

Council Communication

November 4, 2014, Business Meeting

Council adoption of strategic planning goals and objectives

FROM:

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SUMMARY:

The City Council has, since last March, been engaged in a strategic planning effort to determine long-term goals for the City to pursue over the next six years. Over the course of many strategic planning meetings, the Council agreed on seven broad goal categories: Government; Organization; People; Environment; Economy; Energy and Infrastructure; and Public Safety. Within those broad categories, the Council identified 23 goals and 54 objectives (sub-goals). At a half-day meeting on October 4, 2014, the Council selected five goals and their attached objectives as its priority goals and the items that should be considered for discretionary funding in the next budget cycle. Those priority goals are:

- Protect the integrity and safety of the watershed.
- Market and further develop the Ashland Fiber Network.
- Seek opportunities to enable all citizens to meet basic needs.
- Evaluate real property and facility assets to strategically support city mission and goals.
- Prepare for the impact of climate change on the community.

The goals are presented for formal adoption by the Council

BACKGROUND AND POLICY IMPLICATIONS:

The City Council launched a long-range strategic planning session with a day-long meeting on March 8, 2014, at which it examined themes for Ashland's future, as well as the strengths, weaknesses, opportunities and threats for Ashland. Over the next seven months and through a series of strategic planning meetings, all of which were properly noticed and open to the public, the Council created a set of goals and objectives intended to guide the City to the year 2020. At the October 4, 2014, strategic planning session, the Council agreed on a set of seven broad goal categories, 23 goals and 54 objectives or sub goals. From these, the Council drew five goals (with their attendant objectives) to be the City priority goals that should be considered for funding in the next budget cycle. (See attached "Priority Strategic Planning Goals and Objectives.")

The Council also divided the remaining goals and objectives into two categories: Those that were determined to be important enough to be pursued, but which will not be considered for funding in the 2015-17 budget cycle; and those that were determined to be Council policy decisions that can be pursued by the Council at its discretion. (See attached "Council goals/objectives, October 4, 2014.") Items highlighted in yellow in the goals and objectives document were deemed items worthy of further discussion.



These goals and objectives are now presented for formal public adoption by the City Council.

STAFF RECOMMENDATION AND REQUESTED ACTION:

Staff recommends adopting or at least affirming these goals and objectives and discussing next steps in terms of soliciting input from boards and commissions, the public, and merging these strategic planning goals with the strategic planning goals of the Parks Commission.

SUGGESTED MOTION:

I move adoption of the City Council strategic planning goals and objectives as agreed upon by the Council at the October 4, 2014, strategic planning session.

ATTACHMENTS

Priority Strategic Planning Goals and Objectives
Council goals/objectives, October 4, 2014



Ashland City Council

Priority Strategic Planning Goals and Objectives

Protect the integrity and safety of the watershed.

- 1) Implement and maintain the Ashland Forest Resiliency project.
- 2) Educate and engage the community in watershed stewardship.
 - a. Declare a “year of the watershed” and coordinate activities around it.
- 3) Maintain current Firewise communities and implement the Fire Adapted Communities model
- 4) Complete the expansion of the city’s wildfire hazard zone to accurately reflect risk.
- 5) Fund the AF&R AIR programs
- 6) Continue to engage state and federal representatives on the AFR project.
- 7) Weed abatement on County land within the UGB (exotic species)

Market and further develop the Ashland Fiber Network

- 1) Complete and implement an AFN strategy

Seek opportunities to enable all citizens to meet basic needs.

- 1) Examine means and methods by which to improve access to mental health services in Ashland for Ashland citizens who need them.
- 2) Support and promote, through policy, programs that make the City affordable to live in.
- 3) Leverage partnerships with non-profit and private entities to build social equity programming.
- 4) Encourage the ongoing effectiveness of the Resource Center

Evaluate real property and facility assets to strategically support city mission and goals.

- 1) Identify and evaluate underperforming assets.
- 2) Examine city hall replacement and other facility needs.
- 3) Examine long term use of Imperatrice property.

Prepare for the impact of climate change on the community.

- 1) Develop and implement a community climate change and energy plan.

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.

Government

Leverage our regional and state relationships to increase effectiveness in relevant policy arenas

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Maintain coordination and regular communication with State Legislators/county commissioners
 - a. Potential for regular reports to Council from assigned Councilor from Legislative hotline (during legislative session only)
 - b. Explore the utilization of other forms of legislative representation (lobbyist, dedicated staff, etc)
 - c. Develop a local legislative agenda prior to the session (possibly with Ashland Coalition partners)

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 2) Develop plan for coordination with Jackson County on the following:
 - a. County Road Improvements within the City limits
 - b. Weed abatement on County land within the UGB

Promote effective citizen communication and engagement

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Engage community in conversation about core services, desired service levels and funding mechanisms

