

<u>Proposed Goal</u>	<u>Proposed by</u>	<u>Proposed Goal (cont'd)</u>	<u>Proposed by</u>	<u>"Core Services" goals</u>
Downtown vitality - street people, urban design, circulation, parking	Pam	Affordable housing. Evaluate funding and execution	Mike, John	Overhaul the City's procurement and contracting policies and processes.
Changes to F&B collection and expenditure	Pam	Evaluate how we do master plans	Mike	Increase the capacity of the Legal Department and HR Division in conjunction with organizational restructuring, including the rewriting of AMC 2.28 (the "organizing ordinance") and the conversion of the city recorder to an appointed position.
Stability of AFN	Pam, Greg	Make commissions and committees more effective	Mike	Increase the number of public safety personnel (sworn police and firefighters).
Climate change - current process and inherent infrastructure systems	Pam, Rich, Carol	Make the Council more effective	Mike	Adequately fund street maintenance and storm drain maintenance activities (including funding the pavement management program with food & beverage tax revenues).
Public health and safety - Additional reporting structures to determine effectiveness. Addtl ELEA for exit 14 area	Rich, Stef, John	Seek opportunities for all citizens to meet basic needs. Dedicated funding for HTF.	Carol	Build a new City Hall (and get a 21 st century phone system while we're at it).
Social service improvements	Rich, Mike, Greg	Prepare for natural and human made disasters	Carol	
Economic Development. Embrace emerging industries; improve retention, growth, business development	Rich, Greg, Stef	Update the comp plan	Carol	
Improve the effectiveness of communication and engagement	Rich, Carol	Urban tree policy	Carol	
Improve safety in the downtown area	Greg	Prompt paramedic response	Stef	
Maintain existing infrastructure and develop a plan for street repair	Greg, John	Infrastructure issues	Stef	
Look at the needs of the increasingly aging population	Stef	Earthquake preparedness including City Hall	Stef, John	
Fire Dept. Consolidation	John			

City Council Goals and Objectives

Approved November 4, 2014

Mission Statement

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

Please note:

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

Government

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

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

Organization

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

People

- 5. *Seek opportunities to enable all citizens to meet basic needs.***
 - 5.1 Examine means and methods by which to improve access to mental health services for Ashland citizens who need them.
 - 5.2 Support and promote, through policy, programs that make the City affordable to live in.
 - 5.2.a Pursue affordable housing opportunities, especially workforce housing. Identify specific incentives for developers to build more affordable housing.
 - Adjust infill strategies in order to promote housing development along major transportation corridors.
 - Complete five-year update of City of Ashland Consolidated Plan as a participant in the Community Development Block Grant Program.
 - Evaluate the effectiveness of past and new regulatory reforms enacted to address barriers to affordable housing.
 - 5.3 Leverage partnerships with non-profit and private entities to build social equity programming.
 - 5.4 Encourage the ongoing effectiveness of the Resource Center.
- 6. *Develop supports to enable citizens to age in Ashland.***

- 6.1 Support and augment existing programs.
 - 6.2 Provide links to local non-profit support organizations on City web site.
 - 6.3 With Parks Commission, explore expansion of the Senior Center and senior services.
7. ***Keep Ashland a family-friendly community.***
- 7.1 Support educational and enrichment programs in the community.
 - 7.2 Provide City promotion and marketing of family-oriented events.
 - 7.3 Support land-use plans and policies that encourage family-friendly neighborhoods.
 - Draft pocket neighborhood code that allows for the construction of small scale, cottage housing projects.

Environment

8. *Protect the integrity and safety of the watershed.*

- 8.1 Implement and maintain the Ashland Forest Resiliency project.
 - Complete first phase of work on the current 7,600 acre footprint by end of 2017.
 - If weather allows, complete at least 150 acres of prescribed burning in spring of 2015 and 200 acres in 2016.
 - Support implementation of the Ashland Forest All-lands Restoration (AFAR) project through staff time and commission support.
 - Seek funding for the completion of the project.
 - Continue to pursue the “Joint Chief’s Landscape Restoration Partnership” grant.
 - Maintain the public outreach component of the Ashland Forest Resiliency project to improve the public’s awareness of the importance of forest and watershed values.
- 8.2 Educate and engage the community in watershed stewardship.
 - 8.2.a Declare a “year of the watershed” and coordinate activities around it.
 - Continue community education and outreach as work progresses. Outreach will continue via the project and City websites, City Source, Facebook, community events, email, news media and education in schools.
 - Film and market the fourth AFR video describing the increased use of prescribed burning in the watershed by April 2015.
 - Forest Lands Commission will jointly staff public events with AFR project staff and continue to promote City forestlands as an example of successful wildfire mitigation and forest health maintenance. The commission will host at least one public event to get input on the Ashland Forest Plan update.
 - Complete the Ashland Forest Plan update in the 2016-2017 biennium, including public outreach and input
- 8.3 Maintain current Firewise communities and implement the Fire Adapted Communities model.
 - Through thinning and prescribed burning, complete at least 50 acres of fuels maintenance each year.
 - Work with the existing Firewise communities to maintain certification
 - Certify at least 10 new communities by June, 2015 and 2-3 each year after
 - Complete the re-write of the Community Wildfire Protection Plan

