

**CITY OF ASHLAND  
SPECIAL CALLED BUSINESS MEETING  
MINUTES  
FEBRUARY 22, 2023**

**I. CALL TO ORDER**

Mayor Tonya Graham called the meeting to order at 5:30 p.m.

1. Land Acknowledgement

Councilor Hyatt read the land acknowledgement.

**II. PLEDGE OF ALLEGIANCE**

Councilor Hansen led the pledge of allegiance.

**III. ROLL CALL**

Mayor Graham, Councilor Hyatt, Kaplan, Hansen were present. Councilor DuQuenne was absent.

**IV. MAYOR'S ANNOUNCEMENTS**

1. State of the City Address:

Mayor Graham provided the state of the city address. Highlights are as follows:

There has been an increase in low-income housing within Ashland via permitting and funding. Water-sharing agreements with neighboring communities have been successfully negotiated and electric vehicles were added to the city's fleet.

The fire department has educated the community regarding fire safety and preventative burns were executed. Despite the fire department and police department being understaffed, they continually answered their numerous calls. The police department is actively engaged with the community and believes in social equity and racial justice.

There was a clean audit, the Human Resources department was rebuilt, and new employees were hired. IT updated the fiber network, and a new director was hired. Parks and Rec opened the renovated garden with over 2,000 attending. The Ashton senior center, Daniel Meyer pool, and ice rink have reopened post-pandemic. Despite a staffing shortage, the city has received over \$10 million in grants

for projects such as installing solar panels, improvements at the Brisco School, rehabilitating the taxiway at the airport, increasing homeless services, and more.

The volunteer spirit was described as being very alive in Ashland, specifically regarding wildfire assessments. The golden connection insulation was unveiled. Extreme weather shelters have been extended to include extreme heat and wildfire smoke.

In 2023, the city will focus on improving public safety, fire and police, streets, parks and recreation, water, electricity, and AFN.

Mayor Graham noted that there will be disagreements, but everyone is working to improve the city, and the city will work to position itself for more grants. Currently, the general fund is underfunded, and this will be addressed.

Mayor Graham thanked the city staff for their excellent work in challenging circumstances. She requested that citizens continue to help by supporting local businesses, helping neighbors, making students feel welcome, and other efforts. It was noted that this is a year of transformational change, which can be scary but will be essential to the future of Ashland.

## **V. SPECIAL PRESENTATIONS**

1. Travel Ashland Quarterly Report: Catherine Kato, with Travel Ashland, and Scott Melbourne, gave a presentation on travel in 2022. See presentation attached.

There was discussion regarding the visitor study and how people were enticed to Ashland. People in nearby areas, with minimal planning, family trips, wanderers, and destination trips were all considered. There was discussion on whether rental data is being skewed because locals are using rental services that are usually for tourists. There was discussion on how wine releases are a year-round draw for tourism.

Councilor Hyatt asked for information on racial diversity for tourism. Kato noted that there is an intent to increase the diversity of tourism and target a broader range of people. Councilor Hyatt also suggested how locals can actively be engaged in tourist events, such as the chocolate festival, in order to increase invitations to out-of-town friends. Kato also suggested that locals consider bringing national conferences to Ashland if they have these connections. Melbourne noted that the city has been carrying out impressive work to increase tourism.

2. Climate Friendly and Equitable Communities: Brandon Goldman, Interim Community Development Director, noted that the climate friendly and equitable communities rule-making program is a statewide program. The objective is to decrease greenhouse gases and promote equitable communities, especially communities that have historically been overlooked.

In 2007, Oregon adopted a goal to reduce state greenhouse gas emissions by 75% by 2050, however, Oregon is below the needed requirements to meet this goal. There have been significant wildfires, heat waves, and other environmental issues associated with climate change. Transportation is a large contributor to greenhouse gases in Oregon. Energy-saving measures for buildings are being implemented. Reducing parking and increasing housing density, are aligned with the initiative. Ashland has adopted the initiative and is working to increase sustainability. Reducing the need to drive is part of the initiative.

Derek Severson, Senior Planner presented the rule-making slides. See presentation attached.

The floor was opened for questions.

Councilor Kaplan noted the focus on residential density but expressed that there could be more focus on multi-use buildings. He also asked about developer interest in sustainable development, government support, etc.

There was discussion on the occupancy of buildings and demand. Allowing greater density should allow for mixed-use developments, especially with the demand and decrease in parking needs. A conversation followed regarding student housing and making it sustainable.

It was noted that codes need to be consistent for this program to work. Clear Creek being considered a CSA was discussed. Removing parking requirements allows developers to reduce the amount of land dedicated to parking lots.

Councilor Kaplan asked if the fire department ladders are able to reach above 45 feet. As building heights increase, it makes it harder to fight fires without additional equipment. The rule-making for population density is connected to the population of the city. Ashland has the potential for population growth that would change the

population density required. It was noted that it is likely that zoning changes will be needed for the city.

Paul Messina addressed the room. He noted that there are challenges with being climate-friendly, specifically that cobalt is needed for lithium batteries, and the dependence on this resource is putting the Democratic Republic of the Congo in a devastating situation.

## **VI. CITY MANAGER REPORT**

Joe Lessard had nothing to present.

## **VII. PUBLIC FORUM**

Linda Adams/Ashland noted that there have been many efforts to reduce vehicle miles traveled, making it safer to bike and walk. There has been much community support for these efforts, specifically for the Ashram Street and North Mountain Avenue bike lanes.

## **VIII. CONSENT AGENDA**

### **IX. PUBLIC HEARINGS**

### **X. UNFINISHED BUSINESS**

1. City Council Election: City officials are still working on this.

Councilor Kaplan provided insight into the process. There are currently 19 candidates, and there are only two positions. He suggested that current councilors select two candidates each, which would result in a maximum of eight candidates. Any candidate who has a majority would be appointed. However, if there is only one or no candidate selected in that round, there would be a second round with rank choice voting.

The two positions have different lengths of terms. There are challenges regarding candidate preference for roles, but this can be addressed throughout the process. Councilor Kaplan showed the various outcomes of the voting system.

