

Note: Anyone wishing to speak at any Planning Commission meeting is encouraged to do so. If you wish to speak, please rise and, after you have been recognized by the Chair, give your name and complete address for the record. You will then be allowed to speak. Please note that the public testimony may be limited by the Chair and normally is not allowed after the Public Hearing is closed.

**ASHLAND PLANNING COMMISSION  
REGULAR MEETING  
MARCH 9, 2010  
AGENDA**

- I. **CALL TO ORDER:** 7:00 PM, Civic Center Council Chambers, 1175 E. Main Street
- II. **ANNOUNCEMENTS**
- III. **CONSENT AGENDA**
  - A. **Approval of Minutes**
    - 1. February 23, 2010 Planning Commission Minutes
- IV. **PUBLIC FORUM**
- V. **TYPE III PUBLIC HEARINGS**
  - A. **PLANNING ACTION: #2009-00817**  
**APPLICANT:** Southern Oregon University  
**DESCRIPTION:** A request for adoption of the Southern Oregon University Campus Master Plan 2010-2020 as part of the City's Comprehensive Plan. (This plan replaces the previously approved 2000-2010 Campus Master Plan.) **COMPREHENSIVE PLAN DESIGNATION:** Southern Oregon University; **ZONING:** S-O
- VI. **OTHER BUSINESS**
  - A. Croman Mill District Plan – Minority Report
- VII. **ADJOURNMENT**



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Community Development office at 541-488-5305 (TTY phone is 1-800-735-2900). Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title 1).

**CITY OF  
ASHLAND**  
ASHLAND PLANNING COMMISSION  
SPECIAL MEETING  
MINUTES  
February 23, 2010

**CALL TO ORDER**

Chair Pam Marsh called the meeting to order at 7:00 p.m. in the Civic Center Council Chambers, 1175 East Main Street.

**Commissioners Present:**

Larry Blake  
Michael Dawkins  
Dave Dotterrer  
Pam Marsh  
Debbie Miller  
Melanie Mindlin  
Mike Morris  
John Rinaldi, Jr.

**Staff Present:**

Bill Molnar, Community Development Director  
Maria Harris, Planning Manager  
Brandon Goldman, Senior Planner  
Richard Appicello, City Attorney  
April Lucas, Administrative Assistant

**Absent Members:**

None

**Council Liaison:**

Eric Navickas, absent

**ANNOUNCEMENTS**

Commissioner Marsh announced the vacancy on the Planning Commission and encouraged interested citizens to submit applications to the Mayor's Office. She also reminded the Commission the March Study Session has been moved to March 30, 2010.

**CONSENT AGENDA**

- A. Approval of Minutes.  
1. February 9, 2010 Planning Commission Minutes.

Commissioners Dotterrer/Blake m/s to approve the Consent Agenda. Voice Vote: all AYES. Motion passed 8-0.

**PUBLIC FORUM**

No one came forward to speak.

**UNFINISHED BUSINESS**

- A. PLANNING ACTION: #2009-01292

APPLICANT: City of Ashland

DESCRIPTION: A request to amend the Ashland Land Use Ordinance (ALUO) creating a new Chapter 18.53 Croman Mill, to amend the multiple chapters of the Ashland Land Use Ordinance to provide consistency with the new Chapter 18.53 Croman Mill (ALUO 189.08, 18.12.020, 18.61.042, 18.68.050, 18.70.040, 18.72.030, 18.72.080, 18.72.110, 18.72.120, 18.72.140, 18.72.180, 18.84.100, 18.88.070, 18.106), to amend the Ashland Comprehensive Plan and Zoning Map to include the Croman Mill District, and to adopt the Croman Mill Site Redevelopment Plan as a supporting document to the City's Comprehensive Plan.

Commissioner Marsh noted the two letters that were submitted by Mark DiRienzo and Marilyn Briggs. She stated these letters would be added to the record and officially closed the public record at 7:08 p.m.

**Declaration of Ex Parte Contact**

Commissioner Miller stated she was contacted by Marilyn Briggs. She informed Ms. Briggs that she could not speak to this issue and encouraged her to submit a letter. No ex parte contact was reported by any of the other commissioners.

## Staff Report

Planning Manager Maria Harris provided a brief summary of the Staff Report Addendum included in the packet materials. She explained the report provides options to deal with the issues raised by ODOT, and stated staff is recommending making the ODOT maintenance yard a special permitted use. Ms. Harris stated this would make the yard a legitimate use, but once it goes away all that can go in there would be the previously defined uses. She stated staff is also recommending language that clarifies before the second phase of the central boulevard is built, the ODOT maintenance yard will need to be relocated. Ms. Harris noted ODOT has also recommended the City update the Transportation Analysis, and clarified this piece is in progress.

Ms. Harris noted the Staff Report includes sample motions and recommended the Commission make separate motions for each of the separate elements identified. She added the sample motion for 3(a) in regards to the East-West street orientation might be worded too strongly. She stated this is not an either or situation and the Commission could ask that the Council give this option further consideration.

Ms. Harris commented briefly on the issues raised by Mr. DiRienzo and stated staff does not believe either option that has been put forward would make his buildings non-conforming. She stated if he wanted to enlarge his buildings or needed to rebuild them he could do so, but they would be subject to site review. Ms. Harris also clarified the plaza space requirements referenced by Mr. DiRienzo only apply to large scale developments (10,000 sq. ft or greater or more than 100 ft. in length). She stated once you reach that size you are required to provide 1 sq. ft. of plaza area of every 10 sq. ft. of building.

Commissioner Mindlin expressed concern that the plan provides preferential treatment for ODOT. Ms. Harris responded that ODOT is in a unique position because all of the other existing buildings in the district could be allowed in the proposed zone, but the plan does not provide for ODOT's public facilities maintenance yard. Community Development Director Bill Molnar noted he met with ODOT and they assured him of their support for the plan and their desire to find a replacement location. He stated ODOT's concern is they do not want to be zoned out until they can find a suitable replacement for their operations. Commissioner Mindlin noted the proposed language revision in response to ODOT's concern about the easements and restated her concern regarding preferential treatment. Staff indicated the proposed language change is more consistent with what has been presented and intended this whole time. Senior Planner Brandon Goldman noted all of the needed easements would be contingent on both parties being agreeable. Ms. Harris stated she does not believe this language treats ODOT differently and stated if the Commission is uncomfortable with the proposed wording, staff is open to any suggestions they may have.

Upon request, staff responded to the assertions made in Mr. DiRienzo's letter. Item 1) Clarified staff is recommending Mr. DiRienzo's property retain its M-1 zoning designation. Item 2a) Clarified Modern Fan's newest addition is .45 FAR, which conforms to the requirements in the Detail Site Review zone. Item 2b) Noted the plaza space requirements have already been listed. Item 2c) Clarified in the Detail Site Review zone, only structures over 10,000 sq. ft. would be a Type II planning action; anything smaller than 10,000 sq. ft. is still a Type I. And Item 2d) Clarified Mr. DiRienzo could replace his buildings if they are damaged.

Ms. Harris explained staff believes the proposed distillery on Mr. DiRienzo's property could still be built if the property goes into the Detail Site Review zone. She stated the distillery's FAR is within the required range and clarified the public requirement would apply, however the approved plans did have some public space included and this would count towards that requirement. Ms. Harris noted the Detail Site Review standards currently apply in the downtown area, as well as along all of the City's main corridors.

Commissioner Rinaldi stated he does not agree with the assertion that changing the M-1 zoning designation removes this type of land from the City's inventory, and stated many of the industrial uses would still be allowed. Ms. Harris agreed and stated a lot of what people think about when they hear industrial uses are still allowed; what has been removed is the land intensive, low employment uses (such as junk yards and concrete/asphalt batch plants.)

Staff provided a brief explanation about advanced financing districts and clarified the adoption of the Croman plan does not obligate Ashland residents to pay for the street installation and infrastructure. The improvements identified for Mistletoe Road during Phase 1 were identified, and staff clarified the updated Traffic Analysis will look at traffic flows on Mistletoe.

Commissioner Marsh recommended the Commission move forward with their recommendations. She noted page 11 of the Staff Report lists sample motions and opened the floor to motions.

Commissioners Morris/Rinaldi m/s to recommend approval of the Comprehensive Plan and Zoning Map amendments to revise the Comprehensive Plan Map designations of Industrial, Employment and Single-Family Residential to the Croman Mill District, and revise the Zoning Map designations of M-1 Industrial, E-1 Employment and R-1 Single Family to CM Croman Mill including the Compatible Industrial (CI), Mixed Use (MU), Neighborhood Center (NC), Office Employment (OE) and Open Space (OS) zoning overlays with amendments as follows:

- a) Include the Mixed Use zoning overlay (CM-MU) in the Zoning Map amendment;
- b) Retain the M-1 Industrial zoning for the properties at 650-750 Mistletoe Road, have the Comprehensive Plan designation amended from Industrial to Croman Mill, and include the portion of the site adjacent to the street in the Detail Site Review zone;
- c) Extend the Croman Mill District to the properties that are currently outside the city limits, but within the UGB, with an underlying Mixed Use zoning designation should they choose to annex.

**DISCUSSION:** The commissioners shared their preferences in regards to whether the property on Mistletoe Road should be included in the Detail Site Review zone. Commissioners Blake and Morris voiced their support for including this property in the Detail Site Review zone; Doterrer stated he was not sure this should be included. Morris recommended it be included to protect the area in case the property is sold and someone else wants to develop it. Marsh voiced her support for the motion and commented on how well designed the buildings along Washington Street are. She stated she is convinced the Detail Site Review zone will have a big difference and does not believe it will be that onerous. Doterrer voiced his support for including the Mixed Use Zoning Overlay and noted these areas are located next to the existing neighborhoods. Miller voiced her opposition to the inclusion of the Overlay and stated she would prefer to see more opportunities for Compatible Industrial uses. Regarding (c) Mindlin stated she feels strongly that by rezoning it they are sending a message to future applicants that this is what the City's wants, and stated this option was not really discussed or put up for public input. Mindlin recommended they leave this property in its existing zoning and Commissioner Miller agreed. Mr. Molnar explained if they leave this area in its current designation, when an annexation request comes forward it will be for the currently identified E-1 Employment Zone, which receives basic site review. He added the annexation applicants could request a plan designation amendment, but this adds complexity to the process and is often not what people want to do when they are requesting annexation. The Commission talked about this further and received further clarification from staff. Mr. Molnar stated if the property is identified as part of the Croman Mill District, when the annexation requests comes forward there may be a possibility for the Mixed Use designation to be changed to one of the other two Croman designations. Ms. Harris noted the open space protections would not apply if the property is not included in the Croman Mill District, and explained as proposed, the property would come in as Croman Mill Mixed Use, which is very flexible and allows for compatible industrial, office employment, and the option for residential uses on upper floors. Senior Planner Brandon Goldman added that the City does not have a zone comparable to the property's current RR-5 designation, and to keep this property as County RR-5 in perpetuity would require redrawing the Urban Growth Boundary to no longer consider this area urbanizable. Marsh restated the motion on the floor.

**Roll Call Vote:** Commissioners Rinaldi, Miller, Doterrer, Blake, Morris, and Marsh, YES. Commissioners Dawkins and Mindlin, NO. Motion passed 6-2.

Commissioner Marsh noted the second sample motion put forward in the Staff Report and listed their options.

Commissioners Doterrer/Miller m/s to recommend approval of adding a new Chapter 18.53 CM to the Ashland Municipal Code, with amendments as follows:

- a) Revise the Major Amendment section 18.53.020.B.1 to clarify the distinction between a major and minor amendment as it relates to the changes to street or other transportation facilities as described on page 11 of the February 3, 2010 staff memo;
- b) Add the manufacture of food products to the Office Employment (OE) zone as a special permitted use.

**DISCUSSION:** Commissioner Miller voiced her support for the manufacture of food products to be included. Doterrer also voiced his support and stated this will provide more options for people who want to develop in this area.

**Roll Call Vote:** Commissioners Doterrer, Blake, Marsh, Miller, Morris, and Rinaldi, YES. Commissioners Mindlin and Dawkins, NO. Motion passed 6-2.

Commissioner Marsh noted their options for motion 3 and recommended the group work through their options before a motion is made.

**Item 3(a):** *Should the street orientation follow the framework in the proposed Croman Mill District Implementation Plan, or should the streets and zoning overlays be adjusted to the East-West street orientation?*

Commissioner Marsh noted they do not have to choose tonight and can recommend that the Council consider the East-West alternative. Mr. Goldman clarified the East-West option results in a slight reduction of Compatible Industrial lands (1.3 acres), and a slight increase in Mixed Use and Office Employment. Blake stated if there is no significant loss of acreage for the various uses, they should recommend the Council pursue the East-West orientation. He stated the 45° layout is a bad way to start out, and unless you have flat roofs on the buildings this is bad planning. Rinaldi voiced his support for recommending the East-West layout. Morris stated he is not a big fan of the East-West layout and is concerned the buildings will get too hot. He stated he is not sure the revisions that would be needed to the streets are worth the gain in solar savings. Mindlin voiced her support for the East-West orientation and stated they know for sure this will increase the possibilities for solar and believes they should lay the groundwork to make it possible for future owners to achieve solar savings.

**Item 3(b):** *Should an alternative location for the northern section of Phase II of the central boulevard as shown in the East-West Alternative Option map be included as a potential option?*

Commissioner Dotterer recommended they leave the options as wide open as possible. Miller stated she does not think they should recommend anything since it will be a long while before Phase II happens and they can not anticipate what will change. Marsh clarified this is what is proposed and they are leaving all options on the table. She clarified they are essentially putting forward two conceptual ideas that will be need to evaluated when Phase II is designed.

**Item 3(c):** *Should the onsite surface parking limitation be revised so that a higher percentage of the required off-street parking can be constructed as surface parking on the site until a parking management plan is established for the Croman Mill District, and retaining the 50% maximum once the management plan is in place?*

Commissioner Rinaldi asked if a development put in their own off-street parking, would they be relieved from any future obligation that comes out of the parking management plan? Ms. Harris clarified the original concept was to have a system set up so that in lieu of putting in parking spaces, a developer could contribute to the funding of the shared parking structure. She added if a developer is able to put in their own parking, they will not have to pay for the parking structure as well. Marsh asked if the Commission would be willing to recommend the parking management plan address alternative options that limit vehicle traffic on the site. General support was voiced for this. Miller stated she hopes the City will be flexible in how many spaces they require.

**Item 3(d):** *Should the Green Development Standards (VIII-C-8 through VIII-C-11) be combined to provide a menu of items the applicant could choose from?*

Ms. Harris provided a summary of this issue. She explained these items were previously listed under one standard and they were recommended, not required. Through the Planning Commission's discussions, staff revised the language to make these requirements. Blake stated he would like for these four items to be mandatory; however he wants to be sensitive to concerns raised regarding the costs of property development. He also commented that there may be some internal inconsistencies and stated if the final plan includes the original 45° street layout, there will be two west sides and two east sides for each building. He explained the way the building shading and solar orientation standards are worded assumes the buildings are oriented north-east-south-west. He stated there may be some logic to using the menu approach and giving the developer more latitude. Mindlin stated she is in favor of leaving this as a list of requirements, however she noted the standards do not specify how much or to what degree. Mr. Molnar commented that by not specifying this it provides some flexibility. Dotterer suggested they add the language "to the extent practical" to clarify the intent. Mindlin noted this does not mean to the extent practical financially. Morris stated these are too ambiguous to be requirements, and if they make this a standard they need to quantify them. Marsh stated she does not support the menu approach and felt they should make these either requirements or recommendations. General support was voiced for recommending these as standards, but asking the Council to refine them further.

Item 3(e): Should the Green Building Bonus standard be revised to reduce or delete the performance bond and penalty amounts?

Commissioner Marsh noted their options and general support was voiced for deleting the performance bond and penalty amounts. It was noted the City could reinstate this language if abuse becomes an issue.

Commissioners Doterrer/Morris m/s to recommend approval of adding a new Section VIII – Croman Mill District Standards to the Site Design and Use Standards, with amendments noted as follows:

- a) Strongly recommend the East-West street orientation as shown on the East-West Alternative Option Map included in the January 12, 2010 Planning Commission packet materials;
- b) For the alternative location of the northern section of Phase II of the central boulevard as shown in the East-West Alternative Option Map be included as an option.
- c) For the on-site surface parking limitation (Standard VIII-B-3.2) be revised so that a higher percentage of the required off-street parking can be constructed as surface parking on site until a parking management plan is established for the Croman Mill District, and retaining the 50% maximum once the parking management plan is in place; and for the management plan to consider multi-modal options and the possible phasing of parking requirements;
- d) To strongly endorse the Green Development Standards VIII-C-8 through VIII-C-11 and ask that the standards are recommendations, but for the Council to look into making these more specific and required standards;
- e) Delete the performance bond and penalty amounts from the Green Building Bonus standard VIII-C-13.1.

Roll Call Vote: Commissioners Morris, Blake, Rinaldi, Miller, Marsh, and Doterrer, YES. Commissioners Mindlin and Dawkins, NO. Motion passed 4-2.

The Commission moved onto the final motions outlined in the Staff Report.

Commissioners Morris/Doterrer m/s to recommend approval of revisions of various sections of Chapter 18 to provide consistency with Chapter 18.53 Croman Mill. Roll Call Vote: Commissioners Blake, Doterrer, Marsh, Miller, Morris, and Rinaldi, YES. Commissioners Dawkins and Mindlin, NO. Motion passed 4-2.

Commissioners Doterrer/Rinaldi m/s to recommend approval of adopting the Croman Mill Site Redevelopment Plan as a supporting document to the Ashland Comprehensive Plan. Roll Call Vote: Commissioners Miller, Rinaldi, Doterrer, Blake, Morris, and Marsh, YES. Commissioners Mindlin and Dawkins, NO. Motion passed 4-2.

Ms. Harris noted the final decision that needs to be made regarding the suggestions brought forward by staff to deal with the ODOT concerns.

Commissioners Doterrer/Blake m/s to amend the Commission's recommendation to the Council for AMC 18.53.040.B and Croman Mill District Standard VIII-A-1.2 as outlined in pages 3 and 4 of the February 23, 2010 Staff Report

**Addendum. DISCUSSION:** Commissioner Miller voiced her opposition to the realignment of Grizzly Drive and Tolman Creek Road which is identified as a requirement for Phase II in Section VII-A-1.2. Marsh clarified the Commission has acknowledged that Phase II of the central boulevard is going to have to undergo significant planning and design. Suggestion was made to amend the language to read, "Consideration of the realignment of Grizzly Drive and Tolman Creek Road." **Commissioner Doterrer amended his motion to include this clarification and Blake agreed.** Roll Call Vote: Commissioners Doterrer, Blake, Marsh, Miller, Morris and Rinaldi, YES. Commissioners Dawkins and Mindlin, NO. Motion passed 6-2.

Commissioner Marsh announced this item will go before the Council on April 6, 2010 and encouraged members of the public to share their input with the City Council. Marsh commented on the possibility of a minority report and noted the procedures for this to occur. She noted any minority report will need to be presented to the full Commission and they will need to vote on whether to forward it along with their recommendations.

Commissioner Dawkins shared his frustrations. He stated the primary issues he raised were never discussed and he believes the process was totally flawed.

The Commissioners commented briefly on the possibility of a minority report and shared their thoughts. Marsh indicated if a minority report is prepared, it will need to be submitted to the Planning Commission at their next meeting on March 9, 2010.

**ADJOURNMENT**

Meeting adjourned at 9:30 p.m.

*Respectfully submitted,  
April Lucas, Administrative Assistant*

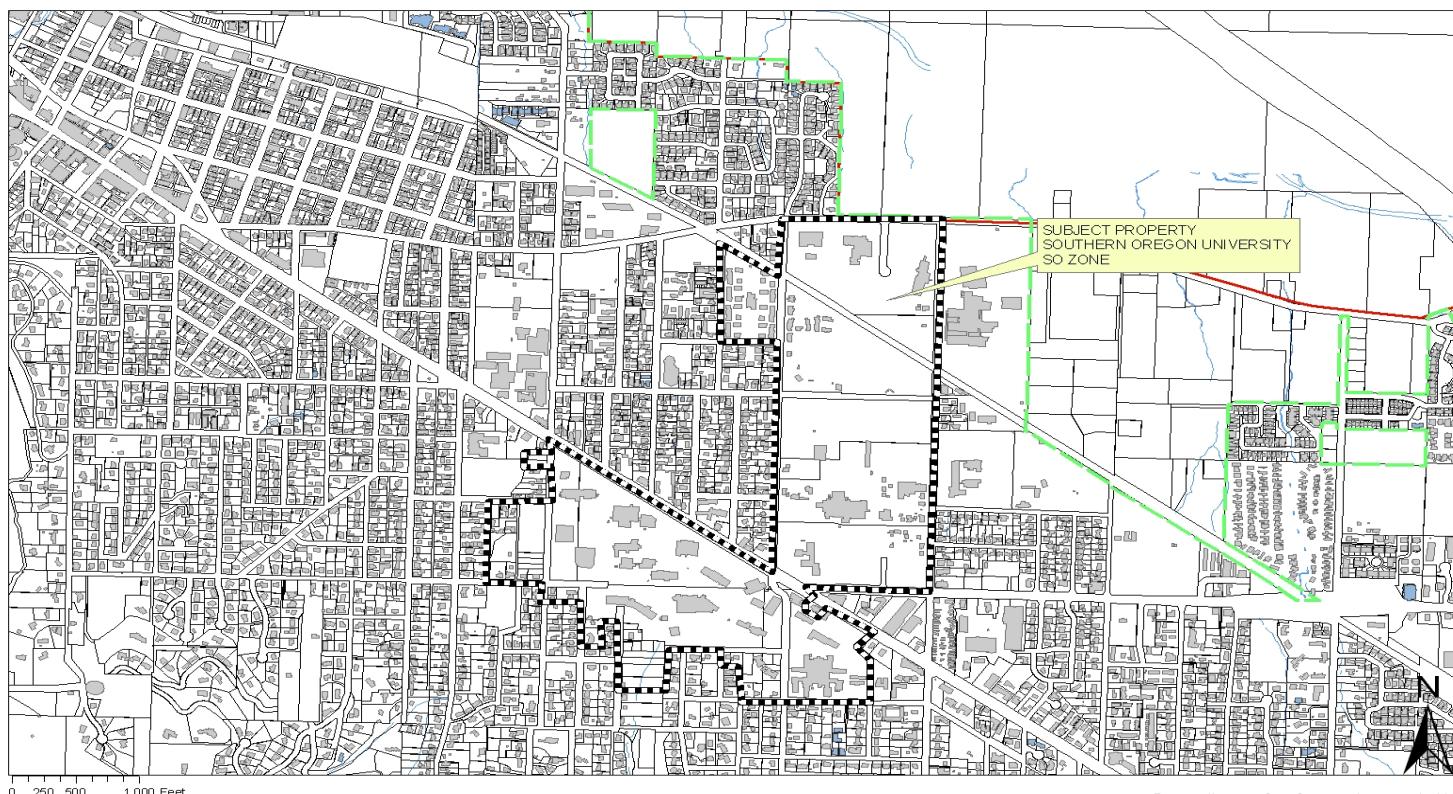


PLANNING ACTION: #2009-00817

OWNER/APPLICANT: *Southern Oregon University*

DESCRIPTION: A request for adoption of the Southern Oregon University Campus Master Plan 2010-2020 as part of the City's Comprehensive Plan. (This plan replaces the previously approved 2000-2010 Campus Master Plan.) COMPREHENSIVE PLAN DESIGNATION: **Southern Oregon University** ZONING: **S-O**

ASHLAND PLANNING COMMISSION MEETING: *March 9, 2010; 7:00 PM, Ashland Civic Center*



Property lines are for reference only, not scaleable

Notice is hereby given that a PUBLIC HEARING on this request to adopt the Southern Oregon University Campus Master Plan 2010-2020 as part of Ashland's Comprehensive Plan will be held before the ASHLAND PLANNING COMMISSION on the meeting date shown above. The meeting will be at the ASHLAND CIVIC CENTER, 1175 East Main Street, Ashland, Oregon.