- 8.4 Complete the expansion of the city's wildfire hazard zone to accurately reflect risk.
- Update the Wildfire Hazard Zone ordinance to allow for Citywide application and schedule for Council consideration.
- 8.5 Fund the AFR & AIR programs.
- Seek City funding at \$175,000 per fiscal year to encourage outside investment and serve as a fund for maintaining vegetation as it grows back. City investment will yield at least 175 acres of vegetation treatments per year.
 - Actively seek outside funding to enable completion of the initial AFR footprint by the end of 2017.
 - Use experience and data collected on City forestlands and AFR itself to prioritize the most effective treatments for fiscal investment.
 - Funding permitting, continue to conduct AIR workshops highlighting emergency preparedness strategies for our citizens. Bring in subject matter experts on the various topics association with disaster risk management.
 - Continue to provide 72-hour kits to participants at a reduced cost.
- 8.6 Continue to engage state and federal representatives on the AFR project.
- Host tours and meetings as needed to update state and federal representatives on the need for AFR funding. Produce a report on AFR progress at least twice a year and distribute to state and federal representatives.
- 8.7 Weed abatement on County land within the UGB (exotic species).
- On City and Forest Service lands adjacent to the City limits and UGB, continue to proactively search for and manage exotic species populations.
 - Include a comprehensive list of invasive/exotic species in the Ashland Forest Plan update.

9. ***Enhance and expand natural and recreational resources.***

- 9.1 Work with the local bicycle community on enhancement of recreational opportunities.
- 9.2 Analyze and expand eco-tourism opportunities.
- 9.3 Support Mt. Ashland in diversifying eco-friendly recreational opportunities.
- 9.4 Support the local trails organizations and trail mapping.
- Work with Ashland Woodlands and Trails Association to upgrade and maintain the City's trail system.
 - Begin work on an update to the existing Trails Master Plan and include trails on City forestlands not addressed in the previous plan.
- 9.5 Examine and improve the process for obtaining permits for bicycle and road race events.

10. ***Support local micro-agriculture and food production.***

- 10.1 Design policies that allow and encourage micro-agriculture.
- 10.1.a. Encourage the development of community gardens, farmer's markets, truck gardens and infrastructure.
- Analyze land use ordinance and identify potential barriers that could discourage community gardens, farmer's markets and truck gardens and follow up with appropriate code reforms if necessary.

11. ***Prepare the community for natural and human-made disasters.***
 - 11.1 Address the seismic vulnerability of downtown.
 - Consider adoption of a seismic rehabilitation/retrofit ordinance.
 - 11.2 Develop a comprehensive, at-home disaster preparedness program for all citizens.
12. ***Update the Comprehensive Plan.***
 - Consider an update of the Housing Element of the Comprehensive Plan in order to incorporate background information and key findings of recent studies.
13. ***Develop and support land use and transportation policies to achieve sustainable development.***
 - 13.1 Create incentives and ordinances for energy-efficient buildings.
 - 13.2 ***Develop infill and compact urban form policies.***
 - Update infill strategy along major transportation corridors to promote housing and business development, as well as alternative transportation choices.
 - 13.3 ***Support alternative transportation choices.***
14. ***Encourage and/or develop public spaces that build community and promote interaction.***