### **XI. NEW BUSINESS—RESOLUTIONS AND CONTRACTS**

1. Council Meeting Calendar Adjustments Resolution: Mr. Lessard reviewed the calendar for meetings falling on a holiday Monday, which are to be

rescheduled. Part of the rescheduling will be based on necessity, i.e., if a meeting is not needed, it will be canceled.

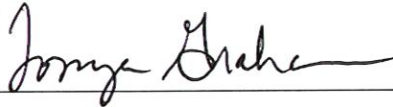
The Council requested changes to the municipal code to make the system simpler.

- XII. ORDINANCES**
- XIII. OTHER BUSINESS**
- XIV. ADJOURNMENT OF BUSINESS MEETING**

**Councilor Hyatt/Hansen m/s to adjourn the meeting at xx. Voice Vote: All Ayes.** The meeting adjourned at

Respectfully Submitted by:

  
City Recorder Alissa Kolodzinski

Attest:   
\_\_\_\_\_

Mayor Tonya Graham

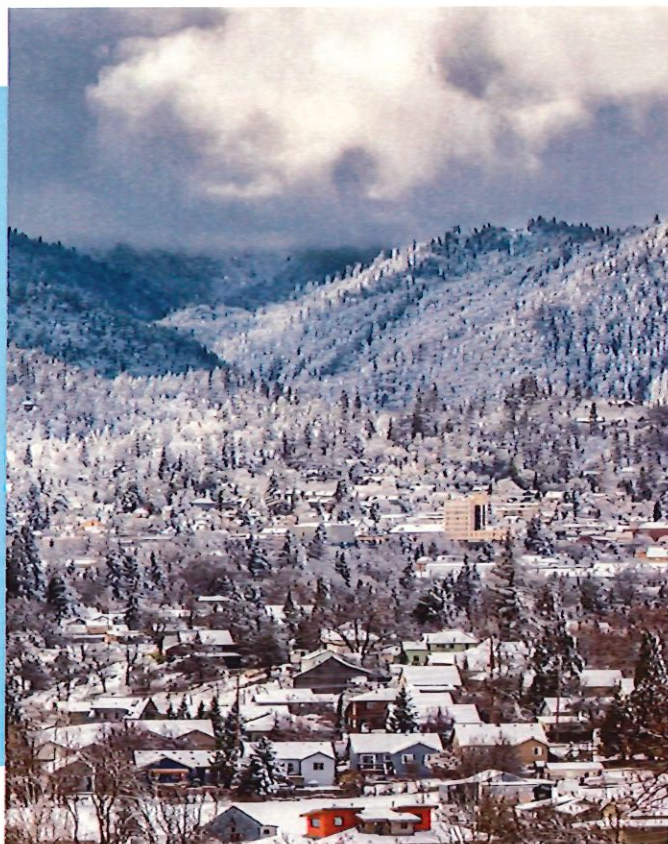
# Quarterly Report

October - January  
2022

Ashland City Council  
February 22<sup>nd</sup>, 2023



## CONTENTS



### Travel Ashland Role

Our work and impact

### Where we are now

A strong end to 2022

### Program Analytics

Earned media coverage

Website and Social Analytics

Paid Media Performance – Search and Display

### Industry Statistics

Ashland lodging industry

Culinary Industry

### Looking forward

Winter and Spring Campaigns

Photo by Bob Pallermi

## Where we are now

- **The fall** ended with **strong visitation and the holidays were comparable to 2019** numbers for many though different from 2021.
- **We support and promote events that are returning and growing** such as the upcoming Oregon Chocolate Festival, the Cheese Festival and the Ashland Independent Film Festival and the new Rogue Table events.
- **Spring promotions** are underway with **targeted campaigns** reaching our personas and key markets that we continually assess and update based on engagement and visitation.
- We are **producing** seasonal videos, imagery and footage telling the story of visiting Ashland along with growing our social platform and engagement. We will be sharing our Fall shoot on YouTube.
- In March we will launch Travel Ashland's **Industry platform** to support our partners with resources, research and outreach.
- Production of our **Visitor Guide** begins and due to publish in May.
- We are revamping how we attract **conferences, groups and tours**.



## Program Analytics



Photo by Bob Palermo

## Website Metrics October - December

Site targets workbook

### October - December Actual

	October - December 2022	October - December 2021	Variance	Variance
Pageviews	32,890	10,998	21,892	199.05%
Users	19,790	4,503	15,287	339.48%
Sessions	22,116	5,412	16,704	308.65%

### January - March Forecast

	January - March 2023	January - March 2022	Variance	Variance
Pageviews	34,500	20,570	13,930	67.72%
Users	16,000	9,117	6,883	75.50%
Sessions	15,500	10,629	4,871	45.83%

## Social Metrics October - December

### Facebook October - December Actual

	Oct-Dec 2022	Oct - Dec 2021	+/-	+/-
Followers	2,458	2,082	376	18.28%
Reach	41,170	3,423	37,736	9166%
New Likes	75	41	34	45.33%

### Instagram October - December Actual

	Oct - Dec 2022	Oct - Dec 2021	+/-	+/-
Followers	4,035	3,438	597	14.79%
Reach	16,787	6,235	10,552	62.86%
New Likes	244	0	244	100%



## Social Posts December

### Top Post

Reach 1,073 Engagement 21

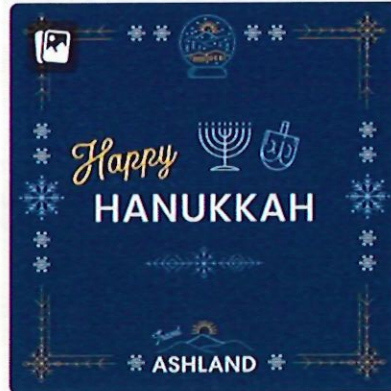


**Winterbreak in Ashland**  
Family Getaway Itinerary

Day 1 Snowplay @ Mt. Ashland & dinner in town  
Day 2 Shopping and Ice Skating in Lithia Park  
Day 3 Cozy rest day and the best hot chocolate  
Day 4 Explore the playgrounds and hike the trails

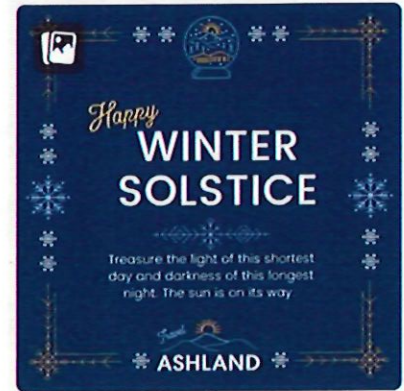
Something for everyone - get away to Ashland this winter break with the family and friends. ❄️ The holidays are filled to the brim with magic ✨ and wonder along with scrumptious food and libations. 🍷  
#familyfun #basecampashland #liveyourdaydreams

Reach 461 Engagement 23



Happy Hanukkah on this first night! May your candles burn bright this season.