A copy of the related documents is available for inspection at no cost and will be provided at reasonable cost, if requested. All materials are available at the Ashland Planning Department in the Community Development & Engineering Services Building at 51 Winburn Way, Ashland, Oregon 97520.

During the Public Hearing, the Chair shall allow testimony from the applicant and those in attendance concerning this request. The Chair shall have the right to limit the length of testimony. To receive a notice of the final decision, a person must participate in the public hearing submitting oral or written testimony and must submit a written request to receive a notice of the final decision.

In compliance with the American with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Administrator's office at 541-488-6002 (TTY phone number 1-800-735-2900). Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting. (28 CFR 35.102-.35.104 ADA Title I).

If you have questions or comments concerning this request, please feel free to contact the Ashland Planning Division, 541-488-5305.

## ASHLAND PLANNING DIVISION

### STAFF REPORT ADDENDUM March 9, 2010

**PLANNING ACTION: 2009-00817**

**APPLICANT:** Southern Oregon University

**LOCATION:** Southern Oregon University campus boundary

**ZONE DESIGNATION:** SOU – Southern Oregon University

**COMPREHENSIVE PLAN DESIGNATION:** Southern Oregon University

**ORDINANCE REFERENCE:** 18.64 Southern Oregon University

**STATEWIDE PLANNING GOALS:** Goal 2 – Land Use Planning

**OREGON REVISED STATUTES (ORS)** Chapter 197 – Comprehensive Land Use Planning Coordination

**OREGON ADMINISTRATIVE RULE (OAR):** 660-030 Review and Approval of State Agency Coordination Programs

**REQUEST:** Adoption of an Update of the Master Plan for Southern Oregon University: 2010-2020

### I. Background

At the Commission's regular meeting July 14, 2009, a public hearing was held regarding a request for adoption of the Southern Oregon University Campus Master Plan 2010-2020 as a sub-area plan within the Ashland Comprehensive Plan. Given the amount of public testimony, the Planning Commission was unable to complete their deliberations and moved to continue the public hearing to the August 11, 2009 regular meeting.

On July 20<sup>th</sup>, 2009, the Community Development Department received a letter from SOU Vice-President for Finance and Administration, Craig Morris. The letter requested that the SOU Master Plan update temporarily be removed from the Commission's agenda so that the University could schedule a meeting with campus neighbors and the surrounding community in the month of October. On October 5<sup>th</sup>, 2009, John Fregonese, President of Fregonese and Associates facilitated a public discussion on the Master Plan update.

In January 2010 upon a request by the University, the review and approval of the Campus Master Plan update was placed back on the Planning Commission agenda schedule.

Changes to the document are identified by yellow highlights.

## II. Project Impact – Suggested Conditions

The Master Plan update does not propose an expansion of the existing Southern Oregon University campus boundary or an increase in area included within the Southern Oregon University (SOU) zoning designation. Additionally, the revised Plan document does not appear to incorporate any significant changes over what was presented to the Commission at the July 2009 public meeting. As noted in the original staff report, there are several areas covered by the Plan where staff believes additional clarification would be useful to improve coordination, review and approval of future university projects. Following is a list of suggested conditions that staff believes should accompany the 10-year campus master plan update. The reasoning and basis for the conditions is included the July 2009 staff report, which has been included in the record for this action.

The primary areas covered in the Master Plan are included below and are accompanied by a bulleted list of recommended conditions of approval.

### Academic Buildings (page 34)

- Demolition and Relocation of Existing Campus Buildings (Figure 12)

In addition to the requirements set forth in the Campus Master Plan for construction waste reduction and on-site recycling collection facilities, proposals involving the demolition or relocation of existing campus structures shall be subject to the procedures and provisions of Ashland Municipal Code 15.04 – Demolition or relocation of structures.

### Housing and Student Life (page 37)

#### *Student Housing*

- A Pedestrian Safety Plan

Prior to submission of a planning application for the development of new student housing north of Ashland Street and Siskiyou Boulevard, the University will work with the City, Oregon Department of Transportation and other stakeholders in developing a specific plan for implementation that addresses actions targeted at improving pedestrian safety. The Plan may include but not be limited to improved crossings with enhanced pavement design and on-going monitoring of pedestrian flow and safety issues. Design strategies shall be coordinated and prepared based upon the expertise of both a traffic engineer and urban design professional.

- Transportation Impact Analysis and Access Management

All future housing projects proposed within the north campus area shall be subject to a transportation impact analysis (TIA) and access management standards described in the City of Ashland Transportation System Plan (TSP). The final scope of this requirement will be evaluated at the pre-application meeting preceding the land use application for Site Design Review approval.

- Building Design for Mixed Use Construction

In addition to the mandatory Design Guidelines described in the Master Plan update, the following areas designated for development shall be subject to Ashland's approval standards for development within the Detail Site Review Zone (II-C-2), including those additional standards for Large Scale Projects (II-C-3). (See attached **Staff Exhibit A**):

- along Ashland Street between Walker Ave and Wightman St, within 150-feet of the near edge of the Ashland Street right of way, and
- along Walker Avenue between Ashland Street and south of Webster Street, within 150-feet of the near edge of the Walker Ave. right of way.

**Note:** The University has requested that the campus master plan be exempt from the Detail Site Review standard establishing a floor area ratio requirement, and that the separation between buildings provision be applied as a ratio of 1-foot of separation for every 3-feet of building height, with a minimum dimension not less than 15-feet. Their proposal is described as follows:

- II-C-2a) Orientation and Scale #1 - maximum Floor Area Ratio (FAR) - **exempt**
- II-C-3a) Orientation and Scale #3 - separation of buildings, when not connected by a common wall. In lieu of this requirement, the space between buildings in area and along the street frontages shall create a usable plaza, with a minimum dimension of 15' feet and a minimum width of one foot for every 3 feet of height, measured to the shorter of adjacent buildings.

**Staff Concern/Recommendation:** In a sense, the SOU campus is a series of individual, large properties, separated by public streets. The application of the FAR requirement of .35 to .5 was not anticipated for use on a campus wide application. Consequently, some relaxation of this standard may be understandable for future University development along this limited section of Ashland Street.

At this point, however, staff does not support the proposed change in the separation between buildings standard. The following Detail Site Review standard:

*II-C 3a) 3. Buildings not connected by a common wall shall be separated by a distance equal to the height of the tallest building. If buildings are more than 240 feet in length, the separation shall be 60 feet.*

allows for 1-foot of separation for every 1-foot of building height. This seems consistent with acknowledged urban design standards related to creating inviting public spaces that provide adequate, but not an overpowering, level of building enclosure abounding outdoor public spaces.

## ***Faculty Village Housing***

- Conditional Use Permit Approval

Faculty Village Housing proposed along both Ashland Street and Henry Street, west of Mountain Avenue, is approximately 50-feet from privately-owned property. Consequently, future development at these locations shall be subject to approval of a Conditional Use Permit in order to address neighborhood context.

- Building Size and Design

The 2010-2020 Plan Design Guidelines shall be amended to clarify that the current maximum length and footprint standards are not applicable to Faculty Village Housing proposed along Ashland Street (across from Glenwood Park) and Henry Street. Infill strategies and/or design guidelines for Faculty Village Housing in these two areas shall be amended to include specific design standards related to building scale, bulk, footprint, coverage and articulation that take into account and are sensitive to existing neighborhood character, while still recognizing the need to accommodate faculty housing at locations and densities that create short walking distances to campus and encourage the use of alternate modes of transportation.

The following additional guidelines were submitted by the University at the Public Hearing session of July 14<sup>th</sup>, 2009. When applied in conjunction with the City's Basic Site Review Standards, it is staff's opinion that the proposed guidelines address staff's concerns noted above, and shall be added to the Design Guidelines of the Master Plan, as submitted.

*In the areas identified for faculty housing, the following design standards shall apply:*

1. *Building footprints shall be limited to 6,000 square feet total for a multi-family building. Example: six attached 1000 square foot townhouses.*
2. *Buildings shall be no more than 120 feet long. For buildings longer than 60 feet, a significant offset—5' or more—in the plane of the façade shall be created so that no major façade plane is more than 60 feet in length. Projecting elements and/or recesses—such as decks, bay windows and recessed entries—shall be applied to facades to avoid long planar walls facing the street.*
3. *Buildings shall be limited to 3 stories above grade generally and 2 stories west of Mountain Ave.*
4. *Building facades shall face the primary street or a shared open courtyard space which in turn fronts on the street.*

- 5. Building entries shall include porches, stoops and similar elements to create a transition zone between the public street and the private home.*
- 6. Individual entries to each dwelling unit are preferred. In no case shall more than four dwelling units shall share a common entry from the street or common open space. Example: traditional four-square style building, with two units above and two at ground floor sharing an entry.*
- 7. Buildings shall be designed with appropriate placement of interior spaces and exterior windows to provide views from active areas to the public street and/or common open spaces [sometimes referred to as "eyes on the street"].*
- 8. Shared parking shall not be located between the street and the primary façade of dwelling units. To the greatest extent feasible, parking shall be located at the rear of units. Where parking is located at the front of units, it shall be only in the form of personal driveways serving individual units. In this configuration, garage entries shall be set behind the primary façade of dwelling units by a minimum of five feet.*
- 9. Exterior building finishes shall be similar to existing buildings in the surrounding neighborhood. Vinyl siding is not an allowed finish material; metal siding is discouraged, except as an architectural accent. Allowed materials include:*
  - a. Wood siding or shingle;*
  - b. Cementitious wood products;*
  - c. Brick, stone and artificial stone.*
- 10. Design elements that are representative of the surrounding residential neighborhood context are encouraged, although literal repetition of historic styles is not required or expected.*
- 11. Landscape materials shall consistent with palette of the Ashland bioregion. Native plants and drought-tolerant, non-invasive plantings are strongly encouraged.*

## **Circulation (page 44)**

### ***Eastern Gateway***

- Transportation Impact Analysis and Access Management Strategy

Modifications to the University's Eastern Gateway area shall be subject to a transportation impact analysis and access management standards as described in the City of Ashland Transportation System Plan (TSP). The final scope of specifications for preparation of a transportation impact analysis shall be coordinated through Ashland Public Works Department.

- Pedestrian Safety Plan

Concurrently with the transportation impact analysis and access management strategy, the University will work with the City, Oregon Department of Transportation and other stakeholders in developing a specific plan for implementation that addresses pedestrian safety issues. Design strategies shall be prepared based upon input from both a traffic engineer and urban design professional.

### ***Changes to Campus Circulation System***

- Emergency Vehicle Access

Prior to any changes to the campus circulation system including vehicular and pedestrian access ways, a site plan shall be provided to and approved by Ashland Fire & Rescue which demonstrates that the proposed modifications are in compliance with the emergency access provisions of the Oregon Fire Code.

### ***Parking***

- Parking Requirements for On-Campus Student Housing

Prior to submission of a planning application for campus housing, the University shall develop, through collaboration with city staff, specific parking standards for on-campus housing. The standard is intended to reduce an over provision of off-street parking and stress the use of alternate modes of transportation, by maximizing the efficiency of established and future campus parking facilities through consideration of the following strategies:

- The University's development and implementation of Transportation Demand Management strategies listed in the Master Plan;
- Review of contemporary research, professional publications and other factors effecting parking demand;
- Analysis of shared parking scenarios; and
- Review of potential impacts to neighborhood on-street parking supply

- Transportation Demand Management (TDM) strategies

That a list of potential Transportation Demand Management strategies accompanied by a time line for implementation be developed and submitted in conjunction with campus housing applications.

## **III. Procedural - Required Burden of Proof**

### **18.108.170 Legislative amendments**

- A. It may be necessary from time to time to amend the text of the Land Use Ordinance or make other legislative amendments in order to conform to the comprehensive plan or to meet other changes in circumstances and conditions. A legislative amendment is a legislative act solely within the authority of the Council.
- B. A legislative amendment may be initiated by the Council, by the Commission, or by application of a property owner or resident of the City. The Commission shall conduct a public hearing on the proposed amendment at its earliest practicable meeting after it is submitted, and within thirty days after the hearing, recommend to the Council, approval, disapproval, or modification of the proposed amendment.
- C. An application for amendment by a property owner or resident shall be filed with the Planning Department thirty days prior to the Commission meeting at which the proposal is to be first considered. The application shall be accompanied by the required fee.
- D. Before taking final action on a proposed amendment, the Commission shall hold a public hearing. After receipt of the report on the amendment from the Commission, the Council shall hold a public hearing on the amendment. Notice of time and place of the public hearings and a brief description of the proposed amendment shall be given notice in a newspaper of general circulation in the City not less than ten days prior to the date of hearing.
- E. No application of a property owner or resident for a legislative amendment shall be considered by the Commission within the twelve month period immediately following a previous denial of such request, except the Commission may permit a new application if, in the opinion of the Commission, new evidence or a change of circumstances warrant it.

### **18.108.060 Type III Procedure**

- A. The following planning actions shall be subject to the Type III Procedure:
1. Zone Changes or Amendments to the Zoning Map or other official maps, except for legislative amendments.
  2. Comprehensive Plan Map Changes or changes to other official maps, except for legislative amendments.
  3. Annexations.
  4. Urban Growth Boundary Amendments
- B. Standards for Type III Planning Actions.
1. Zone changes, zoning map amendments and comprehensive plan map changes subject to the Type III procedure as described in subsection A of this section may be approved if in compliance with the comprehensive plan and the application demonstrates that one or more of the following:

- a. The change implements a public need, other than the provision of affordable housing, supported by the Comprehensive Plan; or
- b. A substantial change in circumstances has occurred since the existing zoning or Plan designation was proposed, necessitating the need to adjust to the changed circumstances; or
- c. Circumstances relating to the general public welfare exist that require such an action; or
- d. Proposed increases in residential zoning density resulting from a change from one zoning district to another zoning district, will provide 25% of the proposed base density as affordable housing consistent with the approval standards set forth in 18.106.030(G); or
- e. Increases in residential zoning density of four units or greater on commercial, employment or industrial zoned lands (i.e. Residential Overlay), will not negatively impact the City of Ashland's commercial and industrial land supply as required in the Comprehensive Plan, and will provide 25% of the proposed base density as affordable housing consistent with the approval standards set forth in 18.106.030(G)

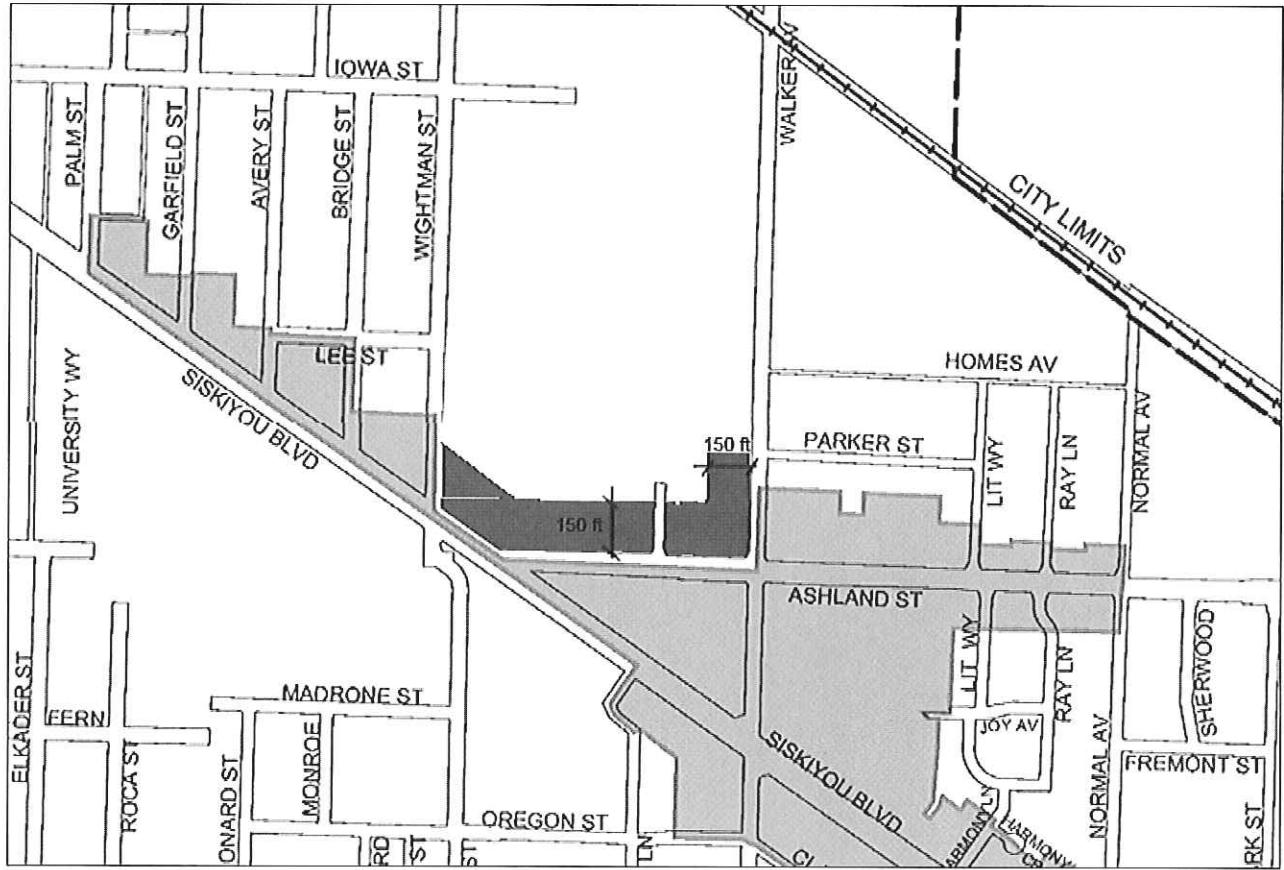
The total number of affordable units described in sections D or E shall be determined by rounding down fractional answers to the nearest whole unit. A deed restriction, or similar legal instrument, shall be used to guarantee compliance with affordable criteria for a period of not less than 60 years. Sections D and E do not apply to council initiated actions.

#### **IV. Conclusions and Recommendations**

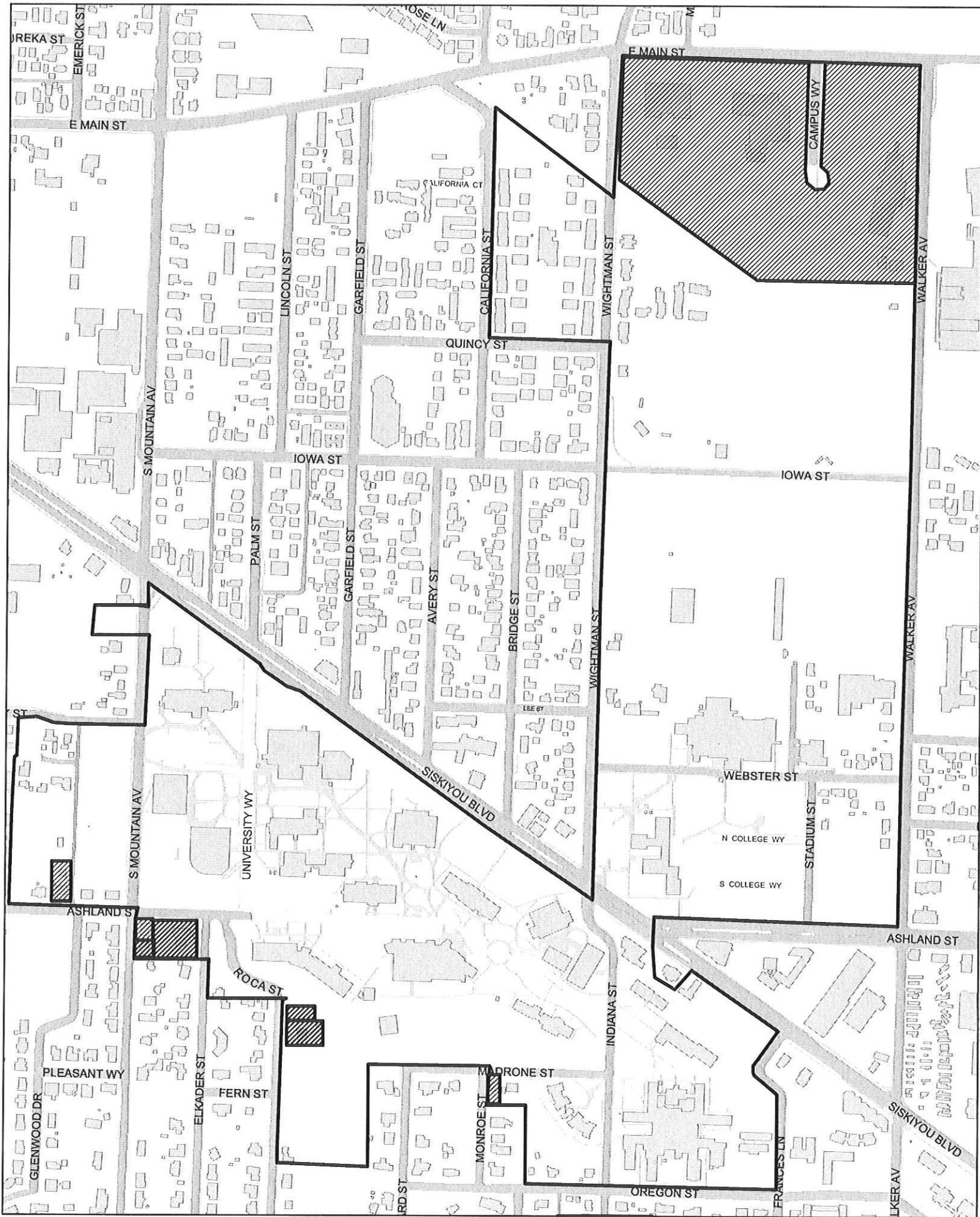
To reiterate statements in the original staff report, Ashland is fortunate to have Southern Oregon University within the community. The university adds to the community's diversity, the richness of its culture, and strengthens the local economy. The master planning effort presents an opportunity to assist the University in maintaining a strong and viable institution within the Oregon University System, as well as make certain that significant changes to the campus built environment recognize and are in step with the values and concerns of the Ashland community.

The suggested conditions of approval are directed at responding to issues raised with respect to the shift of future housing north of Ashland Street and Siskiyou Boulevard, development of future faculty housing at selected locations at the perimeter of the campus boundary as well as the need to support and encourage the availability of a variety of transportation choices for faculty, students and other university employees.

Staff endorses approval of the Master Plan update with the suggested conditions noted in the staff report addendum.



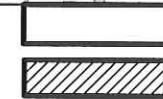
Staff Exhibit A – Approximate Area Subject to Detail Site Review Requirements



**SOU Zoning District Boundary**

**Privately Owned Properties**

0 250 500  
Feet



**CITY OF  
ASHLAND**  
ASHLAND PLANNING COMMISSION  
REGULAR MEETING  
MINUTES  
JULY 14, 2009

**CALL TO ORDER**

Chair Michael Dawkins called the meeting to order at 7:00 p.m. in the Civic Center Council Chambers, 1175 East Main Street.

