
    - 5.2.a Pursue affordable housing opportunities, especially workforce housing. Identify specific incentives for developers to build more affordable housing.
  - 5.3 Leverage partnerships with non-profit and private entities to build social equity programming.
  - 5.4 Encourage the ongoing effectiveness of the Resource Center.
- 6. *Develop supports to enable citizens to age in Ashland.***
  - 6.1 Support and augment existing programs.
  - 6.2 Provide links to local non-profit support organizations on City web site.
  - 6.3 With Parks Commission, explore expansion of the Senior Center and senior services.
- 7. *Keep Ashland a family-friendly community.***
  - 7.1 Support educational and enrichment programs in the community.

- 7.2 Provide City promotion and marketing of family-oriented events.
- 7.3 Support land-use plans and policies that encourage family-friendly neighborhoods.

## **Environment**

- 8. *Protect the integrity and safety of the watershed.***
  - 8.1 Implement and maintain the Ashland Forest Resiliency project.
  - 8.2 Educate and engage the community in watershed stewardship.
    - 8.2.a Declare a “year of the watershed” and coordinate activities around it.
  - 8.3 Maintain current Firewise communities and implement the Fire Adapted Communities model.
  - 8.4 Complete the expansion of the city’s wildfire hazard zone to accurately reflect risk.
  - 8.5 Fund the AFR & AIR programs.
  - 8.6 Continue to engage state and federal representatives on the AFR project.
  - 8.7 Weed abatement on County land within the UGB (exotic species).
- 9. *Enhance and expand natural and recreational resources.***
  - 9.1 Work with the local bicycle community on enhancement of recreational opportunities.
  - 9.2 Analyze and expand eco-tourism opportunities.
  - 9.3 Support Mt. Ashland in diversifying eco-friendly recreational opportunities.
  - 9.4 Support the local trails organizations and trail mapping.
  - 9.5 Examine and improve the process for obtaining permits for bicycle and road race events.
- 10. *Support local micro-agriculture and food production.***
  - 10.1 Design policies that allow and encourage micro-agriculture.
    - 10.1.a. Encourage the development of community gardens, farmer’s markets, truck gardens and infrastructure.
- 11. *Prepare the community for natural and human-made disasters.***
  - 11.1 Address the seismic vulnerability of downtown.
  - 11.2 Develop a comprehensive, at-home disaster preparedness program for all citizens.
- 12. *Update the Comprehensive Plan.***
- 13. *Develop and support land use and transportation policies to achieve sustainable development.***
  - 13.1 Create incentives and ordinances for energy-efficient buildings.
  - 13.2 Develop infill and compact urban form policies.
  - 13.3 Support alternative transportation choices.
- 14. *Encourage and/or develop public spaces that build community and promote interaction.***

## **Economy**

- 15. *Seek opportunities to diversify the economy in coordination with the Economic Development Strategy.***
  - 15.1 Support film industry growth.
  - 15.2 Evaluate barriers to business start up and expansion.
- 16. *Nurture emerging new technologies.***

- 16.1 Position ourselves as a location where high-tech businesses want to grow.
- 16.2 Promote the e-commerce zone.
- 17. **Market and further develop the Ashland Fiber Network.**
  - 17.1 Complete and implement the AFN business plan.
- 18. **Diversify transportation and shipping options.**
  - 18.1 Strengthen the Ashland municipal airport as an enterprise.
  - 18.2 Develop and encourage alternative transportation options.
- 19. **Ensure that commercial and industrial areas are available for development.**
  - 19.1 Examine Croman redevelopment plan.
  - 19.2 Evaluate the prospects for the redevelopment of the railroad property.
  - 19.3 Use existing financial tools to support re-development.
  - 19.4 Create predictable pathways for development of employment land.
- 20. **Embrace and plan ahead for emerging social trends that might impact the economy and vitality of the community.**

### **Energy and Infrastructure**

- 21. **Be proactive in using best practices in infrastructure management and modernization.**
  - 21.1 Complete downtown parking management and traffic circulation plan.
  - 21.2 Expand public transportation options.
  - 21.3 Re-examine and review master plans and SDCs on regular basis.
- 22. **Prepare for the impact of climate change on the community.**
  - 22.1 Develop and implement a community climate change and energy plan.

### **Public Safety**

- 23. **Support innovative programs that protect the community.**