Reach 302 Engagement 12



Come celebrate the light in Ashland this holiday season. Wishing everyone a beautiful Winter Solstice as the sun stands still and winter begins. #liveyourdaydreams #wintersolstice2022 #pnw

## Key Takeaways

- **The editorial calendar** with prewritten social posts and templates were a success promoting Festival of Light and winter itineraries.
- **Travel Ashland** launched the new social management plan the week of Dec 12 with a new social media consultant starting January 2023.
- **Overall web traffic** and engagement continues to be up significantly YOY
  - Pageviews +140%
  - Users +329%
  - Sessions +261%
- **Top Pages**
  - Homepage 10.67%
    - Top navigated to after Homepage
      - Festival of Light
      - Winter Reaction
      - Dining
  - Ashland 4 Kids 9.14%
  - Festival of Light 6.09%

# Search October - December 2022

108,075

Impressions

6,297

Clicks

5.83%

\*Industry Average 5-7%

CTR

\$0.81

\*Industry average \$1.40

CPC

Ad Group :	Impressions :	Clicks :	Click Rate :	Absolute Top Impressions :	Top Impressions :
Branded ▶	27,044	2,277	8.42%	36.71%	86.66%
Family Fun ▶	26,449	1,580	5.97%	21.09%	82.28%
Outdoors ▶	28,021	1,063	3.79%	42.30%	92.95%
Wine and Culinary ▶	18,281	768	4.20%	27.38%	71.97%
Arts and Culture ▶	8,092	599	7.40%	46.01%	74.97%
Local Shopping ▶	188	10	5.32%	27.17%	53.32%

## TOP CITIES

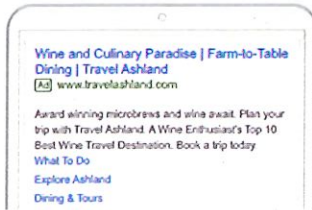
City	Impressions	CTR
Portland, Oregon	45,811	4.92%
Dorris, California	8,243	9.95%
Seattle, Washington	3,130	4.35%
Redding, California	812	15.76%
Sacramento, California	1,350	7.41%
Eugene, Oregon	1,420	6.69%
Salem, Oregon	1,102	7.80%
San Francisco, San Francisco B.	1,444	5.68%
Redmond, Oregon	704	9.52%
San Jose, Silicon Valley	1,057	6.15%

\*2022 Search Advertising Benchmarks  
LocalIQ - multiple categories

## Search Creative Examples

### Wine & Culinary

Impressions 4,232  
Clicks 164  
CTR 3.88%



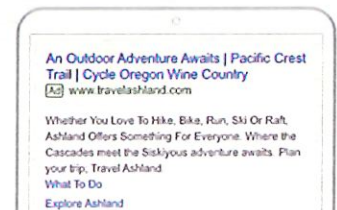
### Family Fun

Impressions 6,683  
Clicks 471  
CTR 7.05%



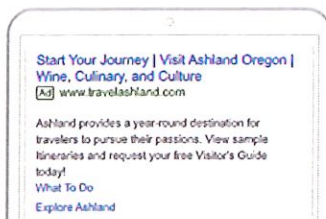
### Outdoors

Impressions 6,783  
Clicks 270  
CTR 3.98%



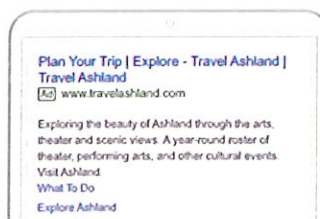
### Branded

Impressions 3,567  
Clicks 390  
CTR 10.93%



### Arts and Culture

Impressions 2,482  
Clicks 178  
CTR 7.17%



## Display



Persona: Quick Escapes  
Interest: All  
Market: Drive  
Run Dates: 3.1.2022-11.30.2022



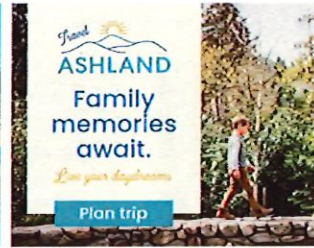
Impressions: 74,968  
CTR: 0.11%  
Clicks: 82



Persona: Family Getaways  
Interest: Family Fun  
Market: Drive & Fly  
Run Dates: 3.1.2022-11.30.2022



Impressions: 135,000  
CTR: 0.15%  
Clicks: 201



## Display



Persona: Quick Escapes  
Interest: Wine & Culinary  
Market: Drive  
Run Dates: 3.1.2022-11.30.2022



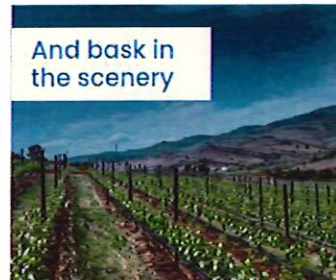
Impressions: 127,186  
CTR: 0.09%  
Clicks: 110



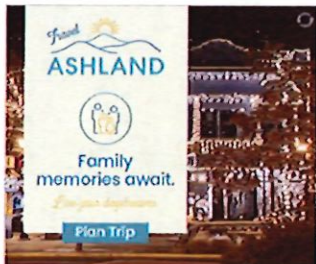
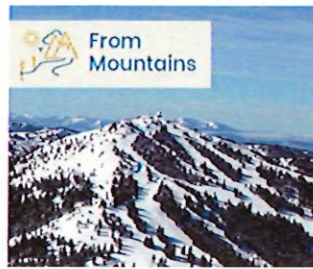
Persona: Wanderers  
Interest: Wine & Culinary  
Market: Drive & Fly  
Run Dates: 11.1.2022-11.30.2022