**Commissioners Present:**

Michael Dawkins, Chair  
Larry Blake  
Tom Dimitre  
Dave Dotterrer  
Pam Marsh  
Debbie Miller  
Melanie Mindlin  
Mike Morris

**Staff Present:**

Bill Molnar, Community Development Director  
Derek Severson, Associate Planner  
Richard Appicello, City Attorney  
April Lucas, Administrative Assistant

**Absent Members:**

None

**Council Liaison:**

Eric Navickas

**ANNOUNCEMENTS**

Community Development Director Bill Molnar announced the first Croman Advisory Committee meeting would be held July 15, 2009, at 5 p.m. in the Community Development Building. He also noted the Council is scheduled to resume deliberations on the Water Resources Ordinance at their July 21 meeting.

**CONSENT AGENDA**

**A. Approval of Minutes**

1. May 12, 2009 Planning Commission
2. May 26, 2009 Study Session
3. June 23, 2009 Study Session

Commissioners Marsh/Dotterrer m/s to approve Consent Agenda. Voice Vote: all AYES. Motion passed.

**PUBLIC FORUM**

No one came forward to speak.

**TYPE II PUBLIC HEARINGS**

**A. PLANNING ACTION: #2009-00551**

**SUBJECT PROPERTY: 426 A Street**

**APPLICANT: Louis Plummer & Sidney Brown**

**DESCRIPTION:** A request for Site Review approval to construct a 3,992 square foot two-story mixed use building for the property located at 426 A Street. Also included are requests for a Mixed Use Parking Credit, a Variance to the parking requirements, an Exception to Street Standards, and a Tree Removal Permit to remove five trees. **COMPREHENSIVE PLAN DESIGNATION:** Employment; **ZONING:** E-1; **ASSESSOR'S MAP #:** 39 1E 09 **AB; TAX LOT:** 6507

Commissioner Dawkins read aloud the public hearing procedures for land use hearings.

### Declaration of Ex Parte Contact

All of the commissioners declared site visits; No ex parte contact was reported.

### Staff Report

Associate Planner Derek Severson presented the staff report for the planning application. He reviewed the condition of the existing structures on the property, displayed several photos, and explained the Applicant's are proposing to demolish the house, shed, and garage, and construct a mixed-use building at the site. Mr. Severson stated the property is located in a Historic District, however the house is a non-contributing resource. He reviewed the site plan with the Commission and also commented on the landscape plan. Mr. Severson explained there are five trees on the site that the Applicant's are proposing to remove. One of those trees is a large cedar that has been topped heavily and is currently growing into overhead power lines, while the other four are smaller trees. He noted the building is proposed to be constructed to LEED Standards, and indicated the most significant portion of this application deals with the parking variance. Mr. Severson provided an explanation of the parking requirements and indicated the total parking required for the proposal is eight spaces. He stated the Applicant's proposal includes one handicap space and three standard spaces, and there is one on-street credit available, so the result is a shortage of three spaces. Mr. Severson commented on the parking availability in this area and stated in general staff has observed a 50% to 60% availability during business hours. He added that functionally there is an additional parking space available in front of the site on A Street, however this space does not count towards their parking total due the substandard width of A Street.

Mr. Severson stated staff is recommending approval of the application with noted conditions, however there are a few last minute modifications to the conditions outlined in the staff report:

- 1) Condition 14d: Include that there is a small section of sidewalk along A Street that needs to be repaired;
- 2) Condition 1 and Condition 14g: Revise to allow issuance of certification of occupancy if the Applicant meets the established criteria for LEED certification, with the final LEED certification to come after;
- 3) Condition 13c: Revise to indicate the maximum lot coverage is 85%.

Comment was made questioning how the two trees proposed for removal impact the parking. Mr. Severson clarified any effort to move the parking further up would push the location of the building towards the street. He added if the trees are preserved they would impact the options for the site.

Mr. Severson also provided clarification on the City's Demolition Ordinance and the process it entails. He stated the Applicant's will have to go through a separate process to receive demolition approval and stated if someone wanted to challenge the demolition, the Demolition Ordinance provides more teeth for this type of challenge than the land use process.

### Applicant's Presentation

Christopher Brown/545 A Street/Applicant's Representative/Mr. Brown presented images of the structures on the property and commented on their current state of decay. He stated the house is covered with black mold and a contractor assessor indicated it would cost over \$400,000 to bring it up to a state of livability. Mr. Brown reviewed the site plan and explained the existing footprint is 1,855 sq. ft, and the footprint of the proposed mixed-use building is 1,998 sq. ft. He noted the two square footage amounts are comparable and stated they are not trying to do something excessive with the site. He stated the intention of the Applicant is to be very compassionate with the surrounding neighborhood and stated they see the two large Cedar trees on the corner to be a significant contribution and want to retain these. Mr. Brown noted the green roof system that will be installed and stated they will also be including permeable pavers, a permeable parking lot, and bioswales in the parkway. Mr. Brown commented on the proposed parking layout and noted the availability of on-street parking in this area. He stated in order to include the number of parking spaces required on the site, the parking lot would have to take up half of the total lot. He concluded by stating they do not believe this area needs more large parking lots.

Comment was made that this looks like a modern building and it was questioned how it fits into the Historic District. Mr. Brown commented on the elements taken from the adjacent Craftsman style homes and incorporating the heavy industrial influence of the Railroad District. He stated their intent was to create moderation between these elements and noted the Historic Commission's approval of the design.

It was questioned why the office space is not delineated on the plan. Mr. Brown responded that the owners are hoping to stay flexible at this point in order to accommodate the future tenant. Mr. Severson clarified one of the conditions proposed by staff requires the breakdown to be provided at building permit submittal.

It was questioned if the Applicant is working with the Public Works Department regarding the proposed storm drainage system for the alley. Mr. Brown asked the project's engineer, Tom Sissel, to come forward and respond.

**Tom Sissel/3501 Excel Drive, Suite 240, Medford**/Clarified they have been in contact with the Public Works Department and the City's Associate Engineer has come out to the site. He stated they have discussed taking some of the water drainage from the alley and directing it onto the proposed parking area and to an on-site detention facility; from there it would flow into a bioswale and to a catch basin at the corner of 3<sup>rd</sup> and A Streets. Mr. Sissel stated the City's Assoc. Engineer indicated that the standard alley requirement is to have everything drain to the center and would not commit to whether they would allow this to be changed. He stated if staff does not allow this to be changed, they will request to improve the existing drainage and catch basin.

Commissioner Mindlin commended the Applicant for their efforts and hopes they will be able to implement this system.

It was questioned what level of LEED certification are they shooting for and Mr. Brown clarified that they are on track to receive Gold Certification.

#### **Public Testimony**

**Philip Lang/**A letter from Philip Lang was read into the record by Commissioner Dawkins. The letter voiced opposition to the proposal, specifically the demolition of a 100-year old, historic Railroad District house. Lang recommended that the property owners be asked to rebuild/reconstruct the property, preserving its authentic beauty and historic presence.

**Collin Swales/143 A Street**/Stated the building design is fine, but is disappointed another one of Ashland's small, historic homes will be removed. Mr. Swales commented on the variance request and stated being located in a Historic District in itself is not a sufficiently unique or unusual circumstance to qualify for the variance. He voiced his approval for the energy efficiency of the building, but stated the fact that the Applicant is choosing to make it energy efficient should not qualify them for the variance. He added approving the parking variance because they are getting a green building is not currently the law.

**Anne Golden/247 Third Street**/Stated she lives up the block from the proposed project and while she appreciates the efforts of the Applicant, has concerns with the parking. Ms. Golden commented on the reduction from 8 parking spaces to the Applicant's proposal of just 4 off-street spaces, and stated the on-street spaces mentioned by the Applicant are being used. She noted the residences that use on-street parking on Third St. and stated it is a faulty assumption that the residences will leave during the day and leave those spaces vacant for the office/retail use. Ms. Golden suggested the building design was too large for the lot and stated a more modest size building would be a more appropriate scale for the neighborhood. She thanked the Applicant for their green design, but requested 2-3 more parking spaces be provided on the site.

#### **Rebuttal by the Applicant**

**Christopher Brown/**Stated they were aware parking was going to be an issue. He stated the Palace Café and Noble Coffee businesses have created some congestion in the area; however at 10 a.m. this morning not one car was parked on the street. Mr. Brown voiced his concern with limiting the potential of this site because of the ownership of automobiles and added that this area is not zoned residential; it is an E-1 district. He commented on the necessity to create a commercially viable building at this site and stated at some point something is going to get built on this corner. He stated his clients are trying to find a solution that benefits the neighborhood, and noted the letter of support submitted by the neighboring property owner. Mr. Brown concluded by stating in addition to the parking spaces they are providing on the site, there is potential for 5-6 cars to be parked on Third Street, and 3-4 cars on A Street.

Letter of support submitted by Tom Bradley, 266/268 Third Street, was read into the record by staff.

Commissioner Dawkins closed the record and the public hearing at 8 p.m.

## Deliberations & Decision

Commissioner Marsh/Doterrer m/s to approve PA #2009-00551, with the corrected conditions as noted by staff.

**DISCUSSION:** Marsh stated she is comfortable with the variance and commented on the need to look at the parking situation in the Railroad District and the entire City as whole, and not on a case by case basis. Doterrer concurred with Marsh's statement and stated he is comfortable with the variance; however, he warned that building a LEED certified structure is not a criteria for the variance and should not have been referenced in the staff report. Blake commented that anytime you introduce a new building into a Historic District you face challenges. He noted the proposed building materials and voiced appreciation for the way the building steps back and keeps with the scale of the historic houses in the neighborhood. Mindlin stated the fact that A Street is too narrow to award an on-street parking credit is a circumstance beyond the Applicant's control and therefore qualifies for the variance. She noted the way the parking has been laid out off the alley, which minimizes the pavement surfacing is also a reason to support the proposal. Dimitre commented if the required parking cannot fit on the site, this tells him that the building is too big. **Roll Call Vote: Commissioners Marsh, Doterrer, Blake, Dawkins, Miller, Mindlin and Morris, YES. Commissioner Dimitre, NO. Motion passed 7-1.**

## TYPE III PUBLIC HEARINGS

### A. PLANNING ACTIONS: #2009-00817

**APPLICANT:** Southern Oregon University

**DESCRIPTION:** A request for adoption of the Southern Oregon University Campus Master Plan 2010-2020 as part of the City's Comprehensive Plan. (*This plan replaces the previously approved 2000-2010 Campus Master Plan.*) **COMPREHENSIVE PLAN DESIGNATION:** Southern Oregon University; **ZONING:** S-O

## Declaration of Ex Parte Contact

Blake recused himself from the public hearing due to his affiliation with Southern Oregon University. Dawkins indicated his father was a teacher at the college and he attended SOSC. Mindlin stated she had received a communication from Rivers Brown through her work with Transition Town, and noted this document has been distributed to the rest of the Commission and made part of the record. She also indicated that she performed a site visit. Morris stated he lives a few blocks from the University, was a student at SOSC, and also donates time to ScienceWorks, which is located on University property. Marsh stated she performed a site visit, was a student at the University, and also lives a few block away. She added that she had read the recent newspaper articles and had a brief conversation with Matt Marr regarding the placement of the faculty housing, however no new information was shared in that conversation. Miller stated she has also read the newspaper articles and frequently walks by the campus. Dimitre stated he had performed a site visit.

## Staff Report

Community Development Director Bill Molnar addressed the Commission and provided a brief overview of the land use process for this type of application and previous SOU Master Plan updates. He explained the University is required to go through this process every ten years and this plan outlines the direction the University would like to take over the next decade (2010 through 2020). Mr. Molnar stated the Commission's duty is to ensure that the proposed plan is consistent with the Ashland Comprehensive Plan from a land use standpoint. He added this is a Type III hearing and the Commission will take public testimony and forward a recommendation to the City Council, who will ultimately make the final decision.

Mr. Molnar delivered the staff presentation on the SOU Master Plan 2010-2020 Update. The presentation focused primarily on the proposed University housing outlined in the plan, but also touched on campus parking standards and the need for Transportation Demand Management strategies. Mr. Molnar displayed several photos of the various areas planned for future development and presented the following staff recommendations:

- 1) SOU Faculty Housing at Ashland Street and Mountain Ave.  
Staff Recommendations: a) Project be subject to a conditional use permit, b) Adopt additional design standards addressing building scale, bulk, coverage, articulation, etc., and c) Conduct a Transportation Impact Analysis prior to final design.
- 2) SOU Housing on Henry Street.  
Staff Recommendations match those outlined above for Item 1.

- 3) SOU Faculty Housing on Walker Avenue.  
Staff Recommendations: a) Adopt additional design standards addressing building scale, bulk, coverage, articulation, etc., and b) Conduct a Transportation Impact Analysis prior to final design.
- 4) SOU Mixed Use Housing on Ashland Street.  
Staff Recommendations: a) Project be subject to Detail Site Review and Large Scale Development Standards, b) Conduct a Transportation Impact Analysis prior to final design, and c) Adopt a Pedestrian Safety Plan and timeline for implementation.
- 5) Campus Parking Standards.  
Staff Recommendations: a) Promote the use of alternate modes of transportation, and b) Refine campus parking requirements.
- 6) Transportation Demand Management (TDM).  
Staff Recommendation: Require TDM strategies and a timeline for implementation.

### Applicant's Presentation

**Craig Morris, Vice President, SOU Finance and Administration Dept/Mr. Morris** introduced the University's consultants for this project **Eric Ridenour, SERA Architects and Greg Covey, Covey Pardee Landscape Architects**. Mr. Ridenour stated the University's Master Plan is the long range vision of where they would like to go in the next 10 year period. He explained projects are generally identified in the Plan, and there will be a level of specific site planning that comes later.

Mr. Ridenour delivered a presentation on the Master Plan Update and outlined the following key elements of the Plan:

- 1) Renovate and expand the Theatre Arts building;
- 2) Upgrade the Science building complex;
- 3) Upgrade the McNeal Pavilion area and build a better visual connection;
- 4) Expand residential capacity by creating more housing for students and faculty on the north side of campus.

Mr. Ridenour's time expired before he was able to complete his presentation. Before he concluded he clarified the faculty housing is proposed to be built around the existing park lot, the earlier proposal to move the community garden has been abandoned, and there will be no attempt to build housing next to Beach Creek.

### Public Testimony

**David Schieber/586 Glenwood**/Stated he lives 100 ft. away from campus property and has a son who attends the University. Mr. Schieber stated the University's adoption of green building practices is great, but expressed concern with the lack of neighborhood participation in the development of this plan. He stated the data is mixed as to whether faculty housing would work and stated any new buildings should fit into the existing neighborhood and not dwarf the surrounding structures.

**Marcia McNamara/1007 Ashland**/Stated the previous plan called for classroom buildings to be constructed in these areas and likes the idea of faculty housing instead. Ms. McNamara stated she has a 2-story house and there are others in her neighborhood as well, and to say any new structures have to be single story does not take into account what is currently there. She voiced her support for daylighting Beach Creek and stated she has been favorably impressed by what has been presented tonight.

**Mary Margaret Modesitt/540 S. Mountain**/Voiced concern that the only way she was aware of this plan was because a citizen who opposed it contacted her. Ms. Modesitt recommended the University speak with the community before embarking on this plan. She commented that there used to be housing along Mountain before the University built a parking lot, and now they want to turn a parking lot back into housing.

**Marilyn Briggs/590 Glenview**/Noted she was a Planning Commissioner when the previous Master Plan was adopted and voiced her opposition to the amount of housing in the proposed plan. She stated student and faculty housing should be integrated into the community and the proposed isolation seems like the wrong approach. She added the mission of the campus administration should be providing education, not housing.

**Carita Culmer/1069 Henry**/Stated the thought of looking out her window at a multi-story monstrosity leaves her feeling cold. Ms. Culmer voiced objection to the idea of faculty housing and stated this would destroy her neighborhood. She stated the

University already has a large number of houses and apartments that they rent out at lower rates, and if faculty cannot afford to live in Ashland, the University should offer a stipend to compensate for the higher housing costs. Ms. Culmer commented on the community garden and stated landscaping would only detract from its usefulness as an outdoor laboratory and the University should leave it be.

**Colin Swales/143 Eight**/Agreed with the staff recommendation for this property to be brought into the Detail Site Review Zone. He also stated the proposed conditions regarding the Transportation Demand Management strategies and the Traffic Impact Analysis are appropriate. Mr. Swales commented on increasing student housing on the north side of campus and how to handle the pedestrian traffic crossing Siskiyou Blvd. He stated there are creative options available and they have an opportunity to create a pedestrian friendly node. Mr. Swales stated this plan needs a lot more study and far more public input from the neighbors and the community as a whole.

**Angie Thusius/897 Beach**/Stated the Master Plan does have some sustainable approaches, but two of the elements are inappropriate. Ms. Thusius stated the faculty housing would dwarf private homes, and moving 800 students below Siskiyou Blvd would require them to cross this dangerous street to get onto campus. She stated the students are much safer in the area they are in now. She also stated that it appears this plan was done in a hurry and with little input from the community.

Commissioners Dotterrer/Miller m/s to extend meeting to 10:00 p.m. Voice Vote: all AYES. Motion Passed 7-0.

**Art Bullock/791 Glendower**/Stated this plan is not up to the sustainability standards we need from a 10-year plan. Mr. Bullock commented on the assumptions made in the plan and stated these may be drastically off a few years from now (including what type of housing students prefer). He agreed with staff that the transportation plan needs to be completed first since it will likely take time to make these types of changes. He stated allowing permitted uses in the plan removes the community's option to check in and recommended all of the plan's components be subject to the City's Conditional Use Permit (CUP) process.

**Keith Spear/570 Glenwood**/Stated if a 2-story building is built as proposed, their mountain views would disappear. He stated they paid a premium for their home because of the view and recommended the concept of viewscape be discussed. Mr. Spear stated he would have liked to have seen some sensitivity to the surrounding neighborhood and the University needs to do more interfacing with the neighbors on a human scale. He noted a letter submitted into the record by Randall Hopkins and recommended the City not sign away its power in regards to the CUP process.

**Jesse Miller/430 Ashland**/Stated he has been gardening in the community garden for three years and brought in a sample of a new variety of garlic he has grown. Mr. Miller stated food security is becoming a bigger concern and community gardens allow for local control of our food supply. He spoke to the benefits of the community garden and stated this is a place where agricultural skills are kept alive in our community and the garden also serves as a community meeting place. He noted the new version of the plan says the garden will be spared, however it is clear that the garden is not a priority. Mr. Miller voiced concern with surrounding the garden with condos and is wary of the University's offer to enhance the garden. He stated if they really want to enhance it, they should increase funding for it. He stated the current plan still moves the parking lot closer to the garden and it is unclear what is going to happen. He stated he is in favor of affordable housing for faculty, but there are other ways to accomplish this and faculty housing should be located on the north end of campus if it occurs.

**Charles Culmer/399 S. Mountain**/Felt that the plan has been kept secret and the neighborhood has not been informed of the University's intentions. Mr. Culmer questioned if housing is built on the parking lot, how are they going to compensate for the loss of parking. He stated the parking lot is there for a reason and requested they be kept better informed.

**Sylvain Brown/1067 Ashland**/Stated he is a neighbor and student of SOU and should have been informed of this plan a long time ago. Mr. Brown commented on why he selected to attend SOU, including its small town feel and expressed concern that the plan seems to be shifting to the idea that bigger is better. He suggested there are more preferable options that would bolster the school's image.

**Rhianna Simes/433 Liberty**/Stated she moved to her house because of the community garden and the feel of the neighborhood. Ms. Simes stated she is pleased to hear the condos will not be placed on the garden, but said there is still an

air of mistrust and concern about what the plan actually entails. She commented on the benefits of the garden and stated the community and the students should be allowed to provide input on any type of future enhancements.

**Abraham Bettinger/367 Bridge**/Stated he lives close to the University and feels he has been kept in the dark about their plans. Mr. Bettinger stated he would have liked for the University to put more emphasis into educational programs, and while he agrees that some of the facilities could be improved, thinks building new housing is a waste of energy. He noted he works at the community garden and the garden could enhance the green image of the University. Mr. Bettinger stated he is concerned with the plan and feels it needs to be a lot more transparent and made clear to the community.

**Alex Goldman/1153 Iowa**/Agreed with the testimony previously delivered tonight and asked the Commission to not allow SOU to pave over the garden.

Commissioners Mindlin/Dotterrer m/s to extend meeting to 10:30 p.m. Voice Vote: all AYES. Motion passed 8-0.

**Rivers Brown/1067 Ashland**/Stated he owns a home right next to the University and requested clarification on what happens to his home in the plan. Mr. Brown stated he does a lot of interaction with the University, however he only heard about their intentions by reading an article in the newspaper. He commented on the various houses included in the plan that the University does not have ownership of, and noted how these homes were included in the plan maps detailing where development would occur. He commented that 2-3 story buildings would block views for residents and the stated the neighborhood does not want a faculty village placed here. Mr. Brown stated faculty housing is a flawed concept, but if it is built it should be placed on the north side of campus and commented on why this is a better location. He stated the University should work with what they have and try to enhance it instead of wiping everything out and starting fresh. He also commented on the lack of input that has occurred in the development of this plan.

Dawkins noted that this concludes the public testimony portion and due to the limited amount of time remaining suggested the Commission continue this item to the next regular Planning Commission meeting.

Commissioners Dimitre/Dotterrer m/s to continue the public hearing to the August 11, 2009 Planning Commission meeting. Voice Vote: all AYES. Motion passed.

#### OTHER BUSINESS

##### A. Election of Officers

Commissioners Pam Marsh and Michael Dawkins were nominated as Planning Commission Chair.

**Roll Call Vote:** Commissioners Blake, Dawkins, Dotterrer, Miller, Mindlin and Morris voted for MARSH. Commissioners Dimitre and Marsh voted for DAWKINS. *Pam Marsh was selected as CHAIR.*

Commissioners Dave Dotterrer and Michael Dawkins were nominated as Planning Commission Vice Chair.

**Roll Call Vote:** Commissioners Mindlin, Dawkins, Marsh, Dotterrer, Dimitre and Miller voted for DAWKINS. Commissioners Morris and Blake voted for DOTTERER. *Michael Dawkins was selected as VICE CHAIR.*

Commissioners Larry Blake and Melanie Mindlin were nominated as Planning Commission Second Vice Chair.

**Roll Call Vote:** Commissioners Mindlin, Miller, Marsh, Dimitre, Dawkins and Blake voted for MINDLIN. Commissioners Morris and Dotterrer voted for BLAKE. *Melanie Mindlin was selected as SECOND VICE CHAIR.*

#### ADJOURNMENT

Meeting adjourned at 10:25 p.m.

*Respectfully submitted,  
April Lucas, Administrative Assistant*

# **ASHLAND PLANNING DIVISION**

## **STAFF REPORT**

**July 14, 2009**

**PLANNING ACTION: 2009-00817**

**APPLICANT:** Southern Oregon University

**LOCATION:** SOU Campus Boundary

**ZONE DESIGNATION:** SOU – Southern Oregon University

**COMPREHENSIVE PLAN DESIGNATION:** Southern Oregon University

**ORDINANCE REFERENCE:** 18.64 Southern Oregon University

**STATEWIDE PLANNING GOALS:** Goal 2 – Land Use Planning

**OREGON REVISED STATUTES (ORS)** Chapter 197 – Comprehensive Land Use Planning Coordination

**OREGON ADMINISTRATIVE RULE (OAR):** 660-030 Review and Approval of State Agency Coordination Programs

**REQUEST:** Adoption of the Update of the Master Plan for Southern Oregon University: 2010-2020

### **I. Relevant Facts**

#### **A. Background - History of Application**

Oregon Statewide Planning Goal 2 – Land Use Planning, as well as chapter 197 of the Oregon Revised Statutes requires that the planning activities of Southern Oregon University be coordinated with the City of Ashland to ensure compatibility with the City’s Comprehensive Plan and local land use ordinances.