Economy

15. ***Seek opportunities to diversify the economy in coordination with the Economic Development Strategy.***
 - 15.1 Support film industry growth.
 - 15.2 Evaluate barriers to business start up and expansion.
16. ***Nurture emerging new technologies.***
 - 16.1 Position ourselves as a location where high-tech businesses want to grow.
 - 16.2 Promote the e-commerce zone.
17. ***Market and further develop the Ashland Fiber Network.***
 - 17.1 Complete and implement the AFN business plan.
18. ***Diversify transportation and shipping options.***
 - 18.1 Strengthen the Ashland municipal airport as an enterprise.
 - Update the Airport Overlay code and approval process for hangar development.
 - 18.2 Develop and encourage alternative transportation options.
19. ***Ensure that commercial and industrial areas are available for development.***
 - 19.1 Examine Croman redevelopment plan.
 - 19.2 Evaluate the prospects for the redevelopment of the railroad property.
 - Engage the Regional Solutions Team to evaluate a plan and timeline for property clean-up.
 - 19.3 Use existing financial tools to support re-development.
 - 19.4 Create predictable pathways for development of employment land.
20. ***Embrace and plan ahead for emerging social trends that might impact the economy and vitality of the community.***

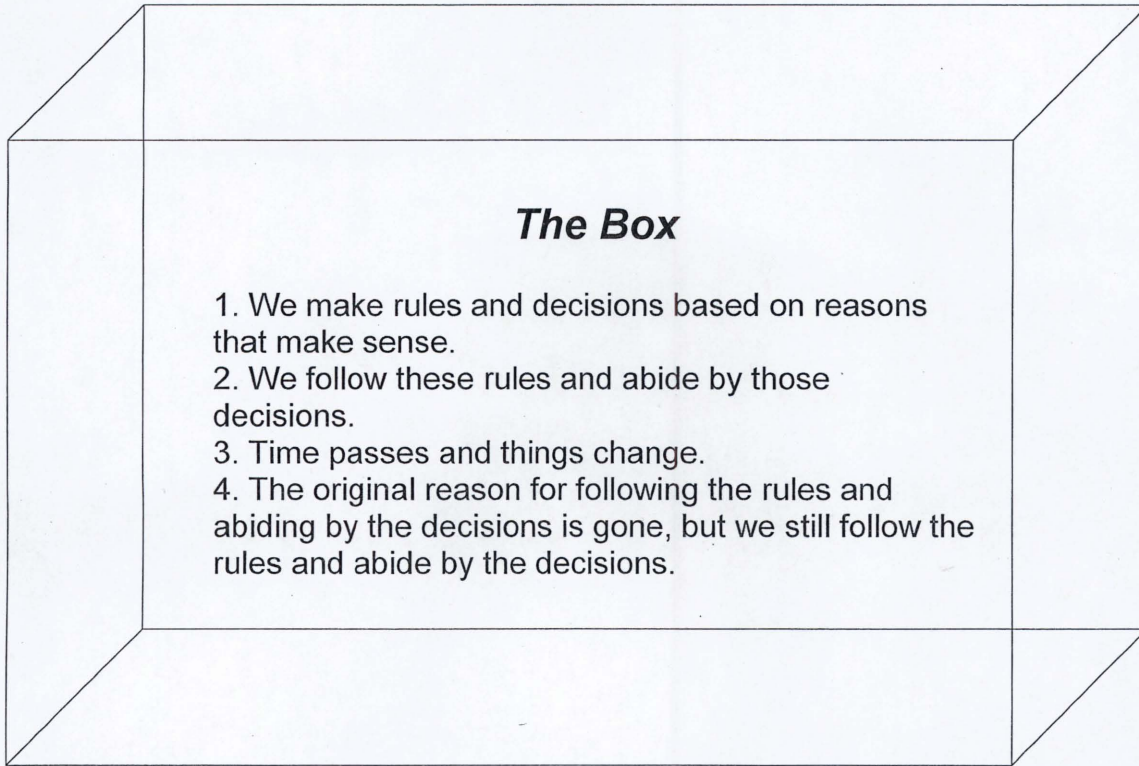
Energy and Infrastructure

21. ***Be proactive in using best practices in infrastructure management and modernization.***
 - 21.1 Complete downtown parking management and traffic circulation plan.

- 21.2 Expand public transportation options.
- 21.3 Re-examine and review master plans and SDCs on regular basis.
- 22. ***Prepare for the impact of climate change on the community.***
 - 22.1 Develop and implement a community climate change and energy plan.

Public Safety

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



The Box

1. We make rules and decisions based on reasons that make sense.
2. We follow these rules and abide by those decisions.
3. Time passes and things change.
4. The original reason for following the rules and abiding by the decisions is gone, but we still follow the rules and abide by the decisions.

Think outside the box.