Impressions: 50,067  
CTR: 0.28%  
Clicks: 141



# Family Getaways Winter

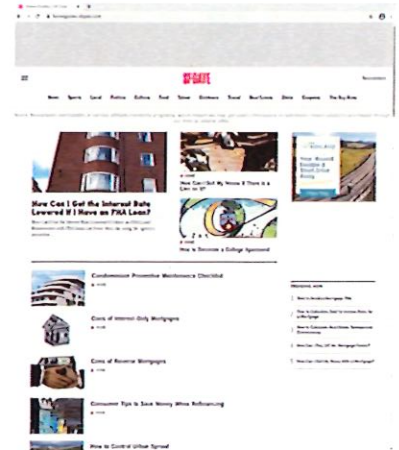
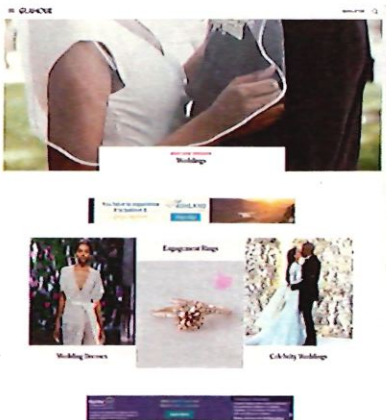


Persona: Family Getaways  
 Interest: Family Fun  
 Market: Drive & Fly  
 Run Dates: 11.9.2022-2.28.2023

Impressions: 75,270  
 CTR: 0.25%  
 Clicks: 187

# Display - Highlights

- Overall campaigns continue to perform well
- Top sites by click
  - Yahoo.com 161
  - Dailymail 132
  - People.com 111
- The best performing ad sets by CTR (click through rate) were both of the family targeted ones
- Each month we are seeing additional "view through" which is when someone sees an ad but does not click and visits the site later



## Lodging Industry Statistics: September - December

### Key Points:

- Average daily rate represents 536 rooms nights, approximately a third of Ashland's lodging but is a key snapshot.
- Data is based on properties that report to the STR reporting system.
- Ashland held a **strong room rate** and paced ahead of the county and region, which has typically been the case.
- TOT and F&B collections are outsourced by the City of Ashland to the State and have a lag time of 3-6 months.

### Ashland ADR: Average Daily Rate (room revenue/rooms sold)

	Sept.	Oct.	Nov.	Dec.
Ashland	137.65	131.47	102.86	105.29
YOY for Ashland	+7.6%	+8.6%	-6.7%	+20%
Jackson County	124.02	117.32	100.88	95.19
Southern Oregon	119.23	115.33	96.47	96.67
Oregon	141.13	135.95	114.48	114.63

Source: STR Report

**Ashland's Transient Room Tax Statistics** show from the latest data available that **July - September of 2022 of \$993,327 paced within 20% of Ashland's best summer ever in 2018**. This recovery far exceeds many other destinations that are still building back. Conversely, January - March continue to show the greatest opportunity to increase occupancy.

### Siskiyou Welcome Center Visits

Sept.	Oct.	Nov.	Dec.
2145	1426	1654	1357

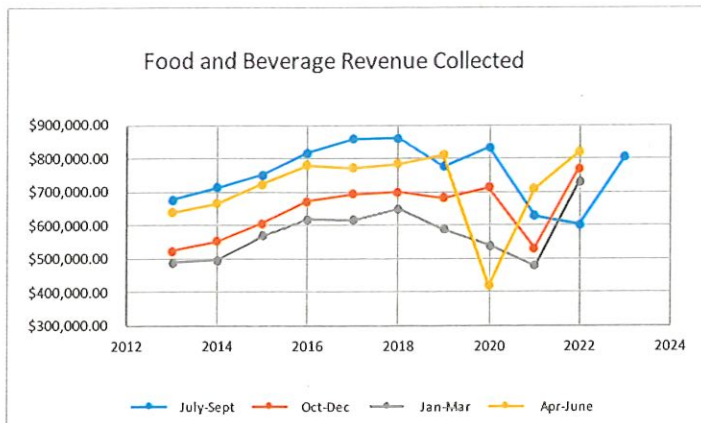
2022 totaled 21,805 visitors **exceeding 2021 by 20%** with 17,661. The Siskiyou Welcome Center is part of the Oregon State Welcome Center system. **60% of all entry** into Oregon comes through our corridors. 20% of all state highway funds in Oregon are generated by visitors according to Travel Oregon. The Welcome Center is managed by Travel Southern Oregon with paid staff and volunteers and funded through Travel Oregon.

## Culinary Industry Statistics

### Key Points:

#### Restaurant responses to Travel Ashland's survey showed the following trends October - December:

- Customers preferred dining outdoors with weather permitting; are spending more per check; ordering more small plates and alcohol; requesting more to-go and many were up in 2022 vs prior years for some.
- **Below, F&B annual revenue collections shows recovery and stabilization with spring pacing to summer.** Hence the work we do to promote year-round to help increase fall and winter revenue with visitors.



Source: HdI reports

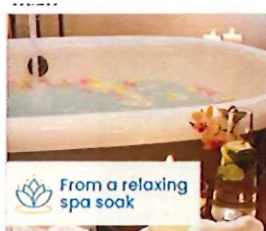


Photo by Lindsey Bolling

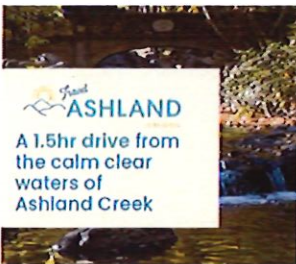
## Display - "Water" Campaign launched September 2022



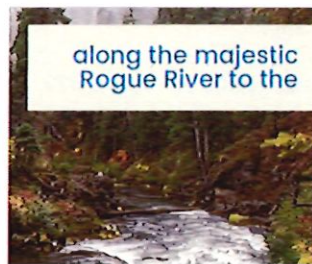
Persona: Wanderers  
Interest: Arts & Culture  
Market: Drive & Fly  
Run Dates: 9.24.2022-2.28.2023