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 2) Engage boards and commissions in supporting the strategic plan
- 3) Evaluate existing communication tools currently in use, such as:
 - Open City Hall
 - Listserve
 - RVTV
 - Newspapers
 - City website
 - 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.
 - Repackage and make more accessible Council Communication documents to assist in informing the public on issues.
 - Explore the use of Town Hall style meetings for Council/public interaction.
 - Explore “City Walk” style outreach program (Council and staff proactive personal engagement in the community).
- 4) Use the Mayor’s State of the City (SOC) address to honor, recognize and appreciate community/volunteer involvement.
 - a. Incorporate Ragland Award activities (and other potential volunteer related activities) with SOC

Support and empower our community partners

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 1) Look for ways to monitor and support changes at Southern Oregon University.
- 2) Monitor and support Mt. Ashland as a major regional recreational facility.
 - a. Continue City oversight of the environmental impacts of the ski area as they relate to Ashland.
- 3) Support the non-profit and cultural entities in the community.
- 4) Support RVTD in fulfilling and expanding its mission.

Organization

Evaluate real property and facility assets to strategically support city mission and goals.

- 1) Identify and evaluate underperforming assets.
- 2) Cultivate external funding opportunities
- 3) Examine city hall replacement and other facility needs.
- 4) Examine long term use of Imperatrice property.

People

Seek opportunities to enable all citizens to meet basic needs.

- 1) Examine means and methods by which to improve access to mental health services for Ashland citizens who need them.
- 2) Support and promote, through policy, programs that make the City affordable to live in.
 - a. Pursue affordable housing opportunities, especially workforce housing. Identify specific incentives for developers to build more affordable housing.
- 3) Leverage partnerships with non-profit and private entities to build social equity programming.

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

Develop supports to enable citizens to age in Ashland.

- 1) Support and augment existing programs.
- 2) Provide links to local non-profit support organizations on City web site.
- 3) With Parks Commission, explore expansion of the Senior Center and senior services.

Keep Ashland a family-friendly community.

- 1) Support educational and enrichment programs in the community.
- 2) Provide City promotion and marketing of family-oriented events.
- 3) Support land-use plans and policies that encourage family-friendly neighborhoods.

Environment

Protect the integrity and safety of the watershed.

- 1) Implement and maintain the Ashland Forest Resiliency project.
- 2) Educate and engage the community in watershed stewardship.
 - a. Declare a “year of the watershed” and coordinate activities around it.

Enhance and expand natural and recreational resources

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Work with the local bicycle community on enhancement of recreational opportunities.
- 2) Analyze and expand eco-tourism opportunities.
- 3) Support Mt. Ashland in diversifying eco-friendly recreational opportunities.
- 4) Support the local trails organizations and trail mapping

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 5) Examine and improve the process for obtaining permits for bicycle and road race events.

Support local micro-agriculture and food production

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Design policies that allow and encourage micro-agriculture.
 - a. Encourage the development of community gardens, farmer’s markets, truck gardens and infrastructure.

Prepare the community for natural and human-made disasters.

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Address the seismic vulnerability of downtown.
- 2) Develop a comprehensive, at-home disaster preparedness program for all citizens.

Update the Comprehensive Plan.

Develop and support land use and transportation policies to achieve sustainable development.

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Create incentives and ordinances for energy-efficient buildings.

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 2) Develop infill and compact urban form policies. (Assigned to Planning Commission.)
- 3) Support alternative transportation choices.

Encourage and/or develop public spaces that build community and promote interaction.

Economy

Seek opportunities to diversify the economy in coordination with the Economic Development Strategy.

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 1) Support film industry growth.
- 2) Evaluate barriers to business start up and expansion.

Nurture emerging new technologies

- 1) Position ourselves as a location where high-tech businesses want to grow
- 2) Promote the e-commerce zone

Market and further develop the Ashland Fiber Network

- 1) Complete and implement the AFN business plan

Diversify transportation and shipping options

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Strengthen the Ashland municipal airport as an enterprise.
- 2) Develop and encourage alternative transportation options.

Ensure that commercial and industrial areas are available for development

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Examine Croman redevelopment plan.
- 2) Evaluate the prospects for the redevelopment of the railroad property.

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 3) Use existing financial tools to support re-development.
- 4) Create predictable pathways for development of employment land.

Embrace and plan ahead for emerging social trends that might impact the economy and vitality of the community.

Energy and Infrastructure

Be proactive in using best practices in infrastructure management and modernization.

The following goal(s) and objectives were determined to be important enough to be pursued but will not be considered for funding in the 2015-17 budget cycle.

- 1) Complete downtown parking management and traffic circulation plan.
- 2) Expand public transportation options.

The following goal(s) and objectives were determined to be Council policy calls that can be pursued by the Council at its discretion.

- 3) Re-examine and review master plans and SDCs on regular basis.

Prepare for the impact of climate change on the community.

- 1) Reduce energy dependence through local energy generation.
- 2) Seek carbon neutrality.

- 3) Develop rigorous conservation plans for energy and water.
- 4) Complete internal and community-based sustainability plans.

Public Safety

Support innovative programs that protect the community