

City Council Goals and Objectives

Approved November 4, 2014
(updated June 6, 2016)

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 blue** were recommended at the June 6, 2016 goal setting session.

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~~ **Improve effectiveness of 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.
 - 4.2.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.
- 4. ***Make commissions and committees more effective.***
 - 4.1 Evaluate how we do master plans
- 5. ***Make the Council more effective.***

Organization

- 6. ***Evaluate real property and facility assets to strategically support city mission and goals.***
 - 6.1 Identify and evaluate underperforming assets.
 - 6.2 Cultivate external funding opportunities.
 - 6.3 Examine city hall replacement and other facility needs.
 - 6.4 Examine long term use of Imperatrice property.
 - 6.5 Build a new city hall (and get 21st century phone system while we’re at it).
- 7. ***Earthquake preparedness including city hall.***
- 8. ***Overhaul the City’s procurement and contracting policies and processes.***
- 9. ***Increase the capacity of the Legal Department and Human Resources Division in conjunction with organizational restructuring.***
 - 9.1 Rewrite AMC 2.28.
 - 9.2 Convert City Recorder position to appointed position.

People

- 10. ***Seek opportunities to enable all citizens to meet basic needs.***
 - 10.1 Examine means and methods by which to improve access to mental health services for Ashland citizens who need them.
 - 10.2 Support and promote, through policy, programs that make the City affordable to live in.
 - 12.2.a Pursue affordable housing opportunities, especially workforce housing. Identify specific incentives for developers to build more affordable housing.
 - 10.3 Leverage partnerships with non-profit and private entities to build social equity programming.

- 10.4 Encourage the ongoing effectiveness of the Resource Center.
- 10.5 Social service improvements.
- 11. ***Develop supports to enable citizens to age in Ashland.***
 - 11.1 Support and augment existing programs.
 - 11.2 Provide links to local non-profit support organizations on City web site.
 - 11.3 With Parks Commission, explore expansion of the Senior Center and senior services.
 - 11.4 Examine the needs of the increasingly aging population.
- 12. ***Keep Ashland a family-friendly community.***
 - 12.1 Support educational and enrichment programs in the community.
 - 12.2 Provide City promotion and marketing of family-oriented events.
 - 12.3 Support land-use plans and policies that encourage family-friendly neighborhoods.
- 13. ***Affordable housing.***
 - 13.1 Evaluate funding and execution.

Environment

- 14. ***Protect the integrity and safety of the watershed.***
 - 14.1 Implement and maintain the Ashland Forest Resiliency project.
 - 14.2 Educate and engage the community in watershed stewardship.
 - 8.2.a Declare a “year of the watershed” and coordinate activities around it.
 - 14.3 Maintain current Firewise communities and implement the Fire Adapted Communities model.
 - 14.4 Complete the expansion of the city’s wildfire hazard zone to accurately reflect risk.
 - 14.5 Fund the AFR & AIR programs.
 - 14.6 Continue to engage state and federal representatives on the AFR project.
 - 14.7 Weed abatement on County land within the UGB (exotic species).
- 15. ***Enhance and expand natural and recreational resources.***
 - 15.1 Work with the local bicycle community on enhancement of recreational opportunities.
 - 15.2 Analyze and expand eco-tourism opportunities.
 - 15.3 Support Mt. Ashland in diversifying eco-friendly recreational opportunities.
 - 15.4 Support the local trails organizations and trail mapping.
 - 15.5 Examine and improve the process for obtaining permits for bicycle and road race events.
- 16. ***Support local micro-agriculture and food production.***
 - 16.1 Design policies that allow and encourage micro-agriculture.
 - 16.1.a. Encourage the development of community gardens, farmer’s markets, truck gardens and infrastructure.
- 17. ***Prepare the community for natural and human-made disasters.***
 - 17.1 Address the seismic vulnerability of downtown.
 - 17.2 Develop a comprehensive, at-home disaster preparedness program for all citizens.
- 18. ***Update the Comprehensive Plan.***
- 19. ***Develop and support land use and transportation policies to achieve sustainable development.***

- 19.1 Create incentives and ordinances for energy-efficient buildings.
- 19.2 Develop infill and compact urban form policies.
- 19.3 Support alternative transportation choices.
- 20. ***Encourage and/or develop public spaces that build community and promote interaction.***
- 21. ***Urban Tree Policy.***