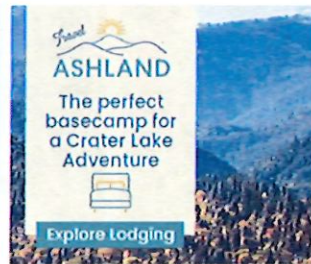
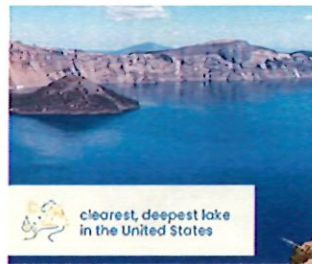
Impressions: 175,400  
CTR: 0.13%  
Clicks: 236



Persona: All  
Interest: Outdoor Enthusiasts  
Market: Drive & Fly  
Run Dates: 9.24.2022-11.30.2022



Impressions: 100,114  
CTR: 0.12%  
Clicks: 117



## Live out your daydreams this Holiday Season.

Join us for Santa's Arrival and the Grand Illumination on Friday, November 25th with music and festivities. Santa's arrival begins at 5pm followed by the Grand Illumination. Celebrating the magic of the season for kids, families, locals and visitors alike.

[www.travelashland.com/festivaloflight](http://www.travelashland.com/festivaloflight)



### Festival of Light & Holiday Campaigns

- We promoted and produced the kick off the holidays with the **30<sup>th</sup> annual Festival of Light event November 25<sup>th</sup>** main event that welcomed over 10,000 people at the grand illumination. Festivities continued through the new year showcasing community partners.
- **Landing page** on [travelashland.com](http://travelashland.com) dedicated solely to the Festival of Light, associated events and local shopping opportunities
- **Social media templates** outlined all the events leading up to the Festival of Light and throughout the entire holiday season
- **Paid social and targeted display campaigns** focused on the events as well as **outdoor, shopping, lodging, dining and entertainment** opportunities
- Geographic targets include the West Coast and emphasis on Redding to Eugene drive markets and LA, Phoenix and Seattle flight markets

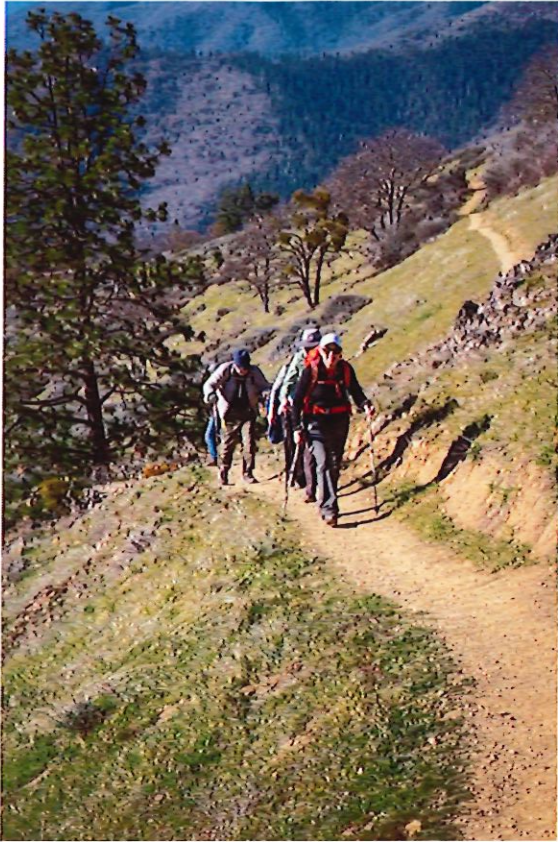
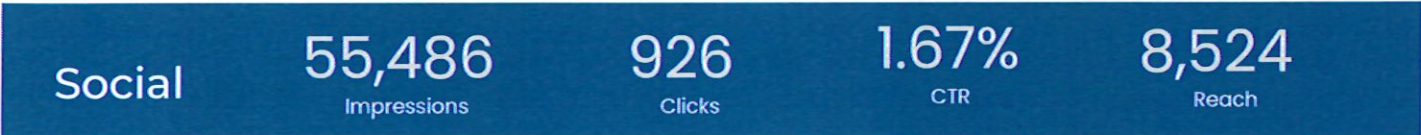


Photo by Bob Palermini

## We Invite You Back December -February

- Utilizing **Polygonal Targeted Audiences (PTA)**
- Similar to geofencing, PTA targets a set geography and collects data via cell phone. We use a time frame "lookback" and target those who visited during the window of time and eliminate or target based on the audience we are looking to reach.
- **Launched December 19**
- This **targets those who have visited Ashland during the summer months** and **invites them back** for winter activities.
- The audience was pulled through mobile devices
  - **Look back May-June-July, 2022**
  - 48 commercial address locations: **23,450 devices discovered accounting for 129,300 visits to Ashland area hotels, restaurants, airport, etc.**
  - 819 address (CRM): 1,071 devices appended to the residential CRM list.
  - 12,804 devices removed due to association with undesirable ZIP's. (Mostly from 97520, 97501, 97504 and 97502 to avoid targeting locals)
- The campaign creative runs through websites as display ads and through social media.
- In addition to the direct target an additional "Audience Lookalike" was created to reach a larger audience that mirrors their online behaviors of the original audience.

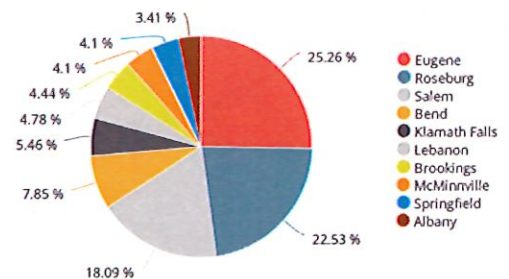
## PTA- Performance - December 2022



### TOP CITIES BY IMPRESSIONS

City	Impressions	Clicks	CTR
Eugene	46,258	74	0.16%
Roseburg	26,594	66	0.25%
Salem	24,795	53	0.21%
Klamath Falls	9,070	16	0.18%
Bend	8,904	23	0.26%
Coos Bay	6,034	10	0.17%

### TOP CITIES BY CLICKS



# Planning

## Targeting

- Reviewing Geographies and adding a third geo group: 150 mile radius. As with the other two groups there will be overlap, but this will allow specific close in geo targeting.