In February of 2000, the Ashland City Council adopted the “Southern Oregon University Campus Master Plan – 2000-2010” as prepared by Southern Oregon University with amendments by the City of Ashland.

In August 1990, the Ashland City Council adopted the “Southern 2000 Campus Master Plan” as prepared by Southern Oregon State College with amendments by the City of Ashland.

## B. Detailed Description of the Site and Proposal

The plan's Executive Summary notes that the updated Master Plan has been prepared to guide the Southern Oregon University campus over the next decade (2010 – 2020). Student enrollment is projected to increase over this period from 5,082 to 6,000. The plan prioritizes projects within several distinct campus areas, which includes expansion and renovation projects for the Theater Arts and Science buildings, as well as deferred maintenance projects for five key facilities.

The plan proposes a key shift in the structure of the campus through the relocation of existing housing and a significant increase in future student housing within north campus areas. New housing will be designed and constructed to contemporary standards on the university lands north of Siskiyou Boulevard and Ashland Street. By transitioning housing to the north campus area, existing locations currently dedicated to housing, such as the Cascade Complex, can be identified for the long range growth of the academic core of the campus.

The Master Plan update includes an evaluation of the overall structure of the campus, providing descriptions for proposed and recommended projects that the University would likely undertake over the next ten year cycle. Future projects are grouped into several distinct categories, including Open Space, Buildings (Academic and Housing), Athletics, Other Campus-Related Development and Circulation. The plan also includes design guidelines for future development, for both buildings and open spaces, which would be in addition to as well as complement existing City of Ashland site design standards. Lastly, the Master Plan update provides a framework for sustainable planning, describing the University's commitment to set goals to reduce greenhouse gas emissions and other environmental impacts as well as specifying strategies that outline specific actions.

## II. Project Impact

The campus boundary encompasses approximately 164-acres that is roughly split north and south of Siskiyou Boulevard. The Master Plan update does not propose an expansion of the existing Southern Oregon University campus boundary and its corresponding City of Ashland SO zoning designation.

Overall, staff is excited about the changes being proposed over the next 10-years and is in agreement with the majority of elements of the Plan. A representative from the Community Development Department was invited to participate in the update of the Master Plan and was included in the Steering Group. As with most comprehensive planning efforts, however, there are several areas and issues covered by the Plan document where staff believes additional clarification of the city's position is needed and has recommended some modifications. Provided below is an overview of key aspects of the Master Plan where additional coordination with local land use policies is recommended through suggested conditions of approval. These are organized in sequence with the proposed projects identified in several sub-sections of the report, which starts on page 29 with a discussion of the Framework Plan and Campus Structure.

## **Academic Buildings – Renovations and Expansions (page 34)**

Two buildings are identified as in need of significant renovation and expansion over the planning period. An expansion of the Theater Arts complex was identified in the SOU 2000-2010 Plan update and is considered a top priority project. The Science building cluster is also identified for significant reinvestment and expansion.

Figure 12, shown on page 36, identifies structures slated for removal or relocation. The University owns approximately 30 single family homes that are located within the campus boundary. Several of these structures may be removed in order to accommodate new uses. The Plan states that existing structures will be relocated to new sites, except when structurally unsound. If relocation is not feasible, structures will be dismantled to recover materials or for recycling potential. Sustainable Guidelines accompanying the Plan require that recyclable material collection facilities be available for new construction and renovations projects. It should be noted that building demolition and/or removal is subject to the City's Demolition and Relocation Standards.

Staff has suggested that the following condition be adopted as part of the Plan approval process:

- Demolition and Relocation of Existing Campus Housing

That in addition to the requirements set forth in the Campus Master Plan for construction waste reduction and on-site recycling collection facilities, proposals involving the demolition or relocation of existing campus structures shall comply with the provisions AMC 15.04.

## **Housing and Student Life (page 37)**

The Master Plan Update proposes major changes in the physical structure of the campus with respect to the location of student and faculty housing. Currently, the University houses approximately 25% of its students in campus housing, with almost 700 residents residing in the Cascade Complex (corner of Indiana and Oregon). The University's goal is to replace the quantity of beds in Cascade Complex, with the long term ambition of land banking the area for the growth of the academic core.

As noted earlier in the staff report, the University is proposing a significant shift in the location of housing on the campus, with an overall strategy of accommodating up to 2000 students in campus housing and developing the majority of new housing on lands north of Siskiyou Boulevard and Ashland Street. This long term direction with respect to the location of future housing raises concerns about pedestrian safety, due to the projected, considerable increase in the number of students expected to cross the two highways. The potential impacts of these projects on the local transportation system also must be carefully evaluated, with needed improvements to the system planned for well in advance. Lastly, potentially large mixed-use buildings are proposed at prominent locations along one of the community's most visible transportation corridors. The design

of these developments should be consistent with local design standards related to site planning and building design.

Staff has suggested that the following conditions be adopted as part of the Plan approval process:

### Student Housing

- Pedestrian Safety Plan

Prior to submission of a planning application for the development of new student housing north of Ashland Street and Siskiyou Boulevard, the University will work with the City, Oregon Department of Transportation and other stakeholders in developing a specific plan for implementation that addresses pedestrian safety issues. The Plan may include but not be limited to improved crossings with enhanced pavement design and on-going monitoring of pedestrian flow and safety issues. Design strategies shall be coordinated and prepared based upon input from both a traffic engineer and urban design professional.

- Transportation Impact Analysis and Access Management

That all future housing projects proposed within the north campus area shall be subject to a transportation impact analysis and access management standards as described in the City of Ashland Transportation System Plan (TSP). The final scope of this requirement will be evaluated at the pre-application meeting preceding the land use application for Site Design Review approval.

- Building Design

In addition to the mandatory Design Guidelines described in the Master Plan update, the area designated for new development adjacent to Ashland Street, east of Walker Avenue, and along Walker Avenue, south of Webster Street, shall be subject to Ashland's approval standards for development within the Detail Site Review Zone (II-C-2), including those additional standards for Large Scale Projects (II-C-3).

### Faculty Village Housing

Faculty Village Housing is proposed for sites where the campus borders existing, established residential neighborhoods. Consequently, issues of neighborhood context and building design with respect to existing neighborhood pattern and character are important to nearby residents. In staff's opinion, the Design Guidelines provided in the Plan do not sufficiently take into account the full spectrum of issues related to infill projects adjacent to existing neighborhoods. The Master Plan states that building heights adjacent to existing residential neighborhoods will typically be lower in order to make an appropriate transition to the surrounding context. While consideration has been given to building height, the 35,000 square foot maximum footprint for residential buildings is likely inappropriate for some of these infill sites

at the edge of campus. In addition to the following recommendations, staff would suggest that the University consider changes and additions to the proposed Design Guidelines, which clearly address specific elements of neighborhood character including but not limited to bulk, scale, building footprint size and building articulation.

Staff has suggested that the following conditions be adopted as part of the Plan approval process:

- Conditional Use Permit Approval

Faculty Village Housing proposed along Ashland @ Mountain and Henry Street is approximately 50-feet from privately-owned property and therefore shall be subject to approval of a Conditional Use Permit.

- Building Size and Design

Design Guidelines in the Plan shall be amended to make it clear that the current maximum length and footprint standards for residential buildings shall not apply to Faculty Village Housing proposed along Ashland Street (across from Glenwood Park) and Henry Street. Infill strategies and/or design guidelines for Faculty Village Housing shall be amended to include specific design standards related to building scale, bulk, footprint, coverage and articulation that are sensitive to existing neighborhood character, while still recognizing the need to accommodate faculty housing at locations and densities that create short walking distances to campus and encourage the use of alternate modes of transportation.

### **Circulation (page 44)**

The draft Master Plan states that a combination of circulation and open space improvements to the campus structure are intended to support Plan goals through promoting a strong “sense of place” for the campus. A variety of circulation changes are proposed that involve the existing University Way and adjacent service roads, while improving pedestrian movements and way finding through campus. While staff is generally supportive of the proposed changes, it is imperative that the plan concepts are appropriately reviewed and approved by City staff to ensure that emergency access to campus facilities is not impeded and that potential impacts to the local transportation system are evaluated and mitigated.

#### **Eastern Gateway**

The intersections at Siskiyou/Ashland and Siskiyou/Indiana/Wightman are critical crossing points for pedestrian traveling between north and south campus areas. Potential improvements to this eastern gateway were discussed during the planning process and several suggested changes are described in the Plan. As noted above, staff would like to reiterate the need to comprehensively evaluate potential impacts with all concerned parties in advance of any changes.

Staff has suggested that the following conditions be adopted as part of the Plan approval process:

- Transportation Impact Analysis and Access Management Strategy

Modifications to the University's Eastern Gateway area shall be subject to a transportation impact analysis and access management standards as described in the City of Ashland Transportation System Plan (TSP). The final scope of specifications for preparation of a transportation impact analysis shall be coordinated through Ashland Public Works Department.

- Pedestrian Safety Plan

Concurrently with the transportation impact analysis and access management strategy, the University will work with the City, Oregon Department of Transportation and other stakeholders in developing a specific plan for implementation that addresses pedestrian safety issues. Design strategies shall be prepared based upon input from both a traffic engineer and urban design professional.

#### Changes to Campus Circulation System

The City of Ashland Fire Department has evaluated the proposed Master Plan update and would like to make sure that any changes to the existing circulation system do not compromise their ability to service the campus.

Staff has suggested that the following conditions be adopted as part of the Plan approval process:

- Emergency Vehicle Access

Prior to any changes to the campus circulation system including vehicular and pedestrian access ways, a site plan shall be provided to and approved by Ashland Fire & Rescue which demonstrates that the proposed modifications are in compliance with the emergency access provisions of the Oregon Fire Code.

#### Parking

University campus parking is provided by numerous off-street parking lots of various sizes dispersed throughout the campus. A complete inventory of campus parking facilities, as well as total space count, has been detailed in Table 2 found on page 23 of the draft document. Currently, there are approximately 100 more parking spaces located within the campus than required through a strict application of the City's off-street parking requirements.

Given that the update proposes a significant increase in the number of students housed on campus, the draft Plan recommends that parking standards inline with a

more residential campus be developed. The City's current policies support the Plan's goal to reduce the potential for over-provision of parking.

Staff suggests that the following conditions be adopted as part of the Plan approval process:

- **Parking Requirements for On-Campus Student Housing**

Prior to submission of a planning application for campus housing, the University shall development, through collaboration with city staff, specific parking standards for on-campus housing. The standard is intended to reduce an over provision of off-street parking and stress the use of alternate modes of transportation, by maximizing the efficiency of established and future campus parking facilities through consideration of the following strategies:

- \* The University's development and implementation of Transportation Demand Management strategies listed in the Master Plan;
  - \* Review of contemporary research and professional publications evaluating parking generation;
  - \* Analysis of shared parking scenarios; and
  - \* Review of potential impacts to neighborhood on-street parking supply
- **Transportation Demand Management (TDM) strategies**

That a list of potential Transportation Demand Management strategies accompanied by a time line for implementation be developed and submitted in conjunction with campus housing applications.

### **III. Procedural - Required Burden of Proof**

#### **18.108.170 Legislative amendments**

A. It may be necessary from time to time to amend the text of the Land Use Ordinance or make other legislative amendments in order to conform with the comprehensive plan or to meet other changes in circumstances and conditions. A legislative amendment is a legislative act solely within the authority of the Council.

B. A legislative amendment may be initiated by the Council, by the Commission, or by application of a property owner or resident of the City. The Commission shall conduct a public hearing on the proposed amendment at its earliest practicable meeting after it is submitted, and within thirty days after the hearing, recommend to the Council, approval, disapproval, or modification of the proposed amendment.

C. An application for amendment by a property owner or resident shall be filed with the Planning Department thirty days prior to the Commission meeting at which the proposal is to be first considered. The application shall be accompanied by the

required fee.

D. Before taking final action on a proposed amendment, the Commission shall hold a public hearing. After receipt of the report on the amendment from the Commission, the Council shall hold a public hearing on the amendment. Notice of time and place of the public hearings and a brief description of the proposed amendment shall be given notice in a newspaper of general circulation in the City not less than ten days prior to the date of hearing.

E. No application of a property owner or resident for a legislative amendment shall be considered by the Commission within the twelve month period immediately following a previous denial of such request, except the Commission may permit a new application if, in the opinion of the Commission, new evidence or a change of circumstances warrant it.

#### **IV. Conclusions and Recommendations**

Ashland is fortunate to have Southern Oregon University within the community. The university adds to the community's diversity, the richness of our culture, and strengthens the local economy.

The master planning efforts of the university ensure that it will remain a strong and viable institution within the Oregon University System, as well as make certain that it recognizes the values and concerns of the Ashland Community.

Staff endorses approval of the Master Plan update with the suggested conditions noted in the staff report.

# **PUBLIC INPUT & LETTERS RECEIVED TO DATE**

590 Glenview Drive  
Ashland, Oregon 97520  
August 3, 2009

RECEIVED

AUG - 4 2009

Craig Morris  
Vice President for Finance & Administration  
Southern Oregon University  
Ashland, Oregon 97520

City of Ashland  
Community Development

Regarding: CAMPUS MASTER PLAN: include in any public comments documentation  
Carbon Copy to PLANNING COMMISSION

Dear Mr. Morris & Master Plan Committee:

I received your letter of July 24th asking for comments regarding the plan. I'm assuming I received the letter because I spoke against the existing Master Plan housing elements at the July 14th Planning Commission meeting. My interest stems from long-standing affiliations. I am well acquainted with the Planning Process and with the campus itself. I was a Planning Commissioner for 8 years, present for the last SOU Master Plan. I taught part-time in the Art Department, my husband was a professor in the English Department beginning in 1961, and two of our children have degrees from "SOC".

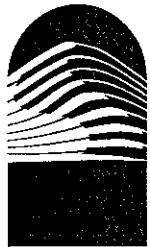
The current Master Plan emphasis on housing is a flawed, apart from the remodeling of some dorms and some new "family housing". I had a conversation with Larry Blake in the foyer of Council Chambers toward the end of the Planning Commission hearing. He explained that students often choose their college based on housing. I disagree; students are most interested in the quality of the programs and professors!! Any University's core mission is education, not housing..

Your "affordable" campus housing would be a negative for the larger community. 1) It would be off the City property tax rolls 2) It would also deprive the community of its own rentals for students and faculty. In effect, it would create a ghetto instead of a partnership of "town and gown".

Suggestions: 1) A visionary use of the land closest to the Science Museum would be banks of solar collectors to power your own campus. Include some miniature windmills, water cleansing devices and other environmental projects and you have a whole new teaching program. The Science Museum partnership would be a bonus. 2) If there are too many parking spaces, use some to create more garden space adjacent to that existing.

Finally, the proposed outdoor "theater" opposite the Student Union is a wonderful idea.

Respectfully submitted,  
*Marilyn Briggs*  
Marilyn Briggs



SOUTHERN  
OREGON  
UNIVERSITY

RECEIVED

AUG 03 2009

cc: Admin, Legal, Comdev

July 24, 2009

Dear Community Member:

Recently, Southern Oregon University presented a draft of its Campus Master Plan update to the Ashland Planning Commission. At the meeting, some community members expressed concerns about the draft document and asked to participate more fully in the planning process.

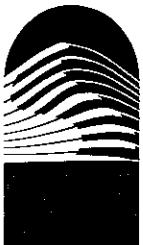
As a result, the University has asked the Planning Commission to delay consideration of the draft until the University has engaged broad segments of the neighboring community in a deep discussion of issues that shape the draft plan.

Please take a moment to review the latest draft of the plan at [www.sou.edu/master-plan](http://www.sou.edu/master-plan). You can post your comments online or plan to join us in October for an open house and conversation about the Campus Master Plan. Within the next month, we will send you an invitation to this event. Please let us know of others in the community who should be invited to participate in our October conversation.

Southern Oregon University is committed to being a good neighbor. We look forward to engaging community members, and we appreciate your participation as we plan a more sustainable university campus.

Sincerely,

*Craig Morris*  
Craig Morris  
Vice President for Finance and Administration



SOUTHERN  
OREGON  
UNIVERSITY

RECEIVED

JUL 21 2009

City of Ashland  
Community Development

July 20, 2009

Bill Molnar, Director  
Community Development  
51 Winburn Way  
Ashland, OR 97520

Dear Bill:

Southern Oregon University would like to request that its Campus Master Plan Update be removed from the agenda of the August Planning Commission meeting. The University would like to schedule a meeting with campus neighbors and the surrounding community in the month of October to permit greater citizen involvement in the master planning process. The University feels that this effort at outreach to the neighborhood will ease many of the concerns that were raised at the recent public hearing.

Larry Blake will contact you when the University is ready to continue the review process of the Campus Master Plan.

Sincerely yours,

*Craig Morris*  
Craig Morris

Vice President for Finance and Administration  
1250 Siskiyou Boulevard  
Ashland, Oregon 97520-5033  
Tel 541-552-6319  
Fax 541-552-6337

RECEIVED

**April Lucas - Fwd: RE: SOU Master Plan**

JUL 15 2009

**From:** Bill Molnar  
**To:** Lucas, April  
**Date:** 7/15/2009 1:30 PM  
**Subject:** Fwd: RE: SOU Master Plan

City of Ashland  
Community Development

Here are the comments poseted on the SOU site  
>>> "Gayle" <gvezie@jeffnet.org> 07/15/09 1:26 PM >>>

The following is my comment already posted on the SOU Master Plan:

I have lived at 446 Walker Ave for more than 20 yrs. In this neighborhood there are 3 schools, only a few owner-occupied homes and many un-kept rentals, mostly owned by SOU. So for me it has been an on going battle with the University regarding their disregard for pride of ownership. I have dealt with Evie Rosenberg, William Smith & I believe the current person's name is Michelle.

I know that I have asked the question "how would you like to have these SOU properties in your neighborhood?" At least with Evie, she made me feel like I had legitimate requests and she took care of the situations the best she could. Evie told me that she actually took a walk up our street to see for herself.

I have mixed feelings about what the University is proposing as a Master Plan. One thing is, that I don't see where it addresses the JPR building but I can see that it is on the Site Plan?? On one hand a nice new building with attention to landscaping would be better to drive by many times in a day, than the run down SOU rentals. But where will parking be & where is the access to that parking lot?

I would like to know that SOU truely cares about this neighborhood that they are designing and not just "going through the motions" of asking for our comments.

Actually I don't remember anyone ever openly discussing putting speed bumps on Webster - they just happened. Would love to find out how they did that because we could use some of those on Walker Ave before it's too late as it was on Siskiyou & Garfield.

Thank you,  
Gayle Vezie

RECEIVED

**From:** Tom Dimitre <dimitre@mind.net>  
**To:** Bill Molnar <molnarb@ashland.or.us>  
**CC:** <blake1@sou.edu>, Deborah Miller <hmiller@jeffnet.org>, Michael Dawkins ...  
**Date:** 7/15/2009 7:29 AM  
**Subject:** Re: SOU

JUL 15 2009  
City of Ashland  
Community Development

Hi.

Regarding SOU --- one of the questions that came up last night was whether or not the SOU campus was expanding into currently non SOU areas. I'd like a briefing on that either by email or at the next meeting.

Also, for the record, I am concerned that we are being asked to make a decision on the master plan, without any DATA that helps us decide which alternative (or whether any alternative) is best. If we wait until each individual piece is built and only analyze that, we will never be able to look at the TOTAL impact of the project on the community. This piecemeal approach doesn't work for me.

For instance, I'd like to see a traffic study (for one) up front. Let's look at traffic in a way that we can COMPARE the alternatives. A traffic study after approval of the master plan is too late.

Lastly, SOU should go back to the drawing board regarding the Master Plan and actually engage the community - solicit comments from the community. This means NOTICE - and I believe that notice to the entire community is appropriate. After all, SOU is a community resource and it impacts more than just the neighbors within 50 feet or so (and even those neighbors apparently did not get notice). The project will only be legitimized if SOU properly and thoroughly notices the entire community.

Oh, one more thing - since when are we required to disclose ex parte, etc on Type 3 projects? If we are prohibited from talking to people about type 3's, then we should have been told in advance.....

Just my thoughts, for now.

Also, I'd like to congratulate Pam on becoming new chair.

THANK YOU VERY MUCH to Michael Dawkins for a job well done.

Tom

*Comments in Response to Southern Oregon University 2020 Plan*

Name: Rhianna Simes  
Address: 433 Liberty St Ashland, OR

Date: July 14, 2009

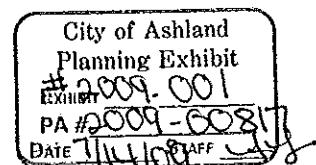
The ECOS (Ecology Center of the Siskiyous) community garden, located on Mountain Avenue across from Southern Oregon University, benefits the neighborhood, local economy, and the environment. The garden has seen consistent student involvement since its beginning in 1999. Although support for the garden has been expressed throughout the student body as demonstrated by the signing of over 500 petitions, the University has revealed in recent meetings that there are "no guarantees" about the future of the ECOS garden. SOU has already moved the garden in 2001 because of forecasted development, but another move would prove devastating. In the past month, the University has changed their 2020 plan several times including moving the garden, expanding the parking lot over the wetlands, reducing the size of the garden, and/or uprooting the entire garden property. This lack of transparency has led to confusion about what the plan really entails for the ECOS Community Garden and what 'enhancement' will ultimately mean for the garden and surrounding neighborhood.

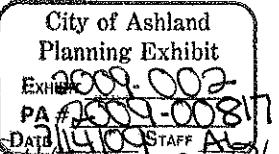
The current draft of the 2020 plan says it wants to 'enhance the community garden so that it becomes an asset to the SOU community.' However, the ECOS community garden is already an asset to the community and in my life personally. I have been a student at SOU and have maintained several garden plots over the last four years. The Community Garden enables me to grow my own food even though I am a renter in town, and provides countless other benefits in my own life. Kate Giles, fellow Ashland resident and community garden member, has worked with the Job Council for several years to encourage dozens of 'at risk' youth to tend and maintain several community garden plots. These students come out to the garden to learn about growing food, team building skills, and responsibility. In addition, the SOU Native American Student Union has incorporated the garden into the Native American Studies minor curriculum at the university. They utilize the garden to demonstrate the importance of growing the three sisters (corn, beans, and, squash) which is an indigenous traditional planting style. These are only two examples out of 50 other garden members whose volunteer labor help to make the garden so successful. The garden supports student and community interactive learning, it provides hands-on educational opportunities, and represents a key step in the march toward sustainability for SOU and the Ashland community as a whole.

The ECOS Community Garden should not be relocated, but should instead be the focal point of a 'sustainability village' where students and community members can come together to practice hands-on skills, support local food production, and healthy land stewardship. This environment would not be possible with 2 or 3 story condominiums surrounding the area. The faculty village needs to be moved to the North side of campus where there is already existing space for such high density living conditions. Please consider moving the faculty village to the other side of campus, leaving the ECOS Community Garden where it is, and allowing the existing neighborhood to continue to invest in the garden as well. If the garden is going to be 'enhanced' then it is paramount that both students and community members have the opportunity to provide input about the enhancement mentioned in the 2020 plan. This collaborative effort will insure the continued involvement from both Ashland residents and SOU students in the sustainable growth of the community garden.

SOU and the City of Ashland are striving for recognition in their efforts toward sustainability. In this quest let us not forget the importance of gardens, of growing food, of fostering community, and of protecting / enhancing the local environment. Placing a condo-style faculty village on top of an existing community – is not what sustainability looks like. Put the faculty village on the North side of campus and leave the ECOS Community Garden to flourish in its current location with participation from both Ashland residents and SOU students.