Economy

- 22. ***Seek opportunities to diversify the economy in coordination with the Economic Development Strategy.***
 - 22.1 Support film industry growth.
 - 22.2 Evaluate barriers to business start up and expansion.
- 23. ***Nurture emerging new technologies.***
 - 23.1 Position ourselves as a location where high-tech businesses want to grow.
 - 23.2 Promote the e-commerce zone.
- 24. ***Market and further develop the Ashland Fiber Network.***
 - 24.1 Complete and implement the AFN business plan.
 - 24.1 ***Stability of AFN.***
- 25. ***Diversify transportation and shipping options.***
 - 25.1 Strengthen the Ashland municipal airport as an enterprise.
 - 25.2 Develop and encourage alternative transportation options.
- 26. ***Ensure that commercial and industrial areas are available for development.***
 - 26.1 Examine Croman redevelopment plan.
 - 26.2 Evaluate the prospects for the redevelopment of the railroad property.
 - 26.3 Use existing financial tools to support re-development.
 - 26.4 Create predictable pathways for development of employment land.
- 27. ***Embrace and plan ahead for emerging social trends that might impact the economy and vitality of the community.***
- 28. ***Embrace emerging industries; improve retention growth, business development.***
- 29. ***Downtown vitality.***
 - 29.1 Street people, urban design, circulation, parking.
- 30. ***Changes to Food & Beverage collection and expenditure.***

Energy and Infrastructure

- 31. ***Be proactive in using best practices in infrastructure management and modernization.***
 - 31.1 Complete downtown parking management and traffic circulation plan.
 - 31.2 Expand public transportation options.
 - 31.3 Re-examine and review master plans and SDCs on regular basis.
 - 31.5 Adequately fund street maintenance and storm drain maintenance activities
 - 31.5.a Fund the pavement management program with Food & Beverage tax revenues.
 - 31.6 Maintain existing infrastructure and develop and plan for street repair.
- 32. ***Prepare for the impact of climate change on the community.***
 - 32.1 Develop and implement a community climate change and energy plan.
 - 32.2 Climate change – current process and inherent infrastructure systems.

Public Safety

33. *Support innovative programs that protect the community.*
34. *Public health and safety – additional reporting structures to determine effectiveness.*
 - 34.1 Additional ELEA for exit 14 area.
35. *Improve safety in the downtown area.*
36. *Fire department consolidation.*
37. *Increase the number of public safety personnel.*
 - 37.1 Sworn police.
 - 37.2 Firefighters.
38. *Earthquake preparedness including city hall.*
39. *Prompt paramedic response*

Not Clearly Related to a Current Goal

40. *Changes to Food & Beverage collection and expenditure.*
41. *Make Council more effective.*

Session 2: Proposed Priority Goals - July 5, 2016

Infrastructure

1. AFN - consider recommendations of ad hoc committee
2. City Hall - consider rebuild or replace because of seismic problems
3. Water system/supply - redo Master Plan in light of climate change
4. Streets maintenance - find funding for sustainable plan
5. Storm drain maintenance - same as streets
6. New City phone system
7. Seismic retrofit of existing residences

Human Services

1. Housing Summit
 - Rental shortage
 - Affordable housing
 - Expand zoning provisions
 - Cottage housing
 - Co-housing
2. Providing assistance to local people in need, incl local homeless
3. Winter Shelter - evaluate needs, resources and basic "service design" incl collateral effects
4. Examine the needs of the increasingly aging population.
5. Evaluate efficiency of City spending on housing
6. Provide an adequate, stable revenue source for the Housing Trust Fund
7. Evaluate effectiveness of human services efforts

Economy

1. Embrace emerging industries; improve retention, growth, business development
2. Downtown vitality
 - Urban design, circulation, parking
3. Chamber/City collaboration:
 - Economic Development
 - Focus on supporting locally-owned businesses (e.g. BR&E)
 - Development of disaggregated data for the Ashland economy
 - Internet tools (e.g. the Business Portal, videos of business owners)
 - Management Development training opportunities
 - Diversifying the Visitor Economy

Public Safety

1. Wildfire preparation and prevention:
 - AFR/AFAR fuels reduction and maintenance
 - AFR Institute/R&D
 - Wildfire Mitigation Ordinance
2. Managing behavior problems/community expectations, especially downtown
3. Increased staffing for police and fire
4. 14-day City preparedness
 - City employees
 - families
 - employees (at work)
 - Fuel contracts
 - Communications
 - Transportation
 - Water plant pumps
5. Enlarge ELEA to include Exit 14 area
6. Prompt paramedic response
7. Evaluate the impact of new ordinances that affect downtown

Organization

1. Increase capacity of Legal Dept and HR Division (coord with re-org)
 - Rewrite AMC 2.28
2. Re-organization of management structure
3. Fire Dept consolidation
4. Improve effectiveness of communication and engagement.
5. Make commissions and committees more effective.
 - Evaluate how we do master plans
6. Overhaul City's procurement and contracting policies/procedures
7. Convert City Recorder position to appointed

Energy & Environment

1. CEAP - support, track and participate in on-going process
2. Implementation requirement ordinance (proposed by AHS students)
3. Update Comprehensive Plan
4. Revise Urban Tree Policy
5. Review Electric Utility business model in the light of climate change
6. Investigate possible in-stream electric generation from the water system

Other

1. Behavior-Local Homeless-Transients [public safety; human services; economy]
2. Mid-biennium funding for unanticipated needs.
3. Make City Council more effective
4. Meals Tax collections and expenditures
5. Use \$100K of Room Tax money for Lithia Park maintenance