## Events

- Compiling an aggregation of regional events that will be housed on the Travel Ashland Site
- Marketing will be able to be directed to this page

## Conferences

- Developing a strategy to market Ashland as a destination for conferences. This will include organic outreach as well as structured content and media.

## School breaks

- Researching school breaks of surrounding areas to plan marketing in advance, inviting them to Ashland for their break



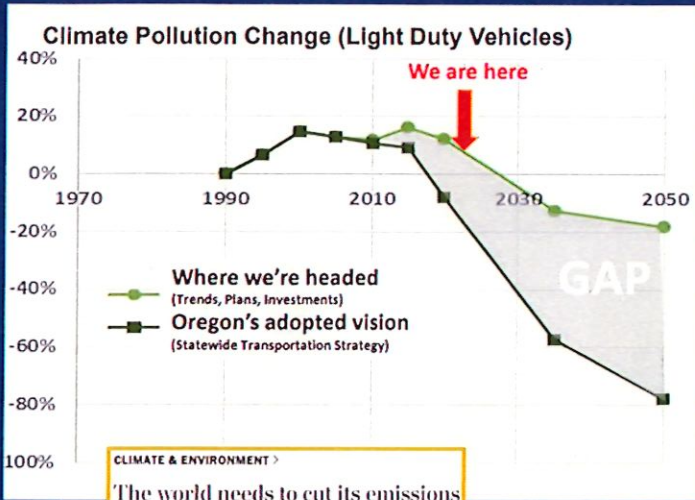
Photo credit: Al Case

## Travel Ashland Advisory Committee

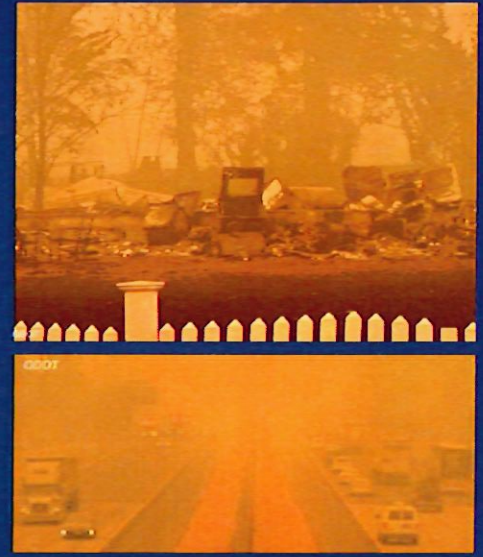
- Pete Wallstrom – Momentum River Expeditions (Chair)
- Graham Sheldon – Ashland Creek Inn
- Anne Robison – The Crown Jewel
- Don Anway – Neuman Hotel Group
- Julie Gurwell – Hearsay Restaurant, Lounge and Garden
- Scott Malbaurn – Schneider Museum of Art
- Gina Bianco – Rogue Valley Vintners
- Dorinda Cottle – City of Ashland
- Javier Dubon – Oregon Shakespeare Festival
- Gina DuQuenne – Ashland City Council Liaison



## Why these Rules? Missing Oregon's Pollution Reduction Targets Has Real Costs



CLIMATE & ENVIRONMENT >  
The world needs to cut its emissions seven times as fast to hit climate goals, U.N. report finds



## Rules Apply in Oregon's Metropolitan Areas

These contain over 60% of Oregon's population and 70% of jobs



# Updated Land Use and Transportation Rules

Focus Areas

## Land Use/Building

- Designate walkable climate-friendly areas
- Reform parking management
- Support electric vehicle charging

## Transportation

- Plan for high quality pedestrian, bicycle, and transit infrastructure
- Go beyond sole focus on motor vehicle congestion standards
- Prioritize and select projects meeting climate/equity outcomes



DLCD



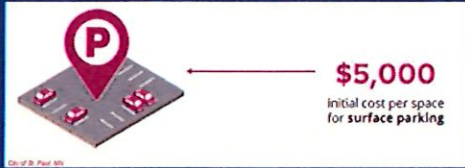
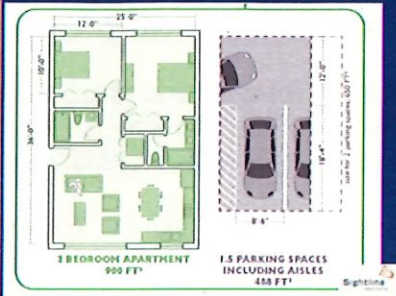
## What is a Climate Friendly Area?

- Imagine downtowns and neighborhood centers
- Walkable area with a mix of residential, office, retail, services, and public uses
- High-quality pedestrian, bicycle, and transit services
- Parking is well-managed

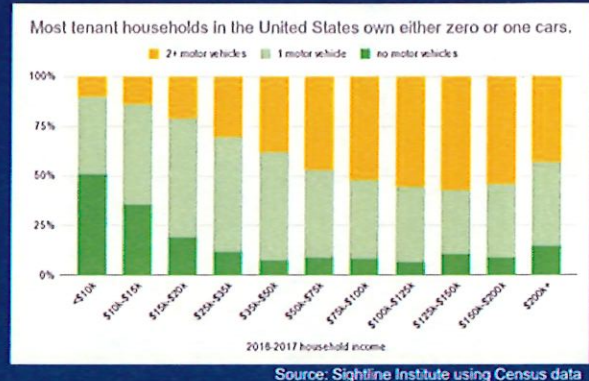


DLCD

# Reforming Costly Parking Mandates



Mandates can prevent housing from being built; parking is a significant cost and displaces housing footprint



People with no cars or few cars are subsidizing parking for those with many



# Reforming Costly Parking Mandates

## Corvallis data

Use	% of all city area
Driveways	3.3%
Parking lots	7.2%
On-street parking	Some part of 9.7% for roads