Thank you for your time and consideration, we believe you will do the right thing.





## Community Garden - Ash SOU's 2020 Plan

My name is Heather Cook and I wanted to let the council know that I am disappointed with SOU's 2020 plan. I'm here on behalf of the ECOS community garden, where I garden with two small children. My first, of three concerns with the 2020 plan is the moving/modifying/removing of the community garden. I am a 21-year-old student at SOU and I came to SOU because of the low price of tuition and the small scale. The plan for the new garden is disappointing because we are a large community-run garden with strong school attachment.

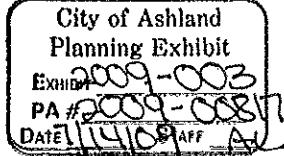
There are faculty members gardening with community members and students. I would like for the area around the garden to stay the way it is and agree with Mr. Brown's plan for moving.

My second problem with the 2020 plan is the changes in the residence halls. I have lived in the residence halls for three years and enjoyed my time. The proposal of moving the dining area to the Cox Hall lawn and the Cascade Complex ~~to~~ across the street next to Greensprings Complex is not a great choice.

When I would give housing tours to incoming students and their parents, they would always giggle at the fact that Greensprings was so far from Cascade. I would chalk it up that Greensprings had a stronger community because students will have to walk up Indiana for every meal. The students and parents almost always want to go look at the hub of SOU residence, Cascade.

My last issue is with the moving of the halls to make SOU more appealing to students. From my friends moving off campus, we move off campus because we want to be on our own. Madrone is a great example of condo style living for students, but the high cost of Madrone and the mandatory meal plan is unappealing. That's why most students move to houses or Greensprings E, The Ashlanders.

In closing, I like the garden how it is, I'd rather they improve the halls one at a time, and I would rather see better money management by the housing office and some new spiggets for my garden. Thanks



My name is Carita M. Culmer  
I live at 1069 Henry Street

The cost of housing in Ashland is unreasonably high. Jobs that pay above minimum wage are scarce, and unemployment is rampant. Far too many of our residents are struggling month to month just to keep a roof over their heads. Now the university is asking these struggling renters or homeowners to pay for someone else's housing, too. They want to build new, large housing complexes along Ashland and Henry streets, in order to attract new, young faculty.

Building new housing for faculty is an unnecessary expense during these hard times. Even if the local economy improves dramatically within the next few years, new faculty housing is not a good use of our tax dollars. There are viable alternatives.

The University already has a large number of both apartments and single-family residences, which they rent to students at below-market rates. Underpaid faculty could be allowed to rent them at the same rates. If students, who are working limited hours at minimum wage can pay the rent, then surely salaried faculty can manage likewise.

If a prospective new faculty member would rather live outside of university housing, there is another possibility. Economists have long held that housing should consume no more than 25 to 30 percent of gross income. The newspaper frequently publishes reports of average rental or mortgage costs for the county as a whole, and for each city in the county. If the negotiated faculty salary is such that the average rental cost in Ashland is more than 25% of that salary, then the university should offer an additional stipend to cover the difference. Each year, as salary is renegotiated, the stipend can also be updated, in line with the newly published cost of rentals in Ashland.

Either way, these forms of subsidized housing will be much less burdensome for taxpayers who have to foot the bill.

An added problem of the whole housing scheme is what it would do to the community garden and the surrounding area. As it is now, that area is a microcosm of a wildland-urban interface. It is essentially a riparian marshland in miniature. The community garden in its present form has minimal impact on the natural life around it. The area can be used as an outdoor, year-round classroom for students in biology and ecology classes. It has an abundance of both native and invasive species just waiting to be studied. If any weed control is to be done, then let students do that by hand, and limited to nonnative plants. Landscaping, park benches or any other amenities will only detract from its usefulness as an outdoor laboratory. Leave it be.

Oregon's economy is in the pits; the state is in debt up to its ears. We, the taxpayers are hurting. This is a good time for the university to consider less expensive problem solving.

Thank you for your attention.

To the Ashland Planning Commission, 14JULY2009

Please consider these comments on the SERA Master Plan for SOU that you are being called upon to adopt tonight.

Whatever is contained in an adopted Plan probably becomes an outright permitted use under the Municipal Code. SOU would thereafter not be required to seek a conditional use permit for such development.

This would dramatically reduce the power by the City's planning staff, planning commission and the town itself to control what happens with future development at SOU, including that which impacts surrounding neighborhoods and businesses.

Granting a conditional use permit allows staff and the PC to balance adverse material effect on livability of the impact area, taking into consideration all the real world impacts outlined in 18.104.050 (similarity of bulk, scale and coverage, generation of traffic on surrounding streets, architectural compatibility, air quality, generation of noise, light and glare, etc).

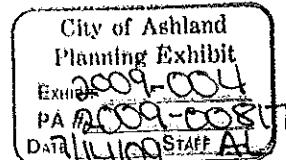
With a conditional use permit, all these factors can be weighed, everybody in the community can express their opinions and staff and the PC can use their expertise and desire to benefit the town of Ashland. Much broader approval criteria than with a mere site design review.

A better outcome for everybody (including SOU) with these large developments will be more likely than if we simply outsource things to eyes on a computer screen hundreds of miles away.

While 18.64 050 would still apply the conditional use permit requirement and approval criteria for development within 50 feet of privately owned property, this exception is at least partially illusory. By the time one adds up the width of streets and associated public rights of way, many properties just across the street from SOU's extensive boundaries will fall outside the protected zone. Simply setting the development 'back' a few feet would also craft a further escape valve from the 50 foot exception. City owned lands like public parks would also not trigger the exception.

An example of the desirability of Ashland maintaining greater community control appears in the SERA Master Plan's treatment of pedestrian safety on Siskiyou.

We've seen a recent tragedy on that street and have been forced to invest much time, effort and expense in making the best of a 'not best' situation regarding the conflict between traffic and people trying to walk or bike to and from SOU. The work is on going even now.



Yet part of the Master Plan envisions a transfer of 'uses' and the student population north of Siskiyou.

How can this not dramatically increase the traffic vs. pedestrian conflicts on Siskiyou?

Paying lip service to this reality, the Master Plan refers to 'several potential improvements' to the gateway area of Siskiyou/Ashland/Indiana Streets. Page 46 of the Plan recommends that 'Option 1 be pursued.' Option 1 basically involves use of pavements and the like to create a 'pedestrian zone' citing Eugene as an example.

The current version of the SERA Master Plan states that this 'intervention' is relatively inexpensive. See page 46.

The immediately prior version of the SERA Master Plan, however, added one other factor regarding the now recommended Option 1 - a sentence stating '(t)he drawback of this option is that it does not substantially improve pedestrian safety when compared to other interventions.' See page 44 of that version.

The sentence was excised from the final Master Plan. To make the Plan more palatable, the confession regarding safety was removed, while the enticement of inexpensiveness remains.

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Many of the projects inside the Master Plan may well be very desirable and beneficial. But they will be better executed for everybody if the City's planning staff, Planning Commission and the town at large maintains a greater ability to influence such impactful developments.

As it is, the SERA Master Plan is all but flying below the public radar. It has been scheduled for approval in the middle of the summer, when the students (who clearly have interests here) are gone and people are distracted by vacations and summer activities. They've already scheduled a Council vote to approve before the Planning Commission has even had its say in the matter.

So I hope the PC and Council will take a long, slow careful look at the Master Plan. Otherwise, I fear we will realize one day that we've irrevocably 'privatized' and 'outsourced' what should be community decision making over a critical part of Ashland to our great detriment.

thanks for reading

Randall Hopkins,  
an Ashland citizen.

1.

Plan Detail 4: Master Plan Detail Western Gateway & New University Way Drop Circle, with extension of circulation system to Lot 36 and ECOS Community Garden area.

What happened to our house  
and the Historic house next  
door?



How come Beach  
Creek is way off (50')  
to side?

CAMPUS MASTER PLAN UPDATE [19-JUN-09 PLANNING COMMISSION DRAFT]

2.

## Who owns what?

3 wrong designations  
just in this one little  
part of Master Plan.

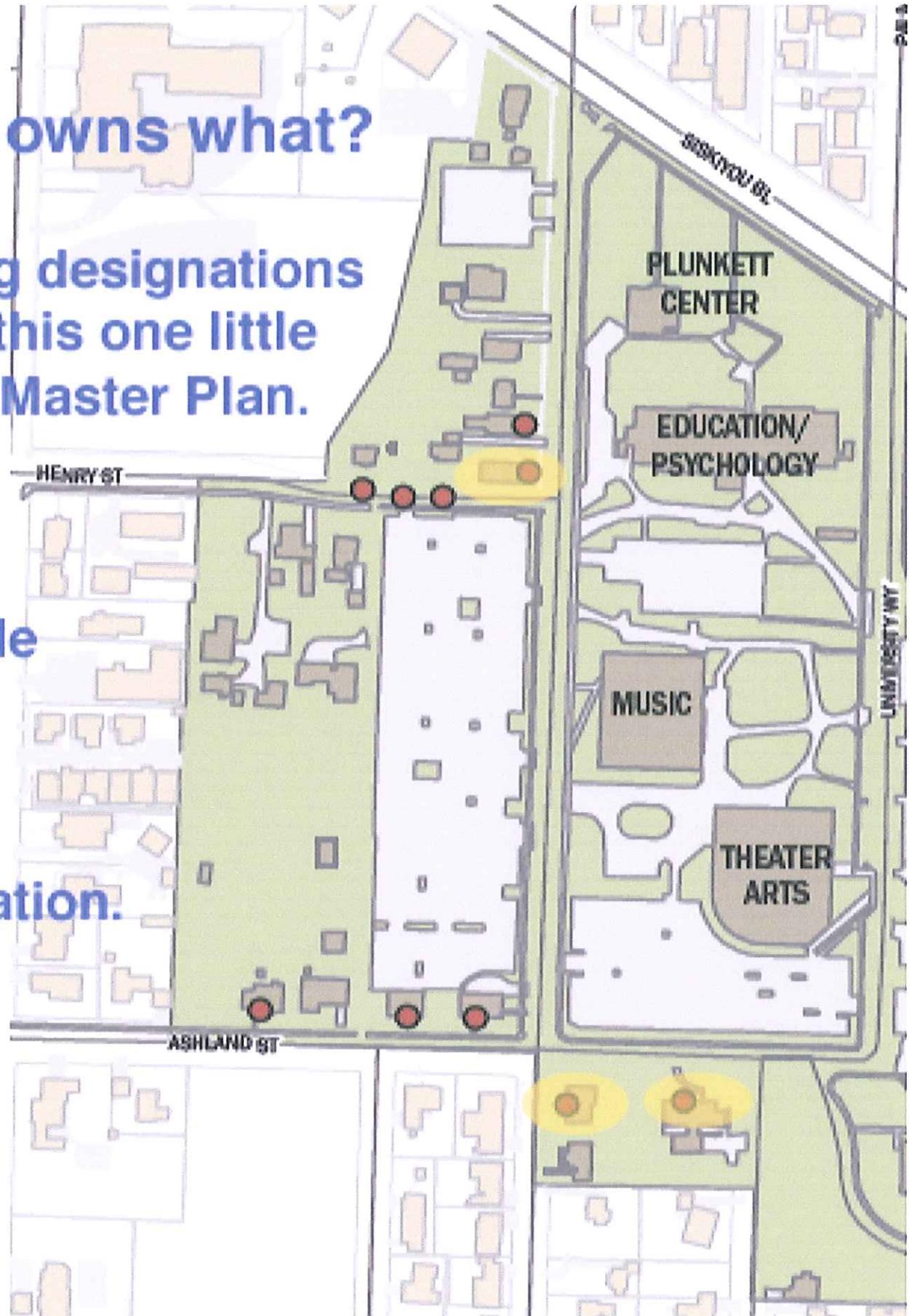
Example

of

wrong



designation.



This excerpt contrasts the current Master Plan and the prior "draft" Master Plan -- See crucial omission regarding **safety on Siskiyou!**

#### Eastern Gateway



The current configuration of the campus entry at Indiana St. does not provide a strong welcoming gesture. Existing signage is small and often obscured by landscape. Buildings do not have prominent entries facing the area, and circulation is indirect.

The complex pair of intersections at Siskiyou/Ashland and Siskiyou/Indiana/Wightman together form the most important entry point to the eastern end of campus, as well as the entry to the entire north campus area. They also are a critical crossing point for pedestrians traveling between the North and South Campus areas. Even under the current campus configuration, where most uses are to the south of Siskiyou Boulevard, the safe crossing of this intersection is essential to the safety of pedestrians and participation in campus life. This will become much more true in the future as activity north of Siskiyou is increased.

Several potential improvements to this gateway area were discussed during the planning process, including grade separated pedestrian crossings and potential signal changes. Several of the suggested changes are described and discussed in the side bar "Intersection Treatment Options for Eastern Gateway." To improve pedestrian safety and the overall pedestrian orientation of this area, the University will work with the City and other stakeholders to create a specific plan to improve the crossings with enhanced pavement design and on-going monitoring of pedestrian flow and safety issues [see Plan Detail 5].

### The sentence says:

**"The drawback of this option is that it does not substantially improve pedestrian safety when compared to other interventions."**

#### Sidebar: Conceptual Intersection Treatment Options for Eastern Gateway:



Use of pavements in downtown Eugene, OR to create a pedestrian zone.

The Siskiyou/Ashland/Wightman/Indiana intersection serves as a central node on the SOU campus linking the academic uses to the south to the proposed residential and student life services to the north. Pedestrian safety at this intersection will become paramount to the success of an integrated SOU campus as the community continues to grow. Below are five approaches that would both improve pedestrian safety and enhance the intersection as a gateway feature of the campus.

It is recommended that Option 1 be pursued, with detailed design input from both a traffic engineer and an urban designer. The intersection's performance should be monitored on an-going basis as development takes place. If warranted or feasible, signal phase improvements as discussed in Option 2 should be incorporated.

##### Option 1: Improved pavement design

Texture, color and lighting can enhance and draw attention to this intersection and, as such, calm traffic and improve pedestrian safety. Motorists are more inclined to slow down and pay attention in roadway areas that are substantially different from the normal road condition. Option 1 proposes using a variety of high-visibility materials to accentuate the intersection, including colored pavers, stamped concrete, highly-reflective crosswalk materials, and better lighting.

These treatments support street-level pedestrian activity, which improves pedestrian safety and visibility by both motorists and other pedestrians. The interventions are relatively inexpensive, as they do not impact signalization, the public right-of-way, or adjacent land uses. { see below for "missing" sentence that was previously here }

pg. 46 in Master Plan now.

This change was not left out, it was taken out.

pg. 44 in the prior Master Plan "draft."

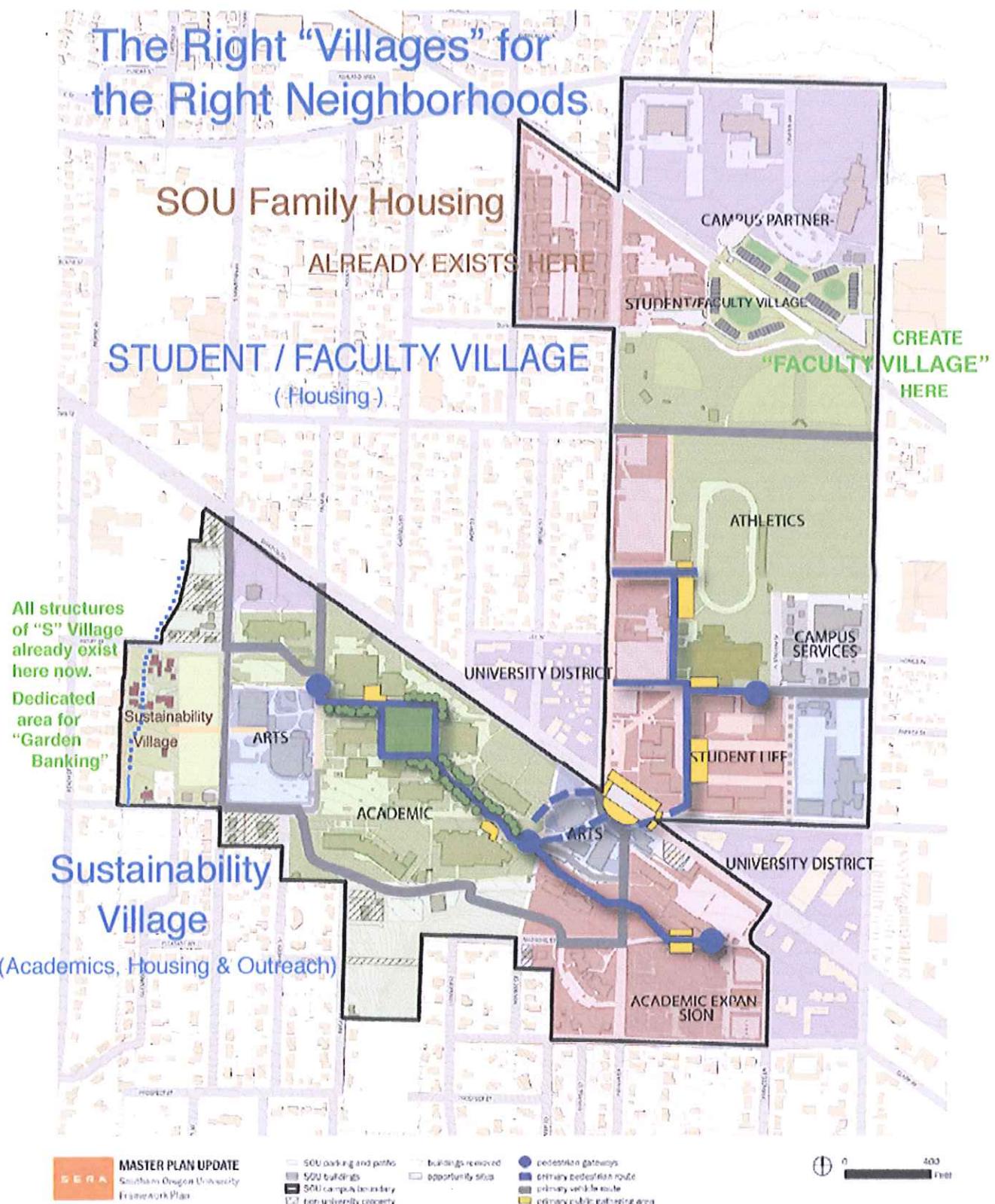
SOUTHERN OREGON UNIVERSITY

These treatments support street-level pedestrian activity, which improves pedestrian safety and visibility by both motorists and other pedestrians. The interventions are relatively inexpensive, as they do not impact signalization, the public right-of-way, or adjacent land uses. The drawback of this option is that it does not substantially improve pedestrian safety when compared to other interventions.

You decide. Is this an attempt to smooth over the main kink in a less than desirable plan?

SOUTHERN OREGON UNIVERSITY

Figure 9. Framework Diagram



5, 2

## Guest Opinions

### SOU 2020 Master Plan will affect all of Ashland

By Rivers Brown

Guest opinion

July 09, 2009 4:20 PM

Who has ever heard of the SOU 2020 Master Plan? Very few readers will be able to answer this affirmatively, for it is mostly a stealth operation, scheduled to (possibly) cruise through the Ashland Planning Commission and on to the City Council for an up or down vote if the designers have their way. The plan is a gigantic overhaul for the center of Ashland that will affect the whole town, with some segments of our community more heavily impacted than others. And all done, somehow, while the university, as everyone knows, has no money.

The "local" planner, who was here barely two years before starting this university/city remake, and the "outsourced" Portland planner, have schemed up an unbelievably ponderous plan that has so many facets to it, one would be hard-pressed to be able to take in all its ramifications, even after a few hours of reading. Although, they have simplified the plan by omitting any factual basis for their assumptions and predication, so this, theoretically, would make it much more palatable for surface-level policy makers to accept and we the people to swallow.

Buried within the plan are some very needed uplifts and remakes for the core campus that everyone knows are long overdue. But the main thrust of the plan is new housing, and plenty of it, all done with PPPs (private public partnerships). These include a massive transfer of all but 96 resident students (Madrone dorm) now living above the boulevard, to below the boulevard. This would mean more than 800 extra students crossing Siskiyou Boulevard multiple times a day, say somewhere between 1,600 (bare minimum) to 6,400 (hopeful maximum) extra crossings per day on our main arterial street that has been plagued by existing difficulties and recent tragedy (death of a student) with this very issue. Yes, of course, the university has the well-being of the (fee-paying) students in mind here and will see that a massive remake of our main street is (again, again) done to assure their safety, even though it was stated in the plan that there is no good way to do this. At least before that exposing revelation was expunged from the latest "final" Master Plan.

The predication of increased enrollment they mention in the second line of their opening "Executive Summary" is pure wishful thinking, as was the previous 2010 plan's estimate that SOU would be up to 5,407 students by 2010 (now at 5,082), especially if our current and probably enduring economic situation is considered. SOU has actually been the only university in the Oregon University System that has negative numbers on its newly admitted undergraduates and has only held its overall numbers up by the opening of the Higher Learning Center partnership in Medford. Flawed assumptions and projections do not a good plan make.

Other housing projects the university has in mind, as with the above-mentioned regular student housing, are not about their current housing shortages: Family housing for the university is, and has been, 100 percent full with a long waiting list (regular housing hovers around 80 percent full). The planners would like to create a Faculty Village, despite studies by the city that there is actually no shortage in affordable housing. This strategy would further impact the sagging real estate market here and the housing would be built and managed by private developers within PPPs that fall outside the normal planning process and outside the city's tax base.

One of the two options for this would place blocks of two- or three-story (with parking beneath) condos along upper Ashland Street, across from the Glenwood Park single family neighborhood, from Beach Creek up to Mountain Avenue, with corresponding rows of condos just below on Henry Street. This very insensitive and intrusive — both in scale and population density — university interface with the current '50s housing of this neighborhood has begun to see growing community resistance to having their quality of life changed forever, not for better, by outside planners.

The concept of faculty housing is very controversial and unproven — it creates more insulation at an already-insulated institution; appreciation, demand and profit cannot be guaranteed; it competes with private sector and is not on city tax rolls; and better faculty housing schemes are available. Even if it were a viable option, there is a far superior location for it on the north campus where all the amenities (schools, kid intertie family housing, playing fields, etc.) exist and where the scale and population density fits in with what is already there.

There are more unfortunate ideas in the Master Plan that deal with cutting back most of the vegetation on campus, including established trees, to slap down a big tight-grid, X-shaped plaza in the central core, where a woodland and meadows theme currently exists. The denuding of campus under the "raising visibility" mantra has already started to impact the core area view and soundscape negatively by introducing street cruiser blowback into the core academic zones. Academic and social zones being negatively impacted by an advertising scheme is never good, nor should be tolerated.

This giant plan that virtually no one knows about will affect nearly everyone in Ashland one way or another. The plan is set to float through the Planning Commission and City Council this summer while students are away, locals are on vacation and the sleepy little town of Ashland is busy entertaining itself to wash away the downturn and future collision of the crises. Is there anything wrong with this picture? If you think there may be, go to the SOU 2020 Plan Web site: [www.sou.edu/master-plan](http://www.sou.edu/master-plan) and check it out. Then you may want to e-mail our working group at [2020Plan@mind.net](mailto:2020Plan@mind.net) for updated information and better options. You may also make a comment on the SOU site that will be delivered to the Planning Commission.

If you'd like to have a say about this, the SOU 2020 Master Plan goes before our Planning Commission on Bastille Day, Tuesday, July 14, at 7 p.m. at Council Chambers 1175 E. Main St. If you don't speak up then, please, forever hold your peace on this, for they don't have to listen if you don't register your resistance now.

