

Government

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

- 1) 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
- 2) Create mechanism for developing stronger relationships between Mayor/Council and County Commissioners
- 3) ~~Explore League of Oregon Cities (LOC) involvement on either Board or Policy Committee levels~~
 - a. ~~LOC connections could be coordinated and scheduled to ensure continuity and sustainability over time~~
 - b. ~~Explore creation of select alliances with other Oregon LOC members that share similar issues, interests and/or concerns~~
 - c. ~~Expand regional involvement in LOC activities with other Rogue Valley cities~~
- 4) ~~Develop a formal connection with the Medford Water Commission~~
- 5) ~~3) Improve/Maintain~~ coordination and regular communication with State Legislators
 - 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)
- 6) ~~4) Continue to engage state and federal Representatives on issues affecting the Ashland Forest Resiliency (AFR) project~~
- 7) ~~Develop mechanism for reporting from Administrator and/or Department Heads to Council on upcoming/potential issues within their scope/field.~~
 - a. ~~Explore use of Study Sessions as reporting venue~~
- 8) ~~Identify issues that have direct impact/relevance to our community as early as possible~~
- 9) ~~5) Be accessible to and engage with regional Economic Development partners~~
- 10) ~~6) Work to eExpand/offer County health/social services in Ashland~~

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Promote effective citizen communication and engagement

- Engage boards and commissions in supporting the strategic plan
- Engage community in conversation about core services, desired service levels and funding mechanisms
- Develop leadership that sustains both commissions and council

1) Evaluate existing communication tools currently in use, such as:

- a. Open City Hall
- b. Listserve
- c. RVTV
- d. Newspapers
- e. City website

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2) 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.

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~~3) Develop a "Fact Base" tool to assist Mayor/Council and staff in communicating with engaged but less than fully informed citizens~~

g. Repackage and make more accessible Council Communication documents to assist in informing the public on issues.

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~~4) —~~

5) h. Explore the use of Town Hall style meetings for Council/public interaction.

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6) i. Explore "City Walk" style outreach program (Council and staff proactive personal engagement in the community).

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~~7) Balance existing time commitment/constraints of Council with new outreach efforts.~~

~~8) Identify key issues to develop advanced outreach and input opportunities (informational sessions) and conduct them "on their turf"~~

~~9) Expand/develop a communication plan that incorporates policy level tools and strategies in addition to operational efforts.~~

- 10) 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; ~~for~~
example:*

- ~~SOU~~
- ~~Mt. Ashland~~
- ~~Parks—develop a long term sustainable plan for P&R services~~

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- 1) Look for ways to monitor and support changes at Southern Oregon University.
 - a. Consider a tuition scholarship program for local students.
 - b. City Administrator to meet regularly with SOU president.
 - c. Get quarterly reports from Faculty Senate.
- 2) ~~Recognize the economic impact of~~ 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) ~~Look for opportunities to s~~ Support the non-profit and cultural entities in the community.
 - a. Review and revamp the social service grant process
- 4) Support RVTD in fulfilling and expanding its mission.
 - a. Support RVTD request for additional funding.
- 5) ~~Continue to develop a strong Council/Parks Commission relationship through regular meetings and discussions.~~

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Identify and support core City services

Organization

~~Use our~~ 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.

Ensure that we have a trained staff adequate to support the organization's work.

- 1) Use existing leadership to train and mentor.
- 2) Grow leadership within.
- 3) Develop appropriate succession plans.
- 4) Match staffing with work plans.
- 5) Maintain a challenging and creative work environment.
- 6) Explore housing and cost-of-living incentives to encourage employees to live in Ashland.
- 7) Examine benefit packages to ensure they aid in recruiting the best employees.

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.

Develop supports to enable citizens to age in place 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.

Make Ashland an even more family-friendly community.

- ~~Seek pathways for SOU students to remain in the community.~~
 - 1) Use grant funds to support educational programs in the community.
 - 2) Provide City ~~support promotion and marketing of~~ family-oriented events.
 - 3) Support land-use plans and policies that encourage family-friendly neighborhoods.

~~*Strengthen and support local non-profits.*~~

~~*The City supports and promotes, through policy and programs, initiatives that make the City affordable to live in and improve livability.*~~

Environment

Protect the integrity and safety of the watershed.

- 1) ~~Declare a “year of the watershed” and coordinate activities around it.~~
- 2) Implement and maintain the Ashland Forest Resiliency project.
- 3) 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

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

Comment [k1]: On ice

Support local micro-agriculture and food production

- 1) Design ~~land use~~ policies that allow and encourage micro-agriculture.
- 2) ~~Explore development of water rates that encourage efficient food gardening.~~
- 3) a. Encourage the development of community gardens, farmer’s markets, truck gardens and infrastructure.

Prepare the community for ~~the risk of fire, flood, earthquakes and natural~~ and human-made disasters.

- 1) Address the seismic vulnerability of downtown.
- 2) Develop a comprehensive, at-home disaster preparedness program for all citizens.
- 3) ~~Complete the tactics called for in the Water Master Plan.~~

~~Empower the Community Development Department to effectively develop and implement land use planning.~~

- 1) ~~Instruct the Planning Commission to develop a program for reviewing the Comprehensive Plan in its entirety.~~
- 2) ~~Complete land use revisions.~~
- 3) ~~Examine form-based master planning approaches.~~

Update the Comprehensive Plan in its entirety.

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

- 1) Develop infill and compact urban form policies. (Assigned to Planning Commission.)
- 2) Support alternative transportation choices.
- 3) Create incentives and ordinances for energy-efficient buildings.

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.

- 1) Support film industry growth.
- 2) ~~Partner with SOU to generate business opportunities.~~
- 3) Examine and remove barriers to business start up opportunities.
- 4) Look for opportunities to develop and support eco-tourism.

| [5\) Support the alternative health sector of the local economy.](#)

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 [five year AFN business](#) plan

Diversify transportation and shipping options

- 1) Strengthen the Ashland municipal airport as an enterprise.
- 2) [Develop freight rail opportunities](#)
- 3) [Explore opportunities with Medford/Rogue Valley International Airport.](#)
- 4) Develop and encourage alternative transportation options.

Ensure that commercial and industrial areas are available for development

- 1) Create predictable pathways for development of employment land.
- 2) Examine Croman redevelopment plan.
- 3) Evaluate the prospects for the redevelopment of the railroad property.
- 4) Use existing financial tools to support re-development.
- 5) [Investigate innovative land use strategies that could encourage investment](#)

~~*Continually examine, evaluate and update the economic development strategy*~~

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.

- 1) Re-examine and review master plans [and SDCs](#) on regular basis.
- 2) Complete downtown transportation plan element.
- 3) Expand public transportation options.
- 4) Keep public services efficient, innovative and affordable.
- 5) Remain current on infrastructure and delivery systems for alternative energy transportation options.

Prepare for [the impact of climate change on the community](#).

- 1) [Seek energy independence/neutral](#)[ityReduce 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.
- 5) [Recognize impact of climate change on the watershed.](#)

Comment [k2]: On hold pending Conservation Commission presentation on STAR framework.

Public Safety

Support innovative programs that protect the community