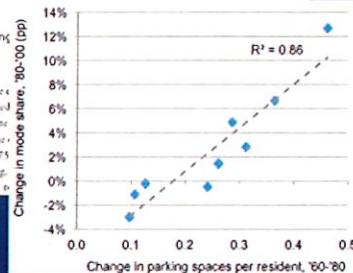
Parking uses huge amount of land, making areas less walkable

Parking behaviour: Bundled parking and travel behavior in American cities  
Michael Manville, Miriam Pinski  
2014 Institute of Public Affairs, San Diego, CA 92161, USA

## Bundled parking and vehicle ownership: Evidence from the American Housing Survey

Michael Manville  
University of California, Los Angeles  
mkm253@cornell.edu

**Abstract:** This article estimates the effect of bundled parking on household vehicle ownership. Using data from the American Housing Survey, I show that the parking being vehicle-free are 50-75 households without bundled parking. Cities near transit are twice as likely to



Parking mandates can lead to more car ownership and driving





Land used for parking in downtown Corvallis

## Other Parking Provisions

### Best Practices

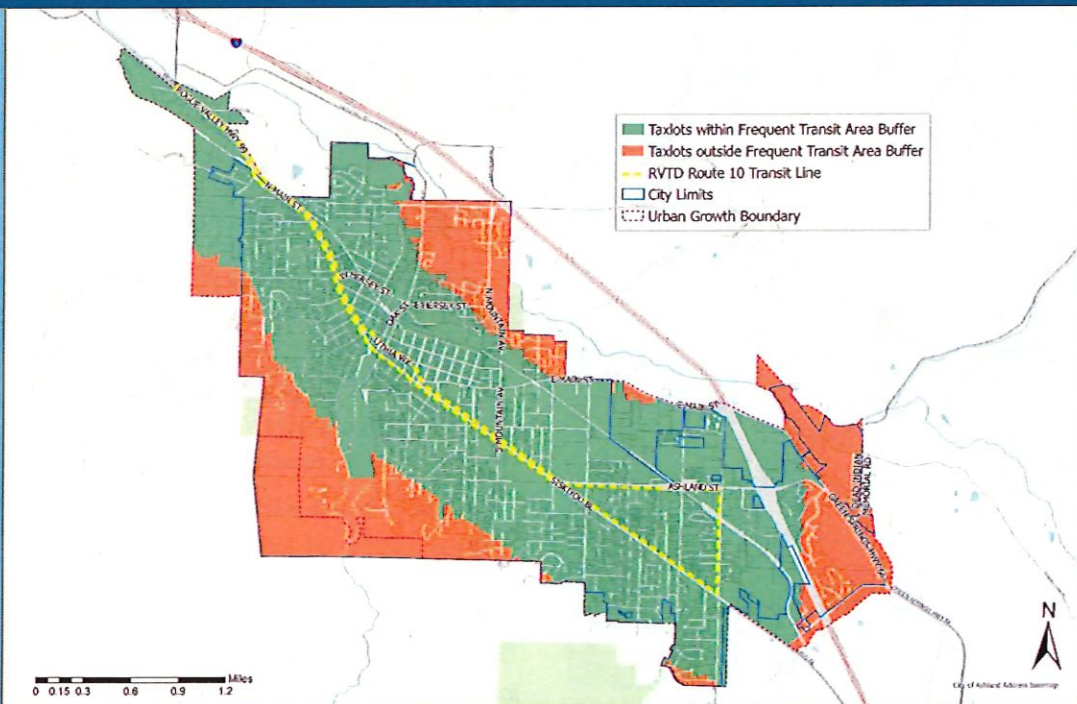
- Facilitate shared parking
- Convert underused parking
- Larger parking lots provide tree canopy or solar panels
- No garage requirements
- Incentives for car share, EV charging, accessible housing units
- Some parking maximums

### Over 100,000 population

- If retaining mandates, price 5% of on-street parking spaces at least 50 cents/day by Sept 30, 2023 and 10% of spaces by Sept 30, 2025



DLCD



**“Reduced Parking Mandates” Now in Effect**

Kestrel Park Cottages



## Climate-Friendly Area (CFA) Analysis/Report

### Geo-Spatial Analysis by 6/30/2023

Consultant: Rogue Valley Council of Governments (RVCOG)

*Identify potential CFA's to accommodate 30 percent of projected total population in mixed-use, pedestrian friendly areas.*

### Public Engagement Plan Implementation by 6/30/2023

Consultant: 3J Consulting

*Public Engagement Plan, Stakeholder Interviews to identify underserved populations impacted in seeking to insure equitable outcomes.*

**Final Study/Report Identifying Potential CFA's  
to Dept. of Land Conservation & Development by 12/31/2023**

ASHLAND





City of Ashland

<http://www.ashland.or.us/climatefriendly>

## Climate-Friendly & Equitable Communities Timeline

**'Parking A'**  
 < ½ mile to Rt. 10

12/31/2022

*In Effect Now*

**CFA Study**

*In Progress*

Complete by 12/31/2023

**'Parking B'**

*Eliminate Mandates or  
 Select Options*

Complete by 12/31/2023

**CFA Zoning**

*Comp. Plan Element,  
 Maps & Codes*

Complete by 12/31/2024





# Climate-Friendly & Equitable Communities

Council Update  
February 22, 2023

CFEC Parking Minimums (Parking I) by December 31, 2022	<b>NOW IN EFFECT</b>
CFEC Electrical Vehicle Conduit Requirements by March 31, 2023	<b>THROUGH BUILDING CODES</b>
CFEC Parking Minimums (Parking II) by June 30, 2023	<b>FOR ASHLAND 12/31/23</b>
Climate Friendly Areas (CFA) Study consultant work through June 30, 2023 [ <i>Technical Assistance by Rogue Valley Council of Gov'ts</i> ]	<b>UNDERWAY NOW!</b>
CFA Public Engagement Process consultant work through June 30, 2023 [ <i>Technical Assistance by 3J Consulting, Inc.</i> ]	<b>UNDERWAY NOW!</b>
Final CFA Study report due to DLCD by December 31, 2023	
CFA Transportation Modeling by June 30, 2024	
CFA Designation, Maps & Code Amendments consultant work through June 30, 2024 [ <i>Consultants still to be determined based on available Technical Assistance funds.</i> ]	
CFA Designation, Maps and Code Amendments Adoption by 12/31/2024	