Rivers Brown moved to Ashland nine years ago, buying a house next to Southern Oregon University. He discovered the SOU Master Plan by reading an article in the Daily Tidings about SOU expansion and followed the link to their Web site, where he discovered that one of the plans had him and his family scheduled "outta here." Thus began his odyssey to explore the plan in depth. Currently, and technically, he is "out from under" the plan as it now stands, and he has been assisting others in trying to get out from under the negative impacts of the plan. His son recently finished his freshman year at SOU.

6. (409.)

## Citizen Resistance to Faculty Village Development on West Campus

This letter is to register my resistance to the section of the SOU Master plan that deals with the Faculty Village between Ashland and Henry Street; I will be out of town on the 14th and unable to attend the public hearing with the planning commission.

I was truly surprised and distressed when I heard of the section of the university's plan that involved building faculty condominiums in the Glenwood Park area. Such development appears totally incongruent with the present setting of single family residences around a small city park. The purposed development would overwhelm what is already there, doing irrevocable damage and taking far more from the community than what the university actually owns.

To the best of my knowledge the plans have been developed without any real input from the local community. I live only a block and a half away and had not known anything about it until recently, and not from the university.

I would strongly request that this part of the proposal be denied as there are other more workable solutions that could be implemented. It is my understanding that the Community Garden and Glenwood park neighborhood "working groups" have come up with a plan that demonstrates there are other alternatives that are possibly more viable. This seems to be a much needed start for the university and community working together.

Sincerely,

Craig Grossmann

880 Ashland ST

Ashland, OR

On Friday, July 10, 2009, at 10:58 AM, Allan Peterson wrote:

I received the notice about the Ashland Street condo proposal and will send an email to the names on the flyer stating my objections,( the concept of faculty housing and the architectural incompatibility with the existing neighbor).

Thank you Allan Peterson 807 Beach

Ashland Street condo

Hello,

I would like to respectfully register my opinion re: the Ashland Street Condo proposal.

I strongly OPPOSE this development. Ashland Street has very few, if any, multi-family homes and I feel that this plan does not support the current nature of the

neighborhood.

It would put inappropriate strain on the facilities of Glenwood Park and add to the current congestion already experienced in the neighborhood when the university is in session.

Please vote **AGAINST** this part of the proposed SOU 2020 Master Plan.

Thank you for your consideration.

Sincerely,

Jean Taylor  
734 Glenwood Drive  
SOU 2020 Master Plan

Dear Planning Commission,

Mr. Norm Christlieb of 581 Morton St. asked me to pass on to you that he is against the SOU 2020 Master Plan proposal to locate Faculty Village in the Glenwood Park area of Ashland Street, and 'west campus.' (passed on by Rivers Brown)

Dear Planning Commission,

Mr. James E. Jefferies and his wife, Ida B. Jefferies of 593 S. Mountain Ave. asked me to pass on to you that they are against the SOU 2020 Master Plan proposal to locate Faculty Village in the Glenwood Park area of Ashland Street, and 'west campus.' (their telephone number: 482.0644) (passed on by Rivers Brown)

Jim Maynard  
559 S Mountain Ave.  
Ashland, Oregon 97520

Years ago SOU tried to sneak through twin high-rise apartment buildings at the corner of Ashland Street at Mountain Ave. I was the only attendee at a hearing who spoke against it. When I divulged that they were planning two 7-story buildings, the SOU rep got very upset and was very loudly demanding how I knew "that". Apparently, they weren't telling the City. It was stopped.

Below are the comments I just posted on <http://sou.edu/master-plan/>

The "sou-master-plan-poster09-draft.pdf" is deceptive. With just a quick

glance I notice the following:

1. On "sou-master-plan-poster09-draft.pdf" the legend shows an incorrect shading for "new buildings". It does not match what is in the drawing.
2. On "sou-master-plan-poster09-draft.pdf" there are just two places listing "Faculty Village house at edges of campus". The area on Ashland Street showing the same legend symbol for "new buildings" is not indicated as being some of the "Faculty Village".
3. On "sou-master-plan-poster09-draft.pdf" the "Faculty Village house at edges of campus" has, in just one place, a bubble saying "line residential street with housing, to better interface with neighborhood". Left out was that these are planned as 3-story complexes. A complex of that size on Ashland Street is NOT a "better interface with neighborhood".  
The performing arts building was a very obtrusive addition to the neighborhood. This would be worse.
4. On "sou-master-plan-poster09-draft.pdf" there is a bubble saying "Enhanced Gateway at path between Theater and Music and improved crossing at Mountain Way". What/where is "Mountain Way"? Are you referring to the street Mountain Avenue? Or is there a pathway through the campus name Mountain Way?

Sincerely,  
Jim Maynard  
559 S Mountain Ave.  
Ashland, Oregon 97520

Gentlemen,

We are writing to express our response to the potential development of the SOU/Glenwood park area. We have lived about three blocks from this neighborhood for nearly 18 years, and are very familiar with the area. Our family has utilized Glenwood park as a quiet respite and natural retreat - most recently yesterday, where we gathered with extended family just to sit in the grass in the shade and enjoy the view and mellowness of the neighborhood. Our morning walks frequently take us past the proposed building location - where we appreciate the riparian zone of little Beach Creek, as well as the community gardens that have seem to be thriving so successfully. These natural qualities of this neighborhood are exactly what has kept us living here for as long as we have.

Ashland has an excellent opportunity to be a leader in modern urban development, holding with great care the principles of permaculture (please see definition below) which make the relationship between humans and the environment that they inhabit, sustainable and enjoyable. The community garden in this area is an excellent example of how a community can utilize it's landscape to build relationships within it's human population as well as building

a direct relationship with it's food source, which is of vital importance during the transitional times we are living in. We are wondering if the proposed building plans that SOU is offering have taken any of these aspects into consideration. Is it possible that any building proposal there could be required to include a community garden space, a stewardship of the creek, and a commitment to modeling sustainable building practices so vital to the progress of our planet and species? IE: using green and sustainable building practices - solar, wind, etc. We imagine an inspired designer could also create a building that would also reflect a respect of the already established neighborhood in which is built.

As you face this planning decision, we encourage you to consider carefully not only the potential impact of a condo unit in an old neighborhood, but also the potential of Ashland to be a leader in sustainable design and practice in it's approach to growth in the 21st century.

Warmly,  
Janie Chandler and Joseph Micketti

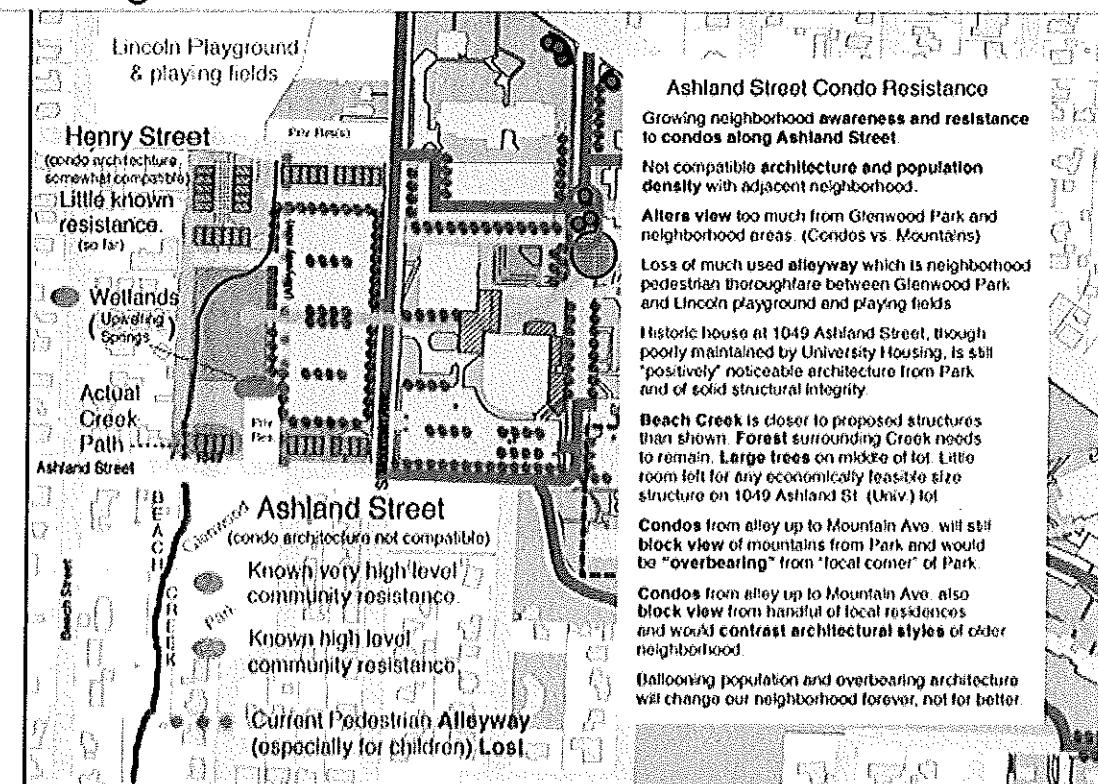
**From Wikipedia:**

**Permaculture** is an approach to designing human settlements and perennial agricultural systems that mimic the relationships found in the natural ecologies. It was first developed by Australians Bill Mollison and David Holmgren and their associates during the 1970s in a series of publications. The word permaculture is a portmanteau of permanent agriculture, as well as permanent culture.

The intent was that, by rapidly training individuals in a core set of design principles, those individuals could design their own environments and build increasingly self-sufficient human settlements — ones that reduce society's reliance on industrial systems of production and distribution that Mollison identified as fundamentally and systematically destroying Earth's ecosystems.

While originating as an agro-ecological design theory, permaculture has developed a large international following. This 'permaculture community' continues to expand on the original ideas, integrating a range of ideas of alternative culture, through a network of publications, permaculture gardens, intentional communities, training programs, and internet forums. In this way, permaculture has become both a design system and a loosely defined philosophy or lifestyle ethic.

## Neighborhood Ashland Street Condo Resistance



Within the SOU 2020 Master Plan (updated) [ [www.sou.edu/master-plan/](http://www.sou.edu/master-plan/) ] is a proposed lining of Ashland Street with three story (incl. pkg. under) Condos as part of a "Faculty Village" complex constructed and managed by private developer(s). The "faculty housing concept" is controversial and unproven: Creates more insulatedness at an already insulated institution. "Appreciation," demand and profit for this model cannot be guaranteed. Better housing schemes available. A far superior location on North Campus exists, leaving "upper" campus free for future needs.

The neighborhood surrounding and near Glenwood Park, including the Park itself, will face loss of mountain views with the oversized scale of these structures and, also, a change in the character of this special little part of "older" Ashland with the ballooning population associated with the complex. Life as we know it in Glenwood Park will be over.

The current plan shows a severe crowding of Beach Creek and its riparian zone, along with removal of historic house and large trees there. Current well used pedestrian alleyway to be abandoned and 3-story Condos built along Ashland Street stretching up to Mountain Ave. Private residence in middle of project could also become condos. The shown Condos are much underscaled in illustration and parking access not shown, possibly scheduled in through "welllands."

**City Zoning Ordinances** may have to allow exceptions to accomodate clashing architecture, population density, lighting, parking, and traffic changes for this neighborhood. This SOU Master Plan will have a public hearing before City Planning Commission on July 14th @ 7 pm. ( Bastille Day ! ) and on to City Council (tentatively) scheduled for August 18th @ 7 pm. Show up or email your council/commission!

Contact: Rivers Brown @ 482.6565 (or) [OneEarth@mind.net](mailto:OneEarth@mind.net) for further info, and "working group" updates. Your involvement and feedback is appreciated. Please register your resistance: Michael Dawkins, PC Chair - [michael.dawkins@yahoo.com](mailto:michael.dawkins@yahoo.com) / Eric Navickas, CC Liaison - [eric@council.ashland.or.us](mailto:eric@council.ashland.or.us) John Stromberg, Mayor - [john@council.ashland.or.us](mailto:john@council.ashland.or.us) / Bill Molnar - Staff Liaison - [molnarb@ashland.or.us](mailto:molnarb@ashland.or.us)

AshStCondoResistFlyer-flat copy

RECEIVED

**From:** "Pam Vavra" <pam@nv.net>  
**To:** <comment\_to\_the\_council@list.ashland.or.us>  
**Date:** 7/14/2009 2:58 PM  
**Subject:** [Comment\_to\_the\_council] Proposed Revised Master Plan for SOU

JUL 14 2009

City of Ashland  
Community Development

Dear Mayor and Councilors,

I serve with 3 others from Peace House and South Mountain Friends Meeting to collectively manage and oversee the interest that those two groups share as owners in common of the property located at 543 S Mountain Av., on the corner of S. Mountain Av. and Ashland St.

I believe this property will be impacted by the proposed SOU Revised Master Plan that includes construction of a major housing project on Ashland Street between Mountain Av and Beach St.

We received Notice of the July 14 Planning Commission Hearing and tonight's Council meeting Hearing during the week of July 4th.

Between then and now, owing to having received less than 30 days notice and in part to summertime vacation schedules, the proper parties have not yet had an opportunity to review the proposed Plan in sufficient detail to provide thoughtfully considered comment.

Consequently, I respectfully request that you make no decision to accept this Plan tonight. I also formally request to receive notification of any decision that either you or the Planning Commission do make in regards to this application. Thank you.

Respectfully yours,

Pamela C. Vavra  
457 C St.  
Ashland, OR 97520

Please send notice to:  
Peace House & SMFM Joint Committee  
P.O. Box 524  
543 S. Mountain Av  
Ashland, OR 97520

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Comment\_to\_the\_council mailing list  
Comment\_to\_the\_council@list.ashland.or.us  
[http://list.ashland.or.us/mailman/listinfo/comment\\_to\\_the\\_council](http://list.ashland.or.us/mailman/listinfo/comment_to_the_council)

RECEIVED

**From:** steve ryan <resolutionvideo@yahoo.com>  
**To:** <comment\_to\_the\_council@l1st.ashland.or.us>  
**Date:** 7/14/2009 3:47 PM  
**Subject:** [Comment\_to\_the\_council] Comment on SOU Master Plan Update  
**Attachments:** Part.002

JUL 14 2009

City of Ashland  
Community Development

Respected Councillors and Planning Commissioners,

I reserve comment on the actual 2020 SERA Master Plan specifics because I have not yet heard both sides' goals and arguments. But the amount of controversy apparent on this listserv, in public discussion, public emails etc., indicates Planning Commission should use the most discretion and caution before approving this planning action, and instead reserve all available public options for review and approval before sending this to Council. Council should do the same.

This planning action will have significant impact on the residents and the users of public and private facilities in this area. The proposed action is controversial enough to warrant protecting the public interest by not releasing oversight, but retaining all opportunities to modify, restrict, direct or oversee what belongs to the public in the first place. The risk to the public interest outweighs any inconvenience SOU may experience in moving forward with the preferred development option, and may deliver a goodwill dividend by including stakeholders, your constituents, in the final outcome.

Respectfully, Stephen D. Ryan

RECEIVED

**From:** "SULA Technologies" <sula@mind.net>  
**To:** <comment\_to\_the\_council@list.ashland.or.us>  
**Date:** 7/14/2009 5:46 PM  
**Subject:** [Comment\_to\_the\_council] SOU Master Plan  
**Attachments:** Part.002

JUL 14 2009

City of Ashland  
Community Development

ATTN: Ashland Planning Commission:

Only recently has the Ashland public become aware of the ambitious and far reaching SOU Master Plan. Yet already that proposal has become the subject of considerable controversy involving SOU neighbors, students and other users of the area surrounding the University. Tonight you will be asked to approve this massive project. Please treat the subject with reserve and caution until you have had adequate time to seriously consider the objections and reviews by Ashland residents.

Thank you for taking time to read this request.

Darwin Thusius  
Ashland Resident & Business Owner

**From:** RHopkins <tourist@mInd.net>  
**To:** michael dawkins <michaeltdawkins@yahoo.com>  
**Date:** 7/14/2009 2:20:14 PM  
**Subject:** Comments on the SERA Master Plan for SOU

RECEIVED

JUL 14 2009

To the Ashland Planning Commission,

City of Ashland  
Community Development

Please consider these comments on the SERA Master Plan for SOU that you are being called upon to adopt tonight.

Whatever is contained in an adopted Plan probably becomes an outright permitted use under the Municipal Code. SOU would thereafter not be required to seek a conditional use permit for such development.

This would dramatically reduce the power by the City's planning staff, planning commission and the town itself to control what happens with future development at SOU, including that which impacts surrounding neighborhoods and businesses.

Granting a conditional use permit allows staff and the PC to balance adverse material effect on livability of the impact area, taking into consideration all the real world impacts outlined in 18.104.050 (similarity of bulk, scale and coverage, generation of traffic on surrounding streets, architectural compatibility, air quality, generation of noise, light and glare, etc.).

With a conditional use permit, all these factors can be weighed, everybody in the community can express their opinions and staff and the PC can use their expertise and desire to benefit the town of Ashland. Much broader approval criteria than with a mere site design review.

A better outcome for everybody (including SOU) with these large developments will be more likely than if we simply outsource things to eyes on a computer screen hundreds of miles away.

While 18.64 050 would still apply the conditional use permit requirement and approval criteria for development within 50 feet of privately owned property, this exception is at least partially illusory. By the time one adds up the width of streets and associated public rights of way, many properties just across the street from SOU's extensive boundaries will fall outside the protected zone. Simply setting the development 'back' a few feet would also craft a further escape valve from the 50 foot exception. City owned lands like public parks would also not trigger the exception.

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We've seen a recent tragedy on that street and have been forced to invest much time, effort and expense in making the best of a 'not best' situation regarding the conflict between traffic and people trying to walk or bike to and from SOU. The work is on going even now.

Yet part of the Master Plan envisions a transfer of 'uses' and the

student population north of Siskiyou.

How can this not dramatically increase the traffic vs. pedestrian conflicts on Siskiyou?

Paying lip service to this reality, the Master Plan refers to 'several potential improvements' to the gateway area of Siskiyou/Ashland/Indiana Streets. Page 46 of the Plan recommends that 'Option 1 be pursued.' Option 1 basically involves use of pavements and the like to create a 'pedestrian zone' citing Eugene as an example.

The current version of the SERA Master Plan states that this 'intervention' is relatively inexpensive. See page 46.

The immediately prior version of the SERA Master Plan, however, added one other factor regarding the now recommended Option 1 - a sentence stating '(t)he drawback of this option is that it does not substantially improve pedestrian safety when compared to other interventions.' See page 44 of that version.

The sentence was excised from the final Master Plan. To make the Plan more palatable, the confession regarding safety was removed, while the enticement of inexpensiveness remains.

-----  
Many of the projects inside the Master Plan may well be very desirable and beneficial. But they will be better executed for everybody if the City's planning staff, Planning Commission and the town at large maintains a greater ability to influence such impactful developments.

As it is, the SERA Master Plan is all but flying below the public radar. It has been scheduled for approval in the middle of the summer, when the students (who clearly have interests here) are gone and people are distracted by vacations and summer activities. They've already scheduled a Council vote to approve before the Planning Commission has even had its say in the matter.

So I hope the PC and Council will take a long, slow careful look at the Master Plan. Otherwise, I fear we will realize one day that we've irrevocably 'privatized' and 'outsourced' what should be community decision making over a critical part of Ashland to our great detriment.

thanks for reading

Randall Hopkins,  
an Ashland citizen.

cc The Mayor, City Council, Bill Molnar

CC: Tom Dimitre <dimitre@mind.net>, Pam Marsh <pam.marsh@gmail.com>, <hmiller@jeffnet.org>, Melanie Mindlin <sassetta@mind.net>, Bill Molnar <molnarb@ashland.or.us>, Michael Morris <msquared@mind.net>, Eric Navickas <erlcnavickas@hotmail.com>

RECEIVED

JUL 14 2009

>>> Craig Grossmann <[cg482@hotmail.com](mailto:cg482@hotmail.com)> 07/13/09 5:50 PM >>>

City of Ashland  
Community Development

This letter is to register my resistance to the section of the SOU Master plan that deals with the Faculty Village between Ashland and Henry Street; I will be out of town on the 14th and unable to attend the public hearing with the planning commission. I was truly surprised and distressed when I heard of the section of the university's plan that involved building faculty condominiums in the Glenwood Park area. Such development appears totally incongruent with the present setting of single family residences around a small city park. The purposed development would overwhelm what is already there, doing irrevocable damage and taking far more from the community than what the university actually owns. To the best of my knowledge the plans have been developed without any real input from the local community. I live only a block and a half away and had not known anything about it until recently, and not from the university. I would strongly request that this part of the proposal be denied as there are other more workable solutions that could be implemented. It is my understanding that the Community Garden and Glenwood park neighborhood "working groups" have come up with a plan that demonstrates there are other alternatives that are possibly more viable. This seems to be a much needed start for the university and community working together. Sincerely, Craig Grossmann, 880 Ashland St., Ashland, OR

RECEIVED

>>> "Ed/Linda" <[canbas@charter.net](mailto:canbas@charter.net)> 07/12/09 12:40 PM >>>

JUL 13 2009

Dear Bill,

Thank you for taking the time to open my e-mail. The SOU Master plan has the potential to impact my family in two locations. My Mother owns property in the Glenwood Park neighborhood and I own property on middle Wightman between the RR tracks and East Main.

Our family disapproves of the proposed Condominium development proposed for the Glenwood Park area. The area is beautiful .

I support the development of the lower Campus to include a Condominium development. When I purchased my home on Wightman I knew that the expansion of SOU in my neighborhood was likely. I purchased my home with the full knowledge development was likely.

The City has been working very hard to develop low income housing and integrate the housing into the Community. I believe it is the City's job, not the University's job to meet the needs of our diverse population.

Sincerely,  
Linda Cannon

COVER SHEET  
FOR  
COMMUNITY GARDEN & GLENWOOD PARK  
NEIGHBORHOOD "WORKING GROUPS"  
PROPOSAL TO IMPROVE  
THE  
SOU 2020 MASTER PLAN

SUBMITTED BY  
RIVERS BROWN  
1067 ASHLAND STREET  
ASHLAND, OREGON

**Community Garden & Glenwood Park  
Neighborhood "working groups"  
Proposal to Improve the SOU Master Plan:**

1. Direct SOU to move "Faculty Village" from Ashland/Henry Streets area to its most suitable location on North Campus where its architectural scale and population density does not clash with neighborhood, but fits in and compliments it. \*
2. Direct SOU to explore the "Garden and Neighborhood" "Preferred Alternative" of "Sustainability Village" which is already structurally in place on West Campus and design such into Master Plan. \*

This would eliminate opposition to University intrusion into neighborhood, large student opposition, and create a far reaching and lucrative academic, housing, and outreach option for the University. It would also be the correct "interface" with the surrounding community there.

3. Student Housing - Cascade Complex - remove and relocate dining services to space below Cascade, (west of Cox, and above Health Center). Renovate Cascade Complex for student housing, one wing at a time.

The massive student transfer to below Siskiyou Blvd, and all the traffic congestion and safety issues it would bring is close to unbelievable, especially given the existing difficulties and recent tragedy on Siskiyou.

4. Abandon major landscape and open space overhauls in Campus Core.

The current landscape pattern in campus core is fine for students to congregate in and for "first time visitors" finding their way. To cut back all the wonderful trees and install a tight grid plaza would not be an enhancement, only a regimentation. Students are already using these areas just fine, and a little signage will help visitors.

Do a creative project like a "daylighted" and flowing Roca Creek down along central path to pool near plaza, where it exits and goes back underground just above the boulevard. Something like this would preserve and enhance the fine "woodlands and meadows" theme there now and would definitely be a "show stopper" for new visitors. Not to mention great PR for the University's crowning "sustainability," and hands on expertise for the Environmental Studies Department.

## Summary:

- Re-Locate and Create Right Village for the Right Neighborhood. \*
- Renovate Cascade and move Cafeteria just below.
- Do modest enhancements to grounds and paths.
- Do all academic core upgrades scheduled.

In these times we need to get ourselves in place for a long drawn out transition toward sustainability, if not survival. Upfitting and retrofitting what we do have that is now working, supplemented by more modest (affordable) new projects, are the order of the day in reality based planning on all levels.

Southern Oregon University should become a Leader in this (and it would help balance their budget).

\* see attached photos that illustrate “Right Villages”

**Community Garden and Neighborhood**  
"working groups" overview of  
**SOU 2020 Master Plan July 2009**

The Master Plan needs to bring in the needs of all **stakeholders**. Some were left out and this is not right for any significant sized planning endeavor. "Stakeholder" was too limited and excluded those potentially most impacted by plans gone 'misguided.'

**Our local rights** to decide for ourselves what form our community and neighborhoods take should not be abrogated by a flawed planning process. The process should now backtrack or start over to find the best solution for our little town that is not Portland, S.F. or L.A., but uniquely Ashland, Oregon.

**"Outsourced"** won't do when planning so large in the center of our little town, especially when it has the potential to impact us in many ways and was done without due (actual) process. These factors, along with others, have compounded to create a poor outcome. Better now, to enter into fixative measures, than regret later with diminished community. After all, a totally good and positive outcome is just about assured with sufficient public participation. We can find win, win, win solutions to all our needs.

**The 'Right Village for the Right Neighborhood'** is what we all deserve. The SOU 2020 Master Plan is not that now, but could easily be, when logic and sensitivity is applied to place and culture in design. Overbearing architectural scale and population density should not be forced upon an "elder neighborhood" with which it does not blend, but impacts negatively. The most appropriate place where developments of this size will prosper are where they fit in well with the local neighborhood density and architecture, and have all the best amenities nearby.

**Faculty Village** belongs on North Campus near the current student family housing, and where it would have the middle and elementary schools just across the street, with high school just 4 blocks away. This, alone would work great, but it also has Science Works, Growers' Market, bike/pedestrian path and majestic views, and a 2-3 block walk to Campus Core. Feeder streets to choice of arterial streets give access by automobile or bicycle for needs based travel. This location also fits the bill on scale of architecture and population density to assure an easy fit with the neighborhood already there.

Amazingly (or not), the University does not even mention in the 2020 Master Plan their greatest need: **Student Family Housing** is always 100% full with a very long waiting list. Regular Student Housing (what's called for in the MP) is only about 80% full.

**Sustainability Village** is already partially happening on West Campus with the 8 year old ECOS Community Garden and Bike Library. The handful of 9 houses just north of the garden and south of Henry Street could easily transition to become a research experiment zone for the Environmental Science Department in conjunction with ECOS and the Housing Department, if not others, also.

**Leading edge** environmental science isn't just about saving the environment 'out there,' global climate change, and studying our natural heritage, but also, out of necessity, will swiftly evolve into how do we retrofit and upgrade our habitation environs so that we may more successfully negotiate the 'long emergency.' This not only just includes our homes, but our homes will become ever more critical to adopt sustainability practices for. This knowledge and systems of accomplishment are what an exponentially increasing number of green jobs are indicating as already becoming a megatrend.

**The University** can be at the forefront of finding whole system solutions in this emerging industry and export such out into the community around, and beyond, with outreach projects funded by public entities that will bare future financial fruit. An Agricultural Experimental Station is an example of a related concept. This would be a "Retro" Greening Experimental Station, to "sustainably" upfit the majority of our housing, not just the current primary focus on new construction, which constitutes only a small fraction of our housing base. Plus the related food factor, alternative energy generation aspects, and the social networks of small communities, can create quite an impressive interdisciplinary endeavor.

We are hoping Commissioners will appreciate the win-win-win aspects of this "Garden & Neighborhood Plan," and help guide the SOU 2020 Master Plan accordingly. Thank you for your consideration.

# Constraints: (Zone Clashes) with “Faculty Village” on West Campus

Condo scale and population density clashes with older neighborhood.

## Building a Legend

Medium Density Residential



Somewhat Compatible



Clash Zone



Single Family Residential



S O University



Glenwood Park



Viewshed Negatively Impacted



Our Neighborhood “zones” will be negatively impacted by larger scale architecture and population density.

City and Comprehensive Plan Zones for density Clash. More sensitivity needed.

Park and Neighborhood's Viewscape is changed from Mountains and 50's single level Single Family Homes to 2 or 3 Story Blocks of Condos.

Breezescape is also impacted, altering public and private micro-ecosystems.

Current Neighborhood life will be changed forever, not for better, if Condos arrive.

Move “faculty village” to it’s perfect

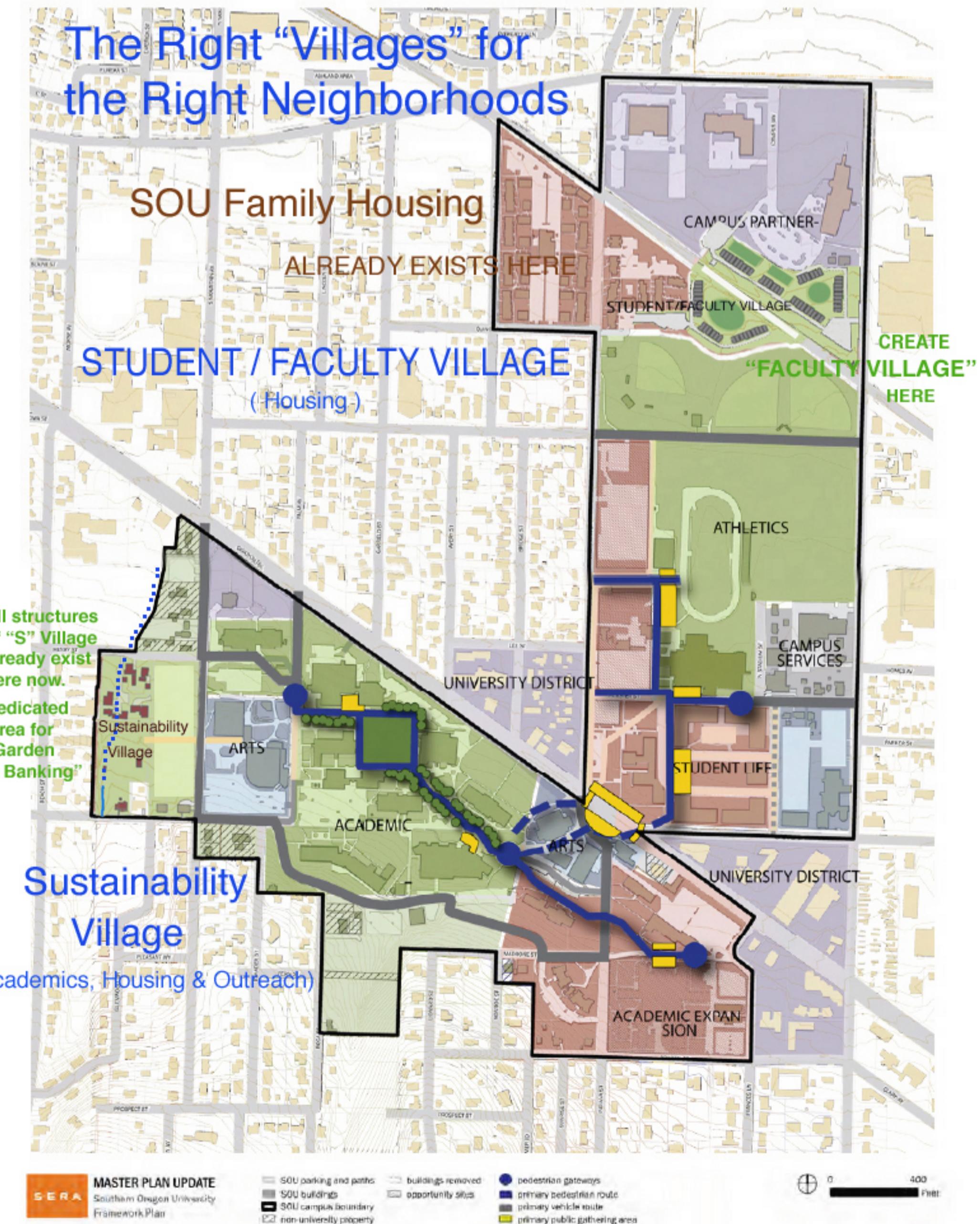
location on North Campus, w/ **amenities there**: middle and elementary schools across street with highschool 4 blocks away; family housing near by (kid intertie); bike/walk path, Science Works, Grower's Mkt.; feeder streets for choice of arterial streets; playing fields & excellent views, all in accord with scale and population density.



Create “Sustainability Village” : the ECOS/EnviroStudies “retro” greening project & garden.

## MASTER PLAN

Figure 9. Framework Diagram



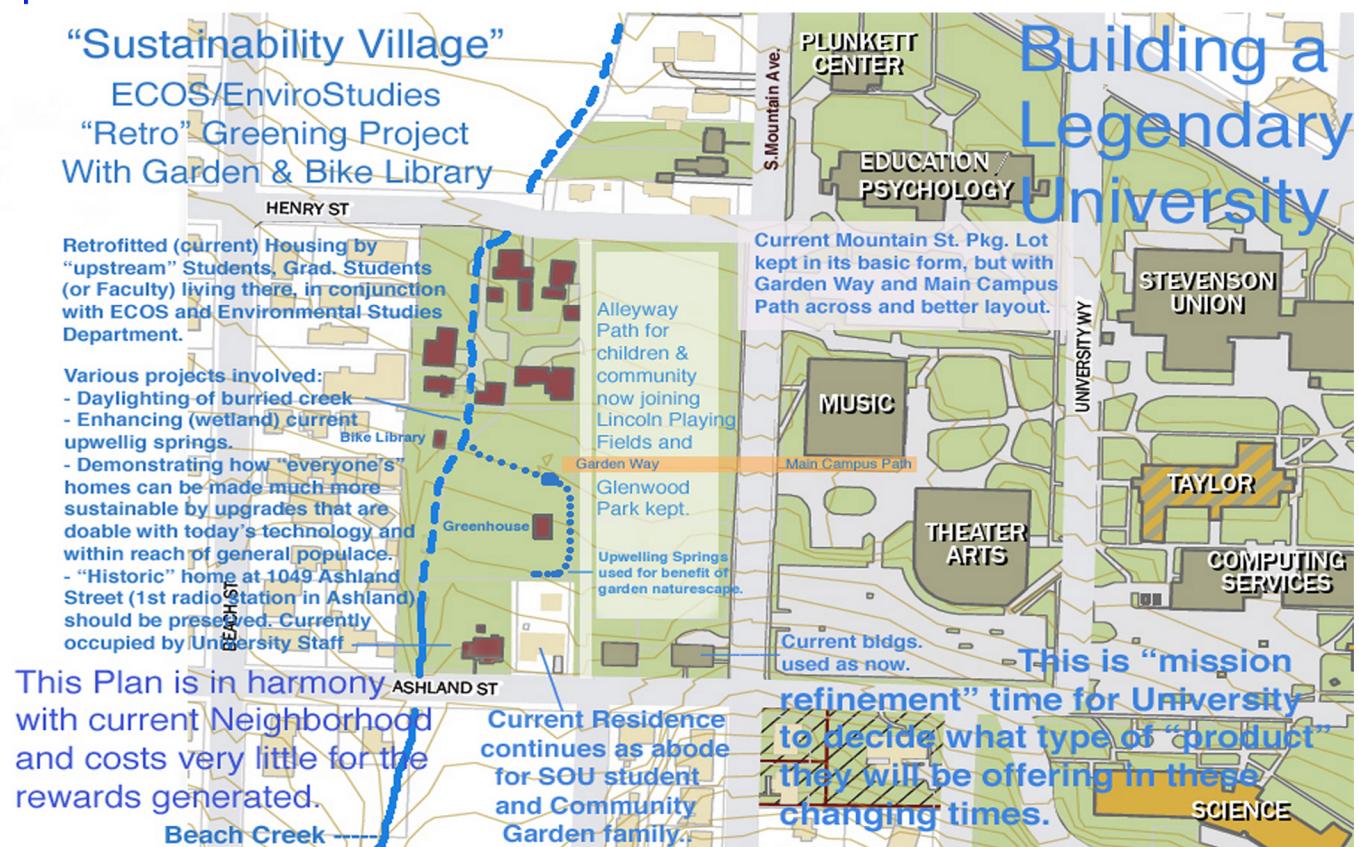
# Community Garden & Glenwood Park Neighborhood “working groups” say:

“Right Village for the Right Neighborhood!”

We believe that this plan is a match for the two neighborhoods here shown. The architectural scale and population density for each is appropriate and in accord with what exists at each site now.

Feedback from many students, area residents, and Glenwood Park neighbors have contributed to the formation of this “right villages for the right neighborhoods” plan.

Info, feedback, or comment for this concept thru: 2020Plan@mind.net



Sustainability Village is already partially happening on West Campus with the 8 year old ECOS Community Garden and Bike Library. The 9 or so houses just north of the garden and south of Henry Street could easily become a research experimental zone for the Environmental Science Department in conjunction with ECOS and the Housing Department, if not others, also.

The University can be at the forefront of finding whole system solutions in the emerging “green” industry and export such out into the community around, and beyond, with outreach projects funded by public entities that will bare future financial fruit. An Agricultural Experimental Station is an example of a related concept. This would be a “Retro” Greening Experimental Station, to ‘sustainably’ upfit the majority of our housing, not just the current primary focus on new construction. The related food factor, alternative energy generation aspects, and the social networks of small communities, will create quite an impressive interdisciplinary endeavor.

**Bill Molnar - Ashland Street condo**

JUL - 8 2009

**From:** "Jean Taylor" <734jeant@charter.net>  
**To:** <"Undisclosed-Recipient;"@madrone.ashlandfiber.net>  
**Date:** 7/8/2009 9:42 AM  
**Subject:** Ashland Street condo

City of Ashland  
Community Development

Hello,

I would like to respectfully register my opinion re: the Ashland Street Condo proposal.

I strongly OPPOSE this development. Ashland Street has very few, if any, multi-family homes and I feel that this plan does not support the current nature of the neighborhood.

It would put inappropriate strain on the facilities of Glenwood Park and add to the current congestion already experienced in the neighborhood when the university is in session.

Please vote **AGAINST** this part of the proposed SOU 2020 Master Plan.

Thank you for your consideration.

Sincerely,

Jean Taylor  
734 Glenwood Drive

RECEIVED

**Brent Thompson****MAY 18 2009**

**From:** "Brent Thompson" <brenttho@mind.net>  
**To:** <administrator@serapdx.com>  
**Sent:** Saturday, May 16, 2009 9:06 AM  
**Subject:** Forward to Eric Ridenour- RE Sou

**City of Ashland**  
**Community Development**

To President Mary Cullinan and Eric Ridenour of SERA,

I recently (April 16) at the Ashland Transportation Commission meeting saw preliminary plans for the Southern Oregon University master plan update, and I want to offer the following.

For decades SOU acquired additional land for future expansion. Thus, the campus has sprawled. That in turn contributes to sprawl pressures on the city. Likely because of having so much space, buildings built for the University such as the Schneider Art Museum, and for other entities such as the National Guard Armory, the Forensics Laboratory and for the Natural History Museum have tended to be one story which, of course, is a waste of land. Some ~~lower buildings~~ might be two or three stories but ~~the profile of the campus is generally low~~.

Any additional buildings should be at least three and one half stories. The permitted height on the university campus is 55 feet.

The idea of using land and other resources frugally should be carried over to any project on any of the various State University campuses. It should be in the respective construction/ expansion University Mission Statements

Three years ago the City of Ashland paid \$25,000 for a study of rent rates to be completed. The study which is available from the City of from its website actually showed, contrary to the wishes of some City Counselors, that rental rates for housing in Ashland were not high relative to construction costs and property costs in Ashland and elsewhere. But that is not to say that housing should not be built on campus, but planners should recognize that Ashland housing was not considered expensive according to the consultants. One of the problems is that young students often don't yet have the work, credit, or life experience for them to compete with others for the best housing. And often they don't yet know how to present themselves as prospective responsible residents. **Assistance or counseling for students about how to find housing might be more cost effective than building new housing.**

Regarding housing on or near campus, one unfortunate decision was that around 1999-2000 three or four houses were torn down or moved off campus from Mountain Street for more parking. The reasoning for this was undoubtedly that the houses were old and needed work, but I don't agree with this assessment. These houses could have been renovated and retained, but as a result of this decision, three or more faculty or staff members no longer could be housed across the street from campus. But there was room for a few more parked cars. This was a bad trade off, and one I hope will not be repeated.

Regarding parking lots, I believe areas above them ought to be used for housing or something. The idea to locate housing along Ashland St. aka Highway 66 is as good one, but locating housing along Walker Street near the Middle School will result in too many additional vehicle trips due to the distances from shopping and anything but the Middle school.

On the plans I hope I detected a sort of bicycle/ pedestrian thruway above Siskyou Blvd. from one side of the University to the other. The University should not be a barrier for those who want to commute thru SOU by skate board, bicycle, roller skates or on foot. The campus should be inviting to the general public. A convenient pathway thru campus will help meet that goal. And any security concerns can be met with surveillance cameras, an

unfortunate but necessary feature of many public spaces..

One further thought is that no large grassy areas that are used for or could be used for sports and recreation should be developed. The University should be able to deal with future space needs by going up and not out, and again relevant mission statements hopefully will include wording about the desirability of using land and other resources thrifitly in future construction/ expansion projects.

I sit on the Transportation Commission and part of our concern is to advise of ways to reduce vehicle trip by promoting alternative forms of transportation to the automobile. I hope some of these thoughts might help achieve that.

Thank you.



Brent Thompson

Former Ashland Planning Commissioner and City Counselor

cc Ms Wiewel

Ashland Planning Commission *City Council*

Larry Blake

**CROMAN MILL DISTRICT**  
**Minority Report**

**CROMAN MILL DISTRICT PLAN**  
**Planning Commission Minority Opinion and Report**  
March, 2010

This is a report on views expressed at the Planning Commission which would support a recommendation against proceeding with the Croman Mill District Plan as written. They are not primarily in contradiction to any of the details which formed the work of the commission over the last year. We believe that all the commissioners worked hard to hone the details of the plan that were put up for discussion by staff. Although only the two undersigned commissioners ultimately voted against recommending the plan, many of the ideas expressed here were brought forward or supported by other commissioners during the course of discussion. These ideas were, of course, never put to a vote. Commissioner Dawkins expressed his frustration during the final deliberation thus, "The approach expressed by this Plan had the full support of staff time, experience and resources in its preparation, whereas the alternative had nothing to support its development."

We respectfully submit the following ideas, suggestions and concerns for the City Council's consideration.

**1) Croman Mill District Plan (CMDP) Goals and Principles were not met.**

The Croman Mill Plan provides a list of community issues and objectives gathered through the public input process as goals and principles but, in our opinion, does not adequately address them. See Addendum 1, Evaluation of Goals Objectives and Principles.

**2) The CMDP is inconsistent with the 2007 EOA.**

The Croman Mill Plan is not consistent with the recommendations of the 2007 Economic Opportunities Analysis nor with work-in-progress of the Economic Development Committee

a) The uses and standards of the CMDP are predicated on a goal of having businesses with over 100 employees and high per acre densities. Based on statistics for current employment densities in Ashland contained in the 2007 EOA, we believe that the employment density targets are not realistic, the likely result of which will be lack of clarity in specific land use applications, requests for variances and an undue burden placed on applicants, staff and commission in interpreting the ordinance on a case by case basis.

b) We are concerned about the lack of an overall plan that identifies locations for all economic needs throughout the City as recommended in the 2007 EOA, and believe proceeding on this one area without an overall plan is not wise. Areas of specific concern include competition with downtown land uses and insufficient land for "edge of town" activities requiring outdoor operations and larger parcels with less onerous development standards.

c) The 2007 EOA recommends that the site be retained for "industrial" use, whereas the staff reports have stated that the EOA recommends the Croman Mill Site be developed for "employment". We believe this is a significant difference in identifying community land use needs.

**3) The CMDP should not precede the Economic Development Plan.**

As there is currently an overall Economic Development Plan in the works, we believe the City should put the Croman Mill Plan on hold until the Economic Development Plan has been completed, and re-examine it at that time for its role in achieving the goals of the adopted Economic Development Plan.

a) We believe that the high level of design standards and employment density will make it very difficult for local business start-ups and expansions to be able to afford to locate there. Providing for local businesses is one of the CMDP's original principles and appears to be a primary goal of the Economic Development Committee currently in session.

b) In reviewing the work in progress of the Economic Development Committee, a completed CM Plan is listed as a strength by technical advisors. However based on conversation with Adam Hanks, these advisors think having developable land ready to use is a plus, but have no knowledge of the details, purposes or standards in the actual plan.

**4) The CMDP is not integrated with city-wide transportation and land use.**

A plan of this importance should be integrated with an overall plan for transportation, distribution of land use and vision for the city as a whole.

a) We are concerned with the lack of land that will be available for uses such as recycling, lumber yards and other large messy activities that should be located near the edge of town. We believe this is the natural location for such activities when looking at the City as a whole. The Washington Street area is now being referenced by staff as the location for these edge of town activities, yet has highly problematic transportation access.

b) The current Plan is not truly a multi-use node as proposed in City goals and Transportation Plan issues. A multi-use node concentrates housing, employment, retail and services into an area not more than 1/2 mile across for convenient pedestrian transportation.

c) The plan is glaringly incomplete in relation to the Tolman Creek - Signature Street connection and the Tolman Creek - Ashland Street connections. Fundamental flaws have been identified and last minute changes have been made which seem to throw out the basic original design on which the Plan was based, and may or may not address the range of problems which have arisen. The Transportation Study which will show how much density can be accommodated without the Signature Street was not completed by the time of the Planning Commission decision. Many local landowners whose property is crossed by the proposed Signature Street protested their treatment when we finally held our public hearing. Experienced professionals have pointed out difficulties with the creek crossing, the relation of the turns to existing driveways, and the taking of private property. The current state of the street design present significant problems with the public process.

d) We are concerned that the City will once again fast track a development plan without adequately preparing for the road connections, as can be seen in the isolated North Mountain Plan and the developments in the Clay Street area.

**5) The CMDP has insufficient planning for annexable lands.**

The “Annexable” portion of the site outside the city boundaries was specifically excluded during the original public process and should not have its underlying zoning changed in the manner proposed by the Plan. Currently this area provides significant benefits for wetland conservation, urban agriculture and affordable housing. Staff has said that the Plan is “only” a holding pattern pending actual application for annexation, however the new zoning and specific areas indicated on the map will be used as the basis for any future application. Planning Commission did not examine this part of the property in detail. Hundreds of people who were involved in the original charrettes hold the assumption that this area is not included in the Plan. Therefore we suggest that even if this area has its underlying zoning designation changed, that specific areas of conservation or mixed use not be indicated on it.

**6) The CMDP places a burden on the whole community for Tier 2 Power Needs.**

Energy use by the future development has not been analyzed, and the cost to the community ignored. As the City is already discussing how to meet the increased costs of Tier 2 power, we should be considering the costs that will be born by the whole community for increased demand caused by the project. If adopted, the CMDP should require the development to be Net Zero Energy, meaning buildings would be required to produce as much renewable energy on site as their projected use. This may sound like an onerous requirement, but research shows that it should be attainable with a reasonable “pay-back” period. Discussion is already occurring at both the local and regional level about meeting future energy needs through conservation and on-site renewable energy. We should include standards that mandate this approach in the CMDP.