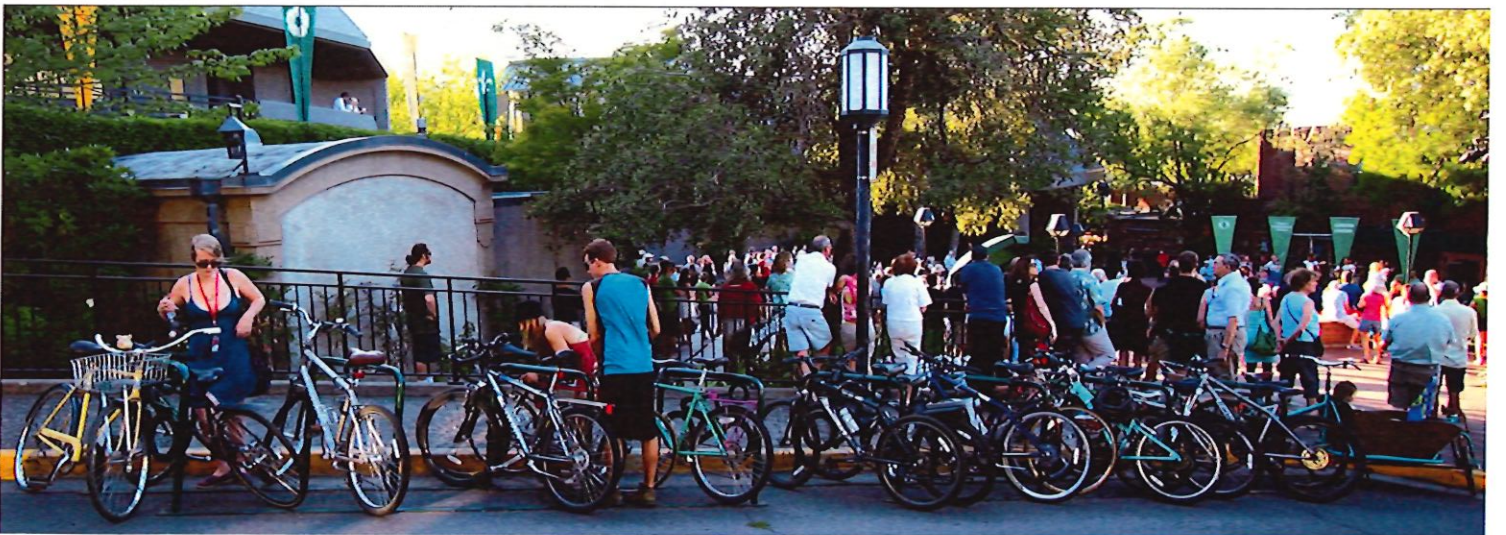
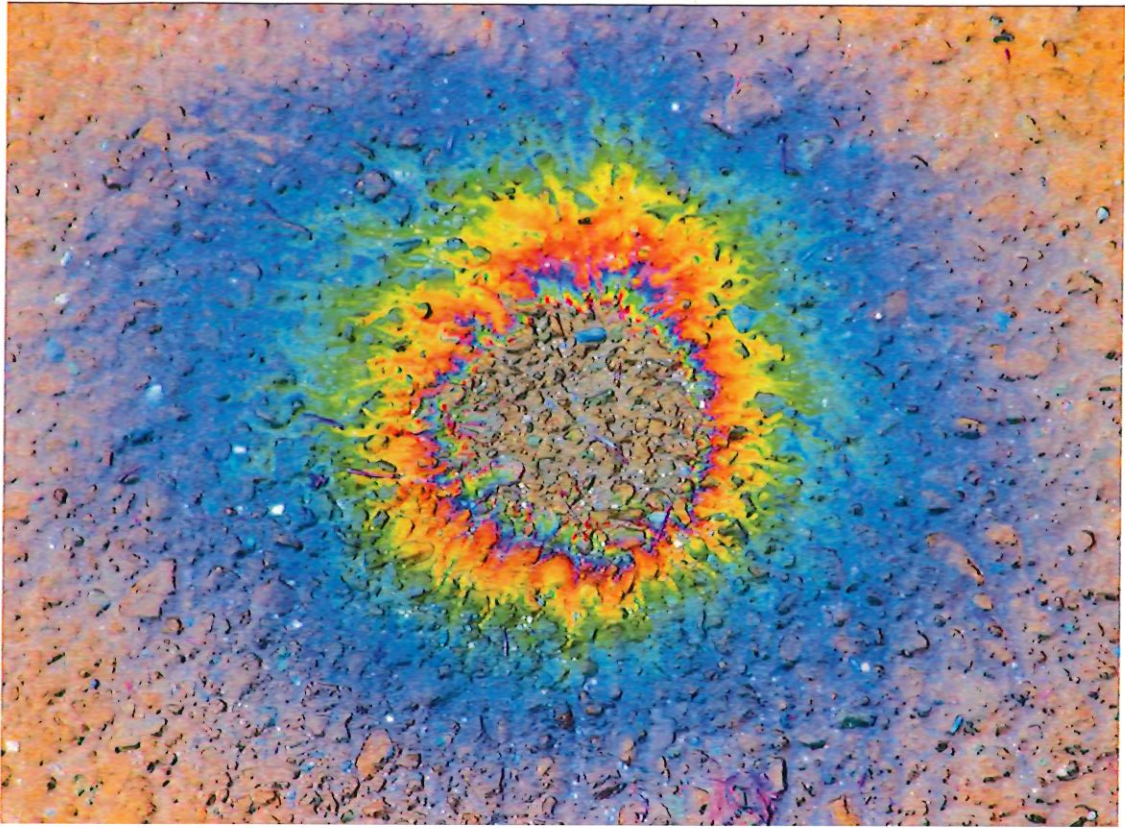


## CF&EC Implementation Timeline









---

**Project selection** is based on a variety of factors

- Projects across a city must work to meet climate goals

**Measuring success**

- Look at two or more measures, not only moving cars

**Significant street expansions**

- Review alternatives
- Engage the public



## Transportation Planning

Project Selection