**7) CMDP does not aggressively manage growth.**

The effects of an additional 2,000 - 3,000 jobs on the overall growth of the city’s population have not been analyzed. The City Council’s vision of the future includes the statement “aggressively manage growth.” We believe we should start that proactive response here with an analysis of the pressures on existing housing and increased housing development that will be created through this employment expansion and the services needed to support it.

**8) CMDP will need community funding.**

Although staff has made it clear that discussion of ways to fund the project such as Urban Renewal or Enterprise Zones are not within the purview of the Planning Commission, we are concerned that adoption of this Plan will create an obligation for City funding that has not been adequately considered or agreed upon. Creating a large body of new expensive standards will compel a sense of responsibility to provide financial support to their achievement. The City has already spent enormous funds on staff time in support of this Plan which essentially benefits a single landowner, and is likely to consider it “too big to fail”. A great deal of additional time will be required to create a parking plan, figure out where and how the street will actually go, apply for grants and investigate and create financial mechanisms to support the infrastructure. If an Urban Renewal District is formed, the community will further finance the project through paying for the area’s services while their own service fees are used to pay for their infrastructure.

**9) It is unknown whether the CMDP density will support the cost of infrastructure.**

The high density urban vision laid out by consultants is reputedly necessary to support the infrastructure required by the project, yet the progress of the plan has been to reduce these ideas to ones more consistent with current city standards. Heights have been reduced and density has become a goal not a requirement. Incentives to vertical growth are not well established. The coming traffic study will likely place further limits on the allowable amount of density. We have not analyzed the economic viability of the planned infrastructure without the proposed density. This analysis should be completed and should support this approach<sup>4</sup> before approval of the plan.

**10) Confusion in Relationship Between Commission and Council.**

The commissioners wish to draw Council's attention to problems in the working relationship between the two bodies. The Planning Commission worked for numerous sessions and many hours of consideration on the CMDP before having a closely split vote when sending a recommendation to proceed to the Council. The Council discussed the CMDP for about 10 minutes when they decided to move forward with the Plan. Issues raised by the dissenting Planning Commissioners were not mentioned during this discussion.

Following Council's vote, it was represented to the Planning Commission that the Council had already adopted all the general assumptions of the CMDP, and our only job was to iron out some details about the wording of the design standards and specific uses. Private conversations between some Planning Commissioners and some Councilors revealed that not all Councilors shared this view of their decision. In general, the lack of significant discussion on the record by the Council created doubt and confusion about their intent and what issues were still under discussion. Furthermore, minority commissioners got the impression that their concerns were never represented, discussed or considered by members of the Council.

**11) The CMDP had poor public process.**

Significant inadequacies in the public process have occurred in relation to the Croman Mill Plan.

a) It is our observation that the Crandall Arambula consultants had a preconceived plan by the time of the first public meeting, and proceeded with leading questions, limited responses to input and a process designed to confirm support of that plan.

b) Large pieces of property that were excluded from the original public discussions are now included in the rezoning. This is unfair and perceived as illegitimate by those concerned.

- i) As discussed above, the annexable portion was excluded from discussion during the public charrettes. Crandall Arambula said publicly that the annexable section of land was not part of the CMDP. No targetted attempt has been made to include stakeholders in the change.
- ii) A large parcel on Mistletoe was only included in the rezoning in 2010. Although the Planning Commission has recommended that the property not be included in the CMDP, it has placed additional new requirements on that property alone.

c) All but one of the property owners in the area covered by the CMDP, other than the owners of the Croman Mill site itself, have expressed disapproval of the Plan. Key stakeholders for the street development have stated their complete opposition. These property owners consider the CMP to be a “down zoning” of their property. Since their property has had its actual zoning changed, this is not just a case of NIMBY.

d) Having a well conceived and widely appreciated route for the new signature street seemed for long the one good thing about this Plan. Recent testimony challenges that notion and the City Staff has drawn an alternative route, commissioned a traffic study for a different or interim route, discussed the possibility that the area will be permanently served by a lesser street from Tolman Creek Road, and the general feeling is that the Signature Street is unlikely to be built as conceived. This change from the Plan that was put through the public process should be the last straw and lead to rejection of the CMDP.

e) The CMDP public process was lacking in citizen support and trust building. I refer you to the feature article in the winter 2010 issue of the Planning Commissioners Journal, *Building Your Planning Process from the Ground Up*, which clearly shows the many things that should be done, and which we have failed to do, in an effective large scale planning process. Most importantly, they point out that, “It is tempting to use the public process as a means to obtain political cover for a pre-ordained planning agenda, rather than as a forum for open decision making. This is ultimately self-defeating because it erodes community trust.”

Respectfully Submitted,

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Commissioner Melanie Mindlin

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Commissioner Michael Dawkins

## **ADDENDUM 1** **GOALS, OBJECTIVES AND PRINCIPLES**

As stated above in Item #1, the Croman Mill District Plan provides a list of community issues and objectives gathered through the public input process as goals and principles but, in our opinion, does not successfully address these issues.

On the City's website the Project Goals are listed as:

- Maximizing opportunities for business development and employment growth.**

Evaluation: The standards restrict development to certain categories which discriminate against smaller businesses and those with lower capitalization (like local business start-ups and expansions). Local property owners have expressed strong belief that the Plan will be a detriment to the development of businesses in the area. No business leaders have voiced support for the plan. (See #2 and #3, above.)

- Analyzing transportation connections from within the area to the city wide transportation system.**

Evaluation: In the last few meetings, both the connection to Tolman Creek and the route of the signature street have been questioned and possibly abandoned. Issues about the connection to Ashland Street and the freeway have not been addressed. An actionable analysis has not been achieved. (See #4 ©, above.)

- Determining appropriate land uses for the area.**

Evaluation: We believe that singling out land uses for this area without a citywide economic and land use plan cannot be successful at determining appropriate choices. (See #2(b) and #4(a), above.)

- Identifying development scenarios to address potential on-site clean up.**

Evaluation: We have heard nothing about this, and commissioners have been discouraged from considering the potential challenges.

- Creation of a comprehensive parking management plan.**

Evaluation: A comprehensive parking management plan has not been created, and has been put off to a later time. After the CMDP is adopted, there will then be little opportunity to integrate related concerns into the Plan. The parking management plan is primarily an intent to build an expensive parking structure. The economic feasibility of this plan has not been analyzed, and the final recommendation releases developers from participation if they build before it is created. To achieve the status of a transit node, the parking plan should be based on public transportation. (See #4(b), #8 and #9, above.)

- Incorporating sustainable and energy efficient development practices**

Evaluation: This objective has not been achieved. Standards for energy efficiency have not been addressed. Green street standards have been discussed but not completed. Significant questions

have been raised, but not answered, about best use water practices. An alternate proposal for re-orienting streets for better solar access has been proposed, but not incorporated. The final recommendation makes the sustainability portions of the CMP as guidelines, not requirements.

\* \* \* \*

In the Plan submitted by Crandall Arambula, we draw your attention to these “Principles” in particular, which we believe were not adequately addressed:

- **Create parcels with the flexibility to support local new and small business, existing business expansion and large employers.**

Evaluation: This “principle” has not been applied to the CMDP. Staff has told commission that only employers with over 100 employees are wanted for this development and that the Standards are designed to accomplish that goal. This large employer principle was a given in all work on Uses and Standards.

- **Consider a range of housing options.**

Evaluation: We have only 2nd story housing over businesses. As this housing is part of the zoning, there is no affordable housing required.

- **Do not create uses that compete with downtown.**

Evaluation: This issue has not been analyzed, and the lack of city-wide planning for land uses is a major failure of the CMDP.

# Building Your Planning Process From the Ground Up

by Joel Russell

It's time for the final public hearing on a zoning revision or comprehensive plan amendment that the planning commission has been working on for over a year. Through a multitude of sparsely attended community meetings, participants have discussed the ins and outs of different planning recommendations, reviewing colored maps and charts and pages upon pages of text. Suddenly, seemingly out of nowhere, massive opposition erupts as rumors spread around town about what they are about to do to us.

Why does this happen, and what can be done about it? The art of public participation has been extensively described in planning publications, and much has been written about the techniques of participation, such as written surveys, public workshops, multi-day charrettes, citizen advisory committees, and other techniques designed to elicit public input. These are all useful tools, but unless they successfully engage the community, they will fall short of their goals.

This article describes and illustrates some of the key ingredients in a successful planning process that builds "from the ground up." Good planning is neither strictly top-down nor bottom-up. Rather, it requires effective management at the top to excite the imagination and interest of the community at large, along with a genuine openness to citizens' concerns and suggestions.

When solutions are "pre-cooked" and then pushed through an approval process using *public relations* rather than *public engagement*, they usually fail. Problem definition and solution must emerge through a well-managed public process that involves people in a meaningful way. This is not easy to do. The secret, if there is one, is to directly engage citizens at a heart-felt level on matters in

which they and their families have a stake, using language that they can readily understand. While this is no guarantee of success it certainly improves the odds of a good outcome.

**TRUST IS THE SINGLE MOST IMPORTANT ACHIEVEMENT IN ANY PLANNING PROCESS; IT IS A PRECONDITION FOR SUCCESSFUL ACTION.**

A structured, open process is at the core of the "Keep Farming"® program developed by the Glynwood Center, a non-profit located in New York's Hudson Valley.  See page 4. Keep Farming has helped several area communities develop and run successful planning efforts. This article describes eight of the key elements of the program's approach, with examples from one of the involved communities, the Town of Chatham, New York.

## 1. Have a Clear Purpose in Mind

Unless planning engages people, it will not accomplish much beyond the production of the proverbial "plan on a shelf." Planning processes driven by a state mandate or a vague notion that "we need a plan" are usually less effective than those that focus on issues of most importance to members of the community.

When a planning process is driven by a strong sense of purpose and is well-managed, broader connections will also gradually become apparent, and the process will itself become more comprehensive. For example, while a planning effort may initially focus on how to preserve farmland, those involved may come to see how preserving farms ties together with the need for economic

development, the need to protect environmental resources, and the need for housing for people involved in farming – a panoply of issues not usually considered to be agricultural start to be seen as interconnected and important.

Put differently, a strong purpose that excites people can become the "entry point" that gets the whole community involved and motivated to engage in a much more comprehensive process as the connections between issues become apparent. This can more effectively mobilize the community than the conventional approach which focuses on breaking the process into discrete planning categories such as housing, economic development, transportation, education, energy, and environment, and developing separate plan elements for each.

While a focus on "functional" plan elements seems a logical way to proceed, it often dilutes citizen interest in the process. It also may result in misallocating resources to material that has little interest to most citizens, while neglecting the more important task of tailoring the plan to the community's deeply felt needs.

If necessary or required by law, a plan can always be restructured to fit the conventional "elements." But as a matter of process, preparing compartmentalized functional plans is not usually a way to excite people about planning.

The resonant entry point issue will vary from one place to another. While in exurban areas of the Hudson Valley it has often been agriculture, in other communities it may be economic development and jobs, urban design and historic preservation, affordable housing, sustainability, energy-efficiency, or transit-oriented development. The key question to ask is "what are people most concerned and excited about?"

*continued on page 5*



The Town of Chatham, New York (population 4,200), is an exurban community about 30 miles southeast of Albany. It is facing strong development pressures. Over one-quarter of Chatham's 33,500 acres is in agricultural use. Two-thirds of the town's active farmland, about 5,000 acres, is used for commodity dairy farming, a sector particularly at risk. Other types of farming include beef, horse, sheep, alpaca, goat, produce, and mixed-production farms.

With its comprehensive plan over 30 years old, and facing increased development, town officials decided to update the plan. But the town struggled for 18 months on efforts to revise the plan before deciding to work with the Glynwood Center's Keep Farming program. By focusing on farmland protection, the program resonated with the strong desire of many residents to sustain an agricultural base in order to maintain the town's rural character. Town officials felt that the Keep Farming program would raise awareness of the importance of agriculture in maintaining this rural identity and would inspire the kind of dedication needed to move from talk to action.

## 2. Strike a Chord that Excites People

Let's face it, planning issues as conventionally presented to the public are often just plain boring. Charts and statistics, along with generic lists of goals, objectives, strategies, actions, and metrics do not engage people's passions. To succeed, a planning process must be tied to something people really care about, expressed in terms they understand (e.g., jobs, teachers, major developments, farmland). Basing a community planning process on what people *want* rather than what they *fear* can create a more constructive climate in which to plan.



In the Chatham Keep Farming program, the chord that really excited people was the economic importance of agriculture in the community and the opportunity to connect to local food. As the local volunteer coordinator of the Chatham Keep Farming program said, "It's when people find out what farms and farmers mean to the local economy that they really start to pay attention."

The concept of an interwoven food system was new to many residents. It transformed the way they saw farming and land. Keep Farming helped them see how agriculture, food, and many seemingly unrelated businesses and activities were interconnected in one economic web, and brought out the central role agriculture played in their economy.

During the planning process people also found that the changing ownership patterns of land could threaten their access to local food and the viability of farming. Research during the planning process showed that 60 percent of the land being farmed was owned by non-farmer landowners. Town residents had not previously realized this. Neither the farmers nor their neighbors wanted to see this farmland leave active production. But the issue was framed in a positive way: "how can we actively work together to keep local farming viable?"

### 3. Provide Leadership for Effective Action

Community leadership is a key ingredient of success. If a project is to move beyond meetings of a group of well-intentioned people, leadership is needed to spur action. But true leadership is not about control, it is about inspiration, empowerment, openness, and effective management.

The community's political leadership needs to endorse and back the planning process, but not try to control it or its outcome. Otherwise, there will usually be pushback and ultimate failure. When local officials stand back and entrust leadership roles to others with credibility in the community, the result is often more broadly supported (more on this in point 8). It's worth noting here that a good outside consultant can help to structure a process that empowers the local community to take effective action and to help a group of dedicated residents take a leadership role in the planning process (more about consultants in point 6).



Chatham's Town Supervisor (the equivalent of a mayor) "blessed" the Keep Farming planning process and then appointed a Town Council member to serve as a liaison to the program. A local volunteer leader then carried the ball. This individual (who happened to be a management consultant specializing in organizational behavior) understood the importance of having farmers involved and brought eight farm leaders onto the program steering committee. Participation by these farmers sent a message to other farmers that the program was important, and as a result many joined the steering committee and attended the community meetings. Other members of the steering committee

included four town officials (in addition to the Town Council liaison) a farm animal veterinarian, and a staff member of the Columbia Land Conservancy. The steering committee provided overall leadership to the program, actively promoted it in the community, attended significant community meetings, and made sure that its goals were fulfilled.

Throughout the process a Glynwood staff member provided training on organizing the community. She served as a resource to the community leader and to members of the steering committee, and helped to ensure that the process remained open and transparent.

### 4. Engage Local Talent and Culture

Communities that can afford staff and/or consultants often make the mistake of leaving most of the process up to these professionals, and do not draw upon the resources of the community itself. The more a plan or ordinance arises from the active participation and skillful contributions of local experts and ordinary citizens, the better it will be tailored to the community's needs.

The temptation to rely heavily upon paid outside consultants, who often use a cookie-cutter one-size-fits-all approach, should be resisted in favor of drawing upon the local talent pool wherever possible. Nevertheless, there are important, but clearly delineated, roles for staff and consultants to play. One role has already been noted (i.e., supporting local volunteers and the steering committee), others are discussed in point 6 below.



In Chatham, as already noted, it was critically important that local farmers were engaged in the planning process. The Keep Farming program actively involved farmers and others with a business or personal connection to farming as much as possible. They were the real experts on local conditions, crops/soils, markets, infrastructure, and what does and does not work on the land and in the marketplace. It also brought in others who were not directly involved in agriculture, but had a stake in it.

Others who were helpful in both supporting and facilitating the process included representatives of the area land trust (the Columbia Land Conservancy) and the USDA Natural Resources Conservation Service, as well as the Berkshire-Taconic Foundation (which also provided funding for

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Chatham's outreach brochures). Other local talent included business leaders and residents with expertise in media and communications.

The broad cross section of residents, farmers, and non-farmers involved with the Chatham project made it possible to have a conversation with a variety of stakeholders in which no single viewpoint dominated the discussions. As one resident put it, "the program made us more tolerant of each other's priorities."

## 5. Make Effective Use of Volunteers

If you are able to excite people, you will also attract volunteers. Your local volunteers, in turn, will get even more people excited and involved in the process. As a result, the plan's ultimate recommendations will have greater community buy-in. Too often, the opposite happens: a small number of insiders try to control a pre-conceived agenda, creating a vicious cycle in which the more people think that the result is predetermined, the fewer people get involved. In this case, the plan's recommendations are more likely to be one-sided and shot down when they go public.

It is important to manage volunteers well. If they spend too many hours spinning their wheels trying to figure out what to do, the process will run out of energy. This is where leadership and competent outside consulting or staff work can help enormously. If volunteers are given clearly delineated tasks that make sense to them, draw on their talents, and empower them to shape the outcome, they will feel valued, work hard, and produce good results.

In addition to the usual corps of adult volunteers found in every community, it helps to involve students of all ages, as they often have unique insights into their community. This also serves to train the next generation of citizens. An additional benefit is that by engaging students you may end up involving their parents (who represent a broad cross-section of the community).

Perhaps the most important benefit of using volunteers is that it changes perceptions that planning is a government process engaged in by "them." Rather,

the process is about citizens planning their future together in a way that strengthens the civic culture of the community.



In Chatham, the Keep Farming program put volunteers to work by giving them meaningful and clearly defined tasks, deadlines, and recognition for performance. In order to do this, Glynwood staff made sure that the volunteer efforts were well-managed, using a skilled local coordinator.

Glynwood staff also provided training for recruiting and organizing the volunteers, as well as written resource materials including a detailed Keep Farming workbook. The workbook clearly outlines a methodology for engaging residents on volunteer teams. These teams go into the community to gather data, talk to local farmers, and assess the overall value of agriculture to the local and regional economy, as well as its contribution to the community's food system, environment, and character.

Keep Farming seeks to ensure that participants do not waste their time with more committee meetings than necessary. Volunteers are given real work, especially research and fact-gathering about farming and the local economy. This not only provides invaluable information, it gives participants first-hand knowledge of the facts, breaks through conflicts based upon uninformed opinions, and connects people with others they might otherwise never get to know. As one farmer commented, "I cannot believe how hard the teams worked to gather the information in an effort to try and help the farmers." Another said, "Keep Farming showed that there are folks in our midst who are attempting to understand the issues we face."

## 6. Use Consultants Effectively

Except in the case of purely technical issues, it is a major mistake to turn a planning project over to a consultant in its entirety. Not only does this add tremendous cost, it also reduces the likelihood of community support.

Sometimes there are local experts who are qualified to be consultants. Such local talent can provide the best quality consulting work if the local expert is truly qualified, well-respected, and objective. Local experts know the community best and may have working relationships with key players. They will often work for discounted rates as a community service. It may be tempting to try to get such people to do the work as vol-

unteers, and most will volunteer up to a point. However, they will usually (and justifiably) balk at large assignments which would require them to forego other consulting projects which represent a substantial portion of their income.

Outside consultants can be critical to the success of a planning process if they are used to:

- Provide technical expertise that is not available in the community.
- Provide a recommended organizational structure and methodology for the project and its volunteers.
- Provide discrete tasks and help establish realistic timelines.
- Offer an outside perspective, neutrality, facilitation, and even mediation where necessary.
- Ensure that work is done in compliance with relevant laws, regulations, and grant requirements.



The Keep Farming program offers a form of outside consulting assistance that embodies the first four points bulleted above, empowering citizen volunteers to be more effective. In Chatham, Glynwood staff also connected residents working on the plan with their counterparts in the nearby towns. This provided valuable information, especially about drafting special state legislation to enable the Town to establish a "Community Preservation Fund" using a 2 percent real estate transfer fee for purchasing development rights.

Glynwood sometimes recommends bringing in outside technical experts at appropriate points when needed. For example, I was brought in as a consultant to conduct a training session about different land use strategies and how they might or might not work in Chatham. This helped to catalyze the work that resulted in the Community Preservation Fund legislation.

## 7. Build Trust and Work With Those Most Affected

Trust is the single most important achievement in any planning process; it is a precondition for successful action. Trust between people who had not known each other before, and between citizens and their leaders, is an essential element of successful democratic participation. All affected and interested citizens must be able to participate. This requires a significant effort to recruit

those who are habitually distrustful of government or who usually just do not get involved in community affairs.

Establishing trust also requires a truly open-ended participation process that does not seek to achieve any pre-conceived outcome. Sometimes it is difficult for planners to maintain this kind of open agenda, especially when their well-conceived plans have been muscled aside in the past by citizen protest or special interest lobbying. Building trust requires a leap of faith that a well-managed open process can produce a positive result and will not spin out of control. It is tempting to use the public process as a means to obtain political cover for a pre-ordained planning agenda, rather than as a forum for open decision making. This is ultimately self-defeating because it erodes community trust.

An open process, where the discussion is structured and disciplined but the outcome is not predetermined, can be used to build trust and solve any community problem more effectively. In addition, ideas that emerge through open processes are not only more likely to build trust and gain traction, they are often better ideas because they have been generated and tested by the "wisdom of the crowd."

The trust-building process has to break down the "silos" that divide people into different interest groups and factions. When offered the opportunity to sit on a committee with a particular subject matter, most people will pick the subject that interests them most and end up talking primarily to people who agree with them. It helps to mix people up. This, in turn, can lead to a more comprehensive view of problems and their solutions.



In Chatham, the Keep Farming program forged new connections between farmers and non-farmers that made possible breakthrough understanding and solutions to problems in the local agricultural economy and food system. One surprise was that different kinds of farmers – dairy, horse, beef, poultry, vegetable, fruit, and tree – didn't often talk to one another. So it became important not only to connect farmers with non-farmers, but also to connect farmers with each other.

The diversity of farming sectors began to be seen as a benefit to farmers as well as the community. As the largest dairy farmer in the community put it, "one thing Keep Farming did was help me get to know my neighbors and realize that other farmers have the same issues I do."

Another surprise was the emergence of agricultural economics as the most exciting feature of the project. This probably would not have surfaced without a truly open process in which the research on farming and economics was conducted by volunteer stakeholders rather than by an outside planning consultant.

By building trust within the framework of a well-structured open process, the volunteers working on Keep Farming were able to develop action agendas designed to address multiple issues, including protection of farmland, farm product marketing, water quality concerns, housing needs, and infrastructure demands.

## 8. Build Political Will and Support

Action requires political will. It does not require complete consensus, but there must be enough of a shared community vision to empower political leaders to take actions that are necessary to achieve community goals. Having an effective citizen-based planning process helps build the political will and community support needed to produce results. Political will that leads to successful action also requires follow-through and monitoring by a group charged with the task of making sure that the plan is implemented.



The Town of Chatham adopted the results and recommendations from the Keep Farming initiative as the agricultural section of the Chatham Comprehensive Plan, which ultimately came to have a more conventional structure based upon "plan elements." The Keep Farming recommendations now serve as an important part of the roadmap to the town's future. In order to ensure that these recommendations were carried out, the Town Board established the Chatham Agricultural Partnership (CAP) to oversee implementation. The CAP, with funding from the New York Department of Ag & Markets, recently completed a draft Chatham Farmland Protection Plan. This Plan builds upon the Keep Farming recommendations.

### SUMMING UP:

Keep Farming built trust among those who had not known or trusted one

another, using talented volunteers to gather information and engage in a civic project that built relationships while solving problems. Most importantly, it mobilized both political and citizen leaders to engage in an open, structured process designed to make wise collective decisions through listening, research, and action. In so doing, it has built democracy "from the ground up. ♦

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